

MASSACHUSETTS GAMING COMMISSION
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P R O C E E D I N G S

>> CHAIRWOMAN CAMERON: Good morning, everyone. I call to order meeting 257 for the Gaming Commission and first up is approval of the minutes. Commissioner Stebbins.

>> COMMISSIONER STEBBINS: Good morning, Madam Chair. Included in the packet are the minutes of the December 6th, 2018, full Commission meeting as included in your packet. I move that we approve those minutes subject to any technical corrections or grammatical corrections.

>> COMMISSIONER ZUNIGA: I second that.

>> CHAIRWOMAN CAMERON: Hearing a second, do we have any further discussion? All in favor?

[Vote taken]

Those in the negative? 4-0 for the minutes. Moving on to the administrative update, Executive Director Bedrosian.

>> MR. BEDROSIAN: Good morning, Commissioners. Welcome to Springfield. I've got a bunch of items, and I will characterize them this way. My general update Region C update and budget review are fairly quick, so I will take those first. The after-action report on the MGM opening, I am joined by staff who I'll introduce in a second. To give you some sense, although many of you lived through it, what it took to actually get MGM open. And finally, the MGM opening 90-day review items will be the last item we will tackle at that point. I'll ask some of the MGM Springfield personnel to come sit up front with us when we do that.

So why don't I start with item A, the general update. General update on the Wynn litigation is that we are back in court today out in Las Vegas. This afternoon our time, morning their time, and there have been some discussions among lawyers, and there will be a hearing this afternoon, a status hearing, which I think will give us some more information about the progress of the litigation out there. And I will, after that, be able to at least brief you individually on where we are on that. So I wish I had more definitive information, but the legal process is working. I think the good news is we've been able to keep stuff happening each week. So I hope -- we hope that keeps happening. So we can get to a speedy resolution on that and get an adjudicatory hearing before the Commission as soon as possible.

Region C update. You will remember that the Commission put certain questions out for public comment for 45 days. That period has expired. We have included in the packet a compilation of the public comments we got. They were from a myriad of stakeholders including a current licensee, a former applicant, municipalities and other stakeholders. We wanted you to have those. I'm not suggesting any course of action today other than if you would spend the holidays reviewing those items, we can come back in January and talk about what a process for reevaluating Region C might look like.

My budget update review, I have vote. I apologize. That was a mistake. The budget update review, as commissioner Zuniga would know, in these periods where we have a potential casino opening at the end of the physical year, we've always committed to coming back midyear and doing what we call a midyear budget review based on current needs of the Commission and staff at that time. I am anticipating we will do that at our first meeting in January, and that will give us time to the CFAO, Mr. Lennon and myself, to talk to staff about needs and then also go to our licensees with a revised budget, get their comments and then come in front of the Commission that first meeting in January. So no action needed today. All right. So thank you.

All right. So we get to what I would call the heart of my administrative update, the after action report. There's two vehicles in which I'd like to present this to you. The first, which I have been working on with staff, is a PowerPoint presentation showing you what we did, and I have senior staff up here today to help me with that. But before we did that, Mike Sangalang from our communications department put together a really nice video about the opening process and some of the things that staff did to get the casino open, and I'd love to have you look at that right now.

[Music playing]

>> Springfield is a city transformed. The opening of MGM in August marked the beginning of a new era for an historic and proud city. Seven years after tragedy struck downtown Springfield.

>> You can see that debris flying right off that tornado there.

>> And here it comes into downtown Springfield across the river now between what looks like The Memorial Bridge and the North End Bridge.

>> Four years since MGM resorts was awarded the Western Mass license.

>> Documents are signed and executed.

[Applause]

>> 41 months after construction began.

>> Three, two, one.

>> The Commonwealth's first resort casino opened.

[Music playing]

But how did we get from this to this and this? The answer, a whole lot of time, manpower, womanpower, and hard work. This is the story of how the Massachusetts Gaming Commission got MGM Springfield to opening day.

[Music playing]

Progress on the site was obvious from the outside. But behind the scenes, MGC started meeting with MGM monthly to establish a framework for opening on time. These meetings included key stakeholders from both sides and became more and more frequent almost daily as opening day approached. The IEB began conversations with

the State Police, Springfield Police, and MGM Security to launch the new Gaming Enforcement Unit, a joint effort at preserving public safety in and out of the casino. A huge undertaking was the buildout of a new licensing management system to help process the wave of license applications and registrations the division of licensing would receive. Licensing and IT successfully launched the public portal for LMS in September of 2017.

MGM needed to meet more than 3500 individual commitments by opening. MGC worked with MGM's construction team to review each and every commitment and ensure they were documented. MGC's workforce team convened access and opportunity committee meetings and worked to ensure that MGM's construction efforts were diverse and that it had a plan to really create career pathways once it was opened.

Inside the casino, the Gaming Commission's work space had to be readied and was completed in January. The IT team worked to implement all the necessary lines, computers and overarching technologies for the staff located at MGM to be able to communicate and access centralized resources. Meanwhile, as MGM's hiring ramped up, the division of licensing processed over 6,000 separate applications and licensed or registered over 2,100 individuals. Licensing in conjunction with the Massachusetts State Police also conducted nearly 40 fingerprinting sessions at MGM's career center. To fingerprint the wave of applicants prior to opening. MGM wasn't the only one hiring. Our HR department onboarded 15 new gaming agents and 4 supervisors. The legal team, finance and IEB ensured that proper internal controls and accounting procedures were in place.

>> Well, every game in the casino, you deal with chips. So it's very important that you learn how to cut chips and handle the chips for payouts.

>> The licensing team ran at a gaming school certificate to the Massachusetts casino training institute, a collaboration between MGM and local community colleges to train a local workforce in high-paying gaming positions. The gaming school's first class was seated in February. And in April, the workforce team attended another grand opening. The MGM HCC Culinary Arts Institute in Holyoke which provides another pathway to a career in the casino industry.

>> How you doing?

>> And due to a change in the gaming law that the Commission had worked on with the legislature, the IEB and the Division of Licensing worked collaboratively with MGM to identify a list of positions for the Commission to exempt from the registration requirement. This provided a pathway for some who might otherwise be disqualified to get a nongaming job and build a new life.

>> 12.

>> Uh-oh.

>> 12.

[Laughter]

>> It's only because I want to educate you.

>> The gaming agents underwent several weeks of intensive training on all aspects of casino operations, rules of the games, cheats, internal controls, surveillance and security. Armed with this new knowledge, they inspected, coin tested and verified the settings on 2500 slot machines. They inspected 93 table game layouts and 23 poker

layouts. Getting into the details of dice, cards and other gaming equipment. Additionally, they made sure that all areas of the gaming floor were under surveillance and that the cage, man traps and count windows were secure. MGC's IT team had to ensure that our central monitoring system was up and running and would interface with MGM.

>> Y'all want to spin the wheel? Come on.

>> Unlike anywhere else in the states, MGM Springfield features a GameSense info center, a space inside the casino for responsible gaming education. MGC's responsible gaming team provided training for the GameSense advisers and MGM staff in how to educate players on how to play responsibly and how to administer voluntary self-exclusions. In addition, they, along with the communications team, revamped the GameSense website.

>> We call this GameSense. It's a heightened state of gambling wisdom that any player can achieve.

>> And launched a marketing campaign complete with ads online as well as in and around the casino. The Commission traveled out to Springfield 22 days before opening to review that MGM had, in large part, met its obligations. Each department ran down what it needed to see from MGM and reported that MGM was in compliance. Additionally, the Commission heard plans from the City of Springfield and Springfield Police about the traffic management plan for opening. The result of seven months of meetings between stakeholders. The Commission awarded MGM its conditional operations certificate, but there was much more to be done.

MGM held two test nights on August 16th and 20th where the finance team, the crew and the knock, gaming agents and the IT team made sure that the process for tax reporting was being followed. We needed to verify that construction, both on and off site, was complete and the appropriate city or state agency had signed off. The final 11 commitments required prior to opening were completed one day before the VIP event. And this enabled MGC to issue a temporary operations certificate, giving MGM the all-clear to hold its VIP night and open its doors.

>> After seven long years, I say it's about time to party. Thanks very much.
[Applause]

[Music playing]

>> As the party got under way, the Gaming Commission was pleased to see that its preparation and planning paid off. As the streets filled up for a party unlike which Springfield had ever seen, preparation and good communication meant the impact on the area was managed. Shuttles from the Big E and west Springfield helped ease the crush of traffic on downtown. Coordinated efforts by the Gaming Enforcement Unit ensured that public safety would be first and foremost. An estimated 150,000 people visited in the first three days. And there were no major incidents.

>> Hi, Taylor. What a fantastic day. We have the casino finally opened. Restaurants and down here on the plaza, there are tons of shops and entertainment space. It's incredible to see the area full of people who are excited and ready to celebrate.

[Music playing]

>> The Gaming Commission's role now transitions to that of regulator, ensuring that the benefits of this project continue to flow and the negative consequences are mitigated. But the story of a great American city and the lives of thousands of people have already been transformed by this project. The employees of the Massachusetts Gaming Commission can take pride in the impact they have had and the renewed promise that has been created in downtown Springfield.

Like the Fourth of July

Because baby you're a firework

Come on show them what you're worth

>> MR. BEDROSIAN: So a couple things about -- I would like to point out about the video. First, thanks to Mike Sangalang for putting it together. John Ziemba and Joe Delaney had a big part in that, and they came to my office late last week and said, well, we're pretty good on the video. We just need someone to do the voiceover. And I said okay, well, what do you want me to do? They said, well, we really think Crystal's better choice. And as it turns out, of course, they were right. She did a great job. So that was -- I was really impressed. That reflected a lot of what the staff did in order to get MGM open. But I do have a PowerPoint and some of my senior staff up here to put what I would call a little more meat on the bones to describe how we did this. And I'd like to, you know, sort of start it off with the fact that this was -- the challenge -- of some the challenges we had here was obviously this was a category 1 casino in a jurisdiction that didn't have -- you know, had just a slot bar, no category 1 casinos. So with senior staff, namely myself and some other folks who had never opened a category 1 casino, but we had some very dedicated staff, namely our gaming agents who had a long history at this. I am impressed by the fact that from some of those senior staff who have opened a number of jurisdiction -- a number of properties in other jurisdictions, they complimented us and MGM on how smooth this was. So I think we were very fortunate, and a lot of it really was as a result of incredible preparation on both -- on not just our part but on the part of MGM, Springfield, and other external stakeholders.

So let me go over some of this, and then I'm going to have some of my staff jump in and do the real hard work.

>> CHAIRWOMAN CAMERON: I think you just mentioned the important piece here. That was such a collaborative effort. Public safety, licensing, every other facet of opening this facility. It was MGM. It was the City. And all of the stakeholders. So I give our team credit but all of our partners credit as well.

>> MR. BEDROSIAN: Yeah, absolutely. And I think one of the really unique things that was helpful, you know, MGM, in the scheme of things, had literally just opened a property down National Harbor in Maryland shortly after I joined, MGM said you guys should come down and connect with the Maryland folks. And we did. And the Maryland lottery and gaming folks couldn't have been nicer to us in terms of spending days with me, I think some other folks went down, at all levels of our staff to see what worked right and what didn't work, and quite frankly credit to MGM. There were some things they thought didn't work as well as it could have. And we learned from that. And I think we were able to really benefit from that.

The other thing I think that was beneficial given MGM's scale is when they open

a property, they bring in experienced managers from all over the country to be there at the crucial time, especially I'd say in a jurisdiction like ours where they're training potentially a lot of people who have never been in the casino environment. It's not like we were New Jersey or Las Vegas or now maybe Pennsylvania where there's a base of people who have worked in the industry who you could get to come or try and get to come to your new property. They were training basically a lot of new people in this new industry. And they did a tremendous job.

I would say, from my point of view, there were a couple things we needed to do and do well and I think we did them. One was we needed to hire folks in Boston to support the operations here. Whether it was expanding slightly our HR, our finance. We did that. And that's without that, we wouldn't have been successful.

The other thing I remember about the PowerPoint, which was really, I think, symbolic. I don't know -- there was a picture of our fairly new CIO, Katrina, standing there with her hands on her hips wearing a hard hat on the gaming floor. And if you know Katrina, that's very emblematic of who she is. No nonsense, let's get it done. And she came on, you know, only about eight months before opening, had to assess both our corporate and gaming technology needs and make everything happen. And she -- and we had a transition in our gaming technology person at that time, but those folks worked incredibly hard and got us to where we needed to go.

Technology was important in this. I think for those of you who were around for the PPC opening, that has been described as a paper-based opening. And we knew that would be a problem for us. So our ability -- and Paul Connelly will talk about this, our licensing management system was critical. The ability to have a central management system. And then using our system to track all the commitments was very important.

And as I said, in terms of participants -- and Commissioner Cameron, to your point -- in terms of collaboration, it wasn't just us and MGM. It was host communities, surrounding communities, other state agencies, MassDOT, the lottery was incredibly helpful. Jill did incredible work with workforce development stakeholders on top of making sure that hiring commitments were kept. Joe and John were working on construction commitments. So it really was, as you said, a collaborative effort that was important.

So, you know, I just want to talk about a few of the key activities we were doing up until the opening. Our construction manager was pretty much out here weekly in the last six months. And I think Joe knew the property as well as anyone, and he knew all the outside construction commitments as well as anyone. You know, Jill working on the employment, our gaming agents, our gaming technology folks working in operations, our legal staff helping us with all the internal controls and the regulations we had to get done was just, you know, really was a team effort.

So this chart is supposed to represent a practice that we actually did hijack, I would say, from the Maryland folks. And we sat through one of these meetings probably a year out in Maryland where they would get the company and the regulators together in a room and have a checklist of items. And Mike Mathis and I would head the meetings with various stakeholders. We would talk about an agenda a couple days in advance. And it was a way to make sure both the regulator and the operator are on the same page. There were things that we absolutely needed from them and things

they absolutely needed from us. And at times some of those things were conflicting, so we'd have to rationalize them and prioritize what was important. If one of us felt something was getting a little adrift, you know, we needed to get it back on cue and figure out what the priority was. So I would say -- I think we started these a year and a half? Yeah, a year and a half or so ahead of time monthly. And then probably about six months went every two weeks and then every, you know, you can imagine every 90 days, every week, and then in the summer, a bunch of us basically just stayed out here, and I'd say in the last two weeks, it was almost daily.

And this just represents the process I said. We started early. We'd meet. We'd figure out what we needed to do and we'd make adjustments. And you just needed to keep doing that so nothing went off track. And I would say you're going to hear from John and Joe, you know, one of the other key partners that had to engage in the last 90 days was Springfield. They were a tremendous partner. Because we were responsible for everything that was inside the building, and they were responsible for everything on the exterior. So to have this go correctly -- and you all were out here for that opening day -- you know, traffic management, and I don't know who did it, but someone blessed the weather gods because they got pretty good weather for that opening day. It had to work right.

So it's easier now for me to let the people who actually did the work talk about what they needed to do to do the work. So I will start with Joe.

>> MR. DELANEY: Thank you. So this is just a view of the construction site. As you can see, April 2016, what Brian Packer used to refer to as the sandbox after it was all cleared. But with respect to construction, a lot of challenges on a project like this in an urban location. A lot of offsite infrastructure. They had preservation requirements and of course diversity commitments. Some of our keys to success, more than two years before the project opened, I started meeting weekly with Brian Packer and his construction team. And that really allowed me to quickly ascertain project status on the ground and also try to keep the Commission and staff informed on almost a realtime basis on what's going on on the project.

The early and effective engagement across participants, we had to work with a lot of stakeholders throughout the process, both to monitor status and also to expedite additional reviews and approvals and so on. You know, we had to modification Section 61 findings. We had to coordinate with MassDOT and the city of Springfield on offsite road improvements. So there was a lot of that. And we started that process early with a number of our different folks and kept that up throughout the process.

The AOC meetings, Jill and her staff did a wonderful job at keeping on top of MGM throughout the process to make sure that those diversity goals were being met and achieved. And that system really was very effective, and most of the stakeholders who were involved in that thought it was just a great vehicle for meeting and ensuring that those commitments were taking place.

And then lastly on the construction, the tracking systems to verify compliance, MGM and the Gaming Commission both developed systems to track, evaluate, approve and so on all of the various commitments. And as the video said, about 3,500 specific items were reviewed and approved by me and John throughout the process.

And there we are on opening day. These are just some of the tracking sheets that we were using to track all of the various commitments. So with respect to -- this is

really mostly involving sort of the community engagement. So some of our keys to success here were early and effective engagement with City of Springfield leadership. We had regular meetings with the City of Springfield to discuss strategies for the project opening, areas of jurisdictional overlap. We needed to resolve who was going to do what when. You know, we identified problems and issues for resolution in those meetings.

The proactive coordination with MassDOT and the City of Springfield on the infrastructure commitments. Several months before opening, we met with MassDOT, the city of Springfield, MGM, we met with all of them together to really try to streamline the process of getting all of the right approvals in place and sort of stressing that need for having all of that work done for the opening, which was a requirement of our regulations. And everybody that we worked with was great trying to get all of that done and obviously did get it all done. And MGM, of course, had a commitment to community engagement as well. And they worked with us and all of those other stakeholders as well in this process.

And then also we participated in biweekly construction meetings and opening day traffic planning meetings. By no means were we leading any of these efforts, but, again, it was a means for us to keep track and on top of where things were to develop that level of comfort that we could allow the project to open on time.

And I'd like to thank a couple of folks on this -- on some of the community level. We dealt extensively with Kevin Kennedy and Ed Pacoula, Chris Signoli, the Lieutenant from the police department, Matt Sokop from the engineering division and also Richard Massey from MassDOT. Working with those people was great. Everybody was really working well to try to get the job done, and as I said, obviously we all made it on time, not without a little bit of ardua.

Oh, and this is just the -- one of the tracking sheets that we were using during the process, identifying closed -- items that were completed, things that were in process and things that still needed to be done. As you can see, that was probably pretty early on in the process.

>> MR. BEDROSIAN: All right. Now I will turn it over to Burke and Sterl from our gaming agents to talk about how we got the gaming floor up and running. Here.

>> Okay. Good morning, Madam Chair, good morning, Commissioners, happy holidays. The assistant director can't be with us as he's traveling for the holidays, and of course we wish him safe travels. On behalf of the gaming agents, I'd like to briefly discuss some of these key points we had to a successful opening at MGM. Bruce and I felt very strongly about getting a senior supervising gaming agent on site eight months prior to opening. In fact, we believe it may have been our most important ingredient that led to this opening from our side.

This person was, of course, Senior Supervisor Angela Smith. This early relationship enabled our point person to learn the property and establish a relationship with the slots, surveillance, security, games, facilities, ABC, the cage, count room and most importantly the MGM compliance director. I'd be remiss if I did not mention Karen McCrae, the compliance director. Ms. McCrae along with all the VPs as they came on board were invaluable to the IEB as we began our process to open the MGM.

Having the senior supervisor on board enabled MGM to review and discuss processes with IEB before they formally submitted them. This saved everybody

valuable time and approval process and all departments was streamlined. Additionally having them beside us handled the organization of all these proposed submissions greatly aided our smooth opening.

Next the help of our MGC IT department. Our gaming agents, our IT department, MGM slots and MGM IT worked tirelessly together to accomplish a very dedicated, delicate and detailed process which was the installation of the slot machines. Together they worked on the slot master list. This is a very detailed, complex spreadsheet used by the network operating system back in Boston for the central monitoring system. IEB gaming agents and MGM slot personnel used this list to approve all their slot machines on the casino floor as they arrived. The central monitoring system relied on this slot master list and its embedded bin file which is a 40-character identification code for each slot machine. And as you can see, this slot list was very intricate, important and incredibly complex.

So as we move forward, though, we brought on more gaming agent help. Our staff of Louis, Chris Kazowski, Andrew Steffen worked long weeks and several months with the MGM slot folks, our IT folks, the knock, to get the floor completed one month prior to opening as promised to me several times by VP slot operations Lynn Seger and CMS was online and ready to go.

Next we had table games we had to look at. This was a totally new dynamic to Massachusetts. MGM's new dealing school was on site and accessible to the IEB. Daily interaction assured that all the gaming personnel were learning the games correctly. Knowing these games, managers also helped us in approving of gaming equipment, gaming tables, cards, dice, and the layouts, things like that. VP of games, Bob Westerfield, was outstanding and worked well with Angela and all the gaming agents.

Surveillance, as you can imagine, was a big process. Cameras were everywhere and approval and positioning had to be inspected and approved by the IEB. Once again, vice president of surveillance Brian Jordan was outstanding and worked well with Angela and our group. And IEB was led by our dear friend Jay Lindross. He was in his arena, surveillance. It was mentioned by our gaming agents how much they learned in working with Jay during the setup of the surveillance system at MGM.

Also, security procedures with Executive Director Jason Rucker had to be reviewed and approved as well as cage operations and count room procedures with the director of finance, Garth Williams. Lending a hand was the IEB financial investigators, MGC financial auditors, MGC licensing staff who assisted us up to the opening but especially on the test nights. Lastly, a big new casino destination resort was coming to Massachusetts. We had to hire new gaming agents and GEU officers made up of a blend of Springfield Police Department and the Massachusetts State Police.

IEB held an intense six-week training course highlighting table games for GEU and gaming agents to ensure that we hit the floor running on opening day, and we did. A special tip of the cap to Sterl, Holly and Eric who shared their many years of casino experience to train us all in table games. So it was our pleasure to work with the MGM team led by Mike Mathis, Alex Dixon from top to bottom during this preopening time. Bruce Band mentioned to me as Ed mentioned earlier, this was probably one of our smoothest openings that he and I have experienced in our 35-plus years together. As we know, Bruce has many more years than that of experience, and I can say that since

he's in flight right now and not here to defend himself. But any questions or comments?

>> CHAIRWOMAN CAMERON: How many openings have you had?

>> MR. CAIN: I guess I'm probably at 12 to 15, and Bruce is probably at 15 to 19, I guess.

>> CHAIRWOMAN CAMERON: And this was the smoothest.

>> MR. CAIN: Well, I think technology -- we're talking about early '80s, right -- technology helped, and it's a little bit different with that. We had the machines with the crank reels and stuff like that. A little different world, right.

>> CHAIRWOMAN CAMERON: And the catwalks.

>> MR. CAIN: Yes, how about the catwalk, right.

>> CHAIRWOMAN CAMERON: Okay. Thank you. Excellent summary.

>> MR. BEDROSIAN: Great. So next I'd like to turn it over to Director Connelly to tell us about licensing. And before I do that, I want to acknowledge that this will be his last meeting with us. He is leaving tomorrow. And actually leaving voluntarily.

[Laughter]

He has done a tremendous job for us. I think of where licensing was when I came in just about three years ago and where it is today. It's in a totally different place. I think it's self-sufficient. He's got really talented people. We know what the future looks like and our projected future looks like. So he's completed his mission here. He's on to, I think, different challenges. We wish him well. But I just wanted to acknowledge all his hard work and thank him on behalf of the Commonwealth and a lot of people who got their jobs a lot easier because they could go through a process that I think was fair and rational, and that was all due to the hard work he spearheaded. But I'll let him tell you how he got it done at least for Springfield. Thank you.

>> MR. CONNELLY: Thank you, Ed. Good afternoon or good morning, Madam Chair, Commissioners. Ed mentioned before the situation we were in previously. I actually started five weeks before Plainridge opened. And we were able to actually open that casino on Microsoft Excel and paper, which was a challenging process, to say the least. You know, I would stay up -- or wake up in the middle of the night worried about what would happen if that Excel file crashed or if someone went in and deleted things. You know, it was a bit of a nightmare. So it was -- it was clear that we needed to get the tools in place in order to open a casino like MGM. But just as importantly is the people. So we got the tools in place in terms of LMS, started internally so that we could manage the flow and understand where everything was, where every file was at any given time, status, be able to report. And then as that video mentioned, about a year out, a little bit more from MGM opening, we launched the public portal which allowed applicants to apply online. That was always the goal was to try and make it as easy as possible. It is a necessary part of anyone who wants to work in a job that requires a license or registration. But our goal was always to make it as easy as possible. And to that extent, too, I was really happy with the work of my team, how they interacted with applicants who had questions, who had issues. Just really, really great experience.

On the other side, too, Chairman Cameron, I think you had mentioned it was the collaborative effort as well with MGM. Excuse me. And I can't say enough about Mary-Kate and her team and really how we viewed this as, you know, we had the same

goal in mind, right. Get everyone in in a timely fashion as smooth as possible. And so we talked constantly about how to do that. And we were always updating each other on status. The challenge we knew that was coming down was that wave. You know, we kept talking about that wave of applicants. And a few things helped with that. One clearly was the tools we put in place in terms of technology. The team, you know, getting a really well-oiled team in place, and that's exactly what my team is. But also, MGM worked -- they did a lot of hiring early, which was a little bit of a -- not a surprise to us but it was something we didn't fully anticipate. So that made it easier. And also the exemptions took a number of folks out of the registration process that certainly made that last push a little bit easier.

We did -- I have to also say -- and I said it I think I remember in this room around the operations certificate time, the work of MSP who helped out with fingerprinting, and that helped out who really conducting the fingerprinted. We did a lot of the coordination, and they did the actual printing was tremendous. Just, again, so many partners in a process to get it all done, and it really went a lot more smoothly, at least than I expected. But I wasn't surprised by that, seeing the level of effort everyone was putting in. So as Ed said, you know, my goal was to get the system in place, get the people in place, get the process in place, and I think the team is exactly there and is ready for the next challenge.

>> CHAIRWOMAN CAMERON: So you want to say something?

>> COMMISSIONER ZUNIGA: I just wanted to -- if that was the end of your part, Paul, just add my comments relative to the lookback that we now do to your tenure here and thank you for all the hard work that you helped us do and the work that you did on this licensing management system, you know, the reorganization of your team to make it all happen. And I think it was critical. When you're in a great position as a result of that for the next challenge as you alluded, so I just want to thank you again publicly and acknowledge that.

>> MR. CONNELLY: Thank you.

>> CHAIRWOMAN CAMERON: And I'd like to add to that, you know, tremendous job with licensing. You had a vision of what a system should be, and we implemented that vision. We were convinced because of your persuasive discussions that this was the right way to go for the Commission. Secondly, I think something we didn't talk about is the fact that you're a bit of a policy **wonk**. Now, you know, there's been a couple of things we've done as a Commission. We did an online forum, a white paper on sports betting, and, you know, Paul was integral in that. I would come back from a conference and say ah, this is something interesting, something new. The next thing I know, Paul is researching, having ideas. This will educate the public, the legislature, and I will absolutely miss working with you on those early-on kinds of policy things that we've done as a Commission. So that's just above and beyond what you've done in licensing. I will absolutely miss that. And your extra added attention to something else the Commission needed. So we'll miss that, Paul.

>> MR. CONNELLY: Thank you.

>> COMMISSIONER STEBBINS: I would just add to that also, I've enjoyed working with you. I certainly wish you the best of luck in the new position. What you didn't really talk about was also your responsibility for the alcohol licenses as well and kind of preopening, it was fun to kind of follow Paul around as he made sure that all of the

guidelines in the MGM licenses were being complied with as well. But we'll certainly miss your leadership and the great team that you had working for you. I'm sure will continue to do great work after your departure, but we'll miss having you around.

>> MR. CONNELLY: Thank you very much. And if I may, you know, I have two days left, so I guess you can indulge me.

[Laughter]

You know, I want to say --

>> MR. BEDROSIAN: It was voluntary.

>> MR. CONNELLY: Yes, I know. But, I mean, I think a presentation like this speaks for itself in terms of the quality of the people in the Commission as a whole. And it really has been a tremendous opportunity and pleasure, frankly, to work here, you know, for the past four years. To be able to -- I said the most valuable thing of kind of I've been around the block public sector, private sector back and forth, jumping back to the private sector now. But I've worked in organizations and entities where you have to rely on other people. And sometimes you do that at your peril, and sometimes you do that completely trusting. And this is that kind of place. There's nothing any one of us does in this role, I think, alone. And I've always gotten the best advice that I knew once I heard it, I could walk away and know it was ironclad and solid. And it's great. I'm going to miss each and every person here. I'm going to miss the sense of mission that we all, you know, collectively share. But I know that I'm really lucky to have had this opportunity, and I wanted to thank the Commissioners as well as everyone in the agency for a really wonderful past few years.

>> CHAIRWOMAN CAMERON: We want to thank you.

>> MR. BEDROSIAN: Thank you. So a few stats at the end to try and put this all in perspective, and I think Paul and the team have pointed out a lot of, you know, collaboration. And I would be remiss if I didn't say -- and Commissioner Cameron, you can appreciate this -- we had to put together a Gaming Enforcement Unit a mix of state police and Springfield officers. I've been in law enforcement a long time. Sometimes combining law enforcement work, sometimes not so much. I am really happy to report that Springfield Police thanks Commissioner Barbieri, they have really melded to work as one unit and I think are working very hard. There's been some, you know, huge crowds, if you hear the numbers, and public safety obviously is an important factor. We all want to make sure the public is safe and confident, and I think that's working out well.

So the few construction stats, you've probably seen these before. Overall costs. This is an incredibly large space. The whole gaming property and the stats on what the food and beverage and makeup is. And you'll hear, I think, when we talk about some of the reports, this is an incredibly unique place given it's right down in an urban environment. It's very accessible. You know, the plaza is very inviting and has, I think, been a success story. So it's a unique place.

You will see, we are not afraid of inflating our progress because we have said we have 35,000 commitments. I think I heard there are actually 3500, but what's a zero among friends. 25 --

>> Do I get a raise?

>> MR. BEDROSIAN: No, you do not get a raise. But tracking all those, 3500 is still a lot, believe me. And we had to track those, and our folks did a great job, making sure

the hosts and surrounding commitments were taken care of was something within our jurisdiction also, and we did that.

On the gaming side, you've heard from our folks 2500 machines coming in. Each machine with a 40-digit identifying number. Some were progressives. You know, different manufacturers, getting all those done was no small task. 93 table games of poker rooms, Roulette, you know. And if you're not familiar with what you have to do to ensure the card and dice are secure and not tampered with and the granularity of making sure how gaming is as fair as it can be is pretty incredible, and our folks did a great job.

Gaming floor, 12 cages. That reminds me that on those test nights, we had everyone from our office there helping. We had our financial investigators. We had our revenue staff. We had our administrative staff. It was literally an all hands on deck doing something, and those were late nights. So thank you very much for those folks.

And then as Paul told you, the licensing, the number of applications, individual licenses or registrations. And as you heard in the video, a lot of thanks to the Commission. We had a lot of back and forths about how we deal with service employees under the old law, and we did something that I think people thought couldn't be done. Went to the legislature and got the authority for the Commission to exercise their discretion and exempt service employees as they see fit, and that was, I think, even Paul would acknowledge that was key in helping us get open. So thank you, Commissioners.

And that's really -- that's the presentation. I would also -- there are folks who don't often get acknowledged. Our administrative support teams, Janice Riley, she's cringing as I mention her name, but our communications folks, these are what I call our back-of-house folks that aren't always out front getting the acknowledgment they should, but our job doesn't happen without them, so I want to thank them. And even the Commissioners, right? So I don't know if you have any questions on any of this stuff.

>> COMMISSIONER STEBBINS: I just want to add, I had the previous as the designated Commissioner being a highly privileged fly on a wall. But given the chance to kind of shadow the talented team that we had on the ground to see everything from credits on the floor to the drops to going in the count room. I think the benefit that we worked off of in this case was the fact that we had two test nights well in advance of the opening. And at the end of each test night, our team would get together with the team from MGM, walk through everything we've seen, be pretty candid with each other over some things that needed to be improved upon for the next night. And I think that set us all up well to be ready for the VIP night and the opening day. So I was humbled to have the opportunity to work with a great team and watch them do their job, and I think the results improved themselves.

>> MR. BEDROSIAN: Good. All right. Thank you. Oh, go ahead.

>> COMMISSIONER ZUNIGA: I'd like just to make a comment. I think there's very important themes emerging out of this presentation. They were touched upon, of course, the teamwork, the collaboration, not only within our different departments but critically with the licensee and other stakeholders. There's another theme, of course, that's important to think in retrospective, and that is all the systems that we were developing, the technology that you mentioned that, of course, Paul was central to

helping us put in place that make everybody's jobs really easier along with other things like the streamlining of the registration law change, for example, that are going to be also -- that were helpful in the first opening. But now we need to think about the next casino.

As we turn our attention to that -- and I know that the current license review has thrown at least some level of uncertainty on the actual opening day -- the advanced planning, which is the 13 that I wanted to highlight, is important to keep in mind as to what contingency planning or what planning we need to do keep in place because it's already done or start to think about as we move forward. Because it's great to look back on this example as to how important it was to have boots on the ground, perhaps, with early presence. I know we continue to do a lot of the stuff that we've been doing relative to oversight and Section 61 commitments, et cetera. But I think it's important for us to think about what we might need to plan for as we move forward for the Region A license.

>> MR. BEDROSIAN: Thank you, Commissioner, for that transition. I think that's -- you know, we talked about, early on, the sort of parallel paths that we were going to take in Region A in terms of we have the review, but they're still building, they're still preparing to open. And you're right. I think a lot of this highlights, you know, if we're really staying on that parallel path, what we need to do. I'd say the good news for us as an agency is MGM Springfield had the privilege of opening first. They also had the responsibility of helping us educate ourselves. I think we are now educated on what it takes to open a resort casino and actually relatively recently. So I think our learning curve is a little less steep. Having said that, preparation, preparation, preparation.

So I would like to come back to the Commission probably that first meeting in January and sort of parallel paths with the budget review because I think the two things affect each other and talk about, you know, what that parallel path preparation looks like. And I do think it involves getting someone on property sooner than later and our gaming staff because that was invaluable and some other things, thinking about what gaming agents and a GEU looks like. So that was a good segue to that. And I think that's a fair conversation to have with the Commission probably at our earliest opportunity in January.

So thank you to all the staff. Again, thank you to MGM, all the stakeholders. I know probably for the public, this isn't really the sexy part of the job, and I make the analogy that I hope the Commission looked a little bit like a duck during presentations on the surface. We were calm and collected, but underneath we were paddling like heck to get it done. And I think we did. So thank you. So Paul, if I could have you switch back, and Mike and Seth come up, we will do -- you guys can stay there. We'll do the 90-day reports.

>> COMMISSIONER ZUNIGA: While you are transitioning, I would just emphasize that analogy that you made that the amount of work and coordination that goes towards the opening of this is really quite something.

>> MR. BEDROSIAN: Yeah.

>> COMMISSIONER ZUNIGA: I mean, it was a well job -- job well done.

>> MR. BEDROSIAN: Okay. So good morning. Now we transition from -- I think we're transitioning from, you know, what it took to get MGM Springfield opening to some

responsibilities that the Commission asked for 90-day reports on. And you're going to hear from me directly on the plaza area because as you had said, Director Connelly was responsible for beverage licenses. And one of just the many unique aspects of MGM Springfield was you gave them the ability to have a beverage license out in a sort of open, somewhat unrestricted by physical barrier area, but they certainly did have security. The other was the crosswalks. And finally, MGM Springfield was also required to provide you the status of the implementation of a transportation demand measures that were specific to MEPA Section 61, and they are going to do that separately in their update. So today I'm going to be talking with our gaming agents about the outdoor plaza and the crosswalks.

So why don't we start with the outdoor plaza, and I'll then turn it over to Mr. Cain for brief comments. My review in working with our gaming agents and being on property early on and then hearing about what has happened is the outdoor plaza has been an unqualified success. It's really -- they've really activated it very well in terms of what our concerns are, which was on the alcohol part. We have not had any major incidents, and we have -- our gaming agents have been doing routine audits in terms of -- and there are a couple -- I think you'll hear there are a couple minor issues on camera coverage, not surprising, that we can work out, and they go and just make sure there's appropriate number of security officers. But I think we're encouraged by what we've seen so far. Mr. Cain.

>> MR. CAIN: Yes. To echo what Director Bedrosian was saying, the plaza was a good thing for us to look at. At first when it was an open plan like that, it naturally was a concern about how it would work. MGM created a good security plan at first. We reviewed the cameras. We asked for some additional cameras. They did indeed add those. Then there was the advent of outside activities which led to some portable bars. The IEB got involved in making sure that alcohol was secured in those situations, that we had camera coverage for those types of things. That worked out well. I think a couple times we asked for cameras for portable bars. They were more than willing to take care of that also for us. Security staffing, special events, they ramped up their numbers. The perimeter was covered with that. And some of the small infractions that we had, we have a chart on the back that shows documented plaza inspections that we have. But through training, we have -- our supervisors have told all gaming agents, when you walk a casino floor, even if you're going to lunch, you are randomly looking at different things, right? Pit staffing, security, you're walking by anyway. Alcohol, distressed patrons, things like that. So even though you may have just stepped outside for some air, you are indeed doing an undocumented, but you're looking. You're going to notice if everything looks to be in compliance. So the outside plaza, I think, from our experience what we saw for the first 90 days, was a success story.

>> MR. BEDROSIAN: Mr. Mathis, I don't know if you want to add anything?

>> MR. MATHIS: What's the saying, once you got the ruling from the judge, don't talk yourself out of the wind. I'd just tell you I appreciate the benefit of the doubt that the Commission gave to us to activate the plaza and to provide beverage service out there and really as a team, we're looking forward to the spring season because I think that plaza, although we're doing some wonderful holiday programming, is really such a great amenity and makes the resort, you know, that much more unique. And working hand in hand with your staff has been great. You know, they're almost a second set of

eyes for us on the operations side. Because we have the same concerns from compliance and cash handling, and we want some of those same camera views that they're asking for. So they've been great to work with. And we'll continue to do that.

>> MR. CAIN: If I could add one additional comment. A credit to our patrons because this I think was new to everyone in the first few weeks. You see a picture of "please use plastic cups," and we spent a lot of time meeting with our patrons and explaining to them well, if you walk outside, you have to transition to plastic. And you can't go into the cul-de-sac, kind of what the rules of the road were for outside alcohol consumption. And it was new to a lot of people. And a credit to our patrons that they were understanding. They were excited to have the opportunity to have this experience outdoors. And they were very accepting of the rules and cooperative. And so -- and that's not always the case. When alcohol is involved, it was a great experience, and we feel like we're now at the stage where everyone understands how the plaza operates, and they're comfortable with it, and we've had very few issues.

>> COMMISSIONER ZUNIGA: Yeah, I was always a big proponent of the activation of the plaza, and I'm glad to see that it's essentially working. Do you see any major -- any changes that you might want to at least consider, anything to improve in terms of that topic, alcohol service in the plaza?

>> MR. MATHIS: No. I think it's working well, Commissioner. We are -- we're planning to do considerably more activation out there. We're buying some of the outdoor entertainment equipment that we early on rented. So the economics are going to be much better for us. So we're not naive about the fact that, you know, there can be issues from time to time. So I think it's about remaining vigilant on it. We staff up accordingly. We look at the type of acts, frankly, because it's all about the crowd. And I think the sweet spot is bringing different types of people, customers to the resort that experience all different parts of it. But to really be thoughtful about the type of crowd you bring in and making sure that we mix the right family experience with the right type of entertainment. Just know that those are half of our entertainment meetings is what is the impact if we bring this group and what is their following and what time of day are we doing it and all those different things that combine for the overall experience.

>> COMMISSIONER ZUNIGA: Thank you.

>> COMMISSIONER STEBBINS: Michael, do you get a sense from, you know, just looking at the wide variety of events, everything from concerts to yoga to farmers' market, do you get a sense that the folks who are staying on site at the resort are also taking advantage of these kind of entertainment opportunities in addition to the community I know that's showing up, do your hotel guests also take advantage of the events being on the plaza?

>> MR. MATHIS: Yeah. You know, we've got our Executive Director of entertainment here with us that is going to present later on. That would be a great question for Talia. But our sense -- I think we're still trying to -- I think the customer is trying to figure out how to take advantage of all the different opportunities on the resort. We are as well. You know, we don't have much extended stay patrons right now. We're going to work on that with some of our convention group, conference group stuff and, you know, festival programming where people really think about it as a multiday stay. So I think some people are tripping on experiences, but fending on how long they're in the resort, you know, they may not be thinking about taking advantage of

some of the outdoor programming that we're doing. But we do have people that come down and will go to the concerts. Certainly the skating rink, I think, has been a huge success, and those are people that are in our hotel that may not have come for the programming, but once they're there, to your point, I think they're starting to enjoy and appreciate some of the different experiences.

>> COMMISSIONER STEBBINS: Great.

>> MR. BEDROSIAN: All right. Thank you. So the next issue, you'll remember I think sometime in April, you had designated what I'll call the crosswalks of the gaming floor as nongaming space which then allowed patrons with minors to cross the floor as long as they kept going and not loitered. I will tell you one of the things I heard early on from different Executive Directors in other experienced jurisdictions in the way of giving me advice was that, you know, opening a new casino will always take some refinement as you go along in the first even year or two years that you'll be refining your internal controls, your regulatory authority, and you need to be flexible to adjustments. So I think this is one of the areas where now that we sort of understand a little better the flow of people and where they're going, you had delegated to me the authority to modify or remove the crosswalks approximately two weeks ago. I did send a letter removing the crosswalks. And this was just based on, I think, our concern that allowing people to cross, you know, was giving -- putting minors in the gaming floor area, even with their parents, maybe in temptation or in areas that quite frankly we didn't really need and that the surrounding area was sufficient to get people to traverse the floor. And it was a little more crystal-- Brightline with security and management about where we wanted the minors to go. The IEB is working closely with the property folks on issues related to minors accessing the floor. They're doing some investigations to make sure. Mr. Mathis and his staff have been responsive. We've had a number of meetings on these issues. I think we're all striving towards the same goal. But as you can imagine, this is an incredibly unique property with a lot of family-attracting opportunities, a theater, a plaza, a very, very, very porous gaming floor and in an urban area. So all those things create maybe challenges that traditional sort of -- I don't want to call everything a box casino -- box casinos where there are strong choke points don't necessarily have. And I think my obligation was to come and tell you I did that. So I'm trying to fulfill that obligation now. But also to tell you that the direction that I took from the Commission, we all take this seriously, and we're continuing to work on this issue. And Mike, I don't know if you want to say something.

>> MR. MATHIS: Yeah, I think, you know, this is -- you know, candidly operations and your staff have struggled with this one because I think we all have the goal of, you know, zero tolerance for underage access to the floor as well as underage gaming. You know, we're all sort of victims of what is a very unique and ambitious design in a very challenging environment coupled with an aggressive family programming and family amenities. So what I've always stressed and what I've always sensed with your staff is as long as they have an understanding that we treat it as seriously as they do and that we're doing everything we can to mitigate any incidents, that they'll continue to work with us because we are doing some wonderful things on the flip side in terms of the programming. Some of our biggest challenges are when we fill the plaza with families, for example, and we always staff accordingly to mitigate some of the impact out on the floor. But we're totally supportive of removing the crosswalks from the

carved-out area because I think in the old days, we would sort of usher families through the floor to get to the other side. But it's a much easier message and much easier to enforce to say stay on the tile. We're training our customers to know that, and we believe -- we believe it's working, and I think the simplicity of the message is something that will help us to enforce it. So appreciate your patience on it and just know that we treat it extremely seriously. If I'm out on the floor on a weekend -- and this applies to our whole executive team -- you know, half of my job is to track anyone that looks underage. And unfortunately, if you're a baby-faced 42-year-old on our floor, you are going to get stopped ten times. I'm looking at all of you, of course.

[Laughter]

You're going to get stopped throughout the night. And then there's a separate customer service issue, which is, you know, I've gotten comments like what is going on on this floor? This is the tenth time I've been stopped. So we adopted a stamp method. We've dedicated security staff that patrol the floor because part of it is if they recognize the person, then they'll know not to ask them again. So we continue to sort of tweak the model. Just know it's a huge priority for me personally and for the company.

>> MR. BEDROSIAN: So, yeah. As it is for our IEB and gaming agents and they're working actively and have some investigations ongoing. So we'll continue to treat that as a priority. And I think we'll probably come back. What I'd like to do is bookmark this for another 90 days and come back to the Commission if that's okay with you.

>> CHAIRWOMAN CAMERON: Yeah. I think that's appropriate.

>> Sounds fine to me.

>> COMMISSIONER ZUNIGA: Michael, I know this is anecdotal, but one of the anecdotes that I heard relative to the crosswalks was that there's the free soda next to the Commonwealth bar that was perhaps being accessed by, you know, minors just to get. Are there any -- anything you're doing relative to now, you know, deal with that at this potentially anecdotal occurrences?

>> MR. MATHIS: You're right. You know, there are some -- so we do free self-service, nonalcoholic drinks, on each side of the Commonwealth. And part of the reason we do that is to be able to take -- one, it's a nice amenity. And two, to take a little bit of pressure off of our cocktail servers so they can just focus on alcoholic beverage service in terms of a customer service item. We have looked at potentially putting some of those nonalcoholic self-serve centers on the perimeter. You know, the challenge, again, is all unintended consequences. I think the challenge there is if you have families congregating on those pathways, those pathways are so close to the machines that we're worried about sort of the exterior machines because that's where we have a lot of -- you know, to the extent that we have an incident, if someone's slipping in on the very edge of the machines because that's where the crosswalks are. We've looked at it, but that's a little bit of what we're concerned about is trying to solve one problem and creating another. So I think the fact that the machines are now -- the self-serves are deep into the floor now allows us to grab families before they're able to get there and turn them around per the new policy. But we're open to feedback from staff if they think, you know, there might be a benefit from it. But we're concerned it might actually exacerbate the problem.

>> COMMISSIONER ZUNIGA: Thank you.

>> MR. BEDROSIAN: So thank you. That is the end of my administrative update.

>> COMMISSIONER ZUNIGA: Before we leave this -- I'm sorry.

>> MR. BEDROSIAN: Sure.

>> COMMISSIONER ZUNIGA: So there's no need to -- there's no action on our behalf for the beverage license on the plaza?

>> MR. BEDROSIAN: No. That was just a review. Unless -- unless I was coming to say revoke it, I'm not.

>> COMMISSIONER ZUNIGA: Yeah.

>> MR. BEDROSIAN: Status quo is good, but we will continue to monitor that. And if there was any drastic changes, I'll come back to the Commission.

>> COMMISSIONER ZUNIGA: Okay. Thank you.

>> CHAIRWOMAN CAMERON: Thank you all for your attention to these issues. Next we're on to the MGM quarterly report and Ombudsman Ziembra. Yeah. Before we do that, we're going to take a five-minute break. Thank you.

[A break was taken at 11:15 a.m.]

>> CHAIRWOMAN CAMERON: Okay. We're going to reconvene meeting 257. We're ready -- we're ready for the quarterly report. Ombudsman Ziembra.

>> MR. ZIEMBA: Good morning, Commissioners. Today MGM Springfield will present its quarterly report for the third quarter ending on September 30th of this year. As the Executive Director mentioned, MGM Springfield will provide some detail regarding its progress in completing the transportation demand management measures required under our Section 61 findings and those of the Massachusetts Department of Transportation.

In October Joe Delaney and I met with MGM Springfield to discuss their progress. Although they have not completed all measures, they are well on their way. They have an additional 90 days to complete these measures under our Section 61 findings. In addition to detail on its third quarter activities, MGM Springfield will provide an update on a number of other items including the status of the construction of the residential units and the status of the construction of Wahlburgers. We plan to review these again and in more depth at MGM Springfield's next quarterly report likely in February. With that let me turn to Mike Mathis, President and CEO of MGM Springfield to introduce the MGM Springfield team and to begin the presentation. Thank you, Mike.

>> MR. MATHIS: Thanks, John. Thank you for coming out to Springfield. I think this is becoming a tradition for the closeout of the year which I hope we can maintain. If you haven't had a chance, I hope you're able to look at what we've done in the armory. The holiday programming is amazing. I had the privilege of opening our skating rink with Nancy Kerrigan, which was very neat and the families that came out for it really appreciated having her out there.

So before I start, I just -- I want to recognize as well Director Connelly. You know, when you look back at the history of our place, there will be many unsung heroes, and Paul and that team of licensing staff is one of them. The amount of people we put through our building, many of whom were Springfield residents, didn't have much work history and experience. And to sort of shepherd them through this process and to see them thriving over at our resort is really a testament to that work and personal commitment for all of us I think it was more than a job and for Paul, it certainly was as

well. So I wish -- I only wish I knew he was available. We'd try to hire him ourselves. So good luck, Paul.

>> COMMISSIONER STEBBINS: Got to wait two years.

>> MR. MATHIS: That's right. So with that, let me start our presentation. I'll let each of my team introduce themselves when they're up ready to speak. We, too, are going to start with a video. It's fun to reminisce, seeing all the work that the staff did. And we, too, want to take a moment and reflect on all that we accomplished as a group.
[Music playing]

Yeah
You feel it baby
I can too
It's such a good vibration
It's such a

>> Thousands of people from all over New England are flocking to the region's newest entertainment destination.

>> MGM Springfield officially opened for business Friday morning.

>> I'm too excited. As soon as I got in the elevator, I was, like, we did it!

>> I've been doing news here in Springfield for 40 years now, and I've never seen a day like this.

>> For now to be a partner with MGM, it's going to bring so much excitement to this area.

>> For hours and hours, people were outside of MGM Springfield waiting for their chance to finally see what this place is all about.

>> In my opinion, this is probably the biggest event in the history of Western Massachusetts.

>> I want to show you just some of the attention to detail.

It's such a good vibration

Come on come on come on
It's such a sweet sensation

Feel it feel feel it

It's such a good vibration

It's such a sweet sensation

>> The atmosphere is fantastic. You know, you've got everybody psyched, and we're jumping and we're ready to go.

>> A turning point for a city that set their sights on a vision and never looked back.

>> Springfield, you took a chance. I promise it will be worth it.

>> MR. MATHIS: So just some fun facts from our first six weeks covering the third quarter, of course, we opened August 24th and through the end of September have some fun facts for you. So as of the end of September, we were at 1 million visitors.

You know, well on track with our 15,000 to 20,000 per visitor sort of daily visitor aspiration. Meals served, 11,500 within those first six weeks. We're doing tremendous food and beverage business as well as on the hotel side, exceeding expectations. I'd just like to pause on that. I think really more than anecdotal, but we should get some firm facts around this is the impact it's had on the surrounding businesses and hotels. I just ran into Tony Caputo from Red Rose who is our neighbor and I think there was a concern about what the impact would be to his business. He's since expanded his space, extended hours. I know there's been a couple nights he's run out of dough which is probably the first time in the history of that business. And the feedback I've been getting from hotel years as well as restaurants is generally about 20% up, extending hours and looking to grow their businesses. So I know looking at hotel rates, the Sheraton, the Tower Square Hotel. As you know, there's a Holiday Inn Express that opened.

There's now going to be a Hilton, \$15 million Hilton, 100-room hotel that's opening what we all hoped would happen has happened, which is rising tide is lift all boats and is really gratifying to see. And we think that is part of the catalytic impact of this economic development project that we've all worked so hard on.

And, you know, the other interesting thing is we've got some of our liquor and alcohol vendors, and they stopped me the other day and said, don't let anyone tell you that they're not seeing more business because they actually have -- they're monitoring their local accounts and all of their accounts are up. So it's just an interesting data point that we hadn't thought about which was another way to look at what has been the impact from a few different perspectives.

So very gratified to see that. On the GGR side through the end of September, \$36.5 million. And that represents a little bit over \$9 million of taxes paid to the Commonwealth. Of course, as other taxes and payments that we've made to the City of Springfield and some of those economic benefits.

So very pleased with the opening, and we're in the early days. Certainly continue to tweak the model and understand what the customer wants. We did a campaign that Alice can speak to. You said it, we did it. And it's really about being very nimble and making changes very quickly and letting the customer guide us on different games they'd like to see, operating hours, we're extending meal service, in-room dining, little things that we've been working on to listen to the customer, especially as our staffing has regulated. We didn't want to be too ambitious early on, but we're now at a point where we feel really good with staffing and can start making some of they see changes.

I'll be available as we all will to answer any questions.

So feel free to stop me along the way or we can just going and save some of the Q&A till the end. I want to give a hiring update. Mary-Kate would normally be here, but someone's got to watch the shop across the street. So really pleased where we are and, you know, as much pride as we have in the building, we're even prouder of the people. And at the end of the day, that's -- we are in the people business. So just some stats where we were as of -- this is an October 10th report, but essentially lets you know where we were at at the end of September. So recall that we had a 35% goal for Springfield resident hires, which was incredibly ambitious. Nothing like that really done in the industry. As of the end of September at 38.4%. And really what's

gratifying for me about that story is we had a number of our counterparts come from Las Vegas. They run -- they run, you know, the Bellagio, MGM Grand, Aria, some of the largest and most luxurious resorts in our area. So, you know, as impressive as they were by the design, what they were really impressed with was the quality of our employees, the engagement. I think there was potentially, you know, muted expectations given the fact that it was, you know, lack of hospitality experience in the market, and we had such a high target towards Springfield resident hires. But what's been validated is if you give people a chance who are really eager and proud of the place they work and they're welcoming their families and their neighbors, there's this extra level of engagement and passion. And so much can be overcome with a great smile and a great attitude. And that's reflected in the feedback I've been getting from a lot of our customers who sort of knew that it would be potentially a rocky start because of an opening, and they said, you know, our staff was wonderful. So very proud of that.

We're very close on all of our other targets. Women, we continue to try to get to that 50%. We're at 46%. And as folks drop out of maybe traditionally male roles, we're going to continue to work hard to get to that number. But certainly very close. On the minority side, we're exceeding that 50% goal at 57.2%. And on the veterans side, really great story, 6.2% compared to the 2% goal. So we will continue to maintain it. We don't view that as just an opening goal. We want to maintain it and grow it throughout our operation.

>> COMMISSIONER STEBBINS: Mike, and I know you know this, we had a great opportunity, Director Griffin and myself, to visit with Mary-Kate and her team the other day and continuing to work with local workforce development stakeholders because as I tried to impress the message, if you didn't have a job with MGM by August of this year, there's still a chance. Keep working towards it. Keep going through the training programs. Keep pursuing it because there's obviously some turnover that's happening. But, you know, we're happy that the work is going to keep going and the relationships with local workforce development stakeholders and statewide stakeholders is going to continue to take place. So we can help you with those numbers at the same time. Make sure Western Mass residents don't forget that there's still an opportunity to pursue a career with you guys.

>> MR. MATHIS: Absolutely. We continue to hold, you know, open workshops, hiring workshops. We do new hire orientations, and you're right. There is a little bit of turnover limited. I think we're happy to see. So some of our overhiring goals have resulted in less opportunities because we're seeing less dropout, which is a testament to the team and the opportunities. But we will continue to focus on local hiring. And one of the things we see, as Springfield customers come and interact in a facility, I think those that had a different view about what it would be like to work in a resort have actually shown up in our hiring calls. So, you know, just being in the facility, you know, I think leads to some recruitment itself.

>> COMMISSIONER STEBBINS: Great.

>> MR. MATHIS: We're now going to look at our vendor side. So next report we'll do a traditional supplier report. I think where we're at as of the end of September in the transition period because we went from the preopening to the operations and some of our accounting, we need to sort of draw a distinction between one and the other. Particularly on the operations side, with only six weeks in, some of our vendors hadn't

even billed within that period much less us paying. So I just didn't want to give you what might be, you know, sort of bad data. So -- but what we thought we would do is just give you a recap of all of our OS&E, which is supplies and equipment, office supplies and equipment is our numbers, nonconstruction up to our opening. Just to let you know where we're able to land in terms of some of the vendor spend.

What you'll see is goals of 15% for women-owned businesses, 10% for minority-owned businesses and 2% for veteran-owned businesses. And you know, with the exception of WBE, which we got very close on, you can see that we met and exceeded those goals. So a lot of that turns into ongoing vendor operating spend because if you buy the equipment or you buy the services preopening, many of those translate into operations. So we'll give you a full robust update as of our Q4 report which will incorporate some of our September numbers.

And then you just see a little bit of a breakdown geographically of where some of that spend was. I'll just let you look at that slide. And with that I'm going to hand it over to Alex Dixon, our General Manager.

>> MR. DIXON: Good morning, Commissioners, and welcome back to Springfield. I want to talk about a couple commitments that Joe spoke about earlier. I have two folks here with me who really helped spearhead our transportation demand effort. And first is Nicholas Pantelakis. He was recently promoted to our Director of Front Services, so congrats to Nico, and Jason Randall, director of HR. I'll hit a couple of highlights of the program and we'll definitely be available for questions if you have those.

So first and foremost, for this effort overall, there's one of 3500 commitments that we talked about. But this is one I think that really showcases just how MGM thinks about taking on our commitments. One is putting the full force and weight of the creativity of MGM to really help enact something that will have a lasting impact on the broader Springfield community. So first and foremost, we know we needed to have a great team, and that's led by Nico. He's my one throat to choke on this topic as I like to think of it. But he really helps to lead the effort of engaging both our internal resources and external. You can see how we've taken this effort which is really to have a physical infrastructure that was led by Brian Packer and the construction team, and how do you bring that to life. How can you kind of reduce the amount of vehicular traffic either coming to the facility, being utilized by our employees, promoting healthy behaviors through use of public transportation, or car rides and utilizing all the assets that the Commonwealth provides. And Nico is really kind of the tip of the spear to make sure we take advantage of those items.

So next some transportation demand management as one of the elements as a part of our bid, one of the things that we entered into, and you all heard about, was developing an MOU with the PVTA. And pictured on the right you see a launch to really promote The Loop, which is the downtown service that runs from Wednesday through Sunday that really encourages visitors who are coming to our facility to get out in the community and go to all the area locations that are within downtown Springfield. So this is the Springfield Armory, the basketball hall of fame, museums, get over to the dining district on Worthington Street and it's really showcasing the physical infrastructure that we've invested in from the construction side.

So next is the elements that are on site. And one of the things that is essential is that we, on every floor of our 3400-space garage, we provide space that provides

preferential parking for ride share and carpool locations, but really low-efficient and fuel-efficient hybrid vehicles. That really helps to promote this technology to make sure that we welcome folks onto our property and something that we're really proud of.

Lastly is the MassRides partnership. So the Commonwealth has done a phenomenal job in making sure that they partner with companies like ours to make sure that employees understand the benefits, that they can achieve by signing up and becoming a commuter with other employees or the benefits that they can get by purchasing their tickets -- excuse me, their tickets to get onto the bus, you know, through us directly, through direct payroll deductions.

So next a couple of the highlights on the Power of Two Wheels. And so we are really excited to partner with Valley Bike Share. So we've got a location that is on site. This in the lower left indicates some of the bike share elements there. And we've got within our garage an area where folks can safely park and stow their bikes so they can get to work. We also provide showers inside so that if people want to be able to take a shower after they ride. And on the far right, you see the maps that we have positioned in our hotel lobby to make sure that people know how to get in and around town. We're very fortunate that downtown Springfield is very walkable. We partner with Phil Drummy and the city to not only promote this walkability but to promote ridership onto The Loop, and we're constantly working to figure out how we can change the stop time so that we can take advantage of the CT rail that comes up from Hartford, add signage to make sure that people who are coming to the facility know how they can get over to our property.

Lastly, really as you think about the before and after of downtown Springfield as it relates to the walkability and really the infrastructure that was really led by the construction team, you start to see pictures on this slide here of the crosswalks, the dedicated bike lanes, really just the infrastructure that has been developed has been phenomenal. And lastly, Uber, just the increase in ride share to downtown Springfield has been really a testament to not only the coordination that Nico and his team do but to make sure we're educating on our employees on how to get to work. A fun stat, there's an average of 2,000 Uber trips a week to and from MGM Springfield. And that's a significant amount of cars that we're preventing from just either normal folks coming to work or our customers who are coming down to see us.

>> MR. MATHIS: Alex, if you can, I want to pause on that. When you look at the metrics of the transformation of how successful downtown is and the walkability is that Uber stat. I remember when I came here in early 2012, we would jokingly in the office call it the Uber because there is literally one driver when you pulled up the app. If you got that car, then everybody else was out of luck. So to see that ridership go up, a lot of our part-time workers are drivers, more drivers, the more demand, and it really is a great -- is a great sort of indicia of economic development I think is that Uber stat and not all the things that go with responsible drinking and a lot of our customers avail themselves of the Uber rides to mitigate some of that. I'm particularly proud of that stat on that slide.

>> COMMISSIONER ZUNIGA: Mike or Alex, do you have designated spot pickup and drop-off spots?

>> Yeah, Nico, do you want to speak to that?

>> MR. PANTELAKIS: Yeah, so we have a designated Uber stand and taxi stand as

well. It's in between One MGM Way and Skate Street and we worked with Uber and had that area repinned. So if you pull up the app and request an Uber, it's going to automatically have the Uber go to that area.

>> COMMISSIONER ZUNIGA: Excellent.

>> MR. DIXON: That's really important because as you can imagine on a 14-acre site on many different ways to get to and from that you have that coordination so that people aren't picking up along State Street to back up some of the major thoroughfares. So for folks coming to and from the property, again, all the behind-the-scenes work that Nico and team have done to make sure that really this Uber community and ride share community knows how to drop off, pick up and our employees know where to get picked up and dropped off as well because that can have a meaningful impact on downtown traffic and so the team's done a really good job at communicating that.

>> COMMISSIONER ZUNIGA: We know. We drive in downtown Boston, and the Uber pickup and drop-off is remarkable. Really reduces traffic.

>> CHAIRWOMAN CAMERON: Remarkable.

>> COMMISSIONER ZUNIGA: Remarkably bad. It's -- anyway.

>> There are several things on the horizon and the team is continuing to work with PVRTA. We're implementing electronic signage to make sure that our -- the participants of people who are in let's call it this ride share or the TDM world know each other. And one of the offsetting benefits is that when Mass Rides comes, there's a tremendous benefit of people understanding really how many other employees live close to them so that they know that there's an opportunity, let's say, to carpool or that there's some comfort in knowing that there are other people coming to work who get on the same buses that they would be considering. And so that's been a tremendous aspect. But I want to just give Jason Randall an opportunity. Anything else from the program that you'd highlight that you think is important to share?

>> MR. RANDALL: No, it's been great having Mass Rides. I've been at a pair of benefits events for our employees where they've gotten to see about 500 total employees that express some general interest in learning more. So having them at the table as well as PVRTA at our last event to share more about the routes and how individuals can get around Springfield from home to work, it's opened a lot of eyes to employees. And on the horizon one here, just teaming up with local partners to offer some lunchtime tours just to get our employees out downtown and those that aren't familiar with Springfield to learn what is downtown and what they can experience more during their off time.

>> Well, thank you, Commissioners. If there are no further questions, we'll move on to Talia Spera with some great updates about the plaza programming.

>> MS. SPERA: Good afternoon, Commissioners. Thank you for having me.

>> CHAIRWOMAN CAMERON: Good afternoon.

>> MS. SPERA: Commissioner Stebbins, just to follow up on your question about the overnight guests before we get into some of the data. 2019 is a huge part of our strategy. What are they interested in, and to be honest, the first two months of what we call our season was a lot of trial and error in my opinion, so I'm happy to hear that you find it was successful. But there's obviously a number of things we can do to improve the programming out there. And so some of the steps that we're taking for 2019, we have a ton of customer feedback both from our hotel guests and day trip surveys, so

we're continuously looking at our feedback in addition to what we experienced while we were out there. Springfield's a tough market to crack. You know, what do the people both in the community and our visitors want from entertainment and so we're continuously looking at that. But I think 2019, you'll see a lot of great things.

So just a quick summary, you saw some data previously, but this is August through October. On some of the activations that we've done. We've categorized by what I categorize in our budget. And so there's concerts, recreational events, food and beverage community and car shows and you see sort of the number of days of activations that we've had within each category and the total estimated attendance for that category. So we're just under about 20,000 that we think attended events on the plaza and that's 42 activations within really just over 60 days of activations if you don't include when our winter ice rink opened. So that's more than an activation every other day. And so lots of examples up there, but city block concert series to Dropkick Murphy's to yoga, craft breweries, so a lot of variety and we'll continue to do so in 2019 as well.

>> CHAIRWOMAN CAMERON: The car shows are a big hit.

>> MS. SPERA: They are.

>> CHAIRWOMAN CAMERON: Lots of people.

>> MS. SPERA: Cruise night, that was a partnership. They move it throughout the city with the plaza being one stop and then our friends at Indian Motorcycle did a motorcycle bike fest as well. Very successful. A couple of past highlights that we're proud of you know, the Dropkick Murphy's concert which kicked off opening weekend. They're a band out of Boston. And what I found -- what I really appreciated about pulling off this event was that we partnered with both Nathanville who is a local restaurant and the sergeant gunnery sergeant Thomas Sullivan foundation for a charity event on this and so that was really special, I think, to the community. And another one was Jam Fest and again just focusing on the collaborations that I think MGM has been successful with. This is another collaboration with the Springfield business improvement district to help bring these types of events to the plaza.

Some of our current activations that we have ongoing right now are the ice rink. If you haven't been out there, you should definitely check it out. As Mike mentioned, Nancy Kerrigan opened the rink for us, which was a pleasure, and we had a large tree-lighting ceremony with what we're estimating about 3,000 to 3,500 guests attended that day. This ice rink will be open through March 2nd. Year-to-date attendance as of 12-16 is about just over 6,000. We're averaging about 263 guests per day. And then you can see some of the pricing and just our hours of operation.

>> COMMISSIONER ZUNIGA: What's the igloo tally?

>> MS. SPERA: The igloo?

>> COMMISSIONER ZUNIGA: Yeah.

>> MS. SPERA: It's just a fun guest experience. It's the inflatable igloo that you can kind of camp out in if you're a little cold and there's some tables and blankets. And then we set up a menu with a call system to Kringle to come service if you just want a coffee or something a little different. Additional offerings that we've got, Kringle Christmas Emporium has moved into the Armory and that's an extension of what they do in the church. That will go through the end of Christmas Day. They'll loud out on the 26th and you see some of the hours of operation as well and just some of the cool

features has a pop-up within the space. They've got make your own perfume, balsamic and oil bars that you can try different varieties on, art that is sourced locally. So very cool feature.

>> COMMISSIONER STEBBINS: I have to admit, I walked through there the other day and your HR people should be cognizant of the fact that the two guys from Kringle Candle could have sold ice to an Eskimo. They had me almost buying everything under the roof.

>> MS. SPERA: I've stopped myself from going in there for that same reason.

>> COMMISSIONER STEBBINS: All right.

>> MS. SPERA: And then upcoming entertainment that we will be launching in the new year is Shine Bright is going to be our New Year's Eve party in the Armory. This target demos black tie chic, just looking for something to do, not necessarily gamers but want to do something in Springfield. And so we'll have a live band, interactive food stations including liquid nitrogen ice cream and some cool effects in there. So that's December 31st. We're going to start that at 8:00 P.M., and we will close by 1:30 a.m.

And then lastly we've got Roar Comedy. This is a series we're extremely proud of. We are working with John Tobin Presents who is out of Boston. He is a promoter that does comedy shows in both Boston and Worcester. At Laugh Boston and Wahaha. We've currently got 112 shows on sale. The agreement currently is January through June, and I think that we'll go on sale with an additional 20 shows for a total of about 130 within that six-month timeframe. These shows are going to run Thursday through Sunday. Typically they'll have two showings a day. So we're averaging about five comedy shows a week in there. But, yeah.

And then we threw this in there. I just wanted you guys to be aware of sort of some of the standard security staffing that we have been doing on the plaza since we've been operational. We found that sort of the setup is within that yellow space out there. And then you can see the stars are typically are security posts for that event, both by the bars and every point of ingress/egress within the mainframe work of the event setup. We scale this based on size, based on type of event, based on target demo. But this is just one example of what we call a security staffing plan for sort of a mid-sized event.

>> CHAIRWOMAN CAMERON: Thank you.

>> MR. PACKER: Good afternoon.

>> CHAIRWOMAN CAMERON: Good afternoon.

>> COMMISSIONER STEBBINS: Good afternoon.

>> CHAIRWOMAN CAMERON: Almost afternoon.

>>MR. PACKER: Yeah. So we'll run through here the construction update for the third quarter which really was the goal here all along for the last 3 1/2 years. And so in putting this together, you know, for years, we've been showing a bunch of renderings, and finally here, you know, I've tried to mirror a lot of these shots of some of the renderings that you've seen over time with the real thing. So here's the aerial progress right around opening. You can see DaVinci Park came together, the plaza, the landscape areas around the church, and really the whole campus kind of finish off. Just from another angle, you see the last-minute touches on the signs along the garage.

And then here's the money shot. For years it was a rendering and then scaffolding, and finally that kind of iconic re-creation of Main Street and the different

facades.

>> COMMISSIONER ZUNIGA: That's a picture?

>> MR. PACKER: Probably photoshopped a little bit. And then our South End Market where we had the three-state facade integrating into the newly built facade. And then probably one of the more special places on the campus was the Armory. I know for a while, it was hey, how are we going to activate the space? What can we do with it? We eventually landed on clearing out the inside, restoring the exterior, and I think really has worked out well not only from an aesthetic standpoint but the flexibility standpoint. The chandeliers really helped to make the space. And obviously Kringle Candle inside of the church, really nice fit. The parking garage, finishing off with the electronic board, the iconic sign, and then flexible marketing signs.

Another unique part about this project was obviously the Head Start. And this was a lead platinum, net-zero project. So you actually have geothermal wells out there in Springfield which was very interesting for the team, first geothermal I've been involved with. And just a unique asset here for the community.

And then some of the more detailed spaces. You can really see, you know, what our interior design teams have brought to the project here when you just look at the hotel lobby. Extremely warm, comfortable. And then obviously the casino. Our steakhouse and Italian. Food marketplace, our South End Market tap, bowling area and tap. And then the ballroom/pre-function spaces with the restored dome in the background. And then another area in the project that really gets a ton of compliments are the hotel guest rooms. And some of these guest rooms have unique features where they actually link to outside patios and our lanai areas which is a unique feature in our properties as well.

And so then that leads us to the design update here for the third quarter. Essentially, really these are cleanup packages. As you can see, the majority of this is in spaces that were coming on later in terms of finishing out, the armory, the armory terrace, some last-minute touches at Kringle, and then obviously updating the site plans, landscape plans, basically for the as-built condition.

And on schedule, obviously it opened on August 24th. And the cinema on September 27th.

>> CHAIRWOMAN CAMERON: Quick question for the team. Are all of these, you know, various amenities working out the way you anticipated? Are there any surprises with any of the different venues?

>> MR. MATHIS: Yeah, we can maybe tag team this, I think. Yeah, generally the hotel product has been really well received. I think it's some of the best we've done as a company. And the overwhelming sort of reaction I get from guests about the whole facility is can't believe that there's so much Springfield and so much industrial feel to it but in a really, you know, boutique way. So I think that's been a runaway hit. I'm not going to -- I'm not going to lie. I get confronted daily about no buffet. There is a very passionate buffet customer out there that we just have to try to get them sold over to the food market because really we believe that's the evolution of that business and the younger customer wants sort of a smaller portion, fresh. So I make that pitch all the time.

But, no, I think generally all aspects of the facility have been really well received. The outdoor facility has been a great hit. The movie theater. I think everybody really

appreciates just you have different experiences throughout the resort. So not much that we feel like we would do over again differently.

>> CHAIRWOMAN CAMERON: Okay.

>> MR. PACKER: The only thing I'd add, Mike, so in our parking garage, so 3400 spaces free, it's been tremendous. We've been able to offer parking to our neighbors at the courthouse and have had no impact. But on very busy days, one of the things we're working on is really educating our customers that there's a secondary exit the Union Street off of the third floor. It's one of these ones where you can have normal signs, but we are going through the process of really merchandising the exit almost like it's an entrance. In the same way if you think about that, so getting people out when we're on our busy days is one of the biggest things that we're working through. But you just never know that until you're into the building and really understand what are the changes you need to make.

>> CHAIRWOMAN CAMERON: Thanks.

>> MR. PACKER: So obviously another large part of the project here was our diversity program. And we usually talk about, you know, commitments and then actual payments. What you'll see here today is the commitment slide. And as we go to payments and the payments are getting mighty close to the actual commitments. So we're still in the process of closing folks out, getting final retention released, and then you'll see the commitments and payments essentially merge here into the first quarter of next year. So we've met on all our targets for payments and on WBE, the project goal at 10%. Currently we're at 20.6%. And MBE, we're currently at 7.6% and on VBE, currently at 6.3%, payments are at 6%. So essentially if the dollar is going forward, 100% of that was paid to nondiverse companies, you would still meet your goals for the project.

And then on our workforce diversity where we're actually tracking every hour worked by the workers on the project by the groups of women, minority and veteran the project was 6.9% and women was 8.55%. Minority at 15.3%. We landed at 21.78%. And on veteran at 8%, we landed at 8.71%. These numbers essentially close very close to the TCO dates or within a couple weeks after the TCO dates. So I don't see these numbers moving much. We do go through a final closeout audit process just to make sure if we see any anomalies in the data over that three-year stretch, for instance, maybe a company reported someone as a veteran 80% of the time and there was 20% of the payroll did not report as a veteran, we would ask the question and then make sure that person consistently gets reported with the accurate detail. So I don't expect these to really change much here. Since they essentially closed right after opening.

And then this is the Q3 cost estimate. And really the slide here should be almost cost actuals. We're at a point now where really this is the actual payments through the end of the quarter. And you see here 940 and on Ed's slide earlier, you know, we've had that estimate of 960 here probably for the last year and a half, two years or so. So here with payments through the third quarter of 940, we will hit that 960 as I get through the end of the closeout period. The majority of that money that has not been paid to date would relate to construction closeout that we're currently in the process of doing.

And if there aren't any questions, we have a guest here, Todd Megrath, today to speak a little bit about lead.

>> MR. MATHIS: Commissioners, if you wouldn't mind, I just wanted to interrupt really quickly. We hope we see Brian at many future reports before the Commission, but as this is the last true construction report and I just wanted to say how much of a privilege it has been to work with Brian. He made everything so easy. Such a commitment to everything that he was doing in this job just was just extraordinary. And Joe, I don't know if you wanted to mention a thing or two as well.

>> MR. DELANEY: Yeah, I think, you know, Brian, his attention to detail on this project was amazing. You know, all the work that he did to really help make my job a whole lot easier, and it was truly a pleasure working with him over the last couple of years.

>> CHAIRWOMAN CAMERON: Great.

>> MR. PACKER: Thank you. The feeling's mutual. Joe and I, you know, we met each week here for years, right. And the key to that, I think, was always having an honest dialogue when there were issues. We didn't hold back, let Joe know what problems we were facing. When things were good, we talked about that as well. But each week, you know, we had a very honest and open kind of dialogue about the challenges of the project. And at the end, it really helped, you know, move everything forward. So thank you.

>> CHAIRWOMAN CAMERON: We've appreciated your updates as well. Always comprehensive and you have the ability to answer every question asked. So the team did a good job with putting you in charge.

>> MR. PACKER: Thank you.

>> COMMISSIONER ZUNIGA: Yeah, I know that you were a critical member of the smooth transition team that was spoken earlier. So thank you for all your efforts.

>> MR. PACKER: Great, thanks.

>> COMMISSIONER STEBBINS: Thanks, Brian, and thanks for your help on the AOC efforts, and hopefully that will continue. And certainly, you know, I hope the next project is a little more challenging than this one's been.

[Laughter]

>> MR. MATHIS: If I can just add before I hand it off to Todd and I appreciate those comments because I was going to make the same -- sort of in the spirit of wishing Paul a great next career and stop is Brian, again, is one of those unsung heroes. When we talk about the great opening we had, much of it is due to the fact that we didn't have to worry about the building. And that's something that a lot of projects don't have the luxury to do. When Brian said he was going to deliver a space, you know it would be delivered on time. And it would be delivered in great condition. And you could build training and pre-opening activities around that. So I can't tell you how difficult it would have been if he didn't hit those dates, and we wouldn't -- all of us collectively wouldn't be here today if we had anybody else but Brian Packer. So the company is lucky to have him, and he'll hopefully continue to check in on us.

>> MR. PACKER: Thanks, Mike.

>> If I could join the chorus as well. I have to. For years, it feels like it was just Mike, Brian and I doing these quarterly updates, and we'd be before you, and we'd be preparing. And Mike and I are a couple of lawyers who have good ideas but aren't as organized as Brian Packer. We would be amazed at the organization that as a

construction guy he would bring to give us these presentations, to get the information. He had a team of what we call the Brian Packer Special Ops consultants who, you know, helped get all this information together, and the level of professionalism and organization, we talked about the 3500 commitments when we thought about addressing those. If we didn't have a guy like Brian Packer in charge and organized with his, you know, room-size bulletin board and lists pinned up with every single commitment, I don't know how we would have gotten through it. Certainly Mike and I would have had to enlist some other help. So, you know, personally, you know, thank you, Brian. It's been a pleasure working with you. I've learned a ton from you. And we know you'll be around a lot. But we'll miss these presentations with you.

>> MR. PACKER: Thanks.

>> Good.

>> MR. MATHIS: Todd, you've got to follow that.

[Laughter]

>> MR. MEGRATH: I echo all of those sentiments. Good afternoon, officially. Thank you. I actually -- so I'm here to just briefly touch on some of the environmental aspects of the MGM Springfield project. As part of this commitment not only to the community as well as the Commission and the state but also to our corporate standard, we ensure that we utilize environmental certifications and best practices across all of our development. MGM Springfield was no different. However, the complexity of MGM Springfield certainly drew a lot of my attention from the corporate level due to not only the complexity of the site, the inclusive nature of some of the existing buildings as well as the scope of construction, it made this project particularly we'll just say interesting from a lead certification standpoint.

When we were programming this, we knew that a single certification was not going to be an opportunity for us. So we broke our construction scope into four different lead certifications. And I'm going to touch on those four as well as the other open items. So first and foremost is the resort hotel and podium. For all of these projects, lead gold was a standard. It is our standard as far as when we utilize the lead certification program, allowing us to incorporate best practices but also it's a common language for us to use with the construction teams, the subs.

Currently the hotel and podium have already gone through the design review and certification program. The construction review is in, and we are currently working on the final closeout items. We absolutely anticipate a minimum of the gold-level award depending on some of the program we'll talk about later. We have the opportunity to potentially do slightly better than that.

The Armory also, due to its nature as an existing building, a new construction program was not going to be conceivable in that space. So we opted for a commercial interior certification. Similarly, we've gone through the design review. We've been approved and construction submitted -- excuse me -- construction submission was complete actually as of last week. So we hope to be dialoguing around both the Armory and the chapel in the coming days shortly after the holiday season.

Chapel, similarly, they're on almost identical certification paths and time lines. They also went in last week, and we hope to have an award by no later than February. The MGM day care was a little bit different. We've been engaged with the certification

program and the lead process early on. We've gone through this review now a number of times. This is a platinum-level review for new construction, and we have actually already been awarded the necessary points to reach platinum, which is 80 of the 110. And we are actually just actively dialoguing about a couple of last-minute items in closeout. So we hope to have this one very shortly.

Greenhouse gas update. So as part of the MEPA process in order to close out the MEPA development process, we are requested to submit a self-certification. That self-certification was -- I believe we were given 90 days post-opening. We met that target. And with the help of some of our consulting team and the Epsilon Associates, that was completed with a little over 900 pages of documentation for them to review. So we don't anticipate a lot of questions coming back from them. We'll obviously open and have active dialogue with them if for some reason they do decide to come back.

Lastly is our solar update. So MGM began the financial evaluation of what solar and the deployment of a solar system may look like at this project early on. However, you guys may already be aware, the DOER and some of the programs have been in flux over the course of the last couple of years. However, that didn't stop us from going through the necessary process and program that started with the utility. We've been working in conjunction with our utility almost two years specifically on this, let alone our other interconnection programs. We were approved in April of this year for a 960-kilowatt-sized solar deployment for the garage and you'll see a rendering here. We are continually and actively working with GE, a Massachusetts-based company, on this design. We believe we've submitted what we believe will be the final design if approved by the DOER and the state and also with the acceptance of the smart incentive program. The SMART incentive application, although we were told was going to be several months ago, officially just opened in November, and we submitted right at the end of that program. So we're hoping we're within that window. And we believe, although DOER has not given us a definitive time line, that it is upcoming and should be received in the first quarter of next year. So we'll know a lot more at that point.

>> COMMISSIONER ZUNIGA: A question on the solar. So is this power that you'll be able to sell back to the grid or you'll be using in your facility or?

>> MR. MEGRATH: So currently the program is actually being behind the meter. So we're planning to deploy all of the energy production into our facilities. We hope to utilize 100% of the solar.

>> COMMISSIONER ZUNIGA: Is this something that might help you get potentially platinum certification?

>> MR. MEGRATH: Yes. Thank you for that note. Absolutely. If this program becomes approved, we are continuing to have active dialogue and the reason why we have not gone through the official certification protocol for lead and GBCI is we believe this has the potential to provide us the opportunity to receive a platinum-level build.

>> COMMISSIONER ZUNIGA: That would be really fantastic.

>> MR. MEGRATH: Yes. It would be an industry first.

>> COMMISSIONER ZUNIGA: Good luck.

>> MR. MATHIS: Great. I think we'll close it out with just an update on some development items. And thank you, Todd, for that update on our sustainability. So residential development. There is a looming March date by which we owe you a definitive plan. You all have been incredibly patient with us and the city. As you know,

we have a 54-unit market-rate apartment commitment. And for a considerable amount of the time to date, we've been working on the 31 Elm opportunity which I think everybody recognizes is a wonderful opportunity if we're able to get there. It's complicated, it's an historic building with a lot of moving parts. And we've been in conversations with the city and the master developer. You've heard this before, but we're as close as we think we've ever been, and that's been with the assistance of Secretary Ash who unfortunately is now moving on, but I know it's still a project that he's been shepherding and will help us try to get over the finish line. We've also worked with representative Joe Wagner who's local who's helping us with some of the state tax issues and different funds that might help bridge the gap here. So that said, we've self-imposed a deadline of the next 30 days basically right after the new year, go/no go on 31 Elm and on a parallel track, I've been talking to the city, and we and MGM are working on a backup plan which would not be as impactful as 31 Elm but still I think at some point we all recognize we've got to deliver that commitment. So I think sometime after the new year, we'll give you an update and we'll continue to do that through staff of where we're at on that. But we're hopeful that 31 Elm might come to fruition. Okay.

Wahlburgers time line. We are in the middle of a leasing activity to the Wahlburgers group. As you know, there's a site already identified which is the old Days Furniture site right on the corner of our Union and Main on our campus. And we're hopeful that we can get the lease done after the new year, work on preliminary design and permit and break ground second quarter and try to get something open by the end of the year. So that's our time line. We'll update you. Leasing can always go a few different ways, but, you know, the parties are eager to get that deal finalized so we can start the work.

And in terms of some of the available you know, sort of venues on our campus, we've got a -- we've got basically a 1200 square foot space out on the plaza that's available retail. We're going to do a roll-up bar to support the -- especially given the review that we got today, we want to make sure that we're doing well out there in terms of managing the alcohol service. But as opposed to the portable bars which aren't a great customer experience, we think we can do something permanent in terms of a bar out there with maybe some light food service. So we've got a couple of models throughout the community particularly out on their beach that are great templates for that. So we plan on activating that space. We continue to look at the Armory, of course. You know, I think the challenge with the Armory is some of this is temporary programming has been really successful. I hate the idea of losing the Kringle Candle Emporium. We're going to do this New Year's Eve event comedy. The challenge of putting in permanent structures is you lose that flexibility. So we're going to treat 2019 as a bit of a study on how successful those -- that programming is and what the balance would be of doing potentially another restaurant or night-life concept in there. So we'll update you on that. But it's a great problem to have. It's a wonderful space.

I think those are the two main areas for further development. We're almost so 100% sort of built out otherwise. And then on the economic development efforts, we continue to work with the city on what we colloquially call the other side of Main Street, and I think it's really important that we continue the development and that we extend it beyond our four corners. I mentioned one of the hotel project that's been recently green-lit across the street from us. We continue to work with the city and the owners of

the real estate around us to bring potential operators and developers there, whether it be boutique hotel owners or restaurants or different retail concepts. So some of those are in the works. I think we will start formally reporting out as they get formalized to let you know what the progress is on that. But at 31 Elm for example, it would be really impactful there just so that they understand there's some real momentum in the downtown. So a lot of effort ongoing about the other side of the street. Okay. And with that, if you have any other questions, but I think that concludes our update.

>> CHAIRWOMAN CAMERON: Any other questions?

>> COMMISSIONER ZUNIGA: Great work.

>> CHAIRWOMAN CAMERON: Yeah.

>> COMMISSIONER ZUNIGA: Great way to look at this retrospectively and how much happened this year, really. It's really good to see.

>> CHAIRWOMAN CAMERON: Yep. Thank you very much. Very informative.

>> MR. MATHIS: Thank you all.

>> COMMISSIONER ZUNIGA: Thank you.

>> Thank you, Commissioners. That concludes my report.

>> CHAIRWOMAN CAMERON: Okay. We'll move on now to responsible gaming. Director Vander Linden. We will take a five-minute break. We'll hold it to five minutes. Thank you.

>> CHAIRWOMAN CAMERON: All right, we're back from break. And we will introduce Director Vander Linden for the next topic.

>> MR. VANDER LINDEN: All right. Good afternoon, Commissioners, Chairwoman. We are going to give you an update on MGM -- the MGM GameSense program. That's actually really largely being led by Teresa Fiore who is the program manager for research and responsible gaming. So I'm just going to turn this entire presentation over to her and our fantastic GameSense advisers. So Teresa.

>> MS. FIORE: Thank you. Good afternoon, Commissioners. So it has been four months since the opening of MGM, and with that, the GameSense program. So to provide a bit of background, especially for the newer commissioner, GameSense is an innovative program designed to promote positive play and reduce gambling-related harm. To that end our lovely GameSense advisers engage in conversations with players relative to their gambling behavior to increase inform player choice, to reduce gambling related harms, the GameSense advisers who I'll probably refer to as GSAs throughout this presentation provide persons at risk and those with a gambling program with information relevant to their specific needs such as self-assessment tools, voluntary self-exclusion, and information on local treatment resources.

Some key program metrics which we used to record the success of the program would be voluntary self-exclusion. Since the opening of MGM Springfield, there have been 82 what we call Springfield-based enrollments into the VSE program. And so we measure that by individuals coming directly to MGM or who live within proximity to Springfield. 87% of those or 71 in raw numbers were completed by the GameSense advisers. 7% by MGC gaming agents who are on site, and the remainder were done by a category which I dubbed as other which includes Mark, myself, Marlene and a few designated agents who we have working in Connecticut.

An additional evaluation mechanism we use are interactions with guests. And as you may remember that goes along with the GameSense evaluation conducted

by the Cambridge Health Alliance at Plainridge Park Casino. So to date our advisers have logged a total of 48,863 interactions which include nonsubstantive or simple guest communication as well as more substantive intensive interactions, two way-interaction specific to responsible or problem gambling.

So of those interactions, 16% or 8,062 of those have been considered intensive. And the figures which I'm going to fire off now are pretty consistent with what we have been seeing at Plainridge Park Casino. So there's been a 54/46 male/female gender split. 34% of those intensive interactions have been with repeat visitors. 48% of those visitors involved in the intensive interactions fall within the 35 to 54-year-old age range. 69% of those interactions have taken place within the GameSense info center and 18% have taken place on the gaming floor. There's also some movement which we track. So an interaction may start on the gaming floor and make its way to the GameSense info center and vice versa. So that's a really cool metric that we like to pay attention to.

The final component which we used to measure the program is a GameSense communication campaign which was launched with a lot of help from Michael Sangalang and Elaine Driscoll. We launched a campaign to coincide with the opening of MGM Springfield. Digital advertising incorporates behavioral targeting to reach persons believed to be at a greater risk of developing a gambling problem. So to date there have been 3.2 million people who have viewed digital GameSense messages since August, driving a sharp increase in visitors in engagement to a newly redesigned GameSense ma.com. You can see in the chart below that red line marks when we launched the new website, so there's a bit of an increase beforehand which is when MGC really started ramping up their marketing and advertising and you can see a drastic increase once we launched that new site. MGC and MGM have partnered on environmental signage strategies to engage patrons inside and outside of the casino. Some of the examples you can see in the photographs below. One which I would like to call out is advertising on the inside and outside of the PVRTA buses which run on The Loop which services MGM Springfield and some of the other cool attractions which Springfield has to offer. And to quote a number which I saw earlier in a presentation, there's been 5,000 riders on that bus to date. So we would measure that in terms of 10,000 eyes who could have possibly seen our GameSense ads.

Finally, there have been brochures we have put out. They are found both within the GameSense info center and throughout the casino. And I'd be remiss if I didn't thank some of our advisers as well as our agents for providing feedback on those brochures.

And before I pass the microphone over to Marlene Warner who is to my right, and she's the Executive Director of the Massachusetts council on compulsive gambling, I just wanted to thank the folks who have been collaborating with us and getting this program off the ground. In particular Karen McCrae and Andrew Williams who are directly behind me in compliance have been awesome partners as well as representatives from marketing, security, surveillance, risk and IEB who join us monthly in strategy meetings. So with that, I want to pass the microphone over to Marlene and you will hear from our GameSense advisers.

>> COMMISSIONER ZUNIGA: Before you do that, I just have a quick question, Teresa. Of the 69% interactions at the info center and this 18% on the gaming floor, where is generally the balance of 13%? Elsewhere in the resort or in the community?

Can you just speak a little bit about that?

>> MS. FIORE: Sure. So it's specific to the resort. This doesn't reflect any outreach efforts that we have within the community. So it could be some instances where a GameSense adviser may not have recorded the exact location or it could be in a smoking area. Or it could be somewhere that doesn't cleanly fit into one of those categories. So if you are interested, that is something that we could easily tweak.

>> COMMISSIONER ZUNIGA: Well, I was just wondering if the balance of this was elsewhere in the community because I know we've talked about, you know, that has potentially something in the future for the program. But sounds like it isn't, and that was my question. Thank you.

>> MS. WARNER: Good afternoon, Commissioners.

>> CHAIRWOMAN CAMERON: Good afternoon.

>> MS. WARNER: Thank you for allowing us to be here to talk to GameSense. It's been a real pleasure to set up the GameSense information center. First and foremost, I want to reiterate the tremendous collaboration that the Mass Council on compulsive gambling has had with MGC, the team on site, the team in Boston, even the team at PPC who have really been instrumental in helping us set up the right flow and operations for our GameSense center here at MGM. In addition, the MGM team have been really tremendous. Early on, Director Bedrosian was talking about some of the other pieces where they went to National Harbor. MGM invited us to also go to National Harbor and set up an opportunity to see how an MGM casino runs and for us to think about how GameSense would really work within one of their facilities. And that was a tremendous help to trying to figure that piece out. From the very beginning, the director of responsible gambling, Rich Taylor, Allen Feldman, and certainly all of the compliance folks, both Omar at the executive level, and Karen and Andrew again have been just tremendous. So we've been very lucky to be in a very collaborative setting with all of them in setting up this GameSense information center.

I will also say to you that we have felt tremendously lucky that we have the space that we have and the design that we have. Truly it's been both a tribute to the Commissioners and MGM in terms of putting us in a good location, a great location in terms of foot traffic. Our staff, I'm sure, will talk about this a bit more, but the location is key to seeing patrons coming in, having good, solid interactions with folks, and so we feel very blessed to have that, to have two offices, to have the space to sit down, to have the counter, to have the interactive screens, all of it is just very useful in being able to do our jobs in a really meaningful way.

So when we first started thinking how the GameSense center would operate, the first thing that was clear was we needed a senior GSA. And Amy who you'll get to hear from in a few moments, but Amy Gabriela is our senior GSA, started here last January. Again, the agents were wonderful. They welcomed her. She gave her a desk and space. And Amy started to go at it. She started to really work within the community, make sure she was making key partnerships, making sure the MGM staff knew her. One of the things we know about GameSense that it's not just about the patrons. It's also really understanding the employees. We know the employees are at a much higher risk for gambling problems than the general public. So they are just as much a focus for us as everyone else. So we had Amy here on site. One of the things she did in addition to just meeting people as the construction was happening and operations

were being built was that she was involved in all the gaming schools. And the gaming schools were a great opportunity for her to really be talking about GameSense, figuring out how GameSense fits in with MGM operations and how they were teaching the games. So Amy will talk a lot more about that. But that was really key. To our success here.

Starting in mid-July, we brought the rest of the team members on. And we did a very intensive four-week training with them. Again, we had a great partner at UMass Springfield where we were able to use space there to do our full intensive training for four weeks. Kind of from soup to nuts, we've learned a lot from when we opened at PPC to opening here in terms of what our GameSense advisers needed and what they don't. And we have a lot of capacity on our team and in Massachusetts and brought a lot of those folks in. But in addition, we were able to bring some outside experts in so that people really understand the essence of how to help a customer, how to get them to make some changes in their own lives, how to make an informed decision about their gambling. And so these are all the things we wanted to train our staff on. Our staff are very well suited to be on a gaming floor. They all have extensive gaming experience. But we wanted to show them how to translate some of that into helping people. It wasn't a hard lift but something we wanted to make sure we covered extensively.

You know, we went into this saying let's start to operate as we know. And so, you know, started with the 9:00 a.m. to 1:00 a.m. We continue with that. It seems to be working. Again, our GameSense advisers will shed a little light on how this is a little bit different from PPC, but right now we think those hours of operations continue to work.

We were at all the test nights. You may have seen us. We were pleased to see -- we've got a little shout-out -- at the parade. So we tried to be everywhere MGM and Gaming Commission was and I think that's really important that not only was that allowed, it was encouraged. GameSense is a part of all Massachusetts casinos, and we want to continue to have people seeing us out there, that we're visible. You almost kind of missed us because we were in bright lime green shirts versus everyone else that was in suits. It was great to be there. They've been -- you know, as Teresa said -- great about signage, great about brochures. Everything has been pretty consistent, and we're so pleased to see that.

Our end of the bargain has been how do we engage customers? And so, again, the team will talk about this in a minute, but we've been using certain games, activities, baskets, raffle baskets to engage customers. The good news is it hasn't been hard. Customers are really about GameSense. The website rollout, the ads, all of it has really tied nicely together and again we can't thank Mike and Elaine enough from your communications team around that.

Some of the things as you would expect if an opening were a little rough in the beginning but as Andrew said today, your water is always stocked now, isn't it? We can't thank Andrew enough. We always have water for our patrons now. That seems like a silly little thing but it was something that was hard to kind of get into the flow of things but it's there. We now know our deliveries will always be found. We got everyone badged and access to all the places they needed in the building. We understand in some ways we're a full partner and in other ways we're like a vendor and

we have to assert ourselves. I have to say these two folks behind us have been tremendous.

We continue -- in fact, we will have a meeting immediately following this to meet with the MGM team and the GameSense -- the GameSense MGM and MGC all meet together. And those strategy meetings are invaluable. We are there talking about the littlest things and the largest things, whether that's a major incident, our GameSense advisers I always say have the most enviable job because they just meet customers where they're at. They get to be eyes and ears with no other responsibilities but to talk to people, hear from them. So they often are hearing and seeing things that maybe no other MGM staff member is hearing. They can bring that back because we, again, want this to be a positive experience for everyone. We believe that most people can gamble without a problem. We want to keep them in that category and not into the problematic category.

So with that I'm going to kind of stop and say to you that I have my four full-timers for MGM here. Somebody asked -- Commissioners Stebbins asked who's manning the fort. One of our part-timers is back at the casino right now. But we are pleased to be able to bring Amy and Ray and Lynn and Israel. We're going to be hiring two more full-time staff. They'll be starting in January and we'll be training them then. But what I'd like to do first is just have each one of you -- we'll start with Amy and work down this way, introduce yourselves and talk a little bit about your background and then I've got a few questions to initiate some conversation.

>> MS. GABRILA: Hello. Good afternoon.

>> CHAIRWOMAN CAMERON: Good afternoon.

>> MS. GABRILA: My name is Amy Gabrila. I am the last remaining original GameSense adviser, right, Marlene? Is that correct?

>> MS. WARNER: Yeah, and PPC.

>> MS. GABRILA: Yeah but I'm the last original.

>> MS. WARNER: Yeah.

[Laughter]

>> MS. GABRILA: And that's because I love it. This program for me coming out of the gaming industry, I've got 21 years in the business now, 17 1/2 were in table games departments across the country including a large lengthy stint at Mohegan Sun. When this job came up, it was basically a miracle for me, allowed me to stay in an industry I love but with a whole lot more freedom to engage with people and to help people. So I get the best of both worlds. What I've seen this program become in the 3 1/2 years since we started is amazing, just where we've gone, how we've developed our new strategies for reaching people, all the new outreach opportunities that we've had and are going to continue to have in the communities. It really just is amazing to me to see this grow the way it has. So for somebody coming from the industry who now is still sort of firmly planted in it but in a much different way, this is something I love to go home every night and say I do. And, again, and I say it over and over, kudos to my home of Massachusetts for feeling that this was a program that was worthwhile and for really being the beacon for responsible gambling in this country and having this program come in and saying, listen, we want the benefits, but we are going to make sure that we keep a happy, healthy, safe group of citizens in this state, and to me, coming from the industry where I never thought that would ever be an option, it's amazing to me, and I

thank my stars every day for this opportunity. Thank you.

>> CHAIRWOMAN CAMERON: Thank you.

>> Andrew, do you want to introduce yourself?

>> Good afternoon, Commissioners. My name is Linh Ho. I have three years' experience. I was part of the team that opened up the slot and electronic table. When I was working there I see an opportunity to jump into GameSense that from the other side of gambling. So I see how gambling affects patrons. So that's when I had my opportunity to join GameSense and since then I see GameSense, we do a lot of good things to the public, to the people. And also in the community that we go around and we outreach to surrounding communities and try and educate people in gambling and responsible gambling and also having fun. And that's the thing that as Amy said, if people can help themselves in gambling situations, that makes my day as good as it gets. And this is not a 9:00 to 5:00 job. We constantly work as a team and, you know, communication with the MGM personnel. And this teaches us a whole lesson of how we interact with patrons on the gaming floor and also in the community which I have an opportunity to go in and do outreach and try and educate people about responsible gambling and also try to provide them the resource and the information that we have available for everybody. So I think since I joined the team here in July, it's been great, and I love it. And I can't wait until Boston.

[Laughter]

>> MR. ROSARIO-GARCIA: My name is Israel Rosario. I started in one of the casinos right after high school. I was a table game dealer. In my 13 years there, I got to meet a lot of different, you know, small bets and also high-stakes gamblers, and I got to know about their lives, about the way they played, their gambling habits. I remember I used to get yelled at a lot because if I see a player winning or losing, I would say oh, take a break, you know, go home. And that was not my job. My job was to deal for them, you know, to take as much money as I could from them, you know. Even though it was a good job, I wouldn't feel good about it. So, you know, over there they don't have this program like that. They have those little hotlines. I used to give them out. And they would just throw them out. Don't talk to me about that. I'm gambling right now. So I would get yelled at. And so when Amy talked to me about this opportunity, I've actually educated the players in responsible gambling. A lot of people -- I would talk to people about it. They were, like, there's no responsible gambling. So, I mean, once I got into this training, I understand now what she meant. So I had a lot of thought before I switched over. It was the best decision I could have made. So now, you know, I get to -- I see a lot of the players here that I knew from Mohegan Sun. They come up to me. They feel comfortable because I already knew them from over there. So different from the new gamblers that come in. It's like you're meeting new people. I get to engage with a lot of them. You know, learn -- they learn from me, I learn from them, and they feel comfortable. So, you know, we have all these tools at the GameSense info center. Those help out. Nothing else like having somebody talk to you in person like we have. You know, sit here next to me, have some coffee, some water. You know, build that rapport. You know, they start trusting you. I have a lot of people that gamble every week. The first thing they do is they stop at the GameSense. Oh, let me take a break, sit here with you before I go out. You know, sometimes they go in. No, I have \$500. When they come out, they're, like, I only gambled \$200. So,

you know, I love it here. You know, the team, we have a great team here.

>> COMMISSIONER ZUNIGA: Israel -- and maybe this is also for Linh. You speak Spanish, I know. Have you had a chance to interact with patrons in Spanish, and Linh, do you also speak another language?

>> MR. HO: Yes, I speak Vietnamese, and actually I have an opportunity to help out the MGM personnel to interpret the Vietnamese language to patrons on particular issues. And also I did outreach into the community in the Asian community from Worcester to Boston and Quincy before the MGM opened. And in those communities, you know, I try to explain who we are. And I want to -- our brand to be in this community before they get to the casino. So we want to be the first one inside the community first before they get to the casino so they have that education and that knowledge of what we are about. We're here for them. Not for anybody else. We're here for the public to help them to understand more about responsible gambling and having fun in at the same time. So yes, I do have an opportunity to interpret a few cases at MGM for the personnel and also the state police in some issues. You know, I try to do whatever I can to help them out.

>> COMMISSIONER ZUNIGA: That's great.

>> MR. HO: They also do the same thing.

>> COMMISSIONER ZUNIGA: That's wonderful. Do you get a reception at the community?

>> MR. HO: Actually, I do. Yeah, every time I do an outreach to the community, I send back pictures and comments to --

>> Marlene. That's okay.

>> MR. HO: Marlene, I'm sorry. Marlene. And it's well taken because in the Asian community, it's very -- it's very -- they don't like to -- they don't like to admit they have a gambling problem. It's an embarrassment. So when I come to their community, I speak to them in front of them. They say oh, so you're not working for casino. You're working for the state, which is, you know, a great tool for them to use. And I have people that actually come up to me and tell me, you know, their daughters, their son, they've been having a gambling problem, but they don't know where to get help, and they kind of feel embarrassed to go in and get help. But I just tell them that we are in every casino in Massachusetts to provide this kind of service and this kind of education for them. And it's just them. Us provide service for them. You know, these are the perks that the state has put there for the public to get. So I actually have people coming in when they walk into the casino, they say hey, I remember you. You are the Worcester -- you know, you were talking to us. And they already know us in advance before they hit the casino. So now, oh, yeah, I've got my budget set up. I've got my time set up. These are good stuff that we're putting out to the communities. And not just around Worcester and Springfield area I did. I also go to the Quincy and Boston for this future event coming up. So, you know, we will try to get our brand out there before they can get into the casino, the patrons get into the casino. So there's more education out there for them.

>> COMMISSIONER ZUNIGA: Thank you.

>> Let me just note one thing which is we never sent a single e-mail or put anything out there in terms of advertising this. Linh was invited to speak at a training that I think was designed for somebody else. I don't even honestly remember the initial one. And

word spread like wildfire that we had someone who spoke Vietnamese, who was aware -- was not only aware of GameSense and involved in that program but had worked in a casino environment and understood the -- you know, multifaceted approach that we had. And so Linh is kind of a hot commodity now. People call us looking specifically for him to come out to their program so that he can address it in that very kind of complex way.

I don't know if you want also Israel to --

>> COMMISSIONER ZUNIGA: I was hoping to hear a little bit as well from Israel's experience in Spanish.

>> MR. ROSARIO-GARCIA: I don't know the exact number, but if I would take a guess, probably 20% of the people that I talk to, they're either Latino, Hispanic, or non-English speaker that, you know. So I get to use my -- some of my Spanish skills in GameSense.

>> COMMISSIONER ZUNIGA: That's great. Thank you.

>> MR. FLUETTE: My name's Ray Fluette. I've been in the industry 22 years as a table games manager, you know. It's fun. I enjoy the casino industry. I love the business. I love interacting with patrons and stuff. But I've seen the highs and lows of patrons. I fell victim to a layoff. When I decided to revisit the casino again, I found this program here, GameSense. And it's definitely a different direction than what I used to approach the whole casino industry. Pretty much unheard of. It's been a definite experience. You know, a great road. I love being on that side of the table. You know, able to talk to people about exactly how games work. Telling them, giving them the best information before they get out onto the floor, you know, to try to help them make the best decisions out there. Know how the games are random, you know. That -- I mean, that they're going to come to me at the GameSense information center. I mean, they look at us as the complaint department, too. We hear about it. The games are rigged. Games are this, games are that. You know what? We can actually engage with them. We look forward to somebody coming to complain because that gives us an opportunity to actually engage with them. You know, it opens the door, you know.

Working with these guys, as far as I've been in the industry for so long, I speak barely one language, not multilingual like these guys. But I find ways to be able to communicate with people. And if I need Israel or Linh to help me out, it works great. Marlene has recently saw something in me and made me lead over at the Plainridge Park Casino. And we just hired somebody there that speaks five different languages. So it's definitely an asset to have that in the casino industry to deal with all different cultures and everybody's different language.

>> CHAIRWOMAN CAMERON: I have a question for probably Mark and Marlene. When this concept, you first heard about it, you decided to implement, did you realize that so many of your GameSense advisers would come from the casino industry itself? Is that something you had thought about, or is that just something that developed?

>> MR. VANDER LINDEN: We took our lead from the British Columbia Lottery Corporation who started GameSense originally, and we adopted it here. And we asked them kind of who our GameSense advisers, when Marlene and I were in Vancouver for a conference. They said it was about 50% individuals from the casino industry coming in and exactly as our great GameSense advisers say, they want to take this on in a

different sort of way but not interested in leaving the casino industry.

And the other half were persons who came from more of a human service background, social workers, case workers, that sort of thing. We've tried both. We've had individuals that represent both. And I would say that, you know, obviously the persons who came from the casino industry bring such a wealth of knowledge and such an understanding of customer service, that that is really important. And then there are certainly things that we can teach them that make them the great GameSense advisers that they are.

I thought it would be a little bit more in the direction of persons coming from the human service background, though. So I'm pleasantly surprised.

>> Yeah, I concur. I remember the conversation in Vancouver and thinking, oh, they're wrong. We won't hire casino employees. And they are so well trained. I think that's the thing. I've been shocked and awed by is how the casino industry trains their employees. So we've cheated a little bit, right? We take people who are already incredibly well trained, and we add an extra layer. These folks, not unlike law enforcement, are constantly surveying the room. They're watching people's behavior. They know what's going on in three different directions. They know kind of -- they're strategically thinking about their next steps through the casino floor and who they should talk to and how they should engage with that person.

I forget sometimes that there could be hours where they'd have a patron sitting across from them, and they are finding anything possible to talk to that patron about, to keep them at that stage in their lives when they were in a casino environment, keep that person at the table. They're using those same strategies to now engage someone who might be upset, to engage someone who maybe is looking, you know, distraught. Someone who has been hanging around on the floor and doesn't know where else to go. They're using those same strategies as somebody's walking by or is not planning to gamble and is with somebody who is gambling and that person doesn't know where to go. They're very, very engaging, and like I said, it could be they're commenting on a hat or they're commenting on a shirt or they're saying hey, talk about those Patriots, you know, whatever it is, they're finding that sliver of interest where they may have something in common with that person. And they are watching their play. They know what's going on.

You know, they all have -- it was remarkable on the test nights when I was here, and I felt a little bit like a fish out of water because what do I know about opening a casino? I've been at two openings and I couldn't tell you any more that I knew four years ago in terms of how you actually open a casino. These folks stepped right up, and immediately there were a ton of patrons they knew who had come from the Connecticut or Rhode Island casinos that they had all met in their previous roles. And they didn't miss a beat to, like, jump right in, ask about their family members, ask how things were going. And immediately were able to start reengaging with those people. So they do a really remarkable job. So in hindsight, obviously, I didn't know what I was talking about. I think the human service folks -- and we do have some folks -- they tend to be our part-timers. It's a difficult environment. I think it's something we also hadn't thought about. Put a clinician into a casino environment and expect them to thrive is really tough. This is an environment these folks are used to they're comfortable in, they know what the sounds and the lights and all of that. Even the surveillance cameras are

something that clinicians are not used to having always watching. This is something they're comfortable with. So it was a really sound move on our part to finally, you know, fully hear and listen to BCLC in terms of this is the right way to go ahead and hire GameSense advisers.

>> CHAIRWOMAN CAMERON: Thanks.

>> COMMISSIONER ZUNIGA: Do you kind of sense as to just roughly what percentage of the voluntary self-exclusions that we have so far have been made by a GameSense adviser?

>> CHAIRWOMAN CAMERON: It's in here somewhere.

>> MS. FIORE: So the GameSense advisers at MGM carried out 87% of the enrollments.

>> COMMISSIONER ZUNIGA: That's right.

>> MS. FIORE: It is slightly higher at PPC. I believe around 93% of those GameSense advisers.

>> And I would expect to see that number increase. That's purely because in the -- before the casino opened, we had a number of people request to be -- to have their VSE done offsite. And because these folks were wrapped up in training doing other things, it was myself and Teresa and Mark doing them offsite at UMass Springfield. My guess is in a year's time, you're going to see that be in the high 90s in terms of what's been done by the GameSense advisers.

>> COMMISSIONER ZUNIGA: Great.

>> COMMISSIONER STEBBINS: Are you continuing that if somebody doesn't want to actually visit the casino to kind of go out there and meet them, you know, in a neutral location and do the VSE signup with them?

>> Absolutely. Amy's done a few. Amy, do you want to speak to that?

>> MS. GABRILA: Yes. That is definitely something we will continue to offer. We obviously, if somebody is coming to us, we want to make them as comfortable as possible. We want to make this experience as simple for them as possible, and we certainly don't want to be a trigger, you know, for anything they may be experiencing. So all I need is about 15 or so hours' notice to be able to book a room at UMass Springfield where we can do this paperwork offsite so that folks don't need to come down. We can also do stuff for people at our Norwood work office if it's folks closer to that area by PPC. We will always make an effort to make sure people have the opportunity to do this offsite.

>> COMMISSIONER STEBBINS: Great. Thank you.

>> CHAIRWOMAN CAMERON: It's great. It's nice that UMass is really assisting us in that way.

>> MS. WARNER: Absolutely. Any other comments that anyone wants to make or any other questions?

>> MS. FIORE: That concludes our presentation, but if it hasn't been made obvious, the GameSense program wouldn't be anything without the incredible GameSense advisers and the skill set that they bring to this role. So we really appreciate them for it.

>> COMMISSIONER ZUNIGA: And the great leadership of their boss, Marlene as well.

>> MS. WARNER: Thank you.

>> COMMISSIONER ZUNIGA: So thank you.

>> CHAIRWOMAN CAMERON: Great work. Thank you. Inspiring to hear your stories, your comments. Thank you. Thanks for the good work.

>> MS. GABRILA: And thank you guys for not only always listening to us, but it's one thing to allow somebody to speak. With you guys we have always felt that not only are you allowing us to speak, you are embracing us speaking and are legitimately interested in what we have to say. And that matters to us. So -- and also to MGM leadership, same thing. Thank you very much.

>> CHAIRWOMAN CAMERON: Thank you all.

>> MS. WARNER: Yes, kudos to MGM for the great center that they have there. You know, that definitely was not an afterthought, you know. They put a lot of thought into putting us in a great location there. It's very easy to engage with customers. It's not so easy. I think it's a work in progress still at the Plainridge Casino. You know, I wasn't there at the beginning, but I know that they've moved around a few times to make it better. And at the MGM location is really, really nice.

>> CHAIRWOMAN CAMERON: Great. Thank you all.

>> COMMISSIONER STEBBINS: Thank you.

>> CHAIRWOMAN CAMERON: Okay. So before we take a lunch break, we're going to handle one quick item out of workforce. And that will be the workforce mitigation grant, the pilot grant program. So Director Griffin and Ombudsman Ziemba.

>> MS. GRIFFIN: And we have guests from Springfield Community College who can also come up just in case you have any questions.

>> (Away from mic).

>> CHAIRWOMAN CAMERON: 7b.

>> MS. GRIFFIN: Come on up. Okay. So I'll give a brief background. Thank you for taking this item out of order. Our guests have a meeting that they need to get back to. So we really appreciate it. So as the Commission is aware, the Community Mitigation Fund workforce development pilot program was established to assist unemployed or underemployed with adult basic education, language classes, or workforce training. And since 2017, almost 1.5 million has been granted to support these efforts. So today we have a request before us from one of those funded programs, Springfield Technical Community College's Hamden program, intended to rapidly advance adult learners to achieving their high school equivalency certificate. And they have requested -- and I'm just going to go over some of the major changes -- but they've requested a budget amendment that they think will increase enrollment numbers and provide a more active and consistent advising model for their day and evening students. And in addition to introducing students to career pathways. So the main amendment changes I'm going to go over, in their original grant application in 2017, their program focused on level 3 adult basic education students.

And by way of explanation, one of the ways adult students' academic performance is measured is through a performance standard called measurable skills gain. And that's achieved by tracking skill level progression based on testing. Level 3 is low intermediate basic education or grade-level equivalencies to grade 4 and 5. STCC is requesting to open the program to level 2, which is basic -- beginning basic education grade level equivalencies 2 and 3. And I think you see in the explanation that in Springfield, few students are testing into the level 3. And while they have 73 level 2 students on the waitlist. So they'd like to accommodate those students. The

other major change or budget amendment is a change from part-time to full-time staff. So they're combining two part-time education and career adviser positions, day and evening, into one full-time adviser positions to serve both the day and evening students.

And this shift results in a savings in the personnel budget for more than \$16,000. I'm proposing utilizing these funds for nonpersonnel purposes that we have outlined in the memo that include paying for OSHA 10 certification, HiSET exempts for students, bus passes, things that will eliminate barriers for students who can't afford some of these fees. So in a nutshell, that's the proposal.

>> Great. So Commissioners, and Chairwoman, one of the reasons why we wanted to bring this to your attention is just because there were some requests to change a little bit of the scope of the grant. There was one item that was included that seemed like a very, very innovative approach. But I think that what we are looking at is we've always tried to be a little bit cautious and conservative as these grant funds are state funds and in their initial period, we're erring on the side of being cautious. So there was one recommendation regarding a day-long training session that even though we think that it could be a very good idea, we were not -- we're not recommending it to the Commission. And then the other reason why we bring this to the Commission is that the shift to level 2 students, it does take a step away from the original purposes of the grant. We do believe that there's a reason to be flexible, as especially since these folks are the experts in how we should make sure that we provide this training opportunity for these folks. But the overall mission has to be the connection to the casino and casino-related employment or jobs that are displaced by the casino. And so take a step a little bit away from that. We wanted to make sure that the Commission were aware that we were doing that, but we still overall believe that that is within the context of what we're trying to do with the original grant. But I guess this is a little bit of a message to ourselves and message to the Commission and a message to our partners that we always have to just remain very vigilant and diligent that we continue to hone in on the purpose of these grants, which is related to the casino and that we are not primarily a workforce training organization, but we are glad that we can provide that funding to make sure that we accomplish the mission that we have, which is related to the casino.

>> COMMISSIONER ZUNIGA: Can you help me understand a little bit better the level 2? What are we talking about here, or what --

>> MS. GRIFFIN: So level 2 is equivalent to grades 2 and 3. It's beginning basic education.

>> COMMISSIONER ZUNIGA: Oh, okay.

>> MS. GRIFFIN: Yes. And level 3 is a little bit higher, grades 4 to 5. That's according to the state --

>> COMMISSIONER ZUNIGA: Right.

>> MS. GRIFFIN: -- of Massachusetts.

>> COMMISSIONER ZUNIGA: But it's also adult basic ed.

>> MS. GRIFFIN: It's all adult basic education.

>> COMMISSIONER ZUNIGA: And our initial assumption was that because many of these jobs require high school diploma, being at level 2 were too far removed? Is that part of the --

>> MR. ZIEMBA: That's part of the question. I think you'd like to address.

>> May I make a clarification?

>> COMMISSIONER ZUNIGA: Yes.

>> I don't know if that's on or not, but based on our levels, they don't line up directly to the levels perhaps that aren't the national levels. So our level 2 begins at 7th to 9th grade, 6.9 to 8.9. And our level 3 begins from 9th grade to 12th grade. And what we're finding in our recruitment is many of our students fall into that upper middle school level rather than popping into the 9th grade or above level. Thank you.

>> I also want to add that some students may fall into lower levels for certain subjects. So we may have some students that are at a higher level and some subjects that maybe fall into the second level for math, let's say. So we want to be able to service those students as well even though they have lower math skills.

>> COMMISSIONER ZUNIGA: Understood. Thank you.

>> MS. GRIFFIN: Thank you.

>> You're welcome.

>> CHAIRWOMAN CAMERON: So you're recommending both of those proposed changes.

>> MR. ZIEMBA: Yes. So what we're recommending is that we could move forward to the level of 2, but we need to carefully monitor this. We are not recommending the career development day to be funded out of the grant. If our partners believe that that's very worthwhile, and I believe that they do, you know, perhaps there's some other funding that they could utilize for that. We understand the reason for it, the innovation behind it. But we do err on the side of caution.

>> CHAIRWOMAN CAMERON: Okay.

>> COMMISSIONER STEBBINS: I had a couple of questions about the budget because this isn't asking for more money. This is just trying to rearrange funding mechanisms within the existing grant. What I didn't see -- and correct me if I just missed it -- was where are you reallocating money from? I mean, you might have been doing something originally with the money that we're talking about. It's about, I think, \$40,000. So it's not a -- you know, it's a little over 10% of the grant. But are you shifting that away from what else would you have been spending that \$40,000 on that you now want to reallocate?

>> MS. GRIFFIN: Are you asking --

>> COMMISSIONER STEBBINS: You know, I can ask the folks from STCC or --

>> So a lot of the money is coming from salary. We had a late start to the program in hiring.

>> COMMISSIONER STEBBINS: Okay.

>> I know some folks weren't hired until February, March. So a lot of the extra funds is from that.

>> COMMISSIONER STEBBINS: Okay. So it's from savings because of --

>> Correct.

>> COMMISSIONER STEBBINS: Okay.

>> Correct. So it's just moving over some of that money. The other example is I am the interim coordinator. So I don't get any fringe benefits because of the temporary position. So there's some savings in that, about \$15,000. And since I've been the interim coordinator, we haven't hired an evening adviser. Because I was the evening adviser. So there's some savings in that as well.

>> COMMISSIONER STEBBINS: Okay. And some of this is kind of catching up with some monies in FY18 if I read this correctly? And that's --

>> MR. ZIEMBA: Yeah, so there will be some funding even over and above this that would be programmed basically to the FY2020. So we'll take a look at it because some of the grant funds are not being -- not going to be fully utilized in FY19.

>> COMMISSIONER STEBBINS: Okay.

>> MR. ZIEMBA: So assuming that we have another application during the next grant round, we'll carefully evaluate what is the remaining pot of money that is available for activities into FY20.

>> COMMISSIONER STEBBINS: Okay. All right.

>> CHAIRWOMAN CAMERON: So this item requires a vote. Do we have a motion?

>> COMMISSIONER STEBBINS: Madam Chair, I'd move that the Commission approve the budget changes for the Hamden pep program is included in the packet with, I guess, the one exception of the money allocated for the conference which I believe is the \$660 figure, if I'm not mistaken. That's not part of the motion. I was just looking for a little clarification, but..

>> MS. GRIFFIN: Actually, with the exception of the career development day spring event, which is \$1800.

>> COMMISSIONER STEBBINS: Oh, okay. Okay. Then I amend the motion to approve the budget changes as recommended with the exception of the \$1800 allocated for the career development day.

>> COMMISSIONER ZUNIGA: Second.

>> CHAIRWOMAN CAMERON: Any further discussion? All in favor.

[Vote taken]

Not in favor? 4-0 vote. Thank you very much.

>> MS. GRIFFIN: Thank you.

>> Thank you so much.

>> CHAIRWOMAN CAMERON: We will now take a 30-minute lunch break? 30-minute lunch break. So we'll be back here -- we'll be back here -- can we be back at -- well, 10 of 2:00, can we do it? That would give us 30 minutes, won't it? Yeah, let's do -- can we do that in 30 minutes? Okay. Let's do 1:50. Thank you.

[A lunch break was taken at 1:22 P.M.]

>> CHAIRWOMAN CAMERON: Okay. Good afternoon. We're reconvening the meeting. And we're up to item number 6, legal division, General Counsel Blue.

>> MS. BLUE: Good afternoon, Commissioners. In your packet you have Encore Boston Harbor request for a nondisclosure agreement. This is a very routine matter. All of our licensees under our statute are entitled to ask for a nondisclosure agreement. And our other licensees, in fact, do have theirs in place already. You have already approved them. This is just us continuing along with the daily kind of housekeeping things that we do for our licensees. This has no particular impact either way on our matters with Encore Boston Harbor, but basically moving along our parallel track to make sure we have the things in place that we need to have in place.

The items that they have requested to cover with their NDA are exactly the same as those that were requested by MGM. So it is consistent with those matters that a

category 1 gaming establishment would ask for. This particular NDA is on the revised template that you approved at the last meeting. So what we're asking today is for your approval to go ahead with this NDA and to allow Executive Director Bedrosian to enter into it.

>> COMMISSIONER STEBBINS: Catherine, going through the list number 16, is that one that MGM completes as well?

>> MS. BLUE: 16. I believe so, yes.

>> COMMISSIONER STEBBINS: Okay.

>> MS. BLUE: Mm-hmm.

>> CHAIRWOMAN CAMERON: So there were no other changes compared to others we've done?

>> MS. BLUE: No. I do not believe so. But the form, as I say, is the more updated form that you recently approved.

>> CHAIRWOMAN CAMERON: Any other questions?

>> COMMISSIONER ZUNIGA: Chair, I would move that the Commission approve the nondisclosure agreement with Wynn Mass LLC as presented in the packet here today.

>> COMMISSIONER O'BRIEN: The only comment I would have is that I'm assuming that this would be consistent with the process that we voted on on the prior nondisclosure in terms of the exercise of discretion set out in paragraph 8?

>> MS. BLUE: It's on the new form. It should be on the new form.

>> COMMISSIONER O'BRIEN: In terms of having it come to the attention of the Commission if you're going to exercise discretion to disclose?

>> MS. BLUE: I believe so. If it's not on the new form, I'll go back and check it. But we put it on the form with the language changes as you approved at the last meeting, I think.

>> COMMISSIONER O'BRIEN: Okay. Maybe I'm -- the language looks the same to me. I know we added the caveat that you would have to come at least to me or the full Commission to disclose.

>> MS. BLUE: I will check and see whether we added that as language or just added that as a process.

>> COMMISSIONER O'BRIEN: Okay. Thank you.

>> CHAIRWOMAN CAMERON: We have a motion. Do we have a second?

>> COMMISSIONER STEBBINS: Second.

>> CHAIRWOMAN CAMERON: Any further discussion? All in favor?

[Vote taken]

Not in favor? 4-0.

>> MS. BLUE: Thank you.

>> CHAIRWOMAN CAMERON: And you're going to check on that for Commissioner O'Brien.

>> MS. BLUE: I will, yes.

>> CHAIRWOMAN CAMERON: Great. That was the only issue for the legal division?

>> MS. BLUE: That's all we have. Going moving on to Workforce, Supplier and Diversity, Director Griffin. You have two more items.

>> MS. GRIFFIN: To good afternoon.

>> CHAIRWOMAN CAMERON: Good afternoon again.

>> MS. GRIFFIN: Commissioners.

>> COMMISSIONER ZUNIGA: Good afternoon.

>> MS. GRIFFIN: Chairwoman. I call your attention to our very first 2017 Casino Industry Diversity Impact Report. Well, first let me back up. I'm joined here, of course you know, by Crystal Howard, who is Program Coordinator of Workforce Supplier and Diversity.

>> COMMISSIONER STEBBINS: And famous voiceover for our video.

>> MS. GRIFFIN: And the famous voiceover for our video.

>> MS. HOWARD: I'm looking for new work in talent management.

>> MS. GRIFFIN: So we wanted to capture the annual impact that the industry has had in the Commonwealth in terms of jobs for Massachusetts residents, equity and opportunity for Massachusetts diverse populations. And what you have before you is a one-year look and specifically at calendar year 2017. And just as a reminder, in 2017, Plainridge Park Casino had been operating, you know, over a year, having opened in June 2015. And MGM Springfield and Encore Boston Harbor had both broken ground and were under construction. So both the operations and the construction phases of the three casinos contributed to the workforce opportunities and the economic impact -- impacts for Massachusetts residents and business owners as well as minority, veteran and women employees and business owners.

But before we review the details of the report, I'd like to thank our licensees for getting us the data during some very busy times for them. And also wanted to let them know that we'll be reaching out very shortly for 2018 data. So I think it will be a little bit easier this time around because they'll know exactly what we're looking for.

And also I'd like to thank Crystal -- Crystal Howard who spearheaded this project and did a great job. So results in 2017, over 7,000 individuals found work related to the casino industry including more than 6,000 in construction and more than 700 in operations. The permanent jobs. Of the 716 who found permanent employment in the casino industry, about two-thirds or 473 -- almost 500 were Massachusetts residents. So that was great to see. And Massachusetts residents' wages amounted to \$18.7 million, and that's 77% of the total wages paid by the casinos.

So on the second page, the back page, almost 5,000 Massachusetts residents worked on construction in casinos in 2017. And that's over 2.6 million project hours during the year. And the impact on Massachusetts businesses, almost \$618 million was spent with Massachusetts businesses in the calendar year. So I'm going to turn it over to crystal to review some of the --

>> MS. HOWARD: Shifting to some of our diversity metrics, you'll see on page 2 of that same -- in the middle of the page, there's some information about the operations. There were nearly 600 diverse employees, again, keeping in mind not only --

>> CHAIRWOMAN CAMERON: Excuse me, do you want to flip it on the PowerPoint as well, just so we're on the right page?

>> MS. HOWARD: That's it. Middle of the page. So -- sorry. As we're looking at that 7,000 job number that Jill was talking about, this actually dives into those components. So in operations, there were about 80% of those permanent casino positions were minority, women and veteran. And you'll see how it's broken out, 337 of those women. 193 minorities. And 46 veterans.

And on the construction side of that, you have more than 2,100 individuals on the project side who were diverse in 2017, including the 1377 minorities, the 393 veterans and the 378 women. And that translates for diverse-owned business as well. So you'll see that at the top of page 3.

>> MS. GRIFFIN: Oops.

>> MS. HOWARD: All right. So you have over 174.8 million that was funneled into MBEs, WBEs and VBEs. Those are the certified diverse businesses. You can see the breakout of those dollars here as well. 53% of that spend went to WBEs, which is pretty exciting. 28% to minority-owned business and 19 to VBEs. We're actually hoping in 2018 that we can dive even more into some of these diverse metrics now that they know what we're looking for and we can expand upon some of it.

We also wanted to highlight the Gaming Commission's contributions towards workforce and diversity initiatives in 2017. That totaled 347,109, to be exact. The pool of funds actually included the Community Mitigation Funds as far as the workforce grants and the -- one of the largest portions of that was the build a life campaign which was launched in 2017. So we see that denoted here. And that included the funding of the website and the marketing as well as that pipeline in programming. But additionally, the workforce and diversity team sponsored over \$14,000 towards events and organizations who also had workforce and diversity goals that mirrored ours. And overall there were at least 12 organizations in total supported. So that really sums up the report that we put together for 2017. And I know I speak for both Jill and I that we're both excited to finally release this. But like she said, we're going to be starting the process really soon for 2018, and that's exciting because it will also include MGM's operations now that they're up because we start with the calendar year ending in December, so... That's it.

>> MS. GRIFFIN: Any questions? Feedback?

>> COMMISSIONER ZUNIGA: I -- I love this presentation. I like -- it's very visual, very crisp, very well put together. I think I'm looking forward to this perhaps being a yearly or --

>> MS. GRIFFIN: Great.

>> COMMISSIONER ZUNIGA: -- you know, hopefully soon for 2018.

>> MS. GRIFFIN: Yes.

>> COMMISSIONER ZUNIGA: I'm wondering if it would be worthwhile to at least consider perhaps as an appendix and small -- to link some of the -- to link to other areas where we have a lot more detail where people want to say more information about a certain number or whatnot. It's tricky to try to put it all throughout this type of format. So I initially thought maybe, you know, at the end, to our web page where more information is here or, you know, the landing page for SEIGMA where I allot more information could be ascertained, for example, just for the reader who might want to be interested in more information. But I think the level of summary here is very appropriate. That was what occurred to me.

>> MS. GRIFFIN: That's a great idea.

>> MS. HOWARD: Absolutely.

>> MS. GRIFFIN: We'll certainly incorporate that for 2018.

>> COMMISSIONER STEBBINS: I had a chance to see Jill and Crystal's work kind of ahead of time and was truly impressed. This is a great piece, I think, to

Commissioner Zuniga's point, it's great information. It's easy to read. It's easy to pinpoint some of the data and what you're looking for. You know, we know that there are other stakeholders who are very interested in what we're doing including, you know, our partners on Beacon Hill having this as a good walkaround piece whenever we have those meetings to say look at what we did in 2017.

And I think to the point you made about the programming impacts and thinking about as we just heard, the community mitigation monies that we expend, beginning to build in some of the throughputs of those grants. You know, people that graduated. People that went to the Casino Training Institute, you know, level 1, level 2, 3 folks that we're helping through the Hamden Prep Program as well as what we saw in Boston which was the amount of money our money is leveraging I think is a great data point for us to -- for you to think of, you know, for 2018 and beyond. But as Commissioner Zuniga said, this would be great to be an annual thing, and I think it would be a great resource for a lot of the people who are curious about our work.

>> MS. GRIFFIN: Great. Director Ziemba and I just spoke about that yesterday. So we're looking along the same lines. Thank you, Commissioner.

>> CHAIRWOMAN CAMERON: Yeah, I agree. Very well done. And the numbers are impressive as well.

>> MS. HOWARD: I think they're going to get more impressive.

>> MS. GRIFFIN: Yes. We're really looking forward to next year, as you know, with a lot more information about the operational employees.

>> CHAIRWOMAN CAMERON: Great.

>> MS. GRIFFIN: Yeah.

>> COMMISSIONER ZUNIGA: It also reminded me a little bit of what they started to do at SEIGMA, these fact sheets that they presented in the last meeting.

>> CHAIRWOMAN CAMERON: Yes.

>> COMMISSIONER ZUNIGA: That was also a worthwhile effort that came from the need that there's just so much information out there that we need to have a good leave behind or carry around one-pager or a three-pager that can really summarize. So if there's other topics that, you know, midway through the year, we don't have to wait another year, I encourage you to also, you know, think about that.

>> MS. GRIFFIN: Great.

>> CHAIRWOMAN CAMERON: We could probably find a way to get this to our appointing authorities as well?

>> COMMISSIONER ZUNIGA: Absolutely.

>> CHAIRWOMAN CAMERON: You know, a package. Because this is -- agreed, something easily understood, read.

>> COMMISSIONER ZUNIGA: Right.

>> CHAIRWOMAN CAMERON: And easy to appreciate the good work that's being done.

>> MS. GRIFFIN: Thank you. So we additionally wanted to give you an update on the hospitality sector pipeline grant, and this is news that's hot off the press. October 25th, the Commission released the hospitality sector pipeline workforce grant program RFP. And with 100,000 -- up to \$100,000 available statewide. Proposals were due to the Commission on November 28th. And we were pleased to receive 11 responses totaling \$419,000, a little bit more than that. The proposals were required to include

partnerships with the minimum to businesses with operations in Massachusetts. The release of funds was an effort to build upon the leisure hospitality and tourism industry's importance to the economy, obviously also as a result of the impact of the casinos. But the primary objective was to support and place unemployed Massachusetts residents into these quality jobs. And each applicant had to demonstrate that these were, in fact, quality jobs with career ladders.

So we awarded a total of \$90,000 to two grantees. And I'm going to turn it over to Crystal to talk about our two grantees.

>> MS. HOWARD: All right. So our first grant for \$45,000 was awarded to Holyoke Community College to support the launch of a brand-new noncredit program called Welcome Pioneer Valley. That provides two weeks of foundational education for hospitality and hotel operations as well. The program intends to have four cohorts of 15 individuals over the grant's duration as well as a supervisory track with 30 individuals totaling 90 students. The training subject matter will include hospitality operations and business operations, safety and sanitation and guest services to start. Their partners include D hotel and suites, MGM Springfield, The Fairfield Inn and suites Marriott and the greater Springfield visitors and convention bureau.

We are also pleased to offer an additional \$45,000 to Jewish Vocational Services, JVS, which is actually pretty close to home for us. That will be in support of training an additional 28 students within the hotel industry, targeting under and unemployed nonnative English-speaking adults specifically. That training includes a week of introductory training with soft skills and introduction to the sector but also will include a three-week internship at one of their partner hotels which are Westin Boston Waterfront, Intercontinental Boston and The Charles Hotel. Those participants are also going to receive assistance with resume and interview prep. So in total, it's -- the first -- Holyoke intends to have a -- is that a six-week training? I think it's a three-week training for the first one, and then it's a total of four weeks for the second program. So it's a pretty significant amount of students for the \$90,000 pool.

>> MS. GRIFFIN: And I'd also like to thank members of our review committee, Commissioner Stebbins was an integral part of our team. We also had an outside reviewer, Mary Beth Kimball, from Skill Works, workforce development expert from the Boston Foundation, Todd Grossman from our Deputy General Counsel. Crystal and I, also Human Resources assisted. So we were -- I'd like to just thank them for their time because if you can imagine sifting through these 11 applications, it did take some time. Any questions?

>> COMMISSIONER STEBBINS: Great work.

>> CHAIRWOMAN CAMERON: Really great work. We are really keeping up with what the needs are, and that's really important.

>> MS. GRIFFIN: I think these grants also, in addition to training individuals generally for this industry, a lot of the partners, the business partners, have potential to really feel the impact of a casino in terms of individuals maybe going to work for the casino from, you know, the hotels or, you know. So I think this has a potential to really help with the backfill needs. I think we've talked about that.

>> MS. HOWARD: Both of these applicants actually came in with some very specific statistics and some studies that they had looked at with their partners as to the actual impact and the potential loss that they may see or struggle just to fill these roles with

people that they could train up. So they're pretty excited about these programs getting off the ground.

>> CHAIRWOMAN CAMERON: Great.

>> COMMISSIONER ZUNIGA: So we reserved \$100,000 for and a maximum of \$50,000 per grant and we receive two grant requests for \$45,000 each?

>> MS. GRIFFIN: So -- they -- I'm trying to think of -- they requested \$50,000, but based on careful review of the budget --

>> COMMISSIONER ZUNIGA: Okay.

>> MS. GRIFFIN: -- the committee decided that the grants should be \$45,000.

>> COMMISSIONER ZUNIGA: Excellent. Were there unsuccessful grant requesters, or these were the two that we received? I'm curious.

>> MS. GRIFFIN: There were such good proposals, and it was very difficult to only award two grants. But just due to the amount of funds that we had to work with, we had to turn down some very impressive-looking programs. One of the things we are doing is talking to other funders, and we've had initial conversations to see if there's interest in potentially funding those programs.

>> COMMISSIONER ZUNIGA: That's great. Great.

>> COMMISSIONER STEBBINS: But I think to that point, it does speak directly to what I watch you do, Jill, which is when you're in a meeting with a group of stakeholders, you're always asking the question, what do you need? What are the trends?

What are you hearing from the business community? And the fact that there was such an overwhelming response showed that you were right on target in terms of what you wanted to pinpoint this grant to do. So --

>> MS. GRIFFIN: Yeah.

>> COMMISSIONER STEBBINS: We might be funding the same thing next year if it continues to be a challenge for the individual regions.

>> MS. GRIFFIN: That's a really good point. We had many good conversations with workforce training providers, with folks in the sector. We looked at Donahue Institute's report on the hospitality industry and came up with this proposal. And Commissioner Stebbins and Crystal and I met yet with Mary-Kate Moran and her workforce team and we did ask the question again. So what do you see the needs as we're planning for next year? So we are already beginning to think about that.

>> CHAIRWOMAN CAMERON: Excellent.

>> COMMISSIONER STEBBINS: Great work.

>> MS. GRIFFIN: Thank you.

>> MS. HOWARD: Thank you.

>> CHAIRWOMAN CAMERON: Thank you. Complete? Thank you both. Really good work.

>> MS. HOWARD: Thanks.

>> CHAIRWOMAN CAMERON: Next we're on to commissioner updates, and we have Commissioner Zuniga with the annual report which looks fabulous, by the way.

>> COMMISSIONER ZUNIGA: Thank you. And it's only because it's a team effort. It's here for your consideration. It has not yet gone to final production. So we could still amend, include, correct as needed, although I've got to tell you the effort that Elaine most notably but others like Mike and everybody who contributed to all of the

department heads, really. I do the easy work of just compiling and editing to some degree, and it's here for your review and questions if you have them.

>> CHAIRWOMAN CAMERON: I see you included some of the smart charts that we've been commenting on, right? Which is great.

>> COMMISSIONER ZUNIGA: Yeah, no, it's always -- the ones that Jill and --

>> CHAIRWOMAN CAMERON: Right.

>> COMMISSIONER ZUNIGA: -- crystal were just presenting were really helpful in just, you know, inserting in the section relative to workforce development. We try to have some similar charts elsewhere. It's not always easy in some sections, but of course there's a theme of more MGM themes here or pictures on certain areas. We have followed essentially a format like we have in the past.

>> CHAIRWOMAN CAMERON: Yeah, some really excellent pictures as well to really depict what's been happening over the last year.

>> COMMISSIONER ZUNIGA: A lot of great effort from a lot of great people.

>> CHAIRWOMAN CAMERON: Mm-hmm. Any questions or comments about the annual report this year?

>> COMMISSIONER STEBBINS: No. Great job.

>> CHAIRWOMAN CAMERON: Yeah, I want to commend Commissioner Zuniga because he really -- you know, everyone has a full-time job, and this is kind of an added responsibility, and he gently prods our directors to get their homework done and get their submissions in, so I have been observing and appreciative of the work that was done by everyone to complete this -- complete this report. Very well done.

>> COMMISSIONER ZUNIGA: Thank you. On behalf of everybody who contributed.

>> CHAIRWOMAN CAMERON: Excellent. If anyone has any suggestions, you can let --

>> COMMISSIONER ZUNIGA: Let me know.

>> CHAIRWOMAN CAMERON: -- Commissioner know. Do we have any other commissioner updates before we adjourn our meeting? Hearing none, do we have a motion?

>> COMMISSIONER ZUNIGA: I move to adjourn.

>> CHAIRWOMAN CAMERON: Do we have a second?

>> COMMISSIONER STEBBINS: Second.

>> CHAIRWOMAN CAMERON: All in favor?

[Vote taken]

We are adjourned. Thank you very much.

[The meeting concluded at 2:22 P.M.]