

House Ways and Means Committee

Delegate Anne R. Kaiser, Chair

Agenda

Tuesday, July 28, 2020

1:30 p.m.

Annapolis, Maryland

I. Call to Order and Opening Remarks

II. Briefing by the Lottery and Gaming Control Agency on Impact of COVID-19

- Gordon Medenica, Director
- Jim Nielsen, Assistant Deputy Director, Chief Operating Officer
- James Butler, Managing Director, Organizational Compliance
- Carole Bober Gentry, Managing Director, Communications

III. Briefing by Representatives of the Gaming Industry on Impact of COVID-19

- Hollywood Casino Perryville, Cecil County
 - Matthew Heiskell, General Manager
- Ocean Downs Casino, Worcester County
 - Bobbie Sample, General Manager
- Live! Casino & Hotel, Anne Arundel County
 - Joseph Weinberg, Managing Partner and CEO, Cordish Gaming Group
- Rocky Gap Casino Resort, Allegany County
 - Skylar Dice, General Manager
- Horseshoe Casino Baltimore, Baltimore City
 - Randy Conroy, General Manager and Senior Vice President
- MGM National Harbor, Prince George's County
 - Jorge Perez, Regional Chief Operating Officer, MGM Resorts and President, MGM National Harbor

IV. Closing Remarks and Adjournment



Lottery and Gaming in the Pandemic

House Ways and Means Committee Briefing

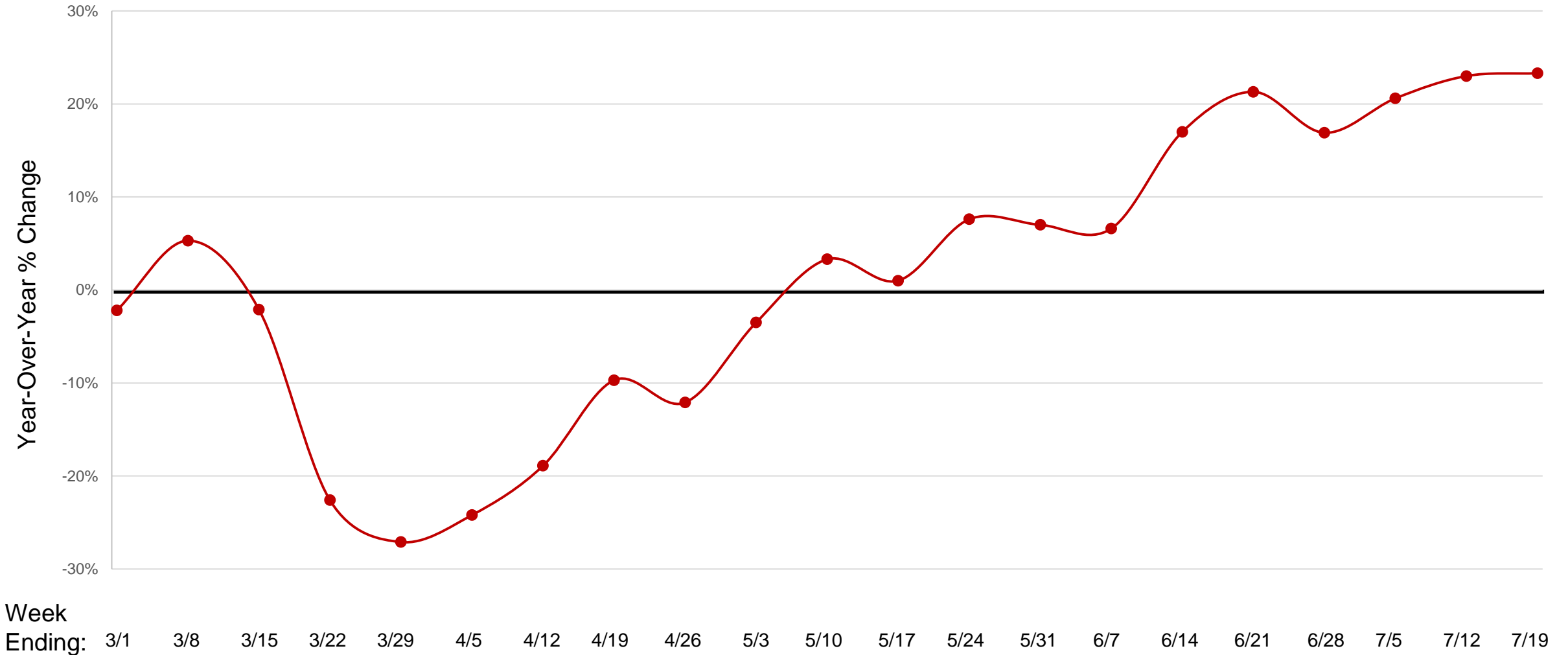
July 28, 2020

Gordon Medenica
Director

Early Steps Taken by the Lottery

- Massive re-engineering of workforce (telework)
- Significant loss of retail base (bars & restaurants)
- Cancelled April launch of new instant tickets
- Delayed launch of second round of Fast Play tickets
- Cancelled all paid advertising (mid-March through late May)

Pattern of Lottery Sales During Pandemic



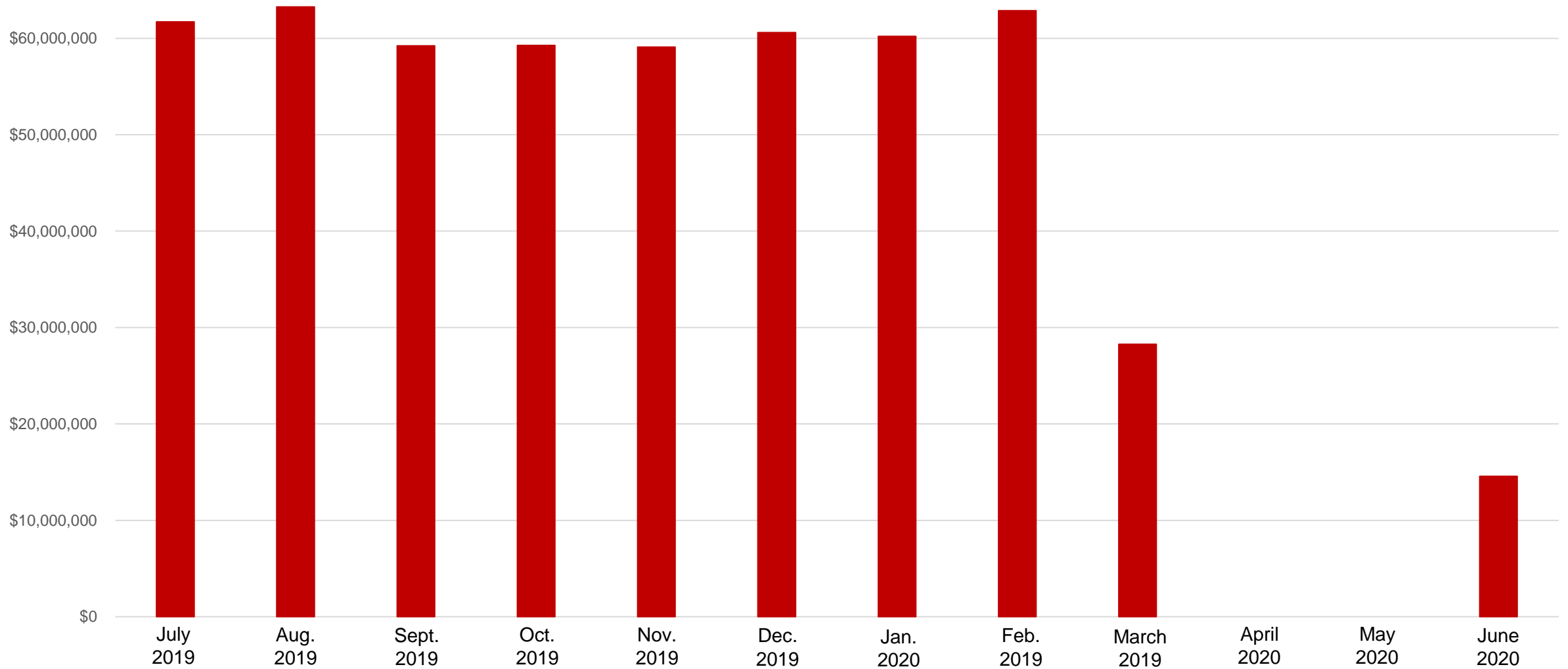
A Good Year, Interrupted

- Before the crisis, Lottery profit was down only \$3 million from FY2019 (an all-time record year that included a \$1.5 billion Mega Millions jackpot roll)
- By the April 23, 2020, Commission meeting, fear that Lottery would be down \$50 million in FY2020
- Recovery in May/June, Lottery down only \$10 million compared to FY2019
- Estimated FY2020 Lottery profit of \$583 million will beat the December 2019 BRE forecast of \$571 million
- Why are lotteries doing well?
 - No alternative for discretionary entertainment spending
 - Not due to stimulus (Canadian evidence)

Agency's Recent Focus: Casinos

- Attempt to limit activity voluntarily before shutdown
- Shutdown March 16, 2020
- Almost immediately, started working on reopening plans
- Agency guidelines developed in partnership with casino operators
- Each casino developed detailed individual plans including:
 - Capacity limits
 - Cleaning
 - Social distancing
 - Reduced slot machine/table game counts
 - Reduced hours
 - Staff & patron safety
- Reopening dates in late June 2020

Casino Revenue Decline: FY2020 Casino Contributions to the State



What Does the Future Hold?

- Long-term lowering of expected casino contributions
- Lottery will continue to be strong
 - Advertising back to full strength with changes to media mix
 - Fast Play launch success
 - **Strengths:** Daily numbers; Instant tickets; Racetrax
 - **Weaknesses:** National jackpot games
- Potential growth areas:
 - **Casinos:** Sports betting
 - **Lottery:** iLottery



— PERRYVILLE, MD —

1201 Chesapeake Overlook Pkwy ★ Perryville, MD 21903

The Honorable Anne Kaiser
Chair, House Ways and Means Committee
House Office Building, Room 131
6 Bladen Street
Annapolis, MD 21401

July 28, 2020

**TESTIMONY BEFORE THE HOUSE WAYS AND MEANS COMMITTEE BRIEFING –
GAMING INDUSTRY AND IMPACT OF COVID-19**

On Friday, June 19th, the first available date for reopening casinos in Maryland, Hollywood Perryville in Cecil County was thrilled to be one of the first to reopen in the state. Hollywood was able to open at 5:00 PM to the general public, and there was an initial wait to enter based on demand. Like all the casinos in Maryland it is a new world for the employees and customers to experience. Thermal cameras, slot machine count reductions to allow for social distancing, plexiglass barriers, enhanced cleaning schedules, and mask requirements are all parts of revised protocols that were approved by the Cecil County Health Department and the Maryland Lottery, and are now a part of our daily routine for operation. Hollywood could not be more proud of the work that was done to get to a point where the property could open, as well as for the collaborative partnership spirit with the Maryland Lottery and the five other state casinos to share best practices for our collective success.

The months before this were devastating in the toll on revenue numbers and employee stability. From mid-March to mid-June the property lost over \$20MM in gaming revenue, about 27% of our typical annual revenues of approximately \$75MM. Before that, in January and February, Hollywood had seen double digit percentage growth vs. 2019, suggesting that the gaming market in Northern Maryland was healthy before the pandemic.

After reopening we currently offer 479 VLTs (60% of typical machine count), 10 out of 13 table games, both of our Greene Turtle restaurant offerings, and Off-Track Betting. The only offerings that remain offline for now are valet, the Rodeo Drive gift shop, and poker (though we plan to open some poker tables in August, 2020).

Attendance is down almost 25% vs. pre-COVID levels as customers adjust to comfort in returning to the casino. Despite the dramatic decrease in attendance, gaming revenues have been strong since reopening (up 17% vs. the same period last year, approximately \$1MM more in gaming revenue than usual), which indicates the amount of early “pent-up” demand from the customer base. These early results have begun to normalize and we anticipate that they will do so over the coming months. Because of this early demand there was limited marketing after reopening. Marketing efforts, in particular through mail to customers, have begun to increase in recent weeks, but some of our typical levers for driving traffic to the casino such as large-scale promotions or entertainment are nearly impossible to plan right now in a way that

assists with social distancing, so it will remain a concern for the foreseeable future to be unable to use these revenue-driving mechanisms.

As we approach the 2021 General Assembly session, the casinos will be focused on working with the members of the Assembly on assistance with three different areas: providing a safe environment, driving revenue, and hiring staff.

SAFE ENVIRONMENT

As we learn more to adapt to measures that can keep our customers and employees safe at the casino, we will continue to invest in ways to help clean and sanitize the casino. Balancing the customer experience with any changes in guidance from the CDC or other health organizations will remain a challenge throughout the time of COVID-19.

DRIVING REVENUES

Hollywood is uniquely positioned in Maryland in that we are surrounded by other states that have casinos, which is a challenge from a marketing perspective given differing tax rates in those states even in normal times. Pennsylvania and Delaware residents together make up over 17% of our revenues, approximately \$13MM in typical annual revenues. Though construction on new “mini-casinos” in Pennsylvania that are the same size and scope as Hollywood has been delayed due to the virus, we anticipate work will begin again on two casinos that will bring an estimated annual loss of \$3MM for the property as that money leaves the state.

Additionally, work has been delayed on the Great Wolf Lodge, which we anticipate helping once construction is complete in a couple of years, but for now the planned site next to us is dormant.

Delaware and Pennsylvania also offer sports betting, and we look forward to the positive referendum for Maryland and the ensuing work to finalize legislation similar to 2019’s SB04.

HIRING PEOPLE

Staffing has been an extreme challenge since reopening. Hollywood typically employs about 275 people, and currently sits at around 250. Though some employees remain furloughed, operating with even 25 fewer employees given our typical number is difficult. Some employees chose not to return and others that have returned are more likely to call out of work due to concerns, leading to day-to-day challenges in providing a typical level of service, having the number of table games open we would like to, etc. This will likely be a hindrance on the revenues and service expectations for Hollywood for a significant period of time.

All told, Hollywood is thrilled to be back providing a safe work environment for employees and a safe gaming/dining experience for customers. We look forward to working with the committee in 2021 to make gains in these three areas of improving safety as possible, driving revenues, and employing Maryland citizens.

OCEAN DOWNS CASINO HEALTH & SAFETY GUIDELINES



Health & Safety Officers:

Team Members:

Cindy Romeo

Director of Human Resources

10218 Racetrack Rd

Berlin, MD 21811

Email: cindy.romeo@oceandowns.com

Tele: (443) 944-4100

Guests:

Security Management – 24x7

10218 Racetrack Rd

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Tele: (410) 641-0600 Option 7

Email: SafetyFirst@oceandowns.com

Version 4

OCEAN DOWNS CASINO

HEALTH & SAFETY GUIDELINES

We are closely monitoring government policy changes, Centers for Disease Control (CDC) guidelines, government mandates, and public health advancements and will continue to make changes as necessary or appropriate to our protocols and procedures.

1 Employee & Guest Health

The health and safety of our employees and guests is our number one priority.

Temperature Monitoring. Points of entry will be limited to one to allow our security team to conduct non-invasive temperature checks. When temperature is confirmed at 100.0°F or less, a daily color coded wristband will be given to signify that they have been checked. Anyone displaying a temperature over 100.0°F will be taken to a private area for a secondary temperature screening. Employees or guests confirmed to have a temperature over 100.0°F will not be allowed entry to the property and will be directed towards appropriate medical care.

Physical Distancing. Maximum occupancy will be reduced to 50% of the current Fire Marshall maximum. Guests will be advised to practice physical distancing by standing at least six feet away from other groups of people not traveling with them while standing in lines and moving around the property. Restaurant tables, slot machines and other physical layouts will be arranged to ensure appropriate distancing. Employees will be reminded not to touch their faces and to practice physical distancing by standing at least six feet away from guests and other employees whenever possible.

Hand Sanitizer. Hand sanitizer dispensers, touchless whenever possible, will be placed at key guest and employee entrances and contact areas such as the casino entrance, the casino floor, Cage, Player's Club, table games and restaurant entrances.

Front of the House Signage. There will be health and hygiene reminders throughout the property including the proper way to wear, handle and dispose of masks and gloves.

Back of the House Signage. Signage will be posted throughout the property reminding employees of the proper way to wear, handle and dispose masks, use gloves, wash hands, sneeze and to avoid touching their faces.

Employee & Guest Health Concerns. Our employees will be given clear instructions on how to respond swiftly and report all presumed cases of COVID-19 on property to the Worcester County Health Department (WCHD). We will be ready to provide support to our guests. Employees are instructed to stay home if they do not feel well and are instructed to contact a manager if they notice a coworker or guest with a cough, shortness of breath, or other known symptoms of COVID-19. Employees and guests who are exhibiting any of the symptoms of COVID-19 while at the property are instructed to immediately notify their manager (employees) or security (guests).

2 Employee's Responsibilities

Ocean Downs Employees are vital for an effective sanitation and health program.

Hand Washing. Correct hygiene and frequent handwashing with soap is vital to help combat the spread of virus. All Ocean Downs employees have been instructed to wash their hands, or use sanitizer when a sink is not available, every 60 minutes (for 20-seconds) and after any of the following activities: using the restroom, sneezing, touching the face, blowing the nose, cleaning, sweeping, mopping, smoking, eating, drinking, entering and leaving the gaming floor, going on break and before or after starting a shift.

COVID-19 Training. All employees will receive training on COVID-19 safety and sanitation protocols.

Personal Protective Equipment (PPE). Appropriate PPE will be worn by all employees based on their role and responsibilities and in adherence to state or local regulations and guidance. Training on how to properly use and dispose of all PPE will be mandatory. Every employee entering the property will be provided a cloth mask and required to wear that mask while on property. Gloves will be provided to employees whose responsibilities require them as determined by medical experts including environmental services (EVS) and security in direct contact with guests.

Daily Pre-Shift & Timekeeping. Employee pre-shift meetings will be conducted virtually or in areas that allow for appropriate physical distancing between employees. Employee arrival times are typically staggered to minimize traffic volume in back of house corridors and service elevators. Hand sanitizer will be available at each time clock location and employees will be required to sanitize their hands after clocking in. Our management team will ensure constant communication and proper PPE and sanitation procedures are followed and updated per the latest expert guidance.

3 Guest Arrival

A security officer will greet each visitor to the casino. Visitors will be screened and recommended to use hand sanitizer and to wear a mask. Appropriate signage will also be prominently displayed outlining proper mask usage and current physical distancing practices in use throughout the casino. Guests will enter the casino through doors that are either propped open, are automated or have foot openers. Courtesy shuttle services will be suspended until further notice.

4 Cleaning Products and Protocols

Our EVS department uses cleaning products and protocols which meet EPA guidelines and are approved for use and effective against viruses, bacteria and other airborne and blood borne pathogens. We are working with our vendors, distribution partners and suppliers to ensure an uninterrupted supply of these cleaning supplies and the necessary PPE.

Public Spaces and Communal Areas. The frequency of cleaning and sanitizing has been increased in all public spaces with an emphasis on frequent contact surfaces including, but not limited to, security dispatch counter, door handles, public bathrooms, ATMs, ticket kiosks, marketing terminals, casino cage counters, gaming machines, gaming tables, dining surfaces and seating areas.

Back of the House. The frequency of cleaning and sanitizing will also increase in high traffic back of house areas with an emphasis on the employee break areas, employee entrances, employee restrooms, offices, kitchens, security scanning podiums, employee access computers and conference room.

Shared Equipment. Shared tools and equipment will be sanitized before, during and after each shift or anytime the equipment is transferred to a new employee. When applicable, plastic wrap will be used by team members when using shared keyboards and other equipment and disposed of directly after use. This includes phones, radios, computers and other communication devices, payment terminals, kitchen implements, maintenance tools, safety buttons, folios, cleaning equipment, keys, time clocks and all other direct contact items used throughout the casino.

Air Filter and HVAC Cleaning. The frequency of air filter replacement and HVAC system cleaning has been increased and fresh air exchange will be maximized.

5 Locations for the Distribution of Personal Protection Equipment (PPE)

Team members will be issued a number of cloth masks as part of their uniform from Human Resources or their Department Manager. A supply of disposable masks will be maintained by Security at the team member entrance in the event an employee does not have their cloth mask. Gloves will be available from the appropriate department shift offices as necessary for the job function.

6 Physical Distancing

Throughout the casino we will meet or exceed state and local health authority guidelines on proper physical distancing.

Queuing. Any area where guests or employees queue will be clearly marked for appropriate physical distancing. This includes Security dispatch, Cage, Player's Club, Waves QSR, ticket kiosks, marketing terminals and ATM's.

Restaurants and Bars. Restaurants and bars will reduce seating capacities to allow for a minimum of six feet between each seated group/party of guests.

Slot Operations. Slot machines will be placed out of service and/or reconfigured with the chairs removed to allow for physical separation between guests. Slot Supervisors and Managers will ensure that guests do not congregate around slots.

Table Games Operations. Table games will have chairs removed. Table Games Supervisors and Managers will ensure that guests do not congregate in groups.

Event Space. The Event Room will be closed until such time as large gatherings are allowed in the state of Maryland. When that occurs, meeting and banquet set-up arrangements will allow for physical distancing between guests in all meetings and events based on CDC and state recommendations. Self-serve buffet style food service will be suspended and replaced by alternative service styles.

Back of the House. Physical distancing protocols will be used in the employee break rooms, conference room, shared office spaces, the employee services window (via a teller style window) and other high-density areas in order to ensure appropriate distancing between employees.

Operating Hours. Ocean Downs will limit operating hours to 8AM to 2AM daily. Deep cleaning will take place during closed hours.

DEPARTMENT SPECIFIC SANITATION POLICIES

Additional department and protocols are under review and will be added/modified as developed

CASINO OPERATIONS

All guests wishing to gamble or use Cage and Players Club services will be requested to briefly lower their masks for age and identification purposes in compliance with Maryland gaming requirements.

7 Casino Cage

Cleaning & Sanitizing Protocol

- a) Guest facing counters to be sanitized at least once per hour

Physical Distancing Protocol

- a) Guests to maintain six feet of separation while waiting in line with the spacing to be clearly marked on the floor

Guest Considerations

- (a) Hand sanitizer bottles are located near the Cage queuing line exit

8 Slot Operations

Cleaning & Sanitizing Protocol

- (a) Hand sanitizing stations throughout the casino floor
- (b) Workstations to be sanitized at least once every four hours
- (c) Plastic wrap to be used by Attendants and Supervisors when using shared computer keyboards and immediately disposed
- (d) Slot attendants to offer to sanitize slots for guests sitting down at a machine

- (e) Slots in use to be sanitized at least once every four hours
- (f) Slots that will be dropped for that gaming day will be cleaned by EVS after closing

Physical Distancing Protocol

- (a) Slot machines will be placed out of service and/or reconfigured with the chairs removed to allow for separation between guests
- (b) Polycarbonate shields will be placed between slot machines in play when the chair is less than six feet from the chair of the next slot machine in play
- (c) Guests to maintain six feet of separation while waiting in line at Players Club

Guest Considerations

- (a) Hand sanitizer dispensers to be placed throughout the slot floor
- (b) Signage will be placed throughout the slot floor to remind guests to sanitize slot machines before use or contact a slot attendant for assistance

9 Table Games Operations

Cleaning & Sanitizing Protocol

- (a) Supervisors to sanitize table game rails after each guest leaves a game
- (b) Supervisors to sanitize each chair area after each guest leaves a game
- (c) Dealers to sanitize dice for each new shooter. Two colors of dice will be used each gaming day, when shooter is done with one color, the next shooter will be given the alternate color while the original color dice are sanitized
- (d) Dealer to sanitize the on/off button when entering a game
- (e) Dealer to sanitize the exterior of the card shoe when entering a game and the interior of the card shoe when the game goes dead
- (f) Supervisors to sanitize the outside of shufflers every four hours; inside to be sanitized once per week
- (g) Roulette wheel head, ball and dolly sanitized when a new dealer enters the game
- (h) Supervisor to sanitize the chip sorter every hour
- (i) Pit Podiums to be sanitized by Pit management every hour including phones, computers, all hard surfaces and cabinetry
- (j) Dealer to sanitize the money paddle when arriving at the game
- (k) BJ discard holders to be sanitized by supervisor once every four hours
- (l) Dealer to sanitize token boxes when entering a game
- (m) Increased trash pick-up in pits
- (n) Shift Manager / Security to sanitize hard surfaces and push carts at the beginning and end of each shift
- (o) Carnival games will be dealt face up so that guests do not have to touch the cards
- (p) Chips will be cleaned monthly. Additionally, chips will be treated with Sporocidin or similar product weekly. This product kills viruses, bacteria and other germs on contact for up to six months. By treating the chips weekly, we ensure that it is always active.

Physical Distancing Protocol

- (a) Three chair/guest maximum per table game (corners and middle seat remain)
- (b) Three players maximum on each side of dice tables
- (c) Discourage unrelated guests from congregating behind players
- (d) Dealers to verbally give breaks instead of "tapping in" and maintain appropriate separation

Guest Considerations

- (a) Guests will be reminded to use hand sanitizer prior to the start of play and reminded of proper mask usage
- (b) Cocktail Servers will remain available and serve beverage upon request utilizing a cart to maintain distance between the server and guest

10 Mutuel Operations

Cleaning & Sanitizing Protocol

- a) Supervisors to sanitize race carrels and chairs after each guest
- b) Supervisors to sanitize the self bet machines
- c) Chairs in use to be sanitized hourly
- d) Customers to be limited to upper area with overflow to the first level of Pacers only.
- e) Upper floor / first level of Pacers to be deep cleaned daily
- f) VIP Room to be sanitized after each use
- g) Supervisor to clean station every hour including phones, computers, all hard surfaces and counters

Physical Distancing Protocol

- a) Every other betting station open
- b) Six-foot intervals to be marked for ticket window queues
- c) Seats, carrels and booths to be reconfigured or removed to allow for appropriate physical distancing

Guest Considerations

- a) No department specific requirements

FOOD & BEVERAGE

11 Restaurants, Bars & Lounges

Cleaning & Sanitizing Protocol

- a) Host Podiums including all associated equipment to be sanitized at least once per hour
- b) Service stations, service carts, beverage stations, counters, handrails and trays to be sanitized at least once per hour and logged by a manager
- c) POS terminals to be assigned to a single server where possible and sanitized between each user and before and after each shift. If multiple servers are assigned to a POS terminal, servers will utilize a personal stylus
- d) Dining tables, bar tops, stools and chairs to be sanitized after each use
- e) Condiments to be served in single use disposable containers
- f) Credit card processing equipment will be wrapped in plastic wrap for guest use and then disposed of immediately if a customer does not have a Q-tip or personal stylus to use
- g) Menus to be single use and/or disposable
- h) Sanitize trays (all types) and tray stands sanitized after each use
- i) Storage containers to be sanitized before and after each use
- j) Food preparation stations to be sanitized at least once per hour
- k) Kitchens to be deep cleaned and sanitized at least once per day
- l) Food and beverage items being prepared to be transferred to other employees using contactless methods (leaving on expediting tables, conveyors, etc.)

Physical Distancing Protocol

- a) Hostesses and managers to manage physical distancing at entries, waiting areas and queues (in addition to signage)
- b) Peak period queuing procedures to be implemented when guests are not able to be immediately sat
- c) Tables and booths to be utilized with appropriate physical distancing between each family or traveling party (six feet or as otherwise advised by local authorities)
- d) Reduce bar stool count to provide appropriate physical distancing
- e) Manage the line flow at quick serve outlets to ensure coffee and food pick up areas remain appropriately distanced
- f) Casino Bar will be staffed to allow for appropriate distancing between employees

Guest Considerations

- a) All self-serve condiments and utensils to be removed and available from cashiers or servers
- b) All straws to be wrapped
- c) Grab and go offerings available from Food & Beverage workers only
- d) All food and beverage items to be placed on the table, counter, slot or other surface instead of being handed directly to a guest

12 Catering & Banquets (when state mandate allows larger gatherings)

Cleaning & Sanitizing Protocol

- a) All shared equipment and meeting amenities to be sanitized before and after each use, or be single use if not able to be sanitized
- b) All linen, including underlays, to be replaced after each use
- c) Clean and soiled linens to be transported in sealed single use plastic bags into and out of the meeting rooms

Physical Distancing Protocol

- a) All buffet and self-serve style events to be suspended until further notice
- b) All food and beverage items to be individually plated and served
- c) Coffee and other break items to be attended and served by a server
- d) Flatware to be provided as a roll-up
- e) Condiments to be served in individual PCs or sanitized individual containers
- f) Seating capacities and floor plans to be reviewed on an event by event basis to ensure appropriate physical distancing that follows Worcester County Fire Marshall, WCHD and CDC guidelines

Guest Considerations

- a) Individual bottled water will be provided in lieu of water⁸ carafes on meeting tables and water stations
- b) Develop examples of physically distanced floor plans for Banquet Sales use
- c) Create modified menus to showcase styles of service and items currently available

SECURITY

13 Security Operations

Cleaning & Sanitizing Protocol

- a) Guests will be met at the casino main entrance by a member of security and asked to submit to temperature screening prior to entering the facility. Social distancing measurements will be well marked out into the lobby and porte-cochere areas to

ensure safe distancing. Guests registering temperatures below 100 degrees will be admitted and reminded to follow safe disinfecting/handwashing habits and social distancing during their stay.

- b) Guests who exceed the acceptable temperature levels will be asked to step out of line and submit to a secondary test. If the second test remains above acceptable levels, a short questionnaire will be completed by the attending guard and the patron will be provided with a printed list of suggested steps to take to include seeking medical advice from a physician immediately. Entry will politely be denied. Supervisor/Managers will respond to all cases involving an elevated temperature and ensure a CIP report is completed as well to document the incident.
- c) The same procedures will be followed at the north employee entrance for all employees arriving for their shift. Those with temperature levels at or above 100 degrees will also submit to a secondary test to ensure accuracy and will be provided with suggested steps to take to include seeking medical attention immediately. Human Resources will be notified of the findings and will in turn notify the employee's department head to arrange for a replacement to cover the employee's shift. Human resources will follow up with their protocol in all instances involving Ocean Downs employees.
- d) Hourly, all contact surfaces at both entrances will be sanitized or immediately following an elevated temperature incident (in addition to standard sanitization protocols) This includes Security Dispatch, all podiums, desks and tables used in the temperature screening areas every hour or as close to that as time permits.
- e) Shift managers will assign specific sanitation responsibilities and ensure proper protocols are followed
- f) Shift Supervisors will log completed tasks on the days summary sheet and monitor all shift members allowing for hourly handwashing breaks

Physical Distancing Protocol

- g) Standard protocols will be followed unless a specific incident requires more invasive contact (i.e. Law enforcement taking a subject into custody for a criminal offense)
- h) Security Officers to assist with enforcing physical distancing protocols in guest queuing areas as required (restaurants, casino floor, Cage, Player's Club, etc.)

Guest Considerations

- i) Security Officers to familiarize themselves with hand sanitizer and mask distribution points for guests and coworkers

9

14 Receiving & Commissary

Cleaning & Sanitizing Protocol

- (a) Hand sanitizer available in office and will be taken with team members on delivery rounds
- (b) Workstations to be sanitized at least once every four hours
- (c) All boxes from deliveries will be sanitized prior to handling, delivering or storing
- (d) Receiving and Commissary Clerks will wash hands or use hand sanitizer directly after handling deliveries or packages

Physical Distancing Protocol

- a) Delivery personnel are requested to wear masks when delivering product
- b) Receiving Clerk will maintain a minimum of 6 feet from delivery personnel when receiving

- product and from department a personnel when making in house deliveries
- c) Receiving Clerk will use their own pen to sign delivery receipts as necessary
 - d) Commissary Clerks will maintain a minimum of 6 feet from F&B personnel when making deliveries to food outlets



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Annapolis, MD 21401

House Ways & Means Committee Testimony
July 28, 2020

Chair Kaiser, Vice Chair Washington and Committee Members:

My name is Skylar Dice and I am the General Manager of the Rocky Gap Casino and Resort, I wanted to thank you for taking the time to discuss the impacts of COVID-19 on Rocky Gap Casino Resort. Rocky Gap Casino Resort closed its doors on March 16th, 2020 by orders of Governor Hogan because of the rapid spread of COVID-19. That short closure turned into a 94 day closure of the casino and the majority of the resort. During the week of March 16th we went from 467 team members at the resort to 27. This decision to lay off 94% of our staff was not taken lightly, however we wanted to ensure that we could emerge from this pandemic as a viable business. Throughout the closure, we estimate that we lost over \$21 million dollars in overall revenue and business volumes are still nowhere near where our original 2020 projections. In addition to the loss in top line revenue, there were still great costs in the upkeep of the property as a whole. Even though the golf course was not able to open until May, the bulk of the expense in maintaining the course came during the months during our closure so that it would be ready when we could open. Not only does that have serious long-term ramifications on our business, this also causes some shortfalls at the local level. Allegany County is one of the poorest counties in the State of Maryland, and we take great pride in being a local partner to the county. The Local Economic

Development grant is 100% funded through Rocky Gap Casino slot revenue and helps offset the costs of over 20 critical volunteer fire departments, a local scholarship fund and a pool of grant money for economic redevelopment in the area. As one of the most distressed counties in the State of Maryland, I can attest to how this money has helped the community in years past and what a tremendous impact it has made and what a strain taking such a large hit to that grant money is going to put on Allegany County moving forward. There will also be a shortfall from the hotel/motel tax to Allegany County as we struggle to match our hotel occupancy rates from previous years. We were fortunate to house 50-70 members of the Maryland National Guard during the COVID shutdown to help provide support for their activation on the Western side of the State. This allowed us to bring back a handful of key team members in late April and provided a good template for how to operate the property once we were allowed to re-open.

Our leadership team at Rocky Gap Casino Resort took the challenge of making our property safe for our guests and team members very seriously. Our property has always thrived on the mantra of providing an experience that touts cleanliness, friendliness and timeliness. We will have installed over 100 additional hand sanitizer stations and hand-wipe stations throughout the property and increased the presence of our cleaning staff in high touch areas throughout the resort. We installed a thermal camera at our front door to ensure that we are monitoring the temperatures of all guests coming in the resort, and have separated the entrance and exits to limit the flow in and out of the resort. We have installed plexi-glass barriers in between many of our slot machines, and in the areas that we were not able to put the barriers or provide adequate social distancing the machines were taken out of service. We made the decision to close the casino down for 4 hours each night, aside from Friday and Saturday night, to provide a thorough deep clean of the casino. We have worked with both the Maryland Lottery and the Allegany County Health Department on our health and sanitation guidelines for the property. There was also a great deal of collaboration with the other casino operators within the State to ensure that we

were all looking to implement the best industry standards for our openings, and that cross communication continues to take place with the other casinos.

Governor Hogan issued an executive order permitting us to reopen on June 19, 2020 at 50% capacity. When we re-opened, there was good volumes at the onset of the opening with some pent up demand, business volumes are nowhere near where they should be in July, which is historically one of our busiest months. While the hotel remains busy on the weekends, we are nowhere near capacity in a month in which we have historically averaged in the mid 90% range for occupancy. The biggest struggle appears to be the recreational traveler, as the majority of our business is coming from our 60 mile radius local market. Over 50% of our database comes outside of the State of Maryland and with competing casinos allowed to open earlier in West Virginia and Pennsylvania we find ourselves playing catch-up to regain our market share. This drop in hotel revenue will have a negative effect on Allegany County, as they are very reliant on the hotel/motel tax from the resort. Staffing continues to be a challenge for the resort. In a typical year we would have liked to have roughly 550 team members at this point in the summer and we are running the operation at only 74% of that number and it is a struggle to provide the level of service that our guests have grown accustomed to at Rocky Gap Casino Resort. We made the difficult decision not to re-open our buffet, kept down our outdoor bar, have kept the casino at or below the 50% occupancy level required by the Governor and have not yet re-opened the Spa because of the difficulty of providing that service in the time of COVID.

Along with the challenges of bringing the business back to life were the challenges of getting people back to work. There was fear and trepidation upon re-opening, and not all of our team members wanted to come back to work. It became very difficult to compete with the additional \$600 in federal unemployment that many of our front line workers were receiving. There was also genuine concern from some of our team members about coming back to work altogether, whether it be for their own health or for protecting their family's health. We granted Covid-19 leave of absences for some of these

team members and remain hopeful that if the positivity rate continues to improve in the State that they will feel ready to come back to work.

While it is great to be able to re-open and work on getting back to whatever normal looks like now, we have a long ways to go to get there and we will need help in finding our way back to normal. We respectfully ask help from the Legislature in getting team members back quicker, keeping our employees and guests safe and to help drive more revenue for the State of Maryland. I am grateful for the support of Director Medenica and the Maryland Lottery for all of their guidance through the pandemic and in working to get the casinos open again. I appreciate all of the members of this committee allowing me the time to discuss our troubles through the pandemic, and I thank you for your time.

Skylar Dice
General Manager
Rocky Gap Casino Resort



101 MGM National Avenue
National Harbor, MD 20745
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To: House Ways & Means Committee
Re: Briefing on Impact of COVID-19

July 28th, 2020

Background

Due to the COVID-19 pandemic and the March 15th Executive Order by Governor Larry Hogan, MGM National Harbor closed March 16th, at 12:01 a.m. In response to this action 96% of MGM National Harbor's roughly 3,400 employees were furloughed. As a corporation, MGM Resorts International voluntarily provided 2 weeks of pay and full healthcare benefits to its more than 70,000 furloughed employees through the month of August.

On Wednesday, June 10th, Governor Hogan announced that Maryland's COVID positivity rate had been reduced to a level where Maryland's six casinos could be safely reopened at 50% capacity on June 19th, under certain protocols approved by the Maryland Lottery and Gaming Control Agency. However, due to continued challenges in Prince George's County, MGM National Harbor delayed its reopening and worked closely with the Prince George's County Health Department and other local leaders to carefully plan a date and procedure upon which the property could begin operations.

On Friday, June 26th, MGM National Harbor opened to select, invited guests followed by an opening to the general public on June 29th. Since MGM National Harbor has slowly increased operations, we have returned nearly 2/3rd of its employees.

Safety Protocols

As a company MGM Resorts International hired the Colden Corporation, an occupational health, safety and environmental firm, to provide direction on how to reopen its nationwide resorts and casinos following the most effective safety protocols available. We remain aware that our knowledge of how the virus is transmitted continues to evolve, therefore our protocols are designed with flexibility. Our seven-point safety plan provides a clear foundation upon which we tailor our operations at each property we operate.

1. Mandatory screening, temperature checks and employee training – Employees are screened upon entering the property and guests are screened prior to entering the casino
2. Mandatory masks and personal protective equipment - mandatory for employees and guests
3. Physical distancing and plexiglass barriers throughout the resort
4. Handwashing and enhanced sanitation – Employees and guests are encouraged to regularly wash their hands and new handwashing stations have been installed on the casino floor
5. Heating, ventilation and air conditioning (HVAC) controls and air quality – MGM National Harbor is equipped with a state-of-the-art HVAC system that provides the property with 100% fresh air



exchange 12 times per hour, which is comparable to a hospital facility. Additionally, high efficiency, HEPA filters throughout property allow the system to filter small contaminants to provide a high indoor air quality for employees and guests.

6. Incident response protocols – We have many protocols in place that are aimed at reducing the chance of infection throughout the property. This includes new room cleaning procedures and contact tracing should an employee or guest come into contact with an individual who has tested positive for the virus.
7. A significant investment in digital innovations – The use of innovative technologies includes contactless check-in and contactless order and payment at our food and beverage outlets to minimize face to face contact between employees and guests.

In addition, since reopening, MGM National Harbor continues to have open and transparent communication with the Prince George's County Health Department and other local leaders. They have visited our property on numerous occasions, have provided feedback, and operations have been altered in the spirit of maintaining the safest environment possible (i.e. closed walk up bars at midnight effective 7/24/20).

Revenues

Because, MGM National Harbor is currently operating at 50% capacity, there will be an obvious impact to revenue to the State of Maryland. After completing proper safety protocols to our table games, the majority of our tables (including Poker) are now in use, albeit at a reduced number of gaming positions. Our active VLT's have been cut in half, all to ensure adequate physical distancing.

MGM National Harbor is currently generating gaming revenues at 70% - 80% of prior year's levels and believe we're benefiting from pent up demand and the lack of entertainment options in the region. However, we cannot with 100% certainty forecast this pace to be sustainable. Our casino admissions are down 40% with most of the deficit coming from weekends where we typically program large-scale gaming events, tournaments, and host entertainment headliners, none of which will be possible for months to come. Additionally, we know that many our pre-Covid regular patrons appear to be hesitant to return under current conditions. We anticipate this trend will continue, or even worsen, based on what is being seen across the country.

MGM National Harbor is at the nascent stages of opening, so it's impossible to accurately project out-years in terms of revenue due to an unclear view of what the future of the virus holds. Unfortunately, we do anticipate that the hospitality industry will be among the slowest industries to recover from this crisis.

Future Opportunities

Generally, we believe there are three categories where there are opportunities for boosting employment and potential revenues for the State during the COVID crisis:



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1. Drive Revenue – Gaming companies should be incentivized to invest in technologies that will increase customer engagement. Investment in technology has proven successful in states like New Jersey, where they have seen a significant uptick in online casino during the pandemic.
2. New Revenue Streams – As the country's sports begin to return, sports betting can provide a new revenue stream, a new way to engage traditional gaming customers, and a safe platform for customers to be entertained.
3. Re-hire employees – it is in the best interest of the State and our company to return employees to full time work. Identifying methods of recalling furloughed workers should be identified.
4. Safer environment – Gaming companies have been at the forefront of safety protocols in the state. The state should create financial programs that incentivize investment in the safety of guests and employees.

Facts About Maryland Gaming

- Maryland, with the 19th largest population in the country, generates the 4th highest gaming tax revenues in the nation.
- 15,000+ direct jobs, \$3.0 billion economic impact; \$962.2 million tax impact (AGA)
- Second highest tax rate in the country (2nd only to PA)- (41% Blended Tax Rate)
- Maryland has the highest gaming tax revenues as a percentage of corporate income tax collected in the country - 71%. In other words, the 6 casinos in Maryland pay nearly as much tax annually as **ALL OTHER BUSINESSES IN THE STATE COMBINED**. (\$735 million Gaming Tax v \$1.03 billion corporate income tax - Source State Comptroller)
- Maryland casinos spent over \$3 billion in initial construction
- **Maryland casinos have provided \$3.3 billion to the Maryland Education Trust Fund and \$4.4 billion in overall taxes since the program began**

MGM RESORTS INTERNATIONAL

SEVEN-POINT SAFETY PLAN

JUNE 25, 2020



MGM RESORTS
INTERNATIONAL®

During these difficult days, while our doors across the country have been closed, our thoughts have been with our employees, our communities and with our guests. Whether it be the virus itself or the consequences of the virus on the workforce and the economy, the impacts have been deeply felt by everyone.

Public health experts tell us that it will take some time for life to return to a sense of normalcy. We cannot stop enjoying life until then. What we can do, is take what we know now about the virus and give people the tools they need to be safe and responsible and create environments designed to curb its spread.

Preparing for the moment when we can re-open our doors, the MGM Resorts team has been working with medical experts to develop a plan that will allow us to safely welcome you back. Our “Seven-Point Safety Plan,” puts your health and safety at the center of all we do. It is a comprehensive, multi-layered approach resulting from months of consultations and guidance from public health experts. It addresses everything from employee screening, masks, cleaning and air quality, to digital innovations that put you in control of your check-in experience.

Our properties were created to bring people together and to share common experiences because the human desire to connect is very real. We will still celebrate one another, continue to discover new things and find joy in the moment. But we must do so safely. MGM Resorts properties will not look the way they used to for a while, and that’s not only okay, it’s critically important. The MGM Resorts leadership team has worked diligently, and we are all proud of this comprehensive plan that will allow our guests to ‘Vegas Safely.’

While there is no proven playbook for the current challenges we face, you have my commitment that we will continue to be driven by data, science and public health guidelines as we evaluate and evolve these safety protocols and policies. I am confident in our Company’s deep operating experience, our expertise in safely managing public gatherings, the integrity of our leadership team and our long tenure in this business. More than that, I have tremendous confidence that the men and women of MGM Resorts will rise to this challenge and will be here, and ready, to provide the service and experiences for which we are trusted, renowned and beloved.

On behalf of all of us at MGM Resorts, we look forward to seeing you again—to ‘Vegas Safely’— soon. Until then, please stay safe.

BILL HORNBUCKLE*Acting CEO and President*

MGM Resorts International

Throughout this pandemic our focus at MGM Resorts has been on the health and safety of our employees, communities, and guests. As we prepare for the future, our priority is reopening in a manner that puts health and safety at the center of our operations. We believe we can balance the customer service our guests have come to expect from MGM Resorts, with the urgent need to apply the knowledge we have about the virus that causes COVID-19 and adapt our environment accordingly.

Even before COVID-19, many of our cleaning and disinfection protocols were of the highest standards. We have also methodically re-opened our properties in Macau, close to the area where the pandemic first began, and plan to adopt many of these proven best practices that align with our U.S. business.

After diligently working with a team of Senior Epidemiologists and Scientists, Biosafety Professionals, Certified Occupational Health and Safety Professionals – and in accordance with guidance and directives from the World Health Organization, Centers for Disease Control and Prevention (CDC), Governors and Health Departments in the states where we operate – we have outlined our "Seven-Point Safety Plan."

Our lead health and safety advisor is Dr. Shannon Magari, ScD, MPH, MS. Dr. Magari is the Vice President of Health Sciences for Colden Corporation, an occupational health, safety and environmental firm. She received her Master of Science from the Thayer School of Engineering at Dartmouth College, and received her doctoral training and served as a postdoctoral research fellow at the Harvard School of Public Health specializing in Occupational Epidemiology.

As our knowledge of the virus and how it is transmitted evolves, so will our protocols. Our employees will undergo detailed training and briefings on these new protocols before welcoming guests and again as they evolve, so we can provide the safest environment possible.

SEVEN-POINT SAFETY PLAN

Over the last two months, we have certainly missed serving our customers, and – as evidenced by the tens of thousands of e-mails, social media engagements and phone calls we received – we know you have missed us, too. During this unprecedented time, you may have seen our consistent efforts to stay in contact with you, pledging we would open when, and only when, in accordance with Federal, State and local directives, it was safe to do so.

Following our work with medical and science experts, we have developed a multi-layered, seven-point plan designed to deter the spread of the virus, protect our customers and employees, and help us rapidly respond if a guest or employee shows symptoms or tests positive for the virus. Using this approach, MGM Resorts is creating an environment that puts health and safety at the forefront of all that we do.



SCREENING, TEMPERATURE CHECKS AND EMPLOYEE TRAINING



We have implemented employee-screening measures to assess signs and symptoms of infection and the possibility of recent exposure to someone infected with the virus. Employees are currently and will continue to go through temperature checks before entering a property. Employees are also asked to answer a series of screening questions about any current symptoms and recent exposure to COVID-19-infected individuals. Employees that are not well or who reside with an infected individual will not be allowed to work on property.

We ask that guests abide by a similar self-screening protocol prior to arriving and during your stay. If you have reason to believe you may have been exposed to the virus, we strongly urge you to follow CDC guidelines for self-quarantine and not travel to our properties. We will look forward to welcoming you once the self-quarantine period is complete.

If you develop symptoms during your stay, we have medical personnel on staff and protocols in place to assist. Employees will receive comprehensive training on new health and safety protocols, on proper wearing of personal protective equipment (PPE) and reinforced training on the importance of handwashing, cleaning and physical distancing guidelines. We will install digital and physical signage to both train and remind our employees of the proper protocols.

2



MANDATORY MASKS AND PERSONAL PROTECTIVE EQUIPMENT (PPE)

Employees will be provided and required to wear an approved mask when in public or shared spaces. MGM Resorts will also require our guests to wear masks in public spaces. Masks will be provided if needed. Gloves will continue to be worn by employees who require them to do their jobs, such as food handlers and employees who clean public areas. Additional categories of employees required to wear PPE will be identified by our medical experts.

- Drink service: We will continue to offer drink service on our casino floors. We ask customers to minimize the amount of time masks are removed when drinking.
- Eating: We will ask guests to refrain from eating on the casino floor to minimize the amount of time masks are removed.

3



PHYSICAL DISTANCING

A 6-foot physical distancing policy will be in place, with floor guides serving as reminders throughout our properties. From time-to-time, 6-foot distancing will be challenging—in those cases, reasonable mitigating protocols will be implemented, such as plexiglass barriers or face shields for our employees. Plexiglass barriers may be installed in areas throughout casinos and lobbies, where appropriate, for the safety of our guests and employees. Signage will be installed throughout our properties to help guide employees and guests on how to safely practice physical distancing.



HANDWASHING AND ENHANCED SANITIZATION



Following CDC guidelines, we have already increased the amount of routine cleaning, with a focus on high-touch surfaces in common-areas. We will continue using proven cleaning products in accordance with EPA guidelines for coronaviruses, bacteria and other infectious pathogens. Electrostatic sprayers will be used in many of our large areas to allow us to apply disinfectant more efficiently.

Custom-built handwashing stations, with soap and water, and hand sanitizing stations will be readily available with a visible presence maintained throughout the property. Signage will be installed throughout the properties to guide and remind employees and guests of the importance of proper handwashing protocols.

We also have detailed sanitation protocols for our guest rooms.



HEATING, VENTILATION AND AIR CONDITIONING (HVAC) CONTROLS AND AIR QUALITY

We have always placed a high priority on air quality for our guests and have reviewed the operation of our HVAC systems to identify additional opportunities to enhance their effectiveness. Rigorous measures in accordance with the established guidelines to help mitigate the risk of virus transmission have been taken throughout our properties.

As scientific information becomes available about the virus, and as additional guidance from state and local authorities and our medical experts evolve, we will continue to review and adjust the operation of our HVAC systems, fully recognizing the important role they have in keeping employees and guests healthy and safe.



INCIDENT RESPONSE PROTOCOLS

We have many protocols in place that are aimed at reducing the chance the infection will spread on our properties. In the unfortunate event a guest or employee tests positive for the virus, we will activate incident response protocols to provide the infected individual with access to medical treatment, thoroughly disinfect exposed areas and, when possible, notify those who may have come in close, prolonged contact with the infected individual. MGM has medical and security personnel on staff to respond quickly in the event of an incident.

ROOM CLEANING

Upon notification of a suspected COVID case involving a hotel guest, Security immediately secures the guestroom so that no one can enter until medical professionals, or the local health department confirms a Coronavirus risk.

If confirmed, Security will notify hotel operations leadership, who will then coordinate a contracted cleaning team to respond and deep clean the guestroom per established protocols. No person shall enter the guestroom until the contracted team arrives, absent emergency.

Once the cleaning vendor has completed treatment of the room, the room remains out of service for 48 hours. After the 48-hour period, our Housekeeping teams complete an additional deep clean of the room/suite. Only after a thorough inspection will the room be released and put back into service.

TRACING

If a guest needs medical attention for fever, coughing or respiratory concerns at any point during their stay, they can verbally notify any member of our property team, who will request assistance from Security and our onsite EMT. Our onsite EMT will then assist the guest and/or request transport for the guest for additional medical attention. MGM will provide local test locations as well as telemedicine and urgent care providers to guests. On-site testing for guests without transportation will also be provided, if necessary.

If a positive COVID case is confirmed, the local health department, in conjunction with MGM's Corporate Coronavirus Task Force, will activate a notification plan for employees or guests who may have had close, prolonged contact with infected individual. Employees will be asked to monitor themselves for symptoms and get tested. Guests will be urged to adhere to the directives and guidelines provided by the health department if contacted directly.

After departure, guests are asked to notify us of a positive coronavirus (COVID-19) test result by sending an email to covid19@mgmresorts.com. Our Security team will input all information received through email into our rapid response portal and the company will provide that information to the local health department to support their contact tracing efforts. If necessary, the notification plan for employees or other guests who may have had close, prolonged contact with the infected guest will be activated.



DIGITAL INNOVATIONS



We are reimagining several aspects of the guest experience through technology to transition current processes into contactless options for guests.

The most convenient, contactless way to check-in is as easy as reaching for your phone. MGM is putting the arrival experience into the hands of our customers, enabling them to complete the check-in process themselves, from beginning to end. Guests will no longer need to wait in line, if they so choose.

Guests can confirm their arrival time, add payments and verify their ID all before setting foot in the lobby. Once a room has been assigned and is ready for check-in, guests receive a notification and can access their room number and a digital room key in the mobile app. Or, if they prefer a physical Key Card, guests can utilize the self-serve Key Encoders in the Lobby.

Alternatively, for guests without smart phones or who prefer to not use one, they can complete the check-in process with the support of our employees in a contactless, line-reduced environment designed with our customers in mind.

COMPANYWIDE PROTOCOLS

Numerous recommendations apply to nearly every part of the business. Certain areas will have more specific protocol requirements than others, which will be provided by each department. However, these general protocols will be applicable companywide.

EMPLOYEE CONSIDERATIONS

- (a) **PERSONAL PROTECTIVE EQUIPMENT (PPE):** Appropriate PPE will be provided to employees.
- (b) Masks will continue to be worn in accordance with MGM policy, which is consistent with CDC guidance and any state or local directives.
- (c) Employees will be allowed to use front of house restrooms and handwashing stations in order to wash their hands more frequently.
- (d) Employees who previously donned gloves for their work will continue to do so, such as food handlers and cleaning personnel. Other employees will wear gloves if they work in areas where they will be touching soiled linen or large volumes of cash. If gloves are worn, employees will follow proper donning/doffing procedures and avoid touching their face (and washing hands and changing gloves if the employee must touch their face).
- (e) Employees that need to enter a guest room will wear gloves; after finishing work in the room and before entering the next room, employees will remove gloves and wash hands with soap and water for at least 20 seconds. If soap and water are not available, employees can use an alcohol-based hand sanitizer that contains at least 60% alcohol.
- (f) Employees using gloves must avoid touching their face and will wash their hands frequently.
- (g) **SANITIZING AND DISINFECTING:** Employees will wash their hands with soap and water for at least 20 seconds at the start and end of the work shift, during shift breaks, and before and after using gloves if applicable. If soap and water are not available, employees can use an alcohol-based hand sanitizer that contains at least 60% alcohol.
 - a. Hand sanitizing or handwashing stations will be placed at key employee contact areas such as Employee Dining Room or Locker Room.
 - b. Signage will be posted throughout the property reminding employees of the proper way to wash hands, sneeze and to avoid touching their faces.
- (h) Prior to starting a job, employees will clean/disinfect commonly touched surfaces and tools with an EPA approved disinfectant.
- (i) All employees will receive training (either virtually or through appropriate physical distancing) on COVID-19 safety and sanitation protocols; department specific procedures and training will also be provided.

GUEST CONSIDERATIONS

- (a) Hand sanitizing or handwashing stations will be placed at key guest contact areas such as hotel lobbies, the casino floor, restaurant entrances, meeting and convention spaces and retail outlet entrances.
- (b) Masks are required for all guests and visitors inside public spaces. Masks will be provided if needed.
- (c) Health and physical distancing signage will be placed throughout the property and in guest rooms.
- (d) Employees will receive clear instructions on how to respond appropriately to potential cases of coronavirus infection on property, in accordance with local guidelines, and how to provide full support to guests in addressing health concerns.

PHYSICAL DISTANCING PROTOCOL

- (a) Guests will be asked to practice physical distancing (standing at least 6 feet apart) from other guests while moving around the property.
- (b) Guests will be asked to maintain 6 feet of separation while queuing in line at hotel lobby, kiosk, casino cage, waiting for elevators, M life desk, etc. Departments will place markers on the floor to indicate proper spacing.
- (c) Hotel front desk, cage, business center and concierge will utilize every other window/workstation wherever possible.
- (d) When physical distancing guidelines cannot be maintained (e.g., point of sale transactions), plexiglass barriers or other suitable alternative will be used where feasible to separate guests and or employees (e.g., at cage, at front desk or concierge, etc.).
- (e) Physical layouts will be arranged to provide for appropriate distancing (in restaurants, lobby, on casino floor) where feasible.
- (f) Signage will be posted in high traffic areas to remind guests of distancing protocols and other safety practices.
- (g) Restaurants and bars will reduce seating capacities to allow for a minimum of 6 feet between each seated group (parties who dine together will be allowed to sit near each other).

CLEANING STANDARDS

- (a) Cleaning will focus on high touch point areas for high frequency sanitation (e.g., escalator rails, door handles, push plates, crash bars, light switches, elevator buttons, countertops, basins, toilets, urinals, faucets, restroom stalls and stall doors, lobby check-in desk, hallways, business offices).
 - a. High touch surfaces will be cleaned and disinfected regularly, with a more frequent focus on the bathrooms.
- (b) Self-service machines available to the public (casino kiosks, ATMs, parking ticket dispensers) will be cleaned regularly with disinfectant that is approved by the EPA for use against the virus that causes COVID-19.
- (c) Counters and card terminals will be cleaned regularly with EPA-approved disinfectant.
- (d) Hand sanitizer will be available on the counter for guests, as well as employees.
- (e) Meeting and convention spaces, casino floors, restaurants, bars, retail outlets, nightlife venues and entertainment and sports venues will have area-specific cleaning guidelines and protocols that meet or exceed companywide protocols.
- (f) The frequency of cleaning and disinfecting will be increased in high traffic back of house areas with an emphasis on the employee dining rooms, employee entrances, employee locker rooms, employee restrooms, loading docks, offices and kitchens.
- (g) MGM will provide alcohol-based hand sanitizers that contain at least 60% alcohol. MGM will also provide cleaning/disinfecting products that are approved by the U.S. EPA for use against COVID-19.

GUIDED BY OUR SEVEN-POINT PLAN, WE HAVE DEVELOPED HUNDREDS OF DETAILED AND COMPREHENSIVE NEW PROTOCOLS FOR EACH DEPARTMENT AND ACTIVITY. HERE ARE JUST A FEW.

CASINO ENHANCEMENTS



Due to frequent handling of chips and cards by employees and guests, frequent hand washing and avoiding touching your face are some of the best ways to help to avoid the spread of the virus when gaming. Additional safety measures on the casino floor include:

- Newly developed handwashing stations on the casino floor for players and dealers where restrooms are not easily accessible.
- Asking guests to refrain from eating at table games and slot machines.
- Suspending buffets in table games areas.
- Regarding poker rooms: We are awaiting additional guidance from state and local authorities and our medical experts before determining if our poker rooms may be safely reopened.

PHYSICAL DISTANCING

- Every other slot machine will be placed out-of-service with its chair removed in areas where machines are closer than 6 feet apart.
- Customers traveling together can request adjacent slot machines in our high limit rooms or seats at table games, and we will adjust physical distancing for other slot machines/table games accordingly.
- The number of players allowed per table will be reduced in accordance with local gaming regulations.
- Employees will discourage players from standing (except Craps) and guests will be asked not to stand beside or behind players.
- Where practical, plexiglass barriers or other similar alternatives will be installed or available at tables where appropriate physical distancing is not feasible.

CLEANING

- We are considering options for touch screen friendly accessories for use with slot machines. These would be available at the M life desk.
- All slot machines, tables and kiosks will be cleaned and disinfected frequently during busy times.
- We will provide hand sanitizer for players and dealers at the tables.
- Staff will frequently disinfect seating and table area with an EPA-approved disinfectant.
- Tables in use will be sanitized in accordance with local gaming regulations.

HOTEL ENHANCEMENTS



GUEST ROOMS

We want you to have confidence when you check into a room, that it has been cleaned and disinfected using the latest in technology and most potent, but safe, solutions. Our standards and protocols will include:

- Minimizing the number and frequency of employees entering guest rooms during their stay to protect both our guests and employees.
- A guest room rotation plan that allows enough time for proper air circulation after guests check out.
- Removal of most collateral-like pens and paper from all rooms and making them only available upon guest request.
- Posting of occupancy recommendations for guests sharing an elevator. When feasible, guests will be asked to share elevators with only their travel companions.
- Changing of linens and towels only at checkout, unless guest requests for them to be changed earlier.
- Guestroom Attendants will wear masks and gloves while cleaning each room and washing hands and changing gloves between each guest room.
- Training on cleaning and disinfection for Guestroom Attendants, with an emphasis on sequence of service and allowing required dwell times for all disinfectant solutions to effectively kill the virus.
- Training of employees on proper cleaning and disinfection protocols for corridors and housekeeping lockers (carts, chutes, cleaning equipment, linen storage, elevators, hallway touch points).

HOTEL ENHANCEMENTS CONTINUED

FRONT DESK CHECK-IN ENHANCEMENTS

By accelerating our digital programs to implement check-in options, we will reduce lines and allow our guests to practice good physical distancing in the lobby.

Additionally, employees will offer to send itineraries and folios through email, instead of printing and handing copies to guests.

- Every other front desk, VIP, and Concierge workstation will be used to provide appropriate physical distancing where feasible. Our employees will sanitize iPad/Express Check Out touch points regularly.

RECREATION SERVICES ENHANCEMENTS

- Pool lounge chairs will be placed with 6 feet between groups of guests.
- Every other cabana will be used, when applicable, in order to follow physical distancing guidelines.

FRONT SERVICES AND TRANSPORTATION ENHANCEMENTS

We are awaiting on additional guidance from state and local authorities and our medical experts before determining when valet parking may be safely reopened.

- Limousine and other transportation services for VIP guests will be limited and all vehicles will be cleaned and disinfected before and after each use.
- Luggage and amenities will be delivered to or picked-up from the guest room door where feasible. Bell persons who must enter a guest room will wear gloves and dispose of the gloves before entering another room.
- Employees will be trained on cleaning and disinfection protocols for corridors, storage rooms, bell carts, and other related equipment.
- Guests requiring special assistance with disability related needs, such as parking or checking in, will be provided service in line with MGM's general safety standards.

FOOD AND BEVERAGE ENHANCEMENTS



WE KNOW ENJOYING OUR WORLD-CLASS AND UNIQUE FOOD AND BEVERAGE OFFERINGS IS ONE OF THE HIGHLIGHTS OF VISITING MGM RESORTS. WE ARE WORKING TO ADAPT OUR RESTAURANTS AND OUR DINING EXPERIENCES TO PROVIDE SAFE ENVIRONMENTS FOR OUR GUESTS AND EMPLOYEES. SOME OF THOSE CHANGES INCLUDE:

- Suspension of self-service buffet-style food service. Employees will be required to serve guests.
- Providing more pre-packaged food options for guests.
- Providing additional handwashing stations with signage for customers.
- Digital menus available for guests to view on personal mobile devices via QR code.
- Cleaning and disinfecting of eating areas with an EPA-approved disinfectant.
- Dining tables (including those in Employee Dining Rooms) and barstools will be placed at least 6 feet apart to allow for proper physical distancing.
- Virtual queues for guests who are not able to be seated immediately. Guests receive a text message notification when their table is ready.
- Delivery of in-room dining service orders in disposable packaging. Orders left at the guest's door to avoid direct contact.

CONFERENCES AND EVENTS



MGM Resorts understands the value of live events and meetings and will be implementing new safety procedures and protocols for conferences and events. These guidelines will continue to evolve as we get additional guidance from state and local authorities and our medical experts. Final safety protocols will be provided in our Meeting Planners Guides. However, based on what we know now, we are considering the following:

- Electronic sales kits for site inspections distributed and viewed on client's personal devices when possible.
- Virtual showcases and site inspections offered when possible and physical showcases and site inspections conducted based on new established protocols.
- Menus and lists of service offerings updated and distributed to clients to communicate new health & sanitation protocols.
- For the time being, suspending any self-service buffet-style food and beverage offerings and requiring employees to serve guests.
- Offering additional styles of meal service and an extended menu of pre-packaged food options for guests.
- Requiring all vendors and contractors to follow MGM Resort's outlined health and sanitization protocols.

PHYSICAL DISTANCING PROTOCOLS

- Floor plans aligned to appropriate physical distancing protocols utilized in all meetings and conventions. We are continuously evaluating these capacities and working to provide the most up to date recommendations based on current guidelines. These capacities will be adjusted to meet local, state and federal guidelines as they evolve.
- Practicing physical distancing guidelines in client interactions wherever feasible: site inspections, sales calls, events, entertainment, registration desk, tradeshow and exhibits, etc.

CLEANING PROTOCOLS

- Hand sanitizing stations placed in high traffic areas, including foyers and meal rooms.
- A portable HEPA filtered air-purifier added to smaller meeting spaces.
- Meeting amenities will be sanitized frequently and single use items will be disposed of each day.
- During peak times, sanitizing escalators handrails within the Conference Centers.
- Utilizing electrostatic sprayer technology on MGM Resorts properties.
- Training staff on cleaning and disinfection protocols.

RETAIL

- Associates promoting non-cash and contactless transactions, such as Apple Pay, and room charges.
- Associates visually verifying guests' identification or credit card information, as needed.
- Associates will monitor retail occupancy to avoid overcrowding.

CLEANING PROTOCOLS

- Hand sanitizing stations placed at the entrance of each retail outlet.
- Associates wearing mask and gloves when engaging in fine jewelry transactions with guests.
- Wiping down dressing rooms (doorknobs, handles, hard surfaces) with disinfectants regularly when used.
- Sales associates wiping down registers, cash wraps and hard surfaces.

ARCADE

- Requiring close supervision in the children's activity area. Occupancy limits evaluated to help with physical distancing efforts.
- Employees encouraging guests to utilize kiosks at arcade entrance to purchase preloaded cards.
- Promoting non-cash transactions.
- Requiring sales with special discounts to be done at the counter.
- Placing all items on the counter for the guest to pick up.

PHYSICAL DISTANCING

- Setting up arcade games to abide by 6-foot physical distancing protocols; when 6-foot physical distancing is not feasible, reasonable physical barriers or other mitigating protocols, like disabling of games, will be implemented.
- Limiting direct contact between employees and with guests. Employees to place cards, collateral, etc. on the counter to avoid direct contact with the guest. This includes interactions at the redemption counter.

CLEANING PROTOCOLS

- Cleaning stations set up near the Arcade area, allowing guests to use an approved disinfectant to sanitize at their discretion.
- Employees disinfecting all games, equipment and guest touch points regularly.

ROLLER COASTER



- Visible social distancing markers placed in areas where guests are directed to queue. Updated signage placed at the entrance of each queue promoting social distancing while in line.
- Revising employee service talking scripts to include guest health & safety verbiage.
- Directing guests to store personal items in disposable waste bags before placing them in the locker prior to stepping in line for the ride.
- Guest items not touched by employees. Lockers available every 6 feet to promote physical distancing.
- Hand sanitizing stations will be made available in the locker area.

PHYSICAL DISTANCING

- Loading each roller coaster train with at least one empty row between filled rows, based on demand, to promote physical distancing.
- Prioritizing physical distancing during the loading and unloading of each train for Roller Coaster staff.
- Permitting only groups arriving together to sit next to each other in the same row. Seats not occupied by a person in the same group left empty.
- Permitting only the number of guests to fill one train on the platform at one time, with physical distancing of 6 feet.

CLEANING PROTOCOLS

- Wiping down lap bars and shoulder restraints on each car, regardless if it was empty or occupied, in between every ride with an approved disinfectant.
- Routine cleaning of each train while in operation, including the seats, lap bars, shoulder restraints, footrests, and sides of each car and performing a deep clean before reopening the next day.
- Wiping down lockers and high touchpoints more frequently with an approved disinfectant.

ENTERTAINMENT ENHANCEMENTS



We are awaiting additional guidance from state and local authorities and our medical experts before determining when entertainment may safely resume and – when entertainment resumes – what additional safety protocols will be necessary. However, based on what we know now, we are considering the following:

PHYSICAL DISTANCING

- Developing no-touch ticketing and no-touch technology at points-of sale.
- Designing effective queuing for appropriate physical distancing by parties.
- New food and beverage protocols with touchless points of sale and grab-and-go ordering/pick up rolled out across our venues.
- Replacing common use items at concession stands with single-use condiments and individually wrapped utensils.

CLEANING PROTOCOLS

- Implementing new protocols for cleaning venues more frequently, including during performances.
- Continually sanitizing high traffic, high touch public areas (railings, door handles, elevator buttons, door handles, faucets, toilet fixtures, towel dispensers, etc.) during events.
- Hand sanitizing or handwashing stations placed in key public locations (entry points, transaction/payment points, etc.), along with signage promoting frequent use by guests.

FOR MORE INFORMATION ON OUR EVOLVING
SEVEN-POINT SAFETY PLAN AND FOR UP TO DATE NEWS
ON PROPERTIES AND AMENITIES AS THEY OPEN,
PLEASE VISIT [MGMRESORTS.COM](https://www.mgmresorts.com).



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