

COMMONWEALTH OF MASSACHUSETTS.
MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING NO. 251

CHAIRMAN:

Stephen P. Crosby

COMMISSIONERS:

Eileen O'Brien

Gayle Cameron

Bruce W. Stebbins

Enrique Zuniga

September 13th, 2018 10:00 a.m.

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

1 P R O C E E D I N G S

2 CHAIRMAN CROSBY: Okay. We are calling
3 to order Public Meeting Number 251 with the Mass.
4 Gaming Commission on September 13th, 10:00, in
5 our offices on Federal Street. Before we do
6 anything else, I just want to mention that we are
7 trying out a new system of closed captioning on
8 our livestream. And this is our first time
9 trying it. So all speakers -- this is always the
10 case, but we don't do it so assiduously -- but
11 all speakers should identify themselves very
12 clearly before you begin to speak.

13 With that, we'll go to the approval of
14 minutes. Commissioner Stebbins.

15 COMMISSIONER STEBBINS: Sure. The first
16 set of minutes in your book from the August 2nd,
17 2018, meeting out in Springfield, I'd move the
18 Commission approve these minutes subject to any
19 immaterial changes or grammatical error.

20 CHAIRMAN CROSBY: A second?

21 CHAIRMAN CAMERON: Second.

22 CHAIRMAN CROSBY: Further discussion?

23 All in favor?

24 [Motion carried.]

25 CHAIRMAN CROSBY: Opposed? The ayes have

1 it unanimously.

2 COMMISSIONER STEBBINS: The next item is
3 the minutes from the August 14th, 2018, meeting.
4 I had just a couple of small changes. The top of
5 page 3, we were talking about the signage for
6 MGM. The second line, I think we should change
7 "encourage" to "display videos that could result
8 in distracted driving" and not "encourage
9 distracted driving."

10 And then on the next page, page 4,
11 talking under the PPC quarterly report, it's just
12 rewording to say the event that Women Leading at
13 Penn Initiative, it is being held with the United
14 Regional Chamber of Commerce; but the event is
15 actually, I believe, at PPC that you're speaking
16 at, Commissioner.

17 COMMISSIONER CAMERON: That is two very
18 good corrections, Commissioner. It's accurate.

19 COMMISSIONER STEBBINS: So with those two
20 changes, I move the Commission to approve the
21 minutes, again, subject to any other material
22 changes or grammatical error.

23 CHAIRMAN CROSBY: Second?

24 COMMISSIONER CAMERON: Second.

25 CHAIRMAN CROSBY: Any other discussion?

1 What does it mean where we say "reserve for entry
2 of transcript pages"? I don't remember seeing
3 that before. Oh, so you couldn't do your minutes
4 because there was no transcript. Okay. Okay.
5 So these will be redone at some point and
6 updated. Okay. And I could easily be wrong
7 about this, but I thought Peter Campost's name
8 does not have a "t" at the end.

9 COMMISSIONER ZUNIGA: It does.

10 CHAIRMAN CROSBY: It does have a "t"?
11 You got it right, Shara. Thank you. Any other
12 points? All in favor?

13 [Motion carried.]

14 CHAIRMAN CROSBY: Opposed? The ayes have
15 it unanimously. We are on to Executive Director
16 Bedrosian.

17 MR. BEDROSIAN: Good morning,
18 Commissioners.

19 ALL: Good morning.

20 MR. BEDROSIAN: Ed Bedrosian, Executive
21 Director. So it's been almost a month since the
22 last public meeting, and I did want to update you
23 on a few things. First, I want to give you an
24 update on the Wynn investigation, an update on
25 the timeline. I've mentioned at previous public

1 meetings, investigators from our investigation
2 enforcement bureau are working hard to finalize
3 their investigation and are following up on a few
4 outstanding matters. In fact, they're actually
5 in Las Vegas this week. Our investigators are
6 balancing a sense of urgency with an
7 uncompromising commitment to diligence and
8 thoroughness. I have continuously attempted to
9 provide our best and most thoughtful estimates in
10 the conclusion of this investigation, and I'll
11 continue to do so.

12 However, comprehensive fact-finding
13 analysis must take precedence. As a result,
14 investigators do need some additional time to
15 complete their work, which at some point I think
16 people thought might be this month. We believe
17 investigators are in the final phase of their
18 investigation, and it would be appropriate at the
19 next public meeting to talk about the process of
20 how this matter is presented and decided by the
21 Commission. So that would be a discussion not on
22 substance but on process.

23 CHAIRMAN CROSBY: On the 27th?

24 MR. BEDROSIAN: Correct.

25 CHAIRMAN CROSBY: Okay. We'd all like to

1 get this going, of course, but I totally agree
2 with your point that we've got to get this right.
3 It's been a month. We've used this commission
4 for 6 1/2 years. It's more important to get this
5 right than to get this fast. So I'm with you on
6 that. So do what you have to do.

7 MR. BEDROSIAN: So the major milestone in
8 the last month, of course, is the opening of MGM
9 Springfield. And I note that the ratification of
10 a temporary certificate of operations to a
11 permanent certificate of operations is on your
12 agenda today. I hope -- it appears we had a
13 successful opening, which also might have looked
14 easy but was anything but. It was the result of
15 a lot of hard work by our incredible team here at
16 the MGC, some great municipal partners and state
17 partners in coordination with MGM.

18 It also was based on some long-term
19 planning. I'd like to thank our licensing folks
20 who have been working for more than two years on
21 developing a licensing management system to
22 manage the huge influx of licenses we have to
23 deal with. They also worked hard to keep up with
24 the crushing loads of thousands of people who
25 need to be registered and licensed. The servers

1 employee exemption, in the way the commission
2 exercised its statutorily authority to exempt
3 employees, was also very important. Our gaming
4 agent leadership, along with our HR team, helped
5 hire and train a complement of agents needed to
6 open the property.

7 We also had the benefit of visiting the
8 Maryland gaming and lottery agency when they were
9 in the process of opening National Harbor and
10 learned how they prepared.

11 We had regular meetings more than a year
12 in advance with MGM Springfield staff to start to
13 prepare for the opening and learn from the
14 success and challenges of opening National
15 Harbor. Our construction manager and ombudsman
16 were constantly monitoring the process of
17 construction.

18 While that was the long-term planning,
19 the last month I'll just characterize as a
20 sprint. It was all-hands-on-deck from our team,
21 and I think you'll hear some of that from
22 Commissioner Stebbins -- our gaming agents
23 working 24/7, our technology folks taking care of
24 gaming technology and our own technology needs,
25 our financial investigators helping us monitor

1 cage and bank operations. Our finance department
2 staying up overnight to monitor the count and
3 recording of revenue. Our gaming enforcement
4 state troopers and Springfield Police worked to
5 ensure public safety. Our licensing folks worked
6 with the ABCC on compliance with the alcohol,
7 beverage license conditions. And even Ms. Riley,
8 our Chief of Operations, made sure we had plenty
9 of snacks at 3:00 a.m.

10 [Laughter.]

11 We did have a challenge, in particular.
12 Unfortunately, one of our senior gaming agents
13 helped us open on opening weekend, went home, and
14 had a medical condition and passed away. He's a
15 private person, so I won't say his name. But he
16 was a fixture for us, and that was a challenge
17 for our staff. And I'm proud of the way they
18 reacted and, of course, our condolences are still
19 with that person's family.

20 The City of Springfield spearheaded
21 traffic flow concerns with MGM staff. The state
22 police, first responders, surrounding
23 communities, MassDOT, and our folks who stayed up
24 overnight to monitor garage-flow coordinations.
25 So I want to compliment the MGM Springfield

1 staff, who had to hire, train and coordinate
2 thousands of employees in the last month in
3 addition to preparing for opening operations.

4 I'm sure I have forgotten some folks,
5 which I hope Commissioner Stebbins will catch
6 anything I missed. My point is we are very
7 fortunate to have a great team willing to pitch
8 in and make something complicated look easy. So
9 a lot of thanks to those folks.

10 A couple more updates.

11 CHAIRMAN CROSBY: Oh.

12 MR. BEDROSIAN: I'm sorry.

13 CHAIRMAN CROSBY: I thought
14 Commissioner Cameron --

15 COMMISSIONER CAMERON: I'm shaking my
16 head in agreement.

17 MR. BEDROSIAN: Just a couple more
18 updates and I'll get back to the meeting. You
19 may have seen the Bureau of Indian Affairs issued
20 a recent decision on the status of the Mashpee
21 Tribe's land and trust status. I believe we will
22 have an agenda item also at the next meeting at
23 the end of the month, at which we'll be
24 discussing a response to a letter we received on
25 behalf of Mr. Blum's previous application in

1 Brockton; and the Commission can decide at that
2 point whether a broader discussion is needed.

3 Finally, the last announcement is we've
4 had some change in our personnel. And at the
5 next meeting I'll update you on that, but I do
6 want to let you know and recognize someone who is
7 leaving us tomorrow. For the past five years,
8 Colette Bresilla has been the public face of the
9 Commission for people visiting our office. She
10 has many other responsibilities in addition to
11 being our receptionist. Colette has been an
12 integral part of our team, and as you know, is an
13 incredibly talented artist. I want to thank her
14 for all the work on behalf of the Commission and
15 wish her well in her endeavors.

16 CHAIRMAN CROSBY: Thank you.

17 Stand up, Colette.

18 COMMISSIONER ZUNIGA: Thank you.

19 [Applause]

20 CHAIRMAN CROSBY: I just want to say that
21 one of the highlights of our early days when we
22 were on State Street was we all took -- or a
23 bunch of us -- took a water taxi over to East
24 Boston and then hiked across East Boston to get
25 to Colette's studio, where she served us a

1 Haitian dinner, I believe, and showed us all her
2 artwork, one piece of which hangs proudly in my
3 living room. So Colette will never be forgotten
4 from my standpoint.

5 But you've been a real important part of
6 this for a long time. It will be strange not to
7 have you at our front door. But thank you very
8 much, Colette. You're a sweetheart.

9 COMMISSIONER ZUNIGA: We're going to miss
10 you, Colette.

11 CHAIRMAN CROSBY: And good luck with all
12 your various endeavors.

13 COMMISSIONER CAMERON: Good luck.

14 CHAIRMAN CROSBY: Thanks.

15 MR. BEDROSIAN: Mr. Chairman, that is the
16 end of my remarks.

17 CHAIRMAN CROSBY: Okay. Thank you.
18 Janice, should each time we speak, should we
19 identify ourselves? Or do you just mean like if
20 I interrupt with a question, should I say my --

21 COMMISSIONER ZUNIGA: No.

22 CHAIRMAN CROSBY: Just each new speaker,
23 okay. Okay. All right. So now we are going to
24 item number 4, Ombudsman Ziemba.

25 MR. ZIEMBA: Thank you, Mr. Chairman and

1 Commissioners. We have a number of items on
2 today --

3 CHAIRMAN CROSBY: I'm John Ziembra, the
4 ombudsman.

5 MR. ZIEMBA: Yeah, pardon me. I'm not
6 starting out right, am I? John Ziembra,
7 Ombudsman.

8 COMMISSIONER ZUNIGA: And slow.

9 MR. ZIEMBA: And slow.

10 CHAIRMAN CROSBY: Enunciate.

11 MR. ZIEMBA: I enunciate, I think, fairly
12 well.

13 Mr. Chairman and Commissioners, we have
14 a number of items on today's agenda. First MGM
15 Springfield is here to present its quarterly
16 report for the second quarter of this year,
17 ending on June 30th. MGM Springfield will also
18 provide the Commission with a review of its
19 recent opening. Those two presentations will
20 provide a good background to the Commission's
21 deliberations regarding the award of a
22 certificate of operations. Commissioner Stebbins
23 will lead that discussion. We will be joined by
24 Bruce Band, Assistant Director of Investigations
25 and Enforcement Bureau and the gaming agent's

1 division chief, and Joe Delaney, Construction
2 Project Oversight Manager, to assist in that
3 discussion.

4 Following that discussion, we will then
5 discuss Gaming Policy Advisory Committee
6 appointments and to begin our process of crafting
7 the community mitigation fund guidelines for the
8 2019 program. Given all that we aim to
9 accomplish this morning, let me turn it over to
10 Mike Mathis, MGM Springfield President, Brian
11 Packer, MGM Springfield Director of Construction,
12 Seth Stratton, MGM Springfield Vice President and
13 General Counsel, and Karen McCrae, MGM
14 Springfield Director of Compliance, for their
15 presentations.

16 MGM Springfield has requested that we
17 switch the order of the quarterly report and the
18 opening-day presentation. With that I'm going to
19 vacate my seat for Mike and turn it over to Mike
20 and the crew. Thank you very much, Mike.

21 CHAIRMAN CROSBY: Marian? Take John's.

22 MR. MATHIS: Great. Good morning,
23 Commissioners.

24 COMMISSIONERS: Morning.

25 MR. MATHIS: It's nice to be back in

1 front of you as the operator of the
2 Commonwealth's first casino resort facility. And
3 thank you, John, for the introduction. It's hard
4 to believe I think tomorrow --

5 CHAIRMAN CROSBY: Mike, sorry.

6 MR. MATHIS: And I've got to state my
7 name?

8 CHAIRMAN CROSBY: Yeah, and title.

9 MR. MATHIS: I'm used to being in
10 Springfield, where I'm widely known.

11 [Laughter]

12 MR. MATHIS: Excuse me. Michael Mathis,
13 President and COO of MGM Springfield.

14 Hard to believe that as of tomorrow,
15 we'll have been open three weeks. For many of us
16 it feels like we've been open forever. And I
17 think that's a testament to the great work that's
18 been performed by both our respective teams and
19 the tremendous amount of work in the preopening
20 stage leading to the development and operation of
21 this resort. And I can't reiterate more than
22 what's been said by -- in the introduction by
23 Director Bedrosian, Executive Director Bedrosian,
24 but a really collaborative effort by all
25 involved -- the city, the state, our community.

1 So really proud of where we're at.

2 I'd love to give you -- let me think
3 about the order. Let me give you some opening
4 stats of what we've accomplished in our short
5 three weeks, mostly related around our grand
6 opening, and then I'll walk you through some of
7 our -- some of the images from the opening event,
8 if that's all right.

9 So over our three-day opening weekend,
10 as you know, we started Friday at 11:00 a.m. We
11 had over 150,000 visitors, 65,000 of whom were on
12 Friday/Friday night. So I thought our team
13 handled that volume incredibly well. We
14 definitely had some lines, and we had some folks
15 that we actually had to send away Friday at about
16 2:00 a.m.

17 It was a bit surreal, I think. Ed was
18 out there that night with us. We had about
19 3,000, 4,000 folks lined up on Main Street about
20 2:00, 2:30 a.m., bumper-to-bumper traffic. And
21 it felt like we were down in Times Square.

22 CHAIRMAN CROSBY: Not bumper-to-bumper
23 traffic, though. It was people, you're saying.

24 MR. MATHIS: As well as cars. As well as
25 cars, looking for the privilege to be standing on

1 a three-hour line. It was tremendous. So the
2 project was really -- has been really well
3 received. Our numbers are certainly stabilizing,
4 but at this point we're seeing about 50,000
5 visitors a day on the weekends and about 25,000
6 on the weekdays, so well exceeding our
7 expectations, which is great. Again, we expect
8 some of those numbers to normalize, but there's
9 no question that there's tremendous interest in
10 our resort, and I think it's largely because of
11 the nature of the resort, which is a very
12 mixed-use downtown porous design, as we've always
13 commented.

14 CHAIRMAN CROSBY: Do I remember, Mike,
15 that the expectation was 15,000 a day when you
16 settled out?

17 MR. MATHIS: Yeah, I think that's right;
18 between 15,000 and 20,000, some of our early
19 estimates.

20 CHAIRMAN CROSBY: Right. And do you have
21 any sense of the distribution of those people to
22 the casino floor and gambling versus everything
23 else?

24 MR. MATHIS: Yeah. You know, so one of
25 the -- one of the challenges early on is the

1 collection of data and making sure the data is
2 good. We have people counters at various doors.
3 We're finding -- you spend so much time designing
4 one of these, anticipating what the customer
5 would do and how they will -- how they will use
6 the facility; and they prove you wrong every
7 time. We've got folks that are using doors that
8 we didn't expect. So now we're putting people
9 counters -- so there's a little bit of background
10 why we're not able to give you that kind of data.
11 We're working on nailing that down, and some of
12 that's through improved infrastructure. But
13 given -- depending on what's going on in the
14 plaza at any given time, certainly we believe
15 that those crowds are dispersed throughout the
16 resort.

17 Our food and beverage venues -- and I'll
18 give you some fun facts around the food and
19 beverage -- we're at two to three times what we
20 expected in terms of traffic and covers. We have
21 a South End Market that we designed for, you
22 know, 1,800 covers a day. And we'll hit 4,000 on
23 a weekend. So those crowds are enjoying all
24 aspects of the facility -- food and beverage,
25 chief among them. Certainly, the casino floor is

1 extremely busy. But when we've got entertainment
2 on, particularly in the plaza, we had as many as
3 probably -- I think our peak capacity out there,
4 our peak load out there was probably 4,000 people
5 the other day in terms of we had an all-day
6 concert event with the Springfield bid. And we
7 had two stages going and about 2,000 folks were
8 in either of the locations at any point on that
9 Saturday.

10 CHAIRMAN CROSBY: That's great.

11 MR. MATHIS: So really excited about how
12 the customers are reacting to the resort. In our
13 opening weekend, we served 88,000 people of the
14 150,000 people at our FMB outlets and bars out on
15 the floor. We served over 132,000 items in those
16 venues, served 9,500 gallons or 1.2 million
17 ounces of soda over the three-day weekend.

18 CHAIRMAN CROSBY: How many ounces?

19 MR. MATHIS: 1.2 million ounces. Yeah.

20 COMMISSIONER CAMERON: Wow!

21 MR. MATHIS: Yeah. Our complimentary
22 self-serve soda station was very well received.

23 [Laughter.]

24 So feel free to stop me if any of
25 this -- if any of this leads to any other

1 questions. We served 4,500 burgers and averaged
2 1,200 pounds of lobster out of our Jack's Lobster
3 Shack that opening weekend.

4 CHAIRMAN CROSBY: 1200 pounds.

5 COMMISSIONER CAMERON: You had enough
6 food for all these folks?

7 MR. MATHIS: We did. Thankfully we have
8 a very large, off-site warehouse. And again,
9 lessons learned from National Harbor. We
10 provisioned our facility with three, four days'
11 worth of -- we have on-site cooling of goods
12 because we knew potentially that because of
13 traffic, we'd have a difficult time maybe getting
14 back and forth to refresh our stock that opening
15 one or two days. And we only know that because
16 our sister property, National Harbor, went
17 through that very phenomenon. Much of our
18 success is because we're part of MGM Resorts and
19 we've got all that great learnings from openings
20 like National Harbor.

21 In terms of our PR --

22 CHAIRMAN CROSBY: Excuse me, Mike. What
23 was that peculiar Springfield-oriented drink that
24 you ran out of? It was Sunset Beach or
25 something?

1 MR. MATHIS: Oh. Do you remember, Seth?

2 [Laughter]

3 MR. STRATTON: It's just a drink they ran
4 out of.

5 MR. MATHIS: That's right. I'll tell you
6 on a break.

7 CHAIRMAN CROSBY: All right.

8 [Laughter]

9 MR. MATHIS: In terms of our PR, we had
10 over 150 different media outlets visit the
11 property on our opening day and weekend. We
12 believe we tracked nearly 18.5 million posts and
13 views that were related to our grand opening on
14 Facebook. We had 1.2 million Twitter impressions
15 and 88,000 separate instances, unique instances,
16 of Facebook, Instagram, Twitter and Twitter
17 engagement.

18 In terms of video views, we've tracked
19 over 7 million views related to our grand opening
20 event through original posts and sharing and
21 forwarding. And I think that's a fair recap of
22 some of the stats that came out of the first few
23 days of our opening and what we're starting to
24 see in terms of being stabilized.

25 I thought if I could, I'd share some

1 images from the opening. I've got it right
2 there, thank you.

3 So what was really fun about our grand
4 opening is we did it at 11 a.m., and we did sort
5 of an old-fashioned Main Street procession. And
6 having been able to participate in it, you know,
7 you can understand what Springfield and cities
8 like that must have felt like when they
9 celebrated, you know, big events with a class of
10 procession down Main Street.

11 So this is the UMASS cheerleaders that
12 were part of our procession. This is one of our
13 "M life" representatives with Cirque du Soleil
14 performers. You can see in the background people
15 starting to stage for the rollout, including a
16 significant number of our employees who were not
17 already in the building ready to receive our
18 guests. We asked those that weren't on duty, if
19 they were interested, to be part of our
20 procession that morning. This is Friday, the
21 24th.

22 This is myself and the Mayor in a
23 vintage Rolls-Royce. As you know, Rolls-Royce,
24 the engines were fabricated, manufactured in
25 Springfield. And you can see that's about

1 probably 15, 20 people deep, all around Main
2 Street and State Street.

3 You know, it's not shown here, but just
4 one funny -- I was sleep deprived, so this is a
5 little bit of my defense of how I got confused.
6 People started lining up. This was about 10:30
7 in the morning when we started the procession.
8 But people started lining up -- some slept in
9 their cars, but people started lining up at
10 4 a.m. to be part of the procession. And early
11 on we saw -- I saw a sign that says -- do you
12 remember the sign, Seth? It was like, if you've
13 got to go -- if you've got to go, let me know.
14 There was a sign that said "If you've got to go,
15 let me know." And I thought it was some of the
16 anti-casino folks that were there to ruin our
17 event or, you know, one last emotional, like,
18 outcry about what we were about to do. So then I
19 saw a few of them pop up throughout the day. And
20 they were big signs that were above the crowds.
21 And then a couple of them engaged me as I walked
22 out to welcome some of our early guests, and they
23 had this really friendly vibe, and it didn't
24 represent what I saw on the sign.

25 And then so I talked to one of them.

1 And they said, no, no, no, I'm just holding the
2 sign because someone needed to go to the
3 bathroom. Right? So then I still was unclear
4 because, again, I was probably on two hours of
5 sleep. I said, that's really nice that you're
6 holding a sign for one of the anti folks, but can
7 you at least put it down while they're in the
8 bathroom? The woman was so confused. She was,
9 like, "I work for you, and this is so that when
10 your supporters need to go to the bathroom, they
11 know to grab me and I'll hold their spot in the
12 parade."

13 [Laughter.]

14 "If you've got to go, let me know" is a
15 positive message.

16 [Laughter.]

17 My point.

18 CHAIRMAN CROSBY: That's a great story.

19 MR. MATHIS: Yeah.

20 This is the mayor in front of Red Rose
21 Pizza. I'll give you a stat on them. They are
22 incredible as our budding neighbors and really
23 helped us celebrate, including a little bit of
24 disruption in the short term to their operation
25 that morning. But this is the Mayor welcoming

1 some of the folks there. This is Alex Dixon
2 welcoming our first customer. I'm going to blame
3 Ed for this one, but Ed commented that Alex was
4 able to find one of the few customers in line
5 that he was actually taller than.

6 [Laughter.]

7 I thought it made for a nice -- a nice
8 photo.

9 This is myself and the Mayor. And then
10 you can see on the other doors Bill Hornbuckle
11 and Jim were about to open our doors at 11 a.m.
12 and welcome the first of what would be 65,000
13 people that day into the resort.

14 And then I just want to give you a
15 sense -- and it goes to your question -- some of
16 the activation around the site. We set it and it
17 was borne out to be true that really the charm of
18 our resort is the unique design and our
19 engagement of the outside. So we have hosted --
20 and even in our short three weeks we've hosted a
21 number of events out in the plaza. This is a
22 music event with The Armory as a backdrop, and
23 it's such a tremendous backdrop to a music
24 events. That area can hold about 1,500 people,
25 and we probably had about 1,500 people that day.

1 And most of the entertainment has been free to
2 the public.

3 CHAIRMAN CROSBY: Point out the mural,
4 too, to the audience.

5 MR. MATHIS: Yeah, that's right. So
6 right above on the back of the Armory is an old
7 Indian motorcycle-type mural. We just put it up.
8 We aged it so that it looked classic and had been
9 there for a while. And it's got one of the
10 original Scout motorcycles. And it was painted
11 by Professor John Simpson. We call him The Mad
12 Professor. He's been in front of you folks over
13 the years. I know Commissioner Stebbins knows
14 him well. He's a UMASS art professor and has
15 been putting up murals all over the city to
16 beautify what are otherwise, you know, blank and
17 empty and ugly wall fronts and window fronts.

18 So this is a little bit of his Sistine
19 Chapel. Granted, he wasn't on his back for most
20 of it, but really great.

21 MR. BEDROSIAN: But there were some hot
22 days.

23 MR. MATHIS: That's right. There was
24 scaffolding, and he had him and his students up.
25 For the record, that was Edward Bedrosian. I'm a

1 quick study.

2 [Laughter]

3 CHAIRMAN CROSBY: Have they been going to
4 the Indian Motorcycle retail?

5 MR. MATHIS: They have. The Indian
6 Motorcycle retail store is right off this corner,
7 and we've seen tremendous sales out of there.
8 It's been really successful, especially when we
9 have the plaza activated.

10 CHAIRMAN CROSBY: Right.

11 MR. MATHIS: This is another shot of
12 another music event. This was the pre-show for
13 Dropkick Murphys, which was our one paid concert
14 out there so far. We raised a little bit of
15 money for charity, which you'll see in a moment.
16 This is the Dropkick Murphys event. I was up on
17 stage. We were honoring Gunnery Sergeant Thomas
18 J. Sullivan, who died in action, and wanted to
19 support the family with a donation which the
20 Dropkick Murphys matched for that family. And
21 we're hoping to do that annually. It was a
22 tremendous event, and we're really excited to
23 bring that kind of programming to the Armory.

24 We also had a cornhole tournament. And
25 we had about 400 -- I think at its peak we had

1 about 400, 450 people out there. And it went all
2 the way down to a final championship. It's
3 amazing how good these people are at cornhole.
4 It was a lot of fun. And again, we're sort of
5 experimenting on what works and what doesn't
6 work. And that was clearly a success for us.

7 CHAIRMAN CROSBY: Do they throw corn?

8 COMMISSIONER CAMERON: No. Bean bags.

9 CHAIRMAN CROSBY: Oh, bean bags.

10 COMMISSIONER CAMERON: You've never
11 played?

12 CHAIRMAN CROSBY: No, I've never seen it
13 before.

14 COMMISSIONER STEBBINS: Those boards look
15 a little far apart.

16 COMMISSIONER CAMERON: They do.

17 MR. MATHIS: But this is regulation. We
18 measure it. Yeah, they're on ESPN. It's
19 amazing. Pretty amazing.

20 CHAIRMAN CROSBY: Who knew?

21 [Laughter]

22 MR. MATHIS: You see the Kringle Candle
23 Emporium in the backdrop, that's obviously in the
24 plaza looking the other way. We've got yoga in
25 the morning, and that's been really well

1 received. That's probably one of the earlier
2 sessions, because I know I've seen it since with
3 even more folks. Some really fun activation of
4 that plaza. It has proven to be a really great
5 place to experiment with different --

6 COMMISSIONER CAMERON: I'm not sure
7 everyone in that picture is interested in yoga.

8 [Laughter]

9 MR. MATHIS: Yeah, good point. I'm
10 hoping he was an instructor and not just a random
11 spectator.

12 COMMISSIONER ZUNIGA: Trying to figure
13 out the exact pose.

14 MR. MATHIS: That's right.

15 CHAIRMAN CROSBY: "What on earth am I
16 doing out here?" Is what he's saying.

17 MR. MATHIS: That's right. I think he's
18 just starting the praying mantis-type maneuver
19 there.

20 This is a special photo for me. We did
21 -- probably the best event, as cool as the other
22 events were, was ride to Remember. Ride to
23 Remember is a bicycle ride that one of our
24 employees, formerly Springfield Police
25 Department, John Delaney, started with a group of

1 folks to recognize and support fallen public law
2 enforcement officials. In this case it was Kevin
3 Ambrose, who fell in the line of duty about six
4 years ago. So this is a ride. And this morning,
5 we launched it with 350 riders that ride out
6 starting at 7 a.m. out to Boston. And proceeds
7 are raised to support the families and -- for a
8 memorial that I think is in front of the State
9 House, recognizing fallen officers. A special
10 morning. This was last Saturday morning, 7 a.m.
11 I think I had been up from the night before out
12 on the floor, and I just decided to stay up
13 because I had to come back and kick this group
14 off.

15 The plaza never looked as good as it did
16 with all those families. We had not only police
17 represented, but the red jerseys are fire
18 officers. And families came out as well as
19 little kids. So it was -- it's going to be a
20 tradition that we're going to host every year if
21 we can. And some really beautiful images coming
22 out of that event. So that's a little bit of our
23 opening in terms of some of the images.

24 CHAIRMAN CROSBY: Great.

25 COMMISSIONER ZUNIGA: I've got to say,

1 the numbers you mentioned, Mike, it's really
2 remarkable, the ability to manage all those
3 crowds who were there before the opening and
4 during the opening. It's easier said than done,
5 clearly, and, you know, congratulations to you
6 and your team for doing a great job on just
7 simply crowd management and being able to run
8 operations with that many people.

9 COMMISSIONER CAMERON: It was nice to
10 read the articles about other businesses doing
11 very well along with yours, so kind of the, you
12 know, other boats will rise kind of a thing.
13 Those were really nice to read as well. You had
14 so much food, but others wanted to go elsewhere.
15 So that was a good thing for the city as well.

16 CHAIRMAN CROSBY: The Red Rose guy was
17 happy.

18 MR. MATHIS: If I can, before I give it
19 over to Brian to that point, just a couple of
20 closing stats. And I appreciate your comments.
21 And I want to thank my executive team who's back,
22 you know, staffing and managing the business.
23 You know, the one comment I got from a lot of our
24 colleagues and vendors who came out for the
25 preopening and for the visit is how tremendously

1 enthusiastic and welcoming our staff was. And
2 you're going to hear stats of where we're at with
3 employment. But a lot of those employees are
4 local Springfield residents that are new to the
5 industry and, frankly, haven't had some of the
6 work experience that we see in other markets.
7 And the irony of that is that they're some of our
8 most motivated and best-performing employees, I
9 think, in the business. And I think part of that
10 is because they really appreciate the
11 opportunity. And they're also not just welcoming
12 strangers, but they're welcoming their neighbors
13 and friends to the resort. Their friends and
14 neighbors are seeing their own friends and
15 neighbors working in the resort. And I think
16 there's something special about that that creates
17 a different type of energy in the facility.

18 So hats off to all 3,000 folks. And
19 they've been working very, very hard. I think
20 some of them are just getting days off now.
21 We've run a report to make sure how many people
22 have really been working too hard, and we need to
23 literally get off the property, you know, force
24 them off. There's a lot of those folks that fall
25 in that category, and hats off to all of them for

1 helping us be so successful.

2 COMMISSIONER STEBBINS: You were
3 talking -- you highlighted kind of the social
4 media coverage that you've gotten. I'm pretty
5 sure that the Armory is becoming the most
6 selfie'd building in Springfield since you guys
7 opened. It just looks great.

8 MR. MATHIS: Yeah, it's beautiful. So a
9 couple of stats. We've got -- we've seen some
10 great feedback from our surrounding businesses,
11 to Commissioner Cameron's point. Raices, which
12 is a Puerto Rican restaurant towards the north
13 end, a report said they're going from a 7:00
14 close to a 10:00 close. And that generally the
15 vibe on Main Street is they cannot believe how
16 many people are looking to eat at 10:00, 11:00 at
17 night. And per the numbers that I described,
18 they were only able to serve a fraction of the
19 people coming to our resort. And that was a
20 little bit by design because we wanted all of
21 that demand to spill out into the downtown, and
22 we're seeing that happen. Nadim's has talked
23 about extending their hours late into the night,
24 which is a Mediterranean restaurant right down
25 the street. I know there's a convenience store

1 as well as Red Rose Pizzeria that was quoted that
2 their business is up 20% since our opening.

3 So "the rising tide will lift all boats"
4 is, I think, coming to fruition. And I know just
5 in terms of some of the interest we see from
6 other developers on Main Street that there is a
7 lot of interest on the other side of Main Street,
8 which we knew would be the next piece of real
9 estate that would get activated. So more to come
10 on that, and we'll continue to report that out.

11 The other piece is just an employment
12 update. Right now we're at 37.5% Springfield
13 resident employees. As you talked about some of
14 the shakeout that happens, that number, although
15 our target was 35%, you know, we like it right
16 around 40%, is what we're striving for, so that
17 we can allow for a little slippage. And just
18 this -- over this weekend, we had a job fair
19 where I think we extended about 200 or so offers,
20 and 60% of those folks are Springfield residents.
21 So our team is continuing to look for local
22 hires, and I think more importantly, a lot of
23 people have visited the facility and said, "I
24 want to work at MGM Springfield." So we're using
25 the facility to recruit at this point. We're at

1 46% women with a target of 50. We'll continue to
2 work on that number, and we think we'll get there
3 with a little bit of attrition.

4 And I see more and more female security
5 officers, for example, which is where we had a
6 little bit of early setback in some of our
7 numbers -- 55% diverse, with a goal of 50%, and
8 6% veteran with a goal of 2%. So I'm proud to
9 say that we're continuing the strong tradition
10 laid out by Brian Packer with the tremendous
11 success he had on his targets. We're doing that
12 on the operations side.

13 And closing comment, I think is, you
14 know, we continue to -- even within three weeks,
15 I think the balance for our management team is
16 not to overreact to any trends because some of
17 this may be anomalous. And we just have to make
18 sure that we react quickly enough to what we see
19 but not overreact until the business normalizes.

20 But there are areas that we're already
21 reacting to. For example, we put up portable
22 bars in the plaza, which is part of the program
23 that you've permitted us to do but that you're
24 monitoring. And one of the pieces of feedback we
25 got as we looked at the staging of some of those

1 bars was surveillance out there and the ability
2 for your folks and our folks to be able to survey
3 some of that activity. So we quickly put up
4 cameras on those trusses that surround the plaza
5 to provide better coverage, and we were able to
6 do that within the first few days of operations
7 once we identified the issue.

8 We are continuing to work on garage
9 flow. So one of the nice things that we've seen
10 is despite all those -- all of that volume that I
11 described, I think our 3400-space garage is
12 nicely sized, especially because there's so much
13 overflow parking and different modes of
14 transportation into the facility. So on our
15 peak, even on our peak days -- and this is with
16 employees currently off-site -- you know, we're
17 at 70%, 75% full in that garage. So it's an
18 amenity to the business community probably during
19 the day, which we view as our customers. And as
20 we've said, it's complimentary to many of our
21 rivals who come at night as some of that traffic,
22 you know, exits.

23 But we do have, from time to time, flow
24 issues out there. And we're making little tweaks
25 to make sure that the inbounds aren't crossing

1 with the outbounds, working with Springfield
2 Police to override and help manage some
3 intersections, because people can only exit if
4 they're able to get through a couple of key
5 intersections. So that's a work in progress, but
6 a lot of collaboration with your folks, with
7 Springfield Police to make sure that flows
8 nicely.

9 And one of the other areas we've quickly
10 reacted to, because it is a huge priority to us,
11 is underage access to the facility, underage
12 gaming. So we've got prominent signs throughout
13 the facility. Our folks are trained to
14 identify -- anybody that looks under 30, we're
15 stopping. I've personally stopped many, many
16 folks and been told to the point where, "Hey,
17 what's going on in this facility? I've gotten
18 stopped five times." And I know because they're
19 a baby-faced 34-year-old, and I've warned them,
20 "You're going to continue to get stopped by our
21 folks, so enjoy the facility, and we're working
22 through some of the kinks."

23 And one of the ways we've handled that
24 in terms of policy is we're going through a
25 stamp -- unique stamp process where if we see

1 someone that we identify is going to be someone
2 that's going to continue to be stopped, we're
3 giving them the ability to get a unique stamp
4 that we have with our security so that they can
5 show the stamp next time they're stopped.

6 That said, we still -- we definitely
7 still have some folks that are getting onto the
8 floor that are underage. We're stopping them,
9 and we're trying to increase our communication
10 around that. And we've implemented a few things
11 recently around that. For example, anyone under
12 the age of 16, we consider unattended minor, and
13 we've got a policy of no unattended minors across
14 the resort. We've communicated that recently
15 through --

16 CHAIRMAN CROSBY: Across the resort.

17 MR. MATHIS: Across the resort. Because
18 I think the challenge that we've had -- you know,
19 fortunately -- and this is a group that I
20 probably don't mind offending -- is we've got
21 some parents that are choosing to leave their
22 children in different parts of the resort while
23 they game. And we've identified that issue, and
24 it is a big problem for us, and it's a big
25 problem for the experience. And the only way I

1 think to really manage that is to make sure that
2 at all times throughout the resort that anyone of
3 that age is paired with an adult and accompanied
4 by an adult.

5 So that's one attempt to curb what we're
6 seeing in the field. The other thing we've
7 instituted is a straight curfew call. After
8 midnight, no one under the age of 21 should be in
9 the resort. Again, there's many nongaming
10 amenities throughout the resort where someone
11 that's 18, 19, 20 can be around the resort and be
12 on the periphery of the gaming area, and that's
13 not an issue. As you go to the market, you go to
14 the tap. But what we said is come midnight,
15 unless you're a hotel guest, we are now barring
16 anybody from -- who's under 21 from being in the
17 facility.

18 So I think those are a couple of
19 measures we've taken to try to curb what we're
20 seeing. We think, given the volume that I just
21 discussed with you, any incident of underage
22 access to the facility, underage gaming, is
23 unacceptable. But given the volumes that we're
24 managing and the porous nature of this resort,
25 which I think we all understood was both an

1 opportunity and would create challenges, we're
2 really working very hard to get ahead of that
3 issue, and working hand in hand with your staff.

4 MR. STRATTON: Mike, if I could add just
5 two things there. One of the items that we found
6 when we were addressing this is that some of it
7 was probably intentional, but some of it was
8 inadvertent in lack of knowledge in the community
9 of the new gaming facility -- around the 21 years
10 of age. So part of what Mike talked about, we
11 rolled out a pretty aggressive PR campaign, both
12 for Facebook and the media, around the rules and
13 around these new procedures that we put in place,
14 so that we're not only enforcing them, but we're
15 educating the community and customers around what
16 the rules are.

17 The second piece is just on the
18 unattended minors policy. I think an important
19 piece of that is not only are we saying that you
20 can't have unattended minors, but we're defining
21 what it means, and we're including that
22 definition. You can't have your minor standing
23 next to you while you sit at a gaming machine.
24 That's not -- we don't consider that to be
25 attended. Your attention is on gaming. And so

1 even though they're with you and technically in a
2 permitted area, we are not allowing that. We are
3 deeming that to be unaccompanied. And so we're
4 educating our staff and rolling that out as part
5 of our internal policy as well.

6 COMMISSIONER STEBBINS: How does -- just
7 a quick question -- and I appreciate all those
8 moves you're undertaking -- you're going to
9 underlay this with the opening of the cinema,
10 which is obviously going to have showings going
11 on in the evening. How are you working out that
12 policy with the folks from Regal?

13 MR. MATHIS: Yeah. Michael Mathis
14 speaking.

15 COMMISSIONER STEBBINS: Bruce Stebbins,
16 Commissioner. Sorry.

17 MR. MATHIS: And that was Seth Stratton,
18 legal counsel. Yeah. They've been great
19 partners. I'm going to give a further update
20 later, but probably just jump into it now. We're
21 opening the Regal Cinema on September 27th, later
22 this month, and we've worked hand in hand with
23 them about this policy. We didn't want to
24 surprise them, or we sort of wanted to understand
25 best practices that they have as well. And they

1 were very supportive of what we were describing.

2 With the exception of hotel guests and
3 those holding a ticket for the late show of
4 Regal, what I just described will still be
5 enforced. So I think those are the two
6 exceptions, and we'll just operationally work
7 through -- we're going to ask folks to show us
8 your stub if you're, you know, under 21 and
9 you're letting out at midnight, 12:30, 1:00,
10 either heading to your hotel room or coming out
11 of the movie theater. But we believe when we
12 start to ramp up our PR around the Regal opening,
13 we'll be able to relaunch this communication as a
14 way to both reinforce what we've already
15 established on the curfew and underage but also
16 to make sure that people understand you're still
17 able to come to a late movie and that you fall
18 under one of the rare exceptions.

19 COMMISSIONER STEBBINS: Okay.

20 COMMISSIONER CAMERON: Yeah, you
21 mentioned that you are concerned about this. I
22 know you know we're concerned, underage on the
23 floor as well as unattended minors. So I know
24 you know you're working with our staff. But we
25 are concerned, and we'll be watching as well, and

1 hopefully all these measures will make a
2 difference.

3 MR. MATHIS: I completely understand and
4 just know that when I'm out on the floor, half of
5 my job, in my view, is to be watching for
6 underage minors' access. I literally will follow
7 a family -- because we do allow pathways through
8 the resort, if you're trying to get to a
9 nongaming facility -- just to make sure that the
10 family doesn't stop and that they're moving on.
11 I mean, that's the level of attention that myself
12 and our executive team and our staff have on this
13 issue. And I appreciate your patience. And we
14 will -- we'll continue to make it a priority, and
15 we'll continue to make adjustments if we're not
16 being as effective as we need to be on this
17 issue.

18 CHAIRMAN CROSBY: I just want to
19 emphasize what you mentioned sort of in passing,
20 which is this was -- I'm not sure we thought
21 about it -- but this would have been a
22 predictable problem from our request that you
23 create this kind of an open environment. Most
24 casinos, you have very limited access, very easy
25 to control who's going in and out of the casino.

1 But we specifically asked you to create what we
2 referred to as a porous facility. We
3 specifically required that you have all kinds of
4 other amenities in and around the facility, which
5 is all great as part of the virtue of this place.
6 And I appreciate the fact that you're being
7 straightforward about this problem. But it is,
8 in part, due to what we asked you to do. So
9 we'll stick with you while you figure out how to
10 fix it.

11 MR. MATHIS: I think with that, if
12 there's no other questions, I'll hand it off to
13 Brian for the quarterly report.

14 CHAIRMAN CROSBY: Okay.

15 MR. PACKER: Good morning.

16 CHAIRMAN CROSBY: You are?

17 MR. PACKER: Brian Packer, president of
18 construction and development at MGM Springfield.
19 Since this is the second quarter report, you
20 know, essentially here we're going to see a set
21 of images and an update on this sprint to the
22 finish; right? And kind of what was going on at
23 the end of June, early July of this past year.

24 So here in some of the aerials, you kind
25 of see the beginnings of the plaza, the

1 hardscape, the landscape starting to come
2 together. Da Vinci is just kind of starting to
3 have some earth work. We're generally wrapping
4 up around MGM Way and the I-91 side of the
5 property and really moving our hardscape
6 landscape efforts into the plaza and da Vinci
7 areas.

8 You see really the facades along Main
9 Street are together. We're in final punch list
10 of caulking and getting signage up. At
11 nighttime, we're playing with the exterior
12 lighting, the uplighting in these buildings, and
13 really dialing in the facade that you're hearing
14 a lot about through media today.

15 We also -- we're wrapping up our
16 different roof decks. This is one of the decks
17 that connects back to certain lanai suites for
18 our guests. And then also on the left, some more
19 additional Main Street work.

20 The signage on the garage was also
21 completed. Distinct entries for self-park versus
22 valet. Headache bars to manage the height of
23 vehicles going into the garage. And then also
24 our area that is an outdoor terrace that's
25 connected to our employee dining room. So this

1 is one of the few facilities, if not the only
2 facility, I think, in our company where you can
3 be in the employee dining room and then actually
4 go outside.

5 The South End Market. The outdoor patio
6 was also completed during this time. It's
7 actually outdoor seating. You can grab a bite to
8 eat inside and bring your meal outside now.
9 There's some concrete or brick pillars as well as
10 wrought iron fencing surrounding that area.

11 And then probably in this -- you know,
12 if you were out there in the quarter, you would
13 see, hey, where do we kind of have the big push
14 to make? A lot of that was with the church and
15 armory areas. You can see we were just really
16 wrapping up that upper patio of the church. The
17 Armory still had scaffolding. We still had some
18 masonry work to do. Additional cleaning and, you
19 know, leading into the next quarter, which was
20 really finishing this outdoor experience.

21 Here's some just additional shots of
22 that work. Under the trusses, concrete starting
23 to go in, landscaping wrapping up. And then we
24 also had the day care, where we were, towards the
25 end of June and early July, we were working on

1 turning over at least the interior to Head Start
2 so that they could start moving in some of their
3 supplied equipment, bookshelves, that type of
4 thing. And this allowed us to prepare for final
5 pave of the parking lot and then get ready for
6 the later install of the playground area outside
7 the day care.

8 CHAIRMAN CROSBY: I took a tour of that
9 after it had been finished, and it's a fantastic
10 facility. The faculty were thrilled by it. It's
11 really a great facility. Everybody who took a
12 tour who had kids, "whoa, I wish we could bring
13 our kids to this place."

14 MR. PACKER: Yeah. To have a day-care
15 facility, it's lead platinum and it's also
16 net-zero carbon footprint. So, you know, most
17 folks don't realize the amount of effort,
18 coordination, planning that had to happen 2 1/2
19 years ago to make this -- you know, I think it's
20 approximately a 4,000 or 5,000 square foot
21 building -- happen. Right? You have geothermal
22 wells that go down 450 feet underneath the
23 structure here. So yeah, a lot's gone into this.

24 CHAIRMAN CROSBY: Does that pay for
25 itself in the long run? It's a good thing to do.

1 Does it also --

2 MR. PACKER: I'd have to look at what
3 that return on investment is for you. I'm sure
4 you could argue it either way. Probably.

5 CHAIRMAN CROSBY: Well, if it's a close
6 call, then it's great.

7 COMMISSIONER ZUNIGA: To the environment.

8 COMMISSIONER CAMERON: Employees knowing
9 that their child is right up the road and safe
10 goes a long way.

11 CHAIRMAN CROSBY: Yeah, I was talking
12 about the environmental piece of it. The fact
13 that it's, you know, platinum and net zero, which
14 is incredible. Even if it's a long haul, I hope
15 you can get your money back because it's such a
16 great concept. Such a great phenomenon.

17 MR. PACKER: We looked at it once, and I
18 know there are others, but there are not many
19 lead platinum net zero day cares in the country.

20 CHAIRMAN CROSBY: Yeah. That's great.

21 MR. PACKER: And then towards the end of
22 June as well, we were also looking to, you know,
23 bring all the workers together. We had a
24 barbecue. But also to message, hey, what do we
25 need to get home here? And so we used this event

1 as an opportunity to thank everyone but also ask
2 them, hey, you know, we have Fourth of July
3 coming up. We have some holiday weekends coming
4 up. We're going to need your help to help work
5 through some of those weekends. So where
6 everybody had off on the 4th, we need you back on
7 the 5th, and we need you working through that
8 weekend. So the workers responded great. And
9 they were really there for the next, you know,
10 six, eight weeks of push that we needed to get
11 open.

12 And then on design, we frequently update
13 you on the different issuances that come out each
14 quarter. Essentially what you see here is
15 anything that deals with the hotel podium and
16 fit-out packages really are just wrapping up, you
17 know, almost like a record set, if you will, of
18 the final documentation for those spaces. There
19 are some other areas where design came on later,
20 and these would just be last-minute issuances to
21 address any coordination issues we have in the
22 field for spaces like Armory, Kringle, Cinema,
23 Indian Motorcycle, salon, jewelry store, really
24 picking up those last bits of information that
25 the contractors needed to finish those spaces.

1 And then on schedule, we provided you
2 with the three updates that we normally do. And
3 the key here was always tracking to that August
4 6th TOC date, which was achieved actually in late
5 July, I believe. And as you know, we opened on
6 schedule.

7 And if there aren't any questions on
8 that content, I'll turn it to Seth for the budget
9 slide.

10 COMMISSIONER CAMERON: Were there any
11 issues -- I know we saw it come down to the wire
12 with the tour and being out there. So anything
13 that almost didn't happen that you really had to
14 be concerned about or maybe many things? Right?

15 MR. PACKER: There was many things. You
16 know, fortunately for me, this is the fifth
17 property I've been a part of opening for our
18 company. So things that maybe were a big deal to
19 me on the first opening or second opening, by the
20 fifth, you realize, hey, there's workarounds for
21 everything, usually. And if we have, you know,
22 an issue with an elevator going down
23 unexpectedly, you know, hey, there's a motor
24 somewhere that we can get and drive it up. So
25 literally there was one elevator where we drove a

1 motor up from Pennsylvania, put it in within 12
2 hours of the old motor breaking down, getting it
3 recertified and having that work. So really for
4 us here, you know, I always knock on wood, but
5 we're open. So it really has -- it was smoother
6 than a lot of the openings.

7 I think the last month, what was I
8 really focused on? It was the spaces that came
9 on later. So it's the -- it was the church. It
10 was the armory. It was the salon. I think
11 literally we had the salon state inspection the
12 day before we opened. So -- but all of those,
13 you know, throughout, what, the last two years,
14 we all kind of knew they were going to come down
15 to the wire anyway. And retail and some late
16 food and beverage do that. You know, it went
17 about as good as I think could have. And we have
18 a great team around us who just put out those
19 fires that come up last minute.

20 COMMISSIONER CAMERON: Thanks.

21 CHAIRMAN CROSBY: How long were you
22 staying in Springfield?

23 MR. PACKER: So usually these projects
24 could take up to a year to wrap up. We're trying
25 to get everyone wrapped up by the end of the

1 year, if we can. And then you'd have retention
2 release payments, warranty documents, closeout
3 probably into the first quarter of next year. So
4 I'd expect that, you know, we have a lot of t's
5 to cross, i's to dot probably through March of
6 next year.

7 You know, one of those big pieces is
8 also the wrap-up of all the community commitment
9 pieces and white papers and getting our documents
10 to you folks on those commitments. So Joe and I
11 are working on a plan for that as well. You
12 know, over 25 different agreements takes time to
13 just get everything over to you. I think I'll be
14 here at least through March, if not full time, at
15 least, you know, probably 50% to 75% of my time
16 here.

17 CHAIRMAN CROSBY: Great.

18 COMMISSIONER STEBBINS: I have to admit,
19 Brian was one of the happiest guys I saw on test
20 night. Everyone was running around. Brian was a
21 happy man.

22 MR. STRATTON: Good morning, everyone.
23 Seth Stratton, vice president of legal. I'm
24 going to go through the Q2 budget report on
25 construction. Again, this ends June 30th, so

1 this was a few months ago, but brings us up to
2 speed on projects spent to date.

3 As of June 30th, we've incurred 822 --
4 almost \$823 million in project costs excluding
5 capitalized interest and land. The total project
6 spend increased during this quarter roughly \$130
7 million. That represents an increase in about
8 18.5% from the prior quarter. The total capital
9 costs, eligible capital costs under statute, went
10 up \$115.2 million to a total of \$642.5 million.
11 That represents a 21.8% increase over the prior
12 quarter. That's roughly \$82 million in
13 construction and design work. \$8.5 million in
14 FF&E. And \$24.5 million in LS&E.

15 And with that, we're obviously well over
16 the statutory requirement of \$500 million in
17 eligible capital costs. We anticipate when we
18 come to you on the Q3 report at project
19 completion that we're going to be well over \$700
20 million in eligible capital costs versus the \$500
21 million requirement.

22 Also during this period, pre-opening
23 expense increased by about \$13 million. That's
24 about a 16% increase. About \$5 million of that
25 was payroll as we ramped up during this period on

1 hiring. We also had pieces that were community
2 payments, gaming assessment, and we had an
3 over-million-dollar increase in marketing and
4 advertising during this period as we launched our
5 brand campaigns surrounding opening.

6 And that's about it. If there are any
7 questions or comments on the budget, I'm happy to
8 address them.

9 COMMISSIONER ZUNIGA: Seth, I know these
10 are second quarter, but you're still showing a
11 little bit of a contingency. Do you know how
12 that is going to end up?

13 MR. STRATTON: Yeah. Actually, maybe
14 Brian can address that. We had a discussion on
15 that.

16 MR. PACKER: Yeah. If I had a magic
17 eight-ball, I would say the majority of that 9.4
18 will get used under construction. So I think
19 you'll see that flesh out in the next quarter or
20 the fourth quarter, depending on how, you know,
21 internal budget transfers go. But I'd expect the
22 majority of that's under construction. You see
23 in the slide, you know, 27-, \$28 million
24 remaining in construction here about a month and
25 a half out. We burn about \$22 million a month.

1 So that timing's about right.

2 COMMISSIONER ZUNIGA: About right, yep.

3 MR. PACKER: But you always have
4 executive requests and different things that come
5 up around opening that your burn rate probably
6 will be a little larger. So say if it was
7 another \$10 million, you're right there at the
8 contingency number. I think what you see there,
9 yeah, makes sense for where we're at. But the
10 contingency will get used in at least one of the
11 categories, if not a couple.

12 COMMISSIONER ZUNIGA: Okay. Thank you.

13 MR. STRATTON: Pass it back to Brian.

14 MR. PACKER: So I'll run through our
15 diversity statistics here. And we always kind of
16 report to you on commitments and what have we
17 committed to date, but then also how much have we
18 paid to date. And there's always a lag in
19 between.

20 But here on commitments through the
21 second quarter, against a project goal for WBE of
22 10%, we're tracking around 21%. For MBE at 5%,
23 we're tracking at approximately 8%. And at VBE,
24 2%, around 6.6%. So these are, you know, our
25 kind of prediction where we think the project at

1 the end of the day will end up. But if we go to
2 the next slide on payments, we can see that we're
3 still achieving those goals on payments at a WBE
4 of 10%. Our payments are a little over 20%. For
5 MBE at 5%, our payments are at 6.9%. And for VBE
6 at a 2% goal, we're at 6.5%. So the payments
7 seem to be tracking along with the commitments.
8 And that's what you always want to watch for is
9 the category here where you're saying you're
10 committed at X, but the payments going out the
11 door aren't in line. So here generally we're in
12 line with those commitment percentages.

13 CHAIRMAN CROSBY: That's great.

14 MR. PACKER: And then if you just look at
15 the -- we're not quite there, but almost, you
16 know, 150 companies, approximately, just a little
17 less involved on the project that are diverse.
18 And then on workforce-statistics stats, this is
19 where we're tracking each hour worked by an
20 individual on the project. And for a goal --
21 project goal of 6.9% of the total hours for
22 women, the project to date is 8.59%. For
23 minority, at 15.3%, we're over 21%. And for
24 veteran, at a target of 8%, we're at 8.93%.

25 So again, this really goes to the

1 efforts of everybody monitoring this every day,
2 through the card reader system, through e-mail
3 communication, through just site audits. You
4 know, with the amount of hours worked and the
5 amount of hours that are left really here to
6 report, we're highly confident that in these
7 three categories, we'll meet these goals for the
8 project.

9 So the next step here is, as we close
10 out each contractor, we have them sign a closeout
11 audit and also their overall workforce for the
12 whole project. Because as we tally up some of
13 these numbers, we may see on a certain week that
14 someone who is a veteran last month maybe wasn't
15 reported as a veteran this month. And so we
16 would verify the status of the veteran, and we
17 would want to make sure that they were captured
18 for the whole project. So little mistakes like
19 that that might come from the company over the
20 course of time, we correct in one final closeout
21 audit. And every subcontractor that's contracted
22 with us will sign that. And these numbers will
23 eventually, for the final closeout, will reflect
24 the sum of all of those audits.

25 COMMISSIONER CAMERON: Have these

1 subcontractors ever had to account for their
2 personnel to this degree?

3 MR. PACKER: Many of them have not.
4 Whether it's internally in their own operation of
5 knowing, you know, where payroll is going all the
6 time or how detailed or who it went to, to just a
7 diverse reporting like this, we've had many
8 comments back that they've never had to do this
9 for anyone.

10 COMMISSIONER CAMERON: I'm sure you had
11 some interesting comments.

12 MR. PACKER: Yes, yes.

13 COMMISSIONER CAMERON: Good job. The
14 numbers are great.

15 MR. PACKER: Thank you. And then I'll
16 turn it back to Seth.

17 MR. STRATTON: Again, Seth Stratton, Vice
18 President of Legal.

19 We just wanted to provide -- we've
20 committed, before, that we'd provide ongoing
21 updates on our use of the Armory Building as well
22 as our progress on residential. I'll kind of
23 tag-team this with Mike, and I'll start with
24 residential first.

25 We continue to have productive

1 discussions with a group of stakeholders invested
2 in the residential opportunity that we're
3 exploring, presently at 31 Elm, including the
4 mayor of the city of Springfield, who's been a
5 real proponent in this project and convened
6 regular meetings. We've had stakeholders from
7 the legislature, including Chairman Joe Wagner,
8 involved in these discussions; secretary Jay Ash
9 and the developer Wynn Development out of Boston,
10 along with Peter Picknelly's Opal Development
11 Group. We've been in the discussion, and we've
12 had probably the most productive discussions
13 we've had to date in terms of really narrowing
14 the gap on the economics of the viability of this
15 project. I don't think we're there yet, but we
16 are closer than we've ever been. And for that
17 reason, we continue to have regular discussions,
18 and we're hopeful that well in advance of our --
19 what is, you know, our March of 2019
20 decision-making deadline, we'll know whether this
21 project is viable.

22 Mike can jump in, but I think we have
23 more hope on his viability than we've had
24 previously, based on some recent discussions.

25 MR. MATHIS: Yeah. I would just echo

1 that. I've personally been involved -- I'm
2 losing track of my days -- but earlier this week,
3 where some really committed people, stakeholders
4 in this discussion are trying to figure out how
5 we can contribute more, reduce a little bit of
6 the scope and get there on this project. So I'm
7 as encouraged as I've been in quite some time.
8 And they were respectful enough to let us get
9 through the opening to have that conversation.
10 So a long way to go, but looking forward to
11 giving you future updates, and we're working
12 pretty hard. There's a little bit of light at
13 the end of the tunnel on this building, which I
14 know we're all committed to trying to activate if
15 we can.

16 MR. STRATTON: And then shifting to
17 Armory, as I think most of you saw when you were
18 out there, we activated the Armory for M life
19 experience and did M life registrations. That
20 was phenomenally successful. We had people in
21 the building all day every day. We're now in
22 what I'd characterize as a transition phase.
23 We're no longer doing the M life Experience
24 Center there, and we're now, having seen how
25 people interact in the building, how people want

1 to see the building, we're now planning for
2 future use to activate it.

3 And one of the near-term activations --
4 you saw the yoga on the plaza -- we're also doing
5 what we call Stretches and Spirits Yoga in the
6 Armory. That's one that I may try. Early
7 morning doesn't work for me. So it should be
8 interesting to see what the reaction is to that
9 programming. That will be later this month. And
10 then as we move toward November, December, the
11 holiday season, I believe we've previously
12 discussed the activation that we're going to
13 collaborate with Kringle Candle on for a
14 holiday -- Kringle holiday programming in that
15 building, which we think will be very successful.

16 And then I'll turn it over to Mike to
17 talk about a new development in programming in
18 the new year at the Armory.

19 MR. MATHIS: As we've talked about in the
20 past, this is really probably our signature
21 building on the property. I think it's been
22 wonderful to do flex programming there because,
23 like, different people in there with different
24 experiences, and I think it's a little bit of the
25 strategy while we think about a long-term use for

1 the building.

2 But one of the programming pieces, we're
3 announcing this morning a partnership with John
4 Tobin Presents. As you know, he's a former city
5 council for Boston. He's behind Laugh Boston,
6 which is the comedy club out of the Westin. We
7 were introduced to him some time back, and he
8 expressed an interest in doing a comedy club, and
9 we could think of no better venue than our
10 Armory. So we will start a program with -- we're
11 calling it the Roar Comedy Club.

12 CHAIRMAN CROSBY: Roar?

13 MR. MATHIS: Roar. January 3rd through
14 5th, and we'll start rolling out a series of
15 comedy programs with that group, starting in the
16 new year. So just one more way to activate the
17 space and bring different people to the resort.

18 COMMISSIONER ZUNIGA: How are the
19 acoustics? I'm curious. Have you tried -- have
20 you tried them?

21 MR. MATHIS: Yeah. They're very good. I
22 think opening night, we had a symphony ensemble
23 in there; and by all accounts, it sounded really
24 great. Unfortunately, I didn't get there. I was
25 probably doing something else in the other part

1 of the facility. But, yeah. Good acoustics.

2 CHAIRMAN CROSBY: It's absolutely
3 beautiful. You did a great job with the space.
4 You know, people around here know the Liberty
5 Hotel, also cleaned out the inside of an old
6 classic building like that and looks like that
7 space. It's really a great-looking space.

8 COMMISSIONER ZUNIGA: That's great.

9 MR. MATHIS: So we'll continue to program
10 it and give you updates as you find new and
11 interesting things to do in the Armory and the
12 plaza and in the square.

13 MR. STRATTON: I believe that concludes
14 our report.

15 COMMISSIONER ZUNIGA: I was reminded,
16 you've also -- Dave's Furniture, that space, did
17 you want to talk a little bit about that?

18 MR. MATHIS: Yeah. I'd be remiss if I
19 didn't close on that. So we are -- we've
20 announced a tentative agreement with Mark
21 Wahlberg and the Wahlburgers Group on putting a
22 Wahlburgers up. We're moving forward in the
23 implementation of that project. Mark was great
24 enough to come out for our grand opening event
25 and did some press for us to announce the

1 project. And certainly a lot of excitement about
2 having that brand in an individual like Mark tied
3 to the project and coming out to western
4 Massachusetts.

5 So we're going to work through the
6 timing on construction, maybe keep him around a
7 little longer in 2019, and we'll give you an
8 update on the opening date. But right now we're
9 shooting for later in 2019. And I mentioned
10 earlier, but just to close, Regal Cinema,
11 September 27th opening. And they're going to do
12 a series of charitable nights. Their version of
13 a test night where, for all intents and purposes,
14 starting that week, the cinema will be open to
15 the public and proceeds will go to certain
16 charities, and they'll use that to train their
17 staff leading up to September 27th grand opening.

18 So that will be when we relaunch our
19 communication around underage access and
20 restrictions, uses of the facility. That's a
21 little built of how we're thinking about the
22 timing on that.

23 CHAIRMAN CROSBY: And one of these days
24 you're going to get my fastest Indian moving over
25 there.

1 MR. MATHIS: That's right. That's right.
2 We've got that and some of the fun Las Vegas
3 stuff that we thought would be good to show off
4 in the theaters.

5 COMMISSIONER ZUNIGA: You know, I want to
6 make a comment, Mike. Maybe you'll remember
7 meeting in Springfield when you first proposed
8 the design changes to -- that included the tower.
9 I was a very vocal skeptic of those at that time.
10 And if you fast-forward to today, you clearly
11 have met a lot of the bulk of all the
12 requirements by the promises that you made to us
13 and the City. At the time I had this little
14 feeling that you were walking some of them back,
15 but your efforts today -- and some of them
16 continue -- are really important to remark, and I
17 thank you for that.

18 CHAIRMAN CROSBY: Great.

19 COMMISSIONER CAMERON: Thank you.

20 CHAIRMAN CROSBY: Okay. We're still on
21 MGM, but it's item C, which I guess is going to
22 be Commissioner Stebbins.

23 COMMISSIONER STEBBINS: Sure. Thank you,
24 Mr. Chairman. And to my colleagues, I hope I can
25 update you as to the authority you assigned me

1 with respect to MGM Springfield and their
2 temporary operations certificate. On August 2nd
3 at our meeting out in Springfield, you delegated
4 to me the authority to issue a temporary
5 certificate of operations, if I was satisfied
6 that MGM Springfield had satisfied their license
7 conditions and was prepared for gaming
8 operations. In the future, we might want to
9 consider the appointment by a new title: The
10 Commissioner Who Can Go Without the Most Sleep.

11 COMMISSIONER CAMERON: Did you think you
12 may have surpassed the previous opening with that
13 title?

14 COMMISSIONER STEBBINS: Absolutely.
15 Absolutely. You know, when you get back to the
16 hotel room and you're telling the front desk,
17 "Can you wake me up in two hours," it was kind of
18 pointless, I think.

19 CHAIRMAN CROSBY: We're having a
20 competition for who gets to do this for the next
21 project.

22 COMMISSIONER STEBBINS: Enrique just
23 raised his hands. I was honored to watch the two
24 preopening test nights August 16th and August
25 20th of our licensee. At this point let me add

1 my thanks to our team, beginning with Bruce Band
2 and Burke. For Bruce, this was his 17th casino
3 opening. He tells me it was his favorite. His
4 favorite. I can add that both men, joined by
5 Angela Smith, organized their incredible team to
6 be prepared for the two test nights. You know,
7 the names, I'd be remiss, I'd probably miss a few
8 people, but certainly Sturell and Eric and so
9 many others so helpful to that night.

10 As you know, they were assisted by our
11 Gaming Enforcement Unit, the collaborative of our
12 state police under Tim Babbin. The finance team,
13 the responsible gaming team with Mark Vander
14 Linden. Our licensing team, Paul and Bill. Our
15 IT team under Katrina's leadership from our
16 office here in Boston.

17 To say it was a team effort would be an
18 understatement. Everybody was up to the task
19 those two nights, and I can say that their work
20 was outstanding.

21 During each test night, our teams
22 reported back on critical operational tasks that
23 are guided by our regulations. I'm also pleased
24 to say that at joint meetings with our licensees
25 and their team, our team made thoughtful but firm

1 recommendations in discussions about those key
2 operational issues. Mike, I think, touched on a
3 couple of the upgrades and activities that MGM
4 has undertaken as a result of some of those
5 assessments after the two test nights.

6 The benefit of a second test night with
7 adequate time between the two dates, I think,
8 allowed our licensees to work with their
9 employees and take some of those positive
10 corrective steps. The team gave me the
11 opportunity to shadow them as they went about
12 their work, monitoring work, including actions
13 taking place in the pit, security measures,
14 procedures for the count room and the cage,
15 alcohol service and security required by our
16 alcohol license, to name just a few of the
17 activities they allowed me the opportunity again
18 to shadow them on.

19 All of this review was required before
20 making a final decision on the temporary
21 operations certificate. The team worked together
22 to offer their final recommendations on that
23 temporary operations certificate, and I agreed
24 that MGM Springfield was prepared to receive
25 their TOC on August 22nd.

1 Oh. Also a shout-out to John and Joe,
2 who were also on site for a number of those days
3 to look at some of the final construction
4 measures that were completed, before the TOC was
5 approved. Obviously, the temporary operations
6 certificate was required so MGM could proceed
7 with their VIP night and grand opening on the
8 24th.

9 Opening day certainly required the
10 continued oversight and on-site investigative
11 work of our IEB team. New issues emerged, and I
12 was pleased to say that many of those were
13 addressed directly with our Executive Director
14 Bedrosian and the team with Mike, with Anton, the
15 Springfield team the very next day, that
16 Saturday, the 25th. I've continued to work with
17 staff since the opening to monitor how things are
18 going and have had the chance to actually be on
19 property again. I'm confident and have seen
20 evidence that our team and the MGM staff is
21 working diligently to stay on top of certain
22 issues. Obviously our role continues beyond the
23 days after the doors have opened.

24 I note that in part due -- and it's been
25 mentioned here already this morning -- to the

1 unique nature of these premises, the issue of
2 minors accessing the gaming floor has been an
3 issue our folks continue to work with MGM
4 Springfield on. I believe some level of this can
5 be attributed to the newness factor of the
6 facility, as well as the kind of long-awaited
7 excitement of MGM's opening. But I'm glad to see
8 that MGM has undertaken some good policy changes
9 as well as using some public pronouncements to
10 correct the issue. Ongoing evaluation of this
11 issue, I think, remains part of our critical
12 authority.

13 Two additional oversight items remain.
14 Those are up for 90-day review. Those include
15 monitoring of the crosswalk areas within the
16 gaming area as well as the alcohol beverage
17 control procedures for the Armory Plaza. Again,
18 one of the helpful lessons I learned through this
19 process is a suggestion that we require licensees
20 to conduct at least two test nights and, again,
21 with the adequate time between the two dates, to
22 complete assessments of gaming operations. I
23 think that allowed suitable time for our team and
24 our licensees to work together.

25 CHAIRMAN CROSBY: Did we have two for

1 Plainridge?

2 COMMISSIONER CAMERON: We did not.

3 COMMISSIONER STEBBINS: We had one which
4 was the night before.

5 COMMISSIONER ZUNIGA: The all-nighter.

6 CHAIRMAN CROSBY: The night before,
7 that's right.

8 COMMISSIONER STEBBINS: But it gives our
9 team and I think our licensee's team a chance to
10 kind of flesh out some issues and make some
11 changes so that the licensee is ready to operate.

12 CHAIRMAN CROSBY: Right.

13 COMMISSIONER STEBBINS: I'm here with
14 staff to recommend that the full Commission
15 ratify the temporary certificate and make it
16 permanent. But with the conclusion of my report,
17 I'm certainly willing to answer any questions,
18 but I'd turn it over to Executive Director
19 Bedrosian and our staff to give us their
20 position, and then we can come back and I can
21 make the appropriate motion around a permanent
22 operating certificate.

23 MR. BEDROSIAN: Good morning again.

24 Executive Director Bedrosian.

25 Commissioners, I'm here with staff to

1 recommend that you make the temporary operations
2 certificate permanent. I am satisfied that with
3 our traditional regulatory authority, we can
4 address any concerns in either gaming operations,
5 license conditions, or with the gaming beverage
6 license.

7 Additionally, as Commissioner Stebbins
8 pointed out, I remind you, you have asked for a
9 90-day review in two areas -- the gaming beverage
10 license as it applies to the plaza, and minors
11 traversing the gaming floor across the crosswalk
12 area. I have asked Director Band to have his
13 agents pay particular attention to these issues
14 so we can give a data-driven report at the review
15 time.

16 CHAIRMAN CROSBY: Excuse me. We also
17 have the review of the sign in 90 days; right?

18 MR. BEDROSIAN: That's correct. I'll
19 have them go out and take notes and assign those.
20 So I have a couple of -- I have Director Band and
21 construction manager here to give you an update,
22 but I will tell you there were obviously other
23 senior folks we talked to to get to this point --
24 our CIO, our CFO, our licensing folks,
25 responsible gaming. So we have checked with

1 everyone to come to this conclusion.

2 But we just want to give you a couple of
3 the highlights. So I don't know, Joe, do you
4 want to start?

5 JOE DELANEY: Joe Delaney, construction
6 project oversight manager. With respect to the
7 project construction, of course, construction is
8 substantially complete. There's certainly some
9 punch list items that are still being worked on,
10 but that's, you know, par for the course for a
11 project of this nature. All of the operational
12 permits have been obtained by MGM or their
13 tenants from the city and the state. So
14 everything is fine with that respect. Most of
15 the project does continue to operate under a
16 temporary certificate of occupancy issued by the
17 City of Springfield.

18 That temporary certificate of occupancy
19 runs through the end of October. It's expected
20 that the final certificates will be received by
21 mid-October and that we will -- we'll obtain
22 copies of those when they're issued, and we'll
23 maintain those for our files.

24 Final certificates of occupancy have
25 been issued for the day-care center, for 95 State

1 Street, and we expect the final certificate of
2 occupancy for Kringle Candle will be issued today
3 by the City of Springfield.

4 Of course, as we have talked about
5 numerous times before, there are still several
6 items that have not been completed with the
7 project, for which the Commission has granted
8 time extensions in the past. These include the
9 offsite housing, the Dave's Furniture site, the
10 solar photovoltaic system on the parking garage,
11 and some of the transportation demand management
12 requirements that will be done as part of an MOU
13 with PVTA.

14 And as usual, we'll continue to track
15 those items closely and continue to follow up on
16 them. And just overall, you know, we've spent
17 the past several months verifying compliance with
18 all the various permits, licenses, and agreements
19 that MGM has entered into, which include the
20 RFA2, the host community agreements, surrounding
21 community agreements, MEPA document Section 61,
22 site plan review, and so on. And we're
23 continuing to work with Brian Packer and his team
24 to finalize some -- the closeout of some of these
25 items and to obtain final documentation of all of

1 these for our records for any future auditing
2 purposes.

3 BRUCE BAND: Hi, I'm Bruce Band,
4 Assistant Director and Gaming Agents Division
5 Chief. I'm here to kind of report on the
6 operations during the test nights and everything.

7 During the initial start-up on the test
8 night, we observed gaming operations for
9 compliance with the regulations, including table
10 games, slots, counts, cashiers cage operations,
11 security, surveillance, and card and dice
12 procedures. We also worked closely with ABCC and
13 our licensing folks on the beverage license
14 issues.

15 During the two test nights, we observed
16 some minor problems in various areas of
17 operations. But in the following days we were
18 able to correct these areas, working closely with
19 MGM to take care of our concerns.

20 It's been 21 days since the opening on
21 August 24th. During that time, MGM has been
22 improving every day. I'm satisfied that MGM is
23 operating professionally and within our
24 regulations. I am comfortable that we can
25 regulate MGM Springfield comfortably.

1 I have been involved in 17 openings
2 during my career. Things happen, but this is one
3 of the best planned and well-executed openings
4 I've ever been involved in. It's a credit to
5 them. As Executive Director Bedrosian said, I've
6 asked the agents to pay particular attention to
7 the minor access issues and the beverage license
8 on the plaza. That being said, it does not mean
9 that we won't be paying close attention to the
10 other areas of operations as well.

11 In closing, I'd like to give a special
12 thanks to the Gaming Agents Division, GEU,
13 licensing, financial investigation team, and
14 everyone at MGC for their hard work and
15 professionalism during this opening.

16 CHAIRMAN CROSBY: Great. Comments?

17 COMMISSIONER ZUNIGA: I actually have a
18 question. The draft of the operations
19 certificate here has 3,000 slot machines. I know
20 currently there are less. 125 table games. I
21 don't know where they are then. But the point is
22 that these gaming positions -- the gaming
23 positions may change for the next, you know,
24 depending on how you see the business. If we
25 approve this as it reads -- it says "up to" --

1 would we need to have -- would we have to approve
2 a change whenever they go over these and issue
3 another operations certificate? Does it make
4 sense for us to approve higher than what is
5 intended so that there's no need to come back to
6 the Commission for another approval?

7 MS. BLUE: Catherine Blue, General
8 Counsel. I worked on these numbers with Seth
9 Stratton. We did put room in there to give some
10 leeway to move up as time went on. So that's why
11 you see the numbers that you do. Both of the
12 slot machines and the table games have
13 flexibility in terms of numbers. That's not the
14 total that's currently there. Same with the
15 position. So ultimately if we did go up and past
16 those numbers, we'd consider doing another
17 certificate of operations. But we think we have
18 some flexibility now, and we should be good for a
19 little bit.

20 COMMISSIONER ZUNIGA: Okay. And the flip
21 side of this is, is this number the one that we
22 will use for the actual assessment? Or is that
23 on the existing ones and a separate approval?

24 MR. BEDROSIAN: I think that that's fair
25 to say that that's still an issue we'll have to

1 work out. We've had different views on that in
2 the past.

3 COMMISSIONER ZUNIGA: Let's come back to
4 that later, then.

5 CHAIRMAN CROSBY: Commissioner?

6 COMMISSIONER CAMERON: I just -- I was,
7 knowing the experience of Director Band,
8 impressed by the fact that this opening is, by
9 his account, the smoothest; and that's, I think,
10 all the teams working together. I'm just very --
11 you know, I've been mostly involved with the
12 public safety end of things as far as how well
13 they're all working together, and I'm very
14 pleased with that. This is another aspect. So I
15 just think it's a tribute to everyone, all the
16 teams involved. And that's high praise coming
17 from our experienced friend from New Jersey.

18 CHAIRMAN CROSBY: Okay. I guess we are
19 ready for a motion?

20 COMMISSIONER STEBBINS: Sure. And it's
21 nice to hear Bruce say that about this facility
22 and, as we've already talked about, kind of a
23 unique -- a unique facility that it is. So
24 that's double kudos. And also thank you to
25 Marian Dooley. She was out there as the esteemed

1 note-taker on the spot, since some of us are
2 technologically challenged. She was right there
3 to help us pull the notes as they were coming in
4 from everybody doing the investigative work on
5 the floor.

6 Mr. Chair, I'd move pursuant to 205 CMR
7 151.01, Section 3, that the MGM Springfield is in
8 material compliance with all of the prerequisites
9 for the issuance of a permanent operations
10 certificate and that the Commission issue a
11 permanent operations certificate to MGM
12 Springfield. I further move that the issuance of
13 the permanent operations certificate is subject
14 to MGM Springfield's continued compliance with
15 all of its project commitments and conditions
16 that are part of its application, its license and
17 permits, and that such permanent operations
18 certificate is subject to compliance with the
19 conditions and agreements previously imposed by
20 the Commission on MGM Springfield.

21 CHAIRMAN CROSBY: Second?

22 COMMISSIONER ZUNIGA: I second that.

23 CHAIRMAN CROSBY: Any further discussion?

24 All in favor?

25 [Motion carried.]

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

3 COMMISSIONER ZUNIGA: Thank you.

4 COMMISSIONER CAMERON: Congratulations.

5 CHAIRMAN CROSBY: All right. We will
6 take a quick break and come back in a few
7 minutes.

8 COMMISSIONER STEBBINS: Before we go,
9 let's make sure we get our signatures on it.

10 (A recess was taken from 1:30 p.m. to
11 1:44 p.m.)

12 CHAIRMAN CROSBY: All right. Are you
13 guys ready? Okay. We are reconvening public
14 meeting number 251, and we are back to Ombudsman
15 Ziemba.

16 MR. ZIEMBA: Thank you, Mr. Chairman,
17 Commissioners.

18 Next up is a request for reappointment
19 of several members to the local community
20 mitigation advisory committees and subcommittees
21 under the Gaming Policy Advisory Committee. I'm
22 joined on this item and on the next item by Joe
23 Delaney, construction project oversight manager;
24 Jill Griffin, director of Workforce, Supplier,
25 and Diversity; and Mary Thurlow, program manager.

1 As for the LCMAC appointments, the local
2 community mitigation advisory committee
3 reappointments, I have included the biographies
4 of the appointees that were provided to you last
5 year. We are recommending the following
6 reappointments for the Region B LCMAC: Mr. Rick
7 Sullivan for the Region B representative from a
8 regional economic development organization; Allen
9 Petachnick from one of the two human service
10 provider appointees; and Kate Kane for the
11 Chamber of Commerce representative for Region B.
12 Although Kate has indicated that she will not
13 continue for the whole year, she has agreed to
14 stay on for the foreseeable future while we work
15 on a replacement.

16 For the Region A LCMAC, we are
17 recommending Colin Kelly as the Chamber of
18 Commerce representative, and we are also
19 recommending Mayra Negron-Rivera as the Human
20 Service representative for Region A. We're very
21 pleased that these very qualified individuals
22 helped us over the past year and have agreed to
23 continue to help us.

24 In prior years, we recommended that
25 these appointments should be at the pleasure of

1 the Commission. In addition to these
2 appointments, the Commission needs to appoint a
3 Commission representative for the subcommittee on
4 community mitigation, a representative on the
5 Public Safety Subcommittee, and also a
6 representative on the subcommittee on Addiction
7 Services. Last year the Commission appointed
8 Mark Vander Linden.

9 And as you know, Mark, Commissioner
10 Zuniga and Chairman Crosby have all been actively
11 involved in the issues of relevance to this
12 subcommittee.

13 So I will turn it to a discussion by the
14 Commission regarding either the reappointments to
15 the LCMAC or to gauge interest by the
16 Commissioners for the appointments to the
17 subcommittees as they've proven to be very
18 beneficial to the working of these subcommittees,
19 both internally and externally. So I will turn
20 it over to the Commission.

21 CHAIRMAN CROSBY: Why don't we start out
22 with the LCMAC. Any comments or questions or
23 thoughts about that? I think they're all --

24 COMMISSIONER ZUNIGA: No, I think they're
25 all great. They're all reappointments, and I

1 think at this point it's great that they want to
2 continue to serve with that one exception that
3 you mentioned.

4 CHAIRMAN CROSBY: So this says that we
5 still need another one for the human service?

6 MR. ZIEMBA: Yeah. We're working on some
7 vacancies, the addiction services, and that's the
8 one we really have to focus on.

9 CHAIRMAN CROSBY: Do we need a vote on
10 the LCMAC?

11 MR. ZIEMBA: Perhaps we would do the vote
12 in general, unless you wanted to take the
13 subcommittee appointments individually?

14 COMMISSIONER CAMERON: One general vote
15 for all of these individuals? Does that work?

16 MR. ZIEMBA: And the subcommittees as
17 well? Or either way you want to do it is fine.

18 COMMISSIONER CAMERON: We'll separate it
19 out for the subcommittees, okay?

20 CHAIRMAN CROSBY: Let's do the LCMAC
21 first.

22 COMMISSIONER CAMERON: So Mr. Chair, I
23 move that we reappoint Mr. Colin Kelly,
24 Ms. Negron-Rivera, Ms. Kane, Mr. Sullivan, and
25 Ms. Pattersnick --

1 MR. ZIEMBA: Petatchnick.

2 COMMISSIONER CAMERON: Petachnick to the
3 various regional local community mitigation
4 advisory committee appointments for the different
5 regions.

6 CHAIRMAN CROSBY: Second?

7 COMMISSIONER ZUNIGA: Second.

8 CHAIRMAN CROSBY: Further discussion?

9 All in favor?

10 [Motion carried.]

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

13 So let's take the community mitigation
14 advisory subcommittee first. I think that we
15 have talked with -- or I've talked with
16 Commissioner Stebbins, and he is willing to take
17 that seat. Am I right about that?

18 COMMISSIONER STEBBINS: I offered to
19 arm-wrestle Commissioner O'Brien for it. She
20 quickly said "no mas."

21 [Laughter.]

22 Funny how that worked.

23 CHAIRMAN CROSBY: Before she even put her
24 arm out.

25 COMMISSIONER STEBBINS: Before she even

1 put her arm out. But yeah, I'm happy to help out
2 on the committee and certainly would invite her
3 to kind of, where her schedule allows, kind of
4 sit in on some of the kind of policy-level
5 discussions in terms of how we're going to use
6 the fund in the coming year.

7 CHAIRMAN CROSBY: I think that's great.
8 And I do think it's important. We could make it
9 a staff person, as it's clear here, but I think
10 it's really important to have Commission
11 representation in that work. It's a big part of
12 the work that gives us a window into it, as well
13 as from the staff. So I think that's great, and
14 I appreciate your picking that up.

15 COMMISSIONER STEBBINS: And just -- you
16 know, Commissioner O'Brien certainly has a long
17 work experience in terms of audit and oversight,
18 and I think as the community mitigation
19 committee's work is now getting into year two and
20 three, I think she certainly has something to
21 contribute in terms of going back to previous
22 projects we've approved and funded and how some
23 of those policies and recommendations can kind of
24 move forward. Happy to share.

25 CHAIRMAN CROSBY: The other thing,

1 starting this fiscal year we'll have the
2 community mitigation fund -- the funding of that
3 building up pretty substantially. And that's
4 going to be something that we haven't really done
5 that; we haven't done operations mitigation yet
6 with real money behind it. So that's going to be
7 quite an extraordinary experience. And I think
8 developing the policy, how do we want -- it's
9 easy to say, yeah, you can mitigate operations.
10 But we know we've had to decide what is included
11 in operations. And there can be all kinds of
12 interesting, creative uses of that money. And
13 all the more important, I think, that we have
14 Commission representation in that kind of -- in
15 that policy development. Okay, that's great.

16 And the public safety subcommittee, I
17 believe Commissioner Cameron has agreed to serve
18 for another term?

19 COMMISSIONER CAMERON: I have. And
20 Commissioner O'Brien is going to assist as well
21 with this. She has tremendous experience in
22 public safety, and certainly I welcome her input
23 and insight into the committee work.

24 CHAIRMAN CROSBY: Great, thank you. And
25 the addictions services subcommittee, Mark is

1 terrific on this. Director Vander Linden. But
2 do you have any interest in replacing that or --

3 COMMISSIONER ZUNIGA: You know, yeah. I
4 would be interested in being a part of it. I'm
5 not sure that that subcommittee has met all that
6 much, given other appointments.

7 CHAIRMAN CROSBY: Well, we had a hard
8 time.

9 COMMISSIONER ZUNIGA: We've had a hard
10 time from the Governor's office, and there's a
11 couple of other people that are supposed to be
12 appointed. Perhaps this could be a good
13 opportunity to follow the same logic in terms of
14 Commissioner appointment involvement as well as
15 we'll need to activate that now that we have now
16 a Category 1.

17 CHAIRMAN CROSBY: Yeah, I think that's
18 right. And Director Vander Linden can and will
19 be very involved.

20 COMMISSIONER ZUNIGA: Absolutely.

21 CHAIRMAN CROSBY: But I think having you
22 be our formal nominee would be great.

23 COMMISSIONER ZUNIGA: Yeah.

24 CHAIRMAN CROSBY: Okay. Everybody all
25 right with that? All right. We have a motion, I

1 guess. You're not nominated, so how would you
2 like to make a motion?

3 COMMISSIONER O'BRIEN: Sure.

4 Mr. Chairman, I move that Commissioner Bruce
5 Stebbins be appointed as the representative for
6 the community mitigation advisory subcommittee,
7 that Commissioner Cameron be appointed to the
8 Public Safety Subcommittee, and that Commissioner
9 Zuniga be appointed to the Addictions Services
10 Subcommittee.

11 CHAIRMAN CROSBY: I'll second that.

12 COMMISSIONER ZUNIGA: Closer to you, yep.

13 >> Is it on?

14 COMMISSIONER CAMERON: It wasn't. It is
15 now.

16 CHAIRMAN CROSBY: Did you get that all
17 right, or does she need to do it again? Do it
18 again?

19 COMMISSIONER O'BRIEN: Do it one more
20 time? Certainly. Mr. Chair, I move that the
21 Commission approve Commissioner Bruce Stebbins to
22 be appointed to the Community Mitigation Advisory
23 Subcommittee, that Commissioner Gayle Cameron be
24 appointed to the Public Safety Subcommittee, and
25 that Commissioner Enrique Zuniga be appointed to

1 the Addictions Services Subcommittee for the
2 upcoming year.

3 CHAIRMAN CROSBY: I'll second. Further
4 discussion? All in favor?

5 [Motion carried.]

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

8 COMMISSIONER ZUNIGA: Thank you.

9 MR. ZIEMBA: Thank you, Mr. Chairman.
10 Next on the agenda is the beginning of the
11 process for the 2019 Mitigation Fund Application
12 guidelines.

13 Chairman and Commissioners, earlier this
14 year we announced Community Mitigation Fund
15 Awards pursuant to the Commission's 2018
16 Community Mitigation Fund guidelines. The item
17 before you today is the beginning of the process
18 for approving the guidelines for the next year's
19 program.

20 By statute, applications by communities
21 and other governmental entities are due to the
22 Commission no later than February 1st of each
23 year. In order to give communities time to put
24 together their applications, we plan to issue the
25 final guidelines for the 2019 program no later

1 than the beginning of December. That will give
2 applicants approximately two months to put
3 together applications after the final guidelines
4 have been issued. Applicants can also use the
5 period between now and the issuance of the
6 guidelines to determine what applications they
7 may file.

8 In order to solicit input and advice on
9 these guidelines in advance of the issuance,
10 we're reconvening meetings of the local community
11 mitigation advisory committee and plan to
12 reconvene meetings of the subcommittee on
13 community mitigation under the Gaming Policy
14 Advisory Committee. These committees include
15 appointees of hosts in surrounding communities,
16 regional planning agencies, the Massachusetts
17 Municipal Association, the Department of Revenue
18 Division of Local Services, and others will be
19 able to provide very valuable advice. We're
20 planning to have two meetings each of the Eastern
21 Mass. LCMAC, the Western Mass. LCMAC, and two
22 meetings of the subcommittee prior to the
23 issuance of our guidelines.

24 In order to make these meetings as
25 useful as possible, we recommend that we develop

1 this list of items that the committees could
2 discuss. In your packets we have included a list
3 of questions from last year and other issues that
4 staff has identified in the intervening period.
5 In addition to the questions that are included in
6 your packet, it is very likely that participants
7 at the meetings will generate their own questions
8 for discussion and for consideration by the
9 Commission.

10 My goal for today is to understand if
11 there are additional questions that the
12 Commission would like to explore as we develop
13 the guidelines or the Commission would like to
14 delete or change any question on the list. We
15 anticipate coming before the Commission at least
16 twice more on the guidelines by the beginning of
17 December -- once to report back on the input we
18 have received and to get approval of a working
19 draft of the guidelines, and once they finalize
20 such guidelines. So today is designed to just
21 get consensus on a list of questions which will
22 likely grow and change as local discussions
23 continue. Of course, if Commissioners have
24 questions that they develop after today, we will
25 include those in any of those local discussions

1 as well.

2 So we don't anticipate trying to answer
3 any of these questions today. I won't go over
4 every question on that list. This is a rather
5 voluminous document. However, let me just
6 highlight a few things that I think that there
7 will be active discussions on over this fall. We
8 won't go into too much depth about them, but I
9 just want to highlight some of the big items that
10 we'll be considering.

11 One, workforce pilots. As the
12 Commission is aware, for the last two years, we
13 have had workforce pilots in Region A and Region
14 B. This has been one of the most recommended
15 aspects of our mitigation fund program, and we'll
16 be taking a look at what those pilots would
17 encompass, if we move forward and continue those
18 into the new year. But I just wanted to allow
19 Jill Griffin to just give us a couple sentences
20 about, you know, how those have worked and
21 acknowledging that we'll be looking at those in
22 the future.

23 MS. GRIFFIN: Good morning,
24 Commissioners. As you know, the work --

25 CHAIRMAN CROSBY: Will you introduce

1 yourself?

2 MS. GRIFFIN: Jill Griffin, Director of
3 Workforce, Supplier, and Diversity Development.
4 As you know, the workforce pilot grants are
5 intended to address the labor market and
6 workforce impacts related to the casino
7 licensee's arrival in the region.

8 We've started to see some real exciting
9 impacts from these grants. And I know you were
10 able to recently visit the Holyoke Community
11 College MGM Culinary Arts Institute, a beautiful
12 \$6.2 million facility. They've been able to run
13 two cohorts of line cook training. And most of
14 those individuals, about 30 individuals, have
15 been hired by MGM. So very successful. And they
16 will be starting a winter training soon, or a
17 training in the winter. And the Gaming Institute
18 has their first cohort, 86% of the individuals
19 graduated. And 72 of those individuals were
20 awarded scholarships. And 86% of those
21 individuals were hired by MGM. 86%.

22 They're starting another round of
23 classes, actually, Monday. They started the
24 blackjack classes. And then in October, various
25 other classes will start. So that's really

1 exciting.

2 And as you know, the adult basic
3 education classes continue. We should be getting
4 a report soon on those programs that are
5 sponsored by the City of Springfield and the
6 Springfield Technical Community College.

7 And in Eastern Mass., we have the Metro
8 North Regional Employment Board and the Boston
9 Private Industry Council who are working
10 together. They recently convened all career
11 counselors and career centers in the region to
12 meet with Encore Boston Harbor to better
13 understand the job requirements and the jobs
14 needed in the region, to hear about the gaming
15 school that will be opening very soon. And
16 that's very exciting to hear about those
17 collaborations, because they're also making the
18 various trainings open to folks in Boston and in
19 Metro North. So they're opening and
20 collaborating, and we should be hearing also more
21 information about the specifics, too.

22 MR. ZIEMBA: One thing I should note for
23 you, Commissioners, is that in our grant
24 contracts, we require quarterly reporting and
25 annual reporting. And the annual reporting is

1 more of a substantive narrative about the status
2 of the current programs. We're in the middle of
3 collecting those annual reports. We will forward
4 those to all of the Commissioners for your
5 review, and we will also compile all of those for
6 consideration by the subcommittee on community
7 mitigation. So what we're going to be hopefully
8 be able to do is show the progress that all of
9 our grantees have made, you know, since the
10 2017/2016 awards and maybe even more, to a
11 limited extent, since the 2018 awards. But, you
12 know, not likely that much progress since they
13 were just made. But we'll provide all those to
14 you.

15 COMMISSIONER ZUNIGA: Along those lines,
16 I remember well the visit to Holyoke Community
17 College. There were a number of anecdotes that
18 they told us that are really powerful. I think
19 we should make an effort to also incorporate some
20 of those anecdotes that really, you know, paint
21 the picture of the impact, backed by the numbers
22 that you mentioned, in terms of percentages hired
23 of people through the system, will be a really
24 good, you know, complement to understanding the
25 overall impact of this effort.

1 It occurs to me that we should continue,
2 given that at MGM, even though it's open, there
3 is a level of turnover that is part of the
4 industry, and especially the first couple years.
5 You know, it stabilizes at some point. But I
6 also will be interested in whether MGM or us or
7 the community colleges can make a point of
8 targeting people currently employed at MGM maybe
9 in a service capacity that will give them the
10 opportunity to perhaps career advance into, you
11 know, a higher-paying, you know, position or a
12 more skilled position. I think that could also
13 be a very important target of this effort.

14 MS. GRIFFIN: Absolutely. I actually was
15 speaking this morning to the director of MCCTI,
16 Michele Cabral, who spoke about the various
17 courses that are geared towards either newcomers
18 or folks who need to brush up on their skills.
19 But I think your point is a good one.

20 COMMISSIONER ZUNIGA: Thank you.

21 COMMISSIONER STEBBINS: Just to add to
22 that, you know, it's interesting that as we think
23 about our work and providing assistance to the
24 community mitigation fund that we should look for
25 some direct tiebacks to the ongoing research work

1 that Director Vander Linden and his team are
2 doing. We'll actually be able to take
3 data-driven results and apply those to some of
4 the community mitigation requests or policies
5 that are going to continue to be in front of us
6 and be able to back those up with some solid
7 data, be it, you know, the employee survey, be it
8 economic impact and some of the other areas of
9 research that's ongoing. But kind of combining
10 these two bodies -- two activities of work is
11 important.

12 CHAIRMAN CROSBY: That's a great point.
13 That applies equally to the public safety side,
14 too, which is natural because you're very
15 involved in both. But that was the whole point
16 of the research was to inform policy development.
17 So that's a great point we don't want to lose
18 sight of. Other thoughts? Or particularly I
19 guess we're being asked to react to the proposed
20 questions.

21 MR. ZIEMBA: Mr. Chairman, if I could
22 just mention a couple of quick items, I'll be
23 very brief. So a couple of the other items are
24 we'll again take a look at whether or not this is
25 the year that we consider utilizing mitigation

1 funds for construction of transportation
2 projects. As you know, currently we only pay for
3 design and permitting costs. Obviously, we're in
4 no position to pay for, you know, some of the
5 costs of rather gargantuan projects, but maybe
6 there are some things that we can do with
7 construction, and that's something we'll discuss
8 with the regionals.

9 In that regard, one specific item that
10 we'll take a look at is the Commission has been
11 on the forefront of supporting the connection to
12 the Assembly Square MBTA station through
13 potentially a connector bridge in combination
14 with a pedestrian bridge across the Mystic. And
15 one thing that we would like to explore this
16 upcoming season is whether or not we can devote
17 some funds to that effort. We've already given
18 \$425,000 for the design of the so-called
19 connector bridge which takes one from Draw Seven
20 Park, directly to the head house of that Assembly
21 Square Station, and we'll take a look at whether
22 or not a contribution would be warranted, given
23 how supported that project is.

24 And one other thing that we'll take a
25 look at in addition to the Chairman, you

1 mentioned, we really have to take a look at the
2 operations -- operational-related impacts; what
3 data do we have? Is now the time that we address
4 some of those operational impacts? And when will
5 we have some of the data to support whether or
6 not the impacts are real? The extent of those
7 impacts.

8 And then finally, one of the big
9 questions that was discussed at the regionals
10 last year was should we split the fund by region?
11 Is this the year to begin the split by region?
12 We have revenues coming in from MGM Springfield.
13 We do not yet have revenues coming in from the
14 Encore facility. So is this now the time to
15 consider any split by region? That's something we
16 will discuss.

17 So with that, I welcome any questions
18 you may have about any items. And obviously,
19 Commissioners, if you come up with questions
20 after today, we will certainly bring that to the
21 attention of all of those that are discussing it.

22 COMMISSIONER ZUNIGA: So just a general
23 question. The questions in this document are
24 essentially some of the same questions in prior
25 years.

1 MR. ZIEMBA: Yes.

2 COMMISSIONER ZUNIGA: You're just
3 providing additional background. There's no
4 additional policy question yet?

5 MR. ZIEMBA: Well, I just listed some of
6 the ones -- the important ones. But I should
7 mention, Commissioner, we do annually relook at
8 prior decisions to see if we should change those.

9 COMMISSIONER ZUNIGA: Mm-hmm.

10 CHAIRMAN CROSBY: Any other questions or
11 thoughts? Questions or thoughts?

12 COMMISSIONER CAMERON: It's always a
13 thoughtful process with a lot of input from the
14 working groups, which is just terrific. It
15 really helps us make good decisions.

16 CHAIRMAN CROSBY: I just had one idea
17 that might be worth kicking around. I don't have
18 an opinion on which way it should go, but I think
19 it might be worth re-discussing the timing. We
20 now have this deadline of February. And we've
21 had experience with people having trouble making
22 that deadline. We sort of waived it. We kind of
23 worked around it. But we could do it on a
24 rolling basis. We could do it every six months,
25 you know. I think it would be worth talking to

1 the various advisory people.

2 Would that be an enhancement to the
3 process? It feels to me like we're a little bit
4 kind of artificially trying to force people into
5 this annual process, which may or may not be the
6 best way to do it.

7 COMMISSIONER ZUNIGA: There's one date
8 statutorily; right? The February date for the
9 submission is a statutory date. But, you know,
10 we don't have to decide all at once either. And
11 the rolling basis could certainly apply to how
12 we, you know, roll that out. I don't think
13 any -- there's any other constraints besides that
14 one.

15 CHAIRMAN CROSBY: It's just worth -- I
16 didn't realize about the statutory. So that's
17 important. But I think it's just worth talking
18 with people from the communities, basically. You
19 know, is there an easier, better way to do this
20 within the statutes?

21 MR. ZIEMBA: Mr. Chairman, I think that
22 makes sense. Again, we do have the statutory
23 date. We tried to accommodate that in previous
24 years, where we created sort of a reserve so that
25 we could have applications over a period of time.

1 We could certainly revisit the interpretation
2 that, hey, we have that one date by statute. But
3 that doesn't mean that there wouldn't be any
4 legislative relief for additional dates if we
5 need it. But we can certainly take a look at
6 that suggestion for our consideration.

7 COMMISSIONER ZUNIGA: Actually, we could
8 have some kind of statement of interest, you
9 know, at any time prior to that date from, you
10 know, from communities, from the committees where
11 people can simply just say, you know, how about
12 this for this community? Which would be a bit of
13 an early view into what may be that kind of
14 interest or demand. It's just a thought.

15 MR. ZIEMBA: That's good.

16 COMMISSIONER ZUNIGA: And we would still
17 be able to, you know, to make the formal date in
18 the case of, you know, this deadline.

19 COMMISSIONER STEBBINS: That's a great
20 suggestion. I mean, not to -- there are
21 differences, but mirroring after how we've done
22 some racing applications in that you have kind of
23 a placeholder which arrives by that statute date.
24 But we also understand that local communities are
25 really -- you know, their bandwidth for staff to,

1 you know, really flesh out a proposal and make it
2 thorough and thoughtful for our consideration may
3 take a little bit more time, and they might be
4 able to do that after the February 1st date, the
5 idea you share.

6 CHAIRMAN CROSBY: That's exactly the kind
7 of brainstorming I thought might be worth having.
8 Any other thoughts about this before we move on?
9 We don't need any actions taken on this; right?

10 MR. ZIEMBA: Nope. So we'll amend the
11 list of questions, include this additional
12 question with some background, and we'll get that
13 out to all of the committees.

14 CHAIRMAN CROSBY: Great.

15 MR. ZIEMBA: And we'll post the questions
16 on our website as well.

17 CHAIRMAN CROSBY: Great. Okay. Thanks
18 very much.

19 MR. ZIEMBA: Thank you.

20 CHAIRMAN CROSBY: I think we are moving
21 on to item number 5, Director Connelly. I'm
22 assuming we all want to just finish, yeah, get
23 through and break for lunch.

24 MR. CONNELLY: Just making sure it's good
25 afternoon.

1 Good afternoon, Mr. Chairman,
2 Commissioners. Paul Connelly, Director of
3 Licensing.

4 I have a request to exempt three
5 positions, Dunkin' Donuts positions, but they are
6 employed at Plainridge Park Casino. Those
7 positions are restaurant manager, shift leader,
8 and crew member. To exempt these would frankly
9 bring Plainridge Park in line with the other
10 positions that you previously exempted such as
11 cooks, it would be good, and food court workers.

12 I worked with Dunkin' Donuts to submit
13 the forms for exemption. They were very, you
14 know, pleased at the prospect, frankly. And I
15 would recommend that the Commission exempt these
16 positions.

17 COMMISSIONER STEBBINS: Paul, quick
18 question. These are three different positions.
19 Do we know what the kind of job count is?

20 MR. CONNELLY: I think my best
21 understanding is job count's probably somewhere
22 around eight to ten.

23 COMMISSIONER STEBBINS: Okay.

24 CHAIRMAN CROSBY: Any other comments?
25 Questions?

1 COMMISSIONER ZUNIGA: Are we now, in
2 general, sort of -- is Plainridge Park Casino now
3 similar to some of the exemptions we made over at
4 MGM or --

5 MR. CONNELLY: Yes. And again, the
6 reason these are coming in front of you, a
7 separate set, is these aren't Plainridge
8 positions. These are vendor positions. These
9 are Dunkin' Donuts.

10 COMMISSIONER ZUNIGA: Oh.

11 MR. CONNELLY: MGM and Plainridge are in
12 line in terms of the categories of employees that
13 we've exempted. This is, frankly, a little bit
14 of cleanup because it is that outside vendor.
15 And in a similar fashion, we did the vendors at
16 MGM after we did the MGM employees. That was a
17 little bit closer in time together just because
18 of the opening. There was -- frankly, it was
19 procedurally a little bit easier to capture them
20 all at once.

21 COMMISSIONER ZUNIGA: Have we done any
22 exemptions on Encore?

23 MR. CONNELLY: Not yet. And as a matter
24 of fact, I just spoke with them this morning on
25 that topic. The first step will be to complete

1 the classification of their compendium because,
2 of course, a position needs to be classified a
3 gaming service employee before it can even be
4 considered for exemption. Encore obviously has
5 looked at what MGM and Plainridge -- what was
6 exempted there in our discussions. We've kind of
7 preidentified a number of positions that they
8 think -- we think would probably make sense. And
9 once the compendium is completed, we'll submit
10 those.

11 And I expect that you'll see me with
12 Encore folks probably late this fall with some
13 exemption requests. So obviously, we'll get a
14 bit ahead of the curve so that we're not having
15 folks go through a registration process that
16 otherwise the Commission wouldn't ask them to do.

17 CHAIRMAN CROSBY: All right. Do we have
18 a motion?

19 COMMISSIONER CAMERON: Mr. Chair, I move
20 that the Commission approve the three positions,
21 being the restaurant manager, the shift
22 supervisor, and the line position -- let's see
23 what the title is --

24 COMMISSIONER ZUNIGA: Crew member.

25 COMMISSIONER CAMERON: What is it?

1 CHAIRMAN CROSBY: Crew member.

2 COMMISSIONER CAMERON: The crew member.
3 It's in keeping with what we've done otherwise,
4 and it makes sense. I'd also like to just
5 comment that they did a really good job writing
6 up their job descriptions.

7 MR. CONNELLY: They did.

8 CHAIRMAN CROSBY: Any other -- do I have
9 a second, I guess, first?

10 COMMISSIONER ZUNIGA: I second that.

11 CHAIRMAN CROSBY: Any other discussion?
12 All in favor?

13 [Motion carried.]

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

16 MR. CONNELLY: Thank you very much.

17 CHAIRMAN CROSBY: You're welcome.

18 COMMISSIONER CAMERON: Thank you.

19 CHAIRMAN CROSBY: I think we are to
20 General Counsel Blue.

21 MS. BLUE: Catherine Blue, General
22 Counsel.

23 Good afternoon, Commissioners. You have
24 two regulations or a set -- two sets of
25 regulations in front of you this afternoon. Both

1 of them have had their public hearing, and both
2 of them are in the final promulgation process.

3 The first one is 135.01 and the
4 technical change to 139.04. This deals with the
5 definition of veteran and veteran business
6 enterprise that we talked about. We're syncing
7 it up with both the state and federal definition.
8 And the change to 139.04 is a technical
9 adjustment to sync those both up. If we could
10 have your approval of those, we'll get those
11 finalized and promulgated.

12 CHAIRMAN CROSBY: Commissioner?

13 COMMISSIONER CAMERON: Mr. Chair, I move
14 that the Commission approve the amended small
15 business impact statement for 205 CMR 135.01,
16 definitions, and 205 CMR 139.04, reports and
17 information be filed with the Commission included
18 in the packet.

19 CHAIRMAN CROSBY: Second?

20 COMMISSIONER STEBBINS: Second.

21 CHAIRMAN CROSBY: Further discussion?

22 COMMISSIONER ZUNIGA: So this new
23 definition does not affect -- it doesn't make it
24 easier for small businesses to comply, as it
25 says -- as the amended small business impact says

1 here?

2 MS. BLUE: It is about the same as what
3 they went through before, yes.

4 COMMISSIONER ZUNIGA: It's about the
5 same? Okay.

6 CHAIRMAN CROSBY: Further discussion?
7 All in favor?

8 [Motion carried.]

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

11 COMMISSIONER CAMERON: I further move
12 that the Commission approve the version of 205
13 CMR 135.01, definitions in 205 CMR 139.04,
14 reports and information to be filed with the
15 Commission as included in the packet and
16 authorize the staff to take all steps necessary
17 to finalize the regulation promulgation process.

18 CHAIRMAN CROSBY: Second?

19 COMMISSIONER STEBBINS: Second.

20 CHAIRMAN CROSBY: Further discussion?
21 All in favor?

22 [Motion carried.]

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

25 MS. BLUE: The second regulation is an

1 amended version of 205 CMR 140.04. This is where
2 we've conformed our regulation to the truer
3 process that we currently use.

4 CHAIRMAN CROSBY: Commissioner?

5 COMMISSIONER O'BRIEN: Mr. Chairman, I
6 move the Commission approve the amended small
7 business impact statement for 205 CMR 140.04,
8 reports and reconciliation regarding gross gaming
9 revenue tax included in the packet.

10 COMMISSIONER CAMERON: Second.

11 CHAIRMAN CROSBY: Any discussion? All in
12 favor?

13 [Motion carried.]

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

16 COMMISSIONER O'BRIEN: I further move the
17 Commission approve 205 CMR 140.04, reports and
18 reconciliation regarding gross gaming revenue tax
19 as included in the packet and authorize staff to
20 take all steps necessary to finalize the
21 regulation promulgation process.

22 COMMISSIONER CAMERON: Second.

23 CHAIRMAN CROSBY: Any discussion? All in
24 favor?

25 [Motion carried.]

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

3 MS. BLUE: That's all we have. Thank
4 you.

5 CHAIRMAN CROSBY: Okay. Last item is
6 number -- or next to last is Commissioner
7 updates. Anybody got anything?

8 COMMISSIONER STEBBINS: Just one real
9 quick. I happened to be out in Springfield on
10 Monday, and it was also the kickoff of the new
11 cohort of the gaming school. So I popped up, and
12 obviously they're doing a lot of basic chip
13 handling, as part of their first class. But what
14 was interesting was to see a couple of the
15 students must be MGM employees. They had their
16 MGM shirts on. So they're either people looking
17 to learn another game and step up their skills or
18 actually get into a gaming position from what
19 their current job was. So that was encouraging
20 to see.

21 CHAIRMAN CROSBY: Great. Anybody else?

22 COMMISSIONER CAMERON: Just to mention
23 that this will be the last weekend out at Suffolk
24 Downs for thoroughbred racing for the year, so
25 hoping they have a successful meet this weekend.

1 CHAIRMAN CROSBY: The weather's supposed
2 to be good again.

3 COMMISSIONER CAMERON: I believe it is.

4 CHAIRMAN CROSBY: Yeah, great. I was at
5 a breakfast where Peter Koutoujian, the Sheriff
6 of Middlesex County, was speaking. And he's done
7 a lot of very innovative work on prerelease
8 training of his folks in his prison and jail.
9 And he has a culinary training program that he's
10 developed.

11 So I made contact with his chief of
12 staff, and we're going to put them together with
13 the Encore Boston Harbor people because that
14 would be, you know, a possible source of
15 candidates that would fill a lot of objectives.
16 He's doing a lot of really interesting stuff, and
17 it would be fun if we could match that. I'll
18 copy you on that.

19 COMMISSIONER ZUNIGA: You reminded me.
20 This Friday, this last Friday, I went to
21 Springfield. I attended a listening session from
22 the Department of Public Health that Victor Ortiz
23 conducted with a number of nonprofits and human
24 service stakeholders. This was a year after
25 that -- the first one that he conducted.

1 One item of note was that a year ago the
2 community -- that community, in particular, that
3 group, had expressed a number of concerns. One
4 important concern was the notion that some people
5 would be excluded from a job at the Commission --
6 at the casino because of CORI. And it was very
7 refreshing to come back and report that a year
8 after, the legislature listened to a number of
9 those concerns including coming from the
10 Commission and has effectively changed the
11 language in the statute that was at odds with
12 other sections. And we have the ability to
13 exempt positions just like they did recently.

14 CHAIRMAN CROSBY: They were generally not
15 familiar with the change?

16 COMMISSIONER ZUNIGA: Some were.

17 CHAIRMAN CROSBY: Yeah.

18 COMMISSIONER ZUNIGA: But, again, it's
19 just a nice little wrap-up of just a year ago,
20 those were real concerns by some of those
21 stakeholders. There's others that are still a
22 concern. And we're still listening. But at
23 least on this one, there is a clear, concrete act
24 by the legislature.

25 CHAIRMAN CROSBY: That's great. How many

1 people were there?

2 COMMISSIONER ZUNIGA: It's -- I -- total,
3 maybe around 30, 35. Some of them were actually
4 either presenting or facilitating. So I don't
5 know the actual number of human service providers
6 and, you know, nonprofits represented. But it's
7 a very engaged group locally. And it was good to
8 be out there.

9 CHAIRMAN CROSBY: Great. Is there
10 anything else? Do we have any other business?
11 Do I have a motion to adjourn?

12 COMMISSIONER CAMERON: Move to adjourn.

13 COMMISSIONER ZUNIGA: Second.

14 CHAIRMAN CROSBY: All in favor.

15 [Motion carried.]

16 CHAIRMAN CROSBY: We are adjourned.

17 (The meeting concluded at 12:23 p.m.)
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