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COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #247

CHAIRMAN

Stephen P. Crosby

COMMISSIONERS

Gayle Cameron

Eileen O'Brien

July 19, 2018 10:00 a.m.

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

P R O C E E D I N G

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2
3 CHAIRMAN CROSBY: Okay. I am
4 calling to order public meeting No. 247 of the
5 Massachusetts Gaming Commission on Thursday,
6 July 19th, 10 o'clock at our offices in
7 Boston. We lost a good friend of the
8 horseracing industry recently and we've asked
9 Commissioner Cameron, who is our point person
10 on the -- with the horseracing industry among
11 the commissioners, to say a few words about
12 Mr. George Brown.

13 COMMISSIONER CAMERON: Thank you,
14 Mr. Chairman. As we affectionally called
15 George, Farmer Brown. He was such an advocate
16 for thoroughbred racing. He was a longtime
17 president of the Thoroughbred Breeders
18 Association.

19 You know, he was really ill for the
20 last couple of years, but he made his way into
21 our meetings. His wife would help him. But
22 he was so passionate about these issues and
23 the fact that this board continued to thrive
24 in the commonwealth so -- I mean, we all know

1 him. I had the opportunity -- a couple of
2 years ago he invited me out to his farm in
3 Rehoboth. And that was a really nice
4 experience to see, the beautiful horses, the
5 farm he was so proud of. You know, Mr. Brown
6 was a longtime school teacher, which I found
7 out that day, but at the same time was active
8 in racing, and has been since the 1940s. So
9 it is a real loss to the commonwealth,
10 frankly.

11 One of the horses that I got to see
12 was My Friend Bob. He named it after The
13 Speaker of the House, because the speaker was
14 an advocate for racing to continue, so I got
15 to -- it was interesting to just see the
16 passion, feel it, understand it. And, again,
17 he was always professional when he came in
18 here for our meetings. And he will be missed.
19 He will be missed as an advocate for
20 thoroughbred racing and, you know, to all of
21 us who regulate racing. It's a loss. It
22 really is.

23 CHAIRMAN CROSBY: Thank you. Yeah,
24 we all -- we all feel the same way -- excuse

1 me. Okay. We used to have the minutes done
2 by Commissioner Stebbins, and I didn't give
3 anybody a heads-up, but maybe Commissioner
4 Cameron could lead us through the approval of
5 the minutes, as well.

6 COMMISSIONER CAMERON: Sure.
7 Mr. Chair, I move that we approve the meetings
8 from our --

9 CHAIRMAN CROSBY: The minutes?

10 COMMISSIONER CAMERON: I'm sorry,
11 the minute meeting -- the meeting minutes,
12 rather, from our, let's see, June 21st meeting
13 that was held at 10:00 a.m. here at the gaming
14 commission with the appropriate technical
15 corrections.

16 CHAIRMAN CROSBY: Second?

17 COMMISSIONER O'BRIEN: Second.

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

20 COMMISSIONER CAMERON: Aye.

21 COMMISSIONER O'BRIEN: Aye.

22 CHAIRMAN CROSBY: Opposed? The ayes
23 have it unanimously. Commissioner Stebbins
24 and Commissioner Zuniga are out today so the

1 votes will be just the three of us.

2 COMMISSIONER CAMERON: Mr. Chair, we
3 have a second set of meeting minutes from our
4 meeting on June 26th, which was held out in
5 Plainville. I move that we approve those
6 minutes, as well, with the appropriate
7 technical corrections.

8 CHAIRMAN CROSBY: Second?

9 COMMISSIONER O'BRIEN: Second.

10 CHAIRMAN CROSBY: Any discussion?

11 All in favor? Aye.

12 COMMISSIONER O'BRIEN: Aye.

13 COMMISSIONER CAMERON: Aye.

14 CHAIRMAN CROSBY: Opposed? The ayes
15 have it unanimously. All right. Then we move
16 to our administrative update,
17 Executive Director Bedrosian.

18 MR. BEDROSIAN: Good morning,
19 Commissioners. Under what I would guess
20 called general update, I did notice in the
21 minutes that you just approved, on June 21st I
22 had made a reference to a letter we'd received
23 from our past Region C candidate, and I told
24 you staff was working on a response. I

1 anticipate that response, potentially, coming
2 from the commission today. Just as an update,
3 we're still working on that response and
4 anticipate that will be at a future meeting,
5 just to make sure we address items that are in
6 the minutes.

7 The other item, the big item that is
8 part of today's meeting is the MGM opening.
9 Staff continues to prepare with -- for the
10 opening by meeting routinely with MGM
11 Springfield staff. We're now working, also,
12 with the City of Springfield and appropriate
13 state agencies on everything from public
14 safety to traffic concerns in the first few
15 months of operation.

16 And at the staff level, I have a
17 couple reports. As for slot machine
18 preparation, all 2500 slot machines have been
19 delivered. They're verified that they're in
20 the correct locations on the floors. 2,218
21 are communicating with both the CMS and
22 Advantage, which is the house system. We have
23 state seals on almost just over 2,000. So we
24 have -- the agents have inspected 83.4 percent

1 with a goal of having the floor totally
2 inspected, on the slot machine side, not table
3 games, but slot machine side, hopefully, by
4 July 23rd. If it slides a day or two, we're
5 totally fine. But they're doing a really
6 great job. And one of the things I hope is we
7 can get the commissioners out to spend some
8 time with our gaming agents and see exactly
9 what they're doing.

10 Second report is on licensing. As
11 of today, we have registered -- or, I'm sorry,
12 as of 4:00 p.m. yesterday we have registered
13 or licensed 1253 individuals for MGM, 954 of
14 those were -- occurred between June 1st and
15 yesterday. And of those numbers, 62 are key
16 employees, 825 are gaming employees, and 366
17 are service employee registrants, which was
18 interesting because a couple months ago you
19 would have thought those numbers would have
20 been inverse. There would have been many more
21 gaming service employees. But, obviously, due
22 to the work that was done here, legislative
23 change, that has changed. And there are
24 people who are in background and

1 fingerprinting and stuff like that.

2 But the reports I get from both
3 licensing and the MGM Springfield folks, are
4 that licensing is going appropriately. And if
5 there are any hiccups or roadblocks, we have
6 great communications where we can push, maybe,
7 or pull more important folks that they need
8 more immediately to the top and try to get
9 them through in an expedited fashion. So
10 those are the reports for licensing and slot
11 preparation.

12 A bit about today's agenda. I would
13 characterize today's agenda as the beginning
14 to the road to an operation certificate.
15 Today, you are going to hear from staff, who
16 are going to be joined by MGM Springfield
17 representatives about how we are tracking and
18 ensuring all the regulatory and licensing
19 commitments, both under the law and in
20 licensing applications by MGM have been met.

21 I anticipate that some of the
22 information you'll hear today will be
23 incorporated into a future meeting, which I
24 hope and believe will be August 2nd in

1 Springfield. At which time, I will be asking
2 you to designate a commissioner. I think
3 we've talked about Commissioner Stebbins, with
4 the authority to issue a temporary operations
5 certificate after the completion of both
6 evaluation play periods at MGM, and completion
7 of any outstanding regulatory or licensing
8 issues.

9 I want to thank staff and MGM
10 Springfield folks for working so diligently to
11 track, literally, thousands of items in a way
12 we can both concisely present these items and
13 commission, and be confident the commonwealth
14 is getting the type of gaming establishment
15 with the associated commitments that the
16 commission has approved. So that'll be the
17 bulk of today's presentation.

18 But before we get to that, we do
19 actually have other things to do, in addition
20 to opening MGM Springfield. And one of those
21 is, obviously, to take care of, as
22 commissioner referred to, our responsibilities
23 to horseracing. So Director Lightbown is here
24 with her agenda item for the racing division.

1 Director.

2 MS. LIGHTBOWN: Good morning,
3 Commissioners.

4 CHAIRMAN CROSBY: Good morning.

5 COMMISSIONER O'BRIEN: Good morning.

6 COMMISSIONER CAMERON: Good morning.

7 MS. LIGHTBOWN: For today, we just
8 have the local aid quarterly payments. And
9 revenue manager, Doug O'Donnell's here, if you
10 have any questions about the numbers. This is
11 by statute.

12 MR. O'DONNELL: Good morning,
13 Commission.

14 COMMISSIONER CAMERON: Good morning.

15 CHAIRMAN CROSBY: Good morning.

16 MR. O'DONNELL: This is the local
17 aid quarterly payment. And in accordance with
18 Section 18D of Chapter 58. Local aid is
19 payable to each city and town within which
20 racing activities are conducted. Amounts are
21 computed at .35 percent times amounts wagered
22 during the quarter and at six months prior to
23 payments.

24 So this end of our fiscal year '18

1 quarter, it will be for handles that were done
2 in October, November and December of 2017.
3 That's what these payments are reflected on.
4 The total amount of the local aid is
5 \$184,770.13. And on the second page, you will
6 see the breakdown of the handles for that
7 quarter, as well as a distribution to each
8 city and town. So, again, we will need your
9 approval for this.

10 CHAIRMAN CROSBY: Any questions or
11 discussion?

12 COMMISSIONER CAMERON: We've been
13 doing this for several years now, so I think
14 everything looks in order and I would move,
15 Mr. Chair, that we approve the local aid
16 quarterly payment as outlined in the memo
17 dated June 30, 2018.

18 CHAIRMAN CROSBY: Second?

19 COMMISSIONER O'BRIEN: Second.

20 CHAIRMAN CROSBY: Any further
21 discussion? All in favor? Aye.

22 COMMISSIONER CAMERON: Aye.

23 COMMISSIONER O'BRIEN: Aye.

24 CHAIRMAN CROSBY: Opposed? The ayes

1 have it unanimously.

2 MS. LIGHTBOWN: Thank you.

3 CHAIRMAN CROSBY: Thank you.

4 COMMISSIONER CAMERON: Thank you
5 both.

6 CHAIRMAN CROSBY: Now, we are on to
7 Item No. 5, Ombudsman Ziemba, et al.

8 MR. ZIEMBA: Good morning,
9 Mr. Chairman and Commissioners. Pursuant to
10 the first item, up for consideration today is
11 MGM's Section 61 finding revisions. Pursuant
12 to MGL Chapter 30 Section 61, and 301 CMR
13 11.1125, the commission is required to
14 determine that all feasible measures have been
15 taken to avoid or minimize impacts to the
16 environment of the MGM Springfield facility.

17 On December 22, 2015, the commission
18 voted to adopt the commission's Section 61
19 findings with respect to the MGM Springfield
20 project, to grant the MGM Springfield project
21 the final Region B, Category 1 gaming license
22 to incorporate, by reference, the 2015 Section
23 61 findings into MGM's license for the
24 project, and to require, as a condition of the

1 license, that MGM comply with the terms,
2 conditions, mitigation measures and other
3 requirements identified in the Section 61
4 findings.

5 At the time, the commission
6 expressly reserved the right to take further
7 action with respect to the Section 61
8 findings, the license and any conditions
9 included in Section 61 findings, or the
10 license for the gaming establishment.

11 MGM recently filed a request for
12 advisory opinion, RAO, with the Executive
13 Office of Environmental Affairs, according to
14 the Massachusetts Environmental Policy Act
15 describing policy modifications and
16 refinements to the project, since the issuance
17 of the Section 61 findings. And they sought
18 to determination that these proposed
19 modifications and refinements do not require a
20 notice of project change under MEPA.

21 In an advisory opinion issued
22 July 12th, the MEPA office determined that an
23 NPC, notice of project change, is not required
24 for these proposed modifications and

1 refinements to the project because these
2 modifications and refinements will "not result
3 in material change that will increase
4 environmental impacts compared to impacts
5 previously reviewed by MEPA."

6 Before you for consideration today,
7 are the refinements to the existing Section 61
8 findings, the request for advisory opinion
9 filed by MGM to MEPA described these
10 refinements. Joe Delaney, who's here with me,
11 will not read the RAO, but he will provide a
12 little more detail on the revisions.

13 First, however, I would just like to
14 place these revisions in context. As you
15 know, the commission has been very actively
16 monitoring the project since the issuance of
17 the license. MGM Springfield representatives
18 and staff have apprised the commission
19 regarding refinements to previous plans and
20 issues for consideration.

21 For example, earlier this year the
22 commission received a presentation regarding a
23 many-months long, in-depth review of the
24 project. Some of the refinements of the

1 project included in these revised Section 61
2 findings were the subject of conversations
3 that occurred over that period of time.

4 In general, the findings update many
5 of the details of the project, including such
6 items such as square footage totals, now that
7 that the project is nearing completion.
8 Further, they reflect timing changes that
9 staff agreed are reasonable.

10 For example, on Thursday,
11 June 25, 2015, the commission adopted a
12 detailed schedule for the project. At the
13 time, we discussed how the state's solar
14 program has been in a state of flux, and that
15 this state of flux then has proven to be an
16 obstacle in the completion of the plan's solar
17 units on MGM's garage. Actually, I had that
18 date wrong but...

19 We determined that, to extend the
20 deadline for completion of such units to one
21 year after opening. These Section 61 findings
22 reflect that newly-adopted schedule. Under
23 the current findings, MGM Springfield was
24 required to complete such units prior to

1 opening. The revised findings state that such
2 units must be completed one year -- within one
3 year of the opening, subject to the reserved
4 right by MGM to ask not to build such units,
5 if it proves to be structurally or
6 economically not feasible.

7 One more example discussed by the
8 commission previously, is MGM's plan to
9 utilize a downtown circulator bus for its
10 trolley system, instead of the somewhat
11 antiquated trollies that it had planned to
12 use. This bus update has also been
13 incorporated into these new finds.

14 And with that as a general
15 background, I will turn it to Joe to provide
16 more specifics. MGM Springfield is here to
17 answer any questions. We have Seth Stratton,
18 vice president and general counsel, and
19 Jed Nosal, outside counsel to MGM Springfield
20 from the law firm of Brown Rudnick. We're
21 also joined here by Steve Anderson of
22 Anderson & Krieger, who helped put us --
23 helped us put together these Section 61
24 findings. We thankly -- thank

1 Anderson & Krieger for all of their
2 assistance. And with that, I turn it to Joe.

3 MR. DELANEY: Thank you. Of course,
4 as John said, in the interest of time I'm not
5 going to go through each and every change to
6 the Section 61 findings. They were, mostly,
7 very minor but rather voluminous, so I'm just
8 going to hit some of the highlights.

9 And really, I think the way this can
10 be described there's, sort of, three major
11 categories that this addresses. The first is,
12 sort of, programmatic changes. We have all
13 the new square footages that are based on
14 what's actually being constructed, rather than
15 what was proposed at the time of the notice
16 project change, so we have all that updated.

17 The second piece relates to
18 schedule. As John talked about, the
19 photovoltaic system, that's been delayed for a
20 period of time, due to some of the things
21 outside of MGM's control. Another schedule
22 change is the LEED gold certification. That
23 is something that was -- in the Section 61
24 findings it required that that be in place at

1 opening. And that's not something that really
2 happens. The submissions are generally made
3 right around or a little bit after opening,
4 and the green building council needs to review
5 those and so on. And so, we've set a new time
6 table for that. And, also, some of the
7 transportation demand management requirements
8 that are enumerated in both the MassDOT
9 Section 61 findings and our Section 61
10 findings are more appropriately addressed
11 after opening, when the employee population
12 reaches a little bit more stability. We know
13 there's a lot of turnover initially. And
14 then, also, the other schedule components are
15 off-site housing and Dave's Retail, which I
16 think we've talked about ad nauseam at other
17 meetings.

18 And then, sort of, the third thing
19 -- or, really, the sort of other items just on
20 compliance with the Section 61 findings, some
21 of them good-news items. For instance, the
22 combined heat and power system has been
23 increased from 200 to 450 kilowatts on site.
24 That reduces their greenhouse gas emissions

1 and helps -- helps offset that, those items.

2 We talked, again, before about the
3 reduction in the size of the green roof. This
4 doesn't affect, in any way, any of the
5 commitments, the environmental commitments
6 that they made, just a refinement to the
7 design. And John talked about the trolley
8 being more of a bus, rather than those older
9 trollies that the PVRTA had. With that, I will
10 turn it back to John, or answer any questions
11 that you may have.

12 CHAIRMAN CROSBY: Anybody?

13 COMMISSIONER CAMERON: I think we
14 did have the chance to meet with the team at a
15 time and have a lot of questions answered. So
16 I do recognize how much work this is by both
17 teams, so we do appreciate that. The
18 attention to detail, and making these
19 commitments and deadlines so thanks for that.

20 MR. ZIEMBA: Counsel Blue has
21 included a motion in your packet. I'm not
22 certain if we need to read the motion, or how
23 we should proceed.

24 MS. BLUE: I think, it would be good

1 if we could read the motion. We can start --
2 I know it's long. We can start from the first
3 whereas in it. And then, we will ultimately
4 attach the motion to the minutes so it'll be
5 on our website, as well.

6 CHAIRMAN CROSBY: I know this is
7 probably not the right context for this, but
8 could you just bring us up to speed on the
9 I-91 overpass. The language is a little
10 funny. it's kind of like it's not complete but
11 it's ready to go. Could you just remind us --
12 clarify that status?

13 MR. ZIEMBA: Yeah. So as you know,
14 we've had a number of different discussions
15 with the MGM Springfield folks regarding the
16 sign that faces I-91. And I think it's our
17 intention, after conversations with the
18 executive director, that we will place this
19 item up for consideration at a future meeting.

20 CHAIRMAN CROSBY: No. I meant the
21 DOT -- the status of the overpass.

22 MR. BEDROSIAN: Oh, the viaduct.

23 MR. ZIEMBA: Oh, the viaduct.

24 Pardon me.

1 MR. DELANEY: Well, I mean, that
2 project has reached full, beneficial use.

3 CHAIRMAN CROSBY: Right. That's the
4 language. Right.

5 MR. DELANEY: Yeah. So that means
6 it's useable -- there are little bits and
7 pieces of punch list work. There's some
8 painting. There's some other things that are
9 going on. There's an update next Wednesday
10 with the -- they have a biweekly meeting with
11 MGM and others that the resident engineer has,
12 so I'm going to attend that next week and just
13 get, sort of, a final schedule on all that.

14 CHAIRMAN CROSBY: It seems like
15 everything is totally fine so there's no
16 question there. But it's -- was such a big
17 topic of discussion in a multitude of context,
18 including the opening date, that it would be
19 good, I think, just to give us -- give the
20 commission, at some point, whenever the time
21 is right, a more formal update on how that's
22 worked out. Not because there's any issues,
23 as I've said, but just because it was such a
24 big topic of conversation back when we were

1 setting up the opening date.

2 MR. ZIEMBA: We can do that. One
3 thing we note is that we have to make a
4 determination that all of the outside
5 infrastructure is complete prior to opening.
6 That's required by 23K. And so, we've been
7 meeting regularly with MassDOT on all sorts of
8 issues. We anticipate that they will sign off
9 on all of the work that's necessary in the
10 nearby area. Obviously, the viaduct was not a
11 requirement of MGM Springfield, but I do just
12 put that in context.

13 CHAIRMAN CROSBY: Right. Okay.
14 Great.

15 COMMISSIONER CAMERON: So all of
16 those other improvements, you don't see any
17 red flags there, they'll all be completed in
18 time?

19 MR. ZIEMBA: We anticipate they will
20 all be completed in time, by August 2nd. We
21 do not anticipate this one sign, their ITS
22 systems, will be operational. But we have
23 every expectation that they'll be -- that'll
24 be available well before the opening date.

1 CHAIRMAN CROSBY: Okay. Anybody
2 else? Do we have a motion?

3 COMMISSIONER CAMERON: If we could
4 review -- you need us to read this entire --
5 all the whereases; is that right?

6 MS. BLUE: That's what we've done in
7 the past for Section 61, because you make
8 particular findings as part of your motion.

9 COMMISSIONER CAMERON: Okay.
10 Prepared, Mr. Chair?

11 CHAIRMAN CROSBY: We'll take a break
12 while you read the motion. We'll be back in
13 five minutes.

14 COMMISSIONER CAMERON: So,
15 Mr. Chair, I'm going to move that we approve
16 that we vote to adopt the amended Section 61
17 findings, incorporate into the Region B
18 Category 1 gaming license. This is, you know,
19 MGM Springfield the project -- the name is
20 Blue Tarp Redevelopment LLC, and this is the
21 Category 1 gaming license.

22 So "Whereas on December 22, 2015 the
23 Massachusetts Gaming Commission, 'the
24 commission,' voted to adopt the commission's

1 Section 61 findings, the 2015 Section 61
2 findings with respect to MGM Springfield
3 project to grant MGM the final Region B,
4 Category 1 gaming license to incorporate, by
5 reference, the 2015 Section 61 findings into
6 MGM's license for the project, and to require
7 as a condition of the license, that MGM comply
8 with the terms, conditions, mitigation
9 measures, and other requirements identified in
10 the 2015 Section 61 findings. Whereas, the
11 commission expressly reserved the right to
12 take further action with respect to the 2015
13 Section 61 findings, the license for the
14 gaming establishment, and any conditions
15 contained in the 2015 Section 61 findings, or
16 the license for the gaming establishment.

17 Whereas, on or about June 15, 2018,
18 MGM filed a request for an advisory opinion
19 with the Executive Office of Energy and
20 Environmental Affairs, Massachusetts
21 Environmental Policy Act, MEPA, office
22 described -- describing proposed modifications
23 and refinements to the project, since the
24 issuance of the 2015 Section 61 findings, and

1 seeking a determination that these proposed
2 modifications and refinements do not require a
3 notice of project change under MEPA.

4 Whereas, in the advisory opinion
5 issued on July 12, 2018 MEPA office determined
6 that a NCP is not required for those proposed
7 modifications and refinements to the project
8 because those modifications and refinements
9 will not result in any material change that
10 will increase environmental impacts compared
11 to impacts previously reviewed by MEPA.

12 Whereas, MGM has proposed the
13 amended Section 61 findings attached hereto to
14 reaffirm MGM's commitment to avoid or minimize
15 impacts to the environment of the project and
16 to update the Section -- 2015 Section 61
17 findings.

18 Now, therefore, I move that the
19 Massachusetts Gaming Commission approve the
20 proposed modification and refinements to the
21 project described in the RAO, the advisory
22 opinion, and the amended Section 61 findings
23 attached hereto.

24 Secondly, adopt the amended Section

1 61 findings regarding the project in the form
2 of an attached hereto pursuant to
3 Massachusetts Environmental Policy Act, and to
4 update and replace the 2015 Section 61
5 findings.

6 Thirdly, find, pursuant to GLC 30
7 and 61, and 301 MCR 11.125, that all feasible
8 measures have been taken to avoid or minimize
9 impacts to the environment of the project for
10 the reasons stated in the commission's amended
11 Section 61 findings attached hereto, and all
12 other documents, approvals and certifications
13 incorporated by reference therein.

14 Fourthly, incorporate by reference
15 pursuant to GLC 30 61-621 GL 23K 415 four --
16 1512 and 21C 301 CMR 11-12 5B and 205 CMR 120,
17 the commission's amended Section 61 findings
18 attached hereto and" --

19 CHAIRMAN CROSBY: Could you say that
20 again, please.

21 COMMISSIONER CAMERON: I would have
22 to read it again, Mr. Chair.

23 COMMISSIONER CAMERON: "Findings
24 attached hereto and MGM's license for the

1 project and require as a condition of the
2 license, that MGM comply with the terms,
3 conditions, mitigation measures and other
4 requirements identified in the commission's
5 amended Section 61 findings."

6 The fifth -- the fifth category here
7 is the -- "to authorize the commission to
8 execute the commission's amended Section 61
9 findings in the form attached hereto."

10 Sixthly, "Authorize the commission's
11 general counsel to take all necessary
12 procedural actions to effectuate the
13 commission's amended Section 61 findings in
14 accordance with the Massachusetts
15 Environmental Policy Act, the Massachusetts
16 Gaming Act, and the regulations implementing
17 each statute."

18 And, finally, "require as a
19 condition of the license, a regular quarterly
20 review by the commission of MGM's compliance
21 with the commission's amended Section 61
22 findings and the terms and conditions of the
23 license."

24 CHAIRMAN CROSBY: Thank you. Do we

1 have a second?

2 COMMISSIONER O'BRIEN: Second.

3 CHAIRMAN CROSBY: Any further
4 discussion on that amendment? All in favor?
5 Aye.

6 COMMISSIONER O'BRIEN: Aye.

7 COMMISSIONER CAMERON: Aye.

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

10 MR. ZIEMBA: Thank you,
11 Commissioners. The next item up for
12 discussion is the final design approval. As
13 the commission and commission staff have begun
14 final preparations relative to the planned
15 opening of MGM Springfield, we recommend that
16 the commission approve a final design for the
17 MGM Springfield facility.

18 The commission's regulation, 205 CMR
19 135, sets out procedures that the commission
20 may use to review project designs. We believe
21 that approval of the final design would
22 provide further clarity regarding the
23 commission's approval of changes to the
24 facility, since MGM Springfield's RFA2

1 application, and would provide further clarity
2 regarding MGM Springfield's compliance with
3 the design review standards articulated in 205
4 CMR 135.

5 As the commission is aware, the
6 commission has extensively reviewed the design
7 of the MGM Springfield facility since the date
8 of the issuance of the gaming license. We
9 have provided some detail of the history of
10 the review in the memorandum in your packet.

11 In an effort to assist the
12 commission's review of MGM Springfield's final
13 design, we briefly describe, in the memo, some
14 of the material or, perhaps, immaterial design
15 changes that were not fully described to the
16 commission at the time of the May 12, 2016
17 design approval.

18 Although, the approval of the final
19 design of the MGM Springfield project does not
20 relieve MGM Springfield from the
21 responsibility specified in MGL 23K Section 21
22 to abide by statements made in its
23 application, this approval does demonstrate
24 the commission's recognition that changes to

1 the project have been necessary since the date
2 of the RFA2. It also demonstrates that the
3 commission should take a final design approval
4 into consideration, in determining whether MGM
5 Springfield has abided by the RFA2
6 application, and that the evaluation reports
7 that were part of the the commission's RFA2
8 evaluation process. And with that as context,
9 I turn to Joe to detail some of these changes.

10 MR. DELANEY: Thank you. I guess,
11 really what the commission has before it today
12 is, essentially, an evolution of the earlier
13 designs as presented in the RFA2, through the
14 notice of project change, through the site
15 plan review, and to the final product that's
16 actually being built.

17 You know, for instance the RFA2
18 contemplated, you know, a different mix of
19 restaurants than what we wound up with today.
20 You know, these types of changes happen
21 routinely in the course of complex
22 construction and the marketing of the various
23 spaces.

24 Since the last review by the

1 commission, these design changes that we're
2 talking about today are really minor
3 refinements to the overall layout and program.
4 Most of which we've discussed at some length
5 previously.

6 Some of the key items are -- and,
7 again, we've talked about these -- the
8 relocation of the Starbucks from State Street
9 to Main Street, the relocation of the salon
10 from the spa area to Main Street, relocation
11 of the GameSense office from near Main Street
12 back to the -- near where the parking garage
13 is, relocation of the licensing office, the
14 MGC licensing office, which was originally
15 proposed in 101 State Street, back to adjacent
16 to the GameSense location. And, of course, we
17 talked about the increase in the size of the
18 poker room and the change in the number of
19 gaming positions.

20 There's been a couple of more recent
21 changes that we've discussed somewhat, but
22 I'll just go into a little more depth on them.
23 The first one is the addition of four valet
24 parking spaces on Main Street. Originally,

1 there were two proposed taxi dropoff spaces
2 right adjacent to the hotel. Since that time,
3 MGM has expanded that to four spaces for valet
4 parking for the hotel, as well as some of the
5 restaurant uses along Main Street. That was
6 approved by the city council just this past
7 Monday.

8 Also, there's the addition of a
9 maintenance facility at 99 Union Street. I
10 think we talked about this at our last meeting
11 a little bit. This includes things like a
12 carpentry shop and other maintenance
13 activities, as well as kennels for the
14 proposed MGM security K-9 unit. This building
15 is not part of the gaming establishment, but
16 it is part of the overall project.

17 And the last one, which is --
18 actually been in the project for a little
19 while but I'm not sure we discussed it with
20 the commission, is the addition of a Fedex
21 business center adjacent to the function
22 space. And with that, I'll turn it back to
23 John.

24 MR. ZIEMBA: So Commissioners, do

1 you have any questions regarding the proposed
2 design?

3 CHAIRMAN CROSBY: You started to
4 speak to this when I asked the other question,
5 but the sign we are postponing. And what
6 would -- and what will be the trigger for
7 getting that addressed?

8 MR. ZIEMBA: We anticipate having
9 that --

10 MR. BEDROSIAN: Yeah, I think
11 it's -- it's not the sign, per se. It's just
12 the usage of the sign and how it's used. We
13 anticipate, yeah, coming with MGM Springfield,
14 who I think also wants some clarification on
15 this, potentially at a future meeting, maybe,
16 the 2nd. But we want to get that resolved as
17 soon as possible.

18 CHAIRMAN CROSBY: Okay. But it
19 still will be something that we have to sign
20 off on; is that right?

21 MR. BEDROSIAN: I think we're
22 working in the spirit of cooperation. There
23 may be some dispute about that, but in the
24 spirit of cooperation, I think we want to come

1 in front of commission and explain what's
2 going on.

3 COMMISSIONER CAMERON: Okay.
4 Anybody else?

5 COMMISSIONER O'BRIEN: No.

6 COMMISSIONER CAMERON: I think we've
7 had ample time to really discuss all of these
8 issues.

9 MR. ZIEMBA: So Commissioners, I had
10 some conditions so that you don't have to read
11 anything that's included in the memo.

12 COMMISSIONER CAMERON: You have some
13 conditions that will cover that?

14 MR. ZIEMBA: Yes.

15 COMMISSIONER CAMERON: You do?

16 MR. ZIEMBA: I do.

17 COMMISSIONER CAMERON: Why don't you
18 explain that.

19 MR. ZIEMBA: All right. And then,
20 perhaps, you could just --

21 COMMISSIONER CAMERON: I was
22 prepared to do all of these four paragraphs.

23 MR. ZIEMBA: You've done a lot of
24 reading so far.

1 So with that, we recommend that the
2 commission approve of the final design of the
3 MGM Springfield project as shown in the
4 attached site plan and previously described to
5 the commission pursuant to 205 CMR 135.034,
6 provided that such approval does not include
7 approval of the design of the plan off site
8 residential units, further build out of the
9 armory to include a restaurant and lounge
10 space, the so-called Dave's Retail building,
11 and the planned retail spaces on the first
12 floor of 101 State and retail L2 and L3 on the
13 attached floor plan. Those remain
14 outstanding.

15 It shall not be construed to
16 demonstrate approval or disapproval of the use
17 of the sign facing Interstate 91, shall not be
18 construed to supersede any obligations
19 pursuant to MGL Chapter 23K to the
20 commission's Section 61 findings, as they may
21 be amended from time to time, or to the
22 conditions of MGM Springfield's license,
23 including but not limited to condition No. 14,
24 relative to compliance with the information

1 included in the application filed by the
2 designated licensee and the evaluation reports
3 filed by the commission, or be construed to
4 relieve MGM Springfield from providing prior
5 notice to the commission of any future changes
6 to the design for the commission's review and
7 approval. And we recommend that such approval
8 shall not be construed to demonstrate that the
9 commission has made any determinations
10 specified in 205 CMR 135.062 and 205 CMR 151.

11 COMMISSIONER CAMERON: Okay. With
12 that, Mr. Chair, I recommend that this
13 commission approve the final design of MGM
14 Springfield's project as shown in the attached
15 site plan and previously described to the
16 commission pursuant to 205 CMR 135.034 with
17 the conditions as outlined by Ombudsman
18 Ziemba.

19 CHAIRMAN CROSBY: Second?

20 COMMISSIONER O'BRIEN: Second.

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

23 COMMISSIONER CAMERON: Aye.

24 COMMISSIONER O'BRIEN: Aye.

1 CHAIRMAN CROSBY: Opposed? The ayes
2 have it unanimously.

3 MR. ZIEMBA: Thank you.

4 COMMISSIONER CAMERON: Thank you.

5 MR. ZIEMBA: Mr. Chairman and
6 Commissioners, up next for consideration is a
7 proposed construction security mechanism that
8 would provide additional security to the
9 commission that MGM Springfield will complete
10 the construction of the planned 54 off-site
11 residential units and the so-called
12 Dave's Retail building on the corner of Main
13 and Union Streets.

14 As you are aware, we have been
15 actively reviewing the progress of both of
16 these aspects of the MGM Springfield project
17 for quite some time. Earlier this year, as
18 part of the commission's review of MGM
19 Springfield's detailed schedule pursuant to
20 205 CMR 135.022A, the commission determined
21 that MGM Springfield would not likely complete
22 the construction of these facilities prior to
23 the planned opening date of the project and we
24 establish new deadlines for their

1 construction. The commission set a deadline
2 of July 8, 2019 for the construction of the
3 so-called Dave's Retail building, and a
4 March 27, 2020 deadline for the construction
5 of the residential units.

6 The approval of this schedule,
7 including these items, was conditioned upon a
8 requirement that MGM Springfield will provide
9 a construction security mechanism, bond or
10 escrow agreement satisfactory to the
11 commission for the construction of the
12 off-site residential units and the so-called
13 Dave's Retail building on the corner of Main
14 and Union Street. Staff recommends that the
15 commission approve a requirement that
16 MGM Springfield provide a \$25 million bond to
17 satisfy this requirement. The terms of such
18 bond would run from September 1, 2018 until
19 December 31, 2020 under this proposal.

20 In the event that MGM Springfield
21 completes the construction of either of these
22 components prior to that deadline, MGM
23 Springfield would be allowed to reduce the
24 amount of the bond. Under the proposal before

1 you, MGM Springfield would terminate its
2 current bond worth approximately \$51.6 million
3 covering the construction of the entire gaming
4 establishment with the \$25 million bond
5 covering the residential units and the
6 so-called Dave's Retail building.

7 We have shared this proposal with
8 MGM Springfield. We are requesting the
9 commission's approval of this proposal and the
10 authorization for staff to take the steps
11 necessary to implement the change in the bond.
12 A separate vote will be required for the
13 commission to determine that MGM Springfield
14 has reached the final stage of construction
15 pursuant to 205 CMR 135.05 so that the current
16 bond can be released. We anticipate
17 scheduling of this vote well before the
18 September 1, 2018 date for the new bonds. And
19 with that, we welcome any questions.

20 CHAIRMAN CROSBY: Anybody?

21 COMMISSIONER CAMERON: You mentioned
22 that you had discussed this with MGM.
23 Obviously, there's no -- they're in agreement
24 that this is appropriate.

1 MR. STRATTON: That's right,
2 Commissioner. We are in agreement with the
3 proposal.

4 CHAIRMAN CROSBY: John, the date
5 December 31, 2020, given what we know now
6 there's low probability that the housing would
7 be done by that, right; how does that play --

8 MR. ZIEMBA: That remains to be
9 determined. As you recall, when we developed
10 our schedule we set up an interim deadline of
11 March of 2019, such that if the planned units
12 at 31 Elm are not able to be constructed
13 within the period that we've identified, March
14 2020, that MGM would move along to another
15 development and have that completed by the
16 2020 date.

17 CHAIRMAN CROSBY: Was that part of
18 our...

19 MR. ZIEMBA: That is correct.

20 CHAIRMAN CROSBY: So the theory
21 would be that between March 19 and December 20
22 that there would be time to finish.

23 MR. ZIEMBA: So we include one
24 caveat. So if, indeed, they move forward with

1 31 Elm by that date of 2019, it is not likely
2 that they would complete 31 Elm by that 2020
3 date, but that would require further action by
4 city council, et cetera, et cetera, because
5 that's a complex construction project. But if
6 the alternative plan moves forward, we very
7 much anticipate that they would get that done
8 by that March 2020 date.

9 CHAIRMAN CROSBY: And I'm sure
10 you've covered this, but if everything is not
11 done, then the bond will lapse, do we then
12 have to get another one or what --

13 MR. ZIEMBA: We would have them
14 renew that.

15 CHAIRMAN CROSBY: We have the right
16 to do that --

17 MR. ZIEMBA: Yeah.

18 CHAIRMAN CROSBY: -- at anytime?
19 Okay. Anybody else? Anything? Do we have a
20 motion?

21 COMMISSIONER O'BRIEN: Mr. Chair, I
22 move that the commission approve lowering the
23 bond amount from \$51,579,200 to \$25 million
24 beginning September 1, 2018, that the term of

1 the bond shall be from September 1, 2018
2 through December 31, 2020, that upon a request
3 by MGM Springfield and approval by the
4 commission, the bond amount may be lowered by
5 the amount of any construction completed
6 during the term of the bond, that MGM
7 Springfield shall notify the commission about
8 any changes in the construction plans for the
9 residential units and the Dave's Furniture
10 Retail location and the impact of the changes
11 on the bond, if any, and authorize staff to
12 take the steps necessary to implement the
13 change in the bond.

14 COMMISSIONER CAMERON: Second.

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

17 COMMISSIONER O'BRIEN: Aye.

18 COMMISSIONER CAMERON: Aye.

19 CHAIRMAN CROSBY: Opposed? The ayes
20 have it unanimously.

21 MR. ZIEMBA: Thank you very much.

22 Mr. Chairman and commissioners, my final item
23 for today's meeting is a brief presentation by
24 MGM Springfield regarding its compliance with

1 the conditions specified in the agreement to
2 award a Category 1 license to Blue Tarp
3 Redevelopment LLC. This agreement, which
4 includes 25 specific conditions, has been
5 incorporated into MGM Springfield's license.

6 In your packet is a letter from MGM
7 Springfield detailing how most of these
8 conditions have been met. This letter will be
9 further updated before the commission is
10 scheduled to consider granting an operations
11 certificate. However, given the importance of
12 these conditions, we determined that it would
13 be beneficial for the commission to hear from
14 MGM Springfield, now, how it is meeting its
15 obligations under these conditions.

16 No vote on MGM Springfield's
17 compliance with these items is anticipated
18 until they are considered as part of the more
19 comprehensive presentation from all commission
20 departments scheduled in August that Executive
21 Director Bedrosian detailed a little bit
22 earlier.

23 One example of an update will be the
24 inclusion of further documentation from the

1 City of the Springfield that MGM Springfield
2 has met its obligations under the host
3 community agreement. Also, you will see that
4 the letter in your packet references some
5 internal control submissions that MGM
6 Springfield has made to commission staff but
7 are not yet approved. We fully anticipate
8 that such short internal controls will be
9 approved in such -- in short order, allowing
10 MGM Springfield to reference such approvals in
11 its updated letter.

12 With that as a general overview, I
13 turn this over to MGM Springfield to provide
14 some further detail regarding this letter.

15 MR. STRATTON: Thank you, John.
16 Thank you for the opportunity. I will keep it
17 brief. I just want to provide a general
18 overview. The condition letter speaks for
19 itself. I don't want to read through each
20 item, Commissioner Cameron. But I will just
21 give you the background as to what this letter
22 represents and why we're before you.

23 This letter was generally prepared
24 based on what the commission relied upon for

1 the issuance of the operation certificate for
2 the Plainridge Park facility. MGM's letter is
3 specific to the MGM license and the conditions
4 contained in our license. As of now, as John
5 mentioned, the letter does not address a few
6 conditions with respect to which review is
7 ongoing. And those particularly include the
8 conditions set forth, the subconditions in
9 condition nine of our license, which relate
10 primarily to the host community agreement
11 compliance, surrounding community agreement
12 compliance, final design and construction. We
13 anticipate wrapping all of those up by the
14 meeting on the 2nd, and we'll either update
15 this letter or supplement with an additional
16 letter demonstrating compliance with those
17 conditions.

18 The conditions include many required
19 plans, which have been filed over the last
20 several years, as well as the reporting
21 requirements that the company has worked with
22 the IEB on to ensure compliance. In some
23 cases, specifically in regard to conditions
24 20A F and N, commission reporting regulations,

1 or other direction from the IEB as replaced
2 the conditions in the license.

3 We look forward to the legal
4 division's further input over the next few
5 weeks, and further update, full compliance
6 with every condition in the license by the 2nd
7 of August. And if there are any specific
8 questions -- I will note you'll hear on a few
9 of the conditions relate to a retail plan, a
10 regional marketing plan, which you'll hear
11 about in a few minutes from members of our
12 team. There is also one clarification, I
13 think, I want to make with respect to
14 condition 16.

15 The regional tourism plan, which is
16 one of the plans that you're hear about today,
17 there was a requirement that that be submitted
18 90 days before operation's commencement. We
19 submitted our original plan back in May,
20 within that 90-day period. And based on some
21 feedback and updates, and discussions with
22 Jill and Commissioner Stebbins, I've updated
23 that plan.

24 And so, the reference to the July 10

1 submission is our updated plan, but we did
2 satisfy the original 90-day preopening
3 requirement. If there are any questions, I'm
4 happy to address them.

5 CHAIRMAN CROSBY: Anybody? Okay.
6 Do we have a motion?

7 MR. ZIEMBA: There's no vote
8 expected on this today. It will be scheduled
9 for August 2nd.

10 CHAIRMAN CROSBY: Just as an aside,
11 can somebody explain the letter, the
12 stationary?

13 COMMISSIONER CAMERON: That's a good
14 question.

15 CHAIRMAN CROSBY: This looks like
16 it's from Istanbul.

17 MR. STRATTON: So I'm going to refer
18 to that Sarah Moore, who's here to present our
19 marketing plan shortly, can help address that
20 question. But we're very proud of our
21 letterhead.

22 COMMISSIONER CAMERON: You are?

23 MR. STRATTON: It makes for longer
24 letters sometimes because it crunches down.

1 CHAIRMAN CROSBY: It really does.
2 It's like when you're in college and you're
3 trying make a requirement for pages. Right?

4 MR. STRATTON: That's right. That's
5 right.

6 MR. ZIEMBA: What are you talking
7 about?

8 CHAIRMAN CROSBY: All right. We
9 look forward to hearing from Ms. Moore. All
10 right. Thank you, folks.

11 MR. ZIEMBA: Mr. Chairman and
12 Commissioners, that completes my report.

13 CHAIRMAN CROSBY: Thank you, John.
14 Jim and -- I mean, Joe and John, you know,
15 we'll probably keep saying this, but you guys
16 have really done a great job on overseeing,
17 you know, the really complicated process. I
18 don't know whether MGM imagined that anybody
19 would actually hold them to all these thousand
20 of things, but you guys have done a great job.
21 It's really impressive.

22 MR. ZIEMBA: Thank you for saying
23 that.

24 MR. DELANEY: Thank you.

1 COMMISSIONER CAMERON: Thank you
2 both.

3 CHAIRMAN CROSBY: Director Griffin.
4 Actually, let's take a real quick break.

5
6 (A recess was taken)

7
8 CHAIRMAN CROSBY: All right. We're
9 ready to convene public meeting No. 247. And
10 we will turn to Director Griffin.

11 MS. GRIFFIN: Good morning,
12 Commissioners.

13 CHAIRMAN CROSBY: Good morning.

14 COMMISSIONER O'BRIEN: Good morning.

15 COMMISSIONER CAMERON: Good morning.

16 MS. GRIFFIN: Today, our licensee,
17 MGM Springfield will present a hiring update
18 and provide you with updated information about
19 the status of their hiring goals, along with
20 their benefits program and projected
21 employment numbers so that you may potentially
22 vote in an August meeting on compliance. No
23 vote on employment compliance is expected
24 today.

1 I have reviewed the employment
2 information that's in your packet, in the
3 context of the RFA2 application commitment
4 submitted by the then applicant in 2013 and
5 the diversity and affirmative marketing
6 program adopted by Blue Tarp Redevelopment
7 LLC and approved by the commission on
8 January 22nd of 2015. MGM has this program in
9 order demonstrate how it intends to comply
10 with its obligations in respect to the labor
11 participation goals for hiring during
12 operations phase of the gaming establishment.

13 Following MGM's presentation, I'll
14 summarize in the context of those commitments
15 and the license conditions -- license
16 condition 12 and the host community agreement,
17 and the MGL Chapter 23K, Section 2120. But
18 right now, I'll turn it over to Mike Mathis to
19 highlight employment projections.

20 MR. MATHIS: Thank you, Jill. Good
21 morning, Commissioners.

22 COMMISSIONER CAMERON: Good morning.

23 MR. MATHIS: Happy to be here. I
24 think, the next time I'll see you will be in

1 Springfield, and shortly after that I will see
2 you at the opening. So very excited to -- to
3 update you today.

4 Just a couple opening comments. I
5 think, before the break Chairman Crosby
6 mentioned that the MGM team would have been
7 surprised to hear that anyone was holding us
8 accountable for the thousands of commitments
9 that we had in the RFA2. I can confirm, as
10 the author of many of those commitments, that
11 I am surprised of the audacity of your team
12 and the stubbornness of your team to go back
13 and look at those commitments. But like many
14 things, we're better for it so I really
15 respect the effort. Like any great piece of
16 work that you spend a lot of time on, I think
17 it's gratifying to know that it meant that
18 much to the commission to go back and look at
19 all the details, and excited to comply with
20 them and make this presentation today.

21 I'm going to hand it off to
22 Marikate Murren, our VP of HR in a moment.
23 And so proud of the effort of our team. And
24 you're going to hear some of the stats.

1 You've heard some of the stats previously, but
2 when you think about the people side of our
3 commitments, whether it's construction and
4 design, and you've seen the Brian Packer
5 updates in every -- every update he tells you
6 I'm not sure if we're going to get there, he's
7 a true under promise over deliverer. And,
8 frankly, every time he updated, I was
9 concerned about the bar he was setting for us
10 on the operational side. And I'm happy to say
11 that in same form we're meeting and exceeding
12 some really aggressive goals that you're going
13 to hear shortly.

14 As of today, we are 36 days and
15 three minutes away from our opening so we're
16 working very hard towards that goal, and
17 looking -- very much looking forward for you
18 all to visit and see the progress, both on the
19 building side and on the people side. And you
20 you'll hear some of the stats of where we're
21 at on the people side.

22 Just a couple of other comments.

23 You know, we've had -- we've had many vendors.
24 I think of the slot machine vendors, some of

1 the others vendors that are -- that work
2 throughout the country. We've had our senior
3 management come out many times. We've had our
4 own employees, many of whom are transfers from
5 completing jurisdictions and competitor
6 businesses in the industry, and all of them
7 have said what a smooth and collaborative
8 preopening process we have. And I think it's
9 a real credit, considering this is an infant
10 jurisdiction for you and your staff. Says a
11 lot about the quality of work and the effort
12 that's been put in by your staff, and,
13 certainly, myself and our team. We're really
14 proud of the partnership and how smoothly this
15 has gone. And it's -- you know, it's pretty
16 unprecedented to be able to open two, three
17 weeks early as smoothly as we believe we're
18 going to be able to open. So I don't want to
19 jinx us, but really, really proud of the
20 collaborative effort that allows us to be in
21 the position we are here today.

22 And lastly, this is just an
23 anecdote, but I was just walking down the
24 street the other day, reviewing the exterior

1 of the building, and a resident of the south
2 end stopped me on the street and he said, you
3 know, Mike I've been following all of the
4 design and the work on your projects at the
5 very beginning and I'm so confused. I thought
6 you were only preserving the one historic
7 building on Main Street. And I confirmed that
8 we were and told him that the other buildings
9 were all -- were all new-built. That none of
10 it was, you know, restoration of any of the
11 old store fronts that he saw. But it's really
12 -- it speaks to how well we've done it. We've
13 got consultants that, literally, age the
14 brick. Go up on ladders and put a -- and put
15 a finish on it so that's it's not monolithic,
16 that it's got some intentional imperfections.
17 And a comment like that just, you know, speaks
18 to the level of effort we've put in. So as
19 you can tell, very proud, very excited, very
20 exhausted, but it will be well worth it when I
21 see you on the 24th. So with that, I'm going
22 to pass it on to --

23 CHAIRMAN CROSBY: Before you pass it
24 over, are you going to explain why Istanbul is

1 on your letterhead?

2 MR. MATHIS: I'm going to punt, like
3 Seth did, to Sarah Moore.

4 CHAIRMAN CROSBY: Okay.

5 MR. MATHIS: But yeah, there's a
6 rhyme to the reason. It's what makes our
7 company special. We don't just mail in even
8 letterhead.

9 CHAIRMAN CROSBY: I get it. That's
10 great.

11 MR. MATHIS: Do you want me to get
12 into these -- okay, great. So yeah, I'm just
13 going to set up Marikate a little bit, in
14 terms of where we're at overall.

15 And I'm not sure if I had seen you
16 the last time we did one of our mass hiring
17 events, but I do want to talk about -- it was
18 Sunday, June 24th. Right? Sunday June 24th
19 was our last mass hiring event in Springfield.
20 And as opposed to some of our earlier mass
21 hiring events, which were a little bit more of
22 the traditional processwise, we wanted -- in
23 the prior events we wanted people to apply, go
24 through a couple of rounds of screening and

1 interviews, and then we -- and then we send
2 out, basically, virtual calendars for folks to
3 give an -- you know, set an appointment from
4 when they would come in and be part of this
5 final round of interviews and, hopefully,
6 resulting in offers. And those two or three
7 prior events were really successful. We held
8 them all in the MassMutual Center. And I went
9 to Marikate and I said, as well as I think
10 we're doing, I'm hearing some feedback from
11 the community that they find our process
12 difficult, or for those that aren't computer
13 fluent, that they were having struggles. So
14 she said, you know what, let's just do an
15 old-fashioned, open call hiring event to see
16 if we can -- we can bridge that gap so no one
17 would have the excuse, that they can just come
18 in and put their faces in front of us.

19 We held that on Sunday, June 24th.
20 I think we -- we staffed it hoping we would
21 get to a thousand. We ended up with 2,000
22 people. We were hoping to hand out three, 400
23 offers. We ended up handing out 550, which is
24 the most I think we've ever -- we did at any

1 of our events. And what was most gratifying
2 to me is, we saw -- we saw a group of people
3 that we hadn't had access to before that, for
4 whatever reason, didn't have a desktop or
5 laptop, or weren't fluent on the computers.
6 So just speaks to the effort and the
7 commitment on our team, and really the need in
8 that community for employment. So really
9 excited. And she'll talk about some of the
10 stats that came out of that event.

11 CHAIRMAN CROSBY: That's a great
12 story, Mike. And it's a lesson to remember
13 for Encore, you know, to make -- because you
14 learn a really important thing. Certain kinds
15 of tools are off-putting to certain kinds of
16 audiences. So that's a really important
17 lesson. It's great.

18 MR. MATHIS: Yeah. If we could do
19 it again, we said that, we would employ that
20 more. I think both are necessary. Some
21 people need the certainty of a time slot and
22 are organized enough. But the irony is there
23 -- some people is easier to spend a whole
24 Sunday with us than to hit 10 o'clock on a

1 Thursday morning.

2 So really excited. And you're going
3 to hear the results of that. Just overall, in
4 terms of where we are on employment. This is
5 a combination of active employees, the numbers
6 I'm going to give you, as well as folks that
7 we've made offers to, and that are in our
8 internal background check, and then folks that
9 are in the gaming commission staff background
10 check. So active employees' offers, as well.

11 But we are projecting to exactly
12 3,000 employees. Marikate and -- I don't
13 think we necessarily backed into that, but I
14 know that was an emotional, psychological goal
15 for us to be able to hit 3,000 total
16 employees. 2228 of those will be full time
17 headcount. 506 we're projecting will be part
18 time, and 266 will be on call. And when you
19 convert that, that turns into -- we talk about
20 full-time equivalents, when you balance full
21 time, part time, that's 2581 full-time
22 equivalents.

23 And I think the important of that
24 stat is, in our early RFA2 submissions we

1 referenced 2200 FTEs. So excited to exceed
2 that goal. We think the business volumes are
3 such that we'll not only need all of those
4 full times, but we'll convert a lot of the
5 part times into full times, and the on calls
6 into part times. So, you know, that's the
7 ideal evolution of all those employees. And
8 some of those folks don't want full time. You
9 know, and that's a little bit of what's going
10 on in that market. So this is based on really
11 understanding the labor market, some of those
12 early mass hiring events, to understand the
13 feedback from those folks. But we're going to
14 comfortably get to 3,000.

15 Above and beyond that, we've got a
16 hundred to 150 or so that will come out of our
17 retail employees. So when I think about
18 employment of this project, I don't think of
19 it just as the MGM employees, but employees of
20 the campus. So that's the Regal Cinemas of
21 the world and the Kringle Candles and the
22 Hannoush Jewelers, as well. So I think we'll
23 drive more employment. We have to have them
24 do their own on-boarding and we'll be able to

1 report those stats back to you. And then,
2 that also doesn't include the 125 folks that
3 we brought in from MassMutual Center. So we
4 are comfortably landing -- I think Jill's
5 holding to the, approximately, 3254 employees
6 that we projected back in 2013. And that
7 comfortably puts us right in that range, which
8 is great.

9 So I think with that, I can hand it
10 off to Marikate to give you a little bit more
11 of the granularity of what that composition of
12 employees are. But we're in really good
13 shape, in terms of the overall hiring number.

14 CHAIRMAN CROSBY: Great.

15 COMMISSIONER CAMERON: Thank you.
16 Good morning.

17 MS. MURREN: Good morning,
18 Commissioners, Jill and staff. If I may,
19 just -- I want to reiterate what was said
20 earlier by Ed, is the cooperation that we have
21 with Paul Connelly and his staff from the
22 licensing side, the ability to transition,
23 assist in really getting people through, I
24 just want to reiterate the cooperation that we

1 have from the staff is just unmatched. He is
2 taking my calls on vacation, which I so
3 appreciate, so I just wanted to reiterate --

4 MR. BEDROSIAN: I'm sorry, did you
5 say vacation?

6 MS. MURREN: I might have just
7 ratted him out. If we could redact that from
8 the official record. No. It's just, for us
9 to be successful we have to have his
10 partnership, and I do understand that. And it
11 goes both ways. And same thing with Jill. So
12 I just wanted to reiterate that.

13 I also wanted to thank you for the
14 field trip. Getting me out of Springfield and
15 my office. As Mike said, it's been very -- a
16 crazy, chaotic but really exciting time for
17 the city and for the employees, and the team
18 that Mike has put together. We are starting
19 to really change the culture of the property
20 and the enterprise, and really be the beacon,
21 I think, for something different than we've
22 ever done for the enterprise.

23 So once again, you know, I'm going
24 to embarrass Mike, but I want to thank you for

1 bringing me on board here. It's just been --
2 and my team members who are behind me and next
3 to me. It's just -- what I am going to talk
4 to you about is not just a chart. It is the
5 entire team that is from corporate, from
6 regional and from cross properties, so I just
7 wanted to reiterate that to our team members
8 across U.S.

9 So I'm going to jump into the
10 presentation of PowerPoint, Commissioners,
11 that's in your packet. We'll talk about the
12 total number employees, our percentages as
13 they relate to our host community agreement
14 with Springfield residents. And as you
15 recall, that's at the best efforts at 35
16 percent. The four western counties upon the
17 hire date is that 90 percent that we've been
18 referring to as regional.

19 The percentage of the Massachusetts
20 residents hired is also included in your deck.
21 The percentages of part of the host community
22 agreement with minority, women and veteran
23 individuals hired. And then I'm going to talk
24 briefly at the end to give you a really

1 high-level example of our benefits package,
2 our extremely robust benefit packages that we
3 provide every employee who is qualified for
4 that.

5 So I believe it's slide two,
6 Commissioners that you'll see as of July 5th
7 within the chart above and then below, that as
8 of July 5th we are at 35.8 percent Springfield
9 residents. That is representative of 618
10 total individuals, as Mike said, that were
11 active employees actually working. And that
12 is also only representative 20.4 of our
13 overall. I'm going to hold my really
14 excitement until I get through a little bit.
15 Women, we are at 40.8 percent. And just
16 remember, the goal is 50. Not really
17 concerned now, as we start to on board the
18 entire pipeline. That same number at 43.7 for
19 minorities, that is also 50 percent. And
20 then, 8.9 for veteran. And that host
21 community best efforts with 2 percent.

22 I am happy to report that, as of
23 July 12th, we had 762 employees -- this is not
24 in your package, I apologize. 36 percent of

1 the employees are on-boarded. We are already
2 increased to 36 percent Springfield residents.
3 That's a .2 increase. 42.3 percent for women.
4 That's a 1.5 percent. 45.3 percent for
5 minorities. That's a 1.6 percent increase.
6 And we have just a slight decrease in our
7 veteran to 8.1. We continue to track daily,
8 and almost weekly I'm reporting to Mike and
9 the executive team on this. Really excited
10 about as we continue to on board, and as our
11 really important front line and our
12 Springfield residents come on.

13 I was telling the chairman, on
14 Monday we will on board 350 individuals. That
15 entire week, there will be close to 700. And
16 the week of July 30th, that entire week, we
17 will on board in excess of 1400 individuals
18 moving to really ramp up that property.

19 Moving forward, outside regional
20 relocations are 10.5 percent, so that is
21 .5 percent just over the 90, as required best
22 efforts to that host community agreement. The
23 four western counties is 77 percent, and then
24 Massachusetts residents is 78.8. And as you

1 recall, commissioner, that is reflective of
2 the numbers on board of July 5th, is only
3 20 percent of the current population.

4 To get those numbers, what we do is
5 I'm pulling reports out of our workday
6 systems, getting those, running it, doing a V
7 lookup with the zip codes within western
8 Mass., and then we have the ability to really
9 run those in real time as employees come on.

10 I just wanted to pause there to see
11 if there was questions or comments before I
12 move on.

13 COMMISSIONER CAMERON: So the
14 numbers look great. I know how hard you've
15 worked, and it is refreshing to see that. You
16 did mention that the 40 percent women that you
17 were not concerned, meaning, you think with
18 what you have in the pipeline those numbers
19 will go up?

20 MS. MURREN: Yes, yes. We are
21 anticipating -- we're tracking that right now
22 of who's in the pipeline right now with our --
23 as Mike said, our drug and background and then
24 the licensing. I'm projecting those numbers

1 to go up. So we're going to be close to that,
2 but we're -- something that we're continually
3 concentrating on. And, especially, also with
4 the minority number.

5 MR. MATHIS: Commissioner Cameron,
6 if I can just add, it's sort of the -- it's
7 the ramp up of different departments that
8 impacts that. So early on, we had to -- we
9 had to on board what's, typically, a more
10 male-dominated department, such as security.

11 COMMISSIONER CAMERON: We have to
12 change that, though.

13 MR. MATHIS: We do. And we're --
14 we're making strides. But notwithstanding...

15 COMMISSIONER CAMERON: I understand.

16 MR. MATHIS: So, you know, some of
17 the other departments that are more customer
18 service, marketing related, where women are
19 more represented is where we're seeing more
20 than pick up on the F & B side, marketing.

21 So I think some of that is just by
22 nature of the departments, as well as an extra
23 effort. We were so focused on residency. And
24 when our team is focused, we can get there.

1 We feel comfortable enough on residency. Now,
2 we're focused on a couple of the other, sort
3 of, line items that we really need to try to
4 hit.

5 COMMISSIONER CAMERON: Great. Thank
6 you.

7 MS. MURREN: And we'll make sure we
8 hold Jason Rucker, our executive director of
9 security's feet to the fire, Commissioner.

10 CHAIRMAN CROSBY: Yes. Women are
11 great at diffusing a situation.

12 MS. MURREN: That's right.

13 CHAIRMAN CROSBY: Marikate, this may
14 be a question that you can not answer at all
15 or too soon. But everybody's anticipating,
16 and it's customary that there will be the a
17 pretty substantial turnover in the first few
18 months or first year. Do you have any way of
19 assessing your bench strength? Are you --
20 will there be Springfield residents to
21 backfill as you turn over, or are you skimming
22 that off and it's going to get much tougher
23 for these categories that you're targeting?

24 MS. MURREN: We are not resting on

1 our laurels. We have already scheduled
2 contingency events and have our regional staff
3 that will come in immediately following the
4 Labor Day weekend, because we know what has
5 happened at National Harbor and other.

6 What we've done, Chairman, also, is
7 we've over hired in those division and
8 departments that were adversely impacted by
9 attrition at National Harbor, and based on
10 experiences. We've got that from Mike and
11 Courtney our -- Courtney Wenleder, our CFO.
12 So we have over hired, even to the extent to
13 account for that attrition. And so, we are
14 seeing a little bit right now.

15 But what we've also done -- we've
16 had in excess of 42,000 applications within
17 the system. And so, what we are doing, we're
18 not dispositioning people. We are keeping
19 them -- almost like mother henning. Keeping
20 them engaged to ensure that we will have that
21 attrition. The industry standard is about 30
22 percent. That is our goal that we want to --

23 CHAIRMAN CROSBY: In the first year,
24 is that industry standard?

1 MS. MURREN: In general, yes.

2 CHAIRMAN CROSBY: Or just in
3 general?

4 MS. MURREN: In general, a year.
5 It's the nature of hospitality industry with
6 food and beverage in some of our high-volume
7 jobs. So that is what we're already looking
8 at and planning for. So if we're expecting a
9 30 percent, we want to make sure we over hire
10 and keep people in the pipeline. And that's
11 the team Jason Randall, my director of human
12 resources, and Jennifer Russell, director of
13 talent acquisition, we're already on that,
14 planning.

15 Unfortunately, a lot of my
16 executives are getting those calendar
17 appointments about hiring events. They're
18 like, didn't we just do this? But yes, it's a
19 process that is continual. And given that we
20 have brought people on our training programs
21 that are really very robust, new-hire
22 orientation, it really starts with the
23 management and the supervisors who are going
24 to have daily contact with employees. That's

1 what builds the commitment and ability to
2 lower the attrition that we might run into.

3 CHAIRMAN CROSBY: Okay.
4 Interesting.

5 MS. MURREN: I'd like to just bring
6 your attention now to slide three. And I
7 believe, in your packet there's also a
8 one-pager. This is the employee benefits that
9 those who qualify as full time are afforded.
10 As you can see, these benefits commence after
11 a probation period of 90 days.

12 So during -- through the workday
13 system we contact our employees who are in
14 those positions. We will have benefit fairs
15 that they can come and speak to the health
16 benefits, the PPO or the HMO, that we do
17 offer, dental, medical, eye. Every one of
18 those providers will be in site -- on site
19 answering questions. Our corporate team is
20 also here. We have our 401K provider,
21 Prudential, also comes in.

22 So it's really -- we start that,
23 probably, about 40 days before they run out of
24 their 90, just to make sure everyone's on the

1 same page, having conversations of what an
2 employee's needs are, from their spouse to
3 their dependents of their children. And as
4 you can see, it goes into voluntary benefits
5 of life insurance, FSA accounts -- ooh, that
6 says shirt. That should say short-term long
7 disability. Apologies with my fat thumbs
8 there. We even have pet insurance, 529 saving
9 plans for college. I'm proud to report it's
10 one of the robust that I've been ever -- had
11 the opportunity to go into. And this is, as
12 you know, driven by our corporate colleagues
13 in Vegas. So we're very proud of that, and
14 that will start happening very quickly.

15 CHAIRMAN CROSBY: Great.

16 COMMISSIONER CAMERON: Yeah, that's
17 really impressive. Wellness program, really,
18 you know, something that makes a difference.

19 MS. MURREN: It does. To drive down
20 cost, we're encouraging even our employees to
21 walk up our stairs now, because I'm a really
22 firm believer, no one takes better care of
23 yourself than yourself. Right?

24 So if we can keep people healthy,

1 emotionally strong during -- especially, this
2 urgency that we're going to run into the next
3 30 days, it pays dividends as we really --
4 because we are going to open. I don't worry
5 about the opening. I worry 30, 45, 60 days
6 later, keeping people engaged, keeping them
7 really focused on the customer and the
8 delivery of our show basics. So that's
9 something that we're working on daily.

10 MR. STRATTON: If I could share
11 anecdotally, just on the benefits package. I
12 know one of the questions is, well, how good
13 of a package is it? And my family, like many
14 families with both parents working, my spouse
15 and I both have available coverage, and she's
16 had two employers since I've been with MGM.
17 She was a public employee with the school
18 system and is now in hire ed. Both of those
19 areas, generally, have good benefit packages.

20 In both instances, we've elected to
21 have my family and my children on our MGM
22 plan, because the benefits and the cost are
23 better than the public school system and
24 higher ed. So I think those are the benefits

1 packages that a lot of employees are used to
2 in the region and as being strong ones. And I
3 can attest, personally, that ours is less
4 expensive and richer than the option we had
5 with my wife. So I was happy for my own -- my
6 own selfish reasons I was happy to have access
7 to that, but I think the goes to the question
8 of, well, any employer can lay out a benefits
9 package, but is it a good one. And I can
10 personally attest that it's a good one.

11 COMMISSIONER CAMERON: Great. Thank
12 you.

13 MS. MURREN: If I may, I'd like to
14 share a story with some of our employees, just
15 to really -- to really put a dot on the I of
16 what we're doing in Springfield based on the
17 law that came many, many years ago. We opened
18 up our EDR recently, just to do some testing
19 on the food.

20 MR. MATHIS: Employee dining room.

21 MS. MURREN: Excuse me. Sorry.
22 Employee dining -- acronyms. Right? Employee
23 dining rooms. I was one of the first in line
24 so I got my foods and I sat down. And being

1 from HR, no one really would sit with me. So
2 I saw a group of our kitchen stewards, who
3 were also in the employee dining room. And I
4 got up, brought my lunch over to, asked if I
5 could sit down. Of course, they welcomed me.

6 You know, we started -- I started
7 talking to them and where they're from and
8 what they're doing. They'd been on board
9 about two or three weeks. And I noticed their
10 body language. I noticed the smiles on their
11 face, and I noticed, really, the word yum
12 coming out of their mouth. As you know, our
13 vice president, Anthony Caratozzolo, is
14 responsible for that entire outlet.

15 And what I started -- I said, what
16 is this about? And some of the young men in
17 front of me shared that they had never eaten
18 food as good as we provided. That they didn't
19 know what real lettuce was. And when I sit
20 back and look at these young men and these
21 young women that the company and the
22 enterprise, and how we are changing
23 Springfield, I get a -- I'm privileged and
24 proud to be part of this company and what

1 we're doing for Springfield. And we are going
2 to change generations. And I'm not -- I'm
3 not -- I'm going to say that because we are.

4 And I want to thank you, sitting in
5 front of us, Commissioners and Ed, and your
6 entire team, because this is truly a
7 partnership. And I cannot wait for you to
8 experience what we're experiencing and the
9 culture. It's something special. And I don't
10 know what took me so long to find the company,
11 right, we'll have a conversation with someone
12 later, but it's just -- it's just a privilege.
13 And I wanted to share that with you, because
14 they even said to me, their manager came by
15 and they said, there's Danny. I would take a
16 bullet and do anything for him. And they had
17 only been on two weeks.

18 So that goes to who we're hiring,
19 how we're training. So I just wanted to share
20 that with you, Commissioners. You will see
21 this when you're on property, when the
22 thousands of people, the employees and the
23 customers come through. So I just wanted to,
24 once again, thank you and share a little bit

1 of the culture that's happening on campus.

2 COMMISSIONER CAMERON: That's a
3 really good story. Thank you for sharing
4 that. That is what this is all about. Right?

5 CHAIRMAN CROSBY: You know, I
6 hope -- you know, we're not cheerleaders.
7 We're your regulators. We'll do our job, and
8 I've said this many times. But I do take, as
9 I've also said many times, the commitment of
10 MGM to be quality, corporate citizens. I
11 mean, we're looking over your shoulder.
12 Probably wouldn't be exactly the same, if we
13 weren't here, but it would be close, you know.
14 And I'm impressed by that.

15 And I hope there's a way, some day,
16 that, if this works out like we all hope it
17 will, that the story will be able to be told,
18 if you're able to do for Springfield and
19 participate and do it for Springfield what it
20 looks like you might be able to do. Because
21 it's the casino industry, it's going to be an
22 uphill battle to get that story told right.
23 But those kind of anecdotes and phenomenon of
24 changing generations for years is an

1 extraordinary tale and I'm proud to be a part
2 of it, too. Anybody else?

3 COMMISSIONER O'BRIEN: I just want
4 to circle back. I had a question about -- I'm
5 looking at the stats of the 3,000 positions,
6 and I have a concept in my head of what on
7 call means, but I don't think it means what
8 you think it means, so I'm just wondering if
9 you can explain to me what on call means for
10 you guys?

11 MS. MURREN: Sure. So we -- if
12 you're in a food and beverage, a server, those
13 are when our part time or full time call out,
14 are sick or are on personal time off, they
15 basically call them to come in and work
16 shifts. So it's really that definition of
17 we -- someone has already called out and will
18 not be able to work their shift, we have a
19 nice pool of people we can call to bring them
20 in and to work that shift. And they've all
21 gone through training in that specific role.

22 COMMISSIONER O'BRIEN: So they're
23 per diem people; they aren't people who
24 already have other positions part time and

1 come in for shifts; they only come in when you
2 call them?

3 MS. MURREN: Yes. They could have
4 other jobs in other companies, and so they
5 specifically asked for that type of on call
6 opportunity, or that was the only thing we had
7 left, after we did our mass hiring events.
8 And then, the hope is, as we lose some of our
9 full time our part time would move up to full
10 time, and then our on call would then move
11 into part time work. Seeing if they want that
12 or move into our full-time employment.

13 CHAIRMAN CROSBY: Are they
14 compensated in any way to keep -- to be in
15 abeyance for you? They just say, call me. If
16 I can, I'll come in. If I can't, call
17 somebody else?

18 MS. MURREN: That's right. They are
19 paid and compensated when they work for us.
20 But there are a large group that want these
21 type of employment opportunities to stay
22 flexible. And though, the hope is once we
23 have them exposed to the company they'll
24 commit more full time for us, because then we

1 can start no invest in additional training and
2 education programs for them.

3 COMMISSIONER O'BRIEN: Are they part
4 of your stats, in terms of your percentages;
5 are they part of your percentage stats, or are
6 they off to the side?

7 MS. MURREN: They are built into
8 that.

9 COMMISSIONER O'BRIEN: Into your
10 stats?

11 MS. MURREN: Yes.

12 MR. MATHIS: I was just going to
13 say, I think the best way to think about that
14 group is, is a group -- sometimes it's because
15 we don't have part time available so by
16 default that's all they can get. But, also,
17 it can be a lifestyle choice on their part.
18 It's really a free option to work.

19 And we've trained them to be in a
20 position, you know, almost like the Uber
21 driver who can turn it on and turn it off
22 so -- and it is a great pipeline to get
23 involved in the business and then move
24 yourself up to part time, full time so -- it

1 just has less predictability, in terms of a
2 part-time schedule.

3 Even part-timers have some ability
4 to predict their schedules for the following
5 week, or the following two weeks with some
6 minimum amount of hours. This is a group, for
7 whatever reason, depending on the category,
8 are just available on the bench to be called
9 and join the workforce.

10 MR. STRATTON: And I think a good
11 example of these employees are, you know,
12 special events and banquet staff, so it's
13 driven by the demand for, you know, a wedding
14 or a big event and you have banquet servers
15 and banquet bartenders. And I met, actually,
16 a few individuals in our hiring there, who
17 were specifically looking for on-call
18 opportunities. One of them was a mother -- a
19 mom who generally stays home but had a career
20 as a bartender and wanted to have availability
21 in the evenings to do special events and make
22 some extra money but not work full time.

23 And so, I think those are the
24 examples that I've -- you know, she said, I'd

1 love to get on board and, hopefully, you know,
2 couple times a week there will be an event
3 that I can come and earn som extra money. So
4 that's an example of what would be an on-call
5 employee.

6 CHAIRMAN CROSBY: And how do the
7 benefits apply to part time on call, if at
8 all?

9 MS. MURREN: On call, they do not,
10 Chairman. If you -- as a part-time employee
11 you have to work 1,050 hours in a certain
12 amount of time to qualify for our eligibility
13 for benefits. And then, our full time are
14 afforded that, when they have a full-time
15 position.

16 CHAIRMAN CROSBY: So what does that
17 mean; what percent of the hours is that in
18 order to --

19 MR. MATHIS: I think it averages
20 around 30, 32 hours a week, is the trigger
21 over some period of time as an average.

22 CHAIRMAN CROSBY: And then, do you
23 get -- are you prorated for the package, or
24 you then qualify for the whole package?

1 MS. MURREN: You qualify for the
2 whole package.

3 MR. MATHIS: It's a binary. Either
4 you qualify or you don't. But that's industry
5 standard.

6 CHAIRMAN CROSBY: Okay. Director.

7 MS. GRIFFIN: Thank you.

8 MS. MURREN: So I have --

9 MS. GRIFFIN: Do you have more?

10 MS. MURREN: No, I don't.

11 MS. GRIFFIN: So I have to add that
12 I have been very impressed by the outreach,
13 the availability and the -- in the community.
14 MGM Springfield has been everywhere. If you
15 don't know about a job, it would be very
16 unusual. So that being said, it's my role to
17 analyze some of these -- some of this
18 employment information compared to their RFA2
19 commitments.

20 So regarding the benefits, we just
21 talked about the robust list of comprehensive
22 benefits package, which looks fabulous and is
23 comparable to the RFA2 package. They are also
24 providing subsidized meals, which was not

1 exactly what is included in the RFA2. And we
2 understand that final hiring numbers are not
3 available yet. And the numbers that we have
4 are a certain point of time and that
5 compliance is ongoing, and occurs over the 15
6 years of the license.

7 But regarding the employment
8 projections specifically, at this time, with
9 618 active employees and some of the numbers
10 that Marikate updated us on, although the
11 projected project totals of new jobs at the
12 gaming establishment appear to be higher than
13 their original estimates, the model is
14 different than the RFA2 application made in
15 2013, as is -- as like the retail model that
16 changed. Some of the jobs in the gaming
17 establishment are provided by vendors, some
18 are on call. The total appears to be
19 comparable.

20 We are pleased to see that almost
21 80 percent of the employees are Massachusetts
22 residents, and that's very impressive. And as
23 of the July 5th date of the report, MGM
24 Springfield is exceeding two of their hiring

1 goals. Currently, they are exceeding the goal
2 of hiring 35 percent Springfield residents,
3 and they're also exceeding their 2 percent
4 veteran employment goal. Really fabulous.
5 They're at almost 90 percent.

6 So MGM Springfield has not yet met
7 their regional hiring goal of 90 percent from
8 the four western Mass. counties, but is
9 reasonably close at 77 percent. Their hiring
10 goal for women and minority employees at
11 50 percent. They are reasonably close to
12 their 50 percent goal at 41 percent women and
13 44 percent minority, or a little bit higher,
14 based on those numbers.

15 And I have to say that MGM
16 Springfield has maintained their commitment to
17 hiring and maintaining a diverse,
18 multicultural, multiracial workforce
19 reflective of its host community and customer
20 base. We look forward to continued commitment
21 to hiring western Mass. and Massachusetts
22 residents, and updates regarding their
23 progress towards all of these goals. So I'll
24 turn it back over to the commission for

1 questions and comments.

2 COMMISSIONER CAMERON: Well, I think
3 you set the bar very high for yourself. And
4 when you look at those numbers, 50 percent,
5 90 percent. So I -- when reading that I said,
6 wow, this might be difficult. To see you work
7 this hard at it, come this close to meeting
8 those goals, and, you know, it certainly is
9 reflective of the entire team from the top
10 down. I know you were proud to introduce your
11 management team, which is very diverse, and I
12 think makes everybody else here in the
13 commonwealth that that's the bar they have to
14 try to meet, as well. So no, I think it's
15 terrific. And it's really apparent how hard
16 you're working to do this.

17 CHAIRMAN CROSBY: Anything else?
18 You don't need a votes or anything, you're
19 just giving us an update?

20 MS. GRIFFIN: No vote.

21 CHAIRMAN CROSBY: So all right.
22 Thank you.

23 MS. MURREN: Thank you.

24 COMMISSIONER CAMERON: Thanks.

1 MS. GRIFFIN: So, Commissioners,
2 today you are expected to vote on the MGM
3 Springfield's regional tourism and marketing
4 plan. We have representatives from MGM
5 Springfield, including, Sarah Moore, vice
6 president of brand marketing and retail,
7 Anika Gaskins, vice president and national
8 marketing of MGM Springfield, and
9 Seth Stratton, as well, vice president and
10 general counsel. After some brief remarks of
11 context, I will turn the mic over to MGM to
12 present their plan, and will return to make
13 brief remarks following the presentation.

14 As the commission is aware, an
15 important priority of the 2011 expanded gaming
16 law is tourism promotion in Massachusetts.
17 This is evidenced in MGL Chapter 23K,
18 Section 1, which states, promoting local small
19 businesses and the tourism industry, including
20 the development of new and existing small
21 business and tourism amenities, such as
22 lodging, dining, retail and cultural and
23 social facilities is fundamental to the policy
24 objectives of this chapter.

1 Recognizing -- seven. Recognizing
2 the importance of the commonwealth's unique
3 cultural and social resources and integrating
4 them into new development opportunities shall
5 be a key component of the decision to award
6 any gaming license under this chapter. Cross
7 marketing and tourism promotion was also
8 highlighted as an objective to be advanced in
9 determining and granting of a gaming license
10 under Section 17, which highlights the
11 following objectives, promoting local business
12 and host and surrounding communities,
13 including develop and cross marketing
14 strategies with the local restaurants, small
15 businesses, hotels, retail outlets and
16 impacted live entertainment venues.

17 Building a gaming establishment of
18 high caliber, with a variety of high quality
19 amenities to be included as part of the gaming
20 establishment, and operated in partnership
21 with local hotels, dining, retail and
22 entertainment facilities so that patrons
23 experience the diversified regional tourism
24 industry.

1 Finally, in the agreement to award a
2 Category 1 license to Blue Tarp Redevelopment
3 LLC, license condition 16 requires MGM
4 Springfield to produce a regional tourism and
5 marketing plan, in consultation with the
6 regional tourism council and the Massachusetts
7 Office of Travel and Tourism, and subject to
8 approval by the commission. Such plan shall
9 include but is not limited to making space
10 available in the gaming establishment for
11 state and regional tourism information, links
12 on the licensee's website to the regional
13 tourism council website, and a joint marketing
14 program with the RTC and with MOTT. Staff
15 training in regards to the plan, and the
16 sharing of visitor data. Such plan shall be
17 provided to the commission for its approval at
18 least 90 days prior to the anticipated
19 commencement of the operation of the gaming
20 establishment. So with that context, I'm
21 going to turn the mic over to MGM.

22 MS. GASKINS: Hi, and thank you so
23 much for allowing us to present our regional
24 plan to you. We're very excited to be here.

1 We're honored to be able to present this
2 presentation. But since the beginning of the
3 project, we have and continue to understand
4 the importance of the supporting and promoting
5 local and statewide businesses, to ensure
6 visitors in and out of the region experience
7 all that western Massachusetts has to offer.
8 And this plan will outline how we'll draw
9 visitation and incremental revenue to the
10 property, to the city, the region, all
11 utilizing a multitude of marketing channels to
12 do so.

13 So in summary, the marketing
14 objectives presented in this plan will
15 leverage MGM Resort's brand equity to drive
16 visitation, revenue and exposure to local
17 businesses, as well as local and regional
18 state tourism agencies, and western
19 Massachusetts in general.

20 This will be achieved by the
21 implementation of a consistent marketing
22 strategy exclusive of seasonality, designed to
23 position MGM Springfield, Pioneer Valley and
24 western Massachusetts as a world-class, full

1 service tourist destination for the region.
2 Now, I'll turn to over to Sarah Moore to
3 present our regional tourism attraction
4 partnership initiatives.

5 COMMISSIONER CAMERON: Sarah, before
6 you begin, would you like to share the story
7 you shared with me?

8 MS. MOORE: Yes. Please let me
9 address the elusive stationary. So what you
10 are looking at was actually our memorial
11 branch right outside our property. This is
12 one part of our new design package and
13 platform that you will see carried throughout
14 the property when you visit. We've chosen
15 some of the most iconic elements that are
16 either on campus or around us, and we've kind
17 of refashioned them in a new modernized way.
18 It doesn't always translate perfectly to
19 screen, but I think you'll be impressed when
20 you see it. And throughout our presentation
21 today, you'll see some of those additional
22 elements.

23 COMMISSIONER CAMERON: I think it's
24 meant to be on the first page, though, of

1 the --

2 MS. MOORE: It is. There's a second
3 page, which I'll address with someone later.

4 MR. STRATTON: Yes. I will --

5 MS. MOORE: There's the full,
6 complete system.

7 MR. STRATTON: I'm not using to
8 using fancy letterhead.

9 CHAIRMAN CROSBY: They loved it so
10 much they couldn't stop.

11 COMMISSIONER CAMERON: Thank you.

12 MS. MOORE: Thank you. But moving
13 on, so we're really excited to be here today
14 and talk about some of the -- some of the
15 partnerships. And I emphasize some because
16 our partnership is growing every single day,
17 in terms of the different businesses big and
18 small that we are working with and amplifying,
19 and growing throughout the region.

20 So moving on, first and foremost,
21 one of our key partnerships is the Greater
22 Springfield Convention Visitors Bureau. They
23 are partners through and through. We have an
24 incredible relationship with them. And we're

1 so excited to be kicking off a really
2 multilevel joint marketing agreement that
3 include everything from having our general
4 manager, Alex Dixon, sitting on the executive
5 committee to we've increased our financial
6 investment substantially to support them in
7 their marketing dollars and their media
8 dollars, utilizing our marketing engine, our
9 various touch points through our different
10 communication channels and marketing channels,
11 but also on property, as well, that we can
12 drive exposure.

13 As Jill mentioned also, the sharing
14 of research. We've obviously conducted
15 significant research in this area, all of
16 which we've shared with the GSCVB so that they
17 can take those insights and share them across
18 the entire region and utilize that to drive
19 their marketing efforts. We've shared our
20 media plans with them. We're identifying
21 opportunities because we're about to launch a
22 very large-scale media brand campaign. A huge
23 financial investment, but we know that with
24 that we have the ability to create added value

1 for our partners. So identifying part of that
2 media plan that we are able to even give them
3 some of that media air space as they -- to
4 help amplify their campaigns, as well.

5 CHAIRMAN CROSBY: How broad is the
6 Greater Springfield Visitor's Bureau; what
7 communities are in it; how far outside
8 Springfield does it go?

9 MR. STRATTON: I believe it's
10 Hampden -- I believe it's the county, RTC --

11 CHAIRMAN CROSBY: All of Hampden
12 County.

13 MR. STRATTON: Yeah, all of Hampden
14 County. So you would have additional RTCs in
15 the other counties but they cover the whole --

16 MS. MOORE: So it doesn't include
17 Berkshires or Northampton. Just Hampden.

18 So we have regular meetings with
19 them, ongoing, from a sales and marketing
20 standpoint. Also, to help drive group and
21 meeting at convention business, as well. And
22 we're constantly understanding each others
23 efforts and how we can further continue
24 driving support for each other.

1 I'm going to go through these fairly
2 quickly, so please stop me for questions. One
3 of the partnership highlights we wanted to
4 focus on with our GSCVB is the Cambridge
5 College apprenticeship program. And this is a
6 great example of how we've pulled the GSCVB
7 into some of our efforts other -- in other
8 facets of our business.

9 So we partnered with the Cambridge
10 College to provide training classes to city of
11 Springfield job seekers, and Mary Kay Wydra,
12 the president of the GSCVB was actually a
13 co-architect of that Springfield concierge
14 program, helping us to put together an
15 education and opportunity on the development
16 and history of Springfield so that we could
17 utilize that group of people to continue
18 promoting the various attractions around the
19 area.

20 Another key partner for us is the
21 Massachusetts Office of Travel and Tourism, or
22 MOTT. And we really look at MOTT as a partner
23 for a number of different things. First up,
24 just from a co-op marketing standpoint, we're

1 exploring various efforts with them, including
2 social media influencer summits and media fam
3 trips, and, also, obviously the international
4 customer being incredibly important. So how
5 can we work with them on their various sales
6 trips and sales efforts, specifically driving
7 Asian customers, which Anika will speak to in
8 a minute. But then, also, how do we include
9 all of them -- the other side of that just as
10 we are with GSCVB and all of our efforts that
11 we have coming up and ramping up over the
12 next, you know, six to eight weeks. So having
13 them have a presence in our grand opening
14 activities so that all of the media coming in
15 has exposure to all of the incredible work
16 that they're doing, as well. And again, using
17 our marketing channels and our marketing
18 engine to help promote the massvacation.com
19 and the MOTT organization.

20 So additional agencies that we're
21 exploring or have developed partnerships with
22 is 1Berkshire. We understand, you know, to
23 help drive our seasonality program, which we
24 know is incredibly important from the summer

1 standpoint, as well as the winter standpoint
2 with ski resorts and golf courses and all of
3 the like, outdoor adventures venues, that
4 1Berkshire is a great organization for us to
5 partner with.

6 So talking to them now about ways to
7 get engaged in their community. It's not just
8 about meeting, you know, the right people to
9 help us but really getting engaged in their
10 community and what that looks like and what's
11 most appropriate. And then, similarly, we've
12 done a lot of work with the Worcester Regional
13 Chamber of Commerce. And everything from --
14 again, holding business fairs with them,
15 getting engaged with the key stakeholders of
16 that community. We're a founding sponsor of
17 the Worcester Railers, which is really
18 exciting. They've had a great season. So
19 further continuing exploring both of those
20 areas and more, quite honestly.

21 And so, from a regional standpoint
22 just kind of zoning in a little bit to local
23 attractions. As everyone is well aware, we
24 are blessed with an incredible area of local

1 attractions, so how do we use what we do to
2 help promote them and drive business to them,
3 but then also, you know, utilize the
4 incredible assets that they have, as well.

5 So we have gone -- we have developed
6 or established joint marketing agreements and
7 partnerships with a number of different
8 attractions, including the Basketball Hall of
9 Fame, which you saw -- which I believe we
10 presented at a separate hearing. And this is
11 a multiyear agreement. And this is everything
12 from marketing but also hospitality and
13 getting their visitors on site around
14 intrainment (phonetically) weekend, and
15 helping, you know, amplify their events around
16 the weekend, as well, working on community
17 events that we can co-promote, codevelop and
18 co-promote together, whether it's, you know,
19 with youth basketball organizations and
20 looking at some really fun stuff there.

21 The Springfield museums, which we
22 had our infamous moment with the artifact that
23 we brought in for Springfield. We're really
24 excited to be partnered with the Springfield

1 museums, not only to from a marketing
2 standpoint, but, also, we're displaying that
3 incredible collection, The Curiosity Cabinet,
4 on property, as well.

5 Six Flags we just finalized a
6 multilevel marketing partnership with Six Flags,
7 to help drive their customers to our location,
8 but also our customers, and give them
9 exposures on site to drive during some of
10 their peak times, as well.

11 And then, The Big E. So we're
12 currently finalizing a pretty robust
13 partnership with the Big E, as well, so we can
14 support them during their big events.

15 And then we have a number of sports
16 sponsorships. Sports customers, they align
17 with our demographic so we understand how
18 important that relationship can be for us. So
19 we have a number of established partnerships.
20 Obviously, with the Springfield Thunder Birds,
21 the Worcester Railers, the New England
22 Patriots, as well as the Boston Red Sox and
23 others -- many others in discussion.

24 CHAIRMAN CROSBY: It says The Big E

1 might be involved in your opening activities.
2 What would that be?

3 MS. MOORE: We are working with
4 The Big E to support our parking. So we're
5 actually going to be having -- we're actually
6 going to be promoting The Big E as our primary
7 parking location at grand opening, to help
8 alleviate some of the congestion downtown and
9 create a nice kind of experience.

10 We're working with The Spirit of
11 Springfield, who is curating this entire
12 experience in Court Square to help support all
13 the traffic that'll be coming in. So it
14 really is this collaborative effort across
15 many different organizations around the grand
16 opening.

17 CHAIRMAN CROSBY: So you'll be,
18 like, busing people over from the Big E
19 parking lots?

20 MS. MOORE: Yep.

21 CHAIRMAN CROSBY: Great.

22 MS. MOORE: So one of the other
23 things we are committed to, not only in RFA
24 but in general is, okay, so what touch points

1 do we have that we can further promote these
2 organizations? And so, we looked across our
3 entire, kind of, marketing engine, and we're
4 excited to be promoting -- you can see it.
5 That's actually a picture of our live website.

6 So we have many of these local
7 organizations already up on our website as
8 part of our local attractions. But then,
9 through social media, as well as our e-mail
10 newsletters to our database, on-property
11 signage, in-room collateral, our front desk,
12 our MLife Rewards desk will be able to kind of
13 promote all of these attractions.

14 And then, in addition, which I'll
15 speak to a little bit in greater detail in a
16 bit, is our activations on property, whether
17 it's in our armory, in our plaza, we have
18 many, many local partnerships that we'll be
19 representing through that local programming.

20 And then, there's always the
21 downtown businesses. And we're -- they've
22 been such and integral part of the fabric and
23 the DNA of this city, and so how can we
24 further support the -- all the incredible work

1 they're doing. As I mentioned, The Spirit of
2 Springfield. We -- I actually sit on the
3 board of The Spirit of Springfield so we are
4 very much aligned with their -- their event
5 programming that they're doing downtown, and
6 working closely with Judy Matt. We've
7 actually engaged them to help us plan some of
8 our special events happening around grand
9 opening. So we're really excited to not just
10 giving them that business, but really
11 collaborate with them on these events.

12 Another one is the BID, so the
13 Springfield Business Improvement District.
14 They're also known for the incredible events
15 that they throw downtown. And we are having
16 some of those events take place on our plaza.
17 So, you know, whether it's cruise nights or
18 the vintage cars, or we're actually bringing
19 back the City Block Concert Series, which
20 hasn't happened downtown for awhile, but was a
21 huge, huge event to draw people downtown.
22 We're going to be having that event on our
23 plaza. So it's a great way that we could
24 provide infrastructure to support something

1 that's really important to the city of -- to
2 the people of Springfield.

3 COMMISSIONER CAMERON: You mentioned
4 cruise nights. Could you explain.

5 MS. MOORE: It's vintage cars. So
6 all of the vintage cars comes down and they
7 park, and they just, kind of, show off. And
8 it's fabulous, and it brings a lot of people
9 to downtown Springfield. And so, we'll be
10 hosting a few of those on our plaza.

11 MR. STRATTON: They also drink beer
12 outside during that. And if you'll recall,
13 Chris Russell, the head of the BID came out
14 with us in our presentation to explain the
15 positive experience they've had in the city
16 with their various downtown events and, you
17 know, having alcohol consumption as part of
18 that.

19 So it's great to have that
20 collaboration with the BID, to help us program
21 our plaza based on the experience that they've
22 had successfully in Springfield running events
23 like Cruise Night and White Lion Wednesday,
24 and Jazz Fest.

1 MS. MOORE: Yep. Thank you, Seth.
2 So moving on to advertising. We are -- if you
3 remember back in March of 2018, MGM Resorts
4 launched a -- its first global marketing
5 campaign on behalf of our parent company. And
6 it was the first time we went out with that
7 scale of a campaign for MGM Resorts.

8 As part of that global campaign, we
9 chose New England, and Massachusetts
10 specifically, as a location for targeting some
11 of that media so that we can start to set the
12 groundwork for the incredible marketing
13 efforts that we'll be doing.

14 And so, that time has come. We are
15 within days of launching our brand campaign
16 and we're very excited about that. And it'll
17 be throughout New England. And so, we list
18 here some of the key markets that we'll be in.
19 Albany, Providence, obviously, all of
20 Massachusetts, New Hampshire, Vermont,
21 Connecticut. And this is a multi -- and
22 omni-channel campaign, so it's TV, radio,
23 out-of-home billboards, digital, social, PR.

24 And we chose those markets

1 specifically based on all of the research we
2 did her and what media -- besides population
3 and income, obviously, about media behaviors.
4 And then, also, overlaid our MLife customers
5 and where we see our MLife customers coming
6 from. And then, also, you know, propensity to
7 visit our property, as well. So that -- you
8 will see that very, very soon. I
9 personally -- it's very special to me. So
10 I'll hand it over to Anika to talk about our
11 MLife Rewards database.

12 MS. GASKINS: So Sarah's been
13 talking, briefly, a little bit about MLife
14 Rewards. MLife Rewards is, basically, what I
15 call the crown jewel of MGM Resorts
16 International, in that our database is very
17 extensive. Most likely, the most extensive in
18 the industry. We have about 30 million
19 members in our database, and we plan to
20 utilize that database at MGM Springfield for
21 -- in a few different ways.

22 One is in all of our direct marketing
23 efforts. Second is to do cross property
24 marketing, which basically is bringing --

1 importing people from other areas of the
2 country that are MLife Reward members into
3 western Massachusetts, utilizing our database
4 to leverage casino host relationships of our
5 high-end customers. And, lastly, we'll
6 utilize the MLife Rewards program to establish
7 local benefits with our some of our partners
8 in Springfield.

9 So the next slide shows you just the
10 imminent reach of the program. It's
11 extensive. It's expansive. We have, you
12 know, a multitude of properties on the strip
13 that we have access to the customer database,
14 as well as Atlantic City, properties in
15 Mississippi, as well as Michigan. And now,
16 we're proud to say we are creating our own
17 database in Massachusetts.

18 So in terms of tactics, direct
19 marketing is one of the strongest vehicles of
20 the casino industry. And we have over a half
21 million MLife Reward members that we have
22 access to within our region, as well as
23 outside of our region within a certain mile
24 radius to our property. And the goal there is

1 to ensure that we are constantly and
2 consistently actively marketing messages about
3 our amenities in western Massachusetts to
4 those individuals.

5 So a lot of the customers that we're
6 marketing to, the goal, obviously, is to bring
7 them to our property, get them to use their
8 card, and then we'll be able to track all of
9 their gaming and nongaming spend, incent them
10 with offers. And then, included in those
11 offers, we'll utilize different strategies to
12 make sure that we're hedging against tourism
13 dollars going out of the state and staying
14 here within Massachusetts.

15 So some of the things that we
16 utilize on the direct marketing and e-mail
17 marketing side are offers in e-mail or mail,
18 where we're giving free slot pay or free bets,
19 comps to restaurants, or even comps to, you
20 know, some of our partners like the movie
21 theater. We'll also do special VIP events.
22 And with VIPs, that's where we have an
23 opportunity to do a lot of cross-property
24 marketing.

1 So if we have an extremely high-end
2 slot tournament, and I'll just through a prize
3 pool out there of a hundred thousand dollar
4 prize pool, we have the ability to reach out
5 to customers that are not in Massachusetts and
6 drive them here because the prize pool is so
7 big. And then, in general we'll also --

8 CHAIRMAN CROSBY: Is that a
9 play-up -- play-up program; is that what it
10 is?

11 MS. GASKINS: A play-up -- so the
12 slot tournament concept that I just described
13 would be more of a cross-property effort. A
14 play-up program, basically, incents customers
15 to either increase their frequency or their
16 share of wallet at our property by giving
17 them, for example, different point hurdles to
18 earn as they play. So the more you'll play,
19 the more I'll return to you either as the
20 bounce-back offer, or immediately at the slot
21 machine. So that's -- that's an idea of a
22 play-up offer. And then, also, we'll all be
23 actively marketing our entertainment
24 partnerships with MassMutual center,

1 Symphony Hall and City Stage.

2 So I touched on, briefly, about
3 cross property and casino hosts. And the
4 beauty about our casino host team is that
5 they're are able to provide personalized
6 service to very high-end customers. And with
7 that personalized services comes the
8 relationships. So again, going back to cross
9 property efforts, we would be reaching out to,
10 you know, our host at MGM Springfield, we'll
11 reach out to a host that's at the Bellagio to
12 say, guess what, we have these amazing
13 amenities here at MGM Springfield, bring your
14 customers here. And while your customers are
15 here we'll introduce them to The Loop. We'll
16 introduce various opportunities where we can
17 take them trophy fishing or experience golf,
18 you know, at some of the of our partners.

19 On the next -- thank you. On the
20 next slide, in terms of MLife Rewards
21 benefits, so we -- from a competitive
22 standpoint we have great benefits that come on
23 a standard basis with each of our tiers. We
24 have five tiers to our program. And the more

1 that you play, the better card that you'll
2 receive, and the better benefits that you'll
3 receive along with those cards. But in
4 addition to that, in order to enhance the
5 experience of our customers and enhance and
6 externalize the MLife Rewards program, we are
7 partnering with some local businesses to
8 provide discounts at restaurants.

9 We're also partnering with other
10 local entertainment companies, which we're
11 still in the process of working those things
12 out so I can't mention 'em but -- so we are
13 looking to -- we are externalizing the
14 benefits to enhance the program so that not
15 just within the four walls of our casino do
16 you see the benefits of MLife Rewards, but if
17 you go outside into the community and show
18 your card you'll receive benefits, as well.

19 In terms of Asian marketing, we're
20 engaging with MOTT and Massport on our Asian
21 efforts, including sales trips. But other
22 opportunities for us are to partner with our
23 MGM properties that are in Cotai and Macau to
24 charter flights and bring known Asian

1 customers here, not only to experience
2 Springfield, but also to experience western
3 Massachusetts. And, really, the goal there is
4 to ensure that we're providing revenue, not
5 only to MGM Springfield and western Mass. but
6 we're also providing the region access to
7 professionals that are in China bringing them
8 over to come and experience what we have to
9 offer here. So, really, the goal is that we
10 have, you know, high hopes of repeat
11 visitation, increasing the number of visitors
12 that come here, as well as allowing western
13 Mass. to leverage the relationships that we're
14 able to bring to the region.

15 CHAIRMAN CROSBY: How do you -- not
16 sure how you can -- how much you can get into
17 this but just -- marketing to the Asian
18 market, which is going to be a priority of
19 Encore, also, how do you position -- how do
20 you sell against Encore in Boston and effect?
21 I guess, there'd be something about your
22 particular customers, people who always go to
23 MGM facilities and use their rewards program,
24 maybe that's it, but how do you sell western

1 Mass. over Boston?

2 MS. GASKINS: Well, I think that one
3 of the things that we can do to sell western
4 Mass -- well, let me just step back and say
5 that the biggest -- the biggest advantage that
6 MGM has is the loyalty program as well --
7 because of the connectivity to all of the
8 various properties. Encore does not have a
9 lot of properties, and our resorts we do so
10 that's a big one.

11 The way that we would bring people
12 to western Mass is, you know, one we would --
13 we would leverage the relationships that we
14 have with some of our local, I would say,
15 Asian entrepreneurs who have a connectivity to
16 the folks at home. All right. So once
17 you're -- we're in the community now, already
18 establishing relationships, and so grass roots
19 efforts is one of the biggest ways to do that.
20 There's a lot of things to do in Boston, but
21 there are a lot of unique things that can be
22 done in western Massachusetts, and those are
23 the things that we would leverage to bring
24 those customers over to our are.

1 COMMISSIONER CAMERON: Is there a
2 way to make transportation easier, so that,
3 typically, someone coming in from another
4 country probably doesn't want to drive an
5 hour-and-a-half?

6 MS. GASKINS: Yeah. There's
7 absolutely opportunities to do that. And one
8 of the things that I'll discuss a little bit
9 further is our transportation marketing
10 efforts, so bringing customers from China, you
11 know, directly -- we could probably, most
12 likely bring them directly into either Boston
13 or BDL. Right? That's one way to do it. We
14 can set up tours. That's another way to do
15 it. And those are things that I'll talk about
16 during the motor coach presentation part. How
17 we'll have people, you know, flying into
18 Boston, coming to Springfield utilizing our
19 motor coach strategy.

20 MR. STRATTON: If I could add one
21 other piece. Risky having a lawyer talk
22 marketing, but as a long-time western
23 Massachusetts resident, I think one thing
24 western Mass can compete with Boston on is

1 access to fine institutions of higher
2 education and private high schools, prep
3 schools. We have one of the most prestigious
4 in the country, you know, 30 minutes north of
5 our project.

6 And so, when -- and when -- there's
7 a lot of international students and parents
8 visiting to both those institutions. And
9 right now, I know this anecdotally because my
10 son attends a local prep school, they struggle
11 to find entertainment and good accommodations
12 in the area. So I think we'll be able to
13 really target some of those audiences and tie
14 into some of those visiting families through
15 the educational institutions in western
16 Massachusetts.

17 MS. GASKINS: And another thing,
18 too, that I'd like add is, the positioning of
19 our property versus an Encore is very
20 different. I can tell you that being born and
21 raised in Las Vegas, you don't just, kind of,
22 walk into Encore in jeans and a t-shirt. It's
23 fairly intimidating sometimes for folks to go,
24 sometimes, because it's just extremely high

1 end.

2 And so, we want to be the more, you
3 know, friendlier and less-intimidating
4 environment, and we're competitive when it
5 comes to gaming, just as Encore is on the
6 table games and slots. So we're equally as
7 competitive. But the environment will be, you
8 know, much less intimidating. And I think
9 that with that particular culture that's
10 important. And that's one thing that we would
11 leverage.

12 CHAIRMAN CROSBY: Interesting.

13 MS. GASKINS: So transportation
14 marketing. So as I mentioned before, some of
15 our transit efforts. One of the things that a
16 major goal of ours is to intercept and divert
17 day trips and overnight business that's
18 currently going out of --

19 CHAIRMAN CROSBY: That sounds
20 illegal.

21 MS. GASKINS: Oh, it's not.

22 CHAIRMAN CROSBY: You're coming to
23 Springfield.

24 MS. GASKINS: And we're doing that

1 by providing people great offers and staying
2 closer to home. So that's one of the things
3 that with he have in play at this point in
4 time we're setting up, is we've partnered with
5 a local motor coach company. And that's
6 exactly what our goal is, the way that we've
7 placed the various line runs, that's exactly
8 what will happen. It will prevent people from
9 going to Connecticut, Rhode Island and
10 New York, because the trip's shorter, the
11 offer is better and the equipment is better,
12 as well.

13 We're also partnering with local and
14 nonlocal tour operators to encourage charter
15 business to travel to Massachusetts, so we're
16 looking at companies that operate out of
17 Canada, New York, Vermont New Hampshire
18 Connecticut, Rhode Island, as well as
19 New Jersey.

20 So we are members of American Bus
21 Association and Group Leaders of America. We
22 are also going to partner with the National
23 Tour Association, as well as the International
24 Motor Coach Group. And some of the packages

1 that we are offering to those groups include
2 day trip offerings, which would be gaming
3 offers, discounted round-trip transportation,
4 and then discounts to some of our local and
5 regional attractions. On an overnight basis,
6 we would provide a hotel stay discount, based
7 on double occupancy. Gaming offers and
8 discounted round-trip transportation, as well
9 as discounts to our local and regional
10 attractions.

11 So in addition to that, we are
12 creating a national-international air program
13 in partnership with Massport and local
14 regional airports, so we're in conversations
15 with various airports at this point in time.
16 And then, we're also looking at partnering
17 with passenger railroad companies, such as
18 Amtrak and New Haven Rail Hartford Springfield
19 rail program, to offer travel discounts on
20 tickets purchased to Massachusetts and
21 encourage people to come to western Mass, as
22 their final destination.

23 MS. MOORE: So we've also mentioned,
24 a couple of times, we're really proud of our

1 partnership with the PVTA to create The Loop,
2 which is our downtown shuttle. We're a proud
3 sponsor of it and, you know, an architect of
4 the PVTA. And this is meant to just make the
5 city smaller and really highlight how
6 accessibility -- how accessible the city is
7 from all of the various attractions, but also
8 promote all of the various attractions around
9 town. So this new public service
10 transportation is at no cost. It's
11 environmentally conscious, it's an electric
12 vehicle, seats about 40 people comfortably,
13 and we'll have various runs Wednesday through
14 Sunday and amping up at peak times, but we'll
15 be constantly monitoring and, you know,
16 adjusting the line runs as we need to support
17 the downtown volume.

18 And just wanted to share some of the
19 great, you know, feedback. It's just another
20 sign -- from our manager, Alex Dixon, it's
21 just another sign that the city of Springfield
22 is on the rise. For Mary Kay Wydra, president
23 of GSCVB, The Loop has always been a key
24 component of MGM project and it introduces our

1 visitors to the many attractions downtown that
2 make us special. As well, The Loop will be
3 operated with zero emissions electric bus, as
4 part of the PVRTA's goal of providing
5 sustainable transportation. And that's from
6 Sandra Sheehan at the PVRTA.

7 So moving on to entertainment. So
8 entertainment is -- we're an entertain company
9 so it's very, very important to us. And so,
10 how do we utilize the entertainment arm of our
11 company to really support the various
12 attractions and venues downtown. Obviously,
13 MassMutual center is -- we operate it. We
14 consider it a part of our campus. We promote
15 it and market it as though it is a part of our
16 campus. It's an extension of MGM. And we are
17 really excited, already, about the programming
18 that we've been able to put into the
19 MassMutual Center.

20 You know, Stevie Wonder is
21 September 1st. We're bringing lots of
22 different shows. We've announced many shows
23 with a lot more to come. We have the goal of
24 really programming it with four of our big

1 what we call MGM caliver events every year,
2 and so we're excited to show that we've
3 already done that. We're bringing the NHL all
4 star game there next year. But it's so much
5 more than just programming it. It's also --
6 like I said, it's about a marketing
7 partnership, but then, also, buying blocks of
8 tickets for our customers, putting people in
9 the venue. Buying tickets for our employees,
10 allowing employee discounts.

11 We're very lucky that we do have
12 great east coast, now with National Harbor open
13 and Borgata, so we've been leveraging
14 programming at their -- at their locations, as
15 well, so we're creating these really great
16 east coast tours, which we're now a part of.
17 So we're excited about our partnership with
18 MassMutual Center.

19 But then, as I said, entertainment
20 means many, many different things and we want
21 to be able to provide our customers with
22 various levels of entertainment. And there
23 are some fantastic venues here in the region
24 that we are committed to working with, as

1 well. City Stage, Symphony Hall, the
2 Hanover Theater, Majestic Theater, Tanglewood
3 as part of our seasonality program. So we're
4 excited, not only to support them from a
5 potential booking standpoint, but also driving
6 customers there through our bus program and
7 our MLife Rewards database. Okay?

8 COMMISSIONER CAMERON: Yeah. Thank
9 you.

10 MS. MOORE: And then, employees.
11 We'll have 3,000 employees, so what a great
12 opportunity to use our employees to really
13 help drive the community and promote all of
14 the attractions to our employees. They're a
15 whole little community of themselves.

16 And so, getting out in front of our
17 employees to help promote the regional
18 attractions and the venues, but also, you
19 know, buying blocks of tickets for our
20 employees, such as the Springfield museums and
21 the Basketball Hall of Fame, providing
22 opportunities for volunteering, which we --
23 you've probably seen we've done that quite a
24 bit.

1 Our employees are very active.
2 They're out in the community. They're part of
3 the community. We live here now so it's
4 important to us, personally. And then,
5 obviously, we've partnered with the UMass
6 Donahue Center Institute with the SEIGMA
7 study, and so we're working with them to
8 utilize the findings of that study to support
9 all of the visitation of western Mass.

10 CHAIRMAN CROSBY: That's great.
11 Great stuff.

12 MS. MOORE: And then, finally,
13 measurement and reporting, because, as
14 Marikate said best, we never rest on our
15 laurels. So it's important for us to see,
16 what are we doing here, and are all of these
17 efforts working, and what do we need to
18 expand, change, et cetera?

19 So the GSCVB, they drive a lot of
20 the reporting of the visitation in the area,
21 so we work closely with them to share our
22 insights, to share our reporting with them so
23 we can see, right now, let's set a baseline,
24 and then let's see a year from now, two, five,

1 what we've really done for the visitation of
2 the area. And, of course we will be reporting
3 out to the commission regularly on all of our
4 expanded marketing efforts, because this
5 presentation, quite honestly, is just a
6 summary. There's so much more that we're
7 working on to really, you know, put this area
8 on the map and utilize our -- our engine to do
9 so.

10 CHAIRMAN CROSBY: Has that been
11 difficult to do, say driving events, banquets,
12 conventions? I know you're just beginning,
13 but is there -- people don't know western
14 Mass, necessarily, from around the country.

15 MS. MOORE: I think there's always
16 room for improvement. We have a great
17 pipeline of events. And with MassMutual,
18 obviously, they have solid events that they've
19 already been hosting for years. And so,
20 working with them and our network to continue
21 driving that. We have smaller meeting
22 footprint on property so it's a different kind
23 of event we're going after. But we have a
24 pretty robust pipeline. And it's through

1 these partnerships with MOTT and the GSCVB
2 we'll continue to do that. And then, also
3 leveraging our corporate meeting -- obviously,
4 we're a huge meeting convention company so
5 leveraging our corporate power to continue
6 driving the areas, as well.

7 COMMISSIONER CAMERON: Thank you.

8 MS. MOORE: Thank you.

9 CHAIRMAN CROSBY: You know, I well
10 remember the RFA2 process and this, when you
11 were pitching this. And it was a very high --
12 I think Bruce Stebbins was responsible for
13 reviewing this, right, because of -- he had
14 the tourism and economic development side.
15 And in those days, it was just -- just paper,
16 just ideas. And it's really great to see it
17 come -- does everybody just look to you as a
18 piggy bank and just -- you want to do
19 marketing partnerships to them that means give
20 us money, or is -- do people get the
21 synergies, or what's it like to interview with
22 all these folks that see you as King Kong?

23 MS. MOORE: I always err on the side
24 of honesty so I would say both equally. We

1 have been just overwhelmed with the energy and
2 excitement of partnering with us. And I use
3 that word because, yes, there's always the
4 people that are just looking for a check and
5 looking to sponsor. But the vast majority has
6 been organizations that really want to partner
7 with us. They see the opportunity. They see
8 this isn't just about a marketing sponsorship
9 and putting our name on something, but really
10 driving -- you know, driving their business
11 with what we have to offer.

12 And so, we've been overwhelmed with
13 how many -- we don't have enough -- there's
14 not enough of us to support all of the
15 potential partnerships out there so we're rely
16 focused on what's best for the business,
17 what's best for the area, what's best for the
18 region and the state of Massachusetts and the
19 company. But there's no shortage of
20 partnerships out there. And as I said, this
21 only represents some. We're constantly
22 evaluating new partnerships every single day.
23 But yes, they get it and they're engaged, and
24 it's more than just a marketing partnership.

1 CHAIRMAN CROSBY: When we were
2 considering it, there was a lot of
3 apprehension that MGM would come in and soak
4 up all the discretionary dollars and take away
5 the people, Northampton was concerned that it
6 was going to affect their downtown, the ILEVs
7 were concerned. Is there antipathy still and
8 fear, or are people seeing this as a positive?

9 MS. MOORE: I think, the vast
10 majority are seeing it as a positive. I think
11 it was Mike who told a story earlier. If you
12 walk downtown right now in Springfield, there
13 is in incredible buzz, and we've injected so
14 many people. And every restaurant, every
15 patio is full. It's really hard to get lunch
16 sometimes downtown, because we have brought so
17 much volume to the city already and we're not
18 even open yet.

19 So I think people are seeing, wow,
20 their businesses are benefiting from this
21 already so imagine when the doors open. So I
22 would say, very much so, the sentiment is that
23 we're here to make them better and they're
24 seeing that.

1 CHAIRMAN CROSBY: That's great.

2 MS. GASKINS: I can also add, too,
3 that surrounding communities are extremely
4 excited, as well. So they're always looking
5 for a place to go and a place to, you know,
6 have a good time. And so, this is turning
7 into, sort of, a destination for cities, you
8 know, that are outside of Springfield, as
9 well. Everybody's excited.

10 CHAIRMAN CROSBY: Great.

11 COMMISSIONER CAMERON: That's great.
12 Thank you.

13 CHAIRMAN CROSBY: Okay. We need to
14 do something here. Right?

15 MS. GRIFFIN: So I'll just provide
16 some remarks and then I think we're ready for
17 a vote. So as Seth mentioned earlier, MGC
18 staff received an initial version of this plan
19 in May 2018, satisfying the 90-day requirement
20 prior to opening. I've reviewed the plan
21 presented to you today in the context of the
22 RFA2 application commitments.

23 My apologies to Sarah and Seth, but,
24 you know, MGC staff have also had several

1 conversations with Francois-Laurent Nivaud,
2 the executive director of the Mass. Office of
3 Travel and Tourism, and Mary Kay Wydra, the
4 president of the Greater Springfield
5 Convention & Visitors Bureau, and the Regional
6 Tourism Council of Pioneer Valley.

7 So based on feedback from those two
8 entities and from MGC staff, we received
9 revised versions of the plan. And I want to
10 just mention that Commissioner Stebbins also
11 has seen the plan and is supportive. He
12 concurrs he would very much enjoy seeing the
13 updates in progress during regular reports to
14 the commission.

15 So both representatives of the RTC
16 and of Pioneer Valley and the Mass. Office of
17 Travel and Tourism, were pleased by the final
18 version of the plan. I recommend approval of
19 this final plan as shown in the documents.

20 COMMISSIONER CAMERON: So,
21 Mr. Chair, I move that this commission approve
22 MGM Springfield's final version of the
23 regional tourism marketing plan, as shown in
24 the attached documents, provided that such

1 approval shall not be construed to supersede
2 any obligations pursuant to MGL 23K, or the
3 conditions of MGM Springfield's license,
4 including but not limited to condition 16
5 relative to compliance with the information
6 included in the application filed by the
7 designated licensee and the evaluation reports
8 filed the by the commission.

9 CHAIRMAN CROSBY: Second?

10 COMMISSIONER O'BRIEN: Second.

11 CHAIRMAN CROSBY: All in favor?

12 Aye.

13 COMMISSIONER O'BRIEN: Aye.

14 COMMISSIONER CAMERON: Aye.

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

17 COMMISSIONER CAMERON: Lots of good
18 stuff.

19 MS. MOORE: Thank you.

20 CHAIRMAN CROSBY: We'll take a break
21 and then finish up with retail and beverage.

22
23 (A recess was taken)
24

1 CHAIRMAN CROSBY: We're reconvening
2 public meeting No. 247. And Director Griffin
3 is back with us.

4 MS. GRIFFIN: Commissioners, you
5 have in front of you the food -- MGM's food
6 and beverage and retail plan. As per license
7 commission 24, the designated licensee agrees
8 to report to the commission on the designated
9 licensee's efforts to have appropriate
10 representation of local and regional
11 businesses in the designated licensee's retail
12 program. I'm going to turn it over to MGM but
13 also let you know that I've reviewed the plan
14 presented to you today in the context of the
15 RFA 1 application commitments submitted by the
16 then applicant in 2013.

17 And I have asked them to elaborate
18 further and highlight further their plans for
19 plaza activation with local and regional
20 retailers. They've agreed to do so, so I'm
21 going to turn to over to Sarah.

22 MS. MOORE: Great. Thank you. So
23 some of -- so first we'll go through, kind of,
24 what the overall retail food and beverage plan

1 looks like, and then we can talk about what
2 the local and regional partners and some of
3 the activation.

4 Some of this you've seen before, as
5 we've presented previously, and some of it
6 might be new so that's exciting. But we're
7 really excited, on this first page, to see how
8 our retail food and beverage has come
9 together. It's a really incredible collection
10 of brands and experiences that I -- we believe
11 will drive people downtown, drive people to
12 visit and provides just incredible amenities
13 to the already incredible things that are
14 happening on property.

15 So moving on to food and beverage --
16 we'll go through each one of these. But
17 Cal Mare Coastal Italian, which we've already
18 presented, this is our Amalfi coast concept
19 with Chef Michael Mina. I was very fortunate
20 enough to experience a tasting for this here
21 in Boston, and it was -- it was phenomenal.
22 So we're really in for a treat here. And
23 Chef Mina is so excited to be a part of the
24 project and really looking forward to getting

1 this venue opened.

2 As part of this is our Cal Mare Wine
3 Shop. And I think this space is really
4 exceeding all of our expectations. The space
5 right on Main Street it's absolutely
6 beautiful. It's coming together incredibly.
7 And it's going to be a really interesting
8 experience for our property, but also the
9 downtown visitors.

10 CHAIRMAN CROSBY: Is that a -- you
11 can order drinks there, it's not just a
12 tasting bar?

13 MS. MOORE: So it's a wine shop.
14 It's a market. You can buy bottled wine, but
15 then you can also sit and drink wine and
16 experience a specific menu.

17 MR. STRATTON: But to be clear, you
18 can't drink the wine that you bought at the
19 retail.

20 MS. MOORE: No, that is correct.
21 It's nuanced.

22 CHAIRMAN CROSBY: But you can get
23 food?

24 MS. MOORE: Yep.

1 CHAIRMAN CROSBY: Oh, okay.

2 MS. MOORE: Chandler's Steakhouse --
3 and this is helmed by Chef Meghan Gill. She
4 was the season 14 Hell's Kitchen winner. And
5 really looking forward to this tasting. And
6 steakhouses is one of the things we at MGM do
7 best, and so we're really excited to bring the
8 best of all of our steakhouses throughout the
9 company to this location. And this is housed
10 in the historic Union Chandler building, hence
11 the name.

12 Tap Sports Bar is our signature
13 sports bar. We have a Tap located in
14 Las Vegas, at MGM Grand, in Detroit at
15 MGM Detroit, as well as MGM National Harbor.
16 But none of them will be like the one we have
17 here at MGM Springfield, because this will be
18 the first time we'll be doing a bowling alley
19 and an arcade. And this is just a really,
20 really dynamic, fun, fun space. And we're
21 excited for all of the sports programming
22 we'll do here. They have a great outdoor
23 patio right onto Armory Square. So this is --
24 this is going to be a really, kind of, the hub

1 of energy on property.

2 South End Market is our food market.
3 And it's absolutely beautiful. It has so much
4 personality and lots of different options for
5 various pallets. Hearth Grill, which will
6 serve, you know, salads and sandwiches.
7 Bill's Diner, which is your real, kind of,
8 quintessential diner. Wicked Noodles, which
9 will be a great Asian noodle menu. Wine Bar,
10 this is where you just want to grab a -- you
11 know, a great crudit  and a glass of wine.
12 And Jack's Lobster Shack, which I know many
13 people are looking forward to having a great
14 lobster roll downtown.

15 Commonwealth Bar & Lounge. So this
16 is our -- our center/entertainment bar, and
17 this is right in the center of the property.
18 And this is where all of the energy of, kind
19 of, the night life of our property will stem
20 from, right in the center with great views of
21 the casino floor, have a great mixology
22 program.

23 Moving on to Knox Bar. Knox Bar is
24 our high-limit bar. A bit more elevated of an

1 experience, but, again, right there with great
2 views onto the casino floor, as well.

3 And Lobby Bar. Lobby Bar is in our
4 lobby, and this is, kind of, what we call the
5 apres work place to grab a great cocktail.
6 They'll have an incredible mixology program.
7 So sit back in a big, comfy chair, or it's
8 right across, adjacent to Starbucks, so a
9 great place to start your day with a cup of
10 cough.

11 And then, our attractions. So
12 Top Golf Swing Suites, which we previously
13 announced, which we're really, really excited
14 for. Three bays, about 2200 square feet. It
15 will also have a full bar, a retail component.
16 And we're working closely with Top Golf to
17 bring pros into the space and just activate
18 the space all the time. We're also seeing a
19 lot of the buyout opportunities here. So
20 many, many companies reaching out, big
21 companies, global companies that want to host
22 events there, as well. So this is really
23 turning out to be a dynamic space.

24 CHAIRMAN CROSBY: Great.

1 MS. MOORE: And most recently, we
2 announced our partnership with Regal Cinemas.
3 So Regal will be our movie theater partner.
4 If you drive downtown right now, you'll see
5 the Regal Cinemas sign went up, and it's
6 pretty impressive. It's fantastic. And it's
7 hard to miss it downtown, but this, you know,
8 is a full, luxury theater with full, recline
9 seats. We'll also have a great bar and food
10 program, as well.

11 And then, our armory which is, you
12 know, really kind of the crown jewel of our
13 outdoor experience. It's absolutely
14 beautiful. And as we've previously presented,
15 we're looking at all different types of
16 activation for the armory. From an MLife
17 Rewards -- what we're calling now a sign-up
18 party, as well as we're looking at pop-up
19 nightclubs, musical performances. We're
20 working on a partnership right now with the
21 Symphony Orchestra to house some events in
22 there, as well. A Halloween activation during
23 the month of October, comedy club, holiday
24 marketplace, where we'll really transform this

1 space during the holidays into a huge holiday
2 marketplace with Santa Clause, pop-up retail,
3 as well as, you know, Beer Yoga, and we have
4 access with Northampton and with, you know,
5 Professor John Simpson in downtown, and many,
6 many others in the area. Tons of artists.
7 And so, right now we've got really, really
8 great outreach from many of the artists in the
9 art communities, so art installations that
10 we're working on, various art exhibitions that
11 we can stand up so we're excited about that.

12 And then, there's our plaza, which,
13 you know, immediately is behind the armory
14 itself. And we have a very robust calendar.
15 I can tell you the calendar changes hourly.
16 It is a living, breathing document, as we look
17 to program this plaza space all day, every
18 day, pretty much, once we open our doors. And
19 this is where we're really excited to partner
20 with locals and really bring the local
21 businesses to life on the plaza. And quite
22 honestly, they're already doing great things
23 so we're just giving them the infrastructure
24 to better showcase their products.

1 Outdoor concerts, as I mentioned.
2 So we've partnered with the Springfield BID,
3 and we're bringing back the City Block Concert
4 Series, which hasn't been downtown in awhile,
5 so that will be on our plaza.

6 We'll be having our first farmer's
7 market in September. This was something as --
8 not only as part of our RFA and our
9 commitment, but it's just a great opportunity.
10 We recently did a call for vendors for our
11 farmer's market on Facebook, and I can tell
12 you it was overwhelming. We had to, kind of,
13 turn it off. So the pipeline of local --
14 whether it's crafters or hummus makers, or pet
15 photographers and everything in between. The
16 pipeline of local businesses that we're
17 looking to bring into our farmer's market is
18 extensive.

19 We'll be standing up a yoga program,
20 and we'll have yoga multiple times per week.
21 And that's really, you know, focusing on that
22 downtown lifestyle visitor. But also, then,
23 just the downtown business community, as well.
24 We get asked a lot about having, you know,

1 yoga on the plaza for after work or before
2 work, and we're partnering with -- there's the
3 shops on Market Street. It's this really
4 great little collection of shops in there and
5 they do an incredible business, and so they'll
6 be helping us with our yoga program.

7 Food and wine festivals,
8 sports-viewing parties. As I spoke to, the
9 vintage car cruise nights. We're working with
10 the local dealership for Indian Motorcycle to
11 do a bike fest. Small business bizarres. And
12 this is where we showcase small businesses.
13 We'll be first and foremost kicking this off
14 with SEBA, the Southend Business Association.
15 And so, one of our first business bizarres
16 will be all of the SEBA businesses. Then our
17 fall fest and then, obviously, our ice-skating
18 rink, which will e one of our hero activations
19 throughout the year, which we're really
20 excited about.

21 And then, retail. Essentials is our
22 sundry store. And it's the most beautiful
23 sundry store I've ever seen. It's pretty much
24 done, actually. So this is where you'll --

1 you know, you can pick up a candy bar and a
2 bottled water, or you can pick up MGM logo'd
3 apparel and many other things.

4 CHAIRMAN CROSBY: This is in the
5 front lobby?

6 MS. MOORE: Yes, this is adjacent to
7 the front lobby. Kringle Emporium. So
8 Kringle is activating our church, and they
9 will have, essentially, a condensed version of
10 their Bernardston campus with everything from
11 their candles, but also they're going to have
12 a small food counter, they have a beautiful
13 outdoor terrace, where they'll be serving, you
14 know, their flatbreads, their home decor. A
15 really, really dynamic space that they'll
16 activate seasonally, as well.

17 Indian Motorcycle. So we're --
18 again, as we previously announced, we're
19 excited to opening the very first Indian
20 Motorcycle apparel boutique in the world. And
21 this space is also just beautiful, and it has
22 these great garage roll-up doors that'll open
23 right onto the plaza so the energy of, you
24 know, all the activation that will happen on

1 the plaza will really transcend into all of
2 the retail spaces out there.

3 Hannoush Jewelers, which we
4 previously announced. They're a local,
5 family-owned business with locations all
6 throughout the region here. And so, we're
7 excited to be opening up their flagship at MGM
8 Springfield. And this is adjacent to the
9 lobby, as well.

10 Western Mass. News is opening their
11 satellite broadcast studio. We're very
12 excited to have a media partner right on
13 property.

14 CHAIRMAN CROSBY: Great.

15 MS. MOORE: And then, moving onto --

16 CHAIRMAN CROSBY: Western Mass. News
17 has three affiliates?

18 MS. MOORE: Mm-hmm.

19 CHAIRMAN CROSBY: Really?

20 MS. MOORE: Yep. Those are their
21 primary channels.

22 CHAIRMAN CROSBY: So one company
23 owns all three of those companies?

24 MS. MOORE: Yep. CBS, ABC and FOX.

1 CHAIRMAN CROSBY: Wow.

2 MS. MOORE: And then, wanted to just
3 sew show you, you know, looking at a map of,
4 really, how we're infusing the local and
5 region -- local business and regional partners
6 throughout all of the different parts of
7 property through food and beverage and retail.
8 So the list on the left, some of which I
9 mentioned, but, you know, the La-Florentina
10 downtown, the market shops, Spirit of
11 Springfield, White Lion Brewing, AC Produce,
12 Berkshire Distillery, Kittredge, Williams
13 Distribution. This list is not exhaustive by
14 any means, but really shows the length at
15 which we've gone to incorporate local and
16 regional businesses throughout the various
17 activations, but also throughout our retail
18 and food and beverage venues. And with that,
19 I invite any questions.

20 CHAIRMAN CROSBY: Anybody?

21 COMMISSIONER CAMERON: I can't wait
22 to see it. We've looked at renderings for a
23 long time now. To actually see these places
24 for real, I really do look forward to it. It

1 looks fantastic. You've incorporated so many
2 other nongaming amenities that I think it
3 really will be a special place.

4 MS. MOORE: We believe so. And I
5 promise, it looks better than the renderings?

6 COMMISSIONER CAMERON: Wow.

7 CHAIRMAN CROSBY: Great. Can't wait
8 to see it. Thanks very much.

9 COMMISSIONER CAMERON: Thank you
10 very much.

11 CHAIRMAN CROSBY: See you in a
12 couple of weeks.

13 MR. STRATTON: Thank you.

14 MS. GRIFFIN: Thank you,
15 Commissioners.

16 CHAIRMAN CROSBY: That it? All
17 right. Thank you very much, Director Griffin.
18 And we are now on to our final item, I
19 believe. General Counsel Blue.

20 MS. BLUE: Thank you, Commissioners.
21 We have three regulations for you today.
22 Going through the final process, the
23 regulation hearing for these three regulations
24 was held this morning, and I don't believe we

1 got any comments this morning, nor did we get
2 any on line through the regulation
3 promulgation process so...

4 The first one is an amended version
5 of 205 CMR 134.03. This amendment allows the
6 licensee to request an extension of up to six
7 months for those employees that are on
8 project, on site, but come from other licensee
9 properties. And we think this is helpful to
10 keep the kind of staff they might need around
11 for a little longer. Our regulation only
12 allowed them to stay 30 days. We think maybe
13 it's helpful for them to have the ability to
14 extend.

15 CHAIRMAN CROSBY: Questions?
16 Anybody? Do I have a motion?

17 COMMISSIONER CAMERON: So,
18 Mr. Chair, I move that the commission approve
19 the amended small business impact statement,
20 205 CMR 134.03 gaming's -- wait a minute, is
21 this is the right one? Yeah. 134.01 gaming
22 service employs included the packet. I also
23 move that the commission approve the version
24 of 205 CMR 134.03, gaming service employees,

1 and authorize the staff to take all steps
2 necessary to finalize the regulation
3 promulgation process.

4 CHAIRMAN CROSBY: Second?

5 COMMISSIONER O'BRIEN: Second.

6 CHAIRMAN CROSBY: Discussion? All
7 in favor? Aye.

8 COMMISSIONER CAMERON: Aye.

9 COMMISSIONER O'BRIEN: Aye.

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

12 MS. BLUE: The second regulation is
13 205 CMR 146. We have the amended small
14 business impact statement and the amended
15 version of the regulation. This was where we
16 made some changes to fix the references in the
17 regulation to the rules of the game, which are
18 on our web. So we didn't want to have to keep
19 going back to change the references. So this
20 is, basically, more of a technical kind of
21 change. So we need to you approve the amended
22 small business impact statement first and then
23 the draft regulation.

24 CHAIRMAN CROSBY: Commissioner.

1 COMMISSIONER O'BRIEN: Mr. Chairman,
2 I move the commission approve the amended
3 small business impact for 205 CMR 146, gaming
4 equipment, included in the packet. And I
5 further move the commission approve the
6 version 205 CMR 146, gaming equipment, as
7 included in the packet and authorize staff to
8 take all steps necessary to finalize the
9 regulation promulgation process.

10 COMMISSIONER CAMERON: Second.

11 CHAIRMAN CROSBY: Further
12 discussion? All in favor? Aye.

13 COMMISSIONER O'BRIEN: Aye.

14 COMMISSIONER CAMERON: Aye.

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

17 MS. BLUE: And then, finally, we
18 have the amended small business impact
19 statement and the amended regulation for 205
20 CMR 138.15. This is a change to the
21 regulation where we acknowledge the fact that
22 we do not issue the credentials, but we
23 approve the form of the credentials, and
24 they're issued by the licensee.

1 COMMISSIONER CAMERON: So,
2 Mr. Chair, I move that the commission approve
3 the amended small business impact statement
4 for 205 CMR 138.15, internal control process
5 for access badge system and insurance of
6 temporary license credentials in restricted
7 area -- access areas included in the packet.
8 I further move that the commission approve the
9 version of 205 CMR 138.15, internal control
10 procedures for access badge system and
11 insurance of temporary license credentials,
12 and restricted access areas, as included in
13 the packet, and authorize the staff to take
14 all steps necessary to finalize the regulation
15 promulgation process.

16 CHAIRMAN CROSBY: Second?

17 COMMISSIONER O'BRIEN: Second.

18 CHAIRMAN CROSBY: Further
19 discussion? All in favor? Aye.

20 COMMISSIONER CAMERON: Aye.

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

23 MS. BLUE: That's all I have. Thank
24 you.

1 CHAIRMAN CROSBY: Last item,
2 commissioner updates. Anybody have anything?

3 COMMISSIONER CAMERON: Mr. Chair, I
4 had a very -- you know, very positive meeting
5 up at -- in Springfield last week, with all
6 the police chiefs and their crime analysts.
7 Well-attended. Christopher Bruce presented
8 his baseline study of Springfield and the
9 surrounding communities. And lots of
10 discussion about what each community feels
11 like they will -- how the opening will impact
12 their communities.

13 But just a really, you know, group
14 of individuals who are very positive about
15 this project, and about having a safe and
16 secure opening up in Springfield. MOUs
17 signed, as Director Bedrosian explained to us.
18 The commissioner was very pleased about that,
19 commissioner of Springfield PD. So it was
20 really a positive meeting. And I continue to
21 be impressed by the level of commitment of all
22 the law enforcement folks with this and around
23 this project.

24 CHAIRMAN CROSBY: How many actual

1 chiefs were there; they were all there?

2 COMMISSIONER CAMERON: All of them
3 but one.

4 CHAIRMAN CROSBY: No kidding.
5 That's really great.

6 COMMISSIONER CAMERON: So it really
7 was a total commitment. Crime analysts
8 strategizing about how to work together. So
9 it was really an impressive meeting to attend.
10 And I think there's a real shot that this
11 group, you know, is -- this is going to be
12 well done, as far as an opening, as far as
13 safety and security, disbursement of crime. I
14 mean, all the plans are in place well in
15 advance. And it's not always easy to get a
16 group of law enforcement professionals to be
17 this committed and engaged in a project like
18 this.

19 CHAIRMAN CROSBY: It's great. It's
20 really -- it's a credit to you, among others,
21 to pull this together. It's amazing. Have
22 you started the process for Region A?

23 COMMISSIONER CAMERON: Yes, we have.
24 We've had preliminary meetings. We have not

1 started the baseline yet. That'll be next.
2 But definitely have had preliminary meetings
3 with -- with Chief Mazzie there and state
4 police. And it's -- that's all positive so
5 far, as well.

6 CHAIRMAN CROSBY: Great. Good.
7 Anything else? Motion to adjourn?

8 COMMISSIONER CAMERON: So moved.

9 CHAIRMAN CROSBY: Second?

10 COMMISSIONER O'BRIEN: Second.

11 CHAIRMAN CROSBY: All in favor?

12 COMMISSIONER O'BRIEN: Aye.

13 COMMISSIONER CAMERON: We have it.

14 Thank you everybody.

15

16 (Proceeding concluded at 12:47 p.m.)

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1 GUEST SPEAKERS:

2 Mike Mathis, President MGM Springfield

3 Seth Stratton, Vice President, General Counsel,
4 MGM Springfield

5 Marikate Murren, Vice President of Workforce
6 Development, MGM Resorts International

7 Anika Gaskins, Vice President and National
8 Marketing, MGM Springfield

9 Sarah Moore, Vice President of Brand Marketing and
10 Retail, MGM Springfield

11

12 MASSACHUSETTS GAMING COMMISSION:

13 Catherine Blue, General Counsel

14 Edward Bedrosian, Executive Director

15 Alex Lightbown, Director and Chief Veterinarian,
16 Racing Division

17 Doug O'Donnell, Sr. Financial Analyst

18 Jill Griffin, Director of Workforce, Diversity
19 Supplier Development

20 John Ziemba, Ombudsman

21 Joe Delaney, Construction Project Oversight
22 Manager

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COMMONWEALTH OF MASSACHUSETTS

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I, BRENDA M. GINISI, COURT REPORTER, do
hereby certify that the foregoing is a true and
accurate transcription of my stenographic notes,
to the best of my knowledge and ability.

WITNESS MY HAND, this 26th day of July,
2018.



Brenda M. Ginisi