



The Commonwealth of Massachusetts

Massachusetts Gaming Commission

NOTICE OF MEETING and AGENDA

August 28, 2012 Meeting

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Gaming Commission. The meeting will take place:

Tuesday, August 28, 2012

1:00 p.m.

Division of Insurance

1000 Washington Street

1st Floor, Meeting Room 1-E

Boston, Massachusetts

PUBLIC MEETING - #24

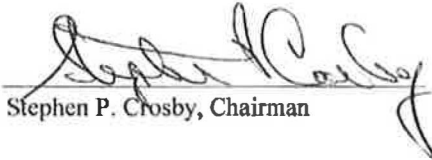
1. Call to order
2. Approval of minutes
 - a. August 8, 2012 Meeting
 - b. August 14, 2012 Meeting
 - c. August 21, 2012 Meeting
3. Administration
 - a. Executive Director search update
 - b. Additional Hires: General Counsel, Staff Attorney, Deputy Director IEB
 - c. Discussion of MGC Internal Policies
 - d. Report from Director of Administration
 - e. Project Management Consultant
 - i. Status report
4. Racing Division
 - a. Operations Update
 - b. Director of Racing search
5. Project Work Plan
 - a. Consultant status report
 - i. Review of consultant schedule and scope
 - b. Technical and other assistance to communities
 - i. Ombudsman search update
6. Finance / Budget
7. Public Education and Information
 - a. Community and/or Developer outreach/responses to requests for information
 - b. Acting Ombudsman Report
 - c. Discussion of Diversity/Inclusion Forum September 19th
 - d. G2E Conference – 9/30-10/4; individual itineraries

8. Research Agenda
 - a. Status report

9. Other business – reserved for matters the Chair did not reasonably anticipate at the time of posting

I certify that on this date, this Notice was posted as "Gaming Commission Meeting" at www.mass.gov/gaming/meetings, and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us, brian.gosselin@state.ma.us.

8/24/12
(date)


Stephen P. Crosby, Chairman

Date Posted to Website: August 24, 2012 at 1:00 p.m.

The Commonwealth of Massachusetts
Massachusetts Gaming Commission

Meeting Minutes

Date: August 8, 2012

Time: 4:45 p.m.

Place: Western New England University
Rivers Memorial Hall
1215 Wilbraham Road
Springfield, Massachusetts

Present: Commissioner Stephen P. Crosby, Chairman
Commissioner Gayle Cameron
Commissioner James F. McHugh
Commissioner Bruce Stebbins
Commissioner Enrique Zuniga

Absent: None

Call to Order:

Chairman Crosby opened the 21st meeting. He stated that the purpose of the meeting was, in part, to address questions submitted by the audience to the Commission during the just-completed forum.

Commissioner Stebbins read the first question, "I am interested in the process, is there any way I can help and in what ways might I participate?" Commissioner Stebbins recommended that anyone who is interested in process should follow the Commission on social media and stay on top of the process. Commissioner McHugh stated that the Commission welcomes ideas from the public on any aspect of its business. Commissioner Zuniga stated that the process for promulgating formal Commission regulations requires a series of public meetings and public comment at, and in advance of, these meetings will be helpful.

Commissioner Stebbins read the next question which was, "What safeguards are there in the expanded gaming act that would ensure proposals for development are for resort casinos and not gaming parlors?" Commissioner Stebbins stated that the Commission has the ability to license one gaming parlor/slot parlor, but for the destination style casino the minimum investment required is a half billion dollars and due to these requirements the end product will be resort casinos. He stated that as a proposal goes through the local process, the public can demand a resort casino. Commissioner McHugh stated that two portions of the statute focus collectively on a resort casino and not simply a hall with slot machines and table games. The statute has been carefully written to drive the Commission's attention, the attention of the cities and towns, and the developer, toward a resort casino.

Chairman Crosby asked if Commissioners thought any topics touched on today should be discussed now. Commissioner Zuniga stated that a recurrent theme today was partnerships and the idea of having memoranda of understanding. He thought that there would be value in having

cities and towns report on the execution of the responsibilities the memoranda of understanding contain so that a record would be available for future phases of the Commission's work or other work involving the same participants. Chairman Crosby asked whether specific marketing and advertising requirements be put in place as the Commission moves into the Phase 2 RFA process or whether the Commission should simply advise applicants to be creative about, for example, joint marketing ideas. Commissioner McHugh stated that listening to the speakers raised for him broad questions about close the Commission wanted to achieve through the casino licensing process. For example, did the Commission want to open up downtown areas thereby bringing people into a region they otherwise would not visit? If so, a series of decisions and criteria would flow from that decision. He stated that starting to think about broad goals on a regional level would be a great start, with a number of decisions flowing from the goals on which the Commission decided. Commissioner Cameron stated that the Commission should not value one type of scenario over another, e.g., an urban versus a suburban location. She stated that each application should be considered on its merits and the Commission should see what the applicant's plan would bring to the region. Successful models exist for urban and rural casinos and the Commission should not have any predetermined ideas about whether an urban overall development is better. Commissioner Zuniga stated that he sees the location as a proxy for other things, such as whether one proposal has a better workforce development plan than another. He thought that the Commission will have to set up criteria in advance and grade each respondent on its own merit, regardless of location.

Commissioner Stebbins stated that the statute lays out some pretty clear criteria and how the Commission evaluates a license application is going to differ based on region and the goals of the local region. He stated that one of the takeaways he had from the community mitigation component of today's forum was that the Commission should explore entering some type of agreement with the regional planning agencies to have them as a partner in the evaluation of the RFA-2 phase because they will see some of the community impacts the Commission will not see.

Chairman Crosby stated that the Commission will have an ombudsman for the communities and developers on board within a month or so. He suggested giving thought to having a point person to coordinate the workforce development process.

Chairman Crosby then announced that the Commission is today formally beginning the licensing process and he welcomed all developers to file an application fee and thereby obtain the status of applicants, with the access to permitting authorities that status will bring. He stated that the Commission will be distributing a certification form for applicants to fill out to accompany deposit of the \$400,000 non-refundable application fee. The form was made available at the meeting and will be available on the Commission website.

Thereupon, on motion made and unanimously approved, the meeting was adjourned.

/s/ James F. McHugh
James F. McHugh
Secretary

The Commonwealth of Massachusetts
Massachusetts Gaming Commission

Meeting Minutes

- Date:** August 14, 2012
- Time:** 1:00 p.m.
- Place:** Division of Insurance
1000 Washington Street
1st Floor, Meeting Room 1-E
Boston, Massachusetts
- Present:** Commissioner Stephen P. Crosby, Chairman
Commissioner Gayle Cameron
Commissioner Bruce Stebbins
Commissioner Enrique Zuniga
- Absent:** Commissioner James F. McHugh

Call to Order:

Chairman Crosby opened the 22nd public meeting.

Approval of Minutes:

See transcript pages 2-5.

Chairman Crosby stated that Commissioner McHugh is on vacation and will not be in attendance. Meeting minutes from the July 31 and August 7 meetings were discussed. Chairman Crosby and Commissioner Stebbins made corrections to the August 7 minutes.

Motion made by Commissioner Cameron to approve the minutes of the July 31 and August 7 meetings as amended. Motion seconded by Commissioner Zuniga. The motion passed by a 4-0-0 vote.

Administration:

See transcript pages 5-60.

Executive Director Search Update – Commissioner Stebbins stated that JuriStaff is continuing to work on the list of 50 contacts. There are currently two potential candidates who may be coming to Boston for an interview. Commissioner Stebbins recommended selecting a closing date for the job posting of September 14, 2012. After discussion, the Commission decided to set September 7, 2012, as the closing date.

Additional Hires – Commissioner Zuniga stated that JuriStaff has compiled a number of respondents for the position of staff attorney. Commissioner McHugh will be handling this. He has asked for the top 10 resumes and will select candidates to interview from that pool.

Discussion of MGC Internal Policies – Commissioner Zuniga stated that he included in the meeting packet the table of contents for the Commission's employee manual, a document on which he is continuing to work. Along with the table of contents, he has included the policy questions he believes the Commission must resolve before the drafting process can be completed. He and the Commission proceeded to examine those questions with the following results:

1. Item 1.1: This item deals with whether employees of the Commission are employees at will. The Commission decided to do more research on the approach taken under similar circumstances in other states and also to explore with the Commonwealth's HRD and other state agencies their approach to employee at will status.
2. Item 1.5.2: This item deals with when in the hiring process the background investigations will occur. The Commission decided to maintain flexibility so that it could begin the investigations before or after an offer of employment is made. If it conducted the investigation before an offer was made, it could conduct simultaneous investigations on more than one candidate. If the investigation was conducted after the Commission made an offer, the Commission would clearly notify the applicant that the offer was conditioned on successful completion of the investigation.
3. Item 1.5.5: This item deals with employment of relatives and the policy question is whether there ought to be a flat ban on the Commission's ability to hire members of the family of a Commission employee. The Commission decided that, subject to the provisions of an enhanced code of ethics which is now being drafted, the Commission could consider employment of the family members of a Commission employee as long as a family member was not placed in a position where he or she would be supervised by another family member.
4. Item 2.8: This item deals with employee responsibility for confidential and other sensitive information. Commissioner Zuniga stated that he would revise the language of the current draft so that it is congruent with the Phase 1 regulations the Commission is in the process of promulgating.
5. Item 2.9: This item deals with supplemental employment and business activities. Commissioner Zuniga stated that G.L. c. 23K, § 3(o) requires Commission employees to obtain written approval from a supervisor before engaging in any "business or occupation or other gainful employment outside of the [C]ommission." The policy question is whether the Commission's policy manual should interpose a similar requirement on certain unpaid activities, e.g., work for civic or religious organizations, on a volunteer basis. After discussion, the Commission decided that more investigation was needed with respect to the way similar concerns are handled in other jurisdictions, with respect to First Amendment restraints and with respect to the impact of the state ethics laws and the enhanced ethics code the Commission is in the process of drafting. In particular, the Commission focused on how far down in the Commission hierarchy a prohibition on political activity could extend and whether a Commission employee could engage in a

- business transaction unrelated to casinos or racing with an individual who was licensed by the Commission or employed by an entity the Commission regulated.
6. Item 3.3.4: This item deals with telecommuting. The policy question is whether telecommuting ought to be permitted and, if so, under what circumstances. The Commission decided that telecommuting ought to be permitted at the discretion of the employee's supervisor.
 7. Item 3.3.5: This item deals with compensatory time and the circumstances under which it ought to be allowed. The Commission decided that supervisors ought to be permitted to award compensatory time so long as the reason for doing so was backed by appropriate documentation. In that regard, the Commission noted the importance of flexibility, particularly with respect to investigations that likely will require extended hours and weekend work.
 8. Item 3.4: This item deals with reimbursement of commuting expenses. The Commission decided to create a policy that allowed commuting expenses for employees who lived beyond a specified radius from the Commission's headquarters or from the location specified in their work assignment.
 9. Item 3.4.2: This item deals with reimbursement for meals consumed by Commission employees during the course of travel. The Commission decided that reimbursement would be at a "reasonable" rate rather than at a fixed dollar amount in order to take account of the meal costs in different areas of the country, or world, where Commission employees might travel from time to time.
 10. Item 5.1: This item deals with vacation and personal time. The Commission decided to include years of service in state and non-state employment when calculating entitlement to vacation leave and personal time.
 11. Item 6.2: This item deals with the Technology Resources Policy the Commission previously adopted. The Commission decided to place the burden on all Commission employees to ensure that their computer contains the appropriate malware and antivirus software before installing or updating any programs on it.
 12. Item 6.4: This item deals with speaking engagements. Commissioner Zuniga stated that he would redraft the section to incorporate the recent Speaker's Bureau protocol the Commission adopted.

Chairman Crosby then made the following points: (1) the manual should contain an introduction discussing the nature of the Commission's work and the need for integrity and the appearance of integrity by all employees in every aspect of their work for the Commission; (2) language restricting dissemination of the manual should be deleted; (3) section 1.6 should use the term "drug screen" instead of "urine samples"; (4) the term "business dress" ought to be defined; (5) section 2.3 dealing with drug and alcohol issues should be deleted because it is redundant; (6) "age 40" ought to be eliminated from section 2.5 dealing with freedom from unlawful harassment and discrimination; and (7) he wanted to investigate further whether a Commission employee was prohibited forever from working for a private entity on a "particular matter" in which he participated as a member of the Commission.

Project Management Consultant – Commissioner Zuniga stated that he is scheduled to meet with the Commission consultants on August 22 to discuss timeline and timeline assumptions and how to integrate those assumptions with PMA's system.

Racing Division:

See transcript pages 60-62.

Update – Commissioner Cameron stated that the job description for Racing Director has been finalized and posted on the Commission and HRD websites, as well as on other industry websites and publications. She will be screening the resumes, conducting interviews and presenting the finalists for interviews by the full Commission. If the volume of resumes is large, she may utilize one of the Commission search firms to assist in her review. Chairman Crosby recommended the end of August as the closing date for this job posting and the Commission agreed.

Project Work Plan:

See transcript pages 62-69.

Commissioner Zuniga stated that the RFR for consultants, in its original form, allows the Commission to extend the contract for consulting services for months beyond the upcoming September deadline. He is reviewing the scope of services for subsequent phases of the Commission's work. He stated that some of the deliverables scheduled for the last two weeks have been delayed by the recent focus on the promulgation of regulations. Those deliverables, however, are expected in the next few weeks. Chairman Crosby stated that he met with Kathleen O'Toole, who is the contact person for the gaming consultants, and the Commission will be utilizing her expertise to coordinate gaming consultant activities. Commissioner Zuniga stated that Director Glovsky will be an integral part of the planning and monitoring process going forward.

Technical Assistance to Communities – Commissioner Stebbins stated that the list of candidates for the ombudsman position has been finalized and the interview process is beginning.

Finance/Budget Update:

See transcript page 69.

Commissioner Zuniga stated that checks have been received from two license applicants and have been deposited in the Commission's new bank account. Coding work is being done for the account to segregate costs and revenue.

Public Education and Information:

See transcript pages 69-81.

Community and/or Developer Outreach/Responses to Requests for Information – Chairman Crosby stated that he is serving as interim ombudsman for developers or communities in need of assistance. He received a call from a developer who has paid the application fee and would like to meet with the Department of Transportation. Commissioner Stebbins stated that many questions were submitted at the Western Mass Forum from one community that may be impacted by a casino proposal and he will forward those questions to Chairman Crosby in his role as interim ombudsman so he can meet with the individuals who posed them.

Report from Director of Communications and Outreach – Elaine Driscoll stated that the Commission is in a question and answer period for the RFR for the logo and website and is on track to make a decision by September 4. She stated that she has been working with Brandon Milby on building out the sitemap for the new website that Commission content can be uploaded as soon as possible designer and developer finish their work. Her goal is to have a new website up and running by the time the regulations are issued in October. She continues to receive requests for the speaker's bureau and is coordinating these engagements.

Western Mass Forum – Commissioner Stebbins stated that he sent "thank you" notes to the panelists, Western New England University, Senator Candaras, and some of the other speakers. He recommended having representatives from the Regional Planning Agencies speak at a Commission meeting to formalize a relationship in advance of the RFA-2 discussion. Chairman Crosby recommended that this discussion take place with the ombudsman, once he/she is in place, rather than at a public Commission meeting. Commissioner Stebbins stated that one of the items discussed during the tourism segment of the August 8 forum concerned Memoranda of Agreement between casino operators and local organizations. In that regard, the Commission will have to give some thought to mechanisms designed to ensure that the agreements will be carried out after licenses are issued

A brief recess was taken.

Diversity/Inclusion Forum – Chairman Crosby stated that this forum has been scheduled for September 17, 2012. Commissioner Stebbins recommended including workforce development representatives in the discussion at the forum.

Research Agenda:

See transcript pages 81-83.

Chairman Crosby stated that the RFI for the research project is being in progress. He met with representatives from the Harvard School of Public Health who are focused on addiction issues and are interested in being involved in the research. He is meeting with Secretary Bigby and Public Health Commissioner John Auerbach to get them involved in the process as well.

Application Process:

See transcript pages 83-94.

Commissioner Cameron stated that the Commission previously conducted a general discussion on whether or not to ask applicants about the region in which they are interested when they deposit their application fee and certificate in advance of their formal application. She stated that the law does not call for a commercial license in Region C and it is important the Commission does not accept applications or application fees from anyone interested in Region C, southeastern Massachusetts, for casino licenses, with the exception of slots parlors. Chairman Crosby stated that Commissioner McHugh asked that his point of view be presented in this matter. Commissioner McHugh is in agreement the Commission should stress that no applications or application fees will be accepted for casino licenses in Region C. Commissioner Zuniga stated that this policy would apply for the time being, but in the future, if the Commission determines the Tribe is not able to obtain land into trust, it could open up Region C for commercial licenses. A discussion then ensued regarding whether an applicant should be required to indicate on the fee deposit certificate the regions in which they are interested. The Commission decided to allow an applicant not to specify its region of interest but to include in the certificate language stating that the applicant is not applying for a Category 1 license in Region C.

Motion made to adjourn, motion seconded and carried unanimously.

List of Documents and Other Items Used at the Meeting

1. Massachusetts Gaming Commission August 14, 2012 Notice of Meeting & Agenda
2. July 31, 2012 Meeting Minutes of Massachusetts Gaming Commission
3. August 7, 2012 Meeting Minutes of Massachusetts Gaming Commission
4. Massachusetts Gaming Commission Employee Handbook – Directory and Policy Questions
5. August 8, 2012 Email to Janice Reilly from Charles Ticotsky Regarding Meeting

/s/ James F. McHugh
James F. McHugh
Secretary

The Commonwealth of Massachusetts
Massachusetts Gaming Commission

Meeting Minutes

Date: August 21, 2012

Time: 1:00 p.m.

Place: Division of Insurance
1000 Washington Street
1st Floor, Meeting Room 1-E
Boston, Massachusetts

Present: Commissioner James F. McHugh
Commissioner Gayle Cameron
Commissioner Bruce Stebbins

Absent: Commissioner Stephen P. Crosby, Chairman
Commissioner Enrique Zuniga

Call to Order:

Commissioner McHugh opened the 23rd public meeting.

Approval of Minutes:

See transcript page 2.

Commissioner McHugh stated that he had been on vacation the previous week and had not prepared the minutes of the August 8 and August 14 meetings. Accordingly, approval of those minutes will be deferred until the next meeting. The transcripts of both meetings are available on the Commission's website for those who may wish to review them in the interim.

Administration:

See transcript pages 2-11.

Executive Director Search Update – Commissioner Stebbins stated that JuriStaff is calling candidates and he has had a chance to speak with a few of them over the phone for initial interviews. The next step is to invite potential candidates to Boston for more thorough and specific discussions. He stated that the candidates he has talked to so far are not from Massachusetts, so they will have to be given positive information about living in Massachusetts. Commissioner McHugh confirmed the job posting for this position will remain open until September 7, 2012.

Additional Hires – Commissioner McHugh stated that the Commission is also working on hiring a General Counsel, Staff Attorney, and Deputy Director of the Investigation and Enforcement

Bureau. He stated that he is drafting a job description for the General Counsel position with the goal of posting the position by next week. The Staff Attorney search is well underway. JuriStaff is handling this search and he has received five resumes to review, with five more expected. He stated that the Commission is contemplating hiring a paralegal and additional staff to assist with the regulations and racing issues. Commissioner Cameron stated that she is completing a job description for the Deputy Director of IEB, with the goal of posting the position next week.

Discussion of MGC Internal Policies – Commissioner McHugh stated that Commissioner Zuniga is working on the revisions made to the employee manual and those revisions will be discussed at a future meeting.

Report from Director of Administration – Eileen Glovsky stated that a procurement is in process for brand identity and website development, with a submission deadline of August 22, 2012. The goal for making a final decision on the procurement is September 4, 2012. A draft RFI for the research agenda has been prepared to assist the Commission in making decisions regarding completion of the research required by the November, 2011, legislation. She stressed that the Commission must have in hand an original certificate bearing a wet signature before it will accept from a developer its \$400,000 application fee. She stated that the project management software the Commission purchased has been installed on her computer and this system should ultimately contain a long term, multiyear, multifaceted view of all activities in which the Commission is going to engage over the next three to five years.

Racing Division:

See transcript pages 11-14.

Update – Commissioner Cameron stated that the Director of Racing Search is underway. The job has been posted and a number of resumes have been received. The posting will be open until after Labor Day. She stated that the first meeting of the Horse Racing Committee created by G.L. c. 23K, § 60(b) was held on August 20, 2012. The Committee is responsible for making recommendations to the Commission on how the funds deposited into the Race Horse Development Fund created by c. 23K, §60(a) will be distributed between thoroughbred and standardbred racing facilities to support thoroughbred and standardbred horse racing in Massachusetts. She conducted several hearings last week and will present results to the Commission next week. She has received a request for a settlement in one matter and informed the attorney that the request must be provided in writing before a decision on whether to allow it can be made. She recommended an extension be granted to allow the appellant to file an appeal with the Commission or file whatever application for a settlement or other resolution the appellant desires.

Motion made by Commissioner Cameron to allow the appellant to file an appeal with the Commission or an application for resolution or both no later than September 14, 2012. Motion seconded by Commissioner Stebbins. The motion passed by a 3-0-0 vote.

Project Work Plan:

See transcript pages 14-33.

Consultant Status Report – Gaming Consultants Robert Carroll and Fred Gushin addressed the Commission. Mr. Carroll stated that a list of contemplated RFA Phase-2 regulations has been delivered to the Commission. They are working on a number of items which are part of the strategic plan, including the time line, table of organization, the budget, and the RFA Phase-2 process. They will be making recommendations about auditing, minimum controls, the rules of the game, gaming equipment, and memoranda of understanding with the various agencies. They will also be finalizing the RFA-1 Massachusetts supplement form. Mr. Gushin stated that the sections of the strategic plan are coming together, with a goal of having a first draft ready by September 10, 2012. He stated that the RFA-2 process will have to be transparent and implemented in a way that will withstand legal scrutiny. Commissioner McHugh asked if there will be discussion of what can be handled as a policy versus a regulation. Mr. Gushin stated that everything does not have to be a regulation and that balance between policies and regulations will be an important part of upcoming discussions. Commissioner McHugh asked if there will be a third regulation phase dealing with such things as operational requirements for activities on the gaming room for or whether those kinds of issues would be dealt with in the Phase 2 process. Mr. Gushin replied that it was not mandatory to include those kinds of operational requirements in Phase 2 but that it would be helpful to do so in order to give potential licensees notice of the kinds of requirements they will face when operating in Massachusetts. Mr. Gushin also stated that memoranda of understanding should be entered into with other jurisdictions, such as Ohio, which have recently completed investigations of some potential Massachusetts applicants in order to streamline the Massachusetts investigative process. Commissioner Stebbins asked if the licensing and investigation of vendors and employees will happen in the third phase. Mr. Gushin stated that it would. He also stated that, and other jurisdictions, Commissions held early meetings with individuals and entities responsible for workforce development to discuss, at least in a general way, the kinds of criteria the Commission would use for licensing decisions. Those kinds of meetings helped ensure that the licensing process operated efficiently and did not disappoint individuals who went through a training process even though aspects of their background disqualified them from obtaining a license at the end of the training.

Technical Assistance to Communities – Commissioner Stebbins stated that he has discussed with Director Driscoll updating the frequently asked questions portion of the Commission website. He stated that he has spoken with more than twelve good candidates for the ombudsman position and will select finalists to be interviewed by Chairman Crosby. Commissioner McHugh stated that Chairman Crosby, in his role as interim ombudsman, has met with two potential developers and arranged for them to work with the Department of Transportation.

Finance/Budget Update:

See transcript page 33.

Commissioner McHugh stated that there is no budget update today as Commissioner Zuniga is on vacation. The current budget information is posted on the Commission website.

Public Education and Information:

See transcript pages 33-39.

Report from Director of Communications and Outreach – Director Driscoll stated that the process for brand identity and website development is moving forward and is on track for a decision to be made September 4, 2012. She is developing content and a site map with a goal of having the website up and running in mid-October to coincide with the release of the Phase-1 regulations. She is promoting the comment period and public hearings on the Phase-1 regulations on Facebook and through press releases. She is coordinating the many speaking engagements that are upcoming and fielding media inquiries. She stated that for the Phase-2 regulations she would like to utilize WikiShare pages, which would allow the public to go into the document and make edits. She stated that she continues to work on questions the Commission has received from individuals and entities via the web to ensure there non-remain outstanding for extended periods and that she will work on updating the frequently asked questions portion of the Commission website. Commissioner Stebbins recommended categorizing the questions, as the list is becoming extensive and covers a broad range of topics.

Discussion of Diversity/Inclusion Forum – Commissioner McHugh stated that the date for this forum has been changed to September 19, 2012 and the location and agenda will be posted when it is available.

Research Agenda:

See transcript page 39.

Commissioner McHugh stated that the RFI is in progress and once the results are received the Commission will move forward with the research agenda.

Other Business:

See transcript pages 39-43.

Commissioner Stebbins stated that he was at Massasoit Community College in Brockton this morning for a meeting with community college leaders from the southeast region to discuss workforce development and casino career training. He stated that the Commission has authority under the statute to certify a training program or curriculum and should find a way to exercise

that this authority so that individuals who seek a career in expanded gaming will not be misled into signing up for training programs that ultimately are of little or no value.

Motion made to adjourn, motion seconded and carried unanimously.

List of Documents and Other Items Used at the Meeting

1. Massachusetts Gaming Commission August 21, 2012 Notice of Meeting & Agenda

/s/ James F. McHugh

James F. McHugh

Secretary

Massachusetts Gaming Commission

Job Description and Solicitation of Applications for the position of General Counsel

September, 2012

The Gaming Commission

The Massachusetts Gaming Commission is a brand new and exciting agency charged with responsibility for licensing and overseeing casino gambling and horseracing throughout the Commonwealth of Massachusetts. Created by legislation passed in November, 2011, the Commission began its operations in April, 2012. Headquartered in the heart of Boston's financial district, the Commission has moved quickly to hire key employees, take charge of horseracing, promulgate the initial regulations that will govern casino licensing, accept initial applications for casino licenses and formulate policies that will lie at the heart of the Commission's operations. Over the next eighteen months, the Commission foresees rapid growth from its small current staff to a staff capable of licensing and overseeing all of the Commonwealth's casinos and racetracks and the thousands of employees, suppliers, vendors needed to support them. As it grows and increases its regulatory responsibilities, the Commission is committed to a fair, transparent, and participatory process for implementing the new casino gaming legislation and is seeking employees who can and will make that commitment a reality.

The Position

The position of General Counsel to the Commission offers a challenging opportunity for a lawyer who enjoys a fast-paced environment and desires to play a significant role in creating a new agency that will regulate an entirely new Massachusetts industry. The General Counsel will have a role in virtually every major Commission policy initiative as well as in a host of legal issues that arise daily and require quick research, analysis and response. The General Counsel will report to the Commission's Executive Director and, as necessary, directly to the Commission itself. Accordingly, the General Counsel will be one of the Commission's senior executives with substantial responsibility for overseeing the Commission's growth and expanding responsibilities. The ideal candidate will have excellent legal and managerial skills but will also enjoy working in a start-up environment. He or she will be able to create and manage the Commission's legal team and ensure the team's continuing commitment to providing sound, thoughtful and ethical legal advice. He or she will also have a demonstrated record of success in handling complexity across a broad range of legal issues.

Essential Functions of the Position

The General Counsel's overall responsibilities include a variety of tasks that contribute to achieving the Commission's strategic goals. Those goals are (1) creation of decision-making and regulatory systems that engender the confidence of the public and participants, (2) providing the greatest possible economic development benefits and revenues to the people of the Commonwealth, (3) reducing to the maximum extent possible the potentially negative or unintended consequences of the new gaming legislation, and (4) creating a regulatory framework that allows a return on investment for gaming providers that assures the operation of casino-resorts of the highest quality.

More specifically, the General Counsel's primary responsibilities will include:

1. Establishing strategic and operational plans for a legal department capable of supporting the Commission's expanding activities.
2. Developing and managing a system for ensuring compliance with the Commission's statutory reporting requirements.
3. Advising the Commission, Executive Director and Commission staff on all matters related to legal policy, compliance, and other legal issues.
4. Acquiring and maintaining knowledge of particular legal issues that affect the gaming and horseracing industries.
5. Creating and managing the division of responsibilities necessary to conduct fair hearings and proceedings in which some employees of the Commission have a prosecutorial role, some an investigatory role and some a decision-making role.
6. Ensuring that the Commission's conduct and resolution of adjudicatory proceedings conforms in all respects to all applicable legal requirements.
7. Conducting and overseeing research and analysis on a variety of legal issues including overseeing the development and implementation of the Commission's policies and procedures, recommending new policies as needed, and revising existing policies as appropriate.
8. Providing advice regarding the Commonwealth's public records statute and its application to specific documents in the Commission's possession.
9. Providing advice with respect to the Commonwealth's open meeting laws and their application to specific meetings the Commission will hold from time to time.
10. Overseeing the delivery and management of all legal services, including analyzing laws, rules, regulations and proposed legislation, managing outside counsel who perform legal services for the Commission, and reviewing all significant transactions and contracts for compliance with Federal and Massachusetts law.
11. Assisting the Commission in interactions with other Commissions, agencies and departments to coordinate common legal agreements, memoranda of understanding, interagency agreements and other common operating rules or practices.
12. Ensuring that the Commission operates within the appropriate legal governance framework.
13. Identifying and managing legal risks to the Commission.
14. Assisting in review of the Commission's employment policies and procedures to ensure that they remain current and consistent with applicable law.

15. Overseeing and coordinating the activities of outside legal counsel, private and governmental.
16. Other duties as assigned.

Desirable Knowledge, Skills and Abilities

1. At least ten years' experience working with complex corporate and commercial matters in a law firm, corporate legal department or governmental agency.
2. Comfort working independently and as part of a team.
3. Proven ability to delegate and manage multiple priorities while generating positive relationships with internal and external stakeholders and the ability to foster a team environment through excellent leadership and management skills.
4. Excellent judgment of the character and potential of employees, and experience in recruiting, mentoring, promoting and retaining a diverse group of talented colleagues.
5. Strong commitment to diversity.
6. Highest level of good character, honesty, and integrity.
7. Proven ability to communicate effectively with all levels of Commission staff and with individuals and organizations that transact business with the Commission.
8. Demonstrated capacity for sound legal analysis, legal reasoning, problem solving, and legal research skills.
9. Demonstrated ability to develop creative solutions to complicated and sensitive problems.
10. Intellectual and conceptual flexibility and creativity, with the ability to interpret, present, and write about complex ideas and concepts in a clear, concise fashion.
11. Ability to manage multiple projects simultaneously, with attention to detail, timeliness, and the consistency with the Commission's overall mission.
12. Excellent oral and written communication skills as well as the interpersonal skills necessary to build and maintain a cohesive, team-oriented working environment while leading by example.
13. A high degree of flexibility capable of supporting the evolving needs of the Commission, including the ability to work extended hours, weekends or holidays as operational needs require.
14. Competence in computer usage and standard software including Microsoft Windows, word-processing, spreadsheet, project management and database software.
15. A J.D. Degree from an accredited law school and a license to practice law in Massachusetts.

The General Counsel's salary will be commensurate with his or her experience.

The Massachusetts Gaming Commission is an equal opportunity/affirmative action employer. Females, minorities, veterans and persons with disabilities are strongly encouraged to apply. All prospective employees of the Commission must undergo a detailed background check, including a credit analysis and drug screening, prior to a final offer of employment.

Interested applicants must submit a resume, a writing sample, and at least three professional references, to:

7a

**Town of Palmer
4417 Main Street
Palmer, MA 01069**

August 8, 2012

(Hand Delivered)

Stephen P. Crosby, Chairman
Massachusetts Gaming Commission

Dear Chairman Crosby:

There are more than forty Fire, Water and Sewer Districts in at least twenty-five towns across the State that are governed by authorities which are separate from the municipal governments of these communities.

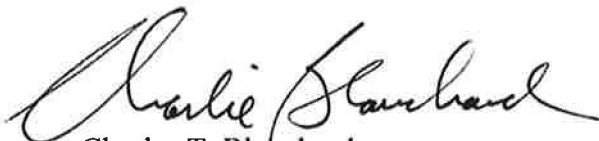
In addition, many Massachusetts cities and towns contract with private EMS firms or non-profit Rescue Squads for their Emergency Medical Response needs.

The expanded gaming legislation calls for a single agreement between the host community and an applicant setting forth the conditions to have a gaming establishment located within the host community, it does not seem to anticipate multiple agreements in order to accomplish this.

It would be very helpful to have clarification from the Gaming Commission that the legislation requires a single host community agreement with an applicant, and that any agreements for required municipal services provided by districts or other organizations within the community must be negotiated through the host community and made a part of the host community agreement.

This would preserve the rights of districts and organizations that provide municipal services to a community to negotiate the terms and mitigating conditions under which these services could be provided to an applicant, while ensuring that this will be done within the framework of the host community agreement.

Sincerely,



Charles T. Blanchard
Palmer Town Manager

4a

COMMONWEALTH OF MASSACHUSETTS

SUFFOLK COUNTY

MASSACHUSETTS GAMING
COMMISSION
RACING DIVISION

In the Matter of)
Abad Cabassa)
Licensed Jockey)
License No. 131840)
_____)

Suffolk Steward Ruling No. 1016

FINAL DECISION AND ORDER

Procedural History

The Massachusetts Gaming Commission (“Commission”) conducted formal adjudicatory proceedings on August 16, 2012 pursuant to M.G.L. c. 30A, §§ 10, 11, and 801 CMR 1.01, *et. seq.* before Commissioner Gayle Cameron, Presiding Officer for the Commission. This matter was held pursuant to an appeal by Abad Cabassa (“Appellant”), a licensed jockey. The Appellant was suspended for seven calendar days and was ruled disqualified from his third place finish in a race held on July 4, 2012 based on a Suffolk Downs Board of Stewards ruling that he came out and impeded another horse during the race in violation of Commission regulations. The Appellant was present at the hearing but was not represented by legal counsel, however, he was joined by Heriberto Rivera, a representative of the Jockeys’ Guild

The following witnesses presented evidence at the hearing:

Appellee:

1. Susan K. Walsh, Chief Steward

Appellant:

1. Abad Cabassa
2. Heriberto Rivera

The following evidence was entered on the record:

1. Suffolk Stewards Ruling no. 1016, dated July 7, 2012
 - Appellant's appeal form and request for stay, dated July 7, 2012
 - Approval of Request for stay, dated July 9, 2012
 - Notice of hearing dated July 10, 2012, hearing date scheduled for July 19, 2012
 - Hand written note from Appellant requesting to reschedule hearing, dated July 16, 2012
 - Letter denying rescheduling request, dated July 16, 2012
 - Fax cover sheet of denial letter, dated July 17, 2012
 - Letter acknowledging next hearing date to be August 16, 2012, dated July 24, 2012

Additional Evidence submitted by Appellee

1. Video of the fifth race on July 4, 2012

Additional Evidence submitted by Appellant

1. Letter from Appellant to John Hill dated August 14, 2012
2. Copies of assorted steward rulings

Findings of Fact

The Commission finds as facts established by a preponderance of the evidence the following:

1. The Commission has issued the Appellant a license to practice as a jockey in the Commonwealth of Massachusetts.
2. The Appellant participated in the fifth race taking place on Wednesday, July 4, 2012.
3. As the Appellant's horse (No. 2) entered the home stretch at the 1/16 pole, it altered its course.
4. As a result of the Appellant's course change, another horse (No. 5), was crowded by the Appellant's course and had to maneuver in order to avoid a collision.

Applicable Law and Regulations

1. "The commission shall have full discretion to refuse to grant a license to any applicant for a license or to suspend or revoke the license of any licensee." MGL c. 128A, §11.
2. "The Stewards shall have the power to interpret 205 CMR 4.00 and to decide all questions not specifically covered by them." 205 CMR 4.35(1).
3. "The Stewards shall have the power to punish for violation of 205 CMR 4.00 any person subject to their control and in their discretion to impose forfeitures or suspensions or both for infractions." 205 CMR 4.35(9).
4. "A final appeal in the case of any person penalized or disciplined by the racing officials of a meeting licensed by the Commission, may be taken to the Commission." 205 CMR 4.03.

5. “When the way is clear in a race, a horse may be ridden to any part of the course, but if any horse swerves, or is ridden to either side, so as to interfere with, impede or intimidate any other horse, it is a foul.” 205 CMR 4.11(6)(e)(3)(a).
6. “The offending horse may be disqualified, if in the opinion of the stewards, the foul altered the finish of the race, regardless of whether the foul was accidental, willful or the result of careless riding.” 205 CMR 4.11(6)(e)(3)(b).
7. “If the stewards determine the foul was intentional, or due to careless riding, they may fine or suspend the guilty jockey.” 205 CMR 4.11(6)(e)(3)(c)

Conclusions of Law

1. Based on the Findings of Fact above, the Commission has jurisdiction to hear this disciplinary matter.
2. Based on the Findings of Fact above, the Respondent’s conduct constitutes a violation of 205 CMR 4.11(6)(e)(3) sections (a), (b), and (c).

Discussion

The Commission received evidence and testimony regarding the fifth race on Wednesday, July 4, 2012. During the hearing, the evidence demonstrated that the Appellant’s horse changed course during the home stretch, crowding another horse (number 5) and forcing it to alter its path. The Commission credits the testimony of Steward Walsh as being consistent with the evidence in the record, namely a video of the race at issue. The Appellant provided testimony in the form of his opinion that the other horse (number 5), pulled away from an outside horse, thus it, and not the Appellant’s horse, actually caused an impediment. The Commission, however, does not credit this

testimony. Based on the testimony of the Chief Steward, which was reinforced by the video of the race, the Commission notes that the Appellant's left hand held a whip used to hit his horse, essentially driving it into the number 5 horse. The determination on the part of the Stewards that the Appellant's horse was the cause of the impediment was further reinforced by the Appellant's own testimony in which he admitted that his horse was "drifting." Based on the evidence in the record, the Commission finds that there is more than sufficient evidence to find that Appellant responsible for impeding the number 5 horse.

While not admitting culpability, the Appellant made an argument regarding his sanction which must be addressed. Specifically, the Appellant and Heriberto Rivera, a representative of the Jockey's Guild, testified that in matters in which a jockey is careless, a standard five days of suspension is typically imposed, not the seven days imposed on him. On this point, the Chief Steward agreed, thus there is no dispute on this point. However, the Chief Steward argued that the Appellant was justifiably issued a seven day suspension because his acts in this matter were more than simply careless. The Commission agrees that the Appellant's skill and experience is an aggravating factor. This finding is consistent with court rulings in other occupational licensing matters finding that when misconduct is engaged in, the fact that the perpetrator has vast experience actually serves to heighten the seriousness of the offense. See e.g. Matter of Bailey, 439 Mass. 134, 152 (2003). Here, the Stewards found that the Appellant, with his experience, engaged in egregious conduct.¹ As noted, the evidence shows the Appellant using his whip to guide his horse into the other. Therefore, the evidence suggests this was more than merely carelessness. Though the Commission does not find that the Appellant intended to cause an accident, the evidence shows that the Appellant was acting aggressively, which directly caused interference with another horse. Based on this, the Commission finds that the imposition of the seven day sanction was not a miscarriage of justice, but was instead a reasonable and appropriate sanction under the

¹ It was also noted that the Appellant has been issued sanctions in the past, however those sanctions were not identified at this time, thus the Commission is unable to make findings as to whether or not such past sanctions should have been addressed in this matter.

circumstances. Further, the Commission finds that the sanction was not arbitrary or capricious but rather carefully crafted to reflect the gravamen of the Appellant's offense.

Conclusion and Order

In keeping with its duty to promote the best interests of racing as well as the health, welfare and safety, of those involved, and based on the Findings of Fact and Conclusions of Law set forth above, the Commission finds that Appellant is subject to discipline and appropriate sanctions.

The Commission therefore **ORDERS** the following:

To uphold the decision of the Suffolk Downs Board of Stewards suspending the jockey license of the Appellant for seven (7) calendar days. The days in which this suspension is to be served shall be determined by the Stewards. To the extent that the Appellant appeals the disqualification of his mount for the race in question, the Commission upholds the disqualification.

RIGHT TO RECONSIDERATION

This is a tentative decision of the Commission. The Appellant is hereby notified of the right to seek reconsideration of this Tentative Decision by filing written objections within thirty (30) days of the issuance of this decision (date below) with the Commission at the following address:

Massachusetts Gaming Commission
Racing Division
1000 Washington Street, 7th floor
Boston, MA 02118

The Commission will not hold additional hearings; the written submission is the sole opportunity of the parties to make any further arguments regarding this matter.² The

² 801 CMR 1.01(11)(c), the rule establishing the procedures as to Tentative Decisions, provides that where, as in this case, the full Commission did not preside at the reception of evidence, the presiding officer shall

Commission will review this matter after the expiration of the thirty day period, receipt of objections from the Appellant, or after receiving a notice from the Appellant waiving the right to file objections, whichever comes first. Thereafter the Commission will issue a final decision which will outline any applicable appellate rights.

MASSACHUSETTS GAMING COMMISSION
RACING DIVISION

By: _____
Commissioner Gayle Cameron, Presiding Officer

Dated:

issue a Tentative Decision. The parties are entitled to an opportunity to "file written objections to the Tentative Decision... which may be accompanied by supporting briefs." 801 CMR 1.01(11)(c)(1). The Commission then considers the record, including the Tentative Decision and any objections and responses filed thereto and either modifies, reverses, or affirms and adopts the Tentative Decision, "making appropriate response to any objections filed..." 801 CMR 1.01(11)(d).

COMMONWEALTH OF MASSACHUSETTS

SUFFOLK COUNTY

MASSACHUSETTS GAMING
COMMISSION
RACING DIVISION

In the Matter of)
Marco A. Chavez)
Appellant)
_____)

State Police Ejection

TENTATIVE DECISION

Procedural History

The Massachusetts Gaming Commission (“Commission”) conducted formal adjudicatory proceedings on August 16, 2012 pursuant to M.G.L. c. 30A, §§ 10, 11, and 801 CMR 1.01, *et. seq.* before Commissioner Gayle Cameron, Presiding Officer for the Commission. This matter was held pursuant to an appeal by Marco A. Chavez (“Appellant”), a former exercise rider at the Suffolk Downs Racecourse Park, who was ejected by the State Police on July 2, 2007. The Respondent was present at the hearing and was represented by counsel.

Witnesses: The following witnesses presented evidence at the hearing:

Appellee:

Sergeant Michael Scanlon, Massachusetts State Police

Appellant:

Marco A. Chavez

The following evidence was entered on the record:

Ejection report dated May 1, 2004

Ejection report dated July 2, 2007

Appeal form requesting a hearing, dated November 3, 2010
Notice of Hearing dated November 4, 2010, scheduling hearing for November 10, 2010
Letter from Jose Espinosa, Esq., requesting postponement, dated November 8, 2010
Letter rescheduling hearing to December 1, 2010, dated November 23, 2010
Agenda notes from December 1, 2010 indicating a failure to appear at the hearing
Letter stating “appeal denied with prejudice,” dated December 2, 2010
Appeal form requesting hearing, dated July 11, 2012
Notice of Hearing dated July 12, 2012, scheduling hearing for July 19, 2012
Letter from Jose Espinosa, Esq., requesting a postponement, dated July 17, 2012
Letter rescheduling hearing to August 16, 2012, dated July 24, 2012

Findings of Fact

The Commission finds the following as facts established by a preponderance of the evidence:

1. The Appellant was formerly licensed as an exercise rider at Suffolk Downs.
2. In May of 2004, the Appellant was ejected due to an altercation which occurred on April 10, 2004.
3. Notwithstanding this ejection, the Appellant continued to receive licenses to work at Suffolk Downs, most recently during the 2007 racing season.
4. On July 2, 2007, the Appellant was again ejected from Suffolk Downs for utilizing a false social security number and false date of birth, additionally the Appellant purportedly was not lawfully in the United States.
5. In 2010, for the first time, the Appellant appealed his ejection, however he ultimately failed to show at scheduled hearings, resulting in his appeals being dismissed with prejudice.

6. The Appellant has used different social security numbers and dates of birth on his applications for racing licensure.

Applicable Law and Regulations

1. “Any commissioner or representative of the commission... shall have the right to refuse admission to or eject from its premises any person whose presence on said premises is detrimental, in the sole judgment of the commissioner or representative of the commission or of said licensee, to the proper and orderly conduct of a racing meeting... Any person so excluded by any commissioner or representative of the commission or by a licensee shall have a right of appeal to the commission. The commission shall hold a hearing within ten days after any such person requests an appeal and may after such hearing by vote allow such person admission to such meeting.¹” M.G.L. c. 128A, § 10A.

Conclusions of Law

1. Based on the Findings of Fact above, the Commission has jurisdiction to hear this matter.
2. Based on the Findings of Fact above, the Appellant’s conduct constitutes valid grounds for the ejection of the Appellant pursuant to G.L. c. 128A, § 10A.

Discussion

The Commission received evidence and testimony regarding the ejection of the Appellant. During the hearing, the evidence demonstrated that the Appellant has utilized different social security numbers and dates of birth on previous applications for licensure, the result being that he was licensed despite having an un-lifted ejection. The underlying

¹ The Commission notes that the appeal was not made until several years after the ejection, however, the Commission will hear the matter to the extent it is in the best interest of justice.

reason for the ejection no longer appears to be an issue, the Appellant did have an altercation but, according to his lawyer, he was acquitted of any charges. With regards to the social security number, it was testified by the state police that the number provided on the Appellant's applications (as well as that of an insurance claim) was that of an individual in Georgia. The Appellant does not dispute that this number was invalid, rather he claims that at one point he believed it was valid and was obtained at a social security office. The Appellant says that he now has a valid social security number and can validly work in the United States. The state police further noted that two different dates of birth, one with a 1967 date, another with a 1968 date, were utilized. The Appellant's lawyer stated that he could not explain this discrepancy. Faced with the evidence, the Commission finds the Appellant's explanations not credible, the Commission finds that the Appellant did use bad numbers intentionally. Based on the evidence, the Commission can infer that the Appellant was not legally in the country, or at least lacked the legal ability to work in the country, but to ensure licensure utilized false social security numbers and dates of birth. The provision of false information alone is grounds to uphold the ejection, however, it is the lack of candor on the part of the Appellant which is most egregious to the Commission now. It is this lack of honesty that causes the Commission to refrain from lifting the ejection at this time. However, if the Appellant is truly committed to a return to the world of racing, he is invited to consider returning in the future with evidence of good moral character as well as to be honest in his past.

Conclusion and Order

In keeping with its duty to promote the best interests of racing as well as the health, welfare and safety, of those involved, and based on the Findings of Fact and Conclusions of Law set forth above, the Commission finds that Appellant is subject to appropriate sanctions.

The Commission therefore **ORDERS** the following:

To uphold the ejection of the Appellant, the Appellant may not seek further Commission review for a full calendar year from the date of this decision.

RIGHT TO RECONSIDERATION

This is a tentative decision of the Commission. The Appellant is hereby notified of the right to seek reconsideration of this Tentative Decision by filing written objections within thirty (30) days of the issuance of this decision (date below) with the Commission at the following address:

Massachusetts Gaming Commission
Racing Division
1000 Washington Street, 7th Floor
Boston, MA 02118

The Commission will not hold additional hearings; the written submission is the sole opportunity of the parties to make any further arguments regarding this matter.² The Commission will review this matter after the expiration of the thirty day period, receipt of objections from the Appellant, or after receiving a notice from the Appellant waiving the right to file objections, whichever comes first. Thereafter the Commission will issue a final decision which will outline any applicable appellate rights.

MASSACHUSETTS GAMING COMMISSION
RACING DIVISION

By: _____
Commissioner Gayle Cameron, Presiding Officer

Dated:

² 801 CMR 1.01(11)(c), the rule establishing the procedures as to Tentative Decisions, provides that where, as in this case, the full Commission did not preside at the reception of evidence, the presiding officer shall issue a Tentative Decision. The parties are entitled to an opportunity to "file written objections to the Tentative Decision... which may be accompanied by supporting briefs." 801 CMR 1.01(11)(c)(1). The Commission then considers the record, including the Tentative Decision and any objections and responses filed thereto and either modifies, reverses, or affirms and adopts the Tentative Decision, "making appropriate response to any objections filed..." 801 CMR 1.01(11)(d).

4a

COMMONWEALTH OF MASSACHUSETTS

SUFFOLK COUNTY

MASSACHUSETTS GAMING
COMMISSION
RACING DIVISION

In the Matter of)
Josue Morales Marcano)
Appellant)
_____)

State Police Ejection

TENTATIVE DECISION

Procedural History

The Massachusetts Gaming Commission (“Commission”) conducted formal adjudicatory proceedings on August 16, 2012 pursuant to M.G.L. c. 30A, §§ 10, 11, and 801 CMR 1.01, *et. seq.* before Commissioner Gayle Cameron, Presiding Officer for the Commission. This matter was held pursuant to an appeal by Josue Morales Marcano (“Appellant”), a former jockey at the Suffolk Downs Racecourse Park, who was ejected by the State Police on October 2, 2009. The Respondent was present at the hearing and was not represented by counsel¹.

Witnesses: The following witnesses presented evidence at the hearing:

Appellee:

Sergeant Michael Scanlan, Massachusetts State Police
Trooper Winifred Rennie, Massachusetts State Police

Appellant:

Josue Morales Marcano

¹ The Appellant did, however, bring an interpreter, Jorge Chapman, the Commission notes that it had to take extensive efforts, including repeating most of the hearing, to ensure that the Appellant’s chosen interpreter actually interpreted the full hearing for the Appellant.

The following evidence was entered on the record:

Ejection report, dated October 2, 2009
State Police report, dated October 2, 2009
Appeal form requesting a hearing, dated July 14, 2012
Notice of Hearing dated July 24, 2012

The following evidence was entered by the Appellee:

Photographs of pills recovered on October 2, 2009

Findings of Fact

The Commission finds the following as facts established by a preponderance of the evidence:

1. The Appellant was formerly licensed as a jockey at Suffolk Downs.
2. On October 2, 2009, the Appellant was in a vehicle with Joel Villaneuva in the backside of the Suffolk Downs Race Track.
3. During the October 2 incident, the State Police observed the Appellant with a number of pills requiring a prescription.
4. Criminal charges were filed against the Appellant due to the possession of the pills in question, however, those charges have been dismissed.
5. The Appellant has stated, but not provided, that he had prescriptions for almost all of the pills in question, but not all of them.

Applicable Law and Regulations

1. “Any commissioner or representative of the commission... shall have the right to refuse admission to or eject from its premises any person whose presence on said premises is detrimental, in the sole judgment of the commissioner or representative of the commission or of said licensee, to the proper and orderly conduct of a racing meeting... Any person so excluded by any commissioner or representative of the commission or by a licensee shall have a right of appeal to the commission. The commission shall hold a hearing within ten days after any such person requests an appeal and may after such hearing by vote allow such person admission to such meeting.²” M.G.L. c. 128A, § 10A.

Conclusions of Law

1. Based on the Findings of Fact above, the Commission has jurisdiction to hear this matter.
2. Based on the Findings of Fact above, the Appellant’s conduct constitutes valid grounds for the ejection of the Appellant pursuant to G.L. c. 128A, § 10A.

Discussion

The Commission received evidence and testimony regarding the ejection of the Appellant. During the hearing, the evidence demonstrated that the Appellant was in possession of prescription drugs on the date in question. Though the Appellant did not produce any prescriptions for those drugs, the Commission credits his testimony that he had prescriptions for almost all of the drugs. This finding of credibility is being made, in part, because the Appellant does not claim to have been legally in possession of all of the drugs,³ his willingness to make a statement against his own interest greatly strengthens a finding of truthfulness. The Commission notes that, even if by mistake, the dismissal of criminal charges against the Appellant, even if not exonerating the Appellant, must be

² The Commission notes that the appeal was not made until several years after the ejection, however, the Commission will hear the matter to the extent it is in the best interest of justice.

³ The Appellant pointed to a white pill on the state police’s evidence picture, which the police have identified as prescription strength ibuprofen.

considered a mitigating factor for the Appellant. Possession of such drugs without a prescription is detrimental to racing because it indicates a violation of law⁴ and a possible problem with substance abuse. However, in light of the passage of time and the Appellant's honesty, some mercy may be appropriate in this matter.

Conclusion and Order

In keeping with its duty to promote the best interests of racing as well as the health, welfare and safety, of those involved, and based on the Findings of Fact and Conclusions of Law set forth above, the Commission finds that Appellant is subject to appropriate sanctions.

The Commission therefore **ORDERS** the following:

1. To uphold the ejection of the Appellant; and
2. To lift the ejection of the Appellant immediately; however, due to at least one instance of having prescription drugs without a prescription, the stewards may consider this matter further if the Appellant seeks licensure with them in the future.

RIGHT TO RECONSIDERATION

This is a tentative decision of the Commission. The Appellant is hereby notified of the right to seek reconsideration of this Tentative Decision by filing written objections within thirty (30) days of the issuance of this decision (date below) with the Commission at the following address:

Massachusetts Gaming Commission
Racing Division
1000 Washington Street, 7th Floor
Boston, MA 02118

⁴ The Commission notes that the original ejection states that the Appellant violated 205 CMR 4.57 for taking prescription drugs without notifying the stewards. The Commission notes that due to issues unrelated to this matter, 205 CMR 4.57 was stricken from the regulations and is not enforceable.

The Commission will not hold additional hearings; the written submission is the sole opportunity of the parties to make any further arguments regarding this matter.⁵ The Commission will review this matter after the expiration of the thirty day period, receipt of objections from the Appellant, or after receiving a notice from the Appellant waiving the right to file objections, whichever comes first. Thereafter the Commission will issue a final decision which will outline any applicable appellate rights.

MASSACHUSETTS GAMING COMMISSION
RACING DIVISION

By: _____
Commissioner Gayle Cameron, Presiding Officer

Dated:

⁵ 801 CMR 1.01(11)(c), the rule establishing the procedures as to Tentative Decisions, provides that where, as in this case, the full Commission did not preside at the reception of evidence, the presiding officer shall issue a Tentative Decision. The parties are entitled to an opportunity to "file written objections to the Tentative Decision... which may be accompanied by supporting briefs." 801 CMR 1.01(11)(c)(1). The Commission then considers the record, including the Tentative Decision and any objections and responses filed thereto and either modifies, reverses, or affirms and adopts the Tentative Decision, "making appropriate response to any objections filed..." 801 CMR 1.01(11)(d).

COMMONWEALTH OF MASSACHUSETTS

SUFFOLK COUNTY

MASSACHUSETTS GAMING
COMMISSION
RACING DIVISION

In the Matter of)
Walter Case)
License Applicant)
_____)

License Denial
Plainridge Judge Ruling No. 1001-12

EXTENSION FOR FILING OBJECTIONS TO THE TENTATIVE DECISION

On July 23, 2012, a Tentative Decision was issued in the above captioned matter. In that decision, the Appellant was notified that he had the right to seek reconsideration of this Tentative Decision by filing written objections within thirty (30) days of the issuance of this decision. To date, no objections to that decision have been filed. However, an offer of settlement has been made. As of this time, that offer has not been formally accepted or denied by the Massachusetts Gaming Commission, however, the timeframe for filing written objections has not been extended. Therefore, to ensure that the Appellant has not, in seeking a settlement, waived his rights to file objections, per 801 CMR 1.01(4)(e), the Appellant may have until **September 14, 2012** to file his objections, if any, as described in the Tentative Decision, no further extensions will be provided. Any objections must be sent to the Commission at the following address:

Massachusetts Gaming Commission
Racing Division
1000 Washington Street
Boston, MA 02118

MASSACHUSETTS GAMING COMMISSION
RACING DIVISION

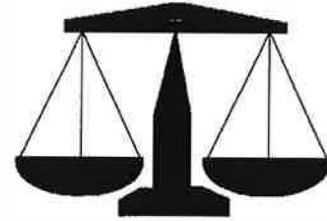
By: _____
Commissioner Gayle Cameron, Presiding Officer

Dated:

4a

Law Office of Jeffrey R. Pocaro

141 South Avenue, Suite 204
Fanwood, NJ 07023
Phone: 908-490-1095
Fax: 908-490-1099
Cell: 908-377-2488
Email: JRPEsq@aol.com



August 10, 2012

Mr. John E. Hill
Massachusetts Gaming Commission
1000 Washington Street, Suite 710
Boston, Mass. 02118

Re: Walter Case

Dear Mr. Hill:

Please be advised that I represent Mr. Case on the appeal. My client has asked me to make the following request of the Commission based on the history of this case, as outlined below:

- 1) When the judges at Plainridge Race Track originally decided not to license Mr. Case, I was called before the decision was published and a telephone message was left at my office and on my cell phone. At the time of the call, I was on vacation in Mexico and was unable to retrieve messages on my voicemail or make calls on my cell phone. As soon as I returned from my vacation on Saturday, April 28, 2012, I called the judges at the track on April 30, 2012. I was informed by the judges that if I had called the previous week, my client's application could have been withdrawn and the denial would not have been made public. I was then told that since I had not called back to withdraw the application, the denial was now published and my only recourse was an appeal.
- 2) The appeal was then filed, a hearing took place and a tentative decision rendered by Commissioner Gayle Cameron on July 23, 2012. The tentative decision upheld the judges.

My client has asked me to withdraw the appeal and withdraw the application and request that the denial published on the United States Trotting Association website for rulings be withdrawn.

If the tentative decision is made final, it will result in a death knell to my client's chances to ever be licensed ever again in any state in the US, or for that matter in Canada, Australia or New Zealand. Furthermore, if the decision of the judges remains of record at the United States Trotting Association, it will have the same affect and will result, due to reciprocity, in my client being denied a harness driver's license in all other jurisdictions and countries.

I realize that this is an unusual request. But my client's possible future prospects to drive harness horses for a living will be impacted greatly if you do not permit him to withdraw the appeal and then withdraw his application (which would result in the withdrawal of the denial at the United States Trotting Association).

To remedy this situation, the Commission would have to transmit a letter to the United States Trotting Association that the denial ruling is withdrawn because Mr. Case was permitted to withdraw his application.

Upon your receipt of this letter, please call me to discuss the contents. If you have any questions, please do not hesitate to contact me. Thank you for your cooperation.

Very truly yours,

JR Pocaro

Jeffrey R. Pocaro

JRP/jrp

Enclosure(s)

cc: File
Walter Case



SPECTRUM GAMING GROUP

1201 New Road
Suite 308
Linwood, NJ 08221
USA

MEMO

To: Massachusetts Gaming Commission

From: Spectrum Gaming
Michael and Carroll, P.C.

Date: August 27, 2012

Re: Strategic plan outline – working draft

This memo provides the Commission with a working draft of the strategic plan outline. We look forward to the opportunity to discuss this in further detail with the Commission.

1. Introduction / Scope and Methodology

2. Table of Organization

- A. Executive Reports
- B. Finance Accounting Division
- C. Administration
- D. Racing
- E. Licensing
- F. Legal
- G. Investigations and Enforcement Bureau
 - i. Investigations
 - ii. State Police

- iii. Gaming Agents / Audit Alternative One
- iv. Gaming Agents / Audit Alternative Two
- v. Gaming Agents / Audit Alternative Three

3. Budget

- A. FY 2013
- B. FY 2014
- C. FY 2015
- D. FY 2016

4. Regulations (Including Hearing and Appeal)

- A. Phase I
 - i. Commission Administration
 - ii. Phase I Application Process
 - iii. Phase I Investigation Process
 - iv. Phase I Fees
 - v. Restrictions on, and Disclosure of, Political and Community Contributions
 - vi. Phase I Determinations of Suitability
 - vii. Phase I Hearings and Appeals
- B. Phase II
 - i. Standards for Gaming Facility Approvals
 - ii. Determination of Gaming Facility Approval
 - iii. Hearings and Appeals for Phase II determinations
 - iv. Rules of the Games
 - v. Casino Internal Accounting Controls
 - vi. Exclusion of Persons
 - vii. Gaming Equipment
 - viii. Junket Enterprise Licensing
 - ix. Employee Licensing and Registration
 - x. Vendor Licensing and Registration
 - xi. Alcoholic Beverage Control
 - xii. Equal Employment
 - xiii. Internet Gaming (Potential)
 - xiv. Sports Betting (Potential)

5. Memoranda of Understanding (as necessary)

- A. Federal Bureau of Investigation
- B. Massachusetts State Police
- C. Massachusetts Alcohol and Beverage Control Commission
- D. Local Police Departments in Host and Surrounding Communities
- E. Gaming Regulatory Agencies of Other States and Countries

6. Scope of Licensing

- A. Overview
- B. May 29, 2012, Memo to MGC

7. RFA Phase I: Qualification Process

- A. Determinations of Qualifiers—Entities and Individuals
- B. Submission of License Applications
- C. Investigative Protocols
- D. Review Applications for Completeness
- E. Conducting the Suitability Background Investigations—Integrity and Financial Reviews of Entities and Individuals
 - i. Database Research
 - ii. Document Review
 - iii. Interviews of Qualifiers
 - iv. Corporate Site Document Examinations
 - v. Regulatory History Review
 - vi. Compliance Plan Review
 - vii. Litigation Review
- F. Drafting Investigative Report
- G. Review of Investigative Report by Commission
- H. Commission Hearing to Determine Suitability of Applicants

8. RFA Phase II: Process and Selection

- A. Transparency
- B. Objectivity
- C. Comprehensiveness
- D. Fairness
- E. Supportability

9. Ongoing Operations and Regulatory Enforcement

- A. Methodology for Identifying Best Practices
 - i. Surveillance Department
 - ii. Security Department
 - iii. Sensitive or Controlled Keys
 - iv. Cash (Currency) Controls Best Practices
 - v. Personnel Assigned to Table and Slot Gaming Operations
 - vi. Gaming Equipment Controls
 - vii. Reliability and Control of Electronic Data Systems
 - viii. Document Controls (Especially Those Used for Revenue Computation)
 - ix. Assigning Accountability to Participants to Transactions (Dual Signatures)

- x. Segregation of Incompatible Functions (Departments and Individuals)
- xi. Audit of Casino Transactions (Revenue Audit Functions)
- xii. Control of Patron Gaming Credit
- B. Interplay Between Regulatory Enforcement and Criminal Law Enforcement
 - i. Pennsylvania Gaming Control Board
 - ii. Indiana Gaming Commission
 - iii. New Jersey Division of Gaming Enforcement
 - iv. Summary and Recommendation
- C. Anti-Money Laundering
 - i. Bank Secrecy Act
 - ii. Currency Transaction Report by Casinos
 - iii. Suspicious Activity Report by Casinos
 - iv. Review of Massachusetts Chapter 267A (Money Laundering)
 - v. Practices of Other Gaming Jurisdictions
- D. Auditing Casino Operations – A Regulatory Perspective
 - i. Regulatory Audits
 - ii. Summary
- E. Minimum Internal Controls/Rules of Game/Gaming Equipment
 - i. Rules of the Game
 - ii. Gaming Equipment
- F. Rules of the Game
 - i. Research of Jurisdictions Game Rules
 - ii. Necessity for Rules of the Game
 - iii. Recommendations
- G. Timeline
 - i. RFA 1 Functions
 - ii. RFA 2 Functions
 - iii. Alternative RFA 2 Process
 - iv. Gaming Vendors/Employee Licensing
 - v. Hiring of Staff

10. Exhibits (previously submitted memos)

**Director of the Investigations and Enforcement Bureau (IEB)
Massachusetts Gaming Commission (MGC)
(August 2012)**

Scope

The Director of the Investigations and Enforcement Bureau (IEB) of the Massachusetts Gaming Commission (MGC) shall be appointed by and serve at the pleasure of the Commission, directly reporting to the Executive Director as delegated by the Chair. The Director of the IEB will be the operational and administrative head of the bureau and shall be responsible for executing, administering and enforcing the provisions of law relative to investigations and enforcement. The bureau shall be a law enforcement agency and its employees shall have such law enforcement powers as necessary to effectuate regulatory and criminal enforcement. This includes the power to receive intelligence on an applicant or licensee and to investigate violation of gaming laws.

The Director of the IEB shall oversee and be the responsible regulatory authority for all related activities, including licensing, compliance, investigations, and enforcement oversight.

The Director of the IEB shall be responsible for staffing, establishing, maintaining, and changing administrative units as may be appropriate, subject to the approval of the Commission and Executive Director. The Director plans, directs, executes, and coordinates all investigative and enforcement activities to include effective supervision of the members of the State Police, Alcohol Beverage Control Commission and local Police assigned to the Bureau.

The Director of the IEB shall be responsible for fostering the principles of the MGC Mission Statement among the staff and all stakeholders. These principles include assisting with the creation of a fair, transparent and participating process for implementing the expanded Commonwealth gaming law while seeking to provide economic development benefits and revenues to the people of the Commonwealth and reduce to the maximum extent possible, the potentially negative or unintended consequences of the new legislation as it relates to gaming.

General Duties and Responsibilities

Under the supervision of the Commission and Executive Director:

- a) Maintains efficient and effective day to day operations of the IEB, its employees, and agents
- b) Manages and employs a diverse group of employees
- c) Develops administrative procedures, and internal controls for the IEB, which ensures the highest integrity and efficiency
- d) Establishes relationships and credibility for the MGC, with local, state, and federal agencies and all other stakeholders in the gaming industry in the Commonwealth
- e) Attends and participates in all Commission meetings and works with staff to manage correspondence and communication with all IEB matters reflecting the official actions of the MGC and assists Commissioners in all functions as needed
- f) Develops and administers appropriate training for IEB staff, ensuring all are competent and knowledgeable of all regulations, laws and policies and procedures
- g) Oversees the development and preparation of the IEB budget
- h) Reviews operations to assess performance against budget and legal requirements, and implements corrective action as necessary

- i) Attends gaming trade shows, seminars and other events to maintain knowledge of gaming and current investigations and enforcement best practices
- j) Performs other such duties which may be deemed necessary to effectuate the plans of the MGC

Minimum Qualifications

- a) At least 10 years management experience in complex criminal investigations and enforcement
- b) A bachelor's degree required, professional degree preferred
- c) Regulatory experience in the casino gaming industry or other regulatory compliance experience
- d) Excellent management and communication skills
- e) Candidate will be subject to an extensive background investigation, including a pre-employment drug screen

Candidate Knowledge and Preferred Abilities

- a) Knowledge of gaming regulatory requirements
- b) Demonstrated competence in management of varied staff
- c) Excellent communication skills with private industry and public agencies including law enforcement, legal authorities and other diverse stakeholders
- d) Excellent judgment of the character and potential of employees, and experience in recruiting, mentoring, promoting and retaining a diverse group of talented colleagues
- e) Highest level of good character, honesty, and integrity
- f) Capable of handling many tasks that are time sensitive in pressure situations
- g) Demonstrated ability to work at a highly independent level
- h) Ability to maintain a steady state of operation as an entity's infrastructure evolves
- i) Ability to influence and build consensus amongst competing interests within the organization and when dealing with stakeholders and the public
- j) Ability to keep all stakeholders informed and engaged
- k) Attention to detail and ability to implement plans efficiently and effectively
- l) Ability to summarize and disseminate important details in a timely manner
- m) Exceptional writing skills
- n) Ability to understand statistical information
- o) Ability to read, analyze, and interpret business and financial reports

Salary commensurate with experience.

Please submit cover letters and resumes to:

Janice Reilly
Chief of Staff
Massachusetts Gaming Commission
janice.reilly@state.ma.us

It is the policy of the MGC and the Commonwealth of Massachusetts to afford equal employment opportunities to all qualified individuals, without regard to their race, color, ancestry, religion, sex, sexual orientation, national origin, age, physical or mental disability, citizenship status, veteran status, gender identity or expression, or any other characteristic or status that is protected by federal, state or local law.



AMERICAN GAMING ASSOCIATION

FRANK J. FAHRENKOPF, JR.
President & CEO

August 17, 2012

Mr. Stephen Crosby
Chair
Massachusetts Gaming Commission
84 State Street
Suite 720
Boston, MA 02109

Dear Stephen:

I am writing today to invite and encourage you and your fellow commissioners to attend **Global Gaming Expo (G2E) 2012** this October in Las Vegas. Organized by the American Gaming Association and Reed Exhibitions, G2E annually gathers the industry's top executives and key stakeholders for five days of gaming education, networking and business. As those leading the charge in a new gaming jurisdiction, I have no doubt you would find a great deal of value in the many opportunities available at our event.

Produced "by the industry and for the industry," with the input of regulators like you as well as industry operators, manufacturers and other experts, the G2E Conference is far and away the industry's most comprehensive education program. Programming begins on Sunday, September 30, with the **National Center for Responsible Gaming's (NCRG) Annual Conference on Gambling and Addiction**, which examines the most up-to-date research on pathological and youth gambling as well as its practical applications for prevention, treatment and recovery. On Monday, the NCRG Conference continues alongside four focused G2E offerings, including the **Advance Gaming Institute** (created in partnership with universities with gaming programs like the University of Nevada, Las Vegas), the **iGaming Congress at G2E**, the **Security & Surveillance Institute** (an intensive program produced with ASIS International) and the **Social Media Boot Camp**. On Tuesday, all audiences are brought together for our traditional **3-Day Conference**, which organizes topics across a dozen industry-focused tracks, including Compliance, Law and Regulation as well as iGaming, Gaming Technology, Table Games, Marketing and the Global Markets Forum. You can learn much more about the entire program and our expert speakers online at www.globalgamingexpo.com/Conference.

If you are able to attend, I am also delighted to personally invite you to participate as a speaker in the G2E conference program as well as to join the industry's top executives at our exclusive, invitation-only Chairman's Reception. Please have a member of your team follow-up with Keli Elkins, AGA vice president of industry relations, for more details and to confirm your interest in these opportunities. Keli can be reached at kelkins@americangaming.org or 202-552-2685.

Finally, I'd like to highlight a few other events that may be of interest to you and your colleagues:

- **G2E Welcome Reception**, poolside at the Venetian Las Vegas
- Tuesday's annual **State of the Industry Keynote** roundtable, featuring such industry leaders as Dick Hadrill, Patti Hart, Gary Loveman and Jim Murren
- Annual **Regulators Breakfast** sponsored by Gaming Laboratories International (GLI)
- International Association of Gaming Advisors (**IAGA**) –**sponsored conference content and reception**
- Three day **tradeshow** featuring the industry's top suppliers, from traditional gaming equipment manufacturers and iGaming software providers to security and surveillance technology, food & beverage, entertainment and casino design sources.

If you are interested in attending G2E 2012, please contact our VIP registration manager for the event, Diana Press, at 1-800-363-3631 or dpress@globalgamingexpo.com. To reserve the best rate possible, I encourage you to register by September 10 to secure our early bird discounts. A discounted group rate for you and your fellow commissioners or staff also can be arranged through Diana Press.

Please do not hesitate to contact me, AGA Senior Vice President and Executive Director Judy Patterson, or Keli Elkins with any further questions. We look forward to seeing you this October in Las Vegas.

Sincerely,

A handwritten signature in black ink, appearing to read "Frank J. Fahrenkopf, Jr.", with a long horizontal flourish extending to the right.

Frank J. Fahrenkopf, Jr.

cc: Guy Michael
Judy Patterson

7.d

G2E 2012: STAY AHEAD OF THE GAME

THE YEAR'S MUST-ATTEND EVENT IS BIGGER AND BETTER

G2E

OCTOBER 1-4, 2012

**THE SANDS EXPO & CONVENTION CENTER
LAS VEGAS, NEVADA**

**OCTOBER 1—iGAMING CONGRESS, SECURITY & SURVEILLANCE INSTITUTE,
ADVANCED GAMING INSTITUTE, SOCIAL MEDIA BOOTCAMP**

OCTOBER 2-4—EXHIBITS & CONFERENCE

SEPTEMBER 30-OCTOBER 2—NCRG CONFERENCE ON GAMBLING & ADDICTION

WWW.GLOBALGAMINGEXPO.COM

Don't Miss
the Intensive
Focus on
iGaming



- Exclusive Conference Keynote from iGaming luminary, p.5
- iGaming Congress addresses convergence and how to prepare, p.10
- iGaming Conference Track, p.20
- New iGaming Congress Virtual Ticket, p.8

global gaming expo



An American Gaming Association Event

Organized by Reed Exhibitions

5 Days of Cutting-Edge Information Schedule at a Glance

SUNDAY, SEPT 30 MONDAY, OCT 1 TUESDAY, OCT 2 WEDNESDAY, OCT 3 THURSDAY, OCT 4

<p>NCRG NCRG Conference on Gambling & Addiction</p> <p>Security & Surveillance Institute Produced With ASIS</p> <p>Advanced Gaming Institute Social Media Boot Camp Produced With MASTERMINDS</p> <p>NCRG Conference on Gambling & Addiction Conference Networking Luncheon G2E Welcome Reception Venetian Pools</p>	<p>iGaming Con res AT G2E Produced With IGAMING BUSINESS</p> <p>3-DAY CONFERENCE</p> <p>Opening Day Keynote: Katty Kay Anchor BBC World News America Co-Author, Womenomics</p> <p>Fremont Street EXPERIENCE Fremont Street at G2E on the Show Floor</p> <p>G2E Table Games Networking Lounge & Reception</p> <p>NIGA Lounge & Networking Reception</p>	<p>G2E Exhibits</p> <p>3-DAY CONFERENCE</p> <p>Opening Day Keynote: Katty Kay Anchor BBC World News America Co-Author, Womenomics</p> <p>Exclusive Conference Keynote: Jim Ryan, Co-Chief Executive Officer, bwin.party digital entertainment plc Sponsored by Jefferies</p> <p>Fremont Street EXPERIENCE Fremont Street at G2E on the Show Floor</p> <p>GLOBAL GAMING WOMEN Global Gaming Women Networking Lunch</p> <p>AGA Communications Awards Networking Lunch</p> <p>G2E Latin American Gaming Networking Lounge & Reception Ultra Lounge Uniform Fashion Show</p>	<p>G2E Exhibits</p> <p>3-DAY CONFERENCE</p> <p>State of the Industry Keynote</p> <p>Exclusive Conference Keynote: Jim Ryan, Co-Chief Executive Officer, bwin.party digital entertainment plc Sponsored by Jefferies</p> <p>Fremont Street EXPERIENCE Fremont Street at G2E on the Show Floor</p> <p>GLOBAL GAMING WOMEN Global Gaming Women Networking Lunch</p> <p>AGA Communications Awards Networking Lunch</p> <p>G2E Latin American Gaming Networking Lounge & Reception Ultra Lounge Uniform Fashion Show</p>	<p>G2E Exhibits</p> <p>3-DAY CONFERENCE</p> <p>Tribal Gaming Keynote</p> <p>Tribal Gaming Networking Lunch</p>
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The Top 5 Reasons You Must Be at G2E

1. Learn about convergence of land based and online gaming and be prepared for the potential legalization of iGaming in the U.S.
 - ★ Look for the orange star to see the sessions that are directly addressing convergence.
2. Gain insights into the player of tomorrow and the casino of the future so you can position your business to leverage your assets and plan for new innovations.
3. Discover the necessary information about the advancement of gaming technology.
4. Position your brand (and yourself) to thrive in the world of digital marketing and social media and drive increased traffic to your property.
5. Have direct access to not only the industry's brightest minds but to experts from outside the industry who share best practices from other industries and give you innovative perspectives and ideas.

SCAN HERE  FOR AN IN-DEPTH LOOK AT ALL PRICING OPTIONS.

5-DAY CONFERENCE **5-DAY SUPER PASS: This all access deal is your best value**
This 5-day all-access pass is the best way to experience all the valuable benefits that G2E has to offer.

Early Bird and Group Discounts save you money!
To register, go to www.globalgamingexpo.com/W3

EARLY BIRD BY 9/10 \$2075	ON-SITE AFTER 9/10 \$2375
--	--

YOU SAVE \$300!



Frank J. Fahrenkopf, Jr.

A Vision of the Future of Gaming

Dear Gaming Executive,

This year, you can expect an even greater return on your investment from G2E. We took your suggestions and made G2E **more impactful than ever before**, with more industry experts and the in-depth, cutting-edge insights you need to move ahead. You'll also benefit from content-rich coverage of two crucial topics:

- **iGaming:** You'll experience intensive coverage throughout all Conference sessions, a special Conference Keynote featuring an iGaming luminary – Jim Ryan is co-CEO of bwin.party digital entertainment, plc – fresh new content in the iGaming Congress, and an expanded iGaming Zone on the show floor.
- **The players of tomorrow:** You'll hear from three market experts during Thursday's Conference workshops that focus on generational marketing, digital marketing, and the vision of the casino of the future.

With your investment in G2E, you will get the high levels of **information, expertise, and networking** necessary to build your business and advance your career. I encourage you to register early for G2E at www.globalgamingexpo.com/W3 to take advantage of our Early Bird Discounts. For information on Group, Tribal Casino, and International Discounts, email Diana Press at dpress@globalgamingexpo.com. I look forward to seeing you this October.

Sincerely,

Frank J. Fahrenkopf, Jr.
President & CEO
American Gaming Association

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For more information, visit www.globalgamingexpo.com

Conference Main Features

EXCLUSIVE CONFERENCE KEYNOTE

Sponsored by: Jefferies



JIM RYAN

Wednesday, October 3 • 3:15pm – 4:15pm

Jim Ryan is co-CEO of bwin.party digital entertainment, plc. Ryan is highly regarded for his knowledge of the Internet gaming industry and his leadership of bwin.party digital entertainment, the world's largest listed Internet gaming business. He plans to address the growth in the global Internet gaming sector and its future potential.

Focused on iGaming!

INSIGHTS ON OPERATIONS: ANALYZING THE PLAYER OF TOMORROW AND THE CASINO OF THE FUTURE

Thursday, October 4

The G2E Conference will feature a dynamic line-up of experts on Thursday who will provide in-depth analysis of the modern consumer from a number of strategic angles. You'll gain critical insight into generational factors, new marketing opportunities in the digital age and what the casino experience of the future will look like. This thought-provoking line-up is designed to maximize your marketing efforts and stay ahead of the curve.



CHUCK UNDERWOOD

GenX & The Millennials: Casinos' Future Customers

There are five living American generations. Two of them, GenX and the Millennials, comprise the age group 18 to 47 and represent casinos' future customers. Chuck Underwood, one of the pioneers of generational study and generational business strategy, will get you "into the heads" of these two generations and help you understand the powerful generational core values that will guide their consumer choices, career decisions, lifestyle preferences, personal relationships, and personal behavior for life.



ANDREW DAVIS

The Next Wave of Marketing: The Digital Decade

The new media landscape has forever changed the way companies create and distribute content. Today, every brand has a valuable digital audience, whether it's fans on Facebook, followers on Twitter, or subscribers on YouTube. Marketers need to begin working together to distribute content across brands to reach new consumers wherever they are. In this dynamic session, marketing consultant Drew Davis will unlock revolutionary concepts for marketing in the future, engaging the next generation of gaming consumers, and staying competitive in the rapidly changing digital world.



JOHN ACRES

Closing Address: The Next Wave of Gaming Technology Games and Marketing Converge

No longer a novel activity, gaming is found nearly everywhere and continues to expand its presence. Thanks to phones, tablets and personal electronics, consumer entertainment and technology expectations are rising faster than our industry can keep pace. Due to the Internet, consumer expectations of entertainment are rising even faster. In this closing address, John Acres tells us how a successful gaming future requires highly interactive experiences that emphasize emotional gratification, deep personalization and vastly increased marketing reach. Hear how, in this future, the drama of reality television blends with the fun of game shows and the risk of gambling to create an entirely new form of entertainment.

Keynotes

Keynote Speakers Set the Stage for G2E's In-depth Look at the Hot Topics in Gaming.

This year, you'll hear more of the in-depth content to keep you at the forefront of the industry. Our keynote speakers offer the expertise that makes G2E the year's must-attend event. Come get cutting-edge insight from:

OPENING DAY KEYNOTE



KATTY KAY

Tuesday, October 2 • 10:30am – 11:30am

Katty Kay is the lead anchor of BBC World News America and co-author of The New York Times bestseller, *Womenomics: Write Your Own Rules for Success*

Washington and the 2012 Elections from a Different Angle

On the eve of the 2012 presidential election, Katty Kay will explore the increasing polarization of the media and its impact on public opinion and political discourse from Washington, D.C. to Main Street USA. She also will provide insights on the state of the U.S. and global economies and discuss how public perception of each will play a critical role in the outcome of the race for the White House. With timely analysis on these issues and more, Ms. Kay's insights will prove invaluable at a time when the stakes could not be higher.

STATE OF THE INDUSTRY KEYNOTE



JON RALSTON

Wednesday, October 3 • 10:30am – 11:30am

Moderator: Jon Ralston

PANELISTS:

- Walter Bugno**, President and CEO of Spielo International
- Brian R. Gamache**, President and CEO of WMIS Industries Inc.
- Dick Hadrill**, CEO and Director of Bally Technologies, Inc.
- Patti Hart**, CEO of International Game Technology (IGT)
- Michael Leven**, President and COO of Las Vegas Sands Corp.
- Gary Loveman**, President, Chairman and CEO of Caesars Entertainment
- Jim Murren**, Chairman and CEO of MGM Resorts International



WALTER BUGNO



BRIAN R. GAMACHE



DICK HADRILL



PATTI HART



MICHAEL LEVEN



GARY LOVEMAN



JIM MURREN

TRIBAL GAMING KEYNOTE



DONALD "DEL" LAVERDURE

Thursday, October 4 • 10:30am – 11:30am

Donald "Del" Laverdure, Acting Assistant Secretary, Indian Affairs, U.S. Department of the Interior

No organization is as important to Indian Country as the Interior Department's Bureau of Indian Affairs. Deciding on federal recognition, land-into-trust determination and many issues that impact tribal gaming, the agency is watched closely by all those interested in tribal government gaming. At this session, Laverdure will review the current status of his department and the approach of the Obama administration when considering Indian Country.

G2E Networking: Unmatched Opportunity for Your Business and Your Career.

G2E Welcome Reception

Venetian Pools, Venetian Resort and Casino

Show and Conference Networking Events

- Conference Networking Luncheon (exclusively for conference delegates)
- AGA Communications Awards Luncheon
- Tribal Gaming Luncheon
- Global Gaming Women Luncheon featuring Katty Kay
- Casino Design Awards Reception

Table Games Networking Lounge & Reception

Sponsored by:

Latin American Gaming Networking Lounge & Reception

Presented in partnership with

Sponsored by:

NIGA Networking Lounge & Reception



G2E Conferences

The More things Change, the More you need G2E to Succeed.

This year, you can expect an even greater return on your investment! Hear from the industry leaders and experts. Benefit from content-rich conference sessions. Experience the best networking offered anywhere. The future of gaming has arrived, so make the move that can build your business and advance your career—join us at G2E.

G2E Conferences are endorsed by and a certificate of completion is provided by: 

INTENSIVE 1-DAY CONFERENCES

Monday, October 1

 **Advanced
Gaming Institute**


**Social Media Boot
Camp**

**Security & Surveillance
Institute** AT G2E

Endorsed by:



iGaming Congress

AT G2E

Sponsored by:



Live Streaming of iGaming Congress and Conference Track

Can't attend in person? Purchase the new iGaming Virtual Ticket and watch it live or access it later right on your Web-enabled device!

For more information, scan here:



NATIONAL CENTER FOR RESPONSIBLE GAMING (NCRG) Conference on Gambling & Addiction



NCRG Conference on Gambling and Addiction
Exploring New Trends in Recovery, Research and Responsible Gaming
September 30 - October 2, 2012


A redefinition of recovery, health care reform, an emerging minority population, new treatment approaches, the growth of online gambling – these trends directly impact the way we treat, prevent and study gambling disorders and responsible gaming. The evolving landscape makes this an exciting time and challenging for clinicians, public health workers, researchers, regulators and the gaming industry worldwide.

The 2012 NCRG Conference on Gambling and Addiction will examine these topics by translating the most up-to-date research into practical applications for prevention, recovery, research and responsible gaming. Conference sessions will address the latest changes in health care delivery systems, the science of recovery, the use of brief interventions, the impact of Internet gambling, public and private funding issues, ways to serve the cultural needs of minority populations and more.

Visit www.ncrg.org/conference for full program details and speaker information.

Purchase the 5-Day Super Pass to make sure that you have access to all three days of the NCRG Conference on Gambling and Addiction.

iGaming Will Impact You— Learn How. iGaming Congress AT G2E

Produced With: 

Sponsored By:   



Monday, October 1

For the past two years, the iGaming Congress at G2E has been the largest conference in North America for Internet-based gaming. Programming will address legalization options and potential regulatory structures for the United States market, as well opportunities for tribal gaming, the role of the lottery and player protection. This information-packed program will appeal to existing offshore Internet gambling operators as well as commercial and Native American casinos, manufacturers and more.

Includes:

- Networking Continental Breakfast
- Conference Networking Luncheon

SESSIONS & HOW YOU WILL BENEFIT

State of iGaming: Legalization in U.S. Jurisdictions

- Learn which states are considering iGaming and what the parameters are
- Examine the similarities and differences among bills and potential cooperation between states
- Find out about potential legal challenges from the federal government

★ Regulatory Blueprint: Effective Methods for iGaming Oversight

- Hear about the success and failures of European and Canadian models
- Review similarities between Internet and land-based regulation
- Understand the approaches of U.S. regulators

Lottery Lessons: What Role Can Lotteries Play Online?

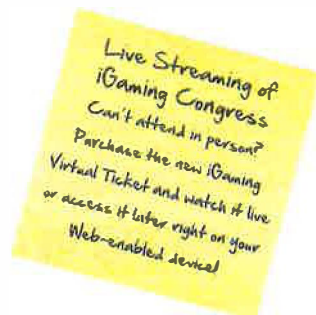
- Hear about different online models
- Learn how to recognize the bridge between ticket sales and full online gaming
- Understand the pros and cons of government-run and privatized systems

Tribal Opportunity: How Online Gaming Could Work for Sovereign Nations

- Review the poker-only model: fewer players, less impact on land-based operations
- Discuss whether models may include coalitions of smaller tribes or non-gaming tribes
- Examine likely paths to legalization

Protecting the Player: Regulations and Technology

- Learn how to provide assurances for players
- Review options for handling player complaints
- Discuss safe strategies for sharing players between jurisdictions



Harness the Power of Social Media



Produced With: 

Monday, October 1

Chances are your casino is now knee deep in social media. You have tens of thousands of fans, perhaps many more. You've got YouTube channels, Facebook pages and Twitter followings. You've experimented with Four Square, Pinterest and Groupon. Each year you are spending more and more precious marketing dollars and valuable time implementing these initiatives. The options and possibilities seem endless. This year's Social Media Boot Camp is designed to help you focus your efforts and align your social media strategies to meet real business objectives. Learn how to keep the big picture in mind while still keeping track of the details. Hear from casino social media strategists who are leading the industry with innovative ideas that will inspire and challenge you.

Led by Masterminds—a nationally recognized agency at the forefront of social media marketing for the casino industry. Special guests will include casino social media practitioners on the leading edge of social media trends in casino marketing.

Includes:

- Networking Continental Breakfast
- Conference Networking Luncheon

SESSIONS:

- Tweet Up: The State of Social Media Today
- Less is More: The Principles of a Successful Social Media Program
- Social Media Managers: Why You Need One and How to Find One
- They Really Like You: The Value of a Facebook Fan
- Once a Winner: Engaging Your Customers Outside the Casino
- Social Media & Online Gaming: The Rise of Social Gaming
- Best of the Best: Social Media Efforts of the Year
- Learn from the Best: Social Media Mavens

What You Must Know About Prevention & Response Security & Surveillance Institute at G2E

Produced With: 

Monday, October 1

Produced with ASIS international, this full day of education for casino security and surveillance professionals is specifically designed to address the growing demand for access to the latest information on major incidents within a casino property and leading-edge information on surveillance techniques.

Includes:

- Networking Continental Breakfast
- Conference Networking Luncheon

SESSIONS & HOW YOU WILL BENEFIT

The 6.60 Report: Six Recent Scams in 60 Minutes

- Hear how scammers think
- Find out if your casino is prepared to react to scams
- Learn what to look for

Color Up: The Latest Roulette Scam

- Find new twists on old scams
- Learn how to prevent being targeted
- Find out how to respond if you are targeted

Security Director on Trial: Point and Counterpoint

- Learn how to testify
- Understand interrogation techniques
- Discuss why correct procedures can protect your casino

Surveillance Skills: 'Tells,' 'Cons' and 'Moves'

- Learn how to anticipate a cheat or scam
- Discuss what to do when you catch a "tell"
- Learn how to train your surveillance officers to be aware

Preventing Prostitution: Techniques to Combat Vice

- Hear about the relationship between prostitutes, pimps and thieves
- Learn proven techniques for managing the problem
- Understand how to identify vice-related thefts

The Social Media Phenomenon:

Confronting the Impact

- Learn which communication tools are frequently used by criminals
- Review how to use them yourself to protect company assets
- Discuss ways to keep your properties, guests and employees safe

Covert Investigations: Using Undercover Operatives and Video Surveillance

- Learn what triggers covert operations
- Review ways to set up undercover operatives and surveillance
- Discuss who needs to know and how to keep it legal

Vanishing Act: The Art of Making Profits Disappear from the Tables

- Participate in an interactive session with real-time demonstrations
- Learn methods to detect cheating and theft
- Identify sleight of hand moves on chips and money

Boost Your Career with the Casino and Management Fundamentals

 **Advanced
Gaming Institute**

Monday, October 1

Created in partnership with gaming management programs at leading universities, this special Monday program offers attendees the opportunity to learn important fundamentals from respected professors of higher education. This program is specifically designed for those who have entered the gaming industry without a formal education in casino operations. Rising managers will find particular interest in its strong hospitality and leadership focus.

Includes:

- Networking Continental Breakfast
- Conference Networking Luncheon

Critical Insights and Practical Solutions to Help Your Business and Your Career

Tuesday, October 2 – Thursday, October 4



We took your suggestions and added even more value to this year's conference sessions. You'll hear more industry luminaries provide in-depth coverage of the essential topics you need to stay one step ahead in the gaming industry. Over 100 information-packed sessions are organized into 14 specially designed tracks to deliver exactly the cutting-edge information you want and need.

Plus, three compelling closing sessions as part of Thursday's Insight on Operations: Analyzing the Player of Tomorrow and the Casino of the Future. See p.5 for details.

★ Look for the orange star to see the sessions that are directly addressing the critical topic of convergence of land based and online gaming.

5 Day Super Pass
Only \$2075
gives you access
to all Monday
conferences plus
the 3-Day
Conference

design CASINO DESIGN

Track Overview

This track is designed to address the latest trends in the design and construction of gaming projects for casino operators, developers, investors, architects, engineers and interior designers. Content will explore the development of new projects as well as the redesign of existing properties with a constructive focus on all facets of the casino resort—from the gaming floor, to mixed use space, guest rooms and beyond.

ADVISORY BOARD

Mike Bacon, director of planning & development
Hnedak Bobo Group, Inc.—NEW!

John Edwards, executive director of architecture
& design, Las Vegas Sands Corp.—NEW!

Kirk Harman, president, The Harman Group—NEW!

Paul Heretikis, owner, WESTSTAR Architects—NEW!

Dick Rizzo, vice chairman, Perini Building Company

Sessions & How You Will Benefit

CASINO RESORT RENOVATION: Making Old New Again

- Learn how to determine the scope of renovation
- Hear why to consider customers when deciding on renovations
- Discuss how to minimize the impact of renovations on operations

DESIGN TECHNOLOGY:

The Impact on Architecture and Construction

- Find out how to reduce costs using the latest design technology
- Learn how the construction process is impacted
- Hear from leading designers using new technology

RESTAURANT REFOCUS: 5 Star or Franchise?

- How to evaluate other F&B offerings in your market
- Learn whether to operate in house or lease space
- Evaluate recent impacts on costs as well as on players' budgets

HEAD-TO-HEAD:

Designing for Competitive Markets

- Learn how to evaluate the competition
- Hear which design elements best differentiate a property
- Discuss the relative ROI of new non-gaming amenities

AFTER THE RECESSION: Casino Design Trends

- Learn how new competition affects existing operations

- Understand why customer trends impact design
- Hear how investors can influence design decisions

SPACE AGE: Casino Floor of the Future

- Learn how the size of the casino floor is changing
- How to create attractive and comfortable environments for players
- Discuss the impact of server-based and mobile gaming on design

TRIBAL TALENT: New Designs in Indian Country

- Find out if cultural branding works in today's world
- Learn how to establish your position in the market via design
- Discover which non-gaming amenities work best at tribal casinos

A CASE STUDY IN RESORT CASINO DESIGN & CONSTRUCTION: REVEL ATLANTIC CITY

- What was the approach in creating a unique destination in one of the industry's most competitive markets?
- How did the project stay on track in light of the recession?
- What amenities, elements, and experiences are Revel guests meant to experience?

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Project Finance: Finding the Money (Finance Track)
- Slot Floor of Tomorrow: Getting the Most for Your Money (Gaming Technology Track)
- F&B Management: Restaurant Trends (Hospitality Track)
- Rating Retail: Shopping in the Casino Environment (Hospitality Track)



Track Overview

This track addresses the legal and regulatory concerns of commercial casinos, gaming equipment manufacturers, Native American gaming operations and the Internet gaming market. Topics will include state, federal and international regulations, as well as issues ranging from financial restructuring and compliance to employment law.

ADVISORY BOARD

Mark Lerner, senior vice president & general counsel,
Bally Technologies, Inc.—NEW!

Lloyd D. Levenson, Esq., CEO Cooper Levenson,
Attorneys at Law

Missisa Lurie, executive director, International Masters of Gaming Law (IMGL)

Thomas Peterman, senior vice president & general counsel, MGM Grand Hotel & Casino—NEW!

Jeffrey R. Rodefer, vice president of legal affairs, assistant general counsel & corporate compliance officer, Boyd Gaming Corporation—NEW!

Robert Russell, gaming analyst, Regulatory Management Consultants, PC

Sessions & How You Will Benefit

REGULATORY REFORM:

Operators & Manufacturers

- Examine the challenge in getting real regulatory reform
- Look at what new jurisdictions can learn from reform in established ones
- Discuss innovations that could become a model throughout the industry

INTERNATIONAL ACTION:

Regulatory Innovations around the World

- Operators will learn how to reduce internal regulatory costs
- Regulators will share success stories
- Learn to share regulatory approaches across borders

A PHOENIX RISING: The New New Jersey

- Learn about New Jersey's recent regulatory reforms
- Hear about the state's plans for internet gaming
- Discuss the state's sports betting bill

EMERGING JURISDICTIONS CASE STUDY:

Massachusetts and Ohio

- Learn how to navigate unique political environments
- Evaluate the probability for success of each regulatory structure
- Examine the future of modern regulation

GETTING ORGANIZED:

Labor Law and Unionization

- Learn how to build a strategy to work effectively with unions
- Discuss if non-union casinos are the wave of the future
- Understand how tribal sovereignty and unions can coexist

★ RIGHT OR PRIVILEGE: Licensing Investigations

- Learn about the licensing process
- Discuss the optimal depth and relevance of investigations
- Learn how electronic filing can save time and money

TITLE 31: Domestic & International

- Review the similarities and differences of international regulations
- Hear about the latest crackdowns across the industry
- Learn how technology can streamline reporting

CAPITOL CHATTER: Washington Update

- Hear from the industry's top commercial and tribal lobbyists
- Find out about possible legislation in the lame duck session
- Learn how upcoming elections may impact gaming

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Regulatory Blueprint: Effective Methods for iGaming Oversight (iGaming Congress)
- Lottery Lessons: What Role Can Lotteries Play Online? (iGaming Congress)
- Protecting the Player: Regulations and Technology (iGaming Congress)
- Live and Online: Electronic Table Games (Gaming Technology Track)
- Processing Payments: Challenges in the U.S. (iGaming Track)
- Making it Mobile: Technical and Regulatory Challenges (iGaming Track)
- Partnerships for Success: Models that Work (iGaming Track)
- Online Certification: Ensuring Integrity (iGaming Track)
- Regulators Roundtable: NIGC and Tribal Commissions (Indian Gaming Track)
- Presidential Election 2012: Impact on Indian Country (Indian Gaming Track)
- Tribal Gaming Compliance: Audits, Title 31 and More (Indian Gaming Track)
- Managing Risk: Evaluating Tribal Management Contract (Indian Gaming Track)
- Considering Careers: Impact On Landless and Newly Recognized Tribes (Indian Gaming Track)
- Employee Health and Safety First: Prevention and Mitigation (Talent Management Track)
- Health Care Reform: What it Means for Gaming (Talent Management Track)

FINANCE

Track Overview

This track is designed for operators and manufacturers involved in the financial management of their gaming organization, as well as investors and gaming analysts. Content is focused on investment issues and opportunities, including mergers and acquisitions, refinancing, lending sources, bankruptcy and more.

ADVISORY BOARD

Rochanne L. Hackett, managing director, national gaming development, Wells Fargo Bank N.A.

Neil Davidson, chief financial officer, Bally Technologies, Inc.—NEW!

Rob Heller, managing director, head of Americas gaming & leisure, UBS Investment Bank—NEW!

Bill Newby, managing director, global head of gaming investment banking, Jefferies & Company

Adam Rosenberg, managing director, global head of gaming group, Goldman, Sachs & Co.

Andrew Zarnett, managing director, Deutsche Bank Securities

Sessions & How You Will Benefit

CFOs SPEAK: Vendors and Operators on Current Issues

- Understand the importance of investor relations
- Learn the inside story on raising capital
- Hear how various companies manage debt

CAPITAL MARKETS UPDATE:

IPOs, Equity and Amend-Extend

- Learn how to identify investment sources
- Discuss how volatility affects the "new normal"
- Explore options for debt and project refinancing, and hedge fund financing

★ HOW & WHEN: The Legalization of iGaming and its Financial Ramifications

- Explore the costs and rewards of various legislative paths
- Learn how pooling customers state by state may impact revenues
- Understand the financial implications for commercial casinos, tribes and lotteries

ASIAN ACTION: Investing on the Pacific Rim

- Learn about the full scope of gaming investment opportunities
- How to buy low and sell high in Asia
- Find out if opportunities still exist in Singapore and Macau

MERGERS AND ACQUISITIONS: Finding Diamonds in the Rough

- Learn if the sale of properties by major operators will continue
- Discuss the potential consolidation in the manufacturing sector
- Learn how to evaluate international opportunities

CASHING IN: How to Use Available Money

- Explore available cash options
- Understand the dynamics of stock buybacks and dividends
- Find the correct strategy for your company

★ SOCIAL NETWORKING: Weighing the Economic Risks

- Review business models for social gaming on networking sites
- Learn how to finance and project revenues for these ventures
- Debate the risks of not participating

★ PROJECT FINANCE: Finding the Money

- Learn where investment capital is available
- Discuss how tribal loans are currently structured
- Explore ways to get funding for online expansion

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Lottery Lessons: What Role Can Lotteries Play Online? (iGaming Congress)
- After the Recession: Casino Design Trends (Talent Management Track)
- Preparing for State Gaming Market Changes: The Potential Loss of Tribal Exclusivity (Indian Gaming Track)
- Tribal Gaming Compliance: Audits, Title 31 and More (Indian Gaming Track)
- New Wave Marketing: Doing More with Less (Marketing Track)
- Loyalty Programs: CRM and the Bottom Line (Marketing Track)
- Table Game Discounting: Sense or Nonsense? (Table Games Track)
- Beating Bacarat: Operating the World's Most Popular Table Game (Table Games Track)
- Come Together: Improving Financial Performance through Employee Engagement (Talent Management Track)



GAMING TECHNOLOGY

Endorsed By: **AGILEM**

Track Overview

This track is designed to address the current technological needs of gaming operators and discuss the latest applications and solutions in the marketplace. These commercial-free sessions will address slot technology and operations, networked and mobile gaming, player tracking and loyalty-building tools, and other cutting-edge solutions.

ADVISORY BOARD

- Christie Eickelman*, senior director of worldwide marketing, Gaming Laboratories International, Inc. (GLI)
- Candace Lucas*, executive director marketing operations WMS Gaming, Inc. —NEW!
- Michelle Olesiejuk*, executive director Gaming Standards Association (GSA)
- Bruce Rowe*, senior vice president of business development Bally Technologies, Inc.

Sessions & How You Will Benefit

CLOUD TECHNOLOGY: Efficiency, Costs and Benefits

- Get an overview of cloud computing
- Learn about back-end benefits
- Review costs and implementation plans

GETTING ON BOARD: Server-Based Gaming

- Hear about real casino experience with server-based gaming
- Learn what works and what still needs work
- Review financial, technical and regulatory barriers to entry

★ **SOCIAL GAMES: Soaring Technology**

- Review the technical complexities of cash-based online gaming
- Learn what social gaming offers players
- Explore social games currently utilized by the industry

★ **LIVE AND ONLINE: Electronic Table Games**

- Explore the blurring line between slot machines and ETGs
- Review changing regulatory definitions and technical standards
- Learn how to migrate proprietary table games online

CUSTOMER PREFERENCES:

Using New Technology

- Explore ways to reveal customer behavior through technology
- Learn how understanding the player drives new technology
- Discuss options for recognizing and rewarding total customer spend

★ **DATA MINING: Discovering Gold in Your Database**

- Learn about new player tracking technology inside and outside the casino
- Review data warehousing options and their potential benefits
- Learn what your customers are telling you that you may be missing

SLOT FLOOR OF TOMORROW: Getting the Most for Your Money

- Learn how to increase casino floor competitiveness while saving money
- Discuss the benefits and pitfalls of leasing vs. buying new equipment
- Explore ways to maximize your ROI through investment on the casino floor

★ **CERTIFICATION ROUNDTABLE: Land-Based & Online**

- Produced With:
- Learn how GSA standards evolve
 - Find out how to prepare for the future
 - Hear how online certification will differ from land-based

★ **GSA ONLINE: Standards for iGaming**

- Produced With:
- Review translatable standards from other industries
 - Learn how standards will ensure safe and secure transactions
 - Hear plans for increased transparency

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Space Age: Casino Floor of the Future (Casino Design Track)
- A Phoenix Rising: The New New Jersey (Compliance, Law & Regulation Track)
- Regulatory Reform: Operators & Manufacturers (Compliance, Law & Regulation Track)
- Title 31: Domestic & International (Compliance, Law & Regulation Track)
- Migrating Online: How to Combine Your Land-Based and Online Databases (iGaming Track)
- Processing Payments: Challenges in the U.S. (iGaming Track)

- Making it Mobile: Technical and Regulatory Challenges (iGaming Track)
- Partnerships for Success: Models that Work (iGaming Track)
- Online Certification: Ensuring Integrity (iGaming Track)
- Proactive Process: Responsible Gaming Online (iGaming Track)
- Online and Land-Based: Know Your Customer (Marketing Track)
- Facebook & Twitter: Are Followers Really Customers? (Marketing Track)
- Casino Marketing 101: Back to Basics (Marketing Track)
- Loyalty Programs: CRM and the Bottom Line (Marketing Track)
- Hospitality Technology: Tracking and Serving Your Non-Gaming Customers (Hospitality Track)
- Table Game Tech: The Choices and Options (Table Games Track)
- Progressive Jackpots at Table Games: The Effect of Increased Play (Table Games Track)

global markets GLOBAL MARKETS FORUM
Sponsored By:

Track Overview

This track provides updates on casino operations and regulations from leading gaming jurisdictions around the world alongside other topics relevant to international development.

ADVISORY BOARD

- Eduardo Aching*, senior director of international sales, Konami Gaming, Inc. —NEW!
- Jonathan Calaviz*, managing director & chief economist, Calaviz & Company, LLC —NEW!
- Fred Cushman*, managing director, Spectrum Gaming Group
- Ben Lee*, managing partner, iGaming Management & Consulting Ltd.
- Lloyd C. Nathan*, chief executive officer, Asian Coast Development Ltd.

Sessions & How You Will Benefit

THE PACIFIC RIM: Is Gaming Ready to Explode?

- Review the similarities and differences of emerging Asian jurisdictions
- Discuss potential timelines for legalization
- Examine how the integrated resort model has become the standard

GAMING GIANTS: Singapore & Macau

- Review growth patterns in each city
- Discuss the impact of concession renewals and monopolies
- Learn about regional tourism and the growth of the mass market

A SLEEPING GIANT: The Latin American Market

- Learn how to tap into growing economies in the region
- Understand which Latin American countries are moving forward with casinos
- Explore the unique characteristics of each market

VLTs IN EUROPE: Italy, Greece and Beyond

- Review how a centralized VLT system works
- Hear about potential expansion to more countries and other forms of gaming
- Learn about the European Union's plan to rein in illegal and unregulated online gaming

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- A Phoenix Rising: The New New Jersey (Compliance, Law & Regulation Track)
- Emerging Jurisdictions Case Study: Massachusetts and Ohio (Compliance, Law & Regulation Track)
- Asian Action: Investing on the Pacific Rim (Finance Track)
- Supply Side: Evaluating Your Supplier Options (iGaming Track)



HOSPITALITY

Track Overview

Formerly known as RD&E, this track addresses the wide variety of non-gaming operations found in typical casino resorts. Amenities and design professionals will be on hand to discuss current trends and provide expert knowledge aimed at enhancing the operation of such venues. Guidance on using each of these amenities as a marketing tool will also be offered.

ADVISORY BOARD

- Clinton Billups*, president, CFB Productions, Inc.
- Mark Birtha*, president & chief development officer, SOL Casinos / AVA Amphitheatre
- Jason Gastwirth*, senior vice president, entertainment, Caesars Entertainment, Inc.
- Tom Racine*, vice president of food & beverage and retail, Tropicana Las Vegas —NEW!
- David Rittvo*, director, Innovation Food & Beverage —NEW!

Sessions & How You Will Benefit:

HOSPITALITY TECHNOLOGY:

Tracking and Serving Your Non-Gaming Customers

- Learn how to capture diverse hospitality data
- Review advances in hotel room technology
- Discuss ways to promote hospitality on social media

RO&E IN INDIAN COUNTRY:

Economic Expansion

- Learn how to maximize revenue by adding F&B, retail and other non-gaming outlets
- Discuss options for adding hotel rooms
- Discover your customers' non-gaming preferences

TOURISM TRADEOFF: Combining Gaming

With Attractions

- Discuss the role of gaming in today's tourism market
- Learn how to balance the size of investment with tax rates
- Review successful joint marketing programs between casinos and tourism agencies

F&B MANAGEMENT: Restaurant Trends

- Find out how to improve profits by creating efficiencies
- Learn whether third party or in-house operations are the best fit for your operation
- Explore the advantages of creating multi-use F&B outlets

THINKING OUTSIDE THE BOX:

Non-Traditional Entertainment

- Learn how to work with specialty agents
- Explore the appeal of special F&B events
- Find out how to get the most bang for your buck with meet-and-greets

MARKETING TO NON-GAMING CUSTOMERS:

Reaping the Rewards

- Find out how to use publicity around non-gaming events
- Learn how to create buzz through social media
- Explore options for keeping your nightclubs and lounges fresh

RATING RETAIL: Shopping in the Casino Environments

- Review deals that work for both retailer and casinos
- Discuss ways to learn about your customers' shopping habits
- Learn why outlet malls and gaming can make a great fit

ENTERTAINMENT ROI:

Maximizing Your Revenues

- Evaluate the entertainment options that work for your casino
- Learn how to prepare entertainment promotions
- Get a detailed understanding of the roles played by agents, managers, promoters and talent buyers

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Restaurant Refocus: 5 Star or Franchise? (Casino Design Track)



IGAMING: INSIGHT YOU CAN'T AFFORD TO MISS

Sponsored By **IGAMING BUSINESS**

Track Overview

This track is designed to provide an overview of Internet gambling operations and regulations around the world, as well as in-depth discussions intended to prepare the U.S. market in advance of legalization.

ADVISORY BOARD

Melissa Blau, director & consultant, iGaming Capital—NEW!

Michael Caselli, editor, iGaming Business

Simon Holiday, director, H2 Gambling Capital

Michael Lipton, J.D., senior partner, Dickenson Wright LLP

Dickenson Wright LLP

Sue Schneider, founder, eGaming Intelligence—NEW!

Live Streaming— Don't Miss a Minute Can't attend iGaming Conference Track in person? Get the iGaming Virtual Ticket and you can watch it live or access it later right on your Web-enabled device.

Sessions & How You Will Benefit

SPORTS BETTING BASICS:

Online and Land-Based

- Learn how online sports betting works in Europe
- Understand the scope of and challenges to the Professional and Amateur Sports Protection Act of 1992 (PASPA)
- Hear about the role of mobile gaming in sports betting

★ **MIGRATING ONLINE: How to Combine Your Land-Based and Online Databases**

- Learn how to use play-for-free sites and build your database before legalization
- Find out what attracts online players to land-based casinos
- Use online rewards to bring players to your brick-and-mortar operation

PROCESSING PAYMENTS: Challenges in the U.S.

- How payment processing works in legal jurisdictions
- Discuss the likelihood of banks getting involved in legal in-state operations
- Learn how technology can prevent money laundering

MAKING IT MOBILE: Technical and Regulatory Challenges

- Find out how social gaming may serve as a bridge to legalization
- Debate modes of content delivery: tablets vs. smart phones
- Learn why sports betting is so popular on mobile devices

SUPPLY SIDE: Evaluating Your Supplier Options

- Evaluate whether slot manufacturers or online system suppliers may be the right fit for you
- Learn about "white listed" foreign suppliers
- Debate the advantages of buying a complete package vs. purchasing individual system components

★ **PARTNERSHIPS FOR SUCCESS: Models that Work**

- Hear about existing agreements between suppliers and casino companies
- Understand the regulatory hurdles
- Evaluate the slot manufacturers' plug-and-play options

★ **ONLINE CERTIFICATION: Ensuring Integrity**

- Learn how to establish technical standards
- Review the basics of testing games and systems
- Evaluate the capabilities of various testing companies

PROACTIVE PROCESS: Responsible Gaming Online

- Review current online responsible gaming options
- Examine responsible gaming guidelines for players
- Learn how self-exclusion procedures work online
- Hear industry experts discuss the results of the 10th annual G2E Future Watch Survey
- Learn what industry insiders believe the growth of Internet gaming means to the industry-at-large
- Discuss how the casino environment is changing for regulators, operators and customers alike

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Right or Privilege: Licensing Investigations (Compliance, Law & Regulation Track)
- How & When: The Legalization of iGaming and its Financial Ramifications (Finance Track)
- Social Networking: Weighing the Economic Risks (Finance Track)
- Social Games: Soaring Technology (Gaming Technology Track)
- Data Mining: Discovering Gold in Your Database (Gaming Technology Track)
- The Great Debate: Online Gaming in Indian Country (Indian Gaming Track)
- Online and Land-Based: Know Your Customer (Marketing Track)
- Whowing the Web: Marketing Online to U.S. Customers (Marketing Track)
- Facebook & Twitter: Are Followers Really Customers? (Marketing Track)
- Marketing Manual: The Life Cycle of a Casino (Marketing Track)
- Loyalty Programs: CRM and the Bottom Line (Marketing Track)
- Poker Rooms: Peaked or Still Valuable? (Table Games Track)
- Certification Roundtable: Land-Based & Online (GSA/Gaming Technology Track)
- GSA Online: Standards for iGaming (GSA/Gaming Technology Track)



INDIAN GAMING

Track Overview

This track is designed to provide critical regulatory updates and innovative solutions to Native American casino operators. Sessions will provide attendees the opportunity to discuss emerging trends and current issues with key industry and tribal government leaders.

ADVISORY BOARD

Jason Giles, executive director, National Indian Gaming Association (NIGA)

Kristi Jackson, CEO, Tribal Financial Advisors

Jono McKeag, president, Lowry Strategies

Linda J. Roe, vice president of business development & client relations, Thalden-Boyd-Emery Architects

Ernie Stebbins, executive director, Washington Indian Gaming Association

Sessions & How You Will Benefit:

THE GREAT DEBATE:

Online Gaming in Indian Country

- Learn how federal legislation could impact state compacts and tribal sovereignty
- Hear how various tribes view threats and opportunities
- Review NIGA's statement of principles regarding Internet gaming and the impact of the DOJ decision

REGULATORS ROUNDTABLE:

NGC and Tribal Commissions

- Discuss whether minimum internal control standards are really necessary
- Receive an update on federal oversight
- Learn how to improve regulation at all levels

PREPARING FOR STATE GAMING MARKET

CHANGES: The Potential Loss of Tribal Exclusivity

- Review the competitive landscape state-by-state
- Discuss the potential impacts of expansion
- Learn how to prepare to compete

PRESIDENTIAL ELECTION 2012:

Impact on Indian Country

- Review the Obama Administration's actions toward Indian Country
- Learn Romney's positions on gaming and Native America
- Discuss the likely scenarios with an Obama or Romney administration

TRIBAL GAMING COMPLIANCE:

Audits, Title 31 and More

- Learn how to prepare for an audit
- Discuss how to work successfully with federal investigators
- Review possible regulatory changes

MANAGING RISK: Evaluating Tribal Management Contracts

- Learn when it's time to take control of your casino operation
- Discuss the importance of building tribal expertise
- Explore alternative management contract scenarios

CONSIDERING CARCIERI: Impact On Landless and Newly Recognized Tribes

- Review recent court decisions and their impact on Carcierri
- Discuss the Interior's attitude toward Carcierri
- Debate whether a "fix" is still on the table

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Tribal Opportunity: How Online Gaming Could Work for Sovereign Nations (iGaming Congress)
- Tribal Talent: New Designs in Indian Country (Casino Design Track)
- Getting Organized: Labor Law and Unionization (Compliance, Law & Regulation Track)
- Title 31: Domestic & International (Compliance, Law & Regulation Track)
- Capitol Chat: Washington Update (Compliance, Law & Regulation Track)
- Project Finance: Finding the Money (Finance Track)
- R&D&E in Indian Country: Economic Expansion (Hospitality Track)



MARKETING

Track Overview

This track is designed primarily for operators, consultants and software manufacturers working in the marketing and player loyalty arenas. Sessions will offer meaningful content relative to advertising, branding and database marketing as well as the development and operation of player's clubs, loyalty programs and social media campaigns.

ADVISORY BOARD

Nehme E. Abouzeid, director of partnership marketing, Las Vegas Sands Corp.

Michael Broderick, director of marketing & promotions, Seminole Casino Hollywood

Rick Campbell, vice president of marketing solutions, Social Plot, Inc.

Luigi Mastropietro, vice president, relationship marketing, Global Cash Access, Inc.

Marlene Reyes, executive vice president & chief client officer, The Fine Point Group

Sessions & How You Will Benefit

NEW WAVE MARKETING:

Doing More with Less

- Learn how to develop a new audience and create loyalty
- Find new ways to respond to competition in and out of your market
- Discuss whether cooperation between companies really works

★ **ONLINE AND LAND-BASED: Know Your Customer**

- Discuss the importance of running demographics
- Learn how to capture new, younger players
- Debate targeted marketing vs. mass marketing

★ **WEAVING THE WEB: Marketing Online to U.S. Customers**

- Learn how to convert online gamblers to land-based customers
- Hear experts compare jurisdictions and companies with both online and land-based gaming
- Review fully-integrated loyalty programs and learn how to get there

DIGITAL AGE: The Scope of Online Marketing

- Learn what every land-based casino needs online
- Review free play vs. social gaming options
- Discuss the importance of branding your casino online

FACEBOOK & TWITTER: Are Followers Really Customers?

- Learn how to distinguish "friends" from customers
- Review effective marketing promotions on Twitter and Facebook
- Find out about the marketing value of social media promotions

★ **MARKETING MANUAL: The Life Cycle of a Casino**

- Explore marketing tactics for today's world
- Hear from the industry's top marketing and advertising executives
- Learn how to develop an online presence and capitalize on iGaming's potential

CASINO MARKETING 101: Back to Basics

- Discuss the evolution of marketing techniques
- Learn why tried-and-true marketing plans still work
- Explore ways to incorporate traditional and modern practices

LOYALTY PROGRAMS: CRM and the Bottom Line

- Learn how to understand the total spend of customers inside and outside of the casino
- Discover rewards that makes sense for smaller casinos
- Discuss the pros and cons of cooperating with other casinos

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Head-to-Head: Designing for Competitive Markets (Casino Design Track)
- Social Networking: Weighing the Economic Risks (Finance Track)
- Cloud Technology: Efficiency, Costs and Benefits (Gaming Technology Track)
- Getting on Board: Server-Based Gaming (Gaming Technology Track)
- Social Games: Soaring Technology (Gaming Technology Track)
- Customer Preferences: Using New Technology (Gaming Technology Track)
- Data Mining: Discovering Gold in Your Database (Gaming Technology Track)
- Slot Floor of Tomorrow: Getting the Most for Your Money (Gaming Technology Track)
- Migrating Online: How to Combine Your Land-Based and Online Databases (iGaming Track)
- Supply Side: Evaluating Your Supplier Options (iGaming Track)
- Partnerships for Success: Models that Work (iGaming Track)
- Preparing for State Gaming Market Changes: The Potential Loss of Tribal Exclusivity (Indian Gaming Track)
- Managing Risk: Evaluating Tribal Management Contracts (Indian Gaming Track)
- Hospitality Technology: Tracking and Serving Your Non-Gaming Customers (Hospitality Track)
- Tourism Tradeoff: Combining Gaming With Attractions (Hospitality Track)
- Marketing to Non-Gaming Customers: Reaping the Rewards (Hospitality Track)
- Rating Retail: Shopping in the Casino Environment (Hospitality Track)
- Local Markets vs. Destination Markets: Philosophies of Table Gaming Operations (Table Games Track)

- Over and Above: Exceeding Guest Expectations (Talent Management Track)
- Come Together: Improving Financial Performance through Employee Engagement (Talent Management Track)



Track Overview

An extension of the National Center for Responsible Gaming's Annual Conference on Gambling and Addiction, this track is carefully designed to provide updates on how research is redefining how we diagnose, treat, study and prevent gambling disorders.

Sessions & How You Will Benefit

INDUSTRY AND GOVERNMENT SUPPORT OF TREATMENT CENTERS: Evaluating Where the Dollars Go

- Learn how governments distribute responsible gaming funds
- Discuss ways to evaluate the use of these dollars
- Hear from treatment providers who depend on this support

15 YEARS LATER: Showcasing the Research Supported by the NCRG

- Learn about seminal research in the field of gambling disorders
- Hear leading researchers in the field report on their current work
- Find out how the NCRG gaming has advanced the field

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Proactive Process: Responsible Gaming Online (Gaming Track)



TRACK OVERVIEW

This track, produced in partnership with ASIS International, is designed for security and surveillance professionals in the casino industry. This popular and highly-focused program addresses patron safety, anti-fraud education, crisis management, surveillance technology applications and more.

ADVISORY BOARD

Aiah Zajic, security consultant, AWZ Consulting Services

Sessions & How You Will Benefit

STRONG-ARM TACTICS: How to Prepare for Robbery Events

- Discuss mitigation strategies for cage and parking lot design
- Review casino robbery video clips from Europe and the U.S.
- Learn how to prepare your facility for a robbery event

THE WEAKEST LINK: How To Conduct a Vulnerability Assessment

- Hear practical advice and review industry best practices
- Receive an outline of suggested resource tools
- Acquire clearly defined action items for use in performing your own assessment

PLAYERS CLUB PROTECTION: It's No Mom and Pop Operation Anymore

- Hear case studies about programs and how they can be compromised
- Learn protection techniques and best practices
- Discuss how to detect irregularities in players club operations

FINDING FRAUD: Current and Future Trends in the Gaming Industry

- Learn how processes and procedures can be compromised
- Evaluate your property's future needs
- Understand the consequences of not being prepared

BRINGING IT ALL TOGETHER: What is IP Convergence?

- Hear what is available to provide real-time, measurable results
- Learn how to increase confidence for the public trust and protection of stakeholder investment
- Discuss what practices make sense for the casino business

GAMING AND TERRORISM: Are You Prepared?

- Learn how to harden various components of a casino facility
- Hear how policies and procedures can prevent incidents
- Review sensible steps to protect your property

CONCERTS AND ENTERTAINMENT EVENTS: Security Planning For Success

- Discuss the basics of contracting law enforcement
- Learn how to involve response squads and emergency medical personnel
- Hear step-by-step instructions for how to safely run major events

ADVANTAGE PLAY: Legal Reactions to Card Counting and Skill Players

- Find out what is legal in various jurisdictions
- Learn how to identify card counters
- Discuss the role of security and surveillance in advantage play situations

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Process and Procedures: Protecting Against Threats (Table Games Track)
- Beating Baccarat: Operating the World's Most Popular Table Game (Table Games Track)



Track Overview

Designed for those in table games operations and equipment manufacturers alike, sessions in this track offer focused content on a variety of games, as well as a broader look at comp systems, hold percentages, dealer scheduling and tipping, and more.

ADVISORY BOARD

C. J. Graham, vice president, assistant general manager Thunder Valley Resort

Debi Nutton, senior vice president, casino operations & marketing, MGM Grand Hotel & Casino

Max Rubin, president, Max Rubin Enterprises

Sessions & How You Will Benefit

POKER ROOMS: Peaked or Still Valuable?

- Review trends in poker play from various markets
- Discuss techniques for creating poker room loyalty
- Learn how to transform online players to bricks-and-mortar customers

PROCESS AND PROCEDURES: Protecting Against Threats

- Learn how to use surveillance and evaluate its effectiveness
- Review techniques for spotting cheaters
- Discuss suspicious moves and the "inside job"

LOCAL MARKETS VS. DESTINATION

MARKETS: Philosophies of Table Gaming Operations

- Learn how to evaluate players
- Discuss which games are right for which market
- Find out how philosophies differ from tribal to commercial properties

TABLE GAME TECH: The Choices and Options

- Learn which bonuses work best in blackjack
- Find out how successfully RFID systems track transactions
- Discuss the importance of maintaining a personal touch

BEATING BACCARAT: Operating the World's Most Popular Table Game

- Learn why it's not just another card game
- Understand the risks of high-limit baccarat
- Review lessons learned about game protection and operation

TABLE GAME DISCOUNTING: Sense or Nonsense?

- Learn how to evaluate player proposals
- Explore various discount models
- Understand the potential effect on and risk to your bottom line

PROGRESSIVE JACKPOTS AT TABLE GAMES: The Effect of Increased Play

- Learn how jackpots rank in popularity and profitability
- Discuss various ways to promote progressives
- Review the costs and benefits of different jackpots

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Live and Online: Electronic Table Games (Gaming Technology Track)
- Advantage Play: Legal Reactions to Card Counting and Skill Players (Security & Surveillance Track)



Track Overview

This track is designed for senior-level casino operators and human resources personnel. Content is designed to address the critical elements of talent management, including employee optimization, leadership development and a variety of relative legal matters.

ADVISORY BOARD

Donald Hoover, vice president, placement consulting services, Gaming Hospitality Experts

Sessions & How You Will Benefit

EMPLOYEE HEALTH AND SAFETY FIRST: Prevention and Mitigation

- Review effective approaches for injury prevention
- Learn how to develop on-site health and wellness programs
- Discuss the importance of executive oversight

OVER AND ABOVE: Exceeding Guest Expectations

- Explore ways to motivate employees
- Discuss the importance of updating and refreshing your training and development programs
- Learn how to build a service-minded staff

COME TOGETHER: Improving Financial Performance through Employee Engagement

- Learn how to measure and improve employee engagement
- Explore ways to increase loyalty and create team spirit
- Review the business case for investing in your employees

LEADING THROUGH CHANGE: Bringing It All Home

- Learn how to overcome the fear of change
- Understand team dynamics and review motivational techniques
- Discuss the crucial importance of change to every organization

HEALTH CARE REFORM: What it Means for Gaming

- Discuss whether gaming companies can get a government waiver from the plan
- Explore how to build a great healthcare benefit under the outlines of the law
- Learn how to transition to the new plan

STEPPING UP: Developing Managers into Leaders

- Discuss the importance of creating a training program focused on leadership
- Discover ways to decrease turnover by creating new opportunities
- Learn how to assess leadership skills

TALENT ACQUISITION: Reducing Turnover through Great Recruiting

- Explore ways to keep your working culture healthy
- Find out how improved hiring practices increase employee engagement
- Learn how to improve hiring by using brand equity

OTHER SESSIONS YOU MIGHT BE INTERESTED IN:

- Getting Organized: Labor Law and Unionization (Compliance, Law & Regulation Track)

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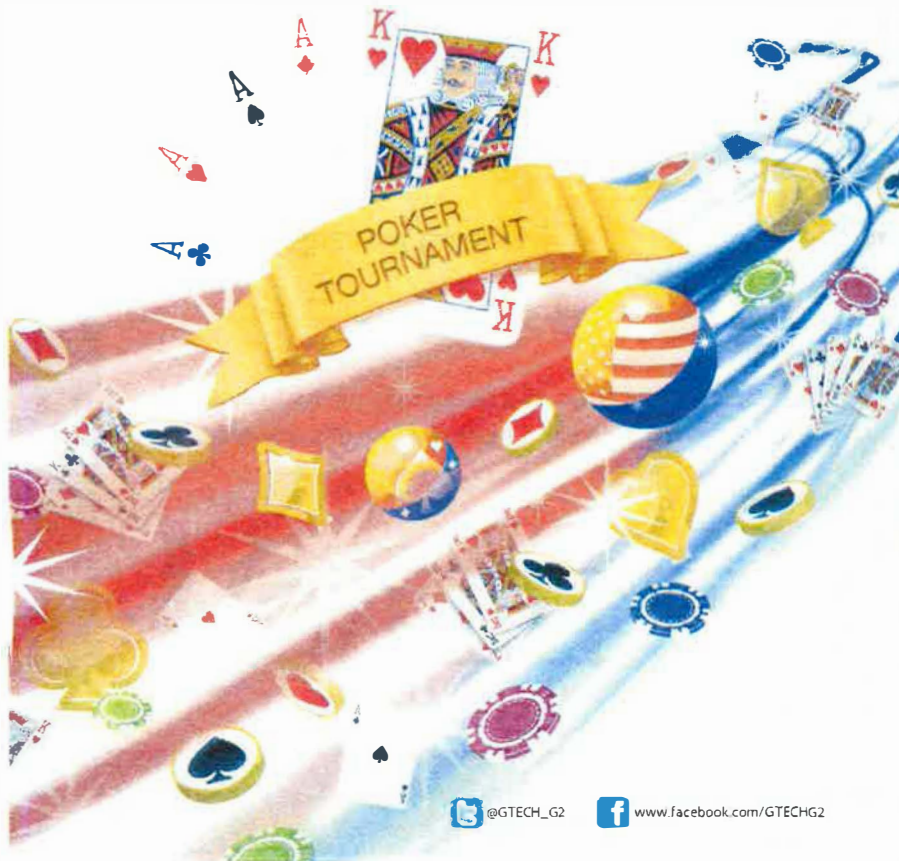
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