

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

THE COMMONWEALTH OF MASSACHUSETTS

MASSACHUSETTS GAMING COMMISSION

INFORMATION SESSION

COMMISSIONERS

James F. McHugh

Bruce W. Stebbins

-----

OCTOBER 2, 2012, 1:10 p.m.

HOLYOKE COMMUNITY COLLEGE

KITTERIDGE CENTER, Room 302

303 Homestead Avenue

Holyoke, Massachusetts

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

PROCEEDINGS:

COMMISSIONER STEBBINS: Good afternoon. We apologize for being a few minutes late but we got the full commuter college experience of looking for a parking spot.

Thank you for coming to this meeting of the Massachusetts Gaming Commission. I am joined by my colleague Commissioner McHugh. Usually, there are five of us, but three of our colleagues are at this time out in Las Vegas at the National Gaming Conference.

We have essentially two agenda items on the schedule today. The first is to revisit with the representatives of the Community College System on the statewide training initiative, a unique partnership among the 15 community colleges to offer training services to individuals interested in seeking a career in gaming and the related professions.

With that, I invite President Messner up to the table and your colleagues.

MR. MESSNER: Thank you. Along with me is Jeff Hayden, VP here of the Community and Business Services, and Bob LePage, Director of the two collaboratives with Springfield Technical Community

1 College.

2 COMMISSIONER MCHUGH: Welcome.

3 MR. MESSNER: Thank you.

4 COMMISSIONER MCHUGH: Mr. President,  
5 whenever you are prepared to proceed let's go ahead.

6 MR. MESSNER: Sure. To provide a bit of  
7 an update and just to make sure everybody is on the same  
8 page figuratively and literally, the last time we spoke  
9 with the Commission, we indicated that we had put into  
10 place three regional collaboratives across the State.  
11 Those collaboratives being comprised of area community  
12 colleges in each of the regions, regional employment  
13 boards, one-stop career centers, nonprofit  
14 organizations, other higher-ed. institutions, labor  
15 unions and the like.

16 Those are regional collaboratives have  
17 met. Each of them, if I'm not mistaken -- I'm looking  
18 over here to Jeff just to confirm. -- have executive  
19 committees that are moving ahead in each of the regions.  
20 We also indicated to you that we would be putting together  
21 a set of recommendations for the Commission relative to  
22 the whole process of licensure of specific jobs within  
23 the casino industry and our recommendations as to how to  
24 proceed in that regard.

1                   And then finally, I think we also  
2 suggested to you that we had had a variety of informal  
3 discussions with casino developers. That was  
4 particularly the case here in Western Massachusetts  
5 where competition is particularly keen for the casino  
6 license. And that we were in the process of developing  
7 a memorandum of understanding for those casino  
8 developers with our collaborative. And that we would  
9 like to get some feedback from the Commission, both in  
10 terms of the recommendations that are now in draft form  
11 as well as the memorandum of understanding with the  
12 casino developers.

13                   So, that is where we stand as of this  
14 moment. I believe you have the document in terms of the  
15 set of recommendations. If not, we have got extra copies  
16 here. I am not sure if you have the draft MOU with the  
17 casino developers. If you don't --

18                   COMMISSIONER MCHUGH: I don't have that.

19                   MR. MESSNER: Perhaps we could turn our  
20 attention to the set of recommendations. There are  
21 actually five of them. They can be found on page three  
22 of the document. I think there is nothing in those  
23 recommendations that should be too much of a surprise to  
24 you. Several of them grow out of the legislation that

1 created the Commission, if I'm not mistaken.

2           The first recommendation is that the  
3 Commission enter into a memorandum of agreement or  
4 understanding with the Community College System Career  
5 Training Institute for the purpose of designing and  
6 implementing workforce programs including recruitment,  
7 screening, counseling, training and job placement.

8           That recommendation is embedded in the  
9 notion that we certainly feel that it is in everyone's  
10 best interest if there be a clear understanding and  
11 definition of who, particularly for the licensed  
12 positions within the casino, will be the primary trainer  
13 for those positions, rather than having a variety of  
14 competition for that, which may not be a particularly  
15 effective way ultimately to get the training done.

16           The second recommendation is that we  
17 develop the memorandum of understanding with the casino  
18 developers themselves in order to clarify both in terms  
19 of the collaborative as well as the casino developers,  
20 what the relationship will be between the two entities.

21           Third recommendation, which I think you  
22 are fully conversant with is that the Commission needs  
23 to define the screening requirements and the process of  
24 residency, drug testing, CORI/SORI review and basic

1 educational requirements, particularly for the licensed  
2 positions within the casino.

3           We are also recommending as the fourth  
4 recommendation that a certification be established for  
5 all casino workers and that there be three license levels  
6 key gaming or gaming service. And my colleagues here can  
7 elaborate on those three levels.

8           And then finally, no surprise, at some  
9 point we need to nail down just how is all of this going  
10 to be financed. There are a variety of options and a  
11 variety of models that have been used from state to state.  
12 We have included in the document a first cut at a budget,  
13 but admittedly, it is only a first cut and certainly would  
14 need further refinement, but just to give a ballpark.

15           I think the basic lesson that I learned  
16 from that first cut is that this is not going to be  
17 inexpensive. That when you're talking about some 10,000  
18 employees and perhaps 20- to 30,000 jobseekers for those  
19 10,000 positions, it is going to take an investment on  
20 someone's part to put that process in place.

21           Maybe just to point out the obvious, if we  
22 are particularly concerned with making these jobs truly  
23 accessible and available to those who are most in need  
24 of jobs, that tends to imply that looking to the jobseeker

1 to support this process of training is probably not going  
2 to be a very effective way of going about it.

3           If there are questions on any of that, that  
4 is a real quick 10,000-foot view of the recommendations,  
5 but we are happy to try and answer any of this for you.

6           COMMISSIONER MCHUGH: Let me begin.  
7 This is a very impressive document and obviously, a lot  
8 of work has been done since the last time we were  
9 together. And a lot of thought and collaboration has  
10 gone into it. But I still had some big picture questions  
11 that aren't entirely clear in my mind maybe because of  
12 an imperfect reading of the document.

13           The first of them is what would the general  
14 contours, not the text, but the general contours of a  
15 memorandum of understanding between the community  
16 college group and the Commission, first of all, look  
17 like? What are the basic outcomes that that memorandum  
18 of understanding, as you see it, would provide?

19           MR. MESSNER: I'll answer it one way and  
20 then I will let these gentlemen answer it more  
21 specifically. I would hope that one of the outcomes of  
22 our meeting today would be as a follow-up to that question  
23 you suggest that perhaps we come back to you with a first  
24 draft of exactly what that memorandum would look like.

1 And we would be more than happy to put that together for  
2 you. In terms of what it would include, Jeff and Bob?

3 COMMISSIONER MCHUGH: Again, I am not  
4 looking for text. I am still at the 50,000-foot level.

5 MR. LEPAGE: Sure. At the 50,000-foot  
6 level, it would basically agree to the process for the  
7 certification. So, it would be these are the steps that  
8 are required to be followed of all individuals who are  
9 going to be employed in the gaming environment. That the  
10 community colleges are responsible for the integrity of  
11 those steps and following those steps that may include  
12 the background checks, the residency checks to allow  
13 somebody to be employed.

14 Then the second relative to the licensure  
15 for specific occupations, which would be the community  
16 colleges would be responsible for ensuring the integrity  
17 of the quality of the excellence of the training and that  
18 the curriculum is followed based on the guidelines that  
19 are set up in the adoption of the curriculum.

20 So, we ensure that people are being  
21 trained to properly fulfill that role, whether it is a  
22 gaming role as a dealer or in service of slot machines,  
23 but in those high-risk occupations where the  
24 Commonwealth is putting the trust in those people to

1 follow.

2                   No different than the kind of agreements  
3 that the Commonwealth would enter in for certifying  
4 teachers, police officers or other people in the  
5 community that it desires to ensure their excellence  
6 because there is a risk associated with it.  
7 Traditionally, it would be an agreement over a period of  
8 time with the Commission to play that role.

9                   MR. HAYDEN: I think where I would add to  
10 that is it is not merely entrusting to the community  
11 colleges, but it is entrusting to this consortium, which  
12 includes all of the workforce partners.

13                   So statutorily, the regional employment  
14 boards are responsible for the workforce system in  
15 particular regions. Through this effort, and workforce  
16 investment boards, the regional employment boards, the  
17 colleges, various vendors and providers would all work  
18 in unison. That is one piece.

19                   I think the other piece that is important  
20 in terms of Bob's last point about this is similar to  
21 other types of licensure. It also ensures that the  
22 granting of either the certification, so you are able to  
23 be employed in a casino, or licensure, you are licensed  
24 for a specific job, that the integrity of that is

1 maintained by the Commission. Because in both cases you  
2 are issuing those.

3 So, through the MOU or MOA you would be  
4 working in unison with the community colleges, the  
5 workforce system to ensure that that happens the way it  
6 needs to happen. So, the authority of that license, the  
7 authority that a certificate comes from the Commission.

8 COMMISSIONER MCHUGH: Okay. That is  
9 helpful. Let's take it to the next and that is the second  
10 MOU is an MOU with the casinos or the casino operators.  
11 Again, at the same high level, what would that encompass?  
12 There is a handoff someplace.

13 MR. HAYDEN: Primarily, it is really to  
14 answer the question that you as Commissioners posed to  
15 us at our first meeting, which was how do you get the  
16 industry engaged in the training process.

17 So, I would say that that is piece number  
18 one is that it is about having the business or the  
19 industry be part of that training process, because  
20 obviously they are going to be hiring the folks. That  
21 is a step one.

22 The other important piece is that this  
23 initial MOU is a very general look at what that  
24 relationship would be. It doesn't contractually bind

1 either the casinos or the consortium in terms of the  
2 process. But it says we are going to work together to  
3 build the best training system under either the existing  
4 or proposed regulations of the Commission.

5 MR. LEPAGE: We anticipate that there  
6 will be occupations, as we discussed in our past meeting,  
7 that will be the licensed occupations by the Gaming  
8 Commission that maybe somewhere at the tune of 4000 hard  
9 licensed positions. There may be another 6 - to 8,000  
10 that would be certificate or certified as employable  
11 within the casino environment. They wouldn't require  
12 the gaming license. They would just be working within  
13 that environment. So, they would have to be certified  
14 so that they had gone through the background checks.

15 COMMISSIONER MCHUGH: Is that  
16 distinction as you have drawn it between say the  
17 housekeepers and the dealers?

18 MR. LEPAGE: There is distinction in  
19 multiple levels. One would be those who are directly  
20 involved in the gaming environment with transactional  
21 relationships.

22 The second would be those who are within  
23 the gaming environment and playing a service role. It  
24 could be waitresses, bartenders even maintenance folks.

1 COMMISSIONER MCHUGH: Right.

2 MR. LEPAGE: The extended level would  
3 again depend on how the Commission defines it. But in  
4 some states it would go even further. It would be all  
5 of those defined within the casino operations, so it  
6 could include retail operations.

7 MR. HAYDEN: In one sense what we are  
8 talking about is a certification for anyone working at  
9 the facility and then a license, which would have levels  
10 to it.

11 Commonly, the license levels for  
12 supervisory and management is called a key license. The  
13 next is a gaming license, which is for those who are  
14 actually involved in the gaming operations, so dealers,  
15 slot repair mechanics, those types of jobs. Then the  
16 last is gaming services, so people who are on the gaming  
17 floor but who are not engaged in gaming itself. So, the  
18 individual providing service to that customer with a  
19 beverage or with food or whatever but is not directly  
20 engaged in the casino gaming itself but is on the gaming  
21 floor.

22 The certification is that broader  
23 umbrella that covers everyone in the facility. That  
24 means that they have been properly screened. They have

1 met the basic requirements and then obviously that the  
2 employers are willing to hire them for specific a job.

3 MR. LEPAGE: I would add the element of  
4 the MOU with the casinos is really to start the process  
5 of defining strategically how this can happen.

6 I think in each region, there is the  
7 continued dialogue of ensuring net job growth as one of  
8 the Commission's and community's goals. And that is  
9 going to require a timeline to ramp up some skill sets  
10 of groups as President Messner said. We have to be able  
11 to ramp up those skills but also point people to what it  
12 is going to take to get a specific job in that casino.

13 There are many different occupations that  
14 have different skill sets and different levels of  
15 ability. And we are going to have to start educating our  
16 consumers and our potential workforce about their career  
17 opportunities with much more clarity than I believe is  
18 out there now and what it is going to take and what are  
19 the opportunities.

20 As we talked last time, we continue to be  
21 concerned that if we don't as a Commonwealth start to have  
22 clarity on how this is going to happen, there will  
23 continue to be dialogues with those may not be following  
24 a pathway towards what I would call the integrity of the

1 game and will start providing training that is not  
2 aligned. And take citizens of the Commonwealth's money  
3 to take training that would no longer be valid because  
4 they would have to be re-licensed.

5           So, while the timeline of 2014 looks to be  
6 a far timeline, relative to the role of recruitment,  
7 enrollment, remediation, skill development, it's really  
8 not very far off. Particularly as we look at the  
9 potential of a racino who may open quicker than full  
10 construction of a casino, we would need to have a process  
11 in place for their slot environment and their environment  
12 pretty quickly. So, that's one of the reasons why we  
13 feel that we need to start a deeper planning process, but  
14 we want to make sure we are on the right path.

15           COMMISSIONER MCHUGH: This is intriguing  
16 and very helpful. We had a forum a couple of weeks ago  
17 at which a person who had been responsible for training  
18 and workforce development for a casino -- I've forgotten  
19 which one. -- talked to us about this subject from a  
20 casino operator's standpoint. And was talking about the  
21 role of the casino itself in training its employees.

22           What she was talking about made sense to  
23 me in the sense that every restaurant has a slightly  
24 different way of putting a plate on the table. So, there

1 is a piece training that is going to be unique to that  
2 facility. And I know you have taken that into account.  
3 What is the interface between the end of the  
4 certification process and the thing that happens next  
5 before the certified employee actually starts dealing  
6 blackjack?

7 MR. LEPAGE: The process would be very  
8 similar to other occupations that are licensed in the  
9 State. I would use the example of a police officer who  
10 is licensed and then moves into an individual  
11 municipality role or a state police role. They then  
12 learn the rules that are very specific to that  
13 organization.

14 In the nursing environment, where the  
15 community colleges across the State are the main  
16 provider, we do the elements that help them prepare for  
17 the nursing exam. If they are to go to a local employer  
18 be it Bay State or whoever in this region or Mercy in this  
19 region or Holyoke, within that environment they get  
20 orientation training that will allow them to develop the  
21 skill set.

22 So, we want to have consistent  
23 foundational skills. And then when the pass-off takes  
24 place, the individual employer is responsible for

1 integrating their way of doing things.

2 MR. MESSNER: The other element to that is  
3 that for the licensed positions while we are using the  
4 curriculum of Atlantic Cape Community College in New  
5 Jersey, our expectation is that as we sat down with  
6 whoever it is that is awarded the license, that they may  
7 well be providing faculty for the actual training in many  
8 of these licensed positions. And those faculty will  
9 come out of that casino and that casino environment and  
10 will be imbued with how developer X goes about this or  
11 that occupation.

12 Where also one of the reasons for sitting  
13 down and doing both the initial MOU with the casinos and  
14 then once the license is awarded doing a much more  
15 specific MOU or MOA with whoever is provided the license  
16 is to work through this specific issue of -- Again, I'm  
17 not going to name as an example. But how do we make this  
18 connection between our training and your needs in the  
19 casino.

20 COMMISSIONER MCHUGH: Right.

21 MR. HAYDEN: Regionally, obviously, it is  
22 potentially one employer with the exception perhaps of  
23 the Southeast if they get the racino license. So, if we  
24 begin work now with the potential casino developers in

1 Western Massachusetts for example, we can start to craft  
2 and define the program, define some of the steps using  
3 input from all of those. Once a license has been awarded  
4 and we enter into a specific agreement, then they can even  
5 help us further to refine the curriculum to meet their  
6 requirements.

7                   In training, especially for skills  
8 related training, almost every employer that we work with  
9 we are doing that. Whether it be a customized program  
10 or a program that has been a long-standing 20-year  
11 curriculum that gee, well in addition to that curriculum  
12 we also need these types of support services, these types  
13 of aids to help our people get to the place where we need  
14 them to get to.

15                   MR. LEPAGE: I would add that there are  
16 other elements to the certification and the licensure  
17 process that sometimes on the front-end people don't  
18 realize. There is data system integration. We have to  
19 insure that you have the database of all of those that  
20 are employed in the casino to protect the integrity.

21                   So planning times on how that's going to  
22 happen, what current resources we currently have as  
23 community colleges where we have testing centers, where  
24 we do this on a regular basis, how they could be leveraged

1 in this process has to be considered.

2           When you look at those timelines, again,  
3 as you look at 2014 and 2016, there is work that has to  
4 be done that is significant in the coming six months to  
5 plan and organize and to start to communicate what are  
6 those requirements.

7           I would add to that the element that I know  
8 is important to the Commission and it is important in the  
9 legislation of thinking, as the President mentioned, of  
10 giving access to jobs but also diversity within the  
11 workforce. And as we have looked at other states, they  
12 have struggled with diversity in their workforce I think  
13 partially because they didn't do the planning  
14 systematically on how to create a certifiable workforce  
15 to be employed. But also have a situation where we are  
16 creating a process that if they are not employed in the  
17 casino, they are employable in other occupations. It is  
18 going to require a process, a systematic process to  
19 ensure that we have net job growth, but also net job  
20 applicants.

21           Many of our dialogues in this region with  
22 employers, they have expressed their concern that if we  
23 don't grow the labor pool that they will have  
24 cannibalization in their entry-level positions. And I

1 know that the key to that is the planning process and to  
2 use some tools that haven't been used historically to  
3 ensure that we are assessing skills on the front-end and  
4 then aligning people's skills into direct remediation.

5 I think that is a little bit different than  
6 other states have gone where they have just kind of said  
7 we are going to open the doors and hope that we will have  
8 qualified people come.

9 COMMISSIONER MCHUGH: So, that part of it  
10 would involve making some kind of a skills assessment  
11 upfront and then channeling people into ESL or something  
12 else that would --

13 MR. MESSNER: Yes. Within the document,  
14 hopefully we have done a reasonably good job of laying  
15 out that assessment process, that remediation process,  
16 so that we can maximize the potential of individuals who  
17 are interested and not simply turning a lot of  
18 individuals away because you don't have the  
19 English-language skills or the math skills or whatever  
20 it is going to take to work in these various jobs.

21 MR. LEPAGE: I would note while our  
22 primary focus is on that two-thirds of the jobs that might  
23 be low skilled or semiskilled, there are also some high  
24 skilled jobs within that environment that can be in this

1 region and I would expect perhaps in the Southeast region  
2 difficult to fill as well.

3 High-end IT, high-end computer systems,  
4 those quantities of people who may be needed in those  
5 regions are significant. Having some dialogue with  
6 employers in this region over the summer, we have learned  
7 there are gaps in our own local IT availability of  
8 workforce that is causing people to make decisions of  
9 sourcing in other parts of the State or outside of the  
10 State.

11 So, if we needed to produce another 30 IT  
12 people that would be a significant ramp-up time for us.

13 MR. HAYDEN: And for a second to bring us  
14 back up to that 20,000-foot level, one of the reasons why  
15 we are approaching this not as the community colleges  
16 alone, but in partnership with all of the various  
17 workforce partners is because of the size and the scope  
18 of this.

19 It is not only about 10,000 employees, but  
20 as you can see from the document, it is about probably  
21 30,000 employees and seven to eight different services  
22 that need to be done, training only being one of them.

23 So, there is more than enough work for all  
24 of the workforce partners in each region to keep busy in

1 order to deliver the quality workforce that the casinos  
2 are going to need and one that has been properly trained  
3 so that the integrity of the game is maintained.

4 COMMISSIONER MCHUGH: That brings me back  
5 to the high level of the MOU with the Commission. There  
6 are two parts as I listen to this dialogue and based on  
7 what is in the document, two parts to the question.  
8 Would you envision that this community college  
9 partnership would be the exclusive certificate granting  
10 authority? And would you envision that at the end of  
11 whatever program of study the consortium put together,  
12 a certificate would be awarded or would there be an  
13 independent examination like the nurse's analogy?

14 MR. MESSNER: For the licensed positions,  
15 which is different -- The certificate will take in  
16 everyone. The licensed positions that is what our  
17 thought was. That this collaborative would be  
18 identified by the Commission as the provider of training  
19 for those licensed positions, yes. And I have forgotten  
20 the second question.

21 COMMISSIONER MCHUGH: The second  
22 question was perhaps mooted by the answer to the first,  
23 but it was whether there was envisioned an independent  
24 examination or whether the completion of the course

1 satisfactorily would lead to the certificate that needed  
2 no further examination.

3 MR. LEPAGE: The certification of the  
4 general labor pool --

5 COMMISSIONER MCHUGH: Again, I am using  
6 certification too loosely. The license, I understand  
7 the license.

8 MR. LEPAGE: That would be within the  
9 construct of the determination of the Commission.  
10 Certainly, there could be an examination created for  
11 completion of that course, absolutely, no different than  
12 other occupations.

13 MR. HAYDEN: What it probably would look  
14 like is, first of all, do you have your certification?  
15 In other words, are you able to work in a casino? So,  
16 you have done the drug testing. You have done the  
17 CORI/SORI, all of those types of things. And then some  
18 kind of certificate of completion in regard to the  
19 specific training for a specific license. And then  
20 whether or not an assessment is necessary as part of that.  
21 Again, as Bob was saying that would be the purview of the  
22 Commission.

23 COMMISSIONER MCHUGH: So, there could be  
24 three components for the licensed positions,

1 certification of completion or certificate of completion  
2 of the course plus conceivably a license as well. The  
3 people who were not on the gaming floor would have the  
4 first two of those but not the third.

5 MR. LEPAGE: Not necessarily the third.  
6 Even within the third, there could be multiple levels  
7 depending on the specific job.

8 COMMISSIONER MCHUGH: Right. Do you  
9 have anything? I'm monopolizing the discussion.

10 COMMISSIONER STEBBINS: No. That is all  
11 right. Referring back to the recommendation page, since  
12 this is where we spend of our -- trying to find a statewide  
13 pool of 30,000 applicants to fill what could be expected  
14 to be 10,000 permanent positions.

15 Tell me the makeup of that 30,000. Does  
16 that 30,000 include people that you're going to draw into  
17 that system who after that basic skills assessment,  
18 you're shifting them towards another program or another  
19 category because you just don't see their capabilities  
20 to complete a license or a certificate program, the folks  
21 that need ESL, some of the other services?

22 MR. LEPAGE: I think a combination. The  
23 30,000 represents those who would have expressed  
24 interest, but after them learning about the specific

1 requirements of the job may then decide that perhaps  
2 those jobs that they were interested in aren't what they  
3 really want to pursue as a career.

4           From that those that after we inform them  
5 and start the process of certifying them to be employed  
6 may decide that they don't want to work within that casino  
7 environment or are not able to based on their perception  
8 of ability to pass the background checks or the other  
9 requirements.

10           From there you'll winnow it down on basic  
11 aptitude tests, ability tests. And then can we train  
12 them for those occupations that they want. So, you have  
13 to start with a pretty wide funnel to move through that  
14 funnel. The goal is again where we know that across the  
15 State there are many jobs that aren't being filled  
16 because there are people who aren't qualified. And in  
17 each of these, we should be remediating to create  
18 economic development by then informing people these are  
19 the other jobs that could be available and these are the  
20 pathways to your success.

21           If they can't qualify to work within the  
22 casino environment because of certain considerations, it  
23 doesn't mean that there aren't other jobs in our  
24 community that we need to remediate them or point them

1 to remediation.

2           This will be part of a process that will  
3 help educate people on their opportunities in general.  
4 That should be part of our strategy. That's the strategy  
5 that other, as I said, other states and other communities  
6 didn't use. And that is one of the reasons that led to  
7 such strong cannibalization because they didn't have a  
8 screening process that led to remediation.

9           We want to learn if a person is not  
10 successful in math but successful in the other components  
11 that we can remediate them using a math remediation tool  
12 and then move them into the workforce.

13           COMMISSIONER STEBBINS: The issue of this  
14 cannibalization has come up. I personally, unless  
15 somebody can tell me something differently, I don't  
16 necessarily see it as a bad thing. Somebody who is  
17 working in a bank wants to pursue -- has dreamt of a career  
18 working in a casino, vacates the teller spot, I look at  
19 it as making an opportunity to kind of backfill some of  
20 these people through that assessment piece.

21           MR. HAYDEN: I think first of all that  
22 assumes that there is a large enough pool out there to  
23 do that. One of the things that I think that we are  
24 saying and our workforce partners are saying is that

1 there isn't that pool out there. That right now we hear  
2 even in Western Massachusetts about the lack of ability  
3 to hire folks in supervisory positions in the hospitality  
4 industry.

5                   We hear in the precision machining  
6 industry of jobs that go unfilled. It is primarily  
7 because either there is a mismatch between the skills or  
8 the educational levels of various folks to those jobs.  
9 Or we haven't done a good enough job to match people to  
10 those jobs.

11                   But we know for a fact that we need to grow  
12 the pool. We need to bring adult learners who perhaps  
13 are not on a career track or on a pathway into the process  
14 here and get them more engaged in this. We need to get  
15 folks who are unemployed and underemployed interested in  
16 finding career pathways in this area in order to broaden  
17 that pool out.

18                   In Western Mass. alone, we are looking at  
19 potentially needing to call up 10,000 people in order to  
20 fill 3000, 2500 jobs. So, it is about building that pool  
21 as large as we can get and bringing people back into that  
22 labor pool or bringing people into the labor pool for the  
23 first time that haven't been there.

24                   It's not to say we don't have enough

1 people, it's to say we don't have enough people who are  
2 ready to enter into that either job or training program.

3 MR. LEPAGE: And I would add, at least in  
4 this region, that there is the -- one is population is  
5 not the size of Boston. That is stating the obvious.  
6 But we also have a challenge of a demographic age way that  
7 is really going to be hitting our workforce in the next  
8 five to eight years. It has already started with an age  
9 out of the baby boomer generation.

10 So, when you really look at the  
11 demographics of this region, it is very likely that just  
12 the net number of people available in the labor pool is  
13 going to be less eight years out than it is now because  
14 we don't have a lot of population growth. That's already  
15 going to squeeze our labor pool.

16 When we add on these jobs and the  
17 opportunities that again is going to cause us to say how  
18 are we going to be systematic in replenishment. And how  
19 are we going to be proactive with all of our employers.

20 Within the work of the colleges, we are  
21 talking not just to the casino operators, but we are  
22 equally aware that the construction industry, the  
23 financial service industry, the hospitality industry and  
24 the manufacturing industry have the potential of the

1 ripple effect. So, we are meeting with them with our  
2 partners across the community to develop strategies for  
3 all of those to ensure that we have labor growth.

4 COMMISSIONER STEBBINS: As you find a  
5 need to try to fill the top of the funnel, 10,000 people,  
6 do you get the sense from previous experience with other  
7 programs that a lot of this is going to be driven by my  
8 interest is only going to be based on the fact of where  
9 a casino winds up being located? If I am in Westfield,  
10 I may consider a career if a site is selected in  
11 Springfield. I may not consider it if I have to drive  
12 beyond that to Palmer. Do you see any reticence on  
13 people to say well, let me see where the casino goes first  
14 before I decide whether I'm going to kind of enter the  
15 top of the funnel?

16 MR. HAYDEN: I think there is two issues  
17 with that. Number one is the Pioneer Valley Planning  
18 Commission shows essentially that the commute time to  
19 jobs in the region is about an hour. So when you think  
20 of if you use Springfield as the center of that, an hour  
21 from Springfield brings in Berkshire County as well as  
22 edges of Worcester County into that labor pool.

23 Even if that moves to Palmer or to  
24 someplace else in Western Massachusetts, an hour's drive

1 still incorporates most of the population in this region.

2           The second issue in terms of access to the  
3 jobs is really more about the persons perhaps who are  
4 getting their first job or on that entry-level. So,  
5 their income is at a low level where they don't  
6 necessarily have a car or transportation or for that  
7 matter childcare and a number of other services.

8           So, you are right that the location of the  
9 casino would impact perhaps their decision to do it.  
10 Hey, if it is in Springfield and I can get a bus from  
11 Holyoke or I can get a bus from North Hampton, okay. But  
12 obviously if it is in Palmer or in the Berkshires, it  
13 would change that dynamic.

14           So, there would be a need to look at that  
15 especially for that entry-level worker in terms of how  
16 are they going to get to that job, how are they going to  
17 access that job. So, that might be a dialogue that needs  
18 to be had with the employer as well as the regional  
19 transit folks.

20           MR. LEPAGE: I would assume that those are  
21 elements within the RFP process that a provider of gaming  
22 would be spelling out of how they would be addressing that  
23 workforce component of their access to the workforce.

24           Certainly, from the recruitment

1 standpoint it would impact an employer, the access and  
2 availability to employees. Certainly, if we believe,  
3 and I think we all believe that many of these jobs are  
4 going to go to people who may not have access to  
5 transportation as readily. So, it really would fall  
6 onto each of those gaming providers to address this issue  
7 of availability.

8 COMMISSIONER STEBBINS: I want to go back  
9 because we had a forum a few weeks back in Boston talking  
10 about diversity and inclusion of minorities, whether  
11 through the vending side and the supplier side to the  
12 actual employment opportunity, permanent employment  
13 opportunity. The question came up and I think it kind  
14 of gets to the role that the career center is going to  
15 play is building that individual's skills, again,  
16 talking about the top of the funnel.

17 Understanding professionalism and  
18 workplace, doing the resume, a lot of those kind of soft  
19 skills, which make somebody a good candidate to again  
20 kind of flow through the funnel. But the issue is also  
21 raised about the availability of what somebody would  
22 describe as the wraparound services. And I know  
23 community colleges have probably had more experience  
24 with that with the single mom, others that need more

1 ancillary support services to even begin to try to pursue  
2 a career opportunity.

3                   How is that being addressed or is that just  
4 kind of the normal course of business for how you feed  
5 up individuals in other programs?

6                   MR. MESSNER: I think many of the  
7 organizations, certainly the community colleges, but I  
8 think also many of the other nonprofits that are involved  
9 in training have a long experience of dealing with the  
10 sort of clientele that you are talking about that come  
11 to us ostensibly for academic education, but bring along  
12 with them all sorts of other challenges that need to be  
13 addressed.

14                   Admittedly, we have on the one hand we have  
15 lots of experience dealing with individuals of this sort,  
16 much more so I think than certainly some other  
17 educational institutions that deal with a less  
18 heterogeneous population. I don't think we can  
19 overpromise what we can accomplish. We will certainly  
20 do our best to deal with these issues as they present  
21 themselves.

22                   Having said that, let me say again that I  
23 think the collaboratives that we put together, the  
24 community colleges be it the REBs, be it the one-stops

1 that is the clientele they deal with day in and day out.  
2 And if anyone is going to be able to impact positively  
3 upon the needs of those individuals, I think it's this  
4 collaborative.

5 MR. HAYDEN: And we know and even in the  
6 draft budget you'll see that there's an area in there for  
7 remediation and for adult learners and English speakers  
8 of other languages and the like. But we also know that  
9 with that system we need a variety of services.

10 So, in our adult basic ed. or ESOL or ESL  
11 programs we have built some of those support services in.  
12 Whether it be career counseling or having programs that  
13 are based at a transportation center or the like.

14 So, we can work with our partners and with  
15 the REBs who can help do the planning in terms of a lot  
16 of what needs to go on in the region in terms of these  
17 types of issues and create solutions for it.

18 I think the other piece that is important  
19 to recognize is that our ABE ESOL system in the  
20 Commonwealth, not just in Western Mass. but in the  
21 Commonwealth, is already full and at capacity and  
22 actually needs more capacity. We have a waiting list  
23 here in Holyoke of almost 250 people, not to mention the  
24 waiting list that we have for other programs.



1 DESE funding, in our case with DESE funding in the ABE,  
2 there is wraparound services that are included in that  
3 or the transition to college program, any of those types  
4 of programs have those wraparound support systems to it.

5 We know that when we look at this  
6 particular industry and these issues are going to come  
7 with it that we are going to need to build that into it  
8 as well.

9 COMMISSIONER STEBBINS: Again, the  
10 question was raised at this forum in Boston about can you  
11 create partnerships as part of the alliances you are  
12 building regionally for at say more neighborhood-based  
13 organizations who -- Again, we are looking for as many  
14 contact points as we can find for people to get into,  
15 again, the top of that funnel. Because what I like about  
16 this plan is that you do the skills assessment. For  
17 whatever reason, somebody -- their best shot is not going  
18 to be a career in gaming. But you have now hooked them  
19 into the system. Maybe again, you are building the local  
20 workforce. But are there opportunities for those  
21 neighborhood-based organizations? I am sure there are  
22 few here in Holyoke that can be another source of feed-in.

23 MR. MESSNER: That's why we went the  
24 collaborative route to involve as many organizations as

1 we possibly could. Larry's organization the REB, I gave  
2 a presentation to just a couple of weeks ago on this  
3 effort. I hadn't sat down after making the  
4 presentation, and three individuals who are  
5 representative of I believe neighborhood organizations  
6 were handing me their business cards and have since  
7 joined the collaborative.

8           So, we are going to do the best we can both  
9 here in Western Mass and also in the Boston and Southeast  
10 area to include as many of those organizations who are  
11 interested in being involved, understanding full well  
12 that many of them have roots in these neighborhoods that  
13 are going to be invaluable in terms of generating  
14 possible participants in this process.

15           MR. LEPAGE: I would just add to that,  
16 Commissioner, that I think that that's another reason why  
17 we have this multiple levels of communication and clarity  
18 of communication why that some of these issues are  
19 starting to become important because the elements of  
20 employment are now being discussed.

21           As the timelines are unfolding from the  
22 Commission now, we want to be out in front so people do  
23 understand how this is going to work right down to  
24 neighborhoods so that they can be informing the people

1 in the neighborhoods.

2           It is equally important that that local  
3 organization, church, faith-based organization,  
4 whatever it may be YMCA, YWCA, whatever the organization  
5 and their constituency groups that they have the  
6 opportunity to learn appropriately of how this is going  
7 to happen. Because we do need to start building the word  
8 that this is an opportunity for people and having  
9 alignment to that early on.

10           The other thing is that some of them will  
11 bring capacity and knowledge to this in some niche areas  
12 where we might not have capacity and our current partners  
13 might not have capacity. So, there are opportunities  
14 for other organizations that can bring tools to the  
15 table.

16           MR. HAYDEN: We're learning a great deal.  
17 I went out to visit the hotel training center in Boston  
18 to learn how they do it. They are, as you know, connected  
19 with the union local there. They described the process.

20           What was interesting although they are a  
21 nonprofit and we are a public college, the similarities  
22 in terms of the population that they are dealing with and  
23 the issues that they are confronting. They were saying  
24 to me that we know if we are going to help someone get

1 an entry-level job at a hotel, we need to make sure that  
2 they have the ABE and ESOL that they need to move forward.  
3 So, that is a big part of their effort.

4                   So, this building of a collaborative is  
5 moving fast and we are learning a lot from different  
6 partners. And we are trying to add in partners as fast  
7 as we can to that process. But I think it is growing and  
8 it is taking root.

9                   MR. MESSNER: There is a fair number of  
10 folks who we have limited and in some cases perhaps no  
11 interaction with in the past are now coming to the floor  
12 wanting to be involved. One of the virtues now of having  
13 interactive with the Commission I think this is now the  
14 third time in one fashion or another, we have been before  
15 you. Our good friends in the media are here. It gets  
16 publicized somewhat. Folks read about it. And to the  
17 extent that they want to get involved, they get in touch  
18 and we are able to fold them in.

19                   COMMISSIONER STEBBINS: So, if we sit  
20 here today and kind of walk away with next steps,  
21 obviously, there is two of us here. So, we need to  
22 obviously share the document with the rest of the  
23 Commission.

24                   MR. MESSNER: I understand this is an

1 informal meeting and there are things that you can't do  
2 as a function of that. We wanted to get before you in  
3 terms of a draft and answer some questions and get a bit  
4 of feedback to the extent that we can.

5 Our hope is that within the next -- you  
6 tell me -- month or two that we could come to the  
7 Commission with a finalized draft of this. It is out  
8 there with the regional collaboratives and we are  
9 collecting input. Then have the Commission make a  
10 determination on these recommendations.

11 Simultaneously, we wanted to get the  
12 answer to some questions and at least get a sense of  
13 whether we were moving in the right direction with the  
14 MOU with the developers. And if there was a red light  
15 there that the Commission would like to signal in terms  
16 of hey, you are getting ahead of yourselves and the like,  
17 that signal we would like to get.

18 If not, it is our intent then to move ahead  
19 with this MOU with the developers, certainly here in  
20 Western Mass. but my sense is the other regions will do  
21 likewise, and begin to get the signatories to the MOU with  
22 the developers.

23 MR. LEPAGE: I want to make one comment  
24 about the MOU with the developers. We've had an

1 opportunity to meet with a number of developers. And I  
2 think in general I would voice that they have been very  
3 supportive.

4           A number of them have commented to me that  
5 they are excited that we are being proactive to help them  
6 have a workforce for when they get here. And that in  
7 other communities a lot of the work that we are doing they  
8 would be doing themselves. And they would be going,  
9 running door-to-door, street-to-street trying to figure  
10 out how things worked in the community. Maybe signing  
11 instead of one memo of understanding, 40 of them, all  
12 somewhat the same but all with a little bit of a  
13 difference to them and not have a collaborative strategic  
14 approach.

15           Our goal is to leverage the resources that  
16 are here, not duplicate. Take the pieces of the puzzle  
17 and set them in, find the gaps in the puzzle and then solve  
18 those. I think the memo understanding with the  
19 individual developers will allow us to go to a next step,  
20 which is really getting a sense on quantities, really  
21 getting a sense on specific occupations. Getting a  
22 sense on what they have done.

23           I would say that all, to the best of my  
24 knowledge, all of the developers have had this experience

1 before. I would like the opportunity to be able to learn  
2 from what they found in the best communities so we can  
3 be even better. That's really what is at the heart of  
4 our relationship with the developers.

5 We want the same relationship with all  
6 potential developers. It's not within our purview to go  
7 there in anyway. We want to work with everybody who  
8 wants to assist us. It's going to the village of  
9 cooperation to make this happen.

10 COMMISSIONER MCHUGH: At what point in  
11 constructing this village do we figure out how to pay for  
12 it?

13 MR. LEPAGE: I think we're at the stage  
14 where part of that comes in the model for licensure and  
15 certification. The licensure model has been done  
16 differently in different states. Even in our own State,  
17 the stage when somebody is not employed or employed  
18 dictates different types of funding streams.

19 MR. MESSNER: Maybe we would certainly be  
20 happy to put in front of you several options in that  
21 regard. We have alluded some options, but we really  
22 haven't drawn them out in any detail. We would be happy  
23 to provide that detail to you. And ultimately, I would  
24 assume that is going to be something that the Commission

1 and perhaps the Legislature, the Governor is going to  
2 have to determine relative to what kind of public funding  
3 there will be for all of this. But again, we can give  
4 you some detail on that if that would be helpful.

5                   COMMISSIONER MCHUGH: I really was trying  
6 to figure out at what stage it makes the most sense to  
7 consider that. We have a lot of pieces that are moving.  
8 This clearly is moving from my perspective, and I speak  
9 as only one Commissioner, in the right direction. The  
10 collaboration pieces are good. So, I don't want to start  
11 talking about numbers too early in the game, but I don't  
12 want to wait until it is too late.

13                   MR. MESSNER: Correct me if I'm wrong  
14 here, but once we get into the front-end of this process  
15 of processing potential employees, that whole initial  
16 screening process, we are generating costs there. Those  
17 costs are going to have to be picked up by someone.

18                   So, that won't occur more than likely  
19 until the license is let, if you will. Up to that point  
20 we are in a planning mode.

21                   One of my trustees asked me within the last  
22 24 hours who is paying for this planning? My response  
23 was we are. That's our investment in the process. Once  
24 the actual screening and training process plays in,

1 someone else is going to have to come to the table to  
2 invest in that process.

3           Again, we are happy to provide you within  
4 the next couple of weeks with some details relative to  
5 options in that regard.

6           MR. LEPAGE: And it could be very well  
7 that there are components from different funding  
8 sources, I would think.

9           COMMISSIONER MCHUGH: I think that would  
10 probably be where we wind up.

11           MR. LEPAGE: There is labor pool  
12 development. Then there is certification. Then there  
13 is the licensure maybe different funding strategies.

14           Then there is also a dialogue about the  
15 element of funding strategies for what period of time.  
16 Because we have the element here of the building of a  
17 labor pool for a new industry that doesn't exist. We  
18 have many jobs in this that exist in the Commonwealth.  
19 But there are also a significant number that don't exist.  
20 That is part of this.

21           We are building a labor pool for new jobs  
22 that don't exist, but then will become sustainable jobs  
23 after some period of time. So, very often there is a  
24 formula for the start-up phase through the first few

1 years, two or three years as the pool becomes stable.  
2 Then there may be a transition to more of a mature  
3 industry funding strategy where that becomes more  
4 responsible of the individual or the employers.

5 COMMISSIONER STEBBINS: I think it would  
6 be helpful in terms of some immediate next steps, let's  
7 try to get you back on the agenda with this document,  
8 unless there are some other refinements you want to make  
9 to it, this document in front of the rest of the  
10 Commission, as well as potentially a draft MOU as you  
11 suggest between the Commission and the community college  
12 and the training initiative.

13 Then kind of working beyond that point or  
14 as timely was we can make it looking at the different  
15 funding models as we go forward.

16 COMMISSIONER MCHUGH: Would it be helpful  
17 if as we did that circulated this to the Commissioners  
18 for their comments and questions? And we have our own  
19 comments, questions and suggestions based on what we've  
20 heard today. So that the next time you come to the  
21 Commission, you will at least have an initial reading  
22 from all of the Commissioners about this?

23 MR. MESSNER: That would be great.

24 MR. HAYDEN: We are also getting feedback

1 from the various regions too. So, there are some changes  
2 already that we want to make.

3 COMMISSIONER STEBBINS: Then I would kind  
4 of look at the MOU, our viewpoint and feedback on the MOU  
5 with the actual operators as being subsequent to that by  
6 a little bit.

7 COMMISSIONER MCHUGH: Sure. The draft  
8 MOU with us --

9 COMMISSIONER STEBBINS: -- being first  
10 up.

11 MR. MESSNER: We will provide you with a  
12 draft of that ASAP as well as some options relative to  
13 funding. That will be our homework.

14 COMMISSIONER MCHUGH: Yes. That would  
15 be great. This is very exciting. It is creative and  
16 comprehensive. Let's move forward and see where we go.

17 COMMISSIONER STEBBINS: Ideally, at the  
18 end of the day our kind of timeline and Gantt chart that  
19 we have worked out, it would be nice to add the training  
20 component and the training piece as we back out  
21 regulation dates and licensing dates and everything  
22 else.

23 MR. LEPAGE: Would it be helpful to give  
24 you an example as we have done with some other industries,

1 based on this -- We are doing it now for the healthcare  
2 industry based on some new regulations, based on this,  
3 this is what it would take to build a workforce from this  
4 component, this component. Would that be helpful?

5 COMMISSIONER MCHUGH: It would be  
6 enormously helpful. We are trying to create, as  
7 Commissioner Stebbins said, an omnibus workflow process  
8 for ourselves. And having some idea as to where the  
9 various components of this fit in allows us then to think  
10 more realistically about some of the other pieces that  
11 need to be aligned with this and maybe governed by how  
12 fast this kind of a program can get off the ground.

13 MR. MESSNER: Very good. We will do  
14 that. Thank you very much.

15 COMMISSIONER STEBBINS: The next session  
16 of our meeting is -- There has been a tremendous amount  
17 of focus, obviously, in the first part of this meeting  
18 on the permanent jobs. Obviously, there is also a  
19 crucial component of temporary and construction jobs  
20 that are related to these projects as they go forward.

21 I know we have a number of local  
22 representatives here from the building trades, Frank  
23 Callahan from the statewide association in the building  
24 trades. Gentlemen, why don't you come up and we will

1 have a conversation about some of the issues that concern  
2 you all.

3                   Good afternoon, gentlemen. Again, we  
4 apologize to you like everybody else that we ran a few  
5 minutes late. We don't want to hold you up. The floor  
6 is yours.

7                   MR. DURAND: Thank you. My name is  
8 Jason Durand. I am the Business Manager of Carpenters  
9 Local 108, the New England Regional Council of  
10 Carpenters. And I represent over 900 craftsmen and  
11 women in the 100 cities and towns of Western  
12 Massachusetts, which happens to be the western area for  
13 your third casino or up to three casinos.

14                   Before I start, I want to just thank the  
15 Gaming Commission for allowing me to speak and the  
16 building trades to speak on the this issue of job  
17 opportunities and job creation. Casino gaming is a new  
18 endeavor in the Commonwealth. It presents both  
19 immediate and long-term opportunities for the State, the  
20 communities that will host them and of course the  
21 businesses and residents that live here.

22                   With that said, every opportunity has not  
23 been defined nor is everyone completely clear. While  
24 the intention of this legislation was always to help the

1 State as a whole, there are always some things that will  
2 truly benefit the entire State while others will do more  
3 for one area than another.

4           One place that we have been conscious of  
5 that is in job creation. We are here at Holyoke  
6 Community College and that conversation has obviously  
7 begun. And it sounds like it is pretty exciting and  
8 watching this develop on the level of the jobs after this  
9 facility opens I think is pretty exciting. It is a great  
10 collaborative. So, I am going to kind of paraphrase my  
11 notes here. But I wanted to write something that I could  
12 submit to you as well.

13           The second opportunity is from our side of  
14 it, which is the opportunity from the first shovel in the  
15 ground to the last light bulb that gets twisted and the  
16 doors are open, who will do that work? Has there been  
17 thought about the capability of local business community  
18 and the local workforce to meet the demands of this  
19 significant project and it is significant.

20           We need to understand that the location of  
21 a destination resort casino in Boston or Southeast is  
22 different than the one located here. The Boston area is  
23 a significant economic engine with projects of similar  
24 scale and timeline. The concentration of population in

1 and around Boston creates a comfortable level of  
2 experienced and qualified businesses and workforce to  
3 meet the demands these casinos will place on that given  
4 area.

5           It is not such an easy answer to say here  
6 in Western Massachusetts. The math is simple. This  
7 will be the largest single project in the history of this  
8 area by potentially fourfold. Three years ago Bay State  
9 Medical began their hospital of the future project.  
10 That was \$250 million. They did a \$40 million plus  
11 expansion to that. So, we are at \$300 million.

12           At that point in time that was the largest  
13 construction project in the Pioneer Valley. Today we  
14 are talking about -- MGM made their first presentation.  
15 And they estimated around \$800 million would be spent on  
16 construction with a potential of this thing becoming a  
17 billion-dollar job.

18           The size and the complexity of this  
19 construction project is going to be difficult and if not  
20 in some ways impossible for some of these local  
21 contractors who work in this area and have a workforce  
22 that comes out of this area to compete.

23           Simple, it is about qualifications and  
24 it's about ability. What does that mean? It is

1 important to look at the Bay State project to see that  
2 this quarter billion dollar project was built and how it  
3 impacted the community. BMC wanted local contractors to  
4 be part of the job. And they were totally committed to  
5 creating job opportunities for the people that lived in  
6 and around the City of Springfield.

7           Two things happened. Only a few local  
8 companies ended up being qualified and then selected to  
9 do that work. Why? For the bigger scopes of the work,  
10 the job was simply too big. As for the job creation, they  
11 set a minimum goal of 25 percent, which when pushed those  
12 goals were met.

13           The downside was that many trades most of  
14 the workers ultimately came from out of the area. I  
15 applaud BMC for creating these standards to begin with  
16 and trying to look at ways to be sensitive to the  
17 community.

18           But we have to be realistic though, most  
19 of these vendors that work on this facility will not be  
20 from this area. What does that mean? These companies  
21 already have set crews. The location of those employees  
22 are based on where the company is located and where most  
23 of the work they do is performed.

24           It is not a stretch to think that if a

1 contractor is based in Boston or Providence that the bulk  
2 of their workforce will be coming from there as well.

3           The goal of the legislation was to locate  
4 up to three casinos throughout this Commonwealth in order  
5 to maximize the impact to the whole State, all 351 cities  
6 and towns. That same consideration needs to be placed  
7 on not just creating jobs, but who is going to be filling  
8 those jobs.

9           Unemployment is as high as it is anywhere  
10 else, right here in Holyoke and Springfield some of the  
11 highest. Holyoke and Springfield also have some of the  
12 toughest statistics. And those are things that job  
13 creation starts to improve on.

14           The manpower exists right here. Skilled  
15 tradesmen and women are ready to go to work. The Gaming  
16 Commission is now creating, looking at opportunities to  
17 make this the best project or all three of these casinos  
18 the best projects for this new industry.

19           I think by looking at Western Mass. in a  
20 little different way that there are a workforce that  
21 wants this. I think the three presenters from Holyoke  
22 Community College I think did a great job of expressing  
23 that, but also the complications of that, the needs for  
24 some of the people who just are not ready.

1                   For us, the trades, we have apprenticeship  
2 programs. And Frank is going to speak about that. But  
3 for the people who aren't ready, we look at HCC as a place  
4 where you can take a course, get a certificate in teaching  
5 or nursing.

6                   The Carpenters Union, we call it  
7 Carpenters College. You go to Millbury. It's a  
8 facility that is going to give you four years of education  
9 and you are going to walk out of there a craftsman. That  
10 ability is not just about one job, but that one job as  
11 this one to create the opportunity for a career.

12                   So, I think it is really critical that we  
13 think about this project as a way to open up an  
14 opportunity for a whole bunch of people who are sitting  
15 on the sidelines, wondering if they are ever going to have  
16 an opportunity in this for them. But part of that needs  
17 to be I think -- I want to be careful on setting goals,  
18 because sometimes goals and best faith good effort is too  
19 soft.

20                   Companies will come in and they will do the  
21 work based on what they feel are the importance of a given  
22 project. And if you set a standard of 25 or 50 percent  
23 of the population that comes out of the area that you've  
24 designated as a casino area, which is Western

1 Massachusetts, I think that is very powerful for this  
2 economy. So, it is going to be an opportunity for some  
3 people, many more people to go to work than if there was  
4 nothing here and the vans pulled in.

5                   At Bay State Medical that's what happened.  
6 Suffolk did the job. It wasn't William Berry. They got  
7 bought out by a company called Suffolk. They were from  
8 Boston. Century Drywall came in. They are from  
9 Providence. S & F Concrete came in. They are from  
10 Hudson. Their manpower came with them and I can't blame  
11 them. Those people are the ones that have been making  
12 money for a long time. They are the ones they know.

13                   There is a workforce here. And they did  
14 tap into that. Believe me, the standards and wages and  
15 benefits and working conditions were always right there.  
16 That's not what this about.

17                   It is about creating an opportunity for  
18 people to go to work that couldn't have that opportunity  
19 or may not have that opportunity based on the  
20 requirements of a project like this. If it just about  
21 getting a building done and opening up so people can go  
22 to work and then revenue can come in, that's going to be  
23 accomplished.

24                   But I think people miss a big opportunity



1 Now is the time to be putting these lists together of  
2 who's interested. And A - being a carpenter that may  
3 have been in the industry but stepped out of it. And two  
4 - people who have never had the experience of being a  
5 carpenter. They have just graduated high school today  
6 and they are looking at two different paths.

7                   So, it is doable. I think there are  
8 communities that have passed residency language, which  
9 Boston is a great example of that. There is a percentage  
10 of workforce that stays in Boston that works in Boston  
11 that lives in Boston. That is why that machine just  
12 keeps on chugging. That can be replicated here.

13                   There was a program last year or two years  
14 ago where it was in connection with UMass. That was  
15 opening up to the things that people are currently  
16 missing. You want to come into the apprenticeship  
17 program? Well, you need to graduate or a GED. You need  
18 to take a math test. You to do OSHA-10 training. So,  
19 there's some pre-apprenticeship things that are done  
20 that really can bring that group of people ready to go.  
21 Frank, I don't know if you have some more to say.

22                   MR. CALLAHAN: Sure. I can fill in. I  
23 can address a lot of that.

24                   Just for the record, my name is Frank

1 Callahan. I am the President of the Massachusetts  
2 Building Trades Council. I thank you for inviting me  
3 here today.

4           We represent all of the trades. We are  
5 the umbrella organization much like the AFL-CIO is the  
6 umbrella organization for the larger labor movement, we  
7 are I guess you would say a sub-umbrella for the building  
8 trades. We have 75,000 members from 74 local unions and  
9 district councils across the State.

10           To the point of the training we are on  
11 right now, I can speak to that. We have apprentice  
12 programs that we invest with our contractor partners.  
13 We are a bit unique in the construction industry. We  
14 work with our construction contractors, our employers on  
15 a day-to-day basis.

16           We are on the phone with them every single  
17 day. These apprenticeship programs are jointly  
18 administered. There is an equal number of employer  
19 representatives and union representatives on those  
20 boards as well as our health insurance and pension  
21 programs and other funds.

22           We have been around most of them for over  
23 100 years. We have spent \$30 million of our own money  
24 providing apprentice training across the State. There

1 have been a few consolidations in the last few years. We  
2 had 44 training facilities across the State. Jason  
3 mentioned the Carpenters facility in Millbury. Tom  
4 Andrews is here with the laborers here from Holyoke.  
5 They have a great facility in Hopkinton. There are  
6 facilities of all different sizes and scale.

7 COMMISSIONER MCHUGH: These are training  
8 facilities?

9 MR. CALLAHAN: Training facilities, yes.  
10 They look much like a community college campus,  
11 dormitories, the works.

12 We have this model. And you talked  
13 about this issue of how do you build a workforce for a  
14 project? And Commissioner Stebbins and I had a brief  
15 conversation last week about this.

16 This is a constant struggle for us in the  
17 construction industry. There is a lot of ignorance  
18 about our industry of how it operates. But most people  
19 do know that it's a boom and bust industry. So, we are  
20 always trying to struggle. Jason can speak in the case  
21 of the carpenters. Their apprentice program is four  
22 years. Then you have some of the trades, the  
23 electricians, the pipefitters are five years others are  
24 down to three years.

1                   We have to project out three to five years  
2 into the future if there is enough work. As we discussed  
3 last week, I am not doing you a favor taking you into an  
4 apprentice program to say come on in. I've got a slot  
5 for you. Here is the classroom component. But there is  
6 no work out there. So, go home and sit by the phone and  
7 wait for us to call. You can't progress to your next  
8 steps, to your second year, third year, fourth year or  
9 fifth for those trades that go that far. So, we are  
10 always trying to project out. And it is very difficult.

11                   COMMISSIONER MCHUGH: It's sort of like  
12 law schools.

13                   MR. CALLAHAN: Yes. Actually, we have  
14 quite a few lawyers applying for our programs.

15                   COMMISSIONER MCHUGH: I suspect you do.

16                   MR. CALLAHAN: It has been difficult with  
17 the last three or four years. Some of the trades have  
18 scaled back the size of their classes. In some cases,  
19 they have suspended. They have not even taken a class,  
20 which we push back hard on, because we know this is going  
21 to turn around eventually.

22                   I can't sit here and tell you to what  
23 extent and when, but we do know this economy will be  
24 turning around. And we do need that skilled workforce

1 out there. So, we take in as many as we can. And those  
2 programs are expanding now as work is picking back up.

3 To some of the populations that may not  
4 have gone into the apprentice program, we have had a  
5 number of innovative programs that Jason alluded to  
6 earlier.

7 In the past, you got in and you became a  
8 carpenter because your father was a carpenter. Or I  
9 became a painter because my father was a painter. And  
10 I knew what I was getting into. I had an idea of what  
11 the industry was, the boom and bust nature of it, the  
12 uncertain nature of it and what I would be doing for work.

13 As that has changed, we have other  
14 populations of people coming into the apprentice  
15 programs. And they may come in for a year or two and then  
16 drop out. I always use the example, prior to my current  
17 position, I headed up the Pioneer Valley Building Trades  
18 Council for about six years in the mid-90s, early to  
19 mid-90s.

20 I always use the example of we would work  
21 with a lot of the faith community. A minister would call  
22 and say I have these two great kids. They are hard  
23 workers. They want to get into the construction  
24 industry. I would say, what do they want to do in

1 construction? And he'd say they want to work in the  
2 construction industry. And they were very tenacious  
3 about it and doing what they were supposed to do for their  
4 community. Finally, I would say all right. The  
5 bricklayers are taking apprentices in next week,  
6 depending on when the enrollment period is.

7           So, they rush them down to the bricklayers  
8 apprentice program and they both got in. One of them  
9 stayed and one of them didn't. A guy stayed in for about  
10 a year and a half, two years. The problem with that is  
11 someone who could've been in that slot lost a slot. The  
12 industry lost a skilled worker. We spent thousands of  
13 dollars in training that individual who dropped out of  
14 the industry. He may have worked for a year and a half  
15 or two years.

16           But also that individual might have been  
17 better off going into the carpenters or the laborers or  
18 the electricians, might've been better suited. So, what  
19 we have been able to set up is pre-apprenticeship  
20 programs. A lot of these were set for women in the  
21 building trades. Again, there is the nontraditional  
22 path.

23           I remember the story of a woman carpenter  
24 years ago she told me she went in thinking she was going

1 to be working on nice cabinet work and everything else.  
2 And she spent the first two years of her apprenticeship  
3 doing concrete form work, coming home covered in concrete  
4 every day. She toughed it out. She made it through to  
5 become a journey level worker at the end of her career.

6 But a lot of people would have said this  
7 isn't for me. This isn't what I signed up for. So, the  
8 pre-apprenticeship programs expose people to all of the  
9 trades, tells them what they need. You need a GED. You  
10 need a driver's license. You are going to be drug tested  
11 and other requirements that vary by trade. We'll have  
12 different tests in different dexterity skills in  
13 different trades.

14 We are exposing them. And one of the most  
15 successful programs has been in Boston. It is called  
16 Building Pathways. It first was a bit of weeding out  
17 process. There's about a 30 percent dropout rate.  
18 Would you say that is about the average just across the  
19 trades regardless?

20 COMMISSIONER MCHUGH: From the training  
21 programs?

22 MR. CALLAHAN: Yes. They don't get into  
23 the training programs.

24 COMMISSIONER MCHUGH: Then about 30

1 percent drop out?

2 MR. CALLAHAN: About 30 or 35 percent drop  
3 out eventually. And again we don't want to waste their  
4 time and waste our time and resources.

5 So, we will expose those apprentices or  
6 those potential apprentices. Some of them drop out of  
7 that program. They find out it's not that for them and  
8 we are doing them a service that way.

9 On the Building Pathways program, out of  
10 25 people who completed the most recent round 24 of them  
11 got placed in union apprentice programs. They are on  
12 their career path. And they know which trade they want  
13 to work in. They are going to last. That's what we  
14 want. I think it is the best thing for them. So, we are  
15 trying to encourage that as well.

16 We have done that in different parts of the  
17 State. Jason mentioned Bay State Medical Center, the  
18 Holyoke High-Speed Computing Center. We took in a  
19 number of people from the community. Dan D'Alma who  
20 asked me to express his apologies. He had a meeting that  
21 he couldn't get out of. He's the President of Pioneer  
22 Valley Building Trades Council had given me his  
23 testimony. He was talking about the Bay State. He said  
24 apprenticeship opportunities were made available to

1 about approximately 150 local residents just on the Bay  
2 State Medical project. I think there were two dozen on  
3 the Holyoke High-Speed Computing Center, because those  
4 opportunities have to exist, as I mentioned at the  
5 beginning of my remarks, it's the on-the-job training  
6 that is combined with the classroom training. Those are  
7 the necessary components.

8 COMMISSIONER MCHUGH: Let me ask you then  
9 the question that I asked your colleague just a second  
10 ago. We have got a big project coming down the road. We  
11 know roughly when it is going to be here. It is going  
12 to be here soon. How do you get a local workforce ready  
13 to participate in that given where you are right now?  
14 How can the Commission be most helpful in ensuring that  
15 those trained workers are actually employed in this work?

16 MR. CALLAHAN: There's a number of  
17 components there. Because the high unemployment right  
18 now in the economy, there is a readily available  
19 workforce for a good chunk of that work. That should  
20 resolve part of it.

21 The pre-apprenticeship program like we  
22 talked about, but we've approached a number of the  
23 developers here in the Western Mass. zone, Ameristar,  
24 MGM, and Mohegan Sun. In the Southeastern Mass. zone,

1 which has been, as you know set aside for the Wampanoag  
2 Tribe. We have an agreement to negotiate a more  
3 comprehensive agreement with the Wampanoag Tribe should  
4 that move forward. In Eastern Mass. zone, Suffolk Downs  
5 and there are discussions with other developers as well.

6           What we have done -- I mentioned that  
7 Building Pathways program in Boston. UMass Boston  
8 campus is under a project labor agreement. It is \$750  
9 million worth of work over approximately seven years.  
10 That is provided those work hours that I keep mentioning  
11 for the residents, the women and minority requirements  
12 through the Boston jobs ordinance to meet those goals.

13           So, we are not just taking them in. That  
14 job is over. Say it's one project and it's see you later,  
15 nice knowing you. That doesn't help anybody. So, what  
16 we've been able to do is combine that project labor  
17 agreement. As you know the DCAM and the UMass building  
18 authority is not bound by the Boston job ordinance  
19 because they are a statewide entity.

20           As Jason mentioned earlier, some cities  
21 and towns have done residency requirements, which have  
22 some legal challenges as well. But if we do an  
23 agreement, whether it's a project labor agreement, a  
24 community workforce agreement, there's a number of

1 different variations of that, we can put things in there  
2 that a public entity is prohibited by law from putting  
3 in in terms of residency requirements, women, it's not  
4 just goals. These are met.

5                   We sit on those contractors. We sign that  
6 as the trades. And that is a contract between the trades  
7 and the project manager or the general contractor, which  
8 only the construction industry is allowed to do under the  
9 National Labor Relations Act. So, we put those  
10 commitments in there.

11                   And we hold contractors' feet to the fire.  
12 We don't let them off the hook. We actually met those  
13 goals for the Kroc Center in Boston. UMass Boston we are  
14 actually meeting or exceeding all of those goals and  
15 veterans as well. There is a big one at Kendall Square  
16 going on right now. We have done that on just a host of  
17 projects. I mentioned locally Bay State Medical and the  
18 Holyoke High-Speed Computing.

19                   COMMISSIONER MCHUGH: You are doing that  
20 on your own without the intervention of any public body,  
21 right?

22                   MR. CALLAHAN: Right.

23                   COMMISSIONER MCHUGH: UMass, for  
24 example, the UMass project is not putting requirements

1 in its contracts to require the outcomes that you've  
2 described. Is that fair to say?

3 MR. CALLAHAN: Yes.

4 COMMISSIONER MCHUGH: So, is the  
5 Commission's role simply to watch you go? Or is there  
6 something that the Commission can do to be helpful to  
7 encourage the outcomes you desire?

8 MR. CALLAHAN: In the statute, as you  
9 know, there is the provision in there that does not  
10 require project labor agreement, which is not allowed by  
11 law. But there are provisions that we worked very hard  
12 to make sure were included in the legislation that there  
13 were provisions for labor harmony on the project.  
14 That's really the only enforceable way to do that is an  
15 agreement, a contract, a pre-hire agreement as I  
16 mentioned with the trades for the construction  
17 component.

18 And also for the long-term workforce,  
19 which I am not here to talk about today, but I know has  
20 been at previous meetings and previous speakers, there  
21 were labor harmony provisions and neutrality pledges  
22 that a number of the developers would be signing or making  
23 in terms of the in-house work force that they would not  
24 oppose a union organizing drive, which again ensures the

1 collective-bargaining relationship on them.

2 MR. DURAND: With that said, I think the  
3 opportunity from you as the Gaming Commission is to  
4 express a concern about the need that each one of these  
5 facilities, the racino and up to three casinos, do  
6 maximize the impact of that community.

7 You haven't set all of the regulations.  
8 And you haven't established all of the criteria that  
9 you're going to grade these developers on. And if one  
10 of those components is how are you going to work with the  
11 local area to create job opportunities? I think that is  
12 very powerful to the message of we are not going to watch  
13 the doors get opened up here and then the lights go on  
14 and that is when things impact this area.

15 MR. CALLAHAN: To that point, the easiest  
16 thing for me to do administratively, and I do not believe  
17 in this for the record, what would happen in a lot of parts  
18 of the country if there was say a major refinery going  
19 in even a bigger project than we are talking about, or  
20 a nuclear power plant style project, if we didn't have  
21 the readily available workforce on a union project, we  
22 put out what is called -- we put out a call.

23 We put out the word to locals around the  
24 country that we need 300 carpenters, 400 laborers, 200

1 pipefitters. And we can supply the manpower that that  
2 contract would need for that job. But then they all go  
3 home after the job. That's not what we're about.

4           We are fully committed. We want to get  
5 that workforce right here in Massachusetts. Local  
6 people and as I often say you are hiring from the local  
7 union your hiring hall. Local means local people. That  
8 is a benefit to all of us. It keeps the standards up.  
9 So, it is not a situation when that big project is over,  
10 everybody leaves and the wages go down and the standards  
11 of the industry go down.

12           COMMISSIONER STEBBINS: Do you feel right  
13 now, let's set the Southeast region aside for the moment.  
14 We license two resort style casinos, one slots parlor.  
15 Obviously, not as big of an investment as the resort  
16 casinos. Is the capacity right now here in  
17 Massachusetts, exclusive of Western Mass., is the  
18 capacity right now here that you would be able to avoid  
19 that call out to arms? Is the workforce existing here  
20 to tackle those two projects and the smaller slots parlor  
21 project?

22           MR. CALLAHAN: I believe so. We may have  
23 to have a handful of people like Jason alluded to, a  
24 contractor to say a larger contractor would come from say

1 the Boston area.

2 MR. DURAND: Or Rhode Island or  
3 Connecticut.

4 MR. CALLAHAN: They may bring some key  
5 people in, but the capacity is here. We have -- Tom?

6 MR. ANDREWS: I am Tom Andrews. I am the  
7 Business Manager for the Laborers out of Holyoke. Just  
8 in Western Massachusetts we have over 1500 laborers that  
9 are ready to go right here from Berkshire County to  
10 Franklin and Hampden. So, right here from Western  
11 Mass., we have got 1500 that could go to work anytime soon  
12 for the laborers side. And I believe the carpenters are  
13 the same way. They got definitely a workforce.

14 The issue that we have is like he was just  
15 saying the S & S's, some of these outside contractors,  
16 they bring their crew in, and guess what, they spend on  
17 a coffee and a donut down the road and we never ever see  
18 the money here. The foreclosures out here in Western  
19 Mass., if we can continue to hire Western Mass. workers,  
20 the foreclosures in the whole scheme of things will be  
21 much better.

22 We need to keep the money here. Like you  
23 said, if there is some way of putting it so that we can  
24 actually -- There's got to be teeth in it though. Like

1 you said, if there is a goal and these contractors are  
2 yeah, there's a goal and they just kind of do their thing.  
3 There has got to be some sort of teeth in there saying  
4 that they have to be a resident's clause in it. If you  
5 don't meet that resident's clause, there has got to be  
6 some sort of a penalty on the backside of that residency  
7 clause either financially or -- There has got to be  
8 something. There has got to be teeth in that to help us  
9 out here and keep it in Western Mass.

10 COMMISSIONER MCHUGH: Okay. I hear you.

11 MS. BUCKNER: If I might, I would also  
12 like to --

13 COMMISSIONER MCHUGH: Who are you?

14 MS. BUCKNER: My name is Alice Buckner. I  
15 am with Westover Job Corps, Department of Labor National  
16 Program. We work very closely together. And our  
17 program, we have 572 slots, one-third female, two-thirds  
18 male, very diverse. We have disabled individuals  
19 learning construction trades, young disabled  
20 individuals, deaf bricklayers, etc., very diverse. We  
21 will benefit from all of this. And we will participate  
22 in all of this and we are already budgeted. We are  
23 already budgeted.

24 We also have three Massachusetts centers,

1 the Worcester area, Leominster area, and Chicopee, Mass.  
2 Chicopee, Mass. is one of the largest construction  
3 schools in the Job Corps system in the country.

4           So, our 572 slots matriculate every week,  
5 in and out. So, we are a machine. And we are already  
6 working with the data center. We are already working at  
7 Bay State, UMass. We have a very large number of young  
8 women in the trades, especially young women of color.

9           The point that I want make is that I am now  
10 in a relationship with the National US Green Building  
11 Council. That entire program is headquartered in  
12 Massachusetts. The fellow for the US Green Building  
13 Council's Green Schools Initiative is in Boston. The  
14 second most important person for that effort is at UMass.  
15 And then I'm involved in that as well.

16           So, we are doing a lot with environmental  
17 work. We are very excited about the potential there. I  
18 think we should mention ACE mentoring which Turner  
19 Construction is very involved with. Architecture  
20 Construction and Engineering careers for young urban  
21 people of color.

22           So, you've got a number of groups that want  
23 to have a role in this collaboration. I think it is very  
24 exciting. And I think some of these efforts are already

1 funded or already doing the wraparound, or already very  
2 well integrated. We are on the REB. We are very  
3 involved. We are very interested. We are very excited.

4 MR. DURAND: I think she brings up a  
5 great example. The Carpenters Union is part of the Job  
6 Corps. We actually have instructors throughout the  
7 nation and a number of the building trades do the same  
8 thing, the painters, the bricklayers. It depends on the  
9 location.

10 So, here is an organization that is  
11 training young men and women for different trades. And  
12 they are looking for an opportunity to go to work. And  
13 the opportunities for a carpenter would be to come to the  
14 apprenticeship program, to continue their education  
15 almost as a lawyer looking to go towards that next level  
16 but with us. And at the end have a job place to go to.  
17 That's the key to this thing.

18 If the opportunities aren't there, what  
19 happens to these young men and women is they just kind  
20 of filter off and there is no place. Maybe they go to  
21 Home Depot. Such a loss of opportunity for somebody who  
22 wants to be here and ends up selling doors. He can  
23 install them.

24 When you look at this and you see the

1 opportunities, that's the call to you as do how we make  
2 sure that those kids go to work from Job Corps?

3                   How do we make sure that Dean Vocational,  
4 which is training carpenters and electricians and sheet  
5 metal workers get a job here? Springfield had Putnam  
6 Vocational. There are kids that are coming through  
7 those programs. And because Springfield had a call for  
8 the REO, which is a Responsible Employer Ordinance, and  
9 a residency ordinance, there were kids that came off of  
10 the Putnam classroom and walked not across even the  
11 street, across to the chain linked fence where we were  
12 building a project. And they put their tools on and they  
13 went to work. That was their very first opportunity to  
14 become a citizen, somebody who would contribute as an  
15 adult in the craft that they wanted to do.

16                   That person, that very first one is now  
17 over at the next school, Forest Park Middle School. He  
18 is in his second year as an apprentice. Three more  
19 years, he'll be a graduate. He will be a journeyman. He  
20 has a young family. He's thinking about buying a house.  
21 Those are opportunities that are being created.

22                   COMMISSIONER MCHUGH: Right.

23                   COMMISSIONER STEBBINS: I look at this,  
24 and correct me if I'm wrong, but obviously the trades and

1 I think Jason you shared it with me that the average  
2 journeyman in the trades is not working to 65, 68, 70  
3 whatever that retirement age. Their kind of work life  
4 is a little bit shorter. But I look at this opportunity,  
5 as you pointed out, at least in Western Mass., it will  
6 probably be the biggest construction project that we have  
7 seen so far.

8           It has got to be some type of almost a  
9 marketing tool or an enticement to get people thinking  
10 about the apprenticeship program or weighing getting  
11 into the construction trades as a great opportunity. Is  
12 it timely to think that it helps you out in terms of folks  
13 that are edging towards retirement now to kind of have  
14 the opportunity to back fill? I don't know if, Frank,  
15 you would characterize it as the same Statewide.

16           MR. CALLAHAN: We have a number of people  
17 who may not be working and swinging a hammer when they  
18 reach that age. They may transition over to running  
19 work, becoming an estimator. Elsewhere in the industry,  
20 I know a number of the trades have agreements with  
21 Wentworth in the Eastern part of the State and a number  
22 of the community colleges towards getting a degree and  
23 moving on into another aspect of the industry whether  
24 it's engineering or running a project. Quite a few our

1 members will then go form their own construction company  
2 and move in at that point.

3           Physically, it is tough work. And it is  
4 very difficult to be working past the age of 60. That's  
5 why a lot of our pension funds and everything are being  
6 set up to be able to retire in the mid-to-late 50s.

7           MR. DURAND: The question I hear is about  
8 that period of time that we are working and people moving  
9 on. Yes, that does open up opportunities for somebody  
10 else. So, the opportunity for somebody who can come from  
11 Job Corps or Putnam Voc. or Dean Vocational is  
12 available. It's available today at small bites because  
13 the reality is the construction industry compressed by  
14 about 30 percent.

15           There are still large pockets of people  
16 who have the tools and talents and skills sitting home,  
17 doing something else, driving a truck who would love to  
18 come back. Those are a group of the population that I  
19 think can come back into what they know and enjoy doing  
20 for their career. Then there is other places where there  
21 is opportunity for somebody new to come to the  
22 apprenticeship training programs and learn this.

23           COMMISSIONER MCHUGH: One of the  
24 challenges for me is to find in all of this, not just in

1 this area but in the whole gaming process that we about  
2 to embark on, the right dividing line between effective  
3 regulation and over regulation. That's not limited to  
4 us but that is throughout.

5                   It seems to me from what I am hearing that  
6 all of you in your various approaches have a good handle  
7 on how to develop the qualified trained workers to do the  
8 jobs. And that the Commission's most effective role  
9 would be to create incentives, even incentives  
10 conceivably with teeth, to make certain that those  
11 trained people are hired by the contractors with whom you  
12 are already in existing relationships. Do I have the  
13 oversimplified?

14                   MR. DURAND: Perfect.

15                   COMMISSIONER MCHUGH: That is very  
16 helpful.

17                   MR. CALLAHAN: Again, we have had great  
18 success with that. Once we are at the table, we are able  
19 to put in the things, everything we've been talking about  
20 is married in there in the apprenticeship requirements,  
21 the residency, women and minority not goals but actuals  
22 that we met. It is all wrapped up into one contract.

23                   COMMISSIONER MCHUGH: That is very  
24 helpful to me.

1                   COMMISSIONER STEBBINS: The language in  
2 the statute in parts is sometimes very broad. It talks  
3 about an applicant being able to have a positive impact  
4 on regional employment.

5                   I could see something obviously as  
6 specific to some type of an agreement being able to  
7 strengthen an application. Again, being able to  
8 demonstrate how you are going to have a positive impact  
9 locally across on the construction side with a broad  
10 breadth of individuals both locally in an  
11 apprenticeship, kind of getting that creative -- as  
12 Commissioner McHugh said, there is a fine balance between  
13 too much regulation, not enough regulation but trying to  
14 incorporate some best practices to have the positive  
15 outcomes that we are all looking for.

16                  MR. DURAND: I think what you have to  
17 think about as a Commission is what is truly important  
18 to the Commission. Does the sense of job creation  
19 locally in an area to maximize where this casino is going  
20 make sense? And how much regulation do you want to put  
21 to make sure that those goals are met?

22                  Because in short as you water it down, you  
23 definitely will dilute the success of it. As I heard  
24 Holyoke Community College, one of the things we need is

1 apprentices that are going to come in that have either  
2 graduated or they are going to need their GED. Why  
3 re-create the wheel? This is already starting to become  
4 a reality. Let them play a part in that. So, that is  
5 the charge to you.

6 COMMISSIONER MCHUGH: Very helpful,  
7 thank you.

8 COMMISSIONER STEBBINS: Thank you. That  
9 was the only business, these essential two topics that  
10 we had planned to discuss. If there is anybody else that  
11 would like to raise a question or concern, we would  
12 welcome that. If not, we appreciate your patience and  
13 again our apologies for being a few minutes late.

14 We thank you for attending this session  
15 and look forward to interacting with all of you as we move  
16 forward. Thank you very much.

17

18 (Meeting adjourned at 2:54 p.m.)

19

20

21

22

23

24

1 ATTACHMENTS:

2

3 Attachment 1, Agenda

4 Attachment 2, September 12, 2012 DRAFT - A Statewide  
5 Initiative Addressing the Workforce Needs of the Gaming  
6 Industry in Massachusetts

7

8

9 SPEAKERS:

10 Jeffrey Hayden, Massachusetts Community College System  
11 Casino Career Training Institute

12 Robert LePage, Massachusetts Community College System  
13 Casino Career Training Institute

14 Larry Martin, Regional Employment Board, Hampden County

15 William Messner, Massachusetts Community College System  
16 Casino Career Training Institute

17

18 Tom Andrews, Business Manager, Laborers' International-  
19 Union of North America, Local #596

20 Alice Buckner, Westover Job Corps Center

21 Frank Callahan, President Massachusetts Building  
22 Trades Council

23 Jason Durand, Business Manager Local Carpenters 108

24

1 C E R T I F I C A T E

2 I, Laurie J. Jordan, an Approved Court Reporter, do  
3 hereby certify that the foregoing is a true and accurate  
4 transcript from the record of the proceedings.

5

6 I, Laurie J. Jordan, further certify that the foregoing  
7 is in compliance with the Administrative Office of the  
8 Trial Court Directive on Transcript Format.

9

10 I, Laurie J. Jordan, further certify I neither am counsel  
11 for, related to, nor employed by any of the parties to  
12 the action in which this hearing was taken and further  
13 that I am not financially nor otherwise interested in the  
14 outcome of this action.

15 Proceedings recorded by Verbatim means, and transcript  
16 produced from computer.

17

18 //Laurie J. Jordan// Date: October 3, 2012

19 Court Reporter for OfficeSolutionsPlusLLC.com

20 My commission expires: May 11, 2018

21

22 //Elizabeth Tice// Date: October 3, 2012

23 Elizabeth Tice, President, OfficeSolutionsPlusLLC.com

24 My commission expires: August 26, 2016