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COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #211

CHAIRMAN

Stephen P. Crosby

COMMISSIONERS

Gayle Cameron

Bruce W. Stebbins

Enrique Zuniga

March 2, 2017 10:10 a.m.

MASSMUTUAL CENTER

1277 Main Street

Springfield, Massachusetts 01144

1 P R O C E E D I N G S

2

3 CHAIRMAN CROSBY: Good morning,
4 everybody. I'm pleased to call to order
5 public meeting No. 211 of the Mass Gaming
6 Commission. Once again, we're out at the
7 MassMutual Center in Springfield rising. We
8 are opening business at about 10:10. First
9 item on the business as usual is the approval
10 of minutes. Maybe, Commissioner Zuniga can
11 step up.

12 COMMISSIONER ZUNIGA: I'll be happy
13 to, in the absence of Commissioner Macdonald.
14 I would move that the minutes for the meeting
15 of February 16 be approved as submitted in the
16 packet, subject to corrections of
17 typographical errors and other nonmaterial
18 errors.

19 COMMISSIONER CAMERON: Second.

20 CHAIRMAN CROSBY: Any discussion?

21 COMMISSIONER STEBBINS: Yeah. I
22 just found two small typo errors that I can
23 get to Catherine or Cecilia after.

24 CHAIRMAN CROSBY: Okay. Great. And

1 I will abstain, since I was not in attendance.

2 All in favor? Aye.

3 COMMISSIONER STEBBINS: Aye.

4 COMMISSIONER CAMERON: Aye.

5 COMMISSIONER ZUNIGA: Aye.

6 CHAIRMAN CROSBY: Opposed? The ayes
7 have it three nothing with one abstention.

8 Next up is Executive Director Bedrosian for
9 his general administrative report.

10 MR. BEDROSIAN: Good morning,
11 Commissioners.

12 CHAIRMAN CROSBY: Good morning.

13 COMMISSIONER CAMERON: Good morning.

14 COMMISSIONER ZUNIGA: Good morning.

15 COMMISSIONER STEBBINS: Good
16 morning.

17 MR. BEDROSIAN: Since it is March,
18 we're starting, believe it or not, to focus on
19 racing that is right around the corner. We
20 have, on the harness side, started to hire our
21 seasonal employees. My memory was that our
22 season started last year with a, sort of,
23 comparable winter. I think it was about the
24 third week of April. You'll remember, this

1 year they had a statutory 125 races that they
2 will have to race so --

3 CHAIRMAN CROSBY: 125 days.

4 MR. BEDROSIAN: Right. Excuse me.
5 125 days. So that'll be quite the season. On
6 the thoroughbred side, I imagine you've all
7 seen reports about -- in the press recently
8 about Suffolk Downs. What I can tell you is,
9 that staff is in close communications with the
10 administration at Suffolk Downs, and they
11 continue to inform us, to the extent they can,
12 about the status of negotiations with
13 potential buyers. So -- and, also, staff
14 continues to meet with all interested parties,
15 including different horsemen's group,
16 breeders, all interested parties on the
17 thoroughbred side.

18 We do this, of course, in the
19 context of another year in which the racing
20 legislation will technically expire, sort of,
21 mid season, so we're keeping that in mind too
22 and thinking about, you know, what information
23 we can provide the legislature, which might be
24 helpful to them in making up whatever decision

1 they will make this year on new legislation,
2 extending legislation. So it's a busy time
3 for us on the racing side.

4 CHAIRMAN CROSBY: On the
5 thoroughbred, they have made plenty of this
6 public, that there will be racing in 2017,
7 right; there's no -- there appears to be no
8 ambiguity about that?

9 MR. BEDROSIAN: Yeah, I think it's
10 -- it has been, including Chip Tuttle coming,
11 when he testified in front of you on the
12 license, he seemed very, very confident that
13 '17, and really, potentially, '18 were secure.
14 So I think we're operating under the guise
15 that, clearly, '17 and, most hopefully, '18.

16 CHAIRMAN CROSBY: Right. And, also,
17 in this same regard, I heard -- I saw in the
18 media, I think, or somewhere, that Wynn had
19 held a big meeting, or was preparing to have a
20 big meeting, or offering to have a big meeting
21 with former Suffolk Downs' employees to honor
22 your commitment to give them a first shot at
23 employment with Wynn. So I hope that's -- I
24 saw that. I hope it's widely publicized. I

1 think --

2 MR. DESALVIO: We are. We're going
3 to -- Chairman, we will be publicizing that
4 even more going forward. It's April 29th at
5 the Hilton Garden Inn, East Boston, right near
6 the track.

7 CHAIRMAN CROSBY: Great.

8 MR. DESALVIO: And I've been talking
9 to Ed about trying to -- we're trying to
10 gather up as many of the folks as we can, the
11 original list that we worked on, and we had
12 some ideas about how to reach -- even possibly
13 reach some of the back workers as well that
14 were -- you know, that don't normally come
15 through on the -- on the union list. So we're
16 going to try to gather up as many of the
17 Suffolk employees as we can, and we'll hold
18 that event April 29th.

19 CHAIRMAN CROSBY: Great. You
20 remember, I got a very moving letter from
21 somebody whom you had reached out to.

22 MR. DESALVIO: Absolutely.

23 CHAIRMAN CROSBY: And he was really
24 moved that you took this seriously and were

1 pleased that you're sticking with it.

2 MR. DESALVIO: And he's been helping
3 me, actually.

4 CHAIRMAN CROSBY: Oh, really.

5 MR. DESALVIO: He's even got his
6 own, sort of, e-mail chain of some of the
7 former workers.

8 CHAIRMAN CROSBY: Great.

9 MR. DESALVIO: And that, he's going
10 to help get us some attendance at that as
11 well.

12 CHAIRMAN CROSBY: That's great. We
13 ought to get him in touch with the media
14 somewhere. It's a great story.

15 MR. BEDROSIAN: Thank you,
16 Commissioners, that's all --

17 COMMISSIONER ZUNIGA: Can I go back
18 a little bit to -- can someone remind me, or
19 does somebody remember whether the race days
20 for this season we've approved already, those
21 race days, and whether they go beyond the June
22 30th --

23 MS. BLUE: For Suffolk Downs they've
24 put in some placeholder dates in their

1 application, and I think, now, we're looking
2 at July, August, September, weekends in that.
3 They will have to come back before the
4 Commission to talk about Racehorse Development
5 Fund purse money, so we'll have another
6 opportunity for that. The harness folks have
7 such a long schedule. It runs from April to
8 November.

9 COMMISSIONER ZUNIGA: Right, right.
10 And I know you alluded to this, but, perhaps,
11 bears emphasizing, that you look at whatever
12 statutory implications are of a transfer of
13 interest. In this case, as reported in the
14 media, what does that mean in terms of
15 obligations of this Commission, or obligations
16 of the licensee.

17 MR. BEDROSIAN: Right. And that's
18 all presuming that we're operating under the
19 same statute.

20 COMMISSIONER STEBBINS: Right.

21 COMMISSIONER ZUNIGA: That's right.

22 COMMISSIONER STEBBINS: Well, I --
23 to pick up on your report, Ed, you know, I
24 applaud you and staff. You know, I'm glad

1 we're taking a little bit more of aggressive
2 approach to see what we can do to support, as
3 we've always talked about, support and save
4 the thoroughbred racing industry. You know,
5 the recent developments, the expiration of the
6 legislation, some news out last week, in terms
7 of the Finger Lakes, which is where a lot of
8 our Mass. owners and trainers and jockeys have
9 gone to race some other races, has run into
10 some bumps and difficulties. So it's kind of
11 a complex scenario, but I'm glad we're being a
12 little more aggressive and focusing on the
13 issues.

14 CHAIRMAN CROSBY: Great. Okay.

15 MR. BEDROSIAN: That's all I have.
16 Thank you.

17 CHAIRMAN CROSBY: Thank you. We're
18 onto Item No. 4, Ombudsman Ziembra.

19 MR. ZIEMBA: Good morning,
20 Commissioners. Commissioners, as part of my
21 report this morning, we'll hear a brief
22 Wynn Boston Harbor project update and a
23 presentation of it soon to be published,
24 Massachusetts Environmental Policy Act Notice

1 of Project Change filing.

2 We'll then have a presentation on
3 MGM's quarterly report for the final quarter
4 of 2016, and I will briefly ask for approval
5 to release \$7,200 of Longmeadow's community
6 mitigation reserve. First, however, I'd like
7 to put the first two items, the Wynn and MGM
8 reports in context.

9 As the Commission is aware, all of
10 our licensees are required to provide the
11 Commission with quarterly reports that are, by
12 necessity, made to the Commission after the
13 close of the prior quarter. Usually, because
14 of the time it takes to finalize and compile
15 the data from the prior quarter, such reports
16 are given no earlier than four to six weeks
17 after the prior quarter.

18 Indeed, Wynn Boston Harbor just gave
19 its presentation on their final 2016 quarter
20 two weeks ago at the Commission meeting. At
21 that time, Wynn noted that it had been
22 preparing a Notice of Project Change. The
23 Commission asked Wynn to come back to the
24 Commission and discuss such filing, as notice

1 of this filing will be published next week in
2 The Environmental Monitor. Wynn asked to
3 provide this briefing at today's meeting. We
4 welcome them to Springfield.

5 In addition to the Notice of Project
6 Change presentation, we asked Wynn to give an
7 update on news that occurred since the meeting
8 we had two weeks ago. Namely, Wynn's
9 announcement following a board meeting last
10 week, that its estimated project cost has been
11 increased. Although this estimate would
12 normally be part of the report, and will be
13 part of the report following the quarter in
14 which it occurred this quarter, we asked the
15 Wynn team to provide a brief update today.
16 With that as a context, I welcome and ask
17 Bob DeSalvio, president of Wynn Boston Harbor,
18 and Jacqui Krum, senior vice president and
19 general counsel to provide this update.

20 MR. DESALVIO: Great. Thank you,
21 John. Good morning, Commissioners.

22 CHAIRMAN CROSBY: Good morning.

23 COMMISSIONER CAMERON: Good morning.

24 COMMISSIONER ZUNIGA: Good morning.

1 COMMISSIONER STEBBINS: Good
2 morning.

3 MR. DESALVIO: First and foremost,
4 it's very nice to be here in Springfield. I
5 just want to offer my congratulations to the
6 mayor, his economic development team and the
7 MGM folks, because I took a look around this
8 morning before the meeting. It's really
9 incredible, the progress. And so, hats off to
10 them for the work that they've done here.
11 Great to see in Springfield.

12 And the second thing, before we get
13 started, this one's off topic, but I think
14 it's really important that -- and I wanted to
15 use the opportunity to get it out there
16 publically. Today, we are having another
17 Mass. Girls in Trades Conference. And we're
18 doing that down at Local 103 in Dorchester.
19 And we already got some morning photos from
20 there. It is -- looks like a jam-packed
21 event, about 350 young women attending. And
22 this thing is really taking off so we're going
23 to -- we're actually -- and since we're here
24 in the western part of the state, we thought

1 we'd also announce and make sure that we could
2 get out publically that on April 13th we're
3 going to have another Mass. Girls and Trades
4 event at William J. Dean Technical High
5 School, and that's 1045 Main Street in
6 Holyoke.

7 And so, for anyone who might be
8 listening over the Internet, or we'll get some
9 of the minutes from these meetings, if any
10 young women are interested in this event,
11 please contact their principal, or anyone at
12 any of the local vocational schools and get
13 themselves set up to attend the event. But
14 this thing has actually really taken off and
15 we're getting some good results. And,
16 hopefully, we'll get some fine, young women
17 that'll be part of the construction trades on
18 a going-forward basis for not only our
19 project, but for many other projects down the
20 road. And I just wanted to get that out
21 there.

22 CHAIRMAN CROSBY: Great.

23 MR. DESALVIO: Now, I want to move
24 on to the main reason why we're here, which is

1 to update you as to the MEPA filing. You're
2 going to hear from Jacqui Krum in just a
3 minute. She's going to concentrate on the
4 MEPA history, the timeline. We've had lots of
5 discussions surrounding sediment removal, and
6 she'll get you up to speed on that. And then,
7 I'm going to talk about the program
8 refinements. And those program refinements,
9 along with other things, have implications for
10 two major areas. Number one is jobs. And I'm
11 going to give it, sort of, an update as to
12 what the impact of all these changes have in
13 terms of the jobs front at our project. And,
14 also, as John mentioned earlier, we did get
15 some Board approval for an increase in the
16 budget. And so, I'll take you through that as
17 well, but now I'm going to turn it over to
18 Jacqui Krum for the first part.

19 MS. KRUM: Morning, Commissioners.
20 Good to be in Springfield.

21 CHAIRMAN CROSBY: Good morning.

22 COMMISSIONER CAMERON: Good morning.

23 COMMISSIONER ZUNIGA: Good morning.

24 COMMISSIONER STEBBINS: Good

1 morning.

2 MS. KRUM: First, just a brief
3 overview of our MEPA mystery. As you know, it
4 was quite a long history. So we started it in
5 May 2013 with our Expanded Environmental
6 Notification form, and we received our
7 certificate from the secretary on
8 August 28, 2015, over 2 years later, after
9 filing our second supplemental environmental
10 impact report.

11 Now, we are filing our Notice of
12 Project Change, which, as Bob mentioned, is
13 largely centered on the sediment remediation.
14 So that's the sediment that's located in the
15 cove, the water sediment, the sediment under
16 the water in the cove, so I'll take you
17 through that.

18 Briefly, just wanted to give
19 everyone the dates for the common period. It
20 will -- the Notice of Project Change will
21 appear in The Environmental Monitor on
22 March 8th, next Wednesday. The comments are
23 due March 28th, and we anticipate a decision
24 or a certificate being issued on April 7th.

1 The copies are available in the libraries of
2 all of our -- of our host and our surrounding
3 communities. They're also available on our
4 Web site at wynnbostonharbor.com. And if
5 anyone would like a paper copy, they can, of
6 course, request one and we'll provide that.

7 So as I mentioned, the primary
8 purpose of the Notice of Project Change was to
9 discuss the sediment remediation. That had
10 been conceptually discussed in prior MEPA
11 filings, but we hadn't had a chance to
12 characterize the actual waterside sediments.
13 Now, we've had that opportunity. We -- under
14 the Massachusetts Contingency Plan, we filed a
15 revised Phase 2 report on December 30, 2016,
16 and we're preparing Phase 3 and Phase 4.
17 That's the main body of the Notice of Project
18 Change.

19 Also, as Bob mentioned, there are --
20 we've taken the opportunity to bring MEPA up
21 to date for some of the program refinements
22 that we've made. These do not require any new
23 state or federal permits. There are minor
24 modifications to the living shoreline, the

1 docking system and the garage. Some of these
2 are based on things that we discovered during
3 the design process. For instance, there were
4 changes to the living shoreline and the
5 docking system, based on ADA requirements.

6 We are also presenting additional
7 information on the DC -- DCR Harbor Walk
8 Connector. That's the biking-pedestrian path
9 that'll connect from our property onto DCR's
10 property. This was also discussed
11 conceptually in prior MEPA filings, but we've
12 identified certain wetland impacts that need
13 to -- that need to be addressed in further
14 detail in this filing. Finally, the last
15 section of our Notice of Project Change takes
16 your Section 61 findings and just provides a
17 status update as to where we are on all of
18 those.

19 Without further adieu, the sediment
20 remediation. So the mediation area it's about
21 a 7-acre portion of the intertidal and
22 subtidal waters in Everett and Boston, where
23 the sediment remediation will occur. So if
24 you look at this diagram and you see the red

1 dashed line, that shows you the remediation
2 area. We had previously --

3 CHAIRMAN CROSBY: Jacqui, excuse me.
4 I was trying to go over these last night. I
5 can't figure out, where is the land line?

6 MS. KRUM: Sure.

7 CHAIRMAN CROSBY: Is it marked?

8 COMMISSIONER ZUNIGA: It's the
9 white.

10 MS. KRUM: Yes. The land line --

11 COMMISSIONER ZUNIGA: It's the
12 white.

13 CHAIRMAN CROSBY: Is the white?

14 COMMISSIONER ZUNIGA: Yes.

15 MS. KRUM: Well, it's the -- it's
16 actually the -- the high water -- the mean
17 high water and the mean low water is marked
18 because --

19 COMMISSIONER ZUNIGA: This is the
20 land.

21 MS. KRUM: -- there's land under
22 water.

23 CHAIRMAN CROSBY: Yeah. Okay.

24 MS. KRUM: And then you see the

1 dividing line between the two cities in the
2 middle of the page.

3 CHAIRMAN CROSBY: Right. Okay.

4 MS. KRUM: So just briefly, as I
5 previously mentioned, the area outlined in
6 green was the navigational dredge area. That
7 has been previously approved as part of our
8 prior filings. That's, primarily, to
9 facilitate the water transportation. So
10 that's a fairly shallow area right now that'll
11 need to be dredged, somewhat significantly
12 capped. And, as I said, that's been
13 previously approved so this is adding on to
14 that. We're hoping that the remediation can
15 be completed in one season, but that does
16 depend on time-of-year restrictions so it may
17 take two seasons.

18 So on this diagram, you can see the
19 resource areas that are impacted, and it also
20 outlines the previously-permitted navigational
21 dredge and the disposal site boundaries, which
22 is the red dash line.

23 So in our MEPA filings, we haven't
24 fully determined what -- how we'll actually

1 implement the actual sediment remediation.
2 That's part of the Phase 3 filing that we'll
3 do under the Massachusetts Contingency Plan.
4 So what we presented were three different
5 alternatives. And the first one is the most
6 extensive in terms of impacts. This will
7 result in a condition of no significant risk
8 to the environment, in accordance with the
9 MCP. All of them will, I should say.

10 So under the first alternative,
11 which is a full dredge and cap, the
12 remediation activities will include dredging
13 of impacted sediment, management and disposal
14 of dredged material, backfill of material for
15 capping, and restoration of the benthic
16 habitat that exists there, and monitoring to
17 ensure the stability of the cap.

18 The second alternative is a partial
19 dredge and cap. So we would dredge and cap in
20 the majority of the area as seen in red, with
21 capping done in the deep channel. The third
22 alternative is a partial dredge cap and what
23 they called -- what they call monitored
24 natural recovery. So, as you know, this is a

1 pretty tidal river, and what our licensed site
2 professional, our LSP, has told us, is that
3 there may be an opportunity for monitored
4 natural recovery, which is you let the tide
5 essentially repair some of the damage. We
6 would still have to dredge and cap in certain
7 part of the area, but the rest we would
8 monitor over a multiyear period. We'd require
9 DEP's approval to do this, and we're working
10 with DEP to go through that process.

11 Essentially, we'd be dredging and capping here
12 in the eastern portion of the remediation
13 area, and using monitored natural recovery for
14 the remainder of it.

15 COMMISSIONER ZUNIGA: Jacqui, before
16 you move from the alternatives, sounds like
17 they go from more expensive to least
18 expensive. And what would -- what would it
19 take for the permitting authorities, DEP, to
20 select an alternative?

21 MS. KRUM: Well, we actually -- not
22 "we." Our licensed site professional is the
23 one that selects an alternative. Of course,
24 we want to make sure that we have DEP's

1 sign-off on that. Strangely enough, they vary
2 in price not as significantly as you might
3 anticipate, given the long-term monitoring
4 that you have to do on the monitored natural
5 recovery. From an environmental perspective,
6 it's the least invasive. So that's one of the
7 reasons we are looking at it. It has been
8 used in other areas. Not in Massachusetts.
9 Under the DEP -- in conjunction with MassDEP.
10 So we're investigating to see whether it is a
11 viable alternative and whether DEP has the
12 appetite for it.

13 COMMISSIONER ZUNIGA: Right. Well,
14 what about -- that's great. So they'll
15 determine that soon enough, I gather.

16 MS. KRUM: That'll be part of our
17 Phase 3.

18 COMMISSIONER ZUNIGA: Phase 3. And
19 so, what about in terms of being in the
20 critical path of the project; do any of these
21 impact similarly?

22 MS. KRUM: None of them will impact
23 the critical path of the project, because
24 we'll do the cap and dredge, hopefully,

1 starting in this season going over to next
2 season, if required. And then, the monitored
3 natural recovery, essentially, we leave it
4 there and --

5 COMMISSIONER ZUNIGA: You're there.

6 MS. KRUM: -- monitor it. And
7 that's the -- that's the deep part of the
8 channel. But in terms of picking an
9 alternative, what we're look for is, one, the
10 effectiveness, the short and long-term
11 reliability, the implement -- the ability to
12 implement, cost, obviously, risk, benefits,
13 timeliness and grooming. So those are the --
14 those are the items that we're balancing.

15 CHAIRMAN CROSBY: Jacqui, there's
16 this -- the top of the picture there's this
17 little existing salt marsh to be protected.
18 Is that a salt marsh that has, somehow, not
19 been polluted by all this stuff that's gone on
20 before? What's special about that?

21 MS. KRUM: Well, that is one of the
22 ones that we've done as part of the landside
23 cleanup. So this is part of -- it's going to
24 be part of the living shoreline.

1 CHAIRMAN CROSBY: So you've already
2 cleaned that up? Oh, I see.

3 MS. KRUM: In process.

4 CHAIRMAN CROSBY: In part. Okay.

5 MS. KRUM: Yes. Yep.

6 CHAIRMAN CROSBY: Okay. And what's
7 up with the oysters?

8 COMMISSIONER ZUNIGA: Oh, they're
9 gone.

10 MS. KRUM: The oysters are gone.
11 The Mystic River is not suitable for oysters.

12 CHAIRMAN CROSBY: Gone forever?

13 COMMISSIONER ZUNIGA: Yeah.

14 MS. KRUM: And there was concern
15 about people plucking oysters out of the
16 Mystic River and consuming them.

17 CHAIRMAN CROSBY: Yeah. I thought
18 there was -- I thought maybe that was still up
19 for discussion at some point.

20 MR. DESALVIO: I think after we
21 open -- Chairman, you know, we had talked
22 about this, and I think we have to let all the
23 remediation happen and get stabilized before
24 we could go back and even readdress that. For

1 now, they told us to take a pause on that.
2 But let's just wait and see what happens when
3 we're done with all the remediation work.

4 CHAIRMAN CROSBY: Tell them they
5 have an anxious Commission.

6 MS. KRUM: We'll let them know.

7 COMMISSIONER STEBBINS: Anxious
8 commissioner, let's be clear. When you're
9 doing dredging, you know, when you guys were
10 excavating so much of the dirt and having the
11 dirt removed by rail when you dredge, it's all
12 on boat, all moved out by boat, barge, other
13 type of vehicle?

14 MS. KRUM: We were looking at two
15 alternatives. One would be to treat the water
16 on the land, and the second to treat it on a
17 barge and remove it by barge. Given the
18 tightness of the construction on the site,
19 land is just not going to be an option anymore
20 so it'll all been done on barge. And once the
21 material has been treated and the water has
22 been treated, that'll all be moved to another
23 location on a barge.

24 COMMISSIONER STEBBINS: Okay.

1 COMMISSIONER CAMERON: Does your
2 team have any concerns about something that
3 may come up, something challenging with the
4 dredging? Is that...

5 MS. KRUM: Not really. We've done a
6 significant amount of testing. We still have
7 to do more. And, in fact, we're petitioning
8 in front of both of the Everett Conservation
9 Commission and the Boston Conservation
10 Commission to do additional testing. But we
11 hope to have precharacterization done to a
12 large extent before we start.

13 So turning, now, on to the project
14 refinements.

15 MR. DESALVIO: And I thought -- I
16 thought the best way to approach this might be
17 to really focus on an update from when we last
18 were in front of the Commission, which was
19 last fall on our design approval process.

20 So you have in front of you two
21 different charts. One of them is a -- I'll
22 call it more of a MEPA-oriented chart. And
23 that's the differences from where we are now
24 to where we were when we had filed the SSFEIR,

1 and that's all laid out. But I thought it
2 would be actually more impactful to the
3 Commission to flip to the next chart. And
4 this would get us up to speed as to where we
5 were, based off of our last design approval
6 with the Commission and -- so as to not to
7 confuse matters and go back over things that
8 you've already -- we've already noted to you.
9 We thought that would kind of get the
10 Commission up to speed, while MEPA's much more
11 interested in the first chart. So I'm going
12 to focus my comments on this particular page,
13 and then when we're done, certainly, we'll
14 open this up for questions.

15 So I'm going to just, kind of, take
16 it from the top. Hotel rooms have not changed
17 since we were in front of you in the fall.
18 We're still at 671. And, therefore, no real
19 change in the hotel tower square footage. On
20 the gaming front, virtually, no change. A
21 minor, probably, aisleway change. It totaled
22 about 1400 feet against a couple hundred
23 thousand, so it's really, barely noticeable.

24 You will note, however, that the --

1 we are actually able to increase the number of
2 gaming units since our last visit with you.
3 And that has do with floor layouts and the
4 aisles, and the final restaurant locations and
5 where things are that are around the perimeter
6 of the gaming floor. And just by way of
7 background, that new number of 4421 is
8 comprised of 3,060 slots. 133 -- 1,333 table
9 game positions, and we have a spot for 28 ETG
10 units, electronic table game units. So that's
11 how we get to the --

12 CHAIRMAN CROSBY: Say those numbers
13 again, Bob.

14 MR. DESALVIO: 3,060 slot machines.
15 And that's up from our last count. And then,
16 1333 table game positions and 28 ETGs,
17 electronic table game positions. So that
18 means --

19 CHAIRMAN CROSBY: That's like --
20 that's like the multiplayer electronic --

21 MR. DESALVIO: That's correct.

22 CHAIRMAN CROSBY: -- like Poker,
23 like we have at Plainridge, yeah.

24 MR. DESALVIO: That's correct. We

1 found a product that we really like, that,
2 actually, IGT makes that we're scheduling to
3 go on the floor.

4 CHAIRMAN CROSBY: Okay.

5 MR. DESALVIO: We found a good area
6 for it. So again, that brings us up from what
7 was previously 4250 to now 4421, and that's an
8 increase of 171 units. Now, that's actually
9 down on the MEPA chart going -- and we won't
10 pull that chart back up, but, actually, MEPA
11 had a higher number from the start. So now,
12 the good news about doing this now is, we can
13 gets the Gaming Commission, MEPA,
14 City of Everett, the DEP, everybody, sort of,
15 all in line with the same program. And that's
16 why there's a good opportunity to really catch
17 up.

18 One of the biggest change you're
19 going to see is the next line item. We
20 significantly reduced the amount of retail in
21 the project. And you'll see, in a minute,
22 where we flipped that square footage. It
23 didn't go away. It was actually repurposed to
24 another use. But for the purposes of the

1 Gaming Commission, retail has gone from 56,602
2 square feet to 9177 square feet. A decrease
3 of about 83 percent. Primarily, driven by a
4 reduction of about 10 stores. We're going to
5 wind up with four major kind of stores that
6 Wynn plans to open and operate itself. As you
7 know, in Vegas we have some stores that we
8 lease and some that we actually run ourselves.
9 But the plan right now is for us to do those
10 major stores on our own, and then we still
11 have two in -- what we call employee-type
12 stores, or areas where we can sell things to
13 employees along the way. It's very popular.
14 And we have some retail up in the spa level as
15 well. So a grand total of about a reduction
16 of 10 stores. Primarily, driven by market
17 conditions.

18 I'm sure everyone is aware the
19 retail world is a bit in a upheaval at the
20 moment. The heavy-duty pressure for online.
21 You see many of the retailers are cutting back
22 on a number of stores. And, quite honestly,
23 Wynn focuses on a -- on a very high-end luxury
24 group of retailers, which are pretty

1 well-represented on Newbury Street in Boston.
2 And for them -- you know, for them, when we
3 talked to some of them, quite honestly, for
4 them to close a store, break a lease, move a
5 few miles away, rebuild and reopen, that was a
6 tall order for some of them. And, certainly,
7 we did not -- and in long discussions with
8 Mr. Wynn about this, we didn't want to
9 compromise, in terms of level of retail. I
10 mean, clearly, we could have gone out and
11 filled the space by just putting it out on the
12 open market, but we weren't sure that would be
13 representative of the real five-star, resort
14 experience.

15 So rather than do that, Mr. Wynn and
16 the team came up with a strategy whereby we
17 would flip some of that space to repurpose it,
18 open the retail ourselves, and at a later date
19 we could always come back and change our
20 minds, if we want to go out. But we were not
21 going to -- we were not going to bend, in
22 terms of the expectation on what we would get
23 on rent per square foot just to fill retail
24 space. It was just not in the cards. And,

1 also, after examining sort of local market and
2 where we wanted to go, we thought that space
3 could be better used in a couple areas, which
4 I'm going to get to now --

5 CHAIRMAN CROSBY: To finish this --

6 MR. DESALVIO: -- yes.

7 CHAIRMAN CROSBY: -- up, Bob, so of
8 the four stores that you're going to still
9 have there in that 9,000 square -- 8,000
10 square feet, whatever it is, 9,000, none of
11 them will be the big, fancy brand names that
12 you feature, it's going to be your own stores.

13 MR. DESALVIO: One of them is going
14 to be -- one of them we're going to do the --
15 what we call the Wynn Collection. And if
16 you've been to Las Vegas recently, you will
17 see we just did a major redo. And we have a
18 Wynn Collection store out there, and what we
19 do is we take the major luxury brands and mix
20 them with other brands into a collection that
21 we curate and operate ourselves. That has
22 been highly successful. We've had a great run
23 with that new store. It also gives us the
24 ability, in a smaller footprint, to put many

1 more designer labels under one roof.

2 So that's going to be our primary --
3 we're going to do men's, women's, accessories,
4 handbags all within that location, and use the
5 multiple brands that we traditionally have,
6 but we're going to curate it under the Wynn
7 Collection idea and do it ourselves, and be
8 the owner and operator of that particular
9 store. And then, on top of that, we have
10 three others that'll go with it that we are
11 still, kind of, working on the concepts. But
12 it would be what you would typically find in
13 our -- in our stores.

14 So, certainly, we're not going to --
15 we're not going to denigrate the quality at
16 all. We're going to go for those names. And
17 you'll see them curated under our own
18 brand-name store called "The Wynn Collection,"
19 as we just recently did in Las Vegas.

20 The next change, really, a
21 significant change, and I think a real
22 positive move for the project is, we decided
23 to add some more food and beverage outlets.
24 Certainly, trying to focus on what we thought

1 would be the most popular in the area. So
2 we've added an oyster bar that was not
3 originally part of the component.

4 CHAIRMAN CROSBY: My oysters.

5 COMMISSIONER ZUNIGA: There's your
6 oysters.

7 MR. DESALVIO: Your oysters. And
8 you'll never know, maybe some day.

9 MS. KRUM: Not from the Mystic.

10 MR. DESALVIO: Not from the mystic
11 now, but we'll hold out hope for you,
12 Chairman.

13 The other one we added was -- and
14 I'm sure you've been following the incredible
15 rise of the craft beer outlets in production
16 in our area. And, in particular, in Everett.
17 You know, they've got an area of Everett now
18 that's really taken off. We've talked to some
19 of the local brewers, and we think this is a
20 great opportunity to bring some local flavor
21 to the property.

22 And, you know, craft beer, in
23 general, across the whole United States is
24 growing by leaps and bounds, and far

1 surpassing, on a percentage basis, what you
2 find from the noncraft side of it. So we
3 thought that this would be a great opportunity
4 to, again, take some retail space that we
5 thought might go a little underutilized and
6 flip it into a couple outlets that made sense
7 for us.

8 The other thing that we did was
9 we're adding another -- we already had an
10 Italian, fine-dining restaurant. So we've
11 done two things. We made that one a little
12 bit larger, and we also added a casual Italian
13 restaurant that'll be right off of the casino
14 floor, similar to what we have in Las Vegas
15 that's been extremely popular in the Allegro
16 outlet. So that's new to the equation as
17 well.

18 And then, in the area of the -- one
19 of the bigger changes, now, is that we've
20 dramatically increased the size of the meeting
21 and convention space. We now have -- we've
22 taken that program from 32,000 up to 60,000
23 square feet, and the food and beverage program
24 went from 78,000 to 97,000 square feet.

1 Primary components of the -- of the meeting --
2 the meeting space is a new 36,000-square-foot
3 ballroom. And that's going to be located --
4 you'll see this in a minute, when we get to
5 the new slide, but we've now expanded the size
6 of the original ballroom that was at the end
7 of the peninsula.

8 And after talking to a lot of local
9 businesses, and we now have a -- we now have a
10 new meeting and conference person on our team,
11 and in talking to the team in Vegas, we even
12 did some research on this. When Mr. Wynn was
13 in town in his last visit, we had a business
14 leaders' luncheon, and he sort of used that as
15 a good opportunity to focus group and talk to
16 some of them about their needs.

17 And there is, I guess, a real
18 shortage of large ballroom space in -- in our
19 particular region. Right now, the largest
20 ballroom available, really, would actually
21 have to be over at the BCEC, over at the
22 convention and expo center. So past that
23 center, we would now have the largest ballroom
24 in the greater ballroom -- in the

1 Greater Boston area.

2 We'll be able to seat up to 3,700
3 people theater-style for an event in that
4 ballroom, or a banquet that probably breaks
5 about 2,000 people. And on top of that, we'll
6 have 10 small meeting rooms to go along with
7 that. And we think that this will greatly
8 enhance the program. And we felt it was
9 worthwhile, very worthwhile to make the
10 switch-off between having the extra retail
11 stores and moving that into the new restaurant
12 concepts, along with the additional meeting
13 and convention space. And I'm going to go
14 through the rest of --

15 COMMISSIONER ZUNIGA: Bob, before
16 you leave that --

17 MR. DESALVIO: Sure.

18 COMMISSIONER ZUNIGA: You mentioned
19 you'd be able to have about -- or up to 3,700
20 people for a special event?

21 MR. DESALVIO: Correct.

22 COMMISSIONER ZUNIGA: I'm also
23 reminded of -- you'll remember the restriction
24 or the consideration that we have to do --

1 MR. DESALVIO: For live
2 entertainment.

3 COMMISSIONER ZUNIGA: Live
4 entertainment venues.

5 MR. DESALVIO: Correct.

6 COMMISSIONER ZUNIGA: If the seating
7 is less than 3,000 but more than 1,500. Is
8 that -- are those the right numbers?

9 MR. DESALVIO: I think it is -- it's
10 actually 1,000 to 3,500.

11 COMMISSIONER ZUNIGA: To 3,500.

12 MR. DESALVIO: And so, we're
13 actually -- we, sort of, crack the north end
14 of that by having the ability to seat up to
15 3,700 on a -- on a seated event for
16 theater-style.

17 COMMISSIONER ZUNIGA: Well, that's
18 just one consideration because you could -- I
19 imagine, the way you describe this space, is
20 pretty flexible.

21 MR. DESALVIO: Very flexible.

22 COMMISSIONER ZUNIGA: You could
23 configure it in many different ways and I
24 guess that's --

1 MR. DESALVIO: Matter of fact --
2 that's correct. Very good question,
3 Commissioner. We have this so that you can
4 break it up into multiple parts because
5 there's so many different needs in the meeting
6 segment and the conference segment. So it's
7 got a air-wall system that can break it in
8 halves and then we can break sections of it up
9 in thirds. So the whole idea was to keep it
10 as flexible as possible, or leave it wide open
11 for a very large event.

12 COMMISSIONER ZUNIGA: Right.

13 MR. DESALVIO: There's no -- there's
14 no permanent -- really permanent stage setup.
15 We'll be able to move staging into there, and
16 we have access to do, pretty much, any type of
17 event in there.

18 COMMISSIONER ZUNIGA: But is your
19 intention to stay away from that restriction,
20 or try to -- if the market, you know, if you
21 decide that you want to get into that
22 threshold to go back to impacted live
23 entertainment venues?

24 MR. DESALVIO: Yeah. The main

1 purpose of the room is going to be for the
2 meeting and conference market. We think
3 that'll be the primary use. It does not
4 preclude us from doing, obviously, large
5 banquet and social events, and, quite
6 honestly, if we wanted to, an occasional
7 entertainment event. We are considering that.
8 But I believe, and unless I'm wrong, as long
9 as your seating capacity is north of the 3,500
10 restriction, certainly, we would be able to --
11 to use it for that purpose.

12 I want to remind the Commissioners,
13 though, that it's not -- it's not a theater.
14 So this is not what you would consider a
15 theater at all. There's no raked floor. It
16 is flat floor space, it's decorated very
17 similar to the Wynn and Encore ballrooms. It
18 just happens to be large enough that we can
19 use it for multipurpose. But its main -- you
20 won't see -- you won't see a production show
21 in there, like we have in Las Vegas.

22 It's really designed -- I would say,
23 No. 1 use will be meeting and conference,
24 No. 2 use will be banquets, social events, and

1 No. 3 use, I would say, would be occasional
2 entertainment. That's, kind of, the way we're
3 looking at it. And that entertainment could
4 be public, but it also could be private. It
5 could be an event for our red card holders, or
6 some sort of a casino marketing event, or a
7 New Year's Eve party, or a tournament or
8 something. But we could use it for,
9 obviously, multipurpose. And the key was that
10 there's just not a large -- there's not a lot
11 of large spaces in the Greater Boston area.

12 And we're hearing, loud and clear,
13 that -- and especially from a lot of our Wynn
14 customers that are in Las Vegas, that are from
15 this area, we've talked to them and they're
16 really dying to use a Wynn facility that would
17 have enough space that they could run a
18 decent-size conference in. It also
19 complements the additional number of rooms
20 that we have. By going up to 671, we thought
21 that having the additional meeting space would
22 make sense for us as well.

23 COMMISSIONER ZUNIGA: Understood.

24 MR. DESALVIO: And I want to --

1 CHAIRMAN CROSBY: Bob, excuse me.

2 MR. DESALVIO: Oh, go ahead. I'm
3 sorry.

4 CHAIRMAN CROSBY: Is there a
5 theater?

6 MR. DESALVIO: No.

7 CHAIRMAN CROSBY: You don't have --

8 MR. DESALVIO: We don't have --

9 CHAIRMAN CROSBY: At all?

10 MR. DESALVIO: We do not have a
11 theater in the property.

12 CHAIRMAN CROSBY: So you're not
13 planning on having big shows as a major part
14 of your --

15 MR. DESALVIO: No. Just along the
16 lines of what I mentioned, that we could
17 occasionally use that ballroom for an
18 entertainment event, but there's no theater in
19 the building.

20 So I'm going to come back to
21 there's -- after I get through going through
22 the numbers, I'm going to double back and talk
23 about jobs, and I'm going to talk about
24 budget. But I thought, maybe, let me -- while

1 we're on this chart, I'll just kind of work
2 through the rest of it and then we'll double
3 back on those items.

4 Once you get past the food and
5 beverage, retail and the gaming, there was no
6 change in terms of spa, minor change in terms
7 of back of the house. A little bit of an
8 increase on front of the house support because
9 of the additional ballroom space. Very minor
10 change in the parking garage, about 17 spaces.
11 And that just has to do with layout and lines
12 and how we can line the garage up, but it was
13 virtually unchanged. We didn't change the
14 off-site parking spaces at all. No change,
15 really, in the parking garage square footage.

16 There's a note here that says,
17 "Lobby lounge going from 3,200 to zero." All
18 we did there is, on one configuration, we had
19 a lounge on lobby level. We've since now
20 moved that lounge up to -- you know, the
21 curved escalators when you come in the
22 building? On the top, on the right-hand side
23 will be a lounge, on the top, on the left-hand
24 side is a restaurant. And so that square

1 footage is now captured in the food and
2 beverage number that I mentioned earlier. So
3 the lounge didn't really get eliminated. It
4 really just got moved to the top of the
5 escalator off the lobby. And it has a nice
6 overlook view, now, to the garden lobby. We
7 think that'll be a great feature.

8 We had told you, at the last
9 meeting, the indoor pool was eliminated on a
10 prior round earlier to this. No change,
11 really, in the indoor garden, no real change
12 in the entertainment space. And then, the
13 overall GFAs barely moved. I think, the most
14 important number is the number at the bottom
15 of the page. And that's when you look at the
16 grossed floor area, and you take out the back
17 of the house, and you take out the garage. So
18 that's really what we consider the true public
19 space, what people can circulate around the
20 building, and the answer is that it barely
21 moved. So this really resulted in a change of
22 program, a repurposing of space. But, in
23 theory -- not in theory, in actuality, the
24 building footprint didn't change at all. All

1 we're doing is, sort of, moving around the
2 spaces to try to get the best possible product
3 for not only us and our shareholders, but for
4 the Commonwealth as well.

5 Now, what are the -- there are
6 obviously implications to making changes like
7 this. And figure that one of the questions,
8 I'm sure, would have been about jobs. So let
9 me run this through. It's actually a very
10 positive story by making these changes.

11 We went through an exercise where we
12 estimate what the FTEs, or full-time
13 equivalents would be for these new outlets
14 that we've done. We think that the oyster bar
15 adds about 24 FTEs to the project. The craft
16 beer outlet would add about 41 FTEs. The
17 casual Italian restaurant, about 79 FTEs. And
18 so, in our new outlets, that would be an
19 additional 144 FTEs.

20 Now, on top of that, we have
21 additional banquet and meeting space, so that
22 would add another 21 FTEs to that staff. We
23 increased the size of the fine-dining
24 restaurant. That was a small change, about

1 six. And then, also, one of our concepts is
2 an Asian-fusion restaurant. We -- they are
3 very popular in this area. We actually almost
4 doubled the square footage of that outlet.
5 And so, that's going to add an additional 66
6 FTEs. And so, when you look at the -- what
7 I'll call the expanded space, that grouping
8 was about 93 additional FTEs. So that brings
9 the grand total of the increases to about 237
10 FTEs.

11 Now, we have to subtract from that
12 an -- we did an estimate for what would happen
13 when we lose 10 retail stores, because,
14 obviously, there would be employees in those
15 outlets, but, you know, the retail stores,
16 especially the type of stores that would
17 populate a Wynn facility, are more luxury,
18 high-end. There's not a substantial amount of
19 employees that work there. And as a matter of
20 fact, in most retail outlets, you're noticing
21 now, that, especially, the higher-end ones,
22 the salesperson actually operates, and
23 actually operates the function of the cashier
24 as well, because many times they help you in

1 the front, they'll walk you over to the
2 counter and they'll -- they'll ring you up, if
3 they're not ringing you up on a mobile device.

4 So, in total, we think the loss on
5 the retail is only about 60 jobs. So if you
6 balance out the plus on the 237, we subtract
7 out the -- approximately, 10 -- 60 that we're
8 going to lose in retail, the net gain is about
9 177 FTEs through this change.

10 And, actually, to bring you guys up
11 to speed, I know, originally, we used to throw
12 out the number of about 4,000 in terms of
13 headcount. Now that we've made all these
14 changes and updated the program, we're
15 actually looking at about 4,500 now on the --

16 CHAIRMAN CROSBY: FTEs?

17 MR. DESALVIO: On the headcount.

18 CHAIRMAN CROSBY: Headcount, yeah.

19 MR. DESALVIO: Headcount front. On
20 the FTE side, we're about 30 -- we estimate
21 that to be about 3860. So these numbers are
22 all up from where we used to be, and I think
23 that's a great story to tell of increased
24 employment. And the net change of all that is

1 that, again, I think we have a -- just a much
2 better product. And we've put in the features
3 that we think would be most important to
4 attract folks in our regional market.

5 So now, past the FTEs, what does
6 this mean from a financial perspective. So
7 John mentioned earlier, we did have a board
8 meeting last week in Las Vegas. I was able to
9 be out there and met with Mr. Wynn, and then
10 actually was able to brief the Board at a
11 board dinner. And then, the next day, in
12 fact, they voted on an increase. And the
13 previous number that the Board had approved
14 was at 2.1 billion. We've now upped that to
15 an estimate of about, approximately,
16 2.4 billion in total for the project.

17 We actually did a filing on -- last
18 Friday was our 10K filing, because, obviously,
19 any change of that magnitude with SEC
20 requirements, you'd want to report that, so we
21 had a filing that was going out on Friday. So
22 we did, in fact, make that filing on Friday as
23 part of our 10K.

24 There's really five components that

1 make up the additional 300 million that's
2 going to be in the project. First and
3 foremost, is we now have most of the real bids
4 for the job. So instead of having what was
5 considered estimates, now we can actually --
6 as the job gets further and further along we
7 can swap out estimates for now what are real
8 bids.

9 Also, material and labor costs, I
10 think as most of you have read, in the Greater
11 Boston area have really gone up substantially.
12 We are in a real construction boom market in
13 the Greater Boston area. And if you look at
14 some of the construction trade magazines, and
15 they've been reporting on it as well. So part
16 of this is simply material and labor and
17 material costs.

18 We did have, if you recall, a
19 Chapter 91 delay, while we went through an
20 appeal. And anytime you have any delay,
21 that's time and money along the way.
22 Chris Gordon reported, at our quarterly update
23 meeting just recently, about some of the
24 issues that we found when we started with the

1 soil remediation and excavation. So those
2 issues cost us some additional money. And
3 then, just regular change orders that are
4 associated with a project of this magnitude.

5 So if you add up all of those five
6 items, that's how we get from 2-1 to 2-4. But
7 at the end of the day, the Board and Mr. Wynn
8 and the senior management team feel very
9 comfortable that we now have a great project
10 with some new enhancements. And we feel very
11 positive about the market. What we're seeing,
12 in particular in hotel trends, have been
13 extremely positive. We love the fact that
14 we're going to have some food and beverage
15 outlets that we think will be a real knockout.
16 And we -- you know, we're very bullish on the
17 gaming market. We just think that having this
18 sole license for eastern Mass. will be
19 important. And, of course, we're continued to
20 be focused on what Massport does with the
21 airport and the continued increase in
22 international tourism.

23 There was a great article recently,
24 I hope you caught, about China overtaking U.K.

1 as the No. 1 overseas tourist market now for
2 Massachusetts and the Greater Boston area.
3 And that number's expected to rise
4 substantially between now and 2020 and 2021.

5 So, you know, when we look at the
6 local market, we look at the low unemployment
7 rate, 2.8 percent, we look at the high median
8 household income numbers for the area. We
9 look at international travel. Great ranking
10 came out, U.S. World News report, ranking our
11 state and the Commonwealth on a number of
12 items where we're excelling. And so, in
13 updating the Board, I told them that, even
14 though we have a project that costs more
15 money, we're extremely bullish, and we think
16 that the project will have a great return for
17 our shareholders, for Wynn Resorts, and we'll
18 make you guys proud, as well as the rest of
19 the folks in the Commonwealth. So I wanted
20 to --

21 CHAIRMAN CROSBY: Bob, just on -- on
22 that point, we're, needless to say, pleased
23 that the Board went along with the increase
24 and are interested, and for all we can tell,

1 pleased with the changes that you're making.
2 Obviously, our concern would have been if the
3 Board had said no. If the Board had said no,
4 what would have happened to our expected plan?
5 Now, that didn't happen so no point in
6 hypothesizing. But what's what concerns us,
7 is our understanding of -- and we've talked
8 about this with all of our licensees, the
9 relationship between capital costs and
10 programming, obviously.

11 MR. DESALVIO: Sure.

12 CHAIRMAN CROSBY: And, so we just
13 need to be -- continue to be apprised of how
14 these things are going, since our concern is
15 your -- your financial viability and how that
16 reflects on our programming.

17 MR. DESALVIO: Absolutely. And the
18 Board asked a lot of very good questions about
19 it. And, quite honestly, the changes were
20 really designed to maximize the revenue and
21 the return on the -- on the facility.

22 I mean, we are a business. We
23 obviously answer to a lot of folks.
24 Shareholders, employees, Mr. Wynn, the senior

1 management team, our regulators. And so, when
2 we look at this, we take this issue, like,
3 very seriously. And they wanted to make sure
4 they had a full understanding of what we were
5 changing, why we were changing, the
6 implications of the changes in the
7 marketplace, and can the company get the
8 proper return. And they felt very comfortable
9 about that, and we think these changes really
10 do help drive the revenue that we need.

11 I mean, Jacqui and I were talking
12 yesterday about thinking back to the original
13 application, which, I believe had 500 rooms.
14 I think it had 500 rooms in it. So now you
15 take a project with -- that's now up to 671
16 rooms, those rooms are critical for us. You
17 know, not only for trying to maximize the
18 gaming revenue, because, you know, anyone
19 that's studied our industry will tell you
20 that, if you have folks that actually stay in
21 the building multiple days, they are usually
22 worth substantially more, in terms of retail
23 revenue, gaming revenue, nongaming revenue.
24 And so, we think that was extremely important.

1 And then, having the proper restaurants, the
2 meeting space to go with it.

3 And there's no -- you know, also,
4 it's an interesting process for us because
5 there is no denigration, in terms of quality.
6 Mr. Wynn would not stand for that. I think --
7 you've seen all the projects that he's done.
8 So this was not a matter of coming out and
9 saying we want to change certain things, but
10 come back -- cut back somewhere else. There's
11 no way. There's only one type of Wynn
12 facility, and that's the five-star experience
13 we're used to. So we wanted to make sure we
14 got it right, we got the programming right,
15 and we could maximize the return on the
16 investment.

17 COMMISSIONER ZUNIGA: Bob, with the
18 additional food and beverage, some of it is
19 expansion, but what -- are you managing or
20 leasing? What's the mix of what -- what you
21 might be --

22 MR. DESALVIO: Right now, our plan
23 is to lease one of the major food and beverage
24 venues. We're still in the process of doing a

1 negotiation so I'll -- I won't go public with
2 that because it's not a -- it's not,
3 certainly, a signed deal. But we are talking
4 to one particular operator about one of the
5 venues. And that's one of the major ones.
6 And then, also, another potential operator for
7 a very small one. So there could,
8 potentially, be two outside folks that would
9 be -- and both are from Greater Boston area.
10 But, primarily, it's very similar to Vegas.
11 We have, I think one -- one of the major food
12 outlets is leased out there. The rest are
13 owned and operated by Wynn.

14 COMMISSIONER STEBBINS: Bob, I have
15 a quick question. I'm encouraged by the
16 changes you're making, what it does to the
17 overall FTE count. Obviously, that breaks
18 down, maybe, differently than the original
19 application, in term of full-time and
20 part-time.

21 MR. DESALVIO: Correct.

22 COMMISSIONER STEBBINS: I obviously
23 argue that having a good mix is helpful to
24 everybody. But, at some point, I'd be

1 interested in seeing what that does to your
2 average salary scale per FTE and whether that
3 adjusted up or down, based on the nature of
4 the work. So when you have time --

5 MR. DESALVIO: We can run those --
6 provide that for you. Absolutely.

7 COMMISSIONER STEBBINS: That'd be
8 great. Thank you.

9 MR. DESALVIO: The next -- actually,
10 the next chart really just shows the footprint
11 of the building. And I just go back to my
12 earlier comment, all of these changes are all
13 done within the confines of the building. So
14 nothing's really changed at all on the
15 outside.

16 The next slide, which will be very
17 challenging to probably read on the big
18 screen. And I hope we have a -- thanks,
19 Jacqui. Jacqui is -- for those that are in
20 the audience looking up at our big screen,
21 Jacqui is pointing to the left-hand side, the
22 -- at the -- what we call the end of the
23 peninsula, the side that is closest out to the
24 water, and she's got that red dot right on the

1 expanded ballroom. And you can see there, we
2 were talking earlier about how the ballroom
3 partitions out. So then -- and then to --
4 immediately to the right of that, that is 10
5 smaller breakout rooms that are right next to
6 the ballroom. And right where Jacqui is now
7 with that dot, those were where some of the
8 former retail stores were.

9 So what happened is, we got to the
10 node -- just to the right, Jacqui, if you
11 could move right there. At that turning
12 point, we decided from that point forward to
13 the end of the peninsula, to have that be
14 meeting and conference space. And so, there
15 were stores on both sides of that area all the
16 way down there that got eliminated.

17 And then, Jacqui, if you just
18 head -- yeah, right where you are now. That's
19 the spot for the expanded Asian-fusion
20 concept. And then, across the hall from that
21 is where the oyster bar and the craft beer
22 operation'll be.

23 And then, as you move closer to the
24 lobby, the rest of that -- the only real

1 change right out in the lobby area -- Jacqui,
2 if you can move slightly left and down. Right
3 there. Right off the main lobby, we decided,
4 as you come in, immediately to the right we
5 were going to put concierge and guest
6 registration in an area that was also a retail
7 store. We wanted to get that registration
8 experience right by that front door. So it
9 made the front-door sequencing a lot better.
10 You don't have to crisscross the lobby when
11 you come -- when you come in.

12 And then, Jacqui, if you can go down
13 to where the steakhouse is, in that area.
14 Down there, we also added -- just outside to
15 the west of that, there's another small retail
16 store there that was a new add in the program.
17 We just flip-flopped it from the other side.
18 But those are real -- and then, maybe, if you
19 can point to the area on the floor where we're
20 going to add the Italian casual. Yes, just
21 slightly west of where you are, or up. Right
22 there. That's the area where we added the
23 Italian casual restaurant, right off the
24 floor. Again, we picked off of the concept

1 that we have in Vegas, which is highly
2 successful. It's in a high-traffic area. And
3 we know that, in our particular market, you
4 probably can't have enough Italian, so we had
5 one Italian fine dining, but we wanted to
6 bring in one that would be more for both lunch
7 and dinner, and maybe even stay open a little
8 later at night, and we thought that would be a
9 great add. So -- and that's -- I only brought
10 this floor to look at because there was really
11 no other changes up and down the tower, as far
12 as the programming goes.

13 COMMISSIONER ZUNIGA: Bob, at one
14 point, I remember renderings from the
15 gardens --

16 MR. DESALVIO: Yes.

17 COMMISSIONER ZUNIGA: The winter
18 garden and -- is that still effectively the
19 same?

20 MR. DESALVIO: Yes. Nothing has
21 changed. That's still -- it's that primary,
22 kind of, wow feature right at the entrance,
23 and still -- still there.

24 CHAIRMAN CROSBY: Oh, that's at the

1 entrance. Right. Okay.

2 MR. DESALVIO: Yes. It's right at
3 the main entryway at the valet entrance.

4 COMMISSIONER ZUNIGA: With Popeye
5 still coming.

6 MR. DESALVIO: Popeye is still
7 coming. Absolutely. We have in a strong
8 request for Popeye, and I believe he's moving
9 east.

10 CHAIRMAN CROSBY: That's in the
11 license agreement, right?

12 MR. DESALVIO: Yes.

13 COMMISSIONER CAMERON: A condition.

14 COMMISSIONER ZUNIGA: A condition.

15 MR. DESALVIO: No Popeye, no
16 license; is that how that works?

17 COMMISSIONER STEBBINS: Bob, when
18 you guys put in the access service road, you
19 displaced a couple of businesses around the
20 backside for the utility access. And I think
21 one of them was a small craft beer company. I
22 don't know even know, just out of curiosity,
23 if that's one of the Everett craft beer
24 natives that you're talking about?

1 MR. DESALVIO: They actually -- I
2 believe one moved to Malden and one moved to
3 Everett. And we're going to -- we'd love to
4 work with both of them. So they're -- they're
5 doing extremely well. And yes, there were
6 some other businesses. By the way, all those
7 businesses successfully relocated to other
8 places, the service road is done and opened
9 and it's -- we're using it. And we actually
10 have already moved over -- the MBTA entrance
11 has moved from Horizon Way down to the new
12 entrance, and that's going very well.

13 CHAIRMAN CROSBY: Believe it or not,
14 there's also a Everett vodka.

15 MR. DESALVIO: Yes.

16 CHAIRMAN CROSBY: Have you seen it?

17 MR. DESALVIO: Absolutely. Yeah,
18 Short Path. And so, we want to talk to them
19 about having -- having them come in. I've
20 actually had the vodka. When they had the
21 Everett Village Fest, they're right where the
22 area is. And I can tell you, they make a
23 pretty good vodka.

24 COMMISSIONER CAMERON: Part of your

1 job responsibility, I suspect, to try the
2 craft beer and the --

3 MR. DESALVIO: You know, I
4 absolutely have to do some sampling.

5 COMMISSIONER CAMERON: Yes.

6 CHAIRMAN CROSBY: Mike Mathis is
7 sitting there thinking, geez, he's got the
8 job.

9 MR. DESALVIO: So with that, we'll
10 open it up for any questions, and that
11 concludes, really, the presentation.

12 CHAIRMAN CROSBY: Other questions,
13 discussion?

14 COMMISSIONER CAMERON: No. Thank
15 you for the update.

16 CHAIRMAN CROSBY: Can't wait.
17 Great. Thank you.

18 COMMISSIONER ZUNIGA: Thank you.

19 COMMISSIONER STEBBINS: Thanks, Bob.

20 MR. ZIEMBA: Thank you, very much.

21 Commissioners, next up we have MGM --

22 CHAIRMAN CROSBY: John, we're going
23 to take a quick break before we -- let MGM set
24 up.

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(A recess was taken)

CHAIRMAN CROSBY: Okay. We are ready to reconvene at about 11:15. And Ombudsman Ziemba.

MR. ZIEMBA: Commissioners, next we have MGM's -- MGM Springfield's quarterly report for the last quarter of 2016. MGM Springfield has provided the Commission with some detail about events that have occurred this quarter, including the announcement regarding its management of the MassMutual Center. I'd like to introduce and welcome Courtney Wenleder in her new role as vice president and CFO of MGM Springfield.

CHAIRMAN CROSBY: Wow. Welcome. Congratulations.

MS. WENLEDER: Thank you.

MR. ZIEMBA: We also thank Kevin Kennedy, Springfield's chief development officer, for joining MGM Springfield today.

COMMISSIONER ZUNIGA: Good morning.

CHAIRMAN CROSBY: Welcome.

1 MR. ZIEMBA: With that as a
2 background, I ask Mike Mathis, president and
3 COO of MGM Springfield, Brian Packer vice
4 president of construction, and Seth Stratton,
5 vice president, general counsel, Courtney and
6 Kevin to begin their presentation.

7 MR. MATHIS: Good morning,
8 Commissioners.

9 COMMISSIONER ZUNIGA: Good morning.
10 Welcome back to Springfield.

11 COMMISSIONER STEBBINS: Good
12 morning.

13 MR. MATHIS: I hope you'll excuse
14 me. I've got a little bit of a head cold. I
15 was on a conference call with John yesterday,
16 and he didn't even recognize my voice after
17 four years so -- I told him, at some point,
18 this was a sexy, raspy version of Mike Mathis
19 joining the call.

20 MR. BEDROSIAN: Stick with raspy.

21 MR. MATHIS: We'll stick with raspy.
22 So welcome to -- welcome back to Springfield.
23 Thank you for coming back out. As you know,
24 you were out here December 1st for our last

1 quarterly update. And as you can see, just
2 walking around the site and driving in,
3 there's been significant progress. Before I
4 start my comments -- and I didn't think I'd
5 have a lot to update, but if you'll indulge
6 me, we've had some great developments in these
7 90 days. I'll walk through them and then turn
8 it over to Brian and the team to talk about
9 construction.

10 I just want to take a moment and
11 congratulate the Wynn team. I don't know if
12 Jacqui's still here. Hey, Jacqui.
13 Congratulate the Wynn team. It's really
14 fantastic. As a competitor, we're going to
15 make sure that we can continue to match the
16 level of quality that that project certainly
17 brings. But it's exciting. We're proud, on
18 behalf of the Commonwealth, that you're
19 bringing these high-quality resorts and we're
20 part of that. And what's good for the
21 Commonwealth, in terms of a gaming destination
22 is good for MGM and Wynn. So we commend them.

23 I would -- I would recommend that
24 they slow down on the construction side.

1 Looks like they're rushing a little bit. I've
2 committed, internally, to make sure that we've
3 got a healthy head start on them. And I know,
4 speaking for Brian, we can't go any faster so
5 the only alternative is for Wynn to slow down.
6 But in all seriousness, it's really great to
7 see.

8 Since our -- since our December 1st
9 report, there's been some tremendous
10 developments, in addition to the progress of
11 the building, which you'll see shortly. We
12 opened our National Harbor resort in the DC
13 market, in Maryland, December 8th. In fact, a
14 week after we did our report to you last time.
15 And our team literally left our update with
16 you and got on the road, and went down and
17 spent some time in that last week to help the
18 National Harbor team open and really, more
19 importantly, to observe. So we're so
20 benefited from that experience. Lessons
21 learned. Some really interesting -- things
22 that went well. Most of which was the case.
23 And some things that did not go so well that
24 we can get ahead of here. So the

1 Commonwealth -- our project will be benefited
2 greatly by a lot of things that we learned
3 from that opening. And over time, we'll share
4 some of those things with you. We're still in
5 the mode of collecting data from that
6 experience.

7 We've also been growing our team.
8 What I've said is, you know, Brian is -- and
9 his team are doing so well with the
10 construction of the building, that it's really
11 incumbent on the operation's team to make sure
12 that the organization catches up with the
13 building. And part of that is building up the
14 main executive team. And that starts with
15 Courtney Wenleder, our CFO, who, I'm proud to
16 say, has made the really significant
17 commitment to move her and her family, with
18 her and her family out to Springfield from
19 Las Vegas. And really excited to have her on
20 board. She joined the company in 2002 as a
21 senior associate in our corporate services.

22 So one of the things that I think is
23 significant about our company is, you meet a
24 lot of our executives, and we've said this

1 before, is the amount of tenure they have
2 along the top ranks. I've been with the
3 company going on my five -- six-year
4 anniversary soon, and I'm still in my
5 probation period, because it really takes 15,
6 20 years in our company to really be part of
7 that, sort of, senior on-the-ground team
8 founder group.

9 So Courtney brings a wealth of
10 knowledge and experience. And you'll hear a
11 little bit about some of the things we've been
12 working on when we present later on.

13 The other significant events, on
14 February 16th we made a presentation in this
15 very building, the MassMutual Center. And
16 you'll recall that one of our early campaign
17 commitments was an offer to the state, the
18 Massachusetts Convention Center Authority, to
19 take over management of this facility.

20 We thought -- our mantra has been
21 our convention center is the MassMutual
22 Center, our arena is the MassMutual arena,
23 former Springfield Civic Center, and we have
24 continued to deliver on that. We want to --

1 we want to reposition this building as part of
2 a campus, and the state has embraced that, the
3 convention center authority.

4 So back on February 16th, we
5 formerly presented to about a hundred of the
6 MassMutual center folks. For those of you
7 that are in the building helping to support
8 this meeting, thank you. The coffee is great
9 and -- and much needed.

10 So, you know, we talked about a
11 July 1 takeover of management of this facility
12 by MGM. And the significance of that is that
13 we will be bringing in, sort of, our first
14 mass hiring. We'll be bringing in 50 --
15 approximately, 50 full-time employees, if
16 we're able to achieve that date. We're
17 working on the logistics around that
18 transition. And then we'll bring, I think,
19 about another hundred on-call and part-time
20 employees. So real excited to bring --

21 CHAIRMAN CROSBY: How does that
22 compare to what's there now? Is it mostly
23 just one for one, or are you adding people?

24 MR. MATHIS: Yeah. Great question.

1 In fact, we start our presentation by allaying
2 the concerns that might have been in the room
3 about what that would do to the workforce.
4 It's really a one-for-one transition over.

5 CHAIRMAN CROSBY: Okay.

6 MR. MATHIS: So we'll spend the next
7 year, leading up to our opening, sort of
8 evaluating positions and org chart. But we
9 strongly believe that all of the folks that
10 want to stay with the team, stay with the
11 building, will have those opportunities, plus
12 some because we have a -- we have a vision for
13 a shared organizational chart that allow
14 people to grow across Main Street into our
15 building and do shared dual roles.

16 So it was met with a lot of
17 enthusiasm, and we're really excited about it.
18 And it gives us a chance for about a year to
19 understand the labor markets, some of the
20 labor rules in Massachusetts. So it's really
21 a win-win from our perspective. And we can
22 get in ahead of, you know, the event bookings
23 and start making sure that so much of the
24 these bookings are a year out. So for us, it

1 was important, a year from opening or so, to
2 get in here and understand what was on the
3 books, what we could bring on the books so
4 that, as of our opening, you know, we can sort
5 of control our destiny a little bit.

6 So a really significant milestone.
7 We'll continue to update you on the progress
8 of that -- of that integration.

9 You know, the other thing, and I
10 know you're aware of this, Chairman, in
11 particular, because of your leadership in
12 responsible gaming, but two weeks ago we made
13 a really important announcement up in
14 Vancouver.

15 It was our -- our MGM Resorts -- I
16 think it was actually last week, maybe, our
17 MGM Resorts partnership with the
18 British Columbia Lottery Commission. And our
19 commitment as a company, this is not just a
20 Springfield issue, MGM Resorts will be taking
21 the really fantastic GameSense program around
22 responsible gaming and education across our
23 entire portfolio. Really excited about that.

24 And there's a but for. But for

1 our -- our introduction to that program here
2 in Massachusetts, and through your responsible
3 gaming group, Rachel Volberg and
4 Mark Vander Linden, we wouldn't have been
5 exposed to that program and wouldn't have had,
6 sort of, the dialogue with the BCLC to
7 understand the importance of it and how it can
8 fold into our -- our larger program. So thank
9 you for that introduction.

10 I know there's been some healthy
11 tension along the way about responsible gaming
12 and, you know, what's the right balance. And
13 there'll continue to be a healthy tension and
14 dialogue around that, but I hope -- I hope you
15 appreciate, from our perspective, that we've
16 been open to being educated about it. And so
17 much so that we've adopted it corporatewide,
18 so thank you.

19 CHAIRMAN CROSBY: Yeah. You want to
20 say something? Go ahead.

21 COMMISSIONER ZUNIGA: Well, I may be
22 saying, sort of, the same thing. But I -- I
23 think it's a fantastic development. I thank
24 you for adopting it. I think we could -- you

1 could give us a little credit, but I think the
2 credit remains with your company for adopting
3 the program. Adopting it, you know, on a
4 corporate or industrywide -- corporatewide
5 level.

6 I've learned about this program
7 myself and come to really appreciate it, and
8 think it's really the right way to talk to
9 people about responsible gaming and some of
10 the -- everything that they learned elsewhere.
11 In Canada, how it's quite ineffective to -- to
12 talk about responsibility and things like
13 that. But GameSense is, in my opinion, a
14 great program, and it's fantastic news when we
15 heard it, so thank you.

16 CHAIRMAN CROSBY: Yeah, I just want
17 to -- I want to add to that, as well, and say
18 publicly what I've said privately. And I
19 think that the -- I think the press and the
20 public needs to understand what you've done.

21 You know, when I heard that MGM
22 might be adopting GameSense, frankly, I was
23 concerned that you would take something that
24 has a brand name, that has some credibility as

1 a responsible gambling tool, and just use it
2 as a PR ploy. That kind of thing happens all
3 too often across the world. But that's not
4 what you did.

5 As I now understand it, the defining
6 feature of GameSense is having a GameSense
7 adviser, a responsible gaming adviser on the
8 floor of the casino all or most all of the
9 time. That's what we do at Plainridge, that's
10 what we were planning on doing here. That
11 doesn't happen in anywhere else in the entire
12 United States of America. And MGM has agreed
13 to adopt that defining feature of the program.

14 Furthermore, Alan Feldman, your SVP,
15 who's been working on this, has said that he
16 cannot make a commitment, but that he has a
17 aspiration to adopt our PlayMyWay tool. A
18 play management tool on the slot machines that
19 give people the opportunity to budget their
20 play. We're doing that now in Plainridge. We
21 were planning on doing it here. MGM is, at
22 least, seriously considering the possibility
23 of adopting that. And, again, that doesn't
24 happen anywhere else in the United States.

1 So you know, as we have discussed,
2 we're regulators. We're meant to be
3 skeptical. We will be. We'll keep our eyes
4 out. But I think, when you make a move like
5 this that really seems to be remarkable, you
6 deserve to get credit for it. So I just want
7 to reiterate what -- you know, this is -- this
8 is a breakthrough step by a company in the
9 casino world that has not happened anywhere
10 else in the United States of America, and you
11 deserve credit for that so...

12 MR. MATHIS: Thank you. And you're
13 being incredibly gracious because in the
14 earlier days we were skeptical as well. So I
15 think, at some point --

16 CHAIRMAN CROSBY: True.

17 MR. MATHIS: -- you're entitled to
18 give us a big I told you so.

19 CHAIRMAN CROSBY: That, frankly,
20 makes it all the more -- I mean, again, people
21 should know that when we were talking about
22 some of these activities, MGM and others
23 resisted strenuously, quite honestly. But
24 that means all the more credit, that you were

1 willing to take a hard look and to rethink.

2 So more power to you.

3 MR. MATHIS: Thank you. Just a few
4 more updates. And Kevin Kennedy, thank you
5 for being here. Our Springfield chief
6 development officer. He and the mayor and
7 their team continue to be partners in the
8 truest sense of the word in helping us develop
9 this project. And us, in turn, making sure
10 that Springfield is -- you know, is a robust
11 opportunity for developers. And he's
12 continued to deliver on that, and he'll give
13 you a few of those highlights as well.

14 But one of the things that we
15 recently did is, we satisfied our 50-percent
16 design drawing requirement, which is a HCA
17 requirement. So this goes in the spirit of,
18 sort of, checking the box. But, really, more
19 than that, I think, is -- and, again the mayor
20 and Kevin were really gracious about
21 publicizing our -- not only our satisfaction
22 of that requirement, but that we met and
23 exceeded, in many ways, many of those
24 elements. So thanks -- thank you to his

1 development team, who have been really
2 engaged.

3 And, again, sort of, in the spirit
4 of eating a little bit of crow, his -- the
5 City's architectural team, who, again, I've
6 had some healthy discussions with, with a
7 little bit of, you know, push and pull. I
8 think, at one point, Kevin, I told them they
9 didn't know what they were doing. And then,
10 the next week I was advised that they thought
11 we had a wonderful, new redesign and I quickly
12 adjusted my view on their capabilities
13 so...Kev's not nearly as gracious as you, and
14 he tells me every day, I told you so, with
15 respect to that team. But, really, we're
16 excited. Just shows that we're continuing to
17 develop the project and design, and we're
18 really in sync with his team.

19 You know, the other couple pieces
20 of -- I thought were really important news.
21 As you know, the lottery reported out its
22 results after the first full year of
23 Plainridge being up and operating. And as we
24 as the industry told you, told you and the

1 public, not only did we think we would not
2 hurt the lottery, but we thought we would
3 benefit the lottery in terms of being able to
4 market and cross-market their product. And,
5 in fact, that proved to be the case. The
6 lottery went up 5 percent, as I understand it,
7 based on the first full year of Plainridge's
8 opening and --

9 CHAIRMAN CROSBY: Not 5 percent in
10 total, but 5 percent in the area around the
11 casino, yeah.

12 MR. MATHIS: Oh, I thought it was
13 5 percent total, but okay.

14 CHAIRMAN CROSBY: Well, I'm sorry.
15 If you -- not -- local aid, which Plainridge
16 contributes to did go up 5 or 6 percent.
17 Lottery revenue goes mostly to local aid, so
18 does a lot of the tax revenue from the casino.
19 So the local aid went up 5 percent, but it
20 wasn't lottery sales that went up 5 percent.

21 MR. MATHIS: Oh, fair enough. So,
22 you know, I think, our experience -- again,
23 we, as part of our presentation, talked about
24 our partnership as a -- as a sales agent for

1 the lottery. We believe we're going to be
2 able to do similar to what Plainridge has
3 done, be able to market that product to the
4 public and see similar increases on the local
5 aid side. So thought that was significant.

6 And then, also, similar to that,
7 Plainridge reported -- recently reported -- I
8 think they're similar to us, they're always
9 reporting a quarter in arrears. Their Q3
10 win-per-unit results, which were really
11 significant and impressive. So I think
12 they're stabilizing their market, starting to
13 understand, notwithstanding the aggressive
14 Rhode Island competition, that you're able to
15 grow the market and have significant revenues
16 on the gaming side.

17 So I think that, sort of, in our
18 mind, answers some of the saturation questions
19 that are out there. Similar to our experience
20 with National Harbor, we believe we've grown
21 the market and have significant success there.
22 So that's a little bit of -- for us, a
23 harbinger of what we'll be able do on this
24 western side of the state.

1 I think the last -- in closing, the
2 last piece I want to talk about was -- it's
3 interesting. This week, for our team, has
4 been really jam-packed, and is representative,
5 to me, of the, sort of, stage we're at in our
6 development. We put up -- Brian has one, I --
7 Brian has one in the construction office, I
8 have one in the operations office, we put up
9 one of these countdown clocks. And when we
10 bought it a year ago, right, Brian, it was 900
11 -- I know it started with 900. I don't
12 remember exactly what it was. I just looked
13 at it the other day and it's down to
14 500-and-something.

15 CHAIRMAN CROSBY: What? Days?

16 MR. MATHIS: 500 days. So it's
17 getting very real. And we have a healthy
18 sense of urgency, which it's better to have 20
19 months out versus, you know, 20 weeks out.

20 So just as an example of what's
21 going on this week. On Monday, we had a full
22 day of retail meetings, where we toured the --
23 regionally, trying to cement some of our
24 primary tenants and starting to have

1 discussions with our, sort of, second-tier
2 tenants.

3 On Tuesday, we had a full day
4 marketing team. Our focus on the marketing
5 group came out, and we had a similar exercise
6 where we were talking about research in the
7 market, competitive research, talking about
8 branding.

9 Yesterday, we had a vendor
10 presentation in this very building.
11 Bruce Stebbins and Jill Griffin, and
12 Paul Connelly and the team were there. We had
13 over 200 vendors come out and meet with our
14 corporate procurement folks. So --

15 CHAIRMAN CROSBY: Was this -- this
16 was for operations, or for the construction
17 too?

18 MR. MATHIS: A little bit of both.

19 CHAIRMAN CROSBY: Both? Okay.

20 MR. MATHIS: Mostly for operations.
21 Brian and his team have separately done a
22 really great job of engaging the community on
23 the -- on the construction side. So, you
24 know, 20 months out, we feel like we need to

1 start understanding who our major linen
2 vendors are, you know, food and beverage
3 vendors are. So just a lot of activity going
4 on. And it'll sustain that way. We've taken
5 the National Harbor, sort of, task force and
6 brought them out here to -- just the
7 continuation of the support they gave to that
8 facility.

9 And then, in closing, I want to --
10 in the spirit of partnerships, back on
11 February 5th, as you know there's a large
12 football game, and we partnered with the
13 Commonwealth in terms of our -- in terms of
14 our sports book. As much as you wanted that
15 come back, we needed that come back as well.

16 So I want to be -- you know, as we
17 diversify across the country, I have to be
18 careful because we're also looking to develop
19 a resort in Atlanta. I want to congratulate
20 the Atlanta Falcons on a successful year. We
21 have a representative here from our team that
22 works in Georgia so I want to make sure -- I
23 think I'd be safe to say it would be great to
24 see a rematch next year, right? But just

1 really interesting to -- that business, a
2 little bit of, sort of, inside baseball -- or
3 inside football in this case.

4 But as you -- I don't know if you
5 are aware, one of the things that we needed as
6 an industry was we needed the Patriots to
7 cover, which they did, as you know, and we
8 needed the over. So when I think about some
9 of the actuarial, statistical precision of the
10 sports book industry, I just thought you'd be
11 interested to hear this, the over was 59
12 points. And as you recall, overtime happened
13 at 28-28. And if the win would have been a
14 field goal, it would have been exactly a push
15 and we would have had to have returned
16 hundreds of millions of dollars, so that
17 touchdown was significant. And it's
18 incredible that the guys get the number right
19 every time.

20 So just really interesting as part
21 of the business that we, obviously, are
22 involved in. But it was fun to celebrate that
23 win with you on many levels. So with that, if
24 you have any questions, I'll turn it over to

1 the rest of the team to update you on the
2 construction side.

3 CHAIRMAN CROSBY: Anybody? Okay.

4 MR. MATHIS: Oh, I'll probably start
5 with Kevin, right? Because I promised Kevin
6 that, if he needed to duck out, I wanted to
7 give him a couple of opportunities for an
8 update.

9 MR. KENNEDY: Thank you, Mike. Good
10 morning, Commissioners. When Mike told that
11 story about his remark about our design
12 consultants, my response to him could not be
13 published, so we've reached a happy medium, as
14 we've gone forward with this. But let me just
15 quickly update you with where we are with
16 Springfield and with this economic engine that
17 MGM and the resort casino has really brought
18 to Springfield.

19 Since the last time I met with you
20 folks, we have received our certificate of
21 occupancy for Union Station. We have signed
22 up retail tenants, and the progress is going
23 on build-outs so everything's going very, very
24 well there. We have also created a dining

1 fund for the middle of downtown so that
2 everything is not just stuck down at the south
3 end of town. And that's a million-and-a-half
4 dollar fund that all of the owners have bought
5 into, and they've going to be expanding their
6 restaurants in the middle of downtown where we
7 also have an innovation fund.

8 CHAIRMAN CROSBY: What do you mean,
9 "a dining fund?"

10 MR. KENNEDY: A dining district
11 fund. We are loaning out money, a million
12 and-a-half dollars to -- at a very low
13 interest rate. Restaurants have a very hard
14 time getting funding from banks, and so we
15 worked with HUD and we've come up with a
16 million-and-a-half dollars to create that fund
17 so -- to expand the dining area so that
18 there's more activity in the middle of
19 downtown. We're not just -- not just in the
20 south end of town.

21 Also, we have since made an
22 announcement with Related Beal, who has a
23 significant presence in New York, and also in
24 Boston. The complex directly behind this

1 building, Chestnut Towers, that goes from
2 Harrison all the way to State Street, there
3 are 489 housing units there, and it's expected
4 that the management has changed there, and
5 we're also expecting an upgrade of about 40 to
6 \$50 million into the building. And a lot of
7 that will be spend towards workforce housing,
8 which the workforce that's being created,
9 primarily, at the MGM complex, so that's very
10 good.

11 Also, very soon, the first local
12 employees for CRRC, those that are building
13 the red and orange line cars for the MBTA,
14 they will be on their way to China for their
15 training. So everything continues to
16 progress. And there are a number of other
17 situations that I'm also negotiating. So all
18 is good in that front.

19 Primarily, let me get to the area
20 that I think you're most interested in, and
21 that's the units of housing that are in the
22 Host Community Agreement, and also in your
23 agreement with MGM. I think, back in the
24 beginning of December I told you we were about

1 30 to 60 days away from completing that deal.
2 And I can tell you that the business terms of
3 that deal are now completed and lawyers are
4 now lawyering with each other. And I have to
5 apologize, I can't put a time limit on how
6 long lawyers are going to talk to each other,
7 but it should be very soon. And, frankly,
8 it'll be part of a much larger deal, MGM's
9 involvement, and I think we'll multiply their
10 interest in this significantly, and I think
11 we're all going to be very, very excited, and
12 we think it'll be a good thing for downtown.
13 So I'm a little bit over that 60-day limit,
14 but we're very, very close so it really is
15 good news, and we hope -- the mayor and I hope
16 to make that announcement very shortly.

17 CHAIRMAN CROSBY: Great.

18 COMMISSIONER ZUNIGA: Just on that
19 note, Mr. Kennedy, so it's fair to say that
20 you have an agreement in spirit and just the
21 details are being worked out on those --

22 MR. KENNEDY: Yes. The business --
23 the business part of the deal has been agreed
24 to, but, obviously, you got to have a

1 memorandum of understanding and a few other
2 things that are involved. That's what the
3 lawyers are doing right now.

4 CHAIRMAN CROSBY: You know, that
5 anticipates something I was going to raise
6 too. If you look at your Gantt chart, you
7 know, they're supposed to be starting design
8 of the housing today, basically, or last
9 month, and that was a matter of some concern.
10 So hopefully that's already --

11 MR. KENNEDY: I can take
12 responsibility for that. MGM hasn't been slow
13 with that. The nature of that other deal that
14 they will be involved in is extremely complex,
15 but very, very beneficial to downtown
16 Springfield. So the delay has not been on the
17 part of MGM.

18 CHAIRMAN CROSBY: Thank you.

19 COMMISSIONER ZUNIGA: Thank you.

20 MR. KENNEDY: Thank you.

21 COMMISSIONER STEBBINS: Thanks,
22 Kevin.

23 MR. MATHIS: Thanks, Kevin. I think
24 we'll head it off to Brian Packer to provide

1 an update on the construction.

2 MR. PACKER: Good morning.

3 CHAIRMAN CROSBY: Good morning.

4 COMMISSIONER CAMERON: Good morning.

5 COMMISSIONER ZUNIGA: Good morning.

6 COMMISSIONER STEBBINS: Good

7 morning.

8 MR. PACKER: So the fourth -- the
9 fourth quarter of 2016 really, I think, for
10 us, was getting out of the dirt and getting
11 into the sky. You know, if you look at these
12 two slides, I think you can see at the
13 beginning of the quarter, you see foundations
14 starting slab on grade beginning on the left,
15 and then by the end of -- or mid December
16 here, significant amount of steel erected, as
17 well as some metal deck also installed. So
18 the plan to kind of get out of the dirt in the
19 summertime and get a workable surface of
20 concrete underneath us to enable us to erect
21 steel throughout the winter was successful.

22 Here's a progress photo looking from
23 95 State across the job site early in the
24 quarter, in October. And then, you can see

1 the progress made just through the end of
2 November. And then, metal deck filling in, in
3 December. And so, recently we've started not
4 only continue to take this panorama, but, you
5 know, over time it kind of becomes not as
6 interesting because you're roofed over. We've
7 also started taking some shots from the Armory
8 side looking back towards 95.

9 And you'll see in this slide, you
10 now can start getting a read from that
11 perspective of the plaza starting to take
12 shape on the lower portion of the photo. Off
13 to the right is Main Street. Straight ahead
14 is 95 and 101. And you're starting -- kind
15 of, in the center of this photograph, starting
16 to see convention area fill in with what will
17 eventually be that convention center outside
18 deck area, green roof looking down over the
19 plaza.

20 Similar perspective a little bit
21 later in the quarter. The difference you see
22 on the right-hand side, a lot of the
23 structural steel around the front desk area,
24 and the kind of money shot at the corner of

1 Howard and Main Street starting to take shape
2 and be erected.

3 This quarter was also kind of
4 important to finish out all the related
5 geotechnical and compaction related to our
6 ability to finish the slab on grade. So
7 getting out of, you know, are these areas
8 properly compacted? Is everything at grade
9 and signed off to enable us to pour concrete?
10 So you see, on the left-hand side,
11 entertainment block, the area around the front
12 desk still had some work to do at the end of
13 the summer. And then, by the end of December,
14 basically, everything's ready to be able to be
15 poured.

16 For steel, beginning of October,
17 and, you know, some of the key points that
18 you'll see in a lot of these slides, a lot of
19 steel was placed here in these three months.
20 Obviously, you have a lot of interface issues
21 here, where you're coming up and working next
22 to -- in this case it's right up next to 101.
23 We have the Union Chandler facade, the
24 73 State facade. So a lot of these areas

1 we're bringing steel up to them, and then, in
2 this current quarter we're starting to
3 actually make those connections or the
4 expansion joints in between.

5 Here's a shot on the right-hand
6 side. The slide at convention area trusses.
7 Long spans to, you know, enable the banquet
8 facilities to really take shape. I was just
9 out there the other day. There was about two
10 more of these trusses left to place, and then
11 your convention area will be very fairly
12 well-defined. The shot on the left is from
13 the entertainment block area, looking back
14 towards the podium and the casino. So right
15 below you in that picture would be tap and
16 bowling.

17 Here's a couple different shots of
18 73 State. And you can see how the new steel,
19 the new metal deck is coming up adjacent to
20 the facade that we preserved. We expect,
21 probably, in the next two weeks we'll be able
22 to take the street side supports of that
23 facade down because it will be fully
24 connected.

1 Part of this -- this last quarter,
2 too, was we had a lot of work down below grade
3 relating elevator pitch, structural members in
4 front of the Union Chandler building. So you
5 can see here there was a lot of activity in
6 terms of form work, soil compaction. Really,
7 you know, coming up and getting this whole
8 area to grade was a few months of work. And,
9 obviously, working around the existing
10 structure, Union Chandler, was a challenge.

11 These perspectives are interesting.
12 You can see the main entrance here and the
13 slab core on the left-hand side starting to
14 take shape. And then, by the end of the
15 quarter, really, the curved corner there, if
16 you will, right across from Red Rose, really
17 beginning to take shape and you can start
18 recognizing what you've seen in a lot of our
19 architectural renderings, starting to rise up
20 at that corner.

21 The entertainment block also made
22 significant progress. We had the pours
23 completed and a significant amount of the
24 steel installed running down the dog leg

1 there, right next to the armory and the
2 church. For the eventual -- you know, on the
3 top floor cinema steel, and on the lower
4 levels retail, bowling and tap.

5 In the upper left photo, that's the
6 side of the garage you see in the background.
7 The garage has made significant progress.
8 Probably, 60 percent or more of the precast
9 pieces are placed. And if you were out there
10 today, the garage is now past the point where
11 it was running straight for a while, and now
12 it's expanded a bay or two, and will continue
13 now all the way to MGM Way.

14 Couple more interesting points of
15 some things that -- you know, when you're
16 dealing with a project of this size, most
17 folks don't consider -- there were two sky
18 bridges connecting 95 and 101, and they had to
19 be removed for seismic and code reasons. And
20 so, getting those removed safely with folks
21 who work in those buildings every day was an
22 effort. And so, that went off successfully
23 and we were glad to get that work completed
24 and past us.

1 On the right-hand side you see the
2 central electrical facility, which is in the
3 back of the garage where your main power from
4 Eversource is going to come into the project.
5 That's starting to get C and B block and
6 starting to take shape. In the upper left,
7 the tower crane kind of in a contact shot with
8 the garage going up.

9 On our design update, as Mike
10 mentioned earlier, we had our 50-percent
11 design submission made to the city. Staff was
12 also copied on that submission, and then we
13 were also required to submit it to historical
14 commission here locally, as part of the MOA.
15 That was completed in November. The garage
16 construction documents were updated with some
17 minor updates to electrical and low voltage,
18 and security cameras as you develop with
19 progress with design, and those were forwarded
20 to the building department. Also, civil site
21 plans, just wrapping up some of the
22 coordination issues in the site plan approval
23 process.

24 And then, for our off-site work,

1 which involved MassDOT in coordination with
2 city public works, there were two submissions
3 of that off-site work. The first submission,
4 which was final and has been signed off and
5 permitted is the majority of the work. The
6 second submission relates to some work over at
7 Memorial Bridge relating to ITS messaging
8 systems, because that was added somewhat late
9 by MassDot, that portion of the work got
10 phased. So we're looking to complete those
11 drawings here shortly. But it was a good,
12 collective effort between MassDOT and the city
13 to release the majority of the work as part of
14 Phase 1, and then allow us to wrap up Phase 2
15 here in the coming months.

16 So, hopefully, in the next month
17 we'll be making an announcement on the
18 contractor, who's going to be performing that
19 off-site work. That's all your intersections
20 and certain ramp improvements, ADA -- ADA curb
21 cuts along Main Street, that type of work.

22 COMMISSIONER STEBBINS: Brian,
23 what's your -- you guys did a great job as has
24 been pointed out working with the city on the

1 50-percent design submission. What's kind of
2 the next design milestone work that you need
3 to do?

4 MR. PACKER: I believe it's early
5 April. I think it's April 7th that the
6 95-percent submission will go in.

7 COMMISSIONER STEBBINS: Okay.

8 MR. PACKER: On our schedule, we
9 provided updates both at the beginning of
10 November, right before December 1st, and then
11 on January 3rd as part of our typical
12 submissions to the Commission. Most
13 important, I think, to note in those
14 submissions, the opening date's still
15 September of '18.

16 COMMISSIONER ZUNIGA: Just in
17 general, Brian, what's your critical path the
18 next few months, the next quarter?

19 MR. PACKER: Right now, what I --
20 what I worry about, is everybody contracted
21 that needs to be contracted for the summer?
22 And the whole goal is get the building
23 enclosed, get the roof on so that, you know,
24 as we get into November, December next year,

1 we can have any kind of winter they can throw
2 at us, but we would still control our own
3 destiny because we're inside.

4 And so, you know, looking at
5 wrapping up some of the facade awards due to
6 the current approvals on the markups by the
7 city. Making sure, you know, long lead items
8 like glass, curtain wall get procured in
9 order. That's really what's on our desk right
10 now. And then, once we get the exterior of
11 that core and shell package completed,
12 purchased, awarded here in the next month or
13 two, we'll quickly turn to interior finishes.
14 Millwork, tile, stone, food-service equipment.

15 COMMISSIONER STEBBINS: Brian, Bob
16 from Wynn talked about some of the cost
17 competitive pressures of being in the Boston
18 construction market right now. Are you seeing
19 any of those?

20 MR. PACKER: Yeah, we see -- we see
21 some of it in certain trades. Glass glazing,
22 for instance, you could see increases on those
23 trades up to a hundred percent. Some other
24 trades you may see it better than you

1 projected, or break even.

2 So, you know, what we're finding
3 with some of the scope is, as you get numbers
4 in you can't go on a first read, obviously.
5 Right? There's usually about a month or two
6 months of work bringing those contractors in,
7 making sure they understand the scope, making
8 sure that they're not overpricing something
9 due to a specification that may have gotten in
10 and they didn't interpret correctly. But it's
11 trade by trade right now. You can't make the
12 comment that, hey, just because glass is up X
13 everything else is going to be that. There
14 are trades that are hungry, there are trades
15 that are extremely busy. And so, we just have
16 to attack them, kind of, one by one as they
17 come through.

18 COMMISSIONER CAMERON: Brian, any
19 considerable challenges this quarter, or
20 pretty much go according to plan?

21 MR. PACKER: The biggest item for
22 me, like I said, is really making sure the
23 awards get out of the door in the right time
24 frame. And if we can get that side of it done

1 and we get past March with -- with, knock on
2 wood, hopefully, not a humongous storm, we're
3 going to really roll into the spring, I think,
4 with a very good work plan for the summer.

5 So, you know, always challenges with
6 coordinating with abutters. You know, but all
7 the typical stuff we've kind of worked through
8 along the way. So right now it's, you know,
9 how much work do you need to burn off, and do
10 you have the guys hired do it?

11 CHAIRMAN CROSBY: Mike, I mentioned
12 the residential on the chart. Also, the
13 entertainment block, daycare, Armory and plaza
14 retail are all scheduled either to start
15 design, complete procurement, various other
16 early stages, either, in the case of day care
17 in January, and the other's either February or
18 March. How are those going?

19 MR. MATHIS: Yeah, I think we can
20 tag team this a little bit because part of it
21 is deal related. And I'll give you an
22 example.

23 In the situation of the daycare, I
24 think our early projection about when we

1 wanted to start had some -- had some float in
2 it, in terms of our ability to push those
3 dates out. So we now have an agreement in
4 principal and an operator of the daycare.
5 More to come on that. We've been talking to
6 your staff about some of the progress along
7 the lines of some of those discussions. But
8 we have reached out to an architect to start
9 to design the daycare facility with the
10 operator in mind, because I think that was a
11 little bit of the disconnect, because we had
12 to make sure that the end user was involved in
13 those early discussions.

14 So that's underway. Even though it
15 may have slipped from our original schedule,
16 we feel very comfortable about delivering that
17 facility not only before we -- not only at
18 opening, but we think we might actually be
19 able to get that facility opened before our
20 resort opening, in which case we might be able
21 to use it for a little bit of training and
22 workforce development. So more to come on the
23 daycare, but that is underway.

24 In terms of the Armory, that's very

1 tenant-driven. And we've gone back and forth
2 internally on program and what we want to do
3 there. And we now have a concept similar to
4 Bob. We're at the stage now where we've got
5 to keep some things confidential so that we
6 don't tip off our competition as to what's
7 going on inside some of these venues. But
8 we're looking at a fine-dining restaurant and
9 some kind of club concept. And we're talking
10 to a couple of operators, again, that will
11 back into a design on that. But our intent is
12 to -- is to have those facilities open for
13 resort opening, and we're still on schedule
14 for that.

15 CHAIRMAN CROSBY: Okay. So even
16 though you're a little bit behind on that one
17 too, you're still comfortable that you'll make
18 that?

19 MR. MATHIS: Yeah, that's right.
20 And part of -- the Armory's a good example.
21 Part of the Armory discussion is what we call
22 core and shell, and then the fit-out piece.
23 Brian, because he's responsible for the core
24 and shell, has done a lot of work on what

1 he'll take from a design standpoint,
2 remediation standpoint to secure the building,
3 the outer shell. And that -- that is a lot of
4 lead time that normally would be there if you
5 were going into the building to redevelop it.
6 So we sort of -- we've got the core and shell
7 piece in really good shape, and now we've got
8 to get the operator in there for program and
9 where walls go, which is, sort of, less
10 significant from a -- from a lead time
11 standpoint.

12 CHAIRMAN CROSBY: Right. Is it all
13 cleaned out? Is that finished?

14 MR. PACKER: The Armory's cleaned
15 out.

16 CHAIRMAN CROSBY: When we come back,
17 I'd like to see that again.

18 MR. PACKER: Yeah. And so, from my
19 perspective, I look at it as kind of two
20 phases. One is, what's the exterior,
21 currently. Depending on the operator, you may
22 not know what the backside along the -- that
23 faces of the ice rink will become. But
24 there's three sides that are going to,

1 generally, remain unchanged. Right?

2 So we're going to look at restoring
3 those facades, getting the windows procured to
4 get what I'll call an exterior package started
5 here this summer, so that when the final
6 design information on the interior comes in,
7 at least the outside piece is done and
8 restored. Because if you look at it now, a
9 lot of the parapets around the roof line, you
10 know, they're crumbling and there's -- there's
11 work to do there, irregardless of what your
12 final design is. So I can -- I can move ahead
13 with that piece of it. We're looking at that
14 now. And then, once Mike finishes, you know,
15 tenant discussions, we'll move ahead with that
16 piece when we have that information. But at
17 least, I'm trying to burn off what I can for
18 what I know. Right?

19 And daycare's in good shape.
20 MaryAnn Thompson Architects. MaryAnn's worked
21 on platinum buildings, net-zero buildings, and
22 daycares before. So the daycare's a very
23 complicated piece. Even though it's only
24 about 5,500 square feet, you need some experts

1 in their areas for that. The LOA came out, I
2 believe it was late January. We're already
3 through 30, 40 percent drawings. So you'll
4 see -- probably see these on the daycare by
5 May.

6 CHAIRMAN CROSBY: And the
7 entertainment block and da Vinci Park,
8 they're -- da Vinci park is supposed to start
9 design now?

10 MR. PACKER: So da Vinci Park --
11 part of the da Vinci Park design -- I would
12 say we have a 30-percent concept in that
13 needed to address a few things. One was a
14 circular area that would celebrate some type
15 of art piece in da Vinci. So you'll see, on
16 the current plans, where that is, where the
17 pathways are.

18 And then, up towards, I'll say
19 closer to Howard Street circle, there's a
20 topiary area that is part of one of our
21 obligations that has plantings already laid
22 out. To take that to full CD level, we're
23 kind of waiting on what is that art piece
24 going to become, because it may affect how you

1 deal with your plantings? So we have a
2 designer on board ready for that. It's really
3 where we going to head with that -- that art
4 piece? I'm not that concerned about da Vinci
5 Park --

6 CHAIRMAN CROSBY: Doesn't seem like
7 a time issue.

8 MR. PACKER: -- to, you know, knock
9 that out. You know, all the construction
10 trailers are there right now. So, you know,
11 wards the end, logistically, we're going to
12 figure out how to make that happen, in a quick
13 manner, anyway.

14 And then, on the entertainment block
15 -- Mike, you can probably speak to, you know,
16 tap bowling versus cinema.

17 MR. MATHIS: Yeah, that's right. I
18 think, you know, when you talk about the
19 entertainment block, it's the -- sort of, the
20 core building with the movie theater above,
21 bowling alley below, tap, the main building.
22 We've got a great amount of control over that
23 building. We're going to operate bowling.
24 We're going -- we operate tap. So as a

1 tenant, we already have the program worked out
2 and are moving full steam ahead. We're
3 finalizing discussions with our anchor movie
4 theater operator. Feel really good about.

5 CHAIRMAN CROSBY: Good.

6 MR. MATHIS: So I think that
7 building is in good shape. In terms of the
8 plaza itself -- sorry, one of the other
9 aspects of the -- of the building is, even if
10 you don't know who the end user is, we could
11 start making assumptions about what the
12 facades look like, where the doors are.

13 Barry Borowski, who's behind me, and
14 we introduced last meeting, is our senior vice
15 president of planning and design, we meet with
16 him and his team weekly. And he's helped me
17 as to identify some of those decisions that,
18 frankly, give us more time to make sure we get
19 the right tenant. So let's make a decision
20 about where the doors go. Let's make a
21 decision about windows and facades, and then,
22 it will give us -- you know, it will give us
23 more time to identify who's hot in the market
24 and who's relevant. So those types of

1 parallel activities are happening so we can
2 stay on schedule.

3 Similar to the Armory, we're looking
4 at an operator for the church. The church is
5 such a great building that we want to make
6 sure we get the right operator in there. I
7 know you're -- I know you're interested in
8 seeing if we can get a bar in there, so we'll
9 continue to look at that as well.

10 CHAIRMAN CROSBY: Maybe, we can get
11 those oysters in there.

12 MR. MATHIS: Yeah, maybe we can get
13 the oysters. I don't know about the
14 Mystic River ones but -- but, yeah, so we
15 continue -- but we're having -- as part of
16 that Monday, retail, all-day meeting that I
17 discussed, or we met with different retailers
18 that are interested in the church, and we're
19 going to have them back.

20 You know, so much on the retail
21 side, and I'm sure you hear this from Wynn, is
22 when you see the progress of the -- of the
23 construction is where you get some momentum
24 with a lot of the retailers who are looking to

1 be able to show their committees, here's where
2 the project is, here's what it looks like, and
3 is less theoretical and you get a lot more
4 momentum closer to opening. And, frankly,
5 those are some of the tenants we want, are the
6 ones making those decisions in the year, sort
7 of, for the year.

8 So we'll update you. But one thing
9 you can be assured with Brian and the rest of
10 the team, you know, there is incentive to keep
11 us on schedule, because if you go off schedule
12 it's about cost, and, you know, we want to
13 make sure that we continue to take advantage
14 of the great progress on the site, so we're
15 being strategic about it.

16 CHAIRMAN CROSBY: Okay.

17 MR. PACKER: So I'll turn it quickly
18 here, just to Seth, to talk about the cost
19 estimate update.

20 MR. STRATTON: No, that's fine.
21 It's only one side. Thanks, Brian, and good
22 morning, Commissioners. If you recall, last
23 budget update, last quarterly update, one of
24 the things that I said I was looking forward

1 to in 2017 was our CFO joining us, who's --
2 Courtney, who's sitting to my left. Not only
3 has it been, so far, a pleasure to work with
4 her and have a new member of our team, but I'm
5 happy to be able to pass the baton on
6 presenting our budget to you folks every
7 quarter. And so, until we officially do that,
8 we're going to tag team today. But you'll
9 see, I think, moving forward, now that
10 Courtney's fully on board and getting settled,
11 that you'll be hearing more from her on
12 updates as we move forward toward opening.

13 So today, we're going to divide it
14 between construction, our eligible capital
15 cost and ineligible cost of preopening, which
16 Courtney will address.

17 So on construction, again, if you
18 recall last quarter, that one of the
19 thresholds -- or one of the -- yeah, I guess,
20 thresholds that I highlighted, was that we had
21 surpassed the hundred million dollar threshold
22 on our spend to date. If you notice, this
23 quarter we're now at just under 150 million.
24 So, roughly, a 50 percent increase in our

1 overall spend on construction in one quarter
2 alone in the fourth quarter of 2016. And that
3 represents, you know, really strong progress
4 on the project, with work concentrated,
5 primarily, in the garage and on the podium.

6 And then, the other -- only other
7 point I'll highlight on these first three
8 lines, is that, we remain clearly on track to
9 far exceed our statutory requirement of
10 \$50 million in eligible capital costs --

11 CHAIRMAN CROSBY: 500 million.

12 COMMISSIONER ZUNIGA: 500.

13 COMMISSIONER STEBBINS: 500 million.

14 MR. STRATTON: I'm sorry?

15 CHAIRMAN CROSBY: 500 million.

16 MR. STRATTON: Oh. What did I say?

17 CHAIRMAN CROSBY: Fifty.

18 MS. WENLEDER: Fifty.

19 MR. STRATTON: Oh. Yes. Thank you
20 for -- yes, 500 million. We still -- not as
21 far from 50 million, 615, but, certainly, with
22 tracking 115 million above that statutory
23 requirement, we think, is important. And
24 that's -- one of the -- other than the point,

1 Chairman Crosby, that you raised earlier, of
2 being apprised of where we stand on budget,
3 when you were speaking to Wynn, that's
4 certainly a primary purpose of this
5 presentation, but also to, you know, keep the
6 Commission confident that we are, in fact,
7 going to satisfy that statutory requirement.
8 And, again, we certainly are going to on this
9 project.

10 So unless there are any questions on
11 that, I'll pass it to Courtney for a few
12 points on the rest of the budget.

13 COMMISSIONER ZUNIGA: Just one quick
14 question. Perhaps, this one better for Brian,
15 but, just roughly, how much have you bought
16 out of the construction work?

17 MR. PACKER: So right now, design
18 and construction combined at the end of this
19 quarter is about 250 million. So, you know,
20 we've got a ways to go. And you'll see a
21 significant uptick, I think, in the next
22 quarterly update.

23 COMMISSIONER ZUNIGA: In the next
24 quarter.

1 MR. PACKER: Yeah.

2 MS. WENLEDER: Good morning.

3 CHAIRMAN CROSBY: Good morning.

4 COMMISSIONER CAMERON: Good morning.

5 COMMISSIONER ZUNIGA: Good morning.

6 COMMISSIONER STEBBINS: Good

7 morning.

8 CHAIRMAN CROSBY: Welcome.

9 MS. WENLEDER: Thank you very much.

10 Glad to be here. I'm going to comment on the
11 preopening expense and capitalized interest.

12 So incurred to date, 43.3 million in
13 preopening expense. That's a \$3.9 million
14 increase, or 10 percent quarter over quarter.
15 2.5 million of that increase, or 65 percent,
16 is from gaming assessment and host community
17 agreement payments. 9 million, or 25 percent,
18 is from the operating team payroll and
19 professional services. We've spent, to date,
20 about 35 percent of our preopening budget. On
21 the capital interest side, we've incurred
22 13.9 million year to date -- or for project to
23 date. It's a \$3.2 million increase quarter
24 over quarter, which is consistent with our

1 construction spend. And that's all I have, if
2 you have any questions.

3 CHAIRMAN CROSBY: I have one. In
4 the Fitch rating report that just came out,
5 the Fitch expressed a little bit of concern
6 about the economics of this project. Not
7 concern, really, but just, sort of -- well, a
8 little bit of concern, I'd say. And they were
9 talking about a capital expense of 865, where
10 you're talking about a capital expense here of
11 990, 995. Huge difference. And they were
12 concerned about your ROI, even on 865. So
13 what's the disconnect?

14 MR. STRATTON: I can address that.
15 As I was sitting in the audience earlier, I
16 took a look at our 10K, which was filed just
17 yesterday with the SEC, and 865 is the number
18 reported. But, importantly, in the 10K it
19 clarifies that 865 is exclusive of land cost
20 and capital interest.

21 So if you add up No. 4 and No. 8 on
22 this slide in front of you, it brings you to,
23 roughly, \$120 million. And that's the delta
24 between the range we're showing on this slide

1 and the 865 that's reported in that -- in that
2 SEC filing. And so that's the -- Chairman,
3 that's -- they're consistent, this slide and
4 that public number, in terms of your -- you
5 know, I don't know if Mike wants to address
6 the broader question, but I just want to
7 clarify those numbers.

8 CHAIRMAN CROSBY: Okay. No
9 that's --

10 MR. MATHIS: I was hoping to answer
11 the technical question and give you the
12 tougher one. But, you know, different
13 analysts have different views on the market
14 and the trend on the market. The truth is,
15 we're monitoring it as well.

16 You look at what,
17 quarter-to-quarter, the tribes are doing
18 revenue-wise, you look at what Plainridge is
19 doing, and they're markedly improved from some
20 of their initial months of operation, as you
21 know. So I think we'll continue to monitor
22 it.

23 We never view any of these new
24 markets as a layup. You've got to be

1 aggressive, and you've got to be strategic,
2 and you've got to monitor what the competition
3 is doing, what the trends are.

4 As you know, Rivers Casino just
5 opened in Schenectady. We're going to watch
6 their results. So I don't have an easy answer
7 for that particular perspective about the
8 market, but, in some ways, we believe it's
9 premature to have a concern or to claim
10 victory being 20 months out. So -- and as you
11 know, there's a -- there's a big discussion
12 about the competition down south as well.
13 So -- but we're aware of it. We're monitoring
14 it. We're going to see how National Harbor
15 does in a very saturated market, which we
16 think is proving to be successful in our
17 ability as MGM and as a brand to grow a
18 market. We don't subscribe to the saturation
19 argument, that there's only limited dollars
20 for resort gaming. There may be limited
21 dollars for a certain type of gaming, but not
22 for the product that we put out.

23 CHAIRMAN CROSBY: Good. I figured
24 there was a definitional issue with the 865,

1 but I didn't know what it was so that's good
2 to hear. Thank you. Anybody else?

3 COMMISSIONER STEBBINS: Quick
4 question. It's a small amount of money, but
5 on land acquisition you show about a million,
6 eight left. Is that just, kind of,
7 contingency leftover, or there's still some
8 land purchasing you're planning to do with
9 that small amount of money?

10 MR. MATHIS: Yeah. I think that
11 discrepancy relates to some of the assumptions
12 we're making around -- you know, part of the
13 land is also land improvements. And some of
14 the things that Brian may be doing on lane --
15 lane moves and different things that are more
16 construction-related, than, necessarily,
17 land-related. We've got all the land we need.
18 As you're aware, we've made that -- we've
19 checked that box many, many months ago. So if
20 we're fortunate enough not to need all those
21 dollars, they'll drop back down in one of the
22 other line items. But a lot of that relates
23 to prep versus acquisition.

24 CHAIRMAN CROSBY: Anybody else?

1 More?

2 MR. MATHIS: Sorry. Yeah, I think
3 we're going to talk about diversity.

4 CHAIRMAN CROSBY: Great.

5 MR. MATHIS: Go ahead, Brian.

6 MR. PACKER: So on our combined
7 design and construction commitments through
8 year end, targeted WBE at 10 percent. The
9 commitments year end were 17 percent. On MBE
10 a project goal of 5 percent, the commitment
11 set at 7.8 percent. And on VBE, at 2 percent,
12 the commitment set at 5.8 percent. So this is
13 a combined blend of design and construction
14 across the whole project. And this relates
15 to, essentially, the 250-plus million in
16 commitments.

17 CHAIRMAN CROSBY: That's great.

18 COMMISSIONER CAMERON: Yeah,
19 excellent.

20 MR. PACKER: And then, we provide a
21 list on -- let's see here. Just on our design
22 consultants here, we have a list of -- we
23 provide this each update of companies that are
24 participating in the project and their

1 locations. And design -- you know, for design
2 there's a good amount of Massachusetts
3 companies in here, given that we pull from
4 around the country for a lot of our design
5 work. And, in green, we have highlighted
6 folks who we have certified that they've been
7 paid already on the project.

8 And on just the construction
9 breakdown, you have a 10 percent -- same goals
10 10, five and two, and the commitments are
11 17.5, 7.2 and 6 percent on the VBE.

12 And then, we have a similar chart of
13 all the companies that have received
14 commitments or payments to date. And here
15 you'll see even more names, you know,
16 throughout Massachusetts, which, even though
17 we try to do this, in a competitive
18 environment it's not always -- I'm actually
19 shocked to see these many companies from
20 Massachusetts involved in the project in --
21 this early in the game.

22 To date, I believe it's important to
23 note, I think we have, approximately -- doing
24 quick math, 76 companies with commitments to

1 date that are diverse. So, you know,
2 hopefully, here, in early next year, we cross
3 that 100-company threshold, which will be
4 exciting.

5 On workforce diversity, which,
6 basically, is a calculation of hours worked in
7 the field versus a particular group, in this
8 case, women, minority or veteran.

9 On the women side, the project
10 goal's 6.9 percent. Project to date is 10.07
11 percent. Minority, 15.3 versus project to
12 date of 2.7. And veteran participation
13 targeted 8 percent, and project to date at
14 9.76 percent.

15 So this is a number we're
16 continuously watching. It can change over
17 night, given the trades that filter in and out
18 of this site change over time. And, you know,
19 past performances never, you know, can
20 guarantee future, but you just have to stay on
21 top of it all the time. And right now, we get
22 daily badging reports out of the system that
23 can give us a read on each day what's going on
24 with these statistics. So if you can see it

1 quickly, you can address it quickly.

2 CHAIRMAN CROSBY: You know, both of
3 these -- the vendors and the workforce are
4 really great numbers. And we know you guys
5 take this seriously and work really hard on
6 it, and so it's -- it's really good and you
7 deserve to get credit for that too. These are
8 nontrivial numbers. You know, the workforce
9 numbers are really pretty amazing. So we
10 really -- that's -- we really appreciate that.

11 MR. PACKER: Appreciate it. And
12 then, I thought we'd just conclude with a few
13 of the current site progress photos. So, you
14 know, if you're driving by today, these are
15 some of the more recent photos. We talked a
16 little bit earlier of 73 State. This is
17 actually the inside, on the right-hand side,
18 of 73 State facade, with the steel members
19 coming up to that facade. We're currently
20 connecting the old facade to the steel members
21 to make that one cohesive structure. So
22 fairly soon, you'll see metal deck coming all
23 the way up over to those windows.

24 Here, on the corner you can see the

1 corner is really coming together nicely. We
2 probably have about 20 percent of the work
3 left on that corner to wrap up the structural
4 steel right at the main entry. You can see,
5 along Main Street, the hotel plank and floor
6 installation that happens right after the
7 structural steel goes in. And, you know, if
8 you walk out there today, you can actually
9 start seeing the floors that are coming
10 together that will actually have guest rooms
11 on it.

12 Then, here's just a few shots. In
13 the upper left, shot from the Armory down onto
14 the podium and the corner where the hotel
15 lobby will be. Bottom left, the garage
16 progress and the precast still continuing
17 towards MGM Way. On the top, few more shots
18 of the garage coming past Colvest property and
19 dog-laying for the expansion of those bays at
20 that area, with the CEF building in front.

21 And then, bottom right, you know,
22 we're always challenged when it snows. So you
23 can see the workers working here to clear off
24 one of those two storms we had in February.

1 And, you know, if we can get the snow off the
2 decks before it melts, it's -- it's a lot
3 easier to deal with before it melts and then
4 it refreezes on the ground floor. So,
5 generally, just some recent progress shots.

6 CHAIRMAN CROSBY: How many hotel
7 rooms, remind me?

8 MR. PACKER: I believe it's 252?

9 MR. MATHIS: Yep. I believe that's
10 correct, yeah. About 38 of which will be
11 suites.

12 So I know we're running late. I
13 just want to make a couple of closing
14 comments. We've got -- really excited about
15 our project and it's unique positioning. And
16 I think it's something the Commonwealth will
17 be really excited about. It goes into that
18 category of things that, unfortunately, we
19 can't share with the public, in terms of the
20 quality of the interiors, but some of you
21 selectively have seen that as part of our
22 updates. And our colleagues across the board,
23 from luxury properties, like Bellagio to some
24 of the new stuff we're developing, believe

1 that what we're doing is as cool and luxury
2 and unique a product as our industry's ever
3 seen. So I think, real excited to bring this
4 thing to life.

5 I think, you know, lastly, because
6 you're going to hear an update from our human
7 resources team on workforce development, and a
8 big group of the people that are here to
9 support us will get introduced at that point.
10 But I wanted to call out a couple folks that
11 won't necessarily get introduced. And that's
12 Kenyatta Lewis, who's our director of supplier
13 diversity. She was part of that team
14 yesterday. Kenyatta, are you in the room?
15 That's Kenyatta. You'll see a lot more of
16 her. I think, Bruce, you saw her yesterday,
17 as we were presenting. Sorry. As well as --
18 you met Barry Borowski earlier, and I
19 mentioned him in the past, and he'll be an
20 important part of the development team.

21 And then, you know, can't give
22 enough credit to Brian's construction team,
23 Jason Rosewell and Chelan Brown, who I know
24 Jill and Bruce have spent a lot of time with.

1 They're really -- they're helping to make him
2 look good, just like he's making us look good
3 on a lot of those diversity numbers. I don't
4 know at what point Brian will let us claim
5 victory on his diversity numbers, but I
6 will -- I'll try to temper my enthusiasm for
7 what he's doing. He is the quintessential
8 under problem -- over deliverer. So I don't
9 want to jinx him, but just incredibly proud of
10 what he's doing.

11 And then, lastly, we want to thank
12 your staff, Ed Bedrosian, Karen Wells. All
13 the way down. Jill Griffin, Paul Connelly,
14 Todd Grossman, Catherine Blue. I'm sure I'm
15 leaving -- Derek Lennon. Everybody is
16 fantastic. We really feel like we're part of
17 a team. And the kind of investment they made,
18 for example, down in Maryland to understand
19 what we were doing down there. And humble
20 enough to understand best practices from
21 another jurisdiction is going to go a long way
22 to making sure we're successful. So just want
23 to thank you all, and we'll look forward to
24 the next update.

1 MR. STRATTON: And, Mike, I'll just
2 add in John Ziemba and Joe Delaney. Given
3 that this is a John's portion of the agenda, I
4 want to make sure we give him -- him credit.
5 But Brian and I have been working very closely
6 with John and Joe, and they've been putting us
7 through -- through the paces, and we've been
8 able to successfully keep Mike out of those
9 conversations so maybe that's why he's
10 forgetting. But, again, thank you for the --
11 you know, productive work that we've been able
12 to do with that team as well.

13 MR. MATHIS: In my defense, Seth
14 told me we didn't have anything meaningful in
15 front of John and Joe this quarter so I
16 thought I'd save up. But thank you. Thank
17 you all.

18 CHAIRMAN CROSBY: All right. Thank
19 you very much. We were going to try to take a
20 lunch break. Can we do that? Oh, we're going
21 to finish John and then take a lunch break?
22 Okay. Good. We got one more thing from John.
23 Sorry.

24 COMMISSIONER CAMERON: Thank you.

1 Great progress.

2 CHAIRMAN CROSBY: Thanks very much,
3 folks.

4 COMMISSIONER ZUNIGA: Thank you.

5 COMMISSIONER STEBBINS: Thanks,
6 guys.

7 MR. ZIEMBA: Thank you,
8 Commissioners. I'll be brief. So next on the
9 agenda is a request from the Town of
10 Longmeadow to use its reserves. The Town of
11 Longmeadow was granted \$100,000 reserve, along
12 with other surrounding communities and host
13 communities, in 2015. One of the requirements
14 for those reserves is that, once a community
15 determines its use for the reserve, it would
16 have to work with the ombudsman's office, and
17 then we would prepare the request to come
18 before the Commission.

19 Longmeadow is seeking \$7,200 to
20 retain a consultant to help them work on the
21 baseline studies.

22 As you recall, in the surrounding
23 community agreement there is establishment of
24 baseline studies, and then there are one-year

1 and five-year look-back studies. And so,
2 Longmeadow, pursuant to the agreement, was
3 reimbursed for a lot of its legal and
4 consulting expenses that they incurred during
5 the surrounding community arbitration time and
6 prior to the inking of the surrounding
7 community agreement. After they're up and
8 operational, additional funds'll be available
9 to help them as they go through the look-back
10 requirements.

11 But what they've identified is a
12 need for dollars now to pay for their
13 consultants to help them establish a proper --
14 proper baseline. And this is very similar to
15 a request that was made and accepted by the
16 Commission for West Springfield, where
17 West Springfield utilized some of its reserve
18 to make sure that the baseline was -- was
19 steady so that, once they got into questions
20 regarding look-backs, that they're confident
21 that they're well -- well-consulted when they
22 established that baseline.

23 So, in that regard, this is
24 consistent with the purposes of the

1 guidelines, which allow communities to use
2 such funds for such purposes, and, therefore,
3 we recommend this amount.

4 CHAIRMAN CROSBY: Issues?
5 Discussion.

6 COMMISSIONER STEBBINS: I was -- I
7 was glad to see that, you know, the PVPC, one
8 of our partners, kind of, signed off on this
9 approach and gave it their endorsement.

10 MR. ZIEMBA: Yep. And PVPC made
11 some recommendations that they might even want
12 to take it a little bit further, as they
13 continue to take a look at the viaduct and
14 future viaduct plans, as they conclude what's
15 happening now with this viaduct.

16 But Longmeadow concluded, why don't
17 they leave that for a future date, and they'll
18 work on it today? But it is a requirement of
19 our guidelines that they work with the
20 regional planning agencies, and we are glad
21 that they did so.

22 CHAIRMAN CROSBY: Anybody else?
23 Seems noncontroversial. Do we have a motion?

24 COMMISSIONER STEBBINS: Mr. Chair,

1 I'd move that the Commission approve the
2 request from the Town of Longmeadow for -- to
3 use \$7,200 of their Community Mitigation Fund
4 reserve to retain a consultant to analyze,
5 organize, and consolidate traffic studies.

6 CHAIRMAN CROSBY: Second?

7 COMMISSIONER CAMERON: Second.

8 CHAIRMAN CROSBY: Further
9 discussion? All in favor? Aye.

10 COMMISSIONER STEBBINS: Aye.

11 COMMISSIONER CAMERON: Aye.

12 COMMISSIONER ZUNIGA: Aye.

13 CHAIRMAN CROSBY: Opposed? The ayes
14 have it unanimously. All right. We will take
15 a break until 1:15, lunch break and then we
16 will pick up --

17 COMMISSIONER CAMERON: No, no, no.
18 Janice is -- one o'clock.

19 CHAIRMAN CROSBY: One? Okay. I'm
20 just a chairman. What do I know? All right.
21 One o'clock.

22

23 (A recess was taken)

24

1 CHAIRMAN CROSBY: We are reconvening
2 public meeting No. 211 at about 1:00 p.m. And
3 the first item on our agenda is
4 Director Griffin, Workforce and Supplier
5 Diversity Development.

6 MS. GRIFFIN: Good afternoon,
7 Chairman Crosby, Commissioners. Can you hear
8 me?

9 COMMISSIONER CAMERON: We can hear
10 you.

11 COMMISSIONER STEBBINS: Good
12 afternoon.

13 MS. GRIFFIN: I'm joined here by
14 Marikate Murren, director of human resources
15 for MGM, to my far left, and Wanda Gispert,
16 vice president of talent and workforce
17 development for the regional operations of
18 MGM. So I'd like to welcome them, number one.
19 Welcome.

20 MS. MURREN: Thank you.

21 MS. GISPERT: Thank you.

22 MS. GRIFFIN: And before I turn the
23 mic over to them, I'd like to give you just
24 a -- you and members of the public a little

1 bit of background on why we're here and --

2 CHAIRMAN CROSBY: Mike, is her --
3 Mike, is her voice okay? Okay.

4 MS. GRIFFIN: As you'll remember,
5 back in January 2015 at public meeting 143,
6 MGM presented several plans. They presented
7 their affirmative marketing program that
8 focused on identifying contracting and casino
9 purchasing opportunities for minority, women
10 and veteran-owned vendors for design and
11 construction. And, additionally, similar plan
12 for operations, and you approved both of those
13 plans.

14 Additionally, they presented a plan
15 for affirmative action for equal opportunity,
16 as required by license condition 12, and also
17 in the gaming law. And this was to identify
18 and market employment opportunities to under
19 and unemployed residents of the Commonwealth.
20 You approved that plan in principal, but you
21 asked MGM to come back when the time was right
22 with clarifications and details.

23 Additionally, a plan that required
24 consultation with the Mass Department of Labor

1 and Workforce Development to identify and
2 market employment opportunities to unemployed
3 residents was not yet approved by the
4 Commission. So we're here today to hear MGM's
5 presentation to satisfy those two requirements
6 of both their license from the Commission and
7 the expanded gaming law.

8 So, today, no vote is expected. MGM
9 will present their plan with information, and
10 will allow you to ask questions. And we had
11 talked about putting this plan up for public
12 comment, as we do with many of our other
13 important documents. And we'll come back to
14 you for a vote, perhaps, at the -- a meeting
15 in April to allow enough public comment. So
16 with all that background, I would like to turn
17 it over first to Marikate Murren.

18 MS. MURREN: Great. Thank you.
19 Good afternoon.

20 CHAIRMAN CROSBY: Good afternoon.

21 COMMISSIONER CAMERON: Good
22 afternoon.

23 COMMISSIONER ZUNIGA: Good
24 afternoon.

1 COMMISSIONER STEBBINS: Good
2 afternoon.

3 MS. MURREN: I'll use my coaching
4 voice.

5 COMMISSIONER CAMERON: I like it.

6 MS. MURREN: I might not even need
7 this microphone. I know how hard it is after
8 lunch, that's why I have a double cappuccino,
9 so if I start to speak very quickly, Wanda
10 will -- will slow me down, my counterpart
11 here. And I know how hard it is to follow
12 Brian Packer and all the excitement of the
13 construction going on in MGM Springfield.

14 Mayor Sarno has really talked about
15 the revitalization and the renaissance for
16 Springfield, and it is very exciting. You
17 know, I built Legos and erector sets, just
18 like so many of us do. And Brian and his
19 team, I'm always in awe of the ability and
20 what he is doing on that site. Every day it
21 changes. I call Brian a savant. I don't know
22 if he's still here, but he's able to keep all
23 these schedules in his head, and I'm
24 completely in awe of him. The ability to saw

1 a building in half is incredible. But what's
2 exciting for us and what gives us passion is
3 workforce development.

4 The ability to change lives of the
5 city and the residents, and their families, I
6 think that will come out with Wanda and I. We
7 might get a little bit animated. It's just
8 something that we completely have passion for
9 through this whole project. I'm blessed and
10 privileged to have Wanda here. And I'm going
11 to turn it over to her just to do a short
12 introduction, and then we'll lead you through
13 the presentation.

14 MS. GISPERT: Hi. Good afternoon,
15 Commissioners.

16 CHAIRMAN CROSBY: Mic.

17 COMMISSIONER CAMERON: Good
18 afternoon.

19 COMMISSIONER ZUNIGA: Good
20 afternoon.

21 COMMISSIONER STEBBINS: Good
22 afternoon.

23 MS. GISPERT: Hi. My name is
24 Wanda Gispert. I'm the vice president of

1 workforce and talent development for the
2 region, and we have six casinos that we are
3 responsible for. But I am so delighted to be
4 here in Springfield. There's just been such a
5 buzz and a wonderful energy here about
6 everything that's to come. And I'm privileged
7 to be a part of this project. So get ready.

8 MS. MURREN: Great. So,
9 Commissioners, within your packet you have a
10 very comprehensive, detailed report that I
11 will call "the book." I think it's about 67
12 pages. What we're going to do is give you a
13 shorter presentation and pull one chapter out
14 of that book, go into a little bit deeper
15 detail, and, of course, you know, stop us, ask
16 us questions. We're so excited to be talking
17 about workforce in general.

18 Some of the slides I will get
19 through pretty quickly, because we really want
20 to get into the meat and potatoes of the
21 workforce development plan.

22 Also, I do want to recognize some of
23 our partners, who I hope are back. Yes. So
24 I've got Jeremiah Riordon and Paul Sheehan

1 from STCC, two of our incredible partners. I
2 have Bob Griffin and Kermit Dunkelberg from
3 Holyoke Community College. And I really would
4 be remiss without calling out Bob LePage.

5 Most of you know that Bob was at
6 STCC. Really, I consider him a personal
7 friend and colleague. He was always at my
8 door at eight o'clock having coffee. Right,
9 Bob, black? He's the assistant secretary now
10 for career education. And Bob and I have the
11 same vision, is that Springfield truly is a
12 workforce development opportunity for MGM and
13 the company, and the enterprise in general.

14 We are not in Vegas. It's not a
15 hiring model. We wouldn't steal the best and
16 brightest from our other sister properties and
17 our competitors. We are spending the time
18 leading up to our opening in September of 2018
19 building the workforce, and this is going to
20 have implications for generations to come.
21 And so, Bob I'd like to personally thank you
22 for your continued support. And there will be
23 times where I come after you for that funding
24 too, Bob, so get ready that one too.

1 So let's jump right in with the
2 agenda. We're going to go very high-level
3 with the objectives, our commitments for the
4 Host Community Agreement, do a deeper dive. I
5 will turn it over to Wanda to go into the
6 workforce development strategies, the plan.
7 I'll come back, speak to the recruitment, the
8 hiring strategies. We'll give you a very
9 high-level snapshot of our reporting and the
10 analytics that we'll be providing you and the
11 City of the Springfield as a part of our Host
12 Community Agreement. And then I'm going to
13 have Wanda detail table game deal or
14 recruitment plan pathway that we will be
15 setting up for the majority of our high-volume
16 positions.

17 So very -- just really high-level
18 again. This is not new to anyone with our
19 Host Community Agreement with the City of
20 Springfield. We will be making best efforts
21 to have 3,000 positions within MGM
22 Springfield. 2,200 will be FTEs. We're
23 looking right now at an 80/20 breakdown from
24 full time, part-time. You know, lessons

1 learned from National Harbor. They're right
2 now at about 60/40. And that is driven,
3 predominantly by the needs of the public and
4 the people coming to work for the facility.
5 So that's something we want to keep an eye on
6 to make sure that we're giving the opportunity
7 to our residents.

8 CHAIRMAN CROSBY: What do you mean
9 Marikate? It's --

10 MS. MURREN: So 80 percent of our
11 full-time -- 80 percent of our positions will
12 be full-time.

13 CHAIRMAN CROSBY: Right. I know
14 that, but what's the dynamic in Maryland?

15 MS. MURREN: So, in Maryland, the
16 employees and the applicants who came through
17 the facility already had either on-call,
18 part-time jobs, and they were looking for
19 additional part-time jobs. They weren't
20 necessarily looking for full-time jobs. So
21 across the board, in some of the job
22 classifications, there were adjustments based
23 on the need of the applicant, the candidate
24 coming through the door, sir.

1 CHAIRMAN CROSBY: Okay.

2 MS. MURREN: Another is 35 percent
3 from the City of Springfield. That commitment
4 to the city. 50 percent minority-hire,
5 50 percent women, and 2 percent veteran hire.

6 And then, as Jill mentioned from a
7 diversity requirement, our plan will go into
8 detailed strategies of how to go and to meet
9 our requirements, partnering with several of
10 our community partners to attract and engage
11 individuals from the community. You can see a
12 few there. And we're going to -- Wanda will
13 go into deeper detail of how she's already
14 partnering since she's been in town. And so
15 I'll leave that -- leave that to Wanda, when I
16 turn over the program to her.

17 Ooh, sorry about the colors here.
18 Just very high-level demographics.
19 Springfield has 155,000 residents, currently,
20 and Holyoke is about 44,000. As you know,
21 very, very close to Springfield, 7-miles up
22 the road. So I just want to quickly refresh
23 your memory of the demographics in the area.
24 And your book will have a little bit more

1 detail for you, Commissioners.

2 So at this time, I want to turn it
3 over to Wanda to do a deeper dive into the
4 workforce development plan.

5 MS. GISPERT: Hi. So what you see
6 here are four primary resources tools and
7 buckets that we'll use, starting with the
8 educational partners, Holyoke Community
9 College, Springfield Technical Community
10 College, and UMass Amherst.

11 We also have workforce development
12 partners with our wonderful CareerOneStops.
13 We've partnered very well with Job Corps,
14 especially, in National Harbor.

15 So Job Corps has about 126 locations
16 across the U.S., and we've had very great
17 success recruiting from the culinary teams
18 there coming straight into the properties. So
19 even though they cater to ages 16 to 24, we've
20 had a great track record in Tunica,
21 Mississippi and National Harbor, and we expect
22 that to continue here.

23 So we've gone out and already met
24 with the head of the culinary department to

1 have the students trained so that they come to
2 us day one and day ready.

3 We also have partnerships with
4 veteran organizations, disability groups. And
5 then, we're going to target, specifically, the
6 unemployed. And there's special tactics that
7 I'll share.

8 We have wonderful community base
9 organizations in this area. The New England
10 Farm Workers, the NAACP and other
11 associations. The Association of Retired
12 Police Officers, retired school teachers. We
13 want to definitely tap into that retirement
14 market because not everybody wants a full-time
15 job. Some people just want part-time. And
16 let me tell you, nobody can do math in their
17 head better than retired school teachers. And
18 math is such a critical skill for us to have
19 in the gaming industry.

20 And then, lastly, I'll go into
21 detail about SkillSmart. SkillSmart is the
22 tool that we're using right now to capture the
23 interest, create profiles. So today, even
24 though we haven't posted the jobs yet for the

1 Mass hiring, you can go into the system,
2 indicate what you're interested in, create a
3 profile, and as soon as those jobs go on line
4 you'll get a notification. So I'll show some
5 screen shots a little later of what that looks
6 like.

7 This is pretty much a funnel to what
8 I just spoke about. So you have, at the top,
9 the big buckets that we're pulling from. And
10 they would go into detail more with the
11 organizations by names. FutureWorks,
12 CareerPoint, Housing Authority. You break it
13 down a little bit deeper. The community base,
14 the NAACP, Urban League and others.

15 So we definitely want to touch
16 everyone in the Springfield market. I don't
17 want anyone to say, MGM to come to me, because
18 we definitely have a workforce plan, whether
19 you're giving us hundreds of hires, or even
20 one and two, because we know, sometimes with
21 the disability sector, if you just place one
22 or two, that might not seem like a lot for
23 volume, but you've changed somebody's life.
24 So long-term and tenure is very -- it's a

1 great return on investment, so we look at
2 that.

3 So let's start with the high level
4 here. What you see with that pyramid,
5 high-demand positions. Meaning, high volume.
6 We've taken a look at positions that we have a
7 headcount to hire, 50 or greater. Those are
8 the positions that we've created the workforce
9 development plans for. They definitely need a
10 plan for specialized skills.

11 So we took a look at these, and
12 that's our first concentration. Anything that
13 we know we're hiring 50 and above, we
14 definitely have a workforce partner. And
15 many, in some cases, to help us fill that
16 headcount.

17 This slide talks a little bit about
18 the barriers. We know that there's some known
19 concerns, and we wanted to be very proactive
20 and get ahead of that. I don't want anybody
21 to say, you know, I want to work at MGM but.
22 So we created just, let's tear down the
23 barriers and figure out what people need, what
24 those barriers could be. For some, it might

1 be childcare, and we've addressed that earlier
2 on.

3 We've partnered with Head Start so
4 that we can have child care available for the
5 employees. We know that people that are in
6 child -- in Head Start programs, the parents
7 can also receive more opportunities just by
8 being a partner. Even if you don't work with
9 us, your children can still go to Head Start,
10 but we also now have a captive audience of
11 parents on the premises that we can market out
12 jobs to as well.

13 First time job seekers. We will
14 specifically have jobs at the entry level area
15 so that, even if you haven't had a job before,
16 you don't have that experience, there are jobs
17 that will be available for you. We've
18 partnered with United Way. People can go on
19 unitedway.org and volunteer. They have
20 volunteer opportunities, and we will accept
21 those opportunities. Your volunteer
22 experience can be used as job experience.

23 So when you go into SkillSmart, it
24 doesn't matter that it's been a unpaid

1 position. If you have acquired skills through
2 volunteering, we'll take that. If you are
3 your church's hospitality committee, we'll
4 take that because you're greeting people,
5 you're welcoming people, and you have that
6 wonderful smile.

7 So here is the SkillSmart filter.
8 We have people coming into Skill Smart from
9 all areas. And SkillSmart, remember, it's
10 that system that you can go into, create a
11 profile. You can list -- if you're in the
12 military, go ahead and list your rank, because
13 we partner with the military specialist.

14 If you click down, and drop down and
15 select your rank, it'll list the skills
16 associated with that. That's very important
17 because a lot of people can't really read
18 resumés from the military well. And,
19 sometimes, people don't know how to pull out
20 those skills and make them transferable so
21 we've made that easy.

22 Also, too, there's a bubble that
23 talks about unemployment. How we going to go
24 out and reach that market? So through

1 CareerPoint, we've partnered with them every
2 week. There is an orientation that's held.
3 If you are new to unemployment, you must be a
4 part of that orientation, in order to receive
5 payment. Guess who'll be there? MGM. So we
6 have a wonderful audience of people that are
7 current and new job seekers on a weekly basis,
8 who will be there to present their jobs to
9 them.

10 Okay. Let's talk about SkillSmart a
11 little bit more. So SkillSmart is that
12 system, because we don't have our applicant
13 tracking system posting jobs yet, it's too
14 early, we still wanted to capture profiles of
15 people. What are you interested in, and what
16 are the skills that you have?

17 From MGM's standpoint, it allows us
18 to see that gap so I can see, oh, wow, we have
19 X amount of profiles but maybe not enough
20 culinary. Let me reach out and connect with
21 the culinary partner to see if we can get
22 more.

23 And on the flip side, people that
24 create profiles can say, here are my skills

1 and abilities, here's a job that I might want,
2 for example, dealer. It will compare -- your
3 profile will compare your skills to the
4 prerequisites of a job and identify the gap
5 for you. And that's really important, because
6 a lot of times people feel like, gee, I've
7 applied for a job day after day and I never
8 get an answer. They don't know why they were
9 not qualified. This will let you know. These
10 are the skills you have matched to the skills
11 of the job, and these are the gaps that you
12 can work on. And then, if you click on a
13 link, we'll tell you where you can go to fill
14 those gaps. So if you want to be a culinary
15 professional and you have no culinary skills
16 or training, it will lead you to a culinary
17 provider to provide that training for you.

18 MS. MURREN: And a lesson learned
19 from National Harbor also, when we were just
20 ramping up the gaming school down there. We
21 were having some challenges finding
22 participants for the gaming school and to
23 participate in the gaming school. So what
24 SkillSmart did for us is, go into the system

1 and basically give us the information for the
2 aptitude, the math aptitude needed for that
3 job skill. So an individual might not have
4 clicked, I want to be a dealer, but they have
5 the aptitude to do that, so we were able,
6 then, to use the system as a mechanism to
7 communicate to individuals saying, you might
8 not have clicked being a dealer at National
9 Harbor, but you have the aptitude. Come to an
10 informational session. Come to see what the
11 job is all about. And that was a hugely
12 successful opportunity for us to market and
13 advertise to those individuals who might not
14 have known some of the jobs. And we plan to
15 do that from a culinary perspective, dealers,
16 and some of those other positions we might be
17 having some challenges filling or trying to
18 find applicants.

19 COMMISSIONER ZUNIGA: So how do you
20 ascertain that aptitude, if somebody doesn't
21 self-identify a particular skill; is there a
22 little test, a little math test, for example?

23 MS. GISPERT: It's not a test. You
24 can actually upload your resumé. It will

1 parse out parts of your resumé to that -- the
2 experience that's needed. So the match can be
3 done there. Once you put your skills and
4 ability, we'll consider that as to -- to be
5 your experience. There's still a process of
6 interviewing to vet that out because sometimes
7 resúés might embellish a little bit, but that
8 gets us started. Just a little bit, right?

9 CHAIRMAN CROSBY: And how does the
10 workforce access; does people have to -- will
11 you be promoting -- you'll be advertising
12 SkillSmart and people will go to their
13 computers and register?

14 MS. MURREN: That is correct. Last
15 fall, we launched MGM Springfield Career
16 Launch. And it was an opportunity for us to
17 really launch SkillSmart. We rebranded
18 SkillSmart to be, sir,
19 mgmspringfieldcareerlaunch.com. We have
20 cards. The main call to action was to get
21 individuals into the system, get them
22 acquainted with the system, learn how to use a
23 computer also, probably, but also to start
24 building profiles. We'll continue to use that

1 strategy.

2 And anytime we have a career fair or
3 hiring event -- another wonderful best
4 practice from National Harbor is, anytime we
5 had an event we saw huge upticks on the
6 registrations and the profiles within the
7 system. So we'll use that strategy the
8 remainder of this year to build that capacity,
9 because we also want to have those individuals
10 go to our education and training partners to
11 get their necessary education and training
12 prior to those jobs. So that strategy will
13 build out, and I'll have a little bit -- a
14 couple slides a little bit later,
15 Mr. Chairman, to show you what we did.

16 And we're also doing a train -- the
17 trainer for the system with our CBOs. We
18 train FutureWorks, CareerOneStops, New England
19 Farm Workers, really, to be the foot soldiers
20 for us in how to use the system.

21 CHAIRMAN CROSBY: Okay. So that's
22 what -- I was going to ask that.

23 COMMISSIONER ZUNIGA: Yeah, I'll
24 wait for that too.

1 CHAIRMAN CROSBY: So your partners
2 have access to the system and can train people
3 there and support people there on site to get
4 into it?

5 MS. MURREN: Absolutely. And the
6 other thing I'm going to -- we're trying to
7 say the same thing, I think, is that we also
8 have the incredible referral system within the
9 system into SkillSmart.

10 So if I'm someone from New England
11 Farm Workers, I'm going to pick New England
12 Farm Workers out off my referral system. And
13 that's a way for us, as MGM, as we continue to
14 partner with our CBOs and our FBOs to hold
15 them accountable, because they are the
16 institutions, the brick and mortars where
17 their constituents are coming through.
18 They're the ones who communicate the best.
19 And we're -- we're using them, also, as
20 trainers for the system, but also as referral.
21 So we can see if, you know, hypothetically,
22 Vanessa Otero from New England Farm Workers,
23 if there's not a lot of individuals there, I
24 can call Vanessa and say, where are your

1 people? What's happening? Do you need us to
2 come and do another training for you, or do
3 you need access to computers? Come into our
4 computer lab. Come into our office. And
5 we're happy to assist with that.

6 MS. GISPERT: And I'll share a
7 little bit what works for Job Corps. So the
8 students are able to create profiles at the
9 Job Corps. And, in fact, that's part of what
10 they need to do to show the skills gap.

11 The picture you have in front of you
12 is a report that people can print up. Once
13 they list their skills and select a job, it
14 will show where the gaps are. So as we go out
15 with outreach sessions to places like your Job
16 Corps and your One Stop, we're putting people
17 in the system, and it's mobile-friendly as
18 well. So that's how we ramp up. Right now,
19 we have nearly 10,000 -- 2,000 people in there
20 already. And so, that will build and grow as
21 we continue to build the system.

22 If anyone out there wants to know
23 how to get a job with MGM Springfield, go to
24 SkillSmart today. It's a link off of the MGM

1 Springfield Web site. Go there, fill out your
2 profile, tell us the type of job that you're
3 interested in. And as soon as that job is
4 posted, you'll receive a notification. So
5 already people are saying, how will I apply?
6 Where can I find a job? You go to SkillSmart
7 so that we can communicate with you.

8 COMMISSIONER STEBBINS: I appreciate
9 hearing about, you know, the experience you
10 had in National Harbor on a number of fronts,
11 but using it to identify potential candidates
12 we weren't thinking about those gaming
13 positions, because that's one of my biggest
14 concerns. National Harbor is still so close
15 to other casinos.

16 In Maryland, you're not really that
17 far from Atlantic City, if somebody was
18 looking to make a move. And, obviously,
19 introducing this new industry with these new
20 types of positions is going to take that kind
21 of creative thinking towards not just
22 identifying folks, but, obviously, training
23 them and, you know, again, using the tool to
24 say, you got math skills, or we see you like

1 to eat, you should go into culinary, or what
2 have you. But, you know, using that as -- you
3 know, using that tool for that purpose, I
4 think, is interesting.

5 MS. MURREN: And to that point, too,
6 is that, we've already looked at what we call
7 our jobs and how we describe them. You know,
8 an example is a fountain worker. One might
9 assume, and some have people assumed that --
10 that you're going to be taking care of, maybe,
11 the fountains at the Bellagio, that is not the
12 case. And so we -- we have to do a better
13 job. And I think we're going to be looking at
14 that from lessons learned at National Harbor,
15 is to translate what currently is happening in
16 the environment and the community, and maybe
17 putting some slashes and going into deeper
18 detail so we have those information out there
19 as people start to apply.

20 You can never provide too much
21 information, and we tend to over communicate.
22 But I think it's a strategy that we really
23 have to do, given that the Commonwealth is
24 very new to gaming. And to your point,

1 Commissioner, we will be pulling some from
2 some of the other jurisdictions. But, you
3 know, with the help of the MCCTI, and, two,
4 with that gaming school ramping up, we have
5 some slides, we'll go into a little bit deeper
6 detail, that gaming school is going to be
7 opening in the first quarter, the beginning of
8 next year. So, to your point, is really
9 building that funnel of making sure we have
10 enough applicants and candidates within that
11 pool, in that pipeline.

12 MS. GISPERT: The slide that you see
13 in front of you shows the -- a screen shot of
14 what it looks like on your phone to sign in to
15 SkillSmart, and then the e-notifications that
16 you'll receive, once you select that you're
17 interested in a position. Once we post that
18 to actually start the hiring process, you'll
19 receive that notification.

20 So now we want to talk about some
21 very key community partners that we have.
22 First up here is UMass at Amherst. There are
23 three programs there, a bachelor of science
24 program and two certificate programs that

1 really speak to the needs that we have for
2 MGM Springfield. We were out there yesterday,
3 had a wonderful career fair that went very
4 well to bring that awareness now, but we
5 expect, for many of those students, to
6 transition to us as wonderful employees. And
7 these certificate programs, really, are key to
8 giving us talented and educated people coming
9 already knowing about the casino management
10 part.

11 COMMISSIONER CAMERON: Quick
12 question about the certificate programs.
13 Credits are earned, but it's a certificate,
14 rather than, say, an associate's degree or...

15 MS. GISPERT: Correct. It is a
16 certificate program. So there are fewer
17 classes. There are about seven classes in the
18 casino management certificate program. They
19 speak on gaming policies. They go into just
20 that deeper level for the professionals that
21 are interested in being a casino-specific
22 hospitality tracts.

23 COMMISSIONER CAMERON: But are
24 they -- those seven courses credited so that

1 you could continue --

2 MS. GISPERT: Yes, they are.

3 COMMISSIONER CAMERON: -- your
4 education from that program?

5 MS. GISPERT: Yes, they are.

6 COMMISSIONER CAMERON: Okay. And
7 the bachelor degree, what kind of degree are
8 they offering? It doesn't really say. Is
9 that casino management as well, or is that --

10 MS. GISPERT: It is hospitality.

11 COMMISSIONER CAMERON: It's
12 hospitality.

13 MS. GISPERT: And it's housed under
14 the school of business.

15 COMMISSIONER CAMERON: It's the
16 what, I'm sorry.

17 MS. GISPERT: It's housed under the
18 school of business.

19 COMMISSIONER CAMERON: Oh, oh, I
20 see. But it is a hospitality focus?

21 MS. GISPERT: Hospitality focus.

22 COMMISSIONER CAMERON: Okay.

23 MS. MURREN: So I would like to talk
24 a little bit about the relationship of Holyoke

1 and STCC. And we really see ourselves as the
2 three-legged stool. They have been incredible
3 partners. And I have to really give a lot of
4 credit to the community college, in general,
5 in the Commonwealth. Not too often do you
6 have community colleges coming together as a
7 collaborative.

8 So the 14 came together and formed
9 the Massachusetts Casino Career Training
10 Institute, but then you have the two
11 incredible institutions here with STCC and
12 Holyoke coming together to bring us and give
13 us our support for MGM Springfield.

14 So what we wanted to talk about a
15 little bit is, one, to thank our partners,
16 again. And, really, it's -- it's really -- to
17 the -- to thank our past presidents also, from
18 Holyoke and STCC, and our new presidents of
19 carrying on that tradition working extremely
20 well moving forward. So we will be using two,
21 which is the training and workforce options.

22 As you know, those two institutions
23 are the largest deliverers of ESL and ABE in
24 the area. They have incredible resources,

1 they have adjunct faculty, they have program
2 and training. Now, we're going to be working
3 together in collaboration with them as what
4 else do we need to broaden and to increase
5 that capacity. So that's something we're
6 looking really forward to.

7 And then, of course, the one below,
8 the MCCTI, the gaming school, I don't want to
9 steal all the excitement that I'm going to
10 show you a little bit later, but having that
11 institution here, I know they have to come
12 before the Commission, get licensing with
13 their curriculum and everything. And we're
14 hoping to have an MOU in place by the end of
15 this month. Pretty lofty time frame. I know
16 Jeff Hayden is not here. So, Jeremiah, we've
17 got a lot of work to do in the next few -- few
18 weeks and days, but we're confident that we
19 can put something together, have Jill review
20 it, and then bring to the Commission's review.

21 MS. GISPERT: The next slide will
22 talk about some of our key partners in the
23 community that I've referenced already. The
24 Job Corps, the specific programs that they

1 will feed to us. They have programs in
2 plumbing, carpentry, we have a full
3 engineering program. FutureWorks and
4 CareerPoint, they are the partners that we're
5 looking for the unemployed to become employed.
6 And they provide a lot of soft-skill training,
7 as well, that we need. Hospitality training,
8 customer service training. And so, we're
9 looking at adopting just more certificate
10 programs in the area.

11 CareerPoint works specifically with
12 the youth work program, so they're able to go
13 out and think about the people that we need to
14 hire long-term. Some of the people that we
15 need to groom are in the ninth grade right
16 now. So having some wonderful certifications
17 in the high-school level for high-quality,
18 guest service at that four- or five-star level
19 is key to plant that seed.

20 COMMISSIONER STEBBINS: You posted
21 information about Westover Job Corps, and,
22 obviously, they do training for folks who are
23 age 16 to 24. Are you still planning, or
24 still looking at, kind of, what jobs in your

1 directory might be available to somebody who's
2 18 or over?

3 MS. MURREN: Yes. So we have made a
4 decision for MGM Springfield. We will be
5 hiring under 21s. We're in the process right
6 now, of a review of those job codes and
7 classifications. But we really anticipate
8 offering the majority of the position,
9 including dealing, to our 18-year-olds.

10 So to that point, we really see an
11 opportunity for us to go into the Springfield
12 Public School System and the school systems
13 around, and to Wanda's point, start grooming
14 people early. And I selfishly -- yes, it's
15 for MGM Springfield, but it's also for -- to
16 keep our young students in school.

17 It is a lot easier to finish high
18 school than it is to go through a high-set
19 certificate program. So if we can offer that
20 up and go into our ninth, 10th, 11th grades
21 right now, start talking about the outreach
22 and the positions available, a student who
23 graduates will have the opportunity to either
24 have an on-call part-time, or even full-time

1 position but still be able to go to school,
2 whether it's -- we can use Holyoke Community
3 College, we can use STCC. And our partners
4 come work for us, go to school, also, and,
5 move through that professional and personal
6 development. And that is definitely our
7 strategy. We have to do our final review to
8 identify those positions. We're pretty close
9 of having that complete.

10 COMMISSIONER CAMERON: So you're
11 using that as an incentive to stay in high
12 school?

13 MS. MURREN: We are.

14 COMMISSIONER CAMERON: Do we know --
15 what's the -- I know the overall rates have
16 gone up in the state. Do we know, in
17 Springfield, what the graduation rate is?

18 MS. MURREN: I do. We --
19 Dan Warwick, the superintendent, did an
20 announcement last year. And, Bob, correct me.
21 We had a slight incremental increase, and I
22 believe we're at 68 percent. Right in that
23 area, which is -- an increase is good. You
24 know, but some of us, we can't stand by with

1 incremental increases so, you know, as a
2 leader in the industry and a good corporate
3 citizen, we really think this is a wonderful
4 strategy to keep our young students in school,
5 get their degrees, or high-school degrees,
6 come and work for us.

7 And, also, once you're part of the
8 family, we do provide tuition assistance and
9 employee assistance. There's so many
10 programs, once you're part of that. And Wanda
11 will go into a little bit more detail of
12 outlining how those career paths really work.
13 And so, we're happy to show that to you a
14 little bit later in the presentation.

15 COMMISSIONER CAMERON: You just
16 mentioned "as a leader in the industry," and I
17 took note of your chart on page 11, where you
18 list your top position as leadership not
19 management position. That, I assume, was done
20 on purpose.

21 MS. MURREN: It is done on purpose.
22 And, you know, Laura Lee, who is in the room,
23 senior vice president from regional
24 operations, she presented to you in October of

1 2014. She's an example -- and Mike even
2 mentioned it here, he's on probation for six
3 years. God, what I'm -- how long I'm going to
4 be on probation. But it really -- it speaks
5 to where you start and where you can go,
6 Commissioner, and the opportunities afforded,
7 your commitment and your loyalty to the
8 company. And it is about leadership. There's
9 leadership courage.

10 We are rolling out a new show, which
11 we would love to show the Commission,
12 probably, in a few months, really, the diving
13 deep and what it means to be a leader. We all
14 need to be servant leaders. If we are not
15 willing to, you know, pick up the paper that's
16 on the ground and take someone under our wing,
17 we have let down the company. And that --
18 that's my personal opinion, and it's something
19 that we're instilling across the board.

20 CHAIRMAN CROSBY: Marikate, did I
21 hear you say that you were going to have
22 dealers that were 18 years old?

23 MS. MURREN: That's correct.

24 CHAIRMAN CROSBY: Does that -- can

1 we do that?

2 COMMISSIONER ZUNIGA: You know, I
3 had a --

4 CHAIRMAN CROSBY: You can't gamble
5 if you're 18.

6 COMMISSIONER ZUNIGA: No, you
7 cannot.

8 MS. MURREN: From my understanding,
9 there are no regulations that prohibit that.
10 Of course, we're concerned from an emotional,
11 maturity perspective, but I think it's an
12 opportunity for us to get some of our younger
13 population into the gaming school, get them
14 associated in the culture of MGM, and some of
15 the expectations. That's something we will
16 have to look at, knowing that the Commonwealth
17 is new to gaming. We just wanted to open the
18 funnel a little bit more. But please correct
19 me, it's -- it's my understanding there's
20 nothing in the regulations that prohibit that.

21 MR. BEDROSIAN: I'd want to look at
22 it.

23 COMMISSIONER ZUNIGA: Well, there
24 isn't. There's 21 -- you know, the gambling

1 age is 21. My immediate thought, when you
2 mentioned that, was one of, perhaps, targeted
3 training on responsible gaming to -- to those
4 individuals, because they would fall in
5 that -- you know, at least in my mind, in that
6 area of vulnerability, if you will. Somebody
7 gets really good at a game and they think they
8 can beat it and -- because they're dealing it
9 and --

10 MS. MURREN: And, you know, as the
11 leader in the industry, I'll mention again,
12 the announcement that Mike had made across the
13 enterprise, that we will be taking on
14 GameSense. This is something we do as an
15 employee anyway.

16 We are very aware with our
17 responsibilities of the employees who work for
18 us. And that translates, also, to our
19 customers across the board. So with love, Ed,
20 a little bit -- we'll have a little bit more
21 conversation. And if it's something that is
22 not approved, we'll have that conversation.
23 But, really, to prepare people, we just want
24 to broaden the appeal and the ability, and the

1 jobs to keep the knowledge and the brain trust
2 in Springfield.

3 For too long that brain trust has
4 left this area, has left the Commonwealth.
5 And with all due respect to my colleagues in
6 Boston, gone east. We really would really
7 start to want to pull that back and keep
8 people here, and keep families. So it is an
9 option, something that we really would like to
10 look at.

11 CHAIRMAN CROSBY: I don't want to
12 have a reflexive reaction. And I think we
13 should be open-minded. And I love that you're
14 pushing the envelope and thinking about this,
15 but it's just something I don't think we
16 really quite wrestled with, so it needs to be
17 on a checklist here somewhere.

18 MS. MURREN: Welcome -- welcome the
19 conversation. Thank you.

20 MS. GISPERT: Great. So now we're
21 moving into a slide which speaks about
22 apprenticeships and training programs. We are
23 so proud that we will start an apprenticeship
24 program for bartenders here. We've been

1 speaking with the Division of Apprenticeship
2 Standards, and that is something that
3 currently does not exist in this market
4 before. So we've received an application to
5 officially start that program.

6 The program will be 2,000 hours.
7 And it's something that, not only, if you go
8 through the program you'll be an
9 apprenticeship bartender for us, but once
10 you're done, you can apply to be a bartender
11 for MGM or anyone in the area. So I think
12 it's a great contribution to just the
13 community at-large, that struggled to find the
14 skill set that currently doesn't exist in this
15 market. Looking at prenticeships, it's just
16 that true workforce solution to have.

17 To the right, you'll see Unite Here.
18 We've been in conversations to partner on some
19 training that they provide for our bartenders
20 -- not bartenders, I'm sorry, for housekeepers
21 as well. So very strong in the hospitality
22 industry, and they have great programs in Las
23 Vegas that we're hoping to partner with here.

24 MS. MURREN: This is just a slide to

1 repeat with a Massachusetts Casino Career
2 Training Center, and we'll go into a little
3 bit deeper detail when we talk about the
4 career paths.

5 MS. GISPERT: We have key additional
6 partners listed here, so not everybody we'll
7 go into detail about, but we're in
8 conversations. We have plans to pull from all
9 areas. Like I said, there's high-volume
10 places that will give us lots of headcount,
11 and then there are the smaller places that
12 will give us smaller headcount, but no less
13 important.

14 COMMISSIONER STEBBINS: The W logo
15 up there with the little owl is Westfield
16 State University. And I had the occasion to
17 meet the new president last night, and he was
18 very encouraged and excited about working with
19 you to, again, funnel some of their business,
20 computer tech grads, recreation and
21 hospitality grads into your workforce system
22 so...

23 MS. MURREN: Our doors are open to
24 everyone, so if there's anyone missing here,

1 it's not out of anything but there's not
2 enough room on the slide to have people come
3 through the door.

4 MS. GISPERT: And I certainly would
5 like to say it's been just such a refreshing
6 change to walk into these groups and they're
7 already ready for us. They're prepared. I
8 walk in a room and they have a plan. They're
9 telling me what to do. It's like, this is
10 what we need you to do. So it's been very
11 collaborative, and I definitely appreciate all
12 the organizations that's already put in work
13 to give us a great foundation here.

14 MS. MURREN: So the next few slides
15 talk a little bit more specific about
16 recruitment and strategy. There's a lot of
17 information here, and we don't have to spend a
18 lot of time, but it will be from a nuts to
19 bolts plan, strategic plan, to get the word
20 out and do outreach.

21 You know, Jeff Hayden brought to my
22 attention that, that recruitment plan is even
23 more important, sometimes, than the minute you
24 get them through the door, because you have to

1 find the right candidate. And so, with
2 cooperation with our education partners -- and
3 I am also a little remiss not mentioning
4 Dave Cruz from the Hampden Regional Employment
5 Board. He also will help us with that
6 recruitment outreach. It will go all the way
7 from print, social media, radio and some
8 others to get the word out from that process.

9 MS. GISPERT: When we talk about the
10 recruitment strategy, the slide that we see
11 there talks about not only just career fairs
12 but the advertising, Web site, social media.
13 We've been very successful in National Harbor
14 on Twitter, LinkedIn and Facebook. Just
15 pushing out the opportunities that we have
16 when job fairs come on line. When just
17 different sectors are posted, you push that
18 out there and people definitely respond with
19 applications.

20 We have hiring event strategies.
21 Large-scale hiring events are pretty tough to
22 pull off. We had one in National Harbor. We
23 had to rent out the stadium, the entire
24 stadium where professional ball is played. So

1 we definitely have large-scale planned for
2 here. There are some headcounts that are
3 really large. And to get through and get the
4 number of applications that we need to get to
5 the end line, sometimes it's interviewing
6 three to one, and in some cases 10 to one.

7 So they'll be some mass hiring.
8 We'll have small-scale hiring events as well
9 at some of the local facilities where we --
10 we'll get more specialized. So for security,
11 we'll partner with one of our partners and
12 we'll just having a security-hiring event and
13 people can come out, or culinary-hiring events
14 where people can come out.

15 And then, also just community events
16 and job fairs. We definitely want to be
17 everywhere. You're CareerOneStop centers,
18 we're able to go in and train the staff so
19 that, even though we don't sit there every
20 day, the staff knows how to explain the
21 process of how to get through the application
22 process. So it's important that we meet with
23 the teams and let them know, if someone comes
24 with an interest to work with MGM, here's how

1 you respond, and here's how you walk them
2 through the system so that it's crystal clear.

3 And speaking about the application
4 process, that's the screen that you see in
5 front of you. What to do after an application
6 is submitted, how to check your Inbox and then
7 check the status. Oftentimes, people apply
8 for positions and they never hear anything
9 else. That's not the case with us. Once you
10 apply for a position, you create a profile.
11 You can apply for up to three positions at a
12 time, and then we'll give you a status update.
13 So there's no need to call and say, where am I
14 in the process? You log into the system and
15 the system will let you know where you are in
16 the process with the positions that you've
17 applied for.

18 CHAIRMAN CROSBY: Have we talked
19 about the interface between this system, if
20 any, and our LMS?

21 MS. MURREN: We have. We've had
22 multiple conversation. I was about ready to
23 call out Paul Connelly. And I do, Ed, want to
24 say thank you. Paul is wonderful. He has

1 been at -- available phone and e-mail all the
2 time. We have talked about that, Chairman.
3 You know, Paul is concerned, and we are too,
4 is that integration -- true integration, if we
5 wanted to do it prior to opening, we probably
6 had to have these conversations about a year
7 or two ago. So we are talking about plan B.
8 So Paul and the LMS providing us information
9 that will then, outside the system, can
10 integrate with our systems, which is Workday,
11 and we'll show you a couple of screen shots
12 there.

13 But I wanted, also, just to bring
14 up, this application process, our internal
15 application process is driven by the
16 applicant. And so -- and so is the LMS from
17 the Gaming Commission, which is in --
18 critically important, and I just wanted to
19 spend a moment talking about that. Is that,
20 everything we do is done on the computer
21 system. Applications, your pay, your time
22 off, everything. So as we start to ramp up
23 and get people who are interested in becoming
24 candidates for MGM Springfield, they're

1 basically getting a knowledge-based education
2 going through our system. Once they have a
3 job offer, they will then be going through the
4 LMS of the Gaming Commission, which is also
5 applicant-driven.

6 So, you know, I'd like to say -- and
7 selfishly Paul and I both like to say that
8 we're helping to educate people going through
9 that system, being able to navigate computers
10 in general. It's a little bit of a challenge
11 here with our older population, and so we're
12 going to make sure that our computer labs,
13 that we have people there to assist. But in
14 the short-term, sir, there will not be any
15 internal integrations, but we hope to have
16 some of those conversations postponing to
17 increase the efficiencies both on our side and
18 on the Gaming Commission side.

19 CHAIRMAN CROSBY: The big kludge is
20 going to happen in preopening, when you've got
21 3,000 whatever it is, 3,000 bodies that need
22 to get licensed to some extent. Whatever --
23 obviously, you're thinking about this so
24 that's fine, but whatever simplification can

1 take place.

2 MS. MURREN: We are thinking about
3 it. It's about those e-notifications. We're
4 having conversations with Paul and Ed's team
5 about how do we have those e-notifications --
6 putting in an Appointment-Plus or some type of
7 scheduling component also to the system.
8 That's not something that will have to
9 integrate from our systems to the LMS, but we
10 really want to take out as much human error.

11 Lesson learned from National Harbor,
12 we had some people, unfortunately, stuck in
13 the system. And that was our inability to
14 track and push people through our systems, and
15 also MLGCA's gaming system. So we've had
16 those conversations up front with Paul and his
17 team. He had a very large conversation and
18 Webinar with our IT systems staff at
19 corporate. We had about 20 people on the
20 phone, also about compliance.

21 So right when -- I want to let
22 everyone know, rest assured, once we got off
23 the phone with LMS everyone internally had a
24 thumbs up. And that's a credit, I think, to

1 the Gaming Commission of Massachusetts also
2 leading the charge to ensure that that system
3 is much better than other jurisdictions. So
4 we appreciate that, and we'll take advantage
5 of it. Unfortunately, National Harbor did not
6 have that option.

7 MR. BEDROSIAN: And we also have a
8 another major coordination meeting tomorrow.

9 CHAIRMAN CROSBY: Okay.

10 MR. BEDROSIAN: So we are just
11 keeping going.

12 CHAIRMAN CROSBY: Great.

13 MS. MURREN: So really, really
14 exciting news. The employment center in the
15 building is that building in front which is 95
16 State Street. I think, Brian, you'll
17 recognize some of the pictures. That is where
18 we will be housed back of house. HR functions
19 will be on the third floor. As you recall,
20 the Gaming Commission will be on the second
21 floor.

22 And I know this is streaming, but
23 now all my sister properties are going to be
24 extremely jealous. MGM Springfield will have

1 an entire floor for training. And we'll be
2 able to utilize this floor in preopening,
3 opening and postopening. Something that even
4 our sister properties in Vegas don't have. So
5 apologize to everyone who's watching.

6 We'll have a 50-computer-lab area
7 where people can come in, apply for positions.
8 We'll also be able to help people lead them
9 through, kind of, the HireVue, which is the
10 video screening, help them with the LMS and
11 the gaming. We also have two large -- two
12 rooms of training. It's kind of the salmon
13 color. To the left there's an air wall. It
14 opens up for enough about 320 people. And
15 what's incredible about this is that we will
16 do our new-hire orientation, new leader
17 orientation, compliance, ServeSafe, TIPS.

18 So everything that's required from
19 -- to become really ready to go from day one
20 will happen in this building, but also here in
21 this wonderful facility, because we'll have
22 mass hiring -- excuse me, new-hire orientation
23 with about 200 people. But this also gives us
24 an opportunity to maybe open it up to

1 community-based organizations.

2 Space is limited. The technology in
3 this area is a little limited. We'll have
4 this opportunity. We'll have to look at that,
5 once we get in steady state. But it is my
6 intent that we'd have this -- this incredible
7 floor in this facility open to others to make
8 sure we can continue that training. Because,
9 as everyone knows, workforce development will
10 not end when we open that door. It is a
11 continuing process. It will never end. And
12 you can see on our Gantt chart, the second one
13 down, workforce development does not end. And
14 it's something that we continue to be
15 passionate about.

16 I think the caffeine is kind of
17 kicking in now. But I just wanted to just
18 quickly talk about our master timeline. Mike,
19 it's easier to think of the opening 500 days
20 away. Courtney and I, because we're type A,
21 we think 18 months and that seems a little bit
22 more urgent.

23 And so, every day and every night,
24 sometimes I wake up and I start to shake, but

1 with the resources here with Wanda and
2 Laura Lee from regional operations, you see a
3 lot of our colleagues, also from corporate,
4 all of the human and financial resources now
5 are shifting to Springfield. So rest assured,
6 as we start to build the team, as Mike said
7 earlier with Courtney joining and some others
8 joining down the pike, the internal resources
9 are starting to shift. And so, we will be
10 here, all of us, 110 percent. You might get
11 residency in Springfield.

12 MS. GISPERT: I think so. I'll pay
13 taxes.

14 MS. MURREN: You'll pay taxes, which
15 will be a good thing. So just wanted to bring
16 that to everyone's attention, now that
17 National Harbor is up running.

18 And, also, so you know, I spent four
19 months in National Harbor. Picked up and
20 moved there. They let me come home for
21 Christmas and Thanksgiving, but it was the
22 most incredible on-boarding that I could have
23 been a part of, because I was there during
24 those times with the mass hiring occurred

1 looking at the systems.

2 And so, seeing the best practices at
3 National Harbor, and the incredible results
4 that my colleagues brought, we'll bring that
5 same here to Springfield. Yes, there's
6 opportunities for us to enhance some of the
7 outcomes, but you can -- you can't put a price
8 on being involved in an opening. And now that
9 we have a successful one under our belt, and
10 all of the resources and our colleagues, we'll
11 bring some of those individuals here for our
12 HR task force, which would be wonderful.

13 COMMISSIONER CAMERON: Were there
14 similar host community agreements, as to local
15 hire, diversity hiring at National Harbor?

16 MS. MURREN: Yes.

17 MS. GISPERT: Absolutely. And we
18 exceeded all of them.

19 CHAIRMAN CROSBY: You exceeded all
20 of them.

21 MS. GISPERT: Absolutely. So we had
22 a commitment there for 40 percent for
23 Prince George's County, and we came in at
24 47-percent hires there. For our veterans, we

1 came in at, I want to say, 5 percent, which --
2 which was on target. So we are considered a
3 workforce development success story, by all
4 measures, in Prince George's County.

5 COMMISSIONER CAMERON: Great. If it
6 were the county here, that would be one
7 number, but you have 35 percent Springfield
8 alone. Is that a challenge?

9 MS. GISPERT: It's definitely a
10 wonderful challenge that we are planning for.
11 And that's why we have metrics that we can
12 look to.

13 For example, I'll go into the
14 reporting and analytics piece here. We can
15 tell just in SkillSmart how many people have
16 created profiles and where they are. So
17 here's a screen shot of what we can see, in
18 terms of how many people are already in the
19 system that are Springfield city residents.
20 We can have the heat map and tell us where
21 people are coming from. We look at veteran
22 status as well. So there's a lot of different
23 reports we can pull now --

24 CHAIRMAN CROSBY: Is this an actual

1 report?

2 MS. MURREN: Yes.

3 CHAIRMAN CROSBY: This is an actual
4 report?

5 MS. GISPERT: Yes. It's an actual
6 screen shot from this report.

7 COMMISSIONER ZUNIGA: And in this
8 example, so that I confirm my understanding of
9 the system, you could, for example -- or
10 rather, where it says "Springfield residency,"
11 you know, you're trending close to your goal,
12 but is this a match of somebody that has the
13 right skills for the job that you anticipate,
14 or does that still have to be analyzed for the
15 gap?

16 MS. GISPERT: So that still has to
17 be analyzed on a separate report. This is
18 just a screen shot of what we offer on this
19 particular view, but that can be analyzed on
20 another report.

21 So this is something that we can see
22 in the face that we are now in SkillSmart, but
23 then once we go live and we're actually hiring
24 people, we have a system called, Workday.

1 That's actually the applicant tracking system
2 and the HR IS system. So we can run weekly
3 reports after we start hiring people, and we
4 can see, okay, let's take a look at the
5 security guards. Where are they coming from
6 that we've already hired so that we can adjust
7 our strategy, if necessary? And that's what
8 we did in Prince George's County. We just ran
9 weekly reports on the hires, and that gave us,
10 you know, just that test of where we are and
11 if we're trending in the right areas.

12 COMMISSIONER CAMERON: So what kind
13 of internal background do you do? Obviously,
14 there'll be a background for licensing, but
15 what kind of an internal process do you use
16 before it would get to our staff?

17 MS. MURREN: Right. So we do do a
18 background test, and we will also do a drug
19 test. So 10-panel for the drug, and then we
20 have, depending on the level and the job
21 classifications, there's different packages
22 that we are -- we launched throughout the
23 system.

24 And so, the idea is for when we do

1 do our large hiring events, or any type of
2 hiring events, we would have an oral swab,
3 drug test. We would immediately launch the
4 background. They'd be on site. And then,
5 Paul and his team would have a bank of
6 computers that we can also list and assist
7 people going through the gaming. So we're
8 hoping to have that in one event, but we'll be
9 doing internal background and drug.

10 COMMISSIONER CAMERON: Through a
11 private company?

12 MS. MURREN: Yes. HireRight.

13 COMMISSIONER CAMERON: Okay.

14 MS. MURREN: That's correct.

15 COMMISSIONER ZUNIGA: Marikate --
16 I'm sorry. Can I go back to something that --
17 to a previous line, but dovetails into a
18 little bit about what you plan in anticipation
19 to opening.

20 The space that you highlighted on
21 page 30 --

22 MS. MURREN: Yes.

23 COMMISSIONER ZUNIGA: Is that space
24 that will be available prior to opening that

1 you can occupy and then, you know, set up shop
2 there, or are you going to be elsewhere?

3 MS. MURREN: Yes. I wish -- I mean,
4 I'll speak for Brian. We've been told that we
5 will be getting into this space the beginning
6 of the year, probably, in the February time
7 frame, so we'll -- we will have the
8 opportunity to utilize it for a pretraining
9 and preopening.

10 CHAIRMAN CROSBY: What will you do
11 with screening for marijuana?

12 MS. MURREN: Excuse me? I'm sorry,
13 I didn't hear.

14 COMMISSIONER CAMERON: What will you
15 do for screening for marijuana?

16 MS. MURREN: So we -- we follow the
17 federal guidelines that the use of marijuana
18 on the job is, of course, illegal. We, right
19 now, are doing a review of high-risk versus
20 low-risk jobs similar to what we did at
21 National Harbor. And so, depending on the
22 results, some of those tests, if you were in a
23 low-risk job and you tested positive you kept
24 your job. And then, if you were -- if you

1 failed and had a marijuana and you're in
2 high-risk job, unfortunately, you lost your
3 position. We'll be doing that same thing
4 here, sir, with Springfield.

5 COMMISSIONER CAMERON: And I see, in
6 some of your paperwork here, you are educating
7 people pretty early on about those kinds of
8 issues so that they -- if they're serious,
9 right, they can they can make a change in
10 their lifestyle?

11 MS. MURREN: That's true. And I
12 think, with our education parters, that's a
13 conversation that we haven't had, and we'll
14 definitely put that on the radar. We do that
15 from a financial literacy perspective and some
16 others. So, Jeremiah, let's write a note
17 that -- we'll put this on the top of the list,
18 also, Commissioner, to really start having
19 those conversations, because sooner than
20 later...we have some time now to make those
21 changes internally.

22 CHAIRMAN CROSBY: You know, we've
23 given -- we've given people such mixed signals
24 about this marijuana. It's going to be really

1 hard for people to figure out what can I do
2 and what can I not do. So trying to make that
3 clear to people will be really tricky.

4 MS. MURREN: Right. And you -- I
5 mean, you can't be under the influence while
6 at work. That's pretty standard operating
7 procedure.

8 CHAIRMAN CROSBY: Right. But you're
9 drug testing in advance. You're drug testing
10 applicants.

11 MS. MURREN: We are. And then we
12 do -- we use reasonable suspicion, during a
13 hiring -- a postopening position.

14 CHAIRMAN CROSBY: Right.

15 MS. GISPERT: We'll continue a
16 little with the -- here's a snapshot of how we
17 categorized the positions and let people --
18 sorry. Here's a little snapshot of the
19 Springfield residents and how we trend on a
20 weekly basis, and we pull that through an
21 Excel.

22 We're going to move to the career
23 outreach sessions that we've had. And this
24 further goes into, just with SkillSmart, how

1 we've gone out to the different places. So
2 you'll see the skilled events. You'll see the
3 Job Corps, Community Enterprises, FutureWorks,
4 how we're getting out there in front of our
5 business partners, given that
6 train-the-trainer experience. You'll also see
7 the career launches that we've had. We've had
8 16 sessions already, over 400 attendees to
9 those sessions. So with SkillSmart, we're
10 really pushing, getting into the system, and
11 then training our workforce partners as well.

12 MS. MURREN: Though the call to
13 action was to get into SkillSmart, we also had
14 our education partners there. So as people
15 left the sessions, they were able to speak
16 from representative from HCC and STCC, and
17 really talk to those individuals and say,
18 okay, what do you need? Do you need a
19 high-set? Do you need ABE? So they were
20 immediately had the availability to sign up,
21 or at least have scheduled appointment to go
22 see a coach counselor at the -- one of the
23 institutions. Always combining what we're
24 doing with our education partners to make sure

1 that that strategy is continue to be aligned.

2 MS. GISPERT: We'll take you now
3 through --

4 MR. BEDROSIAN: Can I just interrupt
5 for one second? I apologize. I just need to
6 do a time check. We have some folks who are
7 on a little bit of time constraints. How
8 much -- how much more time do you think you
9 guys have?

10 MS. MURREN: Maybe, five minutes,
11 Ed. 2-1/2. Do you want to bargain, 2-1/2?

12 MR. BEDROSIAN: No, it's great
13 stuff. I appreciate that. We have some other
14 folks who have time constraints. 2-1/2 to
15 five would be great.

16 MS. MURREN: Okay.

17 MS. GISPERT: 2-1/2 is perfect.

18 MR. BEDROSIAN: Okay. Thank you
19 very much.

20 MS. MURREN: Okay.

21 MS. GISPERT: You'll see our
22 recruitment plan that we've selected to just
23 highlight the dealer market, what our needs
24 are, how we're recruiting from the

1 inexperienced dealers. We have a strategy for
2 that. We have an experienced dealer strategy
3 for recruitment, as well, and then our hiring
4 timelines to get the dealers in so that it
5 matches the schools that we've launched.

6 We also wanted to just talk briefly
7 about just the career path. Every position
8 that we have has a career map attached to it.
9 So it's not just a job. It's truly a new
10 career option for Springfield.

11 Here's a stepladder that talks
12 through the gaming career path. How you start
13 as a dealer, and where you end up can
14 certainly be the VP of table games and how
15 you're stepped up through the process.

16 So we'll close with the next steps
17 that we have for this year. For 2017, we have
18 some positions that are coming in. This is
19 not an inclusive list. There may be more, but
20 we have positions that are coming in this year
21 very high level.

22 And then, here's the hiring plan
23 long-term. So when you see a chart like this,
24 you'll be able to see when we're hiring down

1 the road. When the dealers are coming in, as
2 opposed to someone in another department, the
3 hotels, the accounting. This is the question
4 that most people have. Great that you have
5 these jobs coming, but when are they coming?
6 So we have a nice one-pager that lets people
7 know when to expect for these positions to
8 come on line.

9 MS. MURREN: And all of these
10 positions are 2018. I did not put that, but
11 wanted to be perfectly clear, 2018 for these
12 positions, except for the executive committee.
13 We'll hire about 45 people through the end of
14 this year.

15 COMMISSIONER STEBBINS: This might
16 be one of the most important slides that
17 anybody in the community is interested in.

18 MS. MURREN: It is. And it will be
19 a leave behind. As we start to do more
20 informational sessions, this will be a leave
21 behind that Wanda and her team and we leave so
22 people know exactly. And we'll also,
23 remember, be using the SkillSmart system.

24 Once you have clicked on that you're

1 interested in a certain profile, once that job
2 becomes available, you're going to be
3 notified. So you'll really be the first to
4 know. And that's why the urgency for
5 individuals to get into the system is now.
6 One, for notifications, but even -- even more
7 importantly from an education and training
8 perspective prior to that mass hiring in the
9 second quarter next year.

10 COMMISSIONER ZUNIGA: So how does
11 your -- the current size of SkillSmart, or
12 your database compared to -- you know,
13 relative to openings, compared to your
14 experience in Maryland?

15 MS. MURREN: In National Harbor?
16 You know, to be honest with you, we launched
17 workforce development here earlier. I was a
18 foot soldier early on, a little bit sooner
19 than they did in National Harbor, and we have
20 launched much earlier than National Harbor
21 did.

22 As I stated earlier, the upticks in
23 the registrations and the profile build are
24 really around an event, Commissioner. So as

1 we get a little bit closer, in the next
2 quarter or two, we start to have informational
3 sessions. And when we really get to hire --
4 true hiring event, that's when those numbers
5 will peak. But we are still trying to push to
6 use it as a workforce development tool, as it
7 is designed. So with the help of our
8 community partners, our community colleges,
9 that's something that we'll continue to work
10 very hard on moving forward.

11 COMMISSIONER ZUNIGA: Great.

12 CHAIRMAN CROSBY: Great.

13 MS. MURREN: Sorry to run over, but
14 you can tell that --

15 COMMISSIONER CAMERON: We had a lot
16 of questions.

17 COMMISSIONER ZUNIGA: Well, if all
18 these commissioners didn't ask so many
19 questions.

20 MS. MURREN: We can talk for hours.
21 And that's not the caffeine. That's just us.

22 COMMISSIONER STEBBINS: And no
23 offense to Brian Packer, but this stuff's more
24 interesting.

1 MS. MURREN: Yeah. Thank you.

2 Great.

3 COMMISSIONER CAMERON: Great
4 presentation. Thank you.

5 MS. MURREN: We look forward to
6 additional conversations. Great. Thank you
7 so much.

8 COMMISSIONER CAMERON: Thank you.

9 COMMISSIONER STEBBINS: Thank you.

10 CHAIRMAN CROSBY: Thank you. Break
11 for one sec, while the next folks come up.

12

13 (A recess was taken)

14

15 CHAIRMAN CROSBY: Okay. We are
16 reconvening Commission meeting 211. And we
17 are on to Director Vander Linden.

18 MR. VANDER LINDEN: Good afternoon
19 Commissioners.

20 CHAIRMAN CROSBY: Good afternoon.

21 COMMISSIONER CAMERON: Good
22 afternoon.

23 COMMISSIONER ZUNIGA: Good
24 afternoon.

1 COMMISSIONER STEBBINS: Good
2 afternoon.

3 MR. VANDER LINDEN: So March is
4 National Problem Gambling Awareness Month.
5 The goal of this campaign is to increase the
6 public awareness of problem gambling and the
7 availability of prevention, treatment and
8 recovery support services.

9 I've been with the Commission coming
10 on four years.

11 COMMISSIONER CAMERON: Has it been
12 that long?

13 CHAIRMAN CROSBY: Wow.

14 MR. VANDER LINDEN: I have to say
15 that you've had a steadfast commitment to --
16 to looking at this issue from every possible
17 and conceivable way. The work is hard, and I
18 feel like we've done a lot, but there's still
19 remains a lot of work to do.

20 I just want to briefly highlight
21 what we have coming up over -- over the course
22 of the month. I think that this also really
23 points out just how much work there is to do
24 and where we're going from there.

1 So today, Director Driscoll and I
2 will reveal to you the new Phase 3 GameSense
3 media campaign. Next meeting, I will bring
4 before you a discussion of advancing
5 PlayMyWay, or play management tools, as we
6 start looking towards Category 1 casinos.

7 The final meeting of the month, at
8 the end of March, and to wrap up national
9 problem gambling awareness month, I have a
10 couple of very interesting items to bring
11 before you. The first is a look at a deeper
12 analysis of the general population baseline
13 survey.

14 So you've seen this report. You --
15 I think you have a good understanding of the
16 data that is in it. What we did is, we've
17 done a much deeper analysis to take a look at
18 -- at problem gambling and at-risk gambling,
19 with a goal that we have a clearer picture of
20 what that looks like in Massachusetts, with
21 the intention that that then moves on to
22 inform a public health strategy for
23 prevention, intervention, treatment and
24 recovery support.

1 In addition, later this -- in a
2 couple weeks, actually, hopefully, within the
3 next week or so, we will be advancing our
4 research agenda as we release a request for
5 proposal to examine one of a number of
6 different special populations in
7 Massachusetts. And this will be a population
8 that wasn't necessarily captured within the
9 general -- general baseline survey and/or it's
10 a population of special interest.

11 For example, one of the potential
12 populations to be surveyed would be veterans
13 or Asian-Americans, or African-Americans, or
14 new immigrants to Massachusetts. All of whom
15 have -- are either high risk for developing a
16 gambling disorder, or have been historically
17 understudied in this area in the past.

18 We will also be bringing back to
19 you, at the end of the month, a report of the
20 activities that our GameSense advisers are
21 doing in collaboration with Plainridge Park
22 Casino. I won't go into great detail, and
23 I'll leave it to them to describe all the
24 great work that they're doing and special

1 events that they have planned at the casino
2 this month.

3 So with that, I would like to turn
4 it over to Elaine to take the lead in showing
5 us and presenting to you the new media
6 campaign.

7 MS. DRISCOLL: Good afternoon,
8 Commissioners.

9 CHAIRMAN CROSBY: Good afternoon.

10 COMMISSIONER CAMERON: Good
11 afternoon.

12 COMMISSIONER ZUNIGA: Good
13 afternoon.

14 COMMISSIONER STEBBINS: Good
15 afternoon.

16 MS. DRISCOLL: So as Mark said, we
17 are actually going into the launch of Phase 3
18 of the GameSense program. I think that we did
19 something very interesting at the beginning of
20 this phase that we didn't necessarily do
21 prior.

22 As you know, we adopted GameSense
23 from BCLC. As a result, we were -- we had
24 licensed logos, the overall brand look, things

1 like that. So there wasn't much that --
2 that -- strategically to talk about as it
3 pertains to that piece of it when we initially
4 adopted the brand. But as we went into this
5 phase of it, one of the things that was
6 important is, okay, so now that we've laid the
7 groundwork for the brand and we've launched it
8 successfully at Plainridge Park Casino, what
9 do we want it to do next, and how do we be
10 strategic about that? So we had some helpful
11 focus-group-like conversations in the
12 beginning of this particular phase, where we
13 defined what those goals were. And we used
14 those as the basis to develop the overall
15 strategy.

16 So during the course of those
17 conversations, that included, obviously, our
18 Gaming Commission employees, Plainridge Park
19 Casino, the Mass counsel, and then our
20 advertising firm, which is more advertising.
21 We came up with five main things.

22 We know that we wanted to,
23 essentially, increase overall brand awareness
24 for GameSense. We wanted to drive traffic to

1 our GameSense Web site. We wanted to
2 highlight specific resources and tools
3 available, such as increase awareness of the
4 GameSense info center. Increase awareness of
5 the availability of GameSense advisers.
6 PlayMyWay and involuntary self-exclusion. We
7 also wanted to take this opportunity to make
8 sure we were educating the public with
9 important, responsible gaming tips. And then,
10 lastly, we wanted to reinforce the Mass Gaming
11 Commission's commitment to a robust and
12 comprehensive responsible gaming strategy.

13 So with those five things in mind,
14 we developed an overall advertising strategy.
15 I think we did something really interesting
16 this time around, which is that we went
17 completely digital. And the reason for that
18 is two-fold. One, we know that gamblers are
19 on line, and we know that that's a great way
20 to reach the target audience. Two, we were
21 able to spend the budget more effectively and
22 impactfully by going strictly digital.

23 So with that, we developed a series
24 of videos, and also other animated on-line

1 ads. Including, we actually licensed, that
2 you'll see in a little bit, two ads from BCLC.
3 We didn't do that the first time around
4 because they utilized humor. And we felt
5 that, when we were first introducing GameSense
6 to the market, that we didn't think
7 introducing it with humor was the appropriate
8 way to go. I think that we wanted to let it
9 get into the market a little, see how it felt,
10 and then take it from there, in terms of
11 whether or not that was appropriate. We felt
12 that, at this point, it would be interesting
13 to go ahead and test -- to test those ads and
14 just see what the reaction to them would be.

15 So you'll see, from what I'm about
16 to show you, that we're including two of those
17 BCLC ads in the overall. We also created
18 several other 30-second videos that highlight
19 GameSense advisers. I'm going to show you --
20 we're going to show you two of those today.
21 And in the on-line ads, which are basically
22 animated, you'll see them, and you'll see what
23 I mean by that, also feature GameSense
24 advisers and helpful tips.

1 So the advertising campaign is
2 comprised of three main components, which is
3 on-line adds, something called Preroll, and
4 then, also, paid social media, which will
5 focus on Facebook and Instagram. On-line ads
6 are just, basically, what you see when you are
7 on the Internet and go to whatever site you
8 might be visiting. Prerolls are, let's say
9 you go to a news site, a TV news site, and you
10 click on a news video, and it's that ad that
11 comes on for 15 seconds prior to the start of
12 the news clip.

13 And then -- and just to also
14 explain, the way that we're targeting the
15 audience with on-line and preroll is by
16 basically -- it's called behavioral targeting.
17 So, in other words, the company can determine,
18 based on the Web sites that you're visiting
19 that's tracked back to, sort of, IP address,
20 where the target audience is, which is great
21 because you don't have the ability to do that.

22 Like, say, if you were to go strict
23 TV advertising, you don't get to do behavioral
24 targeting. And same thing for Facebook. So

1 it's 21-plus users. There's a geographic
2 element to it. So southeastern Mass and
3 surrounding areas around Plainridge Park
4 Casino. And then, probably, most importantly,
5 maybe folks that are visiting the Plainridge
6 Park Casino Web site, on-line poker sites, or
7 any other on-line type of gambling sites that
8 they're Googling. Things like poker,
9 Black Jack, things like that. So I think,
10 without further adieu -- and unless you have
11 any questions about that piece of it.

12 COMMISSIONER STEBBINS: Two things
13 that stuck out when I was going through the
14 strategy, which is, I think, excellent. It's
15 targeted. It's extremely cost efficient.
16 Targeting Facebook users. In one case, 21 and
17 over. Obviously, that's age of game. You
18 know, being able to game. But it kind of gets
19 me thinking, and you guys have probably
20 thought about this, is you have a recurring
21 population that is coming of legal age to
22 game, obviously, every year. And does that,
23 kind of, figure into seeing the results of
24 this, seeing how you can, kind of, go to a

1 Phase 4 and a Phase 5 in years to come to kind
2 of keep targeting that new population that's
3 entering the gaming market?

4 MR. VANDER LINDEN: I mean, is the
5 question, would you think about the emerging
6 gamblers who would be under the age of 21?

7 COMMISSIONER STEBBINS: No, no, no.

8 MR. VANDER LINDEN: Our target is
9 anybody over the age of 21.

10 COMMISSIONER STEBBINS: Right.

11 You're targeting anybody over the age of 21,
12 obviously. But I'm thinking, is you think of
13 subsequent phases, seeing the results of this
14 and how it's going to immediately target that,
15 kind of, new-to-gaming age population from
16 that region.

17 MR. VANDER LINDEN: Yeah, you know,
18 it's hard to speak to that. I feel like -- so
19 we've had two phases of the GameSense media
20 campaign and moving into the third. And I
21 would not have been able to predict that we
22 would be at this stage, where we wanted to go
23 only digital and begin integrating the BCLC
24 ads. In large part, I think it's a lot of the

1 advise that we get from more advertising and
2 saying, you know what, this is what the market
3 looks like, this is what they've been exposed
4 to, this is where you need to go next. So I
5 don't have a lot of insight onto that.

6 COMMISSIONER ZUNIGA: But the
7 assumption, and maybe you already spoke to
8 this, is that we will be able to see what
9 channels are more effective, or what's getting
10 more clicks, whether it's the pre -- I forget
11 the term.

12 CHAIRMAN CROSBY: Preroll.

13 COMMISSIONER ZUNIGA: Preroll, or
14 the -- you know, for some audiences it could
15 be that, or, you know, the on-line could be
16 someone else.

17 MS. DRISCOLL: Yeah. We anticipate
18 getting monthly metrics reports, if you will,
19 that can tell us, you know, how many clicks to
20 the Web site? The GameSense Web site. How
21 many views? And just a variety of other,
22 hopefully, helpful metrics that, then, the
23 same way, you know, we informed Phase 3, just
24 based upon where we felt that we were in our

1 branding efforts.

2 And then, similarly, once we get to
3 Phase 4, we'll be look at those metrics and
4 saying, like, okay. Well, where are we now,
5 and what are the objectives we want to reach
6 this time? And likely by -- we get -- by the
7 time we get to Phase 4 we're going to start
8 saying, like, okay, now it's probably time to
9 start expanding outside of the southeastern
10 market and start to get into more Greater
11 Boston and western Mass, which we didn't feel
12 that we needed do right now, but we know --
13 but we contemplated it for this time around so
14 we know that we're probably, definitely going
15 to be there by the time we get to Phase 4.

16 COMMISSIONER STEBBINS: Well, and
17 especially in light of MGM's big announcement.
18 You know, I hope you're thinking about how we
19 can kind of piggyback on their adoption and --
20 as we keep hearing again today, we're, you
21 know, a year-and-a-half away of opening it, so
22 kind of start thinking of the groundwork for
23 that.

24 MS. DRISCOLL: So we'll show you

1 the -- the ads now. And we're going to start
2 with the ones that we licensed from BCLC. If
3 you can pull up those videos, please.

4 COMMISSIONER STEBBINS: This first
5 one hits close to home, I told Mark.

6

7 (Ads playing)

8

9 MS. DRISCOLL: So those are the two
10 licensed ones from BCLC. Like I said, we'll
11 be using those as preroll. And then, we
12 created five additional spots that highlight
13 the existence of both the GameSense info
14 center, also GameSense advisers and
15 incorporate various tips. So why don't we do
16 PlayMyWay next.

17

18 (Ad playing)

19

20 MS. DRISCOLL: We'll do Lucky Charms
21 next.

22

23 (Ad playing)

24

1 MR. VANDER LINDEN: So those last
2 two, the BCLC, the GameSense brand that we
3 adopted from BCLC, the overarching idea is
4 that we provide information that's clear,
5 that's concise, that's direct, that's in a
6 friendly tone that players can relate to.

7 The first two are humorous. They're
8 fun, they're funny. Those last two, I really
9 feel like hit -- hit the mark, in terms of
10 making sure that they are that friendly tone,
11 that they are clear and direct.

12 CHAIRMAN CROSBY: Great.

13 COMMISSIONER CAMERON: Yeah, I like
14 them all. Mike is -- Mike has the right tone,
15 huh?

16 MS. DRISCOLL: Yeah. And then, if
17 you wanted to just see too, and then you'll
18 see the on-line ads. They're GIFs,
19 essentially. So what they do -- it's almost
20 like an animated set of slides. You'll see
21 you just -- and these will be the on-line ads.

22

23 (Ads playing)

24

1 MS. DRISCOLL: So that's,
2 essentially, what they look like. So there's
3 a series of different ones that will, like I
4 said, be strategically placed in various
5 digital ways.

6 COMMISSIONER ZUNIGA: So these are
7 -- these are the one that, sort of, pop up
8 when you visit certain web sites that are --

9 MS. DRISCOLL: That's right. That's
10 right. And then -- and also what we'll do too
11 is -- some of the -- and we have a series of
12 them so, you know, if we do an assessment at
13 six months and then decide, okay, well, these
14 ones weren't as well received, or these ones
15 were better received, and we can switch them
16 out as time goes. So we'll be just closely
17 monitoring, like, all the various metrics to
18 see what's successful, what's not.

19 CHAIRMAN CROSBY: Great. That's
20 terrific. Can you send us an e-mail with all
21 those embedded so we can send them around to
22 people?

23 MS. DRISCOLL: Sure. Yeah. And I
24 actually have a press release, too, that I'll

1 be sending out tomorrow morning with a link to
2 all of these, so I'll be sure that everybody
3 gets that.

4 CHAIRMAN CROSBY: Okay. Great.

5 COMMISSIONER ZUNIGA: On that note,
6 do we have links in our Web site, or were we
7 planning --

8 MS. DRISCOLL: We will. Mm-hmm.

9 COMMISSIONER ZUNIGA: -- on putting
10 some links on our Web site?

11 MS. DRISCOLL: And there's a series
12 of -- so a series of Web updates from
13 massgaming.com, as well as gamesensema.com.

14 COMMISSIONER CAMERON: Excellent.
15 It's really well done.

16 CHAIRMAN CROSBY: Great.
17 Congratulations.

18 MS. DRISCOLL: And just to say,
19 lastly, is just, we worked on this very
20 closely with Theresa Fiore and Mike Sangalang,
21 and also the team at Moore Advertising. So
22 just thanks to everybody for a lot of hard
23 work on this.

24 CHAIRMAN CROSBY: Great. Terrific.

1 COMMISSIONER CAMERON: Looks great.

2 MR. VANDER LINDEN: Thank you.

3 CHAIRMAN CROSBY: All right. Thank
4 you. Item No. 7. General Counsel.

5 MS. BLUE: Good afternoon,
6 Commissioners. This should be pretty quick.
7 At our February 2nd meeting, we brought to you
8 the amendments to 205 CMR 152. And 205 CMR
9 152 is the excluded person's list. You might
10 remember that the amendments had to do with
11 changing what we would post on the Web site,
12 versus what we would make available to the
13 licensees.

14 Today, what we have for you is the
15 Small Business Impact Statements. And at the
16 February 2nd meeting, we didn't have it on --
17 the regulations amendments on for a vote, but
18 you instructed us to start the formal
19 promulgation process, and we have done that.
20 Today, we're just looking for a vote to
21 approve the Small Business Impact Statement,
22 and to approve the formal promulgation
23 process, and we'll just keep moving that
24 forward.

1 CHAIRMAN CROSBY: Any discussion?
2 Somebody have a motion?

3 COMMISSIONER CAMERON: Mr. Chair, I
4 move that we approve the Small Business Impact
5 Statement and the formal promulgation process,
6 as outlined by General Counsel Blue.

7 CHAIRMAN CROSBY: Second?

8 COMMISSIONER STEBBINS: Second.

9 CHAIRMAN CROSBY: Discussion? All
10 in favor? Aye.

11 COMMISSIONER STEBBINS: Aye.

12 COMMISSIONER CAMERON: Aye.

13 COMMISSIONER ZUNIGA: Aye.

14 CHAIRMAN CROSBY: Opposed? The ayes
15 have it unanimously.

16 MS. BLUE: Thank you.

17 CHAIRMAN CROSBY: Is that the end of
18 your report?

19 MS. BLUE: That is.

20 CHAIRMAN CROSBY: We are to
21 Item No. 2 -- I mean, No. 8, which is
22 Commissioner Updates. Anybody have stuff from
23 their work or travels that's worth talking
24 about?

1 MR. BEDROSIAN: Mr. Chairman, I
2 don't want to influence discussions, but I'll
3 just say, it's someone's birthday today.

4 CHAIRMAN CROSBY: It's someone's
5 birthday today.

6 COMMISSIONER ZUNIGA: Yes.

7 CHAIRMAN CROSBY: Oh, that's right.

8 COMMISSIONER ZUNIGA: Technically,
9 yes.

10 COMMISSIONER CAMERON: I didn't
11 know. Happy birthday.

12 COMMISSIONER ZUNIGA: There's a long
13 story.

14 COMMISSIONER CAMERON: About your
15 birthday?

16 COMMISSIONER ZUNIGA: There's
17 actually -- my kids get a kick out of this. I
18 have a legal birthday. That's today. And the
19 real birthday, that's actually tomorrow.

20 CHAIRMAN CROSBY: Oh, really.

21 COMMISSIONER STEBBINS: When you
22 going for your root canal?

23 COMMISSIONER ZUNIGA: Exactly.

24 COMMISSIONER STEBBINS: Happy

1 birthday.

2 COMMISSIONER ZUNIGA: Yes.

3 COMMISSIONER CAMERON: Great. Happy
4 birthday.

5 CHAIRMAN CROSBY: I was shocked to
6 find out that, when he was zero, I was 22.
7 Commissioner Stebbins, I know you had some
8 stuff you wanted to talk about.

9 COMMISSIONER STEBBINS: You know, a
10 couple of things have been covered. You know,
11 the great vendor event, and impressed with the
12 turnout MGM had right in this very room
13 yesterday. A lot of good local, small
14 businesses, many who I've never even met
15 before, were out and about and looking at the
16 business opportunities. And that's all I have
17 to report for today.

18 CHAIRMAN CROSBY: Okay. I had the
19 on-line Gaming Commission, which was actually
20 very well-covered in that statehouse news
21 report, which you may have seen. But at the
22 end of the meeting, Chairman -- Chairwoman
23 Donahue leaned over to me and she said -- she
24 said, I think, maybe we're beginning to

1 develop a consensus. And this -- the notion
2 of maybe -- maybe having the legislature
3 consider this so-called omnibus approach is
4 coming in from all different places now. And
5 both -- I also talked about it with
6 Chairman Wagner, and they both seemed
7 interested in it too. So that was back -- if
8 you remember, back in our DFS white paper that
9 we had initially put on the table. So it's
10 very gratifying to see that start to come
11 together. Anything else? Motion?

12 COMMISSIONER CAMERON: Move to
13 adjourn.

14 CHAIRMAN CROSBY: Second?

15 COMMISSIONER ZUNIGA: Second that.

16 CHAIRMAN CROSBY: All in favor?

17 Aye.

18 COMMISSIONER STEBBINS: Aye.

19 COMMISSIONER CAMERON: Aye.

20 COMMISSIONER ZUNIGA: Aye.

21 CHAIRMAN CROSBY: We are adjourned.

22 Thank you very much.

23

24 (Proceeding concluded at 2:36 p.m.)

1 GUEST SPEAKERS:
2 Robert DeSalvio, President, Wynn Boston Harbor
3 Jacqui Krum, Sr. Vice President, General
4 Counsel, Wynn Boston Harbor
5 Mike Mathis, President, Chief Operating
6 Officer, MGM Springfield
7 Courtney Wenleder, Vice President, Chief
8 Financial Officer, MGM Springfield
9 Seth Stratton, Vice President, General
10 Counsel, MGM Springfield
11 Brian Packer, Vice President of Construction,
12 MGM Springfield
13 Kevin Kennedy, Springfield Chief Development
14 Officer, Springfield, Massachusetts
15 Marikate Murren, Direct of Human Resources,
16 MGM Springfield
17 Wanda Gispert, Vice President of Talent and
18 Workforce Development, MGM Springfield

19
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22
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1 MASSACHUSETTS GAMING COMMISSION:

2 Catherine Blue, General Counsel

3 Edward Bedrosian, Executive Director

4 John Ziemba, Ombudsman

5 Jill Griffin, Director Workforce, Diversity
6 and Supplier Development

7 Mark Vander Linden, Director of Research and
8 Responsible Gaming

9 Elaine Driscoll, Director of Communications

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C E R T I F I C A T E

I, Brenda M. Ginisi, Court Reporter, do hereby certify that the foregoing is a true and accurate transcript from the record of the proceedings.

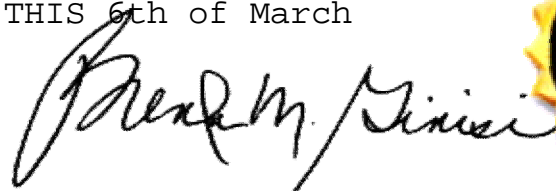
I, Brenda M. Ginisi, further certify that the foregoing is in compliance with the Administrative Office of the Trial Court Directive of Transcript Format.

I, Brenda M. Ginisi, further certify that I neither am counsel for, related to, nor employed by any of the parties to the action in which this hearing was taken and further that I am not financially nor otherwise interested in the outcome of this action.

Proceedings recorded by verbatim means, and transcript produced from computer.

WITNESS MY HAND THIS 6th of March 2017.

BRENDA M. GINISI
Notary Public



My Commission expires:
June 18, 2021

