



Tribal Troubles: How Indian Gaming Will Rebound

April 30, 2020

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Next in our
webinar series:

Moving Forward:
iGaming in the
Covid-19 Era

- Date: Thursday, May 14th at 2:00 pm EST
- Moderated by: Roger Gros
- Speakers coming soon!
- You can register for the webinar at www.casinowebinar.com

To help facilitate efficiency and respect your time, all participants will be on mute during the duration of the event. If at any time you'd like to submit a question, you may type it in the "Questions" box on the right side of your screen and - should time permit - we will answer them at the end of today's presentation. Please note that today's presentation will be recorded. The recording will be shared with all attendees after the webinar has concluded. A copy of the recording will also be made available at www.casinowebinar.com .

Today's Moderator



Roger Gros

*Publisher, Global Gaming
Business Magazine*

Roger Gros is publisher of *Global Gaming Business*, the industry's leading gaming trade publication, and all its related publications. Prior to joining Global Gaming Business, Gros was president of Inlet Communications, an independent consulting firm, and owner of iGamingPlayer.com, an affiliate marketing site for online gaming. He was vice president of Casino Journal Publishing Group from 1984-2000, and held virtually every editorial title during his tenure. Gros was editor of *Casino Journal*, the *National Gaming Summary* and the *Atlantic City Insider*, and was the founding editor of *Casino Player* magazine. He was a co-founder of the American Gaming Summit and the Southern Gaming Summit conferences and trade shows.

He is the author of the best-selling book, "How to Win at Casino Gambling" (Carlton Books, 1995), now in its fourth edition. Gros was named "Businessman of the Year" for 1998 by the Greater Atlantic City Chamber of Commerce, and received the Lifetime Achievement in Communications Award from the American Gaming Association in 2012.

Today's Speakers

John J. James served as the Chief Operating Officer for Morongo Casino Resort & Spa located in Cabazon, California. Morongo Band of Mission Indians which owns and operates many enterprises within the Morongo Indian Community, includes but not limited to, Morongo Casino Resort & Spa, Tukwet Canyon Champions Golf Course, Canyon Bowling Lanes, Fueling Station and Car Wash, Power Generating Plant, etc.

As a University of Nevada accounting graduate, Mr. James has more than twenty-five years of leadership experience as a seasoned casino gaming executive having led several teams throughout the country resulting in a reputation as being one of the most creative, innovative and effective executives in the casino gaming industry. Mr. James consistently exhibits strong execution skills, a proven ability to lead top performing teams and an impressive track record in driving record revenues and profitability. He has created a vision and direction for numerous casino projects spanning his career including the award-winning design and development Morongo Casino Resort Spa Expansion Project as well as the new Vee Quiva Hotel & Casino, which opened in July of 2013.

His processes in strong financial accounting and reporting, creative marketing initiatives, construction development, and leadership skills have been admired and implemented in numerous casino gaming entities throughout the country and have truly established an unparalleled industry standard within the field of gaming.

Prior to joining Morongo Casino Resort & Spa, Mr. James was Chief Executive Officer for Gila River Gaming Enterprises, Inc. where he led the tribe's three casinos in achieving the recorded earnings in the State of Arizona. He served as Chief Operating Officer for Seminole Gaming, Inc. where he led the tribe's seven casinos including two world-renowned Hard Rock Casinos. He also led Pechanga Resort and Casino as their General Manager with an impressive track record for recorded earnings in the history of tribal gaming in the United States. Mr. James also served as a Vice President and General Manager for various successful Station Casinos properties.



John J. James
*Former President and CEO,
Foxwoods Resort Casino*

Today's Speakers



Ray Pineault
*President and General
Manager, Mohegan Sun*

Ray Pineault is a Regional President for Mohegan Gaming & Entertainment overseeing management and operations for tribal properties located in Uncasville, Connecticut and Marksville, Louisiana, along with commercial operations in Wilkes Barr, Pennsylvania. Ray brings more than 32 years of progressive business experience including 15 years of tribal gaming experience. Prior to his recent appointment as Regional President, Ray served as President and General Manager of Mohegan Sun, CT. where he was responsible for overseeing all aspects of management, operations and P&L responsibility for the more than billion dollar tribal gaming enterprise, which includes 1600 hotel rooms, over 400 slots, 280 table games, 45 restaurants and retail shops and a 10,000 seat arena. Mohegan Sun is one of the top 10 employers in the State of CT, employing over 7000 team members and is one of the largest gross gaming revenue operations in the United States. The entertainment arena has hosted A list acts ranging from U2, Bon Jovi, Madonna to Bruce Springsteen, Pink, Prince and many more and is one of the top rated attended arenas in the world.

Prior to joining Mohegan Sun, Ray was Senior Staff Attorney for the Mohegan Tribe of Indians where he was responsible for reporting to the Tribal Council on all matters related to business development, financial reporting, debt structure, as well as bond and bank financing. In addition, in his role with the Tribe Ray provided legal services to several of the Tribe's departments, including, the Housing Authority, Planning and Development Department and the Tribal Employment Rights Office.

Ray is an active member of the National Council on Problem Gambling, including service two terms as Treasurer/Board Member, is a Board Member of the Connecticut Cancer Foundation and active alumni of the University of CT. Ray holds a Bachelor of Arts from the University of CT and a Juris Doctorate from Quinnipiac School of Law. Ray resides in Glastonbury, CT with his wife Allyson and three children Ashley, Ryan and Morgan, ages 20, 19 and 17.

Today's Speakers

Matthew Wesaw is the Tribal Council Chairman of the Pokagon Band of Potawatomi and President of the Pokagon Gaming Authority, which oversees the management and operations of the Tribe's Four Winds Casinos gaming enterprises in New Buffalo, Harford and Dowagiac, Michigan and South Bend, Indiana. The Pokagon Band's sovereignty was reaffirmed under legislation signed into law by President Clinton on September 21, 1994. The Pokagon Band is dedicated to providing community development initiatives such as healthcare, education, housing, family services, and cultural preservation for its more than 5,800 Citizens. The Pokagon Band's ten-county service area includes four counties in Southwestern Michigan and six in Northern Indiana. Its main administrative offices are located in Dowagiac, Mich., with a satellite office in South Bend, Ind. In 2007, it opened Four Winds Casino Resort in New Buffalo, Mich., followed by Four Winds Hartford in 2011, Four Winds Dowagiac in 2013 and Four Winds South Bend in January 2018. The Pokagon Band operates a variety of businesses via Mno-Bmadsen, its non-gaming investment enterprise.

In addition to his leadership roles within the Pokagon Band, Chairman Wesaw is very active within the national Native American community. He is a past Board Member of the Lansing North American Indian Center and the Nokomis Learning Center. In 2009 Chairman Wesaw was elected by the leaders of the Midwest's 37 federally-recognized Tribes to the position of area vice-president for the National Congress of American Indians, the oldest organization serving Native Americans in the country. In 2011 he was selected by the Native American Financial Officers Association as Tribal Leader of the Year.

Chairman Wesaw has also had a career dedicated to public service. Originally from Bangor, he enlisted with the Michigan State Police in 1975. During his 26-year career as a State Trooper, Chairman Wesaw received extensive departmental training in numerous specialty areas and was twice nominated for the coveted Gerstacker Award, given annually to recognize the Michigan State Police Trooper of the Year. In 1995 he was elected as the Vice President of the Michigan State Police Troopers Association, a post he served in until his retirement in January 2001. Following his retirement, Chairman Wesaw returned to work for the Troopers Association as the Director of Government Relations, where his lobbying and political experience helped represent and protect the interests of the State Police. He held that post until his retirement in March 2008. Chairman Wesaw is also the recipient of three gubernatorial appointments, serving on the Michigan Community Service Commission, as past Chairman of the Michigan Commission on Indian Affairs, and as only the second Native American to be appointed to the Michigan Civil Rights Commission. In 2013 Chairman Wesaw was selected as the Executive Director of the Michigan Department of Civil Rights. Chairman Wesaw is the first Native American to serve in the cabinet of a sitting Governor in Michigan.

Wesaw holds dual Associates Degrees from Lansing Community College and a Bachelor's Degree from Great Lakes Christian College in Christian Leadership. He and his wife Gloria reside in Holt Michigan and have four children and eleven grandchildren.



Matthew Wesaw
*Tribal Council Chairman,
Pokagon Band of Potawatomi
Indians*



Pokégnek Bodéwadmik

POKAGON BAND OF POTAWATOMI



Tribal Troubles: How Indian Gaming Will Rebound

Taking Action

- A Pokagon Government Health Task Force was assembled in early March to develop a COVID-19 crisis plan. The Task Force meets daily and its primary function is to make operational, health, safety and procedural recommendations to Tribal Council and our Gaming Authority
- A strategy was outlined to ensure alignment between Tribal Government and Casino Operations
- We consulted with other Tribal Leaders and gave consideration to CDC and Federal Guidelines, as well as Stay at Home Orders from both Michigan and Indiana Governors
- On March 17 we made the decision to close our main Economic Engine, our four casino locations, 3 in Michigan and 1 in Indiana. Essential government employees were identified and several precautionary COVID-19 social distancing measures were put in place
- On March 27 we extended the closure of our casinos for an indefinite period-of-time



Tribal Troubles: How Indian Gaming Will Rebound

Taking Action

- Non-essential government and casino employees were paid through the end of March and were able to use their paid PTO before furloughs took effect on April 13
- Pokagon Government created a special section on its website for citizen only communications and updates on COVID-19
 - Several letters and video updates from Tribal Council, Government Directors, Health Services and more, are posted each week
- On April 8, Tribal Government issued its own Shelter in Place Order to citizens to help protect everyone's health and prevent the spread of the virus on Tribal Land
- Resources were allocated to modify and expand important Housing and Social Services for Citizens
 - Rent and mortgage relief, food donations, etc.



Tribal Troubles: How Indian Gaming Will Rebound

Taking Action

- Pokagon Government and our Finance Board worked together to create a special Tax-Free Disaster Relief Payment for citizens given their Per Capita payments had stopped due to no revenue coming in from our casinos
- Key capital investments and construction projects have been put on indefinite hold
- Michigan Tribal Chairpersons continue to communicate weekly to share perspectives and ideas
- We continue to participate in weekly calls hosted by the Bureau of Indian Affairs (BIA), U.S. Department of the Treasury, and the White House



Tribal Troubles: How Indian Gaming Will Rebound

Current Priorities

- Casino management provides weekly updates to the Tribal Council and Gaming Authority about potential re-opening scenarios
 - Although the timetable is unknown, a partial re-opening with limited services is the most likely outcome (slots only, minimal services, no table games or hotel, occupancy limits, temperature checks, sanitization, etc.)
- Pokagon Government continues to work on financial planning as there is no revenue coming in and a future partial re-opening of our casinos will likely result in a significant revenue drop for the remainder of 2020
- Government team members are pursuing key Federal funding programs
 - CARES Act
 - HUD
 - COVID-19 Expense Reimbursement



Tribal Troubles: How Indian Gaming Will Rebound

Future Outlook

- Tribal support of local charities and non-profit organizations in the region remains unlikely until our economic engine can operate normally and generate revenue
- Although the timetable is uncertain, we don't anticipate being able to resume any economic activities until June
 - Employee recall efforts are being evaluated, but we will also have to factor in related capital constraints
- Per Capita payments to citizens will likely be reduced following resumption of business activities and for the remainder of 2020
- If we can get through this crisis without the virus infecting our community, and preventing the loss of life, we will consider this a major victory
- Hopefully, we will can sustain a potential recurrence of the virus in the fall, and be back to our normal economic performance in 2021



Pokégnek Bodéwadmik

POKAGON BAND OF POTAWATOMI

Migwétth (Thank You)



Mohegan
Gaming &
Entertainment

Tribal Troubles: How Indian
Gaming Will Rebound

As of 4/29/20

Section 1: Closing



Closing Preparation and post closing communications

1. Limited notification between decision/notification to close and closing
 - (a) notifying guests
 - (b) communication to team members
 - (c) coordination with regulators
 - (d) securing facility
2. Post facility closing:
 - (a) shutting down facility
 - (b) on-going facility maintenance and care
 - (c) capital project decisions – continue, delay or eliminate
 - (d) vendor partner communications
 - (e) access and security plans

Section 2: Closing Work Stream



On going efforts

1. Established Team Member COVID 19 Web page
2. Staffed Team member hot line
3. Regular GM postings and updates to team members
4. Regular health department updates
5. Unemployment and benefit assistance
6. Guest communications – social media posts, tracking and responses, limited call center staffing communications, media inquiries and responses
7. Working capital preservation

Section 3: Reopening and the Future



Planning and Preparation

1. Modeling and scenario planning
2. Post opening safety measures – guests and team members
3. Phased opening planning
4. Team member call back and communications
5. Obtaining, fabricating and installing equipment and supply
6. Health department and gaming regulator coordination
7. Marketing plans and guest communications
8. Media and public relations planning
9. Operation plans, efficiency and safety plans and protocol
10. Suspected cases plans – guests and team members
11. CDC and health department guidelines
12. Soft and public opening planning
13. Start up procedure planning
14. Vendor partner communications
15. Operating and labor expense planning for expected extended ramp up



Defining Evolving Normal

THE FOUNDATION OF KNOWING YOUR BUSINESS MODEL



GETTING STARTED NOW!

SPEED TO MARKET MATTERS. WELL-THOUGHT OUT TACTICAL AND STRATEGIC REOPENING PLANS MATTER IN THIS EVOLVING MARKET. DON'T GET DUSTED BY MARKET COMPETITORS SEEKING TO GRAB WALLET SHARE RIGHT AWAY.

THE FOUNDATION OF THE REOPENING PLAN

1. COLLABORATING ON WHAT THE RIGHT PHASED APPROACH SHOULD BE TO REOPEN.
2. IMMERSE INTO WHAT THE IMPACTS HAVE OCCURRED AND MOST LIKELY WILL OCCUR TO THE BUSINESS.
3. DEVELOP A PLAYBOOK OUTLINING MEASURES TO PROTECT FUTURE OPERATING PERFORMANCE.
4. COLLABORATIVE DECISIONS MADE NEED TO TIE BACK TO "OVERARCHING GOALS AND OBJECTIVES" OF THE VISION, MISSION, PURPOSE, CORE VALUES, MANAGEMENT STANDARDS, SERVICE MISSIONS AND SERVICE GUARANTEES. THIS MAY NOT SEEM IMPORTANT, BUT DECISIONS MADE WILL ALIGN BACK TO THIS AND WILL IMPACT ALL YOUR OVERARCHING INITIATIVES.
5. DEVELOP A LIST OF LEADING "SOLID KEY ACTIONS AND PRIORITIES, CONSIDERATIONS AND ASSUMPTIONS" THAT CONTINUE TO EVOLVE WITH MARKET CONDITIONS.
6. IDENTIFY OTHER LEADING FACTORS THAT AFFECT THE SHORT TERM WITH A LONG-RANGE APPROACH AFFECTING AND SUSTAINING THE PROFITABILITY MODEL OF THE BUSINESS IN ALL INITIATIVES.
7. DEFINING WHAT "NEW NORMAL OPERATIONS" WILL LOOK LIKE IN THE FUTURE IN TERMS OF REACTING TO MARKET CONDITIONS AS THEY EVOLVE BY WAY OF BEING VERY NIMBLE, FLUID, SPEED-TO-MARKET, ABILITY TO MAKE DECISIONS QUICKER, TAKING AND APPROACHING RISK LEVELS, ETC.

JUST THE BEGINNING!

1. THE DEFINED REOPENING PLAN NEEDS TO FOSTER THE SPIRIT OF BEING RELENTLESS IN GETTING THINGS DONE, BEING SEAMLESS IN TRANSITION, HIGHLY EFFECTIVE IN EXECUTION IN ORDER TO MEET AND SATISFY GUESTS PERCEPTIONS AND/OR EXPECTATIONS.
2. ALL ASPECTS TO EACH COMPONENT OF BUSINESS OPERATIONS NEEDS TO BE FULLY ALIGNED WITH THE ORGANIZATIONAL FRAMEWORK OF THE COMPANY FOCUSED AT ITS VISION, BRANDING AND POSITIONING STRATEGIES BUT NOT LIMITED TO.
3. TEAM MEMBERS NEEDS TO BE FULLY ALIGNED WITH LEARNING STRATEGIES FOCUSED ON BEING MORE CUSTOMER CENTRIC, UNDERSTANDING THE IMPORTANCE OF NEW UNIFORM, HEALTH AND SAFETY STANDARDS. IN SOME CASES, NEW LEARNED MANNERISMS FACING NEW GUEST INTERACTIONS.
4. THE SHAPE OF THE PLAN NEEDS TO BE BATTLE READY TO CONQUER EACH DAY, EACH WEEK, EACH MONTH, EACH QUARTER, ETC. ALWAYS MEASURING OPERATING PERFORMANCE WHILE BEING NIMBLE, FLUID, AND BUILT FOR SPEED TO RESPOND TO EVOLVING CONDITIONS IN THE MARKET.
5. MOVE FAST WHILE BEING HIGHLY EFFECTIVE AND SUCCESSFUL.
6. NO ACCEPTANCE OR TOLERANCE TOWARD POINTS OF FAILURE DUE TO THE LACK OF HARD EFFORTS.

EXAMPLES OF BASIC FACTORS, ASSUMPTIONS, CONSIDERATIONS

1. STANDARDS OF CLEANLINESS
2. ROOM AMENITIES
3. SOCIAL DISTANCING BY AREA AND PERSONAL HYGIENE
4. ALL OPERATING CHALLENGES BY AREAS SUCH AS F&B, POOL, SPA, FITNESS AREAS, ETC.
5. TEMPERATURE CHECKS & MANDATED QUARANTINE AREAS
6. PROCEDURES FOR MANAGING SUSPECT COVID-19 CASES
7. CRISIS TEAM ON CROSS-FUNCTIONAL PLANNING AND COMMUNICATIONS
8. DEVELOP DESTINATION STANDARDS (POINT OF ARRIVALS, INSPIRATION SPOTS AND DEPARTURES
9. BRANDING STANDARDS, USE OF SOCIAL MEDIA, POSITIONING OF THE COMPANY, ETC.
10. CASH MANAGEMENT AND FINANCIAL PROJECTIONS
11. SUPPLY CHAIN MANAGEMENT (PROCURING GOODS AND SERVICES DELIVERED ON TIME)
12. MEETING SUPPLY AN DEMAND AND STRETCHING THE ELASTICITY OF DEMANDS IF KNOWN
13. OTHER, OTHER, OTHER FACTORS, ASSUMPTIONS, CONSIDERATIONS AFFECTING ALL OPERATIONAL AREAS.



DEFINE WHILE EVOLVING AND SUCCEED!

- ✓ **DEFINE YOUR EVOLVING
NORMAL AND ROLL WITH
SUCCESS IN OUR
CHANGING MARKET.**

Feedback and Questions

Please submit any additional feedback and questions at:

Info@casinowebinar.com

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