

1 COMMONWEALTH OF MASSACHUSETTS
2 MASSACHUSETTS GAMING COMMISSION
3 PUBLIC MEETING #244
4
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6 CHAIRMAN

7 Stephen P. Crosby
8

9 COMMISSIONERS

10 Gayle Cameron

11 Bruce W. Stebbins

12 Enrique Zuniga

13 Eileen O'Brien
14 _____
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16
17

18 June 7, 2018 10:00 a.m.

19 MASSACHUSETTS GAMING COMMISSION
20 101 Federal Street, 12th Floor
21 Boston, Massachusetts 02110
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P R O C E E D I N G

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3 CHAIRMAN CROSBY: All right. We are
4 calling to order public meeting No. 244 of the Mass
5 Gaming Commission on June 7th, 2018, at our offices
6 in Boston at 10:00. We will start with the approval
7 of minutes as usual.

8 COMMISSIONER STEBBINS: Mr. Chairman, I
9 move the commission approve the minutes of the
10 meeting from May 24th, 2018, subject to correction
11 for any typographical errors or other nonmaterial
12 matters.

13 CHAIRMAN CROSBY: Second?

14 COMMISSIONER CAMERON: Second.

15 CHAIRMAN CROSBY: Any discussion? I had
16 two very minor things. On Page 2, SIGMA, third
17 paragraph down is misspelled. It's S-E-I-G not
18 S-I-G. I think the minutes keep getting better and
19 better, by the way, Sharon. You're doing a great
20 job.

21 Then on the last -- Page 11, again, this is
22 very small, but under the 234 entry under
23 Commissioner updates, Commissioner Zuniga and I
24 talked about the strategic planning for research and

1 responsible gaming. It says for the next five
2 years. It was actually for the future. There was
3 no time limit on it. But other than that, it was
4 fine. Anybody else?

5 COMMISSIONER CAMERON: No.

6 CHAIRMAN CROSBY: All in favor? Aye.

7 COMMISSIONER O'BRIEN: Aye.

8 COMMISSIONER STEBBINS: Aye.

9 COMMISSIONER CAMERON: Aye.

10 COMMISSIONER ZUNIGA: Aye.

11 CHAIRMAN CROSBY: Opposed? The ayes have
12 it unanimously.

13 Executive Director Bedrosian.

14 MR. BEDROSIAN: Good morning,
15 Commissioners.

16 CHAIRMAN CROSBY: Good morning.

17 COMMISSIONER O'BRIEN: Good morning.

18 COMMISSIONER CAMERON: Good morning.

19 COMMISSIONER ZUNIGA: Good morning.

20 COMMISSIONER STEBBINS: Good morning.

21 MR. BEDROSIAN: I have a couple of items
22 before we get to the MGM update which I've asked --

23 CHAIRMAN CROSBY: Can I just interrupt?

24 MR. BEDROSIAN: Sure.

1 CHAIRMAN CROSBY: To say this now, just so
2 it's up front. We have the community mitigation
3 fund agenda item on as item 4b which would suggest
4 that it be fairly early in the day, but what we have
5 decided to do is do all of the other agenda items
6 because a lot of people have come to visit to do
7 that, so all of the other agenda items except for
8 commissioner updates will be done in advance of 4b,
9 so chances are pretty good it won't be until the
10 afternoon. So if anybody is watching to see what
11 happens with the community mitigation grant, it will
12 be awhile before we get to it. I'm sorry.

13 MR. BEDROSIAN: Okay. So I'm done. No,
14 and that was one of the items, but thank you.

15 CHAIRMAN CROSBY: Sorry.

16 MR. BEDROSIAN: The other agenda item I
17 wanted to mention is at the last meeting I proposed
18 a process to get to the MGM beverage license, one of
19 which could have been a presentation today about the
20 use of outdoor space at MGM Springfield. We are not
21 quite ready for that. Staff was working with both
22 Springfield and MGM last week. We anticipate that
23 could be hopefully on the 21st, and potentially with
24 a vote. I know that we put the limited 4 a.m.

1 service out for public comment until I think we said
2 June 4th. Given this delay, to the extent people
3 continue to want to comment on that, I would suggest
4 potentially putting that out for another week to ten
5 days. And I will know and I can talk to you,
6 Mr. Chairman, about when we would put that formal
7 vote on the agenda.

8 CHAIRMAN CROSBY: Okay. So Elaine, you'll
9 put that out again? Great.

10 MR. BEDROSIAN: The other thing is this
11 weekend is racing at Suffolk Downs, first weekend of
12 racing at Suffolk Downs, obviously coinciding,
13 coincidentally or not coincidentally, with the third
14 leg of the Triple Crown.

15 COMMISSIONER CAMERON: It's coinciding.

16 MR. BEDROSIAN: It is not coincidental. I
17 understand that. Yes, I did communicate with
18 Mr. Tuttle today. He told me or reported that they
19 intend to have potentially 13 races on Saturday and
20 12 on Sunday, including four Mass bred races. He's
21 reporting they have strong interest, full fields,
22 and over \$1 million in purses in awards available
23 for the weekend.

24 CHAIRMAN CROSBY: Yeah.

1 MR. BEDROSIAN: I think it looks like it's
2 going to be good weather also. I think our staff
3 that's 13 races and 12 races. We can do it. That's
4 getting towards the limit of our capabilities, but
5 we can do it. I know we started licensing already
6 on Tuesday. So, thanks to our staff.

7 CHAIRMAN CROSBY: Great.

8 MR. BEDROSIAN: Now, as far as the MGM --

9 CHAIRMAN CROSBY: Can I just ask another
10 quick -- sorry. It was in the minutes. I just
11 wanted to ask you, did you have a chance to deal
12 with the employee survey update issue that we talked
13 about two weeks ago making sure that gets done?

14 MR. BEDROSIAN: Mr. Vanhorn (phonetic) and
15 I had follow-up calls with the MGM folks and we're
16 absolutely, and also with our legal team on
17 potential other strategies, and we are following up
18 on it, and I had communications with the MGM folks
19 as recently as yesterday.

20 CHAIRMAN CROSBY: Okay. Great. Thank you.

21 MR. BEDROSIAN: So as far as the MGM update
22 goes, obviously preparations continue. I understand
23 they had a major hiring event Sunday, Monday, and
24 Tuesday of this week. I was out at the property

1 last Thursday. I was told by our staff, the last
2 shipment of slot machines actually came in on
3 Thursday. Just having seen the floor and the
4 condition it was in on Thursday, I can't imagine
5 where they are going to put any more slot machines,
6 but they are there. So we are getting a lot closer
7 to getting ready to go.

8 It's also occurred to me, you know, there
9 are certain things -- there's certain variables of
10 preparation to post the operating certificate that
11 are within our control and some that are not within
12 our control.

13 For example, construction is not
14 necessarily directly within our control. We monitor
15 it. We hope it's going to be ready. We anticipate
16 it is going to be ready, but there are things, like,
17 licensing and certifying the gaming floor that are
18 within our control. So I asked Directors Band and
19 Connelly today to come and give you a brief update
20 on how those variables within our control go.

21 Director Band also is running a gaming
22 agent and gaming enforcement unit training seminar
23 now. How many weeks is that, Director?

24 MR. BAND: Seven.

1 MR. BEDROSIAN: Seven weeks, so he can give
2 you a quick update on that. And then after they're
3 done, the last thing is, I have a proposal for the
4 Commission on a process to postdate what they call
5 posting the gaming certificate that I'll describe to
6 you after you hear from Director Band and Director
7 Connelly.

8 So Director Band, if you would start.

9 MR. BAND: Yes. MGM continues to kind of
10 move forward with their construction. They had
11 2,500 slot machines delivered to MGM. 2,300 are
12 actually on the bases, and 678 are communicating
13 with both the CMS and the IGT system. This allows
14 us actually to complete our inspection. Yesterday
15 was our first machine totally inspected with a
16 gaming seal on it. We are hoping to get about 250,
17 300 a week easily on this.

18 Table game wise, they have 93 tables
19 delivered. They are being outfitted with the
20 equipment, like shufflers, layouts, and things like
21 that. We will start inspecting that about mid-June,
22 and they will be ready in July for their use.

23 Our gaming school is really coming along
24 well. Today everybody got to be at Penn (phonetic)

1 at 4:30 in the morning to observe what a pick up was
2 at 4:30.

3 CHAIRMAN CROSBY: All your gaming agents.

4 MR. BAND: Everybody was there at 4:30 in
5 the morning to do the drop box pickup.

6 COMMISSIONER CAMERON: A little early for
7 Springfield PD to get there?

8 MR. BAND: Yeah, exactly. I think so.

9 COMMISSIONER STEBBINS: Never early. Never
10 early.

11 MR. BAND: They have actually been driving
12 here to get here at nine every morning.

13 COMMISSIONER CAMERON: I know.

14 MR. BAND: So I know they have to get up
15 early to get here. But overall, everything has been
16 going as planned. We couldn't ask for a better
17 group of people.

18 CHAIRMAN CROSBY: Great. In terms of size,
19 you got enough people?

20 MR. BAND: We still have, like, three
21 gaming agent positions open that just haven't gotten
22 through the process yet, but we will be fine in a
23 few weeks.

24 CHAIRMAN CROSBY: Great.

1 MR. BEDROSIAN: Director Connelly.

2 MR. CONNELLY: So as Ed mentioned, a couple
3 of mass hiring events. We are focused with MGM on
4 two things. There's, you know, a number of
5 applications that come in particularly for
6 experienced dealers in other jurisdictions. We are
7 kind of processing them. They're mailing in their
8 prints, because some of them are out of state, and
9 we have been actively, you know, licensing them.

10 In addition, we are really focused on
11 supporting those mass hiring events. There was one
12 back at the beginning of May, May 8th and 9th, where
13 they sent over 230 applications our way. So the
14 process is they make the offer, they do the initial
15 background and drug screen. For those folks that
16 make it through that and actually get a contingent
17 offer, we then -- they enter our process.

18 So the first step in that is the submission
19 of the application, review that, and set up the
20 fingerprinting. Notably, MGM has a great employment
21 center that is right outside of the casino itself
22 where they have the whole HR team. We have been
23 staffing that, specifically state troopers have been
24 conducting fingerprinting. I can't say enough about

1 the job they're doing, not only from our
2 perspective, but we are also hearing that from MGM
3 in terms of not just fingerprinting, but being
4 really helpful with the candidates when they may
5 have some questions. So that's been going great.

6 To date, over 13 different fingerprinting
7 events, we have printed 260 individuals which means
8 all those folks are now in background investigation.
9 Some of them are obviously through depending on when
10 they came through.

11 The next event -- it just happened, as Ed
12 mentioned, the 3rd through the 5th this month, so we
13 are actively talking with MGM about what that
14 pipeline looks like for applications we're going to
15 receive, somewhere probably around 250.

16 Of note, the exemption that we went through
17 on the SERs has made a major impact. I mean, we
18 knew what the numbers would look like, now we know
19 what it feels like, because almost half the people
20 that came to that event don't go through our
21 process. So it has definitely had an impact.

22 The first event was large clearance
23 security guards because they have to get those folks
24 into training programs. Again, that is a schedule

1 that we are trying to work with them to make sure we
2 are getting them through our process so that they
3 can get trained up in time.

4 This last event, the past few days, a lot
5 of cage folks plus a lot of service employees that
6 we still capture as well as, like we said, the
7 number of exempt people, so those guys are not on
8 the floor.

9 COMMISSIONER CAMERON: It sounds like
10 you're both confident that you will be ready well in
11 advance. So there are no issues around licensing
12 and/or the floor.

13 MR. BAND: No, everything is moving ahead
14 as we planned.

15 COMMISSIONER CAMERON: It's nice to hear
16 good reports about our team as far as the printing
17 and whatnot, because I know that can be intimidating
18 to people, so being open and having a good rapport
19 is a good...

20 MR. CONNELLY: It is. It is essential
21 because not only is it -- it's the one time we
22 really see the folks in person. It's a big
23 logistics coordination event, so I should, not only
24 are the individuals who are doing the printing on

1 the MSP side doing a great job, but MGM does the
2 legwork up front to do the scheduling because their
3 candidates they're working to get them in. They
4 have been doing a great job with that. So the first
5 few events were good. They are now really good. We
6 have done a lot of advanced work where we get kind
7 of biographical information we need to enter into
8 the AVIS machines ahead of time, which means that
9 when folks come in, they are not sitting and filling
10 anything out. They are coming in. They are doing
11 their identity confirmation. They are getting
12 printed and they're moving on. So we can get per
13 machine an additional one or two people per hour
14 through, which has a real impact.

15 COMMISSIONER ZUNIGA: To the extent that
16 you can, can you just talk to us rough years of how
17 many people are either being processed at this point
18 or have been taken in and going through background
19 as a percentage or license altogether just roughly.

20 MR. CONNELLY: For MGM in 2018 so far --
21 and again, there were a number of people in 2017 who
22 were licensed. We issued about 236 licenses so far
23 or registration so far in 2018. There are currently
24 somewhere between an additional 200 who are in

1 process. So those folks are going to be coming
2 through the process pretty soon. We have, you know,
3 pipeline that I expect to be around 250 from this
4 event plus the continued hiring that happened
5 outside of those events. So it's staging.

6 Importantly, the people from the June
7 event, if they just got their offers the past few
8 days, we expect to see them for fingerprinting
9 sometime later next week. By the time everything
10 gets processed, they get scheduled, start coming in,
11 so then that's where the workload starts to hit us
12 in particular.

13 COMMISSIONER ZUNIGA: So these figures, do
14 they include registration, the people that don't
15 have to go to the background check essentially?

16 MR. CONNELLY: Oh, for the exempt?

17 COMMISSIONER ZUNIGA: Yes.

18 MR. CONNELLY: No, I'm not -- I'm not
19 really -- I'm aware of the exempt, but I'm not
20 really tracking them.

21 COMMISSIONER ZUNIGA: So do I hear you
22 correctly that almost half, let's say of the --

23 MR. CONNELLY: From this past event.

24 COMMISSIONER ZUNIGA: Oh, from this past

1 event.

2 MR. CONNELLY: Yes. So again, it obviously
3 would depend on the positions they were hiring for.
4 This June event they tended to be hiring for a
5 number of the positions that weren't floor
6 positions, so that's why the percentage was pretty
7 high.

8 COMMISSIONER ZUNIGA: So if I'm doing the
9 math sort of right, you have about 750 people in
10 some way in the pipeline?

11 MR. CONNELLY: Correct.

12 COMMISSIONER ZUNIGA: And that number is
13 going to get to maybe a thousand or 1200?

14 MR. CONNELLY: Around 1200, yeah.

15 COMMISSIONER ZUNIGA: From the exemptions.
16 So, if there's similar events, two or three like the
17 ones you just described --

18 MR. CONNELLY: So there's one more before
19 --

20 COMMISSIONER ZUNIGA: -- we're in a smooth
21 place or more of a spike?

22 MR. CONNELLY: I think it should be a
23 little -- I'm expecting it to be smooth to be honest
24 in terms of processing. Part of the reason is, a

1 lot of the folks now are service employees, so the
2 way we deal with the licensees and the registrants
3 is a little different in the following sense:

4 The licensees that come through, clearly
5 there is a huge priority to get those investigations
6 up and running so we can get them some status and
7 get them to work. The registrants, once they go
8 through the fingerprinting event, they have the
9 status to work. So not that we deprioritize, but we
10 certainly focus on those people that we need to get
11 to work, so the burden is a little bit less, right?

12 So up front, to be honest, it has been
13 good. So the key employees are the really complex
14 ones. MGM hired a lot of them early. We are not
15 seeing them as much anymore. So that relieves a
16 tremendous stress. So right now we are in that
17 gaming employee and service employee phrase,
18 shifting more towards service employee, which means
19 we can focus additionally on the smaller population
20 of gaming employees that we are seeing that have to
21 get through the process as quickly as possible in
22 terms of the investigation.

23 COMMISSIONER ZUNIGA: Right.

24 CHAIRMAN CROSBY: How's the LMS?

1 MR. CONNELLY: It's working. It's working
2 quite well. I think from internal side, I can tell
3 you that we have been recently talking about the
4 experience between opening MGM and opening
5 Plainridge where we didn't have it, and we did it
6 frankly on paper and Microsoft Excel. It's a world
7 of difference. You know on a number of points. It
8 helps us ensure that everything required is
9 submitted. It helps us track the receipt, status
10 changes, and disposition which is really essential.
11 At any point I need to be able to pull someone up
12 and find out exactly where they are.

13 All the materials submitted are secure and
14 together and coherent. So there's not, where is
15 this document? It's in there. It also and
16 importantly now as the numbers increase it's helping
17 us with managing the assignment loads on the
18 licensing side and on the investigation side to make
19 sure that we are not overburdening one person. We
20 are able to track a little bit better, and hopefully
21 -- and one of the things we're working on, we
22 actually have a new release with additional
23 functionality coming out at the end of this month is
24 we are always trying to provide additional

1 transparency to the casinos, so that they have an
2 understanding of what's going on with their
3 applicants. That's critical. They need to know
4 where they stand. So, as I always say, hopefully
5 the questions and the calls that come from the
6 licensee are high-level questions, not where is so
7 and so because hopefully we are providing enough
8 information on their side of LMS to have at least an
9 understanding of where things stand.

10 But so far so good, but there's always room
11 for improvement, so we're constantly taking feedback
12 from licensees, from staff as to how we can improve
13 it. So it's a kind of a -- it's a living system,
14 but it's working very well as far as I'm concerned.

15 COMMISSIONER ZUNIGA: Now I remember a
16 number of months ago there was a potential of a lot
17 of people from Plainridge having to be relicensed
18 just given the time frame at the time we were doing
19 a lot of MGM.

20 How is that working itself out?

21 MR. CONNELLY: So you'll see that soon in
22 that we're going to probably have some -- we'll be
23 talking a lot about renewals starting in December.
24 I think the first -- if my memory serves me right,

1 the first renewal is going to come up in December,
2 which I think is Lance George, I think. I should
3 look.

4 But we are going to start to see again,
5 because it's a five-year cycle. We are going to see
6 the first ones, those early ones, but we'll really
7 see the vast majority of them who were licensed and
8 registered in May of '15. My God, that sounds like
9 a long time ago. We'll start to see those in 2020.
10 But what we are seeing in terms of renewals -- we're
11 right in the midst are some vendor renewals. The
12 primary vendors are all in their renewal phase. So,
13 you know, nothing ever ends. Once you get through
14 one thing, the next thing picks up. But that being
15 said, that's not a huge -- that's not a drain right
16 now. The renewal process has been going really
17 smoothly.

18 COMMISSIONER CAMERON: Great. Thank you.

19 MR. BEDROSIAN: Thank you. And
20 coincidentally, I believe the Plainridge beverage
21 license is up for renewal today.

22 MR. CONNELLY: It is. That is another
23 renewal.

24 MR. BEDROSIAN: So the last thing I --

1 CHAIRMAN CROSBY: I'm sorry, Ed. Has there
2 been a phenomenon of PPC employees applying for
3 Springfield?

4 MR. CONNELLY: Not in large numbers, no. I
5 think the geography really dictates that.

6 CHAIRMAN CROSBY: Interesting. I'm sorry.

7 MR. BEDROSIAN: No problem. The last thing
8 I have is a proposal for the Commission on process
9 for the issuance and posting of the operation
10 certificate, which is and I think ironically most of
11 you, except for Commissioner O'Brien and myself,
12 were here during the Plainridge opening, so you're
13 probably familiar with this.

14 The requirements are codified in our
15 regulation 205 CMR 151, but I wanted to talk to you
16 today about the actual process, and it would mirror,
17 I would suggest, what happened in the Plainridge
18 Park process, which was we would pick a date well
19 before opening and have a public meeting, and I
20 would suggest because it's for MGM Springfield that
21 we do it out in Springfield at which senior members,
22 directors would be paired up with their licensee
23 counterparts, come in front of the Commission, and
24 outline the conditions of their particular subject

1 matter that fulfilled the requirements of Section
2 151. That would probably be a full meeting.

3 At the end of that, if you were satisfied,
4 I would ask for two things. One, and this would be
5 part of the presentation, authority to conduct two
6 test nights at MGM Springfield with the criteria
7 that would be outlined for you.

8 CHAIRMAN CROSBY: Which would be
9 approximately which dates are you thinking?

10 MR. BEDROSIAN: Right now I believe they
11 are talking August 16th and 20th, so four days
12 apart.

13 CHAIRMAN CROSBY: Just to give us an idea.

14 MR. BEDROSIAN: Yeah, in that time before
15 the actual opening day. The second I would ask you
16 for is a designation of a particular commissioner
17 who would then work with staff, would have the
18 authority to issue what they call a conditional
19 operation certificate between the second test night
20 and the actual opening day, which is the 24th, and
21 that conditional operation certificate may or may
22 not have a bunch of conditions on it.

23 That would -- having the designation of one
24 particular commissioner gives a bunch of flexibility

1 to staff to work with one person in real time
2 depending upon, you know, what issues there are and
3 probably 24 hours a day for a period of time to make
4 sure that everything is buttoned up satisfactory for
5 opening.

6 Once the opening happened, I would suggest
7 we would come back to the Commission, probably the
8 next week, which would be the week before Labor Day
9 for a public meeting, which I think could be here,
10 and we would then have the Commission ratify --
11 approve the conditional operation certificate
12 with -- if there are any conditions, whatever the
13 conditions are.

14 CHAIRMAN CROSBY: This would be the first
15 commission public meeting after the opening?

16 MR. BEDROSIAN: Exactly. Exactly. And I
17 would suggest that we probably do it as soon as
18 reasonably possible. We don't have to do it the
19 next day or whatever, but I wouldn't want it to go
20 too far. I would like the whole Commission to
21 ratify that conditional operating certificate as
22 soon as reasonably possible.

23 So I mention this process for a number of
24 reasons. One of which is to say to the

1 commissioners if you could keep your calendars free,
2 the first or second Thursday of August.

3 CHAIRMAN CROSBY: The 2nd or the 9th.

4 MR. BEDROSIAN: The 2nd or the 9th,
5 correct. And part of that may depend upon the
6 property is due to get its occupancy permit from the
7 City sometime in that time frame. In a perfect
8 world, I would like to have the occupancy permit
9 before we came to do the full meeting, if possible.
10 If not, it would be a condition. So -- and I hope
11 we would know that sometime in July. So for that
12 purposes, I would ask that you keep those meetings
13 open.

14 And if we are going to delegate a
15 particular commissioner, don't be busy in July -- I
16 mean, I'm sorry in August. In August, yeah, because
17 we would want that commissioner's attention.

18 Certainly, you know, the last couple of
19 weeks of August, if not slightly before to get him
20 or her up to speed on what is going on. So if you
21 wanted to just to refresh your memory, you had such
22 a meeting on June 15th -- no, I'm sorry the 15th or
23 the 18th in 2015. I'm sorry, June 18th, 2015, and
24 the meeting is in the archives.

1 COMMISSIONER ZUNIGA: The opening was on
2 the 24th or was it the 25th?

3 MR. BEDROSIAN: You guys were there. In
4 that situation, there was only one test night.

5 COMMISSIONER ZUNIGA: Just one test night,
6 one the night before.

7 MR. BEDROSIAN: Yeah, this is a little more
8 spread out. I think I'm trying to pull the public
9 meeting up a little also so we're not quite so
10 condensed.

11 COMMISSIONER ZUNIGA: When you mentioned
12 the certificate of occupancy from the City --

13 MR. CONNELLY: Yeah.

14 COMMISSIONER ZUNIGA: -- do you know if
15 that would be the permanent or the temporary
16 certificate of occupancy? And does anybody remember
17 if we --

18 MR. BEDROSIAN: I think it's permanent. I
19 think right now it's tracked for sometime beginning
20 of August.

21 COMMISSIONER CAMERON: With Plainridge,
22 everything was tightly compressed, and I remember
23 there was a last-minute issue around the fire, the
24 contingency within the casino with the fire company.

1 We were waiting for everything, and it all happened
2 in a short period of time. So I like the idea --
3 although it worked well. We did fine. Would you
4 agree?

5 COMMISSIONER ZUNIGA: Yes.

6 COMMISSIONER CAMERON: We all worked well
7 with that opening.

8 COMMISSIONER ZUNIGA: You pulled an all-
9 nighter.

10 COMMISSIONER CAMERON: Well, that's okay.

11 COMMISSIONER ZUNIGA: Twenty-four hours
12 it's not unfathomable.

13 CHAIRMAN CROSBY: Commissioner Cameron was
14 the designated commissioner for that one and took
15 her sleeping bag, I think. Go ahead. I'm sorry.

16 COMMISSIONER CAMERON: No. But it worked
17 well, and the team was excellent. We had
18 experienced folks to help us out, as we do again
19 this time, and I think the time frame with a couple
20 more test nights will give us a little more time; is
21 that correct?

22 MR. BAND: Yes.

23 COMMISSIONER CAMERON: You sound like
24 that's a good thing. You're shaking your head.

1 MR. BAND: It is because it gives us a
2 little more time to evaluate them and correct any
3 problems. So I like their proposed test nights.

4 COMMISSIONER CAMERON: Right. I think that
5 works. I know for one that Commissioner Stebbins
6 has expressed an interest in the Western Mass casino
7 this time.

8 COMMISSIONER STEBBINS: I'd be happy to
9 pull an all-nighter.

10 COMMISSIONER CAMERON: He's happy to pull
11 an all-nighter.

12 COMMISSIONER STEBBINS: It's been a while.

13 CHAIRMAN CROSBY: Presumptively I think
14 we'll assume that it will be Commissioner Stebbins.
15 We'll make sure that he's got a sleeping bag and is
16 ready to do this, but I think that's our plan.
17 We've talked about that in the past.

18 MR. BAND: We'll keep him awake. I
19 guarantee it.

20 MR. BEDROSIAN: So I would say sometime in
21 July we'll try to confirm what date it is in August,
22 and come back obviously not only with the
23 appropriate information, but I assume there is some
24 particular language we would have you vote on for

1 Commissioner Stebbins' designation.

2 CHAIRMAN CROSBY: We can do whatever we did
3 for Commissioner Cameron last time.

4 COMMISSIONER CAMERON: We had general
5 counsel Blue on the phone at 3 a.m., and we were
6 getting the language done.

7 CHAIRMAN CROSBY: For the designation?

8 COMMISSIONER CAMERON: Yes.

9 CHAIRMAN CROSBY: Just one other thing,
10 this is a little more granular than we have really
11 had a chance to work out, but Director Bedrosian and
12 I have talked a little bit today about whether or
13 not we would need to have the commission around for
14 the week or ten days after opening in anticipation
15 of the unlikely possibility that something goes
16 wrong, and that we need to have a meeting. I think
17 it's highly unlikely, but tentatively at least what
18 I'm thinking is that we would want to make sure that
19 there were at least three of us around so we could
20 physically get a quorum. That happens to be
21 probably Labor Day weekend, which is a time when
22 everybody is away, but maybe we can think about it.
23 If you've already got plans, let me know. If you're
24 available --

1 COMMISSIONER CAMERON: I'm available.

2 CHAIRMAN CROSBY: So we can be here. I'll
3 be here.

4 COMMISSIONER ZUNIGA: I'll be available as
5 well.

6 CHAIRMAN CROSBY: Okay. So there's three.
7 So we will confirm that more think about what, if
8 any, contingencies we might need to consider, but
9 that will be one that we'll plan on. Okay. Great.

10 MR. BEDROSIAN: That's everything for me.
11 Thank you.

12 CHAIRMAN CROSBY: All right. Next up is
13 item 4a, Ombudsman Ziemba and his team and his
14 folders binders.

15 MR. ZIEMBA: Thank you, Mr. Chairman and
16 Commissioners. Today we have the first quarter of
17 2018 report by Encore Boston Harbor for the period
18 ending March 31st, 2018. Joining us today are
19 Robert DeSalvio, president Encore Boston Harbor;
20 Jacqui Crum, senior vice president and general
21 counsel; and Peter Campot, Encore Boston Harbor
22 director of construction. So let me turn it over to
23 Bob.

24 MR. DeSALVIO: Thank you, John, and good

1 morning Commissioners.

2 CHAIRMAN CROSBY: Good morning.

3 COMMISSIONER ZUNIGA: Good morning.

4 COMMISSIONER O'BRIEN: Good morning.

5 COMMISSIONER CAMERON: Good morning.

6 COMMISSIONER STEBBINS: Good morning.

7 MR. DeSALVIO: We are very pleased this
8 morning to be able to present some really great
9 update news in terms of construction. So I'm going
10 to start by turning it right over to Peter to jump
11 right into the construction update. Thank you.

12 MR. CAMPOT: Good morning.

13 COMMISSIONER CAMERON: Good morning.

14 MR. CAMPOT: Good morning.

15 CHAIRMAN CROSBY: Good morning.

16 MR. CAMPOT: Great to be here. Thank you.

17 I'm pleased to be able to tell you that we're on
18 schedule June 24th, 2019. We are about 68 percent
19 complete from a cash standpoint. I can say we put
20 over a billion dollars worth of construction in
21 place. I actually never got to say that before,
22 so...

23 We are averaging about 1500 workers on site
24 daily. We expect that to go up by another hundred

1 or so in the next several months and peak out our
2 labor late this summer. But overall the project is
3 going very, very well.

4 Suffolk Construction is continuing to do a
5 great job. The trade partners, the unions, the
6 workforce, everyone on site is really positive.
7 It's fun to be part of, truthfully. It's really a
8 great experience. People are starting to see the
9 finishes now. They are getting excited about what
10 they're building. The quality and the overall sense
11 of the space is starting to come together. So
12 that's all -- it really feels good.

13 I am going to show you some slides now.
14 We'll sort of go through the different areas. The
15 site work is predominantly done in terms of all the
16 underground utilities. We created a new roadway
17 onto Broadway. We've opened that up, and we're
18 landscaping in a major way, which you can see on the
19 slide the peninsula. If you can go to the next
20 slide, Jacqui. That's a little bit better. In real
21 life, that forest looks a lot denser when you're out
22 there, but we planted several hundred trees already,
23 and we plan to have that whole south peninsula done
24 this summer, including the event lawn. So that is

1 just going to continue, and then we'll progress
2 north along that.

3 At the same time we are planning out along
4 Broadway the screen along the MBTA so all the site
5 work is in really great shape. Marine work, you can
6 see here the harbor walkway is going in. The next
7 slide, before I go to that.

8 So all the marine work, harbor side is
9 done. So the overall site is in just tremendous
10 shape. We are going to work on all those roadways
11 and the plantings as the summer continues and try to
12 leave as little plantings left for the spring,
13 because the window next spring is very narrow as you
14 all know.

15 The garage again is in good shape. Floors
16 two, three, and four are scheduled to be complete
17 this summer and ready to turn over to us in
18 September. So that's great. If you go to the next
19 slide. The podium, the central utility plant, we're
20 turning on all major mechanical systems this summer,
21 and we're on schedule to be able to turn over the
22 plans to our operational people in October. So to
23 get a jump MVP systems is really helpful. So you
24 can see a good image of the exterior of the

1 building.

2 So now we're talking about just the podium
3 on the whole podium area where the gaming area the
4 gaming ceiling, I think the next image is about 50
5 percent complete. Ductwork is going on. We're
6 actually ready to start installing the large
7 chandeliers starting the end of this month. And as
8 soon as those chandeliers go up, we'll follow-up
9 with the raised access flooring. So we are in good
10 shape with that. As you well know to get ahead of
11 that with all the new machines is really important.
12 So that's what we are trying to do. So we're on
13 schedule.

14 You can see the stairway at the center bar,
15 which is very elaborate. It's nice to have that in
16 place, and we'll start on the railings and whatnot.

17 The convention center again is moving right
18 along. We're a little ahead on the convention
19 center on the interior, and the exterior will be
20 completed this summer and fall. And then just
21 another image. And then the towers. So the towers
22 topped out a hundred percent. You can see that.
23 We're erecting the structural steel that allows the
24 curtain wall to complete. The curtain wall should

1 be complete about August 1st. We have the name
2 ready to be put in place, Encore, first two weeks of
3 August a little bit of a challenge. The change that
4 we had, but we managed to rise up and get that here
5 on time. So I think we will be in good shape. And
6 the entire tower, the finishes on the fifth floor,
7 we're installing finishes on the fifth floor, and we
8 are starting that whole process going right up the
9 building. It's just a beautiful view from the 27th
10 floor looking back towards Boston.

11 And then the project schedule. I'm not
12 going to go through every line item, but essentially
13 there is no area that's behind. There is no
14 deal breaker. We got a lot of work to do. We got
15 three million man hours between now and next May,
16 but we're on schedule in all areas. Some are a
17 little bit behind. Some are a little bit ahead, but
18 overall the project is on schedule. So I think
19 that's it for my update, Bob.

20 MR. DeSALVIO: Great. Thank you, Peter.

21 MR. CAMPOT: Okay.

22 MR. ZIEMBA: I wanted to talk for a minute
23 about the offsite infrastructure improvement. As
24 you know, this is a major component wall, much

1 smaller than the actual job of building the resort
2 itself, equally as important and logistically much
3 more challenging even than working on site.

4 The great news is for all of these
5 projects, we have Wellington Circle in Medford;
6 Sullivan Square; Santilli Circle in Everett;
7 Sweetser in Everett; Lower Broadway in Everett, they
8 are all going on simultaneously as we speak. One of
9 the keys for us was to get a lion's share of the
10 work done this summer. As commuter traffic starts
11 to drop off in the summer months, it gives us a
12 perfect opportunity to do the most challenging
13 parts.

14 Number one, of course, Broadway in Everett
15 is where we are doing probably the most work, so we
16 are at that full steam and in Sullivan Square we
17 have to do a lot of work in the transit station
18 parking lot. So that is going to require some
19 closings of certain lot areas, and the whole idea
20 was to work with the MBTA to make sure we can do
21 that during the summer months when they have the
22 least traffic out there.

23 So I'm very pleased to report all of this
24 work is ongoing, and if you happen to do a loop into

1 our area, it's very plain to see what is going on.
2 Very happy to see the improvements in Sullivan
3 Square. I mean there are areas in Sullivan Square
4 that never had sidewalks, never had ADA access
5 available to the public, and even though it's in
6 mid-construction, you can honestly see where those
7 improvements are going to be.

8 So, of course, while we are doing this
9 there's lots of movement, detours, complications.
10 The other day I was going through Everett even on a
11 Sunday we were installing a temporary traffic signal
12 out in front, and so there's a lot of work going on.
13 There is going to be disruption. We understand
14 that. We have a great rapport with the Everett and
15 Boston police departments to coordinate this. We've
16 had a wonderful response to our social media program
17 for construction monitoring. I think we have over
18 12 or 13,000 people that follow us on the Twitter
19 feed and the Facebook feeds that run that, as well
20 as Everett PD spins out all of our information
21 weekly as well, and the mayor told me they are
22 getting a lot of good response from residents about
23 at least getting notifications. Nobody is ever
24 happy about road construction, but at the end of the

1 day, I think people recognize that there's a lot of
2 positive improvements that will come by the end of
3 the year, and so far so good.

4 We've got all the access permits that we
5 need except for a couple minor ones that involve
6 Malden Center and out in Wellington for some minor
7 improvements that are going to be done for the
8 transit stations.

9 I think other than that, we have every
10 single thing in our possession, and we're going full
11 steam ahead. So all good news to report there.

12 COMMISSIONER ZUNIGA: Bob, besides this
13 summer which you just articulated is the bulk of the
14 work that you are doing outside, will there still be
15 more work after the summer?

16 MR. DeSALVIO: Absolutely. It goes all the
17 way to the end of the year. We are just trying to
18 hit it as hard as we can this summer. Our goal was
19 everything completed by December 31st. We may have
20 a few items that stretch over into early next year,
21 but we gave ourselves a good six-month window before
22 the opening of the resort, so if we have a few items
23 that last January, February, if they're clean-up
24 items, fine, because we gave ourselves enough of a

1 window. But no, it will be heavy duty work will go
2 on until the end of December.

3 COMMISSIONER ZUNIGA: Okay. Thanks.

4 MR. DeSALVIO: I wanted to do the update on
5 our diversity and inclusion process. The first
6 slide is about the design work which we are very
7 close to wrapping up. There are still some items
8 that are out there, but we did quite well overall.

9 On the MBE front, our goal was 7.9 and to
10 date we're at about 8.9 percent about \$5.4 million
11 worth of work. On the WBE, the goal was 10. We are
12 at 7.8. We've done about \$4.7 million worth of
13 work. We way exceeded on the veteran front. One
14 percent goal, we came in at about 6.6 or \$4 million
15 worth of work.

16 So overall, we had an overall goal of 18.9
17 percent, and we've come in on design phase of 23.3
18 percent and a little over \$14 million worth of work,
19 and that's on design.

20 On the construction phase, we're having
21 excellent results here. On the MBE front, we had a
22 goal of 5 percent. We are at 5.9, and that's about
23 \$70 million worth of work for that phase. On the
24 WBE front, we had a goal of 5.4 percent. We are

1 coming in at 10 percent on the construction contract
2 phase at \$120 million worth of work. On the VBE
3 goal, we got a goal of 1 percent, right now coming
4 in about 2.5 percent or 30 million.

5 Overall, goal of 11.4 percent. We are
6 currently at 16.5 percent and approaching \$200
7 million worth of work. So I'm very happy with the
8 work that Peter and the team, Suffolk, Jennie, and
9 the rest of the group that has been really active on
10 all of this, has done a really good job in trying to
11 get out as much work as possible and be as inclusive
12 as possible along the way.

13 On the construction workforce side, our
14 minority goal is 15.3 percent, and we're coming in
15 much better than that at 24. -- almost 25 percent of
16 the workforce, and that represents 980 workers with
17 over a half million hours.

18 On the female front, we had a goal of 6.9.
19 We're right about there. We're at 6.8, but very
20 pleased to report 257 female construction workers,
21 and we continue to try to increase that number, but
22 I would say that's one of the best representations
23 probably of any major project going on in the
24 greater Boston area, and we're very proud of that.

1 On the veteran's side, 3 percent goal. We
2 killed that. We are at 6.5 percent on the veteran
3 side, which is very significant, happy to put the
4 veterans to work on this job, and that's about 213
5 workers.

6 So all and all, very good results on our
7 diversity and inclusion process for the entire
8 phase. And so I want to turn it over to Jacqui to
9 talk about outreach.

10 COMMISSIONER ZUNIGA: Before you do that,
11 can I just -- these are very impressive numbers as
12 usual, Bob, but now with more of the finishes phase
13 coming in or in the thick of it, do you see more
14 opportunities for just to get that female number up?

15 MR. DeSALVIO: Maybe I'll let Peter talk
16 about that a little bit. Go ahead, Peter.

17 MR. CAMPOT: So we intend to get over 6.9
18 percent, and we think it's doable. The challenge we
19 have is that almost every woman that is in the
20 trades are on our project right now. So what we are
21 trying to do and working with Jennie is get more
22 women into the trades and then direct them to our
23 project, but I think we're going to be able to get
24 over the number, so that's what we're working

1 towards. We've got commitments from all of the
2 subcontractors to get over the number with the
3 finish trades.

4 MS. CRUM: And at least if we get some
5 women into the trades now, they may not be able to
6 work on our job necessarily, but they will be able
7 to work on future jobs in the area.

8 MR. DeSALVIO: That's great.

9 MS. CRUM: During the first quarter, the
10 primary focus of outreach was recruitment efforts.
11 We engaged in a lot of meetings and events with
12 local community partners. The other focus was
13 groups within our community that work on preventing
14 and responding to sexual harassment and abuse. So
15 this is part of an ongoing effort on our part to
16 learn to be part of the dialogue, learn from other
17 businesses, and see what best practices are, and
18 implement any changes that we can to help ensure the
19 safety of our employees.

20 This is kind of a special event that we had
21 in April. We went straight from the meeting here to
22 what we called our topping off ceremony which
23 celebrated the completion of the cement structure.
24 But more importantly, what we wanted to do was thank

1 the 1500 construction men and women who are on our
2 site for all their hard work. We served lunch on
3 the casino floor to 1500 people. Shockingly it
4 worked. Everybody enjoyed it. It was a good meal.

5 MR. CAMPOT: I wasn't shocked, just so you
6 know. If I can't arrange lunch for 1500 people, I
7 have little chance of finishing this on time.

8 MS. CRUM: I will tell you, Peter was the
9 primary person responsible for handling the details.

10 CHAIRMAN CROSBY: Excuse me, you were
11 talking about talking to people about getting best
12 practices preparation about sexual harassment
13 training, and I see people like Jane Doe and Boston
14 Area Rape Center and so forth, is that what you are
15 talking about?

16 MS. CRUM: Yes. We reached out primarily
17 to three different groups. We've solidified
18 arrangements with two of them to help us look at our
19 policies, training, and also from the volunteer
20 perspective how we can get our employees more
21 involved in those organizations.

22 CHAIRMAN CROSBY: So is that now
23 formalized, or are you in the midst of now packaging
24 that?

1 MS. CRUM: We are packaging that, and we
2 will be back in front of the Commission, I assure
3 you at some point.

4 CHAIRMAN CROSBY: Okay. Great. Thank you.

5 MS. CRUM: And then finally, what we would
6 like to leave you with is -- this is a not so
7 recent, maybe a couple of weeks ago, drone video,
8 that it gives you a sense of the magnitude of where
9 we are at this point.

10 (Video shown).

11 MR. DeSALVIO: Great views that nobody has
12 really ever been able to appreciate. And I think
13 back to one of the first trips we made where we took
14 some lifts and had to go up and kind of figure out
15 what it might look like from inside the building, as
16 scary as that was, but now you see this all coming
17 together, and it's really very impressive. It's a
18 wonderful sight, and I really commend Peter and the
19 team for the work that they have done out there.
20 It's really a pleasure to work with such a
21 professional group.

22 So we're open up for questions from any of
23 the commissioners.

24 COMMISSIONER CAMERON: Again, the numbers

1 are impressive, and I do realize Director Griffin is
2 good at telling us that she thinks the team is
3 really working hard. She is really impressed with
4 the outreach and the commitment to really make and
5 exceed your numbers. So that really is commendable.
6 We realize it's not easy, frankly.

7 MR. DeSALVIO: Thank you, Commissioner.
8 Appreciate that.

9 CHAIRMAN CROSBY: I agree with that because
10 you're not just going through the motions. You
11 really actually care about it. That's great.

12 MR. DeSALVIO: Thank you.

13 COMMISSIONER ZUNIGA: Going forward for the
14 next year or so, what do you see, construction wise,
15 the risks or the -- what keeps you up at night,
16 Peter, in terms of critical paths. I see you have
17 demobilized a couple of cranes. You only have two
18 left.

19 MR. CAMPOT: They come down in the end of
20 August. They'll both be down.

21 COMMISSIONER ZUNIGA: So maybe it is
22 shifting to other things. What is it, Peter?

23 MR. CAMPOT: It's always been for me from
24 the very start is making sure that we get enough

1 high-quality workers to install the finishes. So we
2 can get enough workers, that we have proven, so
3 really the only thing I really worry about is that
4 we have enough high-quality workers because we are
5 really building something that is superb. So making
6 sure that we purchased it in a way that we should be
7 able to do that, given it out. We split up some of
8 the trades into many different subcontractors, so we
9 are getting the best of their workforces. So I
10 think we will be okay, but that's what keeps me up
11 at night more than anything else.

12 Everything else -- every space that you
13 walk through, you can absolutely see it finishing on
14 time. There is no space. There is no major
15 problem. It's just that amount of high-quality
16 finishes at the same place at the same time. We are
17 trying to finish the restaurants in September of
18 this year, so that we can phase those. We have a
19 dozen of them to do. And a lot of those finish
20 trades are going to go from one restaurant right to
21 the next. So that's the major challenge.

22 COMMISSIONER ZUNIGA: Quite an undertaking.

23 MR. BEDROSIAN: I have a question.

24 Spending some time in the water in that video how

1 did you get the water so calm? Did you photoshop
2 that?

3 MR. DeSALVIO: Nope, we just had to pick
4 the right day.

5 COMMISSIONER CAMERON: It's so blue.

6 MR. DeSALVIO: Yes. We didn't put anything
7 in the water.

8 CHAIRMAN CROSBY: Was that a drone?

9 MR. ZIEMBA: Yes.

10 COMMISSIONER CAMERON: When was that taken?

11 MS. CRUM: It must have been about two
12 weeks ago.

13 MS. CRUM: We measure it based on how far
14 the curtain wall has gone up.

15 MR. CAMPOT: What is really nice is the
16 inlet is much cleaner than it used to be. You can
17 see that from the tower. We replaced that entire
18 inlet with two feet of clean fill, and you can
19 really see the difference in the water. It's really
20 neat.

21 CHAIRMAN CROSBY: Those oysters got to be
22 working already.

23 MR. CAMPOT: Oh, not yet.

24 MR. DeSALVIO: No oysters.

1 COMMISSIONER CAMERON: The photos of the
2 ferry look really nice as well.

3 MR. DeSALVIO: The vessels are going to be
4 absolutely gorgeous. We are happy to be working
5 with Boston BoatWorks, a wonderful company right in
6 Charlestown. It's so nice to have that business go
7 to a local vendor, and I think those vessels are
8 going to be really very, very, very nice and a great
9 experience for the guests.

10 COMMISSIONER STEBBINS: Peter mentioned the
11 restaurants, and I know you had some news this week
12 about a partnership with some local restaurant
13 owners. Is that kind of your plan potentially or
14 are you still exploring?

15 MR. DeSALVIO: We have another one that we
16 are currently working on, but we got to get them all
17 the way through the process before we would go
18 public, including a vendor license with you guys as
19 well. So we tend to not announce things until they
20 get through the process. So we need them all
21 buttoned up before we go forward with them.

22 MS. CRUM: But most of the restaurants will
23 be managed.

24 CHAIRMAN CROSBY: Right.

1 MR. DeSALVIO: But you'll probably see one
2 more come through -- one or possibly two more that
3 will come through that would be outside.

4 COMMISSIONER ZUNIGA: By the way, when do
5 you anticipate roughly to start delivering some of
6 the gaming equipment for which the floor would have
7 to be ready?

8 MR. DeSALVIO: We are probably -- I think
9 I'm going to get back to you with that date. I hate
10 using -- I hate throwing out dates that I'm not sure
11 of. We'll make sure we cover that at the next
12 meeting. I'll get a good solid delivery schedule.

13 CHAIRMAN CROSBY: Thank you. Anybody else?
14 Great. Thanks very much.

15 All right. We are going to go to item 5
16 and take a real quick break.

17 (A short recess was taken.)

18 CHAIRMAN CROSBY: All right. We are
19 reconvening public meeting No. 244. We are at
20 agenda item 5a, and Director Griffin.

21 MS. GRIFFIN: Good morning, I think. It's
22 still good morning. Chairman Crosby, Commissioners,
23 on March 29th our licensee presented the initial
24 draft of their workforce development and diversity

1 plan intended to satisfy Chapter 23K Section 1821,
2 and in the agreement toward a license, a category
3 one license, condition 14 and 17. And the revised
4 document is actually in your folder and up online
5 for a potential vote today.

6 We did put the plan up for public comment
7 April 2nd until May 1st, and those comments are
8 included in your packet we received from Asian
9 American Civic Association, Cambridge College,
10 Casino Action Network, the Disabled American
11 Veterans, Everett Haitian Community Center; Hispanic
12 American Institute; Juan Lopera from Tufts Health
13 Plan, their diversity officer; Metro North Regional
14 Employment Board; Quincy Asian Resources, and the
15 Urban League.

16 I'm really pleased with the responses, and
17 most indicated that this was a good solid first
18 start, but there were many suggestions on how to
19 improve this plan.

20 We also discussed the plan with secretaries
21 for the workforce skills cabinet senior staff. They
22 were able to review the initial draft, and they
23 communicated additional feedback to MGC staff as
24 well. So there were many strengths in the original

1 plan. One notably was the extensive community input
2 and partnerships and outreach that was mentioned.
3 And the gaming school scholarships that had already
4 been committed to. There were community locations
5 identified for career center satellite locations, so
6 all this was, I thought, great to be included in the
7 start.

8 But areas for continued development from
9 the initial plan included and much of this was
10 mentioned in some of the public comment, so I have
11 taken some of that. Specific timelines and
12 strategies to leverage community based organizations
13 and workforce and education partners, more
14 information on the role of community-based
15 organizations, and adult basic education programs as
16 talent feeders. Information about how a partner
17 organizations actually make the referrals of
18 interested candidates include more specific
19 organizations.

20 For example, a list of community partners
21 and education partners. A plan to increase
22 awareness especially within the locations within 30
23 minutes of the casino, and then others called out
24 for more information and training on the SkillSmart

1 software system that was included, which I think
2 actually is another plus that I didn't mention is
3 Encore's partnership with SkillSmart to provide
4 connections to educational partners and information
5 about the job. But more information and training
6 was requested from the community.

7 More information -- more in depth
8 information about the gaming related training was
9 requested, and the scholarships would they be need
10 based, that sort of thing. And especially two of
11 the areas that the casino will be recruiting in
12 large numbers, gaming, but also culinary. There is
13 a concern, and I'm going to ask Encore
14 representatives to speak to their plans. It's in
15 the workforce development plan, but I would love for
16 them to call it out, with special attention in their
17 remarks to you today about culinary. There is a
18 concern that the current workforce system and the
19 current capacity will not meet the regional hiring
20 demand as there is currently a skills gap, a
21 shortage of culinary talent in the region. So I'll
22 ask them to speak to that today.

23 Accountability, the goals for hiring
24 minorities, in particular, goals were mentioned, but

1 we asked further questions about would goals extend
2 across all positions equally, front and back of the
3 house, various levels, and their new plan has
4 included information about that.

5 And additionally, information about some of
6 the preferences that they committed to in their host
7 and surrounding community agreements to Everett
8 residents and preference to the surrounding
9 communities. How would those actually work? What
10 are the mechanics? And they've included this as
11 well.

12 So, let's see. And then following their
13 presentation, there are some questions for the
14 Commission to discuss and consider, and I'll just
15 mention these, so you can listen during the
16 presentation. At one letter in particular called
17 out whether the plan includes the obligation to
18 Boston's surrounding community agreement which
19 Section 4.2(b) calls out when will work with
20 nonprofit entities to develop a job readiness
21 training program that will be available to all
22 residents of Boston, in particular.

23 The Casino Action Network specifically
24 raised the issue of background checks and CORIs. In

1 addition to working with MGC regarding the exempt
2 service employee registration jobs, they advocated
3 for understanding more of Encore's internal
4 management practices for background checks, and they
5 stated we believe information on Wynn's background
6 check procedures must be presented as part of this
7 plan and subject to public comment. And they
8 further advocated for individuals being told of the
9 reason for not -- for maybe a rescinded offer based
10 on a background check and that there be a process to
11 challenge these positions, these decisions.

12 One further area, license condition Section
13 5 Number 2, specifically the economic development
14 section states Wynn will use good faith efforts to
15 hire no less than 75 percent of the project
16 employees from within 30 miles of Everett as stated
17 at the June 25th, 2014, HOST community hearing in
18 Everett.

19 We have asked Encore Boston Harbor to
20 design this geographically, so we have a specific
21 measure that as time goes on we can measure the
22 compliance with this. At this point is where the
23 discussion with the commissioners regarding whether
24 the definition presented in this document which is

1 all cities and towns within 30 miles of the resort
2 is reasonable and satisfies this condition.

3 As some community members advocate for this
4 definition to include a smaller area, the host and
5 surrounding community and perhaps a few other
6 cities. And then I did want to note, that Encore
7 Boston Harbor has raised their minority hiring goals
8 for operation to 40 percent from 35 percent in their
9 original draft.

10 One public comment indicates they would
11 like to see this up to 50 percent based on the
12 demographics of the host and surrounding communities
13 which are 48.8 percent people of color.

14 So with that background, I'm going to turn
15 it over to Bob.

16 MR. DeSALVIO: Thank you, Jill. And good
17 morning again, Commissioners. I just want to say a
18 couple of general comments, and then I want to turn
19 this over to Jennie for a few specifics on a couple
20 of the points that Jill brought up and Jacqui may
21 have a couple of comments as well on some of those
22 items.

23 The first thing I wanted to say is thank
24 you to Jill and the team for the work that they did

1 in conjunction with our team. This plan has been in
2 the cook for quite a while, and lots of back and
3 forth feedback. Jill gave us a lot of time on this
4 working with Jennie and her team. So we certainly
5 appreciate that. I also want to thank the members
6 of the public and the community groups that
7 commented. This is such an important part of our
8 plan that, you know, the most important thing you
9 can ask somebody to give is their time. So when
10 folks take the time to actually give us very
11 detailed sort of comments, I think that's very
12 instructive about where we are in the process. So I
13 wanted to make sure that I said on the record that
14 we appreciate everyone that wrote in for comments.
15 We were pretty aggressive in terms of taking in
16 everything that we heard. I am not going to sit
17 here and tell you we made every single change that
18 was in every comment letter. I can tell you that we
19 made some significant tweaks to this plan, and if
20 you look at -- one of the purposes is we gave you, I
21 think, both -- I don't know if you shared the red
22 line version.

23 MS. GRIFFIN: Yes, I did.

24 MR. DeSALVIO: So you see the red line and

1 then the final product. There is really quite a bit
2 more depth in some of the areas where the public
3 commented on to try to really strengthen the plan.
4 Obviously, we're very happy to present the increased
5 goal. That was not an easy decision. That was a
6 lot of thoughtful decision in trying to look at the
7 region, the demographics, what we could do, and I
8 grant you I'm sure some people would like the goal
9 to be higher, but I thought we made a very honest
10 effort in terms of trying to look at what could we
11 do, and that was a pretty significant move we made
12 on that plan.

13 And other than that, I want to -- there is
14 one particular item that Jill brought up that I
15 think is very important, and you've heard a lot
16 about this, and it has to do with culinary
17 opportunities. Long before we were on the scene,
18 there's been this talk about how it's difficult in
19 the greater Boston area with the amount of new
20 restaurants opening. So I want Jennie -- we have
21 had some chats about that, and I think she has some
22 info about, a, kind of who we partner with and, b,
23 how we position ourselves that might be very
24 instrumental in thinking about that.

1 So I'm going to just turn it over to Jennie
2 for that portion, and then any of the other comments
3 that you want us to do specifics on, we're happy to
4 take a shot.

5 COMMISSIONER CAMERON: Great, thank you.

6 MS. PETERSON: Good morning, Commissioners.

7 CHAIRMAN CROSBY: Good morning.

8 COMMISSIONER ZUNIGA: Good morning.

9 COMMISSIONER O'BRIEN: Good morning.

10 COMMISSIONER CAMERON: Good morning.

11 COMMISSIONER STEBBINS: Good morning.

12 MS. PETERSON: It's great to be here. As
13 Bob mentioned since we met in March, we have had
14 countless discussions and received really tremendous
15 feedback from a lot of our community partners, and
16 we are so grateful to them for taking the time to
17 read this in depth plan, put together really
18 thoughtful comments, and come and discuss them with
19 us and come up with some great ideas to really make
20 this the best plan it can be.

21 And a lot of the changes to the plan are
22 adding more detail and just more specifics that will
23 help us reach our goals of hiring a local and
24 diverse workforce of about 4500 people for our

1 opening.

2 I think it might be helpful just to walk
3 through the red line version, and I'll point out
4 things that have changed along the way. So first
5 off, as Jill mentioned last time one of the
6 questions that came up was how we would define 75
7 percent of our hires within 30 minutes. We all know
8 that commuting times vary greatly, so defining what
9 30 minutes is, is pretty difficult. We took a stab
10 at that, and we looked at every city and town within
11 30 miles as the definition for how we would measure
12 that 75 percent.

13 So on Page 4, we have just listed those by
14 county. Those are all the cities and towns that
15 fall within 30 miles of the resort site. So that's
16 what we are hoping can be a clearly measurable
17 metric for that 75 percent of our hires.

18 Also on Page 4, we just wanted to reiterate
19 the commitment to not only our host and surrounding
20 communities and our neighboring communities, but to
21 Suffolk Downs workers. We reached out to all those
22 workers with the help of the Commission a few years
23 ago. We held a specific career information session
24 for them last year, and we will hold at least one

1 more dedicated career information session for
2 Suffolk Downs workers probably this year so they are
3 ready for the mass hiring events.

4 CHAIRMAN CROSBY: Jennie, excuse me, this
5 is a detail, but I think the text said that you
6 would go back to the people who responded to you the
7 first time, and it would be good to go back to
8 everybody obviously, not just the ones who responded
9 to you for obvious reason, if you can.

10 MS. PETERSON: We will do that. We might
11 need your help to get in touch with them.

12 MR. DeSALVIO: We need your help to do
13 that.

14 CHAIRMAN CROSBY: Okay.

15 MR. DeSALVIO: Remember you did the initial
16 mailing because there was some concern over
17 releasing the names of folks, and then the responses
18 came to us to build the database, and then we held
19 an event.

20 CHAIRMAN CROSBY: Right.

21 MR. DeSALVIO: No problem at all if you
22 want to reach back out, but I think you maintain the
23 master list, so we would have to communicate that
24 through you guys.

1 CHAIRMAN CROSBY: Well, let's make a note
2 of that, Jill.

3 MS. GRIFFIN: Yes.

4 CHAIRMAN CROSBY: It's great. I noticed
5 very much that you pulled them up into a high
6 priority area. I just want to reach out to
7 everybody if we can.

8 MS. PETERSON: Great. And one of the areas
9 that we will focus on with the Suffolk Downs workers
10 is helping them to build out their SkillSmart
11 profiles so that they know how their skills from
12 Suffolk Downs translate to our jobs and
13 opportunities they can apply for.

14 On Page 6, Bob and Jill mentioned that we
15 looked at how we could increase our minority hiring
16 goal. We have increased the goal from 35 percent to
17 40 percent. We also emphasized here on Page 6 and
18 7, that the minority hiring goal is organization
19 wide, of course, but we will look for all
20 departments, front of house, back of house, and at
21 the management and line levels. We will be working
22 with each of our department heads to help make that
23 happen.

24 CHAIRMAN CROSBY: Just one thing that was

1 astonishing to me on Page 5 was the unemployment
2 numbers. In the host and surrounding communities,
3 the unemployment is 2.6 percent which is stunning.
4 That's like theoretical full employment.

5 MR. DeSALVIO: Yes.

6 MS. PETERSON: So really low unemployment
7 which is great for the economy, but gives us a
8 unique challenge in hiring.

9 CHAIRMAN CROSBY: Right.

10 MS. PETERSON: On Page 7, one of the big
11 questions we had was about how we would implement
12 the preferences for our host and surrounding
13 community residents and the Suffolk Downs workers as
14 well as our neighboring communities. So we wanted
15 to really outline those.

16 For positions where there's a lower volume
17 of individuals and we're really reviewing on a
18 resume by resume basis, we'll be looking first at
19 the Everett resumes and reaching out to those
20 qualified Everett residents, then we will be looking
21 to Malden which is our second priority, and then to
22 surrounding communities, Suffolk Downs workers and
23 then to everybody else. So it's really that
24 hierarchy of who gets reviewed and gets the first

1 calls for a phone screening and an interview.

2 For mass hiring, and you may have seen some
3 of these out at MGM, but these are really massive
4 events where we meet hundreds of people at one time
5 for roles where we are hiring a higher volume of
6 individuals. For those types of events we are going
7 to set aside specific times. So the first wave will
8 be just for Everett residents, then we'll have time
9 dedicated for Malden residents, and then for our
10 other surrounding communities and Suffolk Downs
11 workers. And then once we have done some mass
12 hiring dedicated times for those individuals, we
13 will move on and open it up to everybody else. So
14 there is a way for us to kind of give an advanced
15 look to residents of our host and surrounding
16 communities.

17 On Pages 9, 10, and 11, I think you see the
18 old timeline on Page 9. We've added on Page 11 just
19 a lot more detail on what actually happens for the
20 mass hiring, January through May and June of next
21 year. So you'll see, you know, in January and
22 February is when these positions are posted and open
23 for application. In February, March, April, and
24 probably a little bit into May we'll be doing

1 interviews and mass hiring, and then April and May
2 is when we hope to probably have most of the offers
3 out by April, so that we have a few weeks to do
4 background screening and licensing and get everybody
5 on board by end of May early June, so they have time
6 for on boarding and training in advance of our late
7 June opening.

8 The position summary on Page 10 is roughly
9 the same. We've added a bit more detail. We've
10 highlighted in light blue some of the positions that
11 are open to nonfluent English speakers. I'll get to
12 this a little bit later in some of the changes, but
13 we did hear from many of the community partners that
14 understanding the opportunities that are available
15 for people who are still getting to the fluent level
16 of English is really important. So we wanted to
17 highlight those.

18 On Page 12, we've just provided a little
19 bit more information on SkillSmart and what it is.
20 I think you all are very familiar with it. But
21 again, all of the details on the positions will be
22 up on SkillSmart, so even though the jobs won't be
23 available for application until early next year,
24 they are all available for review and people can see

1 what skills are required for all of our positions.
2 Starting in the next couple of weeks we'll be
3 getting SkillSmart officially launched.

4 Pages 14, 15, and 16 we had provided an
5 original map, kind of our community support network
6 map, and these are locations, career centers,
7 libraries where individuals can go to use a computer
8 and to get some support for applying for our jobs or
9 using or setting up SkillSmart profile or just
10 getting general information about how they can get
11 hired at Encore.

12 One of the pieces of feedback that we heard
13 is that in addition to the career centers, it's
14 really important to have places where people feel
15 comfortable going and feel like they are understood
16 culturally. So having some culturally-focused
17 community centers in this network is really
18 important. So we've added La Comunidad, Everett
19 Haitian Community Center, and Chelsea Collaborative
20 among a few others that will be kind of formal
21 outpost where individuals can get information.

22 On Page 17, we wanted to just highlight a
23 little bit of the work we have been doing on job
24 fairs. I know you see these and the long list of

1 events and outreach that Jacqui presents every
2 quarter, but we just wanted to show you what we have
3 been doing the last couple of months since we met.
4 So we have been to quite a few career fairs, and
5 we've got several planned for June. These are
6 really just a great way for us to partner with the
7 community, and also to get out there and share the
8 word about our opportunities.

9 CHAIRMAN CROSBY: Who goes to those
10 meetings, Jennie? I'm sure you go to a fair amount
11 of them, but that's a lot.

12 MS. PETERSON: So we have -- I have a team
13 of five people now, and we also -- so those are our
14 recruiters and recruitment manager. We also have
15 our department heads at these career fairs a lot of
16 times. So if we have somebody who is interested in
17 security, they're able to speak with our director of
18 security or our vice president of security. We have
19 our culinary team, our hotel team. So they all join
20 with us. Of course, they can't all make it to every
21 single one, but they really try and get out there.
22 So it's the recruitment team and also the department
23 heads.

24 CHAIRMAN CROSBY: Okay.

1 MS. PETERSON: On Pages 18 and 19 of the
2 red line document, we included this full list of
3 community partners that we built relationships with
4 over the last several years, and we are getting to
5 know more and more all the time. So this is -- I
6 won't say this is a final list, but this is a pretty
7 good look at all of the educators, community
8 stakeholders, community groups that we are working
9 with, and we've outlined the ways in which we will
10 work with these groups as part of our grass roots
11 efforts to get the word out. It's really -- it's
12 two ways. The Encore team will -- you know, we are
13 spending time with these groups. We are doing
14 trainings for them. We are getting them the
15 information that they need. In some cases we've set
16 up kind of regular office hours with these groups,
17 so we are going to their center and spending a few
18 hours every couple of weeks, so that their
19 constituents can get to know us, and then we expect
20 our community partners to share the word. We are
21 expecting them to send us referrals.

22 When we open the gaming school, we expect
23 these community partners to step up and recommend
24 folks to us and to the gaming school that they think

1 would be a good fit. So we just provided more
2 details on what the role of the community partners
3 is here.

4 Also, Jill had mentioned a question about
5 how we would track referrals. So on the SkillSmart
6 platform, when somebody creates a profile, there is
7 a place for them to select which school or community
8 partner referred them. That will be a great way for
9 us to keep track of those referrals, and we've also
10 set up a system where each of those groups has a
11 designated point of contact on our team, so if they
12 have somebody that they think might be a good fit
13 with one of our jobs, they reach out directly, send
14 us the resume, and we follow up. And I think you'll
15 see in one of your comment letters from the Asian
16 American Civic Association, that the referral
17 program works. We have hired two referrals from
18 that group specifically and a couple of others from
19 our other community partners. So we're happy about
20 that.

21 Moving forward to talk about the gaming
22 school in the red line document, that's Pages 24 and
23 25. We included as much detail here as we could
24 about the timeline, the cost, the curriculum, the

1 application process. So we hope that these details
2 will be really helpful for anyone who is looking at
3 this plan and trying to understand how this will
4 work. So you already knew where the location was.
5 It will be at the Cambridge College campus in
6 Charlestown, very close to the resort.

7 For the schedule, courses will begin in
8 September or the first semester will begin in
9 September, and we'll run three waves that
10 accommodate different schedules. So there's the
11 eight to noon, 1 p.m. to 5 p.m., and 6 p.m. to
12 10 p.m., which we hope those three different
13 schedules will accommodate everybody who wants to
14 participate in the school.

15 So that will be the first semester which
16 will wrap up in December, then the second semester
17 will begin in January and will conclude in early May
18 which is great timing for us, as we will be hiring a
19 lot of the dealers in May.

20 The cost of the program will be \$1100.
21 That's included there, and the curriculum as we I
22 believe described before, covers not just the two
23 table games, but also includes customer service,
24 CPR, responsible gaming, so that people are getting

1 a broader skill set than just the table games
2 dealing.

3 COMMISSIONER ZUNIGA: Jennie, just one
4 thing. At the point that the prospective students
5 come and decide to enter, they are not offered yet a
6 job. How do you -- remind me maybe help me, Jill,
7 how does that compare, for example, with MGM, not
8 just in cost but also in process?

9 MS. GRIFFIN: The Western Mass Gaming
10 School, the students do have to complete the program
11 and graduate, and I think MGM may have committed to
12 hiring a percentage of the students.

13 CHAIRMAN CROSBY: I think it's 75.

14 MS. GRIFFIN: 75 percent, that we find that
15 I think a big bulk of them have been hired, you
16 know, even those who don't maybe have the strongest
17 skills are hired part time. So, it seems to be very
18 successful. I'll let Jennie highlight the change in
19 their plan, but they have committed in this new
20 version to hiring a specific percentage of -- a
21 hundred percent, right?

22 COMMISSIONER CAMERON: One quick question,
23 in the three different time slots that you'll be
24 offering the course in September, what is the

1 maximum that college class can take for each time
2 slot?

3 MS. PETERSON: It will be probably 60 to
4 70. We'll have three instructors, and each of them
5 we want to have around 20 students.

6 CHAIRMAN CROSBY: Jill, could you talk to
7 the cost? This number 1100 strikes me as very high
8 compared to what we ended up netting to at MGM. I
9 know there are some scholarships and there's lots of
10 effort to try to come up with other money as yet
11 undefined, but I thought the target price, the sort
12 of list price at MGM ended up being more like \$300,
13 but maybe I'm not remembering apples to apples.

14 MS. GRIFFIN: So they have a per game
15 charge, and it varies depending on the length of
16 time and the game. I think, and I don't have the
17 specific figures, but I have looked at it, that the
18 gaming school in Western Mass does appear to be
19 slightly under. I think the length of the school
20 might be a little longer.

21 MR. DeSALVIO: And also, Commissioner, we
22 need the folks to come out with two games. So by
23 the time you add multiple games, I'm sure the MGM
24 program -- what we did instead was package it all up

1 so that you come out with a complete program.
2 Meaning that you have the two games that we need for
3 you to start, plus your customer service training,
4 plus the CPR, plus the responsible gaming all as
5 kind of an embedded curriculum, as opposed to just
6 doing it piecemeal because we really don't want
7 folks to just take one game. We really need them to
8 have two games. It's critical. So it's normally
9 blackjack and something else is the typical program.
10 So we think that's the right way to package it for
11 at least for this side of the Commonwealth.

12 CHAIRMAN CROSBY: Right. Well, I see the
13 idea of not doing it a la carte, doing it
14 altogether. But, two questions, one is maybe we
15 just look into, you know, if you made it more or
16 less apples to apples, how do they compare? Not
17 that that in and of itself means anything, but I'm
18 just interested to know apples to apples how they
19 compare. But secondly, and this is totally
20 anecdotal, we've heard a lot that the prices, let's
21 assume for the sake of discussion, that they're
22 about the same, has been a real barrier for a lot of
23 people writing a check for 1100 bucks is a lot of
24 money. And I know you are going to be going out to

1 get other -- you know, try to get other scholarships
2 and so forth, that seems to me to be a major problem
3 right now is to how many people can actually come up
4 with that 1100 bucks. It that counter to your
5 experience?

6 MR. DeSALVIO: It's a little bit counter to
7 our experience because when you think about the
8 opportunity for somebody to literally start a new
9 career. And I'll tell you, I did this gaming school
10 process in Pennsylvania just prior to coming up
11 here, and people find a way. They may have to --
12 and I'm going to be honest, some of the younger
13 folks, they might borrow from parents or have the
14 parents help them a little bit or a friend or
15 somebody else they know, but the idea that you can
16 -- and this ties very much into the commitment that
17 Jennie put in the new version of the plan. So what
18 we're saying and Jill mentioned this about
19 percentages, what we are saying is if you come into
20 the program, and there are some prerequisites that
21 Jennie will talk about in a moment, but if you come
22 into the program, and you participate all the way
23 through, and you pass your audition, which is common
24 at the end of one of these programs, we have to make

1 sure you are proficient to be able to deal those
2 games or Bruce and the team will not be very happy.
3 And so what we're saying is if you make that effort,
4 and you put out those dollars, and you pass that
5 audition, we are guaranteeing them a job.

6 CHAIRMAN CROSBY: Right.

7 MR. DeSALVIO: 100 percent, because then
8 they've shown -- and that's why we included the
9 customer service and the CPR, all that is all
10 wrapped up into one, and what we are saying is, you
11 make the investment in us, you're in. And I think
12 that's a very big statement, and I think you will
13 find people that will want to do that.

14 Now, we did put up -- what's the
15 scholarship number?

16 MS. PETERSON: Fifty.

17 MR. DeSALVIO: So, you know, depending on
18 -- we don't know exactly how many people. We are
19 hoping that this is 500 to 600 people that go
20 through this. We are saying up to 10 percent of
21 those we'll do on a pure scholarship basis at no
22 cost. For everyone else, we'll have some folks that
23 might want to -- maybe they're changing careers.
24 Maybe they're looking for a new opportunity, but for

1 -- and then when you think about skills training
2 programs in other industries in and around the
3 greater Boston area, \$1100 is not an outrageous
4 number when you think about skills training programs
5 that are out there. So we think it is appropriate.

6 There is a lot of investment, both in the
7 time of Cambridge College and us in terms of
8 providing all the folks that are the instructors,
9 buying the equipment, buying the curriculum, so it's
10 important for people to have skin in the game.

11 CHAIRMAN CROSBY: Right.

12 MR. DeSALVIO: I have to tell you that
13 probably the worst thing you could do is not have
14 skin in the game. This is a career that requires a
15 real skill, but it's very rewarding, and they come
16 out probably with the ability to make 50, 60,
17 \$70,000 right away. So if they have to repay
18 somebody 500 bucks of the 1100, they'll be able to
19 do that very quickly, and it's a great opportunity
20 for a great job. So we think it's the right
21 approach.

22 CHAIRMAN CROSBY: Is there a -- I buy the
23 idea of the skin in the game, I think that makes
24 sense, and the idea of putting up \$1100 and getting

1 a job at the end of it, which is going to be a well-
2 paying job is fabulous.

3 MR. DeSALVIO: Right.

4 CHAIRMAN CROSBY: But how does it work if
5 you put up your money and then fall out sort of
6 early in the game? Like, do you put up your money
7 before you pass your background check, for example?

8 MR. DeSALVIO: Yeah. Well, so there --
9 maybe you want to talk about the prequalification
10 process. There is a step at the front end that is
11 really important in part of this, and there's, of
12 course, the step at the back end which is the normal
13 process to become an Encore employee, which is going
14 through our process and yours, but there is an
15 upfront process that I think is important that
16 Jennie wanted to throw out there.

17 MS. GRIFFIN: Before you describe that, I
18 did find the cost of the gaming school out in
19 Western Mass, and you're required to take a level
20 one class and then a level two, and the level one
21 classes range from \$400 to \$500 each. Level two
22 ranges from 200 to 400, so it could cost you upwards
23 of a thousand dollars depending on the courses that
24 you choose, anywhere from 600 to a thousand.

1 MS. PETERSON: I think the concern that
2 people will invest their resources or invest 16
3 weeks of their time and then not have a job at the
4 end is a really valid concern, so we worked with
5 Cambridge College to come up with a screening
6 process. So you will have to apply to the program,
7 and we want to give people a sense upfront about
8 whether they'll be successful in the program.

9 So the screening process, the application
10 process is described on 24 of the red line. They
11 will be asked to take a basic math aptitude test.

12 If you can't do the math, you will struggle
13 to graduate from the school. There will be a basic
14 written application where they will need to confirm
15 willingness to work nights, weekends, and holidays,
16 which is a big thing for us, a willingness to pass a
17 background screening and pass a drug test and be
18 licensed.

19 CHAIRMAN CROSBY: So they don't have to
20 pass those things in advance, but you'll make it
21 absolutely clear to them that they will have to
22 before, and anybody who is presumably sentient and
23 is nervous about passing, won't put down their
24 thousand dollars.

1 MR. DeSALVIO: Correct. That goes right to
2 the point, Chairman, you were talking about is we
3 want people to think about this and go through that
4 process upfront that says. You know what, I'm
5 really ready for this career and taking the basic
6 math, because obviously you know you can't have
7 people mispaying customers. That's just not going
8 to fly in your world or ours. So you want people to
9 really think about making this decision. In a sense
10 you are going through a mental prequalification and
11 think about it, can I pass a background and a drug
12 test if need be before that particular job. So I'm
13 hoping that we get to that audience that really
14 wants to be there.

15 CHAIRMAN CROSBY: Right.

16 MR. DeSALVIO: That's what we're trying to
17 get to.

18 COMMISSIONER CAMERON: And do you make the
19 background check what exactly that means? Do you
20 make that clear to candidates? In other words, do
21 you list kind of disqualifiers?

22 MR. DeSALVIO: Jackie, I may need your help
23 on that. There is obviously the process that both
24 we go through and the Commission. I don't know what

1 we can or cannot spell out.

2 MS. CRUM: So we will let them know what
3 are absolute disqualifiers for us.

4 COMMISSIONER CAMERON: Right, that's
5 critical.

6 MS. CRUM: There are some -- it's also an
7 opportunity for them to ask a question. They can
8 come to us and say you know what, this happened in
9 my background. Is this going to be a problem? And
10 we can give them some feedback on that upfront. You
11 know, listing exactly what checks we do is not
12 something we feel comfortable doing.

13 COMMISSIONER CAMERON: No, no. I agree.
14 But it's the disqualifiers I think that are
15 critical.

16 MS. CRUM: Absolutely.

17 COMMISSIONER STEBBINS: It may make sense
18 for our licensing team to talk to the folks at
19 Cambridge so we can share with the Cambridge folks
20 what the expectations are.

21 MS. CRUM: We would love to have someone
22 from the licensing team available at sort of these
23 pre-screenings, so that they understand what goes
24 into the Gaming Commission's portion of licensing as

1 well.

2 COMMISSIONER STEBBINS: This is obviously
3 one of the biggest areas of hire, unlike culinary,
4 which had a demand already in the region, there
5 isn't a demand for gaming jobs, but in the red line
6 version you're talking about you need about a
7 thousand full-time and part-time folks, but yet you
8 are saying you hope to hire half from the gaming
9 school. Where is the balance coming from?

10 MR. DeSALVIO: Other gaming jurisdictions.
11 We are already getting indications that there are
12 folks that for whatever reason, family reason, they
13 love New England, we are getting inquires from
14 people from New Jersey and Pennsylvania and Rhode
15 Island and Connecticut. And again, all of this is
16 hard to predict, but we are saying, you know, in
17 rough order or magnitude, you take a thousand
18 people, we're saying about half are going to be
19 experienced coming from other jurisdictions and half
20 we train locally in that rough order of magnitude.

21 But we're already getting increase. It's
22 funny, when we do a job event locally, and all the
23 sudden there's six dealers from somewhere else that
24 just showed up at the event randomly and they say,

1 well, I know I wasn't here for this, but I'm here
2 because I'm interested in a dealing job, and I
3 really live out of state. So we're already getting
4 those indications that some folks would just want to
5 give this a whirl.

6 Our company has a wonderful reputation in
7 the industry for its product and the gaming and
8 there are folks that want to join Encore. So we are
9 excited about that.

10 COMMISSIONER ZUNIGA: I am told that the
11 fact that the casinos here are nonsmoking is really
12 attractive for dealers, not only for some players,
13 but dealers.

14 MR. DeSALVIO: Oh, big, big deal. Yes,
15 that's going to be a healthy environment for them
16 free of smoke.

17 COMMISSIONER STEBBINS: Do you have a
18 sense of obviously a lot of this is to ramp up the
19 opening, what do you expect your relationship to be
20 with Cambridge College kind of beyond opening?
21 You're going to have some turnover. You're going to
22 have new classes.

23 MR. DeSALVIO: That's correct. We've had
24 different discussions on this. They have -- you

1 keep the dealing school or the casino career
2 institute open really as long as needed. They are
3 planning that it's an 18 months after our opening.
4 We think it will actually be longer than that. I
5 predicted anywhere from three to five years because
6 we'll have, A, turnover, B, you are going to have
7 folks that want to learn another game or two,
8 because then they can position themselves for
9 supervisory jobs and up in the management rank. So
10 it's very common to go out, you get proficient in
11 your game. You do two games, then you go, I'll take
12 a third or maybe a fourth, and next thing you know,
13 you are raising your hand and saying I want to move
14 up.

15 So the last one I did, it had almost a
16 five-year shelf life before the turnover goes down,
17 the proficiency goes up, and then people get a
18 little more settled. So I don't know, this will be
19 a year and a half to three or four years that we'll
20 probably keep this partnership going.

21 The good news is Cambridge College has
22 agreed to be flexible. They didn't book anything in
23 that space right behind us that I'm aware of. And
24 so right now I think they are going to keep that

1 flexible in terms of the timing of it.

2 COMMISSIONER STEBBINS: Okay. Thank you.

3 MS. PETERSON: So we hope with this
4 application process that it's really -- people who
5 are starting in the school and paying \$1100 or are
6 there on a scholarship are really set up to succeed
7 and actually graduate, and as Bob and Jill
8 mentioned, we have made a commitment to hire 100
9 percent of the individuals who graduate from the
10 program and, of course, pass the pre-employment
11 screening, which includes the background check, drug
12 test, and licensing with the Gaming Commission.

13 CHAIRMAN CROSBY: Jennie, while you are on
14 this, later on I think there was a question in one
15 of the letters that we saw, I forget whether you
16 answered. What is the credit check status of the
17 background checks? Are there credit checks
18 involved? How do they work?

19 MS. PETERSON: I believe there are credit
20 checks for positions where that is relevant, and I
21 think we would have to check.

22 MS. CRUM: We do check, for instance,
23 bankruptcies. You know, if somebody -- it's not a
24 disqualifier per se, but if you see someone who's

1 got three bankruptcies in the last two years, that
2 obviously indicates something different than, you
3 know, in 2008 they filed for bankruptcy and
4 subsequently come through it.

5 CHAIRMAN CROSBY: Right. Okay.
6 Interesting.

7 MS. CRUM: But the laws are pretty
8 prescriptive on what we can do, so we obviously will
9 be following that as well.

10 CHAIRMAN CROSBY: Right.

11 MS. PETERSON: For student recruitment, we
12 need to fill the schools so we can hire hopefully
13 half of our dealers out of the school, so we will be
14 doing a lot of targeted advertising coming up very
15 soon. We need to start this application process in
16 August, we hope. So we will be working this summer
17 to get the word out, and we'll, of course, be
18 leveraging our community partners to help us
19 advertise.

20 One question that came up is folks wanted
21 clarification on the scholarships, that those will
22 be based on financial need. So those 50
23 scholarships are for individuals who truly need
24 financial support to pay for the course, and we will

1 be working with the Cambridge College financial aid
2 office on that. That office will be handling that
3 process and determining who gets those scholarships.

4 And we are, of course, looking to the
5 community partners to provide referrals for the
6 scholarship program. And again, this was outlined
7 in the earlier plan, but ten of those spots are
8 reserved for Everett residents.

9 Moving forward to Page 26 in the red line
10 culinary training. So, we've heard a lot about the
11 culinary skills gap, and the huge demand for
12 culinary workers. The Massachusetts Executive
13 Office of Labor and Workforce Development put out a
14 study that looked at demand for all types of jobs
15 and the growth or decline in demand for those jobs
16 between 2014 and 2024. One thing we noticed is that
17 for the restaurant to cook position, the increase in
18 demand between 2014 and 2024 was 14 percent with
19 additional demand for over 3,000 culinary workers.

20 We will employ a little over 300
21 individuals in our line level cook positions. So
22 that's a lot. We are creating a lot of extra
23 demand, and we are taking steps now to hopefully get
24 ahead of that. We have been working with the Bunker

1 Hill Culinary Program, with the New England Center
2 for Arts and Technology or NECAT, as you know,
3 they've started a dedicated culinary training
4 program in Everett.

5 We're also working with the Massachusetts
6 Professional Association of Culinary Trainers. So
7 our executive chef and executive sous chef have been
8 meeting with that group, and that's really kind of a
9 collaboration between culinary employers and a lot
10 of the culinary training programs.

11 In addition, we will be providing
12 competitive pay and benefits. Another data point
13 that came out of that Office of Labor and Workforce
14 development study was some average pay ranges for
15 all of the positions that they studied, and I was
16 interested to see that for this restaurant cook
17 position, the average annual earnings were in the
18 mid 20,000s. For our workers, they will be in the
19 mid to high 30,000 range with full benefits.

20 Of the roughly 300 line-level culinary
21 workers that we'll have, about 90 percent of them
22 will be full-time and will have those full benefits,
23 so we think that sets us up well.

24 I touched briefly earlier on the ESOL

1 training. We've reached out to the state funded and
2 other ESOL training programs, and we will be making
3 sure that those -- the information about those
4 programs is clearly available on the SkillSmart
5 platform, so that people can get in touch with those
6 opportunities and prepare for our jobs.

7 So to finish up, I think the last thing on
8 my list, and you'll see referenced in the red line
9 is about the referral programs. We covered that,
10 and then, you know, we included a little bit more
11 information about the diversity training that we
12 will be doing for our hiring managers. We're
13 working with an outside training provider to make
14 sure that our entire team has diversity training,
15 but particularly for those who are going to be
16 hiring our workforce. And then, you know, we've
17 touched on some of the on boarding and training that
18 all of our workers and all of our team members
19 receive when they come on board. So that includes,
20 of course, the sexual harassment trainings that
21 we're setting everybody up and creating a workforce
22 environment that is supportive and positive.

23 So with that, I don't know if there's any
24 other questions.

1 MR. DeSALVIO: Okay. Jacqui, anything else
2 you want to add?

3 MS. CRUM: No.

4 MR. DeSALVIO: Okay. So we will open it up
5 for any questions on the plan. Thank you, Jennie.
6 That was an a wonderful overview of the changes. I
7 appreciate it.

8 COMMISSIONER O'BRIEN: I was impressed with
9 the red line version how responsive you were to the
10 comments you got.

11 MR. DeSALVIO: Thank you, Commissioner.

12 COMMISSIONER O'BRIEN: There was one area
13 that I feel, like, is not particularly expanded on
14 in this, and I have questions about, which is -- you
15 talk about developing and retaining your work staff,
16 so they can progress and thrive, but the only
17 mention about child care support that I saw was this
18 reference to negotiated child care provider
19 discount, and I'm going through the other part
20 saying somebody has to say I'm willing to be
21 flexible and work different hours that are -- you
22 might be willing to and not be able to. Can you
23 speak to, A, what does that negotiated child
24 provider discount mean, and, B, what are you going

1 to do long term and short term during training to
2 help people that might have a child care problem?

3 MS. CRUM: So there's a couple of different
4 things about that. One is, under the Gaming Act
5 there's some obligations of us to provide a center
6 for child care. We have been looking at different
7 options that work for our employees and also
8 different companies that provide different
9 solutions. We do realize we have a 24-hour
10 workforce, so we need to think about how that can be
11 handled.

12 The second component is providing access to
13 facilities that are convenient for parents. You
14 know, for a lot of people bringing their child to
15 our facility is not the best option for them. So we
16 are trying to look at where are employees based?
17 Where are they coming from? Where are they driving
18 to or taking in transportation other transportation
19 options.

20 In addition to that, we are looking at
21 companies that provide child care services in a
22 pinch, we'll call it. So the employee wakes up --
23 it's happened to all of us, we have a sick child,
24 and what do you do in that particular situation?

1 There's certain companies that will have qualified
2 people who they can send to your home for those
3 purposes.

4 So I don't think there is a one size fits
5 all in this. I think we need to provide our
6 employees with a lot of different options that we
7 will make available to them as part of this, and we
8 are undertaking that process.

9 COMMISSIONER O'BRIEN: Is part of that
10 process going to be helping them find those? I
11 mean, it's not just the money, it's determining who
12 is reliable and safe and fits?

13 MS. CRUM: Absolutely. There are three
14 main companies that go through the process of
15 helping them find a facility, one, or finding people
16 who can go to their homes. So we are looking at all
17 those three different companies because obviously it
18 is not our expertise, and we want to make sure that
19 we get the best for our employees.

20 COMMISSIONER O'BRIEN: And in line with the
21 50 scholarships you have, if someone may be in a
22 position to want to go through that but not make a
23 commitment to full-time child care but maybe they
24 are going to need coverage during that training

1 program, have you thought about whether the
2 financial need may be for that extra cost and not
3 necessarily the 1100 tuition?

4 MS. CRUM: We have not, and we appreciate
5 that thought. So we will certainly consider that.

6 CHAIRMAN CROSBY: Others?

7 COMMISSIONER CAMERON: I think it's much
8 more meat on the bone, this plan, and again, I was
9 impressed as well about how responsive you were
10 directly to comments, and the SkillSmart is just I
11 think so valuable because people don't -- not
12 everyone knows what they are qualified for, and that
13 extra help and seeing okay, I qualify for this now,
14 but if I take this additional training, I will
15 qualify for that job I really want. I think that's
16 critical. It's nice to see that included in the
17 plan.

18 COMMISSIONER STEBBINS: I also was
19 impressed, and certainly impressed with the feedback
20 that we saw from a lot of our partners who had a
21 chance to review the plan. And certainly had a
22 chance to kind of watch the great work that both
23 John and Jennie do in their local community
24 outreach. They've almost built a second family in

1 terms of the community-based organizations that they
2 work with, and that work has not gone unnoticed.

3 Just a couple of bullet points and maybe
4 some things that we need to kind of think about or
5 condition as part of approval of the plan. Quick
6 snapshots, veterans, I saw you found a way to work
7 down to a reasonable number. Not too many World War
8 II veterans out there at this point maybe who want
9 to work in a casino, but maybe I'm wrong. But I
10 think there's some other groups that we can pull to
11 the table, beyond the groups of the two that you
12 mentioned, so I want to do some additional follow-up
13 with that.

14 We've talked about the gaming school. The
15 Suffolk employees, it occurred to me that you are
16 already enrolling people in your talent network
17 platform. I mean, you're tracking numbers.
18 Actually the red line version showed where you had
19 to scratch a number and put the new number. I think
20 it would be pretty telling, following up on the
21 chairman's concern, to reach out to those Suffolk
22 employees now, get onto that talent network, so we
23 can really see what their interest level is and kind
24 of introduce that as a path forward. I think that

1 is something you might be able to do. I understand
2 part of that is some information you need from us,
3 but you know, maybe at the next quarterly you could
4 already track some movement towards moving those
5 former Suffolk employees along.

6 I was a little concerned there wasn't a lot
7 of emphasis on folks who might be underemployed, but
8 I think there is not a stat that you can point to
9 saying underemployed, and I think you'll find a lot
10 of those folks through the general outreach work
11 that you're doing, but we should keep an eye to that
12 because that is mentioned in the statute.

13 And I think, again, even though it's not
14 your fault, there's already a need, but I think
15 there's some more teamwork that we can do in the
16 culinary front sitting down with a lot of those
17 providers and getting a better sense. We're
18 hopefully seeing through the state budget that some
19 money is going to be going over to the Commonwealth
20 Corporation from the Gaming Economic Development
21 Fund. We are encouraging that some of that money be
22 used for culinary and hospitality training, but I
23 would say --

24 CHAIRMAN CROSBY: Is that in the budget,

1 Commissioner?

2 COMMISSIONER STEBBINS: The senate budget
3 passed with 5 million from the Gaming Economic
4 Development Fund going over to Comm Corp for their
5 workforce competitiveness trust fund.

6 CHAIRMAN CROSBY: Great.

7 COMMISSIONER STEBBINS: So we'd be happy to
8 see a piece of that carved out for culinary and
9 hospitality. So I would make some kind of follow-up
10 convenings put a condition of the approval of this
11 plan. But we know you know there is a problem, and
12 it would be great to get some other parties around
13 the table.

14 COMMISSIONER ZUNIGA: If I may, the only
15 thing that I would add to obviously the comments of
16 how thought out and developed this is, it is obvious
17 that you put a lot of thought, including the people
18 who provided feedback is that the clarification of
19 their radius, I think it's very important especially
20 given the fact to the 30-mile radius, especially
21 given the fact that the market -- the labor market
22 appears to be so tight in those counties, and when
23 you couple that with the skills gap that you were
24 talking about earlier, it really only makes sense to

1 expand that region.

2 I would only, you know, highlight, for
3 example, gateway cities that may fall out of that
4 region as a potential area. I know you are only
5 thinking about the 75 percent from that radius, the
6 other 25 could clearly come from anywhere else, but
7 I would be one to even think about broader than that
8 30-mile radius, especially with all the conditions
9 of that.

10 CHAIRMAN CROSBY: Where are we with your
11 designation of exempt positions? We haven't done
12 that yet.

13 MS. CRUM: So we have been working on a
14 compendium and what the different positions --
15 recommendations for the different positions, and as
16 part of that we are working on who we believe should
17 be exempt, and we will present that to your team for
18 considering.

19 CHAIRMAN CROSBY: Yeah, and you're not
20 hiring those people for quite a while, right, so we
21 still have some time on that?

22 MS. CRUM: Right.

23 CHAIRMAN CROSBY: In the training and
24 education you talked about on-the-job skills

1 training and leadership training, and even though I
2 know you just mentioned this, it doesn't mention
3 either diversity inclusion or sexual harassment.
4 You have this long list of categories, I just
5 thought it was kind of funny that you didn't mention
6 those two that I believe are part of your core
7 packaging.

8 MS. PETERSON: Absolutely. I think
9 sometimes that seems like it's more part of the
10 on boarding and general training. So it's included
11 in kind of the on boarding section.

12 CHAIRMAN CROSBY: Okay. That's fair.

13 MS. PETERSON: We can add that to the
14 training list as well.

15 CHAIRMAN CROSBY: I understand your point.
16 That's a good point.

17 MR. DeSALVIO: Yeah, it's always obviously
18 a key portion of the on boarding plan.

19 CHAIRMAN CROSBY: Right. Anybody else?
20 Anything?

21 MR. BEDROSIAN: Commissioners, I know this
22 is on for a vote, but could I ask -- I need to have
23 a quick conversation with Director Griffin and some
24 of the Encore folks on something related to this.

1 Could we go to something else and then come back and
2 revisit that? Just give me a few minutes.

3 CHAIRMAN CROSBY: Sure.

4 MR. BEDROSIAN: Thank you.

5 CHAIRMAN CROSBY: So we will temporarily
6 adjourn this topic, and we will move on to item 6.
7 Does that make sense?

8 COMMISSIONER CAMERON: Yes.

9 MR. DeSALVIO: Thank you, Commissioners.

10 CHAIRMAN CROSBY: Thank you very much.

11 COMMISSIONER CAMERON: Yeah, great plan.

12 CHAIRMAN CROSBY: We all thought it was
13 well done, and the responsiveness to the comments
14 was quite notable.

15 MR. DeSALVIO: Thank you.

16 CHAIRMAN CROSBY: You're up.

17 MR. CONNELLY: Good afternoon. I was just
18 waiting till it hit 12:00, so I could say that. So
19 we have in the midst of all the preopening
20 activities for MGM and Wynn, we, as was mentioned
21 earlier today, we actually have a renewal
22 application for Plainridge Park's gaming beverage
23 license.

24 Division licensing reviewed it. We worked

1 very closely with Plainridge Park to put together
2 and help make sure it met all the criteria. They
3 were great to work with, and we are forwarding it
4 with a recommendation that it be approved. I just
5 wanted to note that it mirrors the existing
6 conditions with one exception, which is the
7 inclusion of a new high limit lounge area that
8 previously was not included on the gaming floor for
9 the purposes of the alcohol license, but is now part
10 of that. That high limit lounge area would have a
11 portable bar. Behind it would be a separate and
12 discreet area for alcohol storage with a locked
13 door. But other than that, the conditions mirror
14 the existing conditions at Plainridge.

15 Of one other note, too, as part of the
16 process, spoke at length with the gaming agents and
17 ID, and Burke Cain regarding compliance history, and
18 there was really -- you know, he indicated and he
19 can speak to it better than I, but just as part of
20 the analysis that Plainridge Park has a strong
21 compliance history, and there was no concerns that
22 would impact the consideration of this renewal.

23 COMMISSIONER STEBBINS: Is this new
24 high-limit area it's where your retail store used to

1 be from what I understand? But you had a high-limit
2 place out on the floor. Is that where it is moving
3 to, or are you still going to maintain the other
4 high-limit area?

5 MS. MCKENNEY: The other high-limit area is
6 actually already broken down, and it's moving
7 towards the -- that space is now where the retail
8 space is.

9 COMMISSIONER STEBBINS: Okay.

10 MS. MCKENNEY: Everybody outside of the
11 retail space they are moving the high-limit machines
12 right there.

13 COMMISSIONER STEBBINS: I would just have
14 one comment. I talked about this with Paul. It
15 would be great if we could consolidate the
16 paperwork.

17 MR. CONNELLY: It's already in the works.

18 CHAIRMAN CROSBY: Consolidate what?

19 COMMISSIONER STEBBINS: The paperwork. We
20 have an application for each establishment for each
21 area.

22 CHAIRMAN CROSBY: Anybody else? I should
23 have asked this before. I read all the reports from
24 the gaming agents and your team, Burke, but do you

1 have any data or perspective on the degree of
2 alcohol problems at this facility versus others? I
3 mean I see all the reports, and there's always a
4 problem once in a while each month, but it doesn't
5 seem like there's a lot, but I don't have any sense
6 of whether there are more, you know, alcohol-related
7 problems here than normal, or how does this compare
8 to your own experience?

9 MR. CAIN: Right. From my experience 30
10 years in Atlantic City, you know, when people are
11 going to the casino, they're in a little bit of a
12 different frame of mind, right. You worked all
13 week. You're going to a casino. You want to enjoy
14 yourself, but no, it's no different here. I would
15 also say that I was talking to Chip earlier, a
16 couple months back, and he understands the
17 importance of monitoring all that.

18 The slot departments, surveillance,
19 security, and food and beverage guys are really good
20 at ID'ing people that might be in a situation that
21 they call security supervisors, and they perform
22 what they call the wellness check, and with that
23 they help them see if they need to get a ride home,
24 an Uber. And if any situation arises, they get all

1 excited about that, the patron, GEU is quick to come
2 up and assist with that. But there is nothing out
3 of the ordinary, and I think it is being handled
4 pretty well, especially the last few months when we
5 have been reviewing the situations. Plainridge Park
6 has done a good job of ID'ing situations of
7 stressful patrons.

8 CHAIRMAN CROSBY: Sterl, the same sense?

9 MR. CARPENTER: Yeah, this is my sixth
10 casino I've worked at. I would say it's actually
11 less than some of the other properties I've worked
12 at, maybe that's the lack of table games there or
13 whatnot, but it doesn't seem to be too many
14 alcohol-related incidents.

15 COMMISSIONER CAMERON: Part of that 1 a.m.
16 closing, which is not the case in other casinos. I
17 know our crime report tracks under the influence
18 drivers too, and there has not been a huge increase
19 in the area, which is good news, and I think the
20 proactive approach by our gaming agents and the
21 enforcement folks, state police and Plainridge PD in
22 order to not let people get behind the wheel is
23 really commendable as well. So, I think all of
24 those efforts combined have certainly helped with

1 this.

2 CHAIRMAN CROSBY: It's unfortunate that
3 people in the outside world don't know that it's
4 probably harder to get drunk and act out or do
5 something inappropriate at a casino than any place
6 else, any other bar in Massachusetts because of all
7 the surveillance and the security and the gaming
8 agents and so on and so forth. Same with the DUIs,
9 you know, same with that matter for any criminal
10 activity at a casino, you are crazy to do it there.
11 But that's good. I'm glad to hear that anecdotally
12 that its the backup what we're hoping for.

13 COMMISSIONER CAMERON: I originally had a
14 question, and I thought I knew all the locations and
15 I wasn't sure about the Mountain Skipper Express,
16 but I did find it on the chart, and now I realize
17 where that little bar is up there in the simulcast
18 area, but when I read it, I said where is that. I
19 think this looks -- this license application is
20 clean, and everyone is doing their part here, and I
21 see no reason why we shouldn't approve this.

22 CHAIRMAN CROSBY: Do I have a motion?

23 COMMISSIONER CAMERON: I move that we
24 approve the Plainridge Park Casino gaming beverage

1 license renewal.

2 CHAIRMAN CROSBY: Second?

3 COMMISSIONER ZUNIGA: Second.

4 CHAIRMAN CROSBY: Any further discussion?

5 All in favor? Aye.

6 COMMISSIONER CAMERON: Aye.

7 COMMISSIONER STEBBINS: Aye.

8 COMMISSIONER ZUNIGA: Aye.

9 COMMISSIONER O'BRIEN: Aye.

10 CHAIRMAN CROSBY: Opposed? Ayes have it

11 unanimously.

12 MR. CONNELLY: Thank you.

13 MR. BEDROSIAN: So I think we will revisit
14 that workforce item in a second after our quick
15 conversation.

16 CHAIRMAN CROSBY: Okay. So we should keep
17 going?

18 MR. BEDROSIAN: Yes, please.

19 CHAIRMAN CROSBY: So it is now 12 and
20 change. Where are we here?

21 COMMISSIONER CAMERON: GameSense. Do we
22 want to do GameSense and then maybe take our lunch
23 break?

24 COMMISSIONER CAMERON: Sounds good.

1 MR. BEDROSIAN: Maybe get the other vote
2 in.

3 CHAIRMAN CROSBY: Maybe get the vote in.
4 Sure. So we are on item number 7, the GameSense
5 communication update, Director Vander Linden and
6 Director Driscoll.

7 MR. VANDER LINDEN: Good afternoon,
8 Commissioners.

9 CHAIRMAN CROSBY: Good afternoon.

10 COMMISSIONER O'BRIEN: Good afternoon.

11 COMMISSIONER CAMERON: Good afternoon.

12 COMMISSIONER ZUNIGA: Good afternoon.

13 COMMISSIONER STEBBINS: Good afternoon.

14 MR. VANDER LINDEN: I am here, as you know
15 Elaine Driscoll, Tod Brubaker, and Anna Yu from KHJ
16 who has the ad agency or communication agency that
17 was selected to carry out the GameSense
18 communication campaign.

19 We come to you today to talk about the
20 brand refresh of the GameSense program. And before
21 I talk about the refresh, let me just give you a
22 little bit of a background on GameSense. I will be
23 very brief with this.

24 So in 2014, I was going back into my

1 records and trying to find this. In 2014, the
2 Gaming Commission was looking for a campaign or a
3 strategy that would support its mission, support its
4 priority of promoting responsible gaming as we
5 introduced or were preparing to introduce casinos
6 into Massachusetts.

7 After a long hard search, not just within
8 the United States but really internationally, we
9 found a brand or a strategy that was developed by
10 the British Columbia Lottery Corporation called
11 GameSense. GameSense was what we found was an
12 incredibly fresh take on how to talk about
13 responsible gaming.

14 The identity of GameSense as it was
15 developed by the British Columbia Lottery
16 Corporation was let's have an approach that's
17 simple, that's friendly, and use that as a way to
18 deliver responsible gaming messaging. And they had
19 four central or essential pillars; that it's
20 educational, meaning that GameSense has the tools
21 and tips that help players play smarter; that it's
22 supportive; that it's understanding; that it's not
23 there to judge, but it's there to inform; that it's
24 approachable; that it remains warm; that it remains

1 welcoming; that it's a relatable presence for
2 players; and that very importantly, that it remains
3 lighthearted; that GameSense is not serious; that
4 it's fun; that it's casual, and occasionally we can
5 find ways that we can make this even humorous.

6 We launched GameSense and the GameSense
7 program at Plainridge Park Casino, I think with some
8 pretty positive results. We continue to evaluate
9 the program. We continue to get feedback that it's
10 very well received, and we continue to work with
11 British Columbia Lottery Corporation very closely.

12 So about a year ago, maybe a little bit
13 more than a year ago, the British Columbia Lottery
14 Corp. said we want to rethink GameSense, the
15 GameSense brand, and how -- what is the look? What
16 is the feel of it? And I think -- I'm speaking for
17 Elaine, but we were a little nervous about brand
18 refresh in a program that we feel like is going
19 quite well. But after continued conversations and
20 understanding, we are in agreement that the brand
21 refresh makes sense; that as they were proposing the
22 general ideas and concept to us that it made a lot
23 of sense.

24 It also made a lot of sense, that if we

1 were going to do this type of brand refresh that we
2 do it in conjunction with the opening of MGM in
3 Springfield and the expansion of this communication
4 campaign into Western Massachusetts.

5 We took this sort of general idea and
6 concept and with that we engaged KHJ to help us roll
7 this out. And while BCLC provided significant
8 direction and ideas, I think it's the engagement
9 with KHJ to take it from a brand that has been
10 developed and rolled out several thousand miles away
11 in British Columbia, and let's make it real in
12 Massachusetts. Let's make it everything that BCLC
13 wants it to be, and British Columbia which is
14 educational, supportive, approachable, and
15 lighthearted, and let's just make sure that rings
16 true in Massachusetts.

17 So the presentation that they are going to
18 give you today, really relates to that. How did we
19 take this really I think pretty great program and
20 make it better and kind of up the bar as we move
21 towards opening MGM and look further down the line
22 towards Encore in about a year. And I just want one
23 last minute here before I turn it over. I thought
24 it was really interesting. BCLC came out with kind

1 of a new approach, and it's every player playing
2 better. And what they mean by every player is from
3 the first timer to the most experienced, every
4 demographic, every ethnic group, and every game
5 playing better, and what they mean by playing better
6 is that it's not about winning. It's about
7 entertainment, and you enjoy it more. You have a
8 better experience when you're informed, when you're
9 confident, and when you're in control, and that is
10 really what we're trying to do is every player
11 playing better.

12 Elaine, did you want to add anything?

13 MS. DRISCOLL: I think the only thing I
14 would add right now is I think we had a great
15 introduction to that at Plainridge Park Casino.
16 When we licensed from BCLC, I think what was new to
17 us may have been starting to age for them. So they
18 were already in the process of advancing the brand.

19 So although that may have happened a little
20 bit sooner for us than we had anticipated, I think
21 the good news is we had a strong introduction to it.
22 We at MGC got really comfortable and familiar with
23 it, and now before MGM Springfield opens, we have
24 this opportunity now to advance it in a really

1 significant and exciting way. It made sense to do
2 that particularly because in the meantime, as you
3 know, MGM resorts was inspired to adopt it corporate
4 wide, so it didn't make sense to stick with the
5 brand that was at Plainridge Park Casino, when they
6 too were taking the advanced brand to other
7 locations.

8 But two really important things are
9 happening now, which is that with the assistance of
10 KHJ, we are in the process of developing a really
11 strong brand that is going to have great
12 sustainability for years to come and something that
13 we'll be able to continually build on for the
14 foreseeable future, and then I think the really
15 other -- very interesting thing that we are doing is
16 that despite that we have adopted BCLC's brand, we
17 have been able to take all of the best aspects of
18 it, but something that we've done that is really
19 exciting is that we're also putting a bit of our own
20 twist on it, which will give Massachusetts some
21 level of distinction with it as well. So I think
22 that that's really exciting. So without further
23 ado.

24 MS. YU: My name is Anna Yu, and I'm the

1 vice president of client services at KHJ. So I'm
2 just going to take you through a few of the
3 objectives and a little bit of the process we have
4 been through over the last few months, since we have
5 gotten engaged with this brand, and then I'm going
6 to turn it over to Tod Brubaker who is the creative
7 director to take you through some of the preview of
8 the creative work.

9 So what you will see today is actually not
10 a hundred percent final, but we are very excited to
11 share at least the concepts with you at this stage
12 because we do feel like Elaine and Mark have
13 mentioned that we are very excited about the
14 direction that this brand is going in.

15 So our three core objectives for the first
16 phase of the work that we're doing is relaunching
17 GameSense at Plainridge Park Casino. And as Elaine
18 was just saying, while the brand already exists
19 there, we did want to make sure it was lock step
20 with how the brand is being represented in the rest
21 of Massachusetts. So our core focus is how are we
22 refreshing the brand for the GameSense Info Center,
23 and how are we supporting the GameSense advisors.

24 The second piece of it is with the launch

1 of MGM out in Springfield on August 24th. We also
2 wanted to make sure that we have support and
3 materials there for the opening, and then the third
4 piece is introducing GameSense to Western
5 Massachusetts which will be brand new for them.

6 So our strategy is really at a very high
7 level to be thinking about that every player that
8 Mark was talking about. So everyone from the
9 recreational gambler all the way down to at-risk
10 gamblers, and then the third one problem gamblers.
11 Really the idea here is let's address the full
12 continuum of people who are coming into a facility
13 just to make sure that we are really addressing all
14 of the levels of gamblers and mindsets. So we don't
15 want to wait until people become problem gamblers.
16 We want them to engage in GameSense early on.

17 And just a little bit of history in terms
18 of what we have done since we started our work. We
19 basically kicked this off in February of this year,
20 and that was with the team of doing an input session
21 so that we got up to speed on all the background to
22 date, and then we've had several calls with BCLC to
23 understand the evolution of the brand, sharing
24 assets with them, and really building off of what

1 they've already created.

2 And then we've done site visits both with
3 Plainridge Park Casino and with MGM as well. A big
4 part of what's informed a lot of the thinking is a
5 lot of the research that Mark has shared with us
6 that you guys have done over the years. So all of
7 that helped us really build out the audience mindset
8 and how we are approaching this program.

9 So what Tod will share with you today is a
10 few preliminary pieces, and the way we sort of
11 organized this is how are we supporting the
12 GameSense Info Center. So in terms of environmental
13 branding, that's what we call it, but it's
14 essentially what does the GameSense Info Center look
15 like? How are people approaching the Info Center,
16 so that they'll want to be a part of this and have
17 conversations with people.

18 So that's signage throughout the casino and
19 the resort as well because we want to make sure that
20 people are aware that there is an information center
21 and that they can go there. The second piece of
22 this is the GameSense advisors, and when we went out
23 to Plainridge Park Casino, and we met with them, we
24 realized what a core asset they really are to this

1 program.

2 So we wanted to include ways in which the
3 advisors can become someone who encourages
4 conversations. You'll actually see one of the ideas
5 we've had here is having branded t-shirts that have
6 little messages on there to encourage conversations.
7 And then what we call swag or giveaways often
8 attract people so that they can initiate a
9 conversation with our advisors.

10 The third piece here is the promotional and
11 interactive pieces, so throughout the actual casino
12 itself, we are using myths and facts and peppering
13 that through, so that people are interested in
14 seeing it. We've also noticed that in the
15 restaurant and in the eating areas there is an
16 opportunity to put some table top pieces. So as you
17 can imagine, if you are sitting in a restaurant and
18 you're waiting for your food, there is an
19 opportunity for us to engage and educate people.

20 The other piece of this is there are
21 digital screens throughout the casino as well, and
22 just including branding throughout wherever we can.

23 The last piece we are going to give you a
24 preliminary look at two core pages of the website.

1 It is heavily under development, so you are not
2 going to see the full website at this stage, but the
3 purpose of the website is to build awareness,
4 education, and engagement.

5 MR. BRUBAKER: So my name is Tod Brubaker.
6 I'm a creative director at KHJ. Yeah, so we really
7 tried to make the most of these brand standards,
8 have some fun with it, and really one of our primary
9 missions was to enable more gamblers to experience
10 the brand throughout no matter where they are in the
11 casino and not just at the GameSense Info Center.

12 So I'll give you an example of that. As
13 soon as you walk into the casino, you'll see this
14 poster. Give the slots your best shot, and down
15 below is a strong call to action that says go to the
16 GameSense desk for helpful gaming tips. So it's
17 just an introduction to GameSense as soon as they
18 walk in and an invitation to engage with the
19 advisor.

20 And so, you want to go get some money, say,
21 and right there is another message. Put your
22 Benjamins on a budget. Play it smart. A reminder.
23 So suppose somebody has been sitting at a slot
24 machine playing for a while, you know, they have

1 that myth in their head that maybe it's going to
2 payoff if they keep playing. They're going to read
3 this and it says, is this slot machine ready to
4 payoff? Look for a GameSense advisor and find out.
5 Again, another way to invite engagement.

6 So whether they are coming and going from
7 the casino, they are going to encounter our
8 messages. So I gambled my budget. Now I'm leaving.
9 Good attitude. That's gambling like a winner. Is
10 blackjack all skill? There are no guarantees in
11 life, Jack. Time flies when you are having fun,
12 that's why it is good to set a time limit. And now
13 you are in the bar, for example, and these coasters
14 will have messages such as don't wake up with a
15 gambling hangover, know your limits. Don't wind up
16 on the rocks. Play for fun, not money. Here's to
17 setting a budget and sticking to it, and as you'll
18 see there, there's always that strong call to action
19 to engage with an advisor.

20 So now you're getting hungry. You go to
21 the restaurant, and you are going to see these kind
22 of fun flip books that are only about ten pages
23 long, but it's sort of an easy way to flip through
24 and take the test.

1 So examples of the covers might be the
2 myths of gambling busted. Test your GameSense. And
3 that's a unicorn there. And the other one says I
4 always blow on my dice before I roll. Yeah, yeah,
5 way to spread germs. And now the GameSense Info
6 Center itself. This is a before and after shot.
7 So, this is a really cost effective, easy, simple
8 way to make the GameSense Info Center way more
9 inviting, more welcoming, more fun, the place you
10 want to be. It doesn't look so much like a dentist
11 office, for example.

12 And you can see our talk bubbles are there,
13 our messaging is there. And that's the Center.
14 Here's another shot of it. You can see -- it's very
15 hard for me to read that, so I can't, but it's
16 continuing our messaging. Keeping it lighthearted
17 and informational. And there is our test your odds
18 machine. It's a before and after shot. It's a
19 really great -- we love this. This is when we first
20 experienced it to give people a sense of what their
21 odds are. So we just branded it and made it a
22 little bit more fun and approachable. And we even
23 thought that the GameSense advisors themselves could
24 invite you to chat an engagement by having these

1 messages on their shirt. Cut your losses. Ask how.
2 Does it pay to play more? Ask me. Got a game plan?
3 Talk to me.

4 CHAIRMAN CROSBY: Is that a different color
5 green on purpose?

6 COMMISSIONER ZUNIGA: Yeah, it's part of
7 the brand refresh.

8 MR. BRUBAKER: And it might be just a
9 discoloration from a printout. And then what are
10 your odds of winning? Ask me.

11 So now on the website when we first met the
12 GameSense advisors we were really impressed with
13 them, you know, their whole manner of engagement and
14 how they thought and how they engage people. Their
15 personalities. So this was sort of the birth of a
16 concept for the website in which we really make --
17 create a character, a GameSense advisor character,
18 and we are calling this character Chip.

19 So this is just a stock photograph. It's
20 not who we are really going to have. We have
21 already been casting and all that, but he is our
22 GameSense wisdom guru, and the concept is pearls of
23 GameSense by Chip. Throughout the site, he will
24 offer his wisdom and his thoughts and tips and

1 lighthearted wisdoms. Examples, I'll just give you
2 a couple of examples of that. You know, your lucky
3 rabbit's foot wasn't so lucky for the rabbit. Know
4 myth from fact. Take this quiz. And just the
5 marquee itself about GameSense, just a little into
6 copy that introduces GameSense to people. What is
7 GameSense? It's a higher state of gambling wisdom
8 that any player can achieve by following our
9 invaluable tips and advice, you too can be a better,
10 smarter gambler. Ready to get rolling? And we'll
11 populate the website with videos of Chip talking on
12 various myths and various specific tips, various
13 machines and gambling games.

14 MS. DRISCOLL: That's what I was referring
15 to the whole ask Chip piece of it, which was taking
16 the GameSense concept and making it unique to
17 Massachusetts, adding that element which
18 distinguishes us from the rest of the brand.

19 CHAIRMAN CROSBY: So BCLC doesn't have the
20 Chip phenomenon?

21 MS. DRISCOLL: No.

22 COMMISSIONER ZUNIGA: Where does Chip come
23 from? I'm curious.

24 MR. BRUBAKER: From our imaginations. We

1 went through a lot of different variations on the
2 name, and we had -- for some reason Chip was one --
3 obviously we were playing off -- we wanted a
4 gambling cue. Chips, but we weren't sure if it was
5 a keeper until we actually found our guy, and then
6 we all looked at him and said that guy is Chip.

7 COMMISSIONER ZUNIGA: Great. And I suppose
8 we might one day see Chip in a promo video of some
9 sort?

10 MS. DRISCOLL: Yes. He's an amazing
11 dancer. We just had a video shoot earlier this
12 week.

13 CHAIRMAN CROSBY: Maybe we ought to have
14 Chip come to the MGM opening. Do something.

15 MR. BRUBAKER: He's a highly entertaining
16 person.

17 MS. DRISCOLL: I'm sure he would love to.

18 I think the last slide in here was just a
19 very high-level project plan, so you have a sense of
20 what we're engaged in right now. So really what we
21 are working on is getting to hopefully the end of
22 this month having some of these materials we've just
23 shown you for Plainridge Park Casino. So that
24 production is in progress as we speak. So that

1 production is in progress as we speak, and then we
2 have been developing the outreach planning, so this
3 includes the media component for MGM in Western
4 Massachusetts. We've shared a first pass at that
5 with the Mass Gaming Commission team, and we're in
6 the revision stage right now, but we'll be ready for
7 that August launch.

8 And then in terms of assets, this website
9 design and development is well underway. So we
10 should be in a good place to have a soft launch in
11 mid July knowing that responsible gaming week is
12 coming up toward the end of that month or early
13 August. We want to feel like we've had a few weeks
14 under our belt, work out any kinks, and be ready for
15 that as well as working on any additional support
16 materials for MGM, and then the Western
17 Massachusetts media begins. Any questions?

18 COMMISSIONER CAMERON: I had a question.
19 This looks great. I really think it looks great.
20 Chip looks excellent, the smile, the whole thing.
21 Keep it fun, that whole idea. But part of a
22 successful plan is the buy-in. Have we had the
23 conversations with the folks at Plainridge and MGM
24 about these changes?

1 MR. VANDER LINDEN: Yes, we have. So, MGM
2 when they adopted GameSense corporate wide, they
3 adopted this specific refreshed brand with it. So
4 they bought into that degree that we are all on the
5 same page in terms of the new look and the new feel
6 of it. And, in fact, MGM has been great to work
7 with in a number of ways on the GameSense program as
8 we look to combine our two approaches, if you will.

9 We recently -- I was on a call with MGM and
10 talking about they have their own MGM GameSense web
11 page, and we're clearly in the process of developing
12 ours. It was agreed upon that they would in
13 Massachusetts promote the GameSense for our specific
14 website, and that obviously then we'd still have our
15 GameSense Info Center with our GameSense advisors in
16 it. So that's been great.

17 At Plainridge Park Casino, we've shared the
18 concepts with them. They are on board with it. We
19 have shared the concepts with our GameSense
20 advisors, who we take their opinions their advice
21 very seriously and so far so good.

22 COMMISSIONER CAMERON: They are okay with
23 the shirts with the questions on the back?

24 MR. VANDER LINDEN: We are working out what

1 would be on the back. There's many variations of
2 it. In fact, that is interestingly one area in
3 which they're not so sold on the taglines on the
4 back. I think on their day to day shirts, they're
5 most interested in having kind of the standard
6 GameSense shirt, but we're talking about as
7 occasionally swapping it out, or if you go to an
8 event where they are providing a training, that sort
9 of thing, that they are more open to it.

10 We haven't settled on all of the details
11 yet, but I think what the goal of today was to
12 really just provide an overview. GameSense is going
13 to look different in the coming months, and we want
14 everybody to be aware that this is coming down the
15 path and why it is coming down the path and how it
16 is coming down.

17 COMMISSIONER CAMERON: The rebranded space
18 looks excellent. Inviting.

19 MS. DRISCOLL: And if I could just say two
20 things really quickly. One of the things that is
21 interesting about the working relationship with MGM
22 too is that we are working very closely with them,
23 and as you can imagine, they are doing a lot of the
24 work in terms of the internal signage and in

1 handling that, we've really been able to amplify
2 resources, because they didn't have intentions to do
3 anything externally, and we're able to handle and
4 run will all of that. So we'll be doing launching
5 advertising with a geographic focus of Western Mass
6 so that the residents of Western Mass are aware of
7 the programs. They know that it's available. We
8 will be doing something around the launch of this
9 self-exclusion list availability. So we will be
10 able to do that type of preparation in advance of
11 MGM opening. So that's really exciting.

12 And just lastly I wanted to say just from a
13 time and labor perspective, we are in a very intense
14 period right now, and I just want to thank KHJ for
15 their attention to detail and working with us on the
16 schedule and the intense schedule that we need to
17 meet, and then I want to just also say that
18 internally Mark, Theresa, and Mike Sanglang have
19 been doing a great job keeping this project moving,
20 keeping everybody mobilized, meeting deadlines, and
21 getting prepared for opening time.

22 MR. VANDER LINDEN: The GameSense program
23 more broadly is moving along as well. Commissioner
24 Zuniga and I and Teresa Fiore, were at National

1 Harbor, MGM National Harbor last week as we looked
2 towards the training curriculum on GameSense and how
3 to roll it out to 3,000 employees. I think that
4 that went very well. I think the Mass Council on
5 Compulsive Gambling has I think wrapped up their
6 hiring or their selection of employees and are going
7 through a background check before they start, and
8 it's a very well experienced team that will be
9 there.

10 CHAIRMAN CROSBY: So MGM is using all the
11 same collateral as we're using? Also,
12 congratulations to KHJ. You were paired with us in
13 our winning the Rosoff Award. You had a big hand in
14 that even though we got the award.

15 MS. YU: Thank you very much. It's been
16 such an honor to work on both projects with you and
17 we are really delighted to do the work.

18 CHAIRMAN CROSBY: And I think I also saw
19 your CEO on the globe recently at some other big
20 event.

21 MS. YU: It's the celebration of 15 years
22 of the tagline. It's all here, and it's something
23 that we developed from Mass development, and it's
24 now the tourism tagline.

1 CHAIRMAN CROSBY: Yeah. Right. Great.
2 Anything else? Okay. Terrific. Thanks very much.

3 COMMISSIONER CAMERON: Impressive.

4 MR. BEDROSIAN: Commissioners, if you have
5 time and you can stave off the appetite, I think we
6 can revisit the workforce development plan.

7 CHAIRMAN CROSBY: Okay.

8 MS. GRIFFIN: We're back and we have a few
9 more details to share about the plan prior to the
10 vote. First I wanted to turn your attention to Page
11 4. Commissioner Zuniga, you mentioned the
12 importance of including gateway cities, and during
13 the break I was able to do a little research and the
14 legislature defines or designates 26 cities as
15 gateway cities, nine of them are included on this
16 including Taunton, Lawrence, Lynn, Methuen, Salem,
17 Lowell, Malden, Brockton, and Chelsea. So, you
18 know, perhaps we can shade that or indicate that,
19 but I think they did pretty good.

20 COMMISSIONER ZUNIGA: Thank you for that
21 clarification.

22 MS. GRIFFIN: And Jennie, you had some
23 things that you wanted to clarify or add to the
24 plan.

1 MS. PETERSON: There was one of the
2 comments about the underemployed. Although it is
3 difficult to track exact specifics on underemployed
4 individuals, those are not reported on, many of the
5 groups that we are working with are specifically
6 focused on working with those who are underemployed,
7 specifically the career centers and a lot of the
8 community groups they're a resource for those who
9 might be looking to get a better job. Maybe they're
10 not underemployed, maybe they are working three jobs
11 to get by, and working for us would be a chance for
12 them to have one great job, and give them more free
13 time.

14 We will -- I think there were a couple of
15 co-conveners of our quarterly meetings who we are
16 still confirming details with them, so we had
17 mentioned so we will be utilizing that and then we
18 will be adding a couple of groups to the
19 specifically listed groups of community partners.
20 I'm including that Casino Action Network.

21 COMMISSIONER STEBBINS: And just to the
22 point of the underemployed, what I said, Jennie, I
23 mean, that's not a population that anybody tracks,
24 but we know they're out there, but this takes us

1 back to why the employee survey is so important,
2 because we do ask for that information when somebody
3 is going to the final steps of securing employment,
4 so thank you for that.

5 CHAIRMAN CROSBY: So we are teeing up to
6 vote. Are we?

7 COMMISSIONER CAMERON: I think we're ready
8 for a vote.

9 COMMISSIONER STEBBINS: Mr. Chairman, I
10 would move that the Commission approve the Encore
11 Boston Harbor Workforce Development in Diversity
12 Plan as included in the packet with a couple of kind
13 of conditions to that approval, and those are
14 focused on, and I get a sense or at least a nod from
15 Encore Boston Harbor that we should -- not to put
16 more work on Jill's plate, but that's what we're
17 doing, that we do some follow-up meetings around
18 convening a group to discuss culinary workforce
19 challenges or culinary workforce opportunities,
20 veteran employment opportunities. I would like to
21 build in -- not to add another meeting to a group,
22 but find a way to work with Encore Boston Harbor
23 about some type of monthly progress reporting in
24 terms of the groups you're meeting with and kind of

1 tracking your success similar to what we did on the
2 construction side, and also making a requirement
3 that at your next quarterly meeting, and I know this
4 is partially dependent on us, looking at how we can
5 get some of those former Suffolk employees into your
6 talent network database as kind of a measure of
7 where we are in reaching out to group.

8 And I think that's all the requirements I
9 have.

10 MS. GRIFFIN: Commission Stebbins, can I
11 ask the monthly meeting or reporting, can I ask you
12 to hold that off? Just that I am going to be
13 presenting to the Commission I think at the next
14 meeting, a monitoring plan for operations.

15 COMMISSIONER STEBBINS: Yeah, that would be
16 fine. Like I said, we are putting that on your
17 plate, but I don't want to -- and I know Encore
18 Boston Harbor has a number of meetings that they are
19 doing with their local groups. I don't want to add
20 to that, but find something that works for you and
21 find something that works for us in terms of
22 tracking your status, but the keyword there being
23 monthly. I think if we let it slide every other
24 month that we are going to lose some progress.

1 MS. GRIFFIN: So we'll be talking more in
2 detail about that.

3 COMMISSIONER STEBBINS: Yes.

4 CHAIRMAN CROSBY: Do we have a second?

5 COMMISSIONER CAMERON: Second.

6 COMMISSIONER ZUNIGA: That's the longest
7 motion in a while.

8 CHAIRMAN CROSBY: Any further discussion?
9 If you all can remember, all in favor of the motion
10 signify by saying aye. Aye.

11 COMMISSIONER O'BRIEN: Aye.

12 COMMISSIONER STEBBINS: Aye.

13 COMMISSIONER CAMERON: Aye.

14 COMMISSIONER ZUNIGA: Aye.

15 CHAIRMAN CROSBY: Opposed? The ayes have
16 it unanimously.

17 MR. DeSALVIO: Thank you very much,
18 Commissioners.

19 COMMISSIONER CAMERON: Thank you. Good
20 work.

21 MR. BEDROSIAN: I'm assuming we are
22 adjourning for lunch.

23 COMMISSIONER ZUNIGA: I think we're
24 recessing, yes.

1 MR. BEDROSIAN: Okay. So do we want to say
2 it's 12:45, 1:15?

3 COMMISSIONER CAMERON: 1:15. We are
4 adjourning to 1:15. Good?

5 CHAIRMAN CROSBY: Sounds good to me.
6 (Lunch recess was taken.)

7 CHAIRMAN CROSBY: All right. We are
8 reconvening public meeting no. 244. We are on I
9 think it's item number 8. We have the chief
10 financial and accounting officer.

11 MR. LENNON: Good afternoon, Mr. Chairman
12 and Commissioners.

13 CHAIRMAN CROSBY: Good afternoon.

14 COMMISSIONER O'BRIEN: Good afternoon.

15 COMMISSIONER CAMERON: Good afternoon.

16 COMMISSIONER ZUNIGA: Good afternoon.

17 COMMISSIONER STEBBINS: Good afternoon.

18 MR. LENNON: I am joined by Agnes Beaulieu,
19 and we are to bring back to you the FY19 gaming
20 commission budget. On May 24th, we made an initial
21 presentation to the Commission proposing a gaming
22 control fund budget of 33.4 million for the
23 composition of 22.6 million in MGC internal costs to
24 provide a regulatory structure, and 10.8 million of

1 statutorily required costs. The \$33.4 million
2 budget requires an assessment of 28.3 million on
3 licensees. I would like to remind the Commission
4 that there are both public safety and regulatory
5 funding exposures not built into this budget. They
6 will need to be addressed prior to the end of
7 calendar year 2018.

8 We also presented a racing budget of 2.72
9 million funded from licensee fees, daily assessment,
10 and portions of wagers. The gaming control fund and
11 racing oversight trust fund combined to fund
12 approximately 94 MGC FTEs and two contract
13 positions.

14 The budget presentation from May 24th was
15 posted to the Commission's website for a public
16 comment period of May 25th through June 5th. We
17 received no formal public comment; however, we did
18 have conversations with MGM Springfield staff
19 regarding how we determine slot fees and gaming
20 positions up and until opening. It's similar to
21 conversations we've had in front of this Commission
22 with other licensees regarding when to change the
23 numbers on our assessments and fees.

24 It's important to note that once MGM

1 Springfield opens, their anticipated gaming
2 positions will be lower than what was initially
3 approved in their application. So we'll shift some
4 of the cost via assessment from MGM Springfield to
5 the Encore and PPC facilities.

6 COMMISSIONER ZUNIGA: Just to clarify, you
7 are anticipating that at the opening and then
8 afterwards having some kind of adjustment?

9 MR. LENNON: Correct. So, I don't want to
10 get too in depth on this, but their current
11 assessment, which is on the last page -- or the
12 second to the last page of the memo shows them
13 having 3,000 slot gaming positions and then 600
14 table gaming positions.

15 Under their current plan, which they came I
16 think last meeting to, they have about 2500 slots
17 and 838 table gaming positions which is a drop of
18 262 positions from their initially approved plan.
19 So it would take them from 39 percent down to 37.2
20 percent. So it's a shift, and we would do that only
21 from the point they open. So it will be from
22 September forward, it will drop down. It looks like
23 it will be about a 420,000 dollar variance that gets
24 taken off of theirs and then shifted down between

1 the Encore and PPC facilities.

2 COMMISSIONER ZUNIGA: Right. But I was
3 just going on how -- when we essentially approved or
4 deapproved the actual numbers, and in this case it
5 would be because of our operation certificate, I
6 take it.

7 MR. BEDROSIAN: Yeah, I too had a
8 conversation with Mike Mathis and Seth Stratton, and
9 I think the issue about -- the difference obviously
10 between the certain toll gaming positions, as I
11 understand it, and Derek will correct me, is that
12 that helps proportionately what your costs are on
13 everything above the slot assessment. The slot
14 assessment is a fixed fee. So they have gone down
15 from 3,000 to 2500, 600 per machine?

16 MR. LENNON: Yeah, it's a \$300,000
17 variance, so their slot fee because it's effective
18 July 1 is 300,000 more than what their actual
19 opening will be.

20 COMMISSIONER ZUNIGA: Oh, that's effective
21 July 1?

22 MR. LENNON: Yeah. That's all collected up
23 front.

24 MR. BEDROSIAN: So I think the discussion I

1 had with them is they would -- they recognize that
2 there's going to be basically some shakeout in the
3 whole market. You know, they will go down. We may
4 go down. We may go up. They would like to sort of
5 revisit what the numbers are after everyone is
6 settled. You know, I'm sure that they make an
7 argument that maybe it should be retroactive. I
8 said I hear them. I'm not necessarily by engaging
9 in the conversation, I'm not agreeing or disagreeing
10 with them, but I think in the first instance this is
11 a discussion they would like to have among
12 themselves, the licensees, and then come back to us.
13 But they recognize there is an issue between the
14 3,000 that is currently assessed, the 2500 you
15 approved, and obviously then they also understand in
16 the end it's a bit like, and I don't want to
17 discount the 300,000, but it is moving deck chairs
18 around a bit because the licensees will be
19 responsible for it. It just depends upon which
20 bucket it goes in.

21 MR. LENNON: So to add to that, if we take
22 -- if they come back with the request to take the
23 300,000 off of their slot fee assessment, you just
24 increase the overall assessment by 300,000, so it

1 goes from a \$28.3 million assessment up to 28.6.

2 CHAIRMAN CROSBY: Which they'd pay 37
3 percent.

4 MR. LENNON: Which they would pay 37
5 percent of, and the other 67 percent would be of
6 that 300,000 would be picked up by the other
7 licensees.

8 MR. BEDROSIAN: Have that conversation with
9 the other licensees also.

10 MR. LENNON: But since we didn't get a
11 formal public comment on that, we can't really act
12 on that, so I'm just giving you advanced information
13 on how things will definitely change.

14 So with that I am seeking any additional
15 input from the commissioners or a vote to approve
16 the budget as proposed by staff.

17 CHAIRMAN CROSBY: Any discussion before a
18 vote? Do you have a motion?

19 COMMISSIONER ZUNIGA: Yeah, I'll move that
20 the Commission approve the fiscal year 2019 budget
21 as presented in the packet and discussed here today.

22 CHAIRMAN CROSBY: Second?

23 COMMISSIONER CAMERON: Second.

24 CHAIRMAN CROSBY: Further discussion? All

1 in favor? Aye.

2 COMMISSIONER O'BRIEN: Aye.

3 COMMISSIONER CAMERON: Aye.

4 COMMISSIONER ZUNIGA: Aye.

5 COMMISSIONER STEBBINS: Aye.

6 CHAIRMAN CROSBY: Opposed? Ayes have it
7 unanimously.

8 MR. LENNON: Thank you.

9 COMMISSIONER CAMERON: Thank you.

10 CHAIRMAN CROSBY: Thank you.

11 Are we going to do the legal quickly?

12 MS. BLUE: Yes, I think it should take just
13 a couple of minutes.

14 CHAIRMAN CROSBY: Okay. I didn't mean to
15 be pushy.

16 MS. BLUE: So in your packet, you have some
17 draft amendments to 205 CMR 138.15, and this is
18 typical of what you may see coming before you in the
19 next few months where we are trying to make changes
20 to our regulations to sync them up to reality. The
21 change here is that our regulations said that we
22 issued credentials to employees at the casinos.
23 And, in fact, we do not. The casinos issue them,
24 but we have some standards, and you'll see these are

1 the amendments that we want to see when those
2 credentials are issued.

3 So we are just asking for your approval to
4 start the promulgation process to make these
5 changes, and then we will go through the whole
6 process, and we'll come back to you for final
7 approval.

8 COMMISSIONER STEBBINS: Just a quick
9 question. We asked for their -- that their
10 credential has a unique number or code. I'm
11 assuming that code is also part of the information
12 that we collect on by some licensed and registered
13 individual, so we can match the two up.

14 MS. BLUE: I don't know if we collect it at
15 that point in time, but yes, we will collect their
16 code and our code.

17 CHAIRMAN CROSBY: Are we ready to proceed?

18 COMMISSIONER CAMERON: I think so. So,
19 Mr. Chair, I move the Commission approve the Small
20 Business Impact Statement to the Amendments to 205
21 CMR 138.15 Internal Control Procedures for Access
22 Badge System and Issuance of Temporary License
23 Credentials and Restricted Areas as included in the
24 packet.

1 CHAIRMAN CROSBY: Second?

2 COMMISSIONER ZUNIGA: Second.

3 CHAIRMAN CROSBY: Further discussion? All
4 in favor? Aye.

5 COMMISSIONER O'BRIEN: Aye.

6 COMMISSIONER CAMERON: Aye.

7 COMMISSIONER ZUNIGA: Aye.

8 COMMISSIONER STEBBINS: Aye.

9 CHAIRMAN CROSBY: Opposed? Ayes have it
10 unanimously.

11 COMMISSIONER CAMERON: I further move that
12 the Commission approve the version of the amendments
13 to 205 CMR 138.15 Internal Control Procedures for
14 Access Badge System and Issuance of Temporary
15 License Credentials and Restricted Areas as included
16 in the packet, and authorize the staff to take all
17 steps necessary to begin the regulation promulgation
18 process.

19 CHAIRMAN CROSBY: Second?

20 COMMISSIONER ZUNIGA: Second.

21 CHAIRMAN CROSBY: Further discussion? All
22 in favor? Aye.

23 COMMISSIONER CAMERON: Aye.

24 COMMISSIONER ZUNIGA: Aye.

1 COMMISSIONER STEBBINS: Aye.

2 COMMISSIONER O'BRIEN: Aye.

3 CHAIRMAN CROSBY: Opposed? The ayes have
4 it unanimously.

5 MS. BLUE: Thank you. The next item in our
6 section is a request by MGM Springfield for a
7 nondisclosure agreement. And as you may recall, we
8 have done one nondisclosure agreement for MGM
9 Springfield with a lot of different things under it.
10 This will be adding another item to that
11 nondisclosure. Deputy General Counsel Grossman will
12 be able to explain it to you in more detail, but I
13 did want to say that the document we are talking
14 about covering with this nondisclosure, I have had
15 the opportunity to review it. It will be
16 particularly helpful to the IEB if they can receive
17 it. It is far more than a general compilation of
18 information. It's similar to a document we've
19 discussed in the past, but this is a lot of detail
20 on how MGM views certain activities, and I think it
21 will make the IEB's life a lot simpler and also let
22 them do their job much easier. So I'll let Deputy
23 General Counsel Grossman explain to you more about
24 the detail.

1 MR. GROSSMAN: Thank you. Good afternoon.
2 I would just add -- pick up where Ms. Blue left off,
3 and mention that I too have reviewed the compliance
4 binder. We have a sample that MGM submitted. It's
5 submitted or it's prepared, I should say, quarterly
6 for corporate-wide review by the MGM resorts
7 compliance committee. Other executives and
8 regulators have access to this. Most, if not all,
9 of the other jurisdictions that MGM operates are
10 provided with a copy of this binder, and I can just
11 tell you that Ms. Blue and I both recommend that the
12 Commission approve this request as it meets the
13 legal standard for inclusion as part of the NDA, and
14 that standard is included in our regulations, and
15 it's in chapter 23K. The standard is that whatever
16 it is must be something that the gaming licensee
17 considers a trade secret or believes it would be
18 detrimental to the gaming licensee if it were to be
19 made public.

20 In this case, it appears clear to us that
21 much, if not all, of this information fits into that
22 category. Some of this information would have to be
23 provided separately under a different regulation,
24 and as we have outlined in the addendum, MGM would

1 still be obliged to submit those pieces of
2 information to us separately. They couldn't just
3 rely upon the fact that it was contained in the
4 compliance binder.

5 But as a general matter, the compliance
6 binder is a three ring binder. It's a couple of
7 inches thick typically. It lays out what appeared
8 to be nearly every regulatory and legal issue being
9 faced on a company-wide basis at all of their
10 properties. But more than that it contains a number
11 of assessments made by their executives. It
12 contains a number of legal opinions, as to some of
13 the matters being faced by the company, and it
14 contains strategic initiatives and how they will
15 resolve and handle some of these things in the
16 future.

17 So while you can parse out different parts
18 of this, it would be our recommendation that we
19 approve of this request, and as Ms. Blue mentioned,
20 it will be beneficial to us and our staff in an
21 effort to ensure we have a good understanding of
22 what is going on at the company.

23 I can certainly run through any more of the
24 background of the NDA process and what we have done

1 in the past, but with that I would just leave it at
2 that, and if there are any questions.

3 CHAIRMAN CROSBY: Anybody? Are we
4 inadvertently capturing stuff that we don't mean to
5 be? You said that there's some stuff that's
6 duplicated that would be already have been covered
7 under other regs. Are we sweeping into this
8 information that should be public by sort of
9 inadvertence?

10 MR. GROSSMAN: Not necessarily. Just for
11 example, our regulations require that they provide
12 notice to us of any legal matters for which they
13 face exposure over a certain amount. Those are
14 contained in the binder and those are publicly
15 disclosed pieces of information. There are SEC
16 filings made on that information. But they also
17 contain other areas of litigation, potential
18 litigation that would not necessarily need to be
19 publicly disclosed.

20 So, for example, those pieces of litigation
21 that would meet the public disclosure threshold are
22 in the binder, so we could try to redact certain or
23 unredact certain pieces and submit it. I think it
24 would be just an exercise in busy work really, since

1 most of the information or that type of information
2 is available publicly, and it would have to be
3 submitted to us separately anyway. So we would have
4 the information and most likely in a separate
5 document.

6 COMMISSIONER ZUNIGA: Do the compliance
7 binders differ from one company to another?

8 MR. GROSSMAN: So your question is does
9 Wynn have the same type of binder?

10 COMMISSIONER ZUNIGA: Does Plainridge have
11 a binder?

12 MR. GROSSMAN: Not that I'm aware of. I
13 don't believe we receive a similar type binder from
14 national, and I don't know that Wynn has this either
15 at the moment.

16 COMMISSIONER ZUNIGA: Okay. Because a lot
17 of the information that we -- the way we've dealt
18 with, correct me if I'm wrong, with the situation in
19 the past is we can inspect a number of things on
20 site, a number of documents, and we simply don't
21 take possession of them. They are not necessarily
22 subject to --

23 MS. BLUE: This kind of information would
24 not be things that you would find on site. A lot of

1 the information that is in here are things that come
2 --

3 COMMISSIONER ZUNIGA: It's corporate wide?

4 MS. BLUE: They roll up through corporate
5 and they contain analysis and strategy and things
6 like that, so it's not about a particular document
7 at a location.

8 MR. GROSSMAN: And I would just add that
9 this binder would take us probably a month just to
10 fish out all of this information from the different
11 sources, but they're offering just to give it to us
12 in one binder. I mean, I think it makes our lives
13 exponentially easier by accepting this particular
14 document.

15 CHAIRMAN CROSBY: And how often is it
16 submitted?

17 MR. GROSSMAN: I believe it's quarterly.

18 CHAIRMAN CROSBY: Quarterly. Any other
19 discussion? Do I have a motion?

20 COMMISSIONER ZUNIGA: I would be happy to
21 move that the Commission approve the nondisclosure
22 agreement for MGM as submitted here in the packet.

23 COMMISSIONER CAMERON: Second.

24 CHAIRMAN CROSBY: Further discussion? All

1 in favor? Aye.

2 COMMISSIONER CAMERON: Aye.

3 COMMISSIONER ZUNIGA: Aye.

4 COMMISSIONER STEBBINS: Aye.

5 COMMISSIONER O'BRIEN: Aye.

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

8 MR. GROSSMAN: Thank you. Could I just ask
9 whether that would include an authorization from
10 Mr. Bedrosian to execute the addendum that's in the
11 packet here?

12 CHAIRMAN CROSBY: Yes.

13 COMMISSIONER ZUNIGA: I meant my motion to
14 include -- that's what I intended to do. I
15 authorize Director Bedrosian to amend the prior
16 nondisclosure agreement.

17 COMMISSIONER CAMERON: Thank you.

18 CHAIRMAN CROSBY: And last and surely not
19 least, item 4B. It's a bad sign when someone comes
20 to the table with a suitcase.

21 MR. ZIEMBA: Thank you very much,
22 Mr. Chairman and Commissioners. Today we are
23 reviewing the applications for the 2018 Community
24 Mitigation Fund. On April 12th of this year, the

1 Commission reviewed the recommendations for three
2 public safety related applications; the
3 Massachusetts State Police, Springfield Police, and
4 Hampden County Sheriff's Department.

5 Before you today are the remaining 23
6 applications under the categories of specific
7 impact, transportation planning, workforce
8 development pilot program, nontransportation
9 planning, and tribal gaming technical assistance
10 reserve grant applications.

11 You'll see in your binder we have labeled
12 each of those with different colored tabs on the
13 side. I'd first like to recognize the review team
14 for this year's program, which included General
15 Counsel Blue; Chief Financial officer, Derek Lennon;
16 Director of Workforce Development and Diversity,
17 Jill Griffin; program coordinator, Crystal Howard;
18 IEB Director, Karen Wells; Chief Enforcement
19 Counsel, Loretta Lillios; Construction Project
20 Oversight Manager, Joe Delaney; and program manager,
21 Mary Thurlow, and again I always give a special
22 thanks to Mary for all the work that she does
23 through the year. And I also note the contributions
24 of Former Commissioner MacDonald.

1 We would also like to thank the
2 administrative team of Maryann Dooley, Jamie Annis
3 (phonetic), Kim O'Connor for all of their assistance
4 for us putting together all of the copies and
5 materials that are part of this review.

6 The review team has provided
7 recommendations on this year's applications for your
8 review in your packet. We are making these
9 recommendations after a very thorough review
10 detailed in your packet, which is being offered in a
11 timetable that was anticipated in the guidelines
12 published last December. In comparison to the
13 funding that will be available after the full
14 casinos are open, resources are now constrained.

15 Coming into this funding round, we received
16 significant input from communities that urge the
17 Commission to conservatively structure the programs
18 so that more significant dollars are available
19 closer to the opening of the full casinos.

20 In an effort to ensure fairness and to
21 respect the input provided by communities and
22 others, the review team worked hard to be faithful
23 to the guidelines that were carefully created
24 through this very collaborative process. However,

1 we also noted at times that the guidelines provide
2 mechanisms to prevent the words and clauses on the
3 page from becoming a barrier to the accomplishment
4 of the purpose of the Community Mitigation Fund
5 Program to mitigate impacts.

6 You'll see that the review team recommends
7 approximately \$4.9 million in grant applications
8 plus another approximately 440,000 Attleboro,
9 Holyoke, Wrentham, and SRPEDD in the use of
10 reserves. This compares to the \$2.5 million in
11 targeted spending proposed in the prior year's 2017
12 guidelines plus 300,000 in reserves allocated to
13 three communities.

14 Please note that the amounts represent the
15 upper end of the review team's recommendations as
16 the amounts include funding which remains subject to
17 further review.

18 Based upon my understanding of how the
19 Commission would like to proceed, I would like to
20 just give brief overviews. I know that you have the
21 benefit of a rather extensive memo and even more
22 extensive documents as you prepared for this, so
23 what I would like to do is just give a general
24 overview of the categories, and some brief comments

1 about each one of the applications and the
2 recommendation, and then perhaps we can have a
3 discussion by the Commission after each grouping of
4 applications specifically, the specific impact
5 applications. We would go first with that, then we
6 would get into the remaining sections of the review.

7 Does that sound like that's acceptable?

8 COMMISSIONER CAMERON: It does.

9 MR. ZIEMBA: So the first category that we
10 would like to get into is specific impact grant
11 applications. This is probably one of the more
12 difficult sections of the review because there were
13 some applicants and some applications where the
14 review team did not recommend funding and where some
15 of the recommendations require further action by
16 either the Commission or staff after the
17 Commission's review here today.

18 So, let's start first with Everett's
19 specific impact. The review team does not recommend
20 that the Commission fund the pilot shuttle service
21 at this time. Among the reasons cited by the review
22 team was a question whether this proposed mitigation
23 measure would address a construction-related impact
24 given the difficulties and time necessary to set up

1 a new service.

2 You heard a little earlier this morning
3 from the Encore Boston Harbor Team where they
4 described some of the time table for the
5 infrastructure improvements, and a lot of those
6 infrastructure improvements the bulk of them as they
7 stated this morning are due to be completed in the
8 most part by the end of the summer.

9 The review team in its review does applaud
10 the City of Everett for its continued efforts to
11 expand transit options in its community. It is
12 almost a certainty that the Community Mitigation
13 Fund will have a deep role in the future of such
14 transit expansion opportunities in the future, but
15 at this time we did not recommend a shuttle service
16 for funding.

17 The Hampden District Attorney's Office is
18 requesting \$475,000 per year for five years to
19 alleviate potential increase in caseloads due to an
20 increase in crime levels as a result of MGM
21 Springfield. The review team notes that the
22 expanding Gaming Act anticipates that district
23 attorneys' offices may be impacted by the operations
24 of gaming facilities. MGL Chapter 23K Section 61

1 states that the Commission shall administer the
2 Community Mitigation Fund and without further
3 appropriation shall expend monies in the fund to
4 assist in offsetting costs related to the
5 construction and operation of a gaming
6 establishment, including, but not limited to, public
7 safety including the office off a county District
8 Attorney.

9 The review team recommends \$100,000 to
10 cover the salary and benefits of an Assistant DA for
11 a year. The review team also recommends that some
12 flexibility should be included in the grant --
13 proposed grant to allow the DA's office to spend
14 some of these funds for a portion of the costs of a
15 victim witness advocate in this upcoming year.

16 Additionally, the review team recommends
17 the allocation of \$25,000 to develop a system to
18 track gaming-related caseloads. The DA's office has
19 indicated that it would help in this effort to
20 determine how to better track caseloads so that the
21 Commission can determine how to fund future needs of
22 the office and the needs of other DA's offices.

23 At the heart of the recommendation to not
24 fully fund the request, over the period of either

1 one year or of the multi-year application that the
2 DA's office asked for is our commitment to try to
3 mitigate actual impacts rather than predicted
4 impacts. And as of the current moment, it is
5 extremely difficult to determine what will be the
6 level of activity that will find its way to the
7 Assistant DA's office once MGM Springfield is
8 operational.

9 But the review team did find the argument
10 of the DA's office compelling that we should award
11 some funding right now because it is an office that
12 is very resource taxed, and it is an extremely busy
13 DA's office. So that if, indeed, for whatever
14 increment of time the DA's office would have to
15 operate without additional resources, that could
16 have a serious negative impact upon the District
17 Attorney's office.

18 So when MGM Springfield opens in August,
19 there will be a period of time where we learn what
20 impacts it may have on crime levels and incidents in
21 the nearby area, but we think that if we provide
22 this hundred thousand dollars that that will at
23 least provide some buffer from potential increases
24 in crime, even though we don't know how much crime

1 will occur. We noted to the DA's office that the
2 Plainridge Park facility is an example that we use,
3 but we certainly understand that MGM Springfield in
4 the heart of a city like Springfield, of the size of
5 the city of Springfield may, indeed, be different,
6 but as of yet, we cannot determine how different
7 that may be.

8 COMMISSIONER ZUNIGA: Can you speak a
9 little bit more about the system, the tracking
10 system?

11 MR. ZIEMBA: So as you recall, last year we
12 had a similar application from another District
13 Attorney's office, and we did allocate \$25,000 for a
14 reserve to try to develop a system.

15 What we would like to do is to be able to
16 basically tag all cases that have a casino relation
17 in the DA's office and that require action from the
18 DA's office so that we can have a more realistic
19 picture of what resources would be necessary to
20 tackle this increase in caseload.

21 COMMISSIONER ZUNIGA: But is it fair to say
22 that that money may go to pay for some
23 administrative function that can, you know,
24 comparing to a small database or filing system?

1 MR. ZIEMBA: Yeah, I think that the details
2 of how we would do the system, the DA's office said
3 that they would definitely contribute to the effort
4 to develop a system, but it is resource intensive,
5 so that they might need some additional assistance
6 in an effort to develop the system. We had talked
7 about potentially using someone like Christopher
8 Bruce who is involved in tagging all of these
9 related statistics throughout the whole Commonwealth
10 to try to develop a system particular to DA's
11 offices.

12 COMMISSIONER ZUNIGA: And is it your
13 understanding that they intend to hire if they get
14 funded in this level, hire an additional assistant
15 DA or go fund existing FTEs?

16 MR. ZIEMBA: Well, the intention would be
17 for an additional hire because they have some
18 difficulties keeping up with their current
19 caseloads.

20 COMMISSIONER ZUNIGA: So it's fair to say
21 that that person might actually also help to
22 tracking their own workload.

23 MR. ZIEMBA: That's correct. Now, I'm not
24 sure if the Hampden County DA's office would take

1 the same one person aside to basically handle
2 gaming-related caseloads. They might choose to
3 spread that out among other rather than just one
4 person. So we would have to work with the District
5 Attorney's office on how they would establish such a
6 system.

7 Let me move on to Lynn specific impact
8 application. Please note that although Lynn filed a
9 specific impact application, the review team felt
10 that it more closely aligned with the transportation
11 planning application in its scope, and Lynn's
12 response to our request for supplemental information
13 Lynn noted that this request -- this request for a
14 hundred thousand dollars would be combined with
15 previous grants for a comprehensive study on ways to
16 improve Route 107 and ferry issues which were funded
17 under the 2016 reserve.

18 So far the state has not approved funding
19 for a ferry service for this summer. The review
20 team did not recommend additional funds at this
21 time. It is very encouraged by the effort of the
22 city and the mayor to focus on one major priority
23 related to gaming impacts transportation impacts
24 Route 107, and we anticipate that funding provided

1 last year at this time, \$100,000 we provided for a
2 traffic study at this time last year, could be
3 directed to the study of Route 107 improvements
4 provided that sufficient connections to the
5 potential casino impacts could be made.

6 We didn't see sufficient demonstration of
7 that in this particular application, but believe
8 that we will be able to work with the city to make
9 that demonstration so that potentially they could
10 move forward with the traffic study using last
11 year's dollar.

12 We do note that both MassDOT and the city
13 has told us that \$100,000 is really not sufficient
14 for a major type of a traffic study. Indeed, that
15 is why the city of Lynn had requested additional
16 money to move forward, but given the early stage of
17 the priority of 107 for gaming-related
18 transportation requests, we did not recommend the
19 additional hundred thousand at this time.

20 COMMISSIONER ZUNIGA: How much is left over
21 from the prior year?

22 MR. ZIEMBA: So we have a hundred thousand
23 dollars that is left over from the 2016 reserve, and
24 at the time the city had requested to move forward

1 with a very drudging study which they are on the
2 cusp of moving forward with, but they have not, as
3 of yet, utilized that. And then the 2017 dollars
4 are not currently utilized.

5 COMMISSIONER ZUNIGA: But we did not
6 authorize the drudging ferry as a use for that
7 reserve last year, correct?

8 MR. ZIEMBA: Correct. We specified that
9 any dollars for this new \$100,000 that we granted
10 last year, had to be for a nonferry-related purpose
11 because we didn't feel that the ferry was directly
12 connected to the casino, especially in the
13 construction phase.

14 COMMISSIONER ZUNIGA: So they could get
15 started on their study of 107.

16 MR. ZIEMBA: Yes.

17 COMMISSIONER ZUNIGA: From the prior year.

18 MR. ZIEMBA: From the 2017 funding, and
19 then use the 2016 for their ferry, so it's done with
20 reserve dollars that were a little bit more
21 flexible. So they would use \$100,000 for their
22 drudging study from 2016. They have available a
23 hundred thousand dollars from last year, that 2017
24 money. So they would have a hundred thousand

1 dollars to move forward with any type of study.

2 COMMISSIONER ZUNIGA: Which is why these
3 result in no one approving because you have to spend
4 the prior year first?

5 MR. ZIEMBA: In essence. We just didn't
6 feel that the current application was sufficiently
7 demonstrated the direct connection to the casino.
8 We hope that we can do that so we can move forward
9 with some study of 107. Perhaps the city would say
10 it doesn't make sense to just use a hundred
11 thousand, but let's just wait for next year. We'll
12 see if we get more money from you in the future
13 rather.

14 COMMISSIONER ZUNIGA: Okay.

15 COMMISSIONER CAMERON: Just back to the
16 ground rules. Are we going application by
17 application, or are we waiting till the end of the
18 category?

19 MR. ZIEMBA: I was waiting to go through
20 the category.

21 COMMISSIONER ZUNIGA: I was asking
22 clarifying questions essentially. But maybe
23 digressed into the merits.

24 COMMISSIONER CAMERON: Okay. I was writing

1 things as we went along to ask at the end.

2 CHAIRMAN CROSBY: We did agree to go
3 through the category, and then go back to
4 specifically discuss. I think Commissioner Zuniga
5 had his own strategy here.

6 COMMISSIONER ZUNIGA: I stand corrected.

7 MR. ZIEMBA: And much at the Commissioner's
8 request, we are focused on some of the most
9 difficult ones right off the bat this year versus
10 last year.

11 Which gets us to the next application
12 Springfield, Focus Springfield. Springfield is
13 requesting mitigation funds to cover the cost of
14 relocating Focus Springfield which operates a public
15 access television studio and training facility.
16 They have requested \$555,925, for the relocation
17 costs. The review team recommendation on this item,
18 the review team continues to be concerned about
19 Massachusetts constitutional difficulties related to
20 the funding of private entities. We would just like
21 to read from a letter that we included in your
22 packets. It can be found at the end of the
23 specific -- at the end of the blue tab. It's a
24 letter with the Massachusetts Department of Revenue,

1 Division of Local Services at its top.

2 So, what this letter -- this is an older
3 letter, but the letter was a response to a request
4 from a community about funding a grant to a
5 nonprofit, and then it replied to that request, the
6 Department of Revenue Division of Local Services
7 that provides a lot of advice to local officials
8 about how to remain in compliance with the myriad of
9 local and state laws that apply to them. Replied.

10 This is in reply to your letter asking
11 about the legality of grants to nonprofit
12 organizations. Such grants are hard to justify
13 under the state constitution's anti-aid amendment
14 Article 1846 at 103, which prohibits public funds
15 and property from being given to charitable,
16 educational, religious, or other private
17 organizations no matter how worthy.

18 The amendment provides a relevant part as
19 follows. I won't read the whole section, but then
20 it continues on. It says the kinds of expenditures
21 barred by the amendment are those that substantially
22 benefit or aid private organizations in a way that
23 is unfair economically or politically even indirect
24 benefit to a nonprofit organization may fall afoul

1 of the amendment.

2 So the review team, as you know in the 2018
3 guidelines, and indeed in the 2017 guidelines placed
4 very specific provisions in place to try to help the
5 Commission in its review of any applications
6 involving private entities.

7 One of those was that we required each of
8 the applicants that were asking for such a grant to
9 provide in detail why they felt that this particular
10 grant would not run afoul of any laws in particular
11 the constitution, the Massachusetts Constitution.

12 In addition, we also included a requirement
13 that for any applications using -- involving private
14 entities that the community, the licensee, or a
15 combination of both would need to provide a dollar
16 for dollar match for any mitigation that is
17 requested in the application. And the reason for
18 that was that the Commission could be greater
19 assured that it is utilizing these dollars in the
20 best way that it could, and that it is minimizing
21 the exposure to the Mitigation Fund.

22 Springfield asked for a waiver of this
23 provision, the match provision, but did note that it
24 hopes that the Commission would view the

1 contribution and termination payment by MGM
2 Springfield to count towards the match requirement.
3 As Springfield was seeking 555,000, the 300,000
4 match would not provide a dollar for dollar match
5 for the assistance requested; therefore, they did
6 request a waiver of this requirement.

7 In your memos, we did not include a
8 recommendation for the Commission to waive this
9 requirement because we believe that the original
10 purposes of the guidelines remain under ready; that
11 the original purposes which is to try to minimize
12 the exposure on the Mitigation Fund and to give the
13 Commission valuable information they remain in
14 place, and so, even though the review team remains
15 concerned about the particular method that
16 Springfield is choosing to remedy the impact, which
17 is namely the potential loss or disruption of
18 valuable services to the City of Springfield, we
19 believe that the city should be held to that 300,000
20 dollar amount.

21 So the recommendation here is a little
22 complex. We limited it to no more than 300,000
23 should be provided because that is the amount that
24 was provided as a match if you count the termination

1 payment as a match.

2 So the review team is not prepared to
3 recommend that the Commission can fund the request
4 as put forward by the City of Springfield; namely,
5 payment for relocation benefits given the
6 constitutional questions, but what we do say is that
7 we think that the range of the mitigation should be
8 capped at that \$300,000.

9 So in order to move forward, what we would
10 do is we would meet with the City of Springfield.
11 In your packet, we recommend that or require that
12 the city actually consult with the Department of
13 Revenue, Division of Local Services if they are
14 available to provide advice in order to see if there
15 is a method that we can help mitigate the harm to
16 Springfield, potential disruption of services or
17 loss of services without running afoul of the
18 constitution.

19 And General Counsel Blue, I don't know if
20 you wanted to add anything further.

21 MS. BLUE: I know this sounds like a
22 confusing recommendation. I think from a legal
23 perspective, I do not believe we can fund Focus. I
24 think that's kind of the bottom line. We can't

1 provide money to them either directly or through the
2 City of Springfield because Springfield runs into
3 the same anti-aid issue that we do for relocation
4 costs.

5 One of the conversations that we started
6 with the City of Springfield is they raise a very
7 good point when they say Focus is no longer around
8 or has to go dark while they're moving. They
9 purchase certain services from Focus, like live
10 streaming their city council meetings. They have
11 some Internet access. Apparently Focus manages the
12 fiber loop that these are connected to.

13 So to the extent that we could help
14 Springfield in purchasing those services that they
15 can no longer get from Focus, we might be able to do
16 that, and that would be the extent of what we could
17 fund. But basically we would -- in this
18 recommendation what we're asking the Commission to
19 authorize up to a certain amount, which would be
20 300,000 and allow staff to go back and see if
21 there's a way that some funding could mitigate some
22 of the City of Springfield's issues, but we don't
23 think that there's really a way to mitigate what
24 Focus wants to do which is to relocate and to

1 rebuild a new studio.

2 MR. ZIEMBA: I just wanted to provide one
3 little footnote to Counsel Blue's summary when she
4 said the city purchases, it doesn't purchase
5 directly the services from Focus. There is a cable
6 contract and the cable contract allows funding to go
7 directly to Focus Springfield. It, in turn,
8 provides a tremendous wealth of services to the City
9 and to the region with the benefit of some of those
10 funding.

11 So I think if you ask Focus they would say
12 we are providing those services for free to the
13 city, but it does have the benefit of this cable
14 contract that helps fund a lot of its activities.

15 COMMISSIONER ZUNIGA: Why not -- and I'm
16 sorry I'm out of turn here, but why not come back
17 with that whatever you get from the City, whatever
18 it is that you are suggesting you could get.

19 MS. BLUE: Well, we would have to come back
20 for approval. This would allow us to tell the city
21 that there is basically a cap on what we could do in
22 any event, but if we did come back with a different
23 deal, we would have to come back before you and go
24 over it with you, and you would have to be

1 comfortable with it.

2 CHAIRMAN CROSBY: Interesting. I have some
3 issues and questions too, but I guess we're going to
4 stick.

5 COMMISSIONER ZUNIGA: Everybody is so
6 disciplined.

7 COMMISSIONER STEBBINS: Some of us.

8 COMMISSIONER ZUNIGA: Except me, of course.

9 MR. ZIEMBA: Let me move forward to
10 Springfield valet. The City of Springfield on
11 behalf of Caring Health Center and other businesses
12 seeks funding for the continuation of the valet
13 parking pilot program. On August 1st, 2016, the
14 Commission awarded the City of Springfield 200,000
15 in mitigation funds to alleviate parking issues
16 related to MGM Springfield's construction.

17 The Springfield Parking Authority has been
18 managing the operation of a valet parking service
19 provided to businesses located on Main Street in
20 Springfield between Union and State Streets with
21 parking services to patrons of businesses.

22 Springfield's initial 2017 application for
23 such extension was submitted to allow the program to
24 be extended by 15 months. In 2017, the Commission

1 awarded \$31,523 for the continuation of the program
2 through September 2018. The review team was not
3 convinced that the construction activities after the
4 MGM Springfield opening would significantly disrupt
5 the availability parking in the area.

6 The review team did not recommend
7 additional funds at this time. The review team's
8 deliberations were mindful of prior Commission
9 discussions that the valet program should continue
10 through the construction period.

11 It notes that the area will soon benefit
12 from the availability of MGM's Springfield new
13 garage that will include over 3,400 spaces.

14 CHAIRMAN CROSBY: Now do you want to go
15 back to the top and go through them one by one?

16 MR. ZIEMBA: Sure.

17 COMMISSIONER CAMERON: What about the
18 sheriff's department?

19 MR. ZIEMBA: So the sheriff's department we
20 awarded that at our prior meeting.

21 COMMISSIONER CAMERON: Oh, we did that
22 already. You're right.

23 MR. ZIEMBA: And Springfield PD.

24 COMMISSIONER CAMERON: You're absolutely

1 right.

2 MR. ZIEMBA: And also the State Police.

3 COMMISSIONER CAMERON: Yeah. Got it.

4 MR. ZIEMBA: So back to the top would be
5 the Everett's specific impact application relative
6 to the shuttle.

7 CHAIRMAN CROSBY: Does anybody have any
8 discussions or questions or issues with that one?

9 COMMISSIONER CAMERON: No. I think the
10 committee did good work there, and I certainly agree
11 with their recommendation.

12 COMMISSIONER ZUNIGA: Same here.

13 CHAIRMAN CROSBY: Me too. So do we need to
14 individually vote? I guess we do, right?

15 COMMISSIONER CAMERON: Yes.

16 MR. ZIEMBA: If you wanted to go through
17 the category and vote. Do you want to do that, or
18 do you want to do individuals?

19 CHAIRMAN CROSBY: We might as well do
20 individuals because they may be different.

21 MR. ZIEMBA: Okay.

22 CHAIRMAN CROSBY: So do we have a vote on
23 Everett, a proposal?

24 COMMISSIONER CAMERON: So I move that the

1 Commission approve the recommendation of the
2 Mitigation Committee, and that recommendation is not
3 to fund the pilot shuttle service in downtown
4 Everett.

5 CHAIRMAN CROSBY: Second?

6 COMMISSIONER ZUNIGA: Second.

7 CHAIRMAN CROSBY: Second. Any further
8 discussion? All in favor? Aye.

9 COMMISSIONER CAMERON: Aye.

10 COMMISSIONER STEBBINS: Aye.

11 COMMISSIONER ZUNIGA: Aye.

12 COMMISSIONER O'BRIEN: Aye.

13 CHAIRMAN CROSBY: Opposed? The ayes have
14 it unanimously.

15 Lynn.

16 MR. ZIEMBA: Next up is the Hampden County
17 District Attorney's office.

18 COMMISSIONER STEBBINS: John, just a quick
19 question. Have you had any conversations with the
20 DA's office with respect to what your recommendation
21 is and whether there is a willingness on their part?

22 MR. ZIEMBA: I guess the short answer is
23 no, but let me give you the longer answer.

24 So, what we do in our reviews is we accept

1 the applications. We have a meeting with all of the
2 applicants. We go over concerns that we think the
3 Commissioners may have or staff has. In the course
4 of those meetings, we, in essence, express
5 difficulties that may occur with the
6 recommendations.

7 And in this instance, we asked about their
8 willingness to participate in a data program which
9 they did say yes, and we did ask them now that
10 they've had the opportunity to understand how we
11 award our grants over the course of a fiscal year
12 versus over numerous years and how we tried to do it
13 based on specific impacts, rather than predicted
14 impacts, did that have any impact upon their budget,
15 they did not submit any revised budget at that time,
16 but the purpose of this is we have these
17 conversations and then we go on and have the further
18 potentially difficult conversations sometimes with
19 our awardees.

20 COMMISSIONER STEBBINS: I think the
21 recommendation kind of is consistent with what we
22 have done with the other request from the DA's
23 office. You know, let's measure something once the
24 facility opens or at least examine the data. So I

1 think your recommendation has been consistent with
2 our approach.

3 COMMISSIONER CAMERON: I think your idea
4 about utilizing Christopher Bruce makes sense. I'm
5 just wondering where we got the number 25K, or is it
6 just -- did the Committee just think that's a good
7 starting point or was there any analysis?

8 MR. ZIEMBA: 25K is what we awarded to --

9 COMMISSIONER CAMERON: I understand that,
10 but I'm trying to remember last year. Did we --

11 MR. ZIEMBA: We just thought that that was
12 a reasonable amount.

13 COMMISSIONER CAMERON: Okay. So there was
14 no analysis behind that 25K?

15 MR. ZIEMBA: No, not really. We know of
16 sort of comparable type studies.

17 COMMISSIONER ZUNIGA: Just some
18 administrative support type of work and some simple
19 database.

20 COMMISSIONER O'BRIEN: Yeah. Okay. There
21 was this comment about some of the money going to
22 the Community Safety and Outreach Unit?

23 MR. ZIEMBA: Yes.

24 COMMISSIONER O'BRIEN: And could you just

1 explain sort of the problem with taking some of this
2 money and putting a staff person on those types of
3 cases?

4 MR. ZIEMBA: Well, part of this, and I'll
5 have to go over the waiver for the Hampden County
6 DA's office, the specific category, as I mentioned
7 at the beginning, is for construction-related
8 impacts. We currently are not in the operational
9 phase for either MGM Springfield or for Encore
10 Boston Harbor.

11 So we're not quite sure what is going to
12 happen with operations-related impact so the
13 particular request for funding here, the Outreach
14 Unit might be very well suited potentially in the
15 future and future guidelines, but as of right now
16 where this is a construction period, and that we're
17 granting funds despite that limitation and the
18 guidelines, we were a little bit more closely
19 looking at the request for funding, and specifically
20 this unit as we understand, its goal is to reach out
21 to area youth to try to -- it looks like a great
22 program to try to make sure that they don't end up
23 engaging in any sort of criminal activities, but the
24 connection to the casino is a little bit more

1 tangential for us because we have a minimum wagering
2 age of 21. Certainly young folks can visit the many
3 facilities at MGM Springfield, but it was difficult
4 for us to make the direct connection to gaming for
5 that unit.

6 CHAIRMAN CROSBY: As long as they understand
7 that this is -- it's very much in their interest to
8 figure out how to track this because it's a
9 perfectly appropriate consequence, you know, effect
10 if the numbers are there, but they got to figure out
11 some way to track it and give us real data. I hope
12 they're not resisting that.

13 MR. ZIEMBA: No. We were very pleased with
14 our meeting with the District Attorney. What we
15 stressed is that this is going to be a very long
16 relationship between us and them and that whatever
17 difficulties arise, we're going to continue to try
18 to meet those challenges. What happens in the first
19 year, obviously, does not necessarily mean that
20 that's going to happen for the next 15 years. So we
21 were very pleased with our meeting with the District
22 Attorney's office.

23 COMMISSIONER ZUNIGA: Do those offices
24 typically track casework by other -- for other

1 purposes?

2 MR. ZIEMBA: Perhaps more expertise might
3 be available on the other side of this table. But
4 it's my understanding that they do categorize types
5 of activities. There are a number of federal grants
6 that you have to categorize them, but what we heard
7 from the Norfolk DA's office is sometimes a point
8 source of the actual place where the crime came from
9 isn't necessarily included in the fields, so you may
10 not have this came from this location in the data
11 that is being collected at the DA's office.

12 COMMISSIONER STEBBINS: But this kind of
13 gets back to Commissioner Cameron's point about what
14 Christopher Bruce is collecting, what he is
15 encouraging every -- what he is encouraging the host
16 and surrounding communities to do when they look at
17 incidents just as he has been tracking them through
18 stuff that we're collecting around the park.

19 COMMISSIONER O'BRIEN: Something they may
20 want to consider, and whether this is a dialogue
21 that you have with them or maybe something about his
22 comment, but there is an MDA, Mass District
23 Attorney's Association, that they have joint
24 projects. They get a lot of their ITs services

1 through that as well. So maybe the concept of the
2 DA's offices that might be impacted getting together
3 and figuring out how to pull their resources if they
4 are going to track this is in a separate way.
5 There's different federal grants. There are
6 different -- the Attorney General's office has money
7 from the Insurance Fraud Bureau, et cetera, and they
8 have to keep track of cases to see who is working on
9 what. So there are -- there is precedent for
10 tracking this sort of thing.

11 So I see the approach of giving Hampden a
12 position with the anticipation that it's going to be
13 an impact of probably greater than Plainridge, but
14 it's not insurmountable to also expect them to track
15 particularly given right now the issue with any of
16 this money being used to staff someone who is on
17 their youth program that is not really tied to this.
18 So whether that comes in, in the conversation back
19 to them. It's part of a broader conversation. I
20 think that's one of the ways to go forward with some
21 of these requests.

22 MR. ZIEMBA: One thing I will note is that
23 our application round is every February 1st of each
24 year. And we have expedited review of applications

1 in the past, so to the degree that resource needs
2 become much more than anticipated even in the short
3 term, there are ways that the Commission can then
4 reconvene to consider any sort of increases that we
5 didn't anticipate.

6 COMMISSIONER CAMERON: So in the first five
7 months, if they have significant impact, there's a
8 way to address it next February?

9 MR. ZIEMBA: Yes.

10 CHAIRMAN CROSBY: Any other discussion?
11 Can I have a motion?

12 MR. ZIEMBA: Commissioner, this would be
13 subject to our waiver requirement because this did
14 not involve construction period impacts. That is
15 not the actual language, so perhaps we can clean
16 that up in the end and vote on the waiver request
17 and there's specific findings that the Commission
18 has to make.

19 CHAIRMAN CROSBY: So we have to waive that
20 this is a construction consequence. This is an
21 anticipatory?

22 MR. ZIEMBA: Yes, it is.

23 CHAIRMAN CROSBY: Yeah. Okay. Well,
24 should you put that in the motion?

1 MR. ZIEMBA: Sure. If you want me to read
2 the waiver sitting here?

3 CHAIRMAN CROSBY: Sure.

4 MR. ZIEMBA: The Commission may, at its
5 discretion, waive or grant a variance from any
6 provision or requirements contained in these
7 guidelines not specifically required by law where
8 the Commission finds that, one, granting the waiver
9 or variance is consistent with the purposes of MGL
10 Chapter 23K. Two, granting the waiver or variance
11 will not interfere with the ability of the
12 Commission to fulfill its duties. Three, granting
13 the waiver or variance will not adversely affect the
14 public interest, and four, not granting a waiver or
15 variance would cause a substantial hardship to the
16 community, governmental entity, or person requesting
17 the waiver or variance.

18 COMMISSIONER ZUNIGA: Now all those four
19 things have to apply or just one of them?

20 MR. ZIEMBA: All four of those things have
21 to apply. The review team believes that they apply
22 in this instance, where we're dealing with some
23 potential real harm to the DA's office even in the
24 short-term.

1 CHAIRMAN CROSBY: Do I have a motion?

2 COMMISSIONER ZUNIGA: I think we should
3 move the granting of the waiver first, and on that
4 note, I will move that the Commission approve or
5 grant the waiver request as reviewed by the review
6 team and find that the Hampden County District
7 Attorney's Office be granted a waiver from their
8 regulations ability to the construction costs --

9 MR. ZIEMBA: Costs -- impacts occurring as
10 of the date of February 1st is the specific --

11 COMMISSIONER ZUNIGA: Impacts associated
12 with --

13 CHAIRMAN CROSBY: What he said.

14 COMMISSIONER ZUNIGA: Date of February 1st.

15 COMMISSIONER CAMERON: Second.

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

18 COMMISSIONER CAMERON: Aye.

19 COMMISSIONER STEBBINS: Aye.

20 COMMISSIONER ZUNIGA: Aye.

21 COMMISSIONER O'BRIEN: Aye.

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

24 COMMISSIONER ZUNIGA: Then I further move

1 that the Commission approve the recommendation from
2 the review team in the amount of \$125,000 for the
3 Hampden County DA's office as discussed here today.

4 COMMISSIONER CAMERON: Second.

5 CHAIRMAN CROSBY: Further discussion? All
6 in favor? Aye.

7 COMMISSIONER CAMERON: Aye.

8 COMMISSIONER STEBBINS: Aye.

9 COMMISSIONER ZUNIGA: Aye.

10 COMMISSIONER O'BRIEN: Aye.

11 CHAIRMAN CROSBY: Opposed? The ayes have
12 it unanimously.

13 Now we're to Lynn.

14 MR. ZIEMBA: Lynn. Lynn specific impact.

15 COMMISSIONER CAMERON: Again, I agree with
16 the committee that their request does not really
17 fit, and we not approve it at this time.

18 CHAIRMAN CROSBY: Anybody else?

19 COMMISSIONER ZUNIGA: I agree.

20 CHAIRMAN CROSBY: Do we have a motion?

21 COMMISSIONER CAMERON: I move that this
22 Commission deny the Lynn request for traffic
23 improvements as outlined in their request and as the
24 committee recommends.

1 CHAIRMAN CROSBY: Second?

2 COMMISSIONER ZUNIGA: Second.

3 CHAIRMAN CROSBY: Further discussion? All
4 in favor? Aye.

5 COMMISSIONER CAMERON: Aye.

6 COMMISSIONER STEBBINS: Aye.

7 COMMISSIONER ZUNIGA: Aye.

8 COMMISSIONER O'BRIEN: Aye.

9 CHAIRMAN CROSBY: Opposed? The ayes have
10 it unanimously.

11 MR. ZIEMBA: The next one is Springfield
12 Focus Springfield.

13 CHAIRMAN CROSBY: Questions? Comments?

14 COMMISSIONER CAMERON: Yeah, I'm a bit
15 confused over this one. I think what you are asking
16 us to do is just kind of reserve the money, and that
17 allows you to go back and have further conversations
18 which then you would come back to us with if there
19 is an appropriate plan from the City of Springfield
20 you come back to us with that?

21 MR. ZIEMBA: That's right. I think what
22 we're saying is that no grant would exceed that
23 300,000, but we would need to bring back to you a
24 plan for your consideration for any grant to

1 mitigate the potential consequences to the City of
2 Springfield from the disruption or loss of services.

3 MS. BLUE: You also have the ability to
4 simply deny their request for a grant. This grant
5 it's going to take a good deal of conversation with
6 the City of Springfield to try and work out
7 something that works. We, as Mr. Ziemba pointed
8 out, we do go back to each applicant. We ask them
9 questions. We asked for responses. I think we
10 still would need to have -- get more information
11 from the city, and we'd have to have significant
12 conversations with them to try to understand how
13 this might work.

14 So I think the commissioners have a choice.
15 We could simply say, no, this doesn't work under the
16 anti-aid amendment, and as it's been presented to
17 us, we would say no. We could suggest they come
18 back perhaps next year when maybe the impact is more
19 clear, or we could say staff potentially you could
20 work up to around \$300,000 if you can determine what
21 the impact is to the City of Springfield now, and
22 how those impacts might be mitigated using that
23 amount of money, but we would have to come back to
24 you with a proposal, and you would have to be

1 comfortable with that.

2 COMMISSIONER CAMERON: The city would not
3 be impacted now because Focus is not moving,
4 correct?

5 MS. BLUE: I think the earliest they would
6 move is March.

7 MR. ZIEMBA: That's correct. March 2019.

8 MS. BLUE: 2019. So it is also possible
9 that we defer this till next year when we have a
10 better understanding of, you know, when they're
11 going to move, how they're going to move, what
12 services are impacted. We recognize, as the
13 committee, that in order to move a function or
14 business like this, it does take some time and some
15 planning. That's why Focus applied this year. If
16 you recall, they applied similarly last year, but,
17 you know, we really don't know what all the impacts
18 are yet.

19 COMMISSIONER ZUNIGA: As an alternative,
20 perhaps, to the second option that you propose, we
21 could simply deny the waiver request; therefore,
22 signaling that 300,000 would be the maximum because
23 that's the only thing that they are willing to match
24 because that's what they have. That would be the

1 maximum that we could effectively approve at some
2 point. When they come back with a more fleshed out
3 process.

4 MS. BLUE: If they come back this year,
5 yes. Technically they could come back next year and
6 they might, in fact, have matching funds. They may
7 be able to get additional matches. They may have a
8 different proposal. So, I think this is
9 complicated. The committee wrestled with this
10 because we can see where there is potentially an
11 impact to the City, but we have this problem with
12 the anti-aid amendment where we certainly can't just
13 give money to Focus Springfield.

14 COMMISSIONER ZUNIGA: Or to the City to
15 give to Focus.

16 MS. BLUE: That's right.

17 COMMISSIONER ZUNIGA: You know, straight
18 up.

19 MR. ZIEMBA: I will notice pursuant to the
20 application in fairness to Springfield, Springfield
21 believes because of the difficulty of moving
22 something of this type, it would take eight to nine
23 months for a move to be accomplished. So that is
24 why they're pursuing the funds in this fiscal year,

1 if they had to move by that March date.

2 COMMISSIONER CAMERON: But the application,
3 as it stands, is not legal. That's our opinion.

4 MS. BLUE: We couldn't give the money to
5 Focus Springfield, and we believe the City would
6 have the same issue. We've asked the City that
7 question. You know, can you tell us how this would
8 work if you were to give the money for moving
9 expenses, and they discuss things like public
10 benefit, but we think the legal problem for the City
11 of Springfield is the same as the legal problem for
12 us.

13 COMMISSIONER STEBBINS: Let me ask a
14 question. So when we dealt with the valet program I
15 think John's creative skills went back and said, no,
16 this is not the appropriate way to do it. We ended
17 up getting the application from the City or from the
18 city's parking authority?

19 MR. ZIEMBA: It was initially from the
20 city's parking authority, and we asked the City of
21 Springfield to assume the application as its own
22 because no self entities could apply. So that's my
23 recollection.

24 COMMISSIONER STEBBINS: Okay. So in any

1 case, it looks like the best recommendation is if
2 the City, itself, applied to us for this money and
3 not have the application come from --

4 MR. ZIEMBA: No, for this application, this
5 is from the City. I thought you were referring to
6 the 2016 when we first thought of this. This is
7 from the City, and it would be for the Focus
8 Springfield. But this is from the City on behalf of
9 Focus Springfield.

10 I got confused there for a second. I
11 thought you were going down the line regarding how
12 we structured the Caring Health Center proposal
13 after much back and forth with the City of
14 Springfield and that situation. I can't recall
15 exactly who was the applicant, but we made sure that
16 it was Springfield applying.

17 COMMISSIONER STEBBINS: You know, I read
18 through the thoughtful memo and the anti-aid
19 provision to the constitution, and it's -- again,
20 I'm not professing to be a lawyer, but you have the
21 City of Springfield which is essentially the
22 recipient of monies from the cable company that pass
23 through the city to this one entity that provides
24 services to it. They don't disseminate the

1 services.

2 MR. ZIEMBA: No, I think there is a
3 provision with so called peg stations that the city
4 coffers directly don't have to receive the dollars
5 and then appropriate it because they do serve a
6 public purpose that funds can go instead of through
7 the city's treasury then to the public access, it
8 could go directly to them.

9 COMMISSIONER STEBBINS: Is there a contract
10 or an agreement between the City and the peg which
11 is Focus Springfield in this case?

12 MR. ZIEMBA: It is.

13 CHAIRMAN CROSBY: The contract is probably
14 with the cable company.

15 MR. ZIEMBA: Yeah.

16 CHAIRMAN CROSBY: And Focus.

17 MR. ZIEMBA: And the City because I know
18 that they have to approve the license for the cable
19 company.

20 MS. BLUE: I believe it is part of the
21 franchise agreement that the City enters into with
22 the cable company. So in order for the cable
23 company to receive the franchise, one of the
24 conditions is that they set aside, they usually bill

1 the initial station, and that they set aside
2 revenues from the contract to fund the station going
3 forward.

4 COMMISSIONER STEBBINS: Right. But it
5 seems to me there's only one similarity, and again,
6 I'm making some broad generalities here. Parking
7 authority is an offshoot of the City of Springfield,
8 manages parking operations. I'm struggling with
9 this cable group this isn't necessarily --

10 MS. BLUE: This is not an offshoot of the
11 City. Focus is a separate nonprofit entity. It's
12 not owned by the City. It's not related to the
13 City. It's an independent legal nonprofit. That's
14 part of the issue is that you cannot give money to a
15 nonprofit -- taxpayer money under the anti-aid
16 provision unless there was a statute that
17 specifically allows you to do that.

18 Our statute is limited to giving these
19 monies to governmental entities and entities that
20 are listed like the DA's office, and, you know,
21 certain educational institutions that are
22 governmental entities.

23 So that's why we couldn't give this money
24 directly to Focus Springfield. Neither really can

1 the City if we give it to the City because again,
2 it's not a governmental entity. It's not a city
3 entity. The best we can try to figure out is that
4 if this Focus Springfield had to move and the City
5 could somehow no longer receive the services it
6 currently receives from Focus and needed to replace
7 those services, we could help the City fund those
8 services, just the City itself.

9 CHAIRMAN CROSBY: Okay. I was sort of
10 going the same way I think that you were,
11 Commissioner, and although I am a lawyer, I'm the
12 least of the lawyers in this building, but as I was
13 reading Kerri's memo, I was thinking there was --
14 how well written I thought it was and really
15 interesting until I got to the end when I was
16 surprised where she came to the conclusion that she
17 came to.

18 Because it seemed to me that the critical
19 distinction was the distinction between aid to the
20 institution itself and aid to its public service,
21 and in the case of Focus Springfield, those two are
22 inseparable. It has no existence other than its
23 public service. It was set up to serve a public
24 service.

1 MS. BLUE: I think under the case law
2 that's not necessarily true. It is -- it provides a
3 lot of services besides what it provides to the
4 City. So while it does provide live streaming and
5 Internet access and things like that, it also
6 provides entertainment programming. It provides
7 arts programming. It gets to determine what
8 programming it provides. That's one piece of it.
9 The money that they are requesting here is not for
10 the use of providing those services. The money they
11 are requesting here is to move and build another
12 studio. So, you know, that's why we have been
13 trying to say, well, Springfield, if you had to go
14 out and replace these services and purchase them
15 some place else, potentially we could fund your
16 replacing those services.

17 CHAIRMAN CROSBY: The things that they're
18 providing are all things that were provided because
19 the City wanted there to be a public access channel
20 that would provide those things. It's not like it's
21 a private company that is out there doing a bunch of
22 things, and the City said we'll give you some money
23 to do a few things for us. The whole idea of public
24 access is purely a public access.

1 Anyway, it seems to me there is no function
2 of this organization other than its public service.
3 Ipso facto through its source of funding because it
4 was a public service that was made a precondition of
5 the license. So it would seem to me is there any
6 other -- I feel a lawyer over here nodding her head
7 and agreeing with you, so that tells me something.
8 Is there any point in getting any other read on
9 this? Is there any other entity?

10 MR. ZIEMBA: Well, our recommendation
11 builds in a requirement that Springfield go to the
12 Department of Revenue Division of Local Services
13 that has provided opinions on this matter in the
14 past as they're constructing any sort of an
15 alternative.

16 CHAIRMAN CROSBY: So there's an old letter
17 there, which is sort of a generic letter, but it's
18 worth framing the question, although the worst that
19 happens is they say no.

20 MR. ZIEMBA: Yep.

21 COMMISSIONER STEBBINS: But I think that
22 letter from DUR does lay out a path to I think
23 achieving the end that you are discussing in terms
24 of can't give the money directly to the nonprofit,

1 but if the City is procuring services from that
2 nonprofit, and again, there's only one that is
3 offering these services. It's a little confusing.

4 MS. BLUE: It's kind of a distinction
5 between procuring services and helping Focus to
6 move. Under the law, they're two separate kinds of
7 services.

8 CHAIRMAN CROSBY: But you're not saying we
9 couldn't give them money for services. You're
10 saying we can't give them money for anything.

11 MS. BLUE: Well, we can't --

12 COMMISSIONER O'BRIEN: No, if they tried to
13 go procure services from someone else, and the City
14 was paying for those, then it would violate the
15 anti-aid amendment. If it goes -- basically this
16 whole thing is being structured to try to salvage
17 Focus Springfield which is the exact reason the
18 anti-aid amendment exists. I'm struggling with the
19 fact that I don't know what I've seen is a solution
20 to the anti-aid amendment prohibition. The question
21 I have procedurally and maybe you can answer for me,
22 is when Focus Springfield came first for the money,
23 and it was told you cannot do this, were they also
24 instructed -- were people aware go to DLS get what

1 they have to say on this. I mean, is this the
2 second time that this group is hearing the direction
3 from us, you need to go to Division of Local
4 Services and get this taken care of?

5 MR. ZIEMBA: No. No, it's not. We've
6 never asked them to go to DLS. This is the first
7 time we would do that. The concern about the
8 constitutional provision has been voiced here at the
9 Commission level and by staff numerous times and
10 also within a lot of our local community mitigation
11 advisory committees and a subcommittee community
12 mitigation and we've raised this issue. There
13 actually was a representative of DORDLS at one of
14 those subcommittees, and we have been trying to get
15 advice on how things like this should be viewed by
16 us. Unfortunately this is a constitutional
17 provision that isn't often utilized. And it's
18 perhaps the level of expertise isn't as concrete
19 anymore.

20 COMMISSIONER O'BRIEN: So when they asked
21 for the money the first time and the Commission
22 declined --

23 MR. ZIEMBA: We never declined. Last year
24 we first noted that the application was premature

1 because MGM Springfield had continued the lease. So
2 they first came to us and they said hey we're about
3 to be evicted, and then sometime thereafter we heard
4 from MGM that no, we are going to actually extend
5 their lease. So we basically withdrew their
6 application because we said it's not right. They're
7 not actually being evicted at the current moment, so
8 then they reapplied for this funding grant.

9 COMMISSIONER ZUNIGA: But even then they
10 were thinking about the prospect of having to
11 relocate for which they needed money to go build out
12 their new space.

13 COMMISSIONER O'BRIEN: And what is the
14 prospect of them renewing for some period of time
15 where they are now?

16 MR. ZIEMBA: We don't know. We know that
17 both the City has expressed how important that
18 corner it is to the City to be a use that is
19 complimentary to the MGM Springfield facility. And
20 MGM certainly has told us that they are pursuing
21 tenants for that location. So we think it is highly
22 likely that Focus will have to move at some point.
23 I'm not sure if it will be as early as March of
24 2019, but we think that they will eventually have to

1 move.

2 COMMISSIONER ZUNIGA: I think this is a
3 building that MGM owns that initially was going to
4 be slated for demolition because there was going to
5 be a tower there and they changed, and I don't know
6 if they are going to hold onto this building because
7 now they don't need it. We just voted recently to
8 exclude all of the floors above the first floor
9 although Focus is on the first floor to exclude it
10 from the gaming establishment. It is conceivable
11 that MGM could sell it or hold onto it.

12 I think again in either case, Focus should
13 be going to MGM for, in my opinion, for
14 consideration, if they want them gone, they need to
15 help them build out wherever they are going.

16 CHAIRMAN CROSBY: On the other hand, you
17 know, things change. Somebody might have kicked
18 them out even if it was John Smith, a new landlord,
19 and they would have to figure out a way to move, so
20 that's the way of the world. We don't have an
21 obligation, and we have the right, but we certainly
22 don't have the obligation to fix it. Neither does
23 MGM. It's just sort of that's life.

24 COMMISSIONER ZUNIGA: Well, they have a

1 lease and they have some provisions.

2 CHAIRMAN CROSBY: That's why they get the
3 termination money. That's legit, but for anybody to
4 feel like -- if you got the goodwill, fine; but
5 there's no real business obligation.

6 John, is there anybody else besides DLS to
7 ask, like, would the general counsel of A&F be
8 somebody to ask or to get an opinion just to make
9 sure that there is no --

10 MR. ZIEMBA: I don't know.

11 MS. BLUE: I don't think so. You know, I
12 think if the City of Springfield wants to go
13 someplace to get an opinion, they are welcome to it.
14 I think DLS is the one that deals with this most
15 often and has the most experience with it. They
16 would be the ones that would be coming to a
17 municipality who they felt didn't comply with it.
18 So I mean, I think that's the best first place to
19 go.

20 CHAIRMAN CROSBY: Right.

21 COMMISSIONER ZUNIGA: Well, to me there's
22 enough questions about anti-aid provision and moving
23 pieces of the parties here to simply deny the
24 application at this point and let them either figure

1 out a timetable or a process or a mechanism really
2 or if the City wants to do this for them to seek
3 counsel, as to the process and sort of go from there
4 and they can come back anytime during the year.

5 MR. ZIEMBA: They wouldn't be able to come
6 back until after February 1st of next year.

7 COMMISSIONER ZUNIGA: For which we would
8 approve a waiver if they did.

9 MR. ZIEMBA: But I don't think we could
10 accept any application between now and February 1st
11 from them for any funding, and they have noticed us
12 about this eight to nine-month period for moving.
13 So if we denied it, in effect, that could cause some
14 rather significant difficulties for them.

15 COMMISSIONER ZUNIGA: Well, don't we have
16 the ability to grant waivers on our own regulations
17 and guidelines?

18 MS. BLUE: On this particular -- so this is
19 a statutory deadline, the February 1st. So on this
20 one, if you were to deny it outright, they would
21 need to come back next February and apply for
22 funding or propose whatever they wanted to propose.

23 CHAIRMAN CROSBY: I think what was
24 confusing to everybody was we are denying it, but

1 we're granting 300,000, which isn't what you're
2 saying, so everybody is saying this feels weird. It
3 may be we can accomplish both -- straighten that out
4 by not -- not denying it outright, but saying we
5 don't approve this, but we leave it open and
6 authorize the staff to talk. Putting the 300 is
7 kind of an artificial weird number that's a little
8 confusing, but the intention is clear, I think, on
9 the staff's part, and I think all of us are agreeing
10 that if we can come up with a mechanism which is
11 legal, we are very much open to the idea of helping
12 out within whatever our parameters are. So maybe
13 rather than say no but 300, we say no, but let's
14 leave it open and let staff discuss.

15 COMMISSIONER O'BRIEN: Is there a way to
16 defer?

17 MR. ZIEMBA: We can certainly hold on this.
18 We don't have to act on anything.

19 COMMISSIONER O'BRIEN: Why don't we defer
20 action. I mean that eight to nine months, they
21 should have a plan. We are already at that point
22 from February 1 to make that seem like it's too
23 late. They should already have a plan. So I don't
24 want to cut their legs out from under them, but it

1 doesn't seem to me like there's a viable application
2 in front of us.

3 MS. BLUE: We could definitely defer it.

4 CHAIRMAN CROSBY: Defer it. I agree.

5 COMMISSIONER STEBBINS: Defer, but I think
6 there is a message to be sent about the number that
7 we are targeting. There might be a chance that
8 other parties come up with more match, and we might
9 want to take that into consideration, but kind of
10 deferring the action and accepting the
11 recommendation as to where it is right now.

12 CHAIRMAN CROSBY: Do we need a motion to
13 defer?

14 MS. BLUE: I think that would be helpful,
15 yes, because last time we just sort of deferred it
16 by agreement, and then we got kind of far down the
17 road, and we had to come back to you and ask for a
18 final decision. So, I think if you would move to
19 defer it with the idea that staff will continue
20 conversations and come back to you if there is a
21 counterproposal or a better way to address it, that
22 would work.

23 COMMISSIONER ZUNIGA: So I'll take a stab
24 at that. Did you want to take a stab at it?

1 COMMISSIONER O'BRIEN: I would also -- I'd
2 like to defer it but with a status update maybe
3 three months out. Because to have it just -- I
4 don't want to be in the situation again where
5 nothing has happened, instead put some sort of
6 tickle on it so that Springfield when they come back
7 to us.

8 I would move that we defer the application
9 submitted by Springfield for relocation costs in
10 connection with Focus Springfield with the condition
11 that the mitigation group come back to us with a
12 status report within 90 days of today's hearing.

13 COMMISSIONER CAMERON: Second.

14 CHAIRMAN CROSBY: Further discussion? All
15 in favor? Aye.

16 COMMISSIONER CAMERON: Aye.

17 COMMISSIONER STEBBINS: Aye.

18 COMMISSIONER ZUNIGA: Aye.

19 COMMISSIONER O'BRIEN: Aye.

20 CHAIRMAN CROSBY: Opposed? The ayes have
21 it unanimously.

22 MR. ZIEMBA: And now for the final one of
23 the most difficult category, Springfield Valet
24 program. I do note Commissioners that I do -- we

1 have been executing a contract for the final portion
2 of the previous grants, and we can sign that up
3 today, the final signature to enable them to
4 continue through September. I just wanted to bring
5 to the Commission's attention that we had originally
6 anticipated that MGM Springfield would be open in
7 September time frame. They're going to be open
8 earlier. But we don't believe that it's in our
9 interest to limit the grant to that August date that
10 we can just grant the full amount of the previously
11 authorized amounts. That's how we constructed the
12 contract, so I just wanted to make sure that that
13 was okay with the Commission. I think it's not a
14 substantial period of time.

15 COMMISSIONER O'BRIEN: Sounds appropriate.

16 CHAIRMAN CROSBY: Sounds reasonable.

17 COMMISSIONER CAMERON: I agree with the
18 committee's recommendation here that the valet
19 program should not be continued.

20 COMMISSIONER ZUNIGA: Is that a motion?

21 CHAIRMAN CROSBY: Well, it seems it was
22 absolutely designed to be a mitigation for the
23 construction effects, no question about it, and the
24 operating presumption is that there won't be any

1 ongoing effects from construction for sure or that
2 the operation of the casino will have some kind of
3 comparable effects because, in part, because of the
4 available, but it's like a little bit like the
5 District Attorney. This is a matter of fact. You
6 know, either there is a problem or there isn't a
7 problem, and at the moment I think in anticipation
8 it seems reasonable to say there won't be, but if
9 there is, they can always come back and say, hey
10 something has happened. You know, and we could
11 think about it.

12 MR. ZIEMBA: So in terms of construction
13 period impacts because they were mindful of the
14 restriction and our regulations, they stated that
15 some ancillary development resulting from the casino
16 should be counted as construction-related impacts.
17 There are some hotels that are being anticipated,
18 non-MGM hotels. We believe at the review team that
19 that was not the type of construction-related impact
20 that was anticipated in the 2018 guidelines. There
21 is some potential for some construction-related
22 activity, and we know Dave's Retail will come online
23 at some point. We're not exactly sure what that
24 schedule would be, but we don't believe that that

1 project is going to cause rather significant cars in
2 the area. There could be some potential, but there
3 are other documents that guide that as well.

4 There's some parking that needs to be provided to
5 the neighborhood nearby, and as we mentioned at the
6 very beginning, after MGM is open, there is going to
7 be a very big garage that is available for parking
8 for folks in the neighborhood. It is a little bit
9 further away from Caring. I think we had pointed
10 and the rest of the neighbors. We pointed out that
11 valet does serve and helps with some of them, some
12 of the patients that go to Caring, but there is a
13 little bit further away a few more blocks down the
14 road the parking garage.

15 COMMISSIONER STEBBINS: I would view the
16 additional construction as actually a good thing.
17 It's kind of one of the economic benefits.

18 COMMISSIONER ZUNIGA: Yes, that's what we
19 were hoping for.

20 COMMISSIONER STEBBINS: We were hoping for.
21 But that aside I do think -- I do hope that some of
22 the local authorities decide to figure out how they
23 are going to address the increased need, the MGM
24 parking garage is only kind of one solution to it.

1 It would be great if some local planning was going
2 on trying to figure out some long-term solutions as
3 we realize whatever impacts there are.

4 MR. ZIEMBA: And one thing to note is that
5 we review our guidelines every year, and next year
6 we will be reviewing what type of operational-
7 related impacts should be funded, so we'll engage in
8 those discussions almost immediately after we get
9 through these grants.

10 COMMISSIONER STEBBINS: Okay.

11 COMMISSIONER CAMERON: So, Mr. Chair, I
12 move that this Commission deny the application of
13 Springfield for the continuation of the valet
14 program until 2019.

15 COMMISSIONER STEBBINS: I second.

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

18 COMMISSIONER CAMERON: Aye.

19 COMMISSIONER STEBBINS: Aye.

20 COMMISSIONER ZUNIGA: Aye.

21 COMMISSIONER O'BRIEN: Aye.

22 CHAIRMAN CROSBY: Opposed? Ayes have it
23 unanimously.

24 MR. ZIEMBA: All right. We'll move on to

1 one that hopefully will be a little bit easier. We
2 have transportation planning grants. Commissioners,
3 as you know, pursuant to the 2018 guidelines, the
4 Commission authorized transportation planning grants
5 for certain transportation planning activities. The
6 planning project must be clearly related to
7 addressing transportation issues or impacts directly
8 related to the gaming facility, and then we specify
9 that eligible planning projects must have a defined
10 area or issue that will be investigated as well as a
11 clear path for implementation of the results.

12 The City of Attleboro requests funding for
13 a traffic study to identify improvements for Route
14 1, 1A, and Route 123 as a result of operations at
15 the Plainridge Park Casino.

16 The review team recommends approval of the
17 use of Attleboro's reserve for this purpose. The
18 grant documents will specify that Attleboro must
19 seek the Commission's staff approval prior to the
20 implementation of any measures. The review team
21 believes that the increase in traffic shown by
22 Attleboro sufficiently justifies further traffic
23 study.

24 Boston, the City of Boston is requesting

1 funds to cover costs associated with the engineering
2 and design services for the reconstruction of
3 Sullivan Square, Rutherford Ave. and Charlestown.
4 The review team believes that Boston's application
5 meets all of the criteria specified in the
6 transportation planning grants. The review team
7 strongly agrees that Boston's review of the design
8 for the Sullivan Square, Rutherford Ave.
9 improvements is clearly related to the
10 transportation issues or impacts directly related to
11 the gaming facility.

12 Both the Encore Boston Harbor improvements
13 to Sullivan Square required under the applicable
14 MEPA Section 61 Findings and a review of Boston's
15 longer term designs for the area have been
16 significant considerations in the Commissioner's
17 ongoing review of the Encore Boston Harbor project
18 and the license conditions. Therefore, we recommend
19 that the Commission fund this request.

20 Everett Somerville joint transportation
21 application. The cities of Everett and Somerville
22 are requesting funding for the design of a connector
23 to the assembly row MBTA Station. This connector
24 would enable access over the tracks to the station

1 from the Draw Seven Park in Somerville. In tandem
2 with the proposed bike and pedestrian bridge across
3 the Mystic River, exciting new transit connections
4 could be made to the City of Everett and the Encore
5 Boston Harbor Casino.

6 The review team was unanimous in its
7 support for this application. The review team felt
8 this is exactly the type of project envisioned for
9 the use of Transportation Planning Funds.

10 Chelsea Transportation. The City of
11 Chelsea seeks funds for a hundred percent design
12 engineering of Beacham Williams Street corridor.
13 The review team recommends that the Commission
14 provide full funding as this application meets all
15 the criteria. The review team was excited to learn
16 that as a result of a previously-awarded community
17 mitigation fund grant, the City was able to secure a
18 three million dollar economic development
19 administration grant to assist the city in this
20 project, and the City is also dedicating more money
21 itself to the planning activities.

22 Medford Transportation. The city of
23 Medford is requesting funding for a survey,
24 completion of documents, and permitting for the

1 South Medford Connector, a pedestrian and bike trail
2 in the region.

3 The review team recommends that the
4 Commission provide the funding requested which
5 builds upon the Commission's prior grant.

6 Revere and Saugus plan to use \$150,000
7 granted in 2017 for the services of a transportation
8 consultancy firm and 275,000 to fund a preliminary
9 conceptual design of actions to advance the Route 1
10 improvement project in regard to the Route 1 Route
11 99 Corridor. The joint applicant sought to
12 accelerate the work of the consultancy firm and
13 requested an additional \$150,000 for the firm for
14 the upcoming year.

15 As the funding for the first year, the
16 planning services remains available. The review
17 team does not recommend the acceleration proposed by
18 the joint applicants. Instead of accelerating last
19 year's funds and authorizing additional funds now,
20 the review team believes that the existing funding
21 could be utilized during the upcoming year.

22 The review team recommends funding of
23 275,000 for the Route 1 improvements subject to
24 conditions detailed in the analysis by the review

1 team.

2 West Springfield Transportation. West
3 Springfield seeks funding for a professional
4 engineering consultant to collect data, analyze, and
5 design improvements to Route 20 intersections. The
6 review team recommends this application as it
7 complements the work authorized in the 2017
8 Commission award.

9 Those are the summaries for the
10 transportation items.

11 COMMISSIONER STEBBINS: John, one question
12 on the West Springfield piece. As you pointed out,
13 they're kind of tackling Route 20 in chunks. Part
14 of this application looks at addressing the Route 20
15 rotary before you hit the north end bridge. Is that
16 part of any remediation work that MGM had to
17 undertake in terms of traffic? I remember some
18 plans to realign stuff at the rotary.

19 MR. ZIEMBA: Joe, can tell you there are
20 some improvements, right over the bridge to some of
21 in the infrastructure. It's mainly sidewalk work
22 and ADA compliance, but the main focus of the
23 mitigation required for West Springfield involved
24 Memorial and Memorial bridge connector. This area

1 was not a focus of the mitigation award, and we
2 authorized funds for this important corridor last
3 year noting that a significant percentage of the
4 traffic traveling to MGM Springfield will come from
5 Route 20 points north over the bridge. Also there
6 is some important pedestrian and bike connections.

7 Once you go over the north end bridge,
8 there's a riverwalk area that connects directly to
9 the facility, so not only will this be important to
10 improving motor vehicle potential impacts, but it
11 would help with the mode share goals of the
12 facility.

13 COMMISSIONER STEBBINS: But MGM didn't have
14 any requirements under Section 61 to that rotary at
15 all?

16 JOE: No. MassDOT had done some restriping
17 there themselves ahead of that, so that essentially
18 took care of that issue.

19 COMMISSIONER ZUNIGA: Can I just ask, so
20 the only recommendation for your eliminating one of
21 the requests or partially one of the from Revere and
22 Saugus.

23 MR. ZIEMBA: So, we didn't recommend full
24 funding the Revere Saugus application, but we did

1 recommend \$275,000 in funding.

2 COMMISSIONER ZUNIGA: And remind me again.
3 I know you mentioned this. You are not recommending
4 the \$150,000 in funds for a planner?

5 MR. ZIEMBA: In essence. So it would
6 represent the second year's funding of the
7 transportation planning activities that we funded in
8 this year, because we think that the \$150,000 should
9 be -- could be directed throughout the course of the
10 year for those activities.

11 COMMISSIONER ZUNIGA: Okay.

12 CHAIRMAN CROSBY: If we don't have any
13 objections -- does anybody have any objections to
14 any of these? Let's go for them all en masse.
15 Let's go for it.

16 COMMISSIONER CAMERON: Mr. Chair, I
17 recommend the Commission approve all the
18 recommendations for the transportation planning
19 applications as outlined by the Committee;
20 Attleboro, Boston, Chelsea, Everett, Somerville,
21 Medford, Revere, Saugus, and West Springfield.

22 COMMISSIONER STEBBINS: Second.

23 CHAIRMAN CROSBY: Any discussions? All in
24 favor? Aye.

1 COMMISSIONER CAMERON: Aye.

2 COMMISSIONER STEBBINS: Aye.

3 COMMISSIONER ZUNIGA: Aye.

4 COMMISSIONER O'BRIEN: Aye.

5 CHAIRMAN CROSBY: Opposed? That was quick.

6 MR. ZIEMBA: So next up, Commissioners,
7 are the workforce development pilot program grant
8 applications. Just by way of background in this
9 past year's guidelines, we authorized funding for an
10 aid program in eastern region and region A and a
11 program in the western region, region B. Our goal
12 was to have a consolidated application funded of
13 300,000 in each region. We have a consolidated
14 application in a western region. We received two
15 different applications in the east region, but the
16 review team found merit in the approaches and, given
17 the immediacy of the potential opening of the Encore
18 Boston Harbor Facility, it did make recommendations
19 to move forward with portions of one of the
20 applications and funding for the other application.

21 But let me turn it over to Jill for the
22 rest of this.

23 MS. GRIFFIN: Sure. So the Workforce
24 Development Program was developed to provide

1 interested residents in the gaming region the
2 ability to obtain academic and occupational
3 credentials needed to most in the most in demand
4 occupations related to the gaming industry.

5 Additionally, it was established to assist
6 the underemployed for unemployed to either get a GED
7 or adult basic education, which would position them
8 to get future jobs either in the industry or help
9 with the backfilling. So, I'm going to start
10 actually with region A. We, the staff, made it
11 clear that we anticipated one collaborative
12 application. We spoke to both applicants, but as
13 John said we got two.

14 So the Metro North Regional Employment
15 Board requests \$300,000 to fund the continuation of
16 several programs, including their culinary training
17 program run by the New England Center for Arts and
18 Technology and also a continuation of their
19 community engagement outreach and career advising.
20 They call this the Casino Career Advisors. This is
21 a group that has been meeting quarterly with Encore
22 Boston Harbor and include mostly in kind staff from
23 the Cities of Everett, Chelsea, Malden, Cambridge
24 Somerville, Boston and one-stop career centers as

1 well and Metro North Boston.

2 And they're proposing a continuation of
3 that, and also the expansion to other cities. They
4 meet with high-level staff at Encore. They hear
5 about more information about the jobs, and they are
6 able to spread the word.

7 Some new components of this program, the
8 English for employment classes, English for Speakers
9 of Other Languages that specifically contextualize to
10 the hospitality industry, that vocabulary and
11 focused on employment outcomes.

12 Additionally, job readiness training,
13 preparation such as resume writing, interviewing
14 skills, workplace communication, and the soft
15 skills, and program management to support all of the
16 above.

17 So the recommendation by the committee --
18 the Committee was all in agreement and recommended
19 that the Commission approve \$300,000 for the Metro
20 North Casino Careers Consortium. There is one
21 concern, regarding making sure that the ESOL the
22 English classes be granted to experienced and high
23 performing providers in a timely manner. That's
24 something that an MGC staff will work with the

1 regional employment board to ensure that those
2 concerns are addressed.

3 Additionally, as a condition of funding,
4 the Committee would like to recommend that the Metro
5 North Regional Employment Board meet with the other
6 regional employment board grant applicant to further
7 discuss concrete areas for collaboration. They came
8 in as two separate applicants. We'd like further
9 communication regarding this. So that's the Metro
10 North Regional Employment Board.

11 Next the Private Industry Council. The
12 Boston Private Industry Council requests 300,000.
13 And this was a totally new application. So most of
14 these efforts are new. The Committee had concerns
15 about this application, but found some innovative
16 aspects, but I'll just review kind of the request.

17 They requested funding for hospitality
18 classes also contextualized for hospitality. They
19 requested funding for a staff physician and casino
20 career navigator to manage the day-to-day aspects of
21 the project and also to be this liaison between
22 Encore Boston Harbor and other employers.

23 They also requested funding for upskilling
24 of housekeepers, current employees in the

1 housekeeping industry, teaching them kind of the
2 Wynn Boston Harbor way, giving them resume and
3 interviewing skills.

4 Community supports, this is funding to
5 provide local support to ensure that residents in
6 some of the areas of higher unemployment that these
7 residents enter the pipeline and get the support and
8 encouragement they need to continue, and connect --
9 better connect kind of disengaged individuals into
10 the traditional workforce system.

11 The Committee actually found this to be
12 very innovative and wants to support this area with
13 some conditions.

14 Gaming scholarships. The group requested
15 funding for 35 scholarships and funding for 12 high
16 school students to have part-time employment for six
17 months and class to introduce folks or kind of
18 expose them to the potential of the culinary
19 industry.

20 So the Committee actually had some
21 concerns. They agreed that the application
22 contained some really strong components, including
23 the occupational training in gaming and hospitality
24 as well as the English for hospitality class. And

1 they also recognized using volunteers for community
2 mentoring and support, to outreach for the purposes
3 of workforce development was innovative and has
4 potential for engaging those who are disconnected
5 from the workforce system.

6 We saw little -- we saw some issues in
7 Western Mass about this, and we thought this could
8 be a really interesting solution. So although the
9 review team agreed with the Community Support
10 Strategy was innovative, they asked for supplemental
11 information regarding measurable goals. The
12 Committee felt that this was an area that needed
13 further development regarding clear specific goals
14 and reporting for that strategy.

15 The Committee is concerned that the
16 strategy is very broad, and focused on many strands
17 of work. So the Committee is recommending a
18 reconfiguration of funding.

19 So, for example, the funding recommendation
20 is as follows: \$300,000 and funding as requested
21 for the English for Hospitality Classes; funding as
22 requested for the Community Supports for the six
23 community-based organizations to provide services
24 and mentoring and outreach. We recommend revisions.

1 We actually recommended funding 50 gaming
2 scholarships rather than 38, so a significant
3 increase, an increase of 16,500.

4 We recommend funding 25 slots invests
5 preapprentice program. That's an increase of
6 funding to \$125,000 redirected from 21,600, rather
7 than upskilling current houseworkers actually
8 getting new folks into the industry.

9 And we noted the Private Industry Council's
10 overhead, the areas in question that we wanted to
11 talk to the applicant about because we actually have
12 not had this conversation, but the 25 or the 20,000
13 estimated for the debt of management we want to
14 understand that more and the marketing.

15 We recommend denials for the casino career
16 navigator position, the future chefs, and the
17 upskilling of the current housekeepers and the
18 advisory committee funding.

19 The Committee thought that the casino
20 navigator position as it was agreed the work -- or
21 should be denied as it was agreed that the work
22 could potentially being accomplished utilizing
23 existing staff and other resources. Given Encore
24 Boston Harbor's commitment to establish neighborhood

1 satellite career centers and to hold outreach
2 sessions throughout their host and surrounding
3 communities. The committee recommended shifting the
4 funding to best preapprentice program, because we
5 believe that this will maximize impact allowing more
6 individuals without existing experience an
7 opportunity to begin rewarding hospitality careers.

8 So, with that I guess I'll stop and see if
9 you have any questions.

10 CHAIRMAN CROSBY: They originally requested
11 300, and you're saying yes to the 300, but you moved
12 it around.

13 MS. GRIFFIN: Exactly.

14 CHAIRMAN CROSBY: So it's a different 300.
15 Okay.

16 COMMISSIONER CAMERON: You feel like,
17 although you say right up top, there is only 300,000
18 for each region, you found both of these strong
19 enough and it's a big enough region to have both of
20 these applications move forward?

21 MS. GRIFFIN: We found the need to be so
22 great in region A that we thought we should
23 reconsider one of the applications, and with some
24 revisions, we thought that we could work with the

1 applicant and ensure that it is strengthened.

2 COMMISSIONER STEBBINS: I think also, Jill,
3 and correct me if I'm wrong, regional employment
4 boards covers specific geographic territories, and
5 Metro North does great work, but unfortunately they
6 don't come to the City of Boston. So it would be
7 almost excluding any kind of workforce development
8 work within the City of Boston by not having an
9 applicant that we could work with, right?

10 MS. GRIFFIN: That's right. And Boston we
11 know is important, as a large region so we thought
12 that would be important too.

13 COMMISSIONER ZUNIGA: This morning,
14 Director, we heard a lot about the tight labor
15 market and you mentioned briefly here some of the
16 efforts for recruiting new people, but how does that
17 all tie together in your estimation?

18 MS. GRIFFIN: Well, many of the partners
19 that were mentioned are actually part of both
20 proposals. And I would say that both -- the
21 entities in both proposals, the groups that are
22 mentioned had been partners in working with Encore
23 Boston Harbor for quite sometime. And this honestly
24 gives them the resources maybe to expand their work

1 and formalize their work.

2 CHAIRMAN CROSBY: You referred to some of
3 the money from the pick going to gaming
4 scholarships. Is that scholarships to the 1100
5 dollar program we were just talking about this
6 morning?

7 MS. GRIFFIN: That's right.

8 CHAIRMAN CROSBY: So there's like 80
9 scholarships.

10 MS. GRIFFIN: Encore funded 50, and this
11 would be an additional 50.

12 CHAIRMAN CROSBY: Oh, 50, so there's a
13 hundred. Are those full scholarships?

14 MS. GRIFFIN: Or just under. What did I
15 say?

16 CHAIRMAN CROSBY: So they're full
17 scholarships.

18 MS. GRIFFIN: That's right.

19 CHAIRMAN CROSBY: So we already have a
20 hundred of those that are fully paid.

21 MS. GRIFFIN: That's right.

22 COMMISSIONER STEBBINS: I have to add I
23 think it's pretty unique between these two
24 applications, if they're both approved, that

1 leveraging additional financial resources in kind
2 contributions, both proposals together will amount
3 to close to a million dollar workforce development
4 program in the Greater Boston area for addressing
5 the needs of the gaming industry. That's pretty
6 amazing.

7 MS. GRIFFIN: Commissioner, that's really
8 significant given the limited funds in this area.
9 That's a really good point.

10 CHAIRMAN CROSBY: We've already focused on
11 this. Does somebody want to speak -- have a motion
12 relative to --

13 COMMISSIONER ZUNIGA: I'll move that the
14 Commission approve all three Workforce Development
15 applications in the manner that they were adjusted
16 by the review team here today for the Boston Private
17 Industry Council, the Holyoke College, and the Metro
18 North Regional Employment Board.

19 CHAIRMAN CROSBY: She didn't cover Holyoke.

20 MS. GRIFFIN: We just talked about Region
21 A.

22 COMMISSIONER ZUNIGA: Strike that. I'll
23 move that the Commission approve the Boston Private
24 Industry Council as well as the Metro North Regional

1 Employment Board applications as discussed and
2 modified by the review team here today.

3 COMMISSIONER CAMERON: Second.

4 CHAIRMAN CROSBY: Further discussion? All
5 if favor? Aye.

6 COMMISSIONER CAMERON: Aye.

7 COMMISSIONER STEBBINS: Aye.

8 COMMISSIONER ZUNIGA: Aye.

9 COMMISSIONER O'BRIEN: Aye.

10 CHAIRMAN CROSBY: Opposed? The ayes have
11 it unanimously.

12 MS. GRIFFIN: So perhaps Commissioner
13 Zuniga is signaling his support of Region B.

14 COMMISSIONER ZUNIGA: I was. A need for a
15 break, too.

16 CHAIRMAN CROSBY: We'll break right after
17 Region B.

18 MS. GRIFFIN: I'll make my summary short.
19 So you have already approved funding for gaming
20 scholarships earlier. We took that out. We
21 expedited that. Additionally, there is a new line
22 cook training that is involved in this program, and
23 this is really exciting, and it expands the culinary
24 training to Springfield in addition to Holyoke. So

1 utilizing the vo-tech school and STCC Community
2 College, so additional opportunities for people to
3 get trained in many culinary -- hundreds of culinary
4 jobs at MGM.

5 They're proposing to extend the City of
6 Springfield's literacy and math GED and HiSET
7 program. They are also proposing an extension of
8 the Hampden Prep. That's the Springfield Technical
9 Community College accelerated high school diploma
10 program, and I think that's it.

11 So we're recommending full funding at
12 300,000. There is one change is that we are
13 recommending that \$10,000 that was originally
14 requested for the needs assessment be repurposed for
15 additional gaming scholarships.

16 COMMISSIONER ZUNIGA: So you are
17 recommending the 300,000, but 60 we had already
18 approved?

19 MR. ZIEMBA: That's correct.

20 MS. GRIFFIN: They already have 60, so that
21 would be included.

22 CHAIRMAN CROSBY: Okay. Do we have a
23 motion?

24 COMMISSIONER CAMERON: Yeah, I move that we

1 approve the application of Holyoke Community College
2 for \$240,000 added the additional 60 that we already
3 approved with the modification as outlined by
4 Director Griffin.

5 COMMISSIONER ZUNIGA: Second.

6 CHAIRMAN CROSBY: Further discussion? All
7 in favor? Aye.

8 COMMISSIONER CAMERON: Aye.

9 COMMISSIONER STEBBINS: Aye.

10 COMMISSIONER ZUNIGA: Aye.

11 COMMISSIONER O'BRIEN: Aye.

12 CHAIRMAN CROSBY: Opposed? The ayes have
13 it unanimously. We'll take a quick break and come
14 back to non-transportation.

15 (A short recess was taken.)

16 CHAIRMAN CROSBY: We are reconvening Public
17 Meeting No. 244. We are back to Ombudsman Ziemba. I
18 have something at 4:00, so I'll be slipping out
19 around 3:30 or a little thereafter, but Commissioner
20 Zuniga will pick up for me.

21 MR. ZIEMBA: Commissioners, we now begin
22 the review of the nontransportation planning grants.
23 Up first is Everett. The City of Everett proposed a
24 wayfinding system to connect visitors to the Encore

1 Boston Harbor facility to other parts of Everett.
2 The review team does not recommend that the
3 Commission authorize at this time as it involves
4 transportation planning and because of questions
5 about how funding for the project would be made
6 available. The review team noted that Everett
7 requested the maximum transportation planning award.
8 The review team did note that Everett did
9 demonstrate important economic development
10 objectives in its proposal.

11 I noticed that we meant to include some of
12 the further detail from Everett's response in our
13 memo, but for some reason the version that is on the
14 web page now is absent, some of those additional
15 details. So make sure that the Commission has the
16 full benefit of what we intended the Commission to
17 know. I'm just going to give a little more detail
18 regarding the benefits of this proposal.

19 So we asked Everett to please respond to
20 our request of why this is not a transportation
21 planning item, and why an economic development
22 purpose should be viewed as the more predominant
23 purpose of the grant, and they responded that a
24 successful wayfinding system is much more than a

1 collection of visual signs. They are a requisite
2 piece of a larger puzzle that will help shape a
3 community's brand relative to economic community
4 development.

5 Looked at through the context of design
6 wayfinding establishes image vitality by way of
7 memorable reenforcement of civic or institutional
8 identity. Our greatest cities and regions around
9 the world exhibit this visual energy with
10 exuberance. Smaller towns and cities like Everett
11 can also embrace their own community branding.

12 And as the world becomes more and more
13 urbanized, there is a clear need for a city or town
14 to find ways to differentiate itself to bolster its
15 visible distinction for the sake of projecting an
16 individual character and public character defining
17 and character building contributes to perceptions of
18 civic pride and pride of place.

19 So within this context, the review team did
20 find that Everett put forth very viable economic
21 development purpose; namely, to try to connect our
22 visitors to the Wynn facility to other areas of the
23 City of Everett, but it did also note that the
24 regulations -- excuse me the requirements and the

1 guidelines specifically we created a
2 nontransportation planning category for a reason,
3 and this creation of signs and a wayfinding system
4 didn't involve transportation planning and design.
5 Indeed, most transportation projects do have a dual
6 purpose of transportation and economic development.
7 We were planning this particular category for more
8 nontransportation planning activities. This had
9 that dual purpose. So even though we found a good
10 deal of merit in the activities that Everett was
11 proposing, we did not feel that we could recommend
12 this for your approval.

13 CHAIRMAN CROSBY: John, just sort of as a
14 matter of principle, it's not really dealing with --
15 never mind that it's transportation planning, but
16 it's not really dealing with an impact. It's kind
17 of building on the positives. Is that the kind of
18 thing that you would think would fall under our --

19 MR. ZIEMBA: Yeah.

20 CHAIRMAN CROSBY: It's more like the kinds
21 of things the Commissioner Stebbins has been talking
22 about to come out of the Gaming Economic Development
23 Fund, I would think.

24 MR. ZIEMBA: Well, it's similar, but when

1 we created the planning grants both in the Community
2 Mitigation Fund reserve also the transportation
3 planning reserve, and this category. We anticipated
4 that the communities could both to promote -- to try
5 to remedy specific impacts with funding through the
6 reserve, or to try to capture opportunities that may
7 arise from the facilities, and when we've had this
8 conversation in previous years regarding that, the
9 opportunity creation is the flip side of mitigation.
10 So by creating further economic opportunities,
11 you're helping to also mitigate potential harms of a
12 decrease in economic activity from the facility, but
13 you are doing it in a preventive fashion, rather
14 than a reactive fashion.

15 CHAIRMAN CROSBY: Okay. So you would
16 consider this consistent?

17 MR. ZIEMBA: Yeah, it is consistent with
18 our planning activities. The only thing that we did
19 also mention was that there is a significant expense
20 for the wayfinding system up to 500,000, and Everett
21 did note some potential sources including city
22 capital dollars for those, but it didn't seem to us
23 that they were immediately ascertainable whether
24 those would be available to actually create the full

1 wayfinding system.

2 CHAIRMAN CROSBY: Okay.

3 MR. ZIEMBA: Malden. The City would like
4 to engage a planning consultant to assist in the
5 completion of specific Broadway corridor framework
6 plan that will enable Malden to develop an action
7 plan related to land use and economic development as
8 they relate to gaming facility-related impacts on
9 this important corridor that connects down to the
10 facility.

11 The review team recommends that the
12 Commission provide the funding requested.

13 Revere. Revere seeks funding for the
14 continuation of a consultant to focus on better
15 positioning the City for economic development
16 opportunities that will result from the Encore of
17 Boston Harbor project. This would represent the
18 second year of this funding. The review team
19 recommends the Commission provide the funding
20 requested.

21 Saugus. Saugus is requesting funding to
22 connect the Northern Strand Community Trail to the
23 future Saugus Riverwalk. The review team recommends
24 not approving this application as transportation

1 planning is ineligible for this funding. The review
2 team noted that Saugus and Revere applied for the
3 maximum transportation planning grant. We do
4 recognize that the riverwalk offers a really good
5 opportunity for Saugus to be competitive once the
6 facility opens.

7 West Springfield. West Springfield is
8 requesting funding for an architectural and
9 engineering consultant to conduct a police facility
10 needs assessment and location study. The review
11 team recommends that the Commission approve this
12 application. The town demonstrated that it may be
13 experiencing space difficulties due to the hiring of
14 police officers directly hired for the purpose of
15 the new MGM Springfield facility.

16 That is the sum of the applications in this
17 category.

18 CHAIRMAN CROSBY: Comments? Questions?

19 COMMISSIONER ZUNIGA: John, remind me the
20 Malden Broadway corridor, this is the second year
21 that we're also pointing something similar in that
22 city?

23 MR. ZIEMBA: Similar. This is a different
24 corridor. Joe can give you a little more detail on

1 the geographic location. It's a little bit somewhat
2 south of the location, and there's a number of
3 different potential business needs in that area. I
4 think there's some industrial activities, and I
5 think what they'd really like to do is figure out
6 how to make the corridor connections a lot more
7 beneficial to Malden to get increased opportunities
8 from Encore Boston Harbor facility.

9 COMMISSIONER ZUNIGA: But is it fair to say
10 that they are both along the same lines of what we
11 funded before just in different areas?

12 MR. ZIEMBA: Yep. We funded -- in the past
13 we funded a planning activity to move forward in
14 analyzing other opportunities and to get businesses
15 within Malden more information about how they can
16 organize to get more business from the Encore Boston
17 Harbor Facility. This is more designed to take a
18 look at the planning that might be necessary for the
19 corridor, more akin to similar activities that we
20 looked at down in the Plainridge area for Wrentham
21 where they took a look at the whole corridor to see
22 what they needed to do for planning, and we have an
23 offshoot of that this current year where they want
24 to then take that in turn into the zoning

1 regulations that will help them encourage business.

2 CHAIRMAN CROSBY: Okay. Anything else?
3 Anybody object to any of these?

4 COMMISSIONER CAMERON: Should we do two and
5 two, one would be the denials and one would be the
6 approvals?

7 CHAIRMAN CROSBY: Yeah, sounds good.

8 COMMISSIONER CAMERON: I'll start,
9 Mr. Chair. I move that the Commission deny Everett
10 and Saugus applications as they do not meet the
11 requirements of the nontransportation planning
12 grants.

13 COMMISSIONER STEBBINS: Second.

14 CHAIRMAN CROSBY: Further discussion? All
15 in favor? Aye.

16 COMMISSIONER CAMERON: Aye.

17 COMMISSIONER STEBBINS: Aye.

18 COMMISSIONER ZUNIGA: Aye.

19 COMMISSIONER O'BRIEN: Aye.

20 CHAIRMAN CROSBY: Opposed? The ayes have
21 it.

22 COMMISSIONER CAMERON: Secondly, I move
23 that the Commission approve the Malden, Revere, and
24 West Springfield applications as they do meet the

1 requirements.

2 CHAIRMAN CROSBY: Second?

3 COMMISSIONER ZUNIGA: Second.

4 CHAIRMAN CROSBY: Further discussion? All
5 if favor? Aye.

6 COMMISSIONER CAMERON: Aye.

7 COMMISSIONER STEBBINS: Aye.

8 COMMISSIONER ZUNIGA: Aye.

9 COMMISSIONER O'BRIEN: Aye.

10 CHAIRMAN CROSBY: Opposed? The ayes have
11 it unanimously.

12 MR. ZIEMBA: Okay. Commissioners, reserve
13 planning and tribal gaming and technical assistance
14 grants. I now provide you with just a little bit of
15 an overview of the reserve request. As you are
16 aware, we have established a hundred thousand dollar
17 reserves to 28 communities totaling \$2.8 million,
18 unlike our annual funding rounds where applicants
19 must apply by February 1st of each year, communities
20 may apply for the use of reserves on a rolling
21 basis. Once these needs are identified, pursuant to
22 our guidelines, reserves may be used to cover
23 specific impacts in 2018 or thereafter, and reserve
24 may be used for planning even if it determined how

1 to achieve further benefits from a facility or to
2 avoid or to minimize any adverse effects.

3 Holyoke Reserve. Holyoke seeks funding for
4 economic development focusing on Holyoke as a
5 destination as opposed to some of the challenges
6 they anticipate from the MGM Springfield facility.
7 The review team believes that Holyoke has complied
8 with requirements under the mitigation fund
9 guidelines, funding for the tourism plan, similar to
10 other plans that have been approved by the
11 Commission would require submission to the
12 Commission staff for approval before they move
13 forward with the aspects of the implementation of
14 the tourism plan.

15 Wrentham. Wrentham reserve. This would be
16 the creation of the zoning regulations for the town
17 following the comprehensive land use transportation
18 and marketing study in the corridor which used
19 50,000 of the Wrentham's reserve in 2017.

20 The review team believes that Wrentham has
21 complied with the requirements under the mitigation
22 guidelines and recommends this request.

23 Southeast Regional Planning and Economic
24 Development District, SRPEDD, anticipates planning

1 request for studies to assist communities in
2 geographic proximity to the potential tribal gaming
3 facility in Taunton with regard to traffic capacity
4 and operational impacts should the construction of
5 the tribal gaming facility move forward.

6 The review team proposes that the
7 Commission grant a continuation of the 200,000 for
8 such technical assistance program. In order to
9 activate this reserve such determination regarding
10 Taunton's potential construction would first need to
11 be made by the Commission.

12 So in other words, the Commission would
13 have to take action to activate this reserve should
14 it determine that the tribal facility would move
15 forward, but until that time, no funds would be made
16 available under the reserve to SRPEDD.

17 The review team recommends that the
18 commission would review the details of any such
19 program at any future date should such a
20 determination be made.

21 So with that as a summary, I welcome any
22 questions on these items.

23 COMMISSIONER ZUNIGA: So the SRPEDD reserve
24 we approved before and they have not used. We just

1 come back and approve every year essentially.

2 MR. ZIEMBA: That's right. We don't count
3 their money actually towards our available funding
4 because it was already included in what we reserved.
5 So this is just a continuation of that reserve until
6 such time that we deem that the tribal facility
7 would not move forward.

8 COMMISSIONER ZUNIGA: Did we ever fund
9 anything for the Brockton proposal for the same
10 region?

11 MR. ZIEMBA: Well, there was a -- it's hard
12 for me to remember if --

13 COMMISSIONER ZUNIGA: Is it also SRPEDD?

14 MR. ZIEMBA: It was SRPEDD, but unlike that
15 one, there was the regular --

16 COMMISSIONER ZUNIGA: Community process --

17 MR. ZIEMBA: Technical assistance grants
18 program.

19 COMMISSIONER ZUNIGA: Yes, yes, sorry.

20 MR. ZIEMBA: And I think based on my
21 recollection I believe that a lot of the details
22 were worked out between the applicant and the
23 communities regarding that, rather than coming to us
24 for a voluntary grant or other purposes.

1 COMMISSIONER ZUNIGA: Part of the
2 nonrefundable fee was for host community planning
3 and all that stuff.

4 MR. ZIEMBA: Yep. Yep. and we did have
5 some of those activities at the time between I think
6 it was both MAPC and SRPEDD, if I recall, but I'm
7 not recalling exactly.

8 CHAIRMAN CROSBY: Any other discussion, or
9 do we have a motion?

10 COMMISSIONER STEBBINS: Do you want one
11 motion on SRPEDD and one on the other two?

12 MR. ZIEMBA: Sure.

13 COMMISSIONER STEBBINS: Mr. Chair, I'd move
14 that the Commission approve the grant continuation
15 of the \$200,000 planning assigned to the Southeast
16 Regional Planning and Economic Development -- I
17 don't know what the last D is.

18 CHAIRMAN CROSBY: Second?

19 COMMISSIONER STEBBINS: District.

20 COMMISSIONER CAMERON: Second.

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

23 COMMISSIONER CAMERON: Aye.

24 COMMISSIONER STEBBINS: Aye.

1 COMMISSIONER ZUNIGA: Aye.

2 COMMISSIONER O'BRIEN: Aye.

3 CHAIRMAN CROSBY: Opposed? The ayes have
4 it unanimously.

5 MR. ZIEMBA: In summary, Commissioners, I
6 do ask the Commission approve these recommendations
7 which it has done section by section as staff
8 proceeds to execute grants with the awardees. In
9 such contracts, we include conditions that are
10 consistent with our -- conditions as we determine
11 are necessary to effectuate the purposes of the
12 Commission. And we'll keep the review team and the
13 commission informed about the status of the
14 conditions for these contracts.

15 CHAIRMAN CROSBY: We need one more motion.

16 COMMISSIONER STEBBINS: Mr. Chair, I move
17 that the Commission approve the use of the reserves
18 as prescribed to Holyoke and Wrentham with the
19 attached staff conditions as conveyed by Mr. Ziemba.

20 COMMISSIONER CAMERON: Second.

21 CHAIRMAN CROSBY: Discussion? All in
22 favor? Aye.

23 COMMISSIONER CAMERON: Aye.

24 COMMISSIONER STEBBINS: Aye.

1 COMMISSIONER ZUNIGA: Aye.

2 COMMISSIONER O'BRIEN: Aye.

3 CHAIRMAN CROSBY: Opposed? The ayes have
4 it unanimously.

5 Do we have any commission updates that
6 was --

7 COMMISSIONER STEBBINS: I got two.

8 COMMISSIONER ZUNIGA: I do one.

9 CHAIRMAN CROSBY: Go ahead.

10 COMMISSIONER STEBBINS: First of all, I had
11 the opportunity the other night to go to the Boston
12 Foundation for an award event. The Boston
13 Foundation awarded the Deval Patrick prize to
14 community colleges, to Holyoke Community College
15 because of their culinary program and partnership
16 with MGM. It was, I think, a 50,000-dollar award
17 which I expect somehow will find its way back into
18 the scholarships.

19 But the interesting part was there was a
20 student there who over the past year or so has been
21 taking culinary classes with the sole intention of
22 approaching MGM, and that day he heard he had gotten
23 an invitation to come back and apply for one on the
24 culinary spots. So our message of the early prep

1 training positions you well when the job becomes
2 available.

3 And next Monday I'm going to be speaking to
4 the Governor's Advisory Committee on Travel and
5 Tourism talking about our projects and money that is
6 going to start being generated when our class one
7 licensees. So that is all the regional tourism
8 bureaus. Some of the big tourism assets around
9 Massachusetts and representatives as well.

10 CHAIRMAN CROSBY: Great.

11 COMMISSIONER CAMERON: Excellent.

12 MS. BLUE: Commissioner Zuniga, if I might
13 jump in just before yours because I know Chairman
14 Crosby has to leave. If you look at the agenda, we
15 have a notation here of legislative updates, and
16 what we just wanted to remind the commission is that
17 we are now in a conference committee position with
18 the budget, and there are daily fantasy sports
19 bills, the racing bill is out there. You have
20 previously given Chairman Crosby the ability to
21 address those issues because they may come between
22 meetings. We just wanted to let you know that we
23 are in an active kind of period now, and to make
24 sure if you had questions or make sure you are still

1 comfortable with that as we proceed, because they
2 have appointed both the conference committee sides.

3 COMMISSIONER CAMERON: Do you need a vote?

4 MS. BLUE: I don't think we need a vote,
5 but we just need you to confirm that you want
6 Chairman Crosby to act on these matters while we are
7 between commission meetings.

8 COMMISSIONER CAMERON: I think that is the
9 best way to move forward, continue with that
10 approach.

11 COMMISSIONER ZUNIGA: Absolutely.

12 MS. BLUE: Okay. Great. Thank you.

13 COMMISSIONER ZUNIGA: Real quick because I
14 know you need to leave, but I attended a training
15 session in National Harbor for MGM and a lot of
16 their employees there I went with Mark Vander Linden
17 and a couple of people from the Mass Council of
18 Compulsive Gambling, and I continued to be very
19 impressed with their efforts in this arena. They
20 are really employing the GameSense brand and
21 approach company wide, and they are training their
22 employees very thoroughly.

23 Before I was recognized as a Commissioner
24 from Massachusetts, I spoke to a number of employees

1 during the training because part of it is
2 interactive with our tables, and the feedback from
3 those employees was unequivocal and they were very
4 happy that they are taking these kind of training.
5 I won't go into details but because this speaks to
6 the operations of MGM, but they really are
7 empowering their employees to address the topic of
8 responsible gaming the way GameSense is meant to do.
9 They are not just empowering them but incentivizing
10 them and rewarding them when those conversations
11 happen.

12 And the big concern that we had initially
13 was whether and how the program that we have here in
14 Massachusetts was going to work with their efforts
15 that they have corporate wide, and suffice it to say
16 that everybody came back feeling very reassured that
17 they are essentially willing to do whatever we need
18 them to do, and suffice it to say, they are going
19 above and beyond in their other properties.

20 So that was a very positive day, and I
21 really look forward to their continued participation
22 in this effort.

23 COMMISSIONER CAMERON: Excellent.

24 CHAIRMAN CROSBY: That's great. I hope --

1 was Mark with you?

2 COMMISSIONER ZUNIGA: Mark was there.
3 Marlene. A couple of GameSense advisors. I heard
4 from Allen that their own employees had gotten a lot
5 of great feedback. They had gotten a lot of great
6 feedback from their own employees, but I was able to
7 corroborate that firsthand, and that was really,
8 indeed, positive.

9 CHAIRMAN CROSBY: Great. Anything else?

10 COMMISSIONER CAMERON: Move to adjourn.

11 COMMISSIONER ZUNIGA: Second.

12 CHAIRMAN CROSBY: All in favor? Aye.

13 COMMISSIONER CAMERON: Aye.

14 COMMISSIONER STEBBINS: Aye.

15 COMMISSIONER ZUNIGA: Aye.

16 COMMISSIONER O'BRIEN: Aye.

17 CHAIRMAN CROSBY: We are adjourned.

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19 (Proceeding concluded at 3:34 p.m.)

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1 GUEST SPEAKERS:

2 Bruce Band, Director of Gaming Agents

3 Lisa McKenney, Compliance Manager, Plainridge Park
4 Casino

5 Robert DeSalvio, President Encore Boston Harbor

6 Jacqui Crum, Senior Vice President and General
7 Counsel, Wynn Resorts International

8 Peter Campot, Director of Construction, Encore
9 Boston Harbor

10 Anna Yu, Vice President of Client Services, KHJ

11 Tod Brubaker, Vice President and Creative Director,
12 KHJ

13 MASSACHUSETTS GAMING COMMISSION:

14 Elaine Driscoll, Director of Communications

15 Catherine Blue, General Counsel

16 Edward Bedrosian, Executive Director

17 John Ziemba, Ombudsman

18 Jill Griffin, Director of Workforce, Supplier and
19 Diversity Development

20 Paul Connelly, Director of Licensing

21 Sterl Carpenter, Regulatory Compliance Manager

22 Agnes Beaulieu, Financial Analyst

23 Mark Vander Linden, Director of Research and
24 Responsible Gambling

Derek Lennon, CFAO

Michael Sangalang, Digital Communications
Coordinator

COMMONWEALTH OF MASSACHUSETTS

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I, AMY J. SPANGLER, 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 18th day of June, 2018.

Amy J. Spangler, CSR