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COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #216

CHAIRMAN

Stephen P. Crosby (present by telephone)

COMMISSIONERS

Lloyd Macdonald

Enrique Zuniga

Bruce Stebbins

MASSACHUSETTS GAMING COMMISSION
101 Federal Street, 12th Floor
Boston, Massachusetts
May 10, 2017
10:00 a.m. - 12:23 p.m.

P R O C E E D I N G S

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3 COMMISSIONER STEBBINS: Good
4 morning. Welcome everyone. This is the
5 216th meeting of the Massachusetts Gaming
6 Commission. We're here at our offices at
7 101 Federal Street. I'm Bruce Stebbins,
8 Commissioner, and sitting in as chair.
9 Chairman Crosby is participating in this
10 meeting remotely. Mr. Chairman, can you
11 hear us? He said he might be on mute.

12 CHAIRMAN CROSBY: Can you hear me
13 okay?

14 COMMISSIONER STEBBINS: Yes. Can
15 you hear us all right?

16 CHAIRMAN CROSBY: Okay, I am here.
17 I'm out of the office today because of a
18 personal illness.

19 COMMISSIONER STEBBINS: All right.
20 Just a reminder to my colleagues, because
21 we do have a member of the commission
22 participating remotely that all of our
23 votes will have to be by roll call at this
24 meeting. I'll also note that Commissioner

1 Cameron and Executive Director Bedrosian
2 are not here. They're on official
3 commission travel at this time.

4 That said, let's move ahead to the
5 first item of business is the approval of
6 minutes from the April 27, 2017 meeting.
7 Commissioner Macdonald?

8 COMMISSIONER MACDONALD: Yes. I
9 move that we approve the minutes of the
10 April 27, 2017 meeting subject to
11 corrections for typographical errors and
12 for other nonmaterial matters.

13 COMMISSIONER ZUNIGA: I second that.

14 COMMISSIONER STEBBINS: I have a
15 second. Any other comments or questions?
16 Seeing none, roll call vote. Commissioner
17 Macdonald?

18 COMMISSIONER MACDONALD: Aye.

19 COMMISSIONER STEBBINS: Commissioner
20 Zuniga?

21 COMMISSIONER ZUNIGA: Aye.

22 COMMISSIONER STEBBINS: Commissioner
23 Crosby?

24 CHAIRMAN CROSBY: Aye.

1 COMMISSIONER STEBBINS: And
2 Commissioner Stebbins aye. The minutes are
3 approved. The next item is the
4 administrative update. Sitting in for
5 Executive Director Bedrosian is our Deputy
6 Director Karen Wells. Director Wells?

7 MS. WELLS: Good morning,
8 Commissioners. I did speak with Executive
9 Director Bedrosian this morning. He had
10 nothing that he needed me to bring to the
11 Commission's attention this morning, so I
12 have no items for the update.

13 COMMISSIONER STEBBINS: Okay, we'll
14 move along. Next item is Research and
15 Responsible Gaming, Mark Vander Linden,
16 Director. The item is the Plainridge Park
17 Casino new employee survey report. I'll
18 turn it over to Director Vander Linden.

19 MR. VANDER LINDEN: Great. Thank
20 you and good morning, Commissioners.

21 COMMISSIONER MACDONALD: Good
22 morning.

23 COMMISSIONER ZUNIGA: Good morning.

24 MR. VANDER LINDEN: And

1 Mr. Chairman. I'm joined here by Dr. Mark
2 Melnik and Andrew Hall of the UMass Donahue
3 Institute. The UMass Donahue Institute is
4 a key member of the social and economic
5 impact of gaming in Massachusetts or as we
6 know it SEIGMA. They're a key member of
7 that team. And they have been charged with
8 carrying out the aspects of the research
9 agenda related to the economic impacts of
10 the Expanded Gaming Act in Massachusetts.

11 Last September the Donahue Institute
12 reported on activities undertaking to
13 construct Plainridge Park Casino and the
14 economic impacts generated through that
15 process. If you recall, they've also led
16 the study on the impacts to the lottery and
17 the baseline real estate and host community
18 reports.

19 Today they release a report on the
20 workforce and employment opportunities at
21 Plainridge Park Casino. Specifically they
22 will present on work-related
23 characteristics and aspirations of
24 employees hired during the first two years

1 of operations. I reviewed their report,
2 their power point presentation. It's
3 incredibly thorough, so I won't go into it
4 any deeper, and I'll let Mark and Andrew
5 take it.

6 Before I do, I just want to call out
7 a few individuals that were part of our
8 review team for this report. Lisa
9 McKenney, Compliance Manager at Plainridge
10 Park Casino led our review of this report
11 at Plainridge Park Casino. Also Jill
12 Griffin, Paul Connelly and Commissioner
13 Stebbins were part of the review team for
14 this, so a big thank you to them for
15 helping. So with that, I'm going to turn
16 it over to Mark and Andrew.

17 MR. MELNIK: Great. Thanks, Mark.
18 Good morning everybody. Good morning,
19 Chairman Crosby. Good morning,
20 Commissioners. As Mark already
21 described -- well, let me introduce. I'm
22 Mark Melnik, and I'm the Director of the
23 Economic and Public Policy Research Group
24 at the UMass Donahue Institute. Separate

1 from that, I'm also one of the co-PIs on a
2 larger SEIGMA research project. As Mark
3 has already touched on, the SEIGMA project
4 works on studying all related impacts
5 around social and economic issues related
6 to expanding gaming in Massachusetts,
7 including problem gaming and other economic
8 issues on construction, and the larger
9 spin-off of fax operations. The largest
10 spin-off impacts a lot of the real estate
11 and so on.

12 What I'm going to talk about today
13 is give a really quick overview of some of
14 the things that are going on in SEIGMA
15 project overall, but then talk about our
16 new employee survey that was deployed over
17 the last two years, show you descriptively
18 some of the things that we've learned from
19 our initial data collection and the new
20 survey and then discuss with you where we
21 see extensions of this work going forward,
22 and some of the powerful things we think
23 we're going to be able to do with this data
24 collection once we're able to myriad it to

1 some other administrative data related to
2 employment of casinos.

3 So first, before I begin, I wanted
4 to acknowledge a few other people as well.
5 Andrew Hall, who's with me today. Andrew's
6 a research analyst on our team at UMDI and
7 is one of the key contributors on a number
8 of things that we do on the economic
9 analysis in SEIGMA, and Andrew is an
10 instrumental part of this particular work
11 with the new employee survey.

12 I also wanted to acknowledge Rebecca
13 Loveland who does really manage the
14 day-to-day on the economic piece that we do
15 and help review and do this work with
16 Andrew. Rob Mitani, who also played a roll
17 in this, and you guys have seen Rob
18 recently. In fact, I think he was here
19 just a couple of months ago presenting on
20 the construction impacts.

21 So, as most folks here are already
22 familiar with, the 2011 Expanded Gaming Law
23 in Massachusetts allowed for resort-style
24 casinos in three geographic, I believe, the

1 first regions around Massachusetts. No
2 more than one casino per region, and then
3 one slot parlor not graphically restricted.
4 Casino legislation took several years to
5 come to fruition in Massachusetts. And
6 starting in 2007, there was at least some
7 form of this every year until 2011.

8 This allowed Mass. legislators to
9 really think about how they wanted to
10 implement and execute expanding gaming in
11 Massachusetts. This slide talks a little
12 bit about what was unique about the law in
13 Mass. In particular, regulators required
14 to get equal importance to establishing a
15 viable casino industry as well as
16 minimizing and mitigating negative impacts.

17 Legislation gave strong voice to
18 close communities, and issues of problem
19 gambling was framed through a public health
20 blend and related funds were put aside to
21 both research and provide services related
22 to problem gambling.

23 On the research side, this ensuring
24 the role of the research to enhance

1 responsible gaming and minimize problem
2 gaming and established an annual research
3 agenda to examine the social and economic
4 effects of casino gambling in Mass. and
5 making annual scientifically based
6 recommendations of legislature, and that's
7 a big part of the role that we play now.

8 Our annual research agenda as part
9 of SEIGMA both touches on social and
10 economic things. It has three key
11 elements, understanding social and economic
12 impacts broadly related to expanded gaming,
13 provide baseline study of problem gaming
14 existing prevention and treatment programs,
15 and help facilitate independent studies to
16 obtain scientific information relevant to
17 enhancing responsible gaming and minimizing
18 its harmful effects.

19 This next slide kind of gives an
20 overview of some of the activities that
21 have been taking place throughout the
22 course of the SEIGMA work. Down the left
23 column we see just the years of the
24 project, and we have three main phases that

1 we picture the SEIGMA work taking place and
2 there's the baseline piece of, you know,
3 before or really the beginning stages of
4 gaming in Massachusetts, the operational
5 construction period where we measure the
6 impacts related to the building of the
7 casinos, and then the operational post or
8 the post-operational impacts.

9 So right now we're still in the
10 baseline in operational construction phase
11 and a little bit into post-operation. In
12 particular, we have Plainridge running and
13 we've been working with the other two
14 facilities now in understanding
15 construction impacts and setting up data
16 collection as it relates to employees in
17 this country. And for more information on
18 SEIGMA, you can go visit that website.

19 So next what I would like to
20 transition into is talking about the new
21 employee survey. So the purpose of the new
22 employee was to provide a baseline
23 understanding of the casino labor force,
24 where did they come from, what was their

1 employment status before being hired and
2 what kind of job training opportunities did
3 they seek out in advance of being hired.

4 In this first section, I'm going to
5 talk about what the goals were of this
6 collection, and how we went about doing it,
7 and how we plan to leverage it in the
8 future. But key to what we plan to do in
9 the future is to link these data with other
10 administrative data to inform a turnover
11 analysis and think about how workers coming
12 in and out of casinos.

13 I mean, obviously one of the key
14 potential positives that we focused on
15 about expanded gaming in Massachusetts was
16 enhancing employment opportunities for
17 middle-skilled, middle low-skilled folks,
18 particularly in parts of the state where
19 there are -- where there have been problems
20 in terms of job creation. But that's a key
21 question for us is like so who is being
22 hired, and how long are they staying in
23 these jobs, and how successful are they in
24 terms of, you know, wage growth and these

1 kinds of things.

2 So while today we'll talk
3 descriptively about data we've already
4 collected, I think a key thing to keep in
5 mind here is how these data would be used
6 and linked in the future to better
7 understand the workforce in the casinos
8 overall.

9 So who is in the new employee
10 survey? The new employee survey, and I
11 should note here that this has been put
12 together as a PDF right now so all of my
13 fun animations have been killed. But who's
14 captured in the new employee survey? Newly
15 hired gaming and non-gaming employees,
16 employees who are already working at
17 Plainridge Park and -- great, I'll take it
18 from there.

19 So employees who are already working
20 for Plainridge Park and employees of group
21 port vendors. Who's not captured?
22 Construction workers and other Penn
23 National employees who temporarily helped
24 out in opening up the casino.

1 Now, construction employment is
2 something we have measured and is a part of
3 the construction report that was already
4 released, but this new employee survey is
5 specifically about folks who were hired to
6 work inside the operations of the casino,
7 which includes both gaming and slot parlor,
8 which includes both gaming and food and
9 beverage.

10 So to walk through the process, this
11 slide describes -- to walk through the
12 process, perspective employees fill out an
13 application. And then if the applicant
14 moves forward to the next level, the
15 applicant is fingerprinted. New applicants
16 take the survey right after they are
17 fingerprinted. These surveys are
18 administered by the Mass. Gaming
19 Commission, and that data collection is
20 then delivered to UMDI for secondary data
21 analysis.

22 Since the background check has not
23 been completed by this point and,
24 therefore, a conditional point has not been

1 offered, there may be a slight discrepancy
2 between the total number of survey
3 respondents and the full applicants that
4 have gone through the licensing process.

5 So for this reason, it may be most
6 useful to interpret our responses as those
7 individuals who go through the licensing
8 process rather than necessarily employees.
9 That said, the vast majority of these
10 folks, well over 90 percent, end up being
11 employees after this.

12 So we introduced the survey right
13 there during the fingerprinting phase. And
14 while they are sitting to wait for
15 fingerprinting, it's a very brief
16 questionnaire, just five minutes, ask some
17 basic questions about themselves, including
18 employment status prior to hire, current or
19 new -- are they current or new employee,
20 their reasons for seeking the job, and
21 whether or not they move to take the
22 position. And if there was any -- if they
23 got any training independent from
24 employment, right?

1 So one thing that I want to
2 underscore here is that our data will show
3 here that the majority of folks who are
4 employed at Plainridge Park did not receive
5 training before employment. That's not to
6 say the casino is not training the
7 employees, rather that these workers did
8 not seek training in advance of employment
9 and, I think, speaks a lot to the
10 accessibility of the jobs in the facility
11 because these aren't jobs that necessarily
12 require, hey, you had to go get some sort
13 of a certificate in order to work here kind
14 of thing.

15 So in terms of linkage, so our plan
16 is to ultimately link the new employee
17 survey data with other forms of data down
18 the road to tell a more complete story of
19 turning over in workforce issues. The
20 survey, as I already noted, looks at
21 previous employment status, reasons for
22 seeking the job, did you move to take this
23 position or are we hiring people who are
24 already from the region or people coming

1 here from somewhere else, and did they seek
2 independent training in advance to
3 employment.

4 Ultimately what we're going to have
5 is a unique identifier for folks that UMDI
6 would not have that identifier. It would
7 be anonymous. It would be something that
8 the Mass. Gaming Commission would assign.
9 But we would attach this to applicant data
10 from the MGC about gender, age, citizenship
11 status, military status, educational
12 attainment and where folks live and,
13 likewise, connect to operator data on the
14 casino job or title, ZIP code, salary and
15 wages, part time and full time status and
16 hire and termination date. And, again,
17 getting at that issue of turnover.

18 So we put all those three pieces
19 together, and that will give a more full
20 analysis of the casino workforce. So today
21 we're talking about one leg of a stool,
22 which is the survey. So some highlights
23 about what we learned in the survey.

24 First, over the last two years,

1 we've surveyed over a thousand new
2 employees at Plainridge Park Casino. Most
3 new hires did not transfer from a Penn
4 National location. Approximately half of
5 all new hirers were working either part
6 time or were unemployed at the time of
7 hirer, which I think is a critically
8 important issue here.

9 We are talking about new
10 opportunities for workers who either were
11 underemployed or unemployed. And most new
12 employees sought casino employment to
13 either advance their career or improve pay,
14 and most workers did not receive
15 preemployment training in advance of
16 hiring.

17 Based off this analysis, we
18 identified several enhancements to the
19 survey for new questions that will be
20 deployed in new rounds of data collection
21 going forward.

22 COMMISSIONER ZUNIGA: Dr. Melnik,
23 can you spend a minute on the number of the
24 thousand employees survey, which I know is

1 in the report, but it includes the turnover
2 obviously that has been since the beginning
3 because the normal level of -- the steady
4 stage level of employment is around 540.

5 MR. MELNIK: Correct, yes. So the
6 way to think about this is this is
7 basically a census of everyone who has been
8 employed at the casino or more specifically
9 who has gone through the licensing process.
10 There is obviously turnover. And, again,
11 that's something that we plan to do a
12 deeper analysis of going forward about how
13 long people are staying on. If we're
14 having turnover, where is that turnover
15 occurring? Is it in particular positions,
16 particular populations and those kinds of
17 things.

18 We can't answer that right now, but
19 it is something that we plan to answer in
20 the future. But as it is now, this is more
21 of a census of everyone who has been
22 employed, not the current workforce at
23 Plainridge Park right now.

24 COMMISSIONER ZUNIGA: Thank you.

1 MR. MELNIK: So some key data
2 results from the new employee survey.
3 Unsurprisingly, we see this -- data were
4 collected between March 2015 through
5 March 2017. Unsurprisingly, the crush of
6 employment that took place there was most
7 significant over the spring, summertime of
8 2015, in particular May, June and July.
9 And as folks here are aware, Plainridge
10 Park opened in June 2015.

11 Just a couple of key points on that.
12 The hiring peak in June of 2015 there were
13 264 new hires in that month alone. Since
14 then hiring has slowed down. We see about
15 an average of around 30 every month though,
16 which does speak a little bit, again, to
17 this turnover just like what percentage of
18 the workforce we see flipping at any given
19 time. But in a typical month now, we're
20 seeing somewhere between 20 and 30 new
21 employees coming through the process.

22 Unfortunately, I think this is what
23 we are looking at here. It might be a
24 version issue between power points, but

1 what we see here is the number of -- a
2 breakdown of the types of workers in
3 advance of employment, what their
4 characteristics were. Of the 1,047
5 employees that were -- that went through
6 the new employee survey, about half or 522
7 were previously employed full time. 363 or
8 about 35 percent were employed part time,
9 and 15.5 percent or 162 were employed --
10 were unemployed.

11 So, as I noted before, about half of
12 the population that we're surveying either
13 didn't have a job before or were part time
14 employed, and we'll talk about reasons why
15 folks were looking for employment. But, I
16 think, an important part of the story here
17 is that half of this workforce was either
18 unemployed or employed.

19 COMMISSIONER ZUNIGA: Do we know if
20 or is there a way to know the unemployed
21 and part of the unemployed people obtain
22 part-time employment or full-time
23 employment; did we do that sort of --

24 MR. MELNIK: That crosswalk is

1 coming. It's to the connecting these data
2 with the operational data. It's a key
3 point where -- so if you work part time,
4 did you do full time or did you go part
5 time and part time but you're making more
6 money, which is also positive for that
7 worker. But the key that that identifier
8 is what links all three of these databases.

9 COMMISSIONER STEBBINS: Mark, is it
10 safe to say that the 522 who were
11 previously employed kind of a macro level
12 they're creating 522 vacancies from the
13 jobs that they are leaving, so there is
14 kind of ancillary job creation that's also
15 going on, you know, maybe moving between
16 professions, but they are creating
17 potentially a vacancy on the other end.

18 MR. MELNIK: Right. That's an
19 excellent point. And, I think, one of the
20 things that we raised before is how much
21 are we cannibalizing labor force from
22 particular industries. The new version of
23 the survey is going to enhance on this
24 point by asking folks, so where were you

1 working before? And to really get at so
2 are the casinos taking from a particular
3 industry or not, or is it spread diffusely
4 across different sectors. But, obviously,
5 if they were previously employed, they were
6 leaving some job, but these in a way are
7 new opportunities.

8 But, I think, it will be critical is
9 to know, and I think there's a lot of
10 sensitivity to this in western Mass., for
11 example, of are we taking all of the line
12 cooks from local restaurants and now they
13 are working in a casino. Are we creating
14 some sort of skills issue somewhere else?
15 I don't that is going to happen. But
16 narratively from a policy perspective,
17 those are important things to know.

18 This next slide looks at work status
19 prior to hire and looking specifically at
20 the unemployed population, and did the
21 worker have previous experience in casinos?
22 And as we see here, 90 percent did not, 91
23 percent did not. Did they receive training
24 in advance of employment? 83 percent did

1 not. And did you move here to take a
2 position? 94 percent here did not. So
3 what's happening here.

4 What I find particularly interesting
5 here is it tells a story of accessibility
6 of these opportunities, because they did
7 not receive training or need to receive
8 training in advance and didn't have
9 previous experience in the industry, and
10 that these were local folks who are being
11 hired among this unemployed population.

12 So next we look at reasons for
13 seeking employment. The key reasons that
14 folks highlighted for why they sought
15 employment in casino is focused around one,
16 first, the excitement of working in a
17 casino. These percentages just underscore.
18 We asked respondents to select all of the
19 listed options as is this a reason for
20 seeking employment? So if you added these
21 numbers up across, it's not going to equal
22 100. It's going to be quite a bit over
23 100.

24 But what is meaningful here in each

1 case is what percentage of the folks who
2 did the survey answered this as a reason.
3 So, for example, excitement for working in
4 a casino was selected over 50 percent of
5 the time. So we get in these instances of
6 what the characteristics of the industry or
7 the job are as reasons for why people
8 sought employment, so here excitement for
9 working in the industry, for
10 re-advancement, improved pay, improved
11 benefits all standing out as being
12 particular important.

13 What also stands out is that these
14 two categories are mutually exclusive.
15 Were you unemployed and needed work or are
16 you formally part time or underemployed?
17 And what we see here is 40 percent of the
18 respondents who are hired pick these as
19 reasons for why they sought job importance.

20 Next we segmented this population
21 full, part time and unemployed to look at
22 the reasons for employment. What stood
23 out, again, as I just noted before, was
24 excitement for working in a casino and

1 career advancements were -- career
2 advancement rose to the top as being some
3 of the most important factors. But we dig
4 in a little bit on these individual
5 categories we see some interesting things
6 as well.

7 For the full time, these kind of
8 characteristics around the job were reasons
9 for selecting the casino or wanting to work
10 there. Career advancement, over 50 percent
11 picked that as a reason, over 50 percent
12 take the excitement for working in a
13 casino, and other ones that stood out were
14 improved pay and benefits.

15 For the part time, this was similar.
16 Characteristics of the job were important,
17 excitement of working in a casino, advanced
18 pay, flexible hours also rated high. For
19 the unemployed, not surprising,
20 three-fourths wanted to work here because,
21 well, they were unemployed here and they
22 needed a job. And then other
23 characteristics surrounding the casino
24 stood out as well.

1 As I already noted before, did you
2 have previous gaming work experience?
3 86 percent did not. So, again, getting at
4 this accessibility issue. Only 13 percent
5 had worked in gaming previously. Next we
6 looked at folks who moved here, which was a
7 small part of the population, but who moved
8 for their job. The vast majority came from
9 Massachusetts or other New England states.

10 And then we checked in on so where
11 did you move to? And for the most part,
12 folks who were moving to the region for
13 employment were staying somewhere in the
14 greater Plainville area. We had Plainville
15 was the most common answer, although a
16 number of communities around Plainville,
17 including parts of Rhode Island were also
18 places that people moved to. That is where
19 the casino is. And then one of the reasons
20 for that is obviously the location of
21 Interstate 95 and the accessibility both
22 north and south.

23 We asked respondents whether or not
24 they received training in advance of hirer.

1 Two-thirds did not. Excuse me,
2 three-fourths did not. 75 percent did not
3 receive training in advance, and I
4 apologize that the graph does not show the
5 percentages there.

6 COMMISSIONER ZUNIGA: But it's shown
7 in the packet.

8 MR. MELNIK: It's shown in the
9 packet, right. And one-third are saying
10 yes. As I noted earlier, this does not
11 mean there wasn't on-the-job training after
12 employment begins, but rather did you come
13 to your job with training in hand. One of
14 the things that we're going to be enhancing
15 in the new survey is getting in questions
16 of the types of training the new employee
17 would like to receive.

18 COMMISSIONER MACDONALD: You know,
19 on that subject, Mark, did you ask what
20 training these people did receive?

21 MR. MELNIK: In the initial version
22 of the survey, no. It was: Did you
23 receive training in advance? And this was
24 one of the tricky parts of this process for

1 us is, you know, we were trying to keep the
2 survey brief because we had a very short
3 window to give the questions, right? And
4 then, again, the intention was to connect
5 these data with other administrative data
6 with an identifier that would give us a
7 fuller picture of these folks.

8 That's a process that's still
9 ongoing. But we did learn along the way
10 that we just -- this is such a unique
11 opportunity to ask questions that we need
12 to get more information from them. That's
13 one of the reasons to enhance that part of
14 the questionnaire going forward.

15 COMMISSIONER STEBBINS: I think
16 that's a good point you made, Mark. You
17 have people who at the time of the
18 interview are not official employees. So,
19 as we as commissioners, you know, visited
20 Plainridge Park, we saw groups, especially
21 before our opening, we saw groups of
22 employees being taken around and showing
23 different facets of their job, whether it
24 was working in the restaurant or working in

1 the cash area. But that all happens, as
2 you point out, kind of after the hiring
3 process and not prior.

4 MR. MELNIK: Right. A couple of
5 other things on training and previous
6 experience, we found that interestingly
7 that the folks with previous experience had
8 to have more training than folks who did
9 not in casinos. We theorize that may
10 either have something to do with more
11 advanced positions already in casinos or
12 that these were folks who came with
13 training with different opportunities.
14 Again, something that we're going to
15 scratch away at a little bit more in the
16 future.

17 There was more training for folks
18 who were previously full time
19 proportionally than folks who worked
20 formally full time, excuse me, than for
21 folks who worked part time or unemployed.

22 So some basic summary of findings.
23 Approximately half of new hirers work part
24 time or were unemployed before being hired.

1 Major reasons for seeking employment
2 included career advancement, improved pay
3 and improved benefits. More than 40
4 percent said they needed work due to being
5 unemployed part time or being
6 underemployed. And nearly three quarters
7 of the respondents come to their jobs
8 without preemployment training. Most new
9 hires do not transfer from other Penn
10 National locations. In fact, most of the
11 hires were from the region.

12 So what are some next steps for us?
13 We're making some minor revisions to the
14 survey to refine the questionnaires in
15 preparation for the resort casinos. We're
16 going to elaborate further on reasons for
17 seeking new employment, add some new
18 questions about current residency,
19 educational attainment, salary and wages
20 and previous industry and occupation.

21 We are going to enhance the
22 questions around training and add more
23 clarity on that. We're going to link the
24 survey results, as I noted several times

1 already, with other administrative data to
2 tell a larger workforce story as it relates
3 to populations who are employed, turnover,
4 changes in wages, how long folks worked for
5 casinos and so on. And then, of course,
6 begin data collection of the resort-style
7 casinos is next on our list.

8 So with that, I'm happy to answer
9 any questions that you guys have.

10 COMMISSIONER STEBBINS: Open it for
11 questions. I'll start with the Chairman.
12 Do you have any questions, Mr. Chairman?

13 CHAIRMAN CROSBY: No. I had some in
14 advance, but Mark answered them all. Thank
15 you.

16 COMMISSIONER STEBBINS: Commissioner
17 Zuniga?

18 COMMISSIONER ZUNIGA: Sure. I think
19 the incite, the theme here that you
20 outlined initially relative to the
21 accessibility of these jobs is quite good
22 in my book. Help me understand or compare,
23 if you can, this half -- the 50 percent
24 number where you say that about 50 percent

1 of new hirers were part time or unemployed
2 before being hired. Do you have a sense as
3 to how that may compare to other
4 industries; is that part of a course in the
5 hospitality industry or others; do you care
6 to comment?

7 MR. MELNIK: So the question being
8 is: Are new hires in other industries, do
9 they tend to be 50 percent?

10 COMMISSIONER ZUNIGA: Yes, it sounds
11 like a great number. You know, it's
12 intuitively a great number in my opinion.
13 But if you can answer that question.
14 Obviously, don't guess it. But what did it
15 tell you?

16 MR. MELNIK: Unfortunately, I can't
17 answer that. I'm not totally sure.
18 Intuitively, though, I think a lot of this
19 has to do with the type of industry you're
20 talking about, right? So, for example, if
21 this were a medical testing facility, I'm
22 wondering if you're getting 50 percent of
23 your staff from unemployed workers or from
24 part-time staff.

1 So, I think, a part of this -- so, I
2 think, this would align a little bit with
3 what we might interpret as being middle or
4 lower-skilled industries. And we know that
5 because of the amount of food prep and some
6 of the other things that would go into
7 whether it be a resort-style casino or a
8 place like Plainridge Park, there would be
9 a lot of opportunities for folks who may be
10 more likely attached to the labor market.
11 But how this compares to a hotel, for
12 example, or, you know, the restaurant
13 industry in general or something like, I'm
14 not sure how those percentages come out.

15 COMMISSIONER ZUNIGA: Thank you.

16 COMMISSIONER STEBBINS: Commissioner
17 Macdonald?

18 COMMISSIONER MACDONALD: I have more
19 of an observation than a question. I've
20 from the very outset found the research
21 component of the Expanding Gaming Act and
22 how it's been implemented to be amongst the
23 most impressive aspects of the regime as
24 implemented in the Commonwealth.

1 And I say that with the expectation
2 that that research component could, you
3 know, produce both welcomed and unwelcomed
4 news and that the objectivity that it
5 provides to measure, in fact, what the
6 results of the introduction of expanded
7 gaming have been in order to inform the
8 legislature policy that's coming forward is
9 a really important aspect of the whole --
10 of the whole enterprise.

11 Having said that, it appears here
12 that, even though this is a relatively
13 small part of the larger endeavor, that as
14 I read the results here, this is really
15 good news in the sense of it providing
16 evidence that among the objectives that was
17 behind the introduction of expanded gaming;
18 namely, to be a vehicle for the entry of
19 under or unemployed people into the active
20 labor market has been shown to have been
21 realized, in fact, at least up until now.

22 And, furthermore, an objective of
23 the Expanded Gaming Act was to have a
24 positive impact on the workforce side in

1 the localities in the Commonwealth, number
2 one, and then in the localities of where
3 the operations are introduced. And I see
4 evidence of that in here as well, and
5 you're moving -- it's a small percentage of
6 people have moved. Where did they move to,
7 and it's that Route I-95 access with the
8 predominance of the people being in the
9 Plainville area specifically. And this is
10 a very encouraging data point.

11 MR. MELNIK: So a couple of things
12 on that. First on the compliments of the
13 larger research project, I totally agree.
14 It's really important stuff, so you guys
15 should totally keep doing that. But
16 separate from that, I do think there is a
17 lot of good news within this. I also think
18 that there's a lot of incomplete news.

19 You know, one of the things that I
20 find most important or interesting -- an
21 interesting question is like, so who is
22 turning over? And we obviously can't
23 answer that now, and I addressed that a
24 little bit in the beginning. But there is

1 a natural churn that occurs in almost all
2 industries. And one of the things I want
3 to see us be able to do more of in telling
4 a story is saying, all right, well, there
5 is a natural churn that's occurring. But
6 in which occupation, which populations is
7 that occurring and can we identify ways in
8 which that churn slows? Is it a training
9 issue? Is it just, well, hey, this is what
10 happens kind of issue? And so, I think,
11 that's the important part of the ongoing
12 longevity of a project like this.

13 And, I think, the second part is we
14 didn't address a lot in this presentation
15 is, you know, related to this but separate
16 from this we're talking with folks at STCC
17 and some of the other community colleges
18 and understanding what programmatically are
19 you offering, and how we may potentially
20 link the story around new employees in
21 training with --

22 COMMISSIONER STEBBINS: Mark, I'm
23 sorry to interrupt.

24 MR. SANGALANG: The stream has cut

1 out. I'm trying to figure out what is
2 going on. It might be an internet issue.

3 COMMISSIONER STEBBINS: Okay. Hold
4 that thought. It's a good one, but hold on
5 to it.

6 COMMISSIONER MACDONALD: Now you
7 have to remember what you were about to
8 say. We can hear you, Steve.

9 COMMISSIONER STEBBINS: Mr. Chair,
10 you might want to mute.

11 CHAIRMAN CROSBY: Commissioner
12 Stebbins, is there a pause?

13 COMMISSIONER STEBBINS: Yes, there
14 is. We lost our internet feed. We're
15 trying to get back online.

16 CHAIRMAN CROSBY: Okay. I thought
17 that was my computer. Thank you.

18 COMMISSIONER STEBBINS: I'll note
19 this never happens when you're chair.

20 CHAIRMAN CROSBY: Yes, I noticed
21 that.

22 COMMISSIONER ZUNIGA: And we could
23 hear you when we got that other call.

24 CHAIRMAN CROSBY: The video image

1 froze when Commissioner Macdonald was in
2 the middle of his remarks, and the screen
3 had Commissioner Zuniga and Commissioner
4 Stebbins focused on Macdonald in wrapped
5 attention, and it just froze.

6 COMMISSIONER MACDONALD: No comment.

7 COMMISSIONER ZUNIGA: Do you want to
8 take a break?

9 MR. SANGALANG: It looks like e-mail
10 and a couple of other things are down as
11 well.

12 COMMISSIONER STEBBINS: Do you want
13 to take a quick break, Mike?

14 MR. SANGALANG: I think that's best.

15 COMMISSIONER STEBBINS: Let's take a
16 three minute break. We'll take a three
17 minute break, Mr. Chairman.

18 CHAIRMAN CROSBY: Okay, thank you.

19

20 (A recess was taken)

21

22 COMMISSIONER STEBBINS: Thank you.
23 We'll reconvene this meeting. We've just
24 been informed that several state agencies,

1 not just the gaming commission, is
2 suffering from technical difficulties but
3 we will continue the meeting. The meeting
4 will be filmed and available as well as the
5 transcript from the meeting for anybody who
6 is not able to participate or join us at
7 this point. Commissioner Macdonald -- oh,
8 Mark, you were making some points.

9 MR. MELNIK: The end of the point
10 was simply it was the incompleteness of the
11 story and that what we were going to do
12 going forward, and it's separate from the
13 linking of secondary data is looking at
14 programmatically what are some of the
15 things that may be coming online that would
16 be helpful for better attachment of workers
17 to this industry.

18 So, you know, this really is a
19 beginning of a much larger analysis of
20 what's happening with this workforce. But
21 to the point that Commissioner Macdonald
22 was making is there are a lot of positives
23 to glean from this initially just in terms
24 of who is able -- the accessibility of the

1 jobs and the fact that locals are getting
2 the jobs.

3 MR. VANDER LINDEN: And if I just
4 may add, Chairman Crosby has made this
5 point several times. This is an enduring
6 research agenda, and much of the work that
7 we have been doing so far has been
8 established in the baseline. So the true
9 value of this -- of the research is the
10 fact that we will be following-up on many
11 of these areas and measures ongoing, and
12 we'll be able to really tell a picture of
13 both the positive and the negative aspects
14 of this, and where there's negative we
15 certainly have the resources to respond.

16 COMMISSIONER STEBBINS: I, for one,
17 I'm encouraged by the results. It's nice
18 to have a survey where there really is no
19 marginable variables. Everybody is
20 participating in it. You know, I like the
21 fact that, you know, our survey results
22 even showing at this programmatically level
23 are drawing people who have been
24 underemployed or unemployed.

1 Obviously, I think, there's positive
2 results and the reasons that they are
3 pursuing a career with our licensees. As I
4 mentioned, and we talked about, you know,
5 500 people who have left a current position
6 to pursue creates a backfill. I think that
7 puts a lot of current employers on notice
8 that they need to step up their game a
9 little bit to retain their employees, and
10 that's good for everybody.

11 So, yes, I thank UMass for their
12 work. I thank PBC for their cooperation.
13 I think there's actually an opportunities
14 we dig deeper in the data that there is
15 some helpful information that we can share
16 with PBC and their HR department kind of
17 going forward. Obviously, we're going to
18 begin this process with our other two
19 licenses, and that's going to be helpful
20 information.

21 Doctor, Mark, is there any
22 information that we can extract from this
23 survey and begin to overlay it with the
24 Springfield area, the Everett area; is

1 there any way to kind of align some of the
2 results with results that we might see with
3 those two cities and those two regions?

4 MR. MELNIK: At this point, I'm not
5 sure where we could do that yet. But, I
6 think, this -- but, I think, one of the
7 interesting things for us to really be in
8 tune with right now is we think about
9 Everett and Springfield is that they are
10 going to be -- I mean, one is the context
11 is quite different in terms of the urban
12 environment and the kind of economic
13 condition of those places. And the second
14 is just that their size of -- you know, how
15 is this going to play out differently than
16 a resort-style casino versus a slot parlor.

17 So for my perspective I think of a
18 comparative nature of, you know, how these
19 workforce issues might play out differently
20 depending on a place like Springfield is
21 quite a bit different than Plainville, and
22 it's just so many more employees, these
23 kinds of -- so many more activities, what
24 is that going to mean in terms of both

1 turnover churn and the potential training
2 opportunities for both.

3 COMMISSIONER ZUNIGA: I think there
4 is, and you already alluded to this, in
5 many of the same ways that Plainridge
6 served as a test case for our regulations,
7 for our agency, they will also serve as a
8 test case for the larger, in this context,
9 the larger casino. You have a better tool,
10 because now you thought about what
11 questions has higher impact with your time
12 constraints, et cetera, or there's ways in
13 which, you know, you may not need to do a
14 census -- I will leave that up to you --
15 you know, given where we are capturing the
16 data and so on would be really helpful.

17 MR. MELNIK: It's interesting, you
18 know, obviously all the efforts that have
19 around our Plainville analysis are
20 professionalized buy out very well and
21 strong methods and so on but it was -- it
22 turns out wonderfully convenient that the
23 smallest operation was the one that was
24 first, because it allowed us to really

1 figure out how we were going to structure
2 things and then are able to with a separate
3 from this case survey but, for example, on
4 construction and operations to meet with
5 the licensees and say like, okay, guys,
6 here is how we did it over in Plainville.
7 How can we work with you to move forward to
8 do similar data collection knowing that,
9 you know, we're talking about multi-times
10 larger operation but, you know, we've
11 tested it out. We've done it this way.

12 We may have tweaked the knobs with
13 you a little bit to make it work in the
14 mere context, but we've run through it once
15 now. So it was a -- you know, I don't want
16 to talk it as a dress rehearsal, but there
17 is this way in which, you know, the smaller
18 operation was much easier for us and to
19 kind of get all these things.

20 COMMISSIONER ZUNIGA: Can I make one
21 point that you already talked about but, I
22 think, is really the strongest is what to
23 come. And I remember learning about the
24 casino industry as one, which is not

1 atypical to see a high level of turnover,
2 especially initially when there is
3 excitement and so on and people think, you
4 know, they probably can do midnight shifts
5 or weekends and then realize that, you
6 know, that may not be for them in the long
7 run.

8 The way that you're planning to link
9 to a more operational data, and I do look
10 forward to those steps, and get incites as
11 to what may be preventable or improvable
12 aspect versus what is or should continue to
13 be a natural churn of the industry is
14 something that we very much look forward
15 to. That's really exciting in my book.

16 COMMISSIONER STEBBINS: Yes. I
17 think the continuing on look and connecting
18 the data, the operational data is exciting.
19 You should think about two exciting
20 takeaways from this is one, it's showing
21 that these jobs, as you pointed out
22 already, are accessible to people who have
23 been unemployed potentially for a period of
24 the time or underemployed and don't

1 necessarily require a significant amount of
2 training to move into these careers and
3 moving into these careers for the right
4 reasons, better pay, et cetera.

5 And at the same time, you know, if
6 somebody is currently at a job and they
7 move to one of our licensees, it's creating
8 a bill and potentially that it added shows,
9 you know, the rising tide floats all boats
10 and will benefit the economy as a whole, so
11 great report. Thank you for your time.

12 Any other questions?

13 COMMISSIONER MACDONALD: Thank you.

14 COMMISSIONER STEBBINS: Thanks very
15 much, appreciate it. Next on the agenda is
16 the ombudsman report. We'll start with the
17 Wynn Boston Harbor quarterly report.

18 MR. ZIEMBA: Thank you, Mr. Chairman
19 and Commissioners. On the agenda today, we
20 have two quarterly reports, the Wynn Boston
21 Harbor quarterly report, the Plainridge
22 Park quarterly report and then I have a
23 Community Mitigation Fund request for you.

24 I would also -- I'd love to ask you

1 if we could move around some things in the
2 agenda just briefly. Wynn is also here to
3 present on a diversity recognition program,
4 and what I'm asking is if we could join the
5 Wynn presentation one under Director
6 Griffin and one that is under the ombudsman
7 report so that these fine people don't have
8 to get up and get down.

9 COMMISSIONER STEBBINS: I think that
10 without objection we can do that.

11 MR. ZIEMBA: Thank you very much,
12 Mr. Chairman. You're a wise chairman. So
13 joining us today from the Wynn team we have
14 Bob DeSalvio, President of Wynn Boston
15 Harbor, Jacqui Krum, Senior Vice President
16 and General Counsel and Chris Gordon,
17 President of Wynn Design and Development of
18 Massachusetts and Joe Delaney, Construction
19 Project Oversight manager from the gaming
20 commission is also here. With that, Mr.
21 DeSalvio.

22 MR. DESALVIO: Thank you, John.
23 Good morning, Commissioners.

24 COMMISSIONER STEBBINS: Good

1 morning.

2 COMMISSIONER MACDONALD: Good
3 morning.

4 COMMISSIONER ZUNIGA: Good morning.

5 MR. DESALVIO: I'm very pleased to
6 be here today with Chris and Jacqui to
7 report on an excellent quarter for us and a
8 lot of advancement on the site. Chris is
9 going to take the first part and do the
10 full construction update, and then I'm
11 going to talk a little bit about our
12 diversity program and our community
13 outreach, and then Jacqui is going to do
14 the final piece of the presentation that
15 Jill was very interested in coordinating
16 with us. So with that, I'm going to turn
17 it right over to Chris for the construction
18 update.

19 MR. GORDON: Good morning,
20 Commissioners. Thank you, Bob. We're
21 going to walk through the normal format,
22 and then we're going to dwell a little bit
23 on the construction photographs and sort of
24 explain exactly where we are with the

1 construction when you see it today.

2 The first sheet is on permitting.
3 As you know, we still have a fair amount of
4 permitting going on at the local, state and
5 level. All the big permitting for the
6 parties themselves is done. But in this
7 quarter, we are able to do a couple of key
8 things. One is the notice of project
9 change. As the Commission knows, there was
10 some refinements to the design, including
11 the convention area and some of the hotel
12 counts and other things. That was
13 submitted as a notice of project change to
14 MEPA. That was approved, so we're very
15 happy about that having that completed.

16 Also, the Chapter 91 work on the
17 sediment remediation, we're anticipating
18 filing that but we also did several minor
19 modifications this quarter that involved
20 some of the water, which was also approved
21 during this quarter. So the two things we
22 were hoping to achieve from permitting
23 point of view we did, and now we're ramping
24 up for the next round of filings, which

1 will primarily be about the dredging. Some
2 of that work has already been scheduled for
3 this month for hearings in May, and the
4 Chapter 91 application will be going in as
5 well.

6 Under the -- if you go to the
7 federal and local permits, again, most of
8 these you heard about but just to remind
9 you, there's a couple of rounds of
10 permitting we're working on right now. One
11 is the off-site infrastructure. We have
12 been submitting plans to a number of state
13 agencies, including the DOT, MBTA,
14 Massport. We've also been working with the
15 City of Everett, City of Boston and all of
16 that processes is going along, going along
17 well, because a lot of it we are doing. We
18 also received an early approval from the
19 City of Boston from the Conservation
20 Commission who work in Sullivan Square and
21 on and on. So there is a number of
22 permitting steps for the offset roadway
23 work.

24 And as I mentioned, the dredging is

1 our next big piece of permitting. This is
2 to dredge 7.2 acres of the Mystic River to
3 remove the sediments that are in the
4 harbor. The way that the waterfront work
5 works is that there's only certain months
6 of the year you can dredge because of fish
7 migration, so we can only dredge through
8 roughly October into February. So we are
9 trying to get it approved this summer so we
10 can mobilize and dredge this October.

11 If we don't make that window, we'll
12 do it next year because it doesn't affect
13 the resort, but we'd like to get it out of
14 the way this winter if we can. Those
15 filings are all in order.

16 COMMISSIONER MACDONALD: Excuse me,
17 Chris, what's object of the dredging; is it
18 to create a deeper waterway or is it to
19 remove both?

20 MR. GORDON: Both. We're already
21 approved to do what's called a navigation
22 dredge, and that brings the inlet around
23 our docks down to a deep enough level -- a
24 lot of material was moved into the harbor

1 over many, many years. We've already got
2 approval to take that back out again so
3 that we can have the appropriate depth for
4 the normal size vessels that might come and
5 go from the property.

6 Separately we also, as part of our
7 LSP process, we're trying to remove
8 sediments that are in the water that are
9 historic sediments from the Monsanto
10 operation, and that is to remove
11 contamination. So that will be a partial
12 dredge and cap that whole area. We're
13 going to try to do them together, because
14 the dredging operation is a big, frankly,
15 expensive operation. So we're trying to do
16 those all at once, immobilize once. So if
17 we get through the remedial dredge approval
18 now, we'll do it all at once but it's for
19 both purposes.

20 Moving to some construction photos.
21 If you look at this, about every week we
22 can happily do a photo from a drone, and I
23 just want to start from right to left and
24 explain what you're seeing. If you look to

1 the right, there's a portion of the
2 building that looks like it's mostly out.
3 That's because it is. That's the central
4 utility plant also known as podium north,
5 and that's an area where all of the
6 utilities will be, cogeneration. It's also
7 we have a lot of the back of the house
8 facilities, back employee dining, employee
9 uniforms, employee locker rooms, that sort
10 of stuff.

11 We want to get that done about a
12 year before we open. So it actually works
13 out well, because it's outside the garage
14 excavation. So that steel is all up. The
15 decks in that area all poured. We're in
16 there fireproofing steel as we speak, and
17 then very soon mechanicals will start being
18 installed in that area. And also in about
19 a week, we expect the first portion of the
20 facade to be delivered.

21 It's being manufactured in a factory
22 off-site, and that's going to start to be
23 delivered in about a week, and then we'll
24 start installing a facade around that

1 entire area. So by next summer we'll be
2 using that space, so this is going to be
3 moving in quite quickly.

4 If you go to left of that, you'll
5 see what used to look like a big hole.
6 I've got some photos in a minute. One
7 thing we did this quarter is finish the
8 Mass. excavation work, which was a big
9 effort. We'll show you that in a minute.

10 But now that that hole is complete,
11 we've been able to start at the bottom with
12 concrete decks and move our way up. The
13 bottom level is known as B4. The lowest
14 level garage, then B3, B2, B1. The B4
15 level is completely poured and done. We're
16 now far along in the B3 level, probably
17 three quarters done. We're now probably
18 halfway done with B2 and now we're working
19 on B1, which is the highest level of the
20 garage.

21 And before I left the office, I
22 checked the camera to make sure I was being
23 accurate. Today we're actually pouring the
24 first level of the hotel. So we're now in

1 that corner we're up out of the garage, and
2 we're actually pouring the first level of
3 the hotel, so that's moving along quickly.
4 We've poured about 12 acres of slab so far,
5 and we're about a third of the way done, so
6 concrete moves quite quickly.

7 You'll also see to the left there --
8 there is a closer photo in a minute -- but
9 you can see the elevator core. That's
10 important, because that's the core of the
11 tower that actually gets it rigidity and
12 that goes about a floor above each floor of
13 the hotel with the tower moves in
14 advancement, so that's up. You can see it
15 now. If you drive up Broadway, you can
16 actually all see the hotel elevator floor
17 moving up above the grade level.

18 COMMISSIONER MACDONALD: Chris, do
19 you have a pointer that you can actually
20 point this stuff out?

21 MS. KRUM: It doesn't work on the
22 screen, unfortunately.

23 MR. GORDON: You want me to stand up
24 and show you; is that helpful?

1 COMMISSIONER MACDONALD: Because I'm
2 having a difficult time following you.

3 MR. GORDON: Let me just stand up at
4 that screen and do it real quick, and I
5 apologize for anybody who --

6 MR. DESALVIO: Chris, if you stay,
7 I'll point it out.

8 MR. GORDON: So, Bob, can you circle
9 the cup area?

10 MR. DESALVIO: Yup, I'm good.

11 MR. GORDON: I'll tell you it's a
12 great thing about hiring the operating
13 executive, Bob knows every square inch of
14 the site better than any of us. The cup
15 area to the back, as I mentioned to the
16 right, that's where all the back houses and
17 that's all far along. It's well
18 aboveground. The structure is up and
19 moving quite well. Bob, can you just
20 outline the garage?

21 MR. DESALVIO: Sure. It's right
22 there.

23 MR. GORDON: So that's all the
24 concrete is going in the hole now. Again,

1 we're coming from the bottom up, and then
2 you can see where the elevator core is.
3 Bob, can you see it on the screen? The
4 elevator core is right in that area there.

5 COMMISSIONER ZUNIGA: To the right.

6 MR. DESALVIO: Right here.

7 MR. GORDON: The reason that's
8 symbolic is that's the first thing you see
9 coming out of the ground, so that would
10 travel up to the top of the building as we
11 go along. And then to the left of that is
12 the large convention area. And if you
13 remember, we redesigned the convention
14 space to provide a larger ballroom. All of
15 the piles are done in that area and now we
16 have piles of grade beams, which is
17 terminology to the foundation.

18 So the foundation in that area is
19 already starting, all the piles are done.
20 They are out there pouring the pile caps
21 today, and the steel for that area actually
22 gets delivered in August. So the big, big,
23 big trust is expand the whole convention
24 center are being manufactured. They'll be

1 here in August, and we have to be ahead of
2 those and the foundation is fairly
3 extensive, so we're making sure that gets
4 done.

5 And then all around the waterfront
6 there's a variety of work going on. The
7 bulkheads are going in. The waterfront
8 walkway, the precast right where Bob was a
9 second ago. It actually started working on
10 the living shoreline, which is a little
11 more complicated than you think. It's
12 removing a lot of soil that shouldn't be
13 there, debris, materials, and replacing it
14 with more natural soil, so that's on the
15 way right now.

16 COMMISSIONER ZUNIGA: I'm glad you
17 pointed that out, you know, Bob. I was
18 thinking the elevator core was the
19 rectangle immediately to the right and
20 above.

21 MR. DESALVIO: No, this is --
22 actually, these two those are the ramps.
23 Because as you drive in off Broadway and
24 come around, that's the ramp down and the

1 ramp up that gets you in and out right
2 here, so you're seeing the bottom down
3 there on B3 and 4. And then that's the one
4 coming up from 3 back up to 2.

5 MR. GORDON: You can also see the
6 ark of the hotel now. So if the elevator
7 core is in the middle, you'll see a sheer
8 wall here.

9 MR. DESALVIO: Sheer wall here,
10 sheer wall here and the tower wraps that
11 way with the elevator core right where my
12 finger is.

13 MR. GORDON: If you're out there
14 today, you'll see the first floor of the
15 tower on the north -- excuse me, on the
16 west of that elevator core is being poured
17 as we speak. So after we -- up to about
18 four or five, the slab goes -- it has a lot
19 of penetrations because of the spa and the
20 restaurants. Once we get above 4 or 5, the
21 hotel goes up about a floor a week, so
22 you'll start to see a floor every week will
23 appear on the horizon, which will make that
24 go up quickly.

1 COMMISSIONER MACDONALD: Is the
2 parking facility, does it extend over the
3 entirety of the --

4 MR. GORDON: It's not under the cup,
5 but it is under the convention area. The
6 first floor slab we pour is actually a
7 valet level. And then we build a floor
8 above that, and then we bring the
9 landscaping up to match that. So the first
10 floor, the B1 level, which we're working on
11 now, it looks like it's done. That's
12 actually a garage level. It goes all the
13 way out to the convention level.

14 MR. DESALVIO: And, Chris, parking
15 will go all the way out underneath the
16 convention space.

17 MR. GORDON: Correct.

18 MR. DESALVIO: So it will go
19 virtually right out to about here.

20 MR. GORDON: Right, exactly. So
21 you'll see in a minute I'll show you a
22 slide of the walls we're pouring. We're
23 pouring walls about 10 feet above grade.
24 That's because the landscaping comes up

1 with it. Just to go through a few more of
2 these. This is the photograph looking
3 across where the hotel is going to be. You
4 can see the sheer wall of the foreground.
5 It's just an example of the amount of
6 formwork that's going in, and we have an
7 extensive concrete crew that is out there
8 everyday. We try to do 500 to 600 trucks a
9 day of concrete.

10 COMMISSIONER STEBBINS: How much?

11 MR. GORDON: Five to 600 trucks a
12 day. That's a lot of concrete. If you go
13 to the next shot, we call this the wedding
14 cake because if you look at the bottom,
15 that's the B4 level. Then you see B3, B2,
16 B1. The elevator core is on the left and
17 you can see it has a pump built into it, so
18 that gets jacked up every couple of weeks.
19 That moves up to another floor, and that
20 will be the elevator core coming out of the
21 ground. You can start to see below there's
22 actually you get a sense it's going to be a
23 garage.

24 The next is this is the wall. As I

1 mentioned, this is by the SW Steakhouse.
2 You can see it curves a little later on in
3 the photograph. This is actually building
4 up to the first level of the resort. So
5 below this will be landscaped and graded
6 down to the site, but the first level is
7 actually up at about elevation 25.

8 Important for lotteries is, one is
9 it gives the view of the river is
10 spectacular. We're way above the 500 year
11 flood. It allows for the garage to be a
12 little shallower so there's less
13 excavation, so it's worked out extremely
14 well. So these walls are all being poured
15 around the garage as we speak.

16 Next one is a little bit dark, but
17 this is the waterfront work. A lot of
18 removal of materials, piles going in,
19 precast members being assembled, so this is
20 moving along at a good speed. This summer
21 they'll make a lot of progress on this with
22 the good weather. So we expect to be off
23 the waterfront hopefully by the fall.

24 This is sort of a funny one but this

1 is Natalie Brown, our project manager for
2 all the site work. This is the last scoop
3 of dirt coming out of a hole and the
4 reason -- this means nothing to anybody but
5 us, but the dirt was such a challenge that
6 it's just nice to see the last dirt leave
7 the site.

8 We moved about 630,000 tons of dirt
9 out of the hole. That's about 4,800
10 railcars, and it's about 6,600 trucks. So
11 between the two, we were over 11,000
12 vehicles left the site with dirt. And
13 except for the utilities, it's done and
14 gone, so we're very happy to get that out
15 of our way.

16 MR. DESALVIO: You can see how happy
17 Natalie is.

18 MR. GORDON: The next one I won't
19 read all of these, but these are some
20 examples of where we are. We mentioned 100
21 percent of the tie-backs are done. 100
22 percent of the cap beams are done. Mass
23 excavation is done. The drilling and
24 grouting is more than half done. This is

1 actually drilling it down into the ground.

2 Believe it or not, the garage has
3 been so big that we had to tie it down to
4 the bedrock before we put the building on
5 top of it, so we put in about 1,600
6 tie-downs to hold that down. This says 52
7 percent at the end of quarter. We're
8 actually well past that now, so that work
9 is winding down. Waterfront continues and
10 on and on. So there is a lot of foundation
11 work is done, and the good news is to be
12 out of the ground makes this a lot easier.

13 Safety, we want to spend a few
14 minutes on safety. Everybody wants to
15 have, you know, strong safety. We have
16 taken a very aggressive approach to safety
17 for all the right reasons. With this many
18 workers and this kind of a site and all
19 these issues going on, we just don't want
20 to take any chances.

21 So last week was National Safety
22 week as you may or may not know, so we took
23 that opportunity to do some special events.
24 This wasn't just cheerleading. This was

1 actually trying to remind everybody over
2 and over and over again about safety. We
3 had a barbecue lunch where we gave out, you
4 know, reminder T-shirts and promotional
5 stuff. We had to stand down twice but we
6 stopped the entire project, brought people
7 together and talked to them about safety.

8 Suffolk did all of this. We were
9 there, but they were the lead on this
10 because as their responsibility. We did
11 reminders. We did mini-toolbox lectures.
12 We did a number of things, and it was
13 appreciated. I mean, the workers and the
14 unions have all said, you know, this is
15 unusual. We don't get this very often.
16 They said over and over again it's the
17 safest site. So we do not want to get
18 complacent or comfortable, but right now
19 the numbers are good.

20 We have detailed safety metrics we
21 track. We track every injury. We track
22 where it happened, you know, what part of
23 the body, what the injury was, what time of
24 day, what company, how it was treated. And

1 the reason is we're trying to look through
2 that data and see for any trends.

3 The best example so far was we
4 noticed about a month ago that many of the
5 minor injuries were hands, cuts and bruises
6 which is no big deal. They go to the
7 paramedic, and they get a Band-Aid. But it
8 was a lot of injuries.

9 So to state the obvious, we looked
10 at what they were doing and the gloves they
11 were wearing were very thin, fabric gloves
12 and they were moving all the rebar around.
13 We went with a heavier glove, and so far
14 we've seen those numbers go down. So it's
15 a simple, tiny example. But it shows if
16 you look at the data before over long
17 enough, eventually you might see a trend.

18 We've also seen a couple of
19 companies that have higher injuries than
20 others, so they have been strongly told
21 what to do. So we're trying to make sure
22 that they get with the program, so safety
23 has been a big issue. Right now, you know,
24 without risking any bad will, the numbers

1 are very good.

2 COMMISSIONER MACDONALD: Chris, any
3 serious injuries so far?

4 MR. GORDON: Well, I don't want to
5 say they're not serious, but we've had
6 three reportable injuries that are being
7 tracked, and they're serious to the people
8 involved. But they weren't -- on a scale
9 of injuries, they weren't that serious.

10 We had a serious hand laceration. A
11 guy dropped a pipe, and he almost lost his
12 fingers and cut all the way through his
13 fingers. We had a gentleman who ripped
14 both of his biceps when he was lifting some
15 forms and both his bicep muscles ripped
16 off. And we had a third one, I believe, is
17 a knee injury that fell down through some
18 formwork.

19 So, again, very serious to the
20 individuals but on a national safety scale,
21 they were well within the norm. All three
22 are going through the proper treatment. We
23 have it all insured. But beyond that,
24 we've had the usual lumps, bumps and

1 bruises. We also have an on-site
2 paramedic, which we strongly believe in,
3 but it sometimes makes the numbers a little
4 higher because we tell them even if you
5 need a Band-Aid, go to the paramedic. So
6 the paramedic reports everything, writes it
7 down. So you might see in a good month,
8 you might see 30 trips to the paramedic,
9 which sounds like a lot and then you read
10 them and it's literally a Band-Aid or
11 cleaned out his eye. So to answer your
12 question, no, we've not had anything major.

13 On the schedule piece, too, let me
14 go through the rest of these. On the
15 project schedule, I'm not going to go
16 through the bar chart in detail but I want
17 to show you some summary --

18 COMMISSIONER STEBBINS: Hold on a
19 second. Steve, can you mute your phone?

20 CHAIRMAN CROSBY: Sorry, did you say
21 me?

22 COMMISSIONER STEBBINS: Can you mute
23 your phone? We're hearing the ringing in
24 the background.

1 CHAIRMAN CROSBY: Yes.

2 MR. GORDON: On the schedule again,
3 I won't go through this in detail, but one
4 thing we did do in April is we signed the
5 guaranteed maximum price with Suffolk
6 Construction. That's important for
7 lottery. First of all, it's locked on to
8 the hard cost of the project. That was a
9 little under \$1.4 billion hard cost. We're
10 very happy about that lockdown. It also
11 locked down to the schedule.

12 So they've agreed to a schedule,
13 which is a completion date of June 24,
14 2019. And as of today, they are on that
15 schedule. Matter of fact, in some areas
16 they are a little ahead of schedule. They
17 don't like to admit that, but they are
18 actually ahead of that in a few places.
19 They're trying to build up a little flow as
20 they get to the end of the job, which is
21 smart on their part.

22 We have a long way to go, so I don't
23 want to be overconfident. But right now
24 they're doing a very good job, and they are

1 on or ahead of the schedule in all areas
2 and we track it everyday, so we'll keep
3 pushing. But we do have an agreement with
4 them to complete in June of 2019.

5 As far as big events coming up, we
6 mentioned the facade rise in a couple of
7 weeks. The other thing which is important
8 is the steel for the podium, which is where
9 the casino is. That starts arriving in the
10 next week as well. So in the same sort of
11 southwest corner where we started the
12 concrete, we're now going to start at that
13 same point with steel and we'll start
14 chasing it all the way across the podium.

15 So in the next couple of months,
16 you'll see the podium steel flying along.
17 It will go up very quickly to cover the
18 podium. And then in August, you will start
19 to see the trucks arrive to the convention
20 center. So June, July, August, September
21 you're going to see a tremendous amount of
22 steel. We'll probably have 4 or 500
23 ironworkers on site doing that work, and
24 that's going to make the site appear

1 dramatically different than it does today.

2 COMMISSIONER STEBBINS: We had the
3 benefit of having a representative from the
4 ironworkers at our AOC meeting yesterday
5 and he said, "Let me put these two projects
6 in context." Obviously with Springfield
7 there was a lot of existing facilities.
8 But he said, "In Springfield we did about
9 58,000 hours of work." He said, "On Wynn
10 we've done already 57,000 hours of work
11 because, you now, barely aboveground." So
12 I couldn't quite remove the smile from his
13 face, because he was excited about that
14 report.

15 MS. KRUM: We saw a whole bunch
16 yesterday.

17 MR. GORDON: You will see in a
18 minute in -- if you were there today, you
19 find about 550 workers and you add to it 4,
20 500 ironworkers in the next couple of
21 months because your building goes quickly.
22 So this summer we wouldn't be surprised if
23 we peaked over 1,000, and then next summer
24 we'll peak over 2,000, so the site

1 logistics are fascinating. But it's moving
2 a long very, very well.

3 We do a lot of deliveries at night,
4 so a lot of the steel comes in at night, a
5 lot of the form, everything comes in at
6 night and then during the day they go
7 crazy. So right now we're primarily one
8 shift. We're seeing a little bit more work
9 on the second shift.

10 For example, the steel erectors have
11 asked to work second shift because they
12 want to be out of everybody's way. They
13 are moving big members overhead, and that
14 sort of stuff. So a lot of the heavy steel
15 will be moved and erected at night, which
16 is fine with us. And then third shift they
17 will be cleaning and organizing, so that
18 will all start happening soon.

19 COMMISSIONER ZUNIGA: Chris, on that
20 note, are you still taking advantage of the
21 access to rail to procure some of the
22 steel?

23 MR. GORDON: No, we removed the
24 rail. We used it for soil, and we looked

1 at it extensively for other materials. We
2 looked at moving steel, moving Sheetrock
3 and everything. And it didn't make sense,
4 because the loading and unloading and
5 double handling and all the other access
6 plus we needed the room. So the rail
7 hasn't been completely removed, but the
8 southern portion of it has been removed.
9 It could easily be put back in, but right
10 now we don't see the need to use it.

11 And the reality is the heavy
12 trucking, believe it or not, is over. I
13 mean, the soil was by far the heaviest
14 truck. Even with the steel and all the
15 finishes, you know, it won't stack up with
16 the amount of trucks we had for the trucks.
17 We're happy to say we had no issues that
18 we're aware of with the truck.

19 So that sort of got us, I think,
20 over the hump of some of the communities
21 that we're including Everett who's nervous.
22 I mean, Everett has been wonderful but they
23 always say construction traffic is
24 horrible. That piece is over. The next

1 wave of issues will be when we start
2 ripping up the roads for repairs. So we'll
3 have less truck traffic for the casino, but
4 we'll have more interruptions to that, so
5 we're working closely on that.

6 Again, I won't go through the bar
7 chart in detail. I'm happy to if you want
8 to, but there's a lot of detail you can go
9 over. I think Jacqui is going to take it
10 from there. But, again, to close we don't
11 want to be overconfident, but right now
12 we're satisfied with where we are on the
13 schedule.

14 COMMISSIONER STEBBINS: Thanks,
15 Chris.

16 MR. DESALVIO: Thanks, Chris. I
17 wanted to talk for a few minutes about
18 really good news on the diversity front for
19 the project. I'll spend a minute just
20 going about the design portion, which we're
21 almost done with. Almost the final numbers
22 on this our goal for the MBEs was 7.9, and
23 it looks like we came in at 8.7. As
24 mentioned at previous meetings, we were

1 under on the women business enterprise. We
2 had a goal of 10 percent and came in with
3 5.3. And on the Veterans, we crushed that
4 goal. We had a goal of 1 percent, and we
5 came in at 6.8. So overall we did have a
6 goal of 18.9 on the design front and came
7 in exceeding that goal at 20.9, and we're
8 just about done. There's just a few small
9 pieces left on the design front.

10 As far as the construction
11 contracts, some really good news here. So
12 far on the MBE goal we had 5 percent, and
13 we're currently running at 5.7 percent.
14 And that's a total of about \$46 million
15 worth of work. On the WBE front, we had a
16 goal of 5.4 percent, and we're currently
17 running at 7.1 for another \$58 million
18 worth of work. And on the Veteran goal, we
19 had a goal of 1 percent and we're currently
20 hovering at 5.1 and another \$41 million
21 worth of work. So in summary, we're just
22 about 100 million-dollars worth of work.
23 Our goal is 11.4, and we are currently at
24 12.1 percent.

1 And then really good news on the
2 construction workforce. In this particular
3 case, on the minority goal, we had a goal
4 of 15.3 and we're currently running
5 25.3 percent of the hours worked. And for
6 the first time I'm able to report that we
7 have met the female goal on the job site
8 thanks to a lot of help from Jenny Peterson
9 at the office, Suffolk Construction, Chris
10 and Peter and the gang on site. They've
11 all worked very hard on this up to and
12 including John Fish getting involved
13 himself, and so now we're at a goal of 6.9,
14 and we're currently at that goal of 6.9.
15 And we'll try to make sure that we watch
16 that over the course of the rest of the
17 job.

18 And on the Veteran front, we had a
19 goal of 3 percent of the hours and we're
20 currently at 6.2 percent, so well-exceeding
21 that goal. So this is really great news
22 kind of all the way through this process,
23 and we're happy to report that these
24 efforts are being paid off.

1 I wanted to talk for a few minutes
2 about our community outreach. We have
3 literally three pages of different events.
4 I will not take you through all of them.
5 I'll leave you to read them. A couple of
6 them that I wanted to highlight.

7 We had a wonderful event in January
8 for our Furniture, Fixtures & Equipment
9 procurement. We brought some folks in from
10 Vegas. They met with a lot of local firms
11 that were trying to do business with us. I
12 think it was very, very well-received. We
13 have been actively involved with Scholar
14 Athletes who looks like they are going to
15 be doing some work with Everett on their
16 very successful program. Another Girls in
17 Trades Alumni event in February. We met
18 with the Charlestown community. I think, I
19 reported on that at the last meeting, and
20 we will be planning another one of those
21 meetings shortly. Boston Harbor Now.
22 Let's see.

23 We have our quarterly breakfast with
24 the Hispanic American Institute. Those

1 have been very successful. Some of the
2 Chambers of Commerce, and those have been
3 very good outreach meetings for us. And on
4 that last page, we have the Mass. Mayors
5 Site Tour that was hosted by Mayor DeMaria
6 and had some mayors from all over the
7 Commonwealth that came to join us. So,
8 again, very, very active quarter in terms
9 of outreach.

10 We have some photos that we've got
11 of some of the various events. You know,
12 both the supplier event, some girls in
13 trades events. And, again, very, very
14 active outreach from the entire team. So I
15 have been getting great cooperation from
16 our folks in Vegas as well as the local
17 team here.

18 So with that, I am going to then
19 open this up for questions.

20 COMMISSIONER STEBBINS: Mr.
21 Chairman, do you have any questions? I'll
22 start with you.

23 CHAIRMAN CROSBY: Yes, I have a
24 couple. Bob, I think you mentioned this a

1 little bit earlier but I forget whether you
2 reported on the details. I know you had a
3 meeting or an opportunity for former
4 employees of Suffolk Downs to apply or to
5 learn about opportunities. How did that go
6 and how many came, and do you have any idea
7 how many might be involved for jobs?

8 MR. DESALVIO: Sure. Great
9 question, Chairman, thank you. We had the
10 event on Saturday, April 29th, and we held
11 it at the Hilton Garden Inn over in east
12 Boston from nine a.m. to eleven a.m. in the
13 morning. I don't know the exact number.
14 But if I could guess, about 60 or 70 people
15 came, which I thought was a great turnout.

16 It was some of the people that we
17 had -- if you recall, we had a process
18 whereby the Gaming Commission did a letter
19 for us and mailed it out so we could gauge
20 some interest because we didn't have the
21 database. So it was a good number of folks
22 that were on that list, plus there were
23 some friends and family that those folks
24 brought along as well. So we added the new

1 names to our database, and now we have that
2 centralized.

3 I thought it was an excellent
4 meeting. We had some really good people
5 came. I would say the two biggest
6 categories of potential employees were in
7 the cashiering or money handling area and
8 the food and beverage area as well as some
9 maintenance and some grounds folks. All
10 very engaged.

11 You know, obviously there's going to
12 be some gap between when we need them and
13 what they are doing now. Many of them are
14 still working over at Suffolk Downs, and
15 they are working as part of the
16 simulcasting process, and of course we'll
17 be there on the days when they have live
18 racing.

19 But I found the audience engaging.
20 They asked some really good questions, and
21 I hope we do wind up hiring a number of
22 them. But it was a solid almost two hour
23 event and so very well-received, Chairman.
24 Thanks for asking that.

1 CHAIRMAN CROSBY: Yes, great,
2 thanks. The other question, Bob, is, if I
3 remember correctly, you guys are building
4 specialized water shuttles that will be
5 able to bring the folks under the bridges.
6 And then I heard some discussion from maybe
7 it was from Jacqui at the Sullivan Square
8 task force meeting that sounded like there
9 was some other discussions or negotiations
10 going on with some of the Boston Harbor
11 crew people or something. So can you give
12 me a status report on the water shuttle
13 project?

14 MR. DESALVIO: Sure. I met with a
15 potential boat builder on Monday of this
16 week, and we are very close to putting
17 together a final deal with them. I'm not
18 going to announce the name today, because
19 they are just going through the vetting
20 process. You know, first step, Wynn
21 background; second step, we're going to be
22 sending you folks a letter and they are
23 going to have to apply as a non-gaming
24 vender, so we have to go through all the

1 contractural arrangements.

2 But I will tell you that we're
3 fairly close on nailing down the potential
4 building of the water shuttles. I think
5 you will be very excited when we can talk
6 about it publically and we'll be able to,
7 you know, show you a little bit more about
8 the vessels and what we're planning on. So
9 on that front, it's moving along very well.

10 And the second part of your question
11 involves the operations of the vessels, and
12 I have a meeting next Monday in regards to
13 a potential operator and see if we can work
14 on getting a framework of a deal together.

15 So it's all pressing very well. The
16 idea is that we wanted to get a jump on it
17 this year so that we get in the queue for
18 the building of the vessel, so they will be
19 delivered in April of 2019 and undergo sea
20 trials, testing and we can get all this
21 organized so that when we open in June, the
22 shuttles will be ready for the public.

23 CHAIRMAN CROSBY: Wow, that's great.
24 Glad to hear. Thank you. That's it for

1 me.

2 COMMISSIONER STEBBINS: Commissioner
3 Zuniga, Commissioner Macdonald?

4 COMMISSIONER ZUNIGA: Well, only to
5 comment that it's remarkable the amount of
6 concrete workers, logistics, progress and
7 diversity that you do and you continue to
8 do, so thank you for the update. Really
9 impressive as always.

10 MR. DESALVIO: Thanks, Commissioner.

11 COMMISSIONER STEBBINS: Commissioner
12 Macdonald?

13 COMMISSIONER MACDONALD: No, other
14 than to congratulate you on the minority,
15 women, Veteran workforce milestones, very,
16 very impressive.

17 MR. DESALVIO: Thank you. A lot of
18 hard work on behalf of the team up there,
19 and Suffolk has been a great partner in
20 this. They take this very seriously.

21 COMMISSIONER STEBBINS: I would just
22 echo the comments on the diversity numbers.
23 Yesterday we had our AOC quarterly update,
24 and we always thank Jenny Peterson from

1 your team and Shelly Webster from Suffolk
2 for their participation. And for those of
3 you who haven't been to one of our AOC
4 meetings, it's a team effort to go
5 literally through every contractor,
6 subcontractor. Every union looked at the
7 diversity numbers as they're filling out
8 for the previous month.

9 A couple of issues kind of raised
10 yesterday or at least we talked about
11 making sure is, you know, the required
12 trades begin to shift depending on, you
13 know, the type of work being done that, you
14 know, the message, and I think both you and
15 MGM have been great about this, is
16 reinforced with new subs coming on the site
17 of the diversity targets, and we asked that
18 of -- you know, both MGM and Wynn had that
19 conversation.

20 Also, kind of reinforcing the
21 message of don't get behind in your
22 diversity because it's quicker -- you know,
23 it's harder for a subcontractor to kind of
24 make that up as they go along. And, also,

1 the point was raised about hiring women on
2 the construction site. Some previous, I
3 guess, industry experience shows that
4 sometimes the first one on the job but
5 sometimes the first to leave the job, so
6 they are aware of that issue as well. But
7 excited with the progress and, again, I'm a
8 big fan of the ironworkers and the number
9 of hours still ahead of them, so that's
10 great news.

11 MR. DESALVIO: Thanks, Commissioner.

12 COMMISSIONER MACDONALD: Can I just
13 ask a question? Someone likely I love the
14 graphic of the Massachusetts Girls and
15 Trades. Who is responsible for that?

16 MR. DESALVIO: That was a
17 collaboration between Wynn Boston Harbor
18 and Minuteman Vocational School out in
19 Lexington. So we are the cofounders of
20 that organization, and they came up with
21 their logo and but now add a number of
22 events, and including a very successful
23 event out in wester Mass. So it looks like
24 this thing is getting some legs across the

1 whole Commonwealth. It's a big deal, and
2 we're getting a great response.

3 COMMISSIONER MACDONALD: My comment
4 was very serious. I think it's a wonderful
5 graphic.

6 MR. DESALVIO: Thank you.

7 COMMISSIONER STEBBINS: We are, as
8 we talked about, we're going to take Item
9 6A out of order and bring up Director
10 Griffin and talk about Wynn's diversity
11 recognition program. Director Griffin.

12 MS. GRIFFIN: Good morning,
13 Mr. Chairman, Commissioners. First of all,
14 congratulations on the diversity members
15 and all your hard work. It's great to see
16 and the recent progress make all your
17 numbers look great.

18 So we all know the purpose of
19 diversity programs has been to cure past
20 discrimination and eliminate barriers for
21 economic opportunity, typically for
22 minority in women, by providing a business
23 community and workforce that is
24 representative of a community where the

1 work is performed. And as you well know,
2 all of our licensees are required to set
3 construction diversity goals.

4 Wynn Boston Harbor, as you can see
5 by the results that they reported today,
6 has created, staffed, funded a robust and
7 active compliance system with clear
8 workforce goals, monitoring, expected
9 outcomes and strategies such as corrective
10 action meetings when subcontractors should
11 fall short of their workforce diversity
12 goals.

13 But recently the folks at Wynn
14 Boston Harbor with their contractor,
15 Suffolk Construction, have introduced a
16 diversity incentive program that we are
17 already hearing being described as cutting
18 edge, innovative and a best practice in the
19 industry, and that was just yesterday at
20 our AOC meeting.

21 So you heard earlier about Suffolk
22 and Wynn's work regarding safety, and
23 results in diversity can be directly
24 analogist results and safety. OSHA

1 provides tremendous incentive to make
2 safety a priority. And years ago people --
3 some people said accidents would happen.
4 And now we celebrate, you know, the
5 reduction of reportable accidents for craft
6 workers in the construction industry.

7 Wynn is doing the same thing for a
8 diversity or something similar. We hear
9 anecdotally that this early program is
10 encouraging additional attention and
11 commitment from the top and throughout the
12 organizations of subcontractors and
13 contractors on site.

14 So I was excited when I heard about
15 this program, and I've asked Bob and Jacqui
16 to provide you with the details of this
17 program, so we will turn it over to Jacqui
18 Krum.

19 MS. KRUM: Thanks, Jill. So as we
20 all have been talking about, this is a
21 collaborative effort that we have been
22 engaged in with Suffolk, and our diversity
23 incentive program we have two goals. One
24 is the amount of subcontracts that are

1 awarded to minority, women and
2 Veteran-owned business and the second goal
3 is just workforce -- workforce numbers.

4 So moving into this program, the
5 program objective was focused solely on the
6 workforce goals. So it's to recognize and
7 reward outstanding subcontractor
8 achievements in meeting and exceeding
9 workforce diversity goals and local hiring
10 preferences established for the Wynn Boston
11 Harbor project.

12 And the reason that we focused on
13 workforce and not the amount of the
14 subcontractor awards is some trades don't
15 have any of these subcontractors available.
16 So we wanted to make this a level playing
17 field for all of our subcontractors to
18 participate in.

19 The selection criteria for the
20 program, there were five main items. First
21 was simply just numbers, pure numbers. Did
22 they meet or exceed their goals for
23 minority, female, Veteran and workforce
24 participation? The second we looked at is

1 sort of an overlay was of these people,
2 where do they come from? Do they come from
3 the local community? Do they come from
4 other communities, our surrounding
5 communities, our neighboring communities?
6 And, third, we looked at the workforce
7 hours. So, you know, some subcontractors
8 are only on there for, let's say, for 1,000
9 hours. Others are on there for 50,000
10 hours, so we wanted to balance that out.

11 We also looked at the cover
12 operation that they had with both us and
13 Suffolk compliance team. And, finally, how
14 much they helped in terms of the events
15 that we had. As Bob talked about earlier,
16 we had, you know, three pages worth of
17 events over the first quarter. And we rely
18 on our subcontractors to help us to
19 participate in these events, and so that
20 was weighed in as one of the factors.

21 So, what they received was, one, a
22 certificate of achievement signed by our
23 president, Bob DeSalvio and by the
24 president of Suffolk Construction, John

1 Fish. A formal letter of recognition
2 signed by Bob DeSalvio, John Fish, Chris
3 Gordon and Shelly Webster. And they are
4 also given recognition in the Suffolk
5 project wide communications. So an e-mail
6 goes out to everyone on site and lets them
7 know who won and who were the other people
8 who did -- the other companies that did
9 very well.

10 They were given a \$200 dining gift
11 card for up to four individuals. This was
12 typically the project managers and the
13 compliance officer and an on-site team
14 lunch and then Wynn dice, because everyone
15 wants the Wynn dice, for the entire work
16 crew. And, finally, and what should be we
17 will say the winner and each of the others
18 who are recognized as part of this, they
19 all get entered into a drawing for an all
20 expenses paid weekend stay at the Wynn Las
21 Vegas, including airfare, meals, hotel and
22 a show.

23 So we're pleased to announce that
24 our first diversity recognition award went

1 to J. Derenzo. They have been an
2 outstanding example of what needs to happen
3 on our site everyday to achieve our goals.
4 I also want to recognize the other
5 participants who received best effort
6 awards, and these were Bob Steel, Edward G.
7 Sawyer, Liberty Construction, Lund Rebar
8 Services, and TREVIICOS. So this is just
9 an example of one of the letters or the
10 letter that was sent to the president of J.
11 Derenzo signed by Bob, Chris, John Fish and
12 Shelly Webster. And here's a photo of the
13 winners.

14 COMMISSIONER ZUNIGA: Derenzo does
15 site work and concrete?

16 MR. GORDON: No, they do site work,
17 no concrete. So they build the service
18 road, do the Mass. excavation and do all
19 the utilities.

20 MS. KRUM: They have been on site
21 for a very long time, and they've worked a
22 lot of workforce hours and so, I think,
23 it's particularly -- it's wonderful that
24 they haven't been on site for so long

1 working all these hours and achieved the
2 highest goals.

3 COMMISSIONER ZUNIGA: And I'm sure
4 everybody is excited about the prospect of
5 that weekend in Wynn Las Vegas.

6 MR. GORDON: We agreed to chaperone.

7 COMMISSIONER MACDONALD: This may be
8 unfair to Derenzo, but it's just a question
9 that somewhere in the back of my mind that
10 somewhere earlier in the process that I
11 read something that Derenzo, the
12 organization, actually had been criticized
13 for a mediocre performance in the past on
14 the minority, women and Veteran front. Is
15 there any substance to that? Because that
16 makes this that much more impressive,
17 because it would reflect a turnaround.

18 MR. GORDON: I would characterize it
19 this way. They got off to a slow start.
20 Because some of the early trades it was
21 mainly machine operators. They were trying
22 to get more and more females. It was
23 primarily number of female numbers that
24 weren't where they wanted to be. And

1 that's when -- when Bob said that Suffolk
2 and Wynn, everybody really, really focused
3 on it, it was really Derenzo working to get
4 the numbers up. But I don't think they
5 started off bad, but it was a bit of a slow
6 start. They weren't where they wanted to
7 be, so you're right. They jumped from
8 maybe lower than they should have been to
9 exceeding the numbers.

10 COMMISSIONER MACDONALD: That's
11 great.

12 MS. KRUM: And, frankly, it's people
13 like Jenny Peterson and Shelly Webster who
14 are tracking this on a day-to-day basis and
15 running around the office saying, "We need
16 to get more women on the job now." And
17 that's how the goals are achieved.

18 COMMISSIONER STEBBINS: Mr. Chairman,
19 did you have any comments?

20 CHAIRMAN CROSBY: Nope, I'm all set.
21 Thank you. It's great. I heard about this
22 program before. I think it's really
23 terrific and innovative and I'm pleased.

24 COMMISSIONER STEBBINS: And I would

1 echo that and just say we've got positive
2 feedback when I was discussing it yesterday
3 at the AOC meeting. Thank you very much.

4 COMMISSIONER ZUNIGA: Just one more
5 question. How often do you anticipate in
6 reporting this information?

7 MR. DESALVIO: Quarterly.

8 MR. GORDON: You have to remember we
9 talked about percentages, but right now
10 it's the percentage of the 200 workers.
11 When it's a percentage of a few thousand
12 workers, it really starts to move.

13 COMMISSIONER ZUNIGA: Great program.

14 COMMISSIONER STEBBINS: Anything
15 else? Great, thank you very much.

16 MR. DESALVIO: Thanks,
17 Commissioners.

18 COMMISSIONER STEBBINS: We'll bring
19 up the team from PPC for their quarterly
20 report, and we're back to our ombudsman.

21 MR. ZIEMBA: Thank you,
22 Mr. Chairman. As part of the Plainridge
23 Park team, we have Lance George, General
24 Manager, Ruben Warren, Chief Financial

1 Officer, Michele Collins, Vice President of
2 Marketing and we're also joined here with
3 any questions for Lisa McKenney, Compliance
4 Manager. And with that, I'll turn to
5 Lance.

6 MR. GEORGE: Good morning,
7 Commissioners.

8 COMMISSIONER MACDONALD: Good
9 morning.

10 COMMISSIONER ZUNIGA: Good morning.

11 MR. GEORGE: We'll get started here.
12 Just a very brief comments, and then I'll
13 turn it over to Ruben and Michele. Q1,
14 always an interesting time to operate in
15 New England and you can certainly see that
16 in our numbers. Inevitably, the weather
17 influences the outcome, sometimes
18 positively, sometimes negatively. You can
19 see that in the operating performance down
20 slightly in January and February and then
21 up dramatically in March where the property
22 was about 14.1 in net slot gaming revenue,
23 a revenue of over \$365, so a tremendous
24 month for the property and for optimism as

1 we look forward.

2 Ruben and Michele will touch on some
3 additional detail. But with that, I will
4 jump right in to where we typically start
5 and that is employment. Currently were
6 sitting at or were 474 as of March 31st.
7 That number is largely stable. I believe
8 it's down slightly from previous update of
9 490. That has more to do with open rents
10 and filling positions.

11 If we were fully staffed -- our
12 numbers are about 500 to be fully staffed,
13 so that has been pretty stable. Full time
14 and part time mix remains largely stable as
15 well as 66/34. I believe last time it may
16 have been 65/35, so these seem to be pretty
17 solid numbers for us as we move forward.

18 Additional detail on employment.
19 Diversity continues to be a great story for
20 us. We had a goal of 10 percent. That
21 number has grown, and it continues to grow
22 right now. We're sitting at 22 percent, so
23 great results for the property. Veterans
24 at three, some additional detail on

1 Massachusetts based residents and 68 and
2 male/female split about 51/49. Again, a
3 lot consistency in these numbers.

4 I'll turn it over to Ruben for
5 additional detail on Q1, financial
6 performance.

7 MR. WARREN: Good morning.

8 COMMISSIONER STEBBINS: Good
9 morning.

10 COMMISSIONER MACDONALD: Good
11 morning.

12 COMMISSIONER ZUNIGA: Good morning.

13 MR. WARREN: For the first quarter
14 2017 --

15 MR. SANGALANG: Microphone, please.

16 MR. WARREN: \$38,000,000 for the
17 first quarter 2017, in taxes \$18.8 million.
18 To put it in comparison, 2017 versus 2016,
19 we're down about a half of a percent for
20 over year over year. We had one less last
21 year. We had double the snow events in
22 2017 versus 2016. And, of course, we all
23 know the Patriots are 5-miles down the
24 road. They had a great year and playing on

1 Saturday and Sunday affected business as
2 well, so I think we are happy with where we
3 came in in the first quarter.

4 Next slide, spend by state. We
5 spent \$1.4 million in the first quarter of
6 2017. The question we made on this slide
7 is businesses that have corporate
8 headquarters outside of the state. We've
9 added those into the mix. With that,
10 historically we were about five and a half
11 percent lower in state spend versus what we
12 reported, so we hover around 74, 75
13 percent. The first quarter came in at
14 74 percent.

15 Next slide, local spend. Our local
16 spend, \$72,000. Foxborough benefited from
17 us pulling those businesses back into the
18 state that sit in the state that have
19 corporate headquarters outside. They
20 normally were about maybe 1 percent. They
21 are going to about 17 percent going forward
22 with total spent.

23 Diversity, we are hitting overall
24 goal with diversity. We came in at 25

1 percent for the first quarter '17. In
2 comparison, we are at 29 percent for the
3 fourth quarter. That 4 percent is
4 basically due to the LED lighting project
5 that we had in that fourth quarter. The
6 minority-owned business, it fell below the
7 mark for this month. We have worked to
8 bring awareness to our program and to
9 procure, you know, those vendors. We have
10 two vendors that showed up in the end of
11 the first quarter that will show up for the
12 full second quart, so we will see that
13 number improve.

14 On our diversity spend by segment,
15 we spent about \$355,000 total, women-owned
16 business coming in at number one with 21
17 vendors and \$219,000 minority-owned and
18 Veteran-owned or both five vendors,
19 minority-owned will be at seven vendors for
20 the second quarter. We're working
21 diligently to, of course, meet that goal
22 consistently.

23 COMMISSIONER ZUNIGA: Back to the
24 local. Can you just give me a sense of

1 what kind of services that you are
2 procuring locally? In general. You don't
3 need to --

4 MR. WARREN: So elevator repairs and
5 maintenance, landscaping, printing, those
6 work together. On to lottery. Lottery
7 continues to impress at the property.
8 Again, last report shows that we are not
9 hurting the industry. We are actually
10 helping. The number continues to hover
11 about 750,000 for the last three or four
12 quarters. It's up 4.6 percent over the
13 first quarter of 2016.

14 Compliance, for the first quarter,
15 we had about 26,000 patrons that we checked
16 IDs for. 537 were either turned away
17 because not having the right IDs or they
18 were minors or they were underage. So
19 that's about two percent that we turn away
20 from the turnstiles and 21 percent are
21 minors and underage of that 537.

22 So with that being said, 21 percent
23 is a significant number of what we turn
24 away. And, I think, our security guards

1 and security staff and the property in
2 general, we understand the importance of
3 doing a diligent job and happy to report no
4 findings in the first quarter. I'll turn
5 it over to Michele for local community.

6 MS. COLLINS: So for local community
7 charitable contributions included the Boys
8 and Girls Club, St. Vincent de Paul Society
9 and Relay for Life Chili Cookoff. We had
10 about 30 of our employees participate in
11 the cookoff, and our director of racing
12 actually won. Sponsorships, Adopt a
13 Highway, we're currently on two locations,
14 495 and 95, and we're looking at additional
15 opportunities there.

16 Q1 marketing partnerships, we
17 continued what we had done last year with
18 Foxborough and Patriots doing the ticket
19 giveaways for the season playoffs. We have
20 a billboard in that location as well, and
21 we've added Renaissance Stay and Play
22 packages, so we've partnered with them so
23 that we have offers to give to our Auburn
24 market where it's a hotel stay Thursday

1 through Sunday night, so it allows us to be
2 more competitive since we don't have a
3 hotel. And then, again, we continued our
4 NESN sponsorship with the Bruins and the
5 Celtics and the Wrentham Premium Outlet
6 partnership with the valet sponsorship that
7 we've been doing in Q4 and moved into Q1 as
8 well.

9 COMMISSIONER ZUNIGA: Where is the
10 Renaissance that you partner with?

11 MS. COLLINS: That's the new hotel
12 at Patriot Place.

13 COMMISSIONER ZUNIGA: Oh, of course.

14 MS. COLLINS: Q1 marketing, we did
15 what we call "Make a Plainridge Deal" and
16 we mixed the game show and we had the
17 cases, everyone up on stage. The customers
18 really enjoyed it. "Winter Gear
19 Wednesday," we partnered with Home Depot in
20 Mansfield gave away some snowblowers with
21 attachments so that people could plow their
22 driveways. "NCL Crews Giveaway, Mini Slot
23 Machine Bank Giveaway" and now that Dunkin
24 Donuts is on site, we've partnered with

1 them to do a couple of different giveaways,
2 including gift cards and the most recent
3 one was pound of coffee.

4 CHAIRMAN CROSBY: Jill, I have a
5 question if you can hear me. Can you hear
6 me all right?

7 MS. COLLINS: Yes.

8 CHAIRMAN CROSBY: You might have
9 already said this and if I missed it, my
10 apologies. You mentioned the Wrentham
11 Village partnership. What is that about;
12 how does that work; what's the deal just
13 out of curiosity?

14 MS. COLLINS: So we have the valet
15 area branded with Plainridge Park Casino,
16 so all of the valet attendants wear our
17 jackets, and then we do leak behinds where
18 the water is branded that they leave in the
19 vehicles along with a call to action that
20 invites the customers using valet to come
21 into the casino for an offer.

22 CHAIRMAN CROSBY: Great.

23 COMMISSIONER STEBBINS: Commissioner
24 Zuniga?

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COMMISSIONER ZUNIGA: No, no questions.

COMMISSIONER STEBBINS: I was encouraged by the "Stay and Play" package, because I know in the license phase it was a huge piece of the application understanding the hotel but trying to find a way to connect with many of the other hotels and local businesses in the areas.

MS. COLLINS: It's worked out well. We've seen about 30 percent of the patrons come in from New Hampshire and then the majority are from Auburn, Massachusetts, so it's been helpful for us to reactive customers.

COMMISSIONER STEBBINS: Very good. Anything else you want to add, Lance?

MR. GEORGE: I think we're good.

CHAIRMAN CROSBY: Thank you, guys.

COMMISSIONER STEBBINS: Thank you very much. Last item under the ombudsman report is the Community Mitigation Fund request for the Hampden County Sheriff's Department.

1 MR. ZIEMBA: Thank you, Mr.
2 Chairman. So this request we are asking
3 for approval to allow an amendment to the
4 grant to the Hampden County Sheriff's
5 Department to allow them to use one month's
6 worth of lease assistance in the new fiscal
7 year, fiscal year '18 instead of fiscal
8 year '17.

9 When the Commission first awarded
10 the grant last fall, the lease assistance
11 was for fiscal year '17 assistance. But
12 because they had a delay in their lease, a
13 one month delay, a one month's worth of
14 lease assistance became unallocated and
15 we're asking to be able to shift that into
16 the new fiscal year so that they could use
17 this for the July lease assistance.

18 COMMISSIONER STEBBINS: Any
19 questions for the ombudsman?

20 COMMISSIONER MACDONALD: No.

21 COMMISSIONER ZUNIGA: So do we --
22 are you asking to vote on this?

23 MR. ZIEMBA: Yes. The original was
24 by vote, so we ask for a vote for the

1 amendment.

2 COMMISSIONER STEBBINS: Do I have a
3 motion?

4 COMMISSIONER ZUNIGA: Sure. I'll
5 move that the Commission approve the
6 request from the Hampden County Sheriff's
7 Department to use the monthly lease of
8 \$35,000 for the next fiscal year '18.

9 COMMISSIONER MACDONALD: Second.

10 COMMISSIONER STEBBINS: I have a
11 motion made and seconded. Any other
12 comments or questions? Seeing none, we
13 have a roll call vote. Chairman Crosby?

14 CHAIRMAN CROSBY: I vote aye.

15 COMMISSIONER STEBBINS: Commissioner
16 Zuniga?

17 COMMISSIONER ZUNIGA: Aye.

18 COMMISSIONER STEBBINS: Commissioner
19 Macdonald?

20 COMMISSIONER MACDONALD: Aye.

21 COMMISSIONER STEBBINS: And
22 Commissioner Stebbins votes aye. The
23 motion is approved.

24 MR. ZIEMBA: Thank you. That

1 concludes my report.

2 COMMISSIONER MACDONALD: Thank you.

3 COMMISSIONER STEBBINS: Thanks,
4 John. We'll move on to Item No. 7 --

5 CHAIRMAN CROSBY: Commissioner
6 Stebbins, excuse me, I'm going to step off
7 now. Thanks very much for hosting me long
8 distance.

9 COMMISSIONER STEBBINS: Thank you,
10 Mr. Chairman.

11 CHAIRMAN CROSBY: Bye-bye.

12 COMMISSIONER STEBBINS: Obviously we
13 can continue to do our business, because we
14 do have a quorum of three. We'll move on
15 to the next item, Item No. 7, the IEB,
16 Director Wells, we have a qualifier
17 suitability report.

18 MS. WELLS: That's correct. Good
19 morning, Commissioners. It's still
20 morning. It's still ten minutes before
21 noon. On the agenda this morning are the
22 results of a suitability investigation for
23 J. Lynn Johnson. He's a retired Admiral
24 with the United States Navy and qualifier

1 for Wynn Resorts.

2 In October of 2016, he began his
3 position as a member of the Board of
4 Directors at Wynn Resorts. He holds one of
5 nine positions, directorship positions at
6 Wynn Resorts and also serves as a member of
7 the Compensation Committee. Based upon his
8 directorship position at Wynn Resorts, he
9 was determined to be a qualifier for Wynn
10 Mass., LLC.

11 Admiral Johnson submitted all the
12 required forms and supplemental document
13 requests to the licensing division and the
14 IEB. Investigators conducted their
15 rigorous background check. I've gone over
16 those topic areas with you before,
17 including references, media coverage,
18 employment history, criminal record, et
19 cetera.

20 He was interviewed in person by the
21 IEB state police and financial
22 investigators as part of their routine
23 protocol, and investigators also conducted
24 a financial responsibility evaluation with

1 positive results.

2 Admiral Johnson went to West Salem
3 High School, and then in 19 -- from 1964 to
4 1968 attended the US Naval Academy in
5 Annapolis, Maryland graduating with a
6 bachelor's of science degree. He then was
7 in the US Navy for over 30 years, and
8 ultimately held a position of Chief of
9 Naval Operations, was a member of the joint
10 chiefs of staff and an adviser to the
11 president.

12 After retiring from the Navy, he
13 held various executive positions and
14 dominion resources incorporated from 2000
15 to 2008, and then was the chairman and
16 chief executive officer of General Dynamics
17 Corporation from 2008 to 2012.

18 Admiral Johnson also disclosed in
19 his application that he currently holds
20 several directorships currently
21 including -- along with Wynn Resorts,
22 including the Peregrine Fund International
23 Paper, the US Naval Academy Foundation and
24 USAA.

1 The Peregrine fund is a nonprofit
2 organization found in 1970 that conserves
3 threatened and endangered birds of prey
4 worldwide. The international paper company
5 is the largest paper company in the world
6 found in 1898, and currently employs over
7 65,000 employees. And the US Naval Academy
8 foundation was originally formed in 1944 to
9 support athletic programs through
10 scholarships, grants and awards. And USAA
11 is an insurance banking investment and
12 retirement financial institution
13 established in 1922 that serves military
14 members and their families.

15 Admiral Johnson is new to the gaming
16 industry and is neither has applied for or
17 held a gaming license in any jurisdiction
18 nor be previously subject to a suitability
19 background review by a gaming regulator.
20 Massachusetts is the first. Nevada Gaming
21 Control Board does not require a board of
22 director members in his capacity to
23 qualify, so we're the only ones that have
24 done the investigation.

1 Overall no issues were uncovered
2 related to Admiral Johnson's application
3 for licensure. He demonstrated by clear
4 and convincing he is suitable for licensure
5 in Massachusetts and, therefore, the IEB is
6 recommending the Commission find him
7 suitable as a qualifier for Wynn Resorts.

8 COMMISSIONER STEBBINS: Thanks,
9 Director Wells. We've obviously had a
10 chance to review your suitability report.
11 Are there any questions for the director?

12 COMMISSIONER MACDONALD: Who were
13 the staff members who did the
14 investigation?

15 MS. WELLS: I have that here. That
16 was Trooper Dean Cerullo and Financial
17 Investigator Collin Hennigan.

18 COMMISSIONER STEBBINS: Quite an
19 impressive individual, both service to our
20 country. If there is no further
21 conversation, I'll entertain a motion to
22 approve his suitability.

23 COMMISSIONER MACDONALD: I just add
24 I think it's the most impressive

1 investigation packet that I've ever seen.
2 I do see Collin Hennigan here. It was a
3 very nice job done by both.

4 COMMISSIONER ZUNIGA: Yes, I agree
5 with that. I'll move that the Commission
6 approve the suitability of Admiral Johnson
7 as applied by Director Wells.

8 COMMISSIONER MACDONALD: Second.

9 COMMISSIONER STEBBINS: I have a
10 motion and seconded. I don't think we need
11 to -- do we need to do a roll call?

12 MS. BLUE: We should continue with
13 the roll call.

14 COMMISSIONER STEBBINS: We'll
15 continue with the roll call votes on these
16 motions. Commissioner Zuniga?

17 COMMISSIONER ZUNIGA: Aye.

18 COMMISSIONER STEBBINS: Commissioner
19 Macdonald?

20 COMMISSIONER MACDONALD: Aye.

21 COMMISSIONER STEBBINS: Commissioner
22 Stebbins votes aye. The suitability for
23 Admiral Johnson is approved. Next item is
24 legal division. We have a number of small

1 business impact statement votes. General
2 Counsel Blue.

3 MS. BLUE: Good morning,
4 Commissioners. We have a number of
5 regulations in front of you today, some of
6 which are in various stages of the
7 promulgation process and some of them are
8 for initial review. So if we start with
9 Item A, all of the regulations in Item A
10 are ready to start the promulgation
11 process. I believe we have drafted a
12 motion, if you're so inclined, for each one
13 of them going forward. We also have legal
14 staff and other staff here to answer
15 questions if you have any questions about
16 these particular regulations.

17 COMMISSIONER STEBBINS: The first
18 one is small business impact statement 205
19 CMR 136.08, this is removing names from
20 alcoholic beverage license. Is there any
21 questions or comments?

22 COMMISSIONER ZUNIGA: No. This is
23 the end or the beginning of the formal
24 promulgation process?

1 MS. BLUE: This is the beginning of
2 the formal promulgation process, yes.

3 COMMISSIONER MACDONALD: Is it the
4 small business impact statement that we are
5 --

6 MS. BLUE: It's the small business
7 impact statement and the reg. You have
8 seen the reg. before, but you will also
9 have it come back to you again. And if we
10 get more comments, we will provide those as
11 well.

12 COMMISSIONER MACDONALD: Are we
13 voting to approve the small business impact
14 statement?

15 MS. BLUE: Yes, and the reg. I
16 realize the motion doesn't say and the
17 reg., but it's both.

18 COMMISSIONER MACDONALD: And this is
19 8A1?

20 MS. BLUE: Yes, it is.

21 COMMISSIONER MACDONALD: And I move
22 that the Commission approve the small
23 business impact statement for 205 CMR
24 136.08 as included in the packet and

1 authorize the staff to take all steps
2 necessary to begin the regulation
3 promulgation process.

4 COMMISSIONER STEBBINS: Do I have a
5 second?

6 COMMISSIONER ZUNIGA: I second that.

7 COMMISSIONER STEBBINS: A motion
8 made and seconded. Any further discussion?
9 Seeing none, we'll move to a vote.
10 Commissioner Macdonald?

11 COMMISSIONER MACDONALD: Aye.

12 COMMISSIONER STEBBINS: Commissioner
13 Zuniga?

14 COMMISSIONER ZUNIGA: Aye.

15 COMMISSIONER STEBBINS: Commissioner
16 Stebbins votes aye. The motion is approved
17 three to nothing. Next --

18 COMMISSIONER ZUNIGA: Do we now need
19 one for our regulation or --

20 MS. BLUE: No, we've included them
21 together.

22 COMMISSIONER STEBBINS: Next we'll
23 move on to Item 8A 2, 205 CMR 143.02, small
24 business impact statement for transfer of

1 progressive jackpots.

2 COMMISSIONER ZUNIGA: This one is,
3 again, is the beginning of formal
4 promulgation we've heard about it already.

5 MS. BLUE: It is, and we will go
6 through the process. There will be a
7 period for comments. We'll hold a public
8 hearing. We will bring it back to the
9 Commission before we go through final
10 promulgation.

11 COMMISSIONER STEBBINS: This is an
12 amended small business impact. Is there a
13 particular amendment to this SPIS?

14 MS. BLUE: 143.02, I believe, is
15 just a small business impact statement. I
16 don't know that it's amended. Let me look.
17 It's just the regulation and a small
18 business impact statement. We do have it
19 amended further down the list.

20 COMMISSIONER MACDONALD: So I move
21 that the Commission approve the small
22 business impact statement for 205 CMR
23 143.02 as concluded in the packet and
24 authorize the staff to take all necessary

1 steps -- all steps necessary to begin the
2 regulation promulgation process.

3 COMMISSIONER STEBBINS: There is a
4 motion. Is there a second?

5 COMMISSIONER ZUNIGA: I second that.

6 COMMISSIONER STEBBINS: Any further
7 comments or discussions? Seeing none,
8 we'll move to a vote. Commissioner
9 Macdonald?

10 COMMISSIONER MACDONALD: Aye.

11 COMMISSIONER STEBBINS: Commissioner
12 Zuniga?

13 COMMISSIONER ZUNIGA: Aye.

14 COMMISSIONER STEBBINS: Commissioner
15 Stebbins votes aye. Motion is approved
16 three to nothing. Next item is 205 CMR
17 143.01, changes --

18 MS. BLUE: So the next item is three
19 particular changes to regulations. They
20 are all coupled together as a packet, so we
21 have put this into one motion so that you
22 can do them all at once.

23 COMMISSIONER STEBBINS: So this
24 takes care of the next three items, right,

1 3, 4 and 5?

2 MS. BLUE: 3, 4 and 5, yes.

3 COMMISSIONER STEBBINS: Any comments
4 or questions for General Counsel?

5 COMMISSIONER MACDONALD: I move that
6 the Commission approve the small business
7 impact statement for 205 CMR 143.01, 205
8 CMR 138.56, and 205 CMR 139.04 as included
9 in the packet and authorize the staff to
10 take all steps necessary to begin the
11 regulation promulgation process.

12 COMMISSIONER STEBBINS: I have a
13 motion. Do I have a second?

14 COMMISSIONER ZUNIGA: I will second.

15 COMMISSIONER STEBBINS: Motion made
16 and seconded. Any other further comments,
17 questions?

18 COMMISSIONER ZUNIGA: 139.04, is
19 this reports to the Commission that they
20 relative to the gaming devices; is that
21 correct?

22 MS. BLUE: I believe that is, yes.

23 COMMISSIONER STEBBINS: I'll move to
24 call for a vote. Commissioner Macdonald?

1 COMMISSIONER MACDONALD: Aye.

2 COMMISSIONER STEBBINS: Commissioner
3 Zuniga?

4 COMMISSIONER ZUNIGA: Aye.

5 COMMISSIONER STEBBINS: Commissioner
6 Stebbins votes aye. The motion is approved
7 three to nothing.

8 MS. BLUE: The next regulation that
9 we have is the regulation on rules of the
10 game. These aren't the rules but just the
11 regulation. This has gone through the
12 process. We've had a hearing, so this is a
13 final draft of the regulations and the
14 amended small business impact statement.
15 Your approval will allow us to complete the
16 promulgation process.

17 COMMISSIONER STEBBINS: This is a
18 vote shown in the packet for 205 CMR 147.
19 Any comments or questions?

20 COMMISSIONER ZUNIGA: Is there any
21 edits that we did? There's a couple of
22 edits here. But were they the result of
23 public comment?

24 MS. TORRISI: Yes. They were from

1 the informal comment period, so we
2 discussed them at a previous meeting. You
3 just hadn't seen them already in the
4 packet, so I redlined it for you.

5 COMMISSIONER ZUNIGA: Okay.

6 COMMISSIONER STEBBINS: Any other
7 comments or questions?

8 COMMISSIONER ZUNIGA: Just to also
9 clarify, this is the umbrella for all the
10 rules of the game that incorporates all the
11 actual rules by reference that we have
12 title to and modified?

13 MS. TORRISI: Yes.

14 COMMISSIONER STEBBINS: This
15 requires a vote. Do I have a motion?

16 COMMISSIONER ZUNIGA: Sure. I move
17 that the Commission approve the amended
18 small business impact statement and final
19 version of regulations 205 CMR 147, the
20 Uniformed Standards and Rules of the Games
21 as included in the packet and authorize the
22 staff to take all steps necessary to file
23 the regulations with the Secretary of the
24 Commonwealth and complete the formal

1 regulation promulgation process.

2 COMMISSIONER MACDONALD: Second.

3 COMMISSIONER STEBBINS: Motion made
4 and seconded. Any further conversations or
5 discussions? Seeing none, call for a vote.
6 Commissioner Macdonald?

7 COMMISSIONER MACDONALD: Aye.

8 COMMISSIONER STEBBINS: Commissioner
9 Zuniga.

10 COMMISSIONER ZUNIGA: Aye.

11 COMMISSIONER STEBBINS: Commissioner
12 Stebbins votes aye. The motion is approved
13 three to nothing.

14 MS. BLUE: And if we could move to
15 Item F next, that way we can conclude the
16 votes and then we can present the other
17 regulations. The other ones on the list
18 are initial reviews. It's the first time
19 here.

20 COMMISSIONER STEBBINS: Okay.

21 MS. BLUE: So Item F is the amended
22 to 134.14 for administrative closure.

23 COMMISSIONER ZUNIGA: And we've also
24 talked about this in the past. Is this

1 formal promulgation process that starts?

2 MS. BLUE: Yes, it is.

3 COMMISSIONER STEBBINS: And this is
4 with respect to licensing, closing the
5 application, time lines and refile and
6 reopening the applications.

7 MS. BLUE: Yes, that's right.

8 COMMISSIONER STEBBINS: Any comments
9 or questions for our staff?

10 COMMISSIONER ZUNIGA: Any informal
11 comments for this one in particular; do you
12 know?

13 MS. BLUE: No, I don't think so.

14 COMMISSIONER STEBBINS: I'll
15 entertain a motion on the item.

16 COMMISSIONER MACDONALD: I move the
17 Commission approve the amendments to 205
18 CMR 134.14 as included in the packet and
19 authorize the staff to take the steps
20 necessary to file a regulation with the
21 Secretary of the Commonwealth and to
22 proceed with a regulation promulgation
23 process.

24 COMMISSIONER STEBBINS: I have a

1 motion. Do I have a second?

2 COMMISSIONER ZUNIGA: Second.

3 COMMISSIONER STEBBINS: Any other
4 comments? Seeing none, I'll call for a
5 vote. Commissioner Macdonald?

6 COMMISSIONER MACDONALD: Aye.

7 COMMISSIONER STEBBINS: Commissioner
8 Zuniga?

9 COMMISSIONER ZUNIGA: Aye.

10 COMMISSIONER STEBBINS: Commissioner
11 Stebbins votes aye. The motion is approved
12 three to nothing.

13 MS. BLUE: So next up we have 205
14 CMR 141. These are updates to a
15 surveillance regulation. This is the
16 initial review. There is no vote on this
17 today, but we are just bringing it to you
18 and we have staff here that can answer any
19 questions you may have about it.

20 COMMISSIONER MACDONALD: Where is
21 this in the tabs?

22 MS. BLUE: It's Item C.

23 COMMISSIONER MACDONALD: Tab C?

24 MS. BLUE: Yes.

1 COMMISSIONER ZUNIGA: Well, my main
2 question is that there is quite bit of
3 language that gets added. Could somebody
4 just give us an overview of --

5 MR. BAND: The majority of these are
6 clarifications that through our experience
7 with Plainridge Park and speaking with MGM
8 and Wynn we needed to clarify the current
9 reg. to make a clear record of what we are
10 trying to do, and that's what the majority
11 of these changes involved.

12 COMMISSIONER STEBBINS: How did
13 these changes impact -- any impact on the
14 current operations at --

15 MR. BAND: It's what they're
16 currently operating under. It's kind of
17 what we directed them that way, but we
18 thought it was important to actually have
19 it in the regulations for it's clear.

20 COMMISSIONER ZUNIGA: And this
21 affects only progressive?

22 MR. BAND: No, there's a couple of
23 other changes, too.

24 MR. STEMPECK: Yes. To the

1 progressive wide area is the next section.

2 MR. SANGALANG: Microphone, please.

3 MR. STEMPECK: The wide area
4 aggressives are the next 143, Commissioner.
5 141 is just surveillance. 143 deals with
6 the progressive slot.

7 COMMISSIONER ZUNIGA: I was on the
8 wrong path, I'm sorry.

9 COMMISSIONER MACDONALD: So,
10 Mr. Band, if I understand what you said
11 that these changes are, in effect, causing
12 the regulations to conform with the best
13 practices that you served on the same time.

14 MR. BAND: Yes, sir.

15 COMMISSIONER ZUNIGA: Is there any
16 vote that we're planning on this?

17 MS. BLUE: No, this is just the
18 first time we've brought it to you. If you
19 would like, we could put it out for
20 informal comment or bring it back again and
21 have the regular process started, whichever
22 is convenient.

23 COMMISSIONER MACDONALD: By putting
24 it out for informal comment, that's the

1 next step, right?

2 MS. BLUE: It's up to the
3 Commission. It's not built into the
4 process by as necessity, but we have been
5 doing that more recently. So if you would
6 like us to do that, we can put it out for
7 informal comment.

8 COMMISSIONER STEBBINS: Informal
9 comment period about two weeks be
10 sufficient?

11 MS. BLUE: Approximately, yes.

12 COMMISSIONER STEBBINS: Okay. We
13 don't have it down for a vote, but we can
14 direct staff --

15 MR. STEMPECK: We'll put it out for
16 informal comment and return in two weeks.

17 COMMISSIONER STEBBINS: Next one is
18 discussion on the regulations related to
19 the wide area progressive.

20 COMMISSIONER ZUNIGA: So now I
21 update my comment. There's quite a bit of
22 language added. Could somebody just care
23 to give a summary of intent of the --

24 MR. STEMPECK: Let me just, as a

1 precursor, previous version 143 had adopted
2 the GLI standard July of '12. If you
3 reference GLI-12, GLI-12 covered a large
4 amount of ground but it left a lot of
5 things to different jurisdictions to work
6 out.

7 By adding in all this text, what
8 we're trying to do is put in what would be
9 our best practices are after looking at
10 other jurisdictions, New Jersey, Nevada and
11 speaking with our own internal staff who
12 know this industry and are very familiar
13 with wide are aggressive and how they
14 operate, Floyd has a lot of knowledge how
15 about how these work, so we put that in
16 here so we have the specific information so
17 no one would be confused if they went to
18 GLI and you saw questions about what do we
19 do in this particular circumstance. That's
20 why you see so much text here.

21 Also, wide area progressives,
22 they're plexed, so there's a lot of things
23 to explain, so hopefully we can resolve
24 questions. That's why you see so much red

1 text when you go through this new version
2 of 1.3.

3 COMMISSIONER ZUNIGA: Now, there was
4 a prior discussion on this progressives
5 what's relative to what to do when the
6 casinos wanted to change a current game how
7 to credit, if you will, that amount to the
8 next progressive to the next game. Are we
9 addressing or are we touching anything on
10 that here or is that in addition to that
11 conversation?

12 MR. STEMPECK: These are in
13 addition. So that is what you just
14 approved by way of the small business
15 impact statements. So we incorporate that
16 having already been done into this version.
17 So this goes beyond that, but it
18 incorporates that work that's previously
19 been done into this. If you walk through
20 this, you will see that language is in here
21 as well.

22 COMMISSIONER MACDONALD: Can I take
23 a step back and ask Floyd to explain what a
24 progressive gaming device is?

1 MR. BARROGA: So what a progressive
2 gaming device is is the offer of large
3 award. And as the players contribute and
4 wager money on that machine, there is a
5 small percentage of that goes to
6 progressive. And as we limit these
7 regulations, we allow the linking of more
8 than one machine say it's across one casino
9 or across all casinos within Massachusetts
10 to even the next step where it be machines
11 across the country. So these regulations
12 will allow for the casino properties to
13 include higher jackpots for our players to
14 achieve higher jackpots across the board.

15 COMMISSIONER STEBBINS: Justin, I
16 just had one quick question. Help me
17 relate to the last -- on the last page of
18 the draft regulations, you say, "From
19 Section 3.4 when complete, the gaming
20 regulator shall adopt and replace it with
21 each player shall be." Can you tell me
22 what that references?

23 MR. STEMPECK: That's a reference to
24 the GLI language. So because what happens

1 is the Subsection 1 here says we adopt GLI-
2 12, and then you actually have to go back
3 and look at GLI-12 to find these specific
4 language being changed there. But with
5 that, I'm not sure what the specific
6 reference there is without having the GLI
7 12 here, but I can certainly take a look.
8 But this is all -- everything in here is
9 modifying GLI-12 to plug in gaps that they
10 were looking for or to change language so
11 it fits within for what we have in
12 Massachusetts.

13 COMMISSIONER STEBBINS: I'm a little
14 apprehensive about the language saying the
15 burden is off us. The burden appears to be
16 now on the players, so if you can kind of
17 come back to me on that and clarify it.

18 MR. STEMPECK: Sure.

19 COMMISSIONER ZUNIGA: So I'm
20 thankful that I am just hitting on me that
21 this assumes the GLI standards, and we are
22 going back and forth saying leave that
23 section in GLI standards and to this other
24 section, so they are supposed to obviously

1 be working.

2 MR. STEMPECK: That's right. GLI
3 had a lot of broad mandates, and they left
4 a lot of the details purposely to be
5 adopted by specific jurisdictions, so we're
6 plugging in those gaps with specific best
7 practices in the industry to address wide
8 area progressives, which Floyd just
9 mentioned, between state issues as well as
10 just casino to casino and the state issues
11 and some of the technical issues as well.

12 COMMISSIONER ZUNIGA: And how
13 different or similar are we by adopting
14 this language to other jurisdictions?

15 MR. STEMPECK: Well, as I said, we
16 looked at New Jersey and Nevada. We've
17 spoke in term and met several times with
18 folks who are very familiar with what's
19 going on in the industry technologically.
20 Floyd did some independent research of
21 what's going on with the cutting edge as
22 far as the wide area progressives.

23 So I'm very comfortable in what
24 we're doing is as current and modern as any

1 other jurisdiction and incorporates best
2 practices in New Jersey, Nevada, any other
3 major jurisdictions that has these
4 progressives as well as wide area
5 progressives.

6 COMMISSIONER STEBBINS: Any other
7 questions? We're going to put this out for
8 informal comment is your suggestion?

9 MR. STEMPECK: Sure.

10 COMMISSIONER STEBBINS: Thank you.
11 Next item is discussion of 205 CMR 115.01,
12 continuing duty of gaming licensees and
13 qualifiers to update and report certain
14 events.

15 MR. GROSSMAN: This one is an
16 attempt to clarify the reporting process by
17 establishing time lines and identifying
18 specific information that we are requesting
19 be submitted by our gaming licensees and
20 qualifiers to the IEB. At present, there
21 are similar requirements for gaming
22 employees, gaming venders, including
23 registrants and non-gaming venders. But
24 they are not as clear a requirements that

1 apply to gaming licensees themselves and
2 qualifiers.

3 There are certain requirements that
4 require the licensees and the qualifiers to
5 update their RFA-1 submissions, so there
6 are certain obligations placed upon these
7 individuals and entities at present. But
8 at the time, it seems right to make an
9 effort to streamline this process, be very
10 clear what information we want these
11 entities and individuals to provide to the
12 IEB and when we want it provided.

13 Of course this was put together in
14 collaboration between the legal department
15 and the IEB itself, including the financial
16 investigation team and the other units
17 within the IEB to try to ensure that we're
18 collecting only the information that we
19 will make the best use of.

20 So this is where these provisions
21 came from. The first couple are very
22 similar to the ones that we require are,
23 again, all of our gaming employees and the
24 vendors as well.

1 We'd be happy to run through any
2 specific areas of interest but, otherwise,
3 this similarly we would ask to go for out
4 informal public comment.

5 COMMISSIONER MACDONALD: And if I'm
6 reading this right, Mr. Grossman, the
7 addition here has to do with continuing
8 duty of disclosure?

9 MR. GROSSMAN: Correct. So
10 basically all of these individuals have
11 gone through a suitability review and have
12 been approved by the commission after
13 investigation by the IEB and deemed
14 qualified, deemed suitable. So what this
15 pertains to is their ongoing duty to report
16 to the IEB any changes in the status of the
17 information that was initially provided
18 relative to criminal background
19 investigations or investigations in other
20 jurisdictions for the gaming licensees,
21 their parent companies, any disciplinary
22 matters, any legal matters. That's one of
23 the notable changes in here are these
24 specific types of legal matters that we

1 want reported to the Commission.

2 At present, each of the gaming
3 licensees have provisions in their licenses
4 themselves that direct them as to how to
5 report certain legal matters, lawsuits,
6 updates the lawsuits and things of that
7 nature. They are somewhat inconsistent
8 with one another between Wynn to Plainridge
9 to MGM. This would streamline that.

10 The provision in here is consistent
11 with these respective companies SCC filing
12 obligations. In fact, we cite that
13 specific provision reg. in here. So this
14 would tie that all together and,
15 essentially, just streamline the process
16 when it comes to those types of --

17 COMMISSIONER MACDONALD: I had been
18 under the impression that they were already
19 a continuing duty incumbent upon our
20 licensees. Are you saying that that
21 existing duty in that regard is something
22 that was formalized in the individual
23 licenses and now this is a way of making
24 uniform fee obligation between each of the

1 licensees regardless of what's in the
2 license?

3 MR. GROSSMAN: As it pertains to the
4 legal matters, yes, I think this would
5 ultimately supersede those provisions of
6 the licenses. There is a continuing duty
7 and obligation of all licensees and other
8 entities to cooperate with the Commission
9 and the IEB, provide any information that
10 is requested or required by the Commission.

11 But there is nowhere where we
12 prescribe specifically what information we
13 want to provide other than in the RFA-1
14 process where we're very clear what type of
15 documentation and information we are
16 looking for. But beyond that, it's not as
17 clear as it could be and that is where this
18 comes in.

19 COMMISSIONER ZUNIGA: I have a
20 question relative to what a couple of
21 these, and you touched on this, touch on
22 what the licensee, not the qualifier, but
23 the licensee as a company is required to do
24 under SCC rules and they probably do it

1 even before the ten days that we are
2 requiring here. Why do we feel we need to
3 get that?

4 MR. GROSSMAN: Legal matters in
5 particular?

6 COMMISSIONER ZUNIGA: If we already
7 get that through SCC disclosures.

8 MS. WELLS: I think as far as if
9 there is any kind of enforcement action for
10 noncompliance, it makes it much more of a
11 streamline process for us to be able to
12 point to the regs. instead of us saying you
13 didn't do something you should have done
14 with the SCC filings. It's you have in the
15 reg. that you were supposed to notify to
16 us. That may be sort of the operationally
17 be the most official way to do it for us.

18 MR. GROSSMAN: This would also cover
19 our licenses. The SCC filing may not cover
20 that in that the particular suit against
21 one of our licensees may not meet the
22 threshold of the material legal
23 proceedings. So, I mean, that's one of the
24 things this does. But in theory, yes,

1 there could be some overlap certainly
2 between the filing with the SCC and with us
3 in this.

4 COMMISSIONER ZUNIGA: And that was
5 my question. You know, you're issuing --
6 if you're going to be listed from the stock
7 exchange, the SCC already knows or if there
8 is a significant financial event, for
9 example, it's really their obligation to
10 report it to us to the SCC and to the
11 public as soon as they know. I just
12 question whether there is a reason for us
13 to also ask for it. We can simply look it
14 up in Edger or --

15 MS. WELLS: I think it's more we may
16 not know to look it up unless we are
17 alerted. For example, Penn National they
18 will send me their SCC filings, so that
19 reports with the notice requirement. So I
20 think you're concerned that's sort of
21 double duty or too much of a burden on the
22 operator. If they're routinely sending us
23 the SCC filings that incorporate that
24 information, that would be covered in under

1 this reg., so that actually is a good way
2 to do it.

3 MR. GROSSMAN: It may be just a
4 check and balance matter, you know, we
5 isolated a few important areas that
6 certainly despite our diligence and
7 reviewing the SCC filings we want to make
8 sure are flushed out for us a little more
9 clearly. I think that would be probably
10 one of the reasons we've done it this way.
11 It's certainly subject to further
12 discussion.

13 COMMISSIONER ZUNIGA: I know you can
14 subscribe to alerts from all these services
15 that the minute they file it you get an
16 alert from any public companies whenever
17 they do any kind of disclosure so it's
18 easier to look, but that's fine.

19 COMMISSIONER STEBBINS: Any other
20 comments or questions?

21 COMMISSIONER MACDONALD: No.

22 COMMISSIONER STEBBINS: This is also
23 going out for informal comment?

24 MR. GROSSMAN: We'll put this out as

1 well.

2 COMMISSIONER STEBBINS: Thank you
3 very much. I think that's everything from
4 the legal division.

5 MS. BLUE: That concludes the legal
6 report.

7 COMMISSIONER STEBBINS: Item No. 9
8 is the Commissioner's update. Any of the
9 Commissioners have anything to update?

10 COMMISSIONER ZUNIGA: Not really.

11 COMMISSIONER MACDONALD: Neither do
12 I.

13 COMMISSIONER STEBBINS: I will just
14 add, you know, during the course of the
15 meeting mentioned a number of the good
16 things that happened out of the greyhound
17 building work that the AFC continues to do.
18 That committee, as you know, is represented
19 by both our licenses. They are general
20 contractors and a number of critical
21 stakeholders and just continue to be
22 impressed by the level of work and
23 cooperation the committee does. That's all
24 I have. I don't think we have any other

1 items for business. I'll entertain a
2 motion to adjourn this meeting. Do I have
3 a motion?

4 COMMISSIONER ZUNIGA: So moved.

5 COMMISSIONER MACDONALD: Second.

6 COMMISSIONER STEBBINS: Motion made
7 and seconded. Quick roll call vote.
8 Commissioner Macdonald?

9 COMMISSIONER MACDONALD: Aye.

10 COMMISSIONER STEBBINS: Commissioner
11 Zuniga?

12 COMMISSIONER ZUNIGA: Aye.

13 COMMISSIONER STEBBINS: Commissioner
14 Stebbins votes aye. We are adjourned.

15
16 (Meeting adjourned at 12:23 p.m.)

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1 APPEARANCES:

2

3 MASSACHUSETTS GAMING COMMISSION STAFF:

4 Catherine Blue, General Counsel

5 Karen Wells, Director of IEB

6 John Ziemba, Ombudsman

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

9 Todd Grossman, Deputy General Counsel

10 Justin Stempeck, Staff Attorney

11 Carrie Torrissi, Staff Attorney

12 Bruce Band, Gaming Agents Division Chief

13 Jill Griffin, Director of Workforce

14 Michael Sangalang, Digital Communications
15 Coordinator

16 Floyd Barroga, Gaming Technology Manager

17 Joseph Delaney, Project Oversight Manager

18

19 SEIGMA:

20 Mark Melnik, Director, Economic & Public Policy
21 Research, UMass Donahue Institute

22 Andrew Hall, Research Analyst, UMass Donahue
23 Institute

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APPEARANCES (Continued):

WYNN BOSTON HARBOR:

Robert DeSalvio, President of Wynn Boston Harbor

Jacqui Krum, General Counsel, Wynn Boston Harbor

Chris Gordon, Wynn Design and Development

Massachusetts

PLAINRIDGE PARK CASINO:

Lance George, General Manager

Michele Collins, Vice President of Marketing

Lisa McKenney, Compliance Manager

Ruben Warren, Chief Financial Officer

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COMMONWEALTH OF MASSACHUSETTS

I, KRISTEN M. EDWARDS, COURT REPORTER,
do hereby certify that the foregoing is a true and
accurate transcription of my stenographic notes,
to the best of my knowledge and ability.

WITNESS MY HAND, this 15th day of May,
2017.

Kristen M. Edwards