



**MASSACHUSETTS GAMING COMMISSION  
PUBLIC MEETING #263**

February 28, 2019  
10:00 a.m.

**Massachusetts Gaming Commission**  
101 Federal Street  
Boston, MA



Massachusetts Gaming Commission

101 Federal Street, 12<sup>th</sup> Floor, Boston, Massachusetts 02110 | TEL 617.979.8400 | FAX 617.725.0258 | [www.massgaming.com](http://www.massgaming.com)



**NOTICE OF MEETING and AGENDA  
February 28, 2019**

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Gaming Commission. The meeting will take place:

**Thursday, February 28, 2019  
10:00 a.m.  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA**

**PUBLIC MEETING - #263**

1. Call to order
2. Approval of Minutes
  - a. February 14, 2019 – **VOTE**
  - b. February 20, 2019 – **VOTE**
3. Executive Session pursuant to M.G.L. Chapter 30A Section 21(a)(3) for the purpose of discussing litigation strategy in the case of Stephen A. Wynn v. Karen Wells, the Massachusetts Gaming Commission, Wynn Resorts Ltd., et al. – **VOTE**
4. Administrative Update – Ed Bedrosian, Executive Director
  - a. General Update
5. Ombudsman, John Ziemba
  - a. Plainridge Park Casino Quarterly Report
  - b. Plainridge Park Casino Commitments Review
  - c. MGM Springfield Quarterly Report
    - i. MGM Timelines
    - ii. MGM Residential Requirement Extension – **VOTE**
  - d. MGM Service Employee Exemption Request – **VOTE**



**Massachusetts Gaming Commission**

6. Commissioner's Updates

7. Other business – reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that on this date, this Notice was posted as “Massachusetts Gaming Commission Meeting” at [www.massgaming.com](http://www.massgaming.com) and emailed to: [regs@sec.state.ma.us](mailto:regs@sec.state.ma.us), [melissa.andrade@state.ma.us](mailto:melissa.andrade@state.ma.us).

02.26.19  
Date

Cathy Judd-Stein  
Cathy Judd-Stein, Chair

**Date Posted to Website:**

February 26, 2019 at 10:00 a.m.



Massachusetts Gaming Commission

101 Federal Street, 12<sup>th</sup> Floor, Boston, Massachusetts 02110 | TEL 617.979.8400 | FAX 617.725.0258 | [www.massgaming.com](http://www.massgaming.com)



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## Massachusetts Gaming Commission Meeting Minutes

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**Date/Time:** February 14, 2019 – 10:00 a.m.

**Place:** Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

**Present:** Chair Cathy Judd-Stein  
Commissioner Gayle Cameron  
Commissioner Enrique Zuniga  
Commissioner Bruce Stebbins  
Commissioner Eileen O'Brien

Time entries are linked to the  
corresponding section in the  
Commission meeting video.



### Call to Order

See transcript page 1

10:00 a.m. Chair Judd-Stein called to order public meeting #261 of the Massachusetts Gaming Commission.

The Chair introduced herself, and thanked Commissioner Cameron for her immediate past service as the interim Chair. She also thanked her fellow Commissioners, Executive Director Ed Bedrosian, and the entire team at the MGC for their warm welcome.

### Approval of Minutes

See transcript page 1

10:00 a.m. *Commissioner Stebbins moved to approve the minutes from the January 24, 2019 Commission Meeting, subject to correction for typographical errors and other nonmaterial matters. Commissioner Stebbins stated that under the 10:08 mark, in the section entitled, "Suffolk Downs Unpaid Winnings" it should be noted that Chad Bourque, Senior Finance Analyst was on hand to assist Dr.*



*Lighbown in reporting the financial numbers to the Commission.  
Commissioner Cameron seconded the motion.  
The motion with the amendment passed 4 – 0 with the Chair abstaining.*

*Commissioner Stebbins moved to approve the minutes from the February 1, 2019 Commission Meeting, subject to correction for typographical errors and other nonmaterial matters. Commissioner O'Brien seconded the motion.  
The motion passed 4 – 1 with the Chair abstaining.*

## **Administrative Update**

See transcript page 2

### 10:05 a.m.     **Staff Update**

Executive Director Ed Bedrosian welcomed the new Chair. He then introduced new Financial Investigators David MacKay and Fei Zou, welcoming them to the Commission.

### **General Update**

Director Bedrosian requested that agenda item #6 regarding MGM Service Employee exemptions be postponed to the next Commission meeting, in order to present it with the MGM quarterly update. He also commented on Item #10, the Executive Session. He updated the Commission on a preliminary injunction that was issued by the judge in *Stephen A. Wynn vs. Karen Wells, the Massachusetts Gaming Commission, and Wynn Resorts, et al.* The IEB is currently reviewing this injunction, which can be found on the Clark County [website](#). Director Bedrosian stated that outside counsel has reviewed the injunction, and it will be discussed at the executive session today.

## **Ombudsman**

See transcript pages 2 – 6

### 10:15 a.m.     **2019 Mitigation Fund Applications Overview**

Ombudsman John Ziemba, with Construction Project Oversight Manager Joe Delaney, provided a brief status of the 2019 Mitigation Fund applications. They gave a brief overview of the process that they are planning to take to review the applications.

Ombudsman Ziemba then referred the Commission to an additional application that was received after the memo in their packet was written that lists all the applications received. They are in the process of confirming that this application, from the City of Springfield for approximately \$555,000 was submitted before the February 1<sup>st</sup> statutory deadline. Once this is confirmed, an updated memo will be posted.

In total (including the additional application), the Commission received 24 applications worth approximately \$5.6 million. Of that \$5.6 million, only \$5.4 million is new funding.

The Commission's targeted spending for 2019 is approximately \$6.7 million, with approximately \$5.2 million left in the fund that has not been awarded or otherwise allocated.

As this is the first year that the Mitigation Fund has begun to receive 6.5% of the revenues from the tax on gross gaming revenue from MGM Springfield, this is the first year that the Commission will split the fund by region based on its guidelines whereby the funds generated in each region will stay in that region, after all grants are accounted for. The Commission intends to grant awards by June of this year.

Ombudsman Ziemba noted that the review team this year is now comprised of himself, Commissioner Stebbins, General Counsel Catherine Blue, CFO Derek Lennon, Director of Workforce, Supplier and Diversity Development Jill Griffin, Program Coordinator Crystal Howard, and Program Manager Mary Thurlow.

## **Workforce, Supplier and Diversity Development**

See transcript pages 7 - 14

### 10:25 a.m.     **Workforce Supplier and Diversity Update**

Director Griffin updated the Commission on responses received after a request was posted on February 1<sup>st</sup> called **Request for Response: Lessons Learned from Development of Casinos in Massachusetts; Best Practices for Diversity During Construction**. This request was posted on COMMBUYS on February 1<sup>st</sup>, and responses are due by March 1<sup>st</sup>, directly submitted to COMMBUYS. Director Griffin reported that the post was sent to about 900 individuals and businesses, and the Commission has received proposals and a significant amount of questions.

Commissioner Zuniga pointed out a type-o on page four of the solicitation that states that the budget is \$150,000. This will be corrected in COMMBUYS to clarify that the budget is in fact \$15,000.

Director Griffin reported that she has convened a team comprised of 25-30 members of chambers of commerce, state entities that focus on business, community groups, and city officials and called it the Vendor Advisory Team. The purpose of this advisory team is to obtain information on procurement needs and opportunities. The first meeting was on January 29<sup>th</sup>. The Vendor Advisory Team will convene monthly basis, moving forward.

Next, Director Griffin updated the Commission on the beginning process of performing a **Construction Diversity Audit of Encore Boston Harbor** that is taking place. She stated that she, Mr. Delaney, and Ms. Howard are in the process of reviewing information gathered relative to both workforce diversity and supplier and vendor diversity. They plan on submitting a summary memo to the Commission's Compliance Committee at the end of March.

Director Griffin announced that there will be a hiring event for Encore Boston Harbor at the Hynes Convention Center on February 24th and 25th.

Commissioner Zuniga noted for the record that the audit process that has been established was based on feedback from the state auditor. Commissioner Zuniga further stated that he is glad that the Commission is seeing it through to fruition.

[10:41 a.m.](#) The Commission then reviewed initial **Amendments to 205 CMR 102.02: Definitions – Women Business Enterprise (WBE), Veteran Business Enterprise (VBE), and Minority Business Enterprise (MBE)**. The proposed amendments would add definitions for WBE, VBE, and MBE into the Definitions section of the regulations. By placing these terms in the Definitions section, they will apply to the ongoing operations of the gaming licensees. These terms originally referred to construction phase only. The amendments also effectively move the process of certification from the licensing division to the Office of Supplier Diversity's process.

The amended regulation will be circulated to the licensees and stakeholders, and will be brought back for approval to commence the promulgation process. The Legal Division asked that the Commissioners review it and offer any comments.

## **Research and Responsible Gaming**

See transcript pages 14 - 25

### [10:50 a.m.](#) **Research Update**

Mark Vander Linden, Director of Research and Responsible Gaming provided the Commission with an update on his research agenda, both in terms of deliverables that were recently released, and projects/deliverables that are upcoming. He also reviewed the memo that was provided to the Commissioners in their packet that lists the different reports and publications that have been created as part of MGC's research agenda.

Director Vander Linden and Commissioner Cameron met with Crime Analyst Christopher Bruce yesterday, and he hopes to have Mr. Bruce's report for review by the end of the month so that it could be to the Commission for the

March 28<sup>th</sup> Commission meeting. The report will be a follow-up from the baseline study that was presented to the Commission in October, 2018.

Director Vander Linden then summarized another report on the Gambling Impact Cohort. The cohort consists of 3,139 adult Massachusetts residents that are currently at risk of experiencing gambling related harm. Director Vander Linden estimates that this report will be ready by the end of March.

There are a couple of publications that are being developed from the Gambling Impact Cohort study. One of note is low-risk gambling guidelines for Massachusetts residents.

Director Vander Linden then highlighted two initiatives that are underway now. First is the development of a sophisticated, accessible database for other researchers, as well as posting player card data that is a requirement of M.G.L. 23K § 97. The second initiative is community-based participatory research that will provide the Commission with community status at a specific level across the state with the introduction of casinos.

### **Commissioner's Updates**

See transcript pages 25 – 29

[11:42 p.m.](#) Commissioner Stebbins presented a letter to the Massachusetts Historical Society (MHS), regarding MGM. MGM Springfield is being nominated for one of MHS's Annual Preservation Awards. The application should consist of letters of support. He read the letter to the Commission that outlined the historic adaptive reuse efforts during MGM Springfield's development. He welcomed any edits to comments in the draft language, and stated that he would like to provide this signed letter to MGM Springfield to recognize them for their success on their renovation and preservation of key architectural pieces in Springfield.

[11:45 a.m.](#) *Commissioner Cameron moved that the Commission endorse the Massachusetts Gaming Commission Letter to Massachusetts Historical Commission, re: MGM Springfield Preservation Award Nomination. Commissioner Zuniga seconded the motion.*  
*The motion passed unanimously.*

Commissioner Stebbins announced that Commissioner Cameron, along with Director Griffin and Ms. Howard met with the stakeholders in the Build-A-Life campaign to review its progress. It was noted that campaign visibility is up, and partners at the policy group on tradeswomen issues showed them that in 2018, over 600 women enlisted in apprentice programs across the Commonwealth, which is an increase of 25% since 2017. Commissioner Stebbins added that there was discussion around the idea that our licensees

should consider tradeswomen for openings that they may have in operational building and facility maintenance positions.

Commissioner Cameron stated that a meeting is being organized with the Department of Health and members of law enforcement to discuss research on human trafficking in casinos. Commissioner Cameron will inquire about a way to capture data on this. The Chair stated that the governor's office does address human trafficking, and that she will provide Commissioner Cameron with that data.

[11:53 a.m.](#) Director Bedrosian recognized Digital Communications Coordinator Mike Sangalang as an exemplary employee who does tremendous work with all of the different directors and staff, and stated that Mr. Sangalang is will be leaving us for a new job. Director Bedrosian thanked Mr. Sangalang on behalf of the entire Commission for all of his hard work that has helped the agency become one of the leaders in streaming.

### **Executive Session**

See transcript page 29

[11:59 a.m.](#) The Chair announced that Pursuant to M.G.L. Chapter 30A Section 21(a)(3), an Executive Session is being held for the purpose of discussing litigation strategy in the case of Stephen A. Wynn v. Karen Wells, the Massachusetts Gaming Commission, Wynn Resorts Ltd., et al.

[11:59 a.m.](#) Commissioner Stebbins moved to go into executive session. Commissioner Zuniga seconded the motion. Roll call vote:  
Commissioner Stebbins: Aye.  
Commissioner Cameron: Aye  
Commissioner Zuniga: Aye.  
Commissioner O'Brien: Aye.  
Chair Judd-Stein: Aye.

The Chair then stated that the Commission is now in executive session pursuant to the Open Meeting Law, and that all members of the public and any staff members not involved in this matter to be discussed must leave the room. The Chair also asked that all live audio and video recording and livestreaming be shut off and the doors to the room be closed.

[3:15 p.m.](#) The Commission reconvened in public session. The Chair stated that there was a vote put on the agenda in the event that the Commission needed to take some action based upon the briefing. No action was requested of the Commission, so no vote will be taken.

[3:15 p.m.](#) *With no further business, Commissioner Cameron moved to adjourn the meeting. Commissioner O'Brien seconded the motion.*

*The motion passed unanimously.*

**List of Documents and Other Items Used**

1. Notice of Meeting and Agenda, dated February 14, 2019
2. Draft Commission Meeting Minutes, dated January 24, 2019
3. Draft Commission Meeting Minutes, dated February 1, 2019
4. Memo dated February 14, 2019 RE: 2019 Community Mitigation Fund Applications
5. Request for Response: Best Practices for a Diverse Workforce  
RFR # MGC-1600-2019 / COMMBUYS Bid# BD-19-1068-1068C-1068L-35182
6. Flier: Encore Boston is Hiring
7. Small Business Impact Statement for 205 CMR 102.02: Definitions
8. Draft of Amended 205 CMR 102:02: Definitions
9. Memo dated February 14, 2019 RE: Massachusetts Gaming Commission Letter to  
Massachusetts Historical Commission, re: MGM Springfield Preservation Award  
Nomination
10. Letter to Historical Society from the MGC dated February 14, 2019

/s/ Catherine Blue  
Assistant Secretary



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## Massachusetts Gaming Commission Meeting Minutes

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**Date/Time:** February 20, 2019 – 11:00 a.m.

**Place:** Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

**Present:** Chair Cathy Judd-Stein  
Commissioner Gayle Cameron  
Commissioner Enrique Zuniga  
Commissioner Bruce Stebbins  
Commissioner Eileen O'Brien

Time entries are linked to the  
corresponding section in the  
Commission meeting video.



### Call to Order

See transcript pages 1 – 2

11:00 a.m. Chair Judd-Stein called to order public meeting #262 of the  
Massachusetts Gaming Commission.

### Executive Session

See transcript page 1

11:00 a.m. Pursuant to M.G.L. Chapter 30A Section 21(a)(3), an Executive Session is  
being held for the purpose of discussing litigation strategy in the case of  
Stephen A. Wynn v. Karen Wells, the Massachusetts Gaming Commission,  
Wynn Resorts Ltd., et al.

11:01 a.m. *Commissioner Cameron moved to go into executive session. Commissioner  
Zuniga seconded the motion. Roll call vote:  
Commissioner Stebbins: Aye.  
Commissioner Cameron: Aye  
Commissioner Zuniga: Aye.  
Commissioner O'Brien: Aye.*

*Chair Judd-Stein: Aye.*

*The Chair then stated that the Commission is now in executive session pursuant to the Open Meeting Law, and that all members of the public and any staff members not involved in this matter to be discussed must leave the room. The Chair also asked that all live audio and video recording and livestreaming be shut off and the doors to the room be closed.*

[4:31 p.m.](#) The Commission reconvened in public session. The Chair thanked the legal counsel and staff for their hard work on the Nevada litigation. She asked if there was a motion to be made.

[4:31 p.m.](#) *Commissioner Cameron moved to authorize the Commission's legal counsel to work to finalize an agreement, the terms of which are consistent with the Commission's discussion in the February 20th executive session, that will result in dismissal of the case captioned Stephen A. Wynn v. Karen Wells, the Massachusetts Gaming Commission, Wynn Resorts Ltd., et al. that is presently pending in the Clark County District Court in Nevada, and will enable the Commission to receive an investigative report and move forward with an adjudicatory proceeding regarding Wynn Resorts' suitability as soon as possible. Commissioner Zuniga seconded the motion. The motion passed unanimously.*

[4:32 p.m.](#) *With no further business, Commissioner Cameron moved to adjourn the meeting. Commissioner Zuniga seconded the motion. The motion passed unanimously.*

#### **List of Documents and Other Items Used**

1. Notice of Meeting and Agenda, dated February 20, 2019

/s/ Catherine Blue  
Assistant Secretary





# Report to the Massachusetts Gaming Commission Q4/Year End 2018



PLAINRIDGE PARK  
YOUR HOMETOWN CASINO

# Gaming Revenue & Taxes



		Net Slot Revenue	State Taxes	Race Horse Taxes	Total Taxes
2017	1st	\$38,389,597	\$15,355,839	\$3,455,064	\$18,810,903
	2nd	\$42,652,854	\$17,061,142	\$3,838,756	\$20,899,898
	3rd	\$44,557,985	\$17,823,194	\$4,010,219	\$21,833,413
	4th	\$39,185,794	\$15,674,318	\$3,526,722	\$19,201,040
	<b>Total</b>	<b>\$164,786,230</b>	<b>\$65,914,493</b>	<b>\$14,830,761</b>	<b>\$80,745,254</b>
2018	1st	\$42,196,904	\$16,878,761	\$3,797,722	\$20,676,483
	2nd	\$44,075,466	\$17,630,187	\$3,966,791	\$21,596,978
	3rd	\$44,849,341	\$17,939,737	\$4,036,441	\$21,976,177
	4th	\$40,467,919	\$16,187,167	\$3,642,113	\$19,829,280
	<b>Total</b>	<b>\$171,589,630</b>	<b>\$68,635,852</b>	<b>\$15,443,067</b>	<b>\$84,078,918</b>

# Lottery Sales



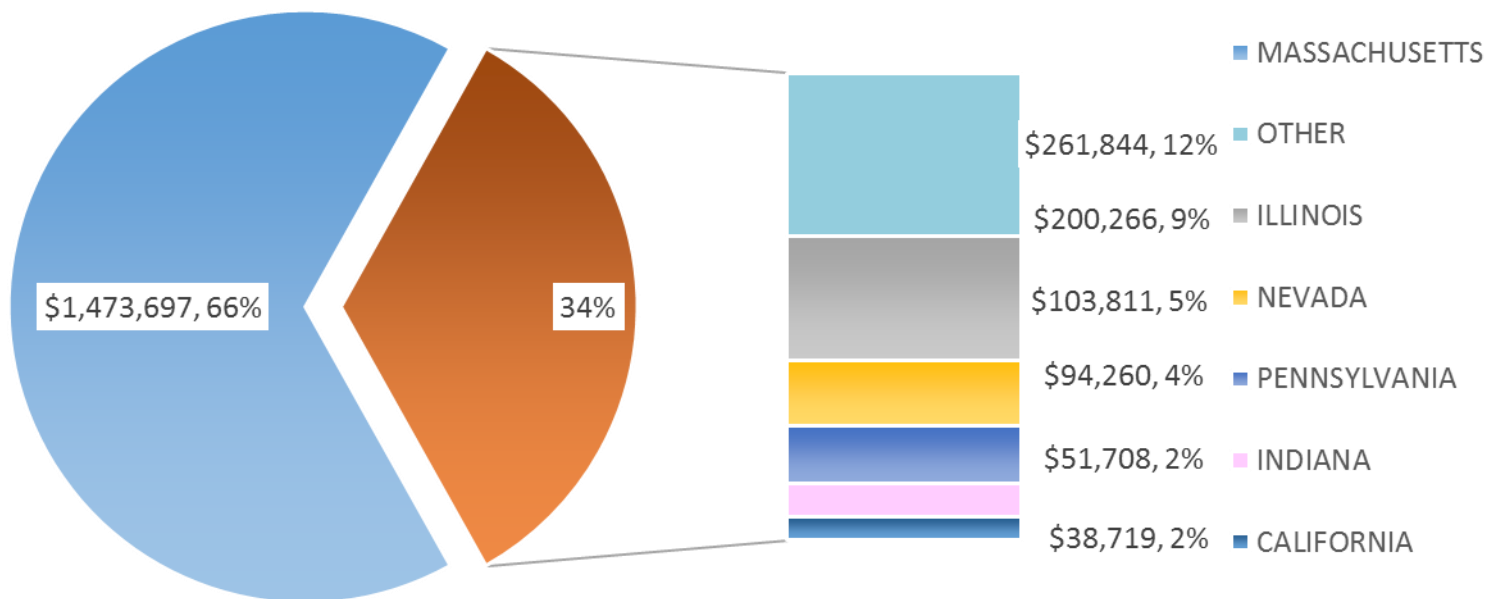
Quarter	2017	2018	\$ Difference	% Difference
1st	\$750,871	\$894,938	\$144,067	19.19%
2nd	\$843,294	\$934,290	\$90,996	10.79%
3rd	\$891,181	\$937,875	\$46,694	5.24%
4th	\$822,037	\$867,419	\$45,382	5.52%
<b>Total</b>	<b>\$3,307,383</b>	<b>\$3,634,522</b>	<b>\$327,139</b>	<b>9.89%</b>

- PPC currently has 5 instant ticket machines and 4 online terminals
- Prior to the Casino opening the Property had 1 instant ticket machine and 2 online machines

# Spend by State



Q4 2018 Total Qualified Spend By State

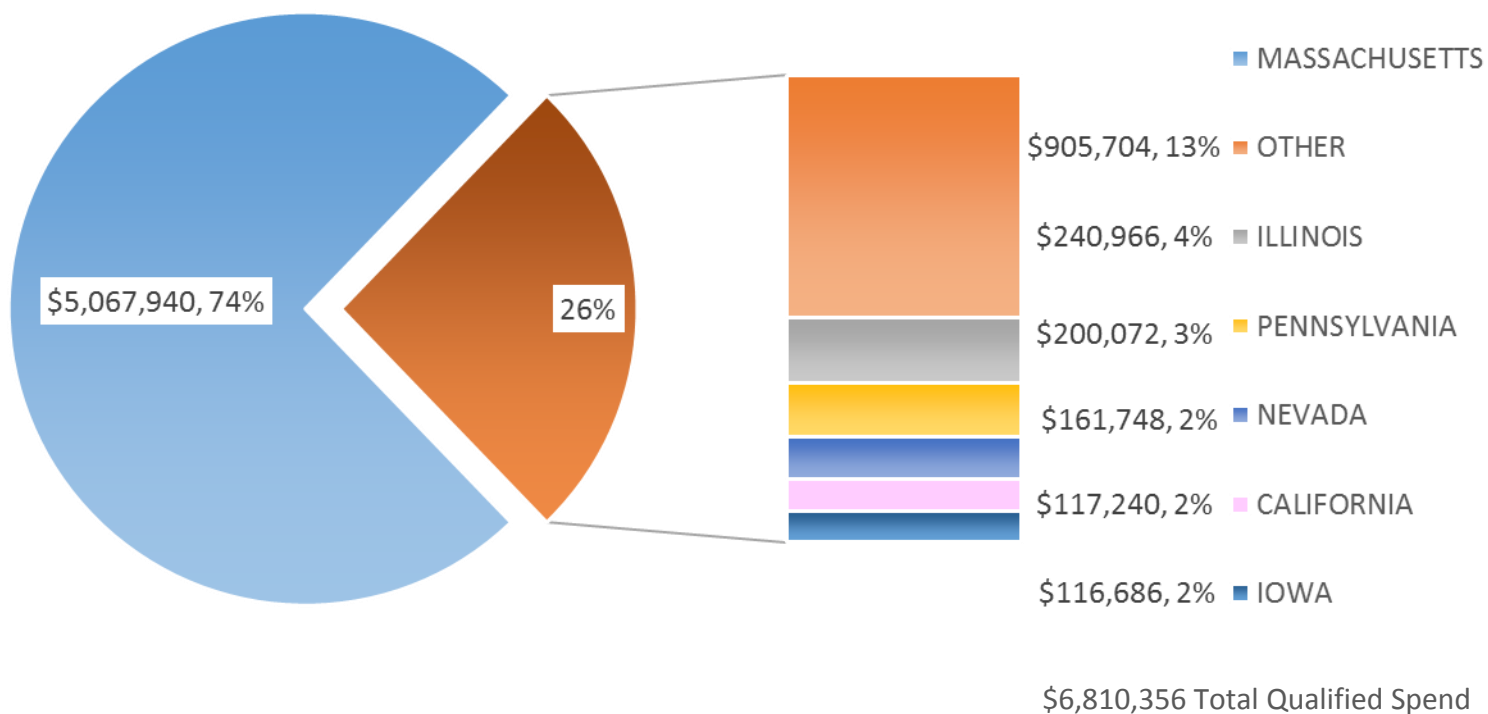


\$2,224,305 Total Qualified Spend

# Spend by State



## 2018 Year End Total Qualified Spend By State

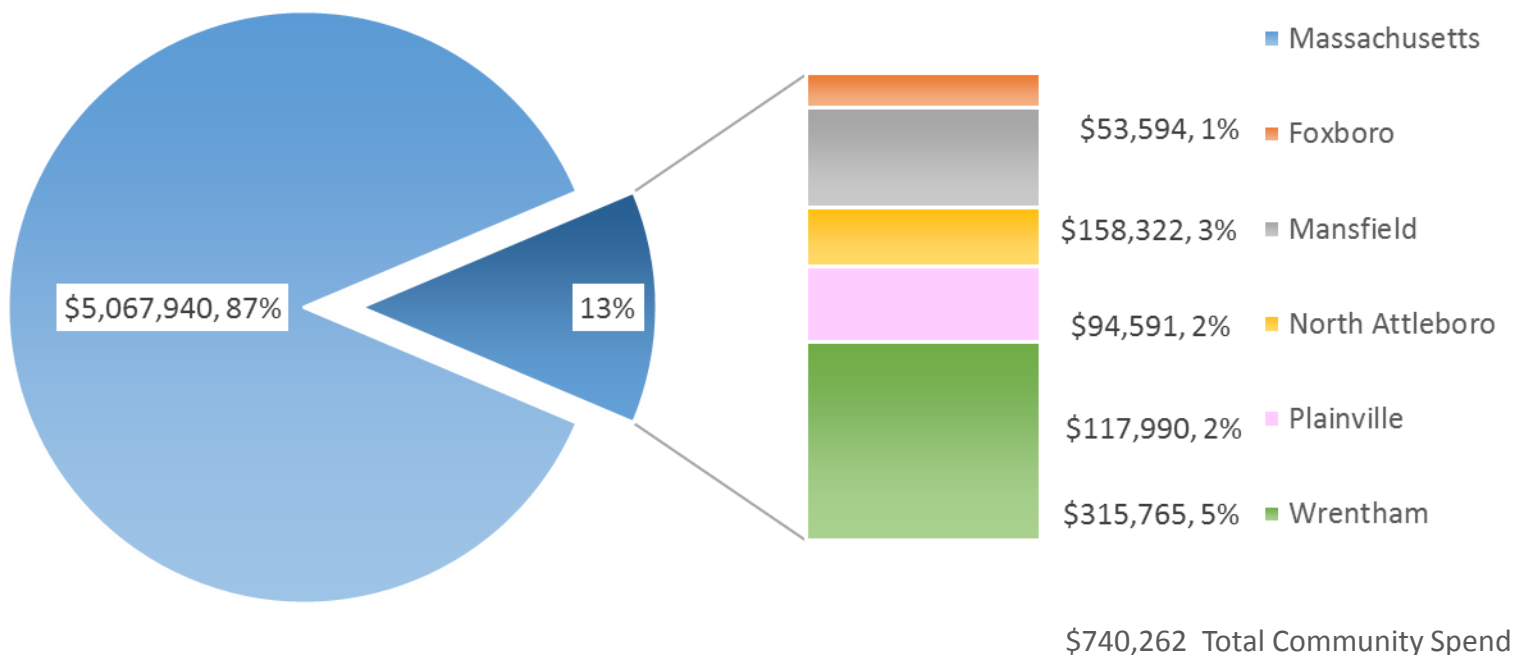




# Local Spend



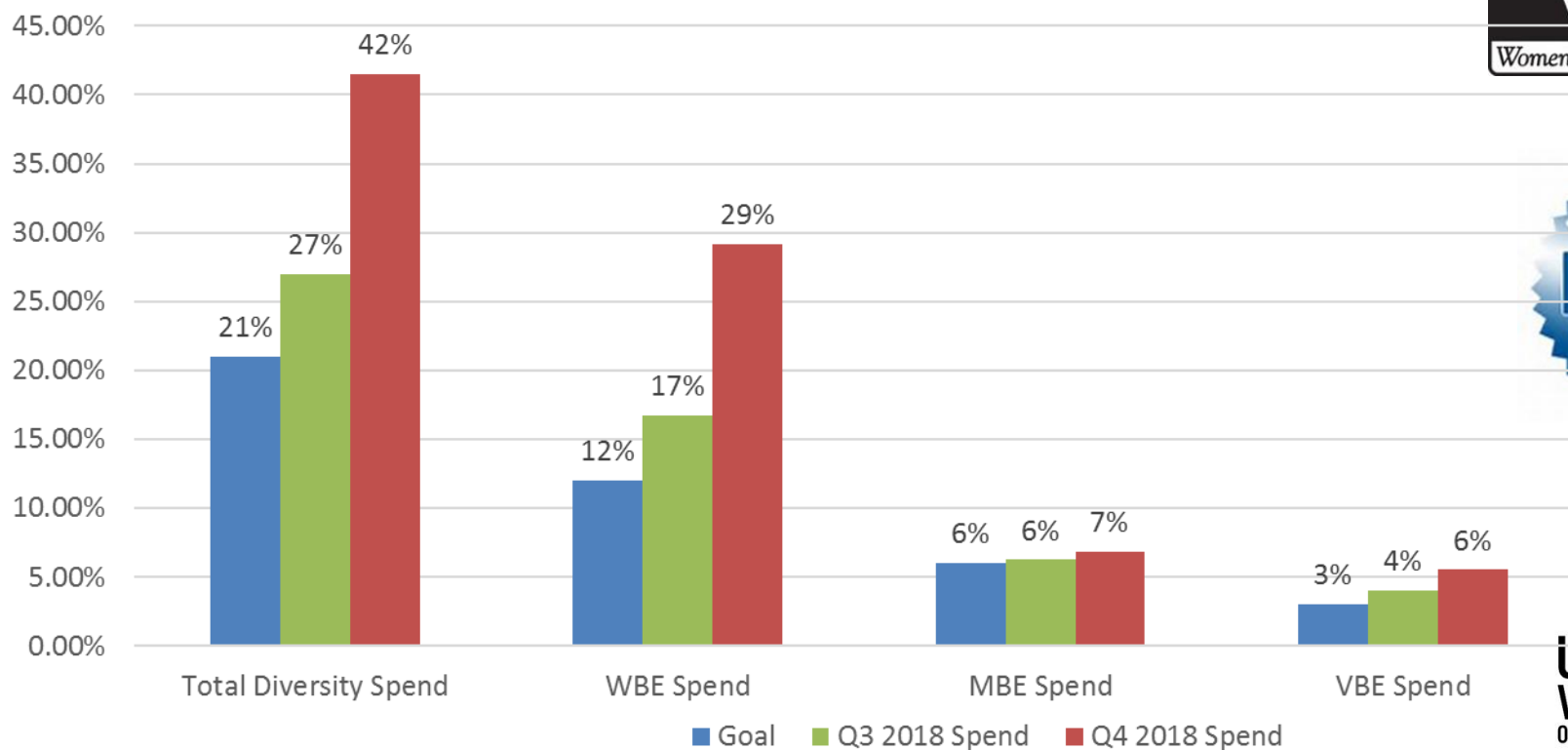
## 2018 Year End Massachusetts vs Host & Surrounding Community Qualified Spend



# Vendor Diversity



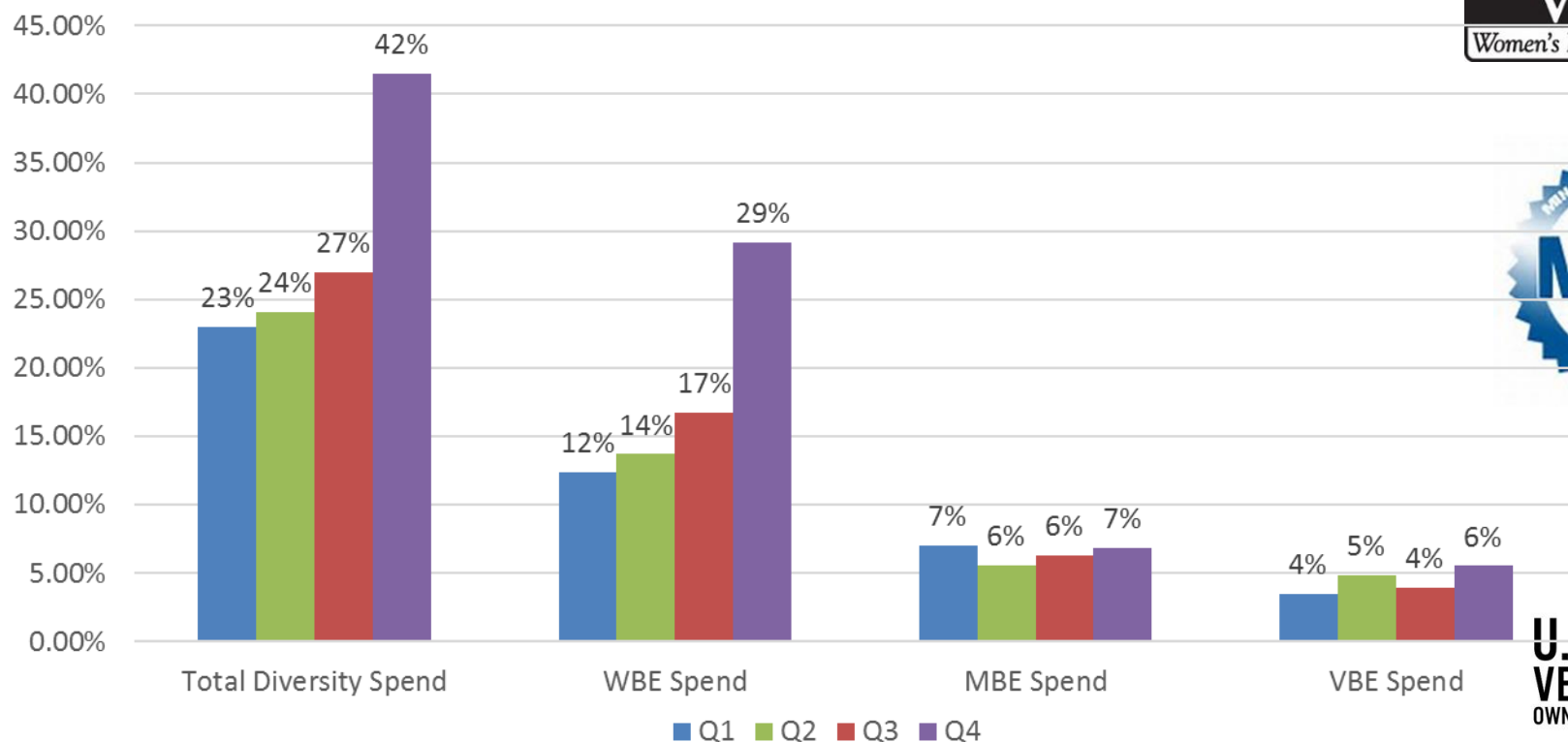
Q3 2018 vs. Q4 2018



# Vendor Diversity



2018 By Quarter





# Employment



As of December 30, 2018:

	Employees	Full-Time	Part-time
Totals	461	309	152
% of Total	100%	67%	33%

	Employees
Diversity	26%
Veterans	5%
Massachusetts	65%
Local	34%
Male/Female	50%/50%

# Women Leading at Penn



## Q1 2019

- **Executive Presence**
  - **Ann Nicholson, CEO/President, Simmons Group**
- **Leadership Courage & Confidence Workshop**
  - **Ashley Pare, CEO & Founder, Own Your Worth**



# Compliance



Month	Number of Patron ID Checks	Prevented from entering gaming Establishment			Expired, Invalid, no ID	Fake ID	Minors and Underage Escorted from the gaming area	Minors and Underage gambling at slot machines	Minors and Underage consuming alcoholic beverages
		Total	Minors <sup>1</sup>	Underage <sup>2</sup>					
October	5,823	70	6	12	52	0	1	0	0
November	6,595	68	3	10	54	1	0	0	0
December	7,328	100	1	20	78	1	0	0	0
<b>Total</b>	<b>19,746</b>	<b>238</b>	<b>10</b>	<b>42</b>	<b>184</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>

1 Person is under 18 years of age

2 Person is 18-21 years of age

# Local Community



- YMCA of Attleboro
- Parkway Community YMCA
- Ellie Fund
- Personal Best
- Town of Mansfield
- Relay for Life

**WINNING WEDNESDAYS**

**\$777**

**DONATED FOR EVERY  
RED SOX WEDNESDAY WIN**





# Q4 Sponsorships



- Patriots / Gillette Sponsorship
- NESN – Red Sox & Bruins
- NBC Sports – Monday Night Patriots
- Wrentham Village Premium Outlets Valet



# Q4 Marketing Highlights



- Wrentham/Simon Gift Cards
- NYE 80s Theme
- Patriots VIP Experience
- Patriots Flyaway Experience
- Bruins Suite Experience
- Holiday Responsible Gaming Campaign
  - Toy Drive



Plainridge Park Casino shared Massachusetts Council on Compulsive Gambling's post.

December 14, 2018 · 🌐



Massachusetts Council on Compulsive Gambling

December 14, 2018 · 🌐

A warm THANK YOU to everyone who gave a toy to support local children in need for our Holiday Lottery Responsible Gambling Campaign and Toy Drive!!

Because of you - many children will have a wonderful holiday!







TO: MGC Commissioners

FROM: Catherine Blue, General Counsel, John Ziemba, Ombudsman, Jill Griffin, Director of Workforce Development

CC: Edward R. Bedrosian, Jr.

DATE: February 26, 2019

RE: Plainridge Park Commitments Review

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### Introduction

At the request of the Commission, Commission staff has been engaged in a review of Plainridge Park Casino's progress toward meeting its goals and requirements. Staff reviewed goals and stipulations set forth in Plainridge Park's: (a) original application; (b) host and surrounding community agreements; (c) Section 61 Findings; and (d) the Strategic Plan to Engage & Recruit the Diverse, Under & Underemployed Workforce Population ("Workforce Plan") and associated RFA-2 workforce requirements. In addition to the staff review of relevant documents, staff met with Plainridge Park management and departments numerous times regarding Plainridge Park's compliance. Further, Plainridge Park's compliance review has been regularly discussed by the Commission's Audit Committee. Plainridge Park recently appeared before the Commission's Audit Committee as part of this review. At the February 28, 2019 Commission meeting, Plainridge Park will brief the Commission regarding its compliance with the above items ((a) through (d)).

### Original Application

As the Commission is aware, each of the Commission's licensees, including Plainridge Park, submit Quarterly Reports to the Commission that detail progress in meeting many of the goals specified in their original RFA-2 applications. On November 19, 2015, Plainridge Park presented its first operations period Quarterly Report (for the third quarter of 2015). It presented its most recent Quarterly Report to the Commission on November 8, 2018 (for the third quarter of 2018) and will present its 2018 fourth quarter results at the upcoming Commission meeting.

These reports show Plainridge Park's progress toward meeting many of the goals and stipulations specified in its RFA-2 document including, but not limited to, its gaming revenues and taxes, lottery sales, vendor spending in Massachusetts and surrounding communities, vendor diversity. The reports also show compliance with Commission requirements such as prevention of minors in the gaming establishment, employment goals including hiring numbers and employee diversity, community outreach, local and state partnerships, and marketing highlights. In addition to the Quarterly Reports, pursuant to



Massachusetts Gaming Commission

205 CMR 139.04(4), licensees are required to issue an annual report to the Commission explicitly stating its progress toward meeting each of the goals and stipulations put forth in the licensee's original application. Plainridge Park provided a submission for 2015 and for 2016. Since 2017, Plainridge Park has been engaged in this progress review with Commission staff. The staff recommends that the reports attached to this document should be deemed to satisfy the annual report requirements for 2017. An additional annual report will be filed by Plainridge Park by September 30, 2019.

Based on a review of the annual reports and the Commission's review of the Quarterly Report, it is clear that Plainridge Park has demonstrated success in meeting a significant majority of the goals and stipulations of the original application. In an effort to determine what efforts remain, staff reviewed the above documents and met with Plainridge Park staff on items that Plainridge Park identified as goals or requirements that have not yet been met. Plainridge Park has provided an updated document describing such items. That document is attached as [Attachment A](#). On many of such items, staff agreed with Plainridge Park that no further action seems warranted at this time. For example, in the original application Plainridge planned on utilizing the infield of the racetrack for outside entertainment including musical and epicurean events. However, the facility is unable to utilize this infield for outdoor events as there are retention basins for storm water located in the infield.

### [Host and Surrounding Community Agreements](#)

Plainridge Park provided Commission staff with a summary of measures it has taken to comply with the host and surrounding community agreements. Attached as [Attachment B](#) is a document compiled by Commission staff and Plainridge Park that lists the requirements in the host and surrounding community agreements and provides the status of Plainridge Park's efforts as of October 20, 2018. In addition to this review, Commission staff and Plainridge Park representatives focused on items that have been still in progress. For example, when Commission staff and Plainridge Park first began meeting on the status of host and surrounding community agreements in 2017, Plainridge Park was still working to fulfill its requirement relative to charitable contributions in two communities. As of the date of this memorandum, Plainridge Park has made charitable contributions to all its surrounding communities. These contributions were noted in the 3<sup>rd</sup> and 4<sup>th</sup> quarterly reports for 2017.

One of the other areas of focus was the requirement that Plainridge Park should conduct baseline and post-opening monitoring of impacts resulting from the facility. Commission staff asked if the scopes of the reports that were conducted were as broad as envisioned when the surrounding community agreements were executed years ago. For example, the completed reports primarily discuss traffic issues. However, one of the agreements mentioned "public safety" as an area of review. In response, Plainridge Park submitted a memorandum from Vanasse & Associates, Inc. ("VAI") ([Attachment C](#)), the company that was retained to conduct these studies. That letter explains the scopes of the reports and notes that "[t]he scope of work for both the baseline (defined as conditions at least 60 days





prior to the opening of the casino to patrons) and post-opening monitoring programs were prepared by VAI after careful review of the requirements of the Gaming License and the SCAs, and were submitted by the Licensee to each of the Surrounding Communities for approval prior to the commencement of the associated data collection effort.” Further, we note that the Commission has engaged in an extremely comprehensive review of public safety issues in the region. The scale and scope of this review was not known by communities at the time they executed the surrounding community agreements. All surrounding communities have been actively engaged in the public safety review, which provides very important information to such communities about any facility related public safety impacts.

### **Section 61 Findings**

Commission staff and Plainridge Park representatives have held numerous conversations regarding Plainridge Park’s requirements under both the Commission’s Section 61 Findings and under the Massachusetts Department of Transportation (“MassDOT”) Section 61 Findings. By way of background, the Commission and MassDOT require Plainridge Park to abide by findings issued in 2015 that summarize Plainridge Park’s environmental mitigation commitments. Attached as **Attachment C** is a report completed by Plainridge Park that demonstrates Plainridge Park’s actions to complete such measures. Commission staff and Plainridge Park focused on two measures that required further action, its annual traffic monitoring obligation and the status of efforts to create a new bus route to the Plainridge Park facility. Although Plainridge Park completed a traffic study in July and August of 2016, it missed executing a traffic study during 2017. Plainridge Park completed this additional traffic study on May, 4, 2018 and submitted it to the Commission (attached). We are confident that Plainridge Park is now more keenly aware of its continuing obligations to complete these annual studies. In regard to the bus route, MassDOT’s Section 61 Findings required Plainridge Park to “[w]ork with and provide necessary funding to the Greater Attleboro Taunton Regional Transit Authority (GATRA) to plan, develop and implement a new route in North Attleboro and Plainville between Triboro Plaza and Plainridge Park Casino/Plainville Commons shopping center via Route 152.” Plainridge Park reported that due to cost and utilization concerns, the new route was never initiated. During the course of the conversations between Commission staff and Plainridge Park, Plainridge Park described an alternative bus route improvement that had been previously discussed. According to Plainridge Park, the alternative bus route improvement would have benefited both Plainridge Park and GATRA. After conversations with Commission staff, Plainridge Park and GATRA again discussed a proposal to include a stop at Plainridge Park on the Route 14 Bus route. GATRA has informed Plainridge Park that this new stop at Plainridge Park is planned for later this year.

Commission staff has spoken to MassDOT about this expansion of the Route 14 bus as a beneficial alternative to the specific measure included in the Section 61 Findings. Plainridge Park plans to meet with MassDOT to discuss this alternative. We have asked Plainridge Park to keep staff up to date on the status of such conversations with MassDOT and further asked them to provide updates during future Quarterly Reports on the status of this alternative.



Massachusetts Gaming Commission

## **Strategic Plan to Engage & Recruit the Diverse, Under & Underemployed Workforce Population ("Workforce Plan") and Associated RFA 2 Requirements**

Plainridge Park has had many successes relative to providing employment opportunities for Massachusetts residents-particularly unemployed and underemployed individuals. In fact, more than 50 percent of new hires at Plainridge Park had previously been unemployed or underemployed according to a report by the UMass Donahue Institute. The May 2017 UMass Donahue Institute report utilized the results of nearly two years of new employee questionnaires administered by the Massachusetts Gaming Commission from March 2015 to January 2017 at Plainridge Park Casino. Further, as shown in the Plainridge Park's 2015 Q4 Quarterly Report, 74% of Plainridge Park Casino's employees were residents of Massachusetts. This declined to no lower than 65% in Q1 2018 in spite of a robust economy and low unemployment rate in this state. In Plainridge Park's September 30, 2018 Quarterly Report for the Third Quarter of 2018, Plainridge Park reported that 25% of its employees are ethnically diverse. This favorably compares to the goal included in Plainridge Park's Workforce Plan that states that "10% of our workforce be comprised of individuals from ethnic minority groups." In that Quarterly Report, Plainridge Park reported that 49% of its workers are female. In its Workforce Plan, Plainridge Park noted that "[a]pproximately 52% of Penn National Gaming's workforce [nationwide] is represented by women." Further, as of the Q3 2018 Quarterly Report, 5% of Plainridge Park's workforce is veterans.

Commission Staff and Plainridge Park representatives had numerous conversations relative to Plainridge Park's efforts to achieve the goals of the Workforce Plan submitted to the Commission on August 1, 2014 before its June 2015 opening. As mentioned, Plainridge Park has demonstrated significant efforts to achieve the goals. However, Plainridge Park has not in all cases met these workforce goals. For instance, while Plainridge Park has been able to either meet or exceed many of these important goals, it has become apparent that Plainridge Park will not likely be able to meet its local hiring goals. In the Workforce Plan, Plainridge Park stated its intent "to hire 90% of our workforce from our host and designated surrounding communities." Since Plainridge Park began operations in June 2015, the percentage of local employees has never exceeded 37%, with its lowest percentage at 31% in Q3 of 2016. In Q3 of 2018, Plainridge Park's workforce was composed of 34% local employees.

Both Commission staff and Plainridge Park recognize that the economic environment in Massachusetts has changed considerably since Plainridge Park's submission of the RFA-2 Application in 2013, and the subsequent submission of the initial workforce plan. The unemployment rate in Massachusetts has dropped from 6.1% to 2.7%, a total of 3.4 percentage points. As of December 2018, the unemployment rate for Plainridge Park Casino's host community, Plainville, was 2.5%. In December 2018 the local surrounding area unemployment rates were: Wrentham 2.4%, Attleboro 2.9%, North Attleboro 2.6%, Mansfield 2.3%, and Foxborough 2.3%. The Massachusetts rate and all the local surrounding areas are below the national unemployment rate of 3.9%. The neighboring state of Rhode Island's unemployment rate declined to 4.3% in June 2018, according to the Bureau of Labor Statistics.



Massachusetts Gaming Commission

Plainridge Park indicated in the Workforce Plan that “[s]hould we, after exhausting all efforts to reach our 90% local hiring goal, fall short of that goal, we would expand our scope in concentric circles, within the Commonwealth of Massachusetts, from our facility location to incorporate neighboring Towns and cities, including the Greater Boston area”. Upon further review, this remedy for falling short on the local hiring goal is likely too amorphous and unwieldy a measure to be effective in a timely manner. Instead, Plainridge Park and Commission Staff recommend the establishment of a new measure. Specifically, we recommend the establishment of measurable goals that are more achievable in the short and long term in recognition of the current gulf between the goal and actual practice.

Plainridge Park has submitted an updated workforce development plan with revised diversity and local hiring goals that take into account the lower unemployment rates, more competitive gaming market, the neighboring economy of Rhode Island, as well as the recent changes to the Massachusetts Minimum Wage. Plainridge Park has had multiple meetings with commission staff in order to refine their proposed new goals. Additionally, Plainridge Park’s Vice President of Human Resources Ms. Rego, and MGC’s Director Griffin reviewed the plan with Commonwealth of Massachusetts Director of the Department of Career Services.

Plainridge Park Casino has proposed revising certain hiring goals:

- To hire 35% or more of Plainridge Park’s workforce from our host and designated surrounding communities. This goal was revised from 90% which has never been achieved. Plainridge Park’s local hiring has hovered consistently in the mid thirty percentage points (with a low of 31% in Q3 of 2016).
- That 15% or more of Plainridge Park’s workforce be comprised of individuals from ethnic minority groups: This goal was increased from the original goal of 10%. Plainridge Park’s minority hiring has increased steadily ranging from 16% of the workforce at its lowest in Q3 of 2015 to 25% of the workforce in Q3 of 2018.

Plainridge Park Casino has proposed several new hiring goals:

- That 50% of Plainridge Park’s workforce will be women;
- At least 2% of Plainridge Park’s workforce will be veterans; and
- To hire 65% or more of Plainridge Park’s workforce from Massachusetts.

In the proposed updated Workforce Plan, Plainridge Park included several enhanced tactics and strategies to meet the proposed goals. Plainridge Park will:

- Host an annual onsite career fair per calendar year;
- Attend a minimum of one veterans career fair per calendar year in Massachusetts;
- Attend at least two college career fairs per calendar year in Massachusetts;
- Partner with Massachusetts career centers and coordinate at least 2 hiring events; and
- In order to enhance their applicant flow, Plainridge Park has introduced a referral bonus to team members who refer an applicant who is hired. Employees can earn up to a \$300 bonus. The referring team member receives \$100 at the referred candidate’s 30, 90, and 120 days of employment.



Massachusetts Gaming Commission

It is further noted that Plainridge Park has worked with both Massasoit and Bristol Community College and Massachusetts Department of Labor and Workforce Development's career centers. On October 30, 2018 Plainridge Park hosted representatives from the MGC, area Mass Hire Career Center Directors, and Community College representatives to brief them on the casino's hiring needs and to discuss how to best work together. The Department of Labor and Workforce Development's Director of Career Services has recently appointed a regional representative to work with Plainridge Park on its hiring needs.

### Employment Number/Average Wage and Benefit Goals

When Plainridge Park received its license, Penn National projected that its total payroll (including payroll and benefits) for the first year of operations would be \$23,027,322. This total exceeded the RFA-2 projected amount of \$23,001,189<sup>1</sup> [Attachment D](#). In order to review the number of employees and the salary and benefits projections Plainridge Park made in the 2013 RFA-2 Application, staff compared application projections in the "full-competition scenario" to the 2018 Compendium results submitted to MGC Staff in 2019. In the application there were 19 job classifications within the broader categories of General/Administrative, Casino, Food and Beverage, Other/Admin Support, Engineering/Transportation and Racing with 521 employees projected. The 2018 data through the 3<sup>rd</sup> Quarter (473 employees) provided to the Commission by Plainridge Park shows that current employment sits at 91% of the total employees projected in the RFA-2. Compared to the RFA-2, the 2018 data shows that Plainridge Park came within 96% of the Total Salary and Benefits projected in their RFA-2 Application. In 15 of the 19 job subcategories, Plainridge Park exceeded projected Salary and Benefits. In eight of the 19 subcategories, Plainridge Park exceeded Total Salary and Benefits projected.

At the upcoming Commission meeting, Plainridge Park will provide further information about its ongoing efforts to achieve its employment and average wage/benefit goals.<sup>2</sup>

### Staff Recommendations

Provided the Commission receives any further information it may need at the upcoming meeting, staff recommends that the Commission:

1. Should request Plainridge Park to discuss with its host and surrounding communities the status of its compliance with its goals, particularly the local hiring goals;
2. Should request that Plainridge Park meet with GATRA and MassDOT regarding the proposal to extend the Route 14 bus line to Plainridge Park; and
3. Should post the amended Workforce Plan before taking any final action of such plan.

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<sup>1</sup> The RFA 2 projections showed lower total payroll amounts after the first year of operations.

<sup>2</sup> It is noted that the confidentiality of data on salary and benefits is protected, for competitive reasons, under the Plainville Gaming and Redevelopment, LLC's approved Nondisclosure Agreement.



### List of Attachments

- Attachment A** Summary of Compliance with original application
- Attachment B** Summary of measures Plainridge has taken to comply with the host and surrounding community agreements
- Attachment C** (i) Section 61 report completed by Plainridge Park that demonstrates Plainridge Park's actions to complete such measures  
(ii) Proposed 2018 Plainridge Park Traffic Monitoring excerpt  
(iii) Plainridge Park Memorandum regarding Route 14 Bus Route
- Attachment D** (i) Plainridge Park Employment Memorandum  
(ii) Plainridge Park proposed Workforce Memorandum Plan



Massachusetts Gaming Commission



# Attachment A



PLAINRIDGE PARK  
CASINO

October 5, 2018

*VIA ELECTRONIC MAIL ONLY to John Ziemba*

John Ziemba  
Ombudsman  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, Massachusetts 02110

Dear John,

The purpose of this letter is to describe Plainridge Park Casino's (PPC) current status in relation to specific gaming license conditions selected by the Massachusetts Gaming Commission (MGC) as part of their mid-term gaming license review. PPC remains compliant with the vast majority of the conditions required by our gaming license. However, there are some conditions which PPC is unable to wholly fulfill. These conditions are outlined below along with our explanations that provide a current status.

License Condition/Goal/Stipulation	Explanation
<b>Marketing</b>	
Non-gaming amenities including food court, sports pub, and restaurant	This goal is substantially met. Non-gaming amenities: As stated in our license application we planned on utilizing the infield of our racetrack for outside entertainment like musical and epicurean events; however, we are unable to utilize this infield for outdoor events as there are retention basins for storm water located in the infield. We currently utilize the racing apron for outside viewing of our large video board on weekends as well as triple crown events and VIP racing customer events. Additionally, we have utilized the racing apron for employee and customer events including an employee cookout and Responsible Gaming Education Week carnival. We have been able to utilize the second-floor banquet space of the grandstand for comedy shows, concerts



PLAINRIDGE PARK  
CASINO

License Condition/Goal/Stipulation	Explanation
	<p>and boxing matches, among other events. We are also currently exploring the ability to offer "Movie Nights" and other non-gaming amenities using the racing apron.</p> <p>Food Court: PPC has three (3) venues in our food court versus four (4) as initially stated in section 4-11 Non-Gaming Amenities of our RFA-2. Our food court features Dunkin Donuts, Slice and B Good. PPC is expecting to open "Grab and Game" in August 2018 which provides pre-packaged meals and snacks for the convenience of our patrons. As initially planned, PPC has a sports pub (i.e., Flutie's) and Slack's Oyster House &amp; Grill (i.e., our casual sit down restaurant).</p>
<b>Building and Site Design</b>	
Traffic improvements and facility access including existing road and highway improvements, site driveway, new traffic signs and signals, bike lanes, and shared parking program; promote employee commuter programs to encourage using public transportation; develop employee wellness program giving cyclists credit; establish a Transportation Management Association	<p>This goal is substantially met. PPC completed the required road improvements that included signals, signs, and bike lanes. While bike lanes have been put in place, PPC does not endorse the use of these bike lanes due to safety concerns. PPC does offer employee wellness programs/activities throughout the year. These activities include: a Biggest Loser competition, a 10,000 steps competition and an annual Health Fair.</p> <p>MassRides is serving as PPC's Transportation Management Association.</p>





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License Condition/Goal/Stipulation	Explanation
Parking, including drop-off and valet options, 1620 parking spaces, an employee parking area, electric vehicle parking stations, satellite parking options, and disabled vehicle access	<p>This goal is met.</p> <p>PPC has completed parking, drop-off, valet parking, 1620 parking spaces, employee parking, electric vehicle parking and disabled vehicle access.</p> <p>No satellite parking options have been arranged since opening, as none of our high capacity events have resulted in the need for satellite parking.</p>
Non-gaming amenities including dining, function and conference space, harness racetrack, simulcast theater, retail outlet, coat check service, exhibition space, entertainment venue, artwork and Artist of the Future program	<p>This goal is met.</p> <p>PPC's non-gaming amenities including dining, function and conference space, harness racetrack, simulcast theater, retail outlet, coat check service, exhibition space, and an entertainment venue are on-site.</p> <p>In relation to the Artist of the Future program: T. A. Charron is a native New Englander, and was brought up on his grandparent's farm, in South Attleboro, Massachusetts. Charron studied with painters Norman Baer, Walter Marks and Murray Wentworth, at the Art Institute of Boston and graduated in 1972. He did additional studies in sculpture at Providence College and with sculptor Veryl Goodnight and stone lithography at the School of the Museum of Fine Arts Boston. He has studied with some of North America's prominent artists; portrait painter Daniel E. Greene, Canadian wildlife artist Robert Bateman, watercolorist Nita Engle and Boston School eminent senior member Robert Douglas Hunter.</p>



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License Condition/Goal/Stipulation	Explanation
	His artwork is currently on display on property and will be available to purchase by customers. Ted will work closely with Plainridge Park on several charity events donating his artwork. He will also be taking a photo reference of the horses while racing to produce drawings and paintings for a customer promotion this Fall.
<b>Workforce and Economic Development</b>	
Hire locally for upwards of 90% of positions	<p>This goal has not been met.</p> <p>The percentage of local hires defined as Attleboro, North Attleboro, Mansfield, Wrentham, Plainville and Foxboro to date is 34%. Since opening, PPC has held many onsite job fairs and has participated in multiple off-site job fairs. PPC locally advertises open positions in the Sun Chronicle, United Regional Chamber of Commerce, local colleges as well as MA Unemployment. Local candidates that meet the job requirements are strongly considered for all open positions. We currently have 25 openings. The main reason PPC has not achieved the 90% local hiring goal is due to the robust local job market. The unemployment rates for these selected towns are as follows: Attleboro - 3.4%; North Attleboro - 3.1%; Mansfield - 3.1%; Plainville - 2.7%; and Foxboro - 3.0%, all well below the national employment rate of 4.0%.</p> <p>Due to the above, PPC has updated our Workforce Plan goals and has reduced this goal to 35%.</p>



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CASINO

License Condition/Goal/Stipulation	Explanation
We plan to offer an on-site day care center for the children of our employees. Our partner for this will be Preschool Adventures, which also manages a licensed childcare facility at 94 School Street in Plainville, two miles from our facility.	<p>This goal has not been met.</p> <p>PPC does not have adequate area to support an on-site daycare service. PPC is looking into daycare options that may be offered to our team members.</p>
<b>Host &amp; Surrounding Community Agreements (SCAs)</b>	
<p>Host Community Agreement (HCA), Section 2. <u>Annual Tax Payments</u></p> <p>“The Required Tax Payment is based on the Project substantially as proposed, containing approximately One Hundred Fifty-Six Thousand (156,000) square feet of building area (excluding parking structures, barns or structures to support harness racing), The Parties recognize that the Project may change and Plainridge may undertake new construction after the Full Commencement of Operations ("New Construction")...”.</p>	<p>PPC has met this requirement.</p> <p>PPC is paying the annual tax amounts to the Town of Plainville.</p>
<p>SCAs requirement to execute Baseline and Post-Occupancy monitoring of traffic volumes, operating conditions and safety.</p>	<p>PPC has met this requirement.</p> <p>The baseline monitoring report was published on May 18, 2015, and documented the following conditions i) traffic volumes; ii) trip patterns; iii) traffic operations; iv) safety; and v) emergency vehicle response times; along critical roadways and at defined intersections as specified in the SCA's and approved by the Surrounding Communities.</p> <p>The post-opening monitoring report was published in January 4, 2017 and updated and compared the aforementioned conditions that were documented in the baseline report to those after the opening of the Plainridge Park Casino pursuant to the requirements of both the Gaming License and the SCA.</p>



PLAINRIDGE PARK  
CASINO

License Condition/Goal/Stipulation	Explanation
<b>M.G.L. Chapter 30, Section 61 Environmental Mitigations</b>	
<p>Massachusetts Gaming Commission (MGC) Findings</p> <p>Coordinate with local and regional transit authorities, such as the Greater Attleboro Taunton Regional Transit Authority (GATRA), Southeastern Regional Planning &amp; Economic Development District (SRPEDD), MassRIDES, and other private carriers, to develop possible additional Transportation Demand Management (TDM) efforts.</p>	<p>This condition is substantially met:</p> <p>PPC is currently in a second round of discussions with GATRA and exploring the opportunities of reconfiguring existing routes to include PPC. It is GATRA's intention to add PPC to the route 14 bus service, once the new hub in downtown North Attleborough is complete. GATRA is targeting June 30, 2019 to open the new hub. Additionally, MassRides is currently serving as PPC's Transportation Management Association (TMA).</p>
<p>Massachusetts Department of Transportation, Section 61 Finding</p> <p><u>Transportation Monitoring Program</u> Conduct an annual traffic monitoring program for a period of 5 years, beginning six months after the initial occupancy of the project.</p>	<p>This condition is substantially met.</p> <p>Baseline and post-opening transportation reviews were executed in 2015 and 2016 (report issued 2017). PPC did not execute transportation monitoring in 2017; however, on September 28, 2018, PPC completed the final report on associated with the required annual transportation monitoring for 2018. PPC will continue to execute annual monitoring until the period of 5 years has been met.</p>

If you have any questions, please feel free to contact me.

Sincerely,

Lance George  
General Manager  
Plainridge Park Casino

# Attachment B

## Plainridge Park Casino - Post-Open Conditions

Town	Source	Commitment	PPC Status as of August 2018
<b>Foxboro</b>			
Foxboro	SCA 4(ii)	Town shall track calls/visits and reports	Not applicate. This is a Town requirement.
Foxboro	SCA 4(iii)	Town will track and report impacts to town due to incidents of DUI and other criminal activity	Not applicable. This is a Town requirement
Foxboro	SCA 4(vi)	If at the 2nd anniversary of opening, the Town has not demonstrated actual and verifiable Human Services or Public Safety personnel costs directly attributable to the project, the Escrow Fund Account shall be Terminated and funds returned to SF Gaming.	PPC completed the termination of the fund at the end of Q2 2018.
Foxboro	SCA 5(iii)	Maximize procurement from local vendors for operation of project	PPC is a member of multiple local area Chambers of Commerce that include Foxboro. PPC attends Chamber events and attended the tri-town chamber event held at Gillette Stadium November 9, 2017. PPC's spend in local communities is provided to the MGC on a quaterly basis as part of our Quarterly Presentation to the Commission.
Foxboro	SCA 5(iv)	Cross-market and promote mutual agreed upon Foxboro businesses following commencement of operations	None identified in agreement; however, PPC has partnered with Hilton Garden Inn and Renaissance hotel at Patriot Place with Stay and Play packages for players. We also support Patriot Place by purchasing ticket packages for our guests for events held at Gillette Stadium. Plainridge promotes the following Foxboro businesses on its website: Lafayette House, Renaissance Hotel, Residence Inn Marriott, Hilton Garden Inn, Answer is Fitness. We also have a billboard at Patriot Place, Season tickets to Patriots.
Foxboro	SCA 5(v)	Work with live-entertainment venues within Foxboro on non-compete and cross marketing agreements.	PPC does not offer any live entertainment that would require a non-compete within Foxboro. PPC has developed cross marketing agreements with Patriot Place creating Stay and Play Packages with Renaissance and the Hilton Garden Inn as well as purchasing blocks of tickets for Gillette Stadium events provided to Marquee Rewards customers.



## Plainridge Park Casino - Post-Open Conditions

Town	Source	Commitment	PPC Status as of August 2018
Foxboro	SCA 6(i)	Joint select 3rd party transportation-engineering firm to assess verifiable and incremental impacts to traffic and public safety along Cedar Street (Rte 106), Mirimichi Rd. and Spruce St. This information shall be generated by two (2) studies; 1st study shall serve as baseline and 2nd study shall be performed within 30 days of 1st anniversary of opening.	Vanasse Traffic Studies (baseline study and post study) covered traffic and public safety requirements set forth in Foxboro SCA.. Baseline Traffic Monitoring Study issued 05/15/2015. 2016 Post-OpenTraffic Monitoring Study issued 01/04/2017.
Foxboro	SCA 7(i)	Execute an assessment of water supply at the 1st anniversary of opening to determine if average daily use during prior year exceeds 45,000 gallons per day. If exceeds, 3rd study required to determine impact.	Jeffrey Donohoe Associates Project Technical Memorandum issued December 30, 2016. Study noted that PPC's water usage is well below 45,000 gallons per day. No 3rd study is required.
Foxboro	SCA 8(i)	Upon request of the Town, attend municipal meetings to address questions	The Town has not requested PPC to attend any town meetings to address questions resulting from the project.
Foxboro	SCA 8(ii)	SF Gaming intend to serve on local civic and municipal boards and help support organizations benefiting environmental causes.	PPC has donated to the following organizations: Foxoboro Discretionary Fund, Foxboro Opiod Task Group, the Town of Foxoboro Conservation Department. PPC is currently part of the task force working directly with the Planning Director of the Town of Foxboro on the Econonmic Development Fund Surrounding Community Agreement initiative.

Mansfield			
Mansfield	SCA 2(iii)	Maximize procurement from local vendors for operation of project	PPC is a member of multiple local area Chambers of Commerce that include Mansfield. PPC attends Chamber events and attended the tri-town chamber event held at Gillette Stadium November 9, 2017. PPC's spend in local communities is provided to the MGC on a quaterly basis as part of our Quarterly Presentation to the Commission.
Mansfield	SCA 2(iv)	Cross-market and promote mutually agreed upon Mansfield businesses following commencement of operations	None identified in agreement; howeverm, PPC has developed cross marketing agreements with Xfinity Center and TPC Boston through concert series sponsorship for 2017 summer season and a sponsorship with Dell Championship Golf Tournament for 2017/2018. PPC has partnered with Home Depot Mansfield on several large promotions.

## Plainridge Park Casino - Post-Open Conditions

Town	Source	Commitment	PPC Status as of August 2018
Mansfield	SCA 2(v)	Work with live-entertainment venues within Mansfield on non-compete and cross marketing agreements.	PPC does not offer any live entertainment that would require a non-compete within Mansfield.
	SCA 3(i)	Within 1yr after opening, prepare and deliver to the Town a report prepared by an independent expert on the impact of the project on the Town including Traffic and Public Safety Matters.	Vanasse Traffic Studies (baseline study and post study) covered traffic and public safety. Baseline Traffic Monitoring Study issued 05/15/2015. 2016 Post-OpenTraffic Monitoring Study issued 01/04/2017.
	SCA 3(ii)	Work with Town to address and mitigate verifiable and incremental traffic infrastructure or other impacts caused directly by the Project and pay all costs associated with the implementation of such mitigation.	No verifiable and incremental traffic infrastructure or other impacts caused were identified by the Vannasse Traffic Reports issued. Vanasse Baseline Traffic Monitoring Study issued 05/15/2015. 2016 Post-OpenTraffic Monitoring Study issued 01/04/2017.
	SCA 3(iii)	Work with Town to address the effectiveness of existing Responsible Gaming Programs on the Town's citizens and evaluate and implement additional programs if necessary.	Letter provided to the Town of Mansfield that provided an update on PPC's ongoing responsible gaming initiatives and programs. This letter was sent to the town manger on 11/07/2017.
Mansfield	SCA 3(iv)	Host public meetings related to the project	PPC has not hosted any public meetings and has not been asked.
Mansfield	SCA 4(i)	Support local charities/civic organizations by making donations in the amount not less than the Town's proportionate share of the total project budgets for local charitable organizations. Proportional share is defined as a pro-rata portion based on the number of MGC designated SC's and Host Community.	PPC has contributed proportional share of funds to the Town of Mansfield c/o Non-Profit Gift Fund.
Mansfield	SCA 4(ii)	Attend municipal meetings to address questions	PPC has not been invited to town meetings or asked to address questions.
Mansfield	SCA 6	Review Responsible Gaming - Prior to opening, an RG Plan will be implemented. At the request of the Town, SF Gaming will review thos plans with Town Officials.	Prior to opening, PPC submitted a Responsible Gaming Program to the MGC for approval. The MGC approved the RG Plan. Additionally, a Letter has been provided to the Town of Mansfield that provided an update on PPC's ongoing responsible gaming initiatives and programs. This letter was sent to the town manger on 11/07/2017.



## Plainridge Park Casino - Post-Open Conditions

Town	Source	Commitment	PPC Status as of August 2018
<b>North Attleboro</b>			
N. Attleboro	SCA 2(iii)	Maximize procurement from local vendors for operation of project	PPC is a member of multiple local area Chambers of Commerce that include N. Attleboro. PPC attends Chamber events and attended the tri-town chamber event held at Gillette Stadium November 9, 2017. PPC's spend in local communities is provided to the MGC on a quarterly basis as part of our Quarterly Presentation to the Commission.
N. Attleboro	SCA 2(iv)	Cross-market and promote mutually agreed upon North Attleboro businesses following commencement of operations	PPC continues to support local North Attleboro businesses - Holiday Inn Express, YMCA, Friends of NA Animal Shelter, and Yankee Spirits.
N. Attleboro	SCA 2(v)	Work with live-entertainment venues within the town of N. Attleboro on non-compete and cross-marketing agreements.	PPC does not offer any live entertainment that would require a non-compete within N. Attleboro.
N. Attleboro	SCA 3 (i)	Work in good faith with the Town to detect, quantify, analyze and address and mitigate verifiable, tangible and incremental traffic infrastructure impacts on Rte. 152 between Landry Avenue and Rte. 106 and Rte. 1 at the intersection of Park St. and Elmwood St. caused directly by the Project.	Vanasse Traffic Studies (baseline study and post study) covered traffic and public safety requirements set forth in the N. Attleboro SCA.. Baseline Traffic Monitoring Study issued 05/15/2015. 2016 Post-OpenTraffic Monitoring Study issued 01/04/2017.
N. Attleboro	SCA 3(ii)	Work cooperatively with the Town to address verifiable and incremental public safety matters caused directly by the operation of the Project, including with respect to pedestrian safety along the Rte. 152 Corridor and drunken driving issues directly relating to the operation of the Project.	Vanasse Traffic Studies (baseline study and post study) covered traffic and public safety requirements set forth in the N. Attleboro SCA.. Baseline Traffic Monitoring Study issued 05/15/2015. 2016 Post-OpenTraffic Monitoring Study issued 01/04/2017.
N. Attleboro	SCA 3(iii)	Work with the Town to assess the effectiveness of the existing responsible gaming programs on the Town's citizens and evaluate additional programs, if necessary.	A Letter has been provided to the Town of N. Attleboro that provided an update on PPC's ongoing responsible gaming initiatives and programs. This letter was sent to the town manager on 12/21/2016.
N. Attleboro	SCA 3(iv)	Host public meetings related to the project	PPC has not hosted any public meetings and has not been asked.

## Plainridge Park Casino - Post-Open Conditions

Town	Source	Commitment	PPC Status as of August 2018
N. Attleboro	SCA 4(i)	Jointly select a reputable and unbiased 3rd party transportation and engineering firm to assess verifiable and incremental impacts to traffic and public safety in the Rte. 152/Rte 106 signaled intersection, Rte 152 and Plain Street and intersection and Rte. 1 at the intersection of Park Street and Elmwood St. caused directly by the Project. 1st study to be a baseline pre-opening, 2nd study to be conducted within 30 days of the 1st anniversary of opening.	Vanasse Traffic Studies (baseline study and post study) covered traffic and public safety requirements set forth in the N. Attleboro SCA. Baseline Traffic Monitoring Study issued 05/15/2015. 2016 Post-Open Traffic Monitoring Study issued 01/04/2017.
N. Attleboro	SCA 5(i)	Support local charities/civic organizations	PPC has donated to the following organizations: Lenore's Pantry, Rotary Club, Animal Shelter and the Town of N. Attleboro's Conservation Department.
N. Attleboro	SCA 5(ii)	Attend municipal meetings to address questions	PGR has not been invited to town meetings or asked to address questions.
N. Attleboro	SCA 5(iii)	Serve on local and civic boards and support organizations benefiting environmental causes	PPC's GM is a member of the Attleboro YMCA Board of Directors. PPC's CFO is the VP of Attleboro Old Colony Habitat for Humanity, which serves all of PPC's surrounding communities. PPC's CFO is also a member of the Board of Directors for New Hope, Inc. which provides services in relation to domestic violence and sexual assault. PPC has donated to the Town of N. Attleboro's Conservation Department.
N. Attleboro	SCA 5(iv)	Support the food drives and help support the important mission of Lenore's Pantry of North Attleboro	PPC continues to support food drives and back to school drives and has participated in Restaurant Night donating \$5,000 in April.
N. Attleboro	SCA 7	Review Responsible Gaming - Prior to opening, an RG Plan will be implemented. At the request of the Town, SF Gaming will review those plans with Town Officials.	Prior to opening, PPC submitted a Responsible Gaming Program to the MGC for approval. The MGC approved the RG Plan. Additionally, a Letter has been provided to the Town of N. Attleboro that provided an update on PPC's ongoing responsible gaming initiatives and programs. This letter was sent to the town manager 12/21/2016.
<b>Plainville</b>			
Plainville	HCA Section 2 - 2.	Annual Required tax payments	Paid as required
Plainville	HCA Section 2 - 3.	Community Impact Fee	Paid as required

## Plainridge Park Casino - Post-Open Conditions

Town	Source	Commitment	PPC Status as of August 2018
Plainville	HCA Section 2 - 4.	Host community payments, years 1 - 5 \$2.7m	Paid as required
Plainville	HCA Section 2 - 5.	Live Racing and Simulcasting Payments	PPC will continue to pay Live Racing and Simulcasting Payments directly to the town in the event the State discontinues assessing the current 0.35% tax.
Plainville	HCA Section 2 - 6.	Meals Tax Revenue: PPC shall be responsible to collect and remit to the Town any local meals and hotel/room occupancy taxes in accordance with applicable law.	Paid as required
Plainville	HCA Section 2 - 7.	Motor Vehicle Excise Taxes: PPC shall principally garage all vehicles owned by it and used in conjunction with the Project in the Town, so that excise taxes shall be paid to the Town consistent with applicable law.	PPC continues to garage all vehicles in Plainville for excise purposes.
Plainville	HCA Section 2 - 8.	Permit Fees	PPC agrees to the validity and payment of all building permit fees.
Plainville	HCA Section 3	Workforce Development; Local Hiring Preference	An onsite job fair primarily for Security and Cooks was held on 5/18/17. PPC held another onsite job fair on 06/28/2018. A Veterans job fair was held at Gillette Stadium on 8/17/17. PPC also placed several ads for jobs in the Sun Chronicle including one for an Onsite job fair we held on 10/19/17. PPC continues to hold onsite job fairs as well as attend surrounding community job fairs including military and community colleges.
Plainville	HCA Section 5	Transportation	PPC will work with the town's Planning Board in connection with traffic improvements.
Plainville	HCA Section 6	Responsible Gaming	PPC implemented a responsible gaming plan that has been approved by the MGC that incorporates: <ul style="list-style-type: none"> <li>o Education of employees and patrons on odds of games and responsible gaming decisions,</li> <li>o Promotion of responsible gaming in daily operations; and</li> <li>o Support of public awareness of responsible gaming.</li> </ul>
<b>Wrentham</b>			
Wrentham	SCA 2(ii)	Parking	No satellite parking or other ancillary facilities have been constructed within the Town of Wrentham by PPC or its affiliates.

## Plainridge Park Casino - Post-Open Conditions

Town	Source	Commitment	PPC Status as of August 2018
Wrentham	SCA 4(ii) & 4(iv)	Traffic Impact Study	Vanasse Traffic Studies (baseline study and post study) covered traffic and public safety requirements set forth in the Wrentham SCA. Baseline Traffic Monitoring Study issued 05/15/2015. 2016 Post-OpenTraffic Monitoring Study issued 01/04/2017.
Wrentham	SCA 4(iii)	Reimbursement for all substantial and incremental costs attributable to construction or operation, that are incurred prior to the implementation of the Project mitigation associated with SCA 6(iv); fully fund the cost of implementing the mitigations of the tangible and verifiable impacts predominately attributable to the Project as identified in an initial impact study, or any modification thereof recommended in a final impact study.	No substantial or incremental costs attributable to construction or operation have been identified via impact studies.
Wrentham	SCA 5(iii)	Maximize procurement from local vendors for operation of project	PPC is a member of multiple local area Chambers of Commerce that include Wrentham. PPC attends Chamber events and attended the tri-town chamber event held at Gillette Stadium November 9, 2017. PPC's spend in local communities is provided to the MGC on a quaterly basis as part of our Quarterly Presentation to the Commission.
Wrentham	SCA 5(v)	Cross-market and promote mutually agreed upon Wrentham businesses following commencement of operations	None identified in agreement. PPC sponsors Wrentham Village Premium outlets valet and has gift card giveaways. PPC also sponsors a Highway, Wentworth Hills golf club & Lucciano's Restaurant.
Wrentham	SCA 5(iv)	Work with Wrentham Live Entertainment Venues within the Town on non-complete and corss-marketing agreements	PPC does not offer any live entertainment that would require a non-compete within Wrentham.
Wrentham	SCA 6(i)	Traffic, public safety, emergency response and problem gaming	Baseline study - Vanasse Traffic Studies (baseline study and post study) covered traffic and public safety requirements set forth in the Wrentham SCA. Baseline Traffic Monitoring Study issued 05/15/2015. 2016 Post-OpenTraffic Monitoring Study issued 01/04/2017. Jeffrey Donohoe Associates Project Technical Memorandum issued December 30, 2016. The Donohoe consulting agreement included responsible gaming review; no issues were identified that were attributed to PPC.

## Plainridge Park Casino - Post-Open Conditions

Town	Source	Commitment	PPC Status as of August 2018
Wrentham	SCA 6(ii)	Fund Initial Impact Studies (Impact studies are required 1 yr after opening, 1 year after recent Expansion Date 1 yr after notice of material modification of the traffic plan).	Baseline study - Vanasse Traffic Studies (baseline study and post study) covered traffic and public safety requirements set forth in the Wrentham SCA. Baseline Traffic Monitoring Study issued 05/15/2015. 2016 Post-Open Traffic Monitoring Study issued 01/04/2017. Jeffrey Donohoe Associates Project Technical Memorandum issued December 30, 2016. The Donohoe consulting agreement included responsible gaming review; no issues were identified that were attributed to PPC. PPC has not had any significant Expansion or material modifications made to the traffic plan required by Section 4(iii).
Wrentham	SCA 6 (iii)	Final Impact Date - the earlier of the date upon resort casino opening in Region A and Region C or by 10th Anniversary	Resort style casinos have not opened in Region A and Region C as of 03/2018. Additionally, PPC has not reached its 10th anniversary (2025).
Wrentham	SCA 6 (iv)	PPC shall fund the cost of implementing the mitigations of the tangible and verifiable impacts predominantly attributable to the project as identified in an initial impact study, or modification thereof recommended in a final impact	None identified in Initial Impact Studies. Final has not been executed as noted above.



## Plainridge Park Casino - Post-Open Conditions

Town	Source	Commitment	PPC Status as of August 2018
Wrentham	7(i)	Municipal Meetings with town upon request	Town has not requested PPC to attend any meetings.
Wrentham	SCA 7(ii)	Support local charities/civic organizations and help support organizations benefiting environmental causes	PPC has donated to the Town of Wrentham's Conservation Department, Dancing with Wrentham Stars Event and to Wrentham Community Events, Inc.
Wrentham	SCA 7(iii)	Consult with Town prior to undertaking any material expansions.	No material expansions have been planned as of 06/2018.
<b>Attleboro</b>			
Attleboro	SCA Whereas clause	Responsible for paying all tangible and verifiable incremental costs and expenses incurred by Attleboro arising directly out of or as a result of any incident at PPC, personnel costs for public employees, equipment costs, use of fuel and other expandable supplies, and other related costs/expenses - all to the extent that Attleboro acts reasonably. Responsible for reimbursement Public Safety matters initial Impact Date - 1 yr. inter-municipal mutual aid	No substantial or incremental costs attributable to construction or operation have been identified via impact studies.

# Attachment C

**MASSACHUSETTS GAMING COMMISSION**  
**FINDINGS PURSUANT TO M.G.L. CHAPTER 30, SECTION 61**

PROJECT NAME: Plainridge Park Casino  
PROJECT LOCATION: Plainville, Washington Street (Route 1)  
PROJECT PROPONENT: Springfield Gaming and Redevelopment, LLC (SGR)  
EOEEA NUMBER: 11431  
APPROVAL SOUGHT: Category 2 Gaming License

The Massachusetts Gaming Commission makes the following Section 61 Findings for the proposed Plainridge Park Casino (Executive Office of Energy and Environmental Affairs (EOEEA) No. 11431). These Section 61 Findings summarize the Project Proponent's environmental mitigation commitments relative to the addition of a "Category 2" license facility at the existing Plainridge Racecourse in Plainville, MA.

**PROJECT SITE**

The project site is an 88.9-acre parcel located in northeastern Plainville adjacent to Route 1 (Washington Street) and Route 495. It is bounded by Route 1 to the west, the southeastern quadrant of the intersection of Route 1 and Route 495 to the northwest, Rabbit Hill Brook and Lake Mirimichi to the east, and a residential area and Mirimichi Street, Haynes Road, and Harness Path to the south. Commercial areas are located along Route 1 to the west and south of the site. Access to the site is provided via a right-in, right-out driveway from Route 1.

The site currently includes a 53,400-sf building, four barns, a paddock, racetrack, surface parking, and an access drive. The building houses a Simulcast Theatre, Track Clubhouse, and Grandstand seating. A three-story parking garage is under construction and a 71 ,000 square foot building addition that was previously permitted is slated for construction this year. The stormwater management system includes hydrodynamic separators, a sediment basin, an extended detention basin, and a wet meadow in the center of the track.

The site contains wetland resource areas and, according to the 13th Edition of the Natural Heritage Atlas, the southeastern corner of the site includes mapped habitat of rare species.

**PROJECT DESCRIPTION**

Currently, the site includes a multi-media harness (horse) racing and simulcast facility that has been in operation since 1999. The Project Proponent proposes to add a Category 2 gaming establishment to the existing facility. Pursuant to Chapter 194 of the Acts of 2011 and M.G.L. Chapter 23K (the legislation allowing expanded gaming in the Commonwealth) the gaming establishment requires a license from the Massachusetts Gaming Commission (MGC). If approved, up to 1,250 slot machines will be added to the facility.

## **MEPA HISTORY**

An Environmental Notification Form (ENF) for the Project Location was submitted and reviewed in 1998. The original project consisted of the construction of a racecourse facility, including the 53,400-square foot (so building, four barns, a paddock, racetrack, surface parking, and an access drive. The building houses a Simulcast Theatre, Track Clubhouse, and Grandstand seating. A Certificate on the ENF was issued on February 4, 1998 and indicated that an Environmental Impact Report (EIR) was not required.

A Notice of Project Change (NPC) was filed in 2010 and proposed a 71 ,000 sf addition to the main building, changes to parking areas, a three-story parking garage, a service drive providing access to the new structures, and additional storm water management controls. A Certificate on the NPC was issued on April 9, 2010 indicating that no additional MEPA review was required.

A second NPC was filed in June 2012 describing the effort to secure a Category 2 Gaming License. A Certificate on the second NPC, including the Scope for the DEIR, was issued on July 6, 2012. The Scope was limited to issues associated with traffic generation and greenhouse gas (GHG) emissions.

The Draft Environmental Impact Report (DEIR) was filed in December 2012 and a Certificate on the DEIR was issued on January 25, 2013. The Scope for the FEIR was limited to issues associated with traffic generation and revised mitigation measures.

In November 2013, the Project Proponent submitted the Final Environmental Impact Report (FEIR) for the Project. The FEIR identified changes proposed since the filing of the DEIR. These included a change in the Project Proponent and project name<sup>1</sup>, a 29,492 sf increase in the size of the building addition for a total of 100,492 sf, an increase in parking and the addition of a 650 kilowatt (kW) photovoltaic on-site system to generate renewable energy. The FEIR included a limited operation proposal that would include 500 slots within the existing racecourse building while the remainder of the project, including traffic mitigation, is under construction. The FEIR indicated that this limited operation will not exceed any traffic thresholds included in the MEPA regulations.

On December 27, 2013, the Secretary issued a Certificate confirming that the FEIR for the Project adequately and properly complies with MEPA and its implementing regulations. However, because the access plan for the Project was likely to be revised during project permitting, the Secretary required the Project Proponent to provide the MEPA Office with revised Draft Section 61 Findings for publication in the Environmental Monitor prior to issuance of a permit by MassDOT. On October 7, 2014, MassDOT issued a Section 61 Finding for the Project addressing traffic and parking impacts (the "MassDOT Finding"). The MassDOT Finding is incorporated herein by reference.

<sup>1</sup> In September 2013, the previous proponent, Ourway Realty, LLC, entered into a Purchase and Sale Agreement transferring the property to SGR.

## **PROJECT IMPACTS**

Environmental impacts associated with the Project include an increase in traffic generation and parking demand, as described in the MassDOT Finding, and GHG emissions.

The project will generate an additional 4,878 average daily traffic (ADT) trips for a total of 6,512 ADT trips. The project includes 1,620 parking spaces within the existing surface parking and proposed garage. The project will not increase land alteration, create new impervious surfaces, alter wetland resource areas, affect mapped rare species habitat or increase water use or wastewater generation.

Measures to avoid, minimize, and mitigate impacts will include roadway and signal improvements, development of a Transportation Demand Management (TDM) program, and measures to reduce GHG emissions.

## **PROJECT MITIGATION MEASURES**

### **Mitigation Agreements**

Pursuant to G.L. c.23K 15(8) - (10), the Project Proponent executed mitigation agreements with the following:

1. The Host Community, Town of Plainville, dated July 8, 2013;<sup>2</sup>
2. All designated Surrounding Communities including:
  - a. Attleboro, dated October 31, 2013;
  - b. Foxborough, dated December 30, 2013;
  - c. Mansfield, dated October 31, 2013;
  - d. North Attleborough, dated October 24, 2013;
  - e. Wrentham, dated November 5, 2013; and
3. All Impacted Live Entertainment Venues including Massachusetts Performing Arts Coalition, dated September 30, 2013; and
4. The Massachusetts State Lottery effective as of the date of the MGC's award of a final Category 2 License for the Project.

The provisions of these mitigation agreements are incorporated by reference in these Section 61 Findings.<sup>3</sup>

<sup>2</sup> This agreement was executed between Ourway Realty, LLC and the Town of Plainville. The Project Proponent has agreed to assume all of Ourway Realty, LLC's obligations under the agreement. See FEIR, p. 5.

<sup>3</sup> Nothing in these Section 61 Findings shall prevent the parties to any mitigation agreement from reopening the agreement to the extent permitted pursuant to 205 CMR 127.



In addition, the elements of the Project's environmental mitigation program, documented in the November 2013 FEIR prepared for the Project, are as follows:

### **Transportation Mitigation Measures**

The transportation mitigation measures described in the MassDOT Finding and the following additional transportation mitigation measures described below will be implemented as and to the extent permitted by MassDOT and other applicable federal, state or local agencies

#### **Infrastructure Improvements**

Pursuant to G.L. c. 23K, 1 1 (a), the Commission determines that the following infrastructure improvements identified in the MassDOT finding will be completed before the Project Proponent will be authorized to operate a slot machine at the gaming establishment:

- Route 1/Plainridge Site Driveway Intersection Reconstruction;  
**Completed**
- 1-495 Southbound Ramp/Route 1 Reconstruction;  
**Completed**
- Proposed Route 1 Median Break;  
**Completed**
- Route 1/Route 152 Intersection Reconstruction;  
**Completed**
- Route 1 Jughandle/Route 152 Intersection Safety Improvements;  
**Completed**

#### **Signal Timing Modifications**

Pursuant to G.L. c. 23K, 1 1 (a), the Commission determines that the following traffic signal timing modifications described in the MassDOT Finding, which are intended to optimize the operations of intersections and to offset the impacts of the Project, will be completed before the Project Proponent will be authorized to operate a slot machine at the gaming establishment:<sup>4</sup>

- Route 1/Plainridge Site Driveway;  
**Completed**
- 1-495 Southbound Ramp/Route 1;  
**Completed**
- Route 1/Route 152;  
**Completed**
- Route 1 Jughandle/Route 152;  
**Completed**
- Route 152/Plainville Commons Drive/Edgewood Drive; **Completed**

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<sup>4</sup> In its Draft Section 61 Findings accompanying the FEIR, the Project Proponent also proposed signal modifications for the Route 1 (Washington Street)/Route 106 (East Bacon Street) traffic signal. This intersection is not referenced in the MassDOT Finding. If and to the extent MassDOT requires completion of those proposed modifications, they should also be completed before the Project Proponent will be authorized to operate a slot machine at the gaming establishment pursuant to G.L. c. 23K, 11(a).

### Wayfinding

As described in the MassDOT Finding, the Project Proponent will provide an extensive wayfinding signage program on the Project site and in the Route 1 corridor south of the interchange.

Completed

### Bicycle Improvements

As described in the MassDOT Finding, the Project Proponent will provide bicycle improvements on Route 1 in the vicinity of the Project, including five-foot bicycle lanes and four-foot bicycle tolerant roadway shoulders.

Completed – Due to safety concerns associated with the established bike lanes, PPC does not promote the use of these lanes to our team members as well as the public.

### Public Transportation

As described in the MassDOT Finding, the Project Proponent will encourage the use of alternative modes of transportation. Pursuant to G.L. c. 23K, 11(a), the Commission determines that the following measures will be completed before the Project Proponent will be authorized to operate a slot machine at the gaming establishment:

- Providing on-site bus and passenger accommodations within the entry court of the Plainridge Park Casino; and  
PPC's Main Entrance Porte Cachere is used for Bus drop. In addition, PPC uses the Racing entrance for Charter busses.
- Providing a bus circulation lane within the entry court.  
PPC's Main Entrance Driveway has a designated bus lane for drop off.

### Transportation Demand Management (TDM)

The Project Proponent has committed to supporting TDM to reduce single occupancy vehicle (SOV) trips, and to encourage the use of alternative modes of transportation to the site. In addition to the TDM measures described in the MassDOT Finding, the following TDM efforts have already been implemented by Plainridge Racecourse:

- Link exchange established with the Massachusetts Office of Travel and Tourism website to promote tourism.  
**Completed**
- Coordination with MassRIDES to promote events.  
**Completed - Added Mass Rides link that provides details on upcoming events.**
- Encouraging employers nearby to implement appropriate TDM measures.  
**N/A**
- Holding promotional events for motorcyclists.  
**Marketing is planning a promotion for motorcyclists during the 2018 summer months.**
- Annual Transportation Information Day coordination with MassRIDES  
**Completed – April 29, 2013**
- Participation in MassRIDES Bike to Work Week - May 11-19, 2013.  
**Completed – May 11-19, 2013**

The Project Proponent has also committed to the following additional TDM efforts, in addition to those in the TDM program currently being provided by the owner, and those described in the MassDOT Finding:

- Developing a Parking Management Program; and  
**MassRides is serving as PPC's TDM.**
- Developing an employee wellness program, where bicyclists get credit for their sustainable commute and potentially developing a partnership with a local sporting goods store to provide rewards as commuters accumulate miles using their own power to commute to work.  
**Due to safety concerns associated with the established bike lanes, PPC does not promote the use of these lanes to our team members as well as the public.**

The Project Proponent is also coordinating with local and regional transit authorities, such as the Greater Attleboro Taunton Regional Transit Authority (GATRA), Southeastern Regional Planning & Economic Development District (SRPEDD), MassRIDES, and other private carriers, to develop possible additional TDM efforts.

**PPC is currently in a second round of discussions with GATRA and exploring the opportunities of reconfiguring existing routes to include PPC. Per the GATRA Administrator, GATRA is working to develop a transit hub in downtown North Attleborough. The project should be under construction early spring 2019. GATRA will be changing several of its North Attleborough/ Attleboro route schedules to accommodate the new hub location. This may provide enough time in existing schedules to extend service north on Route 1 to Plainridge. This has been identified in GATRA's Regional Transit Plan as a service option for the Route 1 corridor. It is GATRA's intention to add PPC to the route 14 service. GATRA has targeted the following dates for this project:**

- **Construction Bid in January 2019**
- **Start construction by mid March 2019**

- Construction timeframe is 90 days
- Open new hub in North Attleboro by June 30<sup>th</sup> 2019.

#### Additional Town of Plainville Mitigation Measures

The Project Proponent agreed to implement the following traffic related mitigation measures during the Plainville Planning Board process for the Amended Special Permit, and these measures were included as conditions of the 2013 approved Amended Special Permit. These measures are to be completed in accordance with the requirements of that Amended Special Permit and any other applicable conditions required by the Town of Plainville.

- Replacement of existing signs with new signs  
**Completed**
- Warning signs, including turn ahead and speed limit  
**Completed**
- Centerline pavement markings  
**Completed**
- Electronic speed radar sign  
**These were not installed during construction on Route 1**
- Additional brackets for electronic speed radar signs.  
**These were not installed during construction on Route 1**

The following intersections are not under MassDOT jurisdiction and are therefore not specifically addressed by the MassDOT Finding; however, Section 5 of the Host Community Agreement dated July 8, 2013, between the Town of Plainville and the Project Proponent's predecessor (which the Project Proponent has assumed, see note 2 above) requires the applicant to "mitigate traffic impacts associated with the Project, as required by the [Plainville] Planning Board and/or the Commission." Therefore, the Project Proponent will implement such additional traffic mitigation measures for the following intersections as may be required by the Plainville Planning Board, the Town of Plainville or the Commission:

- Route 152/Cowell Street • Route 152/ George Street e Route 152/ Shepard Street  
**Completed**
- Route 152/Mirimichi Street • Rout 152/Route 106  
**Completed**

#### Transportation Monitoring Program

The Project Proponent will conduct an annual traffic monitoring program as described in the MassDOT Finding.

**PPC has executed traffic studies. PPC missed executing a traffic study during 2017. Going forward PPC will comply with the MassDOT Finding and continue annual traffic studies. Our**

last traffic study was conducted during the months of July and August of 2016. Hence, PPC will plan on executing our next study during the months of July and August of 2018.

### GHG Mitigation Measures

The following GHG mitigation measures will be implemented. In addition, the Project Proponent has provided or will provide a certification to the MEPA Office signed by an appropriate professional (e.g., engineer, architect, general contractor) indicating that all of the GHG mitigation measures, or equivalent measures that are designed to collectively achieve the proposed stationary source GHG emission reduction committed to in the FEIR, have been incorporated into the project.

### Site Design Mitigation Measures

All reasonable and feasible site design mitigation measures will be adopted by the Project. Along with others mentioned in this section, the Project Proponent has committed to the following site mitigation measures:

- Sustainable Development Principles - The Project promotes compact development and conserves land by building on an existing commercially-zoned site, and incorporating structured parking, thereby protecting open space.  
**Property was commercially-zoned. A parking garage was constructed.**
- Design Water Efficient Landscaping - The Project design includes water efficient landscaping such as stormwater re-use for irrigation and drought tolerant landscaping.  
**Storm water is collected and filtered in the infield of the racetrack and is reused for irrigation for all of our landscaping. Water collected is also used to water the racetrack as well as bathwater for the horses in the stables.**
- Design Project to Support Alternative Transportation to the Site - The Project Proponent is coordinating with GATRA and SRPEDD to bring public transportation to the site.  
**PPC is currently in a second round of discussions with GATRA and exploring the opportunities of reconfiguring existing routes to include PPC. Per the GATRA Administrator, GATRA is working to develop a transit hub in downtown North Attleborough. The project should be under construction early spring 2019. GATRA will be changing several of its North Attleborough/ Attleboro route schedules to accommodate the new hub location. This may provide enough time in existing schedules to extend service north on Route 1 to Plainridge. This has been identified in GATRA's Regional Transit Plan as a service option for the Route 1 corridor. It is GATRA's intention to add PPC to the route 14 service. GATRA has targeted the following dates for this project:**
  - Construction Bid in January 2019
  - Start construction by mid March 2019
  - Construction timeframe is 90 days
  - Open new hub in North Attleboro by June 30<sup>th</sup> 2019.



- Minimize Energy Use Through Building Orientation -The largest portion of the building expansion will face south and will capture natural light in the winter months.  
**Completed**
- Stormwater Design - The stormwater design incorporates best management practices including structural pre- treatment, treatment, conveyance, and infiltration.  
**Storm water from parking lots is collected in the infield of the racetrack filtered in two separate filtration systems. The water is then reused for all irrigation on property as well as watering of the racetrack. The water is also used for the bathing of all race horses stabled here at PPC.**

#### Building Design and Operation Mitigation Measures

All reasonable and feasible building design and operational mitigation measures will be adopted by the Project. Along with others mentioned above, the Project Proponent has committed to the following building mitigation measures:

- Installation and operation of a 650 kilowatt (kW) photovoltaic on-site system to generate renewable energy.  
**The system was installed preopening and has been operational ever since, generating 10% of the power used at the property.**
- Energy Efficient Building Envelope- The current Energy Code for steel-framed buildings require R-20 roof insulation above the deck, wall insulation of R-13 + R7.5ci, and double-pane windows with a U=0.55. The new building will increase the wall insulation to R-21 and the roof insulation to R-30. Window glass type will be better than Code for the new building: double-pane, low-e glass with a lower U value= 0.30.  
**All materials used during construction met this code. Property received LEED GOLD certification in July of 2015.**
- Demand Control Ventilation (DCV) - DCV controls for Outside Fresh Air will be used in all areas of the building addition. Packaged equipment will be Variable Air Volume (VAV) type, with exception of the units serving the gaming floor, which will be constantvolume type.  
**Installed and operational since 2015, Trane Tracer system.**
- Energy Recovery Ventilation- The building uses an Energy Recovery Ventilation (ERV) to pre-heat or pre-cool the fresh air drawn into the HVAC system where applicable  
**Installed the Trane Tracer BAS preopening using all aspects of the system.**
- Interior Day Lighting - Day lighting controls will be provided where required by local energy code. Electronic dimmers will reduce electric lighting.  
**All areas that could have dimmers have them installed and they are operational.**
- Install High-Efficiency DX Roof Equipment - The current Energy Code for a DX roof equipment is an EER=10.0. Project DX roof units will achieve an EER better than Code, e.g. EER=11 for a 15-ton unit.  
**All equipment installed on the roof was up to current energy code at the time of installation.**

- High-Efficiency Heating Boilers - The heating for all buildings will have an efficiency of 85%, which exceeds the Code value of 80%.

**Installed preopening and operational**

- Seal, Test and Insulate HVAC Supply Ducts - HVAC supply ducts will be sealed, leak tested, and insulated to reduce energy losses.

**Completed**

- Energy Management Systems - The buildings will utilize highly efficient energy management systems (EMS) to track and control energy use. Energy needs will be closely monitored and the use of heat, cooling, and lighting will be minimized. The Base Case set points for occupied and unoccupied time periods equal the eQUEST default values: Occupied (cool=76 °, heat=70°), Unoccupied (cool=82°, heat=64 °). The EMS mitigation measure consists of a slight downward shift in the heating set point for the Mitigation Case during Occupied Hours: heat=68 °.

**Trane Tracer system is installed and operates all HVAC controls, set points are set with in these guidelines. We use occupied and unoccupied settings in all areas.**

- Energy Efficient Interior Lighting - The building addition will have a Light Power Density (LPD) that equals the Code value of 1.20 W/SF. The Project Proponent will achieve a LPD goal 10% below Code, where possible, in the building addition. Consistent with recent MassDOER comments on previous projects, the plug load values used in the eQUEST model are COMNET average values.

**Energy efficient interior lighting is installed and is operating within these guidelines.**

- Energy Efficient Exterior Lighting - Energy efficient HID Metal Halide fixtures will be used to light the parking lots.

**All of PPC's exterior lighting in the parking garage, parking lots, barns and the wall packs were converted to LED's in 2016.**

- High-Efficiency Refrigeration System - The food service refrigeration system design will achieve an overall 25% energy savings (220 MWhr/yr) through the following design features: (1) condensers are equipped with variable frequency drives (VFDs); (2) compressors are electronically controlled for precise energy control; (3) all equipment is designed for floating head pressure to save compressor energy; (4) evaporator fan motors utilize electronically commutated motors (ECMs); (5) vertical doors are used for the frozen food and ice cream cases, while nighttime covers are used on all refrigerated cases; (6) Cases use high-efficiency fans and electric defrost; and (7) LED is used in glass door cases. **Completed - all refrigeration is monitored thru the Trane Tracer system.**
- Occupancy Controls for Lighting - The Project Proponent will install occupancy controls for restrooms and offices in the new building.

**Installed in all employee restrooms and office areas.**

- Energy STAR Appliances - The Project Proponent will install refrigerators, computers, and other appliances Energy STAR rated for high efficiency.

**Completed**

- Use Building Materials with Recycled Content, Building Materials that are Manufactured Within the Region, Use Rapidly Renewable Building Materials, and Use Low-VOC Building Materials - Whenever practical, the Project Proponent will use environmentally

friendly building materials, including materials with recycled content, rapidly renewable building materials, and low-VOC materials. Also, when practical, the Project Proponent will purchase building materials that are manufactured within the region.

**Completed**

- Use of Cool Roofing Materials - A reflective cool roof is included in the building addition design.

**Completed**

- Water Conserving Bathroom Fixtures -The building addition will have water conserving bathroom fixtures: sensor-activated toilets and faucets.


**All bathroom fixtures are water conserving and were installed preopening.**

Findings

The Massachusetts Gaming Commission finds that the environmental impacts resulting from the proposed project are those impacts described in the Final Environmental Impact Report, which will be updated as necessary in permit applications submitted for compliance with federal, state, and local laws. Further, the Massachusetts Gaming Commission finds that, with implementation of the mitigation measures described herein, all feasible means and measures will have been taken to avoid or minimize adverse impacts to the environment relating to construction and operation of the Project. Appropriate conditions will be included in the final gaming license issued for the project to ensure implementation of the mitigation measures.

Massachusetts Gaming Commission

  
Stephen Crosby, Chair

  
Gayle Cameron

  
James McHugh

  
Bruce Stebbins

  
Enrique Zuniga

Date: March 19, 2015

## MEMORANDUM

**TO:** Mr. Domenic Longobardi  
Director of Non-Gaming Operations  
Plainridge Park Casino  
301 Washington Street  
Plainville, Massachusetts 02762

**FROM:** Mr. Jeffrey S. Dirk, P.E., PTOE, FITE  
Principal  
Vanasse & Associates, Inc.  
35 New England Business Center Drive  
Suite 140  
Andover, MA 01810-1066  
(978) 474-8800 x830  
jdirk@rdva.com

*JSD*

**DATE:** September 28, 2018

**RE:** 6964

**SUBJECT:** 2018 Traffic Monitoring Program  
Plainridge Park Casino  
Plainville, Massachusetts

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Vanasse & Associates, Inc. (VAI) has completed the 2018 Traffic Monitoring Program for the Plainridge Park Casino located at 301 Washington Street (Route 1) in Plainville, Massachusetts (hereafter referred to as the "Project"). The purpose of the 2018 Traffic Monitoring Program is to update the conditions documented as a part of the monitoring studies that have been completed subsequent to the opening of the Project in 2016 pursuant to the Massachusetts Department of Transportation (MassDOT) Section 61 Finding: i) traffic volumes; ii) trip patterns; iii) traffic operations; and iv) safety; along Route 1 and at defined intersections. In addition, a summary of the elements of the Transportation Demand Management (TDM) program that have been implemented for employees and patrons is provided, along with the results of an employee and patron survey of travel modes. As required therein, the results of the 2018 Traffic Monitoring Program are being submitted to MassDOT, the Town of Plainville, the Southeastern Regional Planning and Economic Development District (SRPEDD), the Greater Attleboro Taunton Regional Transit Authority (GATRA), MassRIDES and the Secretary of Energy and Environmental Affairs.

Based on a review of the results of the 2018 Traffic Monitoring Program, we have noted the following with respect to the Project:

1. The *measured* traffic volumes associated with the Project were found to be approximately four (4) percent lower on an average weekday, 51 percent higher during the weekday morning peak-hour, 30 percent higher during the Friday evening peak-hour and one (1) percent higher during the Saturday afternoon peak-hour when compared to the traffic volume *projections* for the Project. As documented herein, sufficient capacity is afforded at the Project site driveway intersection with Route 1 and at the monitored intersections to accommodate the increased traffic volumes associated with the Project;
2. The 2018 observed peak-hour traffic volumes within the study area were found to be similar to or slightly lower than the conditions that were documented in the 2015 Baseline Study;
3. A review of motor vehicle crash data indicates that the study intersections exhibited similar crash patterns before and after the opening of the Project and, with the exception of the Route 1/

Route 152 intersection, were found to have motor vehicle crash rates that were below both the MassDOT statewide and District averages for a signalized or unsignalized intersection, as appropriate, for the MassDOT Highway Division District in which the intersections are located (District 5);

4. The Route 1/Route 152 intersection was found to have experienced a decrease in the number of reported crashes after the opening of the Project (17 crashes in 2015 vs. 10 crashes in 2016); however, the calculated motor vehicle crash rate continues to be above the MassDOT average crash rate (statewide and District 5) for a signalized intersection and the intersection is also included in the MassDOT statewide High Crash Location List as a high crash cluster location for 2013-2015. The majority of the crashes occurring at the intersection were reported as rear-end-type collisions that resulted in property damage only. A Road Safety Audit (RSA) was conducted for this intersection in 2014 as a part of the Project and a number of the recommendations from the RSA have been implemented at the intersection;
5. The MassDOT statewide High Crash Location List also indicated that the Route 1/Madison Street intersection was included as a high crash cluster location for 2013-2015. Improvements are currently under design at this intersection that will be constructed as a part of the mitigation commitments for the mixed-use development that is to be located off Madison Street west of Route 1 and will include the installation of a traffic control signal and minor roadway widening;
6. Ten (10) motor vehicle crashes were reported to have occurred at the Route 1/Plainridge Park Casino driveway intersection during the 5-year review period, the majority of which occurred on a weekday, involved rear-end-type collisions that were attributable to driver error, and resulted in property damage only. The calculated motor vehicle crash rate at the intersection was found to be below the MassDOT average crash rates for a signalized intersection;
7. Operating conditions at the majority of the monitored intersections were found to be similar to or improved over the conditions that were documented as a part of the 2015 Baseline Study, indicating that the opening of the Project and the associated increase in traffic volumes did not result in a significant increase in motorist delays or vehicle queueing over the conditions that existed prior to the opening of the Project with consideration of the noted traffic volume differentials during the weekday morning and evening peak hours;
8. The intersection of Route 1 at the Plainridge Park Casino driveway was shown to operate at an overall level-of-service (LOS) B or better during both the weekday evening and Saturday afternoon peak hours, with all movements reported to be operating at LOS C or better where a LOS of "D" or better is considered acceptable operating conditions;
9. Approximately 92 percent of patrons and employees arrive to the Project site alone in a private automobile, with approximately 71 percent indicating that they were not aware of public transportation or car/vanpool opportunities. The majority of patrons and employees indicated that they would not use or participate in a shuttle program from an off-site parking facility and would not walk or bicycle to the Project site if sidewalks and bicycle lanes were available; and
10. Forty-seven (47) percent of employees indicated that they were not aware of the corporate Transportation Demand Management (TDM) program but would participate. This indicates a distinct opportunity to increase employee participation in the TDM program.



In consideration of these findings, we have concluded that the measured impact of the Project on traffic volumes, trip patterns, motor vehicle crash trends, and traffic operations (levels of service, motorist delays and vehicle queuing) has been relatively minor, with operating conditions at the monitored intersections found to be similar to the conditions that were documented as a part of the 2015 Baseline Study. Further, opportunities exist to increase employee participation in the TDM program and the use of public transportation services and car/vanpool participation by both patrons and employees.

The following summarizes the results of the 2018 Traffic Monitoring Program.

## **EXISTING CONDITIONS**

A comprehensive field inventory of existing conditions within the study area was conducted in April and May 2015, July and August 2016, and updated in June 2018. The field investigation consisted of an inventory of existing roadway geometrics; pedestrian and bicycle facilities; public transportation services; traffic volumes; and operating characteristics; as well as posted speed limits and land use information within the study area. The study area for the 2018 Traffic Monitoring Program was developed in consultation with MassDOT, and includes the major roadway that provide access to the Project site, Washington Street (Route 1), as well as six (6) major intersections (including the Project site driveway) which Project related traffic will travel which are listed below and depicted on Figure 1.

1. Route 1 at Madison Street (Wrentham)
2. Route 1 at the I-495 Northbound Ramps (Plainville)
3. Route 1 at the I-495 Southbound Ramps (Plainville)
4. Route 1 at the Plainridge park casino Drive (Plainville)
5. Route 152 at Route 1 Southbound Jughandle (Plainville)
6. Route 1 at Route 152 (Plainville)

The following describes existing conditions within the study area.

### **Roadway**




#### **Washington Street (Route 1)**

- Four-lane roadway under the jurisdiction of MassDOT that is functionally classified as an urban principal arterial roadway north of I-495 and as an urban minor arterial to the south
- Provides full access interchanges with I-495 (Exit 14) and I-95 (Exit 9) to the north of the Project site and with I-295 to the south (Exit 1)
- Provides two 11 to 23-foot wide travel lanes per direction that are separated by a raised median or double-yellow centerline with variable width marked shoulders and additional travel lanes provided at major intersections
- Sidewalks are not provided within the study area
- Provides sufficient width (combined travel lane and shoulder) to support bicycle travel in a shared traveled-way configuration<sup>1</sup> with marked bicycle lanes provided between Taunton Street (Route 152) and the I-495 southbound ramps
- The posted speed limit within the study area is 45 miles per hour (mph)

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<sup>1</sup>A minimum combined travel lane and paved shoulder width of 14-feet is required to support bicycle travel in a shared traveled-way condition.

**Legend:**

-  Signalized Intersection
-  Unsignalized Intersection
-  Ramp Junction

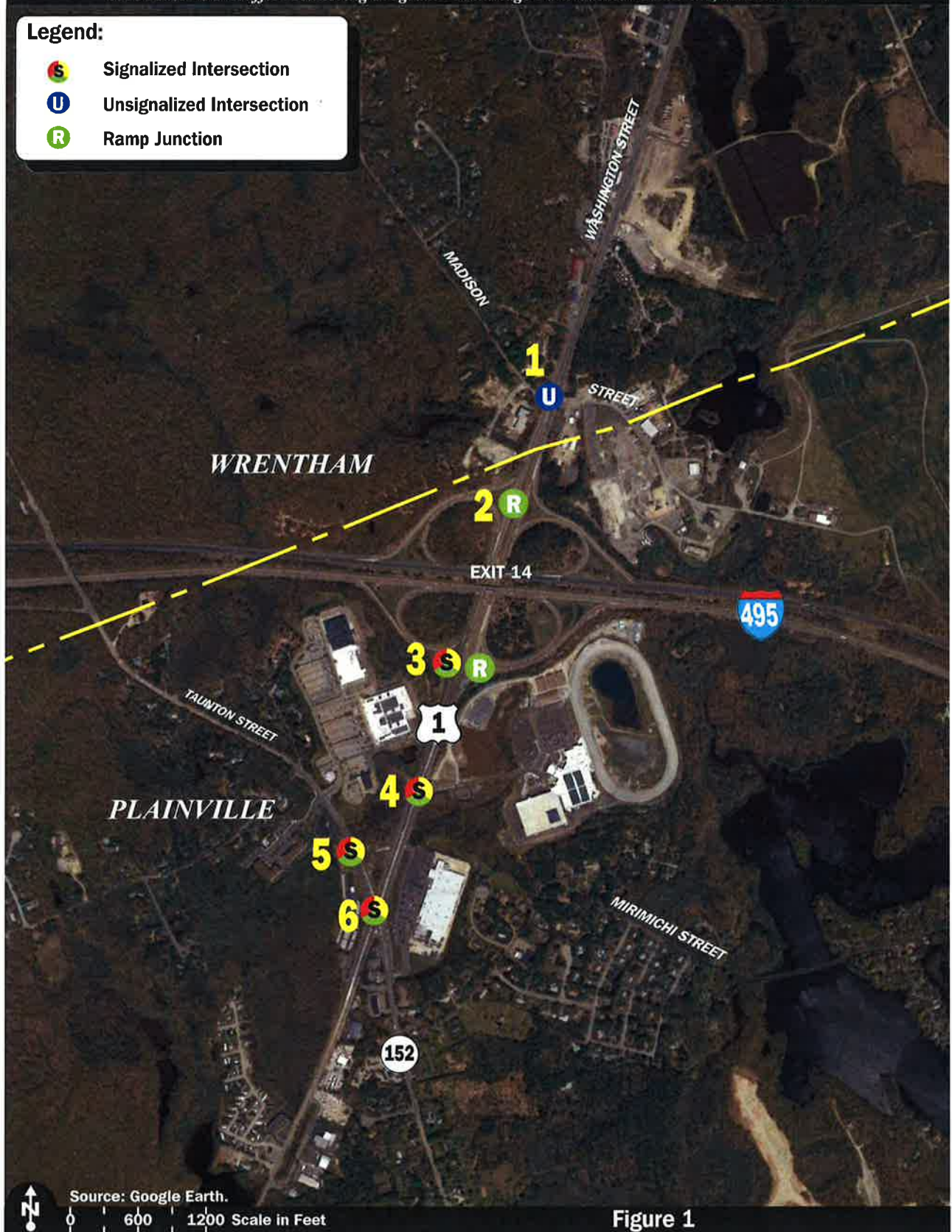


Figure 1

Study Area Map

## Intersections

Table 1 and Figure 2 summarize lane use, traffic control, and pedestrian and bicycle accommodations at the study area intersections as observed in June 2018.

**Table 1**  
**STUDY AREA INTERSECTION DESCRIPTION**

No.	Intersection	Traffic Control Type <sup>a</sup>	No. of Travel Lanes Provided	Shoulder Provided? (Yes/No/Width)	Pedestrian Accommodations? (Yes/No/Description)	Bicycle Accommodations? (Yes/No/Description)
1.	Route 1/ Madison Street	S	2 per direction on Route 1 with turn lanes; 1 per direction on Madison Street	Yes – 1 to 15 feet on Route 1	No	Yes - Shared traveled-way
2.	Route 1/I-495 Northbound Ramps	F	2 per direction on Route 1 with turn lanes; 1 per direction on I-495 ramps	Yes – 2 to 3 feet on all approaches	No	Yes - Shared traveled-way
3.	Route 1/I-495 Southbound Ramps	F	2 per direction on Route 1 with turn lanes; 1 per direction on I-495 ramps	Yes – 2 to 3 feet on all approaches	No	Yes - Shared traveled-way
3A.	Route 1 Southbound/ I-495 Southbound Off-Ramp	TS	2 per direction on Route 1 and I-495 Southbound Off-ramp	Yes – 1 to 12 feet on all approaches	No	Yes – Bicycle lane on Route 1 Southbound
4.	Route 1/ Plainridge Park Casino Drive	TS	2 per direction on Route 1 with turn lanes; 1 left-turn lane and 2 right-turn lanes on Plainridge Park Casino Drive	Yes – 1 to 5 feet on all approaches	No	Yes – Bicycle lane on Route 1 and shared traveled-way on Plainridge Park Casino Driveway with “sharrow” pavement markings; bicycle detection on all approaches
5.	Route 152/ Route 1 Southbound Jughandle	TS	2 per direction on Route 1; 2 left-turn lanes and 1 right-turn lane on Route 1 Southbound Jughandle	Yes – 1 to 2 feet on all approaches	No	Yes – Bicycle detection on all approaches
6.	Route 152/ Route 106	TS	1 per direction on Route 152 with turn lanes; 1 per direction on Route 106 with turn lanes	Yes – 1 to 4 feet on all approaches	Yes – Sidewalks along both sides of Route 152 and Route 106; crosswalks on all approaches; exclusive pedestrian phase with pushbutton actuation	Yes - Shared traveled-way

<sup>a</sup>TS = traffic signal control; S = STOP-sign control; Y = Yield-sign control; F = free-flow (added lane).

<sup>b</sup>Right-turn from Route 1A to the on-ramp operates under free-flow conditions.

<sup>c</sup>Right-turn from the I-495 off-ramp to Route 1A is under Yield-sign control.

<sup>d</sup>Combined shoulder and travel lane width equal to or exceeds 14 feet.

<sup>e</sup>Right-turn from Route 1 northbound is under YIELD-sign control.



### Existing Intersection Lane Use, Travel Lane Width and Pedestrian Facilities



## **EXISTING TRAFFIC VOLUMES**

Traffic volume data for the 2018 Traffic Monitoring Program was obtained from automatic traffic recorder (ATR) counts and manual turning movement counts (TMCs) conducted in June 2018. The ATR counts were completed over a continuous seven-day, week-long period on the driveway that serves the Project site, with weekday evening (4:00 to 7:00 PM) and Saturday afternoon (2:00 to 5:00 PM) peak-period manual TMCs performed at the study area intersections. These time periods were selected as they are representative of the peak traffic volume periods for both the Project and the proximate roadway network.

### **Traffic Volume Adjustments**

In order to evaluate the potential for seasonal fluctuation of traffic volumes within the study area, monthly traffic volumes obtained from the closest MassDOT permanent count station to the Project site were reviewed (Permanent Count Station No. 6647 located on Route 1, south of Route 152, in Plainville).<sup>2</sup> Based on a review of the count station data, it was determined that traffic volumes for the month of June are approximately 6 percent above average-month conditions. In order to allow for a comparison of the 2018 traffic volume data to the traffic volume data that was collected in conjunction with the 2015 Baseline Study (which was adjusted to average-month conditions), the June traffic volume data was adjusted downward by 6 percent in order to be representative of average-month traffic volume conditions. The 2018 weekday evening and Saturday afternoon peak-hour traffic volumes are graphically depicted on Figures 3 and 4, respectively. A review of the 2018 traffic volume data indicates that the peak-hour traffic volumes are similar to or slightly lower than those that were reported in the 2015 Baseline Study. Copies of the peak-hour traffic volume networks from the 2015 Baseline Study are included in the Appendix for reference.

### **Motor Vehicle Crash Data**

Motor vehicle crash information for the study intersections was provided by the MassDOT Highway Division Safety Management/Traffic Operations Unit for the most recent five-year period available (2012 through 2016, inclusive) in order to examine motor vehicle crash trends occurring within the study area. The data is summarized by intersection, type, severity, and day of occurrence, and presented in Table 2.

As can be seen in Table 2, with the exception of the Route 1/Route 152 intersection, the study intersections were found to have a calculated crash rate below the MassDOT statewide and District 5 averages for a signalized or unsignalized intersection, as appropriate. The majority of the crashes reported at the intersections involved property damage only; occurred on a weekday; and were reported as either angle or rear-end-type collisions.

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<sup>2</sup>MassDOT Traffic Volumes for the Commonwealth of Massachusetts; 2018.

**Table 7**  
**PLAINRIDGE PARK CASINO TDM PROGRAM**

<b>TDM Measure</b>	<b>Current Status</b>	<b>Follow-Up Required</b>
Designate a full time on-site Transportation Coordinator	Complete	None
Join or form a Transportation Management Association (TMA)	Complete	None
Maintain a link to the MassRIDES website via the Plainridge Park Casino website	Complete	None
Maintain a link on the Plainridge Park Casino website for information on Southeastern Massachusetts bike routes	Complete	None
Provide promotional materials on-site for distribution regarding Bay State Commute (NuRide) and MassRIDES programs (e.g. website, employment package)	Complete	None
Expand the role of the on-site transportation coordinator to oversee increased employees, patronage and the related monitoring program	In-Progress	On-going
Maintain and/or expand the Guaranteed Ride Home Program	In-Progress	On-going
Offer non-essential employees work schedules to reduce peak period traffic volumes	Complete	None
Offer direct deposit to all employees	Complete	None
Provide on-site amenities such as food, ATM machine, and check cashing services to reduce off-site vehicle trips throughout the day	Complete	None
Designate a percentage of parking spaces for car/vanpool parking near the building entrance as a convenience to promote ridesharing	In-Progress	Reviewing areas of parking to designate as ridesharing spaces
Provide preferred parking for fuel-efficient vehicles to promote the use of clean fuel vehicles	Complete	None
Provide electric vehicle (EV) charging stations to charge and promote the use of clean fuel vehicles	Complete	None
Accommodate and promote the use of car-sharing services (e.g., Zip Car or Enterprise Carshare)	In-Progress	Will work with MassRIDES to implement
Implement vehicle idle reduction policies	Complete	None
Provide bicycle storage and changing rooms for employees who elect to bike to work	Complete	None
Provide opportunity for employees to participate in transit subsidy or reimbursement programs, such as the Charlie Card Purchase program	N/A	We will review when GATRA expands route to include Plainridge Park Casino
Provide on-site bus and passenger accommodations within the entry court of the Casino, with sidewalk connections to the customer and employee entrances. These accommodations will include, but not be limited to, dedicated waiting areas for transit riders with adequate seating; kiosks and/or terminals with up to date transit information; and bus berthing areas with covered and easy access to the waiting area and casino entrances	In-Progress	Evaluating entry court to increase available seating and to include terminals with transit information
Provide a bus circulation lane within the entry court to allow for efficient bus operations to maintain service schedules	Complete	None
Work with and provide necessary funding to the Greater Attleboro Taunton Regional Transit Authority (GATRA) to plan, develop, and implement a new route in North Attleboro and Plainville between Triboro Plaza and Plainridge Park Casino/Plainville Commons shopping center via Route 152. The new route will be designed to provide seamless transfers to the existing GATRA Bus Routes # 10 and #14 serving Attleboro, North Attleboro and Plainville	In-progress	GATRA expanding routes in spring of 2019 to include Plainridge Park Casino



## **EMPLOYEE AND PATRON TRAVEL MODE SURVEY**

A survey of employee and patron travel modes was completed in order to ascertain the effectiveness of the TDM program and to refine the initial program to achieve the desired goal of reducing overall volume of traffic generated by the Project. The results of the employee and patron travel mode survey are summarized in Table 8.

**Table 8**  
**PLAINRIDGE PARK CASINO**  
**EMPLOYEE AND PATRON TRAVEL MODE SURVEY**

Question	Response	
	Patron	Employee
<b><i>How did you arrive at Plainridge Today?</i></b>		
Alone in car	103	104
Car/vanpool	8	1
Bus	0	0
Taxi	0	0
Uber/Lyft	0	0
Motorcycle	0	1
Bicycle	0	0
Walked	0	0
Other/Did not respond	2	6
<b>TOTAL:</b>	<b>113</b>	<b>112</b>
<b><i>Are you aware of public transportation and car/vanpool options that are available?</i></b>		
Yes	31	23
No	81	78
Did not respond	1	11
<b>TOTAL:</b>	<b>113</b>	<b>112</b>
<b><i>Would you use public transportation or a shuttle from a secure designated pick-up area or bus terminal?</i></b>		
Yes	25	40
No	87	72
Did not respond	1	0
<b>TOTAL:</b>	<b>113</b>	<b>112</b>
<b><i>Would you walk or bicycle to Plainridge if sidewalks and bicycle lanes were available?</i></b>		
Yes	2	19
No	110	92
Did not respond	1	1
<b>TOTAL:</b>	<b>113</b>	<b>112</b>
<b><i>Are you aware of and do you participate in the corporate TDM program?</i></b>		
Aware and participate	2	6
Aware but do not participate	13	11
Not aware but would participate	35	53
Not aware and would not participate	62	40
Did not respond	1	2
<b>TOTAL:</b>	<b>113</b>	<b>112</b>
<b><i>Which TDM program features do you use?</i></b>		
I do not participate	104	68
Guaranteed ride home	1	2
On-site Charlie Card sales	1	1
Direct deposit	1	30
MassRIDES carpool/vanpool matching	0	1
Bay State Commute (NuRide) program	1	0
Flexible Work Schedule	0	1
Transit pass subsidy	1	0
Other/Did not respond	4	9
<b>TOTAL:</b>	<b>113</b>	<b>112</b>

As can be seen in Table 8, approximately 91 percent of patrons and 93 percent of employees arrive to the Project site alone in a private automobile, with approximately 72 percent of patrons and 70 percent of employees indicating that they were not aware of public transportation or car/vanpool opportunities. The majority of patrons and employees indicated that they would not use or participate in a shuttle program from an off-site parking facility. Similarly, the majority of patrons and employees indicated that they would not walk or bicycle to the Project site if sidewalks and bicycle lanes were available.

Focusing on employees, 47 percent indicated that they were not aware of the corporate TDM program but would participate. This indicates a distinct opportunity to increase employee participation in the TDM program.

## **SUMMARY**

VAI has completed the 2018 Traffic Monitoring Program for the Plainridge Park Casino located at 301 Washington Street (Route 1) in Plainville, Massachusetts, in accordance with the requirements of the MassDOT Section 61 Finding that was issued for the Project. As required therein, the 2018 Traffic Monitoring Program has documented and compared: i) traffic volumes; ii) trip patterns; iii) traffic operations; and iv) safety; along Route 1 and at defined intersections to the conditions that were documented as a part of the 2015 Baseline Study. In addition, a summary of the elements of the TDM program that has been implemented for employees and patrons has been provided, along with the results of an employee and patron survey of travel modes.

Based on a review of the results of the 2018 Traffic Monitoring Program, we have noted the following with respect to the Project:

1. The *measured* traffic volumes associated with the Project were found to be approximately four (4) percent lower on an average weekday, 51 percent higher during the weekday morning peak-hour, 30 percent higher during the Friday evening peak-hour and one (1) percent higher during the Saturday afternoon peak-hour when compared to the traffic volume *projections* for the Project. As documented herein, sufficient capacity is afforded at the Project site driveway intersection with Route 1 and at the monitored intersections to accommodate the increased traffic volumes associated with the Project;
2. The 2018 observed peak-hour traffic volumes within the study area were found to be similar to or slightly lower than the conditions that were documented in the 2015 Baseline Study;
3. A review of motor vehicle crash data indicates that the study intersections exhibited similar crash patterns before and after the opening of the Project and, with the exception of the Route 1/ Route 152 intersection, were found to have motor vehicle crash rates that were below both the MassDOT statewide and District averages for a signalized or unsignalized intersection, as appropriate, for the MassDOT Highway Division District in which the intersections are located (District 5);
4. The Route 1/Route 152 intersection was found to have experienced a decrease in the number of reported crashes after the opening of the Project (17 crashes in 2015 vs. 10 crashes in 2016); however, the calculated motor vehicle crash rate continues to be above the MassDOT average crash rate (statewide and District 5) for a signalized intersection and the intersection is also included in the MassDOT statewide High Crash Location List as a high crash cluster location for 2013-2015. The majority of the crashes occurring at the intersection were reported as rear-end-type collisions that resulted in property damage only. A Road Safety Audit (RSA) was conducted

for this intersection in 2014 as a part of the Project and a number of the recommendations from the RSA have been implemented at the intersection;

5. The MassDOT statewide High Crash Location List also indicated that the Route 1/Madison Street intersection was included as a high crash cluster location for 2013-2015. Improvements are currently under design at this intersection that will be constructed as a part of the mitigation commitments for the mixed-use development that is to be located off Madison Street west of Route 1 and will include the installation of a traffic control signal and minor roadway widening;
6. Ten (10) motor vehicle crashes were reported to have occurred at the Route 1/Plainridge Park Casino driveway intersection during the 5-year review period, the majority of which occurred on a weekday, involved rear-end-type collisions that were attributable to driver error, and resulted in property damage only. The calculated motor vehicle crash rate at the intersection was found to be below the MassDOT average crash rates for a signalized intersection;
7. Operating conditions at the majority of the monitored intersections were found to be similar to or improved over the conditions that were documented as a part of the 2015 Baseline Study, indicating that the opening of the Project and the associated increase in traffic volumes did not result in a significant increase in motorist delays or vehicle queuing over the conditions that existed prior to the opening of the Project with consideration of the noted traffic volume differentials during the weekday morning and evening peak hours;
8. The intersection of Route 1 at the Plainridge Park Casino driveway was shown to operate at an overall LOS B or better during both the weekday evening and Saturday afternoon peak hours, with all movements reported to be operating at LOS C or better where a LOS of "D" or better is considered acceptable operating conditions;
9. Approximately 92 percent of patrons and employees arrive to the Project site alone in a private automobile, with approximately 71 percent indicating that they were not aware of public transportation or car/vanpool opportunities. The majority of patrons and employees indicated that they would not use or participate in a shuttle program from an off-site parking facility and would not walk or bicycle to the Project site if sidewalks and bicycle lanes were available; and
10. Forty-seven (47) percent of employees indicated that they were not aware of the corporate TDM program but would participate. This indicates a distinct opportunity to increase employee participation in the TDM program.

In consideration of these findings, we have concluded that the measured impact of the Project on traffic volumes, trip patterns, motor vehicle crash trends, and traffic operations (levels of service, motorist delays and vehicle queuing) has been relatively minor, with operating conditions at the monitored intersections found to be similar to the conditions that were documented as a part of the 2015 Baseline Study. Further, opportunities exist to increase employee participation in the TDM program and the use of public transportation services and car/vanpool participation by both patrons and employees.

cc: BG, File





PLAINRIDGE PARK  
CASINO

February 25, 2019

*VIA ELECTRONIC MAIL ONLY to John Ziembra*

John Ziembra  
Ombudsman  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, Massachusetts 02110

Dear John,

Plainridge Park Casino ("PPC") has worked diligently to meet the commitments made in the 2013 RFA-2 Application and Section 61 Findings (i.e., environmental mitigation commitments).

PPC has had several discussions with the Massachusetts Gaming Commission staff regarding compliance with the environmental mitigation commitments. PPC has achieved the objectives of these commitments. There are two measures that have been the primary focus:

1. Status of our efforts to establish a new bus route in coordination with the Greater Attleboro Taunton Regional Transit Authority (GATRA); and
2. The annual traffic monitoring obligation contained in the Massachusetts Department of Transportation (MassDOT) Section 61 Findings.

PPC continues to have discussions with GATRA regarding a proposed stop at Plainridge Park Casino. Below is an email PPC received from GATRA's Administrator, Frank Gay that provides further details on our discussions:

"-----Original Message-----"

From: Gay, Francis <fgay@Gatra.org>

Sent: Tuesday, July 31, 2018 12:02 PM

To: Longobardi, Domenic <Domenic.Longobardi@pngaming.com>

Subject: Plainridge Section 61 Findings Update

Importance: High

GATRA has been working to develop a transit hub in downtown North Attleborough. This project should be under construction in early spring 2019 and completed shortly thereafter. At that point in time, GATRA will be changing several of its North Attleborough/Attleboro route schedules to accommodate the new hub location. This may provide enough time in existing schedules to extend service north on Route 1 to Plainridge as well as several other commercial developments along Route 1. This has been identified in GATRA's Regional Transit Plan as a service option for the Route 1 corridor.

GATRA's Regional Transit Plan also highlights a route which would commence operations in Mansfield and extend through the Town of Foxborough and connect to the



PLAINRIDGE PARK  
CASINO

Patriot Place/Gillette Stadium complex. A second leg of this route would extend south along Route 1 to Plainridge Park Casino. GATRA is currently working with the local communities and other businesses to find operating funds to begin this service on a pilot basis.

In the M.G.L. Chapter 30, Section 61 findings, Plainridge made a commitment to provide some operating funds to GATRA if such routes were established. We will again be looking to your operation to provide operating funds for the operation of the service. It is my understanding the other transit amenities on site at Plainridge have been completed as part of the construction. These will need to be reviewed with our Operations Department before GATRA can commence service into the Plainridge Park Casino.

We continue to look forward to working with your organization to make bus service to and from Plainridge a reality. If you identify other sources of funding which GATRA may pursue to begin operations of these routes, let's work together to bring this to fruition.

Thanks, Frank  
Francis J. Gay, Administrator  
Greater Attleboro Taunton Regional Transit Authority  
10 Oak Street, 2nd Floor  
Taunton, MA 02780 (508) 823-8828 ext. 220 fgay@gatra.org  
www.gatra.org"

During 2017, PPC inadvertently overlooked the annual traffic monitoring obligation contained in the Massachusetts Department of Transportation (MassDOT) Section 61 Findings. PPC fully executed two traffic studies in July and August of 2016. Upon awareness of the MassDOT annual requirement, PPC completed the required traffic monitoring study in May of 2018. PPC will continue to execute the annual traffic monitoring studies until the MasDOT five-year requirement is fully achieved.

If you have any questions, please feel free to contact me.

Sincerely,

Lance George  
General Manager  
Plainridge Park Casino

**Pages 19 thru  
213**

**Intentionally  
Omitted**



# Attachment D



PLAINRIDGE PARK  
CASINO

February 21, 2019

*VIA ELECTRONIC MAIL ONLY to John Ziemba*

John Ziemba  
Ombudsman  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, Massachusetts 02110

Dear John,

Plainridge Park Casino ("PPC") has worked diligently to meet the commitments made in the 2013 RFA-2 Application and the Strategic Plan to Engage and Recruit the Diverse, Under and Unemployed Workforce Population ("Workforce Development Plan").

PPC has had several discussions with the Massachusetts Gaming Commission staff regarding compliance and has achieved the objectives of these commitments. There are three topics that have been the primary focus:

1. The percentage of PPC's workforce from the host and surrounding communities
2. The number of employees
3. Wage scales

PPC has consistently exceeded the goal to hire 10% of the workforce from ethnic minority groups. The goal of maintaining 90% of the workforce coming from the host and surrounding communities has proven to be more difficult due to, among other factors, a significant decrease in the unemployment rate. PPC has made concerted efforts to reach a sustainable target percentage of its workforce from the host and surrounding communities, including numerous job fairs, recruitment bonuses, and other incentive programs. In order to balance the requisite workforce benchmarks outlined below, PPC proposes a shift in the local hiring goal to 35% so that it aligns with the current workforce environment. PPC will continue to utilize recruitment tactics to identify and employ residents of the host and surrounding communities.

The proposed 2019 Workforce Development Plan also includes increasing the target levels of other statewide goals that are important markers PPC has achieved to date and wishes to include in this revised plan. They are as follows:

- 15% or more of PPC's workforce will be comprised of individuals from ethnic minority groups
- 50% of PPC's workforce will be female
- 2% or more of PPC's workforce will be veterans
- 65% or more of PPC's workforce will be from the Commonwealth of Massachusetts



PLAINRIDGE PARK  
CASINO

There are also several recruitment goals that have been added to this plan.

- Host an annual onsite career fair per calendar year
- Attend a minimum of one veterans career fair per calendar year in MA
- Attend at least two college career fairs per calendar year in MA
- Partner with MA career centers and coordinate at least 2 hiring events

Further, the 2013 RFA-2 included projections in the “full-competition scenario” for number of employees and salary and benefits totals. PPC’s jobs compendium represents 99.6 percent of the projection, however there are always going to be open positions. After comparing the total salaries and benefits from calendar year 2018, the number of employees is at 91 percent and the total compensation is at 96 percent of the projection.

- PPC meets or exceeds the projected number of employees in certain job classifications:
  - Food and Beverage-in two of the three sub-categories
  - Other/Admin Support- In one of the four sub-categories
  - Engineering/Transportation/Valet In two of the three sub-categories
- Compared to the RFA-2, the 2018 data shows:
  - PPC exceeded projected Salary and Benefits in 15 of the 19 job subcategories
  - PPC exceeded Total Salary and Benefits projected in eight of the 19 subcategories

PPC has also recently concluded union negotiations and agreed to wage increases over the next three years. Additionally, PPC held a meeting for all the Massachusetts Career Centers and Community Colleges to provide an orientation of casino jobs and further build relationships. PPC is working with Bristol Community College on internships for this year as well as any training needs. After conversations with the Massachusetts Department of Career Services, PPC now has a Regional Operations Manager from MASSHIRE to assist with the development of recruitment strategies.

If you have any questions, please feel free to contact me.

Sincerely,

Lance George  
General Manager  
Plainridge Park Casino



# PLAINRIDGE PARK CASINO

**Plainridge Park Casino Strategic Plan  
To Engage & Recruit the Diverse, Under & Unemployed  
Workforce Population**

DRAFT

Submitted to the Massachusetts Gaming Commission on January 29, 2019

Plainridge Park Casino Strategic Plan  
To Engage & Recruit the Diverse, Under & Unemployed Workforce Population

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Plainridge Park Casino Strategic Plan  
To Engage & Recruit the Diverse, Under & Unemployed Workforce Population

## **Introduction**

Penn National Gaming Inc. (Penn) has developed this comprehensive Workforce Diversity Plan for ongoing development of its workforce at Plainridge Park Casino in Plainville, Massachusetts. The plan is designed not only to provide equal opportunity to individuals identified in traditionally disadvantaged groups but also to promote a workforce that is reflective of our surrounding community. This plan's initial implementation began by engaging in aggressive outreach, recruitment and training in order to identify motivated and qualified individuals to join our team.

The inclusive diversity philosophy of Plainridge Park Casino is intended to be more far reaching than simply the inclusion of minorities, women and veterans. As part of our commitment to our local host and surrounding communities, we have also set an aggressive local hiring goal that will also serve to address local unemployed and underemployed challenges.

In May of 2017 the UMass Donahue Institute released a compilation of results from nearly two years of new employee questionnaires. The survey was administered by the Massachusetts Gaming Commission from March 2015 to January 2017 at Plainridge Park Casino. The results indicated that 50.1 percent of new hires had previously been unemployed or underemployed before obtaining their job at Plainridge Park Casino. Since the initial draft of this plan, the unemployment rate in Massachusetts has dropped from 6.1% to 2.7%, a total of 3.4 percentage points.

As of December 2018, the unemployment rate for our host community, Plainville, is 2.5%. Our local surrounding area unemployment rates are as follows: Wrentham 2.4%, Attleboro 2.9%, North Attleboro 2.6%, Mansfield 2.3%, and Foxboro 2.3%. MA and all the local surrounding areas are below the national unemployment rate of 3.9%.



### **Penn National Gaming's Equal Opportunity Policy**

To give equal employment and advancement opportunities to all employees and applicants, the Company makes employment decisions based on each person's performance, qualifications, and abilities. We do not discriminate in employment opportunities or practices on the basis of race, color, religion, gender, national origin, age, disability, sexual orientation, or any other characteristic protected by law. In addition, the Company will make reasonable accommodations for qualified individuals with known disabilities.

The Equal Employment Opportunity policy covers all employment practices, including selection, job assignment, compensation, discipline, separation of employment, and access to benefits and training.

### **Outreach & Communications**

Developing relationships with community and state-based organizations is integral in our ability to succeed in hiring a local and diverse workforce that is reflective of the community and region around us.

Plainridge Park Casino will continue to collaborate and build on the relationships we have since our initial licensure. The organizations include the following:

- The Massachusetts Department of Labor and Workforce Development and its related departments including,
  - Department of Career Services
  - Department of Workforce Development
  - Its local career center agencies
  - Workforce Investment Board(s)
- Bristol Community College
- Massasoit Community College
- Veterans, Inc.
- Vet.org
- Employment & Training Resources
- Massachusetts Gaming Commission's Office of Workforce Development & Diversity
- NAACP
- United Regional Chamber of Commerce (URCC)
- URCC Women's Impact Network (WiN)
- Dean College
- Massachusetts Technical Training Institute (MTTI)
- Attleboro Enterprises

Our goal is to continue:

- Identifying educational institutions with programs that allow graduate skillsets to transfer to the needs of our facility;
- Identifying educational institutions where we can foster longer term partnerships in existing career training programs (such as culinary programs);
- Identifying organizations in both the education and workforce development communities that have an existing communications portal that can provide job advertising services;
- Engaging organizations that have existing or can create partnering opportunities for events like job information sessions and job fairs;
- Understanding local demographics, available labor pool and challenges with recruiting qualified team members, understanding under and unemployed dynamic in the local area.

## Plainridge Park Casino Strategic Plan

### To Engage & Recruit the Diverse, Under & Unemployed Workforce Population

We will continue our relationships with these organizations while pursuing relationships with others with the goal of reaching as broad a group of potential employees as possible throughout the ongoing operations at Plainridge Park Casino.

In addition to these communication and professional training partnerships, we will also conduct a broader advertising program for our hiring program that will include paid media advertising in local and minority-specific publications as well as targeted online and social media advertising.

Tapping into the resources available through the MA Department of Labor and Workforce Development will be key for recruiting of our entire workforce but will be critical for providing opportunities for under and unemployed individuals.

Plainridge Park Casino Strategic Plan  
To Engage & Recruit the Diverse, Under & Unemployed Workforce Population

### **Goals**

Penn National Gaming is a diverse company with 40 facilities in 18 jurisdictions (as of October 15, 2018). Penn National actively pursues a straightforward workforce diversity philosophy: our workforce should reflect the community around us.

We have incorporated specific goals for our hiring program at Plainridge Park Casino (PPC):

1. To hire 35% of PPC's workforce from our host and designated surrounding communities
2. That 15% of PPC's workforce be comprised of individuals from ethnic minority groups
3. That 50% of PPC's workforce will be women
4. That at least 2% of PPC's workforce will be veterans
5. To hire 65% of PPC's workforce from the state of MA

#### **Additional Recruitment Goals:**

- Host an annual onsite career fair per calendar year
- Attend a minimum of one veterans career fair per calendar year in MA
- Attend at least two college career fairs per calendar year in MA
- Partner with MA career centers and coordinate at least 2 hiring events

### **Training and Advancement Opportunities**

Penn National Gaming has implemented a successful recruitment and training program throughout the country. For many of our employees, the opportunity they begin with is not just a job but also the start of a very successful career. We believe that our training and advancement programs will be the very catalyst to bolster the Commonwealth's goal to have our industry positively impact the unemployed and underemployed members of our communities.

#### **Education Begins at Career Centers/Community Colleges**

In order to have a longer-term impact, we don't see each job as just a "job" but as the opportunity for long-term careers in our company and the industry as a whole. Our workshops with local career center staff will include an effort to educate them about the long-term paths available for various skillsets and career goals for individuals seeking employment with our company.

Through the Consortium, we have started to forge a great relationship with both Massasoit and Bristol Community College and will look to partner with them regarding training opportunities for employees. These training opportunities include, but are not limited to programs in culinary, surveillance and slot tech repair.

The CATCH institute at Bristol will not only be a great recruiting source for our culinary talent, but can also serve as a training ground for those who want to advance their careers. We are working with them to offer internships to their students during the summer months.

We anticipate this to be an ongoing relationship that grows and develops with our workforce.

#### **Customer Service Training**

Penn National Gaming is known for its top-notch hospitality and the high quality service of its employees. Each employee undergoes our ACES Service training, starting from the first day and onward throughout his or her employment.

#### **It Doesn't Stop There**

It is our goal to develop our team members to take on positions of greater responsibility and promote internally whenever possible. As part of our engagement and performance management strategy, our managers are encouraged to have continued conversations with their team members to discuss training needs as well as potential career pathing opportunities. We help individuals achieve *the next level* through our various supervisory and management training programs. It is our goal to develop bench strength from within

## Plainridge Park Casino Strategic Plan

### To Engage & Recruit the Diverse, Under & Unemployed Workforce Population

the existing team member population. All open positions are posted internally first, to identify any internal talent prior to looking externally to fill open positions.

An example of a culinary career ladder at Plainridge Park Casino would typically follow the below progression:

1. Steward
2. Prep Cook
3. Line Cook
4. Lead Cook
5. Demi Chef
6. Sous Chef
7. Chef de Cuisine
8. Executive Sous Chef
9. Executive Chef

Mastery of the position from Steward through Demi Chef may take one to two years per role, some individuals may progress faster. The managerial positions from Sous Chef to Executive Chef may take two to three years in the position before being able to progress to the next level.

Another example of a career ladder is the Slot Department. A team member would typically follow the below progression:

1. Slot Attendant
2. Slot Supervisor
3. Slot Shift Manager
4. Slot Manager
5. Director of Slots

The years of experience necessary for a Slot Attendant and Slot Supervisor would be one to two years in each role. Slot Shift Managers would typically require two to five years of experience before being promoted to a Slot Manager. Slot Managers would require a minimum of five years of experience before moving on to a Director position.

### **Promoting Education**

In addition to our internal training programs, we also provide a tuition assistance program for interested and eligible employees. This program offsets the costs associated with our team members who seek to pursue two-year, four-year or even graduate degrees. We will continue to explore, based on workforce needs and demand, the option of bringing classes onsite to Plainridge in partnership with Bristol and Massasoit.

During the summer of 2018 Plainridge Park Casino rolled out an online training program for select members of the culinary team. The program, Rouxbe, is the world's leading online culinary solution for food service organizations who want to provide next-



## Plainridge Park Casino Strategic Plan

### To Engage & Recruit the Diverse, Under & Unemployed Workforce Population

generation training solutions for their cooks. Rouxbe offers an effective path to learn foundational culinary skills. The curriculum includes the following:

#### **Culinary Foundations Level 1**

- Knives, Knife Cuts & Knife Sharpening
- Food & Kitchen Safety
- Dry-Heat Cooking Methods
- Moist-Heat Cooking Techniques
- Stock Fundamentals
- Seasoning
- Basic Plating
- Nutrition in the Kitchen

#### **Culinary Foundations Level 2**

- Salads & Vinaigrettes
- Vegetables
- Eggs
- Soups
- Sauces
- Rice & Grains
- Legumes & Pulses
- Pasta
- Meat
- Poultry
- Fish
- Baking Basics & Breads
- Pastry Basics
- Chocolate

Students who complete the program earn a Certificate of Completion which qualifies for continuing education units (CEU's) from the American Culinary Foundation (ACF) and World Association of Chef Societies (WACS).

#### **Women Leading at Penn**

In early 2018, Penn National Gaming introduced Women Leading at Penn. This initiative started the year before with a group of senior women leaders and is being shared across all of Penn's properties. The goals of the program are as follows:

1. To encourage women to pursue leadership roles
2. Have visible female executive and leadership championing growth and development for women at their property
3. To increase the number of women in leadership, specifically at the manager level on an annual basis

## Plainridge Park Casino Strategic Plan

### To Engage & Recruit the Diverse, Under & Unemployed Workforce Population

Plainridge Park Casino has chosen 16 women to be a part of the inaugural class. Over the course of the year different topics women face in the workplace are being addressed. By participating in the group, our goal is to be able:

- To foster an inclusive environment by creating and encouraging an open exchange of ideas and information among women at Plainridge Park Casino and Penn National Gaming
- To strengthen the strategic relationships of women across the property and company
- To build a community where women can find solutions for defining their vision of success and plotting a path

### **Retention Philosophy**

It is challenging in this highly competitive market to recruit, train, and retain talent. It is the philosophy of Penn National Gaming and Plainridge Park Casino that the best way to retain talent is by encouraging and fostering an engaged workforce. We accomplish this through relationship building, communication and team activities. The way we measure whether we have an engaged workforce is through two employee surveys per year.

Additionally, we offer a referral bonus to our employees to enhance our applicant flow. Our team members that refer an applicant who is hired can earn a \$300 bonus. The payments coincide with the new team member's continued employment. The referring team member receives \$100 at the referred candidate's 30, 90, and 120 days of employment.

Plainridge Park Casino Strategic Plan  
To Engage & Recruit the Diverse, Under & Unemployed Workforce Population

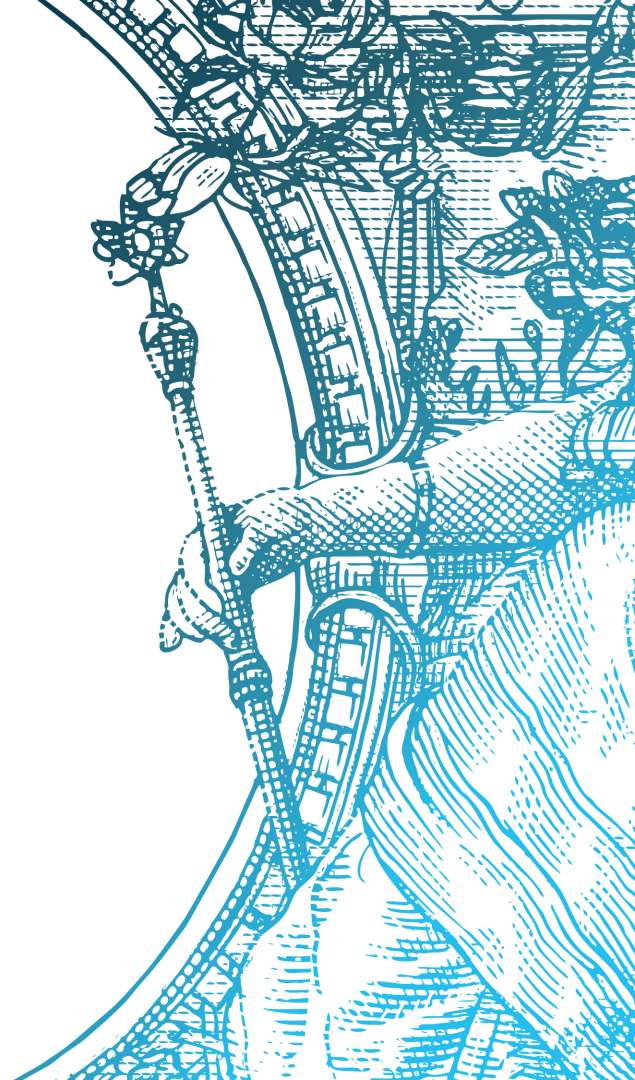
**Commitment**

Plainridge Park Casino and Penn National Gaming are committed to developing a high performance, inclusive work environment that reflects the diversity of our community. We strive to create a company culture where all ideas and all contributions are valued no matter how or from whom they may originate. We actively seek out team members from traditionally disadvantaged groups to build an entertainment facility our community and the Commonwealth can be proud of. Our commitment to making inclusiveness the foundation for our culture is driven not only from our desire to enhance our community, but also because such commitment supports a sound business strategy.

# Q4 2018 Report

Massachusetts Gaming Commission

February 28, 2019



# REVENUE, TAXES, LOTTERY & COMPLIANCE





# Q4 2018 Gaming Revenue & Taxes

Month	Gaming Revenue	MA Taxes
October	\$22,307,840	\$5,576,960
November	\$21,258,250	\$5,314,562
December	\$21,647,092	\$5,411,773
<b>TOTAL</b>	<b>\$65,213,182</b>	<b>\$16,303,295</b>

# Lottery



Month	Lottery Sales at MGM Springfield
October	\$125,865
November	\$118,512
December	\$100,349



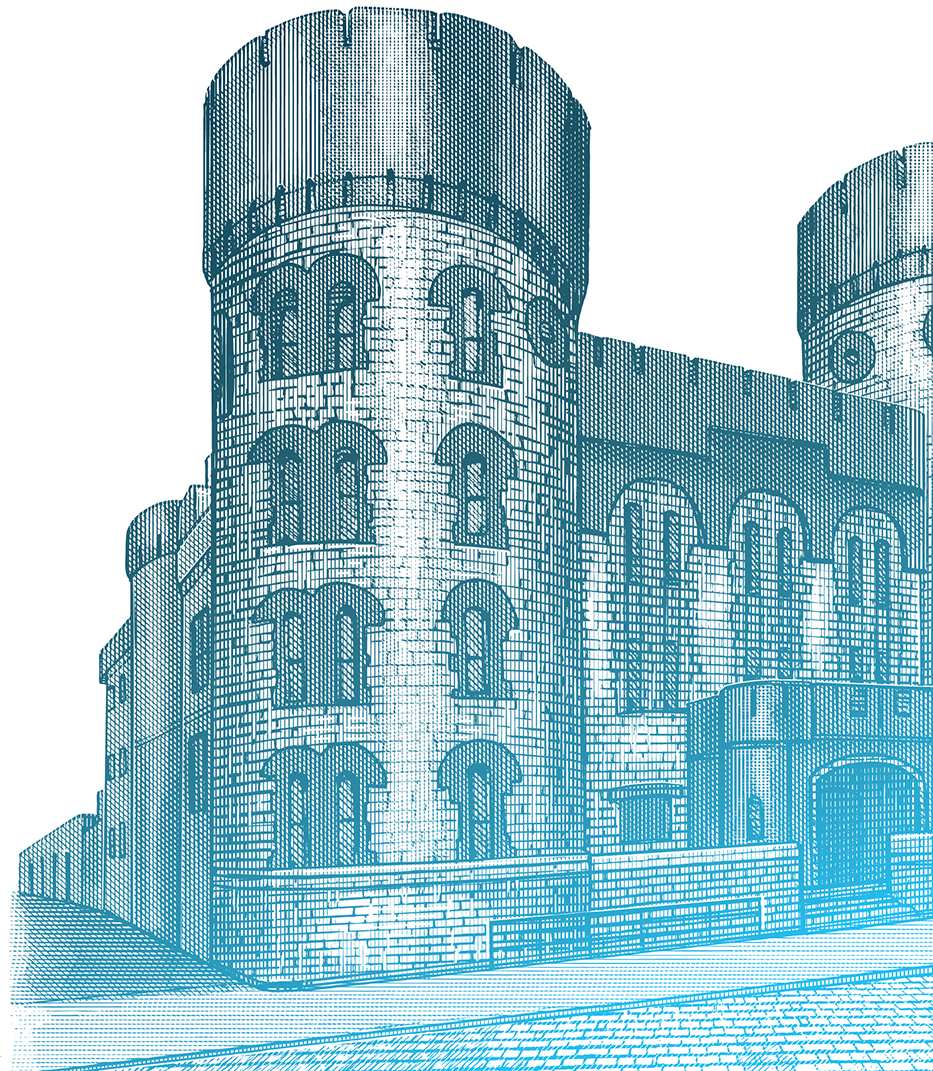
# Compliance



Month	Minors intercepted in Gaming Area and prevented from Gaming (% of visitation)	Minors intercepted gaming (% of visitation)	Minors intercepted consuming alcohol (% of visitation)
October	6 (.001%)	5 (.0009%)	0
November	2 (.0004%)	11 (.002%)	2 (.0004%)
December	64 (.01%)	15 (.0025%)	0

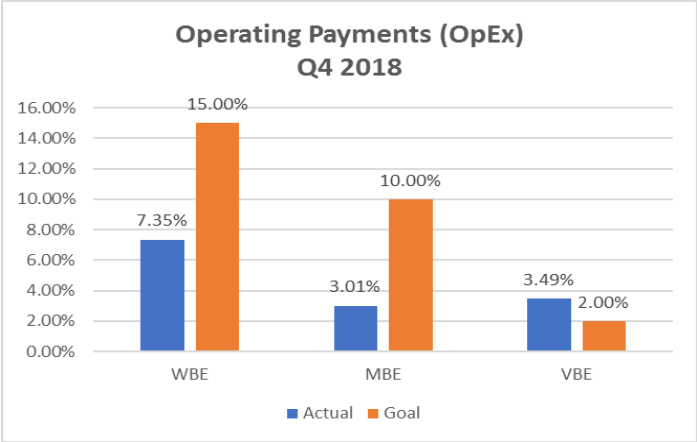


# SPEND UPDATE



# 2018 Operating Spend

## DIVERSITY SPEND

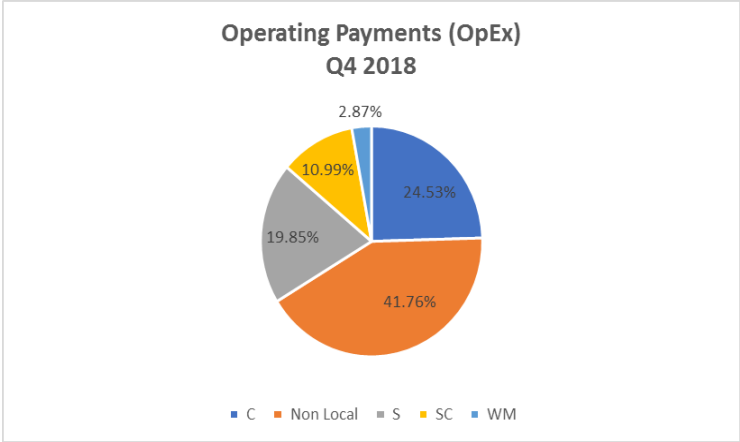


**\$13.5M** identified as Biddable Spend  
**\$1.9M** in payments to Diversity Suppliers (13.8%)

**Notes:**

- Total Biddable Spend for Q4 2018 was \$13.5M
- Diversity categories defined as;
  - WBE – Women-Owned Business Enterprise
  - MBE – Minority-Owned Business Enterprise
  - VBE – Veteran-Owned Business Enterprise

## LOCAL SPEND

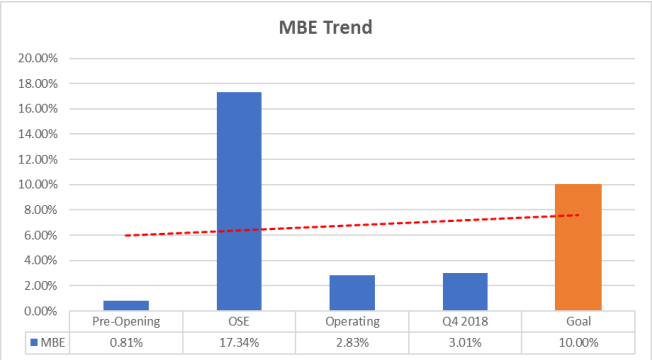
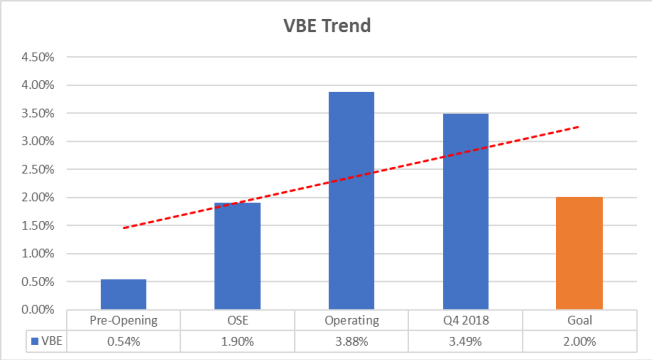
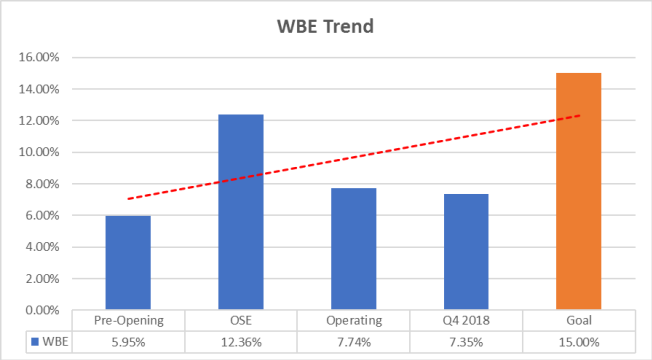


**\$10.7M** in payments to Mass. Suppliers (58.2%)  
**\$6.2M** in payments to Western Mass. Suppliers (33.7%)

**Notes:**

- Total Spend for Q4 2018 was \$18.5M
- Spend segments defined as;
  - Commonwealth (C)
  - Non-Local
  - Springfield (S)
  - Surrounding Communities (SC)
  - Western Massachusetts (WM)

# Diversity Spend Trends

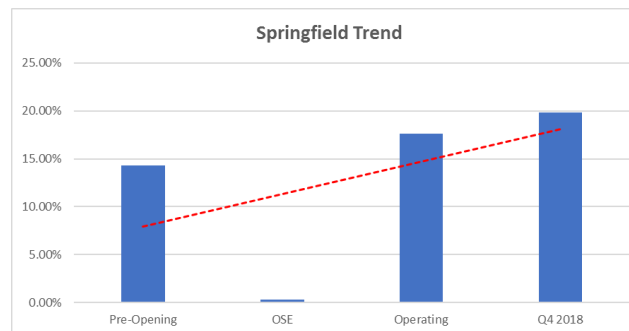
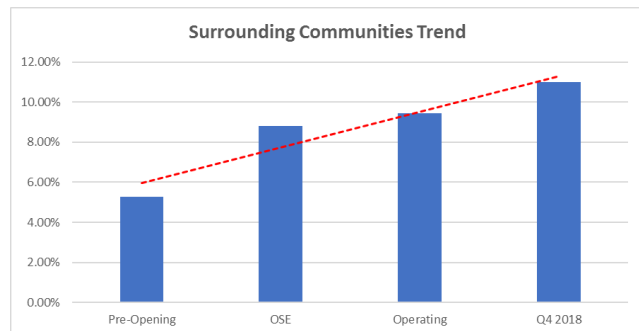
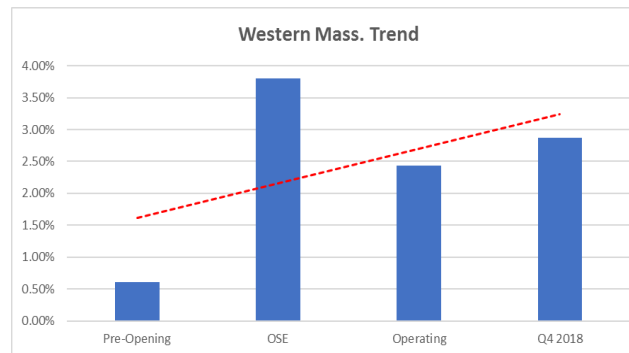
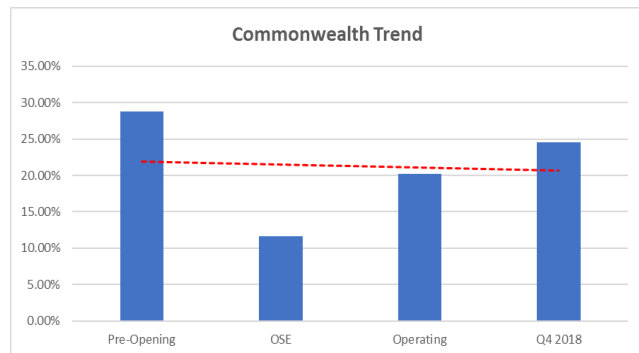


**Notes:**

- Total Biddable Spend for Q4 2018 was \$13.5M
- Diversity categories defined as;
  - WBE – Women-Owned Business Enterprise
  - MBE – Minority-Owned Business Enterprise
  - VBE – Veteran-Owned Business Enterprise
- OSE defined as Operating Supplies & Equipment
- Operating segment inclusive of entire 2018 operating period (8/24 thru 12/31)



# Local Spend Trends



## Notes:

- Total Spend for Q4 2018 was \$18.5M
- Spend segments defined as;
  - Commonwealth (C)
  - Non-Local
  - Springfield (S)
  - Surrounding Communities (SC)
  - Western Massachusetts (WM)
- OSE defined as Operating Supplies & Equipment
- Operating segment inclusive of entire 2018 operating period (8/24 thru 12/31)

# Vendor Outreach

Date	Event	Location
10.19.2018	CWE Leadership Conference	Framingham, MA
10.24.2018	Veteran's Expo	Rochester, NY
11.8.2019	MGC VBE Event	Boston, MA
11.13.2019	GNEMSDC Supplier Expo	Bridgeport, CT

# Local Supplier Experience

*Since the grand opening, we have more comfortably been able to address needs to our infrastructure we might ordinarily have put off. We have also addressed wage adjustments and benefits to keep competitive or ahead of industry standards.*

**Mansfield Paper Company**  
(West Springfield, MA)

**MANSFIELD**  
PAPER COMPANY, INC.



**Wassmann AV Inc.**  
(Whatley, MA)

*MGM has had a very positive impact on WAV, it has helped the long-time employees see the best of their company and with the hiring of new people, brought a zest back to the company. We continue to work with MGM, both here in Springfield and in other areas. We are also bidding on projects with other companies we worked with on both 95 State Street and the Podium, a relationship we did not have prior to MGM. The MGM project forced WAV to reexamine it's internal processes and make much needed changes that allow for future and continued growth and market expansion.*

*Park Cleaners has grown and is able to provide consistent work for our employees everyday. We have added 12 employees to our staff since MGM Springfield opened. We have purchased new equipment as well. MGM Springfield has had a very positive impact on Park Cleaners. Our experts have been able to demonstrate their talents and be appreciated for it every day. We don't look at it as just doing the laundry, we view our job as helping to put on a Show!*

**Park Cleaners**  
(Springfield, MA)

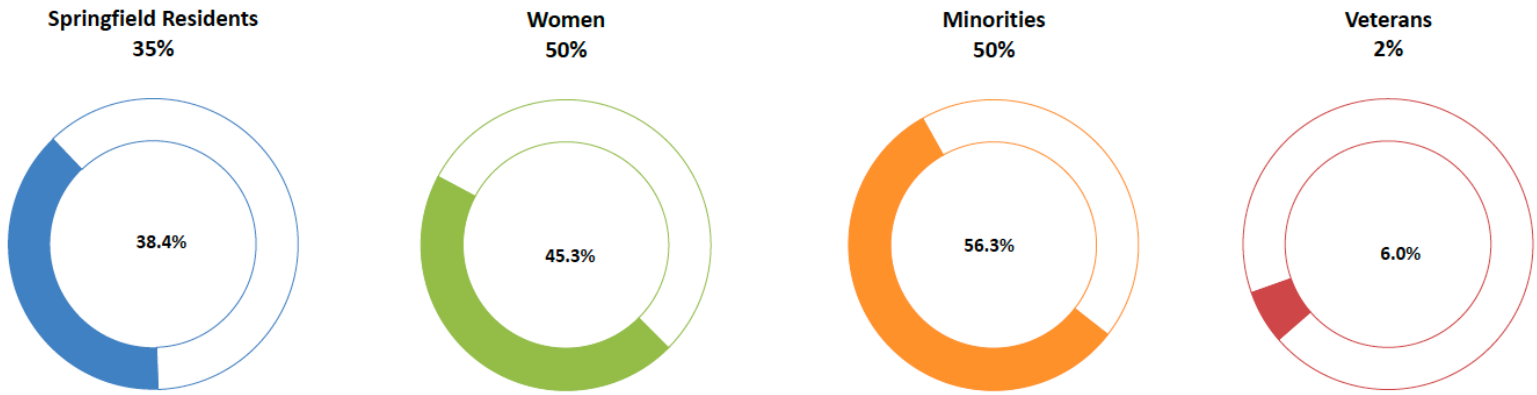


**MGM**  
SPRINGFIELD

# EMPLOYMENT



# Progress on Hiring Goals



\*Represents 2,522 active employees as of 12/31/2018 (Does *not* include Campus Tenants, Vendors)

# Employment Numbers

	Employees	Full-Time	Part-Time
Totals	2,522*	1,954	568
% of Totals	100%	77.5%	22.5%

\*Represents 2,522 active employees as of 12/31/2018 (Does *not* include Campus Tenants, Vendors)

	Employees
Minorities	56.3%
Women	45.3%
Veterans	6.0%
Springfield Resident	38.4%
Western Mass Resident	73.5%
MA Resident	75.6%



# 2019 Workforce Development Plan

## EDUCATIONAL PARTNERS:



- Continue to strengthen our partnership with both as feeder schools through the culinary and hospitality programs.
- Create Success posters with current hires for career centers
- Offer job prep training at no cost for senior students only to include: Interview Prep Training Hospitality, Guest Service Training, and MGM Career Info Sessions
- Executive Chef Visits to Culinary Program for Career Days



- Continue to promote dealer school to MGMS employees for career advancement.
- Recruit from graduating cohorts and guarantee auditions.



- HR will recruit graduates of the culinary program.
- MGMS Culinary leaders to evaluate the program and participate in guest lectures.
- Recruit for MGM Resorts CAP program.



- UMass will remain a core school for recruitment purposes.
- Partner with Career Center to recruit for MGM Resorts HIP/MAP Program
- Continue to operate booth for bi-annual Job Fairs
- TA team to host "MGM Day" on-site for prospective hires.



- Recruit for MGM Resorts HIP/MAP Program



- Recruit for MGM Resorts HIP/MAP Program



- Recruit for MGM Resorts HIP/MAP Program



- Secure booth for annual Job Fair Recruitment at Culinary School
- Recruit for CAP, HIP/MAP
- Provide industry guest speakers

# 2019 Workforce Development Plan

## WORKFORCE DEVELOPMENT PARTNERS:



### Westover Job Corps

- MGMS will partner in 2019 with resume reviews, mock interviews, and providing guest speaker to assist Job Corps with its women's focus.
- We will partner with the career center to recruit students graduating from the culinary program.



### New England Farm Workers

- MGMS will continue with this partnership because of the results during opening.



### AARP

- MGMS will continue to participate in the AARP Virtual Job Fairs for the New England area. The regional WFD office will manage the virtual board.



### Vets, Inc

- MGMS will continue outreach to increase Veteran applicants in efforts to support our HCA goals.



### Goodwill of Hartford

- MGMS will continue to participate in this large, annual job fair for the Hartford area.



### Urban League

- Continue to provide content and speakers for community Radio Show to promote MGMS career opportunities.



### HCS HeadStart, Inc.

- MGMS donated the facility and \$25k from proceeds from test/demo night in 2018, for the upcoming year; job outreach to the parents will be provided.



### Veterans Assembled Electronics

- We will continue our partnership to hire disabled veterans trained to fill our slot technician positions.  
<https://vaellc.com/>



### United Way

- In 2018, we worked with the United Ways' Evacuee Intake Center (New North Council) to provide resources, training and jobs to residents seeking assistance.



**DRESS FOR SUCCESS®**  
WESTERN MASSACHUSETTS

### Dress For Success

- Provide speaker for 4th cohort of "The Foot in the Door" students and conduct mock interviews.



### Springfield Works

- Continue to participate in the Citywide efforts of getting residents to work.

# 2018 Q4 Recruitment Efforts

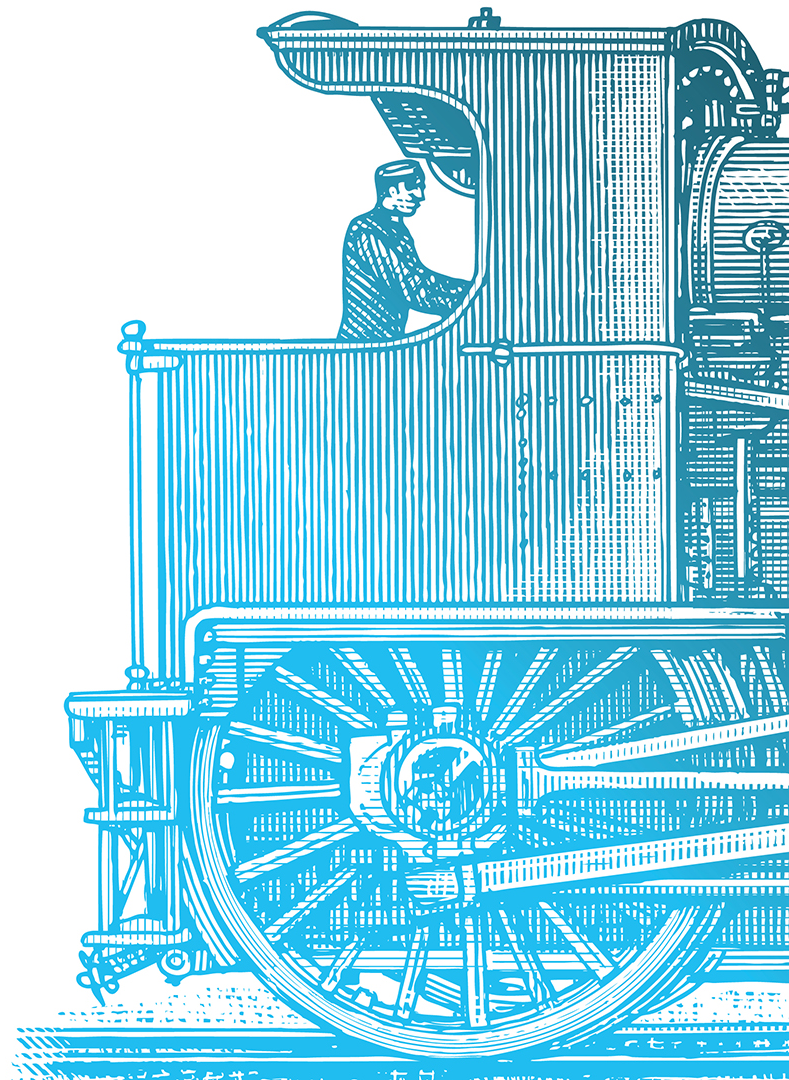
- Eastern Hampden County Veterans' Service District: Veteran Picnic in the Park
- Keeping Western Mass Working Job Expo
- Western Mass Employment Collaborative Job EXPO!
- Western New England University Career Fair
- Veterans Inc. – Career Fair
- UMass Amherst HTM Rapid Recruitment



Western Mass Employment Collaborative  
A SERVICE OF RIVERSIDE COMMUNITY CARE



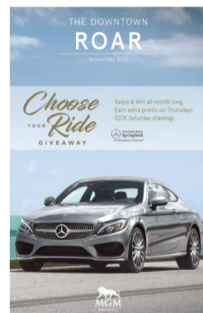
# MARKETING & ENTERTAINMENT





## Marketing Highlights

## October



# November



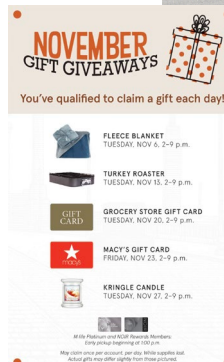
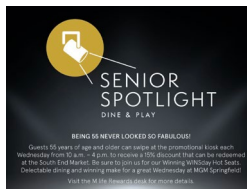
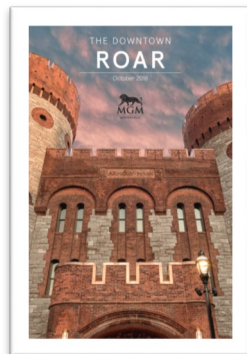
## December

## DECEMBER Gift Giveaways

Visit on the dates below to claim each day's gift.



**MGM**  
SPRINGFIELD



# Sponsorships & Partnerships













# M life Rewards Partners

**BENEFITS  
AREN'T JUST  
FOR VEGAS**


**HANNOUSH  
JEWELERS.**



Become an **M life® Rewards** member and get access to local partner deals and discounts.

**Mlife  
REWARDS** | 

GameSense Please gamble responsibly. 1.800.426.1234. gamesensema.com

## Examples:

### Springfield Thunderbirds

Receive 10% off merchandise at the Springfield Thunderbirds store during a home game.

### Worcester Railers

Receive 10% off team store merchandise at home games.

Discounted Friday home game tickets:  
[www.railershc.com/mgmfri2018](http://www.railershc.com/mgmfri2018)

### Basketball Hall of Fame

Show your M life Rewards card to receive 15% off admission and 10% off merchandise at The Hall of Fame Store.

### New England Patriots

Receive 10% off admission at The Patriots Hall of Fame.

Use code **MLIFE** in the online store for a 10% discount off team merchandise at:  
[proshop.patriots.com](http://proshop.patriots.com)

# Entertainment Headliners

## MassMutual Center



Stevie Wonder  
Bill Burr  
George Lopez, Cedric the  
Entertainer, Eddie Griffin & DL  
Hughley

Aaron Lewis  
Felipe Esparza  
4U: Symphonic Prince  
Celebration

## THE PLAZA At MGM Springfield

Blue Man Group  
Jabbawockeez  
Street Drum Corps  
Dropkick Murphys





# Entertainment Community Events & Programming

- JamFest
- Ride to Remember
- Labor Day Weekend Corn Hole Tournament
- Plaza Ice Skating Rink Presented by Mercedes Benz of Springfield
- Kringle Christmas Emporium
- Tree Lighting Ceremony
- Yoga on the Plaza Series (6)
- Farmer's Market
- Bikefest
- Cruise Night Series (3)
- City Block Concert Series (10)





# Upcoming Entertainment

- ROAR! Comedy Club
- Cher – April 30<sup>th</sup>
- Aerosmith – August 21, 24, 26 & 29
- MGM Live – Summer 2019





# ECONOMIC IMPACT & FUTURE DEVELOPMENT



# Local Business Impact

## Some Businesses Close To New MGM Casino See Spike in Sales

By [Alden Bourne](#) • Sep 4, 2018, New England Public Radio  
<https://www.nepr.net/post/some-businesses-close-new-mgm-casino-see-spike-sales>



Edwa Moyet is the co-owner of C2Z Convenience Store. He estimates business is up about 20 percent since the casino opened.

"It's picked up a lot," he said. "A lot of traffic now. A lot of new faces. It's good. It's good for Springfield. It's good for the businesses, I believe. I don't know about the long run, but as for now, it's great."

The influx of people coming to visit the MGM casino is also boosting the bottom line of Red Rose Pizzeria, which is right next door. Owner Antonio Caputo estimates business is also up about 20%.

"Business has been wonderful," he said. "Seeing a lot of new faces, the sheer numbers. It's overwhelming. Stronger lunch, stronger afternoon. Late at night, yeah."

## BUSINESS CASE:



Local Downtown Hotel  
354 Rooms

**BEFORE** MGM Springfield Opening  
August 24, 2017 – December 31, 2017

- Occupancy : 70%
- Average Daily Rate: \$95

**AFTER** MGM Springfield Opening  
August 24, 2018 – December 31, 2018

- Occupancy : 84% (20% increase)
- Average Daily Rate: \$120 (21% increase)

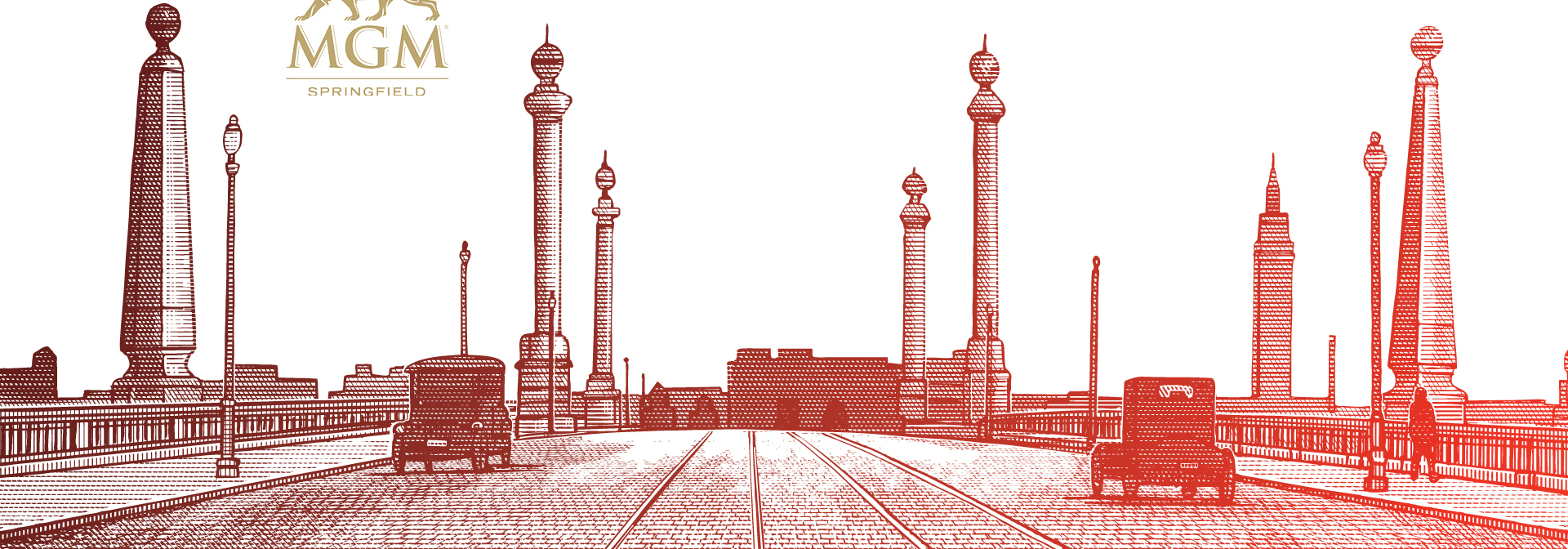
# Future Development Update

- Residential Development Update
- Dave's Furniture lot Development
- Armory Plans
- MGM Springfield F&B Coming Soon





# THANK YOU





MGM SPRINGFIELD  
ONE MGM WAY  
SPRINGFIELD, MA 01103

413.273.5000  
MGMSPRINGFIELD.COM

February 26, 2019

Mr. John S. Ziemba, Ombudsman  
Massachusetts Gaming Commission  
101 Federal Street, 12th Floor  
Boston, MA 02110

**Re: MGM Springfield – Transportation Commitment Summary**

Dear John:

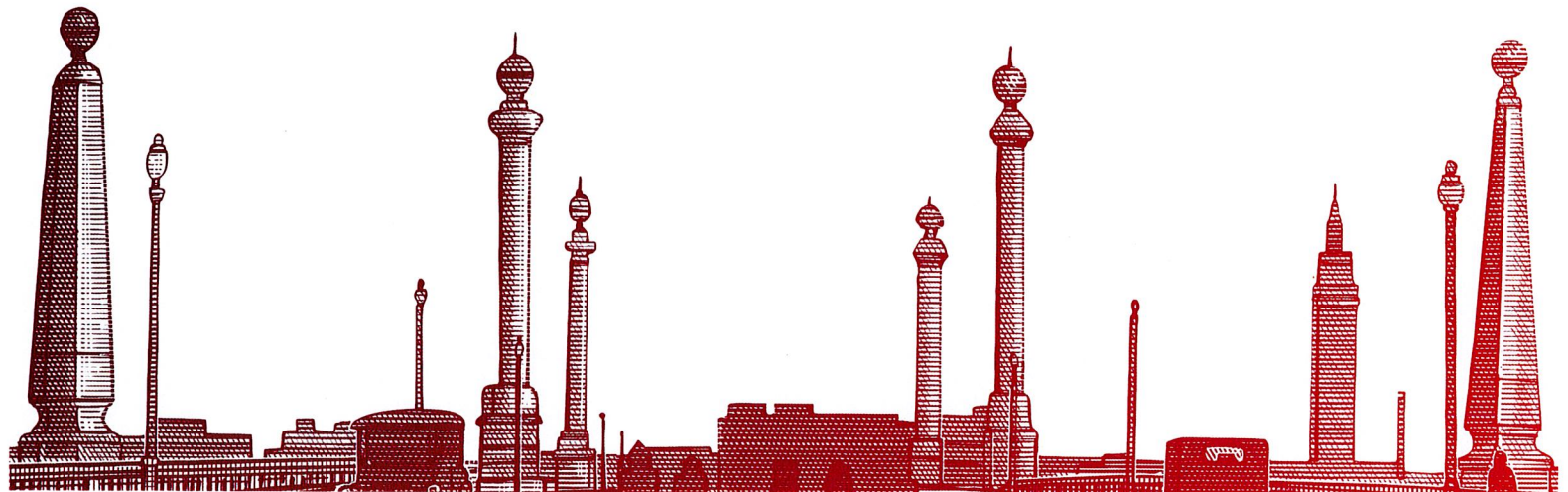
Enclosed please find MGM Springfield's status update on its various transportation commitments as reflected in the Commission's Section 61 Findings.

We will continue to keep you and the Commission apprised as we continue to make progress on open issues.

Sincerely,

Seth N. Stratton  
Vice President & Legal Counsel

Encl.



# MGM SPRINGFIELD - TRANSPORTATION COMMITMENT SUMMARY

Feb. 2019

	Item Description	Status	Notes	Timeline
1	MGM will fund and implement a transportation demand management ("TDM") program to reduce traffic trips consisting of transit, pedestrian, bicycle, parking and other measures to be confirmed, based on those described in the final MassDOT Section 61 Findings.	Complete	TDM Program has been commenced ( <i>See</i> November 2018 TDM Program Update)	Complete
2	Coordinate with PVRTA to periodically review bus service directly serving the site and overall service.	Ongoing	MGM Operations has been in contact with PVRTA and ridership	Ongoing (2018 implemented)
3	Implement trolley service for no fare on scheduled service days between the Project site, Union Station, and local attractions such as the Basketball Hall of Fame and the Quadrangle Museum Zone.	Complete	Loop Service has been put in place.	Complete
4	Promote the use of public transportation and coordinate with PVRTA to provide information on the availability of service to employees and patrons. Provide transit schedules and information about program services.	Complete	PVRTA brochures are located in valet area for guests. Employee information is located in the HR Concierge.	Complete
5	Provide improved bus stops with passenger amenities (weather protection, seating, real time information, customer information) immediately adjacent to the Project site.	Complete		Complete
6	Provide ongoing maintenance of bus stop facilities and amenities installed as part of the Project.	Ongoing	MGM Operations has developed an ongoing maintenance schedule and is in the process of implementation.	Ongoing (2018 implemented)
7	Provide preferential shift selection to employees using transit services and align shifts to the extent possible with PVRTA transit service, where feasible.	Ongoing	Feasibility continues to be explored as shift bidding procedures evolve.	Ongoing Q1 (2019)
8	Provide on-site transit pass sales and offer pre-tax pass sales for employees that enroll in the program.	Open	Passes will be available for sale in the HR Concierge, via payroll deduction, pre-tax.	Ongoing
9	As part of the employment application process, ask prospective employees about likely use of public transportation.	Ongoing	MGM Operations has conducted employee surveys at hiring events during 2018. Will be included in periodic survey process.	Ongoing (2018 implemented)
10	Provide a forum for employees to give customer feedback on transit service for Transportation Coordinator to share with PVRTA to target future public or private improvements in service.	Open	MGM Operations created a virtual suggestion box on MyMGM.	Ongoing (2018 implemented)
11	Update and retrofit pedestrian signal equipment at study area intersections surrounding the site along Main Street between Union Station and the site.	Complete		Complete



# MGM SPRINGFIELD - TRANSPORTATION COMMITMENT SUMMARY

Feb. 2019

	Item Description	Status	Notes	Timeline
12	Provide striping improvements for bicycle lanes or sharrows along with corresponding bike signs.	Complete		Complete
13	Provide pedestrian and bicycle wayfinding signage throughout Downtown Springfield on roadways providing direct access to the site.	Complete		Complete
14	Coordinate with retailers, employers, and property managers to distribute pedestrian and bicycle route maps to casino, hotel, and retail patrons, employees and residents.	Complete	See November 2018 TDM Program Update for map available at Front Desk and Valet.	Complete
15	Provide ADA improvements at wheelchair ramps near site.	Complete		Complete
16	Provide enhanced connectivity to the Connecticut River Walk and Bikeway.	Complete		Complete
17	Provide secure, weather protected, long-term bicycle parking (for employees and residents) at designated locations within the Project site.	Complete		Complete
18	Provide bicycle racks for short-term users at several locations on-site.	Complete		Complete
19	Provide bicycles and equipment for employees. Implement bicycle share program.	Complete	Valley Share bicycle program has been located in the entertainment plaza for guest and employee use.	Complete
20	Provide showers for employees who commute by walking or biking.	Complete		Complete
21	Include a repair station near the bike cages and/or advertised visits by a local mechanic.	Open	MGM Security bikes are maintained by a local bike shop. Will communicate when they are onsite through Showcase if any employees want to utilize them.	Ongoing
22	Provide on-site bicycle education classes such as basic maintenance and repairs, rules of the road and winter cycling.	Open	Exploring options for Spring bicycle safety courses for employees.	Q2 (2019)
23	Canvas employees to identify potential "bicycle captains" and inexperienced cyclists that would be willing to participate in a Bike Buddy Program.	Open	Explore the opportunity for Transportation Coordinator to leverage MassRides for these resources available within the area.	Q2 (2019)
24	Reconstruct sidewalks along streets surrounding the site that are affected by project construction activities to improve access.	Complete		Complete
25	Construct mid-block crossing with pedestrian warning device on State Street to service the pedestrian traffic between the Project parking structure and the adjacent courthouse.	Complete		Complete
26	Construct mid-block crossing with raised median island on Union Street to service pedestrian traffic to land uses along southerly side of Union Street.	Complete		Complete

## MGM SPRINGFIELD - TRANSPORTATION COMMITMENT SUMMARY

Feb. 2019

	Item Description	Status	Notes	Timeline
27	Provide employee incentive programs such as "CommuteFit" and "Workout to Work" that allow participants to log miles each month walked or bicycled to work.	Open	Transportation Coordinator is working to identify a communications platform to highlight these areas. MassRides and other promotion opportunities may be available.	Q2 (2019)
28	MGM will work with programs such as NuRide to implement employee incentive programs as part of a work wellness program with incentivized participation.	Complete	MGM Operations has partnered with the newly renamed BayState Commute.	Complete
29	Coordinate with the City of Springfield and expedite, to the extent feasible, MGM's construction employee parking plan.	Complete		Complete
30	Provide reduced valet rate for vehicles with three or more patrons.	Open	Transportation Coordinator is working through the creation of a specialized ticket offering incentives for vehicles with multiple patrons.	Q2 (2019)
31	Provide preferential parking for rideshare, carpool, and hybrid vehicles.	Complete		Complete
32	Provide charging stations for electric vehicles, which will be located near the doorways on each floor of the parking structure.	Complete		Complete
33	Implement an intelligent parking system to direct drivers to open parking spaces or nearby facilities controlled by the Springfield Parking Authority.	Complete		Complete
34	Implement an employee parking "buy out" program, which will provide a financial incentive to use alternate modes of transportation.	Open	MGM Operations is exploring possible incentives for newly enrolled employees in light of free garage parking. Program is currently being designed. And may include a free lunch in the employee dining room for MassRides or BayState Commute.	Q2 (2019)
35	Promote Transportation Demand Management ("TDM") programs alongside sale and delivery of parking information for employees and visitors.	Open	MassRides attended employee benefits event in September, will be invited to all future employee benefits events. MGM Operations is exploring communications locations for guests. Trolley program communication has already begun on the MGM website and other locations throughout the property.	Q2 (2019)
36	Study how the proposed parking fee structure may impact project related traffic. Determine whether market rate pricing may reduce the number of single occupancy vehicle ("SOV") trips. Report to the MGC on potential changes to the parking fee structure to encourage fewer SOV trips.	Ongoing	Parking at MGM Springfield is currently no fee. As part of our ongoing financial analysis, parking fee structure is consistently monitored and discussed.	Ongoing

## MGM SPRINGFIELD - TRANSPORTATION COMMITMENT SUMMARY

Feb. 2019

	Item Description	Status	Notes	Timeline
37	Appoint a Transportation Coordinator on-site to oversee, implement, monitor and evaluate TDM measures employed or funded by MGM.	Complete		Complete
38	The Transportation Coordinator will be responsible for posting and distributing announcements.	Ongoing	<i>See</i> November 2018 TDM Program Update. Coordinator will utilize MGM Employee newsletter when needed for updated transportation announcements.	Ongoing
39	The Transportation Coordinator will be responsible for holding promotional events to encourage ridesharing, using public transit, bicycling and walking.	Ongoing	<i>See</i> November 2018 TDM Program Update. MGM Operations team and the coordinator will work with the departments to promote transportation opportunities, including at the annual employee fair.	Ongoing (2018 implemented)
40	The Transportation Coordinator will be responsible for Monitoring the TDM program and assisting in the evaluation.	Ongoing	<i>See</i> November 2018 TDM Program Update. MGM Transportation Coordinator is currently tasked with these responsibilities including monitoring of TDM program.	Ongoing (2018 implemented)
41	The Transportation Coordinator will be responsible for providing transit schedules and information about program services.	Ongoing	<i>See</i> November 2018 TDM Program Update. Transit schedules and information about program services available at Valet and HR Concierge.	Ongoing (2018 implemented)
42	The Transportation Coordinator will be responsible for coordinating on-site sales of transit passes.	Open	Proceeding. Awaiting final/set-up and internal approvals from tax and payroll.	Q2 (2019)
43	The Transportation Coordinator will be responsible for managing transit subsidy or discount programs for employees.	Ongoing	<i>See</i> November 2018 TDM Program Update. MGM Transportation Coordinator is currently tasked with these responsibilities managing transit subsidy or discount programs for employees.	Ongoing
44	The Transportation Coordinator will be responsible for coordinating rideshare and carpool programs and preferential parking for participants.	Ongoing	<i>See</i> November 2018 TDM Program Update. MGM Transportation Coordinator is currently tasked with these responsibilities including coordinating rideshare and carpool programs and preferential parking for participants.	Ongoing (2018 implemented)

# MGM SPRINGFIELD - TRANSPORTATION COMMITMENT SUMMARY

Feb. 2019

	Item Description	Status	Notes	Timeline
45	The Transportation Coordinator will be responsible for coordinating with PTVA and MassRides to implement TDM programs and improve transit mode share.	Ongoing	<i>See</i> November 2018 TDM Program Update. MGM Transportation Coordinator is currently tasked with these responsibilities including coordinating with PTVA and MassRides to implement TDM programs and improve transit mode share and has held employee events with MassRides and PVTA participation.	Ongoing (2018 implemented)
46	The Transportation Coordinator will be responsible for collecting and reviewing transportation data and employee surveys.	Ongoing	<i>See</i> November 2018 TDM Program Update. MGM Transportation Coordinator is currently tasked with these responsibilities including collecting and reviewing transportation data and employee surveys.	Ongoing
47	The Transportation Coordinator will be responsible for coordinating with transportation consultant for review of post occupancy conditions and "look back" intersection studies.	Ongoing	<i>See</i> November 2018 TDM Program Update. MGM Transportation Coordinator is currently tasked with these responsibilities including coordinating with transportation consultant for review of post occupancy conditions and "look back" intersection studies.	Ongoing
48	Partner with MassRides to implement and monitor TDM measures.	Complete	MGM Springfield has partnered with MassRides.	Complete
49	Offer preferential shifts to employees using transit to align with PVTA service.	Open	<i>See</i> above.	Open
50	Register employees with NuRIDE to encourage ride-sharing and "green" trips.	Ongoing	MassRides promoting BayState Commute and enrolling employees. Employees enrolled at September and November benefits events.	Ongoing (2018 implemented)
51	Provide a car sharing program through a third party provider such as Zip Car or equivalent for resident and employee use with convenient spaces located within the parking structure.	Open	Transportation Coordinator is in discussion with ZipCar and actively discussing opportunities for car share on-site.	Q2 (2019)
52	Encourage vanpool and carpooling participation through marketing events and vanpool formation meetings.	Ongoing	This is currently promoted through MassRides. MGM Operations will also explore promoting an Enterprise Rent-A-Car program.	Ongoing
53	Offer pre-tax payment option for employee vanpool fares.	Complete	MGM Operations has created this option for employees through Enterprise relationship.	Complete
54	Offer employees a guaranteed ride home program through participation with NuRide.	Complete	This is currently promoted through MassRides and BayState Commute.	Complete

# MGM SPRINGFIELD - TRANSPORTATION COMMITMENT SUMMARY

Feb. 2019

	Item Description	Status	Notes	Timeline
55	Provide and update a monthly Commuter Bulletin.	Open	Transportation Coordinator is working with HR to create a communication platform specific to transportation and employees. Monthly updates are planned to be made available to employees in the through SHOWcase.	Q3 (2019)
56	Provide real-time traffic/weather information	Complete	MGM Operations has provided various technology resources throughout the property with the functionality to access weather data and information.	Complete
57	Team up with local partners and provide lunchtime tours to help employees discover local amenities and attractions.	Open	Transportation Coordinator pursuing quarterly opportunities with local partners and communicated through SHOWcase platform.	Q2 (2019)
58	Promote safe commuting by all modes through a multi-modal safety awareness campaign.	Open	SHOWcase newsletter and back of house electronic displays will provide this level of communication.	Q2 (2019)
59	Increase awareness of multi-modal user needs with printed, online, or interactive information as developed.	Open	SHOWcase newsletter and back of house electronic displays will provide this level of communication.	Q2 (2019)
60	Implement electronic sign-in for TDM programs to support creation of a database of participants to track program effectiveness and costs.	Open	Transportation Coordinator is evaluating platforms, including My Green Advantage and MassRides resources to help in tracking TDM programs.	Q3 (2019)
61	Facilitate events through coordination with MassRides and PVTA	Ongoing	MGM Operations is currently coordinating with MassRides and PVTA to attend annual employee fairs.	Ongoing (2018 implemented)
62	Establish a monitoring system to evaluate TDM goals.	Open	Transportation Coordinator is evaluating platforms to help in tracking TDM programs, including periodic employee surveys and guest surveys to evaluate effectiveness and use of TDM programs.	Q3 (2019)
63	The TDM program will be modified, as necessary, contingent upon the outcome of the proposed transportation monitoring program to ensure mode share estimates presented in the Final Environmental Impact Report ("FEIR") are met.	Ongoing	Transportation Coordinator will monitor TDM program and recommend modifications to achieve mode share estimates for feasibility review.	Ongoing
64	Reach an agreement with the PVTA capturing all public transportation agreements and commitments outlined in Section 61 Findings.	Open	In discussions with PVTA team to finalize agreements on open items and amend MOU to reflect the same.	Q2 (2019)

	Item Description		Status	Notes		Timeline
65	Complete a Traffic Monitoring Plan ("TMP") with an evaluation of traffic operations surrounding the Project, the adequacy of parking and effectiveness of TDM measures.		Open	Will work toward a TMP evaluating conditions one year post opening.		Q3 (2019)



On Feb 25, 2019, at 4:34 PM, Pikula, Edward <[epikula@springfieldcityhall.com](mailto:epikula@springfieldcityhall.com)> wrote:

John

The City is aware that the Gaming Commission deadline as to the Housing Component for MGM is coming soon. I am writing to indicate that all of the parties have been actively engaged in whether we MGM will participate in the 31 Elm project or proceed with a "Plan B" and what the schedule is. Discussions have been ongoing and are progressing well. Accordingly, we think it make sense to request that GM be granted a short extension (30 days) to report on 31 Elm vs. Plan B decision. Considering that the City is the owner of the proposed site, we think the City is best positioned to make this request as the City is privy to current status of its discussions with the preferred developer and potential funding sources.

**Edward M. Pikula, Esq.**  
**City Solicitor**



City of Springfield  
Law Department  
36 Court Street, Room 210  
Springfield, MA 01103  
Phone 413-787-6085  
Fax 413-787-6173  
[epikula@springfieldcityhall.com](mailto:epikula@springfieldcityhall.com)

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TO: Cathy Judd-Stein, Chair  
Gayle Cameron, Commissioner  
Eileen O'Brien, Commissioner  
Bruce Stebbins, Commissioner  
Enrique Zuniga, Commissioner

FROM: Bill Curtis, Licensing Manager

DATE: February 25, 2019

RE: Gaming Service Employee (SER) Exemptions: MGM Springfield

---

## SUMMARY

The Commission is being asked to consider 15 positions for exemption at MGM Springfield. ("Exemption Identification Forms" are included in the packet.) Commission staff worked with MGM Springfield in developing this set of recommendations and is in agreement with all positions contained in this packet.

## Overview

Exempt Service Employee Positions (Recommended)		
Total # SER Positions	Unique Job Profile Numbers	Total SER Headcount
15	10	67

## Exempt Position List (Recommended)

Job Profile Number	Department	Position	MGC Licensing Category	Property Access Level
15692	Cal Mare	Master Cook	Exempt	N <sup>1</sup>
10816	Entertainment Administration	Supervisor Entertainment Events / Activation	Exempt	N <sup>1</sup>
14935	F&B Administration	Food & Beverage Cashier	Exempt	N <sup>1</sup>
10781	Front Services	Transportation Supervisor	Exempt	N <sup>1</sup>
15692	Garde Manger	Master Cook	Exempt	N <sup>1</sup>

---

<sup>1</sup> Access level "N" is described as: "No access to secure casino back-of-house without security escort."



Massachusetts Gaming Commission

Job Profile Number	Department	Position	MGC Licensing Category	Property Access Level
11793	Graphic Arts	Creative Manager	Exempt	N <sup>1</sup>
15590	In Room Dining	Food Server – Room Service	Exempt	N <sup>1</sup>
16070	Limousine Services	Driver Limo	Exempt	N <sup>1</sup>
15615	Main Kitchen	Head Baker	Exempt	N <sup>1</sup>
15692	Main Kitchen	Master Cook	Exempt	N <sup>1</sup>
15667	Stewarding	Lead Kitchen Worker	Exempt	N <sup>1</sup>
15692	South End Market	Master Cook	Exempt	N <sup>1</sup>
15692	TAP	Master Cook	Exempt	N <sup>1</sup>
15692	The Chandler Steakhouse	Master Cook	Exempt	N <sup>1</sup>
12410	Warehouse	Warehouse Supervisor	Exempt	N <sup>1</sup>

## BACKGROUND

On November 2, 2017 Governor Baker signed a statutory amendment which granted the Massachusetts Gaming Commission the authority to exempt certain “Gaming Service Employee” level job positions from the mandatory registration process. At its January 18, 2018 meeting, the Massachusetts Gaming Commission discussed its policy perspective on this exemption authority and provided staff with a framework and process for considering any potential exemptions. Additionally, the Commission endorsed factors for consideration when making exemption determinations. These included whether or not the position involves:

- Work performed on the gaming floor
- Managerial responsibilities in any department
- Supervisory responsibilities in Human Resources, Sales and Marketing
- Responsibilities for alcohol sales, distribution, service, and/or storage
- Access to secure casino back-of-the house areas (including executive offices) without security escort
- Responsibilities for accounting and/or finance relating to the gaming establishment
- “Write” access to gaming-related casino databases
- Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information

It is important to note that any exemption decision may be revisited by the Commission at any time, and additional positions may be exempted in the future.



Massachusetts Gaming Commission



## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Creative Manager (11793)

#### JOB DESCRIPTION

**EFFECTIVE DATE OF JOB DESCRIPTION: 1/11/2019**

*(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)*

- Collaborates and strategizes with Department Leaders and Property Executives to create strong creative concepts that drive awareness, visitation, and revenue.
- Translates marketing objectives into clear creative strategies.
- Leads and directs the creative team in the production of all internal and external marketing materials, including direct mail, print, OOH, email marketing, multimedia, and property collateral.
- Oversees profitability, deliverables, timelines, and budgets for creative projects.
- Communicates with internal department leaders and upper management to explain campaign strategies and solutions.
- Provides creative review, troubleshooting, coaching, and feedback to creative team.
- Interacts with outside creative resources, such as Corporate advertising team, external ad agencies, designers, illustrators, photographers and graphic studios.
- Provides technical expertise in a wide range of areas, to included graphic fundamentals, typography, print and digital/web design, storyboarding, development of motion graphics, and video development.
- Manages the Graphics team to include efficient staffing, employee development/career development and training, performance management and policy enforcement.
- Promotes and maintains a professional, friendly, prompt, accurate, and courteous atmosphere while providing the highest level of service to all guests by exhibiting S.H.O.W. Service Basic Standards, including smiling, greeting, and making eye contact, while staying alert to their needs. Responds effectively to guest inquiries related to MGM Springfield and the downtown Springfield area.
- Resolves guest complaints within scope of authority; otherwise refers the matter to management. Notifies senior management and/or Security of all unusual events, circumstances, missing items, or alleged theft.
- Perform other job-related duties as requested

*(Continue to Page 2)*

## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

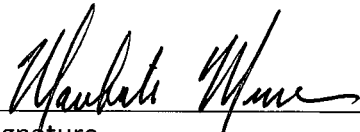
**JOB POSITON (AND UNIQUE JOB CODE):** Creative Manager (11793)

FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	Supervises Graphic Designers
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	None
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	BOH Graphic Design/Marketing

(Continue to Page 3)

JOB POSITON (AND UNIQUE JOB CODE): Creative Manager (11793)

The undersigned states that the information herein is true and accurate.

  
Signature

/ Marikate Murren  
/ Printed Name

1/12/19  
Date *MM*





## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Food & Beverage Cashier (14935)

JOB DESCRIPTION	EFFECTIVE DATE OF JOB DESCRIPTION: 8/21/2017 <i>(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)</i>
<ul style="list-style-type: none"><li>• Precisely accounts for all revenues within Food and Beverage outlet using the POS system.</li><li>• Transports bank from satellite cage to work station and returns, and is responsible for assigned banks.</li><li>• Maintains and cleans workstation, and restocks supplies upon delivery.</li><li>• Reports any failing equipment or issues to supervisor.</li><li>• Logs all pertinent information on all tender type forms.</li><li>• Works on special projects as they arise.</li><li>• Promotes and maintains the highest level of guest service while staying alert to guest needs.</li><li>• Responds effectively to guest inquiries related to the property and the local area while providing excellent guest service.</li><li>• Responds to and resolves guest complaints in a timely manner and creatively solve problems and anticipates guest needs within scope of authority.</li><li>• Notifies supervisor and/or Security of all unusual events, circumstances, missing items, or alleged theft.</li></ul>	



(Continue to Page 2)

## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

**JOB POSITON (AND UNIQUE JOB CODE):** Food & Beverage Cashier (14935)

FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	None
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	None
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	None

(Continue to Page 3)

JOB POSITON (AND UNIQUE JOB CODE): Food & Beverage Cashier (14935)

The undersigned states that the information herein is true and accurate.

Marikate Murren

Signature

/ Marikate Murren

/ Printed Name

1/16/2019

Date



## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Food Server - Room Service (15590)

JOB DESCRIPTION	EFFECTIVE DATE OF JOB DESCRIPTION: 1/11/2019 <i>(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)</i>
<ul style="list-style-type: none"><li>• Welcome guests with a warm and relevant greeting, utilize your knowledge of menu, guest preference and service</li><li>• Maintain detailed knowledge of menu items including ingredients, preparation and sourcing</li><li>• Pick up food from designated food outlet and prepare order for delivery</li><li>• Transport bags of food or tables/trays from Room Service area to guest rooms, ensuring all standards of food presentation are maintained and there is no spillage</li><li>• Place the bag or tray per the established departmental procedures along with setting up and delivering amenities to guest room</li><li>• Monitor and maintain cleanliness, sanitation and organization of all service areas, guest rooms and guest corridors</li><li>• Maintain and strictly abide by State sanitation/Health regulations and Hotel requirements</li><li>• Communicate with managers, co-workers and guests in order to fulfill and address any issues or needs requested by guests and or other employees</li></ul>	



(Continue to Page 2)

## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

**JOB POSITON (AND UNIQUE JOB CODE):** Food Server - Room Service (15590)

FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	None
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	Potential to provide alcohol to guest's rooms upon request
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	None

(Continue to Page 3)

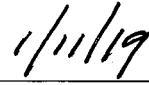
JOB POSITON (AND UNIQUE JOB CODE): Food Server - Room Service (15590)

The undersigned states that the information herein is true and accurate.



Signature

/ Marikate Murren  
/ Printed Name



Date





## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Head Baker (15615)

JOB DESCRIPTION	EFFECTIVE DATE OF JOB DESCRIPTION: 1/11/2019 <i>(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)</i>
<ul style="list-style-type: none"><li>• Transports supplies from the storeroom and stocks in designated areas.</li><li>• Carries out daily prep work to ensure a smooth-running operation.</li><li>• Ensures all requisitions are processed properly and placed in designated area.</li><li>• Assists Pastry Chef and other co-workers in menu preparation, service, and breakdown of functions.</li><li>• Meets with Pastry Chef to review assignments, anticipated business levels, changes, and other information pertinent to job performance.</li><li>• Completes opening and closing duties such as setting up work stations with required place, tools, equipment and supplies.</li><li>• Inspects the cleanliness and working condition of all tools, equipment and supplies</li><li>• Checks production schedule and pars; establishing priority items daily</li><li>• Informs the Pastry Chef of any supplies that need to be requisitioned.</li><li>• Utilizes proper food handling techniques following health and safety standards.</li><li>• Assists in maintaining technique, taste, and presentation standards for all daily desserts and breads.</li><li>• Oversees all food preparation and production.</li><li>• Prepares orders for daily and upcoming functions.</li><li>• Ensures proper usage and rotation of all food items and checks freshness and quality of food and presentation.</li><li>• Coordinates activities with regards to health inspection reports and facilitates resolutions.</li><li>• Provides input and executes the development, implementation, and measurement of guest service standards and brand attributes.</li></ul>	



(Continue to Page 2)

## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

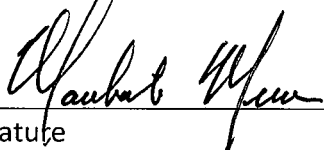
**JOB POSITON (AND UNIQUE JOB CODE):** Head Baker (15615)

FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	None
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	None
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	BOH assisting Pastry Chef

(Continue to Page 3)

JOB POSITON (AND UNIQUE JOB CODE): Head Baker (15615)

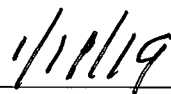
The undersigned states that the information herein is true and accurate.



Signature

/ Marikate Murren

/ Printed Name

  
Date



## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Lead Kitchen Worker (15667)

JOB DESCRIPTION	<b>EFFECTIVE DATE OF JOB DESCRIPTION: 1/25/2019</b> <i>(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)</i>
<ul style="list-style-type: none"><li>• Execute and communicate down tasks and jobs from upper management</li><li>• Maintain and track par levels of cleaning equipment and chemicals needed to operate assigned area.</li><li>• Assist management in training and onboarding new team members.</li><li>• Maintain organization of assigned area including removing items that have been misplaced or do not belong in the outlet.</li><li>• Assist with banquet pull sheets, setup and breakdown stations, as well as pulling and returning hot boxes, china, and other equipment as needed for functions.</li><li>• Execute daily walk through inspection of assigned area and report status to Stewarding management.</li><li>• Communicate with management and team members the need for removal of trash, and recyclables.</li><li>• Operates dishwasher machines in accordance to sanitization and safety standards.</li><li>• Receives soiled dinnerware, flatware, and glassware, placing items according to size and likeness into automatic dishwashing equipment.</li><li>• Removes washed dinnerware, flatware, and glassware; and stacks them according to size and likeness for future use.</li><li>• Polishes washed dinnerware, flatware, potware, and other items as designated.</li><li>• Sets up and breaks down banquets as required, including transporting dirty and clean dinnerware, flatware, potware, and other items to designated areas, as necessary.</li><li>• Utilizes proper cleaning chemicals for designated cleaning and sanitization.</li><li>• Cleans and sanitizes large kitchen equipment.</li></ul>	

(Continue to Page 2)

## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

**JOB POSITON (AND UNIQUE JOB CODE):** Lead Kitchen Worker (15667)

FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	None
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	None
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	None

(Continue to Page 3)

JOB POSITON (AND UNIQUE JOB CODE): Lead Kitchen Worker (15667)

The undersigned states that the information herein is true and accurate.



Signature

/ Marikate Murren

/ Printed Name

1/30/2019

Date





## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Driver Limo (16070)

JOB DESCRIPTION	EFFECTIVE DATE OF JOB DESCRIPTION: 6/19/2018 <i>(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)</i>
<ul style="list-style-type: none"><li>• Drive vehicle assigned by dispatch, includes picking up and dropping off guests as assigned</li><li>• Run various types of errands for VIP guests including picking up shopping items for guests.</li><li>• Answer calls from dispatch and management on radio</li><li>• Maintain a strong working knowledge of the New England area and hotels, golf courses, and restaurants as well as other areas outside the city limits; including using magazines, guides and bulletins to keep up with the ever changing city demographics.</li><li>• Log and reports all necessary repair or maintenance on the vehicle report sheet at the end of their shift.</li><li>• Keep vehicle up to par at all times, including maintaining cleanliness of interior and exterior of vehicle, and returning vehicle with <math>\frac{3}{4}</math> tank of fuel at the end of the shift.</li><li>• Notify a supervisor immediately of any safety/maintenance issues with their assigned vehicle.</li><li>• Keep Dispatchers informed of location at all times.</li><li>• Adhere to the policies and procedures of the Front Services and Transportation Department.</li><li>• Provide the highest level of customer service to all guests.</li><li>• Performs other duties and responsibilities as requested</li></ul>	



(Continue to Page 2)

## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

**JOB POSITON (AND UNIQUE JOB CODE):** Driver Limo (16070)

FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	None
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	None, only carries alcohol in vehicle per specific amenity requests
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	None

(Continue to Page 3)

JOB POSITON (AND UNIQUE JOB CODE): Driver Limo (16070)

The undersigned states that the information herein is true and accurate.

Marikate Murren

Signature

/ Marikate Murren

/ Printed Name

1/16/2019

Date



## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Master Cook (15692)

JOB DESCRIPTION	EFFECTIVE DATE OF JOB DESCRIPTION: 1/11/2019 <i>(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)</i>
<ul style="list-style-type: none"><li>• Completes opening and closing duties such as setting up work station with required place, tools, equipment and supplies; inspecting the cleanliness and working condition of all tools, equipment and supplies; checking production schedule and pars; establishing priority items for the day; and informing the Assistant Chef and/or Executive Sous Chef or other co-workers of any supplies that need to be requisitioned for the day's tasks.</li><li>• Continues prep work after the meal period for the next meal service.</li><li>• Identifies and safely uses all kitchen equipment.</li><li>• Properly labels and dates all products to ensure safekeeping and sanitation.</li></ul> Utilizes proper food handling techniques following health and safety standards. <ul style="list-style-type: none"><li>• Assists in maintaining cooking standards and techniques of line level employees.</li><li>• Oversees all food preparation and production.</li><li>• Prepares orders for daily and upcoming functions.</li><li>• Maintains quality and proper presentation of food, and drives the customer relation management system by ensuring that all orders are handled correctly.</li><li>• Coordinates activities with regard to health inspection reports and facilitates resolutions.</li><li>• Provides input and executes the development, implementation, and measurement of guest service standards and brand attributes.</li><li>• Transports supplies from the storeroom and stocks in designated areas.</li><li>• Starts prep work on items needed for the particular menu of the day.</li><li>• Ensures all requisitions are processed properly and placed in designated area.</li><li>• Assists Assistant Chef and/or Executive Sous Chef and other co-workers in menu preparation, service, and breakdown of function.</li></ul>	



(Continue to Page 2)

## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

**JOB POSITON (AND UNIQUE JOB CODE):** Master Cook (15692)


FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	None - Assumes responsibilities during any Supervisor's temporary absence
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	None
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	None

(Continue to Page 3)

JOB POSITON (AND UNIQUE JOB CODE):

Master Cook (15692)

The undersigned states that the information herein is true and accurate.



Signature

/ Marikate Murren

/ Printed Name



Date



## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Supervisor Entertainment Events/Activations (10816)

JOB DESCRIPTION	EFFECTIVE DATE OF JOB DESCRIPTION: 1/11/2019 <i>(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)</i>
<ul style="list-style-type: none"><li>• Work alongside supporting departments to facilitate event logistics</li><li>• Develops event information sheets, BEO's and floor plans for distribution to supporting Departments.</li><li>• Responsible for the implementation of standard operating procedures related to venue operations with focus on continuous improvement and guest experience to ensure competitiveness, consistency, and quality.</li><li>• Supervises the Human Resources responsibilities for assigned department(s) to include: creating a work environment that promotes teamwork, performance feedback, recognition, mutual respect and employee satisfaction; quality hiring, training and succession planning processes that encompass the company's diversity commitment; adherence to the company's status quo third party representation philosophy; compliance with company policies, legal requirements and collective bargaining agreements, as it pertains to vendors and event staff.</li><li>• Develops event estimates and proficiently schedules staff and events according to these needs.</li><li>• Facilitates planning meetings, staff trainings, and operational meetings as required, ensuring smooth coordination of guest and event services activities throughout event venues, including but not limited to, The Plaza, Armory Square, Armory and Da Vinci Park.</li><li>• Coaches and counsel event personnel as needed to ensure compliance with policies and procedures.</li><li>• Create purchasing process: Prepare Purchase Requests and issue Purchase Orders, distribute to Receiving, close POs when complete. Verify invoices for payments.</li><li>• Assists the Manager Entertainment Events &amp; Brand Activations with developing and executing department programming calendar</li><li>• Acts as the main point of contact for all internal and external entertainment events throughout the full event lifecycle acting as the Company's direct point of contact from pre-event, event and post-event to financial settlement;</li></ul>	



(Continue to Page 2)



## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

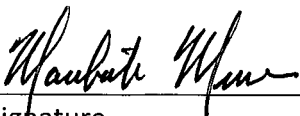
**JOB POSITON (AND UNIQUE JOB CODE):** Supervisor Entertainment Events/Activations (10816)

FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	Supervises Third Party Accounts/staff for duration of events
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	None
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	Main function serves with purchasing, serving as intermediary for departments and events at external MGM venues

(Continue to Page 3)

JOB POSITON (AND UNIQUE JOB CODE): Supervisor Entertainment Events/Activations (10816)

The undersigned states that the information herein is true and accurate.



Signature

/ Marikate Murren

/ Printed Name



Date



## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Transportation Supervisor (10781)

JOB DESCRIPTION	EFFECTIVE DATE OF JOB DESCRIPTION: 6/9/2018 <i>(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)</i>
<ul style="list-style-type: none"><li>• Supervise the Transportation team's daily functions, operations, and team</li><li>• Supervise operational functions of assigned Bell and Door departments including delegating work assignments, supporting the manager with department needs consistent with the strategic plan and vision for the department, division and property</li><li>• Provide the highest level of customer service to all guests by anticipating guests' needs, respond promptly to issues and complaints, and ensuring the team adheres to established guest service standards</li><li>• Resolve escalated guest and employee issues, ensuring everyone is treated with mutual respect; exhibit sound and accurate judgment and escalate issues to appropriate manager or department in decision-making process.</li><li>• Ensure vehicles meets The MGM Springfield safety and operational standards; inspect vehicles for factors including cleanliness, safety and appearance, and take required actions in order to meet prescribed standards.</li><li>• Ensure the maintenance and upkeep of department vehicle fleet using computers and forms to track repairs and other vehicle changes.</li><li>• Coordinate tasks as established in procedures for vehicle breakdowns and accidents.</li><li>• Participate in interview process of potential department employees and make hiring recommendations.</li><li>• Coach and train team members, including new-hire, refresher courses, and compliance training.</li><li>• Maintain complete knowledge of and comply with all departmental policies, procedures, and standards; recommend discipline and performance management actions to management, as necessary</li></ul>	



(Continue to Page 2)

## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

**JOB POSITON (AND UNIQUE JOB CODE):** Transportation Supervisor (10781)

FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	Helps manager with dispatching drivers
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	None
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	None

(Continue to Page 3)

JOB POSITON (AND UNIQUE JOB CODE): Transportation Supervisor (10781)

The undersigned states that the information herein is true and accurate.

Marikate Murren

Signature

/ Marikate Murren  
/ Printed Name

1/16/2019

Date



## MASSACHUSETTS GAMING COMMISSION

### IDENTIFICATION OF POTENTIAL POSITIONS FOR EXEMPTION FROM THE REGISTRATION REQUIREMENT BY THE MGC

The Massachusetts Gaming Commission may exempt a job position from categorization as a gaming service employee. See G.L. c. 6, § 172(o); 205 CMR 134.03(4).

**GAMING LICENSEE:** Blue Tarp reDevelopment, LLC (dba MGM Springfield)

**JOB POSITON (AND UNIQUE JOB CODE):** Warehouse Supervisor (12410)

JOB DESCRIPTION	EFFECTIVE DATE OF JOB DESCRIPTION: 9/7/2017 <i>(The Licensee shall immediately notify the Bureau of changes to any job description for an exempted position.)</i>
<ul style="list-style-type: none"><li>• Completes all merchandise and non-merchandise inventory, receiving, processing of receiving on appropriate forms, stocking, cleanliness and organization of stockroom and delegation to warehouse attendants.</li><li>• Supervises all incoming freight/merchandise and signatures as required.</li><li>• Records merchandise quantities and discrepancies on worksheet and ensures they are verified by appropriate management.</li><li>• Creates transfers and transporting merchandise between properties, if applicable.</li><li>• Creates requisitions when appropriate and returns from outlets.</li><li>• Assists warehouse manager in assigning daily tasks, including but not limited to locating product.</li><li>• Verifies proper signatures upon delivery or inventory.</li><li>• Verifies that all merchandise back stock has been stocked on shelves in warehouse.</li><li>• Processes merchandise ship-outs (returns, outlet purchases).</li><li>• Keeps warehouse clean, organized and secure.</li><li>• Completes morning, mid-afternoon and evening walk through of warehouse to ensure all temperatures in coolers are up to temp.</li><li>• Oversees warehouse attendants to ensure all duties are completed as required.</li><li>• Completes daily work in computerized system related to disciplinary action, absences and shift coverage.</li><li>• Maintains knowledge of collective bargaining agreements, where appropriate.</li><li>• Ensures a safe working environment by remaining in compliance with all OSHA, Health Department, and all other applicable regulations.</li></ul>	



(Continue to Page 2)

## GAMING LICENSEE CERTIFICATION

The Commission considers the following non-exhaustive list of factors when determining whether or not to exempt a job position. Please indicate information about each factor for the position that has been identified as potentially eligible for exemption.

**JOB POSITON (AND UNIQUE JOB CODE):** Warehouse Supervisor (12410)

FACTOR	DESCRIPTION / EXPLANATION
Work performed on gaming floor	None
Managerial responsibilities in any department	Helps manager with staff scheduling
Supervisory responsibilities in Human Resources or Sales and Marketing	None
Responsibilities for alcohol sales, distribution, service, and/or storage	None
Access to secure casino back-of-the house areas (including executive offices) without security escort	Access Level: N No access to secure casino BOH without security escort
Responsibilities for accounting and/or finance relating to the gaming establishment	None
"Write" access to gaming-related casino databases	None
Responsibilities that potentially impact the integrity of gaming operations, including access to confidential or sensitive information	None
Other (please set forth other relevant information for exemption consideration)	None

(Continue to Page 3)



JOB POSITON (AND UNIQUE JOB CODE): Warehouse Supervisor (12410)

The undersigned states that the information herein is true and accurate.

Marikate Murre  
Signature

/ Marikate Murre  
Printed Name

1/16/2019  
Date