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COMMONWEALTH OF MASSACHUSETTS

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Re: Gaming Commission Hearing *
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HEARING HELD BEFORE:
THE MASS GAMING COMMISSION
MassMutual Center
1277 Main Street
Springfield, Massachusetts
August 2, 2018 12:30 - 3:53 p.m.

Present: (Commissioners)
Gayle Cameron
Eileen O'Brien
Stephen P. Crosby, Chairman
Enrique Zuniga
Bruce Stebbins

Jessica M. DeSantis
Court Reporter

1 MR. CROSBY: Ladies and gentlemen,
2 we are calling to order the Massachusetts Gaming
3 Commission public meeting No. 249 on August 2nd,
4 2018. We are at the MassMutual Center in
5 Springfield, Massachusetts, and we are 22 days
6 away from the opening of the MGM Springfield
7 casino.

8 First up today, Mayor Sarno, I know,
9 is not available. But I know that his chief of
10 staff, Denise Jordan, is here and we are pleased
11 to welcome her to our meeting and have her
12 welcome us to her city.

13 MS. JORDAN: Thank you, Chairman.
14 Good afternoon.

15 MR. CROSBY: Good afternoon.

16 MS. JORDAN: On behalf of the mayor
17 of our great city, Mayor Domenic Sarno, I would
18 like to welcome you all back to Springfield.
19 Mayor Sarno is taking some much needed time away
20 with his family so I am here to stand in for him.

21 As you can imagine, these are
22 exciting times in the City of Springfield. We
23 are all anxious for the grand opening of the MGM

1 entertainment resort.

2 For the past few months
3 representatives from the City, along with
4 representatives from MGM, have been meeting
5 diligently for the past several months, and now
6 we're meeting weekly to discuss all the plans for
7 the opening of MGM.

8 Today you will hear from various
9 members of what I call team MGM Springfield. And
10 they will discuss with you our traffic plans, our
11 public safety plans. And you will also hear from
12 our economic development deputy.

13 So, I invite you to listen, when
14 it's our turn, because we are excited to share
15 with you all of the great things that we have
16 been doing in preparation for this great opening
17 day.

18 Thank you so much for your time.
19 Thank you.

20 MR. CROSBY: Thank you. And please
21 give our regards to the mayor.

22 MS. JORDAN: I will. Thank you.

23 MR. CROSBY: Thank you.

1 All right. Item No. 2 on the agenda
2 is the approval of the minutes.

3 Commissioner Stebbins.

4 MR. STEBBINS: Sure. Mr. Chairman,
5 I move that the Commission approve the minutes in
6 the packet from the meeting on July 19th, 2018,
7 subject to any immaterial corrections or
8 grammatical changes. Just to note that
9 Commissioner Zuniga and I were absent from that
10 meeting so we cannot vote.

11 MR. CROSBY: Okay. Do I have a
12 second?

13 MS. CAMERON: Second.

14 MR. CROSBY: Any discussion? All in
15 favor?

16 ALL: I.

17 MR. CROSBY: Opposed?

18 The Is have it unanimously. And
19 that would be Chairman Crosby and Commissioner
20 O'Brien and Commissioner Cameron.

21 Next up is the racing division. And
22 Executive Director Bedrosian. This is an item
23 that we put on the agenda after it was formally

1 published two days ago. Because we only learned
2 last, I guess, yesterday morning that the racing
3 legislation, the legislation that authorizes
4 horse racing and simulcasting, which is a
5 practical matter, means betting on horse racing.
6 That law was expired on the evening of Monday. I
7 think it was Monday night.

8 So, yesterday we had no horse
9 racing. We put this item on the agenda to see
10 whether we needed to do anything about it. And
11 Executive Director Bedrosian has kind of been
12 overseeing our relationship with the legislature
13 and will bring us up to date on we're at.

14 MR. BEDROSIAN: Good afternoon,
15 commissioners.

16 MS. CAMERON: Good afternoon.

17 MR. BEDROSIAN: As you know, the
18 Commonwealth Racing Legislation expired as you
19 said, Mr. Chairman, at midnight July 31st.
20 Because that legislation was not extended on the
21 morning of August first, yesterday, after
22 consulting with our legal department and Chairman
23 Crosby, I sent a letter to our racing licensees

1 informing them that they must cease both racing
2 and simulcasting operations.

3 I currently understand the
4 legislature is working on a solution to this
5 issue, which may be an extension to the previous
6 law.

7 In the short run, here are the
8 actions I have taken, in addition to sending the
9 previously mentioned letter.

10 I am having our staff report for the
11 next two days and accomplish work, hopefully, in
12 preparation of racing continuing. I received a
13 request late yesterday from Cambridge Park Casino
14 to shift today's racing day to tomorrow in
15 anticipation of a potential legislative fix.

16 I authorized that move with the
17 understanding that I would be able to inform the
18 commission of that today.

19 Right now the best I can say is
20 we're in a bit of a wait-and-see mode. From a
21 regulatory perspective, my concern is the longer
22 that racing, slash, simulcasting is not
23 operational the greater risk of us losing our

1 seasonal employees who are well trained and
2 experienced in their jobs, but do get paid when
3 actually work. So, I'd hate to lose a regulatory
4 capability if this lapse goes on too long. If
5 this were a short-term gap I don't anticipate a
6 problem for us to be back up and running.

7 Finally, to state the obvious, which
8 I think everyone is aware, there are hundreds of
9 direct jobs at our licensees that are affected,
10 and indirectly countless others who depend upon
11 racing.

12 So, that's really the update.
13 Obviously, I will be watching and communicating
14 with members of the legislature, our licensees.
15 And, if anything actually happens during a
16 meeting I will let you know.

17 MR. CROSBY: Okay. Anybody else,
18 comments or anything?

19 MS. CAMERON I'm just hopeful they
20 come to an agreement because, you know, many of
21 those employees are ours, and many other
22 employees we've gotten to know over our six years
23 regulating racing. So, just hopeful that

1 something good will happen.

2 MR. CROSBY: Great. I think we're
3 with you on that, Commissioner.

4 Okay. We are going to Item No. 4.
5 Ombudsman Ziemba.

6 MR. ZIEMBA: Thank you, Mr. Chairman
7 and commissioners.

8 On the agenda today is a
9 presentation on the planning for MGM
10 Springfield's opening and the anticipated
11 traffic.

12 We will also hear an update from
13 Springfield Deputy Director of Economic
14 Development Brian Connors regarding the
15 significant progress the City of Springfield has
16 been experiencing.

17 Before we start, as this is the last
18 time the Commission will be in Springfield before
19 the opening, I would like to thank all of those
20 in the City of Springfield with whom we have
21 worked to get ready for this upcoming opening
22 day. We thank the mayor and his staff Kevin
23 Kennedy and Ed Pikula and their staffs for all of

1 their efforts in our joint goal to help the
2 Commonwealth and the City of Springfield realize
3 the benefits of this fantastic project.

4 Specifically in relation to the
5 topics of today's presentations we thank the City
6 through Department of Public Works Director Chris
7 Cignoli, Commissioner Barbieri, and all of their
8 colleagues who are working so hard to prepare for
9 the opening.

10 As the Commission is aware, the
11 City, the commission, and MGM Springfield have
12 stressed the importance of being ready for the
13 opening. I know that the presentation will also
14 give due praise to our other state partners,
15 including the state police and Mass DOT who are
16 playing an important role.

17 With that as a background, I'd turn
18 it over to Alex Dixon at MGM Springfield general
19 manager who will lead the discussion regarding
20 Springfield's successes and regarding
21 preparations for the opening.

22 MR. CROSBY: Thank you, John.

23 Alex, before you start, we try to

1 make it a point of recognizing distinguished
2 public officials who are with us. And I know a
3 city council present. Orlando Ramos is here or,
4 at least, I believe he's here, and we wanted to
5 make sure. Thank you. We appreciate your help.
6 The City council has been very supportive of this
7 project as well.

8 Alex.

9 MR. DIXON: Good afternoon,
10 commissioners.

11 MS. CAMERON: Good afternoon.

12 MR. CROSBY: Good afternoon.

13 MR. DIXON: We are counting down the
14 days and hours until we open our doors in less
15 than 22 days. The anticipation from everyone
16 involved in this resort is at fever pitch. We
17 are more excited now than ever to see this become
18 a reality.

19 We have been working hard to prepare
20 for the excitement ahead and are keenly aware of
21 the traffic and parking challenges faced by
22 residents, business, and visitors in the downtown
23 area. To that end, we've been working diligently

1 with the Springfield Police Department, Public
2 Works, Massachusetts State Police, and other
3 state and local agencies to effectively manage
4 the expected high volume of visitors on opening
5 day.

6 For more than a year now we have
7 been meeting weekly, and sometimes twice a week,
8 to effectively identify, address, and improve
9 traffic flows in the Springfield area. While
10 additional traffic will bring more visitors to
11 downtown, we are confident that our efforts will
12 help to mitigate the impacts of our new
13 facility.

14 By coordinating with neighbors,
15 businesses, state and local law enforcement
16 agencies, and transportation departments, we have
17 developed a plan that integrates multiple agency
18 efforts to anticipate and mitigate traffic
19 issues.

20 It's been a pleasure to work
21 collaboratively with the City to develop this
22 comprehensive parking and traffic plan in
23 preparation for our grand opening.

1 I'd like to give a special
2 recognition to our executive director of security
3 Jason Rucker, who has worked tirelessly, as well
4 as the entire City staff. And to the residents
5 of the City of Springfield, you all should be
6 encouraged and pleased by the hard work that the
7 men and women from the city leadership, from the
8 mayor on down has done to ensure that we hold our
9 end of the bargain to make sure that we mitigate.

10 And, with that, I'd like to turn it
11 over to Deputy Director Brian Connors to overview
12 some economic development.

13 MR. CONNORS: Thank you, Alex.

14 I'm joined here today by Director of
15 Public Works, Chris Cignoli and Police
16 Commissioner John Barbieri. They'll get into the
17 nuts and bolts of traffic and police in a moment.

18 What we want to do is just kind of
19 cover sort of where we've been in the world of
20 economic development. Mayor Sarno and Kevin
21 Kennedy, who sends his regards and his gratitude
22 for working with you folks all these years, have
23 talked a lot about how MGM Springfield is a big

1 part of our economic development plan, but there
2 are other components to it.

3 So, we've talked a lot about the
4 things that we wanted to get done by opening, and
5 we're happy to be here today to report that we've
6 completed so many of these things.

7 So, wanted to take a look at a few
8 of the benchmarks that have happened before we
9 got into this process. So, this really started
10 for us in sort of a time frame, the June, 2011,
11 tornado, which struck -- really touched down at
12 the site, the MGM Springfield site. So, you
13 know, on the left, you can see Main Street and
14 sort of the scale of Main Street and some of the
15 buildings we lost.

16 And on the right, you know, you
17 folks were on site today and you can see that's
18 the heart of the entertainment plaza, the Armory
19 building. In the back, drill shed building,
20 which we lost in the tornado. I'm sure
21 Commissioner Stebbins recalls these photos as he
22 was out there with me the day after doing some
23 business response. So, it's, you know, in the

1 matter of seven years you can see this site being
2 reborn.

3 Just a year and a half later in our
4 downtown we experienced the major gas explosion.
5 We had 42 buildings damaged in our downtown,
6 injured 18 people. And, so, it was just another
7 hit, you know, from our south end to our downtown
8 economically, physically, and really emotionally
9 to our city. So, that began our planning
10 process, both in our innovation district and the
11 gaming process as well. So, a big date,
12 obviously, was July, 2013, five years from now or
13 five years to today where we had the City vote
14 where the City approved the MGM project by a 58%
15 margin, and then we had groundbreaking in 2015,
16 and an excited crowd and we have an even more
17 excited crowd as we await opening just a little
18 over three years later.

19 So, some of the things that have
20 gone on in that time frame. Obviously, Union
21 Station.

22 I think I skipped a couple. There
23 we go.

1 So, Union Station we got open last
2 June. We won a national award for the best
3 Brownfield Redevelopment in the country, the
4 Phoenix award through the EPA. That was awarded
5 last December. So, we're very proud of that.
6 The Springfield Redevelopment Authority worked
7 hard under the leadership of the mayor and Kevin
8 and Congressman Neil. We welcome companies like
9 Peter Pan and Dietz Architecture and mixed use
10 building. We have jobs there and many modes of
11 transit through bus intercity and intracity as
12 well as the new parking garage and bike
13 facilities.

14 We welcomed Commuter Rail just a few
15 months ago to Hartford and New Haven, opening up
16 a whole new way of transit for folks to get down
17 into these work places and for people down in
18 Connecticut to get up to visit Springfield and
19 our attractions. 10,000 riders the first week of
20 service and we're studying east west rail, which
21 has been funded through Mass DOT this year.

22 One of the things we wanted to do
23 was make sure we have this wonderful, you know,

1 nearly billion dollar complex, all shiny and new,
2 looks fantastic. We wanted to make sure that
3 visitors who leave the facility see a great
4 looking downtown Springfield and south end. So,
5 we focused on our public spaces. We did a 6.9
6 million dollar project with help from MGM through
7 funding for infrastructure. New paving,
8 sidewalks, crosswalks, public space improvements.
9 You see them before and after there on Cross
10 Street, which is right across the street from the
11 hotel. So, this is what hotel visitors will see
12 when they open their curtains.

13 We did things, like, bike boxes and
14 adapted complete streets. The center photo you
15 see there is our new way funding system. So, we
16 have a new pedestrian way finding system to get
17 folks to and from our attractions. 50 new signs
18 that are being installed today and will be
19 complete for opening.

20 We're investing in all of our
21 downtown parks. So, every one of our parks is
22 being redeveloped in one way or another. To the
23 left you see Stearns Square, which is under a two

1 million dollar overhaul. And Durian Way,
2 (phonetic) which is a connection point between
3 Union Station and our downtown.

4 To the right is our 911 memorial,
5 which is a steam bunk design that reflects on a
6 piece of steel that Springfield received after
7 the 911 tragedy. So, Riverfront park is nearing
8 completion, as is Stearns. And then the park
9 behind this building here, Pynchon Park, which
10 connects us to the museums, received a three
11 million dollar Mass works grant to reopen that
12 connection for convention goers and MGM guests
13 who want to get up and see the Dr. Suess museum.

14 We're welcoming new businesses. So,
15 we're excited about the things that are already
16 happening in terms of businesses. We just had
17 our grand opening for a Holiday Inn Express on
18 State Street, just a block and a half from MGM.
19 98 room, new hotel. Couple businesses on either
20 side of that on State Street, a new suit shop.
21 And they came here because they knew there's
22 going to be a lot more professionals downtown,
23 the 3,000 employees at MGM Springfield. So they

1 just opened a few months ago. And then a new
2 family entertainment destination, Escape Room.
3 So, Springfield got its first Escape Room, which
4 is right on the other side of the hotel.

5 So, we're starting to see new
6 businesses pop up along State Street, which is
7 pretty exciting. As well as downtown. We have a
8 new Star Bucks downtown at our 100 percent corner
9 at Boland Way and Main Street and Monarch Place,
10 which is really -- you know, we're always trying
11 to get people out of the towers and to experience
12 things down in the street level at Springfield
13 and these things have started to do that.

14 The museums have experienced a
15 tremendous influx of new visitors. 167% increase
16 since the Dr. Suess museum opened. So, again,
17 connecting visitors to that destination is
18 important to us.

19 We just held our Indian Motorcycle
20 Day. So, we're thrilled to finally have a Dr.
21 Suess museum. A lot of folks thought we had one
22 all this time. We had a sculpture garden. So,
23 as of last June, we have the new museum and it's

1 been a huge, huge attraction.

2 CRRC railways is in production now.
3 So, they've got the first cars for their orange
4 and red line contract of a half billion dollars
5 through the MBTA to build 152 orange line cars
6 and 252 red line cars. The first cars will be
7 delivered around the first of the year. They've
8 also gained some other contracts in other cities,
9 like, Los Angeles and Philadelphia. So, we're
10 excited about that. 150 new manufacturing jobs.
11 They have enough work to go until 2025 as it
12 stands today. So, exciting project for us there.

13 We're investing in workforce. We
14 teamed up with EDC of Western Mass. MGM as well,
15 and many other local stakeholders including
16 higher education to apply to the federal reserve
17 for working cities challenge grant.

18 One of our big things is we have a
19 lot of job opportunities in Springfield and its
20 connecting our residents with training
21 opportunities to get into those jobs. So, we
22 were successful. It's a very competitive
23 application. We're thrilled to get it, and we're

1 now implementing the Springfield Works Program.
2 So, the first stage of that is a new community
3 technology portal, which kind of basically puts
4 all of the jobs available in Springfield and
5 connects residents with those training
6 opportunities and those jobs all in one place.

7 Rise Up Springfield. Thanks to some
8 support through the Mass Gaming Commission, we
9 welcomed the Interise program, nationally known
10 small business development program helping up to
11 ramp up our small businesses here. So, we had
12 our first class this year. We graduated 12 small
13 businesses. You can see their photo there. The
14 City, Association of Black Business and the
15 Professionals and Springfield Chamber of Commerce
16 all partnered together to get that done. And
17 we'll be starting our next class in September.

18 So, you know, that is just the tip
19 of the iceberg. You know, one of the other
20 elements we've done is market rate housing.
21 We've talked a lot about that over the years. We
22 now have SilverBrick Lofts, the most recent
23 example of a completed project, 265 units

1 downtown that we're rehabbing and have been very
2 popular.

3 They've just recently purchased
4 another building for another 100 units at 122
5 Chestnut Street. And they've applied and been
6 approved for a market rate housing tax incentive.
7 As well as the Willis Overland building, which is
8 another 16 that's on top of that. So, that's
9 being done by Davenport company.

10 So, between those projects we have
11 nearly 500 units of new market rate housing,
12 either completed or in the pipeline worth about
13 35 million dollars in total investment and others
14 kind of looking around now, seeing the commuter
15 rail, seeing the MGM, and seeing this as an
16 opportunity for market rate housing. So, that's
17 certainly been a point where we're seeing
18 developers show interest. Hotels is the other
19 side that we're seeing developers show a lot of
20 interest.

21 Thanks to MGM's, you know, right
22 sized hotel, I think other hotels and developers
23 are seeing there is opportunity here.

1 So, just quickly, we're starting to
2 get some great accolades because of all of this.
3 The CEO of MassMutual, obviously Springfield's
4 top fortune 500 company recently set the vibe in
5 Springfield is as positive as I've seen it in 30
6 years.

7 And just in July Business West came
8 out with a story titled Springfield Economy
9 Continues to Outperform Hartford. And the
10 economic adviser from Farmington Bank, Don
11 Klepper-Smith said, "when I think of Springfield,
12 two words come to mind, and that's stellar
13 performance. I think economic development
14 policies are the reasons why Springfield is doing
15 as well as it is."

16 So, we're thrilled to see a lot of
17 progress on the things we wanted to get done
18 before MGM opens. So, we kind of have done this
19 in concert.

20 Again, it's been a great pleasure
21 working with the Gaming Commission and MGM
22 Springfield.

23 I think, with that, we can move on

1 to the traffic and public safety portion. I
2 believe I'll turn it over to Director of Public
3 Works Chris Cignoli.

4 MR. CIGNOLI: Thank you, Brian.

5 Good afternoon, Commissioners.

6 MS. CAMERON: Good afternoon.

7 MR. CIGNOLI: First of all, as Alex
8 mentioned before, our team has been working
9 together for a number of years now. But starting
10 in February of this year we really started to get
11 together to discuss grand opening.

12 One of the things over the past few
13 weeks that we have done in coordination with Joe
14 Delaney and John Ziemba and his team is basically
15 looked at on-site and off-site work that needed
16 to be done in association with Section 61
17 findings, Mass DOT, the EIR, et cetera. And we
18 were happy to report to the gaming commission
19 that the work is substantially complete. There
20 are still some punch-list items, but this
21 facility can open. And we are ready in the City
22 of Springfield for that.

23 One of the things that we've done

1 over the past few years is that we are -- or
2 sorry. Since beginning of February, is we have
3 met every Tuesday between MGM, City of
4 Springfield, DPW, police, fire, all of the
5 entities. MGM, Mass State Police, Gaming
6 Commission has come later to see where we are.
7 And Mass DOT to look at what we're doing.

8 With regard specifically for the
9 grand opening, one of the things that we're
10 doing, and we've coordinated already with Mass
11 DOT, seven days ahead, Mass Turnpike, I291, I91,
12 all of the overhead signs will be activated
13 notifying people that the MGM facility will be
14 opening on the 24th. So, we have all of that in
15 place coordinated with Mass DOT.

16 At a later time the messages change
17 when we have ramp closures, et cetera. But the
18 other thing is that in the City of Springfield we
19 will be having message boards seven days in
20 advance. Or 7 to 10 days in advance that will be
21 talking about our on-street closures.

22 So, the way that we're looking at it
23 is nobody can drive in or around the City of

1 Springfield in advance of this project not
2 knowing what's going to be happening. Nobody is
3 going to be waking up on the morning of the 24th
4 and find out that a street is closed.

5 We're going to be spending a lot of
6 time, and we have over the past few days, getting
7 the word out of what's going to be happening in
8 the City of Springfield.

9 In downtown, we will be having
10 locations where there will be road closures
11 starting at 4:00 a.m. of the day, and then going
12 through the afternoon. Once the facility is open
13 and all of the pedestrians after the staging, as
14 Alex mentioned, a procession that's going to be
15 happening. Once that is complete, and the
16 pedestrians are into the facility, we can begin
17 to open up roadways in and around the city.

18 In order to do that, we are also
19 doing no parking on a lot of the streets. One of
20 the things that we had a concern about, between
21 the DPW, police, and fire, AMR, was with the
22 amount of people that we're expecting in the
23 City, we want to be able to get emergency

1 equipment in there when we need it. You know, if
2 the morning of the 24th is a hot morning, and
3 there is a lot of people staging to get in, we
4 want to make sure that we can service people in
5 case there is any medical issues. So, we have no
6 parking for the weekend and for certain days in
7 downtown as well.

8 Working with MGM, they've developed
9 a shuttle that will be working from the Big E to
10 the facility that will be operating 6:00 a.m.,
11 the day of the facility and going until 8:00 a.m.
12 the next morning. So, we worked with them on
13 creating the route in and around the city.

14 One of the other things that we've
15 done is that we, underneath 91 on our ramps,
16 Union Street, Broad Street, State Street, is to
17 close some of those overpasses to better be able
18 to control the traffic in and around the
19 facility.

20 The facility is opening at 11:00
21 a.m. So, one of the things that we want to make
22 sure of is how vehicles will be able to get into
23 the garage if they're so inclined to be in the

1 City. We are highly encouraging everybody to use
2 the Big E as much as possible to be able to have
3 as little traffic in the City as possible. But
4 if they are, they're going to be getting into a
5 garage queue. And one of the things we wanted to
6 make sure is manage a nice little circulation
7 around the city to be able to control the traffic
8 in the city.

9 One of the things that we discussed
10 is that with a parking garage of 3500 or so
11 vehicles, if you get one car into that garage
12 every three seconds it's still going to take you
13 three hours to load the garage. So, we know
14 we're going to be dealing with cars out on the
15 city streets; hence, the reason we really wanted
16 to put a high-end plan into effect.

17 We've worked with Mass DOT about
18 closures of highway ramps for the specific reason
19 of we don't want to dump a highway ramp right
20 into the middle of that traffic. So, starting at
21 6:00 a.m. on the 24th and going to 4:00 p.m. Exit
22 6 northbound and southbound will be closed.

23 Once this meeting is complete, we

1 can then submit our application, formal
2 application, to District 2 for that, but that's
3 already been approved and they're happy with the
4 plan that we're going to be doing.

5 MGM is going to be initiating the
6 loop bus program in the City. Once those roads
7 are back open, there is going to be a number of
8 locations throughout the City where you're going
9 to be able to get on the loop system to get in
10 and around the MGM facility, plus all the other
11 areas in the City, the Hall of Fame, the
12 Quadrangle, Union Station, the dining district.
13 You'll be able to get your way around the city.

14 So, once other parking areas after
15 that Friday and moving on and forward you can
16 park half mile away at the museums, catch the
17 loop, go down to the casino. You don't always
18 have to go into downtown to do that, and we're
19 very happy that that's going to be operating
20 about 1:00 o'clock or so on Friday.

21 Not going to go into detail on a lot
22 of these plans, but really what we wanted to show
23 is the coordination that the DPW with MGM, and

1 especially with the police department, Lieutenant
2 Belliveau, Captain Hufnagel, Deputy Chief
3 Cochrane, and Commissioner Barbieri, we've
4 probably had over 100 meetings together. We've
5 gone through this in extreme detail so that the
6 work that DPW is doing on the street is
7 coordinated with what the police need to do, what
8 their people need to do and vice versa.

9 So, in just kind of flipping through
10 these plans very, very quickly, all we're trying
11 to do is show you the level of detail that we
12 have all had to go into to show where things are
13 going to be controlled in downtown, where police
14 will be, where DPW will be, and how people are
15 going to get in and around the facility.

16 All the way to the point of being
17 able to come over the bridge with a dedicated
18 lane to get into the City of Springfield for the
19 buses from the Big E. We wanted to make sure
20 that if somebody is going to the Big E, and
21 they're getting on that bus, that they're able to
22 get into the City without having to sit there for
23 45 minutes. That really doesn't help us. So,

1 we've done that management. This plan is what we
2 really want to roll out to our citizens so they
3 understand what they're going to be running into
4 in the City on that day, where no parking will
5 be, et cetera.

6 So, really what we want to show the
7 people here and everybody on the gaming
8 commission is the amount of coordination,
9 cooperation that has been going on between all of
10 the entities. The plan and everything we've
11 shown here has been reviewed, accepted by MGM,
12 reviewed and accepted by Mass DOT, the state
13 police, and obviously police and fire and all the
14 entities in the city.

15 A lot of these plans can be rolled
16 out in the future when major events are coming
17 into the City and through MGM when we know that
18 we may have to do additional traffic control.
19 So, while this is the one time thing for the
20 weekend, it's also something that we can roll out
21 at any time that we need to in the future, know
22 where traffic control is going to be, know where
23 road closures need to be, and know how people are

1 going to get in and out of the garage as we need
2 to as well.

3 So, the coordination on this then
4 really rolled into what the police need to do.
5 Where they're going to be and how they're going
6 to be controlling downtown, number one, with what
7 they have to do just from a crowd control
8 policing standpoint. And No. 2 from assistance
9 of the management of the road closures that we
10 have to do in the city.

11 So, what I'd like to do at this
12 point is to turn it over to Commissioner John
13 Barbieri and he can go through the details of
14 what the policing plan is going to be.

15 MR. BARBIERI: Thank you, Director
16 Cignoli.

17 MR. ZUNIGA: Before you do that, I
18 just have a question.

19 The road closures that you
20 highlighted around the site.

21 MR. CIGNOLI: Yes.

22 MR. ZUNIGA: Are mostly for Friday,
23 Friday morning?

1 MR. CIGNOLI: Road closures, yes.

2 MR. ZUNIGA: From 2:00 p.m.

3 MR. CIGNOLI: 4:00 a.m. We're going
4 to be starting at 4:00 a.m. And, basically, once
5 we have -- we say 1:00 p.m.

6 Basically, when we, being MGM, DPW,
7 and the police, feel it's good enough to be --
8 and all the pedestrians are off the street,
9 because we know that there is going to be waiting
10 -- all the people waiting around the grand
11 opening procession, it's going to take them a
12 while to get in. And we know with a lot of
13 people standing in the street, they may just
14 stand there for a while. So, once it becomes
15 safe to open those roads and the police have a
16 very good handle on the pedestrian movements,
17 then we're going to open those up.

18 So, we're saying 1:00 p.m. Whenever
19 it's safe to do it. If it's 11:15, we're going
20 to do it, but, you know, we're guessing that it's
21 going to be 1:00 p.m.

22 MR. ZUNIGA: Is that the same for
23 the 91?

1 MR. CROSBY: If I can just interrupt
2 one second. I just got a message that the horse
3 racing legislation extending horse racing has
4 been passed in the house and senate and is now on
5 the way to the governor for his signature. Thank
6 you. Sorry to interrupt you.

7 MR. ZUNIGA: So, is that the same
8 procedure for the ramp closures?

9 MR. CIGNOLI: The ramp closures will
10 be 6:00 a.m. to 4:00 p.m. Those are set hard so
11 that we can control the traffic. One of the
12 things that we're going to do in the city is we
13 are not going to let vehicles queue up to get
14 into the garage while the garage is still closed.
15 When the decision is made to open the garage, the
16 police and DPW, number one, we're encouraging
17 people to find other places, especially the Big
18 E, but we don't want people sitting in downtown
19 Springfield for seven or eight or nine hours
20 hoping to be the first person in. So, we're
21 going to keep that traffic moving.

22 And we think by 4:00 o'clock in the
23 afternoon the management of the traffic, being

1 able to get on and off the highway, will be
2 better. So, that's set from 6:00 a.m., to 4:00
3 p.m.

4 MR. ZUNIGA: Thank you.

5 MR. CIGNOLI: Thank you.

6 MR. BARBIERI: Thank you, Director
7 Cignoli.

8 Good afternoon, Commissioners.
9 Welcome back to Springfield.

10 So, robust plan. And I have to
11 applaud the coordination and collaboration from
12 the team at the Springfield Police Department,
13 Director Cignoli, and MGM.

14 So, a lot of thought put into this
15 by people who have been especially trained. I'm
16 blessed to have some really good people on my
17 staff.

18 Plan really incorporates not just
19 the opening, but the opening weekend. It starts
20 midnight on Friday, August 24th, and the
21 operation runs through Sunday, August 26th,
22 through 4:00 p.m.

23 So, beginning on Friday, August

1 24th, at midnight, we'll have one sergeant and
2 six metro officers just patrolling the metro area
3 and the area around the casino, the economic
4 development zone downtown.

5 Around 4:00 a.m. the roadways start
6 to close. The accommodations of cones and
7 barricades and police officers for soft closures
8 and the accommodation of cones, barricades, some
9 cruisers and then dump trucks manned by the DPW
10 for hard closures. Hard closures will be in the
11 areas that we're expected to experience large
12 numbers of pedestrian traffic, areas with planned
13 events, and obviously gathering points for the
14 entrance to the casino. The soft closures will
15 be to facilitate orderly traffic flow. They'll
16 also, obviously, be able to be open in an
17 emergency or facilitate an emergency outlet if
18 there is a traffic build-up.

19 The six metro officers and the
20 supervisor will assist the DPW in placing all
21 that equipment down. And then at 5:30 a.m., the
22 day shift starts to report in to the substation
23 directly behind the MassMutual Center at 75

1 Dwight Street. And that will include 56 total
2 officers in various deployments.

3 The impacted areas have been divided
4 into four quadrants for command and control and
5 supervised by a captain supplemented by
6 lieutenants and sergeants. Five captains, three
7 lieutenants, six sergeants, and 30 officers on
8 patrol traffic posts.

9 Additionally, acting as safety and
10 security for the entire metro area and obviously
11 able to assist the state police and Springfield
12 gaming unit enforcement task force in the casino.
13 That will be 16 officers and one supervisor.
14 Additionally, there is an emergency response team
15 with four officers on enduro motorcycles that are
16 able to access any place remotely, and 10 tactile
17 response units, and supervised officers that will
18 be in uniform with their unmarked cars with their
19 emergency equipment. We'll also have our armored
20 vehicle staged out of site and prepared to go.

21 We've also rented six ATV gator
22 transport vehicles so we can transport officers
23 back and forth and we can rapidly deploy through

1 traffic.

2 The two other tactical response unit
3 teams are on standby. They're alerted for
4 potential call-in.

5 At 6:00 a.m. the state police will
6 close Interstate 91 to Exit 6 north and south.
7 That will be closed until 4:00 p.m. as Director
8 Cignoli mentioned.

9 At 6:00 p.m. the MGM parking
10 shuttles from the Big E will begin to arrive at
11 Court Street and City Hall Place.

12 At 8:00 a.m. the 10 members of our
13 tactical response unit acting as an incident
14 response team will stage in various strategic
15 locations around the perimeter. The bear
16 tactical vehicle will be at the staging area on
17 Cross Street out of site.

18 At 9:00 a.m. the MGM garage opens
19 and begins to accept some patrons. Again, the
20 regular hard opening is at 11:00 a.m.

21 At 10:15 to 10:30 a.m. --

22 MR. CROSBY: What's the distinction
23 between 9:00 and 11:00?

1 MR. DIXON: We're really focusing on
2 people at 11:00.

3 MR. BARBIERI: I think it's the IP
4 for some people at 9:00, sir.

5 MR. CROSBY: So, what happens at
6 9:00?

7 MR. DIXON: No. In the event that
8 there is a back-up of traffic in the downtown
9 area there is a potential we may open it up at
10 9:00 a.m.

11 MR. CROSBY: You could.

12 MR. DIXON: But for the public we
13 will be opening the garages at 11:00 a.m.

14 MR. CROSBY: Okay.

15 MR. BARBIERI: Sorry. I didn't get
16 a chance to make that distinction. I apologize.

17 MR. CROSBY: It's all right.

18 MR. BARBIERI: At 1:00 p.m. we'll do
19 a review based on milestones as to whether to
20 open up the hard point closures. In addition,
21 there will be two emergency operation centers.

22 If all the milestones are met, which
23 includes, obviously, the MGM parking facility is

1 at maximum capacity and full, and the pedestrian
2 areas are clear, then we'll start to demobilize.

3 The hard closure areas, the officers
4 that are manning that will actually move to
5 protect pedestrian foot traffic around the MGM
6 area.

7 The Springfield Police Department is
8 associated with that, will stay in their public
9 safety patrols to the conclusion of their
10 assigned shift at 4:00 p.m.

11 At 3:30 p.m. the incoming evening
12 shift will start, and they will also meet at
13 substation for role call.

14 For staffing on the evening shift,
15 due to demobilization and the road closures
16 staffing will be reduced, but it will still be
17 significant. There will be 37 total officers.
18 It will assist of the metro officers, which 16
19 officers and one supervisor will be on stand-by
20 to assist in the event of a security incident or
21 emergency response. The other officers will
22 continue to focus on maintaining the Memorial
23 Bridge Big E bus loop and traffic flow on East

1 Columbus Ave., and Hall of Fame Ave.

2 As we go into the overnight shift
3 from 11:30 to 800 hours. At 11:30, 28 total
4 officers will be working. 3 captains, 3
5 lieutenants, 5 sergeants, 21 patrol officers, and
6 a 7 personnel metro unit. And, again, the
7 maintain will be soft closure traffic points and
8 to continue to focus on maintaining traffic flow.

9 As we go into Saturday morning,
10 we'll re-evaluate to see if the -- as we're going
11 into the morning to see if we have to re-emulate
12 Friday's plan. As it is, we're expecting to be
13 able to run with reduced numbers because there's
14 not going to be the events. We plan on having 34
15 total officers in various deployments. The
16 elimination of the bus route will reduce
17 personnel demand at 8:00 in the morning. We'll
18 have 2 captains, 2 lieutenants, 4 sergeants, 14
19 patrol officers on traffic posts. And, again,
20 we'll have 16 metro officers and a supervisor
21 doing security patrol along with the 4 enduro
22 motorcycles.

23 On the evening shift, going into the

1 evening shift. At 3:30 p.m., the incoming
2 evening shift will start. At 8:00 a.m. on
3 Saturday the parking shuttles will have ceased,
4 which eases the burden for the evening shift.
5 The evening shift comes in. They'll primarily
6 have to worry about mitigation traffic south of
7 MGM -- the MGM venue on East Columbus and the
8 Hall of Fame. And at 4:00 o'clock we'll start to
9 demobilize all the auxiliary traffic reserves in
10 support of the MGM weekend.

11 We run into Sunday with the same
12 reduced staffing as Saturday. And, again, the
13 emergency operation center will remain open for
14 as long as needed. And, then, if there is a
15 change in plans that's needed, the emergency
16 operation center and the command staff will
17 mobilize.

18 Thank you.

19 MR. CROSBY: Okay. Thank you.

20 MS. CAMERON: Just if I may,
21 Commissioner.

22 Having been involved with you and
23 your leadership team on another project to do

1 with this casino, and certainly having been
2 involved with the state police, I just want to
3 commend all of you on the level of preparedness.
4 And I've been around a lot of planning for big
5 events, as well as opening of casinos from a
6 policing standpoint. And the level of
7 coordination that I see and the level of
8 commitment to have a smooth opening, both with
9 traffic, crime, and all the other emergency
10 events that could occur, it's just, to me, it's
11 astounding. You've been at it for months,
12 working hard, working shoulder to shoulder with
13 other agencies.

14 And I just want to commend all of
15 you for this level of preparedness. Because, you
16 know, people don't realize how much work is
17 involved and what a level of commitment it really
18 is to make something look seamless.

19 So, I just -- from someone who has a
20 little experience, I just want to say great work,
21 all of you. And it's -- the coordination is -- I
22 was in there this morning, actually, and saw the
23 Springfield PD and state police working shoulder

1 to shoulder. It was refreshing. And I think
2 it's really going to pay off.

3 MR. BARBIERI: Thank you, ma'am.

4 We have a really great relationship
5 with our local, state, and federal partners and a
6 great team in Springfield altogether. We're
7 really blessed.

8 MS. CAMERON: Yeah. As we both
9 know, that's not always the case so it's
10 refreshing to see.

11 MR. BARBIERI: Thank you.

12 MR. DIXON: And, Commissioners, we
13 just have a couple of brief tips. If we could
14 bring back up the traffic and parking, just
15 simple steps for a smooth ride.

16 This really kicks off now that we
17 set the stage of what the City has done to help
18 prepare us for this day. We really go into
19 marketing and PR mode. So, we'll have just a quick
20 flip through of some of the marketing assets that
21 we'll be using to be able to get the story out.

22 So, first and foremost, our best
23 advice is to plan ahead. Come early and stay

1 late. Know where you want to park, and then
2 consider using alternative means of
3 transportation, whether that be the loop that we
4 rolled out, bus transportation with our partners
5 in the PVTA or an Uber or ride share coming
6 downtown.

7 We talked about the schedule. But
8 just, again, just to highlight. MGM Springfield
9 will be opening up to the public at approximately
10 11:00 a.m., in line with our garage. Festivities
11 will begin at 10:30 a.m., with a procession of
12 hundreds of employees, as well as some of our
13 construction workers beginning at State and Main
14 Street, and we'll be joined by the world famous
15 Budweiser Clydesdales. Another surprise
16 entertainment the morning of the 24th.

17 Guests are invited to view this
18 procession as it heads south on Main Street
19 before entering into the resort.

20 Here on the screen you can see where
21 people will enter into our facilities. We are
22 dispersing folks out through the five different
23 entrances, both from our garage as well as a

1 pedestrian level along Main Street and in our
2 Armory plaza.

3 Along Main Street guests will be
4 queuing outside of a barricade and the procession
5 will begin on the inside of that barricade and
6 will be joined and lead by the mayor as well Mike
7 Mathis, who will open our doors to our customers
8 right around that 11:00 o'clock time frame.

9 Guests queuing, as people start to
10 arrive from the Big E, will be in Court Square,
11 which is looking beautiful, great new paved roads
12 and streets. And people will get off into Court
13 Square and then walk over to the facility and
14 then be able to be joined into the procession.
15 People will be picking up those buses to go back
16 to the Big E at the same places where they were
17 dropped off.

18 MR. ZUNIGA: Alex, can I ask one
19 question?

20 MR. DIXON: Sure.

21 MR. ZUNIGA: Is there one queuing,
22 one overall queuing or -- at that point on Court
23 Square or is that --

1 MR. DIXON: So, there will be
2 several. So, once you get off the bus you'll
3 then be going down Main Street in a large area.
4 And, then, once we take the barricades down,
5 after the procession, people will be directed to
6 several of the different points where they may be
7 able to enter so that we prevent any rush on any
8 one of the single doors.

9 This is the benefit of the course
10 design that we have of multiple entrances and
11 people will be able to get inside safely. We've
12 been working very closely with the fire
13 commissioner and the fire marshall as well to
14 make sure that we have a smooth entrance.

15 So, again, the big message coming
16 out of today is to park at the Big E. For those
17 who have been in the Western Mass community,
18 people have been going to the Big E for years,
19 and West Springfield has done a phenomenal job.
20 And I want to thank Gene and Greg Chico
21 (phonetic) over at the Big E for partnering with
22 us to allow us to be able to use their facility
23 on our big day. This will be free to customers,

1 both the shuttle and the parking. And we will be
2 able to get over to Court Square.

3 It's been a pleasure working with
4 Chris and Commissioner Barbieri to get this
5 dedicated line and working with the City of West
6 Springfield coming across Memorial Bridge to
7 ensure guests who may be coming to this area for
8 the first time have a very smooth ride.

9 So, in terms of communication. As I
10 said, this launches into our -- indications of
11 the communications we'll be having, not only with
12 the other regional markets, whether that's in
13 Albany, Worcester, Hartford, and here in Western
14 Massachusetts, but most specifically we've been
15 working with our abutters, our local community
16 groups. Jose Delgado, our Director of Government
17 Affairs has done a phenomenal job in making sure
18 that we continue to communicate as we have been
19 during the construction time frame.

20 At this point I'd love to bring up
21 an animation to give you a sense. We've been
22 talking about opening day, but post opening we
23 want to make sure that people are educated. And

1 this quick animation will give you a sense of
2 some of the assets that we'll be using to make
3 sure that people are aware of how to plan their
4 trip to get down here to MGM Springfield.

5

6 (Video playing)

7

8 MR. DIXON: The rest of the
9 presentation goes through some of the other
10 infographics that we'll be utilizing. These
11 will be posted to our website immediately
12 following this discussion here today.

13 But, with that, Commissioners, we're
14 ready. We've been working with the City and it's
15 been a pleasure. I want to personally thank
16 Denise Jordan, who's moving on, but she's stuck
17 it out to make sure that we have a great opening
18 day and we appreciate your leadership and
19 everything you've done for the City.

20 Thank you, Commissioners.

21 MR. CROSBY: Thank you very much.
22 Any questions, or comments?

23 MR. STEBBINS: Quick question. You

1 have a couple of test nights. Can you share how
2 those unfold or people you're expecting for
3 those?

4 MR. DIXON: Absolutely. We'll get
5 into this a little bit later today with the
6 commissioner, but a couple of the headlines.

7 So, on August 16th we'll hold our
8 first test night. It will take place from 2:00
9 to 8:00 p.m. This will be mostly friends and
10 family of MGM Springfield employees, as well as
11 the hard work of the men and women of the
12 construction team. Union laborers helped us to
13 make sure that we're able to open on time and we
14 want to reward them with the first opportunity to
15 give us some feedback. We've been beating them
16 up to make sure we get into our spaces, so they
17 will beat us up as we serve them on a great
18 night.

19 MR. CROSBY: What all will be open
20 on the 16th?

21 MR. DIXON: So, on the 16th it will
22 be all of our tables and slots will be open. Tap
23 will be open as well. We won't be having people

1 get onto the second floor. We're really focusing
2 on the core gaming functionality. We've been
3 working hard at work with Bruce Band and the team
4 to make sure that we're able to demonstrate that
5 we are ready to open to the public. But it will
6 be primarily the functions on the first level of
7 the facility.

8 The second one for everyone's
9 benefit will be August 20th. It will take place
10 from 4:00 to 10:00 p.m. And we are going to be,
11 again, welcoming several thousand guests. We
12 think we'll be able to accommodate all of them
13 within our facility and inside of our parking
14 garage, but we're in close coordination, again,
15 with the City to make sure that any adverse
16 impact that we have a good mitigation plan in
17 place.

18 MR. CROSBY: What date is that?

19 MR. DIXON: That is August 20th.

20 MR. CROSBY: 20th?

21 MR. DIXON: Mm-hmm.

22 MR. ZUNIGA: You may have mentioned
23 this before or eluded to this. But what happens

1 if the garage becomes full at some point after
2 you open?

3 MR. DIXON: Absolutely. So, we
4 fully anticipate that we'll reach capacity. We
5 have a capacity plan in place for communicating
6 to the general public as well as local downtown
7 businesses. Fortunately, with Springfield
8 Parking Authority there are several parking
9 garages within the immediate vicinity. And the
10 variable messaging boards, as well as arrows
11 we'll have in the downtown area to be able to
12 direct people, once we do reach capacity, to get
13 to other places.

14 But again, really this is most acute
15 on Friday. And that's really why we've invested
16 the great deal of time and resource and energy on
17 communicating to people to head to the Big E,
18 park there where you have certainty. You can get
19 on the bus. You can get on the shuttle and get
20 in there on time in order to see the procession.

21 MR. CROSBY: Anybody else?

22 Great. Thank you very much.

23 MR. DIXON: Thank you.

1 MR. CROSBY: Terrific presentation.

2 MS. CAMERON: Thank you.

3 MR. CROSBY: Next up is Item No. 5,
4 Research and Responsible Gaming. Director Vander
5 Linden.

6 While we set up I'm going to get a
7 cup of coffee.

8
9 (Break taken)

10
11 MR. CROSBY: All right. We are
12 reconvening and we are going to Director Vander
13 Linden.

14 MR. VANDER LINDEN: Good afternoon.

15 MR. CROSBY: Good afternoon.

16 MS. CAMERON: Good afternoon.

17 MR. VANDER LINDEN: I'm joined with
18 Elaine and Teresa. I'd also like to point out
19 Mike Sangalang. We worked incredibly hard to
20 bring and evolve the GameSense brand to what you
21 will see here today.

22 So, responsible gaming education
23 week is August 6th through 10th. And in honor of

1 responsible gaming week, we're exciting to debut
2 to you the latest adaptation of our responsible
3 gaming plan program that we call GameSense.

4 You can see, we're evolving the
5 GameSense brand. We're not abandoning it and
6 picking up a new brand. And that some of the
7 changes you'll notice are quite slight, some
8 you'll notice there is a different tone to it.

9 But as you can see here, you see the
10 old GameSense logo and what we have adopted as
11 the new GameSense logo.

12 Just a little bit about GameSense.
13 GameSense is an innovative player-focused
14 responsible gaming program that encourages
15 players to adopt behaviors and attitudes that
16 reduce the risk of developing gambling problems.

17 The MGC, as you know, adopted
18 GameSense from the British Columbia Lottery
19 Corporation over three years ago after a wide
20 range in search, both nationally and
21 internationally, to find a robust and effective
22 responsible gaming program that would fit the
23 needs of the -- of Massachusetts and,

1 specifically, the Massachusetts Gaming
2 Commission.

3 The program continues to garner
4 international recognition and praise for its
5 effectiveness. I think you'll see that the
6 evolution of the brand is both -- the
7 effectiveness and recognition is both because it
8 continues to evolve, as well as the general
9 messaging that it continues to carry forward
10 throughout the campaign.

11 So, there are six brand pillars to
12 GameSense. First, it's educational. It provides
13 practical tips, tools, and information that
14 players can use.

15 It's approachable. It provides
16 information in a nonjudgmental, nonthreatening,
17 and easy-to-understand way.

18 It's welcoming. Whether you're
19 visiting the website or visiting the GameSense
20 information center, it welcomes you in and
21 invites you to stay awhile.

22 It's relatable. Much like the
23 responsible gaming framework points out, it

1 provides information that's tailored to the
2 different types of players, whether you're a
3 recreational player, whether you're an at-risk
4 player or whether you're a player that's
5 experiencing gambling-related problems.

6 It's supportive. Specifically
7 tailored for individuals who may be experiencing
8 a gambling-related problem. Specifically
9 tailored for family members who have a family
10 member who may be experiencing a problem.
11 GameSense is there and provides valuable
12 information when you need it.

13 And it's fun. You know, just like
14 going to a casino should be fun, we wanted to
15 adopt a brand that also had the same goal.

16 I think that you'll see from the
17 next slides that we've developed or evolved this
18 brand in a way that is entertaining. That's
19 funny, I hope you see that. And that's
20 enjoyable.

21 I'll turn it over to Elaine.

22 MS. DRISCOLL: Good afternoon.

23 MS. CAMERON: Good afternoon.

1 MS. DRISCOLL: So, I know that at
2 the June 7th meeting we did take you through some
3 of the new brand and introduce you a bit to the
4 new concept with our advertising partners, which
5 is KHJ Brand Activation. What we didn't show you
6 at the time was more of the finished product and
7 also the website that was completed yesterday and
8 made live last night. So, we're really excited
9 to unveil that today.

10 I think one of the things -- the
11 main topic today though is to explain a little
12 bit more thoroughly and briefly the overall
13 communications plan, how we envision rolling that
14 out at MGM Springfield and also how we intend to
15 introduce the program to Western Mass.

16 So, basically, we started out about
17 seven months ago with a very clear set of
18 objectives, which is to increase brand awareness,
19 generate traffic to the new mobile-friendly
20 website, highlight the specific resources and
21 tools, educate the public about positive play,
22 specifically in Western Mass in advance of the
23 MGM opening. Promote overall informed player

1 choice and reinforce our commitment to
2 responsible gaming.

3 In order to meet those objectives,
4 we laid out a very clear strategy for KHJ,
5 including implementing the new brand that was led
6 by BCLC, but also to further customize the
7 concept to highlight the elements that are unique
8 to Massachusetts; namely, the GameSense info
9 center and our advisers.

10 As you will see shortly, we try to
11 find -- we made our creative choices around,
12 really, highlighting one of the strongest
13 elements of the program, which is the success of
14 the GameSense advisers that are on site at each
15 casino.

16 We'll be launching a very aggressive
17 advertising and marketing campaign to increase
18 awareness of GameSense. We've also created a
19 full public relations campaign to continually
20 educate the public about the program. And then
21 we've also created a complimentary digital
22 strategy over our social media channels that will
23 support all of the earlier stated objectives.

1 So, I was going to have -- Mike
2 Sangalang played a big role in helping to pull
3 together the website. He's in the driver's seat
4 back there today; otherwise, he would have been
5 up here with us explaining it. So, I will do my
6 best.

7 But, today, we will be introducing
8 everybody to Chip. Chip is our fictional
9 GameSense adviser, but also our positive play
10 ambassador. And you'll see that, like we said,
11 we incorporated a lot of the great elements from
12 BCLC, but we really wanted to customize the
13 program to highlight what's unique about
14 Massachusetts.

15 So, we are thrilled to unveil our
16 new website that's far more mobile friendly than
17 the previous site. We think it's really easily
18 navigated. We introduced a significant amount of
19 entertaining elements, functional games and
20 quizzes so that we can engage a lot of the sites
21 visitors. So, as you can see here, there are
22 myths and games. We also wanted -- the theme of
23 this site is pearls of GameSense by Chip.

1 One of the things that we're really
2 excited, as you can see, the thought bubbles
3 throughout the site. Those are the pearls. And
4 we actually tried to incorporate a lot of the
5 research that we have thus far. So, we wanted to
6 find a way to incorporate all of that research
7 throughout the site. You'll see a section here
8 called, how gambling works. Mike Sangalang and
9 Teresa worked very closely with the IEB to come
10 up with a list of game guides and helpful
11 information. If you can see, here is the
12 blackjack game guide.

13 And another really important section
14 of the site is quick and easy access to support
15 services, including seniors in gambling, veterans
16 in gambling. Quick links to the various
17 resources like the Mass Council.

18 If I'm forgetting anything, please
19 chime in.

20 And, then, so what we'd love to do
21 next is show you some -- the site is populated
22 with a series of quick videos, 30-second videos
23 of our, again, GameSense guru, Chip, introducing

1 GameSense.

2 Let's start with the first video.

3

4 (Video playing.)

5

6 MS. DRISCOLL: As you can see, it's
7 a light-hearted approach. And, again, intended
8 to engage everyone, and as the pillars that Mark
9 pointed out, in a nonjudgmental, light-hearted,
10 supportive way.

11 Then if we could -- and I'll show
12 you just one more, but there are numerous videos,
13 brief videos, throughout the site that cover a
14 series of themes. So, let's just show this one.

15

16 (Video playing.)

17

18 MS. DRISCOLL: And then I'll turn it
19 over to Teresa where we'll talk a little bit,
20 very briefly, about the marketing campaign. So,
21 the significant amount of in-casino signage that
22 will highlight the existence of the gambling info
23 center, the GameSense Info Center, the GameSense

1 advisers, then also the -- drive traffic to the
2 website.

3 MS. FIORE: Good afternoon,
4 Commissioners.

5 So, up on the screen now I'm
6 starting at the info center at Plainridge Park
7 Casino. You may remember Mark and I approaching
8 you about a year ago and we were completely
9 redesigning the space and really pushing the
10 layout.

11 And this go around and rolling out
12 GameSense 2.0 brand standards, we really tried to
13 activate it. So, we incorporated a lot of the
14 conversational elements, which you'll see in a
15 lot of the other materials as well. So, we have
16 text bubbles written on the wall and they will be
17 incorporated in the brochures as well, which are
18 going to be updated. And I know it's a bit
19 difficult to see in the picture, but if look up
20 closely at the kiosk, which we are finding that a
21 lot of players will use to check their budgets
22 with play my way. We incorporated the text, I've
23 gambled my budget, now I'm leaving, and the

1 response to that. And the text bubble below is
2 good attitude, that's gambling like a winner.

3 And you'll notice in all these
4 messages that we drive either to the GameSense
5 Info Center or to GameSensema.com, which is what
6 Elaine just took you through.

7 So, next I would like to show off
8 the GameSense Info Center at MGM and where it
9 stands today. I'm sure, even from when this
10 picture was taken, a lot of changes have been put
11 into it. And a special thanks to everyone at MGM
12 who we've been collaborating very closely with to
13 get this up and running.

14 So, it's a very different look as
15 you can tell. And a lot of that has to do with
16 tailoring it to fit the audience that we expect
17 at MGM and making sure that it's streamlined with
18 the space. We think it compliments the floor
19 beautifully and vice versa and we're hoping that
20 it gets a lot of traffic just based on the design
21 alone, and also, Chairman Crosby, due to you
22 pushing for this awesome location within the
23 casino. So, we are located in a high-traffic

1 entrance and two sort of offices down from the M
2 Life desk, which we know is going to be very
3 busy, especially the first few weeks of opening.

4 MR. CROSBY: Have you folks looked
5 at the -- been at the finished facility now?

6 MS. FIORE: I've been down here
7 almost once a week at this point. So, I didn't
8 get a chance to go today.

9 MR. CROSBY: Okay. Somehow the
10 colors in my memory, walking by it today, don't
11 look like the colors -- like this green. So,
12 somebody ought to just make sure that somewhere
13 we didn't slip a gear somewhere. But I don't
14 know how that could happen, but just --

15 MS. FIORE: Well, I changed --

16 MR. CROSBY: It would make me feel
17 better if somebody would go by and take a look.

18 MS. FIORE: Absolutely. I can say
19 that there is a lot less green than what we see
20 at PPC, and that is in streamlining the design.

21 MR. CROSBY: I understand that. And
22 I think that was a negotiation and legitimate.
23 I'm totally fine with that. But at least where

1 -- particularly where the sign is. There is at
2 least two GameSense signs, I think. And just
3 make sure they're the right color.

4 MS. CAMERON: It's the new color
5 green though.

6 MR. CROSBY: But this is the new
7 color that we're seeing on the screen.

8 MS. CAMERON: Well, I think it's a
9 little distorted on the screen. To me that looks
10 more like the old color than the new color.

11 MR. CROSBY: Oh. Okay. Well,
12 anyway, just double-check, if you would. Thank
13 you.

14 MS. FIORE: Okay. And, finally, I
15 just want to share some of the marketing that
16 we've rolled out at Plainridge Park Casino.
17 Similarly, you're going to see some of these
18 elements incorporated on the MGM floor as well.

19 So, starting at the left we have a
20 digital slot sign. And, I'm sorry, I can't read
21 it from this far away. But it's something to the
22 effect of, you know, for your best shot on the
23 slot machine visit the GameSense Info Center to

1 learn more about the games.

2 In the center we have signage that
3 will be on the ATMs. And I believe it says, put
4 your benjamins on a budget, and we had a little
5 Benjamin Franklin custom designed by our
6 marketing team.

7 And on the right we have a drink
8 coaster. And I know a huge shipment just went
9 over to Plainridge Park Casino. So you'll be
10 able to find those in the two bars on site.

11 Not pictured here are tabletop flip
12 books, which are going to be in the food court
13 area. So, we really tried to take advantage of
14 all the opportunities on the floor.

15 MR. ZUNIGA: What was that,
16 tabletop?

17 MS. FIORE: Like a flip book. So,
18 they will have myths and facts on it, very
19 similar to the website, just a hard copy of that.

20 MR. CROSBY: And will they just be
21 sitting on tables in the south end, whatever it's
22 called, eatery?

23 MS. FIORE: Mm-hmm.

1 MR. CROSBY: Market.

2 MS. CAMERON: And they'll just flip
3 through.

4 MS. FIORE: Yes, just more unique
5 ways to engage patrons.

6 MR. CROSBY: Great.

7 MS. FIORE: Thanks. I'm switching
8 to over to Elaine, who is going to take you even
9 further outside the casino now.

10 MS. DRISCOLL: So, just very
11 briefly. I'm just going to give a high-level
12 review of the advertising campaign that will kick
13 off on August 20th.

14 So, we worked very closely with MGM
15 on in-casino signage. They've been a great
16 partner to us on that. What we are doing to even
17 further extend the reach and introduce the brand
18 to Western Mass is MGC will be handling external
19 casino signage. We're very excited to say that
20 we're going to be doing an omni-channel
21 advertising campaign, like we said, that kicks
22 off several days prior to opening. It will
23 include traditional ad buying, transit, and a

1 heavy mobile presence. We'll be doing a
2 significant focus on mobile strategy to ensure
3 that we're reaching mobile forward audience. It
4 gives us a great opportunity to behavior target,
5 geo target, to really strategically hit the
6 audience that we want to reach. And basically
7 KHJ designed a very strategic -- we call it the
8 path-to-play approach; meaning, that we'll be
9 doing an ad buy that reaches individuals that are
10 on-line looking up MGM Springfield, intending to
11 go and visit the casino, when they get to the
12 casino, and when they leave the casino. It's a
13 very targeted and smart ad buy.

14 MR. CROSBY: Did we coordinate the
15 ad buy mark with the at-risk groups that our
16 research has defined?

17 MR. VANDER LINDEN: No, we weren't
18 able to get the ad buy to be that specific.

19 MS. DRISCOLL: But we did provide
20 KHJ with a significant amount of the research and
21 they spent a lot of time very closely defining
22 the best approach.

23 MR. CROSBY: I don't see why we

1 couldn't -- you know, with the kind of targeted
2 social media and so forth that you're using I
3 don't know why you couldn't target --

4 MR. VANDER LINDEN: You know, it's
5 targeting persons who go to the casino. And, so,
6 in terms of geo fencing around the casino and
7 targeting individuals who have been to the
8 casino. To that degree, it is targeting patrons
9 of MGM.

10 MR. CROSBY: You know why I'm asking
11 the question?

12 MR. VANDER LINDEN: I absolutely do.

13 MR. CROSBY: So, think about that.

14 MR. VANDER LINDEN: Okay.

15 MS. DRISCOLL: And so the ad buy
16 will go from August 20th until about mid December
17 is this first phase. It also includes transit
18 advertising on PVRTA, which we're really excited
19 about. So, it will essentially function as a
20 mobile billboard around Springfield, specifically
21 around the routes that go around the casino,
22 which will be great. Both exterior. So, like we
23 said, a mobile billboard. And then interior car

1 cards.

2 And then, lastly, we also have a
3 digital ad buy on MassLive. As you know,
4 MassLive is owned by the Springfield Republican.
5 It reaches approximately four million residents
6 across Mass, gives us a great opportunity to geo
7 and behavioral target to reach gamblers.

8 And we're very excited about, like I
9 said, an omni-channel approach. We think it's
10 going to be very impactful and naturally we'll be
11 closely studying the metrics.

12 MR. CROSBY: Will the content be
13 those little 30 second, will that be the Chip
14 clips? What will the content in this advertising
15 be?

16 MS. DRISCOLL: It will be a
17 combination of display ads, videos. We're in the
18 process of finalizing some of those right now,
19 but it will be all along --

20 MR. CROSBY: The same kind of stuff
21 that you showed us from the beginning?

22 MS. DRISCOLL: Mm-hmm.

23 MR. CROSBY: Right. Okay. Great.

1 Incidentally GameSense matches
2 Alex's tie, just for the record.

3 MR. DIXON: This is the green.

4 MR. CROSBY: That's the green.
5 Yeah, right.

6 MS. DRISCOLL: We actually provided
7 that to him today. I'm kidding.

8 MR. VANDER LINDEN: And just to call
9 out to MGM who proactively several months ago or
10 at the beginning of the year adopted GameSense
11 throughout its properties in North America. And
12 in building the GameSense brand in Massachusetts
13 and evolving the GameSense brand here they've
14 been a great partner to work with.

15 MR. CROSBY: Can you explain, Mark,
16 how -- apparently the M Life -- in other MGM
17 casinos, the M Life representatives will be also,
18 what we refer to as GameSense advisers.

19 In Massachusetts we're going to have
20 the M Life people doing the M Life GameSense
21 stuff, whatever that is, and we're going to have
22 our own GameSense advisers.

23 Is there a split of responsibility

1 or is there coordination or can you explain how
2 that works?

3 MR. VANDER LINDEN: Yeah. So, in
4 coordinating with MGM and deciding which -- kind
5 of how to implement GameSense at MGM Springfield,
6 you're right.

7 In MGM's other properties they have
8 M Life staff that function as GameSense advisers.

9 In Massachusetts, we have GameSense
10 advisers at a GameSense Info Center. It was
11 decided that we would adopt the Massachusetts
12 model that utilizes the GameSense advisers that
13 our staff members of the Massachusetts Council on
14 Compulsive Gambling that are there 16 hours a
15 day, seven days a week.

16 The M Life staff still receive
17 intensive training on GameSense, but we'll also
18 refer those patrons to the GameSense Info Center
19 with our GameSense advisers when they want more
20 information.

21 MR. ZUNIGA: And, if I may.

22 I see this as a super-charged
23 GameSense model, really, in MGM because of all

1 the training and awareness that employees are
2 going to have. Because that's what they're doing
3 corporate wide.

4 One of the recent findings from the
5 GameSense evaluation is that we need to do a
6 little bit better job in educating employees of
7 PPC, for example, or other customers in terms of
8 awareness.

9 And my hope is that with MGM's
10 commitment, in addition to our model of the
11 GameSense Info Center, we might reach better
12 metrics in terms of awareness and understanding
13 of the brand.

14 MR. VANDER LINDEN: Absolutely.
15 Every MGM employee is receiving a module of a
16 GameSense training. We have a co-word (phonetic)
17 of GameSense advisers that are basically across
18 the street right now and are in week three of a
19 four-plus week training to be GameSense advisers.
20 It's pretty phenomenal.

21 MR. CROSBY: Other questions or
22 comments?

23 MS. CAMERON: I think it's exciting.

1 It looks excellent. Saw the space today. It
2 really looked very nice and welcoming. Your
3 word, Mark. So, I just think it'll -- it sounds
4 like it's really going to resonate and people
5 will get the word.

6 MR. ZUNIGA: And there is ways to
7 drag traffic to the website, right? I'm really
8 curious. I think it looks really nice and fresh.

9 MR. CROSBY: And green.

10 Sir.

11 MR. BEDROSIAN: I just want to make
12 sure we're done with this issue?

13 MR. CROSBY: Are we done?

14 MS. DRISCOLL: Yeah. Just lastly.
15 I just want to commend my colleagues, Mark,
16 Teresa, and Mike for a tremendous amount of work
17 that it took to get this done and get it done by
18 today. And also the team at KHJ, very
19 high-quality product. Just extremely committed
20 and it was a great team effort. I just would be
21 remiss not to say that.

22 MR. CROSBY: And our communications
23 director did a pretty good job, too.

1 MS. CAMERON: Thanks to all of you.

2 So, we have to go on the website and
3 watch Chip, right?

4 MS. DRISCOLL: Yeah.

5 MS. CAMERON: All right. Thank you
6 all.

7 MR. ZUNIGA: Thank you.

8 MR. BEDROSIAN: Thank you, Mr.
9 Chairman. Racing is fixed.

10 MR. CROSBY: Great.

11 MR. BEDROSIAN: The governor has
12 signed the extension. I have sent an email to
13 our licensees reauthorizing.

14 MR. CROSBY: Great.

15 MS. CAMERON: Great.

16 MR. CROSBY: Congratulations
17 everybody.

18 MR. BEDROSIAN: So, we can check
19 that item off the agenda.

20 MR. CROSBY: Great. Let's take a
21 brief break while you folks set up and we'll see
22 you in a few minutes.

23

1 (Break taken)

2 MR. CROSBY: All right. We are
3 reconvening public meeting 249 at about 2:00
4 o'clock on August 2nd and we are going to the
5 heart of our meeting today. Executive Director
6 Bedrosian.

7 MR. BEDROSIAN: Good afternoon,
8 commissioners.

9 MS. CAMERON: Good afternoon.

10 MR. BEDROSIAN: Before I begin my
11 introductory comments, I'd like to turn this over
12 to Mike Mathis, president at MGM Springfield. I
13 think he has his own comments.

14 MR. MATHIS: Thank you. Thank you,
15 commissioners.

16 Before I make a couple of comments I
17 want to introduce our executive team. You've
18 seen photos of them. I think you've met a couple
19 of them from time to time, but I officially want
20 to introduce them today. People ask me all the
21 time out on the road, out in the street, Mike,
22 how do you do it, it's an amazing undertaking
23 you've taken on. And I tell them, I don't. I've

1 got a wonderful team that's doing the work and
2 they've got 3,000 men and women who are on board
3 or will be on board to bring this facility to
4 life.

5 So, I've asked them to just take a
6 moment out of their very busy days. And if each
7 of you would stand up when I acknowledge you, I'd
8 appreciate it.

9 Alex Dixon, our general manager.
10 Alex came late to the party, but incredibly
11 indispensable young man. He's got a real flare
12 for the business. He comes from a casino family
13 and incredibly fortunate to have him as a partner
14 at the helm. So, thank you, Alex.

15 Courtney Wenleder, our shy VP CFO.
16 Courtney. She'll be incredibly relieved not to
17 give you anymore budget updates on pre-opening.
18 But Courtney has been great. She's a seasoned
19 professional. She comes most recently from our
20 New York operation, moved out here with her young
21 family. So, thank you, Courtney, for being part
22 of the team.

23 Seth Strattan to my right. He's got

1 the toughest job in the building because his
2 client is a former lawyer. So, Seth's been
3 great. And, obviously, you've seen a lot of him
4 and has allowed us to get to where we are from a
5 regulatory process, state wise and city wise.

6 Marikate Murren, our VP of HR.
7 Marikate took on the incredible task of
8 satisfying many commitments, which I personally
9 made, which were incredibly unreasonable and
10 ambitious and she's done it with a lot of grace
11 and a ton of heart, as you saw from the last
12 meeting.

13 Robert Westerfield, VP of table
14 games. Officially known as Westy. He's
15 forgotten more about table games than I'll ever
16 learn in my career, and he's been an incredible
17 attribute to the team, not only in his
18 discipline, but as a professional that really
19 loves the business, has coached a lot of us
20 younger folks, myself included. So, great to
21 have Westy on the team.

22 Lynn Segars, VP of slots. You'll be
23 hearing from Lynn shortly. She's got one of the

1 largest departments in the building and is
2 responsible for most of the revenue for which
3 both you all and us are incredibly invested in.
4 So, really fortunate to have Lynn on the team as
5 well.

6 Sarah Moore, VP of brand marketing.
7 She's our style police. She's responsible for
8 the this is a first campaign, which Sarah, to
9 your credit, is the first time in the history of
10 my relationship with my two boys that they've
11 acknowledged anything I do is cool. So,
12 incredibly strong campaign. For those of you
13 that took photos. I'm looking at you, Chairman
14 Crosby, earlier, if you leak them out, she's
15 going to be all over you. She's a steward of the
16 brand and really excited to have her from Las
17 Vegas to help us out.

18 Anthony Caratozzolo, VP of F&B.

19 Anthony I met when I was down in
20 Tunica. You might remember, I was down there for
21 about four or five months filling in as an
22 interim general manager in that facility down in
23 Mississippi. I met Anthony. He's got family in

1 upstate New York and was so impressed with what
2 he did that we talked about coming up to
3 Springfield.

4 So, it was really great to see some
5 of the people I met on my own journey come back.
6 And he runs a really incredible operation.

7 Anika Gaskins, VP of national
8 marketing. Anika comes from some of our
9 competitors. And we've always said that we can
10 learn a lot from the folks in the business that
11 do some things different than us. And she
12 provides a really great perspective and is a
13 strong member of our casino marketing team.

14 Jason Rosewell. This is a personal
15 recruit of mine. Jason Rosewell is in the same
16 position I am. He's our VP of facilities. So,
17 you know, when I started this process, I was the
18 development guy, entered into a bunch of
19 different agreements and commitments with the
20 Commonwealth and with the City thinking that I
21 would hand it off to the eventual operator. I
22 was that guy they handed it off to so I've got no
23 one else to blame but myself.

1 And the same stands for Jason
2 Rosewell. He's Brian Packer's No. 2 on
3 construction and I convinced him to come over to
4 the operation side. So, if something's broken,
5 it's because he built it.

6 So, good luck Jason.

7 FROM THE FLOOR: He'll fix it.

8 MR. MATHIS: That's right. He'll
9 fix it.

10 Jason Rucker, executive director of
11 security. Jason is one of those really unique
12 individuals. He's as comfortable doing a
13 powerpoint as he is working with Springfield
14 Police Department and our K-9 division. Really
15 great asset. He's going to help keep us safe,
16 which, as you know, is paramount in our facility.
17 So, very lucky to have Jason on board.

18 Gregg Skowronski, our executive
19 director of hotel ops. Gregg manages many
20 divisions. He comes from MGM Grand. He was
21 basically the No. 2 at MGM Grand. So, he went
22 from operating the largest hotel -- one of the
23 largest hotels in the world to the smallest hotel

1 in our portfolio. And, Gregg, how difficult is
2 this job? How difficult is 250 rooms? We've got
3 16 suits and we've got a bunch of folks visiting
4 us on the 23rd, half of whom think they should be
5 in a suite. So, his job to figure that out.

6 Talia Spera, our executive director
7 of entertainment. Talia. She's responsible for
8 all the great programming that we're going to
9 have in the facility, Stevie Wonder included.
10 So, really great to have Talia on board. And
11 I've seen some of the programing that she's got
12 planned for the facility. As you know,
13 entertainment is probably the linchpin of our
14 success. So, she's got a very important job.

15 David Powell, our director of IT
16 David, are you in the room? Great.

17 So much of our operation is IT
18 based, as you know. So, David came from Borgada,
19 which was incredibly successful and joined our
20 team. We're really lucky to have him.

21 And, closing, Brian Jordan, our
22 director of surveillance. Brian is great. He's
23 made it clear. There is a reason he's in

1 surveillance. He doesn't necessarily need me to
2 check in on him everyday. But he's been a great
3 member of the team and brings a lot of
4 experience. He was most recently at our Monte
5 Carlo park resort in Las Vegas.

6 I think I got everybody. Is Monique
7 here? Okay.

8 So, a couple of other comments, if I
9 can, before I hand it off to Brian Packer. You
10 know, for me, this is a bit of a milestone. I
11 think this is the last time that we, as a team,
12 will be before you as a licensee applicant. The
13 next time we're before you we'll be a licensee
14 operator. And I just want to reflect on a little
15 bit of the journey.

16 I've spent, me personally, I've
17 spent a third of my professional career with you
18 all, with Springfield and with this commission.
19 And I thank you all. It was an incredible
20 journey. Certainly it's going to be a highlight
21 of my career and something that we can be
22 proud of. But I couldn't be more fortunate to
23 have a commission who was supportive of the

1 ambition and the vision that we had here today.
2 And of the commitment that we've all made. There
3 were many times that we asked you to give us the
4 benefit of the doubt, and you did, and I think we
5 made you proud. I think you walked the facility
6 today and have a sense of what we've
7 accomplished.

8 And I want to highlight it with an
9 individual. I'm going to call her out because I
10 brought her out in front of our -- a new hire the
11 other day. Is Heidi here?

12 Heidi, stand up. Remain standing if
13 you would, Heidi.

14 So, let me tell you about Heidi
15 Abrow. Heidi I met in 2013 in our Main Street
16 campaign offices. She's from the Dominican
17 Republic, immigrated to the United States and
18 worked her way up to Springfield, which has a
19 great Dominican Republic group of support and
20 extended family.

21 I met her in 2013 in the campaign
22 office. She was one of our canvassers who, with
23 another group of people, would knock on doors for

1 us, totally volunteer time, and try to convince
2 them with the upcoming vote about the attributes
3 of the MGM project and what it would do for the
4 community, particularly the Hispanic community,
5 all the jobs and the benefits.

6 So, I recognize her because she was
7 in the office all the time. And then I was there
8 on a Monday. And I remember getting a report of
9 how we were doing for the weekend. And they
10 showed me a picture of Heidi with a clipboard
11 from the day before. And I said to my team, I
12 said, I didn't realize we did any canvassing
13 yesterday; meaning, Sunday. I thought we gave
14 the folks a day off.

15 What they told me was, it wasn't
16 enough for Heidi. She had run out of people to
17 convince to vote for Springfield. She went to go
18 get people registered to vote. She was in the
19 shopping centers and the malls and the different
20 office buildings.

21 So, Heidi is one of the many unsung
22 heroes when we open our doors. But none of us,
23 yourselves included, would be here if it weren't

1 for the efforts of a group of people from
2 Springfield that convinced the community that
3 this was a venture worth pursuing and trusting
4 us.

5 Happy to report that on Monday Heidi
6 will be joining our team as a guest service
7 representative on our slot floor. So, she
8 becomes a part of the MGM family and brings many
9 of her friends with her as part of our team.

10 The one caveat is that Paul Connelly
11 needs to clear her for a temp. license. So, if,
12 Paul, you could clear that list for us so we can
13 get a Monday start.

14 FROM THE FLOOR: Working on it,
15 Mike.

16 MR. MATHIS: But, thank you all.
17 This has really been a special experience for me
18 and the team and I want to thank you for all your
19 support along the way.

20 And, with that, I want to hand it
21 off to Brian Packer.

22 MR. CROSBY: Before you do, I think
23 we all -- if the experience we've had, we accept

1 your judgment about your team and the feedback
2 that we've gotten. You know, I always say this.
3 This is not all about a pat everybody on the back
4 session all the time. We're regulators and we
5 have a job to do, but we know quality work and
6 quality people and quality integrity when we see
7 it. And I think we would all agree that our
8 experience with your people has been really a
9 work of professional pleasure.

10 We also on this commission know that
11 this doesn't happen without really, really
12 excellent leadership. And, you know, we've
13 watched, we've held our breath, we had a lot of
14 reservations, we had concerns, and we had great
15 hopes. And you have been an excellent leader.
16 You've built a great team. You're a terrific
17 ambassador for the business. You have asked us
18 to stretch sometimes and we've made a calculated
19 judgment that this a man of integrity and
20 goodwill and have sent the benefit of the doubt,
21 and you have never let us down. And from what
22 we've seen so far I don't think you're going to
23 do it on August 24th either.

1 So, I would say on behalf of all the
2 commissioners, thanks to you and to all of your
3 team, and do break a leg.

4 MR. MATHIS: Thank you. Thank you
5 very much.

6 MR. BEDROSIAN: So, commissioners,
7 I'd like to give you a broad outline of this
8 presentation before I turn it over to my
9 directors.

10 This presentation is the path to an
11 operation certificate for our licensee. And, as
12 you know, it is the operation certificate which
13 allows our licensee to commence operations.
14 There are statutory, regulatory, and license
15 requirements that are necessary for an operation
16 certificate. There are literally thousands of
17 requirements that must be met for MGM to get an
18 operation certificate.

19 Today's presentation is designed to
20 show you that most of the commitments have been
21 materially met, but there are important
22 commitments; such as, testing gaming operations
23 that will still need to be completed.

1 At the end of this presentation
2 we'll ask you to designate Commissioner Stebbins
3 with the authority once gaming conditions are met
4 to issue a temporary operations certificate,
5 which will be valid until a permanent operations
6 certificate is ratified in front of the full
7 commission.

8 To get to this point today took a
9 lot of hard work and cooperation. Staff started
10 monthly, then -- I forget if it's biweekly or
11 bimonthly, but whatever that is. Every two
12 weeks. Meetings with MGM Springfield staff about
13 a year ago. The City of Springfield has been
14 very collaborative, and many state agencies have
15 also assisted in this process.

16 Finally, our staff and directors
17 have worked tirelessly to get us to this point,
18 whether monitoring construction commitments,
19 upgrade our technology, licensing thousands of
20 people in a short period of time, testing slot
21 machines or getting regs adopted, our folks
22 really stepped up.

23 I want to thank them all for the work

1 so far, but we still have a lot of work ahead of
2 us in August.

3 With that I will turn it over to our
4 master of ceremonies, Mr. Ziemba.

5 MR. ZIEMBA: Commissioners, MGL
6 Chapter 23(k) Section 10 and the Commission's
7 regulations 205 CMR 135.00 and 205 CMR 151.00
8 state that the Commission may not make a
9 determination that a Category 1 gaming
10 establishment is open for business until the
11 Commission has made a number of determinations.

12 The report in your packet details
13 the requirements of the regulations. The report
14 also includes appendices providing further
15 information about specific requirements.
16 Notably, MGM Springfield has provided an update
17 to its July 16, 2018 submission regarding
18 compliance with the conditions of its license.

19 As we go through the compliance
20 issues, by the time we reach the section on MGL
21 Chapter 23(k) you will see that the requirements
22 of that section have already been dealt with
23 through the two regulations. So, it gets easier

1 as we go along.

2 Construction oversight manager Joe
3 Delaney will provide details of compliance with
4 construction requirements and further information
5 regarding compliance with 205 CMR 135.

6 The determinations he will discuss
7 cover the completion of the gaming area and other
8 ancillary entertainment and non-gaming amenities;
9 completion of all infrastructure improvements,
10 compliance with the terms of the license, 23(k),
11 Commission regulations, host and surrounding
12 community agreements; impacted live entertainment
13 venue agreements; certificates of occupancy and
14 approvals.

15 We will also walk you through 205
16 CMR 151. Before Joe gets into the details, I
17 would like to provide general context of the
18 determinations that the Commission will consider
19 today.

20 In order to evaluate compliance with
21 the construction related requirements included in
22 the license in MGM Section 61 findings, in the
23 host and surrounding community agreements, and in

1 the RFA-2 application, MGM Springfield and
2 Commission staff have engaged in a very
3 comprehensive review process described in a memo
4 in your packet entitled Commitment Closeout
5 Update, which Joe will discuss.

6 In addition to this comprehensive
7 review process, MGM Springfield has provided
8 significant support and evidence that it has met
9 the conditions under its license. They
10 submitted, as I mentioned, a detailed memorandum
11 for the July 19th meeting of the Commission and a
12 supplement today that appears in your packets.

13 The Commission's extensive reviews
14 of the project over the last four years and
15 especially over the last six months provide
16 additional evidence that MGM Springfield is in
17 material compliance with the conditions. During
18 that time, MGM Springfield has appeared before
19 the Commission 13 times to present its detailed
20 quarterly reports. In addition to the quarterly
21 reports and numerous other Commission meetings
22 involving specific issues, the project has also
23 been reviewed at approximately 35 access and

1 opportunity committee meetings. By the proposed
2 opening date, the Commission and Commission staff
3 will have approved the final design of the
4 project, a detailed schedule for the project, a
5 determination that the project has completed its
6 final stage of construction, the floor plan, the
7 internal controls, the emergency & critical
8 incident response plan, the credit procedures,
9 the gaming beverage license, approval of the
10 slots and slot operations, the inspection
11 following the test days, the approval and
12 updating of the projects section 61 findings, a
13 determination that the total infrastructure is
14 complete, the regional tourism and marketing
15 plan, the workforce development plan, the
16 diversity and affirmative marketing plan, the
17 procurement diversity and local business plan,
18 the responsible gaming framework, and voluntary
19 self-exclusion policy.

20 That's quite a mouthful, but it goes
21 to state to how much work has gone into
22 determining what we need to determine today.

23 Many of these approvals involved a

1 staff review of the application requirements, the
2 RFA-2 requirements that relate to the topic areas
3 of the Commission approvals. Further, the
4 Commission has monitored reviews by other
5 entities, notably by the City of Springfield
6 administration, the City of Springfield City
7 Council and its casino oversight committee, and
8 the Massachusetts Policy Act office, and the
9 Massachusetts Department of Transportation.

10 Taken together, there is substantial
11 evidence that MGM Springfield has materially
12 complied with the terms of its license. Further,
13 we note that any determination that MGM
14 Springfield is in material compliance for the
15 purposes of its operations certificate reflects
16 only a small portion of its compliance.

17 Consistent with prior practice, the Commission
18 will continue to review MGM Springfield's
19 progress in meeting all such goals and standards
20 both in the short term and during the term of the
21 license. Many of the requirements the Commission
22 will review today are ongoing requirements that
23 will continue into the operations period. Some

1 conditions will only be able to be met after the
2 operation period begins.

3 And with that as a general
4 background, I will turn to Joe. And Joe is
5 joined by Brian and Seth as we begin our next
6 stage of this review.

7 MR. DELANEY: Thanks, John.

8 Good afternoon, Commissioners. What
9 I was going to do here is just going through the
10 memo that we prepared for your packets, just
11 going through each individual item briefly.

12 So, the first item, Item A is the
13 opening requirements pursuant to 205 CMR 135.
14 Under 135 there are a number of specific
15 requirements that must be completed before
16 opening. These include approving a project
17 schedule, provision of affirmative action and
18 marketing programs, submission of quarterly
19 reports, agreements with labor unions and so on.

20 As outlined in your packet, MGM is
21 in compliance with each of these eight specific
22 requirements.

23 The second item, item B, is a

1 determination of completion of the gaming area
2 and other ancillary amenities.

3 We are required to determine that
4 the gaming area and other amenities have been
5 constructed, and are built of superior quality.

6 Our review of this focused on the
7 physical construction of the amenities. Bruce
8 Band and his presentation will talk more about
9 the readiness of the gaming floor, high limit
10 area, poker room, with respect to the slot
11 machines, table games, surveillance and so on.

12 Executive Director Bedrosian, John
13 Ziembra, and I performed this determination on
14 July 31st. In those areas of the project that
15 are currently operating under the temporary
16 certificate of occupancy, which these include the
17 hotel, the podium, the restaurants, convention
18 spaces, back of house spaces, roof decks and so
19 on.

20 In our estimation, these areas
21 certainly meet the standard of superior quality.
22 Additional determinations will be made later on
23 those areas not included under the temporary

1 certificate of occupancy; such as, the cinema,
2 top golf, indian, the salon, the armory, and the
3 church. We expect the construction in all these
4 areas to be complete before the project opens.

5 And, with that, I'll just turn it
6 over to Mr. Bedrosian to give his impressions of
7 the inspection that we conducted on Tuesday.

8 MR. BEDROSIAN: So, I'd like to
9 preface my comments. Any platitudes I'm about to
10 say concerning the quality of MGM Springfield
11 property does not reflect a predilection in our
12 on-going regulatory responsibilities. So you
13 gentlemen understand that.

14 Having said that, using my life as a
15 previous prosecutor, I find beyond a reasonable
16 doubt that Blue Tarp Development, doing business
17 as MGM Springfield, has and is building a
18 property of superior quality. The men and women
19 who designed it, who build it, who are decorating
20 it should be really proud.

21 I don't want to reveal a lot of
22 surprises for the guests who will get to see it
23 later this month, but the hotel rooms, the

1 restaurants, the retail and outdoor space, the
2 gaming floor are of superior quality. And the
3 omish (phonetic) that they paid to Springfield
4 and the surrounding areas is truly unique. You
5 got the beginning part though, right?

6 MR. DELANEY: Okay. So, Item C, the
7 determination of completion of all infrastructure
8 improvements.

9 We are required to determine that
10 all on and off site infrastructure improvements
11 have been completed.

12 All of the off-site infrastructure
13 work has been complete -- is completed with the
14 exception of the variable message boards that are
15 part of the intelligent transportation system.
16 We have received approval letters from Mass Dot,
17 City of Springfield, and the Springfield Water
18 and Sewer Commission regarding these off-site
19 improvements, which have been included in your
20 packets.

21 The intelligent transportation
22 system work is expected to be complete on or
23 about August 10th. Mass Dot has assured us that

1 they will be available to complete their
2 inspections and issue the necessary approvals
3 before the project opens.

4 We would like to thank Chris Cignoli
5 and Mat Sokop from the City of Springfield, and
6 Peter Cavicchi and Richard Masse and their staff
7 from Mass Dot Region 2 for coordinating all the
8 necessary inspections and preparing their
9 approvals for this meeting. Their assistance was
10 greatly appreciated.

11 There is still some on-site
12 infrastructure work that needs to be completed,
13 which includes hardscape on the plaza areas,
14 final paving on MGM Way and Howard Street, and
15 the completion of DaVinci Park. Again, we expect
16 all of this work to be completed before project
17 opening, but we'll continue our inspections as we
18 go along until such time.

19 Item D is the opportunity to inspect
20 and determine compliance. As John indicated
21 earlier, we perform numerous compliance-related
22 activities including weekly and monthly meetings
23 with MGM staff, weekly site walks, schedule

1 reviews, and many other oversight functions.

2 But one of the main things that we
3 use to determine compliance was the commitment
4 tracking system developed by MGM. In fact, this
5 system drove a lot of the work that we've
6 recently completed. Like the in-depth review
7 that we did a couple of months ago, the design
8 approval, and the Section 61 revisions.

9 And I would like to just spend a
10 couple of minutes here to describe this system
11 and how it was utilized.

12 Once the MGM project received all of
13 its approvals, there were 25 documents that had
14 specific requirements that MGM had to follow.
15 These included everything from the RFA-2 and the
16 gaming license to the host and surrounding
17 community agreements, MEPA documents and so on.

18 Brian Packer and his team reviewed
19 all of these documents. And when broken down
20 into their individual components resulted in over
21 5700 commitments of which approximately 3400 need
22 to be completed before opening.

23 In order to effectively track these,

1 Brian and his team developed a system by which
2 each commitment was issued a unique identifier
3 and was tracked using various spreadsheets and
4 document management software.

5 Now, each one of these commitments
6 was assigned to a team member who prepared what
7 MGM is calling a white paper, which identifies
8 which commitment the paper is addressing, what
9 documentation is being provided, and how it
10 closes out that item.

11 Now, over the last six months or so
12 as these white papers were completed, Brian would
13 forward us lengthy lists of those completed
14 items. I would then go through each white paper
15 and determine whether or not the paper adequately
16 addressed the commitment. And then John Ziemba
17 would perform a spot check on the work that I was
18 doing.

19 So, to date, I have looked at all of
20 the just over 3400 commitments, and I've not
21 found any issues that would materially impact the
22 project opening.

23 With that said, I performed detailed

1 reviews of the white papers associated with about
2 2800 of these items. We just received another
3 chunk of a little over 400 items from MGM, which
4 leaves us -- I think the number was 191 items
5 left to close after that. So, with a few weeks
6 left to opening, we think that should be adequate
7 time to complete that work.

8 During this review we did question
9 or request additional information on a number of
10 these commitments, about 200 in total. And MGM
11 has largely addressed those at this point.

12 Now, given the volume of commitments
13 to review, the final completion of some of these
14 items may not happen until the days and weeks
15 after project opening. For example, many of the
16 off-site infrastructure improvements require
17 as-built drawings to finally close out the
18 commitment. This work won't necessarily be
19 complete until sometime after the opening, but
20 the improvement itself will be operational.

21 With all that said, I really want to
22 commend Brian Packer and his team for the
23 development of this system. It's a really robust

1 system that provides very detailed information on
2 each commitment and could very well prove to be a
3 model for other projects.

4 In addition, the attention to detail
5 that MGM paid certainly made my work easier.

6 Item E, compliance with the gaming
7 license and RFA-2. John addressed these items in
8 his opening remarks so I don't need to go over
9 those again.

10 Item F, compliance with the host
11 community agreement. Enclosed in your packet is
12 a letter from the City of Springfield regarding
13 MGM's compliance with the host community
14 agreement. Of course, the City has been actively
15 involved in the design, review, permitting, and
16 construction of the project from its inception,
17 and the HCA has been amended four times to
18 reflect some of the changes that have happened
19 since the project started.

20 As we have discussed at several
21 previous Commission meetings, certain elements of
22 the project will not be completed opening. These
23 include the construction of the corner retail at

1 Union and Main Street, the off-site housing, and
2 the final build-out of a couple retail spaces.
3 The City is fully aware of these and has
4 concurred with them.

5 Compliance with the surrounding
6 community agreements. This presentation only
7 discusses compliance with the pre-opening
8 requirements of the surrounding community
9 agreements, which are generally the preparation
10 of baseline traffic studies, and reimbursements
11 to the towns for consulting and legal fees that
12 occurred during the permitting of the project.

13 In your packet is a letter from MGM
14 Springfield stating that they are in material
15 compliance with the surrounding community
16 agreements and a chart showing the compliance
17 with the pre-opening conditions of the
18 surrounding community agreements.

19 As part of our commitment review,
20 we've obtained copies of all the approved
21 baseline studies as well as copies of the checks
22 sent to the communities. So, we verified that
23 that work has been completed.

1 Compliance with impacted live
2 entertainment venues. There are technically no
3 impacted live entertainment venues for the
4 project; although, MGM voluntarily entered into
5 agreements with several entities near the
6 property. And I believe Jill Griffin will
7 discuss this a little bit further in her
8 presentation.

9 Temporary certificates of occupancy
10 and approvals. To date, the project has received
11 four temporary certificates of occupancy. One
12 for the parking garage, one for 95 State Street,
13 one for the hotel and podium, and one for the day
14 care center. The podium TCO excluded several of
15 the -- several uses that have not yet been
16 completed, which are mostly in the entertainment
17 block and plaza area. Again, we expect all of
18 these excluded areas will be -- will receive TCOs
19 before the project opens.

20 Enclosed in your packet is a
21 schedule of the expected dates of final
22 inspections, which run between August 7th and
23 20th. Of course, if there are any delays in the

1 inspections or operation staff have limited
2 access to these spaces, the exact opening time
3 could possibly be effected.

4 The overall project is expected to
5 open under a temporary certificate of occupancy,
6 which is typical for projects of this scale. The
7 final certificate of occupancy will be issued
8 once all of the punch-list items are done and the
9 City does a final inspection, which could be
10 several weeks after the opening.

11 Elevator certificates. There are 20
12 elevators and three escalators that need permits
13 on the project, and we are required to compile
14 all of those before the opening.

15 As of July 30th, 14 elevators and
16 all three escalators have received their final
17 state inspections. We've included a schedule of
18 the other inspections in your packet. And, in
19 fact, a couple of inspections were called in this
20 week. So, we fully expect that those will be
21 done.

22 Other permits. This project
23 requires literally hundreds of permits for

1 construction and occupancy. We've included
2 charts showing all of the construction and
3 operating permits necessary and the status of
4 those permits.

5 Again, we expect that the project
6 will have all of its permits by opening, but we
7 do expect that these will be pushing right up
8 until the opening day on some of the permits.

9 The opening requirements pursuant to
10 205 CMR 151. Many of the things I just talked
11 about are also rolled up into Section 151 so I
12 won't need to discuss those again.

13 And most of the other items under
14 151 are included in Bruce Band's presentation,
15 which includes internal controls, emergency
16 response plan, approval of the gaming area floor
17 plans, and the evaluation and test period.

18 And one additional item regarding a
19 current list of all gaming employees will be
20 included in Jill Griffin's presentation.

21 And, then, finally, the opening
22 requirements pursuant to Mass General Law,
23 Chapter 23, section 10. Each of these specific

1 requirements roll up into either 151 or 135 so we
2 have already addressed those.

3 And I guess, with that, we will, you
4 know, keep following up on those few missing
5 items that we have and keep you apprised of the
6 status right up until opening day. Thank you.

7 MR. CROSBY: Thank you. Are you
8 orchestrating, John, from one to another.

9 MS. GRIFFIN: Good afternoon,
10 Commissioners.

11 MR. CROSBY: Good afternoon.

12 MS. GRIFFIN: In preparation for the
13 opening of Blue Tarp's Redevelopment, LLC, Mass
14 Gaming Commission staff has been working
15 diligently to ensure compliance with our
16 regulations. And I think you heard from Joe some
17 of the many documents. I'll review some of the
18 documents. 205 CMR 135.06, the host community
19 agreements, MGM Springfield's diversity and
20 affirmative marketing program. The monthly
21 access and opportunity committee workforce and
22 contractor reports. MGM documentation submitted
23 for the MGC diversity audit against also

1 regulations and licensed conditions.

2 And we reviewed for compliance with
3 the information included in the RFA-2 application
4 filed by the licensee, and the evaluation reports
5 prepared by the Commission as part of the
6 Commission's evaluation process.

7 So, one thing I do want to -- if we
8 could flip. I don't have the remote, but if we
9 could flip to the employee tremendous results.
10 MGM reported over 4700 unique union construction
11 workers on the project. They exceeded -- oops.

12 They exceeded all diversity goals
13 for workforce for minority individuals, women,
14 and veterans set out in the program during the
15 construction of the gaming establishment.

16 Oh, it's moving it?

17 MR. CROSBY: Who is managing that?

18 MS. GRIFFIN: No, we're not touching
19 it.

20 MR. CROSBY: All right. Keep your
21 hands off that.

22 MS. GRIFFIN: Okay. All right.

23 Ignore the first slide of this deck.

1 Additionally, the total unique
2 workers on the site was over 4300. MGM
3 Springfield implemented and exceeded all
4 diversity goals for contractors and suppliers set
5 out in their program for minority business
6 enterprises, women business enterprises, and
7 veteran business enterprises during the design
8 and construction of the gaming establishment.

9 The Commission created the access
10 and opportunity committee -- I'm just going to
11 find the right slide for this -- charged to
12 monitor efforts of our gaming licensees to
13 achieve diversity in the construction workforce
14 and supplier base.

15 MGM attended 35 monthly public
16 meetings since 2015 where they reported on their
17 status and meeting the project diversity goals.

18 MGM Springfield also included the
19 quarterly diversity goal updates as part of the
20 larger quarterly report to the Commission.

21 On March 29th of 2017 and May 23rd
22 MGC staff initiated a compliance review process
23 with MGM Springfield to conduct a review of the

1 systems for the collection, management, and
2 dissemination of the data in support of the
3 diversity goals established for the project as
4 reported to MGC's access and opportunity
5 committee meeting.

6 At the time of the compliance review
7 and audit, MGM Springfield was meeting and in
8 most cases exceeding their identified goals for
9 both spending with diverse-owned businesses and
10 the diverse workforce initiatives.

11 MGC's review found that MGM and the
12 general contractors have developed robust systems
13 for the collection, tracking, management, and
14 reporting of diversity data on the project.

15 Additionally, there are sound
16 practices in place for monitoring diversity goals
17 and providing corrective action for the
18 subcontractors on the MGM Springfield project.

19 MGC was satisfied with a review of
20 the closeout process for subcontractors on the
21 MGM Springfield project, verifying the workforce
22 data, diversity spend, and the complete accuracy
23 of reporting during the entire scope of the

1 subcontractors work on the project.

2 Each phase of MGC's audit
3 demonstrated sound processes and accuracy in
4 reporting. The licensee's records were complete,
5 transparent, and accurate.

6 Additionally, MGM has its own
7 project audits performed monthly and quarterly by
8 outside consulting firms. Due to the nature of
9 the ongoing project reviews, the external review
10 performed by MGC, we believe that MGM Springfield
11 demonstrates exemplary compliance with the
12 diversity requirements set forth in the license
13 agreement.

14 I'd like to actually thank Brian
15 Packer, his team, Jason Rosewell, Seth Strattan,
16 and others who worked with us throughout this
17 project, came diligently to those public
18 meetings. So, thank you.

19 Any questions for Brian or --

20 MS. CAMERON: No questions. Just
21 the numbers remain really strong.

22 MR. CROSBY: Yup. Really
23 impressive.

1 MS. CAMERON: Great job. You make
2 it tough for anyone following you.

3 MR. PACKER: Thanks. I think when
4 you look at some of these numbers, the
5 projections are here that, you know, at the end
6 of the day you're going to have approximately 150
7 companies with over 200 million dollars spent
8 with those companies. So, significant dollars
9 here when you look at what we've done and been
10 able to accomplish.

11 And Jill mentioned over, you know,
12 4700 individuals who took place in this project.
13 So, both on the workforce side and the dollars
14 spent, very significant.

15 MR. CROSBY: Great.

16 MS. CAMERON: Great.

17 MR. ZUNIGA: And if I may. I just
18 want to emphasize something that you mentioned,
19 Jill, which is the compliance review that we
20 conducted, which was in a prior audit report
21 that -- of our own state auditor. We're really
22 now doing this work, and that's also significant.

23 MR. STRATTAN: Commissioners, if I

1 could make one additional comment. You heard
2 Mike talk about the operations team. I think
3 it's -- I think Brian Packer's efforts all along
4 on these diversity goals can't be understated,
5 not only did his team build a beautiful project,
6 but without him everyday pressing contractors,
7 emphasizing the importance of these goals for
8 women, minorities, and veterans, we wouldn't have
9 these numbers. And I think he really deserves a
10 lot of credit for these stellar results.

11 MR. CROSBY: Thank you.

12 MS. CAMERON: Great work.

13 MS. GRIFFIN: So, we'll move on to
14 operational workforce. And I have a few
15 introductory comments and then I'll turn it over
16 to you for your presentation.

17 Staff believes that MGM has met the
18 general requirements laid out in the license
19 commission 15 and legislation to submit a
20 workforce development plan.

21 On May 25th it was also approved by
22 the Commission. In those plans they set out
23 specific goals, diversity goals and hiring goals.

1 They additionally submitted a plan as requested
2 by the Commission to further outline their hiring
3 strategy for Springfield residents. And that was
4 approved by the Commission in October, 2017.

5 They have implemented an aggressive
6 recruitment strategy as part of those plans, and
7 you'll hear more about that from Marikate later.

8 MGM appears to be on target and in
9 many cases exceeding their goals to hire
10 Springfield residents. 35% Springfield
11 residents, 50% minority individuals, and 2%
12 veterans, and is very close to other goals.

13 They have more up-to-date
14 information that they're going to share with you
15 today. And we understand that these are not
16 final hiring numbers and are from a certain point
17 in time and that compliance is on-going and
18 occurs over the 15-year term of the gaming
19 license.

20 I will not steal Marikate Murren's
21 thunder regarding the specific outcomes, but I
22 will let her, I guess, present at this time and
23 then we'll talk later about the average hiring.

1 MS. MURREN: Good afternoon.
2 Welcome back to Springfield. It's good to have
3 you here.

4 When we met on July 19th, I was
5 pleased to give you a great update. I'm even
6 happier to let you know on slide two for our
7 commitment Springfield residents we have a .8
8 increase to 36.6%. We have a 5.9% increase in
9 women participation to 46.7. Our minority
10 participation has increased 9.1% to 43.7. And we
11 do have a decrease in the veteran, 3% down to 8.
12 -- excuse me. 5.9 from 8.9. So, as of these
13 results we have 1,916 individuals on the
14 property. That's about 63%.

15 You hear all the noise, Chairman,
16 and Commissioners. We have 750 people upstairs
17 in new hiring orientation. We have almost 300
18 people in the exhibit hall and others. And as of
19 today we have 2,267 employees on board. By this
20 weekend, we will be up to 2,550. And then we'll
21 continue to have to chase the 3,000 numbers.

22 So, I'd like to thank my team, who
23 is not here who really makes it happen. And we

1 continue, as Jill has stated, to chase our
2 numbers of the 50% women, 50% minorities. And,
3 obviously, to knock it out of the park, with our
4 residents of Springfield and our veterans.

5 MS. GRIFFIN: Great. Thank you.

6 So, consistent with prior practice,
7 the Commission will continue to review MGM
8 Springfield's progress and meeting such goals and
9 commitments, both in the short term and during
10 the time of the license, in addition to any other
11 actions the Commission may take.

12 So, additionally, I have included in
13 your packet a comparison of projections made
14 in -- even applicants 2013, RFA-2 application
15 against more recent jobs and average salary
16 projections, both of which are -- the details are
17 covered by confidentiality agreements. So, you
18 have the average.

19 In 2013, the RFA-2 response 3-02-02,
20 MGM provided estimated employee wages by job
21 classification subject to adjustments based on
22 market conditions at the time of hiring.

23 On July 16th MGM submitted -- the

1 MGM Springfield compendium as of July 13th, that
2 demonstrated salary projections and benefits by
3 position and functional area of operations that
4 were more up to date.

5 Since 2013 there have been changes
6 to the MGM retail program, including the armory
7 not yet program to its full capacity and some
8 project employees to be hired by vendors,
9 directly by vendors rather than MGM Springfield.
10 Additionally, the current hiring model includes
11 266 on-call employees, not in the original
12 concept.

13 The total head count provided in the
14 compendium is reasonably -- reasonable
15 comparison. It's 3,000 compared to the 3254 in
16 the RFA-2. One thing to note is that the 3,000
17 figure in the compendium does not include the
18 additional projected vendor employees at the
19 gaming establishment.

20 Approximately 100 to 150 vendor
21 hires and the MGM employee count at the
22 MassMutual Center of 125. So, MGM ultimately
23 expects the combined employee head count range to

1 be between 3,225 and 3,275 consistent with their
2 2013 estimate of approximately 3254 or
3 thereabouts.

4 So, I'm going to leave it at that.
5 Oh, I'll just note that, as Marikate Murren
6 suggested, they're still in the progress of
7 onboarding employees in anticipation of the
8 opening of the project. We fully expect to
9 monitor their hiring throughout the project.

10 One point that I wanted to note is
11 that typically with these projects, the first
12 year there is significant turnover, sometimes
13 upward of 30%. And the Commission absolutely
14 wants to ensure that that turnover doesn't
15 negatively impact any of these goals. So.

16 MR. ZUNIGA: Can I ask a question?
17 I think in your memo there is a comparison. You
18 spoke about the totals. There is a comparison to
19 the RFA-2. The compendium versus the RFA-2. And
20 there is just a number that appears to have been
21 either a typo or an error on the RFA-2.

22 If you take -- do you see where I am
23 in the memo, page four?

1 MS. GRIFFIN: The FTE?

2 MR. STRATTAN: Yeah, the FTE.

3 MR. ZUNIGA: FTE versus full time.
4 Could you speak to that?

5 MR. STRATTAN: Sure. Marikate and
6 I -- in fact, that came up in recent discussions
7 with Jill as we looked back at the RFA-2.

8 And, frankly, yes, there appears to
9 be an error in the original RFA-2 because we show
10 2546 as full time head count. You can't have a
11 full time equivalent less than your full time
12 head count, right? It's full time head count
13 plus part-time pro-rated based on the part-time.
14 And I think we generally use 50% for part-time
15 and I think 20% for on-call in figuring out an
16 FTE. So, that FTE figure does appear
17 artificially low in the RFA-2.

18 We tried to figure out, you know,
19 that was now six years ago. Frankly, we couldn't
20 figure out where the spreadsheet was that that
21 was based on and how that number was calculated
22 or where the error was.

23 But I think the -- so, when you

1 compare the 2365 FTE to the current 2581 FTE it
2 suggests that we're materially higher. But if
3 you look at the total head count -- I think that
4 FTE number in the RFA-2 would be closer to 2900
5 if you did the math. So, we're actually -- the
6 FTE is lower present. But I don't really have a
7 good explanation to how that calculation was
8 artificially low at that time.

9 MR. ZUNIGA: Sounds good. No. I
10 mean, you are very close in all these other
11 items, including the total head count, which, you
12 know, is good.

13 It was just the reconciliation of
14 the FTE that I wanted to hear your thoughts on.

15 MS. GRIFFIN: Commissioner, we did
16 notice that ahead of time. I didn't think that
17 we should correct or change.

18 MR. ZUNIGA: Change. Yup.

19 MS. GRIFFIN: So, thanks for
20 acknowledging.

21 Any further? Okay.

22 MR. CROSBY: Are you finished, Jill?

23 MR. ZUNIGA: Just a quick question.

1 Maybe it's just a guess, I suppose.

2 But do you expect to get a lot of
3 the on-call people on any kind of full time or
4 part-time position as part of the rotation or
5 depending on how the customer base comes?

6 MS. MURREN: Right. So, it depends
7 on the individual themselves on-call. That
8 nature of on-call is that's an individual who
9 wants that type of position. Should we do, as
10 Jill said, if we had some attrition from a full
11 time perspective, the part-timers have the first
12 option to move to full time, and the on-call will
13 then be asked to move to part-time.

14 So, if they so chose. So people
15 will move up into those positions moving forward.

16 MR. ZUNIGA: Thanks.

17 MR. CROSBY: Is that it?

18 MS. GRIFFIN: So, that's it for
19 workforce. I have some brief comments regarding
20 the live entertainment venues.

21 MS. CAMERON: Just before you do.
22 Just, again, great numbers. And I see how hard
23 you're working at this. And I think that makes a

1 difference. We were here this morning, what,
2 before 9:00 o'clock, before our tour, and they
3 were, you know, we just had to make way, folks
4 coming in. But the folks looked very excited
5 about their new opportunities and it was kind of
6 nice to see. So, thank you for all your hard
7 work.

8 MS. GRIFFIN: Appreciate it.

9 MR. ZUNIGA: Yeah. The logistics
10 are really remarkable, just getting, you know,
11 all of those people on-board. And, you know,
12 orientation and hired, really speak to quite an
13 operation.

14 MS. MURREN: Thank you.

15 MS. GRIFFIN: Marikate, could you
16 flip to your slide with all the recruitment
17 sessions because I think that has been very
18 spectacular.

19 MS. MURREN: So, within your
20 appendix I included on just some of the things
21 that have happened just the last quarter. There
22 are -- in the last quarter there have been 45
23 events. That also includes all of our media with

1 job talk Tuesdays media and the newsletter.

2 You see it on the screen now. This
3 has happened, has just happened in the last three
4 months leading up to our large mass hiring events
5 where we found the majority of our employees,
6 especially from the City of Springfield. So,
7 really proud of Wanda Smith. She's our vice
8 president. You met her before and her entire
9 team. It really is, as Mike Mathis liked to say,
10 takes a village, um, to really get this up and
11 running from a corporate perspective, our
12 regional ops, and also our sister properties.

13 So, for those who are watching out
14 there, many thanks. We couldn't get this done
15 without you. Appreciate it.

16 MS. CAMERON: Are there any concerns
17 that certain areas where it's difficult to get
18 enough folks on board or you feel like you're
19 there or almost there?

20 MS. MURREN: I think we're almost
21 there, Commissioner. We did make arrangements to
22 overhire based on some of the best practices and
23 past practices at National Harbor and some of our

1 other sister properties. We've accounted for
2 that attrition. We set our goal -- the industry
3 standard right now is 30, and we are finding we
4 are under that. So, that is a real goal from us.
5 And it really starts from the management and
6 supervisors. You have great managers and
7 supervisors who are going to be spending the
8 majority of the time with the front line. That
9 is what keeps them engaged. And so far so good.

10 We'll continue -- we do have some
11 attrition and some fallout, but we're working
12 through that. So, in about 90 days when we get,
13 hopefully, in steady state we'll be able to come
14 back to you and give you that fall-out number.

15 MS. CAMERON: Okay. Thanks.

16 MR. CROSBY: All set. Okay. Great.

17 MS. GRIFFIN: Just briefly.

18 Impacted live entertainment venue agreements. As
19 Joe mentioned, MGM has no I love (phonetic)
20 agreements, but instead has executed cooperation
21 agreements with existing live entertainment
22 venues; such as, City Stage, Symphony Hall, and
23 the Hanover Theatre.

1 MGM also has partnerships with the
2 Majestic Theater in West Springfield and the
3 MassMutual Center. So, we're pleased about that.

4 MGM has complied with the conditions
5 of the license through the submission of the MGM
6 food and beverage and retail plan, which was
7 presented at the July 19th public Commission
8 meeting.

9 At that time they also presented the
10 regional tourism and marketing plan, which was
11 approved by the Commission at that meeting,
12 complying with the license condition 16.

13 So, with that, concludes my report.

14 MS. CAMERON: Thank you.

15 MR. CROSBY: Thank you very much.

16 Thank you, Marikate.

17 MS. MURREN: Thank you.

18 MR. ZIEMBA: Mr. Chairman and
19 Commissioners, next up we have the technology
20 portion of the presentation. Katrina
21 Jagroop-Gomes, chief information officer for the
22 gaming commission and Scott Helwig, gaming
23 technology compliance manager for the Commission

1 will join us.

2 MS. JAGROOP-GOMES: Good afternoon,
3 Commissioners. Before we begin I would like to
4 introduce the team that's here today, beginning
5 with Scott Helwig, our gaming technical
6 compliance manager for MGC; Ali Gunavante, the
7 gaming developer representative from GLI; Lynn
8 Segars, VP of slot operations for MGM; and, David
9 Powell, IT director at MGM as well.

10 So, today we'll be presenting a
11 summary of the diligent efforts to ensure
12 compliance with our regulations in several
13 technology areas pertaining to electronic gaming
14 devices, slot management, and the internal
15 controls networks security plan.

16 Gaming Laboratories International,
17 GLI, performed a site inspection at MGM
18 Springfield on June 20th for compliance with all
19 pertinent sections of 205 CMR 143 and 144. The
20 scope of the work was to perform inspections on
21 the IGT advantage and SVX systems, which are
22 MGM's house systems, and to perform progressive
23 testing of 200 EGD's, electronic gaming devices,

1 out of 2,450. The remaining 2,250 were tested by
2 the Investigation's Enforcement Bureau, Gaming
3 Agents Division under the tutelage of GLI.

4 All systems passed with one
5 exception. The bravo poker system, which was not
6 installed at the time of the inspection; however,
7 GLI will return to conduct the system's
8 verification once installation has been
9 completed. Bravo poker installations have been
10 slated for August 10th.

11 The gaming agent's division
12 performed the remaining tests and their results
13 are that all 2,450 machines were received, passed
14 inspection, and sealed prior to July 23rd.

15 The following open items are
16 changing by the hour due to the diligent efforts
17 of the Gaming Agent's Division, gaming technical
18 compliance, and MGM technicians.

19 The legacy bonusing systems of 584
20 EGDs remain open, software and cash all
21 validation on every kiosk, signature and software
22 verifications on shufflers and poker table
23 shufflers, which are all slated to be completed

1 this week.

2 The gaming agent divisions will
3 review in further details during their
4 presentation to the Commission.

5 In accordance with 205 CMR 144 GLI
6 certified each type of EGD at MGM Springfield.
7 All slots and internal systems were verified by
8 the MGC gaming technical compliance team, which
9 includes financial, promotional crediting,
10 manufacturing models and software on the approved
11 list.

12 IGT's network operations team
13 completed all cabling and fiber installations for
14 all banks to ensure communications with the
15 Commission's central management system and the
16 2,450 EGDs.

17 In addition, the game software was
18 verified via the program validation disable
19 check, which allows for compliance against GLI
20 and BMM's approved software to live games on the
21 floor.

22 Pursuant to 205 CMR 138.02 and
23 further detailed in 143.12 the submitted network

1 security plan was reviewed, which includes their
2 corporate information security policy, access
3 management standard, encryption and key
4 management standard, information classification
5 and handling standard, vulnerability management
6 standard, network security standard and data
7 storage retention and disposal standard.

8 All feedback provided to MGM was
9 reviewed by the necessary teams and the documents
10 have been updated to reflect critical changes
11 that would impact operation readiness. All other
12 recommendations will be reviewed at their annual
13 audit in the spring for inclusion as applicable.

14 As with all policies, they're only
15 effective as when placed into practice. So, it
16 is the intention of the MGC's gaming technical
17 compliance team to conduct a security audit
18 during the first year of operations.

19 And, in conclusion, it is our
20 recommendation that executive Bedrosian approves
21 the network security plan as presented. And we'd
22 love to give the commissioners an opportunity to
23 ask any questions.

1 MR. CROSBY: Anybody? I guess
2 you've answered them all.

3 MS. JAGROOP-GOMES: Thank you.

4 MR. CROSBY: Thank you. That was
5 easy.

6 MR. ZIEMBA: Commissioners, next up
7 we have responsible gaming. We're joined by Mark
8 Vander Linden, director of research and
9 responsible gaming for the commission and Karen
10 McCray, MGM director of compliance, MGM
11 Springfield.

12 MR. VANDER LINDEN: Good afternoon,
13 again.

14 MR. CROSBY: Good afternoon.

15 MS. CAMERON: Good afternoon.

16 MR. VANDER LINDEN: I am joined by
17 Karen McCray, director of compliance with MGM
18 Springfield.

19 MS. MCCRAY: Good afternoon.

20 MR. CROSBY: Good afternoon.

21 MR. VANDER LINDEN: So, we're
22 bringing before you MGM Springfield's responsible
23 gaming readiness. This covers three specific

1 areas, the voluntary self-exclusion program, the
2 GameSense Info Center, and the MGM Springfield
3 responsible gaming plan.

4 First, voluntary self-exclusion
5 policy and procedures. Voluntary self-exclusion,
6 just by review, is a program that provides
7 patrons one mean of addressing problem gambling
8 behavior by prohibiting their entrance into the
9 gaming area of a gaming establishment.

10 We have reviewed MGM's policies and
11 procedures on this and they meet the requirements
12 of the voluntary self-exclusion regulation, 205
13 CMR 133. VSC designated agent training for MGM M
14 Life staff is planned and they will be prepared
15 to do voluntary self-exclusions come opening day
16 on August 24th.

17 But please understand we have
18 several layers of persons that are considered and
19 have received the training as a designated agent.
20 The front line, of course, being our GameSense
21 advisers, followed by our gaming agents, the
22 Gaming Commission gaming agents.

23 MS. MCCRAY: That's correct. So, we

1 would be the third in line to do the voluntary
2 self-exclusion.

3 MR. VANDER LINDEN: Next is the
4 GameSense Information Center. As you saw
5 pictures earlier, the GameSense Information
6 Center is the central hub at MGM Springfield for
7 information and resources on responsible gaming,
8 as well as at-risk and problem gambling.

9 The GameSense Information Center is
10 staffed 16 hours a day, seven days per week by
11 GameSense advisers. Those GameSense advisers are
12 employees of the Mass Council on Compulsive
13 Gambling, whom we have a contract to perform this
14 function.

15 The GameSense Information Center is,
16 quite honestly, outstanding. It, in my opinion,
17 exceeds the expectations of what we could have,
18 should have expected. I think it's consistent
19 with the high quality layout of MGM Springfield
20 as a whole. I think that it highlights the fact
21 that responsible gaming is an important and
22 central issue, both for the Massachusetts Gaming
23 Commission, as well as for MGM Springfield.

1 Anything to add?

2 Should take great pride in the work
3 that was done for that.

4 The final area that we'll cover is
5 the MGM responsible gaming program, which
6 outlines policies, procedures, and programs to
7 promote responsible gaming on-site.

8 The responsible gaming program is
9 consistent with the MGC's responsible gaming
10 framework that covers seven specific strategies
11 including a commitment to corporate social
12 responsibility, supporting positive play,
13 promoting public health and safety within the
14 casino, ensuring responsible marketing, managing
15 high-risk financial transactions, engaging the
16 community in the commitment to continuous
17 improvement in reporting.

18 And, as I said, the responsible
19 gaming program that was approved, that I approved
20 earlier this week, covers each of those seven
21 strategies with specific tactics. It's, again,
22 great work and I think indicative of MGM's
23 commitment to promoting responsible gaming.

1 Anything to add?

2 MS. MCCRAY: No.

3 MR. VANDER LINDEN: Okay. Great.

4 Conclusion. The responsible gaming
5 initiatives and policies that I just covered meet
6 meet my expectation and I think the overall, the
7 Commission's high expectations and statutory and
8 regulatory requirements.

9 MR. CROSBY: Anybody?

10 MR. STEBBINS: Mark, can you just
11 quickly comment. I know you and Mass Council
12 have been doing some outreach already in advance
13 of the opening on the VSE program.

14 Can you talk about what you guys
15 have been doing?

16 MR. VANDER LINDEN: Yeah. So, you
17 know, several months ago, probably about a year
18 ago there was a commitment to make available the
19 voluntary self-exclusion program prior to the
20 opening of MGM Springfield, which, of course,
21 makes sense that for individuals who are
22 concerned with the opening that it may cause
23 problems for themselves, we wanted to make sure

1 that voluntary self-exclusion was open and
2 available in Western Massachusetts.

3 I know that the Mass Council and the
4 lead GameSense adviser assigned to MGM
5 Springfield, Amy Gabrilla, has done outreach
6 through Springfield and to several agencies and
7 gamblers anonymous groups and has enrolled. I
8 don't have the specific numbers of how many have
9 enrolled, but we have been successful in offering
10 the program and there have been enrollments into
11 the voluntary self-exclusion program in advance
12 of the opening of the casino.

13 MS. MCCRAY: And I did have a
14 meeting with Amy and the advisers last week. And
15 she did say that that's what their plans were for
16 the time between now and then is once they get
17 trained up is to go out in the community and
18 education and see if they could get some more
19 folks enrolled, if necessary.

20 MR. CROSBY: Great. I'd like to
21 hear more about that, Mark, what those plans are.
22 That would be really interesting to hear.

23 MR. VANDER LINDEN: Yeah.

1 MR. CROSBY: Anything else?

2 MS. CAMERON: No. Sounds like
3 another successful partnership here.

4 MR. VANDER LINDEN: Yup, I believe
5 it is.

6 MS. CAMERON: Thank you.

7 MR. CROSBY: Great. Thank you.

8 MR. ZIEMBA: Commissioners, next up
9 we have gaming regulatory compliance. We'll be
10 joined by Bruce Band, assistant director, gaming
11 agents division chief commission. Burke Cain,
12 field manager of gaming operations, deputy gaming
13 agency division chief. Karen McCray, director of
14 compliance, MGM Springfield. Jason Rucker,
15 executive director of security, MGM Springfield.

16 MR. BAND: Mr. Chairman,
17 commissioners, we're here today to discuss gaming
18 regulatory compliance with MGM. We've been on
19 site since January 15th of 2018, working
20 hand-in-hand with the MGA M staff on building
21 design, security, submissions and so on.

22 Beginning of April, about April 2nd,
23 the first slot machines started to arrive. We

1 worked with them with placement, checking the
2 serial numbers, checking the machines to make
3 sure that they pass all the inspections and the
4 settings are correct.

5 We did progressive testing where we
6 made sure that all the perimeters on progressive
7 meters were set correctly for fairness to the
8 public and to the team.

9 As you can see, in my presentation
10 here, I have several pages of regulations, 144 in
11 all. Our gaming compliance manager reviewed all
12 these, like, word for word with Karen McCray.
13 And, at this point, we are probably 99.9% done.
14 There is just a few little tweaks that we have to
15 do to, I believe, the security submission that
16 we're still working on.

17 They also presented to us what their
18 gaming day and operation would be. They will be
19 operating, of course, 24 hours a day. Their
20 gaming day will start at 6:00 a.m., and end at
21 5:59:59 the next day.

22 MR. ZUNIGA: Bruce, I have a
23 question on progressives.

1 MR. BAND: Sure.

2 MR. ZUNIGA: So, do all the
3 progressives start at zero on the property?

4 MR. BAND: No, there is something
5 called a seed amount on a lot of progressives
6 that might be, like, 10,000 if it's like a Wheel
7 of Fortune game that can go up to millions.
8 That's when, if somebody won it, what the machine
9 would be reset at. So, the casino risks a little
10 of their own money in that jackpot, but
11 eventually they grow and grow and grow.

12 We reviewed the surveillance plan
13 and all the camera locations. And, at this
14 point, we are satisfied with what has been
15 presented to us that it provides adequate
16 security and control over the gaming floor.

17 We have an emergency and critical
18 incident response plan, which we've reviewed,
19 approved, and is on file with Springfield police
20 and fire department. We have credit procedures
21 and the suspension of credit procedures. It's
22 been reviewed with Karen and her staff and we
23 have found them to be satisfactory and meet the

1 requirements of the regulation.

2 We've reviewed the license -- liquor
3 license compliance and we're awaiting the final
4 walk-thru, which we'll do on the 15th when we'll
5 be much closer to having everything done. It
6 will be a combination of us and ABCC.

7 Slot operations plan and their
8 operation is complete. It's completely
9 satisfactory of what they're proposing to do to
10 operate.

11 And, finally, the final play night
12 inspection plan. Everything we've reviewed and
13 the detail, it let's us look at just about every
14 aspect of the game during the course of those two
15 nights that we will be testing, and we are
16 completely satisfied, at this point, what's been
17 presented for the test nights.

18 MR. ZUNIGA: How long are the test
19 nights?

20 MR. BAND: How long?

21 MR. ZUNIGA: Yeah.

22 MR. BAND: They're about six to
23 eight hours, depending. A lot of things go on

1 behind the scene. So, when the casino isn't
2 operating we're still in a test night because
3 they have to count the funds and all that.

4 MR. CROSBY: He's talking about the
5 test nights that Mike talked about earlier,
6 right? The 16th and the 20th.

7 MR. BAND: Yeah. 16th and the 20th
8 are the two test nights. I believe it's employee
9 guests and --

10 MR. ZUNIGA: Construction workers,
11 like you said.

12 MR. BAND: Yup.

13 Any questions for us?

14 MS. CAMERON: Again, lots of work.
15 I'm not usually this high a grader.

16 MR. BAND: We've worn you out.
17 That's what it is.

18 MS. CAMERON: We saw it firsthand
19 today with the tour of what exactly had to happen
20 for each machine.

21 MR. BAND: Yes.

22 MS. CAMERON: I actually will miss
23 being with you on test night because that was

1 very interesting --

2 MR. BAND: Yes.

3 MS. CAMERON: -- in Plainridge.

4 But Commissioner Stebbins will have
5 that opportunity.

6 MR. BAND: This will be my 16th.

7 And I tell you, this is one of the
8 best groups that I've worked with from MGM to get
9 this work done, and the cooperation that we
10 needed to get this done.

11 MR. CAIN: I want to commend Karen,
12 Jason, Brian, all the VPs of the different
13 departments. There's been a lot of give and
14 take, asking questions. I know Karen's email
15 account and all of the other VPs. We've been
16 going back and forth trying to really iron out to
17 get this stuff very precise that we're all set.

18 MS. CAMERON: Great. Thank you
19 everyone for all the work.

20 MR. BAND: Yup.

21 MR. CROSBY: Thank you very much.

22 MR. ZIEMBA: Commissioners, next up
23 is employee and vendor licensing. We're joined

1 by Paul Connelly, director of licensing for the
2 commission, and Marikate Murren, vice president
3 of human resources, MGM Springfield. And Bill
4 Curtis. Excuse me. He wasn't on my list.

5 MR. CONNELLY: He wasn't on the
6 list, but we wouldn't be here if it weren't for
7 him.

8 So, commissioners, I have a
9 voluminous presentation for you today composed of
10 one slide, but that slide represents a tremendous
11 amount of work, and it reflects the outcome of
12 that work.

13 So, as of 9:00 a.m. on Monday the
14 30th, we licensed or registered 1,739 employees.
15 Notably 1420 of those were since June 1st.

16 MR. CROSBY: Were what?

17 MR. CONNELLY: 1,400 of those 1700
18 were licensed or registered since June 1st. So,
19 basically, the past two months, which we
20 expected. We talked, you know, figuratively
21 about the tsunami. That was the tsunami, but
22 notably, you know, to reflect back on how we got
23 here, two things. One, kind of a top of that was

1 taken off with the exemptions. About 800 plus
2 people who were exempted. And also that waive
3 that we expected was really kind of flattened out
4 because MGM hired early and often. I think
5 really made -- you know, I don't think they did
6 it for us, but it certainly helped us in terms of
7 working through all those applicants.

8 To help get all of those individuals
9 licensed and registered we held 29 different
10 fingerprinting events at the employment center
11 over at the colvess (phonetic) building, right
12 outside of the casino. So, in those 29 events,
13 1247 individuals were fingerprinted. So, a lot
14 of work. And I want to point that out because
15 each one of those events was staffed by state
16 police working really hard to get people
17 fingerprinted, which requires tremendous amount
18 of advance work, tremendous amount of work with
19 people the day of, and a lot of work follow up.

20 So, it really -- you know, can't say
21 enough about it.

22 Also, you know, want to take the
23 opportunity. I can't say enough about my team.

1 Mary, Maryanne, Lisa, Bill who worked tremendous
2 hours. I mean, really, in some sense almost 24/7
3 to get it all done and, you know, really worked
4 incredibly hard. Really proud of that.

5 On the MGM side I've got to give
6 them a lot of credit. We had prepared
7 applicants. So, the process was relatively easy
8 because people came prepared with the right
9 documents, the right attitude, and the right
10 approach. Opened their lab to assist folks with
11 LMS, which was a tremendous help.

12 And most importantly, perhaps, was
13 the consistent communication from team to team.
14 I know, you know, on your team, Keith and Dan,
15 tremendous job working to identify the pipeline
16 of people that would be coming through so that we
17 could prepare. Not only for fingerprinting
18 events, but to get everything lined up in terms
19 of investigative needs, et cetera.

20 So, a lot of collaboration,
21 planning, and scheduling really came together in
22 order to get us to the point where we are now.

23 MR. ZUNIGA: So, tell us more about

1 the licensing management process, version 2.0
2 that you had in full operation here. And I'd
3 also like to hear from MGM about that process, if
4 we could.

5 MR. CONNELLY: Sure. It depends on
6 what she says. I may cut the mic.

7 No. It worked really well. And I
8 think I can speak to it from the perspective of
9 having gone through the last opening without it.
10 There is a number of fronts in which it helped,
11 but the place where it has been most helpful is
12 in terms of having, you know, that total
13 information awareness. Where is everything.
14 Right? It sounds simple, but that can be, when
15 you're dealing with, you know, 1700 licenses or
16 registrations, if you count each iteration of an
17 application as an individual application,
18 multiply that number by five sometimes, you know,
19 it's really -- it's a lot of paper. Or, in this
20 case, virtual paper. A lot of individuals, a lot
21 of timing. How do you schedule those
22 fingerprinting events, who's eligible, who's
23 ready at that point. So, that worked really

1 well.

2 Internally, from a business process
3 standpoint, I think I can speak for licensing and
4 IEB because I did hear it, fortunately. Everyone
5 was happy. It really made things work quite
6 well. It took away a lot of the manual processes
7 that you don't need to do or shouldn't need to do
8 when you have a system and just made them
9 instantaneous. You know, I joked at some points,
10 you feel like George Jetson where you're just
11 sitting there pressing the buttons, you know,
12 moving things along, but sometimes that's what it
13 takes. You're managing a flow. You're
14 understanding. You're moving things from one
15 point to the next and you're doing it without
16 having to generate a lot of paperwork and, you
17 know, unnecessary -- spend unnecessary time on
18 it.

19 MS. MURREN: And I think to Paul's
20 point. The educated candidate was much better
21 for us to look over their shoulder, answer their
22 questions. Because as soon as we could get them
23 into IEB the process was much quicker.

1 We still have maybe 100 or 2
2 majority are just registrants that we're getting
3 -- continue to get through this process.

4 And, Paul, I just got an email from
5 you. So, I think Heidi might have her license
6 now, who can start.

7 So, it's been wonderful. I do want
8 to call out, again, your staff, Paul and Bill.
9 We were speaking almost daily the last month,
10 even on weekends. I wasn't supposed to say that.
11 But it's been a great process, and the system has
12 been good. The robust reporting has really
13 helped us. We'll be able to download that and
14 now upload it into our system to make sure we can
15 meet the internal controls that I have to with
16 Paul. So, it's working beautifully.

17 MS. CAMERON: And you were able to
18 identify where the candidates were in the
19 process?

20 MS. MURREN: That's correct.

21 MS. CAMERON: Yeah. So, both teams
22 could do that and it worked well?

23 MS. MURREN: Mm-hmm.

1 MS. CAMERON: Great. Do we have --
2 were we able to live scan everyone or did we ink
3 and roll everyone?

4 MR. CONNELLY: We didn't ink and
5 roll anyone.

6 MS. CAMERON: Okay.

7 MR. CONNELLY: That 1247 is all live
8 scan.

9 We did; however -- you know, if you
10 look at the gap between 1247 and 1739, those were
11 folks who may have chosen the option of going to
12 a local police department to have their prints
13 rolled. Or really, most often, live scanned and
14 then they could print it out.

15 So, there were candidates for whom
16 -- a number of candidates for whom we took paper
17 fingerprints and we processed them. But, you
18 know, again, because they pretty much in the
19 first instance went through live scan they didn't
20 pose a problem for us going through the second
21 time.

22 So, again, you know, I really can't
23 say enough about, you know, how many different

1 elements of the team from licensing, IEB, the
2 troopers on the fingerprinting side, Scott
3 Walker. I want to say his name because he really
4 coordinated the majority, if not the entirety of
5 the fingerprinting, and did a tremendous amount
6 of work. But, really, you know, I'd be here for
7 20 minutes saying all the names of people who
8 pitched in, but it worked out pretty well.

9 MS. MURREN: And we look forward to
10 having you on property, too, to make it easier
11 for our future candidates.

12 MR. CONNELLY: Yeah. Actually, I
13 know it's not -- I know it would probably be
14 better in a traditional commission meeting, but I
15 do want to introduce a new employee. Tara
16 Debeau, (phonetic) who is here. She's actually
17 licensing technician who will be working in the
18 licensing space in the casino itself. She'll be
19 working with candidates once we hit the steady
20 state in terms of fingerprinting, LMS, technical
21 assistance. Any kind of licensing questions
22 people have, she'll be there as a resource to all
23 those applicants.

1 MS. CAMERON: Okay. Great.
2 Excellent.

3 MR. ZUNIGA: I know this is not an
4 easy question to answer because it really depends
5 on the employee or the type of license, but I
6 really look forward to, when you catch your
7 breath a little bit, to begin to understand the
8 time frame that it takes, on average, or by
9 category.

10 MR. CONNELLY: Sure.

11 MR. ZUNIGA: So that we can begin to
12 do some more planning on metrics. We have a
13 bigger one in the horizon and eventually a steady
14 state of licensing that, you know, I'll be
15 interested in having us begin to think about.

16 MR. CONNELLY: I can kind of back
17 door an answer to that question by explaining how
18 we really approached this final push.

19 What we did was, Marikate would
20 provide us with the list of candidates by
21 onboarding date.

22 And we would work -- so, for
23 registrants it was a little bit simpler in the

1 sense that once they get fingerprinted their
2 registered and have status. There is obviously
3 additional work on gaming employees to have an
4 understanding, do a little bit of background
5 before you can give them a temporary license.

6 What we did was we worked from the
7 priority list by start date, focused on those
8 individuals, and tried to target them to get a
9 temporary license, right. So that with an
10 advanced notice, and it got -- it stretched a
11 little bit over time in a positive sense giving
12 people more time with a goal of trying to get
13 folks to two and a half weeks notice before their
14 anticipated start date.

15 Because that would give them time,
16 if they were currently working, to give notice to
17 potentially move. But, really, work in the
18 fact -- because we understand these are people
19 who are trying to start a new career and we
20 didn't want to drop something on them on the 11th
21 hour.

22 So, it doesn't really answer your
23 question, but we were able to, I think, for the

1 most part hit those numbers so that we could get
2 candidates to MGM in time for them to, one, get
3 them ready for training and, two, get the
4 individuals in a position where they could their
5 new life.

6 MS. CAMERON: And then it will take
7 several months to go from a temporary to a
8 permanent license?

9 MR. CONNELLY: It shouldn't take
10 that long. I mean, but what I would say is,
11 obviously, we've built a backlog of individuals
12 for whom we have to go from a temp. to a full.
13 So, it's numbers now. It'll take a little while,
14 but I don't think it will be that bad.

15 And I think what we'll do is we'll
16 probably be able to clear it out in a time where
17 we'll also be working on some of the initial
18 turnover. But we'll be in good shape.

19 MS. CAMERON: Great. Good to hear.
20 Good report.

21 MR. CROSBY: Great job.

22 MS. CAMERON: Thanks.

23 MR. CONNELLY: Thank you.

1 MR. CROSBY: Thank you, Paul.
2 Ed, We're going to take a
3 five-minute break.

4
5 (Break taken)

6
7 MR. CROSBY: All right. We are
8 reconvening public meeting 249. And we are to
9 chief administrator and financial officer Derek
10 Lennon.

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

13 MS. CAMERON: Good afternoon.

14 MR. LENNON: I'm joined by Douglas
15 O'Donnell, revenue manager for the MGC, and
16 Courtney Wenleder, vice president and CFO of MGM
17 Springfield. And we're here to report to you the
18 status of MGM Springfield's gross gaming revenue
19 calculation and MGC's ability to derive accurate
20 taxes.

21 Our report will be entirely verbal,
22 and I apologize for not being able to include in
23 the public packet samples of the daily report or

1 the back-up documents that are used to generate
2 the daily gross gaming revenue figures.

3 Those documents are all covered by
4 an NDA, and much of the tax package is truly
5 proprietary to MGM.

6 205 CMR 140 lays out the process for
7 calculating and billing gross gaming revenue from
8 a category 1 gaming facility. The tax rate is
9 25% of gross gaming revenue on both slots and
10 table games and requires billing and remittance
11 of taxes the day following the close of the
12 gaming day.

13 The regulation relies on the MGC
14 central monitoring system to provide a daily
15 estimate of slot machine gross gaming revenue for
16 tax calculation and requires a licensee to report
17 on table game play winnings and promotional play
18 to determine a gross gaming revenue for tax
19 calculation of table games.

20 The regulation then provides for
21 monthly true up between daily estimates and
22 actual receipts. In order to come forward to
23 make a recommendation to you the MGC finance

1 office in conjunction with the MGM finance office
2 and our internal partners began a regulatory
3 review of systems, reports, and procedures
4 beginning in April of 2017.

5 I'll touch on the major portions of
6 that review in the rest of my presentation.

7 MGM uses a combination of staff at
8 the Springfield facility and the financial shared
9 services center, which you may hear me refer to
10 as FSSC in the future, located in Las Vegas to
11 calculate and reconcile the daily gross gaming
12 revenue.

13 In order to contemplate approving
14 this structure, on April 3rd and 4th of 2017 MGM
15 invited director of the IEB, Karen Wells, and me
16 out to their shared services facility to give us
17 an overview and meet their team.

18 While there, we received
19 presentations on how the Springfield's facility
20 would utilize the shared services center. It
21 included accounts payable, accounts receivable,
22 financial reporting, accounting and general
23 ledger, and gaming audit in accounting.

1 The IEB and and MGC finance team
2 then worked with the MGM team in October of 2017
3 to determine who from the FSSC should be licensed
4 in Massachusetts.

5 In February of 2018, the MGC began
6 meetings via video conference calls with the FSSC
7 to review in detail the gaming audit and
8 accounting processes and back-up documentation.
9 These calls have been done on a biweekly basis
10 and ran through the middle of June and covered
11 the following topics. Overview and audit
12 procedures for slot and table game gross gaming
13 revenue calculations, slot audit observation,
14 cage and employee bank audit, compliance audit,
15 which includes keys, tournaments, M Life, table
16 game audit, and then final gaming audit and
17 accounting compliance.

18 It was during these calls that we
19 were able to interact with the staff within the
20 FSSC and we were thoroughly impressed with the
21 proprietary audit process MGM has developed that
22 utilizes and integrates with the slot management
23 system Advantage and the revenue subreporting

1 systems.

2 We were able to see actual documents
3 from other jurisdictions that MGM operates and
4 how the audit process works from the upload of
5 the drop to scanning of documents to
6 reconciliation of variances to selective sample
7 audit to the daily journal entries into the
8 revenue reporting system.

9 While meeting with the FSSC were
10 occurring March 27th through the 30th the MGC IT
11 department scheduled four days of training with
12 IGT to demonstrate the abandoned slot accounting
13 and management system. This is a system MGM will
14 utilize to monitor slot play, slot assets,
15 progressives, ticketing, and meters. This was
16 helpful to have an understanding of how the
17 Advantage reports and audit process interrelate
18 with the MGM gaming audit and reconciliation
19 process.

20 Finally, in June, July, and August
21 of 2018 we've been having a minimum of biweekly
22 on-site meetings with the MGM Springfield gaming
23 and financial staff. These meetings have been

1 focused primarily on review of the standard daily
2 tax package and supporting documentation.

3 Through these meeting the MGM Springfield team
4 has developed a binder or electronic master file,
5 which serves as our road map for the daily gross
6 gamin revenue calculation. We shared this with
7 Commissioner Zuniga.

8 It includes an example and
9 explanation of the reports and audits that
10 aggregate to the daily GGR sheet. Doug and his
11 team have been coordinating with the gaming
12 agents as well as the MGC IT and central
13 monitoring system networks operation center to
14 review the manual testing of the slot machines
15 and compare those results with our central
16 monitoring system to ensure accurate gross gaming
17 revenue calculation for slot play.

18 We'll be receiving some dry runs of
19 table game fill and credit slips as well as a
20 simulated drop prior to test nights.

21 And, finally, because there's been
22 no live play and there's not been an actual drop
23 in reconciliation on the floor I can only make a

1 recommendation based on the controls I've been
2 presented. The processes, procedures, reports,
3 and trainings that have been explained and
4 demonstrated to me do allow me to recommend the
5 Commission approve the process worked out between
6 MGM and MGC finance staff for daily gross gaming
7 revenue calculation for tax reporting. If there
8 are any substantial problems witnessed on the
9 test nights of the 16th to the 20th I'll come
10 back to the Commission with a revised procedure
11 prior to the issuance of a full time operations
12 certificate.

13 I'd like to thank the work of the
14 MGC finance office, the MGM team, our internal
15 MGC partners of gaming agents, the central
16 monitoring system networks operation center, and
17 the MGC IT team that allowed me to come forward
18 and recommend the Commission approve the gross
19 gaming regulation calculation process the MGM
20 team has submitted to the finance office for the
21 usage during test nights.

22 At this point I'll turn it over to
23 Courtney Wenleder to add to or clarify anything I

1 may have misreported.

2 MS. WENLEDER: Thank you, Derek.

3 Good afternoon. I just want to take a minute to
4 acknowledge the financial shared services team in
5 Las Vegas, as well as my team here in Springfield
6 for developing this thorough audit and reporting
7 process. And then thank Derek and his team for
8 his partnership through the process as well.

9 MR. CROSBY: Nothing to clarify or
10 correct?

11 MS. WENLEDER: No, everything
12 sounded right on.

13 MR. CROSBY: Wow, that's impressive.
14 Anybody?

15 MS. O'BRIEN: Just so the record is
16 clear. When you said there was no back-up
17 documentation in a public binder and you said
18 NDA. Can you just clarify for anybody who might
19 not know what that means.

20 MR. LENNON: Nondisclosure
21 agreement. So, we would be getting the daily tax
22 package, which would put our licensees at a
23 competitive disadvantage because all of the

1 jurisdictions around us only aggregate to a
2 monthly process. We'd be sharing proprietary
3 information that the MGM team has developed and
4 spent a lot of money developing internally.

5 So, I can't share those and put them
6 out in public. But if any commission would like
7 to see them. Like I said, I've shared them with
8 Commissioner Zuniga. We have the documents. And
9 moving forward we'll be using them on a daily
10 basis.

11 MS. O'BRIEN: Thank you.

12 MR. LENNON: You're welcome.

13 MR. CROSBY: Anybody else?

14 MR. ZUNIGA: You know, there is a
15 lot of work that has gone on with this group to
16 this point. We have great familiarity now with
17 the process on the central monitoring system.
18 That's the good news. And it's all communicating
19 properly. We are quite comfortable reconciling,
20 you know, anomalies that show from time to time
21 in terms of, you know, off-sets and whatnot.

22 The new process here really is all
23 around tables. And that's something that I'm

1 very interested in personally just understanding
2 better. But I have a general sense that the
3 shared services group, the group here, the gaming
4 agents, the IEB, our revenue managers, et cetera,
5 have developed a really good process to go
6 forward.

7 MR. CROSBY: I agree. Anybody else?
8 Okay. Thanks very much.

9 MS. CAMERON: Thank you.

10 MR. CROSBY: Well, don, Doug.

11 MR. O'DONNELL: Thank you very much.
12 Appreciate it.

13 MR. ZIEMBA: Commissioners, next up
14 we have legal with general counsel Blue and Seth
15 Strattan, MGM Springfield general counsel and
16 vice president.

17 MR. STRATTAN: Time for the exciting
18 stuff.

19 MS. BLUE: Good afternoon,
20 Commissioners. I have two agreements to report
21 to you about today; although, I would first,
22 before I get to that report, on behalf of the
23 legal department it has been our privilege to

1 support our colleagues in going through their
2 various presentations. We have certainly enjoyed
3 working both with our internal colleagues and
4 with the folks from MGM. So, it's been a
5 pleasure to help put all of this together.

6 two agreements that we have to
7 report on verses the memorandum with the
8 Department of Revenue. That agreement has been
9 agreed to. It has been signed by both MGM and by
10 the Commission, and it has been sent back to DOR
11 for their signatures. So, that is essentially
12 complete.

13 The lottery agreement has been
14 agreed to. We are going to work with lottery to
15 have the final document completed, but altogether
16 we believe that that is appropriately done and
17 will be in place.

18 MR. STRATTAN: Yeah. Just a brief
19 update. We did get it yesterday. In fact, with
20 the 22 days to go we are always multitasking so I
21 was reviewing it while the earlier presentations
22 were going, and I think Jed is doing some markups
23 right now. So, we anticipate -- but overall it

1 looks fine, and so we anticipate being able to
2 wrap that up and have that finalized, hopefully,
3 by first thing next week.

4 MS. BLUE: And that's all we have.

5 MS. CAMERON: How many lottery
6 terminals did you agree upon to have in your
7 facility?

8 MR. STRATTAN: So, I believe --
9 yeah, thank you, Alex.

10 MR. DIXON: So, we have six player
11 activated terminals throughout the facility. One
12 flex terminal that will be in our retail. The
13 store there. We'll have one flex within Tap
14 where people can play both Keno as well as
15 traditional games, and then there will be another
16 within our cage. And that's more so for
17 redemption. And then you saw the six stand-alone
18 vending, like, machines throughout the facility.
19 And, so, we worked very closely Michael Sweeney
20 as well as Michael Lording and the entire team
21 for the lottery to deploy these.

22 MS. CAMERON: Great. Thank you.

23 MR. BEDROSIAN: So, Commissioners,

1 that is the presentation. The legal action will
2 actually fall -- the motion will fall under legal
3 division. So, right now I'd like to give it back
4 to Ombudsman Ziemba.

5 MR. ZIEMBA: Thank you. I will turn
6 it to Joe Delaney for a discussion of the
7 determination of the final stage of construction.

8 MR. DELANEY: Thank you. Back on
9 July 19th the Commission voted to reduce the bond
10 for the MGM project from approximately 51 million
11 dollars down to 25 million dollars to cover the
12 construction costs of the off-site housing and
13 the so-called Dave's retail building.

14 In order to actually make this
15 happen we need a determination that the project
16 has reached its final stage of construction. So,
17 MGM sent us a letter dated July 30th that
18 certified that the project has reached the final
19 stage of construction. And based on the physical
20 inspections and construction schedules and budget
21 updates, and I think from your site walks today
22 you would certainly agree that this project has
23 reached the final stage of construction.

1 So, we're recommending that the
2 commission vote to approve MGM certification that
3 the project has reached the final stage of
4 construction so that the earlier vote to reduce
5 to bond may be effectuated.

6 MR. CROSBY: Any discussion?
7 Do we have a motion?

8 MR. ZUNIGA: I'm happy to move,
9 Mr. Chair, that the Commission approve MGM's
10 certification that the project has reached the
11 final stage of construction in order to reduce a
12 bond, the prior vote be effectuated.

13 MR. CROSBY: Second?

14 MS. O'BRIEN: Second.

15 MR. CROSBY: Any further discussion?
16 All in favor, signify by saying I.

17 ALL: I.

18 MR. CROSBY: opposed?

19 The Is have it unanimously.

20 Next up, Catherine Blue.

21 MS. BLUE: So, now that the
22 commission has heard all of the information today
23 there are four votes that we need to take so that

1 we can move forward and start the opening
2 process.

3 I have drafted motions for you
4 should you be so inclined to approve them.

5 The first action is to approve MGM
6 Springfield to open for test and evaluation.
7 This motion will allow them to open for test
8 nights and for us to review and evaluate what
9 happened.

10 MS. CAMERON: So, Mr. Chair, I move
11 that pursuant to 205 CMR 151.03 that the
12 Commission authorize Blue Tarp Redevelopment,
13 LLC, referred to as the licensee to open for test
14 play on August 14th. For an evaluation and test
15 period on August 16th and August 20th, 2018,
16 provided the following: That prior to August
17 14th Blue Tarp Redevelopment, LLC, has received a
18 certificate of occupancy from the City of
19 Springfield, the licensee may accept currency in
20 exchange for chips and other items of value at
21 the cage and gaming tables, the licensee may
22 process currency and other items of value in the
23 count room, the licensee may operate slot

1 machines and other electronic gaming devices
2 previously approved and certified in accordance
3 with 205 CMR 144. The licensee shall determine
4 how the gross gaming revenues from the evaluation
5 and test period are utilized and advise the
6 Commission at the next public Commission meeting
7 of such utilization, and the licensee may serve
8 alcoholic beverages pursuant to the terms and
9 conditions of its gaming beverage license.

10 MR. CROSBY: Well done.

11 Second?

12 MR. STEBBINS: Second.

13 MR. CROSBY: Further discussion?

14 All in favor I?

15 ALL: I.

16 MR. CROSBY: Opposed?

17 The Is have it unanimously.

18 MR. BEDROSIAN: Mr. Chairman, one
19 thing we forgot to mention -- and I think the
20 Commission knows this.

21 But those evaluation nights, the
22 16th and the 20th will not generate gross gaming
23 revenue, but they may generate profits, which I

1 have been informed will go to charity, Head Start
2 and Square One.

3 MR. CROSBY: Great.

4 MS. CAMERON: Excellent.

5 MR. CROSBY: Good.

6 MS. BLUE: The second motion --

7 MR. CROSBY: So, all of the, what
8 would otherwise be referred to as gross gaming
9 revenue will be going to one of those two
10 nonprofits?

11 MR. STRATTAN: Chairman, so we've
12 committed up to \$25,000 to each of those
13 charities, and then the rest will go to charities
14 to be determined. So, it depends on how much
15 revenue we generate.

16 MR. CROSBY: But all of what we
17 would have referred to as gross gaming revenue is
18 going to some charity?

19 MR. STRATTAN: Correct.

20 MR. ZUNIGA: In other words, there's
21 no tax and there's no -- MGM doesn't keep it
22 either?

23 MR. BEDROSIAN: Yup.

1 MR. ZUNIGA: Thank you.

2 MR. CROSBY: Great. That's
3 terrific.

4 MS. BLUE: The second motion is to
5 delegate to a single commission to observe the
6 test nights, in this case Commissioner Stebbins,
7 and then to make the determination as to whether
8 or not to issue a conditional license.

9 MR. CROSBY: Do I have a motion?

10 MS. O'BRIEN: Mr. Chair, I move
11 pursuant to 205 CMR 151.011 that the Commission
12 grant to Commissioner Stebbins the authority to
13 observe and review the results of the test and
14 evaluation nights to be held by MGM Springfield.
15 And based upon that observation and review and
16 any prior approvals granted by the full
17 Commission, the authority, if he's satisfied,
18 that the licensee has met the legal requirements
19 described in Chapter 23(k), Section 10 and 205
20 CMR sections 135 and 151.01, and subject to any
21 conditions necessary in his discretion to issue a
22 conditional operation certificate effective 12:01
23 a.m., August 23rd, 2018, through 12:01 a.m.

1 September 14, 2018, which shall be subject to
2 ratification by the full Commission at its
3 September 13, 2018 public meeting or at such
4 earlier meeting as the Commission determines
5 appropriate.

6 I further move that Commissioner
7 Stebbins will report on the results of the test
8 night to the full Commission at the next
9 regularly scheduled.

10 MS. CAMERON: Second.

11 MR. CROSBY: Discussion?

12 All in favor?

13 ALL: I.

14 MR. CROSBY: opposed?

15 The Is have it unanimously.

16 MS. BLUE: And I think we will note
17 for the record that Commissioner abstained?

18 MR. CROSBY: Right. Thank you. I
19 should have noted that. Thank you.

20 MS. BLUE: The next is a motion to
21 approve the form of the temporary and permanent
22 operation certificates. You will see that they
23 resemble what we did for PCC. The blanks in

1 terms of the number of machines and table games
2 have not been filled in yet, but they will be
3 prior to their issuance.

4 MR. CROSBY: Do I have a motion?

5 MS. CAMERON: Mr. Chair, I move that
6 the commission approve the form of both the
7 temporary and permanent operating certificates as
8 those documents appear in the Commission packet.

9 MR. CROSBY: Second?

10 MS. O'BRIEN: Second.

11 MR. CROSBY: Discussion?

12 All in favor?

13 ALL: I.

14 MR. CROSBY: Opposed?

15 The Is have it unanimously.

16 MS. BLUE: Thank you. And I want to
17 thank --

18 MR. ZUNIGA: Are they required to
19 display these in a particular place?

20 MS. BLUE: They do have to display
21 it. Yes, they do. And I want to thank Mike
22 Sangalang who has put them together for us. They
23 always come out looking very nicely.

1 MR. ZUNIGA: They look very nice,
2 very official.

3 MS. BLUE: Finally, this is the
4 motion where you approve that MGM is in material
5 compliance and then can move forward. So, this
6 is the final motion and this will set the whole
7 process in place.

8 MR. CROSBY: All right. Who gets
9 the honor?

10 MR. ZUNIGA: I'll move that the
11 Commission find and determine that based upon the
12 reports provided to the Commission at the July 19
13 and August 2nd, 2018, Commission meetings, and
14 project updates provided to the Commission at
15 prior meetings, subject to any terms and
16 conditions expressed by the Commission at those
17 meetings, and subject to any terms and conditions
18 determined by the single commissioner in his
19 discretion after the test and evaluation period,
20 that Blue Tarp Redevelopment, LLC, has
21 demonstrated material compliance with MGL Chapter
22 23(k), 205 CMR, the terms and conditions of the
23 agreement to award a license, and the license

1 issued to Blue Tarp Redevelopment, LLC, on June
2 13 of 2014, and effective November 7, 2014,
3 subject to any further terms or conditions deemed
4 appropriate or necessary by the Commission, and
5 subject to the Commission's right to review or
6 revisit such material compliance in the
7 Commission's discretion.

8 MS. CAMERON: Second.

9 MR. CROSBY: Is there any
10 discussion?

11 All in favor?

12 ALL: I.

13 MR. CROSBY: Opposed?

14 The Is have it unanimously. You
15 guys are off to the races.

16 MR. STRATTAN: Thank you very much
17 Commissioners.

18 MR. CROSBY: Okay. That's it. Do
19 we have any commission updates?

20 Do I have a motion to adjourn?

21 MS. CAMERON: So moved.

22 MR. ZUNIGA: Second.

23 MR. CROSBY: All in favor?

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ALL: I.

MR. CROSBY: We are adjourned.

Thank you.

(Hearing concluded)

COMMONWEALTH OF MASSACHUSETTS

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I, Jessica M. DeSantis, Court Reporter, do hereby certify that the foregoing testimony is true and accurate to the best of my knowledge and ability.

WITNESS MY HAND, this 17th day of August, 2018.

Jessica M. DeSantis

jmd