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THE COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS GAMING COMMISSION

OPEN MEETING

CHAIRMAN

Stephen P. Crosby

COMMISSIONERS

Gayle Cameron (not present)

James F. McHugh

Bruce W. Stebbins

Enrique Zuniga

JUNE 19, 2012, 1:00 p.m.

OFFICE OF THE DIVISION OF INSURANCE

First Floor, Hearing Room E

1000 Washington Street

Boston, Massachusetts

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JUNE 19, 2012

PROCEEDINGS:

CHAIRMAN CROSBY: I think we can start. We will call to order the Tuesday, June 19, 2012 meeting of the Massachusetts Gaming Commission. We have four Commissioners here today. Commissioner Gayle Cameron is attending a Compulsive Gambling that she will report back on next week.

We are streaming live again, as we now do all of our meetings. So, welcome to our audience online, whoever you are.

The first item on the agenda is approval of the minutes, June 5. I think we reviewed those last week but hadn't had enough notice. So, do we have a motion to adopt the June 5 minutes?

COMMISSIONER ZUNIGA: So moved.

COMMISSIONER STEBBINS: Second.

CHAIRMAN CROSBY: All in favor? I.

COMMISSIONER ZUNIGA: I.

COMMISSIONER MCHUGH: I.

COMMISSIONER STEBBINS: I.

CHAIRMAN CROSBY: The I's have it. June 12, can we move on those as well?

COMMISSIONER MCHUGH: Surely. I posted

1 those this morning. -- Not posted them, I circulated them
2 this morning. They are in order if everybody has had a
3 chance to read them.

4 CHAIRMAN CROSBY: Did everyone have a
5 chance to read those minutes?

6 COMMISSIONER ZUNIGA: I did.

7 COMMISSIONER STEBBINS: Yes.

8 CHAIRMAN CROSBY: Do we have a motion to
9 adopt?

10 COMMISSIONER ZUNIGA: So moved.

11 CHAIRMAN CROSBY: Second?

12 CHAIRMAN STEBBINS: Second.

13 CHAIRMAN CROSBY: They look great to me.
14 So, all in favor? I.

15 COMMISSIONER ZUNIGA: I.

16 COMMISSIONER MCHUGH: I.

17 COMMISSIONER STEBBINS: I.

18 CHAIRMAN CROSBY: The I's have it.

19 Administration, any update on the search? Where are we
20 in the process, the executive director search?

21 COMMISSIONER ZUNIGA: The executive search
22 firm, we received four responses since our last meeting.
23 The solicitation period came to a conclusion, or close
24 rather, not concluded, closed.

25 Four responses were received, two of those

1 four responses were the people who also were those that
2 submitted originally. So, that is good news to my book,
3 but two additional ones as well.

4 Brandon has conducted what I call the phase
5 one review for the adherence to all of the requirements,
6 all of the administrative requirements. And all firms
7 have past that review. So, I will move forward with the
8 evaluation of the technical proposal in the next -- really
9 in the next couple of days.

10 CHAIRMAN CROSBY: Are you going to make
11 recommendations to the Commission as to which one to
12 adopt?

13 COMMISSIONER ZUNIGA: Yes, after the
14 period of evaluating them.

15 CHAIRMAN CROSBY: Right.

16 COMMISSIONER ZUNIGA: Yes.

17 CHAIRMAN CROSBY: So, by next week we would
18 be able to do that?

19 CHAIRMAN CROSBY: That is a worthy goal. I
20 don't know how attainable. The one thing that we say in
21 the RFR we may request an interview with two or more of
22 the respondents. That is exactly what it says.

23 I want to go through the responses, figure
24 out whether we will be inviting two or more and then report
25 back.

1 CHAIRMAN CROSBY: Okay. You don't think
2 you will have those interviews before the next meeting?

3 COMMISSIONER ZUNIGA: Before the next
4 meeting, it would be little tight. But we can certainly
5 try to -- whether we are going with two or more, we could
6 probably try to get in one or two, to schedule those
7 meetings.

8 CHAIRMAN CROSBY: If it's possible that
9 would be great to do. Everyone is pretty anxious to get
10 moving on this. I know you've got to get the process
11 right.

12 COMMISSIONER ZUNIGA: Yes.

13 CHAIRMAN CROSBY: Additional hires, we
14 have these several people in the pipeline. I tried to
15 reach Commissioner Cameron, but wasn't able to see what
16 the background -- Do you know what the background check
17 status is on --

18 MS. REILLY: Two of them, I know two of them
19 are on their way and should be completed by the end of
20 this week in the next couple of days.

21 CHAIRMAN CROSBY: Commissioner Cameron was
22 working on the fingerprinting arrangements with the State
23 Police. And I don't know whether those have gotten worked
24 out or not.

25 MS. REILLY: I don't think that is resolved

1 yet. And I am about to do the contract for the drug
2 testing this week.

3 CHAIRMAN CROSBY: Okay. We will check
4 with Commissioner Cameron on how that is going.

5 Additional hires, the only other topic we
6 will get to from the consultant's report. Discussion of
7 Commission internal policies. Do we have any other
8 particular reports to discuss or issues to discuss?

9 COMMISSIONER ZUNIGA: Same as last week, I
10 have continued to make progress drafting all chapters.
11 Now I have drafted all chapters in what I see to be the
12 employee manual. I forwarded to Commissioner McHugh for
13 a second level of review. He can update from that.

14 COMMISSIONER MCHUGH: Yes. I have four
15 chapters that are in my slot to review now. Commissioner
16 Zuniga has distributed two other chapters to two other
17 people. So, there is six total.

18 I am going to make it a priority to finish
19 those this week. And I would hope that we could bring the
20 whole manual back for a vote next week. Does that seem
21 doable to you?

22 COMMISSIONER ZUNIGA: Yes, that sounds
23 doable.

24 COMMISSIONER MCHUGH: Then we got that in
25 place and it will be there for all of the hires that we

1 are going to make --

2 CHAIRMAN CROSBY: Great.

3 COMMISSIONER MCHUGH: -- until we need to
4 make some revisions further down the line if necessary,
5 but I would really like to wrap that up by next week.

6 CHAIRMAN CROSBY: Did you have the
7 demonstration on Friday of the project management folks?

8 COMMISSIONER ZUNIGA: Yes.

9 CHAIRMAN CROSBY: How did that go? Where
10 does that stand because I wasn't there?

11 COMMISSIONER ZUNIGA: I was there.
12 Commissioner McHugh was there. One of the takeaways is
13 that this particular tool would be very helpful in an
14 environment where multiple people are thinking or
15 brainstorming about it.

16 In my mind, that fits this Commission. If
17 there is a way in which we could come to a meeting and
18 discuss the scenarios that would be contemplated that's
19 a positive. That's not the only feature, but that is an
20 important one that I took away.

21 It is a very interactive and easy-to-use
22 tool. That's one of the benefits.

23 CHAIRMAN CROSBY: Where are we proceeding
24 with getting either -- We talked about getting either your
25 various levels of person or firm, big firm or small firm?

1 COMMISSIONER ZUNIGA: Well, we are pulling
2 the trigger I guess would be the next thing. I am of the
3 opinion that the alternative that we did discuss a couple
4 of meetings ago of bringing someone in, we might not be
5 ready for that, somebody who is essentially going to
6 manage a tool like that. I know there is reasons to bring
7 someone in perhaps, but I think first deciding on the
8 mechanism and the tool was one of the crucials.

9 CHAIRMAN CROSBY: When you say bring
10 someone in, you mean bring a full-time person in.

11 COMMISSIONER ZUNIGA: A full-time person,
12 yes.

13 CHAIRMAN CROSBY: You were, I think leaning
14 towards a firm, somebody that could train us and get the
15 initial project management chart built and train one or
16 more people here and so forth. Then probably phase into
17 a person over time. Is that still --

18 COMMISSIONER ZUNIGA: Yes. We would have
19 to conduct a procurement would be my recommendation. I
20 don't envision this to be a large procurement, but one in
21 which a full-fledged RFR would have to be issued.

22 I think that given the scope of work and
23 time, it could be done by simply soliciting three quotes
24 from appropriate vendors. So, I could go ahead and
25 solicit those three quotes to have alternatives to

1 evaluate and we can discuss those quotes.

2 CHAIRMAN CROSBY: Commissioner McHugh,
3 what did you think of the --

4 COMMISSIONER MCHUGH: I was initially
5 dubious about going down this road. But after looking at
6 this demonstration on Friday, I think this is really a very
7 useful tool because it allows you to, in real-time, take
8 different events and move them around and see what happens
9 and see what the consequence of moving them around are.

10 And I think that that has, as I was thinking
11 about it over the weekend, a number of applications for
12 what we are doing. And that using it here from time to
13 time would be a good thing because we could see for
14 ourselves but everybody else could see what the
15 consequences of doing certain things are.

16 I think I agree with -- I don't think I
17 agree, I do agree with Commissioner Zuniga that the time
18 when we are going to need this is for about 18 months.
19 After we get the licensing processing finished, this kind
20 of thing I don't think is going to be terribly helpful to
21 us.

22 So, I would agree that the quicker we can
23 get somebody, whether it be a firm or an individual in to
24 get the back loading done, to get this thing up and
25 running, the better off we are. And however we do it,

1 whether it be a firm through a temp. agency -- I mean a
2 firm or a person through a temp. agency I think that is
3 the way we ought to go and go as quickly as we can.

4 CHAIRMAN CROSBY: Great. That's great you
5 both feel like that. So, I think we ought to just go for
6 it. If you are ready to do a quick procurement, let's do
7 it.

8 COMMISSIONER ZUNIGA: Right. My intent
9 would be to lay out maybe for the next meeting in a quick
10 memo sort of three alternatives including three quotes.

11 CHAIRMAN CROSBY: So, we might be able to
12 make a decision next week?

13 COMMISSIONER ZUNIGA: Yes.

14 CHAIRMAN CROSBY: That would be great.
15 So, we will target next week for a decision. It will
16 probably include a recommendation from you, but a decision
17 made by the Commission.

18 Racing division, mostly that would be
19 Commissioner Cameron. We did talk at the last meeting a
20 little bit about some of the possible either workarounds
21 or legislative changes. I think the two of you were going
22 to think a little bit about the legal issues involved. Is
23 there anything to report or discuss on that, the cash flow
24 problem we talked about last week?

25 COMMISSIONER ZUNIGA: I do know that

1 Commissioner Cameron asked of our outside counsel to look
2 at language that would have to be required to lift that
3 cap, that statutory cap of that trust fund that we were
4 talking about. I don't know that we have gotten that
5 final language, but that is progressing.

6 CHAIRMAN CROSBY: We decided there is no
7 great rush here. So, we've got some time.

8 COMMISSIONER ZUNIGA: There is no rush.
9 It is just an early flag that they raised.

10 We also just had a meeting with the people
11 from DPL, who are in this building, relative to the
12 approval of certain expenditures. As we discussed in
13 this Commission, Commissioner Cameron will be that person
14 for all Racing Division expenditures. But she wanted to
15 understand the process of approval that goes internally
16 and the type of expenditures that come before the Racing
17 Commission. She asked me to join her to help about.
18 That's why I am familiar with that. An agreement was
19 reached that essentially the same mechanism that exists
20 will prevail. They will just summarize for her in a memo
21 that she would then return.

22 CHAIRMAN CROSBY: Great. Anything else,
23 racing issues going on? I don't think so. We do have our
24 field trip to Plainridge scheduled for the afternoon of
25 the 21st. All logistics -- Are we driving ourselves? I

1 guess we are.

2 MS. REILLY: Yes and carpool.

3 CHAIRMAN CROSBY: Project work plan,
4 number five, getting to the meat of the matter. The
5 notice of proposed rulemaking, is there anything to report
6 there, Commissioner McHugh?

7 COMMISSIONER MCHUGH: That has been issued
8 and it has been posted on our website. It has been
9 circulated in a press release and circulated -- I think
10 by now, have we gotten to the industry folks?

11 MS. DRISCOLL: This afternoon it is going.

12 COMMISSIONER MCHUGH: So, it is out. It is
13 going to be open for a month. We will see what kind of
14 return we get and take it from there.

15 CHAIRMAN CROSBY: For the public, this was
16 the request for any advice or reactions on how we draft
17 rules for the first phase of the request for application,
18 right?

19 COMMISSIONER MCHUGH: That's right.

20 CHAIRMAN CROSBY: And any other
21 suggestions that anybody might have about how to expedite
22 the request for application process, which we are trying
23 to draft up now.

24 Consultant status report?

25 MS. O'TOOLE: Good afternoon, Chairman,

1 Commissioners. For the record, I am Kathleen O'Toole. I
2 am here to provide the update, the weekly update for the
3 consultant Michael & Carroll and Spectrum.

4 This week the deliverables that were
5 provided to the Commission included the following
6 reports: First of all, a memo detailing the mandatory job
7 positions that required under the statute. Second, a
8 memo detailing the executive director salaries. We were
9 asked to go out and explore other jurisdictions, do a
10 little benchmarking to determine what other jurisdictions
11 were paying. So, we submitted that memo. A memo
12 detailing the revenue sources that will eventually exist
13 and that is also supported by a chart that depicts the
14 different revenue sources. Finally, a memo on the RFA
15 phase one proposed timeline. Those were forwarded
16 yesterday to Commissioner McHugh.

17 The team initiated several other activities
18 this week. They are reviewing the Act to understand the
19 scope of minimum controls and requirements around rules
20 of the game and gaming equipment under the statute.

21 They are also drafting MOU templates,
22 because soon they will be meeting the State Police, the
23 Attorney General's office, the ABCC to discuss the MOUs.
24 And prior to doing so, we thought it made sense to have
25 some boilerplates available for them to look at, for these

1 different groups to look at. So they could take a look
2 and be prepared for conversations around the specifics.

3 The team continues to work on a number of
4 activities that we previously reported on, including
5 ongoing review of the multijurisdictional background form
6 and determining the specific adjustments that are
7 required for Massachusetts. They are also in the process
8 of drafting a Massachusetts supplemental application
9 form.

10 In addition, they continue to assess the RFA
11 phase one Investigations and Enforcement Bureau staffing
12 requirements and options. They are reviewing and
13 documenting anti-money-laundering provisions in
14 compliance with applicable Federal regulations. In
15 fact, that is a memo we will likely have for you during
16 this coming week.

17 They are developing a table of organization
18 and different options for a table of organization to
19 review and discuss with the Commission. In fact, the
20 consultants will be in town next week. And I am hoping
21 we can set up meetings for some of the Commissioners.

22 We can actually use some guidance. I am not
23 sure which Commissioners would be the appropriate ones for
24 them to meet with. But they would like to present some
25 preliminary options for a table of organization to get

1 some feedback, to engage in some discussion before
2 submitting some final drafts.

3 COMMISSIONER MCHUGH: A table of
4 organization of what? I missed that. -- of the
5 regulations?

6 MS. O'TOOLE: The actual table of
7 organization for the -- an organizational chart.

8 COMMISSIONER MCHUGH: An org. chart.
9 Okay.

10 MS. O'TOOLE: As I said, they are working
11 on three different options for that. I think it is at a
12 point where they could use some guidance for the
13 Commission.

14 CHAIRMAN CROSBY: Is there any reason not
15 to do that at this meeting? I think we would probably all
16 be interested in talking about that next week rather than
17 meet with just a smaller group?

18 COMMISSIONER MCHUGH: It probably would --
19 When would they be here?

20 MS. O'TOOLE: The plan right now is for them
21 to spend Wednesday and Thursday here because they have
22 other meetings with different State agencies. But I can
23 certainly talk to them about that.

24 I just wonder if it's premature for that
25 because again, they really do want to talk about several

1 of the options before committing anything to a draft to
2 be considered.

3 CHAIRMAN CROSBY: I was just thinking who
4 would be the people that they would meet with. And I think
5 a lot of us would have an interest in that.

6 MS. O'TOOLE: They are certainly available
7 to have a series of meetings while they are here.

8 COMMISSIONER MCHUGH: They could certainly
9 get input without any deliberations going on. At the
10 formative stage, that might be the best process to follow.

11 There are two other topics. I will wait
12 until you finish. There are two other topics that I think
13 would be worthwhile to discuss as well. Maybe those in
14 a public forum would be worthwhile. Let's talk about
15 that.

16 MS. O'TOOLE: Thank you. They are in the
17 process now of drafting the RFA phase one regulations.
18 That is a fairly substantial task. So, heads down,
19 everybody's writing away.

20 They continue of course to work with
21 Anderson and Kreiger to integrate their legal
22 interpretations into the work that is being done.

23 Other deliverables that are in process
24 include the memo I mentioned that details the
25 anti-money-laundering provisions and compliance, the

1 draft RFA phase one regulations.

2 I think as we start to produce some of them,
3 again, rather than handing them over all once, we will
4 probably submit them incrementally if that makes sense,
5 so that we are not giving them all to you at the
6 last-minute.

7 Also, as I mentioned, the draft
8 Massachusetts supplemental application form and the MOUs
9 for the AG, State Police and ABCC. Again, I should make
10 it clear that those are just draft MOUs, because of course
11 the input of those agencies will be really important.

12 Those were activities for this week and some
13 of the deliverables that you will see in the coming week.

14 CHAIRMAN CROSBY: That's great. There is
15 a lot of stuff going on, which is great. The only one that
16 I have had a chance to read is the near-term hires. Even
17 this one, I only read cursorily, but I think that the
18 bottom line was a recommendation that we move ASAP -- Well,
19 we are moving ASAP on an executive director. It looked
20 like the consultants thought that we ought to move ASAP
21 on a general counsel too. And it looked like the deputy
22 director for the IEB, which is Investigation and
23 Enforcement Bureau is one that we should get on board,
24 start moving on right away.

25 Is that right? Am I reading that right that

1 those three are --

2 MS. O'TOOLE: Certainly, the first two,
3 Chairman. The director, we have spoken with Commissioner
4 Cameron on a number of occasions about the director of IEB
5 -- the deputy director of IEB. And we noted in some of
6 the reports we submitted this week that the reporting
7 lines of that position need to be addressed. Because we
8 are uncertain whether it was a drafting error or whether
9 it was legislative intent, but under the current law, that
10 person would report directly to the Chairman as opposed
11 to the executive director. That will need to be addressed
12 at some point.

13 CHAIRMAN CROSBY: Right.

14 COMMISSIONER MCHUGH: That is one of the
15 things that I thought maybe we could discuss publicly
16 because that's right. That is in a memorandum that I
17 circulated today and we have not had a chance to look at
18 but it's there.

19 I think we need to come to a conclusion about
20 what we're going to do about that because the memo makes
21 clear the consultant's view that there are important
22 consequences for that reporting line. So, I wondered if
23 we could talk about that next week in the public meeting?

24 CHAIRMAN CROSBY: With the consultants?

25 COMMISSIONER MCHUGH: With the

1 consultants, yes, because they have some insights as to
2 the consequences of reporting line in one direction or
3 another. That was one of the ones that I thought would
4 be helpful to talk to them about.

5 It has escaped me for a second, but I know
6 it will recur in just a second. It's right over there.
7 I wonder if we could come back to the near-term hires memo.
8 One of the things that we are going to be free to do soon
9 now with the security pieces in place and with the policies
10 in place is to hire the people that we need -- to begin
11 the process of hiring people we need to make this process
12 work.

13 And it seemed to me that each of these people
14 who were mentioned in the key hires memo, the executive
15 director, a general counsel, a director of information
16 technology, revenue collection manager were going to be
17 needed in the near future. We could triage and stage how
18 soon they are going to be needed.

19 Some, it may be desirable for the executive
20 director to have a hand in hiring and a choice in hiring.
21 But there is no reason we couldn't begin to put the job
22 description and the hiring process in place so that he or
23 she would be able to make a quick decision from a limited
24 pool once they came onboard.

25 And others I think we could think about

1 going ahead and hiring. Maybe not the general counsel,
2 but we are at a stage where I think we could use the
3 assistance of internal counsel. We are spending -- It is
4 a law heavy process that we're going to go through and
5 going to continue to go through.

6 And an information technology person, we
7 could begin to fold into the organization as early as
8 possible so that he or she could help create the
9 environment in which everything else is going to fit. The
10 quicker we get that person on board, it seems to me the
11 better we are.

12 I don't know if you have any thoughts on
13 that?

14 MS. O'TOOLE: No. I think that's a very
15 good reflection of what appears in the memo.

16 COMMISSIONER MCHUGH: I would like to
17 perhaps at the next meeting when all five of us are here
18 to think through somewhat concretely what we ought to be
19 doing in those areas.

20 COMMISSIONER STEBBINS: I had a chance to
21 go through the memo. Obviously, it goes without saying
22 that getting the executive director onboard as soon as
23 possible, as Commissioner McHugh has said, to be able to
24 weigh in on some of the hiring decisions.

25 I had two questions. One quickly, director

1 of information technology, that is an area where I see
2 obviously our needs are going to grow from a basic
3 accommodating our IT needs for a 20-person shop up to
4 potentially a few hundred working in the Agency. Did you
5 have it in mind that that director of IT almost be at the
6 high level and kind of backfill behind them or somebody
7 who would help us out at that phase we find ourselves
8 entering into?

9 MS. O'TOOLE: Again, this is my personal
10 opinion but I suspect the consultants would agree with me.
11 I think it is really important at this stage to get
12 somebody onboard who can develop a vision, that long-term
13 vision and eventually put his or her team together as well.

14 I would definitely say my recommendation
15 would be to go with your eventual CIO, your chief
16 technology officer, whatever you chose to call the
17 position. And to have that person onboard as soon as
18 possible to develop the plan going forward. Because it
19 will be an enormous responsibility going forward,
20 especially once we start to engage in the licensing
21 process and all of that.

22 COMMISSIONER STEBBINS: And the other
23 thought I had, and obviously we brought Elaine on to do
24 our communications and media relations, and you suggest
25 that that person also do legislative relations. I would

1 suggest that that be somewhat -- that legislative
2 relations piece be really left with you, Mr. Chairman. In
3 terms of all of our correspondence that the Legislators
4 have talked about, feel free to talk to us and introduce
5 ourselves. As a start-up organization, I would be a
6 little reluctant to kind of feel a Legislator would have
7 to go through a staff contact without going through you.

8 CHAIRMAN CROSBY: Right. I think we
9 definitely are not going to put legislative relations, I
10 don't think, in Elaine's job, certainly not at this stage
11 of the game. I think we might at some point need somebody,
12 possibly a former Representative who really understands
13 the legislative process as we learn more about what we
14 need, how much of a relationship we need with the
15 Legislature.

16 In my mind, I've been thinking we might
17 combine that with sort of a community relations person.
18 Someone that helps relations with the pre-licensing
19 communities and the post-licensing communities.

20 But I certainly agree with your point that
21 we are not going to delegate that away from either me or
22 other Commissioners at this point. That is an important
23 connection to make. I think we'll keep talking about
24 that. And sometime fairly soon I think
25 legislative/community relations we might look for

1 somebody.

2 We have a possible person for our director
3 of administration that has pretty broad IT skills. I am
4 not really sure how broad. I certainly think that if this
5 person gets through the background check and we hire her,
6 then we could talk about whether she could do it or whether
7 she have somebody under her do it or whether we need
8 somebody at her level. I just don't know what level.

9 But also, IT in the gambling environment is
10 a very specialized IT. And that may well be something
11 where we are going to want our executive director who is
12 going to know a lot more about the IT needs of the Gaming
13 Commission than we know to be very involved in.

14 COMMISSIONER MCHUGH: I don't disagree
15 with that. But as a principal matter, it seems to me the
16 IT director needs to be at a very high level. This is not
17 a technical job. This is an information management,
18 visionary construction job.

19 That person needs to be -- That maybe
20 absolutely right. For the short-term that person we are
21 considering for the administrative director who does have
22 a strong technical background could be perfectly
23 adequate. It seems to me we ought to start thinking about
24 how to advertise and bid for and think about getting
25 somebody in here, so when the executive director comes in

1 at the very least he or she could have a small pool to
2 select from and get somebody onboard at that level.

3 CHAIRMAN CROSBY: Right. I agree with
4 that. I think the idea of getting these searches going
5 -- You are suggesting we put this off until next week until
6 Commissioner Cameron is here to be clear about this. So,
7 let's do that. I think the idea of getting them going,
8 it takes a long time in order to tee up the pools. And
9 I think getting them going so we have them ready for the
10 E.D. is a really good idea.

11 You are serving essentially as our general
12 counsel.

13 COMMISSIONER MCHUGH: I know.

14 CHAIRMAN CROSBY: You noticed that. We
15 couldn't do any better than that and the price is right.
16 It is taking up a lot of your time. You really feel a
17 junior counselor as opposed to a more senior, a real
18 general counsel is where we ought to go first?

19 COMMISSIONER MCHUGH: I think that general
20 counsel -- I think we have the power to hire general
21 counsel ourselves. And we may want to think about having
22 counsel for the Commission. In any event, there is enough
23 room -- there is enough work here and there is going to
24 be enough work for a lawyer. So that I think we ought to
25 think about getting a lawyer at least an intermediate

1 level soon.

2 CHAIRMAN CROSBY: But your instincts is
3 that it be that one rather than a senior person?

4 COMMISSIONER MCHUGH: I would really like
5 to think that through and talk with all of you collectively
6 about that. One level or another, I think we need some
7 help in that regard.

8 CHAIRMAN CROSBY: So, next week we will
9 really talk this through some more. If it turns out that
10 consultants can be here, Commissioner McHugh has got one
11 item on the agenda and another one that will recur in a
12 few moments.

13 COMMISSIONER MCHUGH: It just has.

14 CHAIRMAN CROSBY: Was that it?

15 COMMISSIONER MCHUGH: No. That one is
16 close to my heart, but it is the RFA-1 timeline that ties
17 into that. There is a memo that we have that was part of
18 the deliverables that were circulated and we can talk
19 about next week. It has an RFA-1 timeline, broad
20 timeline.

21 But that ties in nicely with some of the
22 comments we received at yesterday's forum. I would like
23 to see if we can tie that down in broad terms. I know you
24 are working on some data points and we need to put
25 something together that we can put out there to help

1 people. So, that was the other one.

2 MS. O'TOOLE: We will be prepared to
3 discuss that next week.

4 COMMISSIONER ZUNIGA: I also wanted to
5 bring up a conversation from yesterday in the context of
6 hires and perhaps in anticipation of next week as we
7 further these discussions. And that is the notion of an
8 ombudsman or mediation or planner position that is not
9 particularly identified in the Spectrum memo. But one of
10 the takeaways from yesterday was that somebody at that
11 level given the peculiarities of the local process here
12 in Massachusetts may be a near-term hire as well.

13 So, just want to put that out there as one
14 of the follow-ups from yesterday. And maybe for next week
15 we can continue that discussion.

16 COMMISSIONER STEBBINS: I think there is
17 some opportunity to -- because I think we -- Again, a
18 takeaway from yesterday is how critical that position
19 might be in the near-term, but also looking at other
20 opportunities in legislation where that position may be
21 able to morph into some other responsibilities.

22 Working with our advisory task force once
23 license applications are awarded, doing some of the
24 community and legislative outreach. It can start off as
25 job description A and then morph into B and C as the

1 timeline progresses.

2 COMMISSIONER MCHUGH: Right.

3 CHAIRMAN CROSBY: Right. So next week
4 we'll try to be a little more firm about which first hires
5 we are going to get moving on. That was a really helpful
6 memo. Thanks.

7 Anything else? This is just sort of an
8 aside, but the memo mentions that the Commission has one
9 source of revenue of operating funds at the moment, which
10 is the loan, the \$15 million loan from the rainy day fund.
11 And that no other monies are available to operate by the
12 statute until the application monies begin to come in, the
13 application fees.

14 But we do have this phenomenon with our \$15
15 million lapses a year from June 30. So, it is not there.
16 So, it is something that we have to kind of bear in mind.
17 We have to think way in advance about what the plan and
18 strategy and need is. Not this far in advance, but in six
19 months we need to have a pretty well strategy planned out
20 for what we are going to ask the Legislature to do.
21 Otherwise, the money evaporates a year from June 30.

22 Anything else that we wanted from our
23 consultant? Thank you for all of that stuff. It's
24 great.

25 MS. O'TOOLE: Thank you. They are all

1 working hard. I just get to report on it. Thank you very
2 much.

3 CHAIRMAN CROSBY: Technical and other
4 assistance to communities. We started to talk about this
5 a little bit. From yesterday's meeting, we had an
6 incredible -- for anybody didn't attend, we had a really,
7 really useful community mitigation meeting yesterday,
8 which had a very interesting talk about community
9 mitigation needs, community mitigation issues.

10 There was a woman from Henderson, Nevada who
11 had been the town manager for a suburb of Las Vegas for
12 many years during which three casinos were licensed.

13 Certainly, out of I think that conversation
14 came the heightened sense on our part that A, the potential
15 host and potential surrounding communities have a
16 tremendous need for assistance. B, there isn't much out
17 there yet. C, we wanted to move even more quickly on this
18 than we had already been thinking about.

19 Thus came the suggestion that we might want
20 to think about an ombudsman who could be the focal point
21 for pulling together that effort and give an identifiable
22 face to communities that they can reach out to.

23 Also, as Commissioner McHugh just referred,
24 we decided at our open meeting yesterday that we would try
25 to draft some kind of sort of an advisory piece, which

1 would include both a schedule for the RFA process as we
2 see it unfolding and the community steps within that. And
3 maybe some indication that support will be forthcoming.

4 Given the timeline isn't so contracted, the
5 communities could take a deep breath and not feel like they
6 are being bums rushed into a process that they are not
7 ready for. Those were I think the major takeaways from
8 yesterday, which was a tremendously valuable meeting.

9 We got the RFA timeline draft from the
10 consultants, which I haven't even looked at yet. We might
11 work a little bit on start thinking about how we can put
12 together a couple-page memorandum for communities. Help
13 is coming. I might take a stab and see if I can circulate
14 something that we can talk about.

15 And I think we have all agreed we want to
16 start looking for a person, possibly for two -- Pretty much
17 for sure, we think we are interested in an ombudsman type
18 person for the community relations. But that may be the
19 same person that would be the ombudsman for the
20 participants to deal with State agencies. I think we
21 could consolidate that into one person. I think we agreed
22 yesterday that we wanted to start looking.

23 I think we'll start out with easy steps,
24 which is asking some State agencies do you have any really
25 good people you might want to give us or loan us. But we

1 probably are going to have to do a job description and post
2 the position and do a search sometime pretty soon.

3 COMMISSIONER MCHUGH: The other thing, Mr.
4 Chairman, that we talked about yesterday and that I think
5 we ought to follow-up on is this idea of putting together
6 some kind of an advisory group. We have statutory bodies.
7 I am not sure we can fill them yet because they are
8 statutorily -- there are certain positions statutorily
9 designated that do not exist.

10 Some of the people both in the audience and
11 on the panel had some really good ideas about creation of
12 a community checklist, for example, and the kinds of
13 things that ought to be in there. If we could even get
14 an informal advisory board to help us with people from a
15 different regions, I think that would be good both
16 substantively and in terms of reaching out to the
17 community and showing them that we are doing it.

18 CHAIRMAN CROSBY: Yes, that's a good thing.
19 Thank you for reminding me. We thought that maybe the
20 ombudsman type person might staff that, staff those
21 advisory commissions. I will follow through on that.

22 I guess there's been nothing else
23 Commissioner McHugh, in terms of advisory opinion that you
24 have needed to send out to people?

25 COMMISSIONER MCHUGH: No. We have decided

1 -- Elaine Driscoll and I talked about this and have decided
2 that instead of trying to reply to each of those inquiries
3 on a day-to-day basis as they come in that we would send
4 an acknowledgement as soon as they come in, put them in
5 a cue, and then within a week try to get an answer out to
6 each person who sends a question or who asks a question.

7 The reason for that being that a lot of the
8 questions tend to deal with a topic that is hot at a given
9 moment or is sparked by some kind of an event. It is
10 easier to answer those questions as a group, give the same
11 answer to everybody and do them periodically. So, that
12 is what we're going to do, bringing to the Commission still
13 those that need a Commission policy decision, yes.

14 CHAIRMAN CROSBY: Anything else on that
15 technical assistance?

16 I think we are at item 5E. We have
17 President William Messner, Bill Messner, the President of
18 Holyoke Community College and his team to make the
19 presentation to us about a very exciting project.
20 Welcome.

21 MR. MESSNER: Thank you very much. It is
22 a pleasure to be here today. Thank you for the
23 invitation. Along with me flanking -- Well, I thought
24 they were going to flank me, but to my right-hand side here
25 is Jeff Hayden, who is VP for community and business

1 development at Holyoke Community College. And the
2 good-looking fellow down there at the end is Bob Lepage
3 who is director of two training workforce options, which
4 is a collaborative initiative between Springfield
5 Technical Community College and Holyoke Community College
6 for the purpose of customized job training and general
7 workforce development.

8 We came today to discuss workforce
9 development with you. We have prepared a very brief
10 presentation. I believe each of you have a copy of that.
11 If you don't, we have brought extra copies along with us.
12 Just to reinforce things up there on the wall are the
13 slides themselves, which we are going to very quickly go
14 through. In addition to that --

15 CHAIRMAN CROSBY: Excuse me, Bill. Can
16 the audience see this screen?

17 MS. REILLY: Yes.

18 MR. MESSNER: In addition to that, I've got
19 two other documents that I would like to leave with you.
20 We will reference them in a bit.

21 To get started, we understand full well that
22 one of the underlying motivators behind the legalization
23 of casino gambling in the Commonwealth was the notion that
24 the advent of this industry would generate jobs, badly
25 needed jobs for the citizens of the State.

1 We also understand, and I believe you are
2 coming to that realization as well, that there are
3 challenges inherent in the development of those jobs. On
4 the screen and the first slide we tried to give a bit of
5 scope to the overall challenge that collectively the
6 projected 10,000 more or less employees that are going to
7 be generated from these casinos. It would place these
8 among the top ten private sector employers in the State.

9 In our area of the State, Western
10 Massachusetts, where one of these casinos may well be
11 established, a casino of that sort of 3000 employees would
12 be one of the three top private sector employers in the
13 region.

14 The challenge is then to generating that
15 kind of workforce in the regions of the State are
16 significant. In the next slide, we tried to identify some
17 of the specific elements of that challenge. Just to name
18 a few, insuring training for that number of individuals
19 while maintaining integrity of the industry is certainly
20 a key challenge.

21 Insuring a net job gain for the State, the
22 whole issue of are these jobs going to be focused on
23 citizens of the Commonwealth, particularly citizens who
24 are badly in need of jobs? Or are others, particularly
25 others outside the State going to move in and take these

1 jobs is an issue.

2 Perhaps the key short-term issue, creating
3 a qualified entry-level pool of professional employees.
4 As we chatted with some folks who are knowledgeable about
5 the gaming industry, the notion of gearing up a workforce
6 on the order of 3000 individuals is a task that many of
7 them have never faced before. It is a challenge.

8 That is where we believe the Massachusetts
9 community colleges come in. Because Massachusetts
10 community colleges is the 15 community colleges have been
11 in the business of workforce development -- in terms of
12 Holyoke Community College, which is the oldest community
13 college in the State, we have been in the business for 65
14 years.

15 Perhaps more importantly many of the jobs
16 that we are going to be talking about are in areas that
17 we are already delivering training, in the business areas,
18 in the security areas, in the IT areas, in the hospitality
19 areas and we can go right down the list. Much of that are
20 areas of training that we have a long history.

21 It is part of our mission and perhaps the
22 key element in all of this is that the 15 community
23 colleges have a deep history of regional collaborations,
24 which we believe is going to be the key to facing the
25 challenge of developing a quality workforce. We, the 15

1 community colleges, cannot do it on our own. We need to
2 collaborate with the other elements of the workforce
3 development system, region by region to meet this
4 challenge.

5 The next couple of slides -- the next is a
6 bit of a PR piece relative to why we believe we are, for
7 lack of a better word, the premier workforce training
8 vendor in the State. And hopefully we will be able to
9 convince you of that fact as well.

10 At the time of the signing of this
11 legislation, which now goes back some four, five, six
12 months, the 15 community colleges as a group decided they
13 needed to number one, respond to this challenge and do it
14 in an organized fashion. So at that point in time, we
15 began the job of crafting the Massachusetts Community
16 College System Casinos Training Institute.

17 One of the documents that we have put before
18 you is, I believe, a two- or three-page outline of the
19 Institute, which has been signed on by all 15 community
20 college presidents. That agreement stipulates that we
21 will set up regional training sites along with each
22 casino. And we will do so in collaboration with the
23 regional workforce system. And that it will be an
24 organized effort and one which we would hope we would do
25 in collaboration with you, the Gaming Commission.

1 The goals of the Institute are fairly
2 simple. We want to help people get a job. We want to help
3 people do a better job and get a better job. The role of
4 the Institute, the next slide, collaborate with the
5 Commission and support in awarding prospective employees
6 certification and licensures. Going down that slide,
7 defining and delivering curricula and credentials for
8 critical occupations. Perhaps at this point in your
9 planning process, serving as a resource to you we would
10 hope, particularly in terms of drawing on what other
11 states have done in terms of meeting the challenge of
12 workforce development.

13 The next slide and is one that I am sure you
14 are very familiar with, the three regions, which then are
15 overlaid by the fact that those three regions, each one
16 of them are populated by three or four of our community
17 colleges.

18 What we have done in the memorandum of
19 agreement, we have established lead institutions in each
20 region. Not knowing where these casinos are going to be
21 sited, in each of the regions one or more of the community
22 colleges have taken up the role of interim regional lead
23 to begin developing this regional collaboration.

24 CHAIRMAN CROSBY: Who are they?

25 MR. MESSNER: In the West, it is two framing

1 workforce options HCC and STCC. In the North, if you
2 will, the Northeast it is Middlesex and in the Southeast
3 it is Massasoit. Again, those may well change depending
4 on the site.

5 In addition to that, we have partnered with
6 what we believe is the premier gaming training institution
7 in the form of a community college in the nation, Atlantic
8 Cape Community College. The other document I have put in
9 front of you is a letter of agreement, which we recently
10 signed with Atlantic Cape Community College to utilize,
11 to be the sole utilizer, if that's a term, of their gaming
12 curriculum in the State of Massachusetts.

13 Atlantic Cape situated in New Jersey
14 developed their gaming curriculum some 20 years ago, more
15 or less. And has since that time has seen their
16 curriculum used in other states. Delaware,
17 Pennsylvania, West Virginia are three in which their
18 gaming curriculum has been used. We will also be using
19 it here in the State of Massachusetts.

20 Again, the focus of that curriculum is on
21 the gaming elements of the industry. The other elements
22 that we mentioned before, we are going to be drawing on
23 curriculum, which we quite frankly have already developed
24 will be tweaking, if you will, to meet the needs of the
25 casino industry.

1 The final slide is simply a proposed
2 employability certification process that we would suggest
3 you at least consider as you go down this route meeting
4 the workforce challenge. Beginning with career advice
5 and employability application running through background
6 and residency checks, the basic skills provision,
7 certification examination and high-stakes testing. Then
8 winding up with an employability certificate awarded by
9 the Commission.

10 The bottom line is Massachusetts community
11 colleges have as an integral part of our mission, meeting
12 the workforce needs of the State. This is one of the more
13 significant challenges in terms of workforce this State
14 has ever faced. We want to be part of it. Quite frankly,
15 we should be part of it and we would hope that you would
16 agree. And that we could partner together in terms of
17 number one, developing a workforce plan that would meet
18 the needs of these establishments. And number two, in
19 terms of providing you with best practices as we can
20 identify them from across the country that will then
21 hopefully inform your work as the Gaming Commission. End
22 of presentation.

23 COMMISSIONER MCHUGH: That's great.

24 CHAIRMAN CROSBY: That's great. It's
25 terrific. Anybody go ahead if you have questions.

1 programs could somebody come in, for example, at step --
2 Could somebody come in and after a simple background
3 investigation go right to the testing process without
4 having to go through a training program? Say somebody is
5 a dealer who wants to come back home.

6 MR. LEPAGE: Yes. There is usually a
7 couple of provisions relative to your question.

8 One, the jobs are broken into
9 classification levels, which are related to the degree of
10 skills required and the degree of involvement with gaming.
11 If you think of the employability certificate being stage
12 one, then it kind of fingers out like this so that the
13 different types of occupations have different
14 requirements and are licensed by the Commissions of the
15 states appropriately.

16 A backup house service position may be
17 within a hotel may require no additional significant
18 training and direct into employment. Where something
19 that might be a gaming customer service-oriented position
20 that is associated with the gaming itself, which would
21 require a certification of that process.

22 Others as they would go up the skills set
23 ladder would have different requirements. So, they are
24 broken into job classifications. The Commission in other
25 states sets that classification. And that is the source

1 for insuring the integrity of the process. As I
2 understand it, it is within the bill here in this State
3 to follow that same process or something similar.

4 COMMISSIONER MCHUGH: So, you under this
5 process the community colleges could do both the training
6 and certification -- I mean the high-stakes testing that
7 would demonstrate the confidence of the person, whether
8 or not the person had gone through the training program?
9 In other words, somebody who had been in the field for a
10 long time, could take the test, pass it?

11 MR. LEPAGE: Yes. In other states, they
12 will recognize credentials from other neighboring states.
13 For instance, in Pennsylvania they recognize some
14 credentials that were awarded in New Jersey and Delaware
15 and West Virginia in their planning process that allowed
16 somebody who was certified in those states essentially
17 have a reciprocal agreement to allow them to become
18 employed in the State of Pennsylvania.

19 Again, that was set within the framework
20 established by the Commission on what those specific
21 institutions were. I think that again the value on the
22 front-end of an employability certificate is that that
23 could be done in partnership with workforce investment
24 boards and the one-stop centers who would feed into that
25 system, because the volume of individuals that would have

1 to be moved into that system would be the very significant.

2 Certain individuals that might be into
3 lower skilled jobs would be coming through that existing
4 infrastructure. So, our goal is to leverage what is in
5 place now most effectively and appropriately.

6 CHAIRMAN CROSBY: Is the mic. working for
7 people who are listening online? Is there a way for you
8 to tell? You can hear all right? Okay, fine.

9 COMMISSIONER MCHUGH: At a very high level,
10 this really thoughtful process would require
11 collaboration between the community colleges and the
12 Commission to develop regulations and a path of entry into
13 a certification that would enable people to have a job?

14 MR. LEPAGE: Yes, Sir, as well as that
15 progression of that pathway, because the industry does
16 have a tradition of trying to advance its employees up that
17 path.

18 CHAIRMAN CROSBY: It seems to me that there
19 are two different things here. One is you on your own hook
20 can definitely decide to train personnel for the casino
21 industry and related industries. We don't have to have
22 anything to have to do with that particularly.

23 But there is the issue to whether or not and
24 the extent to which we delegate or share with you some kind
25 of employment certification licensing process. I think

1 we are probably a long way from knowing what the issues
2 are and for making an agreement to do that. It seems
3 logical.

4 MR. MESSNER: That is one of the things that
5 we would be happy to lay out for you,. What are those
6 issues? What are those elements? Your initial
7 statement about we can certainly do the training --

8 COMMISSIONER MCHUGH: Just a minute. We
9 are getting a hand signal.

10 MR. MESSNER: Your initial statement to we
11 can do the training. That is true. We don't need
12 necessarily your blessing on that.

13 What we do need however in one fashion or
14 another is your support. A part of that support is
15 ultimately going to become someone needs to support
16 financially that training program. There are obviously
17 a couple of different options there.

18 It could be the individuals who are being
19 trained. There are the potential employers. There is
20 also the possibility of the State. Particularly at the
21 front-end, if the goal here is to have a pool of workers
22 ready for these new organizations, that it seems to me is
23 going to take a degree of State support in one fashion or
24 another.

25 Certainly, the community colleges are ready

1 and willing to do a significant amount of planning in that
2 regard. But ultimately in terms of putting training
3 programs in place and the like, particularly if the focus
4 is -- Again, I will use the Western Massachusetts example.
5 -- on those elements and gateway cities like Springfield
6 and Holyoke, turning to those individuals to support their
7 own training is going to be a significant challenge. I
8 would hope that the State would see fit that it be a very
9 wise investment on the State's part to be a partner in
10 that.

11 CHAIRMAN CROSBY: Are you basically
12 talking about scholarships in effect for tuition and fees?

13 COMMISSIONER ZUNIGA: Scholarships or
14 simply some sort of contractual relationship to support
15 the training program itself.

16 CHAIRMAN CROSBY: Something which would
17 replace the tuition and fees the student would otherwise
18 pay?

19 MR. MESSNER: Exactly.

20 CHAIRMAN CROSBY: If the students could
21 afford the tuition and fees, you could afford to do the
22 program. The question is whether the target market or
23 enough of the target market, target employment market can
24 afford the tuition and fees.

25 MR. MESSNER: Absolutely. The model that

1 comes most quickly to mind is adult basic education and
2 particularly English as a second language. In the city
3 of Holyoke, 50 percent of the population is Latino.
4 Eighty percent of the school department is Latino. Many
5 of those are individuals who particularly -- The Governor
6 focused on middle skills jobs. These are individuals who
7 with an appropriate amount of training could be ready for
8 those jobs without having to go through years of
9 education. But that is going to necessitate some level
10 of investment.

11 MR. LEPAGE: I would add that that model is
12 done differently in different states. It becomes part of
13 the process for different types of jobs within the casino
14 employment. That in some states the gaming jobs and the
15 funding of those going into gaming jobs has been done
16 different than the general employability for that
17 industry sector.

18 So, again it may go back to building a plan
19 and a model that might have multiple funding sources. The
20 time of employment when they are engaged for employment
21 can have an impact on the type of Federal funding or State
22 funding that may be a way to cover the costs of preparing
23 them for that workforce.

24 Again, I think that is part of next stage
25 of developing some models or plans that would lay out the

1 options for the committee -- the Commission, excuse me,
2 to look at and reflect. Also to see how that would
3 leverage within the current workflow structure of the
4 State with the community colleges playing a role in
5 helping to develop that plan.

6 To move this number of employees into new
7 jobs without cannibalizing our existing employers in the
8 State is a very, very significant challenge. It's one
9 that we have heard concerns on from some of the employers
10 in our region. While one would think it would be
11 primarily from other entertainment-based organizations,
12 I recently met with a very significant healthcare
13 organization who is also in fact very concerned that if
14 we do not create net jobs and prepared workforce that they
15 would lose back of house operations to the casino
16 industry.

17 So, we really feel that a systematic process
18 that will create a larger pool of qualified, qualified is
19 the key word, no matter the type of employer that we speak
20 with anywhere in the State, maybe even anywhere in the
21 country that is key to all of this. While there are pools
22 of available candidates, there are not qualified even at
23 some of the entry-level positions to be successful.

24 We know that a better job on the front-end
25 reduces costs long term. The industry could see as much

1 at 25 to 50 percent turnover in the unskilled jobs in the
2 first two to three years. We want to mitigate that as much
3 as possible with a very effective streamlined process on
4 the front-end that is skill based.

5 CHAIRMAN CROSBY: You would think that that
6 would give them some financial incentive to be
7 participants themselves because there is a high cost to
8 them with that kind of turnover.

9 MR. LEPAGE: Absolutely. And in other
10 states, the casinos themselves have through either the
11 normal pool, the revenue pool or through the special pool
12 have supported the startup creation of a labor pool.

13 Because we have the elements of the creation
14 of a labor pool and the sustainability of a labor pool.
15 The start-up phase, as you know, is much more significant.
16 The sustainability often switches to a different business
17 model.

18 I give this example, if it was Toyota coming
19 here today to open a significant auto plant with 5000
20 workers, the model would be very similar and a similar
21 challenge. In that case, it would be the State who would
22 be attracting them by providing a pathway to employees.

23 In this case we are attracting some very
24 significant employers, but we need to be prepared to give
25 them the workforce that will be required to make them as

1 competitive as possible in the region and nationally and
2 globally.

3 COMMISSIONER MCHUGH: How can you prevent
4 the cannibalization that you mentioned a minute ago?

5 MR. LEPAGE: The key to preventing the
6 cannibalization is one, to create awareness on the
7 front-end of what the jobs really are. People tend to go
8 into pathways because they don't understand the
9 expectations of the jobs.

10 Two, we have to recruit people who can move
11 up the ladder of employment. And we have to look for
12 people who can backfill to those other organizations.
13 The key is a systematic process.

14 In states that have not developed a
15 systematic process for their casino industries, they have
16 met very significant challenges. Probably the most
17 closest and most recent one was the challenges in Maine
18 with Oxford. When they tried to open their facility
19 there, they really had some challenges down to the last
20 minute of getting a labor pool of qualified applicants.

21 Even as close as a decade and a half ago in
22 Connecticut, they went into it with some splintered
23 strategy in their workforce. And I know the Commission
24 is probably aware and others may be aware, the training
25 in Connecticut was actually done in Rhode Island because

1 the Foxwoods facility and the State of Connecticut local
2 training providers could not get aligned on the front-end.
3 So, they moved over the border into Westerly and used that
4 as their training site. And in fact gave some preference
5 to hiring to those who were citizens of Rhode Island.

6 We feel that a systematic approach is
7 really, really important here so that we can employ and
8 give opportunities for people in the Commonwealth.

9 MR. HAYDEN: I think, Commissioners, it is
10 also trying to work with folks who need adult basic
11 education and English for speakers of other language or
12 introductory workforce development training to get them
13 into that pathway.

14 We have the paradigm where we have a high
15 number of jobs. Some jobs that are left wanting for
16 someone to fill. And yet we have high levels of
17 unemployment, especially in the gateway states.

18 I think it is about bringing more of those
19 folks into the workforce with that basic training and that
20 basic pathway. Also, it is about creating pathways
21 within careers so that those who might start at a mid-level
22 or above can move up and continue to fill those ranks with
23 other folks who would be training. It is about building
24 the capacity of our workforces.

25 In Western Massachusetts we hear all of the

1 time about the need to add more machinists with the
2 advanced precision machining industry. Yet there is a
3 gap of 250 jobs that everyone talks about. It is a mystery
4 why we don't fill those. Well, it is because we need to
5 get the right people connected. We need to have the
6 partnerships with the one-stops and (INAUDIBLE) and the
7 community colleges and the vocational schools and get
8 those people connected to those who need the training and
9 then get them into the jobs.

10 COMMISSIONER ZUNIGA: I commend you Mr.
11 President, you and your colleagues for thinking about it
12 in terms of joining forces and creating these memorandum
13 of agreement.

14 I also wanted to ask even though there will
15 be a number of months and years before a casino is
16 operational in Massachusetts -- We get that question all
17 of the time. -- workforce development is really a long lead
18 item. And you allude to that in your presentation
19 relative to the systematic process and the workforce plan.
20 Is there anything you could tell us relative to that broad
21 timeline?

22 MR. MESSNER: How much time you would need?

23 COMMISSIONER ZUNIGA: How much time you
24 would need to develop a plan to a curriculum or whatever
25 the steps may be.

1 MR. MESSNER: I am not sure I can give you
2 a definite amount of time, but it seems to me as best I
3 can assess the calendar year that you are facing, and I
4 understand that has not been nailed down exactly yet, but
5 I do think that we are going to need I would speculate
6 perhaps a year to get ourselves positioned such that we
7 are ready to begin in terms of putting training programs
8 in place.

9 The reason I say that is in part because this
10 is a regional effort. Some of the regions are better
11 positioned than others concerning this collaborative
12 focus. Quite frankly, in the West I think we are
13 well-positioned in terms of the collaborative history
14 that we have with the one-stops and (INAUDIBLE).

15 One of the elements of this effort is to use
16 the West as a model for the rest of the State. That is
17 we put our complex, for lack of a better word, into place.
18 The other regions of the State can model themselves on
19 that.

20 We also need quite frankly to sit down and
21 draw out the training programs themselves that are needed.
22 Some are being provided by Atlantic Cape. Others we need
23 to with some specificity lay out for ourselves. We have
24 training programs in IT. But whether they specifically
25 meet the needs of the casino industry or not that needs

1 yet to be determined.

2 Finally, all of the rest of that that
3 surrounds the training programs needs to be put in place.
4 That is where working with the Commission particularly is
5 going to be significant. That is why it leads me to
6 believe that this is a good 12-month process to get all
7 of this nailed down so that when you are ready to specify
8 it is going to be this and this and this in the three
9 regions of the State, we are ready to sit down with those
10 developers and put in place training programs that after
11 another 12, 18, 24 months, whatever that timeframe is to
12 actually get these casinos built. By that point in time,
13 we will have a workforce ready for them.

14 COMMISSIONER MCHUGH: Is there a structure
15 now in place through this agreement, which I have not read,
16 which would permit the facile negotiations back and forth
17 working together -- the partnership working together with
18 developers statewide?

19 MR. MESSNER: That again varies from region
20 to region. Again, I think we are much further along in
21 the West than perhaps some other of the regions.

22 What we have been attempting and I think
23 succeeding in doing is number one, rolling out this model.
24 and educating others in other regions as to what the model
25 entails. We will be better positioned to say yes to that

1 question I would argue by the end of this summer.

2 COMMISSIONER STEBBINS: Do you see
3 yourself having a role in the Southeast region if the
4 Tribal compact is completed and voted upon? How do you
5 see the system working down?

6 MR. MESSNER: The simple answer is yes.
7 The more complex answer is and Bob may have a better handle
8 on this than I, my hunch and it's just a hunch at this
9 point, is that there is going to be some differences.
10 Exactly what those differences are at this point, I am not
11 quite sure.

12 MR. LEPAGE: As I understand the regulatory
13 process will be very similar. As it relates to employment
14 certification and licensure and governance relative to
15 maintaining the integrity of the game will be within the
16 Commission's realm to set those guidance. So, the
17 workforce elements would be the same.

18 CHAIRMAN CROSBY: We don't know.
19 Presumably, there will be Tribal Gaming Commission, which
20 will have some of the authorities that we have.

21 MR. LEPAGE: Right, a mirror.

22 CHAIRMAN CROSBY: But we don't really know
23 how that is going to work.

24 MR. LEPAGE: In other states where there is
25 Native American gaming, some of the regulations relative

1 to the quality and integrity of the game sit within the
2 State Commission, which would include the licensure of
3 those positions. So, that would be the workforce
4 employability elements.

5 Again, I think that is something that as the
6 community colleges looks to work with partners, we could
7 work collaboratively with the Commission of again sharing
8 best practices that we have been analyzing over the past
9 months.

10 I also would just like to address the
11 Commissioner's observation about timelines. When you
12 look at some of the jobs within the industry, the skilled
13 jobs, the ones that we are going to require an associate's
14 degree or higher, developing that labor pool for IT where
15 we know there is significant shortages of IT workers,
16 particularly in pockets of this State, for us to be
17 successful, we have to increase our total output of IT
18 workers.

19 So, we have to start thinking two to
20 two-and-a-half years in advance of the opening or hiring
21 of that facility. Because the IT workers may come onboard
22 six months during the soft opening of the construction
23 period to be trained on the specifics.

24 So, we really need to be recruiting students
25 in some occupations as much as two-and-a-half years before

1 so that they can move through the curriculum and any
2 external certifications. Because some of the
3 certifications required in the environment, for example
4 in IT, are not necessarily casino certifications. They
5 are industry certifications, Microsoft Plus, Oracle,
6 whatever they maybe.

7 So, we could have a need to ramp up certain
8 occupations. I call them constraining occupation
9 because the market is constrained now for those key
10 occupations. And if we don't increase our total
11 throughput, we will just cannibalize. They are hard,
12 high-growth, high-wage jobs that employers in the State
13 don't want to lose from.

14 Again, getting a framework for those, I
15 guess I will call them open to fill jobs because they don't
16 require a gaming licensure is something the colleges will
17 be focused on as well as other higher-education
18 institutions will need to be focused on. Some of them
19 will require a bachelor's degree.

20 CHAIRMAN CROSBY: I think this is a great
21 thing. I'm really excited that you all are working on
22 this. A couple of questions, this presumably -- the
23 Governor has been trying to encourage community college
24 collaboration. This is something that is right in their
25 wheelhouse. Is this something that the Secretary is

1 supportive of and the Governor is supportive of as well?

2 MR. MESSNER: I would expect. We have had
3 discussions, not certainly with the Governor but with
4 other individuals in the administration relative to this.
5 We met with nothing but positive responses. So, I would
6 hope that would reach all of the way up to the highest
7 reaches of the State government.

8 It certainly as you indicate does address
9 some of the questions/issues that have been put forward
10 over the last year relative to workforce.

11 We are proud of our history in terms of
12 workforce development, but we also know we are not
13 perfect. We know that there have been issues addressed.
14 To the extent that this effort can help us in that regard,
15 that would be an added benefit.

16 CHAIRMAN CROSBY: Is there a place in the
17 process for any kind of coordination or collaboration to
18 state universities or UMass?

19 COMMISSIONER ZUNIGA: Is there a system, I
20 am not sure. A formal system perhaps not. But on the
21 other hand, we are working with, we are talking with those
22 folks all of the time. To the extent as Bob indicated in
23 those areas where a bachelor's and even beyond might be
24 necessary, I do not envision any problem at all in terms
25 of wrapping those folks in.

1 In fact, one of the notions of two training
2 workforce options was that STCC and HCC would provide the
3 core of that workforce development, outreach in the
4 Holyoke/ Springfield area, but then would be drawing in
5 the Westfields, the UMass Amherst and even the private
6 institutions. That could certainly be the case here as
7 well.

8 MR. LEPAGE: They do currently have some
9 capacity and expertise within the hotel and casino that
10 would be leveraged. Again, I think that is a different
11 dialogue than the licensure positions that fit within the
12 direct realm of the Commission. Those are more labor pool
13 development, but should be part of a statewide strategy.

14 CHAIRMAN CROSBY: To the extent possible,
15 you would want to coordinate with them a little bit.

16 Let me just see what else I have to say here.
17 I am sure this is in your mind, but it is in our legislation
18 to be very attentive to diversity and affirmative action
19 issues. And you will be doing yourselves a favor and
20 doing the industry a favor if you could have a real feeder
21 system with our first candidates. That is a crucial --

22 MR. MESSNER: One of the reasons that
23 community colleges were established and are supported is
24 to provide access. And access particularly in the last
25 20 to 30 years has taken on more of a focus on that

1 diversity the issue, such that certainly Springfield and
2 Holyoke have grown substantially in terms of the diversity
3 of our student bodies. I think you'll see that across the
4 State. That is a core part of our mission.

5 CHAIRMAN CROSBY: I think in general -- We
6 obviously are a long way from saying anything about
7 whether we can be financially involved or how that can work
8 or whatever. But I think it is safe to say, everybody is
9 very interested and supportive of the idea. I think it
10 is great you are out there thinking about it.

11 We will certainly be more than receptive to
12 the ideas, strategies as you are learning how these
13 programs are funded, what the needs are and so forth. We
14 are game to be a part of that.

15 I agree with your sense that although the
16 casinos are a long way off, it is not a long way off in
17 terms of this planning cycle. You will have to move
18 pretty quickly. We are talking about getting our own
19 Gantt chart that shows us our project. You can't do your
20 Gantt chart until we get ours started that say when is a
21 casino going to open. In general, you know the timelines
22 we are working with. And there is no time to waste to get
23 this up and running.

24 MR. MESSNER: We just wanted to ensure that
25 what we were doing and the direction we were heading in

1 not only parallels the direction that the Commission is
2 going in, but that you saw it as something that could
3 support your efforts.

4 What we are hearing today is that we seem
5 to be going down the same path. And we would like to
6 continue in that direction. As I said before, we see the
7 next steps as to continue to develop a stream of what we
8 will call best practices. And to the extent you can
9 utilize that information, that is terrific.

10 Then also to develop at least the outlines
11 of what we would see as a workforce development plan, the
12 elements of that, provide that to you and see where we go
13 from there.

14 COMMISSIONER STEBBINS: I think it's
15 important. Somebody from UMass shared with us the other
16 day that the casinos coming into Massachusetts is kind of
17 economic development flipped on its head. You made the
18 analogy of the big auto worker with lots of jobs. We would
19 be tripping over ourselves to try to offer them support.

20 This is one area where we feel we need to
21 offer -- I feel we need to offer support because conversely
22 as we heard yesterday, communities will begin to feel the
23 impacts of the big importation of people to come into work
24 at the casinos as opposed to the local job opportunities.

25 The Commission does have an opportunity to

1 write regulations related to license of employees,
2 minimum training requirements, as well certification of
3 training schools. So from the consumer protection end of
4 it, we don't have a young man or woman going to X, Y, Z
5 school of gaming who will throw their money away
6 essentially on a certification that doesn't mean
7 anything.

8 MR. MESSNER: And admittedly, one of our
9 motivations in getting here and in front of you was to the
10 extent that we can to preclude that sort of what we think
11 is negative development, which has evidently been
12 generated in some other states.

13 We think we can deliver quality education
14 at the lowest-cost possible consistent with high-quality.

15 CHAIRMAN CROSBY: Actually, that is a
16 really interesting point. I am sure that there are going
17 to be for-profit ventures that are potentially relatively
18 fly-by-night that could try to exploit this situation and
19 exploit unknowing consumers.

20 So, I think it is a really good point. If
21 in your work in doing best practice and checking what's
22 happened in other jurisdictions you see some such
23 experiences, I think we could play a role in counseling
24 the public -- helping to counsel the public not to get
25 snookered. So, let us know if you learned about that kind

1 of stuff.

2 MR. MESSNER: That's fine.

3 CHAIRMAN CROSBY: And I'm sure others, the
4 Attorney General and others would want to be involved in
5 that too.

6 COMMISSIONER STEBBINS: I think there is an
7 ongoing relationship as we begin to set those licensing
8 requirements for employers of the casinos. One invite
9 your feedback for the regulatory process but also it is
10 helpful for you to understand and explain to people going
11 through a training program that their minimum essentials
12 are going to be beyond what they are going to need to know
13 in the classroom.

14 COMMISSIONER MCHUGH: By inclination, I
15 never like to end a meeting like this without a next step.
16 I hear you talking about by the end of the summer, you may
17 be in a better position. Can we schedule another check-in
18 of some kind?

19 MR. MESSNER: I think that would be fine.
20 And I think that would be consistent with where we think
21 we are going.

22 Again, we would like to develop for you an
23 outline, if you will, of a workforce development plan.
24 And by the end of the summer, I think we would be ready
25 to sit down and discuss that with you. I think also by

1 the end of the summer, some of these best practices
2 including what the Chairman just addressed we could have
3 ready for you.

4 Then finally getting our act together
5 across the three regions, we could report back to you then
6 as well that this has happened in the Northeast and the
7 Southeast and the like. In fact, at that point in time
8 it might be helpful to bring representatives from two of
9 the regions along with us. And they can reflect on their
10 experiences.

11 COMMISSIONER MCHUGH: Perhaps we can think
12 about, and work out the precise details later, another
13 session in September sometime to see where we are.

14 MR. MESSNER: Sure. We would be glad to do
15 that. Thank you very much.

16 CHAIRMAN CROSBY: Thank you and go with our
17 wind in your sails. Thank you very much.

18 Thank you Commissioners Stebbins and Zuniga
19 for coming across this one. It's a real exciting project.

20 Charitable gaming, anything to talk about
21 or report on?

22 COMMISSIONER MCHUGH: Not a great deal. I
23 met this week with the representatives of the Attorney
24 General's office. I am meeting Thursday morning with the
25 representative of the Town Clerk's Association. I got

1 the name now of some representatives of the charitable
2 gaming users, people who do it. I'm going to reach out
3 to them and have some thoughts that will be ready to share
4 at a high level soon. And the reporting piece is on
5 schedule.

6 CHAIRMAN CROSBY: That reminds me. I
7 forgot to mention when we were talking about item 5C, the
8 technical assistance other communities that Commissioner
9 Stebbins and I have been talking about getting Mass.
10 Development. We are going to meet with Mass. Development
11 to talk about whether they can play some role in this
12 servicing of the communities.

13 And also there was someone from the Collins
14 Center at our mitigation meeting yesterday. We can
15 expect a proposal from them pretty soon.

16 COMMISSIONER MCHUGH: Great.

17 CHAIRMAN CROSBY: Finance and budget,
18 Commissioner Zuniga.

19 COMMISSIONER ZUNIGA: Yes, just one item.
20 Commissioner Cameron is planning a trip to Pennsylvania
21 to visit and tour two racinos, casinos with a racing track,
22 one in Chester and one in Bensalem, Pennsylvania along
23 with our consultant and other members of the Pennsylvania
24 Control Board. She will also have meetings there with the
25 Pennsylvania Control Board. This is all relative to the

1 assessment that we have with the racing operation ongoing.

2 A budget that she has put together here are
3 for round-trip tickets, hotel, meals, etc. is estimated
4 to not to exceed \$2000. So, I am submitting this line item
5 for approval on a budget basis for those travels.

6 CHAIRMAN CROSBY: We've known this is
7 coming. I don't think we need a vote, do we on this?

8 COMMISSIONER ZUNIGA: I assume as not a
9 budgeted item that I would submit for approval on a budget
10 basis.

11 CHAIRMAN CROSBY: It doesn't really
12 matter, but it seems setting a precedent for a level of
13 detail that I don't know we want to get into. I think this
14 a discretionary expenditure.

15 COMMISSIONER MCHUGH: I agree. I don't
16 think we have to. I think we disclose it so the public
17 can see it, but I don't think we need to vote.

18 COMMISSIONER ZUNIGA: Then it is just the
19 report of that upcoming expenditure.

20 COMMISSIONER MCHUGH: That is important.

21 CHAIRMAN CROSBY: That is important,
22 particularly travel, because travel, we are probably
23 going to have to do a fair amount of it. And travel is
24 one of those things that can be controversial. So, we
25 want it to be very well understood and transparent. Were

1 you going to say anything?

2 COMMISSIONER STEBBINS: No, I agree with
3 you in terms of setting aside the amount that we expect
4 to be expended. It is also important to remind folks that
5 this is key to our consultant completing her evaluation
6 and kind of having an opportunity to share some other best
7 practices with Commissioner Cameron in her oversight of
8 the Racing Commission.

9 CHAIRMAN CROSBY: Right, good point.
10 Okay, anything else on that budget finance? Public
11 education and information. Maybe you can address this
12 issue, Commissioner McHugh, better than anybody. There
13 have been some inquiries from the press and elsewhere
14 about various steps that are being proposed by the
15 Secretary of State and/or by the Campaign Finance office.

16 We have been asked whether we are going to
17 play a role in reacting to, supporting, opposing,
18 whatever. It seems like a topic we should discuss. Do
19 you have the particulars at your fingertips?

20 COMMISSIONER MCHUGH: I do, Mr. Chairman.
21 There are two proposals that are now in existence. One
22 is a proposal by the Office of Campaign and Political
23 Finance. Informally to amend the regulation that they
24 have issued to deal with contributions made by gaming
25 license applicants to local officials and boards. The

1 Campaign and Political Finance with whom we have met,
2 Commissioner Stebbins and I have met with a representative
3 from that office, is going to hold a public hearing on the
4 subject in July, I believe on the subject of those
5 regulations.

6 Basically, those regulations will restate
7 what General Laws Chapter 23K, section 47 says. It in
8 essence says that all political contributions made by an
9 applicant for a gaming license to a municipality must be
10 disclosed by the applicant to the Gaming Commission and
11 the city or town clerk of the community in which the
12 contributions have been made. That process is going
13 forward.

14 We talked with the office a bit about when
15 one becomes an applicant for purposes of this regulation
16 kicking in and whether after one becomes an applicant
17 there can be a look-back provision that would catch
18 contributions made before the person becomes an
19 applicant. That is something that we can consider for
20 ourselves whether or not the office requires ultimately
21 in its regulation that to be reported. But we will have
22 another chance to see that, talk about it, think about it
23 as the regulation process goes forward. That is one piece
24 that is ongoing right now.

25 The other piece is House 4049. That is the

1 bill that the Secretary of State has sponsored among
2 others. It was not introduced by the Secretary of State
3 of course, but as I understand it, he is sponsoring it.

4 That basically says, and there was a hearing
5 on it before the appropriate house committee recently.
6 That says in essence this: Anybody who spends money
7 favoring or opposing -- and I am quoting now -- a question
8 submitted to the voters of a city or town concerning the
9 issuance of a license for a gaming establishment in that
10 city or town in accordance with our statute clause 13 of
11 section 15 Chapter 23K shall file reports disclosing
12 expenditures for certain periods before the vote actually
13 takes place on the 60th day prior to the election, on the
14 fifth and 20th day of each month getting close and at
15 staggered intervals up until the vote is taken.

16 Both political committees that are formed
17 to support or oppose it and individuals and other groups
18 who are formed to support and oppose those. The subject
19 of those votes would be if this bill were enacted required
20 to make those reports.

21 That is a summary of the proposals that are
22 in existence at the moment. Whether we support the latter
23 proposal or not is something that we can talk about.
24 Disclosure of where money to support or oppose a
25 referendum of this type in the city or town is an important

1 aspect of transparency that we have said from the outset
2 we are in favor of.

3 There are I think some First Amendment
4 questions that may lurk in these regulations under certain
5 circumstances. But in general, it would seem that
6 disclosure is a helpful thing for everybody to know.
7 That's as far as I am going to go at the moment.

8 CHAIRMAN CROSBY: One question that came up
9 was would we post the first category of contributions.
10 Would we post on our website if there were a list of
11 contributions to political officials in target
12 communities, would we post that list that the Office of
13 Campaign Finance would also post? And I think we said --
14 I said through Elaine almost for sure that seems like it
15 would be something logical to include.

16 We didn't take a position particularly on
17 the regulation. We just said if that were available that
18 would be another thing that probably would make sense for
19 us to post. But it does come up whether we will be
20 proactively supportive of either or both of these two
21 things.

22 COMMISSIONER MCHUGH: Insofar as the first
23 one is concerned, the statutory one that is there. The
24 disclosure had to be made.

25 CHAIRMAN CROSBY: It's required by

1 statute.

2 COMMISSIONER MCHUGH: The regulations at
3 the Office of Campaign and Political Finance is proposing
4 or is going to propose -- I am not exactly sure as to what
5 stage their process has reached. -- those are simply
6 implementing regulations of a statutory obligation.

7 23K section 46 has certain requirements
8 with respect to this issue. 23K section 47 talks about
9 disclosure of contributions. So, that is there. And we
10 have no real choice but to implement. The Legislature has
11 decided that.

12 Maybe we can stop there and talk about that
13 for a second. The question there is, I think we need a
14 little bit more detail in a memorandum for all of us to
15 consider, as to what the regulation ought to look like.
16 Should there be a reach-back provision? Is it
17 permissible to have a reach-back provision so that once
18 an applicant filed an application and became an applicant
19 who is required to report that applicant would be required
20 to report not only contributions made after the
21 application was filed, but also contributions for a set
22 period of time before the application was filed. That is
23 one approach that is conceivable.

24 In fact, under section 46 it is doubtful
25 that any contributions after the application is made but

1 before the license is granted are permissible. So, there
2 may be a reporting requirement for something that if
3 reported would show a violation of the law.

4 I think we need to and we will have an
5 opportunity to participate in the rule-making stage when
6 the Office of Campaign and Political Finance gets there
7 to make a comment and be heard. And we will have a chance
8 to formulate a policy before then. I think that we ought
9 to take a careful look at this, have a little memorandum
10 in front of us and then make a judgment about that.

11 I think the same is true of the bill that
12 is pending in the House. The legislative session ends
13 fairly soon. So, that might be a moot point now. It may
14 become a moot point, but I think before we act on that one
15 way or another, we ought to take a look at the specific
16 issues that that raises, notwithstanding a general
17 support of the notion of transparency being a good thing,
18 which I think we all agree.

19 But there are some issues in there I think
20 we need to take a more careful look at before we can come
21 to a decision.

22 COMMISSIONER STEBBINS: Is there a big
23 difference between any other ballot referendum spending
24 question and those guidelines as compared to this case?

25 COMMISSIONER MCHUGH: Under this bill, the

1 guidelines would be the same for -- the reporting dates
2 would be a little bit different because the timeline is
3 much shorter typically than it is for general referendum
4 question. But the reporting requirements would be
5 generally the same. And in fact, the bill takes the form
6 of amendments to the referendum disclosure provisions
7 that are now in the statutes.

8 CHAIRMAN CROSBY: I guess there is nothing
9 really too much for us to talk about at the moment. It
10 sort of feels to me that with rare exceptions, there is
11 no need for us to get proactively involved and take a
12 position on these things. Unless we were asked by the
13 Legislature, we could consider it more formally.

14 But we have got enough things to do
15 implementing and understanding and interpreting law,
16 which is already on the books. We can control the
17 transparency of our own operations. As much as I think
18 this is a very interesting topic and something that it is
19 good somebody's paying attention to, I am not sure I think
20 it is our job to do that sort of as a general rule.

21 COMMISSIONER MCHUGH: I think we can draw
22 distinction between the first one, which has statutory
23 roots and which has some reporting requirements to us as
24 well as to the Office of Campaign and Political Finance,
25 and the more general referendum, one. On that one I would

1 agree that thoughtful people are looking at this and will
2 make an appropriate judgment. And we are generally in
3 favor of disclosure and transparency in our operations.
4 And that's about as far as we need to go.

5 CHAIRMAN CROSBY: That seems right to me.
6 So, maybe we'll just sort of sit tight on the House bill.
7 Will you and your new deputy general counsel work on teeing
8 up a memo for us on the regs.?

9 COMMISSIONER MCHUGH: Yes, but I think I
10 will wait Mr. Chairman until we actually see the draft
11 regulation that is put out for public comment.

12 CHAIRMAN CROSBY: Totally at your
13 discretion.

14 COMMISSIONER MCHUGH: Right.

15 CHAIRMAN CROSBY: The Compulsive Gambling
16 forum, for the public to know on Monday, June 25 be
17 reminded at North Shore Community College in Lynn from
18 1:00 to 4:00 or 4:30, I think. We have our fourth public
19 forum that will be on the topic of compulsive gambling,
20 being managed for us by the Association on Compulsive
21 Gambling -- the Compulsive Gambling Association, much as
22 MAPC did the community mitigations session last Monday.

23 It is opened to the public. It will be
24 streamed live. I think it will be a really important,
25 interesting topic. It is a very big issue. Again, this

1 will be the first time we really had an opportunity to get
2 into it at any depth. I think all of the logistics are
3 clear. I think we all know what is going on. So, I don't
4 think there is really anything else to talk about there.

5 The Compulsive Gambling forum I mentioned
6 today that Commissioner Cameron is attending, she will
7 report back to us. They were among other things
8 soliciting new members. And I think we decided we would
9 not become a member of this organization, but we did want
10 to be aware of what they were talking about, what they were
11 doing and show our colors there. That's why Commissioner
12 Cameron is there.

13 Community outreach responses to requests
14 for information, is that a restating of --

15 COMMISSIONER STEBBINS: That is a
16 restating of 5C.

17 CHAIRMAN CROSBY: -- of 5C. Okay, so
18 scratch that. Report from the director of communications
19 and outreach, Ms. Driscoll.

20 MS. DRISCOLL: Good afternoon everybody.
21 Just some basic updates. As many of you already know,
22 what is going on in the media relations world right now.
23 On Friday, I am looking forward to meeting with a number
24 of State vendors to discuss capabilities for logo creation
25 and some support for various branding initiatives that we

1 will probably have coming down the pike.

2 Monday I am looking forward to a meeting
3 with webmaster from Mass.gov so that we can discuss some
4 immediate ways to make some changes to the website and add
5 some new features that will be more reader-friendly. As
6 we discussed, make it more of a portal of information,
7 one-stop shopping for our community members that are
8 looking for various types of information as well as the
9 introduction of the speakers bureau, which we hope to have
10 up and running very soon.

11 Following up on a number of cross inquiries
12 from the past forums as well as still working on promoting
13 the Problem Gambling forum for Monday. We are getting a
14 lot of press coverage on that. It's been good to see.

15 I am also working on placing notifications
16 for upcoming race hearings. I met with Commissioner
17 Cameron and one of the legal representatives today
18 educating me on what the needs are and requirements in
19 terms of proper notification for race hearings. So, that
20 is something we have been going back and forth on today.

21 Also Commissioner Zuniga, I will get to you.
22 I just had some tweaking on what we had discussed in terms
23 of the press clipping service that I think is really
24 important. I have the company just working over the
25 proposal. There were just some things I needed added in

1 that I wasn't comfortable with that I wanted them to refine
2 a bit more. So, they have done that.

3 Like I said, just the number of clips from
4 across the State on what is happening. Just need a
5 service to help us stay on top of it all, getting reports
6 out basically twice a day on what is happening.

7 Just continuing outreach and social media.
8 That has been going really well. We are seeing a lot more
9 of participation on both Twitter and Facebook. I'm also
10 working on putting together a tutorial just to make sure
11 everybody is up to speed on what that is.

12 Again, just focusing on basically what I'm
13 calling sort of the community mailbag. All the questions
14 that have been coming in from members and just putting some
15 organization to how we are getting back to everybody. And
16 how consistently we are getting the same questions and
17 what we might do differently when we are seeing the same
18 question over and over again in terms of outreach. Which
19 means, like I said, if we are getting the same questions
20 from several people, the likelihood that many people have
21 that question is very high. So, just making sure we are
22 being proactive and putting out answers to things like
23 that.

24 Again, any assistance I can provide in terms
25 of putting together the mitigation checklist and how that

1 will work in terms of the need for community outreach once
2 that is put together. I think that my component will be
3 significant in that in terms of getting the word out.

4 COMMISSIONER MCHUGH: I think in terms of
5 the content of that, it would be really helpful if we put
6 it together to make sure that Elaine gets a chance to look
7 at before we put it out to make sure it is intelligible
8 to people who are not as deeply into this as we are. It
9 turns out to be really helpful.

10 MS. DRISCOLL: I think that is when a really
11 efficient formatting of the website too will be critical,
12 because that is going to be an important spot for that type
13 of engagement.

14 CHAIRMAN CROSBY: A couple of things. We
15 had a lot of talk at the community mitigation forum about
16 doing something similar to maybe all of these forums in
17 Western Mass. I talked with Tim Brennan who is from the
18 Pioneer Valley, a couple of Springfield city councilors
19 and I think you did also. Should we make a decision or
20 should we just do that and get the ball rolling?

21 I think we will be hearing from them
22 requesting that we have a public event. Maybe
23 recapitulating a fair amount of the stuff that we have done
24 there in Western Mass. has had less access to.

25 Is everybody kind of in agreement that we

1 ought to do that? Certainly, I think if we are asked and
2 we don't have to gin it up, I think Tim Brennan may well
3 contact you. And maybe you are as good a point person on
4 this given Western Mass. Maybe sort of help pull that
5 together and see what people have in mind? You guys have
6 talked about it, right?

7 COMMISSIONER STEBBINS: I think there is an
8 opportunity with the visits Commissioner Zuniga and I made
9 to Western Massachusetts. There is a fair amount of
10 interest and a number of groups trying to get together to
11 address a number of issues as we saw from workforce
12 training to community mitigation to the stipulation in the
13 bill of casinos having a positive impact on tourism. That
14 we might be able to structure a meeting that draws in some
15 of the components of the educational forums but also
16 invites some new folks to the table.

17 COMMISSIONER MCHUGH: I think if we can
18 find a way to invite some new folks to the table out there
19 that would be great.

20 One of the things that I heard at our
21 development forum and that you all have been talking about
22 is the tourism piece. There was a lot of talk at the
23 economic development forum about the amenities that these
24 casinos ought to have. And some just light touching on
25 the synergy created by the existing amenities and how to

1 partner with those.

2 That it seems to me is going to be an
3 essential ingredient for all of the casinos regardless of
4 where they are situated. And giving some thought as to
5 how to do that and what things to take into account might
6 be a piece of something that would be new that would be
7 both important for us to hear and something that would fit
8 in with a major interest in the West. I just throw that
9 out now for consideration.

10 COMMISSIONER STEBBINS: I agree with you.
11 I don't think it is a topic that we necessarily touched
12 upon with the exception of one meeting. The conversation
13 the other day at the economic development forum,
14 regardless of the location and where you are going to put
15 a casino, how are you going to make it unique? How do you
16 connect it to the local small business community? How do
17 you connect it to tourism?

18 We are kind of doing some brainstorming
19 around that as we have been trying to encourage everybody
20 to think a little bit outside the box might be a helpful
21 discussion for us to have at the forum.

22 COMMISSIONER ZUNIGA: Especially, as we
23 start to think about notions like this checklist of what
24 would go into a memorandum of understanding, some of the
25 ideas from yesterday, if some of those ideas that come to

1 fruition in draft form having that discussion with the
2 likes of the Visitors Bureau. And as to exactly what that
3 means on the ground would be very helpful.

4 So, I'm not exactly sure that there is
5 something very immediate, but there is certainly
6 something prior to the bulk of issuing regulations that
7 we should consider.

8 CHAIRMAN CROSBY: I think Commissioner
9 McHugh what you are suggesting is that we could have a
10 separate forum. We could have these forums on different
11 topics. And this whole topic of how do you mitigate the
12 negative impacts on entertainment venues, restaurants and
13 the tourism industry and small business in a region, A.

14 And B, how do you make a positive out of it?
15 How do you create strategic relationships and across
16 marketing relationships and so on and so forth. That's
17 an area where we have not really had this kind of
18 brainstorming session, which would be useful to us when
19 we get the regulations business. But it would also useful
20 to the public to hear that conversation.

21 So, that is a little bit different from what
22 I heard the Western Mass. folks talking about yesterday.
23 I think yesterday they were talking about this community
24 mitigation forum was really provocative and helpful for
25 us. It would be good if you could redo this in Western

1 Mass.

2 We could do both or we could do one or the
3 other. Would you be willing to take the lead in sort of
4 talking with folks out there and seeing? If it's just a
5 matter of being present with a new topic, then I think this
6 is a great new topic, which we should do somewhere. But
7 also if there is really a substantial market for redoing
8 what we did yesterday, I think for those that missed it.

9 COMMISSIONER STEBBINS: I think it can be
10 a combination, healthy discussion around some of those
11 topics.

12 CHAIRMAN CROSBY: Or we could do two
13 halves. We could do a half day on one. A half day was
14 kind of a redoing of the community mitigation, which is
15 an endless topic and we know that. The second, which is
16 a fresh new focus on relationships with surrounding
17 tourism industry and small businesses.

18 COMMISSIONER STEBBINS: I would be happy to
19 take the lead.

20 CHAIRMAN CROSBY: The other thing, I think
21 we have begun to get a little bit of traction. We have
22 more attendance probably at this one, not than the first
23 one, but that was a very big deal.

24 We had good attendance yesterday. We had
25 apparently 30 or 40 people watching it full-time online,

1 which was a lot for us. We've had a lot of press attention
2 to it. So, we are beginning to get some traction on these
3 things.

4 There was a lot of feedback from people
5 saying we really appreciate being a part of the process,
6 which of course is part of what this is all about. We have
7 talked about whether there would become a time when we
8 would want to do some general sort of hearing processes.

9 We haven't in the past except for yesterday
10 spontaneously -- We have not asked people to talk to us.
11 We have been inviting them to listen. Is there any place
12 as yet for sort of a listening tour where we would have
13 open forums where people could just come and talk about
14 things in general rather than these specific topics?

15 COMMISSIONER STEBBINS: Do we have an
16 opportunity with our announced notice of rule-making? We
17 are asking people for some rather broad thoughts about how
18 do we make the process more efficient and timely.

19 CHAIRMAN CROSBY: We could maybe have been
20 three regional hearings on that topic; is that what you
21 are saying, one or more?

22 COMMISSIONER STEBBINS: Yes, just
23 considering how broad the notice of proposed rule-making
24 and comment period is. It is pretty immediate.

25 COMMISSIONER MCHUGH: Yes, it is. That

1 certainly would be a good topic. To make it relevant, we
2 would have to get to it because we are going to be in the
3 stage of regulation -- in the regulation process pretty
4 soon. And I am not sure if there is enough time to do it
5 between now and that stage and have it be meaningful.

6 We could do it in the context of the public
7 hearing on proposed regulations. Again, we are likely to
8 be on a tight timeline here. We could also do it around
9 the subject of what the rest of the process ought to look
10 like once we get this preliminary process underway.

11 And go on a listening tour with respect to
12 the mitigation pieces and structure so that we are looking
13 for things that we ought to include in our final
14 application. Because that piece will be somewhere down
15 the road and we will have much more time to digest what
16 we hear from those.

17 If we schedule those kinds of things in the
18 early fall, we could really benefit from hearing what
19 people have to say and structured in a way that would help
20 them come to the table prepared to say useful things,
21 rather than just tell us what you think about.

22 MS. DRISCOLL: My suggestion would be that
23 that's just it. I don't think we want it to be too broad
24 if you want it to be really productive. I think once we
25 can sort of narrow it down to specifically what the call

1 to action is for feedback, it will be a more productive
2 session.

3 The other thing is I have been getting some
4 feedback and I think as we move into the hearing this is
5 something that we are going to be considering in terms of
6 attendance. That there is a desire that's been expressed
7 by some community members to have these at night, after
8 work, maybe on a Saturday morning, when we can increase
9 attendance for individuals that might be at work during
10 the course of the day. I think that forum that is a little
11 bit different. We certainly put a lot of things in place
12 to give everybody an opportunity to view the video, to read
13 the transcript. We certainly have made that available to
14 everyone.

15 But in terms of people who would like to
16 physically attend, I just think that the hearings when we
17 are asking for feedback, we should consider doing one or
18 two of them at night or on a weekend.

19 COMMISSIONER MCHUGH: That's a great idea.

20 CHAIRMAN CROSBY: Would you maybe talk with
21 Commissioner McHugh and think about -- there is a topic
22 on the table right now. We have got that posted notice.
23 And somewhere between 30 and 60 days input would probably
24 still be relevant. It's a pretty focused topic. It is
25 a pretty interesting topic.

1 The earlier questions are what do you think
2 about -- help us draft regulations on the phase 1 of the
3 RFA. And that closing question was any other ideas do you
4 have on expediting the RFA process. I think that is a
5 pretty interesting topic.

6 Maybe the industry, who we haven't really
7 spoken to at all so far would have some interest in coming
8 to the table on those issues. If we can get it together
9 quickly enough to still in terms of the regulations, I
10 think is one worth pursuing.

11 If not, maybe skip to these other regulatory
12 drafting processes that Commissioner McHugh was talking
13 about. I think we ought to take a shot at doing one on
14 the current thing that is out there.

15 It wouldn't have to be a series. It could
16 just be one. Janice can help with the logistics and
17 stuff. What is nice is if you can find somebody else to
18 do it. Like I found MAPC and Compulsive Gambling. I
19 didn't have to do very much. If you can find somebody
20 else, I don't know if there is going to be anyone.

21 COMMISSIONER MCHUGH: If we are going to do
22 a listening thing that is basically go, invite everybody
23 to comment and talk about this topic and stand and listen.
24 It is really a publicity thing. It is really not much
25 organization except finding some quiet place. Maybe we

1 could do it outdoors or something.

2 CHAIRMAN CROSBY: Right, Tanglewood. You
3 might be able to find an organization in Western Mass. that
4 you were talking about. We will talk about that.

5 CHAIRMAN CROSBY: I think it would be great
6 if you could do that. Thank you very much.

7 The discussion of the June 14 economic
8 development forum that we didn't have a chance to talk
9 about right after the meeting. Commissioner McHugh, I
10 think, talked a little bit about one of the things.

11 The two things that struck me, well three.
12 One we talked about quite a bit which is there is no reason
13 to think from the people that we have consulted that there
14 is any reason to rethink the basic assumptions of three
15 plus one.

16 That was clearly the strongest message.
17 The job generation, the revenue generation, the gross
18 gaming revenue projections, nobody seems to think --
19 there's no reason to think that those don't hold water at
20 this stage of the game. That clearly was a major
21 conclusion.

22 The two other things that I took away from
23 that and I thought we ought to talk about a little bit
24 whatever other takeaways there might have been were one,
25 the criticality of making these destination resorts. And

1 having the kinds of amenities that are going to pull people
2 from outside the small reach of the 60-minute region.

3 I don't exactly know -- I assume the
4 industry will take it upon themselves to do this. They
5 know who they're trying to attract, I assume. But it
6 certainly was a suggestion to us that we be attentive to
7 try to encourage amenities to the maximum extent possible
8 in order so we expand our reach as much as possible. The
9 dollar you bring in from another state is the highest
10 valued dollar. That was one interesting thing that I
11 think was useful.

12 The second one was there clearly were some
13 issues raised about the slots parlor. I think maybe all
14 four of the experts, but certainly at least three of them
15 talked about it. One of them said the slots parlor was
16 not in their projections flat out. One of them said it
17 is the major kind of facility that has a pure substitution
18 effect where you are simply recycling dollars that might
19 otherwise have gone someplace else.

20 There is very little new money, much less
21 new money in a slots parlor and there was quite a bit of
22 discussion about the location, some pro, some con. It
23 wasn't quite definitive. One person I think suggested
24 that it might devalue a casino license if you had a slots
25 parlor nearby. Another person, I think, said there might

1 be an agglomeration effect where getting more than one
2 close by might have a positive effect. I think it
3 certainly raised or emphasized some issues about the slots
4 parlor.

5 Two things, any other thoughts on those two
6 issues on how we might follow up? And two, any other
7 takeaways or topics of discussion from that meeting?

8 COMMISSIONER MCHUGH: Another takeaway I
9 had, and I think those topics were important, but another
10 takeaway I had was from the discussion of the Missouri
11 competitive siting process. The only competitive siting
12 process that we really looked at closely.

13 Their report and the presentation by Mr.
14 Rommetti I thought was very valuable. And particularly
15 valuable was the design of a competitive process by first
16 deciding the factors on which you wanted competition.
17 And then designing an application form that would allow
18 you to have metrics that matched so you could make fair
19 judgment about the competitive and relative value of the
20 proposals you were getting.

21 That whole process of how to decide -- I know
22 it is a long ways down the road, because that gets to the
23 substance not the preliminary qualifications. -- I
24 thought it was worth thinking about as we move forward what
25 those benchmarks are going to be. It really gets to the

1 heart of what the bill is designed to do, job creation,
2 mitigation and those kinds of things. But we need to
3 think about it so we can design applications that are
4 capable of meaningful comparison. I thought that was a
5 very helpful discussion that we had from there.

6 CHAIRMAN CROSBY: We have the capacity to
7 double-check those assertions.

8 COMMISSIONER MCHUGH: Sure. And the rigor
9 with which they went through in Missouri, the figures they
10 were getting from the applicants and the way they compared
11 in each case of one to the other and their evaluation
12 process was something that I thought was a real model for
13 our approach to this process.

14 CHAIRMAN CROSBY: Any other thoughts or
15 reactions?

16 COMMISSIONER STEBBINS: Just a couple of
17 points that have already been mentioned about the
18 uniqueness of the facility to make it truly a destination
19 where we are going to be able to draw in out-of-state
20 money. And I think that is where it becomes so much more
21 important is the connection with the tourism piece.

22 Just looking at -- I made a lot of notes
23 about the slots parlor location. Somebody on the first
24 panel had suggested locating a slots parlor close to where
25 the money goes out of your region. As well as keeping it

1 as far away from the destination casinos as possible was
2 another suggestion by the gentleman who had done the
3 Boston study.

4 Getting back to what Michael Pollock from
5 Spectrum talked about, which is another issue that we are
6 mindful of which is the impact on lottery receipts. And
7 that the suggestion being that if it is well thought out
8 enough in advance, the relation between the casinos and
9 the lottery that we can minimize what would be well
10 perceived losses or revenue shortfalls downturns for the
11 lottery as the casinos open their doors.

12 That forward thinking I think was a healthy
13 discussion. Plus I picked up a lot of good things
14 relative to the research piece that we keep talking about
15 and weighing in terms of local factors to assess.
16 Relationships with the casinos in terms of per capita
17 income. Even some people saying -- I think the comment
18 was made a couple of times in terms of lack of good research
19 that has been done. I think that comes back to our point
20 of having a chance to do some good baseline research before
21 these actually open.

22 CHAIRMAN CROSBY: We are meeting with some
23 folks to talk about that idea tomorrow, right?

24 COMMISSIONER STEBBINS: Yes. And looking
25 at something as simple as business licenses, the number

1 of businesses that were started prior to a casino. The
2 number of small businesses, those licenses may still be
3 valid or not valid. That is really drilling down into the
4 minutia and probably some of that detail work we obviously
5 are not going to know until we actually approve a license
6 for a particular jurisdiction.

7 COMMISSIONER ZUNIGA: Yes, there were very
8 good takeaways I was going to mention on that relative to
9 the research that we could commission as part of this
10 baseline study. And data we could start aggregating
11 relative to property values, the inventory of businesses
12 prior to so that years down the line, we could look back
13 and say this is the net effect because there is this many
14 more or less. There is this difference in the types of
15 businesses, the employment at the local level or regional
16 level. I think those were really good takeaways.

17 CHAIRMAN CROSBY: I continue to be really
18 excited about this. This is item nine, this whole
19 research idea. I don't know how big it is, how expensive.
20 I think we really have an opportunity to do an incredible
21 public service with a real serious, long-term study of
22 what the impact of these things are.

23 I asked the question of somebody about
24 sequencing. Is it a good idea to maybe -- Somebody had
25 suggested the possibility of picking one casino first, one

1 site first in order that losers could rebid. And nobody
2 had any experience with that.

3 Rachel Volberg, who attends all of our
4 meetings is a very sophisticated researcher in all this
5 stuff, sent me an email that said she knows of one, which
6 she always does. New Zealand, I haven't studied it yet,
7 but apparently New Zealand has used this as a strategy.
8 So, that is something I will have to try to follow-up on.
9 That was a another takeaway that I forgot to mention.

10 I wonder whether -- The slots issue is going
11 to be on us relatively soon. If we get out our RFA-1,
12 which prequalifies slots proposers as well as casino
13 operators, it is probably a much less time sensitive
14 process. Because as far as we know so far, it is
15 relatively small operators that we know about, at least,
16 that is going to be proposing.

17 And we have to get that phase two RFA out
18 in advance of the casino -- some way or another, we have
19 to move quicker in order to comply with the law.

20 I wonder whether it would be worth talking
21 with the consultants next week about whether there is a
22 way to get more information about the impacts of slots,
23 the cost-benefit analyses of slots, the location of slots,
24 etc. Does that seem like something that would be a
25 worthwhile topic?

1 It seems to me there is a lot we don't know
2 yet. I don't know where exactly you go to learn it. But
3 I would assume that our two consultant folks would know
4 as much about this as anybody in the consultant world.
5 Does that that make sense?

6 COMMISSIONER MCHUGH: I think it does make
7 sense. My only concern about next week is I don't want
8 to dilute their efforts from what already is a really tight
9 timeframe. Just behind the scenes they are turning out
10 a lot of stuff that is going to get laid on our table over
11 the next six weeks.

12 We will have a little time. I don't mean
13 to suggest that it's not going to come on us. Perhaps at
14 a time when the ball is in our court and we are wading our
15 way through what they have given us.

16 CHAIRMAN CROSBY: I wasn't thinking of
17 asking them to do any more work on it at the moment. I
18 was just thinking of asking them just talk about it with
19 them that they could do off the tops of their heads.

20 If it turns out there is more work, which
21 there might be and that maybe we would want them to do it,
22 then I would agree with you completely. This is timely,
23 but not as timely as a lot of the other things they are
24 working on. We might give them a heads-up that we will
25 at least just ask them about this, but not to do any work

1 on it.

2 The other thing that occurred to me about
3 the amenities and the destination resort issue is is there
4 anything that we can do or the State can do to work with
5 operators, the casino operators to encourage out-of-state
6 people? Is there something we can do with Massport to
7 encourage collaborations or promotions or advertising?

8 If we had an entry tax, which we don't, we
9 could talk about maybe lifting entry taxes for people. I
10 am thinking about things like that. Are there ways that
11 we could work the facilities to encourage, particularly
12 out-of-state, international and out-of-state audience?
13 It's a big deal for us if we can.

14 I am going to have this meeting I talked
15 about having with the tourism partnership. I talked with
16 Jim Rooney from the Convention Center and will do more of
17 that. Maybe we just brainstorm and ask people. It is
18 something to really think about. If we could think about
19 anything different to give them tools, or maybe we give
20 them incentives or something. I don't know. Maybe there
21 is an incentive structure by attracting out-of-state such
22 and such they get such and such. I don't know.

23 COMMISSIONER STEBBINS: At bare level, you
24 are talking about marketing opportunities. Now I
25 understand there are direct flights from Tokyo to Boston,

1 a big immigration of people who might be predisposed to
2 want to go to casinos. That helps in the Boston area and
3 is probably a competitive advantage that we have over the
4 rest of the Northeast. Again, kind of putting a little
5 bit back -- I would ask the developers to get them to kind
6 of keep conceptualizing about how they can be successful
7 and thinking outside the box.

8 COMMISSIONER MCHUGH: I think that is not
9 the only thing, but I think that is an important ingredient
10 of making it work, making it clear in the application
11 process and in the evaluation that that is a factor that
12 we are looking for. We are looking for not only a
13 destination facility that is capable of keeping people
14 happy for a week but also a plan that is designed to get
15 people from outside Massachusetts and indeed outside the
16 country. What are you going to do in that regard? And
17 making that a part of the competitive process and figuring
18 out some metric to measure the relative strength of the
19 proposals in that area as well as some of the others.

20 CHAIRMAN CROSBY: Right.

21 COMMISSIONER STEBBINS: And it ties back to
22 the workforce development piece of the applicant. What
23 are you doing relative to your workforce? They are not
24 going to be encouraged by somebody who has done a lot of
25 that strategic thinking and thinking about partnerships

1 and alliances for them to make it to that step.

2 CHAIRMAN CROSBY: This is interesting part
3 of our jobs. Eventually, we start really thinking about
4 this but there are two sides of it. One is incentivizing
5 the bidders to think as aggressively and creatively as
6 possible because that will be one of our important
7 criteria. But also thinking about what we can encourage
8 them, what we can give them back, because it costs money
9 to market overseas.

10 So, on both sides of that equation, I am sure
11 we can think of stuff to do. That will be interesting.

12 Anything else from the follow-up for
13 economic forum?

14 Discussion of the June 18 mitigation forum,
15 yesterday's mitigation forum. I think we pretty well
16 chewed that one over. What are we doing with the
17 questions that came in? There were some.

18 MS. DRISCOLL: I gave them to Brandon to put
19 in the chart we started and just similar to the other
20 questions we are getting through email. We will answer
21 them probably by the end of the week.

22 CHAIRMAN CROSBY: Good. So, everybody
23 will hear back from us?

24 MS. DRISCOLL: Yes.

25 COMMISSIONER STEBBINS: There were some

1 good takeaways and some good points that the woman from
2 Nevada was very clear in terms of if you are a community
3 asking a developer for some mitigation funds, make sure
4 it is monies that is directly related to mitigation.
5 Don't try to cover everything else under the sun. Really
6 express your point that this is a mitigation cost.
7 Something you need to deal with as opposed to we are going
8 to cherry pick and help fund some things where we have a
9 revenue shortfall.

10 CHAIRMAN CROSBY: Right, which was a good
11 point for me. Because I am always trying to get them to
12 think what else can we leverage with your money. That's
13 interesting, but that was sort of contrary to her point,
14 which was good advice. Don't take your eye off the ball
15 too far.

16 Anything else on yesterday? Speaking
17 engagements, I spoke this morning at the Greater Taunton
18 Chamber of Commerce, which was interesting. Really a
19 hotbed, I had to drive by Raynham Taunton to get there by
20 the former track. It was a little bit difficult, because
21 they are all interested in the tribal gaming and of course,
22 we don't know anything about the tribal gaming. That is
23 going to be managed not by us but by the Compact or by us
24 to the extent the Compact gives us authority. We don't
25 know yet. That was interesting. Any other ones coming

1 up?

2 COMMISSIONER STEBBINS: I have my
3 rescheduled visit with the folks from the Tourism Bureau.
4 That was supposed to be the Friday before Memorial day,
5 it's next week.

6 CHAIRMAN CROSBY: Great. I can't think of
7 anything else.

8 Research agenda, we talked a little bit
9 about that. I heard the same things you did. There's
10 been a big proposal that I think has been circulated. It
11 was sent to us by this research team from UMass Amherst.
12 Those folks are coming in to talk to us.

13 Commissioner Stebbins and I are going to try
14 to brainstorm on this some more and maybe tee up an idea
15 of how we can take the legislative mandate to do a baseline
16 study of the socioeconomic impacts of gaming and maybe
17 expand it up to something bigger than even was envisioned.
18 We will work on that and be back to you.

19 Anything else? Other business, any other
20 topics?

21 All right. Do we have a motion to adjourn?

22 COMMISSIONER MCHUGH: So, moved.

23 COMMISSIONER STEBBINS: Second.

24 CHAIRMAN CROSBY: All in favor? I.

25 COMMISSIONER ZUNIGA: I.

1 COMMISSIONER MCHUGH: I.

2 COMMISSIONER STEBBINS: I.

3 CHAIRMAN CROSBY: Motion carries.

4 Thank you, folks.

5

6 (Meeting adjourned at 3:23 p.m.)

7

8

9 ATTACHMENTS:

10

11 Attachment 1, Agenda

12 Attachment 2, 6/7/2012 Spectrum Memorandum regarding near
13 term hires

14 Attachment 3, Presentation by William Messner, President
15 Holyoke Community College

16 Attachment 4, Memorandum of Agreement, Massachusetts
17 Community College System Casino Careers Training
18 Institute

19 SPEAKERS:

20 Elaine Driscoll, Communications Director

21 Kathy O'Toole, gaming consultant

22

23 Jeffrey Hayden, Holyoke Community College

24 Robert LePage, Holyoke Community College

25 William Messner, Holyoke Community College