

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24

COMMONWEALTH OF MASSACHUSETTS  
MASSACHUSETTS GAMING COMMISSION  
PUBLIC MEETING #243

CHAIRMAN

Stephen P. Crosby

COMMISSIONERS

Gayle Cameron

Bruce W. Stebbins

Enrique Zuniga

Eileen O'Brien

-----

May 24, 2018            10:00 a.m.

MASSACHUSETTS GAMING COMMISSION  
101 Federal Street, 12th Floor  
Boston, Massachusetts        02110

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24

P R O C E E D I N G

CHAIRMAN CROSBY: Okay. I am ready to call to order public meeting No. 243 for the Mass Gaming Commission on Thursday, May 24th at our offices on Federal Street. First item on the agenda, per usual, is approval of the minutes. Commissioner Stebbins.

COMMISSIONER STEBBINS: Thank you, Mr. Chairman. I move the commission approve the minutes of the meeting of May 10th as presented in your packet, subject to corrections for typographical errors and nonmaterial matters.

COMMISSIONER CAMERON: Second.

CHAIRMAN CROSBY: Any discussion? All in favor? Aye.

COMMISSIONER O'BRIEN: Aye.

COMMISSIONER STEBBINS: Aye.

COMMISSIONER CAMERON: Aye.

COMMISSIONER ZUNIGA: Aye.

CHAIRMAN CROSBY: Opposed? The ayes have it unanimously. Next up is Item No. 3,

1 the administrative update from Executive  
2 Director Bedrosian.

3 MR. BEDROSIAN: Good morning,  
4 Commissioners.

5 CHAIRMAN CROSBY: Good morning.

6 COMMISSIONER O'BRIEN: Good morning.

7 COMMISSIONER CAMERON: Good morning.

8 COMMISSIONER ZUNIGA: Good morning.

9 COMMISSIONER STEBBINS: Good  
10 morning.

11 MR. BEDROSIAN: I have a number of  
12 items. Right now, it looks like, on my 3C,  
13 Steve Wynn qualifier update, I am waiting for  
14 Attorney Krum from Encore Boston Harbor, so I  
15 may just have to push that off until she gets  
16 here.

17 On the first two, it's hard to say  
18 there's anything beyond the MGM opening for us  
19 these days so that's what I will focus on.  
20 Again, I think I have talked with you in the  
21 past about how we had monthly meetings. We  
22 had our monthly meeting with the folks from  
23 MGM last Friday. We went over a number of  
24 items, including the fact that, at this point,

1           they don't see any major construction  
2           impediments to the opening date of  
3           August 24th. That doesn't mean there won't be  
4           hiccups, but they don't have any major  
5           construction impediments.

6                         In terms of game deliveries, as of  
7           this Monday we've had 1,957 slot machines.  
8           1,736 have been verified, which means they are  
9           the right machines in the right place on the  
10          floor. That is the first step to making sure  
11          the floor is working. And we have 161 of them  
12          that are communicating both with the house  
13          system and our CMS system so --

14                        COMMISSIONER ZUNIGA: How many of  
15          those?

16                        MR. BEDROSIAN: 161 right now. So  
17          the process will be that once delivery is  
18          final, and I believe they'll be in the next  
19          week or so, we will first verify the machines  
20          are in the right place, that they're  
21          communicating with the system, and then we  
22          will have to ensure that the settings are  
23          verified, that the play out is correct, and  
24          there'll have to be a coin test, where someone

1 will actually put money in, verify it, watch  
2 it play. And that's the last step before we  
3 put our seal and lock on the machine.

4 And Mr. Band has worked up a process  
5 where he anticipates, when we're at full  
6 capacity, the gaming agents will be testing  
7 about a hundred machines a day. So the --  
8 once we get going for testing, we're  
9 anticipating, you know, it's going to be about  
10 a month before everything would be -- all the  
11 slots machines will be verified. So -- and I  
12 will have -- on the next update, I will tell  
13 you specifically if that -- because I think  
14 we're hoping to begin that process in the  
15 beginning of June, the next hear -- our next  
16 public meeting being June 7th, I'm hoping I  
17 can confirm to you the final phase of testing  
18 has began, and give you a date which we think  
19 it'll be final.

20 Terms of table games, we have 79  
21 delivered. They are the right 79. They're in  
22 the right spot. And then, on that -- on what  
23 we look for on that is the layout on the  
24 table. What are they putting? What's the

1 felt? What's the game that's consistent with  
2 what they've told us it is, consistent with  
3 our rules. And some of the games, it will  
4 have electronic components for bill verifiers  
5 and things like that. We will also be testing  
6 those.

7 That process has not started yet.  
8 But Mr. Band and Mr. Kane tell me that they  
9 feel very comfortable with where we are in the  
10 process. We are far enough out that they're  
11 comfortable we will have everything tested in  
12 an appropriate time with enough of a buffer,  
13 if there are, which they would expect there to  
14 be some challenges.

15 The next thing is hiring, MGM  
16 hiring. As you know and heard from the last  
17 meeting, there was a mini mass hiring event.  
18 The good news is it appears to have gone well.  
19 We are now, sort of, feeling the effects of  
20 that on our LMS system and sort of testing  
21 that out, the relationship between the  
22 licensing and hiring, and people giving us  
23 complete applications and us having to  
24 recommunicate with people, and what type of

1 delay that causes so we are -- we are working  
2 on that. We note there is a -- more mass  
3 hiring even beginning of June, which would  
4 mean about a -- sort of, a two-week delay for  
5 us until we feel the brunt of that, in terms  
6 of licensing.

7 Although, Mr. Connelly did tell me  
8 that the service employee exemption is going  
9 to be a significant benefit for us, in terms  
10 of -- you know, one of the things we talked  
11 about, in addition to the benefit for the  
12 people getting the jobs and not having to go  
13 through our licensing process, the benefit of  
14 just not having to register that extra 800 or  
15 close to a thousand people, lets us pay  
16 attention to service employees who do need to  
17 be registered, and the gaming -- the gaming  
18 employees. So that appears to be going well.

19 Last -- well, next we are hiring our  
20 agents for Springfield, are being hired. And  
21 we are starting our gaming agent school  
22 officially on Tuesday. That will have --  
23 Mr. Band has worked on a whole agenda about  
24 table games, report writing. About half the

1 people we have hired are experienced, either  
2 in the gaming industry or being agents from  
3 other jurisdictions. So they're not totally  
4 new. There are some, who will -- this will be  
5 a totally new experience for them so that  
6 training -- even for the people coming from  
7 another jurisdiction, obviously, we need to  
8 train them in our procedures.

9 So the good news is, the Gaming  
10 Enforcement Unit, the state troopers have  
11 actually been assigned, the 12 state troopers  
12 have actually been assigned to us, and are now  
13 in the process of being trained and  
14 familiarized with the Springfield property.

15 Commissioner Stebbins, I'm going to  
16 anticipate a question. The MOU, I am told, is  
17 very, very close, in fact, I think they've  
18 actually worked out the language. Director  
19 Wells tells me, by way of comparison, the  
20 Plainville MOU, she said, was literally signed  
21 before the day of opening. So I'm going to  
22 take a glass half full view and say we're  
23 ahead of schedule on that. But the good news  
24 is, as I've said before, both Springfield and



1 the state police are acting as if the MOU is  
2 in place. Springfield has assigned their  
3 folks and a supervisor, so I think  
4 everything's -- everything's on track.

5 And then, finally, speaking of  
6 Springfield, with Mr. Ziemba we have been  
7 working with the City of Springfield on a  
8 number of issues, including opening  
9 preparations. Obviously, there's big traffic  
10 concerns. We are also working with them on  
11 liquor license issues, some of which you'll  
12 hear just in a presentation mode today. So I  
13 think that appears to be going well. So  
14 that's absent any questions. That's what I  
15 have on the MGM opening.

16 COMMISSIONER CAMERON: No. I  
17 just -- General Counsel Krum is here so you  
18 can complete your update.

19 MR. BEDROSIAN: I can. But I'll  
20 first see if there's any questions.

21 COMMISSIONER ZUNIGA: Yeah. I'm  
22 just curious if you can eventually beginning  
23 reporting or analyzing some of the turnaround  
24 times in licensing and investigation.

1           I know that there's two critical  
2 times, once the application is complete,  
3 because it could be that sometimes it takes  
4 people to get up to speed into some of the  
5 details.

6           MR. BEDROSIAN: Yeah.

7           COMMISSIONER ZUNIGA: I'd be very  
8 interested in how that way begins to work for  
9 us in this critical coming month.

10          MR. BEDROSIAN: I will. And I think  
11 what I'd like to do is get to a -- and I'm  
12 going to quote as really bad statistics, but I  
13 know there's a number where your probability  
14 becomes more statistically significant. I'm  
15 not quite sure we're there yet with this  
16 beginning phase, but I think we will be  
17 quickly, once we get over a certain number.  
18 But yes, you're right. And there are a few  
19 what I would call variables, right, which is  
20 the complete application. How many times you  
21 have to go back and forth with someone to say,  
22 okay, you know, you need to tell me that you  
23 worked at, for example, Best Buy in a  
24 particular city, as opposed to just you worked

1 at Best Buy so -- but yes, I will see what I  
2 can do to report on that.

3 COMMISSIONER ZUNIGA: Yeah. I'm  
4 particularly interested in understanding how  
5 well the LMS -- that the system is either  
6 helping in this process because that was --

7 CHAIRMAN CROSBY: We're also -- we  
8 hearing from --

9 MR. BEDROSIAN: Director Connolly  
10 today.

11 CHAIRMAN CROSBY: Director Connelly  
12 is on our agenda. Maybe, you could ask that,  
13 because I think that's an important question.

14 COMMISSIONER ZUNIGA: Okay. Sure.

15 COMMISSIONER STEBBINS: Just one  
16 additional point. And I know we talked about  
17 it this morning, but for the benefit of my  
18 colleagues from the SEIGMA UMass meeting we  
19 had yesterday, still some concerns or issues  
20 expressed about completing new employee  
21 surveys as folks are going through the hiring  
22 process. We know it's, kind of, a chaotic  
23 process, but as much as we can do to, kind of,  
24 correct where we may be hitting some bumps in

1 the road, that's great information for us to  
2 have. It's great statistics that we can share  
3 with outside, interested stakeholders and the  
4 legislature to really demonstrate the hiring  
5 impact of -- of our licensees. So if we can  
6 kind of button up maybe where we have some  
7 leaks or bumps in the road, that'd be great.

8 MR. BEDROSIAN: Yeah, I heard that.  
9 Thank you for raising that. I heard that.  
10 And I think we need to, sort of, reconvene the  
11 stakeholders.

12 You know, part of this is, of  
13 course, in a hectic partnering process, and we  
14 all see it on a daily basis, if someone says  
15 to you, hey, can you take a survey? And if  
16 your response, and I'm not saying that's  
17 everyone's response, is do I have to, think of  
18 the number of surveys that, you know, we're  
19 all exposed to on a daily basis. I think we  
20 ought to figure out the right way to say --  
21 you know, and not without putting -- forcing  
22 someone's hand to do something and then not  
23 getting accurate information, advertising this  
24 is a really -- it is a benefit. You know what

1 I mean? Benefit that -- that not only are you  
2 getting a job, but you have the potential of  
3 giving information that will benefit people in  
4 the future. So I'm going to try and get the  
5 folks together and see if we can just -- if we  
6 need to tweak our system a little more to make  
7 sure we capture as many voluntary people will  
8 give as good information as possible.

9 COMMISSIONER ZUNIGA: And one of  
10 those things could also be just the  
11 realization that this is not going to be,  
12 necessarily, the census that it was at PPC,  
13 because of -- we were set up the way we were  
14 and everybody had to go through licensing and  
15 it was, frankly, many fewer individuals, we  
16 got the luxury for the research project of,  
17 essentially, having a census. And there's  
18 methods, statistical methods for sampling and  
19 all kinds of things, where the reality that,  
20 one, we're going to have a group of people,  
21 who don't have to go through licensing. And  
22 two, the notion that we really now have many  
23 more individuals. It's also incumbent upon us  
24 to think about what may be the best approach.

1           Maybe, sampling every third person or so --  
2           whatever -- whatever methods it is.

3                       COMMISSIONER CAMERON:   For  
4           Plainridge, we had the state police hand them  
5           the iPad while they were -- they came in for  
6           fingerprinting.

7                       COMMISSIONER STEBBINS:   Yeah.  It  
8           was a good --

9                       COMMISSIONER CAMERON:   That was a --

10                      COMMISSIONER STEBBINS:   It was where  
11           somebody had a I have to wait, so I'll do that  
12           while I'm waiting.

13                      COMMISSIONER CAMERON:   Right.  At  
14           the request of the state police, which might  
15           have helped, as well.

16                      COMMISSIONER STEBBINS:   It's a  
17           little intimidating.

18                      CHAIRMAN CROSBY:   Right.  I was  
19           going to -- I was going to bring that up, too.  
20           And just to push it a little bit more, I see  
21           we have senior management here from MGM, we  
22           have to get this data.  You know, this is not  
23           something that we cannot afford to get.  We  
24           don't have to have it at the time they sign

1 up, knowing that's a crunch time. And I  
2 talked about it with the researchers  
3 yesterday, as well. We could get it, you  
4 know, within the next month or so after  
5 they've signed up. But we have to get 75 to  
6 80 percent of the people to fill out this  
7 survey.

8 So whether it's by being more  
9 rigorous during the sign-up period, or whether  
10 it's committing now to a plan that's both pre  
11 and post opening, is up to other folks. That  
12 might help, to be able to put it off to that  
13 point. But I was going to bring this up  
14 offline, but it is a really important thing.  
15 It's a critical piece of our dataset that we  
16 have to get.

17 MR. BEDROSIAN: Okay. I'm here so  
18 I'll get the folks together. Thank you for  
19 the ideas.

20 CHAIRMAN CROSBY: Yep. Thank you.

21 MR. BEDROSIAN: So now I can move on  
22 to the third issue and invite Counsel Krum up  
23 with me.

24 So this is a status update on

1 Steve Wynn qualifier issue. It is, just by  
2 way of review, you'll remember you had a  
3 hearing on this issue on April 27th, you  
4 issued a decision on May 7th. And I'm here  
5 today with Attorney Krum from Encore Boston  
6 Harbor to update you on the Wynn Resorts'  
7 process to separate itself from Steve Wynn.

8 As you, I think, surmise from your  
9 previous discussions matter, Steve Wynn was  
10 not just another corporate officer, who, once  
11 employment was terminated, collected their  
12 belongings in a banker's box and leave. He  
13 was the founder, CEO and chair of the board,  
14 who lived at one of the properties.

15 On May 10th, I was made aware of a  
16 documents called a side letter addressed to  
17 Steve Wynn and signed by then new CEO,  
18 Matt Maddocks on the same day of the  
19 separation agreement. The separation  
20 agreement was presented to the commission as  
21 part of your April 27th hearing. The side  
22 letter was not. That letter is included in  
23 the packet and lists 10 specific items, such  
24 as transferring Steve Wynn's cellphone to a



1 personal account. The time frame, which all  
2 these personal types of items would be  
3 resolved.

4 The document, on its face, appears  
5 to address some day-to-day issues that need  
6 resolution. However, as I said, the  
7 commission did not have this document at the  
8 time of delivery on Steve Wynn's status.

9 After consulting with General  
10 Counsel Blue, we decided to send Wynn Resorts  
11 a follow-up letter, also included in the  
12 packet, which was dated May 16th, asking  
13 specific questions about the letter. Attorney  
14 Krum, who is here today, responded on behalf  
15 of Wynn Resorts.

16 Many items in the letter were  
17 addressed at the April 27th hearing orally.  
18 There were one or two new items, such as the  
19 use of Wynn Design development personnel,  
20 which were not discussed.

21 Attorney Krum has submitted a  
22 letter, affidavits and exhibits, further  
23 explain the existence of this letter, the  
24 reason for it, and the oversight in not filing

1 initially. The letter, affidavit and exhibit  
2 are also in the packet.

3 Additionally, Attorney Krum in her  
4 filing also updates the commission on the  
5 resolution on some open items that were in the  
6 commission's decision. Namely, the closing of  
7 the open ledger account. And I think I'm  
8 calling that the right thing.

9 MS. KRUM: City Ledger.

10 MR. BEDROSIAN: City Ledger. Thank  
11 you. And the certification that Steve Wynn  
12 did not vote his shares last week, at last  
13 week's meeting. I'll let Attorney Krum  
14 advocate on behalf of Wynn Resorts.

15 I can say from my position, while I  
16 would have preferred to have the letter filed  
17 with the separation agreement, the existence  
18 of the letter and the details seem logical,  
19 when separated the founder and CEO of this  
20 company who literally lived on one of their  
21 properties. I also suggest that with the  
22 closing, or eventual closing of all these  
23 issues, and Steve Wynn not voting his stock,  
24 appear to be consistent with your decision.

1           After hearing from Attorney Krum, I  
2           have the following suggestion, there's always  
3           a chance that one or two more unanticipated  
4           issues about the relationship between Steve  
5           Wynn and Wynn Resorts surfaces.

6           Also, Wynn resorts has an ongoing  
7           reporting requirement on communications from  
8           Steve Wynn to officers and directors. Barring  
9           any unanticipated matters that require the  
10          commission's immediate attention prior to  
11          finalizing the overall Wynn review, I will  
12          work with legal counsel and Investigations and  
13          Enforcement Bureau on these matters in the  
14          future.

15          With that, I'll turn it over to  
16          Attorney Krum.

17          MS. KRUM: Thank you, Commissioners.  
18          I apologize for being late. There was some  
19          road construction in the Sullivan Square area.

20          COMMISSIONER ZUNIGA: Oh, really.

21          MS. KRUM: You know, we regret not  
22          turning over this letter. And at the time  
23          that we were here in front of the commission  
24          last, I, personally, was not aware of the

1 letter, nor was Attorney Frank DiGiacomo. Kim  
2 and Matt were here, and they obviously met,  
3 had signed the letter. Neither one of them  
4 recalled the letter, as they had seen it more  
5 of an administrative, sort of, recitation of  
6 tasks.

7 As we may have mentioned before,  
8 Mr. Wynn does not have e-mails, so this would  
9 have been the type of communication that might  
10 have been sent in a bullet-point e-mail to  
11 him. So it wasn't a more formal letter. But  
12 I think, and as set forth in our letter, it  
13 was more supposed to be an attempt to clean up  
14 some more open items.

15 And I'll be frank with you, that  
16 there's some additional open items that we are  
17 still discovering, and we're attempting to  
18 clean up. I've spoken to Director Bedrosian  
19 about this, and I'll continue to inform him  
20 as we discover these things going forward.

21 CHAIRMAN CROSBY: Questions?

22 COMMISSIONER O'BRIEN: I just -- I  
23 had a comment. I did want to express the  
24 concern I had about the omission in and of

1           itself. But I did also want to comment, I  
2           found some references in the letter troubling.  
3           In particular, on page two, talking about the  
4           lapse of memory on the part of the people who  
5           testified. The second paragraph, it  
6           characterizes it based on "due to the  
7           administrative nature of the hearing. No one  
8           testifying at the hearing recalled the  
9           existence of the letter." I would hope.

10                   MS. KRUM: Sorry. I -- that  
11           actually --

12                   COMMISSIONER O'BRIEN: If I could  
13           just finish. I would certainly hope that  
14           anyone, who has an obligation or comes to the  
15           commission, has a crisp memory and it gives  
16           full disclosure, regardless of the formality  
17           or informality of the process. And I did want  
18           to make that point, because I found that  
19           troubling in this submission.

20                   MS. KRUM: That, actually, was a  
21           typo on my behalf. It should have said due  
22           not administrative nature of the letter not  
23           the hearing. We did appreciate the  
24           seriousness of the hearing, and that it was an

1 adjudicatory hearing. I understand it doesn't  
2 change the -- the comment, but that was --  
3 that was a typo.

4 COMMISSIONER O'BRIEN: And a I would  
5 also hope that the -- the reason for the  
6 omission was delved into in greater depth, I  
7 would assume. And I would certainly hope  
8 doesn't occur again.

9 MS. KRUM: That's our intent. We've  
10 gone back. We've interviewed other people.  
11 We've discovered additional items. And, you  
12 know, I'll give you an example. There's a  
13 serigraph of Diana Ross, a Matese photo, a  
14 Monet photo, three vases that have also come  
15 up. And we are dealing with those. And I've  
16 committed to turning over any documentation  
17 with respect to the disposition of those to --  
18 to the commission as soon as -- as soon as  
19 that's resolved.

20 CHAIRMAN CROSBY: Others?

21 COMMISSIONER ZUNIGA: I read the  
22 letter, and I think -- and the affidavit, of  
23 course. And I think that the fundamental  
24 issue here is that it does not contradict the

1 separation agreement. It actually follows in  
2 the spirit of what you're trying to do with --  
3 with the overall separation agreement.

4 So I think, while it wasn't timely,  
5 I think that this is -- I place great stock in  
6 your self-disclosure of this, as soon as you  
7 learn them, if you can share them with  
8 Director Bedrosian or the appropriate  
9 channels, as we have. We continue to rely on  
10 that. So thank you for disclosing.

11 CHAIRMAN CROSBY: Others?

12 COMMISSIONER CAMERON: I just would  
13 echo Commissioner O'Brien's thoughts, that,  
14 you know, we are -- this license is about a  
15 relationship. And right now, we're conducting  
16 review of that, what was disclosed when, why  
17 things weren't disclosed, so it is really  
18 helpful to feel like we can -- that we can  
19 trust the materials we get, that they're  
20 complete. So I just -- and I know,  
21 Attorney Krum, you realize that, and I just  
22 hope everyone in Las Vegas does, as well.

23 MS. KRUM: We are -- we have tried  
24 to implement in Las Vegas, as well as here,

1 complete disclosure of anything as soon as  
2 it's discovered. As you can appreciate, it  
3 was a complicated relationship. It wasn't, as  
4 Director Bedrosian discussed earlier, it  
5 wasn't simply walking someone out with  
6 banker's boxes. In fact, there were 172  
7 banker's boxes that accompanied that.

8 We are trying to effectuate the  
9 separation. And I think this letter was --  
10 the intent of this letter was to facilitate  
11 that. You know, as I said, I too wish that it  
12 had been produced with the original  
13 submission. And we'll make sure that, if we  
14 see anything else, we do get it to you as soon  
15 as possible.

16 CHAIRMAN CROSBY: I think you know  
17 that, as I was reviewing the separation  
18 agreement, I was puzzled why it referred to  
19 something like administrative support, but it  
20 didn't deal with his personal security, which  
21 I would have guessed was a much bigger expense  
22 than the administrative support. But security  
23 wasn't mentioned in the security -- in the  
24 separation agreement and the administrative



1 support was. I asked Tod Grossman to find  
2 out, was security, in fact, terminated. I  
3 believe he called you to find out and you  
4 found out that it was. How did you finds out  
5 that it was?

6 MS. KRUM: Huh. I believe I called  
7 the company. I call the the CFO. That's  
8 actually how this letter came up. So when we  
9 were talking about winding up the city ledger  
10 account, he said, well, there's a couple  
11 things that we need to clarify with WDD. And  
12 I said, well, you know, I don't know about the  
13 WDD piece of this. And he said, oh, it was in  
14 the letter. And so, that's how the letter was  
15 discovered. And I think the personal security  
16 was part of that. It was another piece that  
17 people were focused on. It may not have been  
18 dealt with directly in the separation  
19 agreement, but it was a piece that people were  
20 aware of.

21 I think, also, the separation  
22 agreement largely followed his employment  
23 agreement. And so, when these other tie items  
24 came up, they were considered, sort of, more

1 day-to-day separation items.

2 CHAIRMAN CROSBY: But when you first  
3 learned -- when you first learned about the  
4 letter, whenever that was, you then  
5 immediately informed us?

6 MS. KRUM: Yes. I called Ed that  
7 following day.

8 CHAIRMAN CROSBY: Okay. You've been  
9 put in the, not particularly enviable position  
10 of being, sort of, the Girl Scout swearing to  
11 everything in case, and it's not all total  
12 within your control. But that's what we're  
13 dealt with, you know, so you're welcomes to  
14 that position.

15 But I agree with Commissioner  
16 O'Brien about not remember just doesn't sound  
17 very good. Even though, with the correction  
18 of the letter then to hearing, just not  
19 remembering is not a satisfactory -- it  
20 appears there was nothing nefarious in this.  
21 These are trivial matters they are going to  
22 get cleaned up. It's certainly plausible that  
23 it was, sort of, an oversight. But this is  
24 not a time for not remembering stuff. I mean,

1 even the littlest stuff gives us the  
2 heebeegeebees, when we don't remember stuff.  
3 I mean, how do we know that someone doesn't  
4 remember something that's material? How do we  
5 know that?

6 So I believe that you appreciate  
7 that but -- and I do believe that this letter  
8 is nonmaterial, but the forgetting isn't. And  
9 the inadvertence of not having it involve --  
10 included is not nonmaterial.

11 And I join the other commissioners  
12 in saying -- and I know you know this, but it  
13 puts -- it puts the commission, and it puts  
14 the company in a very bad position to have  
15 these little things occur. So you understand  
16 my point.

17 MS. KRUM: I do. Thank you.

18 COMMISSIONER STEBBINS: Just one  
19 final note. Because of the recent board  
20 meeting, you had two members who, I guess,  
21 didn't stay in for reelection. You have three  
22 new members, who we've heard about. Even  
23 though I don't believe that Mr. Wynn had any  
24 type of business relationship or friendship

1 with the new board members, do you believe  
2 that those new board members have also -- are  
3 aware of the instructions around any  
4 communications with Mr. Wynn, kind of, going  
5 forward, and their need to report that?

6 MS. KRUM: We have communicated that  
7 with the three new directors, per your  
8 comment. They, I don't believe, have ever met  
9 with him. Also, Director Bedrosian was out in  
10 Las Vegas last week and he met with them, and  
11 was able to communicate that to them directly,  
12 as well.

13 COMMISSIONER STEBBINS: Thank you.

14 CHAIRMAN CROSBY: Anybody else?  
15 Okay. Thank you.

16 MR. BEDROSIAN: Thank you,  
17 Mr. Chairman, that's the end of my  
18 administrative update.

19 CHAIRMAN CROSBY: Okay.

20 MR. SANGALANG: If we could take a  
21 30-second break?

22 CHAIRMAN CROSBY: Sure. Make it a  
23 three-minute break.

24

1 (A recess was taken)

2

3 CHAIRMAN CROSBY: We are reconvening  
4 public meeting No. 243 with Item No. 4 on the  
5 agenda. Ombudsman Ziemba.

6 MR. ZIEMBA: Thank you, Mr. Chairman  
7 and Commissioners. On the agenda today, is a  
8 review of the MGM Springfield quarterly report  
9 for the first quarter of 2018. As the  
10 executive director --

11 CHAIRMAN CROSBY: John -- excuse me,  
12 John. Excuse me just one second. Mike, we  
13 don't have the monitor.

14 COMMISSIONER ZUNIGA: Is the feed  
15 okay?

16 MR. SANGALANG: It's okay. I'll  
17 deal with it.

18 CHAIRMAN CROSBY: Okay. All right.  
19 Fine. Thanks.

20 MR. ZIEMBA: As the executive  
21 director reported, we continue our review of  
22 the MGM Springfield project, as we prepare for  
23 the opening later this year. As you're well  
24 aware, the commission and the staff have been

1 actively monitoring MGM Springfield's progress  
2 and meeting its important state and local  
3 commitments.

4 Here today, from MGM Springfield is  
5 Michael Mathis, president of MGM Springfield;  
6 Seth Stratton, vice president and general  
7 counsel of MGM Springfield; and Brian Packer,  
8 vice president of construction and  
9 development. I will turn it over to Mike.

10 MR. MATHIS: Thank you, John. Good  
11 morning, Commissioners.

12 CHAIRMAN CROSBY: Good morning.

13 COMMISSIONER O'BRIEN: Good morning.

14 COMMISSIONER CAMERON: Good morning.

15 COMMISSIONER ZUNIGA: Good morning.

16 COMMISSIONER STEBBINS: Good  
17 morning.

18 MR. MATHIS: Nice to be in front of  
19 you. Sorry I missed you, when you were back  
20 in Springfield. I was out in Las Vegas on  
21 some meetings. In fact, recruiting our task  
22 force, which is a group of about 300, 350  
23 folks from the mothership and our sister  
24 properties, who are going to come in about two

1 weeks before our opening and really help us  
2 scale up, in terms of all the activity and  
3 training.

4 So one of the great benefits of  
5 being part of an MGM Resorts is to have a  
6 resource like that and -- so but I'm glad you  
7 saw the property. We're really excited about  
8 how it's coming along.

9 And as you're aware, we've announced  
10 our opening date. So in 92 days, we will see  
11 you out in Springfield and be welcoming, we  
12 hope, many thousands of guests, but you got to  
13 hit that sweet spot. We want to make sure  
14 that we've got a great experience for the  
15 folks that we're going to be invited those  
16 first few days until it starts to normalize.  
17 So a lot of work is being done on those  
18 logistics. And the City of Springfield's a  
19 great partner, MassDOT has been a great  
20 partner so --

21 I want to -- I want to just reflect  
22 a little bit about how -- how great the  
23 partnership is with your staff. We are -- I  
24 think we're starting to step up the cadence of

1           our meetings, going from a monthly staff  
2           meeting to a phone call in between because the  
3           pace of activity is such that we needed to do  
4           that.

5                         But, you know, one of the things  
6           that, sort of, occurred to me the other day,  
7           as I was talking to Executive Director  
8           Bedrosian is, you know, your staff is getting  
9           ready for the crush of our opening just as  
10          much as our staff is. And one of the comments  
11          he made is, you know, what he's doing, in  
12          terms of his personal calendar on vacations  
13          and trips. And we're starting to have those  
14          conversations, as well. As, you know, what is  
15          our last hoorah before we really button it  
16          down?

17                        But it just reflects how involved  
18          your staff is, hand in hand with what we're  
19          doing to get open. So great partnership. We  
20          wouldn't be able to have announced an early  
21          opening without that partnership. So just  
22          thank you. And we want to make sure you're  
23          aware of how important they are to this  
24          process.



1                   A couple of-- a couple of other  
2                   comments before I hand it off to Brian -- no,  
3                   it's okay.

4                   CHAIRMAN CROSBY:   Should we wait?

5                   MR. SANGALANG:    Yeah.

6                   MR. MATHIS:       I can tap dance with  
7                   the best of them, if you want me to keep  
8                   going, but I'll hold off.

9                   MR. SANGALANG:    Ready to go.

10                  MR. MATHIS:       Great.  Thanks, Mike.  
11                  Ed, I just want to make sure you heard all the  
12                  glowing things I said about your staff, while  
13                  you were messing around with the screen.

14                  MR. BEDROSIAN:   I thought you were  
15                  talking about Vegas Golden Knights.

16                  MR. MATHIS:       Go Knights.  Go  
17                  Knights.  So just a couple of other comments.  
18                  We've announced our opening act, which is  
19                  Stevie Wonder.  First time in Springfield.  
20                  And the reaction of the public to that show  
21                  has been phenomenal.  We are quickly selling  
22                  it out.  And --

23                  CHAIRMAN CROSBY:   When will that be?  
24                  What dates?

1 MR. MATHIS: It'll be -- it'll be  
2 Saturday, September 1st. So it'll be the  
3 following weekend, Labor Day weekend.

4 CHAIRMAN CROSBY: Yeah. Right.

5 MR. MATHIS: Part of our thought  
6 process there is, because we anticipate a  
7 huge -- a huge visitation that first weekend,  
8 we didn't want to compound it with -- with,  
9 also, a big act. So that was a little bit of  
10 our thinking around that.

11 COMMISSIONER ZUNIGA: And where will  
12 he be presenting, at the MassMutual Center?

13 MR. MATHIS: He'll be playing in the  
14 MassMutual Center, yes. 5500 seats is the  
15 configuration for an act like that. So we've  
16 gone on presale with our MLife members, which  
17 is leveraging our loyalty program, giving them  
18 that benefit of the presales. We've now been  
19 open to public and the response has been  
20 phenomenal. So we -- we're very confident  
21 we're going to have a sold-out act.

22 CHAIRMAN CROSBY: Great.

23 MR. MATHIS: So very excited to have  
24 Stevie come. One of the other things that was

1 touched on earlier is, we had a mass hiring  
2 event at MassMutual Center back on May 8th and  
3 9th.

4 And just to give you the scale of  
5 where we're at, in terms of that process, we  
6 are probably 200 employees as of that hiring  
7 event. And we were looking to hire security  
8 staff, cage cashiers, food and beverage staff,  
9 including cooks and stewards. We extended, I  
10 think, approximately, 700 offers with the goal  
11 to hire about 200. Three-to-oneish was the  
12 goal.

13 It was a wonderful event. It was a  
14 little bit of a trial run for us, because we  
15 will have subsequent mass hiring events, where  
16 we'll be hiring in the coming months 600 at a  
17 time, and then a thousand, which will be our  
18 largest event. So we wanted to make sure we  
19 got the whole process down, in terms of the  
20 technology.

21 Candidates are able to take  
22 appointments after they're given an invitation  
23 so that there's a -- we can accommodate  
24 personal schedules. We ran it two days. Real

1 exciting.

2 And one of the things I'm most proud  
3 of is -- is there's been a big focus on our  
4 Springfield hiring targets to make sure those  
5 benefits land with the local population. As  
6 you know, our target's 35 percent, and we  
7 wanted to make sure we get ahead of that  
8 number, so we exceeded that number, in terms  
9 of the offers that were extended on that day.

10 CHAIRMAN CROSBY: Great.

11 MR. MATHIS: And it was incredibly  
12 impactful. We had a celebration room, because  
13 as you make your way through the various rooms  
14 to get your final offer, there's a moment  
15 where you can enjoy it and meet myself, meet  
16 other executive members of the team and the  
17 staff.

18 And one of the the moments I  
19 remember, I was walking out with a woman who  
20 had just received an offer, and she got a  
21 phone call from her kids, who waiting for the  
22 news of whether she got a job. So exciting.  
23 Exciting times. And it's really, I think, it  
24 gives you a sense of what we're all trying to

1 do with this economic development. We're  
2 changing lives.

3 CHAIRMAN CROSBY: Put the new  
4 employment survey as one of the ways versions  
5 on that process.

6 MR. MATHIS: All right. So let's  
7 tackle that survey.

8 COMMISSIONER STEBBINS: Its' a  
9 reminder.

10 CHAIRMAN CROSBY: Are you on just on  
11 this -- the skill -- the dealer positions, all  
12 the skill positions, how are you feeling about  
13 the number of candidates for those jobs?

14 MR. MATHIS: We're doing incredibly  
15 well. Alex will be stepping up here to  
16 present on our liquor presentation, and he's  
17 closer to it. We're getting -- we're getting  
18 tremendous candidates on the dealer side. And  
19 I think, based on the success of the school,  
20 we've got a number -- and that's where we're  
21 tackling a lot of the local residents to get  
22 into the dealer program, is through the  
23 school.

24 Based on the success of that

1 program, we're going to have a good number of  
2 local dealers. It won't hit the target, just  
3 based upon the reaction we've gotten to the  
4 school. And we've done some marketing and  
5 tried up our numbers.

6 But, frankly, I think, given --  
7 given the nature of that operation, which  
8 is -- which is where you generally like to  
9 have some experience because that's the front  
10 line of all that cash transactions, that  
11 scenario, we're going to exceed our target in  
12 other departments to reflect the fact that  
13 we're going to miss it in that area. But --

14 CHAIRMAN CROSBY: I wasn't actually  
15 referring to the local percentages. Just the  
16 sheer, pure number, are you getting the bodies  
17 to fill those positions?

18 MR. MATHIS: Yeah. We're filling  
19 400 positions, and we're getting many, many  
20 candidates. We're very confident we're going  
21 to have a full dealer group, and it's going to  
22 reflect some really good experienced folks, as  
23 well as a few inexperienced folks that can  
24 learn the business along with them.

1                   COMMISSIONER ZUNIGA: Michael,  
2                   what -- have you determined those dates of  
3                   those hiring events upcoming that you  
4                   mentioned? These are pretty big numbers. Do  
5                   you have contingency plans embedded in your  
6                   plan, let's say if you are not able to hire a  
7                   thousand people in that date that you're  
8                   thinking about; what can you tell us about  
9                   just that in general?

10                  MR. MATHIS: Yeah. The next two  
11                  events are in June. And part of the strategy  
12                  is to do it early enough that we've got time  
13                  to go back to contingency plans.

14                  You know, one of the things, for  
15                  example, we're doing is -- we got a lot of  
16                  great candidates this May 8th and 9th event.  
17                  More than the 200 positions that we had  
18                  available. So as opposed to saying no to  
19                  folks that didn't quite meet the final test,  
20                  we're keeping -- we're keeping in touch with  
21                  those folks because we want to, one, make sure  
22                  they come to the next -- in many cases, come  
23                  to the next hiring events.

24                  But, also, to your point, we're

1 going to continue to keep a list like that for  
2 all three or four of our mass hiring events so  
3 that, come the last one, we'll go back and  
4 look at the success and our targets and see if  
5 we can revisit some of those applicants.

6 So, you know, the challenge with  
7 going too early or too late with these mass  
8 hiring events is, a lot of these positions, in  
9 terms of training and the first time they will  
10 receive a paycheck will be in August. And you  
11 want to make sure we keep these folks engaged  
12 and not give them a job offer too early  
13 because, obviously, that creates a little bit  
14 of difficulty between the time frame.

15 MR. DIXON: Yeah, Commissioner  
16 Zuniga, just to piggyback on what Mike said,  
17 June 17th and 18th, those will be the specific  
18 dates that Mike mentioned. But we're also  
19 adding Wanda Smith Gispert, who you've met.  
20 We're opening up a different type of an event,  
21 where people who have not been through our  
22 formal process of actually applying, they can  
23 come, and we're going on somewhat of a  
24 roadshow, where people can literally show up,



1 and we sit, review their resumé, and we help  
2 encourage them of what role they could apply  
3 for.

4 So as you can imagine, there's some  
5 form of the population that, after all this  
6 outreach of two or three years, is still  
7 somewhat gun shy to go online and say, what's  
8 the difference of a cage cashier versus count  
9 room, versus steward?

10 And so, for people who have language  
11 barriers, people who just may be new to the  
12 industry, that's another contingency that we  
13 typically would not do. And we're already  
14 seeing the level of volume that's going to be  
15 necessary to fill our roles. But we really  
16 want to just kind of roll out the red carpet  
17 for everyone who may want to be in the job  
18 market. And so, that's one contingency we've  
19 added and we put sugar on.

20 COMMISSIONER STEBBINS: I have to  
21 say, I had a chance with Director Bedrosian,  
22 Director Griffin to kind of hop around the  
23 pieces of the first mass hiring -- first mass  
24 hiring event you had. And appreciate all the

1 special focus, as you pointed out, were made  
2 to the Springfield folks. If they missed  
3 their appointment, there was follow up to be  
4 made to make sure they didn't miss the next  
5 one. You know, we watched the onion-cutting  
6 demonstration going on. I realized I was  
7 doing it wrong all these years.

8 But, you know, the -- from beginning  
9 to end, it certainly mirrors what you did, I  
10 think, in National Harbor. But, obviously, I  
11 think you have a better space to work out.  
12 But, you know, from the intro with the gung  
13 ho, get excited about working for MGM, the big  
14 drumbeat ad that you run, which, that night I  
15 was watching the Red Sox game, break int eh  
16 innings and I heard the drumbeat ad again, so  
17 you're all over the place.

18 Also nice to see, as I think Alex  
19 just mentioned, you're still doing sessions  
20 out in the community. And there's one tonight  
21 in Springfield.

22 MR. MATHIS: That's right.

23 COMMISSIONER STEBBINS: So, I mean,  
24 you know, the education effort continues. So,

1           you know, pleased to see that there's still  
2           this, you know, not -- not leaving anything to  
3           chance, I think, is a great approach.

4                       MR. MATHIS: Yeah. No, thank you  
5           for that. And I was going to touch on a bit  
6           of what Alex described as this outreach  
7           effort.

8                       This week -- I hope some of our  
9           regional staff are watching because they come  
10          out to help staff these for us, we're in the  
11          community doing resumé writing workshops,  
12          hearing from folks, because there are folks  
13          that are getting frustrated with the process.  
14          They continue to apply. We hear it  
15          anecdotally. They continue to apply and  
16          they're not getting traction. And we're  
17          trying to figure out what's going on there.  
18          And part of it is as simple as people  
19          overreaching for positions and not meeting  
20          minimum qualifications. And that's a  
21          self-reporting process. So they're kicking  
22          themselves out of the system.

23                      But I get the frustration. This is  
24          a new industry, so we're out there trying to

1 educate, and trying to get people matched up  
2 to the opportunity so they're more successful  
3 in our automated system. So a lot of effort,  
4 as successful as we think we are, we're making  
5 sure that everyone possible is getting an  
6 opportunity to get in front of us. That's  
7 really the -- the standard.

8 MR. DIXON: Just a specific  
9 anecdote. Mike introduced one of our new  
10 directors who started. And this was a woman  
11 very qualified, but had applied for five  
12 different roles and had been turned down five  
13 different times on the -- on the fifth try --  
14 excuse me, on the fifth try she received the  
15 job offer.

16 And so, as you could imagine, we've  
17 gone out very early, in many cases, much  
18 earlier than you would in a normal opening to  
19 post all of these roles. So you have people  
20 who may be a dealer, who may apply for, hey, I  
21 didn't hear back of I applied for vice  
22 president of table games. Well, there are six  
23 levels between, let's say, an entry-level  
24 dealer and someone who's applying for that

1 top-level role.

2 And so, to that end, I think it's  
3 just important to note when people say, hey, I  
4 did not get the job. Well, sometimes they're  
5 applying for jobs that are significantly above  
6 their level of ability, or that their  
7 background would suggest.

8 So I think it's just important that  
9 we all throughout, both at the commission, the  
10 staff and locally, and we're educating our  
11 local, both legislators as well as city  
12 council people to make sure that they're aware  
13 of the process so that they know how to help  
14 to encourage people to stick it out.

15 CHAIRMAN CROSBY: Great. That's  
16 really great.

17 MR. MATHIS: And just the last item  
18 is, I hear you loud and clear on the survey,  
19 and the importance of the survey. It's a  
20 little tricky, in terms of getting -- strongly  
21 encouraging someone to do voluntarily do  
22 something, as you know. But we can look back  
23 at it, and I think there are opportunities for  
24 us to stress the importance of it and what

1 we're trying to achieve with it. It's not  
2 your standard junk mail survey that we're --  
3 that we're working on. So we'll recommit to  
4 go back and look at that process and ways that  
5 we can encourage it, including I think I'm  
6 guilty of not completing the survey myself.  
7 So I can, at least, up the number there and  
8 we'll go -- we'll go from there.

9 CHAIRMAN CROSBY: And as I  
10 mentioned, there are ways to fix -- I think,  
11 if everybody sits together, appreciates the  
12 difficulties you've got, it could happen  
13 postopening to some extent, or to catch up, as  
14 long as some kind of a system were in place.  
15 So it can work out in a way, I'm sure, that  
16 won't be, you know, hard for you guys to  
17 accommodate. But thank you for --

18 MR. MATHIS: We'll look at that.

19 CHAIRMAN CROSBY: -- doubling the  
20 effort.

21 COMMISSIONER ZUNIGA: And thank you  
22 for that. And if it's not obvious, we were  
23 just at our annual meeting of our research  
24 team yesterday. And the good news of all --

1 of the Plainridge Park Casino going back two  
2 years, is clearly coming, to a great degree,  
3 from the all the information that with he  
4 glean from the -- from the employees. Where  
5 they're coming from, backgrounds, the  
6 accessibility to the jobs. So it -- we're  
7 really counting on that for MGM, as well.

8 MR. MATHIS: Absolutely. And I'll  
9 hand it off to Brian, but just in closing, you  
10 know, I hope this isn't a sensitive topic, but  
11 considering the Bruins didn't get there, I  
12 hope you can turn your fan support to our  
13 Golden Knights. It's a phenomenal --  
14 phenomenal team, and it's something that our  
15 city's really rallied around.

16 COMMISSIONER CAMERON: Yeah. We're  
17 really happy with our Red Sox and Celtics  
18 right now.

19 MR. MATHIS: Fair enough. And I'll  
20 hand it off to Brian for the update on the  
21 construction.

22 MR. PACKER: Good morning.

23 COMMISSIONER STEBBINS: Good  
24 morning.

1 COMMISSIONER ZUNIGA: Good morning.

2 MR. PACKER: So, yeah, as Mike, you  
3 know, starts to ramp up here with Alex and  
4 team, the construction employees in this  
5 quarter probably peaked out and have started  
6 to ramp down as we sit here and speak today.

7 So in the first quarter, you know,  
8 from a site perspective, this was all about  
9 getting as much scaffold down as possible.  
10 Starting to clear the edges of the property  
11 for landscaping, hardscape prep, last-minute  
12 utility connections. And you can start seeing  
13 in the -- in this picture, the back of the  
14 facade by the pool decks starting to take  
15 shape and color. Some of the foam on the  
16 exterior convention or banquet terrace areas  
17 coming in. And you see the back of the armory  
18 has the zipper wall, what we call the zipper  
19 wall, taken out to allow access for us to go  
20 in and demolish the inside. And then,  
21 Main Street, a little dark on this photo, but  
22 majority of the scaffolding along Main is  
23 down, with us eventually turning the corner to  
24 take the rest of that scaffolding down in this



1 current quarter.

2 We, also, early, early in the  
3 quarter, we opened 95 State Street to  
4 employees. We had the TCO the end of the  
5 year. And then, in January we started moving  
6 in Mike and his staff. And then, eventually,  
7 your staff into that building, so that was a  
8 great project and is now, you know, fully  
9 active and being used supporting all  
10 operations.

11 The hotel exterior, you start to see  
12 now, as that scaffolding peels back, the  
13 richness of the different types of facades  
14 that we have along Main Street. I've been  
15 stopped many times, where folks on the street  
16 are saying, this looks like it's been there  
17 forever. And that's before we even, you know,  
18 put the finishing touches on it and then light  
19 aging. And we've -- you know, from day one, I  
20 think it was two Januarys ago, we built  
21 mock-ups of these facades in Las Vegas to have  
22 our executives review, and then the cities,  
23 Chicago consultants come out and review. So  
24 there was a long process of back and forth on

1           these facades and now -- now you finally see  
2           them, kind of, coming to life.

3                         Here's one more shot on the left  
4           along Main Street. And then, on the right  
5           that's actually one of our three, kind of,  
6           terrace decks up on the roof, off of the back  
7           of the employee dining room, and then that's  
8           looking to the back of the hotel. So those  
9           are hotel rooms there. And we're started to  
10          stage some plant material for those decks.

11                        Hotel rooms, you know, we've gotten  
12          to the point now where we don't have to show  
13          you the pictures of the model rooms. These  
14          are actually the rooms. In the hotel, this is  
15          level three. And, you know, what's unique  
16          about this hotel, is because you have so many  
17          different facades, most folks don't understand  
18          that that -- all the difference in the facades  
19          have to translate into the rooms.

20                        So, really, there's not one unique  
21          room type almost on this whole project.  
22          There's always a slight variation in every  
23          room that the designers had to consider. So  
24          we're currently in the punch list stage on the

1 hotel rooms, as we speak here today. But in  
2 this quarter, we were wrapping up some of the  
3 earlier rooms.

4 MR. MATHIS: Hey, Brian -- Brian,  
5 can I stop you there? I think I mentioned  
6 this before, but just this slide really shows  
7 it. To create the multiple facades, you've  
8 got to have different windows. And you'll be  
9 along a hotel corridor, and you'll be in one  
10 room and have that two-panel window that you  
11 see right there, and then the next room will  
12 be a full floor-to-ceiling glass window,  
13 because these are buildings, from the  
14 exterior, that have different treatments.

15 So our VP -- that comes with a cost,  
16 not just constructionwise, but in terms of  
17 operation. Our VP of facilities was bemoaning  
18 the other day that for attic stock, to replace  
19 one of these windows you normally have a  
20 single window and you can create a standard  
21 attic stock. He's got to have attic stock for  
22 48 different windows.

23 COMMISSIONER ZUNIGA: Forty-eight?

24 MR. MATHIS: Forty-eight different

1 windows. Obviously, we think it's worth it.  
2 But, you know, some of the things you don't  
3 think about, as you get -- as you have an  
4 ambitious design about what the ripple effect  
5 of some of these decisions are so...

6 MR. PACKER: And the next two, some  
7 of the podium, interior progress shots. On  
8 the left, from our -- one of our marketplace  
9 venues at South End Market. On the right, we  
10 have shots of both of our higher end  
11 restaurant, Italian and the Chandler  
12 Steakhouse at the bottom. And you now start  
13 seeing, you know, the drywall get filled in,  
14 the early stages of millwork being applied,  
15 and some of the faux finishing of the walls  
16 starting in these spaces.

17 The dome pretty much got finished  
18 off in this quarter and completed. So kind of  
19 have three levels to this. This dome was  
20 salvaged out of 73 State. On the first level  
21 you've got, basically, as part of our  
22 prefunction area, and the smoking mirror glass  
23 background with the arches. On the second  
24 level is a balcony level that is original to

1           73 State built back at the exact dimensions  
2           that were in the original building, and then  
3           the railings and the doors were actually  
4           salvaged materials, as part of our historic  
5           salvage program out of 73. And then, the  
6           third level, obviously, is the dome itself.

7                         So we were really happy with -- you  
8           know, there was a lot of discussion of --  
9           early on, I know with historical and  
10          internally, about where does this go? What's  
11          the right place for it on this project? And I  
12          think it landed in the right spot, when you're  
13          out there walking around in this banquet  
14          prefunction area.

15                        CHAIRMAN CROSBY: Great.

16                        MR. PACKER: And then, on to some of  
17          the entertainment block. You really see the  
18          YWCA facade, in this quarter, come to life.  
19          We probably took at least 40 different  
20          templates off of the original building, in  
21          terms of window sills and freezes and railings  
22          and -- to make sure that we got the  
23          dimensioning on this facade exactly what it  
24          was in the original structure. We were also

1           able to save some freezes on some of the coins  
2           the edges from the original building and reuse  
3           them now in this facade. So when you're out  
4           there, you'll see some of the ornate freezes  
5           are from the original.

6                        On the right, you start to see a  
7           hint of the truss, which is kind of an  
8           emulation and a nod to the old drill shed that  
9           once was off the back of the armory. So  
10          underneath this structure will be a bunch of  
11          different events that Mike and Alex are going  
12          to be programming. In the winter, obviously,  
13          the ice skating rink. In the summer, really,  
14          an marketplace type feel. That'll be -- a lot  
15          will be programmed on a flex basis. So  
16          entertainment block outside, you're burning  
17          off your facade work and you're getting these  
18          trusses in place.

19                       And then, one of the biggest  
20          challenges, I think, on the entire project  
21          coming into this quarter, is the armory. The  
22          armory, as you know, used to be four levels  
23          inside of some old classrooms and different  
24          type spaces that really didn't lend themselves

1 to imagination of what could this be. We've  
2 opened that whole space up. Completely  
3 different feel now. Really get a sense of the  
4 history of this space. And on the right  
5 picture, we're starting to stage here for  
6 what's probably one of the most unique things  
7 we've done on the project. Maybe, even more  
8 unique than moving the church, is the turrets  
9 on the inside are getting removed but the  
10 turrets on the outside stay.

11 So if you can imagine the weight of  
12 these walls, and in some places they're 3-foot  
13 thick on the outside of the building up top,  
14 but we have to support the inside and then  
15 remove it.

16 And so, there's been a lot of work  
17 going on, you know, how do you do this safely?  
18 How do we do it to make sure the integrity of  
19 what will remain stays the same? And we're in  
20 that process right now.

21 CHAIRMAN CROSBY: So you don't  
22 replace it; it's going to be just one big open  
23 space without those four closed turrets?

24 MR. PACKER: That's correct. So,

1           you know, on the inside where the, you know,  
2           maybe a half of the turret took up some  
3           interior space, now that' wall's removed and  
4           you get the benefit of being able to use the  
5           square footage of the turret.

6                         CHAIRMAN CROSBY: I got that.

7                         COMMISSIONER ZUNIGA: Are there  
8           going to be interior floors; have you decided  
9           that?

10                        MR. PACKER: So there's an -- the  
11           interior floor in this current design, you  
12           basically have -- it's level one when you walk  
13           in. And that floor has been poured. The only  
14           openings that are out there right now on that  
15           floor are where the turrets are. They'll be  
16           getting filled in. And then you'll have one  
17           consistent wood floor across the first level  
18           of the armory. So when you walk in, it'll be  
19           a wood floor with -- you know, contrasted with  
20           the brick on the walls.

21                        COMMISSIONER ZUNIGA: But will there  
22           be other stories; have you determined that?

23                        MR. PACKER: We have not determined  
24           that. At this time, for opening, it'll be



1 that flex space or just one floor.

2 MR. MATHIS: It's designed to  
3 receive -- designed to receive further floors  
4 down the road. In fact, I think I may have  
5 sold our first wedding that'll take place in  
6 that -- in that armory, so it's going to be an  
7 amazing space.

8 CHAIRMAN CROSBY: Great.

9 MR. PACKER: Real excited.

10 CHAIRMAN CROSBY: That's great.

11 MR. PACKER: And some of the  
12 patterning on the brick, and some of the nods  
13 to the floors that were there, it's  
14 interesting when you're in the space. It  
15 comes off really well, I think.

16 On the church, we have DA Sullivan,  
17 a different general contractor, assisting with  
18 this space. On the interior, we've started  
19 modifying just a few interior walls to allow  
20 for the food service equipment that's going to  
21 be coming, as well as, we have a new entry off  
22 the rear of the church that will face the  
23 marketplace.

24 On the right-hand side, you see us

1 starting to prepare for the ADA ramps, which  
2 also connect into the exterior terrace that'll  
3 serve for seating area. And it's somewhat  
4 elevated, once it gets poured. So the early  
5 work on those ramps is what you see on the  
6 right.

7 The childhood center, great progress  
8 on that structure. Walked it a few weeks ago.  
9 You can start seeing here where we're -- on  
10 the interior we're almost ready for paint.  
11 And all the roof lines are in. Finishing up  
12 some of the exterior board, but it's really  
13 going to be a unique childcare center, as it  
14 relates to this is a LEED Platinum, Net Zero  
15 childcare center. So the solar panels and  
16 other elements that help us register for that  
17 status, they should be arriving in the  
18 upcoming quarter.

19 And then, offsite traffic, we have  
20 many intersections that we're tracking with  
21 your staff on what are the improvements from  
22 ADA ramps to milling and resurfacing and  
23 painting. A lot of coordination with the city  
24 on this work, because as we're trying to do

1           our work, the I-91 project is also trying to  
2           do its final pave, and then the city is doing  
3           a significant amount of paving on their own in  
4           the city. So if you're downtown right now,  
5           you're seeing a lot of asphalt trucks day and  
6           night. It's almost a 34/7 operation between  
7           all three entities, kind of, pulling from the  
8           same resources to get asphalt.

9                        COMMISSIONER STEBBINS: Brian, the  
10           traffic island, is that Union Street?

11                       MR. PACKER: That's Union Street.  
12           That's correct. And that's a mid-block  
13           pedestrian crossing.

14                       COMMISSIONER STEBBINS: Okay. So it  
15           doesn't extend the whole --

16                       MR. PACKER: Yeah, no. At the end  
17           of the day, you'll have a few yield to  
18           pedestrian signs, as well as when the  
19           pedestrian will hit the crosswalk. It signals  
20           blinking lights for the cars approaching to  
21           know to stop. We just completed the one on  
22           State Street last week. State Street has a  
23           similar mid-block cross.

24                       So here on a design update we had a

1 bunch of deltas released. Generally, for  
2 cleanup podium, fit-out work, hotel fit-out  
3 packages related mainly to suites and AV  
4 equipment. And then, for the armory, the  
5 church, Indian Motorcycle, the cinema, and  
6 Top Golf, as you can imagine those spaces  
7 being designed later, or getting tenants  
8 later, those interior spaces have -- have now  
9 been -- the design's been completed and issued  
10 in this quarter for us to go forward in the  
11 current quarter here to actually build them  
12 out.

13 On schedule, we've submitted our  
14 three schedule submissions for this quarter  
15 and, also, I believe settled down on the final  
16 schedule milestones here with everyone in the  
17 last month. So we're tracking. Really, from  
18 my mine goal on schedule is the podium and the  
19 hotel. The biggest date, probably, for the  
20 project is the construction turnover of  
21 August 6th is our target for TCO for those  
22 spaces. So we'll -- we're pushing towards  
23 that. And then, the minute we get through the  
24 casino podium, we'll get through the casino

1 podium, and then we'll focus on some of the  
2 later areas, like the cinema, Top Golf,  
3 Indian.

4 And with that, I'll turn it over  
5 briefly to Seth for the budget slide.

6 MR. STRATTON: Thanks, Brian. Good  
7 morning, everyone.

8 CHAIRMAN CROSBY: Good morning.

9 COMMISSIONER O'BRIEN: Good morning.

10 COMMISSIONER CAMERON: Good morning.

11 COMMISSIONER ZUNIGA: Good morning.

12 COMMISSIONER STEBBINS: Good  
13 morning.

14 MR. STRATTON: I'm pinch hitting  
15 four our CFO, Courtney Wenleder today. Less  
16 than a hundred days out, with Mike and Alex  
17 here, someone has to take care of business  
18 back in Springfield, so Courtney's doing that  
19 today.

20 So the budget update, we have an --  
21 it's interesting, from last quarter we have  
22 a -- roughly, a nine -- almost a hundred  
23 million dollar increase from the prior  
24 quarter. So 97 -- the current estimate

1 reflects an increase of \$97.5 million in  
2 overall spend. And I remember back to,  
3 probably, a half a year ago, when I was making  
4 one of these presentations and we hit the  
5 milestone of hitting the hundred million  
6 dollars in spend, now we're spending a hundred  
7 million in a quarter. So it really shows you  
8 that the ramp-up. And I think, in that  
9 \$1 million increase over the quarter,  
10 88.9 million of that is capital cost. And that  
11 brings us to another threshold, which was we  
12 hit and exceeded the \$500 million statutory  
13 minimum spend on eligible capital costs, so  
14 we're now at \$527 million over that  
15 \$500 million requirement.

16 One of the other things you'll see  
17 in the spend this quarter, is that there's  
18 been a reduction in the project contingency,  
19 which is down now to just under \$10 million.  
20 And the bulk of those transfers over the  
21 project have been into the construction design  
22 aspects of the project, which is why we're now  
23 tracking at just under \$730 million toward  
24 that capital cost requirement.

1           So the only other item that I touch  
2           on is in addition to the 88.9 million in  
3           increase in capital cost, we have, roughly,  
4           \$8.6 million in increases in preopening spend.  
5           And those are focused largely in two baskets,  
6           our assessments -- our gaming assessments and  
7           our community commitments to the City of  
8           Springfield under the HCA. Rough -- just over  
9           \$3 million in payments in those categories in  
10          this quarter, and then a lot of payroll.

11          So reflected in this quarter, there  
12          were 74 new hires in Q1, and so the salaries  
13          and benefits for those employees, who are now  
14          in -- born as of this quarter is reflected in  
15          that nearly \$10 million increase in preopening  
16          expenditures.

17          Unless there are any questions, I'll  
18          pass it back to Brian -- or I -- if you have  
19          any questions, I'm happy to try to address  
20          them.

21                   CHAIRMAN CROSBY:  Anybody?

22                   COMMISSIONER ZUNIGA:  I have a --  
23           I'm just curious, we have a bond with you.

24                   MR. STRATTON:  Correct.

1                   COMMISSIONER ZUNIGA: What is the  
2 status of that, can somebody remind me?

3                   MR. ZIEMBA: So, Commissioner, that  
4 bond continues, I think, through November. As  
5 you recall, when we looked at the schedule, we  
6 told the commission that we are going to be in  
7 the process of developing a construction  
8 security mechanism for parts of the project  
9 that will -- construction will be complete  
10 after the opening.

11                   COMMISSIONER ZUNIGA: Yes.

12                   MR. ZIEMBA: And so, we're still in  
13 the process of discussions with what that --  
14 what the form of that will take. But the bond  
15 currently remains, but we want to make sure  
16 that -- that the language of whatever we have  
17 will be sufficient to provide the security for  
18 the construction of those items after the  
19 opening.

20                   COMMISSIONER ZUNIGA: For the  
21 remaining items. Yeah, okay. And that bond  
22 is good until September?

23                   MR. ZIEMBA: November.

24                   COMMISSIONER ZUNIGA: Oh, November.



1 You mentioned that. Thank you.

2 MR. PACKER: Okay. And then,  
3 finally, we have the diversity update for the  
4 project. And here we look at three things,  
5 commitments then payments. So we always try  
6 to get ahead of the payment curve. And,  
7 obviously, you can't spend the money unless  
8 you've committed it to someone. And so, the  
9 commitments always, kind of, give us clear  
10 vision in what the future should look like, in  
11 terms of where we land at the end of the day.

12 Current commitments for WBE is  
13 21.7 percent over project goal of 10 percent.  
14 MBE current trend is 7.9 percent and a project  
15 goal of five. And then, VBE, current  
16 project's at 6.7 percent on a goal of  
17 2 percent.

18 So on the next slide, we kind of  
19 look at, all right, if those are our overall  
20 project commitments, how have we been doing on  
21 payments to date? And the percentages  
22 generally track in a similar manner, where  
23 payments you're at 18.6 percent over the  
24 project goal of 10 for WBE. For MBE, you have

1 payments of 6.7 percent against a 5 percent  
2 target. And then, on VBE 6.5 percent against  
3 a target of 2 percent. So these numbers seem  
4 to stay consistent out here, probably, for the  
5 few two quarters, in terms of percentages and  
6 with, still, a good amount of money to spend  
7 here in the next two quarters, so we're  
8 feeling good about where they're at.

9 You know how I feel on -- I'm fairly  
10 conservative on wanting to, you know,  
11 celebrate that this will be exactly where  
12 we're at. But as we're getting closer to  
13 opening, you know, the confidence level in  
14 these numbers are is pretty strong. So this  
15 is a great team effort and --

16 MR. ZIEMBA: Commissioners, I see  
17 that you're leafing through some of these  
18 documents. Some of the hubbub that you saw a  
19 little bit earlier, is that there was, sort  
20 of, a last-minute substitution of some of the  
21 presentations. So I see on this particular  
22 slide is a little bit different from -- from  
23 the version that you have, so I apologize for  
24 that.

1                   COMMISSIONER ZUNIGA: I was just  
2 going to ask that question.

3                   COMMISSIONER CAMERON: Thank you. I  
4 was leafing through looking for it, as well.

5                   MR. PACKER: And then, in total, and  
6 the third thing we look at, obviously, is  
7 workforce, which is outside of commitments,  
8 but it's actually hours worked on the project  
9 by certain individuals against total hours.

10                   So for women, the project goal was  
11 6.9 percent. We're currently at 8.8 percent,  
12 or almost 8.9 percent. For minority, 15.3 was  
13 the target. Apparently, at 21.43. And on  
14 veteran, an 8-percent target, and the current  
15 project's at 9.63 percent. So still holding  
16 strong here.

17                   We do see a little bit of fallout  
18 with some of the groups, which is to be  
19 expected, especially where you have travelers  
20 and other folks that, as trades wind down,  
21 they're always looking to the next project.  
22 So I know Wynn is probably getting some of  
23 these workers now becoming a traveler to  
24 Boston to aid on that project. But, you know,

1 if you look at the stats and the hours we  
2 project to work towards the end -- through the  
3 end of the project, even with slight dips  
4 here, we still should be on target to meet  
5 these at the end of the project.

6 COMMISSIONER ZUNIGA: Can I go back  
7 to the budget question, Seth, just for a  
8 minute? And I know you'll probably be  
9 spending some dollars after the opening date,  
10 but you mentioned the last quarter was in the  
11 order of magnitude of a hundred million?

12 MR. STRATTON: Correct,  
13 \$97.5-million increase quarter over quarter.

14 COMMISSIONER ZUNIGA: And you have  
15 260 remaining? Is that --

16 MR. STRATTON: Correct.

17 COMMISSIONER ZUNIGA: how you  
18 feeling in general, Brian, Seth and Michael,  
19 about these last couple of months, if you  
20 will?

21 MR. STRATTON: Before he answers  
22 that, just one point of clarity, that's as of  
23 the end of the first quarter, so we're now  
24 closing out the end of Q2. So a lot of that

1 has been spent, I imagine, over the past two  
2 quarters.

3 COMMISSIONER ZUNIGA: Okay. That's  
4 the short answer. Still, the question is  
5 still relevant.

6 MR. PACKER: Yeah. You know, we  
7 look at, hey, what do we need to -- you know,  
8 if you're going to be open by a certain date,  
9 the cash has to follow that, right?

10 COMMISSIONER ZUNIGA: Yep.

11 MR. PACKER: And so, on  
12 construction, just podium hotel, we average  
13 20, 22 million a month in burn. And then, you  
14 have some ancillary projects, like offsite  
15 traffic and other things and other burn  
16 additional funds. But, you know, if you just  
17 look at, hey, what's remaining in construction  
18 on the slide and, you know, take that number  
19 out, you're fairly close, in terms of where  
20 you should be at so...

21 MR. MATHIS: And, Commissioner, I'll  
22 just add, when you think about this slide,  
23 Brian controls the construction pieces of it.  
24 Our team, largely on the operation side,

1 controls the preopening expense. So we manage  
2 that very, very proactively. And we feel good  
3 about what's remaining. There's wins and  
4 losses. We'll bring on a position or two  
5 early, payroll goes up, we'll find a savings  
6 on a buyout, OS and E, and we'll get a savings  
7 there. So we generally feel comfortable about  
8 where we're at.

9 COMMISSIONER ZUNIGA: Thank you.

10 MR. PACKER: And that ends the  
11 construction update.

12 CHAIRMAN CROSBY: Great. Anybody  
13 have any questions or issues?

14 COMMISSIONER CAMERON: Just it's --  
15 again, we've said this before, but you're  
16 consistently good with your diversity numbers,  
17 and I know that you work hard. I hear it  
18 every time you come and speak before us, that,  
19 that doesn't happen by accident. That you're  
20 looking at it probably, what, on a daily  
21 basis? So the numbers reflect that, and it's  
22 always encouraging to see.

23 MR. PACKER: Thank you.

24 CHAIRMAN CROSBY: All right.

1 MR. ZIEMBA: If you wouldn't mind, I  
2 just had a couple quick questions. One thing,  
3 when we did our schedule there were a couple  
4 of updates that these folks would provide us  
5 each quarter. One is on the activation of the  
6 armory in the upcoming quarter. We have  
7 pretty fulsome presentation, I think in  
8 March 15th, regarding that activation. If we  
9 can provide anything further, if there is  
10 anything, that would be helpful.

11 In addition, we also had a  
12 requirement that we get an update regarding  
13 the search for a final tenant on the armory's  
14 base. That would also be beneficial.

15 MR. MATHIS: Yes. Happy to give you  
16 that update. The armory and the activation, I  
17 think we gave you a list of potential  
18 opportunities that we had out in that -- out  
19 in that space. And that space I think of as  
20 including the plaza open space, as well as the  
21 armory building itself. I mentioned bagging  
22 some wedding business, but that's just a small  
23 example of how we would activate the armory.

24 Most significantly, we've hired a

1 dedicated position. We have a plaza manager,  
2 who is responsible for building out the  
3 calendar. We've draft calendar in place. I  
4 think our strategy is to fill the calendar  
5 through the end of the calendar year. And  
6 then, going into the winter season we'll, of  
7 course, have our skating rink. But I think we  
8 want to see what -- what those first four  
9 months look like, in terms of what's  
10 successful, what's not.

11 We've got traveling entertainment.  
12 We've got bands planned for out there. We've  
13 got wine and cheese events with different  
14 vendors. We've got, of course, our farmer's  
15 market-type concept. So we're going to rotate  
16 a bunch of content through there and see what  
17 resonates with the public, and then go from  
18 there, in terms of further building out the  
19 2019 calendar.

20 MR. ZIEMBA: And I just had one  
21 further question. Regarding 31 Elm, if  
22 there's any significant updates since the last  
23 time we met?

24 MR. MATHIS: Yeah. We've had -- in



1 fact, last -- I'm losing track of my weeks.  
2 This -- I think it was this week, right? Last  
3 week we got together with the mayor and  
4 significant stakeholders, including the master  
5 developer for a status check, and it includes  
6 some folks from the Baker administration. So  
7 a ton of attention being given to it.

8 It continues to be a challenging  
9 project, with all the moving parts we've  
10 talked about in the past. But I think the  
11 consensus was, it's such an important project  
12 that we've just got to keep ticking away at  
13 it. So we're looking at different funding  
14 sources as a group to help close the gap, try  
15 to finalize construction dollars. We're not  
16 there yet, by any stretch, but it continues to  
17 be a big focus. And we're meeting often on it  
18 and including more and more stakeholders to  
19 see if we can collectively solve it.

20 So we've got that date hanging out  
21 there for the next -- for the next update and  
22 see where we're at. And we agree with you, at  
23 some point you got to make a decision. Is it  
24 a go, no-go on a housing commitment. And

1 we're building contingency plans so that, if  
2 we reach that moment, we've got a presentation  
3 to make to you about how we're going to make  
4 that commitment, reach that commitment.

5 CHAIRMAN CROSBY: Anybody else?  
6 Great.

7 MR. ZIEMBA: Thank you.

8 COMMISSIONER ZUNIGA: Thank you.

9 COMMISSIONER CAMERON: Thank you.

10 CHAIRMAN CROSBY: Next up is  
11 Director Con -- sure.

12  
13 (A recess was taken)

14  
15 CHAIRMAN CROSBY: All right. We are  
16 reconvening public meeting No. 243 with  
17 Director Connelly.

18 MR. CONNELLY: Good morning,  
19 Mr. Chairman and Commissioners. I'm here to  
20 really introduce MGM, to present what is a  
21 draft of their gaming license application.  
22 They -- because of the unique request in  
23 there, and the new request of 4:00 a.m.  
24 service, we felt it made sense to put it -- to

1 bring it in front of the commission for  
2 consideration and discussion of potentially  
3 opening it to a public comment period on that  
4 two to 4:00 a.m., seeing as that will be the  
5 first time in the commonwealth, if that were  
6 to be issued, be the first time in the  
7 commonwealth that a 4:00 a.m. license was  
8 issued.

9 So just some high-level notes and  
10 I'll turn it over to the MGM team to discuss  
11 the detail. The draft application contains 22  
12 separate licensed areas. To remind you,  
13 because it's been awhile since we issued the  
14 last beverage gaming license, although,  
15 Plainridge is up for renewal this year, so  
16 everything that's old is new again, I guess.

17 There's 22 separate licensed areas.  
18 There's one overarching gaming beverage  
19 license for the casino. But every specific  
20 area where there's alcohol service in a  
21 defined theme, is included as a specific  
22 licensed area, and you'll see that in the  
23 application.

24 Most of the areas have the 8:00 a.m.

1 to 2:00 a.m., which is, you know, the standing  
2 allowance for alcohol service with the  
3 addition, as will be discussed, of the request  
4 for 4:00 a.m. service, two to 4:00 a.m.  
5 service on the gaming floor.

6 This is, as I mentioned a draft,  
7 really, for consideration, and to start a  
8 discussion we expect will be robust. But some  
9 of the updates that we know are to come are  
10 some additional information on jointly  
11 responsible parties. Particularly, in two  
12 areas, the theater and the retail space.  
13 Again, is the overarching gaming beverage  
14 license, but a tenant-operated area would be  
15 noted as a jointly-responsible party under  
16 MGM's license.

17 And additionally and significantly,  
18 there will be additional information regarding  
19 the outdoor plaza. And, specifically, some of  
20 the efforts that MGM is going to undertake to  
21 clearly mark and signal, kind of, the  
22 regulatory intent of that area. That it's  
23 bound, and that's it's not porous to the  
24 outside areas. We expect that to be at the

1 next meeting. So as kind of a follow-on to  
2 this.

3 So just not to preempt, but they --  
4 there may be -- they may punt some of the  
5 outdoor questions in that regard, and that's  
6 because we expect to take it up at the next  
7 meeting. And with the hope that two meetings  
8 from now we would present this. I would bring  
9 this forward with a recommendation for  
10 approval, which would be predicated on the  
11 fact that all your questions were answered,  
12 and anything that comes out of this meeting  
13 that's a requirement from the commission was  
14 satisfied.

15 So with that, I'm going to turn it  
16 over to the MGM team.

17 MR. STRATTON: Thanks, Paul. Thanks  
18 for that really helpful introduction. And  
19 I'll be very brief, but I want to touch on a  
20 few points. Largely, on the format and the  
21 process. And I want to thank Paul and your  
22 team for being really cooperative and  
23 collaborative in developing this, because what  
24 you're going to see is that our application is

1 really doubling as our presentation.

2 The format of the application  
3 requires specific pieces of information around  
4 each licensed area. And as Paul mentioned,  
5 we're proposing 22 of those. And so, rather  
6 than filling out 22 forms with, you know, the  
7 information and putting it into the -- to  
8 template, we were showing our information to  
9 Paul he said, why don't you just make that an  
10 appendix to the application so we don't have  
11 to fill out all these forms. And so I  
12 appreciate -- that made a lot of sense to us,  
13 and so I appreciate the cooperation on that.

14 The way that this is laid out, the  
15 appendix to the license, you have the cover  
16 page of the license, the signature page, and  
17 then, basically, everything in the middle is  
18 covered in this appendix, in addition to the  
19 Certificate of Insurance that -- that's  
20 required under the regulation.

21 And there are certain pieces of  
22 information that are required under the  
23 regulation for the gaming beverage  
24 application. And you'll see, if you look at

1 the table of contents, which is up on the  
2 screen, you'll see that we've broken,  
3 essentially, those piece he is down in the  
4 underlying areas. So we have to identify each  
5 licensed area.

6 And for each of those areas -- and  
7 Anthony will walk through that, that every  
8 piece of information that we're providing  
9 that's required by the regulation on each.  
10 There's also a requirement, under the  
11 regulation, to identify and provide details  
12 around every on-premise -- on-premises space  
13 where alcohol will be stored. And that's  
14 included in these materials, as well.

15 There's a requirement to identify  
16 whether bottle service will be provided in  
17 this space, and if so, how. What we've done  
18 is we've broken our bottle service program out  
19 into a brief slide with some details on it,  
20 and cross-referenced that with respect to any  
21 area in which we proposed bottle service.

22 And then, there's also a requirement  
23 around identifying any areas within the gaming  
24 establish -- the presumption under the

1 regulation is that consumption is allowed  
2 throughout the gaming establishment, unless,  
3 you know, the integrity of gaming and public  
4 safety dictate otherwise. And the regulation  
5 requires us to identify areas that we don't  
6 intend to allow consumption.

7 The easy one that we've already  
8 detailed in here, is parking lots and parking  
9 lots, and access to parking that we believe  
10 that there's no room for -- there's no place  
11 for consuming alcohol in garages and parking  
12 lots, clearly.

13 The one that Paul alluded to that's  
14 a little bit trickier, and we've been working  
15 collaboratively with staff on, and have  
16 several meetings and a site tour, is working  
17 through what our outdoor plaza looks like,  
18 which is within the gaming establishment. And  
19 we believe that is critical, to have some  
20 consumption in that plaza to activate the  
21 plaza. But we acknowledge some of the  
22 concerns, and so we're working through a  
23 detailed plan that, quite simply, aren't there  
24 yet on. And we, as Paul mentioned, present



1 that at a future meeting. And so, we are  
2 going to, you know, to some degree kick the  
3 can on that piece.

4 And so, the final piece of  
5 application is what we've identified as  
6 proposed conditions, which is that -- I know,  
7 we understand it's not up for a vote for  
8 approval today, but we're identifying what are  
9 the areas that we still need to provide you.

10 As Paul mentioned, there are three  
11 tenant spaces that we still need to get  
12 jointly-responsible person serving hours from  
13 our tenants, and we're working through that,  
14 so that needs to be supplemented. And the  
15 outdoor plaza piece is the other piece that we  
16 need to supplement.

17 The final piece that I'll address is  
18 the 4:00 a.m. As Paul mentioned, we  
19 understand that there are some questions.  
20 What we're going to do, and I think Alex is  
21 going to walk through for you, the process of  
22 our -- on the casino floor, the 8:00 a.m. to  
23 2:00 a.m. service, and how that looks  
24 different, and how we transition into a

1 proposed 2:00 a.m. to 4:00 a.m. casino  
2 beverage service, what the specific plans are.

3 And then, to the extent that he  
4 commission -- we imagine the commission will  
5 have questions about that, we'll then take  
6 those questions to the extent there's public  
7 comment, we'll get the public comments and  
8 we'll come back at another meeting with what  
9 we hope is a comprehensive response to any of  
10 those questions, concerns on the 4:00 a.m.  
11 service.

12 So we'll do our best to answer any  
13 question you have, but we're -- what we really  
14 want to do is give you the technical  
15 presentation on the program, and then come  
16 back with any concerns.

17 So with that, I'll turn it over to  
18 Alex to walk us through and introduce Anthony.

19 MR. DIXON: Sure. Any questions  
20 before we hop right in? Well, thank you,  
21 Commissioners. It's a pleasure to be before  
22 you once again. Any discussion with regards  
23 to alcohol and consumption must start with,  
24 kind of, the safety procedures. The extreme

1 degree of seriousness that we as a management  
2 as in individuals take this topic.

3 In my prior life, in a prior  
4 jurisdiction in a big city in Baltimore, the  
5 liquor license was held in my name  
6 specifically, not within the entity. I'm glad  
7 to pass it on to Mr. Caratozzolo, who would be  
8 the proposed licensee here. But we take a lot  
9 of detail in not only just thinking about the  
10 process at a high level, but how are we going  
11 to explain this down to our 3,000 employees,  
12 who are going to be able to help us to enforce  
13 to make sure that both consumption, as well as  
14 the responsibility of us as a licensee is  
15 upheld. So that's everyone from our security,  
16 our surveillance, our front-line staff, as  
17 well as our management in each one of these  
18 outlets.

19 So to that point, we thought, in  
20 terms of the application, we' give you an  
21 example of one of the licensed areas to give  
22 you a sense of the -- of the 24 ones that are  
23 -- excuse me, the 22 that are outlined, to  
24 kinds of give you a sense of one of them. And

1 then you have a good sense, as you're reading  
2 through them, and may have any other questions  
3 at a later date about -- about the specifics  
4 of one.

5 Within -- I think that it takes --  
6 it's worth the time to go through,  
7 specifically, the casino beverage program and  
8 the closeout procedures of the two to four.  
9 And then, storage. It's a big component to  
10 make sure that we are securely storing and  
11 have institutional control over the assets.

12 So with that, we can flip through  
13 the presentation, and we can start on Calmare,  
14 which is the -- outlined on number one, which  
15 will give you a sense of one of the 22.

16 And with that, I'll turn it over to  
17 Anthony to outline this as an example.

18 MR. CARATOZZOLO: Good morning,  
19 Commissioners.

20 COMMISSIONER ZUNIGA: Good morning.

21 COMMISSIONER O'BRIEN: Good morning.

22 MR. CARATOZZOLO: So we're going to  
23 use example as Calmare. So we've included the  
24 business concept, the description of the

1 restaurant, and then the hours of operation.  
2 So our dining room is going to be from  
3 11:00 a.m. to 12:00 a.m., and then, also, the  
4 permitted alcohol use for the space. So we've  
5 extended it to 2:00 a.m. to have some  
6 flexibility, incase we have a private event.

7 We've included the capacity of the  
8 restaurant, including the private dining room,  
9 the total dining room and our wine shop, which  
10 is a little unique to the space. Our  
11 alcohol-dispensing areas, so from our bars,  
12 the bar service through our waitresses and  
13 waiters. Bottle service. So our wines by the  
14 glass, wines by the bottle poured at the  
15 table. We also have a detailed plan of how we  
16 will do -- if we were to do liquor service,  
17 how we would do that. Storage and security  
18 will be shown, and it is shown in blue on each  
19 plan. And then, I will be the manager  
20 licensed for all 22 areas.

21 MR. BEDROSIAN: Anthony, could you  
22 just do us a favor, just provide the  
23 commission with your exact title and your  
24 background?

1 MR. CARATOZZOLO: Okay. Anthony  
2 Caratozzolo, vice president of food and  
3 beverage. So I've been with MGM for over --  
4 almost 20 years. I have a culinary background  
5 I've been doing more of a front-of-the-house  
6 operation since 2010. So well-versed in this  
7 on alcohol service. I came from Mississippi,  
8 which was a controlled state, which had much  
9 stricter regulations than we do here in the  
10 commonwealth. I think I'm a little -- I'll  
11 probably be a little stronger on holding my  
12 people accountable than most people will.

13 COMMISSIONER ZUNIGA: Can you give  
14 me an example of a stronger regulation  
15 compared to --

16 MR. CARATOZZOLO: So for bottle  
17 service, similar to here, where a server  
18 cannot pour a bottle of vodka, you have to  
19 have it -- or, I'm sorry, a guest can't grab a  
20 bottle of vodka and pour it themself.

21 COMMISSIONER ZUNIGA: Okay.

22 MR. CARATOZZOLO: You know, we have  
23 a locked cage. The server will come, pour it,  
24 present the bottle for it, lock it back in the

1 cage, secure it. There's just different --  
2 and, also, all liquor is purchased through the  
3 state in Mississippi, where you can't -- do  
4 not just buy it from a vendor on the street.  
5 Everything has to go through the ABC  
6 commission and beverage licensing.

7 COMMISSIONER STEBBINS: Excuse me.  
8 Just like in the Calmare, what are the hours  
9 of the shop?

10 MR. CARATOZZOLO: I'm sorry?

11 COMMISSIONER STEBBINS: I'm sorry,  
12 what are the hours of the shop; is that going  
13 to be consistent with the restaurant?

14 MR. CARATOZZOLO: That is correct.  
15 I'm sorry, 11:00 p.m.

16 COMMISSIONER CAMERON: Quick  
17 question about the -- the wine shop, as well.  
18 So is this the -- you'll have a great variety  
19 of wines throughout the dining facility and  
20 the bar, and then someone may like a wine and  
21 be able to go over to the wine shop and  
22 purchase a bottle; is that pretty much the  
23 concept.

24 MR. CARATOZZOLO: That is correct.

1 We've already secured our off-premise license,  
2 which we did around two -- just about two  
3 weeks ago. Yes, you will -- the inventories  
4 will be totally separate. The perception will  
5 be you're buying that bottle just to, maybe,  
6 sitting down and having a glass of wine from  
7 that bottle, but it's actually two separate  
8 inventories, because of the regulation we have  
9 to keep.

10 MR. STRATTON: Yeah. If I could  
11 jump in on that, Anthony. So this will be  
12 unique in the commonwealth, actually, this  
13 concept, because, typically, when you have a  
14 Section 12 -- a Section 12 license is the -- I  
15 always confuse on-premise versus off. But I  
16 believe Section 12 is on-premise, Section 15  
17 is off-premise licenses through the city and  
18 the ABCC.

19 There is a restriction in the  
20 statute, that you can't have both an  
21 on-premise and off-premise license under the  
22 alcoholic beverages statute in the same  
23 premises, so you typically do not see, in the  
24 commonwealth, a restaurant that also can sell



1 a retail.

2 We went to the ABCC, and some of the  
3 staff from MGC were -- attended and were aware  
4 of this advisory ruling that we received, that  
5 because we do not have a Section 12 license,  
6 instead we have a gaming beverage license,  
7 that, that statutory prohibition on having  
8 both licenses in the same premises does not  
9 apply.

10 And so, we -- ABCC basically  
11 clarified that there would be no prohibition.  
12 So we did go and obtain an off-premise retail  
13 license for that wine shop form the City of  
14 Springfield, very recently. We also received  
15 one for the sundries hotel store so we can  
16 sell beer and wine there. And we have those  
17 licenses in place, and the premises will  
18 overlap. So people can dine in the wine shop  
19 and have wine served by a server. As Anthony  
20 mentioned, they can also purchase a bottle of  
21 wine. They can't drink it in the restaurant.  
22 It's not served by a server, separate  
23 inventory, separate point-of-sale machine.

24 And all those procedures we've put

1 in place to comply with the ABCC advisory  
2 ruling, to keep the two operations separate,  
3 even though they're in the same place.

4 COMMISSIONER CAMERON: Is that  
5 different than Eataly over at Copley, where  
6 they have a wine shop?

7 MR. STRATTON: It is different than  
8 Eataly. Eataly, because they are bound by  
9 that Section 12, Section 15, their retail wine  
10 shop has centers enclosed by glass and has a  
11 separate store field. It's not integrated.  
12 They need to keep the premises separate.

13 So this, I think, as far as I'm  
14 aware, will be the only instance in the  
15 commonwealth where we have that, which is part  
16 of the -- and Anthony can speak to this, I  
17 think it's more about the experience than  
18 high-volume sales. It's an amenity.

19 MR. CARATOZZOLO: Yeah. So you walk  
20 through the wine shop, when you enter off  
21 Main Street. So it's more about creating the  
22 ambiance of just being surrounded by fine  
23 wines. We're not looking to sell mass volumes  
24 out of the store. It's more just creating the

1           ambiance for the restaurant.

2                   COMMISSIONER CAMERON: But it is, I  
3 think, a nice amenity, because how many times  
4 do you try wine and say, I'd like to buy a  
5 bottle of this but you don't -- you know, your  
6 local wine shop may not sell it, or you didn't  
7 take a picture. But to be able to walk into  
8 the wine shop and buy that bottle you tried  
9 for the first time at dinner, I think, is a  
10 nice amenity.

11                   COMMISSIONER ZUNIGA: Could somebody  
12 take it to their room, if they were staying in  
13 the hotel?

14                   MR. STRATTON: Yes.

15                   COMMISSIONER ZUNIGA: That's  
16 sufficiently off premises, from this  
17 discussion?

18                   MR. STRATTON: Correct.

19                   MR. CARATOZZOLO: Now, I will turn  
20 to over to Alex to talk about casino beverage.

21                   MR. DIXON: Great. So as you see  
22 through each one of the slides, it goes  
23 through each one of the licensed areas and  
24 with a similar concept. But as you could

1        imagine, it's -- within the concept it  
2        outlines all the things we've described. And  
3        if we flip up to the 13 here on casino  
4        beverage, this is where we think it's worth a  
5        specific discussion just walking through here.

6                So I think it's important to start  
7        with that we've put in place a program that  
8        confirms with the language that was  
9        constituted by the legislature of allowing  
10       gaming -- excuse me, alcohol service for  
11       guests who are actively gaming.

12                And so, as we walk through this  
13       page, this is a map that you're familiar with  
14       from -- from previous meetings that outline  
15       the gaming area. And the broad stroke here  
16       is, is that four customers who are gaming on  
17       the floor, whether you're at a table game or  
18       you're sitting at a slot machine, service  
19       would continue for those guests no different  
20       than before the 2:00 a.m. time frame.

21                The big headline, though, I think  
22       for the general public, as well as for us, is  
23       that all front-facing bars close at 2:00 a.m  
24       so if you were to walk into our facility and

1 go to any one of -- whether it's our  
2 Commonwealth, which is our what's called an  
3 ultra lounge, or to Taps Sports Bar, or to  
4 Calmare, or to the steakhouse, or anywhere  
5 that is a primarily hospitality-driven bar  
6 only, those would close down at 2:00 a.m. And  
7 we'll walk through what those normal  
8 close-down procedures will be. And so, this  
9 is really for the -- for that incremental two  
10 hours for those gaming customers on the floor.

11 I think it's also important to note  
12 that, as a matter of operation, we will be  
13 offering complimentary beverages for those  
14 guests who do -- who are actively gaming. So  
15 in that two to 4:00 a.m. it's not our business  
16 model to drive cash business for those guests  
17 who are actively gaming. So, really, this  
18 alcohol service is an amenity to those who are  
19 performing a primary business on the gaming  
20 sides. So I think it's just important that  
21 there's not the profit mode of just selling  
22 alcohol post that 2:00 a.m. time frame.

23 And so, to that end, you know, this  
24 again just outlines the capacity, theirs from

1 a storage and security standpoint. It's very  
2 consistent with the other areas. But the next  
3 page just walks through just to give you a  
4 sense of what the traditional, kind of, casino  
5 beverage experience is like.

6 So a player sits down at a slot  
7 machine or is sitting at a table. And if  
8 that's in the case of a slot machine,  
9 hopefully, they're inserting their MLife card,  
10 they start their game of play, and we have  
11 cocktail servers, men and women, who will be  
12 throughout the casino floor roving, asking  
13 customers if they would like a beverage.

14 Most of these beverages that are  
15 served on the casino floor are actually  
16 coffee, tea and water. There are some  
17 customers who then would like an alcoholic  
18 beverage. If you'd like what we call the rail  
19 or basic, they will be provided that. The  
20 beverage server goes to a designated service  
21 area, which we can indicate on the map. And  
22 they'll go to what you see below here, is what  
23 is called a smart bar. So they place the cup  
24 below a dispenser, and you're automatically --

1 if you said, I'd like a vodka tonic, you place  
2 that order onto the machine, it dispenses  
3 that. The cocktail server takes that, and  
4 takes it back to the guest at the floor.

5 This one-to-one contact gives us an  
6 opportunity, one, to validate that they're  
7 actively gaming. Two, to check ID, or assert  
8 to make sure that they haven't been over  
9 served throughout the course of the evening,  
10 to that end. So as we move on to the next  
11 page, I think --

12 CHAIRMAN CROSBY: Excuse me, Alex.

13 MR. DIXON: Sorry. Go ahead.

14 CHAIRMAN CROSBY: Are these all --  
15 are these all comped; all these drinks are  
16 comped?

17 MR. DIXON: On the gaming floor.

18 CHAIRMAN CROSBY: On the gaming  
19 floor.

20 MR. DIXON: On the gaming floor,  
21 that is a proposed yes. If a customer would  
22 like a top-shelf drink, they would then have  
23 to pay for that.

24 CHAIRMAN CROSBY: Oh, okay. And

1           then, you can't use the automatic device; you  
2           have to go somewhere else for the top shelf?

3                       MR. DIXON: In that case, it -- same  
4           process. Same process. The server, at that  
5           point, would still pour that top-shelf drink,  
6           but they were doing a cash transaction with  
7           the -- with the individual when you get back  
8           to the area.

9                       CHAIRMAN CROSBY: So you only do  
10          cash?

11                      MR. DIXON: Cash, credit. Whatever  
12          type of tender they have. It makes another  
13          trip, but yes.

14                      So the next page here on 15, if we  
15          could maybe go back just a second. I think  
16          it's just important to note some of the key  
17          elements. And, again, alcohol service is for  
18          actively-gaming guests only for this two to  
19          4:00 a.m., as is consistent with the  
20          legislation that was approved. And then, all  
21          front-facing bars will be closed. I think  
22          this is a very important distinction. As we  
23          met with our local authorities, is making sure  
24          we stress that point.



1           Alcoholic beverage will be served by  
2           casino cocktail servers only between this two  
3           to 4:00 a.m. time period. The only exception  
4           is, within our high limit area we would have  
5           a -- we would propose to have a bartender  
6           there. There are six video poker units that  
7           are at that bar, and they would primarily be  
8           serving those customers who are at that  
9           high-limit bar, but they also serve in that  
10          area. That is actual of what we call a  
11          free-pour area, where the actual bartender is  
12          pouring that drink, as opposed to the easy  
13          bar, which you saw on the previous page.

14                 MR. CONNELLY: Alex, just to that  
15                 point, is that -- so if between the two and  
16                 4:00 a.m., if a customer wanted a premium  
17                 drink is that where they'd get it, from that  
18                 area?

19                 MR. DIXON: In the high-limit  
20                 area --

21                 MR. CARATOZZOLO: That is correct.

22                 MR. DIXON: -- that is correct.

23                 MR. CARATOZZOLO: That is correct.

24                 MR. DIXON: So a liquor sweep, which

1 we'll describe -- Anthony will describe our  
2 close-out procedures that lead up to 2:00 a.m.,  
3 which would -- which would mirror those for  
4 4:00 a.m. And then, all alcohol will be  
5 secured prior to 2:00 a.m. at all restaurants  
6 and bars, except where casino service and  
7 alcohol will then be secured prior to  
8 2:00 a.m.

9 COMMISSIONER CAMERON: I assume  
10 there'll be an effective communication plan  
11 around this. Just a point. In the Plainridge  
12 opening, the local police chief surrounding  
13 had a real issue with the different time  
14 frame. And really had a -- had a concern  
15 about their establishments closing earlier and  
16 going to the -- to the casino with the purpose  
17 of just to continuing to drink.

18 So I think, making sure all the  
19 local police chiefs are aware that this is  
20 not -- this is not that opportunity for those  
21 folks to -- you know, they really are for  
22 those individuals that are there to game. So  
23 I think, if you make that point clear, that'll  
24 be helpful with the law enforcement community.

1 MR. STRATTON: It's definitely a  
2 priority, Commissioner. In fact, we've  
3 already commenced that outreach. We've had  
4 numerous conversations, of course, with the  
5 City of Springfield on this point, and we've  
6 involved them in the dialogue as we've  
7 developed our plans.

8 We also, more recently, have begun  
9 outreach to surrounding community police. And  
10 so, Anthony, myself and director of security,  
11 Jason Rucker, had a briefing just last week  
12 with the Town of Longmeadow, the City of  
13 Chicopee and the Springfield Police  
14 Department, where they all came in.

15 We basically ran through the same  
16 presentation, answered questions, and they  
17 found that very informative. They didn't  
18 articulate any expressed concerns, but they  
19 were just curious on the process. And they  
20 found it beneficial to be informed. We have  
21 plans to do that with the remaining  
22 surrounding community police departments in a  
23 similar fashion so we keep those lines of  
24 communication open.

1                   COMMISSIONER CAMERON: Excellent.

2                   Thanks.

3                   MR. DIXON: And the next three  
4                   pages, Anthony, if you'd walk through the  
5                   close-out procedures.

6                   COMMISSIONER ZUNIGA: Before we get  
7                   to that, if I may, the notion of actively  
8                   gaming, has, it occurs to me, somewhat of a  
9                   judgment call. I can imagine going with --  
10                  somebody going with a spouse and somebody's  
11                  gaming at different rates, or somebody's done,  
12                  perhaps, for the evening but their spouse is  
13                  still there, how do you communicate that? How  
14                  do you -- how does the -- do the servers make  
15                  that judgment call, if you will, as to whether  
16                  -- can you speak to that -- to that notion, if  
17                  you could?

18                  MR. DIXON: Go ahead, and I'll hop  
19                  in.

20                  MR. CARATOZZOLO: So our servers are  
21                  trained to do a 20-minute round time. So by  
22                  the time they take their order to the time  
23                  they come back it's around a 20-minute time --  
24                  time frame. So in that, if they're not -- you

1 know, from the start of the transaction they  
2 have to be playing. We watch them, because  
3 there's about a five-second delay before we  
4 actually get to the machine so we can view  
5 them ahead of time so we can see how many  
6 times they push on a slot machine. And then,  
7 obviously, when we're coming back to make the  
8 round, we can see that they're actively gaming  
9 20 minutes later.

10 COMMISSIONER O'BRIEN: So if they  
11 order and then you come back and they're no  
12 longer effectively gaming do they get the  
13 drink?

14 MR. CARATOZZOLO: No. It is sent --  
15 it is dispensed. They've to be actively  
16 gaming. It's also, it's a cost issue. We're  
17 complimentary giving these liquors to people.  
18 You know, we don't want to just give it --  
19 it's not an open bar. It's a very controlled  
20 process.

21 So we have different role-playing  
22 scenarios that we've developed throughout this  
23 of how we communicate to a guest that's not  
24 actually actively gaming. And, also, because

1 we have the top tier of the liquor -- the  
2 premium liquors that we serve. Because there  
3 is a cost associated, we run through those  
4 processes, also.

5 COMMISSIONER O'BRIEN: Could you  
6 just walk through a hypothetical? Let's say  
7 you've got a server 18, 19, 20, 21 years old,  
8 who's made the call the person's not actively  
9 gaming, or they've given the drink to their  
10 spouse, could you just walk me through a  
11 couple of scenarios, how that's supposed to be  
12 handled.

13 MR. CARATOZZOLO: So when they  
14 notice that, what they do is they're  
15 immediately notified by the supervisor. If  
16 not beverage supervisor, if it's on a slot  
17 floor they would, you know, look for the  
18 closest slot supervisor. And then, table  
19 games, they would look for a table games --  
20 whoever's in charge of the floor at the time.  
21 And then, they usually have the interaction  
22 with the guest. If it escalates at any  
23 moment, we then turn it over to security, and  
24 security handles it from there.

1                   COMMISSIONER O'BRIEN: Okay. So the  
2 server, the front-line server's not the one  
3 that would say to the customer you're not  
4 getting a drink.

5                   MR. DIXON: No. They would be a  
6 part of that. If there's any issues, then  
7 you're escalating from there.

8                   COMMISSIONER O'BRIEN: And what  
9 about in the same situation. So if someone  
10 gets the drink, they're still actively gaming,  
11 they pass it off to their significant other  
12 who's with them?

13                  MR. DIXON: That's where security  
14 would be engaged. So at this time frame, in  
15 that two to four, a big portion of our  
16 security team's effort is going to be  
17 monitoring this very issue, in being able to  
18 say, you can't be walking around the facility.

19                  And what we'll show in later slides  
20 is that we serve alcoholic drinks after this  
21 2:00 a.m. time frame in plastic cups, so that,  
22 if we do have to say, sir, you're not no  
23 longer -- or ma'am, you're no longer actively  
24 gaming, I need you to throw it away, it's much

1 easier than doing that with, let's say a hard  
2 glass on that frame.

3 And so, it is a -- look, to be  
4 frank, it is a -- something that it takes time  
5 to train that individual server, as well as  
6 that individual security guard. But a lot of  
7 our large part of our role-playing scenarios  
8 is just that. You witness this, this is what  
9 you do. If this response comes, this is what  
10 you do. If they berate you, get loud, that's  
11 when you immediately contact your supervisor,  
12 and contact security to be able to adjudicate  
13 that process, kind of, at the machine.

14 But a big piece of this, as well, is  
15 the communication, which is not -- I'm going  
16 to represent here, is the communication to the  
17 customers well in advance so the customer  
18 knows what it is that they need to do, in  
19 order to be considered actively gaming. And  
20 so, through social media, as well as through  
21 signage on the floor. Through visual  
22 messaging boards, we educate consumers to,  
23 hopefully, eliminate the concerns of what is  
24 actively gaming and what is not.



1                   COMMISSIONER O'BRIEN: Do you do  
2 this in other jurisdictions?

3                   MR. DIXON: Yes.

4                   MR. CARATOZZOLO: Yeah. So we've  
5 adapted all the past practice from Detroit,  
6 which has a closure period of the same time.  
7 So, basically, we've went, we've studied how  
8 they've do the closure, we've adapted all  
9 their procedures, and we're going to implement  
10 the same way they've done it for the past 10  
11 years.

12                  MR. DIXON: To be clear, they close  
13 out -- we've mirrored Detroit's close-out  
14 procedures.

15                  COMMISSIONER O'BRIEN: How about the  
16 distinction between actively gaming and not?

17                  MR. DIXON: We do this in many  
18 jurisdictions where -- and even in Nevada and  
19 different locations where at, let's say local  
20 bars, for instance, you have someone who is in  
21 a tavern. If you're sitting there and you're  
22 playing video poker you do have that. And in  
23 some cases, it's formulaic of you need to have  
24 a certain amount of coin in. We actually need

1 to see the actual in the meter on the slot  
2 machine, you know, deducting the coin. So  
3 putting a dollar into the slot machine and  
4 waiting for a drink is not actively gaming.  
5 And this is something that, again, we would  
6 train our cocktail servers on, to be able to  
7 distinguish what is the spirit of what is not  
8 just a hey, I've got a dollar in the machine.

9 So there's gray, but over -- not  
10 over long periods of time, but we've got  
11 training at a very situational perspective to  
12 be able to work through these issues.

13 MR. STRATTON: And the -- I think,  
14 to follow up on your question as well, the  
15 requirement of quote, unquote actively gaming  
16 is, as far as I'm aware, unique to  
17 Massachusetts. But the processes on that,  
18 that we've been articulating, are the normal  
19 processes that the company and the industry,  
20 frankly, uses to ensure that they're not  
21 giving away millions of dollars in alcohol to  
22 folks who are not playing because it's a  
23 amenity to the gaming customers. So it's a  
24 process that the company is already used to

1           employing, to ensure that we're comping  
2           players only.

3                         And so, it's the words "actively  
4           gaming," it's not going to be a surprise in  
5           the training process that people are focused  
6           on, you know, ensuring that patrons are gaming  
7           when they're being provided alcohol.

8                         COMMISSIONER O'BRIEN: But in terms  
9           of a jurisdictions that you have this conflict  
10          between people that would be there and  
11          couldn't get alcohol otherwise, this is the  
12          only jurisdiction that you're aware of? I'm  
13          not asking --

14                        CHAIRMAN CROSBY: Are you talking  
15          about -- is this the only jurisdiction in  
16          which you're looking to serve on the gaming  
17          floor after the hours are cut off?

18                        MR. DIXON: No. So in Maryland,  
19          there's a 24-hour alcohol provision. So at  
20          National Harbor, that facility is able to  
21          serve 24 hours a day. And all other areas  
22          within the state of Maryland, except for the  
23          licensed gaming areas, those all close at  
24          2:00 a.m. on that -- from that perspective.

1                   COMMISSIONER O'BRIEN: But can they  
2                   serve to anyone within the facility for that  
3                   24-hour period, or do you have to do all that  
4                   distinction between actively gaming?

5                   MR. DIXON: They can. And so, in  
6                   this case, this is much more restrictive than  
7                   being able to serve everywhere.

8                   I think, another corollary, just to  
9                   give you a sense, is similar to a guest who  
10                  is, let's say, just taking up space, we have a  
11                  very similar conversation that says, excuse  
12                  me, ma'am or sir, there's someone else who  
13                  would like to play that and you are not  
14                  actively gaming, and we need you to -- you  
15                  know, you're welcomed to hang out, or you're  
16                  able to stand within the area, but we need to  
17                  take that, you know, revenue-generating seat  
18                  and provide it to someone else.

19                  So, in this case, the conversation  
20                  of actively gaming is not unique just to  
21                  alcohol. It's really, if someone is sitting  
22                  at a blackjack table, for instance, and  
23                  they're not actively gaming, we would ask them  
24                  to move. If you're sitting at a slot machine

1 and, again, taking up space and someone wants  
2 to be there, it's a similar conversation of  
3 the slot attendant, or in this case a beverage  
4 server or security guard, would have a similar  
5 conversation of you're not participating in  
6 the area of what's designated for this space,  
7 and we need you to do something else. So it's  
8 a similar phenomenon.

9 COMMISSIONER O'BRIEN: I'm just  
10 trying to determine if this is going to  
11 determine if this is going to be a unique  
12 tension, though, between someone who could --  
13 this is the only way they could continue to  
14 get served alcohol --

15 MR. DIXON: Yeah. No, it will be.

16 COMMISSIONER O'BRIEN: -- versus  
17 not? And that's not -- you don't have that  
18 scenario in the jurisdiction; am I hearing  
19 that correctly?

20 MR. DIXON: You know, I'd want to  
21 come back and positively affirm. I mean, I'm  
22 doing it from the top of my head, of that  
23 unique. But let us come back to you on that.

24 CHAIRMAN CROSBY: But I thought you

1 heard you say, in Maryland, other  
2 jurisdictions -- at two o'clock you have to  
3 stop -- you have to stop drinking, except on  
4 the name gaming floor?

5 MR. DIXON: No. So in Maryland,  
6 you're able to drink -- so how we are closing  
7 front-facing bars, in Maryland, you can drink  
8 everywhere within the casino floor.

9 CHAIRMAN CROSBY: If I'm  
10 understanding it right, this issue about  
11 actively gaming, you're exercising that all  
12 the time alcohol is being served, right; so  
13 it's not like all of a sudden change what  
14 you're doing.

15 MR. DIXON: Correct.

16 CHAIRMAN CROSBY: Because you're  
17 only serving complimentary drinks, or high-end  
18 paid drinks to gamers, if they're actively  
19 gaming starting at eight.

20 MR. DIXON: Yep, that's a great  
21 distinction.

22 CHAIRMAN CROSBY: It's a new  
23 standard. After the gaming kicks in at two  
24 that's not right after the gaming.

1 MR. STRATTON: I'll jump in when --  
2 with one caveat.

3 MR. BEDROSIAN: But it's not the --  
4 to be clear, it's not the legal standard.

5 COMMISSIONER O'BRIEN: Exactly.

6 MR. BEDROSIAN: The legal standard  
7 kicks in at 2:00 a.m. So, operationally, I  
8 think, probably, all casinos do that. But to  
9 Commissioner O'Brien's point, I think we did  
10 it, again, informal survey when this law was  
11 passed. But yes, this is unique, in terms of  
12 extending drinking hours. There is a  
13 conditional to that. Most extended drinking  
14 hours are just wholly extended. This has a  
15 conditional component to it. But, as they  
16 said, the conditional component is something  
17 they exercise all the time anyways, so that's  
18 a distinction.

19 MR. STRATTON: Thank you, Ed, and I  
20 agree with that. I just want to clarify one  
21 piece that I think -- the standard, it'll be a  
22 slightly-heightened legal standard after  
23 2:00 a.m.

24 So we, as a matter of business

1 practice, only comp drinks to folks who are  
2 gaming. But at, say, 10 o'clock at night --  
3 you raised the issue of a spouse. It's  
4 possible that we would exercise our discretion  
5 before 2:00 a.m., that if there's a husband  
6 and wife sitting at a gaming table that -- and  
7 they are gaming, generally, that we would comp  
8 a drink to the husband and wife. After  
9 2:00 a.m., based on the legislative language,  
10 we would not because that person is not  
11 actively gaming.

12 So we're used to the process of  
13 identifying who is participating in gaming.  
14 And it's a very similar standard, but it would  
15 be a heightened standard passed the 2:00 a.m.  
16 Does that make sense?

17 COMMISSIONER O'BRIEN: Thank you.

18 MR. DIXON: And just to add on, I  
19 think this is a -- the language is really a  
20 very good happy medium, where there's a  
21 strict -- you could say strict, no alcohol  
22 served after two. In other jurisdictions,  
23 it's much more liberal, where you can --  
24 served everywhere. And this, I think, strikes



1 the right balance of being able to advance the  
2 interest as outlined within the legislation,  
3 but then having appropriate level of  
4 restrictions, understanding that there's a  
5 level of discretion that takes place. But  
6 this is, I think, a good, happy medium. And  
7 this operational plans -- outlines that.

8 COMMISSIONER STEBBINS: Alex, to the  
9 degree you can, what was your experience in  
10 Baltimore? Obviously, a different operator,  
11 different procedures. But, you know, I  
12 somewhat look at the Baltimore facility being  
13 somewhat similar to Springfield, just in terms  
14 of proximity to downtown. We're worried about  
15 people piling out of bars and walking over to  
16 your location to the degree we talked about.

17 MR. DIXON: Sure. I think -- no,  
18 this is -- I spent a great deal of time  
19 working these late-night hours just to be able  
20 to directly see and assess this myself. And  
21 so, for the first nine months worked, kind of,  
22 11P to 6:00 a.m. just to be able to, kind of,  
23 get a sense of what this looked and felt like.

24 And so, I think the first thing that

1 was most important here, is that -- is that we  
2 were one of the only commercial facilities  
3 open in Baltimore, as well will be here. So,  
4 in some ways, the safety that this facility  
5 provides, the security, it's well-lit, clean,  
6 neat, we're hospitable and we serve great food  
7 is -- that, in many cases, is the most  
8 significant draw of being able to say, hey,  
9 here's someplace you can go to, to be able to  
10 assess all those different components.

11 You know, this is going to be unique  
12 because this is -- one, this is not Baltimore,  
13 but two, this is -- this restriction of  
14 actively gaming will significantly reduce that  
15 description of other people coming just to go  
16 get a drink, because if you aren't coming here  
17 to game, either you don't have the money,  
18 don't desire, or that's just not your thing,  
19 this, I think, is going to -- it will help to  
20 mitigate many potential issues of just your  
21 normal, let's say bar-goer, who gets out and  
22 says, hey, let's continue to party. That's  
23 just not the market that we're going after.  
24 That's just -- it's just not -- it's not worth

1 the headache. That's not what we're going  
2 after.

3 This is for that mid-week convention  
4 guest, who's living -- staying at a hotel, or  
5 staying in our hotel or in the 1,000 rooms  
6 that are within a short walking distance or an  
7 Uber ride away, that's what this is tailored  
8 towards.

9 And so, I think this really strikes  
10 the right balance to mitigate that kind of --  
11 that suction sound from other jurisdictions,  
12 but while also being able to extend the play  
13 and the overall entertainment experience of  
14 our core guests.

15 COMMISSIONER O'BRIEN: So can I ask,  
16 if I start and I'm at the slots table at 2:15  
17 and I get my drinks and I decide I just want  
18 to go to the poker room, can I carry my  
19 plastic cup, or does that have to be  
20 transported by a server, or do you say to me,  
21 I'm sorry, you're not actively gaming anymore?

22 MR. DIXON: So this is where there's  
23 a little discretion on this point. If you  
24 think of our floor, you've got -- you got

1 actual slot machines that are literally right  
2 outside the poker rooms. When I tell you, in  
3 reality, there aren't very many people who do  
4 that -- let's say, that -- that similar thing.  
5 Typically, your slot customer is your slot  
6 customer and then are walking, you know, to  
7 kind of go over.

8 I think what's important is that, in  
9 every instance it's an interaction. And so,  
10 in this case, if you're walking up from an  
11 area, from a slot machine without saying, sir,  
12 throw that away, it's, hello, you're only  
13 allowed to be drinking if you're actively  
14 gaming. You ask the guest, you know, where  
15 you headed? Oh, I'm just headed out. Well, I  
16 need you to finish that and then, you know,  
17 dispose of it. Or, if I'm walking over to the  
18 poker room, well, let me walk you over to make  
19 sure that you get there. If they sit down at  
20 a table, and they are -- have been waiting on  
21 a list, for instance, we would allow them to  
22 kind of go do that.

23 But I think there are these -- you  
24 know, people aren't widgets. You, know, and

1           it's an entertaining experience. But I think  
2           what's important is our team is trained on  
3           these scenarios, in order to be able to adjust  
4           accordingly.

5                        COMMISSIONER O'BRIEN: There's  
6           peculiar -- a peculiarity that goes with the  
7           porous layout that, I think, is raising other  
8           challenges to this, as well.

9                        MR. DIXON: No. Absolutely. I  
10          mean, to that end, you're playing one slot  
11          machine and you're luck runs out you want to  
12          go to a different one. That is, in our  
13          consider actively gaming and you're getting to  
14          another destination. But hanging out in the  
15          hallways and just in the general areas, that  
16          is something that's not. And it's pretty  
17          distinction. I mean, it's -- you've got the  
18          bar-goers and then you've got the slot  
19          customers. And they are quickly, judiciously  
20          going from one place to the next.

21                       MR. STRATTON: And just on the point  
22          of porous, while it looks somewhat separate,  
23          the gaming -- all of the gaming functions, the  
24          poker, to slots, to tables, are all within

1 that gaming floor. So you wouldn't be -- you  
2 wouldn't be leaving the gaming area, for  
3 instance, to go from slots to poker and  
4 crossing nongaming areas.

5 COMMISSIONER O'BRIEN: Well, except  
6 the walkways.

7 MR. STRATTON: Yes, except the  
8 pathways, depending on -- but within the  
9 perimeter of that overall gaming area.

10 COMMISSIONER STEBBINS: Just a quick  
11 typo on your slide. Under 2:00 a.m., I think  
12 you have 2:00 p.m.

13 MR. DIXON: Yes. Yes. We'll  
14 adjust. So, yeah, if you want to just quickly  
15 go through the close-out procedures.

16 MR. CARATOZZOLO: So this our  
17 close-out procedure for Commonwealth and  
18 casino walk-up bar. One unique is casino  
19 walk -- so Commonwealth will totally shut down  
20 at 2:00 a.m. Casino walk-up bar, because  
21 there's video poker at the bar, will close the  
22 bar so that the bar appears to be closed. If  
23 you're still playing video poker, a cocktail  
24 waitress will -- from Section 13 will actually

1           come and service you. Then, they'll follow  
2           the same procedure. Knox bar, just because  
3           we -- it falls in the same line, but there is  
4           a bartender behind. And it's because we don't  
5           want the cocktail server coming and  
6           free-pouring form the back of the bar.

7                         For our casino beverage, it's a  
8           little unique. Because we have these smart  
9           bar assistants installed, we can actually  
10          program the system to shut down automatically  
11          at a certain time. So you can see here, at  
12          3:00 a.m. the machine actually shuts down. We  
13          begin doing our liquor sweep at 3:30, just  
14          because we have such a large slot floor. And  
15          usually on a graveyard shift you don't have --  
16          you know, you're not at max capacity on staff,  
17          it takes us a little longer to go through, so  
18          we allow us a little bit of time. So we'll  
19          actually start sweeping the floor at 3:30 so  
20          we know we're totally clear by 4:00 a.m.

21                        MR. CONNELLY: Can I just ask what  
22          the commission was asking and a point you  
23          brought up? Just in terms of what would draw  
24          folks to the casino at this hour of night, not

1 gaming, what's still available?

2 MR. CARATOZZOLO: Food.

3 MR. CONNELLY: What food is  
4 available?

5 MR. CARATOZZOLO: So in our market,  
6 we have Bill's Diner that will be open. We  
7 are exploring different options on the casino  
8 floor, but right now it's Bill's Diner will  
9 be -- so the market has a separate entrance.  
10 Most people will utilize that space. From  
11 midnight to 2:00 a.m., our pizza splice  
12 counter at Calmare will be available, and  
13 we're still exploring a few other options in  
14 Tap.

15 And then, this -- this procedure  
16 here, it just shows at 1:30 we'll be  
17 converting everything to a frosted, plastic  
18 cup. All NA beverage will be served in a  
19 clear plastic cup. This is so we can decipher  
20 if somebody past this time has alcohol in a  
21 drink because it'll be in a frosted MGM cup?

22 MR. BEDROSIAN: So just to be clear,  
23 the frosted cup is the two to 4:00 a.m. glass?

24 MR. CARATOZZOLO: That is correct.



1 MR. DIXON: That indicates that  
2 the -- that there is alcohol in that. And it  
3 really helps as that visual stimulus for those  
4 scenarios we described, to be able to go  
5 through -- I think it's important to note that  
6 the overwhelming majority of drinks served  
7 period are coffee, water and tea. And -- but  
8 this one, it gives us a good, visual stimulus  
9 for our team members.

10 CHAIRMAN CROSBY: There is one --  
11 there's one, sort of, cognizant distance for  
12 me in this, and it's hard for me to get my  
13 head wrapped around, I understand why, from  
14 one standpoint, you've -- we, the law, has  
15 made available the possibility of serving only  
16 active gamblers. But from a responsible  
17 gambling standpoint, you think that's the last  
18 group that you want drinking late into the  
19 night. You know, it's sort of like, whoa,  
20 wait a minute.

21 Maybe you'd want to serve drinks to  
22 people who aren't gambling. But serving  
23 people to people who are gambling and lowering  
24 their resistances and making them more

1           susceptible to the problems -- I mean, I  
2           understand this is, you know, the -- this is a  
3           legislative issue, in part, but it just feels  
4           odd to me, you know, to target the audience of  
5           late drinkers to be those who are gambling.

6                       COMMISSIONER ZUNIGA: Especially,  
7           with the notion of, you know, you cannot be  
8           just taking a break, which is one particular  
9           piece that the RG world, where that's actually  
10          good to take a break.

11                      CHAIRMAN CROSBY: Yeah, to take a  
12          break. Right. Good point.

13                      MR. STRATTON: Could I raise one  
14          attentional point, and then, maybe, Alex or  
15          Anthony could address it. But I think that  
16          message that Alex articulated, which is going  
17          to be powerful in the community, is our bars  
18          are not open. But then, you did hear us talk  
19          about there will be two bars where -- that  
20          have table tops, where folks between 2:00 a.m.  
21          and 4:00 a.m. will be able to sit while  
22          actively gaming and get served a drink.

23                      And just to contextualize that, if  
24          you give us the number of gaming positions

1           there are on each of those, because I think  
2           it's important to note how relatively small  
3           that is, it would only be those people sitting  
4           at those units.

5                       MR. DIXON: Sure. In the high-limit  
6           area there's, approximately, six. At the  
7           walk-up bar, it's a little over 20. But I  
8           think it's an important distinction at that  
9           walk-up bar you could have a bartender, but  
10          just as an abundance of caution, do not have a  
11          bartender standing there because it'll give  
12          the appearance of I can walk up and get a  
13          drink.

14                      And so, from a service perspective,  
15          it is a little more difficult to have a  
16          cocktail server have that expanded area after  
17          2:00 a.m. But, again, just operationally, out  
18          of an abundance of caution, we've made that  
19          operational decision to really to help  
20          accentuate that, look, all front-facing bars,  
21          when you walk into our facility, with the  
22          exception to high limit are closed. And,  
23          really, just frankly, it just makes it easier  
24          so it's one less conversation that our

1 front-line team members are having to have  
2 with a guest of, hey, Mr. Bartender, why can't  
3 I have a drink? So I think we'd like to move  
4 down to this page, into the storage area. And  
5 maybe, Anthony provide a quick overview here.

6 MR. CARATOZZOLO: So on the left,  
7 you'll see our banquet beverage storage area.

8 CHAIRMAN CROSBY: Which number is  
9 this?

10 MR. DIXON: Twenty-three, but page  
11 34. Can't see -- somewhat hidden in the logo,  
12 but the top left, 23.

13 MR. CARATOZZOLO: So all our liquor  
14 is stored in these rooms, our beer's all  
15 stored in these rooms. This is the only  
16 storage area we have on site. Other than what  
17 product is in -- at each bar. So our  
18 liquor-dispensing room, it's an EZ bar system.  
19 Everything gets dispensed at 7/8ths of an  
20 ounce. It's heavily surveilled. To get  
21 access from a nonbeverage employee, you would  
22 have to go through security, go through  
23 multiple checkpoints, and verification,  
24 including myself, giving the final approval

1 for a nonbeverage employee to enter the space.  
2 Then, to the right is our soda pump room where  
3 we -- above our beer pump room, where we store  
4 all our soda. So it's all one central  
5 location. Again, heavily restricted.

6 MR. STRATTON: And if I can just add  
7 on this piece. So we do also have an offsite  
8 warehouse space in the city of Chicopee that  
9 we're using for a lot of our storage. And  
10 we've pursued, through the ABCC, a public  
11 warehouse license for that facility, so that  
12 we can store offsite inventory secured in that  
13 warehouse in Chicopee, which is where you would  
14 have distributors -- correct me if I'm wrong,  
15 Anthony, distributors who generally deliver in  
16 bulk to that warehouse. We would have enough  
17 on site in the secured warehouses on site, and  
18 could replenish from the offsite warehouse in  
19 Chicopee.

20 MR. CARATOZZOLO: That's correct.

21 MR. DIXON: On the next page, just a  
22 quick point out on our bottle service, Anthony  
23 described this, but, again, in our hospitality  
24 venues, this is the picture of the locked

1 cabinet that would restrict customers from  
2 being able to pour their own bottle of vodka.  
3 But I think it's important to note that this  
4 type of service would stop at 2:00 a.m. So,  
5 again, that hospitality bottle style bottle  
6 service stops, you know, at that time.

7 So this is literally, when we talk  
8 about actively gaming, it is actively gaming  
9 at an outlet that looks nothing like what  
10 other purveyors of alcohol in our area  
11 provide. And that really concludes our formal  
12 presentation. But, again, happy to answer any  
13 questions.

14 COMMISSIONER CAMERON: I had a  
15 couple questions. First, with the in-room  
16 dining that's 21 where you -- it's kind of  
17 your marketplace, right?

18 MR. DIXON: Mm-hmm.

19 COMMISSIONER CAMERON: So will all  
20 those establishments have their own like, say  
21 their own separate wines and beers or --

22 MR. CARATOZZOLO: So yes. Each  
23 venue has a grab-and-go section, which,  
24 obviously, and through a fountain worker would

1 he ID'ing and go through that process.

2 Through in-room dining, we just  
3 showed that it's coming out of the market.  
4 The menu and -- is going to reflect those  
5 venues that are inside the market. It's  
6 actually a separate entity within the market.  
7 So we have separate room service servers.  
8 It's a separate inventory that's all stored in  
9 the back of the marketplace.

10 COMMISSIONER CAMERON: But you can  
11 walk in and, say you know you like a certain  
12 wine that they have at the grill, at the  
13 Hearth Grill, then you want to go over and get  
14 Noodles, you can bring that drink over and --  
15 is that -- or you don't anticipate that  
16 happening?

17 MR. STRATTON: Well, the -- yes, you  
18 could within -- if you're in the food market,  
19 which actually is licensed area.

20 CHAIRMAN CROSBY: This is in-room --

21 MR. STRATTON: Early on -- yes.  
22 In-room dining is run --

23 COMMISSIONER CAMERON: I'm just  
24 looking at the picture.

1 MR. STRATTON: Okay. Yeah.

2 COMMISSIONER CAMERON: I'm looking  
3 at the -- just the picture on the -- you know,  
4 of all your different -- your set up for that  
5 whole concept, right, the food -- I don't want  
6 to call it a court, but it's a market.

7 MR. CARATOZZOLO: Mm-hmm. Correct.

8 COMMISSIONER CAMERON: But I was  
9 just wondering about the alcohol.

10 MR. CARATOZZOLO: Yep.

11 MR. STRATTON: Yes. So --

12 COMMISSIONER CAMERON: You can move  
13 around?

14 MR. CARATOZZOLO: Yes.

15 MR. STRATTON: And that's reflected,  
16 Commissioner, on No. 7. And I think it is a  
17 little confusing, how we're using the South  
18 End Market for in-room dining. But No. 7, the  
19 licensed area, which is that South End Market,  
20 which housed all those brands --

21 COMMISSIONER CAMERON: Right.

22 MR. STRATTON: -- you'll see the --  
23 it's one contiguous licensed area, including a  
24 patio. So that we do contemplate that, once



1           you -- that you could grab and go from  
2           different pieces. You could get Noodles in  
3           one place, a glass of wine from the wine bar,  
4           and, you know, dessert from the gelato bar,  
5           and then go sit wherever you want in that  
6           market. So it is even takeaways.

7                        COMMISSIONER CAMERON: Right. And  
8           the other question I had was, I was surprised  
9           to see the alcohol you're applying for the  
10          license in the retail area. The Indian  
11          Motorcycle, as well as the Kringle Candle.  
12          But I think I understand those are special  
13          events.

14                      MR. DIXON: Correct.

15                      COMMISSIONER CAMERON: So you  
16          need -- you need the license, but you wouldn't  
17          typically be going in there to get a beer,  
18          right?

19                      MR. DIXON: Correct. And that's --  
20          as we challenge our sales team to try to sell  
21          every square inch of our facility, if someone  
22          cam in and said, we love the Indian Motorcycle  
23          brand and we want to hold some type of an even  
24          there, just being expansive to understand that

1 may or may not happen, or even on grand  
2 opening, for instance, is that, that may be an  
3 opportunity of a separate location. But  
4 you're correct.

5 MR. STRATTON: And one clarification  
6 on that, with respect to Kringle Candle that  
7 is one of the areas we need to supplement that  
8 as a third-party tenant space. It's our  
9 understanding, based on conversations with  
10 them, that they would like to offer, you know,  
11 alcohol -- alcoholic beverages, likely in the  
12 evenings, spiked milkshakes, things like that,  
13 as part of their normal offerings.

14 We need to continue to work with  
15 them to get their final plan so that we can  
16 supplement. But that space is probably a --  
17 that would be -- well, probably, not high  
18 volume, more regular than, for instance, using  
19 the Indian Motorcycle space for special events.

20 COMMISSIONER ZUNIGA: On the floor  
21 plan by the marketplace, there's an outdoor  
22 patio, correct, right off the poker room, as  
23 well; is -- can a patron go out there with a  
24 drink; is that still part of the licensed

1 beverage space?

2 MR. DIXON: That's what we're  
3 proposing, is within that patio.

4 COMMISSIONER ZUNIGA: Within the  
5 patio.

6 MR. DIXON: Within the patio.

7 COMMISSIONER ZUNIGA: Does that  
8 change, in any way, at 2:00 a.m.?

9 MR. DIXON: This -- yes. So this  
10 would -- you would not be able to be there.  
11 So only the -- what's called in the field.  
12 That's where someone could go. But at that  
13 point, those outlets would -- other than with  
14 the exception of the diner, that would be  
15 open. But on that patio, you would not be  
16 able to be out there and consume.

17 COMMISSIONER ZUNIGA: And the  
18 control would be that cop that you spoke  
19 about.

20 MR. DIXON: Yes. In that case,  
21 though, we would -- at that point, post that  
22 2:00 a.m., you would not be able to be walking  
23 out there with a drink. And, quite frankly,  
24 you really don't need to be in the -- in the

1 marketplace with a drink. Even if you left  
2 the table game and were playing, and you were  
3 getting something to eat at the diner and then  
4 plan to go back to the table game, you would  
5 not be able to stand in the marketplace and be  
6 consuming a drink.

7 MR. CARATOZZOLO: So that entrance  
8 actually closes at 1:00 a.m., because we have  
9 so many different entrances and exits we  
10 actually close this space at 11:00 p.m. -- or,  
11 I'm sorry, 1:00 a.m.

12 COMMISSIONER ZUNIGA: The  
13 marketplace entrance, but not the patio,  
14 right -- from -- you could still come out of  
15 the poker room and grab a smoke, essentially,  
16 and go back in?

17 MR. DIXON: Yeah.

18 COMMISSIONER ZUNIGA: That's the  
19 space that I was wondering.

20 MR. DIXON: Oh.

21 MR. STRATTON: The smoking patio.

22 COMMISSIONER ZUNIGA: The smoking  
23 patio.

24 MR. DIXON: Oh, the smoking -- let's

1 see. Well, this patio shown here, to  
2 Anthony's point, that we propose that closing  
3 that, let's say, at 1:00 a.m. so someone could  
4 not walk into the building at that location at  
5 one. The people can use it as a matter of  
6 egress to get out.

7 But on the smoking patio, let's say,  
8 to -- of poker, let's say they were playing  
9 poker and then wanted to go out and grab a  
10 smoke, they could not take that drink out  
11 while they were having a smoke. It's when  
12 you're at the poker table playing, engaged in  
13 the game you can do that. But if you're going  
14 to go take a break, take a smoke break, but  
15 your drink's got to stay in your location  
16 where you're actively gaming.

17 COMMISSIONER ZUNIGA: What about the  
18 101 State, the first floor is still part of  
19 the gaming establishment, if I remember  
20 correctly?

21 MR. DIXON: No.

22 MR. STRATTON: First floor currently  
23 is, correct.

24 MR. DIXON: Of 101?

1 MR. STRATTON: Yes.

2 MR. DIXON: Okay. Excuse me.

3 MR. STRATTON: Not gaming area.  
4 Gaming establishment.

5 COMMISSIONER ZUNIGA: Gaming  
6 establishment. Anything there planned for --

7 MR. STRATTON: To be determined.  
8 Same situation with the Dave's Retail Corner.  
9 We don't know the programming yet. But to the  
10 extent that it's a food and beverage outlet,  
11 we'd come back and I think amend our  
12 application to add another licensed area. I  
13 think it's same as -- once we determine  
14 programming and future programming in either  
15 of those spaces, we would need to provide  
16 similar level of detail that we're providing  
17 on these licensed areas and amend the license.

18 COMMISSIONER ZUNIGA: Okay.

19 COMMISSIONER STEBBINS: I had some  
20 concerns about the -- Item 18, which are the  
21 food trucks. I'm assuming the food trucks are  
22 not operated by MGM; you are inviting --

23 MR. CARATOZZOLO: These actually are  
24 internal food trucks.

1                   COMMISSIONER STEBBINS:  They're  
2                   internal food trucks?

3                   MR. CARATOZZOLO:  Yes.

4                   COMMISSIONER STEBBINS:  Oh, wow.  
5                   You know, I'll probably wait and see, kind of,  
6                   what the outdoor plan is, because, you know,  
7                   we're obviously concerned about the outdoor  
8                   beverage consumption, having somebody walk up,  
9                   get a bottle of beer at lunch and then  
10                  disappear down the street, I think, is  
11                  reflective of our overall concerns of  
12                  licensing in outdoor areas.

13                  So if there's the opportunity in the  
14                  supplemental information you're going to  
15                  provide about the outdoor space, having a  
16                  little more background on that, about the food  
17                  trucks, would be good.

18                  MR. DIXON:  No.  And that's a big  
19                  part of what we want to come back to you with,  
20                  get those concerns.  And I think we'll also be  
21                  able to outline a couple of the other areas,  
22                  let's say within Springfield, or other areas  
23                  where there is that outdoor consumption  
24                  experience, whether it's a festival or some of

1 the things that occurring in downtown  
2 Springfield already. But we'll come back to  
3 that with a full presentation.

4 COMMISSIONER ZUNIGA: Yeah. I like  
5 the whole activation of the plaza, to begin  
6 with. But I know it comes with the notion of  
7 having to look at that plan.

8 MR. DIXON: Yeah.

9 MR. BEDROSIAN: So I think the plan  
10 is, Commissioners, to put this portion -- the  
11 two to 4:00 a.m. portion of the license and  
12 the presentation out for public comment. And  
13 staff is -- already have meetings set up for  
14 next week with MGM, and hopefully Springfield,  
15 to sit down and talk about the outdoor  
16 activation, with the goal of coming back on  
17 that issue the first meeting in June with --  
18 and then maybe, if that issue needs to be put  
19 out for public comment, put it out for public  
20 comment, and then wrapping this whole thing up  
21 the second meeting of June, which is  
22 June 21st.

23 So the commission then, hopefully,  
24 would have in front of it both the underlying



1 license, the two to 4:00 a.m. license, the  
2 outdoor activation, and all public comments  
3 associated with those issues for the second  
4 meeting in June; is that correct,  
5 Director Connelly?

6 MR. CONNELLY: That's correct.

7 CHAIRMAN CROSBY: Anybody else for  
8 Director Connelly or MGM? All right. Thanks  
9 very much.

10 MR. DIXON: Thank you.

11 MR. CARATZZOLO: Thank you.

12 COMMISSIONER ZUNIGA: Thank you.

13 MR. STRATTON: Thank you,  
14 Commissioners.

15 COMMISSIONER CAMERON: It's now  
16 12:20. We do have another group, Item No. 6,  
17 that have been waiting here. I kind of hate  
18 to make them wait. Is everybody okay with --  
19 we'll do Item No. 6 and then we'll take a  
20 lunch break after that. So let's take a very  
21 brief break while Director Griffin gets her  
22 group set up.

23

24 (A recess was taken)

1 CHAIRMAN CROSBY: All right. We are  
2 now reconvening public meeting 243 at about  
3 12:30. And we are now up to workforce  
4 supplier diversity and development,  
5 Jill Griffin, Director.

6 MS. GRIFFIN: Good afternoon,  
7 Commissioners, Chairman.

8 CHAIRMAN CROSBY: And, Marie, how  
9 are you?

10 MS. GRIFFIN: Joan, Joan Abbot.

11 CHAIRMAN CROSBY: Oh, I'm sorry.  
12 Yeah, right.

13 MS. GRIFFIN: So you have been  
14 getting to know our grantees. As you  
15 remember, we released an RFP in March,  
16 looking -- and this is the Expanding Economic  
17 Access in the commonwealth's new casino  
18 industry. We were looking for both workforce  
19 and supplier diversity proposals to better  
20 connect people to the opportunities in the  
21 gaming industry.

22 And today, I have two groups that  
23 wanted to update you on their plans for the  
24 new grant. And the first is BEST Hospitality

1 Training. And to my far right is Joan Abbot,  
2 assistant director of BEST Hospitality  
3 Training. Unfortunately, Marie Downey was not  
4 able to join us. Something has come up. And  
5 to my immediate right is Edith Quijada, who is  
6 an English student at the BEST Hospitality  
7 Training, so I'm going to turn this over to  
8 Joan now.

9 COMMISSIONER STEBBINS: Turn on your  
10 mic just --

11 MS. ABBOT: Thanks. Good morning --  
12 good afternoon.

13 CHAIRMAN CROSBY: Good afternoon.

14 MS. ABBOT: Thank you for having us.  
15 I am the assistant director at BEST  
16 Hospitality Training. And what we do is, we  
17 combine job-seeker preemployment training and  
18 incumbent worker training to move people into  
19 well-paying hospitality jobs.

20 We partner with Unite Here, Local  
21 26. Over 40 socially responsible hospitality  
22 employers, and city, state and private funders  
23 to move people into hospitality jobs with  
24 family-sustaining wages and low cost,

1 comprehensive benefits. That's what we care  
2 about. That's why we're excited about this  
3 project, because we know that the Encore jobs  
4 will be quality hospitality jobs.

5 Our introduction to hospitality  
6 training program is the first national  
7 DOL-registered, housekeeping,  
8 preapprenticeship program. Our graduates  
9 enter the apprenticeship phase, once they're  
10 placed in housekeeping positions at a  
11 partnered hotel.

12 As local 26 members, graduates and  
13 their adult dependents continue to take  
14 classes at BEST as part of their education  
15 benefits. So Edith's husband works at a Local  
16 26 hotel, and as part of the family benefit  
17 plan she can take classes with us.

18 So we're excited to work with the  
19 Mass Gaming Commission to expand access to  
20 Massachusetts residents in the new casino  
21 industry. Our work focuses on three areas.  
22 Promoting good quality jobs, removing barriers  
23 to the hospitality industry, and collaborating  
24 with stakeholders to enable access to these

1 careers.

2 So, specifically, through this  
3 partnership we will develop a marketing  
4 strategy to promote these jobs as quality  
5 jobs. Particularly, housekeeping has a bit of  
6 an image problem, I think, and we're working  
7 on that, but these are good jobs.

8 Two, we are going to plan a strategy  
9 to increase the number of people who come to  
10 our info sessions. We hold those once a week.  
11 And the more we get the word out, we expect to  
12 see more people and more diverse people. We  
13 want to remove roadblocks for the unemployed  
14 and underemployed. We have a full-time staff  
15 person who does referrals. We partner with a  
16 lot of other agencies that help people get to  
17 be where they need to be, in order to get  
18 these good jobs.

19 We have an eight-level English for  
20 hospitality curriculum. So that's really --  
21 it's ESL with a focus on hospitality language.  
22 And we've developed that over the last 12  
23 years. And we are -- are willing to share  
24 that as part of this partnership. We'd like

1 to highlight it at another -- another English  
2 program.

3 We have a wonderful model hotel  
4 guest room in Dudley Square, as part of our  
5 job-seeker training. If you haven't seen it,  
6 come visit. We are maxed out in that  
7 location. I know there's going to be a lot of  
8 people who need to be training for hospitality  
9 jobs. Encore Boston Harbor has already said,  
10 we're happy to outfit a room for you. As part  
11 of this partnership, we're looking for a site.  
12 We'd like to find someplace where we could  
13 have another training room for our  
14 housekeeping students.

15 We're active members of the Job  
16 Training Alliance. We continue with that.  
17 And that relates to us looking at this overall  
18 master pathway, as we work with other people  
19 in the field to define pathways from when you  
20 go to a not-so-good job to a good job and a  
21 career and quality -- our tag line is, quality  
22 jobs, better lives. So that's, kind of, a  
23 little bit about what we do.

24 CHAIRMAN CROSBY: Great.

1 MS. ABBOT: Do you want to --

2 MS. GRIFFIN: Sure. So I'm going to  
3 turn the mic over to Edith Quijada, who will  
4 introduce herself and say a few words.

5 MS. QUIJADA: Good afternoon. My  
6 name is Edith. I'm from El Salvador. I have  
7 been studying English at BEST since 2015, and  
8 I live in Everett, the city where the casinos  
9 are being built.

10 CHAIRMAN CROSBY: You live in  
11 Everett?

12 MS. QUIJADA: Yes, I live in  
13 Everett. So I researched some information,  
14 and I talk about it, and I took a presentation  
15 in my class, and then I met with Mr. Brian  
16 (inaudible) from the casino. And all about  
17 research was in general, that Encore Boston  
18 Harbor is the -- you know, largest single  
19 place development in the history of  
20 Massachusetts. So it's a massive undertaking.  
21 There will be a gaming floor packet with the  
22 slot and gambling tables. The parking garage  
23 will be -- hold up to 3,000 cars. And they  
24 will be a 29-story tower with hotel rooms new

1 to the Boston skyline. That's huge. And  
2 Encore Boston Harbor is currently set to cost  
3 them, like, 2.4 billions. And the space for  
4 that construction would be a 3 million square  
5 foot resort that will be create more than  
6 4,000 permanent jobs. And they plan to put in  
7 a new top premium spa and state-of-the-art  
8 bathroom. And there will be, also, 13  
9 restaurants there.

10 So they -- the gaming area will be a  
11 two-story space with over 3,000 slot machines.  
12 So they say it's going to be a really  
13 spectacular type of space. So the opening is  
14 set for June 2019. And I hope the resident of  
15 Everett have better jobs there. And I have my  
16 son for 21 years old, so I would like to --  
17 him to get a job there.

18 COMMISSIONER ZUNIGA: You have a  
19 21-year-old son?

20 MS. QUIJADA: Yeah. So thank you  
21 for listening to me.

22 CHAIRMAN CROSBY: Anybody?

23 COMMISSIONER CAMERON: Did you do  
24 that research, in order to better prepare



1           yourself for a job?

2                       MS. QUIJADA: Well I -- what I did  
3           this is because I live in Everett, so I -- I  
4           think there was good there to share with my  
5           classmate and --

6                       COMMISSIONER CAMERON: I see.

7                       MS. ABBOT: Our English students are  
8           asked, at the end of every cycle, to do and  
9           oral presentation. We work very closely with  
10          the hotel employers. And many years ago they  
11          said, you know, our housekeepers are shy about  
12          speaking to guests. Could you ask the  
13          students -- could you require the students to  
14          do an oral presentation? So we've done that  
15          every -- every cycle.

16                      And I happened to catch Edith, who  
17          was speaking in front of all of our students  
18          at the end of cycle. She chose to do her  
19          research and presentation on the casino  
20          because she lives in Everett and is very  
21          interested. Turns out, Encore Boston Harbor  
22          is in the floor -- in the building two floors  
23          below us. And Bob DeCenzio (phonetically) and  
24          Brian Gullbrants were -- we were giving them a

1           tour, I saw Edith -- was that in January?

2                     MS. QUIJADA: Yeah.

3                     MS. ABBOT: And I saw her in the  
4           classroom and I said, Edith, could you come  
5           out and could you tell these gentleman a  
6           little bit about your presentation. She  
7           didn't realize who they were, and she did this  
8           by heart, just spilled it out. Brian gave her  
9           his business card, and we've since had very --  
10          you know, we have a good -- good relationship  
11          with him.

12                    CHAIRMAN CROSBY: What kind of a job  
13          will you be applying for at Encore Boston  
14          Harbor?

15                    MS. QUIJADA: Well, I already took  
16          banquet (inaudible).

17                    CHAIRMAN CROSBY: Oh, you did?

18                    MS. QUIJADA: Yeah. But they say  
19          they need a -- people experience on that. So  
20          I don't know, something good.

21                    CHAIRMAN CROSBY: Right. Great.

22                    MS. ABBOT: This was another piece  
23          of her husband's education benefits, is she  
24          recently took the on-call banquet server

1 class. So that's about 90 hours. She got  
2 SaFe certified. She got TIP certified. She  
3 served at a mock banquet simulation. Oh,  
4 she -- we worked one on one with an ergonomics  
5 instructor that we have, who teaches them how  
6 to carry trays. So she's had added to her  
7 skill set.

8 CHAIRMAN CROSBY: That's great.  
9 Anybody else? Thank you very much. Good  
10 luck.

11 COMMISSIONER ZUNIGA: Thank you.

12 COMMISSIONER CAMERON: Thank you.

13 CHAIRMAN CROSBY: Say hello to  
14 Marie.

15 MS. GRIFFIN: Pleasure to meet you.  
16 And I'm going to invite Nader Acevedo, the  
17 Hispanic American Institute, and Alberto Calvo  
18 of Stop and Compare Supermarkets, and also  
19 Chelsea Chamber, who are partners for this  
20 grant. So, Gentleman, take it away.

21 MR. ACEVEDO: Good afternoon,  
22 Commissioners.

23 CHAIRMAN CROSBY: Good afternoon.

24 COMMISSIONER STEBBINS: Good

1           afternoon.

2                       MR. ACEVEDO: Thank you for having  
3           us. My name is a Nader Acevedo. I'm the  
4           executive vice president of Hispanic American  
5           Institute. We are a not-for-profit  
6           organization established in 1997. And our  
7           mission is to education, technical assistant,  
8           and to promote small businesses with help in  
9           connecting with large corporation, in this  
10          case, Encore.

11                      And about the casino, I got involved  
12          very early with casinos. I have a very good  
13          friend of mine, Carlos Gonzalez, and in 2004  
14          he had talk about casinos so we worked  
15          together. Back then, he was no state rep. He  
16          was the president and CEO of the Mass Latino  
17          Chamber of Commerce near Springfield. So we  
18          covered the whole market from Boston to  
19          Springfield. But then he became a state rep,  
20          so now I'm working only with him as a  
21          politician, but there are some good leaders in  
22          Springfield that I worked with, so we  
23          developed that connection. And that was one  
24          of my first relationships related to casinos.

1           Then, after, you know, what had  
2 happened on the hearing that we went through,  
3 and now I work very closely with Encore, and  
4 with Jill and the Mass Gaming Commission.

5           Also, we have funding from the Mass  
6 (inaudible) capital corporation. So that's,  
7 more or less, going (inaudible) but because of  
8 my background, I'm a former banker, so I have  
9 the experience in working with banks and with  
10 corporations.

11           We receive, also, funding from  
12 capital banks. Brooklyn Banks, which is a  
13 large bank, \$7 billion bank, and Santander.  
14 And my job with them is, more or less, what I  
15 do with -- with Jill. And thank you to you,  
16 we are able to secure funding, and the Mass  
17 Gaming relationships to expand our  
18 relationships.

19           So I'm here today to just -- it's an  
20 honor to be in front of you. It's my first  
21 time that I speak in front of the  
22 commissioners. And I'm very excited about  
23 what is -- what is happening in the future.

24           We work very closely with the casino

1 under the construction phase. And Alberto can  
2 explain this better, but for us it was a  
3 challenge because most of jobs, they were  
4 union jobs. Now the operation phase is --  
5 it's a little bit different. And we are  
6 already we have quarter millions with Encore,  
7 and we got to the point that now it became --  
8 we have studied just for the small businesses,  
9 so we call it quality of more business  
10 benefits. And now, it grow to a point that  
11 Alberto's helping me to where we procurement.  
12 And he will talk in a minute.

13 So two, three weeks ago we have the  
14 very first meeting, and it was held by the  
15 president of Encore. Board decide to split it  
16 and have two visits instead of one. So I say  
17 yes. And what we're going to do is to work  
18 with his procurement department and have  
19 quality papers with the employment  
20 opportunities. So we call this employment and  
21 business develop for our communities. And I'm  
22 working with Alberto here, and he can take it  
23 over because we have, really, an opportunity  
24 to partner with career centers. And we

1 already approach the gaming career center. So  
2 I'm -- with that, I just want to say thank  
3 you. If you have any questions for me, I'm  
4 going to be here. But Alberto.

5 MR. CALVO: Thank you for having us.  
6 My name is Alberto Calvo. I'm a business  
7 owner. One of those minority-certified. And  
8 I certified myself, our business, to take  
9 advantage of the opportunities that the Encore  
10 casino provides.

11 We're located -- my -- we're in the  
12 retail space, but now we're starting an  
13 institutional division space. I just met the  
14 food and beverage fellow and gave him my card,  
15 some marketing, to supply foods items.  
16 However, I'm proud to announce that I first --  
17 I got my first, not contract, but my first  
18 sale with Encore.

19 CHAIRMAN CROSBY: Great.

20 MR. ACEVEDO: Two Fridays ago, at  
21 the breakfast.

22 MR. CALVO: Yes. Because we're in  
23 Chelsea, we're near Everett, and I was in the  
24 breakfast, I was talking with the assistant

1 director of procurement, Nadia, and she said,  
2 do you have access to janitorial supplies? I  
3 said, well, we sell some janitorial supplies  
4 in our stores, but we can't -- so I called my  
5 sister-in-law -- this is a family business.  
6 And I said, they need janitorial supplies. So  
7 we got a source and we delivered that next  
8 week, because they are planning to clean the  
9 two model rooms in the casino. And the  
10 director of operations has to do that, which  
11 is something I learned.

12 Anyhow, I've been working with my  
13 friend here many years, known him for many  
14 years. And what do I do? I belong -- because  
15 we're in Chelsea and Lynn, I belong to the  
16 Chelsea Chamber of commerce, and now I'm the  
17 chair of the North Shore Latino Business  
18 Association.

19 What that allows me to do, along  
20 with my friend, is to access, I would say, I  
21 don't have the actual data, but I would say  
22 close to 500 or more small minority  
23 businesses. Who are they? Cleaning services,  
24 gardening, you name it. Food stores, et



1 cetera.

2 So what we have planned with your  
3 contribution, and also with other  
4 contributions, like he said, is to establish  
5 forums. And we have organized one next week,  
6 economic -- and we've combined both, economic  
7 and -- economic opportunities. The director  
8 of procurement from the Everett casino is  
9 coming, as well as the director of employment  
10 to both -- to tackle those two areas. We've  
11 invited all vendors in the north shore, and we  
12 hope to attract a lot of people. I think we  
13 did that once or twice last year, and Jill was  
14 there. And I think your --

15 MS. GRIFFIN: And I think  
16 Commissioner Zuniga attended one year, as  
17 well.

18 MR. CALVO: One of them, right.

19 MS. GRIFFIN: And it was -- I was  
20 very impressed with not only the attendance,  
21 but the event ran from six to nine. Everyone  
22 stayed until the very end.

23 MR. CALVO: Because of the food. We  
24 had some Latino food there.

1 MR. ACEVEDO: I think just a piece  
2 to Alberto in outreach, we target some of the  
3 community-based organizations. We will --  
4 you, Commissioner Bruce, ask me about  
5 employment and the institute, maybe, Everett  
6 this year. And what we are doing is we are  
7 partnering with those organizations.

8 And there is one in Everett, maybe  
9 five minutes from the casino, that's coming  
10 up. Through that agency, they have, maybe,  
11 4,500 people that go through that agency in a  
12 yearly basis. It's in a year. They don't  
13 have members, but they serve the community for  
14 employment, immigration. It's a social  
15 service agency. And the person that runs it,  
16 I've know him for several years, Antonio  
17 Amalia (phonetically). And he's not a  
18 business person, and he's a very  
19 well-connected individual in the north shore,  
20 but he doesn't do what we do, which is we like  
21 to and reach funds, talk to business people,  
22 talk to the banks and you can mention about --  
23 to the north shore with Rockland.

24 MR. CALVO: Oh, yeah, Rockland Trust

1 would look to, sort of, focus on the north  
2 shore, so we're working with them, with the  
3 North Shore Latino Business Association to  
4 establish access to capital, because these  
5 businesses, the problem they have is scale up,  
6 right, scale. To reach scale, and for that  
7 you need training, access to capital, you name  
8 it. So we're working with them, too. So any  
9 questions? I know, mindful of time here.

10 MS. GRIFFIN: I would just add,  
11 before the questions, that Encore Boston  
12 Harbor considers this group to be a valuable  
13 partner. And they've worked closely with the  
14 construction team, and have demonstrated by  
15 getting several vendors opportunities with  
16 construction.

17 MR. ACEVEDO: Yeah. Basically,  
18 what, about \$10 million. One person alone --  
19 again, I like breakfast because in my previous  
20 life as a banker, used to have all these  
21 Santa Clause at 7:30 and you have coffee.

22 On the very first breakfast here in  
23 one commercial place, when the offices were  
24 here in Boston, we had the first breakfast.

1 And a friend of mine, who used to be a  
2 customer, went to the breakfast, and they talk  
3 about -- we were very, very -- I don't think  
4 they have even the honest cheap with the land,  
5 and they talk about cleaning this site.

6 And you know about 21E, that you do  
7 require a permit. Being a banker I said to  
8 the guy, look, you're the guy I used to  
9 provide a -- financial to him in big amounts.  
10 I mean, millions. And we're talking big  
11 amounts. I mean, millions. And we're talking  
12 about 15 years ago.

13 So the guy made the connection and  
14 he was hired to clean the site. The first  
15 contract, \$5 million. And the second one, I  
16 think, was \$2 million. So one person alone  
17 got about 7 million. I think that you know  
18 who that -- Charter Environmental,  
19 Robert Delhome.

20 COMMISSIONER STEBBINS: Oh, one of  
21 the first contractors.

22 COMMISSIONER CAMERON: Charter,  
23 yeah.

24 COMMISSIONER STEBBINS: Charter.

1           Yeah.

2                         MR. ACEVEDO:   He's knew -- he knew  
3           Robert.  Now, I was the first boots on the  
4           ground.

5                         CHAIRMAN CROSBY:  Great.  That  
6           sounds good.

7                         MR. CALVO:   Thank you very much.

8                         COMMISSIONER ZUNIGA:  Can I just say  
9           one thing?  We've had conversations with Nader  
10          and Alberto before, and they've been, indeed,  
11          great parters in the effort to spread the word  
12          and talk to your membership and network about  
13          the opportunities T.

14                        He one thing that I've always  
15          thought of are barriers that we either have to  
16          deal with or have created, and how to  
17          communicate that.  And I would look forward  
18          for you to bring back any kind of feedback.

19                        We recently spoke about something  
20          that will be now part of the operations phase.  
21          Some of these -- depending on the business  
22          level, some of these vendors will have to be  
23          licensed by the commission.  And that, to some  
24          at first might be daunting.  We don't believe

1           that it should. But when you talk about  
2           technical assistance, feedback, et cetera, the  
3           construction story is great, but I don't  
4           believe Charter had to be licensed. Going  
5           forward in the operations they will be. And  
6           that's an important thing for us to -- to --  
7           at least for me, to always know that there's  
8           no barriers out there, artificial or  
9           otherwise, or perception.

10                       MR. CALVO: Right. I just want to  
11           address a comment on that. I went through the  
12           minority vendor certification from the state,  
13           and we are certified now. And being, it was a  
14           bit painful, but because I have that, I will  
15           try to advise any vendor that is interested in  
16           participating, and we have a few that are  
17           small, sort of, guide them through the  
18           process.

19                       And more over, I'm going to apply --  
20           because I'm thinking -- how much is the  
21           threshold, 250,000 a year?

22                       COMMISSIONER ZUNIGA: Its' a  
23           three-month and a year -- it's either 250 or  
24           300, I forget, if you do the year, or a

1 hundred thousand in three years.

2 MR. CALVO: So I'm going to -- I'm  
3 going to apply, get the certification, and  
4 then I'll see how complex or whatever, and  
5 I'll give you feedback on that.

6 COMMISSIONER ZUNIGA: That'd be  
7 great.

8 COMMISSIONER STEBBINS: I also just  
9 acknowledge, Nader and Alberto's great work.  
10 You know, guys are in the greater Boston area,  
11 but you've really stepped up, in terms of  
12 trying to work with a new group of leaders out  
13 in Springfield to support and encourage the  
14 minority business community out in Springfield  
15 area. So you've made the trek several  
16 times and --

17 MR. CALVO: Mass Pike.

18 COMMISSIONER STEBBINS: -- it's  
19 greatly appreciated.

20 MR. CALVO: And also, on that, we're  
21 having a -- organizing an event, right, with  
22 -- this is a minority business alliance, newly  
23 formed. John Pettis (phonetically) and  
24 somebody --

1 MR. ACEVEDO: September.

2 MR. CALVO: September. They've  
3 already approached us to see if they can  
4 organize a procurement technical assistant one  
5 day workshop.

6 COMMISSIONER STEBBINS: That's  
7 great.

8 MR. ACEVEDO: In closing with my  
9 part, I want to say thank you to Jill and the  
10 commission, as well, because the funding that  
11 we received from you three years ago, and  
12 luckily we got more funding the following  
13 years, it help us to leverage. Didn't only  
14 did relationships, but like Rockland Trust  
15 came to us because we were running technical  
16 assistance and they saw the need for capital  
17 in the north shore, so thank you very much.

18 COMMISSIONER STEBBINS: Thank you.

19 MS. GRIFFIN: Great. Thank you.

20 MR. CALVO: Thank you, the  
21 commission.

22 CHAIRMAN CROSBY: Great.

23 MS. GRIFFIN: So thank you very  
24 much. I just had a few updates for you. I



1 noticed Jeff Hayden from Holyoke Community  
2 College was in the back earlier. Reminded me  
3 that, you know, I've been out to Springfield  
4 three times since Friday. Once for the  
5 workforce meeting. And I thought you might be  
6 interested, there's a new gaming training  
7 class starting September 7th. And so, still  
8 time for people to sign up to be -- to learn  
9 how to become dealers in time for the opening  
10 of MGM.

11 CHAIRMAN CROSBY: September 7th?

12 MS. GRIFFIN: September 7th there'll  
13 be hiring opportunities even then. And one of  
14 the things that we're learning, is that the  
15 first class that has graduated, interviews  
16 have started and people are getting hired, so  
17 that's great news. And we know that MGM has  
18 about 450 dealers to hire so --

19 Additionally, Holyoke Community  
20 College and STCC is -- are planning line cook  
21 training. 147 cooks are needed at MGM. And  
22 so, we'll be hearing more about those training  
23 classes as time goes on. But plenty of  
24 workforce training resources.

1                   And then, last Tuesday, this past  
2                   Tuesday, Commissioner Stebbins and I were  
3                   pleased to accept an award on behalf of the  
4                   gaming commission. The Rosoff Diversity  
5                   Award. We were recognized on behalf of our  
6                   Build a Life That Works campaign, the  
7                   diversity campaign, to get more women into the  
8                   construction trades careers.

9                   And so, I actually brought the  
10                  actual award to show you. Commissioner  
11                  Stebbins accepted on our behalf. And we  
12                  were -- one -- actually, there were only two  
13                  companies out of more than 30 that were  
14                  nominated. So only two companies one, so  
15                  quite an honor.

16                 CHAIRMAN CROSBY: Great. All right.  
17                 Is that it for you?

18                 MS. GRIFFIN: That's it for me.  
19                 Thank you.

20                 CHAIRMAN CROSBY: Great. Thank you  
21                 all very much. Should we come back at about  
22                 1:30, a few minutes after, maybe, 1:35? All  
23                 right we are adjourned temporarily.

24

1 (A recess was taken)

2

3 CHAIRMAN CROSBY: Okay. We are  
4 reconvening public meeting No. 243. And we  
5 are going to switch items on the agenda to  
6 accommodate our guests. And Item No. 9, the  
7 racing division, Director Lightbown.

8 MS. LIGHTBOWN: So good afternoon,  
9 Commissioners. First, the item on the agenda  
10 today is the Suffolk Downs request for their  
11 key operating personnel and racing officials.  
12 This list of officials and operating personnel  
13 is all very familiar with us. They've been  
14 with Suffolk before. Where the meet is just  
15 going to, you know, begin right before the  
16 days of racing, they're not here yet so much  
17 of them have not been licensed yet, so I'm  
18 asking if they'd be approved, pending  
19 completion of the licensing process and the  
20 approval of the background checks with the  
21 state police and the stewards.

22 CHAIRMAN CROSBY: Any discussion  
23 about the item?

24 COMMISSIONER CAMERON: Mr. Tuttle,

1 is this, pretty much, the same group back?

2 MR. TUTTLE: With maybe one or two  
3 people. But I think it's fairly consistent  
4 with last year. I'd have to look at last  
5 year's side by side. But, yeah, these are --  
6 they keep coming back.

7 COMMISSIONER CAMERON: Yeah. You  
8 had to recruit a couple new people, but other  
9 than that, it's the same people?

10 MR. TUTTLE: Exactly. And we are in  
11 the process of recruiting a second outrider.  
12 I hope to have news on that by this weekend.

13 COMMISSIONER CAMERON: Okay. Great.

14 CHAIRMAN CROSBY: Anybody else?

15 COMMISSIONER STEBBINS: Mr. Chair, I  
16 move the commission approve the request of  
17 Suffolk Downs to approve their May 15, 2018  
18 list of key operation personnel and racing  
19 officials, pending approval by the stewards  
20 and their background checks by the Mass. State  
21 Police.

22 CHAIRMAN CROSBY: Second?

23 COMMISSIONER CAMERON: Second.

24 CHAIRMAN CROSBY: Further

1 discussion? All in favor? Aye.

2 COMMISSIONER ZUNIGA: Aye.

3 COMMISSIONER CAMERON: Aye.

4 COMMISSIONER STEBBINS: Aye.

5 COMMISSIONER O'BRIEN: Aye.

6 CHAIRMAN CROSBY: Opposed? The ayes  
7 have it unanimously.

8 MS. LIGHTBOWN: The next item is the  
9 Suffolk Downs' request to reduce the takeout  
10 to 16 percent on win, place and show, and 19  
11 percent on the exotics. This is the same as  
12 their request that you approved in 2017. And  
13 in 2015 and '16, they had also asked for a  
14 reduction. At that point, it was 15 percent  
15 across the board. So this is something that  
16 you all have done it in the past.

17 COMMISSIONER ZUNIGA: Excuse me. Is  
18 it to reduce from 16 to 15 percent on win,  
19 place, show, and from 19 to 15 percent on the  
20 exotics?

21 MS. LIGHTBOWN: No. Reduce it from  
22 the current takeouts. I think it's 19 and 26?

23 MR. LENNON: Yeah. The statute sets  
24 the highest possible takeout at 19 for

1 straight bets and 26 for exotics. So the  
2 request is actually to reduce it from 19 to  
3 16, and from 26 to 19.

4 COMMISSIONER ZUNIGA: To 19. Okay.

5 CHAIRMAN CROSBY: Further  
6 discussion?

7 COMMISSIONER ZUNIGA: And this is --  
8 it's consistent with what we've done in the  
9 past.

10 MS. LIGHTBOWN: Yes. And it doesn't  
11 alter the amount of money that comes to the  
12 commission, or to the Mass. thoroughbred  
13 breeders.

14 COMMISSIONER ZUNIGA: Yes.

15 COMMISSIONER CAMERON: So,  
16 Mr. Chair, I move that the commission approve  
17 the request to Suffolk Downs to reduce the  
18 takeout to 16 on win place show, and  
19 19 percent on exotics.

20 CHAIRMAN CROSBY: Second?

21 COMMISSIONER STEBBINS: Second.

22

23 CHAIRMAN CROSBY: All in favor?

24 Aye.

1 COMMISSIONER O'BRIEN: Aye.

2 COMMISSIONER STEBBINS: Aye.

3 COMMISSIONER CAMERON: Aye.

4 COMMISSIONER ZUNIGA: Aye.

5 CHAIRMAN CROSBY: Opposed? The ayes  
6 have it unanimously.

7 MS. LIGHTBOWN: The next item is the  
8 Suffolk Downs request for their Racehorse  
9 Development Fund for purse money.

10 The first item is on Chip Tuttle's  
11 letter. The very last paragraph, there's a  
12 request for 225,000 for the New England HBPA  
13 for their administrative expenses. Similar to  
14 last year, we're waiting for an audit, so as  
15 last year, I would just recommend that we  
16 bring this part to the commission at a later  
17 date, if we have an audit, and if they're  
18 still requesting it. So I'd like to take that  
19 part of it off the agenda for right now.

20 COMMISSIONER STEBBINS: So that  
21 would reduce the \$3.5 million request down  
22 to -- do my math real quick. 3275 or  
23 something like that? Agnes is shaking her  
24 head.

1 MS. LIGHTBOWN: I think that was in  
2 addition to the 3.5 million, so Suffolk's  
3 still asking for the 3.5 million.

4 MR. TUTTLE: Yeah. The -- it was  
5 actually 3.5 million plus the 225 for the HBPA  
6 expenses.

7 COMMISSIONER STEBBINS: Okay.

8 COMMISSIONER ZUNIGA: What was the  
9 the request last year, remind me?

10 MS. LIGHTBOWN: Last year it was  
11 for --

12 COMMISSIONER ZUNIGA: 2-1/2,  
13 million, maybe.

14 MS. LIGHTBOWN: Yeah, 2.4 million, I  
15 believe. It was -- let's see. In 2'15 they  
16 did the three days and it was 1.1 million. In  
17 2'16 it was 2.2 million for six days. Last  
18 year, in 2017, as you recall, the one weekend  
19 they ended up racing some extra races, so the  
20 total we ended up distributing to them was  
21 about 3.5 million for the eight days. That  
22 was -- they came back and asked for an  
23 additional amount of money to help cover those  
24 costs so the very final weekend could still be



1 up at the same purse levels.

2 COMMISSIONER ZUNIGA: And what were  
3 those purse levels -- or, rather, how many  
4 days are you proposing this year?

5 MS. LIGHTBOWN: So right now, this  
6 request they're asking for six days, and  
7 they're asking for 3.5 million for that. It  
8 ends up being around 583,000 per day. It'd be  
9 about an extra 150 per day. If you have 12  
10 races a day on an average, it would be, like,  
11 an extra 12,000 per race. And, you know, they  
12 wouldn't -- it wouldn't be all on one race,  
13 necessarily. It could be spread out depending  
14 on the number of races.

15 MR. TUTTLE: Yeah. We're proposing  
16 what is, essentially, a straight 15-percent  
17 increase. The purse levels has been  
18 relatively consistent, the same for the last  
19 several years. And we're also hoping to card  
20 additional races, as Dr. Lightbown mentioned.

21 We were very successful the first  
22 part of last year, in carding additional  
23 races. We ran 14 or 15 on a couple of the  
24 days, or at least one of the earlier days.

1 And as we've explained in the past, we do our  
2 best to forecast it, but we're never sure  
3 which races are going to fill. So some of the  
4 lower level races, the purse was 25,000.  
5 We're looking to make that purse 30,000.

6 We don't know, you know, how many of  
7 those we'll fill versus races with higher  
8 purses, so we're making the request. You  
9 know, we certainly -- if we don't use it all,  
10 as we've said in the past, we'll reserve the  
11 money, you know, for future purses, or, you  
12 know, figure out the best way to handle it.

13 We -- given the senate budget,  
14 though, the attempt in the senate budget to  
15 sweep the Racehorse Development Fund, we  
16 wanted to make sure that we had enough in the  
17 purse fund this year to run the full six days.

18 The horsemen have requested that we  
19 add an additional weekend in the fall, and  
20 we're taking a good look at that. Very  
21 possible. We just still haven't reached a  
22 final agreement with the horsemen on exactly  
23 when that would be and what the parameters  
24 would be.

1                   COMMISSIONER ZUNIGA: So you're  
2 hoping to do eight days and card more races  
3 per day?

4                   MR. TUTTLE: We're definitely  
5 hoping -- this request is anticipated for the  
6 six days with the idea that we can card more  
7 races during the six days. If we do add the  
8 additional weekend, I may have to come back to  
9 you with a supplemental for purses, as we did  
10 last year, when we added the extra weekend.

11                   COMMISSIONER ZUNIGA: Are you going  
12 to do it after the fact, or before?

13                   MR. TUTTLE: Well, I'd like to do --

14                   COMMISSIONER ZUNIGA: You know where  
15 I stand on this one, perhaps.

16                   MR. TUTTLE: Yes. We'll do it as  
17 soon as --

18                   COMMISSIONER ZUNIGA: As soon as  
19 it's feasible.

20                   MS. LIGHTBOWN: One thing that we  
21 discussed in the open meeting last year after  
22 the fact, on those -- the weekend where they'd  
23 ran 15 the one day and 14 the other day, is  
24 that when it's that many races over that large

1 of a timespan, are just difficult on the  
2 staffing level. And not only on our staff,  
3 but also on Suffolk Downs' staff. They have  
4 two veterinarians that -- from Suffolk that  
5 will examine all the horses in the morning.  
6 And if you have 15 races of horses, that's  
7 that many more that you have to check in a  
8 certain amount of time. These are all horses  
9 that these veterinarians have not seen before,  
10 because it's not a regular meet. They're just  
11 seeing them, you know, for the first time,  
12 most of them that morning. You know, so we  
13 had asked Suffolk to be mindful of that.

14 Certainly, they have room to add  
15 races. Some of the days last year, they only  
16 raced nine. And if those are bumped up to,  
17 you know, 12, maybe 13, or -- and, you know,  
18 10 and 11 card races are bumped up to 12 or  
19 13, that, certainly, would give them the extra  
20 races that they could have for the horsemen  
21 and for the betting public, but, also, limit  
22 the impact on the staff.

23 COMMISSIONER CAMERON: Well, and  
24 it's our staff, too, right?

1 MS. LIGHTBOWN: Right.

2 COMMISSIONER CAMERON: Our staff has  
3 to leave Plainridge to come up to Suffolk on a  
4 weekend and work, so I do want to be mindful  
5 of staff.

6 Mr. Tuttle, is there a way to -- I  
7 know you don't know how many horses are coming  
8 in. That's always a challenge. But is there  
9 a way to spread around the days, the races so  
10 you wouldn't have 14 or 15 in a day?

11 MR. TUTTLE: Yes. You know, we will  
12 obviously try to avoid the situation we had  
13 last year, where we had the 15 and the 14 back  
14 to back.

15 COMMISSIONER CAMERON: Right.

16 MR. TUTTLE: But, you know, we're  
17 hopeful to card 12 each day for the first  
18 weekend of racing. And, you know, the  
19 additional races provide the horsemen the  
20 additional opportunity to run for purse.

21 COMMISSIONER ZUNIGA: I'm trying to  
22 understand who benefits by these increases,  
23 these marginal increases. If I may, there's a  
24 business case question here, in terms of the

1 purses being so large that only out-of-state  
2 people begin to really come in and take  
3 advantage of the purses; is that correct?

4 MR. TUTTLE: As we've discussed in  
5 the past, one of the, you know, the issues we  
6 wrestle with now, is who are local horsemen?  
7 You know, I mean, we continue to try to write  
8 the races and create the conditions, and  
9 recruit from the base of the horsemen and  
10 horsewomen that were stabled at the facility,  
11 you know, in 2010, '11, '12, '13 '14. As some  
12 of them have gone on to other jurisdictions,  
13 it's become a little bit more difficult, but  
14 we still make the effort to do that. And, you  
15 know, the New England HBPA members that we're  
16 working with on this -- on the racing program  
17 have a tendency to be the people who were here  
18 in the past.

19 We -- to answer your question about  
20 who benefits, sort of, everyone benefits  
21 across the board, horsemen, owners, trainers,  
22 jockeys. The Mass. breeder's benefit because  
23 their 3.5 percent contribution is on the total  
24 overnight purse numbers. So everybody

1 benefits. We certainly aren't looking to  
2 increase the daily purses to a point, or to  
3 the level where we would -- you know,  
4 justifies not coming -- no matter -- you know,  
5 we're not putting the purse levels up to  
6 where, you know, we're going to get the top  
7 stables from around the country. But, you  
8 know, to a level where, because there's  
9 limited opportunity to run, that everybody can  
10 earn some purse money.

11 COMMISSIONER ZUNIGA: Yeah. No I  
12 get -- it's easy to think of justify, but I'm  
13 still trying to get my head around what si the  
14 marginal -- where does the marginal benefit  
15 accrue -- accrue to? And if it's really just  
16 the same people with a 15-percent increase,  
17 because it sounds like the economics might  
18 work, then, it is what it is, but I'm just  
19 trying to figure it out.

20 MR. TUTTLE: We also -- we were very  
21 fortunate the first weekend last year, that we  
22 had, sort of, an overflow. We're also mindful  
23 that we have to continue to attract owners and  
24 trainers, and horses. And, you know, we've

1 had some pushback that the nature of the  
2 racing festivals where -- and -- well, where  
3 it's a ship-in meet, where we're not -- you  
4 know, we don't have stabling and training on  
5 site, can make it a challenge to recruit  
6 sometimes, especially when some of the other  
7 tracks are discouraging, as Monmouth Park has,  
8 as some of the Stronach groups have,  
9 discouraging their horsemen from shipping in.  
10 So it -- we thought we may need a little  
11 additional incentive to make the racing  
12 program as competitive as possible this  
13 summer.

14 COMMISSIONER ZUNIGA: Now, there's  
15 also traditionally -- remind me what -- what  
16 kind of percentage of what kind of  
17 arrangement; is that of part of the purse  
18 agreement of what goes from simulcasting  
19 monies into purses; what is that percentage,  
20 remind me?

21 MR. TUTTLE: So the percentages of  
22 all the wagering, live, on site, on track,  
23 simulcast transmitted are all set by statute,  
24 and we accrue that in the purse account. We



1           accrue that.

2                       And then, based on our agreement  
3 with the HBPA, we disburse that based on that  
4 agreement, right? For the last several years,  
5 we have funded the overnight purses at -- at  
6 the track, exclusively from the Racehorse  
7 Development Fund. And transparent about that.  
8 We have taken the other statutory purse and  
9 used that to cover the expenses of the live  
10 racing weekends, and, you know, for other  
11 expenses that have been part of our contract  
12 with the HBPA. But it's --

13                      COMMISSIONER ZUNIGA: Okay. On  
14 those monies, how have they changed in the --  
15 from the past few years, or how are they  
16 changing this year, specifically?

17                      MR. TUTTLE: I don't think there's  
18 any change --

19                      COMMISSIONER ZUNIGA: There's no  
20 change?

21                      MR. TUTTLE: -- this year.

22                      COMMISSIONER ZUNIGA: Those levels  
23 remain the same?

24                      MR. TUTTLE: Correct.

1                   COMMISSIONER CAMERON: Mr. Tuttle,  
2 something I noticed that was a little  
3 different this year, was that you put it out  
4 to the press that there was a 15-percent  
5 increase before coming to us. Was there a  
6 reason that you felt like you needed to do  
7 that?

8                   MR. TUTTLE: We did come give the  
9 commission staff a heads-up that we were  
10 planning on that. If that didn't make it to  
11 you, Commissioner, my apologies. But we did  
12 that -- it is an effort to basically  
13 attract -- you know, to let the horsemen know  
14 had that we were coming back, and that we  
15 wanted to have purse levels competitive with  
16 some of the other top levels on the east  
17 coast. And I think, and I hope we did note in  
18 that notice, that, that was pending the  
19 approval in the commission?

20                   COMMISSIONER CAMERON: In the fine  
21 print.

22                   MR. TUTTLE: Well, I don't -- it was  
23 in there. I'm not sure the font size was any  
24 different.

1                   COMMISSIONER CAMERON: Also, you  
2 mentioned this earlier, but Monmouth Park is  
3 going to penalize again this year, if their  
4 horses and their owners decide to come to  
5 Massachusetts?

6                   MR. TUTTLE: Yeah. It's -- you  
7 know, candidly, I think it's very silly.  
8 There weren't a lot of -- when we were open  
9 for training for six months and running more  
10 days, there weren't a lot of horses running  
11 from here and shipping to Monmouth Park and  
12 vice versa.

13                   And all Monmouth Park is doing, is  
14 penalizing its own horsemen. If they have  
15 horses in the barn that don't have an  
16 opportunity to race at Monmouth, and there may  
17 be an opportunity to race here in a race that  
18 better suits the horse's conditions, then  
19 they're just penalizing those people. But I  
20 -- you know, we've asked them to reconsider,  
21 and we haven't had much success.

22                   COMMISSIONER CAMERON: One more  
23 question. The Mass.-bred races, being out  
24 there last year observing, there were a few

1 horses -- I think there was one race that had  
2 six. Is that just because there hasn't been a  
3 meet, you know, an extensive meet in so many  
4 years that there just aren't as many  
5 Mass.-bred? Is that --

6 MR. TUTTLE: I think it's  
7 multifactorial. After the 2014 decision on  
8 the Region A license, I think a lot of people  
9 who had invested in Mass.-breds stopped  
10 because of the uncertainty with the future of  
11 Suffolk Downs. And as a result, now that  
12 we're at the time when those horses would be  
13 reaching racing age, there are fewer of them  
14 to go around.

15 COMMISSIONER CAMERON: So your  
16 festival this year, you anticipate the same  
17 kind of situation?

18 MR. TUTTLE: Well -- and we do. And  
19 we've -- in addition to the Mass.-breds -- the  
20 Mass. breeders stakes, we're carding  
21 additional races for Mass.-breds, in hopes to  
22 try to give those folks an opportunity to earn  
23 some of the purse money, as well.

24 In the past, if those races have

1           been to the point where our racing department  
2           believes they're not going to be competitive  
3           from a wagering point of view, we have asked  
4           the commission's permission to limit the  
5           wagering, or run them as exhibitions, which we  
6           may be back to do again.

7                        COMMISSIONER ZUNIGA:   Have we --  
8           excuse me.  Have you, in general, seen the  
9           same people return?  We are now on the third  
10          year of the festival model; is that -- fourth  
11          year.

12                       MR. TUTTLE:   Fourth.

13                       COMMISSIONER ZUNIGA:  We're staring  
14          the fourth one.

15                       MR. TUTTLE:   Yes.  There a  
16          consistent base of New England horsemen.  
17          Jay Bernadini, Bob Raymond, Kevin McCarthy.  
18          Several of the, sort of, major New England  
19          stables that -- Matthew Clark, that, you know,  
20          have gone to upstate New York, have gone to  
21          West Virginia and other places and returned.  
22          And I think part of that is because they're  
23          aware of the program, and that it's an  
24          opportunity for them to come home and make

1           some money. And part of it is, you know,  
2           we've tried to design a racing program that  
3           fits for their horses.

4                        So, I mean, now there are other  
5           people that have taken advantage of it, as  
6           well. You know, we saw additional folks  
7           shipping in from Pennsylvania and  
8           West Virginia, last year, that we hadn't seen  
9           before, and, you know, they helped fill the  
10          races, as well.

11                      MR. BEDROSIAN: Can I just ask one  
12          question, Mr. Tuttle. Remind me, you backed  
13          up some of the racing weekends. In June, is  
14          the racing weekend the same weekend of the  
15          third leg of the Triple Crown?

16                      MR. TUTTLE: It is. Our opening day  
17          and the first weekends are -- coincides with  
18          the Belmont Stakes, so we anticipate that  
19          Saturday, June, I believe it's June 8th -- no.  
20          Sorry. June 9th will be quite busy.

21                      COMMISSIONER CAMERON: That actually  
22          makes a lot of sense, because a lot of folks  
23          want to be out there to see the race and bet  
24          on your races at the same time.

1 MR. TUTTLE: Yeah. We're really  
2 looking forward to it.

3 COMMISSIONER CAMERON: Yeah. One  
4 last question. You just mentioned it, but you  
5 are asking for all of the monies upfront this  
6 year, which is a departure from what we've  
7 done in the past. We've paid you as you --  
8 before, you know, that weekend's race.

9 I hear you, there's talk, as there  
10 has been in the past, about the legislature  
11 and monies. I'm just a little concerned that  
12 we're -- it's worked successfully as we've  
13 done it in the past, and I think if we make a  
14 commitment to these six days, I don't know  
15 that there's any value to give you all the  
16 money upfront, other than there may be some  
17 risk. I'm hearing a lot of talk about  
18 attracting enough horses. So I just wonder  
19 what the real value would be in giving you --  
20 front-loading all of those monies.

21 MR. TUTTLE: I have not been  
22 particularly successful in arguments that we  
23 should get the entire thoroughbred portion of  
24 the Racehorse Development Fund, or, you know,

1 get -- in this case, perhaps, get the money  
2 upfront. It certainly would give us the piece  
3 of mind to know that money was going to be in  
4 the purse account and not potentially swept as  
5 part of the budget conversation, the ongoing  
6 budget conversation.

7 And as I've assured the commission  
8 in the past, you know, the money can only be  
9 used for purses. It can't be used for  
10 anything else. We believe that have a very  
11 solid record, in terms of working with the  
12 commission on how we treat the purse money and  
13 provide a rigorous accounting of that on an  
14 annual basis.

15 So we've asked for the money in  
16 advance of the first weekend to ensure that it  
17 will be there. If you prefer to take a  
18 different path, we'll deal with the  
19 consequences.

20 COMMISSIONER ZUNIGA: I don't see a  
21 reason to fund upfront. Even with the concern  
22 of certainty, or the -- even with the notion  
23 of piece of mind for business certainty, we  
24 should all remember there's a balance.



1           There's language, I don't know if it will  
2           pass, that might sweep the balance for 2019,  
3           so it's a ways away. But we should always  
4           remember that this fund is constantly being  
5           funded.

6                         There's nobody saying there's going  
7           to be a sweep of all the monies that continue  
8           to come from the activity at Plainridge Park  
9           Casino, essentially. So I -- really, for cash  
10          flow purposes, I'm not concerned that, even  
11          with the sweep, if the legislature enacted it,  
12          that there would be no dollars there. It's  
13          funded every day.

14                        You know, the other side of the --  
15          well, of the prior request, which I alluded to  
16          earlier, is something that I hope you really  
17          take into consideration this year. I  
18          expressed my distaste with the prior approach,  
19          in which you come retroactively seeking  
20          reimbursement for monies that you've already  
21          committed. And that's the piece that I'm  
22          really the most against. So I just want to  
23          put that on the record.

24                        CHAIRMAN CROSBY: Easiest way to fix

1 that, would be to --

2 COMMISSIONER ZUNIGA: To be upfront,  
3 yeah, which is why I mention it both -- both  
4 ways. I say -- I've mentioned those two  
5 aspects. I understand them. They, sort of,  
6 work a little bit against each other. But I  
7 don't buy the notion -- I don't think that the  
8 business certainty concern is a high one.

9 COMMISSIONER CAMERON: I think it's,  
10 like all of our licensees, we're looking for a  
11 good-faith relationship, meaning, as soon as  
12 they're aware that there may be a discrepancy,  
13 there are more races, you know, the request  
14 will be made. And I think we just got that  
15 from Mr. Tuttle, that, as soon as possible  
16 that request will be made.

17 So I guess I'm not as a concerned  
18 about, if there is a request coming in. I  
19 think I was more concerned about giving all  
20 the money upfront, and then whatever reason  
21 that -- you know, that last weekend didn't  
22 work out for -- whatever could happen. I'm  
23 just concerned because of the uncertainty that  
24 has existed. You know, and I don't think

1           there's been a problem with the way we've been  
2           doing it in the past, which is fund every  
3           weekend.

4                        COMMISSIONER ZUNIGA:  Especially,  
5           since the weekends are not -- you know, we  
6           have meetings, commission meetings in between  
7           these race weekends.  I can understand more  
8           the scenario in which there's already a lot of  
9           horsemen here and you can go an extra day,  
10          let's say, on that same weekend.  But if  
11          we're -- we meet every two weeks.  We can  
12          call -- we can just wait until the next  
13          meeting, if something arises.

14                      COMMISSIONER CAMERON:  I think our  
15          CFO has something to weigh in about here.

16                      MR. LENNON:  Yeah.  Just to add --  
17          just to add a point of clarity, if you look  
18          at -- on our website we've added on the racing  
19          takeout.  If you look at since we've moved to  
20          the 40/60 split as of January 1, 2017, there's  
21          been, I think, \$8 million allocated.  So this  
22          is over 16 months, \$8 million allocated to the  
23          standardbred side, of which, approximately,  
24          5 million has been paid out leaving a balance

1 of 3 million during that time period. If you  
2 look at the amendment that was filed -- not  
3 the amendment, at the actual -- the actual  
4 outside section of the Ways and Means budget,  
5 they're asking us to take all 15 million away.  
6 So it would take some time. That money  
7 wouldn't be there, necessarily available for  
8 that -- for the races, if they're running.

9 So I'm not saying one way or  
10 another. I'm just trying to add clarity to --  
11 there's 14.1 million currently available. The  
12 language says we have to guarantee there's 15  
13 million. I --

14 MS. LIGHTBOWN: I was going to add  
15 that point, because Derek and I have had some  
16 informal conversations about it and there's --

17 MR. LENNON: It is -- it would be  
18 difficult.

19 MS. LIGHTBOWN: It doesn't say the  
20 balance that's in the pot. It's 15 million.  
21 And as Derek mentioned --

22 MR. LENNON: That would hurt  
23 everyone.

24 MS. LIGHTBOWN: Right. There's not

1 15 million in there now. And once the money's  
2 taken out for Suffolk for this year of racing,  
3 it'll be even less than --

4 MR. LENNON: Yeah, it would hurt  
5 everyone. It would hurt thoroughbred and  
6 standardbred, the way that amendment is  
7 written. So I'm not saying either way I.'m  
8 just trying to provide clarity as to what --  
9 what it -- that amendment would do to the  
10 industry.

11 COMMISSIONER CAMERON: So there's a  
12 chance the monies couldn't be there, if we  
13 don't distribute upfront?

14 MR. LENNON: Correct.

15 COMMISSIONER ZUNIGA: Isn't that  
16 amendment effective on 2019?

17 MR. LENNON: I don't think so. It's  
18 June 30, 2018, I think it is.

19 COMMISSIONER CAMERON: No. I think  
20 it's '19.

21 COMMISSIONER ZUNIGA: It's '19.  
22 It's '19.

23 MS. BLUE: I believe it's '19. It's  
24 on or before.

1 MR. BEDROSIAN: Yeah, I think that's  
2 the issue, on or before. So, technically, it  
3 probably takes conditional effect in the  
4 beginning of budget year, right, to be  
5 exercised no later than June of '19.

6 MS. LIGHTBOWN: And if we knew that  
7 wasn't going to be -- if we knew that giving  
8 this money out was going to possibly bring  
9 this money out below the 15 million, we would  
10 probably have to leave the money in there. It  
11 wouldn't be -- you know, so...

12 COMMISSIONER CAMERON: Well, it'll  
13 be -- if you don't have to -- if -- I mean, I  
14 hate to say. Hopefully, it won't happen, but  
15 if it does, we'd have until next June; is that  
16 right?

17 MR. LENNON: I'm trying to figure  
18 that out.

19 MS. BLUE: We might have to look at  
20 paying it out over time. We'd have to look at  
21 what actual language survived, because it's  
22 not clear whether they want it in a lump sum,  
23 or where there's some flexibility as to -- you  
24 can do a portion now and roll it out between

1 now and June 30th of '19.

2 MS. LIGHTBOWN: The other point, for  
3 last year we did give Suffolk Downs the money  
4 for the first two weekends before the first  
5 weekend ran. We went ahead and gave them the  
6 two weekends in advance. And then just -- at  
7 that point, it was just going to be the third  
8 weekend. And that was the -- you know, we  
9 reserved that until when they actually got  
10 close to running that.

11 COMMISSIONER ZUNIGA: You know, I --  
12 we made this -- I made this case last time we  
13 talked about the request to fund all of the  
14 balance, and I think it's a little bit at play  
15 here, as well. There's a very significant  
16 milestone coming in June -- or is it July 30th  
17 of this year?

18 COMMISSIONER STEBBINS: July 30th.

19 COMMISSIONER ZUNIGA: After. And  
20 then, at least the proposed dates are -- some  
21 are before and some are after; is that  
22 correct?

23 MS. LIGHTBOWN: Right. That's  
24 correct.

1                   COMMISSIONER ZUNIGA: So I would, at  
2                   least, view it through that lens. That should  
3                   the legislature decide to do what they've been  
4                   doing so far, which is, doing one more year,  
5                   then we can come back after they've doe that  
6                   and fund the rest of the -- of the request.  
7                   But because there's, at least the possibility  
8                   of other options, I would be of the mind of  
9                   not -- yes, not funding that other part, just  
10                  in consideration of what they do, which may be  
11                  different this year.

12                 MR. TUTTLE: And I think -- I don't  
13                 want to belabor the point, Commissioner. I  
14                 would point out that -- and I know everyone is  
15                 working to be fair here, that, you know, we've  
16                 consistently delivered on our racing program  
17                 over the last several years, and I believe  
18                 that the -- our purse request is not treated  
19                 the same way as it is for the harness -- the  
20                 standardbred purse request. And the  
21                 standardbred purse request would suffer the  
22                 same uncertainty of the July 31st deadline tat  
23                 you're pointing out, as we were.

24                 COMMISSIONER ZUNIGA: Well, there



1 are many differences, you know, with all due  
2 respect. They're required to race 112 days.  
3 What are they up to?

4 MS. LIGHTBOWN: 110.

5 COMMISSIONER ZUNIGA: 110. So  
6 there's, fundamentally, very big differences.  
7 But your point is taken.

8 CHAIRMAN CROSBY: Somebody want to  
9 make a motion on one of these contexts or  
10 other?

11 COMMISSIONER O'BRIEN: I guess, I'm  
12 just looking for, what is the number that  
13 you'd be requesting, if the resolution was  
14 simply for the June and July races?

15 MR. TUTTLE: Two-thirds of  
16 3.5 million.

17 COMMISSIONER O'BRIEN: So it's  
18 evenly distributed?

19 MR. TUTTLE: Yes.

20 MR. BEDROSIAN: 2.34, maybe.

21 MR. TUTTLE: I'm going to trust you.

22 MR. BEDROSIAN: Oh, don't do that.

23 MR. TUTTLE: If you would like to  
24 amend --

1                   COMMISSIONER CAMERON: We can figure  
2 out the number.

3                   MR. TUTTLE: -- the request here,  
4 I'll amend it to --

5                   MR. BEDROSIAN: Two-thirds of  
6 whatever.

7                   MR. TUTTLE: Right.

8                   MS. LIGHTBOWN: Two-thirds of the  
9 3.5 million?

10                  MR. TUTTLE: Right. But I believe  
11 we can probably do that math quickly.

12                  COMMISSIONER STEBBINS: Be  
13 consistent what we did last year.

14                  MS. LIGHTBOWN: Last year, the  
15 commission approved the amount for the  
16 entire -- at that point it was six days, and  
17 then the staff took care of deciding when to  
18 make the decision of the purse money. And I  
19 did that with legal -- Catherine Blue and  
20 Derek Lennon.

21                  COMMISSIONER ZUNIGA: But now, we  
22 know that their request is front-loaded.

23                  MS. LIGHTBOWN: Right. Before -- we  
24 would be putting that purse money in there at

1           this point anyway, because it's only a few  
2           weeks away. So we're right at the point  
3           where -- like, last year at this time I would  
4           have been talking to both Catherine and Derek  
5           about, you know, should we give two-weekends  
6           worth, instead of one? And that's -- last  
7           year we decided to go ahead and do it that  
8           way.

9                         COMMISSIONER CAMERON: Well, I think  
10           the difference is we have a actual request  
11           here.

12                        MS. LIGHTBOWN: Right. Now, you  
13           have an actual request for it.

14                        COMMISSIONER CAMERON: So it was  
15           brought to us for that reason, and not left to  
16           use. So I would be -- I would be personally  
17           comfortable with approving the request for the  
18           additional monies for all six days, so that's  
19           the 3.5. And I would be comfortable doing  
20           what we did last year, which is approve the  
21           two-thirds of that -- those monies.

22                        COMMISSIONER ZUNIGA: Disburse?

23                        COMMISSIONER CAMERON: Of the purse  
24           agreement, yes. And then, hold off until

1 after July, since -- yeah, we're not sure what  
2 next year's racing landscape will look like,  
3 or what the legislature will do.

4 MR. BEDROSIAN: Would you just --  
5 just one caveat. If after July it's the same,  
6 where it gets kicked down the road, would then  
7 Alice or I be authorized to disburse the rest  
8 of the monies?

9 COMMISSIONER CAMERON: Yes. I think  
10 we are authorizing all six days now. But with  
11 the -- with the ability to approve -- I mean,  
12 to get the monies out immediately for two of  
13 the three racing weekends.

14 CHAIRMAN CROSBY: Second?

15 COMMISSIONER STEBBINS: Second.

16 CHAIRMAN CROSBY: Any further  
17 discussion? All in favor? Aye.

18 COMMISSIONER O'BRIEN: Aye.

19 COMMISSIONER STEBBINS: Aye.

20 COMMISSIONER CAMERON: Aye.

21 COMMISSIONER ZUNIGA: Aye.

22 CHAIRMAN CROSBY: Opposed? The ayes  
23 have it unanimously.

24 MR. TUTTLE: Thank you,

1 Commissioners.

2 MS. LIGHTBOWN: Thank you.

3 CHAIRMAN CROSBY: So now we are back  
4 to number seven, CFAO Lennon, et al.

5 MR. LENNON: Good afternoon,  
6 Mr. Chairman and commissioners.

7 CHAIRMAN CROSBY: Good afternoon.

8 COMMISSIONER O'BRIEN: Good  
9 afternoon.

10 COMMISSIONER CAMERON: Good  
11 afternoon.

12 COMMISSIONER ZUNIGA: Good  
13 afternoon.

14 COMMISSIONER STEBBINS: Good  
15 afternoon.

16 MR. LENNON: I am joined by  
17 Agnes Beaulieu. And we're here to present to  
18 you the FY '19 gaming commission budget  
19 projections. In the commission package is a  
20 memo and three attachments. I'll attempt to  
21 summarize them on my own and then open up the  
22 forum for any questions or comments, as no  
23 anticipation of a vote today, just discussion  
24 and then public comment period.

1                   The FY '19 gaming control  
2                   appropriation fund both MGC regulatory costs,  
3                   as well as statutory requirements. Page two  
4                   of the memorandum has a grid that demonstrates  
5                   the gaming control fund's total budget for  
6                   FY '19 as 33.4 million, of which 22.6 million,  
7                   including the cost of 84.3 FTEs and two  
8                   contract positions is for the regulatory  
9                   environment. And the remaining 10.8 million  
10                  is for statutorily-required costs of the  
11                  attorney generals' office, Research and  
12                  Responsible Gaming office, inclusive of two  
13                  FTEs, commonwealth-assessed indirect costs,  
14                  and the Alcohol Beverage Control Commission.

15                  The Gaming Control Fund budget is  
16                  anticipated to grow 7.45 percent from fiscal  
17                  year '18 to fiscal year '19. The majority of  
18                  the costs come from the annualization of the  
19                  hires and public safety costs needed to open  
20                  and regulate the Category 1 facility in  
21                  Springfield, Massachusetts.

22                  Regulatory costs will grow,  
23                  approximately, 9.8 percent, from 20.6 million  
24                  in FY '18 to 22.6 million in FY '19.

1 Statutory costs will grow, approximately,  
2 3 percent, form 10.5 million in FY '18 to 10.8  
3 million in FY '19. The charts on page three,  
4 four and five, which continue onto page six,  
5 show the spending categories that have  
6 increased, as well as the divisions that have  
7 increased. So it just takes those percentages  
8 and shows where they've broken out.

9 By looking at the chart, the breaks  
10 out spending by object class, which is  
11 spending categories, starts on the middle of  
12 page three of the menu -- memo, and continues  
13 onto page four. You'll see the payroll grew  
14 by 1.09 million in FY '19, which is the  
15 annualization of the hires needed to regulate  
16 the MGM Springfield facility. It also drove  
17 up fringe costs by 380,000. And operational  
18 services is the other category where it  
19 increased, and that's public safety costs that  
20 are funded through the IEB. And that was,  
21 approximately, 1.05 million.

22 Similarly, if you look at the chart  
23 on the bottom of page five and the top of page  
24 six, you'll see that the costs of the IEB,

1 which we've discussed, which houses the gaming  
2 agents, houses the state police and  
3 Springfield police costs increased  
4 1.9 million, which is basically 90 percent of  
5 our increase for the year. And that's all of  
6 the annualization costs of the hires that we  
7 already approved earlier this year.

8 While we consider the Research and  
9 Responsible Gaming budget to be a statutory  
10 requirement, two FTEs from the Mass -- from  
11 Mass Gaming are funded here, as well as the  
12 program is developed and funded here. So  
13 we've provided the same level of detail into  
14 the budget -- into the budget materials in  
15 your packet for that office.

16 While the overall budget for the  
17 Research and Responsible Gaming office has  
18 decreased 4.5 percent, from 5.05 million to  
19 4.8 million, unlike in other years, none of  
20 the costs of DPH are included in that  
21 4.8 million. All of DPH -- all of the cost of  
22 DPH will be funded from revenues from gross  
23 gaming taxes from the Springfield facility in  
24 this coming here.



1                   However, that was about a  
2                   \$1.7 million ISA to DPH last year. We are  
3                   offsetting those costs with additional costs  
4                   in the GameSense area. So making that strong  
5                   commitment to responsible gaming, making sure  
6                   that the patrons have -- have the right  
7                   resources to them at the Category 1 facility.

8                   It is important to note that the FY  
9                   '19 budget does not include some funding  
10                  exposures. We've only built in 400,00 in  
11                  litigation costs, which is the minimum  
12                  required by our insurance policy. Our office  
13                  of the general -- our office of general  
14                  counsel's anticipating the actual cost to  
15                  exceed those 400,000 in FY '19. We've also  
16                  not built in any of the gaming agent or public  
17                  safety costs for the Encore facility in  
18                  Everett, which is projected to open in the  
19                  last quarter of fiscal year 2019. This is  
20                  similar to how we budgeted for the MGM  
21                  Springfield opening. We will come back to the  
22                  commission prior to the end of calendar year  
23                  2018 with a request for additional funding,  
24                  once the timelines and needs for Encore firm

1 up a little bit. We've discussed these  
2 funding exposures with our licensees,  
3 explained our rationale. We did this at our  
4 meeting on May 11th, and they were in  
5 agreement with the way they were presenting  
6 it.

7 Chapter 23K, Section 56, Subsections  
8 A through C define how the MGC will fund its  
9 annual costs related to gaming and nonracing  
10 activities. This chapter was defined further  
11 through 205 CMR 121 by taking the projected  
12 spending, less the net revenues projected for  
13 FY '19. The commission will utilize 205 CMR  
14 121.03, paragraph three, Subsection C to  
15 assess, approximately \$128.3 million on  
16 licensees, as shown on -- in the chart on page  
17 seven of the budget.

18 Transitioning to the racing division  
19 now, which will be much quicker. The racing  
20 division's budget is funded through a portion  
21 of wagering, as stipulated in the statute.

22 While the landscape of thoroughbred  
23 racing in Massachusetts still isn't all that  
24 clear, the division's budget was built using

1 prior-year revenue projections revised, based  
2 on the experience from FY '16 to '17, which is  
3 always a declining revenue scale.

4 We're anticipating \$2.5 million for  
5 racing regulatory costs, including funding for  
6 7.7 FTEs, 202.7000 in assessments from the  
7 commonwealth for indirect costs, which brings  
8 the total racing budget to 2.7 million. The  
9 chart on page six of the memorandum  
10 demonstrates a racing costs are anticipated to  
11 increase by 3.7 percent, from 2.43 million in  
12 FY '18 to 2.52 million in FY '19. The actual  
13 racing division budget, so their unit remains  
14 flat at 1.85 million. And the overall funding  
15 increase is due to the cost allocation and the  
16 addition of some positions within the  
17 infrastructure unit, so IT and A an F during  
18 the middle of last year.

19 To summarize all this, the MGC's  
20 Gaming Control Fund, as funded in this  
21 presentation is projected to be 33.4 million.  
22 It's composed of statutory and regulatory  
23 costs. The proposed funding level funds 86.3  
24 FTEs, and two contract positions represents a

1           7.45 percent increase for the  
2           currently-approved FY '18 budget, and requires  
3           a \$28.3 million assessment on our licensees.

4                     The racing division FY '19 proposed  
5           budget is 2.52 million, funds 7.7 FTEs, and  
6           represents a 3.7 percent increase -- percent increase  
7           over FY '18.

8                     Included in your packet are three  
9           attachments that provide additional details  
10          into the budget. Attachment A is a listing of  
11          the Gaming Control Fund at Racing Oversight  
12          Development Trust Fund budget by object class,  
13          and projected revenue by revenue source.

14                    Attachment B is a detail overview of  
15          the budget projections by division within the  
16          Gaming Control Fund and Racing Oversight  
17          Development Trust Fund. And attachment C is a  
18          detailed view of the two funds by object class  
19          or spending category.

20                    After we answer any questions you  
21          have, staff would ask commission's approval to  
22          post this information and seek public comment  
23          before coming back at the next meeting and  
24          asking you to vote on it.

1                   CHAIRMAN CROSBY: Discussion or  
2                   questions?

3                   MR. BEDROSIAN: So Commissioners,  
4                   just by way of background, I want to thank  
5                   Derek and Agnes for the hard work on this, and  
6                   they took the bulk of the meeting with our  
7                   licensees so I appreciate that.

8                   This is now my second or third  
9                   budget. My third budget. And, obviously,  
10                  also thank Commissioner Zuniga. We visited  
11                  with him probably go or three times during  
12                  this process and sat down. I would -- if I  
13                  had to characterize, sort of, the the big  
14                  increases, obviously, personnel for getting  
15                  ready for the opening is a big increase, and  
16                  probably will be next year. We decided to  
17                  follow the same path as Derek described, which  
18                  is wait until we had certainty about opening  
19                  dates and times and stuff like that.

20                  Also the wild -- I don't want to say  
21                  the wild card, that's unfair. But the really  
22                  biggest variable is, probably, litigation  
23                  costs. We just know that, when you're sued  
24                  and depositions and all that, it's just --

1 money can add up very quickly. Even though, I  
2 think General Counsel Blue and our outside  
3 lawyers give us great value, it's just  
4 expensive. And there's not much you can do,  
5 when you're on the receiving end of lawsuits  
6 the way we are so --

7 But we work, and Derek, I think, and  
8 Agnes do a very good job looking at, you know,  
9 what our cash flow is, and at the end of the  
10 year seeing if we can, use a bad expression,  
11 stealing from Peter to pay Paul. But we  
12 don't -- we do everything we can to avoid  
13 going back with a supplemental assessment  
14 before we scrub our own expenses and see if we  
15 can't make up for that. And we will continue  
16 to operate that way.

17 MR. LENNON: Right.

18 COMMISSIONER ZUNIGA: Yeah. If I  
19 can just add to that, that I think it's a  
20 great approach, it's a good -- the budget here  
21 strikes a balance, and, really, a customary  
22 practice of the last couple of years.

23 I think we're beginning to see now,  
24 you know, the maturity of the where we're

1 going to end up. There's still some costs  
2 that we need to consider in future years, in  
3 the next couple of years. Notably, those  
4 directly associated with Region A, on-site  
5 people, but there's quite a few costs  
6 reflected here that I would submit to  
7 everybody that we have -- we're reaching that  
8 maturity level, and we need to work with the  
9 confines of what we have. Many of them we  
10 don't control. They're statutory. I wish --  
11 we've tried to tackle some of them in the past  
12 with mixed results. The indirect cost is a  
13 notable cost that increases with all of our  
14 staff costs as they increase. I firmly  
15 believe that we're not supposed to be paying  
16 it, but this is where we are. I think we have  
17 a good process in the Public Health Trust  
18 Fund, and now it's really going to begin to be  
19 funded from the revenues, and that's also the  
20 relationship that we're managing, including  
21 the priorities that Derek explained, of what  
22 we want to do, notably the GameSense program.

23 So because there's so many items in  
24 this budget, every time, you know, one of

1           those items grows, however much or however  
2           little, the overall grows, and that's  
3           happening here. But I would submit to  
4           everybody that we are reaching those -- those  
5           levels in which we can, hopefully from here,  
6           begin to really taper off.

7                        My other comment is, as new things  
8           come up -- one area you mentioned, Executive  
9           Director Bedrosian, is the notion of our audit  
10          function. I really would look to see where we  
11          can do and realize efficiencies in areas that  
12          we first started and become less necessary, or  
13          we are, you know, managing through -- through  
14          other ways. But other than that, I don't  
15          anticipate -- we don't anticipate big items,  
16          say, for those on-site regulatory costs  
17          associated with Encore.

18                       CHAIRMAN CROSBY: Anybody else? Do  
19          we -- we don't need a vote, right, we just  
20          need to approve you to --

21                       MR. LENNON: Correct?

22                       CHAIRMAN CROSBY: -- go forward?

23                       MR. LENNON: Correct.

24                       CHAIRMAN CROSBY: Go forward with



1 the normal process. Sounds good.

2 MR. LENNON: Thank you very much.

3 COMMISSIONER CAMERON: Thank you.

4 COMMISSIONER ZUNIGA: Thank you.

5 COMMISSIONER CAMERON: Well-done, as  
6 always.

7 MR. LENNON: I leave that to the  
8 directors. The directors have really embraced  
9 this process.

10 COMMISSIONER CAMERON: Have they?

11 MR. LENNON: Yeah. They work with  
12 Agnes. They meet with Agnes monthly to go  
13 over their current level budget so when the  
14 annual budget comes up it's -- they know it's  
15 a continuation, they know it's a one-time  
16 fall-off, they know what their needs are for  
17 future years, so the process has been really  
18 smooth.

19 COMMISSIONER CAMERON: Great.  
20 Excellent.

21 MR. LENNON: Thank you.

22 COMMISSIONER CAMERON: Thank you  
23 both.

24 COMMISSIONER ZUNIGA: Thank you.

1                   CHAIRMAN CROSBY: Okay. Our last  
2 item up, General Counsel Blue, Item No. 7 --  
3 No. 8.

4                   MS. BLUE: Thank you, Commissioners.  
5 We have five regulations -- amendments to  
6 existing regulations, actually, for you to  
7 review and approve today. All of these  
8 regulations have made it through the process.  
9 In fact, we had the public hearing for  
10 comments on these regulations this morning  
11 before the commission meeting.

12                   We have received no comments.  
13 That's not uncommon. We do work closely with  
14 stakeholders, so a lot of times we get  
15 comments into staff and we make adjustments as  
16 we go along, but we have not received any  
17 written comments, nor any testimony comments  
18 this morning, so these are ready to go forward  
19 and to be promulgated and finalized.

20                   The first reg. that we have is 205,  
21 amendments to 205 CMR 134.03. This change  
22 you've seen before. It syncs up the reg. with  
23 the change in the law that gave you discretion  
24 to exempt certain positions from registration.

1 COMMISSIONER STEBBINS: We adopted  
2 this before, on an emergency basis, because we  
3 dealt with all the exemptions?

4 MS. BLUE: We dealt with all the  
5 exemptions. We may have. I'd have to check.

6 COMMISSIONER STEBBINS: Okay.

7 MS. BLUE: I'd have to check.

8 COMMISSIONER STEBBINS: Mr. Chair, I  
9 move the commission amend the Small Business  
10 Impact Statement for 205 CMR 134.03, gaming  
11 service employees, as included in the packet.

12 CHAIRMAN CROSBY: And complete the  
13 promulgation process? Is that part of the --

14 MS. BLUE: There's two separate --

15 CHAIRMAN CROSBY: Motions for each  
16 one?

17 MS. BLUE: Motions for each one,  
18 yes.

19 CHAIRMAN CROSBY: Second?

20 COMMISSIONER ZUNIGA: Second.

21 CHAIRMAN CROSBY: All in favor?

22 Aye.

23 COMMISSIONER O'BRIEN: Aye.

24 COMMISSIONER CAMERON: Aye.

1 COMMISSIONER ZUNIGA: Aye.

2 CHAIRMAN CROSBY: Opposed? The ayes  
3 have it unanimously.

4 COMMISSIONER STEBBINS: Secondly, I  
5 move that the commission approve the version  
6 of 205 CMR 134.03, gaming service employees,  
7 as included in the packet, and authorize the  
8 staff to take all steps necessary to finalize  
9 the regulation promulgation process.

10 CHAIRMAN CROSBY: Second?

11 COMMISSIONER CAMERON: Second.

12 CHAIRMAN CROSBY: All in favor?  
13 Aye.

14 COMMISSIONER O'BRIEN: Aye.

15 COMMISSIONER STEBBINS: Aye.

16 COMMISSIONER CAMERON: Aye.

17 COMMISSIONER ZUNIGA: Aye.

18 CHAIRMAN CROSBY: Opposed? The ayes  
19 have it unanimously.

20 MS. BLUE: The second regulation we  
21 have is 205 CMR 138. These are amendments to  
22 the internal control regulations to account  
23 for table games and any, you know, cleanup  
24 that we needed to do, based upon opening MGM.

1                   COMMISSIONER CAMERON: So, Mr.  
2                   Chair, I move that the commission approve the  
3                   small -- the amended Small Business Impact  
4                   Statement for 205 CMR 138, uniform standards  
5                   of accounting procedures and internal controls  
6                   included in the packet.

7                   COMMISSIONER STEBBINS: Second.

8                   CHAIRMAN CROSBY: All in favor?

9                   Aye.

10                  COMMISSIONER O'BRIEN: Aye.

11                  COMMISSIONER STEBBINS: Aye.

12                  COMMISSIONER CAMERON: Aye.

13                  COMMISSIONER ZUNIGA: Aye.

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

16                  COMMISSIONER CAMERON: And I further  
17                  move that the commission approve the version  
18                  of 205 CMR 138, uniform standards of  
19                  accounting procedures and internal controls,  
20                  as included in the packet, and authorize the  
21                  staff to take all steps necessary to finalize  
22                  the regulation promulgation process.

23                  COMMISSIONER STEBBINS: Second.

24

1 CHAIRMAN CROSBY: All in favor?

2 Aye.

3 COMMISSIONER O'BRIEN: Aye.

4 COMMISSIONER STEBBINS: Aye.

5 COMMISSIONER CAMERON: Aye.

6 COMMISSIONER ZUNIGA: Aye.

7 CHAIRMAN CROSBY: Opposed? The ayes  
8 have it unanimously.

9 MS. BLUE: The next set of  
10 regulations are amendments to 205 CMR 139.04  
11 and 205 CMR 140.02. This is the amendment  
12 that changes the calculation of the vig. We  
13 had a couple of conversations about that, as  
14 well as some of the reporting requirements  
15 that we want our licensees to provide, in  
16 terms of reporting on gross gaming revenues  
17 for slot machines.

18 CHAIRMAN CROSBY: Discussion? Do I  
19 have a motion?

20 COMMISSIONER O'BRIEN: I move that  
21 the commission approve the amended Small  
22 Business Impact Statement for 205 CMR 139.04,  
23 reports and information to be filed with the  
24 commission, and 205 CMR 140.02, computation of

1 gross gaming revenue.

2 COMMISSIONER CAMERON: Second.

3 CHAIRMAN CROSBY: All in favor?

4 Aye.

5 COMMISSIONER O'BRIEN: Aye.

6 COMMISSIONER STEBBINS: Aye.

7 COMMISSIONER CAMERON: Aye.

8 COMMISSIONER ZUNIGA: Aye.

9 CHAIRMAN CROSBY: Opposed? The ayes  
10 have it unanimously.

11 COMMISSIONER O'BRIEN: I further  
12 move the commission approve the version of 205  
13 CMR 139.04, reports and information, to be  
14 filed with the commission, and 205 CMR 140.02,  
15 computation of gross gaming revenues, as  
16 included in the packet, and authorize the  
17 staff to take all necessary steps to finalize  
18 the promulgation regulation process.

19 COMMISSIONER CAMERON: Second.

20 CHAIRMAN CROSBY: All in favor?

21 Aye.

22 COMMISSIONER O'BRIEN: Aye.

23 COMMISSIONER STEBBINS: Aye.

24 COMMISSIONER CAMERON: Aye.

1 COMMISSIONER ZUNIGA: Aye.

2 CHAIRMAN CROSBY: Opposed? The ayes  
3 have it unanimously.

4 MS. BLUE: The next regulation is an  
5 amendment to 205 CMR 147.05, and it's  
6 regarding gaming tournaments. And we've taken  
7 this out of one section, moved it to another.  
8 We determined this was better as an internal  
9 control.

10 COMMISSIONER ZUNIGA: This is also  
11 discussion on promulgation?

12 MS. BLUE: Yes.

13 CHAIRMAN CROSBY: Do I have a  
14 motion?

15 COMMISSIONER STEBBINS: I move the  
16 commission approve the amended Small Business  
17 Impact Statement for 205 CMR 147.05, gaming  
18 tournaments, as included in the packet.

19 COMMISSIONER ZUNIGA: Second.

20 CHAIRMAN CROSBY: All in favor?  
21 Aye.

22 COMMISSIONER O'BRIEN: Aye.

23 COMMISSIONER STEBBINS: Aye.

24 COMMISSIONER CAMERON: Aye.



1 COMMISSIONER ZUNIGA: Aye.

2 CHAIRMAN CROSBY: Opposed? The ayes  
3 have it unanimously.

4 COMMISSIONER STEBBINS: I further  
5 move the commission approve the version of 205  
6 CMR 147.05, gaming tournaments, as included in  
7 the packet and authorize the staff to take all  
8 the steps necessary to finalize the regulation  
9 promulgation process.

10 COMMISSIONER ZUNIGA: Second.

11 CHAIRMAN CROSBY: All in favor?  
12 Aye.

13 COMMISSIONER O'BRIEN: Aye.

14 COMMISSIONER STEBBINS: Aye.

15 COMMISSIONER CAMERON: Aye.

16 COMMISSIONER ZUNIGA: Aye.

17 CHAIRMAN CROSBY: Opposed? The ayes  
18 have it unanimously.

19 MS. BLUE: The final regulation is  
20 amendments to 205 CMR 152. This is the  
21 portion of this regulation that pertains to  
22 the excluded persons list. And we wanted to  
23 make sure that we changed the process on that,  
24 as we discussed with you, and also made sure

1 we conformed it to how you wanted that list to  
2 be used. So these regulations will not be in  
3 effect, and that new process will be started.

4 CHAIRMAN CROSBY: Motion?

5 COMMISSIONER CAMERON: Mr. Chair, I  
6 move the commission approve the amended Small  
7 Business Impact Statement, 205, CMR 152,  
8 individuals excluded from the gaming  
9 establishment included in the packet.

10 CHAIRMAN CROSBY: Second?

11 COMMISSIONER ZUNIGA: Second.

12 CHAIRMAN CROSBY: All in favor?

13 Aye.

14 COMMISSIONER O'BRIEN: Aye.

15 COMMISSIONER STEBBINS: Aye.

16 COMMISSIONER CAMERON: Aye.

17 COMMISSIONER ZUNIGA: Aye.

18 CHAIRMAN CROSBY: Opposed? The ayes  
19 have it unanimously.

20 COMMISSIONER CAMERON: And I further  
21 move that the commission approve the version  
22 of 205 CMR 152, individuals excluded as from  
23 the gaming establishment, as included in the  
24 packet, and authorize the staff to take all

1 steps necessary to finalize the regulation  
2 promulgation process.

3 CHAIRMAN CROSBY: Second?

4 COMMISSIONER ZUNIGA: Second.

5 CHAIRMAN CROSBY: All in favor?

6 Aye.

7 COMMISSIONER O'BRIEN: Aye.

8 COMMISSIONER STEBBINS: Aye.

9 COMMISSIONER CAMERON: Aye.

10 COMMISSIONER ZUNIGA: Aye.

11 CHAIRMAN CROSBY: Opposed? The ayes  
12 have it unanimously.

13 MS. BLUE: This should bring to a  
14 conclusion the vast bulk of regulations that  
15 you needed to see for Category 1 casinos, so I  
16 am hopeful that you will see fewer going  
17 forward, and only one or two, maybe major  
18 regulations. We'll do amendments as we clean  
19 things up and as we learn from them. But this  
20 should make us -- put us in good shape for  
21 opening MGM. Junkets will come eventually but  
22 not quite yet. We're working on junkets.

23 CHAIRMAN CROSBY: Okay. Great. Any  
24 other commission updates?

1                   COMMISSIONER STEBBINS: I just  
2                   wanted to quickly say -- and Jill touched upon  
3                   it, talking about the Rosoff award that we  
4                   got. And, again, it was -- was honored to  
5                   have a chance to represent the commission and  
6                   accept the award. It was quite an amazing  
7                   evening. I didn't quite know what to expect.  
8                   I didn't expect we'd be one of two winners out  
9                   of 31 nominees. but kudos to The Ad Club,  
10                  kudos to Elaine and Jill and everything  
11                  they've done on the Build A Life campaign, as  
12                  well as to our many partners who have really  
13                  helped make this happen.

14                  But, you know, the keynote speaker  
15                  for the evening was this young woman, who is  
16                  the first blind and deaf student to graduate  
17                  from Harvard Law School. And hearing her  
18                  tale, and, you know, finding out Forbes chose  
19                  her as 30 under 30. President Obama named her  
20                  a White House champion of change. Her story  
21                  was incredible. And everybody that got up  
22                  after her was -- just had to remark on the  
23                  incredible presentation that she made, and how  
24                  it, kind of, blew everybody away.

1           So excited to, again, represent us  
2           and accept the award, and, again, thank Jill  
3           and Elaine for their great work, as well as  
4           all of our partners. And to think all of this  
5           probably would not have happened without  
6           introduction of gaming in Massachusetts, and  
7           realizing that there was a serious deficiency  
8           in women in the -- in the construction trade.

9           So it's a great effort that all of  
10          us should be proud of. Mr. Chairman, your  
11          leadership in reaching out to a number of  
12          those partners, it was quite an extraordinary  
13          evening. And having a chance to talk about  
14          that the next day and like, how did she learn?  
15          How did she go to class and become as  
16          successful as she is? And it was a moving  
17          experience. It was really cool.

18                 COMMISSIONER CAMERON: Thank you.  
19          That's very, very interesting.

20                 CHAIRMAN CROSBY: Extraordinary,  
21          yeah.

22                 COMMISSIONER CAMERON: Just a quick  
23          update, Mr. Chair, on racing. First of all,  
24          Commissioner O'Brien and myself had a chance

1 to go out and not only tour the casino for  
2 Commissioner O'Brien, but attend a day of  
3 racing, meet all our staff. I continue to be  
4 impressed with -- every year we seem to just  
5 up our game a little bit with whether it be  
6 training. Really apparent that the staff  
7 loves working out at Plainridge, on both sides  
8 of house, the casino side as well as the  
9 racing side.

10 You know, a nice day. Commissioner  
11 O'Brien did ride in the starter car and got to  
12 see the horse upfront and personal.

13 CHAIRMAN CROSBY: She's not  
14 exaggerating.

15 COMMISSIONER O'BRIEN: Really --  
16 really --

17 COMMISSIONER CAMERON: Yeah. But  
18 the staff, you know, really engaging to speak  
19 to. And it really continues to be a success  
20 story for racing out at Plainridge, and  
21 gaming, frankly.

22 Secondly, along with Dr. Lightbown,  
23 I've had meetings with folks from --  
24 Mr. Tuttle from Suffolk Downs with regard to a

1 possible new racing opportunity in the  
2 Berkshires and the Stronach group, who  
3 continue to be very interested in engaging in  
4 racing in Massachusetts. But to our  
5 knowledge, there is not a proposal that is  
6 solid, at this point, to move forward. But I  
7 know that both groups continue to work -- work  
8 on opportunities.

9 CHAIRMAN CROSBY: Fingers crossed.  
10 And, by now, everybody knows that there was a  
11 statement released from the group that  
12 University Nevada, Las Vegas that I've been  
13 working with for a couple of years, a group of  
14 regulators who are trying to think about, how  
15 do we standardize and modernize regulation?

16 And one of the things we've talked  
17 about is, it's very hard to go back and  
18 standardize things, where we all are locked  
19 into our practices, and have been for years,  
20 but we can think about standardizing new  
21 things as they come down the road, whether it  
22 be DFS or online gaming or sports betting.

23 And when sports betting happened,  
24 some of the folks felt that -- some of the

1 regulators felt that it made sense for us to  
2 see whether we could take a baby step towards  
3 collaborating by making, sort of, a very broad  
4 statement about the regulatory environment. I  
5 don't think regulators as a group have ever  
6 done that before. AGA speaks up all the time,  
7 but I don't -- I can't really remember any  
8 time that regulators have made --

9 COMMISSIONER CAMERON: On the racing  
10 side, but not on the gaming side.

11 CHAIRMAN CROSBY: Okay. Yeah.

12 COMMISSIONER ZUNIGA: You're right.

13 CHAIRMAN CROSBY: Right. So I  
14 wasn't sure whether anything would come of it,  
15 which is why I didn't put it on the agenda. I  
16 wasn't sure that -- people were going back and  
17 forth, you can imagine, trying to get  
18 different people to sign off on a statement,  
19 which is why it looked a little bit like  
20 written by a committee. But eventually it  
21 did.

22 Four regulators made a statement,  
23 saying that, you know, this -- there is a  
24 state regulatory environment, which is a



1       pretty good one, both with respect to casinos,  
2       but also in Nevada with respect to sports  
3       betting. And if you are going to legalize --  
4       one of the media misinterpreted the statement,  
5       thought I was taking the position in favor of  
6       legalization, which I, clearly, am not. It's  
7       not something that any of us would do. And  
8       I've been explicit about that in many places,  
9       including statehouse news. But saying, if it  
10      is going to legal, the states are a good place  
11      to do it, and, perhaps, the regulatory  
12      agencies like we are.

13                 We also spoke to some of the issues  
14      economics, which we're very familiar with.  
15      Again, this group, as all groups are, are very  
16      familiar with our White Paper. I keep hearing  
17      comments about it. A reporter talked to me  
18      about it yesterday and said how helpful it  
19      was. And in that White Paper, we spoke to the  
20      issue of economics. It's a low-margin  
21      business. You have to be careful. These  
22      extra fees are not helpful, probably. So  
23      anyway -- and it got a fair amount of -- fair  
24      amount of discussion.

1                   COMMISSIONER CAMERON: I think one  
2 piece of that that is somewhat misunderstood,  
3 is the fact that they quote the numbers as our  
4 numbers. And, in actuality, that was a study  
5 done by Oxford University.

6                   CHAIRMAN CROSBY: About the possible  
7 net revenue.

8                   COMMISSIONER CAMERON: Yes, yes.  
9 So we -- and we did properly, you know, state  
10 in our paper that the numbers come from this  
11 study. But I think, inadvertently, they say  
12 the gaming commission numbers, which is not  
13 accurate. We have never put numbers together.  
14 But it is a reputable study from Oxford  
15 University.

16                  CHAIRMAN CROSBY: Really, the only  
17 one that's out there.

18                  COMMISSIONER CAMERON: Yes.

19                  COMMISSIONER ZUNIGA: Yeah. And I  
20 think it's important perspective, that there's  
21 a lot of people, a lot of entities opining  
22 about sports betting, not just in  
23 Massachusetts but elsewhere, and they're  
24 usually in a position to want to be either

1 operating, or in the case of the leagues,  
2 potentially benefiting, or charging a bit of  
3 royalty. Whereas, the regulators, I believe,  
4 bring a unique perspective of we can be that  
5 third party of regulating, if you want it to  
6 be regulated, according to whatever standards,  
7 you know, others might establish, including  
8 the legislature here.

9 I did want to mention one thing from  
10 the last couple days. I attended -- Chairman  
11 Crosby and I attended the start of a strategy  
12 session for the research agenda. This is now  
13 our fifth year of the annual meeting. But  
14 that meeting happened the day afterwards, and  
15 it was also a very successful meeting.

16 But I really -- I really look  
17 forward to this process that we're beginning,  
18 in terms of thinking about all things Research  
19 and Responsible Gaming for the next five years  
20 or so, which would be the horizon for this  
21 strategic plan.

22 So you will be seeing some of those  
23 early feedback. We have somebody who's very  
24 knowledgable in the area of responsible

1 gaming, and somebody who we've interacted with  
2 in the past, in Judith Glynn from Ontario and  
3 I really look forward to that document, the  
4 strategy document, whenever -- whenever it  
5 comes out.

6 CHAIRMAN CROSBY: Part of it was --

7 COMMISSIONER STEBBINS: No, we  
8 weren't.

9 CHAIRMAN CROSBY: All right.

10 COMMISSIONER ZUNIGA: Well, in the  
11 annual meeting. Your microphone isn't --

12 CHAIRMAN CROSBY: But we will be  
13 coming out in the next few months, two, three,  
14 four months, with the first time a actual what  
15 are the consequences? What are the economic  
16 and social consequences?

17 Up until now we've been doing  
18 baseline study after baseline study. But now,  
19 particularly with respect to Plainville,  
20 there's beginning to be, okay, it's been two  
21 years, let's actually make some -- make some  
22 fact-based determinations on what the  
23 consequences have been, good, bad or  
24 indifferent. And those will be coming soon.

1 And I think it'll be pretty cool stuff.  
2 Anything else? How was your first couple  
3 months?

4 COMMISSIONER O'BRIEN: Good.

5 CHAIRMAN CROSBY: Good? Nice to  
6 have you here. All right. Do I have a motion  
7 to adjourn?

8 COMMISSIONER ZUNIGA: Second.

9 CHAIRMAN CROSBY: All in favor?

10 Aye.

11 COMMISSIONER O'BRIEN: Aye.

12 COMMISSIONER STEBBINS: Aye.

13 COMMISSIONER CAMERON: Aye.

14 COMMISSIONER ZUNIGA: Aye.

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

17

18 (Proceeding concluded at 2:41 p.m.)

19

20

21

22

23

24

1 GUEST SPEAKERS:

2 Mike Mathis, President MGM Springfield

3 Seth Stratton, Vice President, General Counsel,  
4 MGM Springfield

5 Brian Packer, Vice President of Construction and  
6 Development, MGM Springfield

7 Jacqui Krum, Senior Vice President and General  
8 Counsel, Wynn Resorts International

9 Alex Dixon, General Manager, MGM Resorts  
10 International

11 Anthony Caratozzolo, Vice President of Food and  
12 Beverage, MGM Resorts International

13 Joan Abbot, BEST Hospitality Training

14 Edith Quijada, Everett resident

15 Nader Acevedo, Hispanic American Institute

16 Alberto Calvo, Stop and Compare Supermarkets

17

18 MASSACHUSETTS GAMING COMMISSION:

19 Catherine Blue, General Counsel

20 Edward Bedrosian, Executive Director

21 Derek Lennon, CFAO

22 Michael Sangalang, Digital Communications

23 Coordinator

24

1 MASS GAMING COMMISSION CONT'D:

2 Alex Lightbown, Director and Chief Veterinarian,  
3 Racing Division

4 Paul Connelly, Director of Licensing

5 Agnes Beaulieu, Financial Analyst

6 Jill Griffin, Director of Workforce, Diversity  
7 Supplier Development

8 John Ziemba, Ombudsman

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

COMMONWEALTH OF MASSACHUSETTS

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24

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

WITNESS MY HAND, this 31st day of May,  
2018.



Brenda M. Ginisi