



MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #202

October 26, 2016
10:00 a.m.
The Connolly Center
90 Chelsea Street
Everett, MA



Massachusetts Gaming Commission



UPDATED

October 25, 2016 at 11:45

NOTICE OF MEETING and AGENDA

October 26, 2016

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:

Wednesday, October 26, 2016

10:00 a.m.

The Connolly Center

90 Chelsea Street

Everett, MA

PUBLIC MEETING - #202

1. Call to order
2. Welcome: Everett Mayor Carlo DiMaria
3. Approval of Minutes
 - a. October 13, 2016 – VOTE
4. Administrative Update – Ed Bedrosian, Executive Director
 - a. General Update
5. Research and Responsible Gaming – Mark Vander Linden, Director
 - a. GameSense Evaluation Report – Howard J. Shaffer, Ph.D., Heather Gray, Ph.D., Layne Keating - Division on Addiction – Cambridge Health Alliance
6. Racing Division – Alex Lightbown, Director of Racing/Chief Veterinarian
 - a. Plainridge Park Racecourse Approval of EBETS – VOTE
7. Ombudsman Report – John Ziemba
 - a. Wynn Quarterly Report
 - b. Wynn Schedule Review – J. Delaney, Construction Project Oversight Manager
 - c. Wynn Design Approval – J. Delaney, Construction Project Oversight Manager - VOTE
 - d. Wynn Approved Slot Machines and Gaming Positions Discussion – D. Lennon, Chief Financial and Accounting Officer



Massachusetts Gaming Commission

8. Investigations and Enforcement Bureau – Karen Wells, Director
 - a. MGM Qualifier Suitability – VOTE
 - b. Penn National Key Gaming Executive - VOTE
9. Legal Division – Catherine Blue, General Counsel
 - a. Small Business Impact Statement - 205 CMR 134.00: Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives and Labor Organizations – VOTE
10. Commissioner’s Updates
 - a. Commissioner Reports
11. 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 “Massachusetts Gaming Commission Meeting” at www.massgaming.com and emailed to: regs@cc.state.ma.us, melissa.andrade@state.ma.us.

10/25/16
DATE


Enrique Zuniga, Commissioner

Date Posted to Website: October 24, 2016 at 10:00 a.m.



Massachusetts Gaming Commission



Meeting Minutes

Date/Time: October 13, 2016 – 10:00 a.m.

Place: Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, Massachusetts

Present: Chairman Stephen P. Crosby
Commissioner Gayle Cameron
Commissioner Lloyd Macdonald
Commissioner Bruce Stebbins
Commissioner Enrique Zuniga

**Time entries are linked to
corresponding section in
Commission meeting video**

Call to Order

See transcript page 2

[10:02 a.m.](#) Chairman Crosby called to order the 201st Commission meeting.

Approval of Minutes

See transcript pages 2-3

[10:02 a.m.](#) *Commissioner Macdonald moved for the approval of the September 8, 2016 Commission meeting minutes subject to any corrections, typographical errors, or other nonmaterial matters. Motion seconded by Commissioner Cameron. Motion passed unanimously.*

Commissioner Macdonald moved for the approval of the September 22, 2016 Commission meeting minutes subject to any corrections, typographical errors, or other nonmaterial matters. Motion seconded by Commissioner Cameron. Motion passed unanimously.

Administrative Update

See transcript pages 4-42

[10:03 a.m.](#) Executive Director Edward Bedrosian, Jr. introduced a new employee, Shara Bedard, who is a Paralegal in the Investigations and Enforcement Bureau. He also

reported that our licensees have a duty to reinvest proceeds in their capital expenditures. He stated that our licensee Penn has contacted the Commission on this matter and it should be resolved and presented to the Commission by the end of the year.

10:05 a.m. Commissioner Zuniga provided an update on the compliance and internal audit group. He stated that the group will meet monthly and will focus on three areas: (1) external (what our licensees are required to do) and internal (what we are required to do) compliance, (2) risk assessment, and (3) audit plan. Executive Director Bedrosian stated that the benefit of a monthly meeting keeps the issue at the forefront. Commissioner Zuniga stated that we may need to designate or hire a compliance manager at some point.

10:15 a.m. Commissioner Macdonald stated that at conferences he recently attended they emphasized, and he was struck by, the anti-money laundering obligations of our licensees. He noted that the federal agency FinCEN (Financial Crimes Enforcement Network) has been aggressive with enforcement actions against casinos. He stated that he hopes to develop more knowledge in this area.

10:20 a.m. Executive Director Bedrosian provided an update on Region C and reported the following: on July 28th in federal court, Judge Young issued a ruling reversing the land in trust determination by the federal government; on August 24th the government filed a motion for reconsideration, which is still under advisement; and the Mashpee tribe filed a motion to intervene as a party to the litigation which was allowed. He stated that the tribal matter is currently in limbo. Chairman Crosby stated that there is nothing more for the Commission to do but to see how the legal situation is resolved.

Commissioner Macdonald noted that the tribe's motion to intervene as a party is a significant development. He stated that he is in favor of waiting for the judge's decision on the motion for reconsideration. He also noted that Region C is one of the most economically disadvantaged regions in the Commonwealth and once the legal landscape is clarified, we should diligently respond to the interests of this region – tribal or otherwise.

10:29 a.m. CFAO Derek Lennon presented on Wynn Resorts change to their approved slot machines and gaming positions. He recommended that licensees come to the Commission to request any changes in slot machines and gaming positions and get approval. Executive Director Bedrosian noted that changes should be discussed before the next fiscal year budget so it does not result in collateral budget consequences. Chairman Crosby stated that we should consider limiting the number of changes a licensee can make. Commissioner Zuniga stated that we could wait to see if there is a trend. Executive Director Bedrosian stated that we could rely on a level of good faith. Commissioner Stebbins stated that our licensees are looking at every dollar before opening and he likes the approach of having the licensees come to the Commission to request any changes. Commission Cameron stated that we need to anticipate that the industry is changing.

Ombudsman Report

See transcript pages 42-57

[10:44 a.m.](#) Ombudsman John Ziemba reported on the guidelines for the 2017 community mitigation fund program. He stated that the final guidelines will be issued no later than December and applications are due by February 1st. He stated that he will be reconvening the local community mitigation advisory committees and subcommittees to solicit input on the guidelines. He also stated that they developed a list of questions to be given to the committees for discussion and he asked the Commissioners if they had any questions they would like explored. He also stated that he will report back to the Commission with any input received and for approval of a final draft.

11:00 a.m. The Commission took a brief recess.

11:09 a.m. The meeting resumed.

Racing Division

See transcript pages 58-152

[11:09 a.m.](#) Douglas O'Donnell, Senior Financial Analyst, reported on a request for consideration from Suffolk Downs Capital Improvement Trust Fund. He reported that 20 projects were performed in 2013 for a total of \$365,619.19. He also noted a discrepancy in an invoice and the correct amount.

[11:15 a.m.](#) *Commissioner Stebbins moved that the Commission approve the request for consideration from Suffolk Downs for a total of \$365,619.99 from the Suffolk Downs Capital and Improvement Trust Fund. Motion seconded by Commissioner Macdonald. Motion passed unanimously.*

[11:16 a.m.](#) Dr. Alexandra Lightbown, Director of Racing, presented on Plainridge Park Casino's request to replace three cancelled racing dates. They intend to add the following live racing dates: November 25th, December 1st and 2nd.

Commissioner Cameron moved that the Commission approve the request by Plainridge Park Casino to replace the three canceled days with live racing on November 25th, December 1st and 2nd with a post time of 1:00 p.m. Motion seconded by Commissioner Stebbins. Motion passed unanimously.

[11:18 a.m.](#) General Counsel Catherine Blue stated that Attorney Bruce Barnett, representing Suffolk Downs, and Attorneys Michael Morizio and Patrick Dinardo, representing Raynham Park, will present their positions on the simulcast payment matter. She stated that the Commission has received their briefs and a comment letter received from the NEHBPA (New England Horsemen's Benevolent and Protective Association).

[11:18 a.m.](#) Attorney Barnett noted that Chip Tuttle is out of town and not able to be at this meeting. He stated that Suffolk Downs has petitioned the Commission to enforce the premium obligation of Raynham Park from October 2014 – June 2015. He noted that the statute that governs simulcasting says that Raynham Park shall pay to the running horse meeting licensee in Suffolk County, which is Suffolk Downs, a three percent premium on simulcasts received outside of Massachusetts. He stated

that the obligation to pay the premiums is a condition of Raynham's right to simulcast. He contends that Suffolk Downs was a licensee during this time and that the Commission has authority to enforce the racing statutes.

[11:28 a.m.](#) Attorney Dinardo stated that Suffolk's petition seeks an adjudicatory proceeding to revoke or suspend Raynham Park's license for failure to pay a disputed claim. Attorney Dinardo stated that he thinks the claim belongs in Superior Court, where there is an opportunity for discovery. He also stated that they do not believe that the Commission has the jurisdiction to take on this claim. He also stated that Suffolk intends to use the premiums to pay the New England Horsemen's Association. He noted that the statute states that the premiums are to be used for purses. He stated that there were no races at Suffolk Downs during this period and therefore, no purses. He stated that he doesn't believe that Suffolk Downs has a right to the premiums.

[11:33 a.m.](#) Attorney Morizio cited the definition of a racing meeting licensee and stated that the Commission never considered an application from Suffolk for live racing in 2014. He also stated that it is legally impossible for the Commission to give a calendar year license. Attorney Morizio provided a brief synopsis of the racing legislative history.

[11:46 a.m.](#) General Counsel Blue stated that in 2014 Suffolk Downs had a live racing meeting license and in 2015 the legislature extended their license and they remained licensed.

[11:49 a.m.](#) Attorney Barnett referenced the Acts of 2015 and stated that Suffolk Downs is the racing meeting licensee and they must file a supplemental license application, which they have done. He responded to the claim that this matter should be taken up in Superior Court and he expects there would be an issue with exhaustion of administrative remedies. He also responded to the matter of how the money will be used and he stated that it is a long recognized practice that statutory purse money can be used to support the horsemen as winnings, benefits and operating expenses. Attorney Morizio stated that Attorney Barnett's outline is not accurate. The Commissioners inquired about the obligation of Raynham Park to pay the simulcast premiums. Attorney Dinardo stated that the obligation to pay is to someone who holds a valid racing license and they do not believe that Suffolk Downs had a valid license.

[12:01 p.m.](#) Attorney Dinardo stated that he doesn't believe the Commission has the jurisdiction to conduct an adjudicatory proceeding in this matter and it's not in the regulations. General Counsel Blue stated that the Commission has the ability to hold adjudicatory proceedings pursuant to Chapter 30A. Attorney Dinardo also stated that the simulcast license was awarded by legislative action and therefore the Commission does not have the power to revoke or suspend the license. He also stated that the claim is stale because it accrued two years ago and has no current impact. He further stated that the Commission should not take on an adjudicatory proceeding to revoke or suspend a license when it did not award the license.

[12:19 p.m.](#) Chairman Crosby inquired about the issue before the Commission. General Counsel Blue reported that the issue before the Commission is whether they have the authority to take on this matter and to determine if money is owed. She stated

that if a determination is made that money is owed then the Commission may direct payment within a certain timeframe. She also stated that if they fail to pay then an adjudicatory proceeding can commence on whether to revoke or suspend their license.

Commissioner Macdonald moved that the Commission has the authority and the jurisdiction to take on this matter. Motion seconded by Commissioner Stebbins. Motion passed unanimously.

The Commissioners discussed Raynham Park's obligation to pay the premiums.

[12:38 p.m.](#) *Commissioner Macdonald moved that the Commission vote its determination that Raynham owes the three percent of the simulcast revenues that are at issue to be paid to Suffolk Downs. Motion seconded by Commissioner Zuniga. Motion passed unanimously.*

[12:40 p.m.](#) *Commissioner Macdonald moved that the Commission vote to require Raynham to pay over the amounts at issue within 30 days. Motion seconded by Commissioner Zuniga. The Commissioners discussed the number of days. Chairman Crosby and Commissioners Macdonald and Zuniga voted yes. Commissioners Cameron and Stebbins voted no. Motion passed 3 to 2.*

12:43 p.m. The Commission took a brief recess.

12:48 p.m. The meeting resumed.

Legal Division

See transcript pages 153-165

[12:48 p.m.](#) General Counsel Blue presented on the amended small business impact statement and request for final promulgation of amendments, pertaining to fingerprinting, in 205 CMR 134.00: Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives, and Labor Organizations.

[12:49 p.m.](#) *Commissioner Stebbins moved that the Commission approve the amended small business impact statement and final version of 205 CMR 134.13, Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives, and Labor Organizations (fingerprinting) as included in the packet and authorize the staff to take all steps necessary to file the regulation with the Secretary of the Commonwealth and complete the regulation promulgation process. Motion seconded by Commissioner Zuniga. Motion passed unanimously.*

[12:50 p.m.](#) General Counsel Blue reported on the 2017 racing legislation. She stated that the current racing legislation expires on July 31, 2017. She reported that a new legislative session starts in January and a proposed draft racing bill will be filed in November. She noted that she added language that would allow the Commission to drug test jockeys and drivers. She asked the Commissioners to review the draft bill and authorize staff to file it. Commission Cameron stated that drug testing is a best practice and is necessary for the safety of the horses and other riders. General Counsel Blue also noted that the draft bill gives the Commissioners flexibility on what it can do with the Race Horse Development Fund.

[12:56 p.m.](#) *Commissioner Zuniga moved that the Commission approve the language contained in the packet relative to Chapter 128D and instruct staff to submit to the legislature as needed or appropriate. Motion seconded by Commissioner Stebbins. Motion passed unanimously.*

[12:57 p.m.](#) General Counsel Blue presented on the gaming policy advisory committee legislation. She stated that this legislation is needed to be able to get the committees fully staffed without conflict with ethics rules. She noted that this was the same legislation that was filed last year but it ended up in conference.

[12:59 p.m.](#) *Commissioner Macdonald moved that the Commission approve the text of the proposed statute in the materials that's titled "An Act to Enable Municipal and Regional Planning Agency Employees to Fully Participate in Gaming Policy Advisory Committees" be submitted to the legislature as a bill for the upcoming session. Motion seconded by Commissioner Stebbins. Motion passed unanimously.*

Commissioner's Update

See transcript pages 166-186

[12:59 p.m.](#) Commissioner Cameron reported on a conference that she attended which included international regulators. They discussed challenges and opportunities in gaming which included the following subjects: the future of social gaming, player protection, building loyalty with millennials, sports betting, e-sports, integration of new technology, lotteries versus casinos, the evolution of gaming, women in leadership, negative public perception of gaming, and online versus land based gaming.

[1:07 p.m.](#) Commissioner Stebbins reported that he and Director Jill Griffin attended an MGM kickoff event for their recruitment and the launching of the Skill Smart program. He stated that Skill Smart, an on-line tool, will help job seekers identify their skills and gaps and connect to resources. He stated that over 200 people attended the event. He also reported that the Commission and our licensees have been invited to attend the annual training for municipal veteran service officers. He stated that it will be an opportunity to talk about gaming business and employment opportunities for veterans.

[1:11 p.m.](#) Commissioner Zuniga reported that he received an invitation to participate on the finance committee of the National Council on Problem Gambling. He stated that this was a good opportunity for the Commission to participate on the national level.

[1:12 p.m.](#) Chairman Crosby reported that he and Commissioner Zuniga have been working with the New England Consortium on Problem Gambling on developing a regional voluntary self-exclusion list. They will meet in November to see if they can create a package. Chairman Crosby also reported that he attended the G2E conference and our DFS white paper and responsible gaming innovations were frequently mentioned. He stated that the pre-conference was dedicated to clinicians. He also described the different subject panels which included: e-sports data, skilled-based games, corporate social responsibility, and urban environments for casinos.

Other Business Not Reasonably Anticipated

See transcript pages 186-187

1:21 p.m. *Having no further business, a motion to adjourn was made by Commissioner Cameron. Motion seconded by Commissioner Zuniga. Motion passed unanimously.*

List of Documents and Other Items Used

1. Massachusetts Gaming Commission, Notice of Meeting and Agenda dated October 13, 2016
2. Massachusetts Gaming Commission, Draft Meeting Minutes dated September 8, 2016
3. Massachusetts Gaming Commission, Draft Meeting Minutes dated September 22, 2016
4. Massachusetts Gaming Commission, Memorandum dated October 13, 2015 regarding Wynn Approved Slot Machines and Gaming Positions
5. Massachusetts Gaming Commission, Policy Questions for Discussion by the Local Community Mitigation Advisory Committees and the Subcommittee on Community Mitigation Relative to the 2017 Community Mitigation Fund (“CMF”) Guidelines
6. Massachusetts Gaming Commission, 2016 Community Mitigation Fund Guidelines
7. Massachusetts Gaming Commission, Membership of Gaming Policy Advisory Committees
8. Massachusetts Gaming Commission, Roles and Membership of Gaming Policy Advisory Subcommittees on Addiction Services and Public Safety
9. Letter from Bruce Barnett (DLA Piper) to the Massachusetts Gaming Commission, dated September 22, 2016 regarding Petition for Suspension or Revocation of Raynham Taunton Greyhound Licensees’ Simulcasting Authority Due to Failure to Pay Statutorily Required Simulcasting Premiums
10. Letter from Bruce Barnett (DLA Piper) to the Massachusetts Gaming Commission, dated October 7, 2016 regarding Petition for Suspension or Revocation of Raynham Taunton Greyhound Licensees’ Simulcasting Authority Due to Failure to Pay Statutorily Required Simulcasting Premiums, with attachments
11. Raynham Park’s Memorandum in Opposition to Suffolk Downs’ Private Claim for Simulcast Premiums, with attachments
12. Massachusetts Gaming Commission, Racing Division Memorandum dated October 13, 2016 regarding Request for Consideration, Suffolk Downs Capital Improvement Trust Fund, with attachments
13. Massachusetts Gaming Commission, Racing Division Memorandum dated October 7, 2016 regarding Plainridge Park Casino, Rescheduling Live Racing Days, with attachment
14. Amended Small Business Impact Statement and Final Draft of 205 CMR 134.00: Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives, and Labor Organizations (Fingerprinting)
15. An Act Relative to Horse Racing and Wagering, Draft
16. An Act to Enable Municipal and Regional Planning Agency Employees to Fully Participate in Gaming Policy Advisory Committees, Draft

/s/ Catherine Blue
Catherine Blue, Assistant Secretary

No Documents

Summary Analysis of the Plainridge Park Casino GameSense Program Activities & Visitor Survey

December 1, 2015 – May 31, 2016

Topics

- Responsible gambling interventions
- Need for evaluation
- Selected findings
- Conclusions
- Future directions

Responsible Gambling Programs

- Evidence-based policies and practices designed to prevent and reduce harms potentially associated with gambling
- Reflect a blueprint for action to advance, evaluate, & coordinate efforts to limit gambling-related problems
- Provide informed choice, consumer protection, & access to effective treatment

Blaszczynski, A., Ladouceur, R., & Shaffer, H. J. (2004). A science-based framework for responsible gambling: the Reno model. *Journal of Gambling Studies*, 20(3), 301-317.

Shaffer, H. J., Ladouceur, R., Blaszczynski, A., & Whyte, K. (2015). Extending the RENO model: clinical and ethical applications. *American Journal of Orthopsychiatry*. doi:10.1037/ort0000123

Ladouceur, R., Shaffer, H. J., Blaszczynski, A., & Shaffer, P. M. (in press). Responsible gambling: a synthesis of the empirical evidence. *Addiction Research & Theory*.

MA Responsible Gambling Initiatives

- Voluntary self-exclusion



- Setting voluntary gambling limits



- Player education



What Can We Learn from Evaluation?

- Voluntary Self-Exclusion (VSE)
 - Who self-excludes?
 - What happens to those who self-exclude over time?
 - How can VSE be improved?

What Can We Learn from Evaluation?

- Setting Voluntary Gambling Limits
 - Do subscribers to *Play My Way* evidence play patterns different from non-subscribers?
 - Do subscribers to *Play My Way* evidence different play patterns after subscribing?

What Can We Learn from Evaluation?

- GameSense (RG information)
 - What services do GameSense Advisors provide?
 - How do patrons perceive these services?
 - How does exposure to GameSense relate to RG knowledge & behavior?

Need for Ongoing Public Health Program Evaluation

“Rigorous monitoring and evaluation, with mechanisms to avoid bias in the data or misplaced confidence in program effectiveness, are essential for both progress and sustainability.”

Dr. Tom Frieden, Director of the CDC

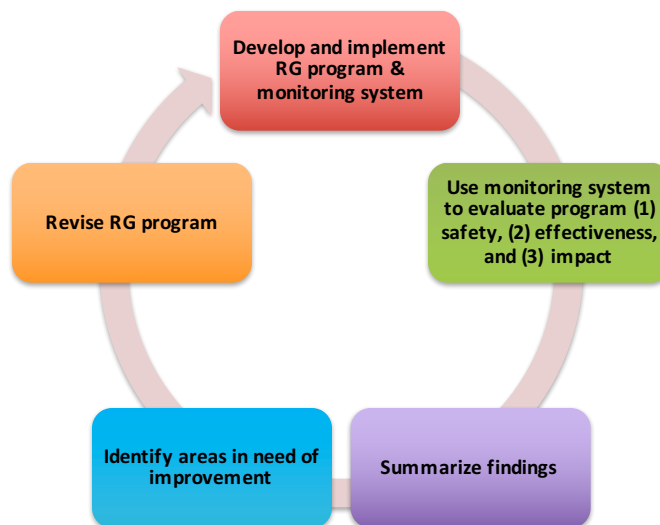
Need for Ongoing Public Health Program Evaluation

“Honest and transparent assessment of progress or the lack thereof--even or especially if temporarily inconvenient or embarrassing because of lack of progress--is critical to allow continuous refinement of and improvements in program strategy and implementation.”

Dr. Tom Frieden, Director of the CDC

Frieden, T. R. (2014). Six Components Necessary for Effective Public Health Program Implementation. *American Journal of Public Health*, 104(1), 17–22.

Evaluation Feedback & Reporting Loop

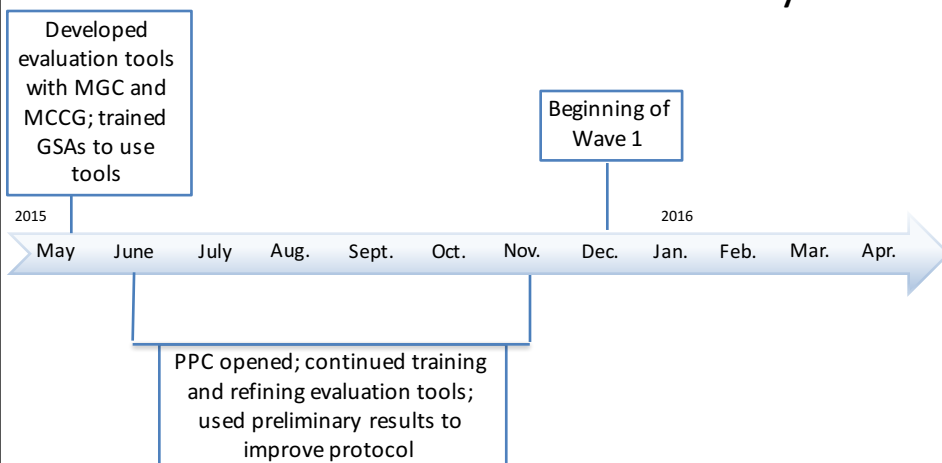


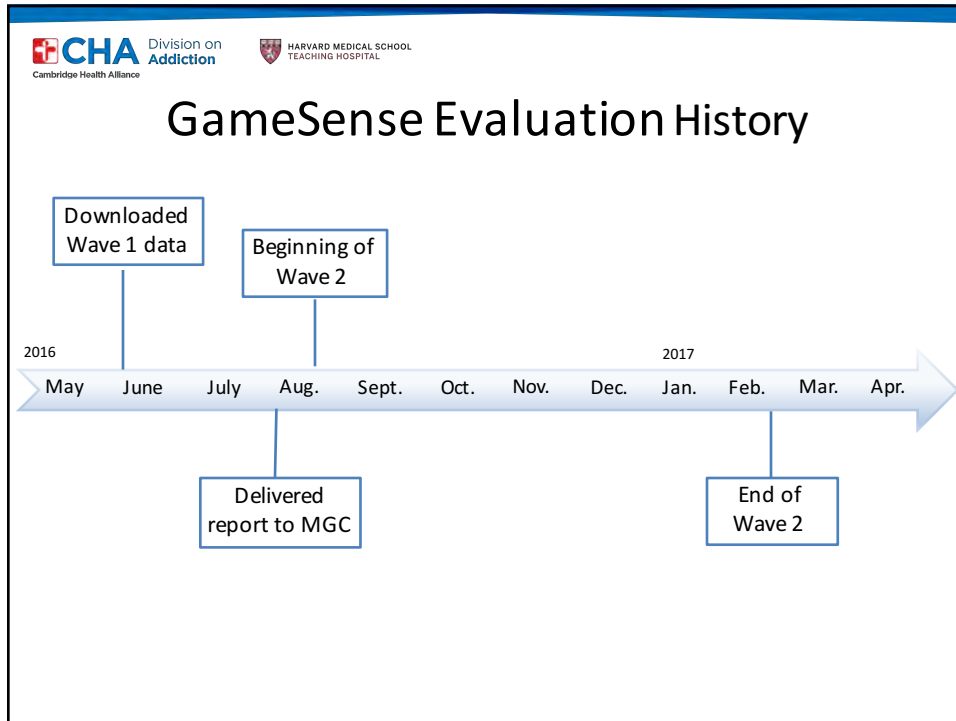
History of RG Information Centers

- RGICs are based on the idea that information will mitigate potential harms associated with gambling
- Ontario RGICs
 - visitors reported being satisfied with the information they received & rated staff highly
- Montreal RGIC
 - RGIC visitors **learned more** about randomness within slot machine play compared with control group
 - RGIC visitors were **not more likely than control group visitors to start using** RG strategies

The Osborne Group, 2007; Boutin et al., 2009

GameSense Evaluation History





CHA Division on Addiction
Cambridge Health Alliance

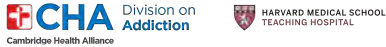
HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL

Checklist

- Purpose: formal, enduring record keeping system
- Division responsible for secondary data analysis
- Interaction Categories

Level of engagement ↑


- Exchange Interaction:** Two-way interaction between GSA and visitor about responsible/problem gambling.
- Demonstration Interaction:** One-way communication from GSA to visitor. GSA performs a demonstration or shows the visitor how to use the GameSense kiosk.
- Instructive Interaction:** One-way communication from GSA to visitor. GSA provides information about responsible/problem gambling.
- Simple Interaction:** Short, one-way communication regarding non-substantive issue (e.g., directions inside the casino).



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Selected Findings: Checklist

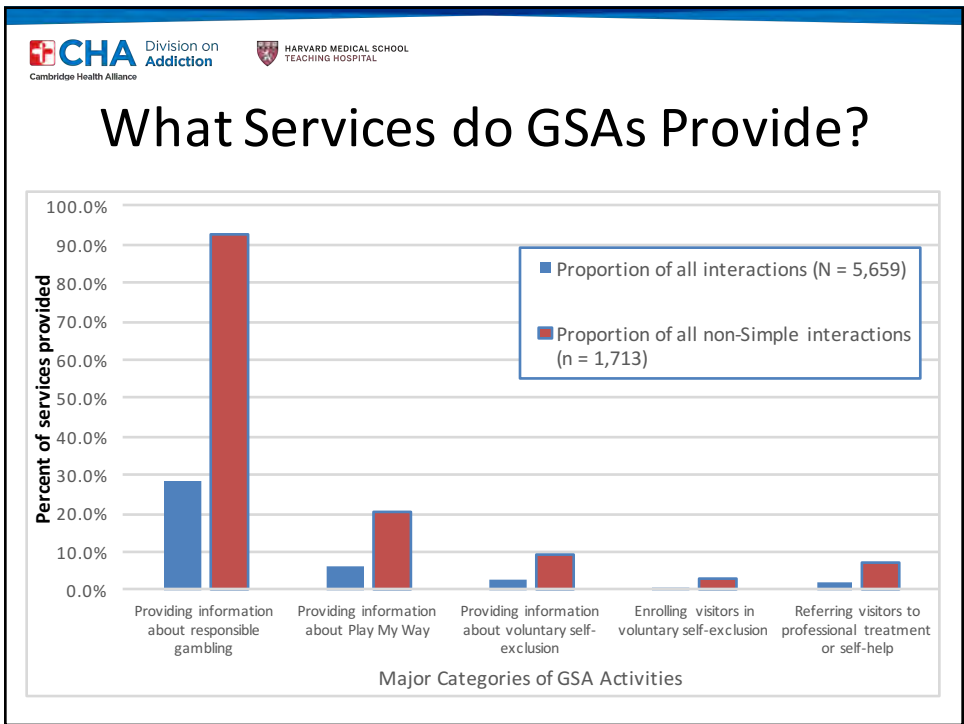
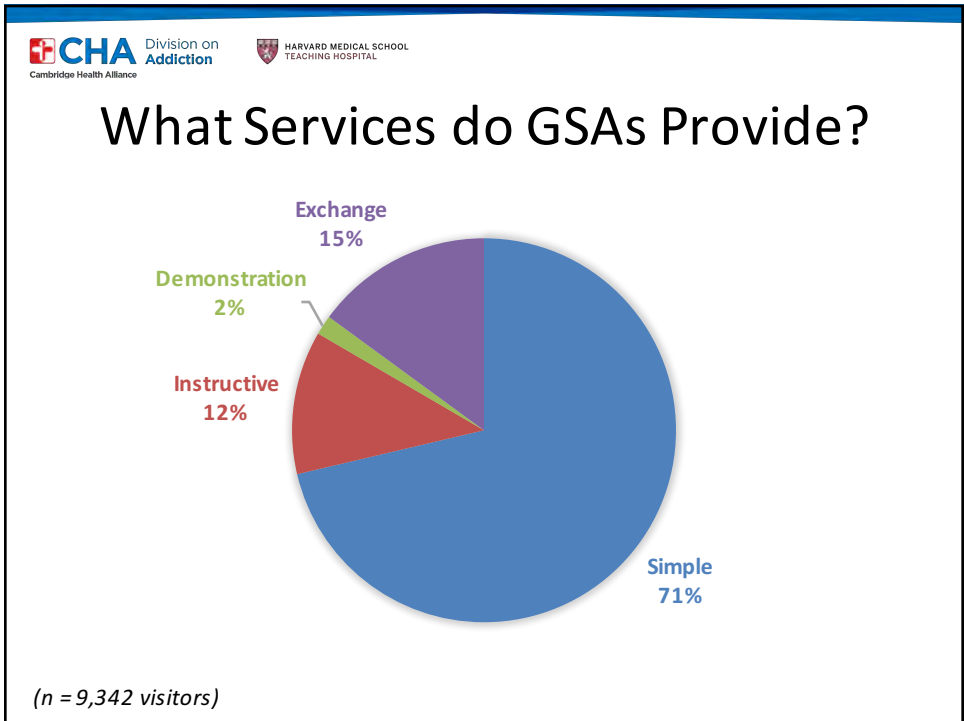


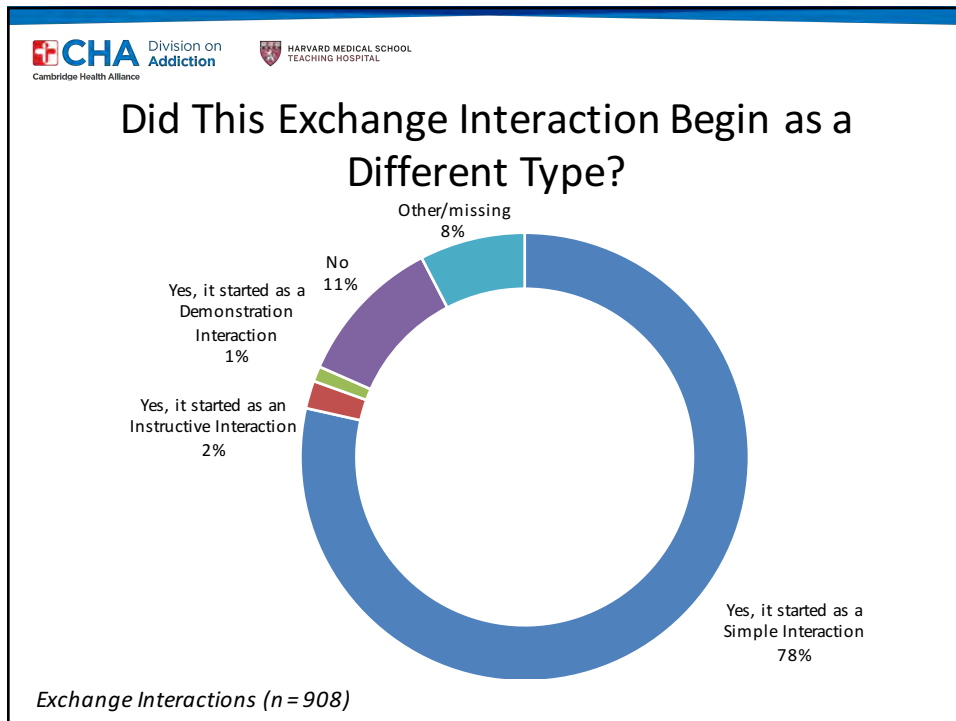
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What Services do GSAs Provide?

- From December 1, 2015 until May 31, 2016...
 - GSAs completed 5,659 Checklists, which translates into about 31 interactions each day.
 - GSAs interacted with at least 9,343 visitors, or about 52 visitors each day.
 - *These are not necessarily unique visitors. If a Plainridge Park patron had a conversation with a GSA in the morning, and again in the afternoon, she would be counted twice.*



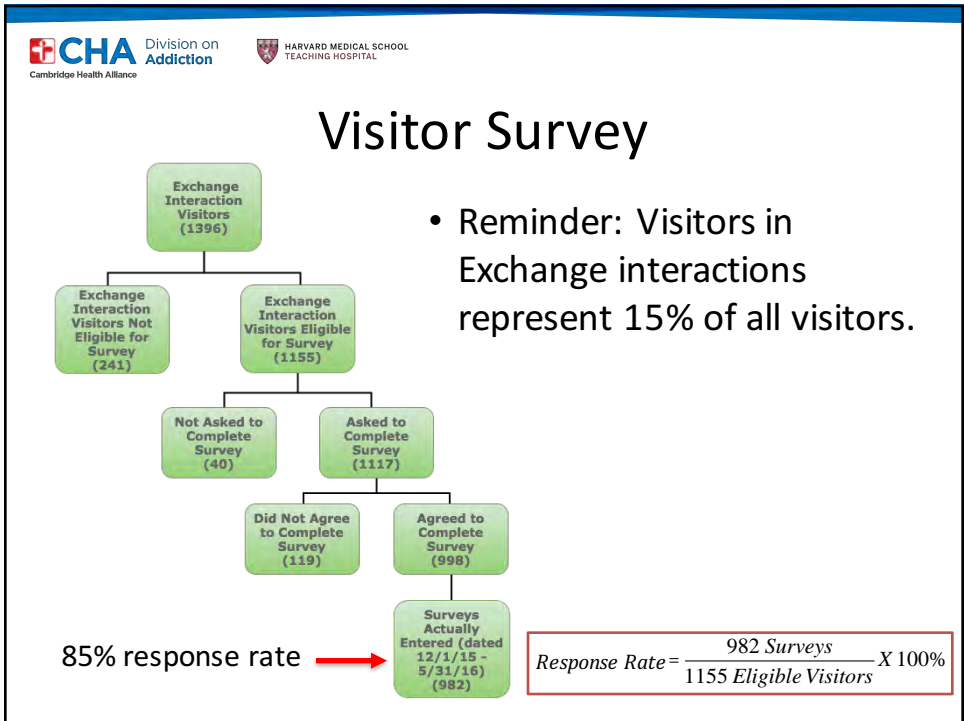


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Visitor Characteristics

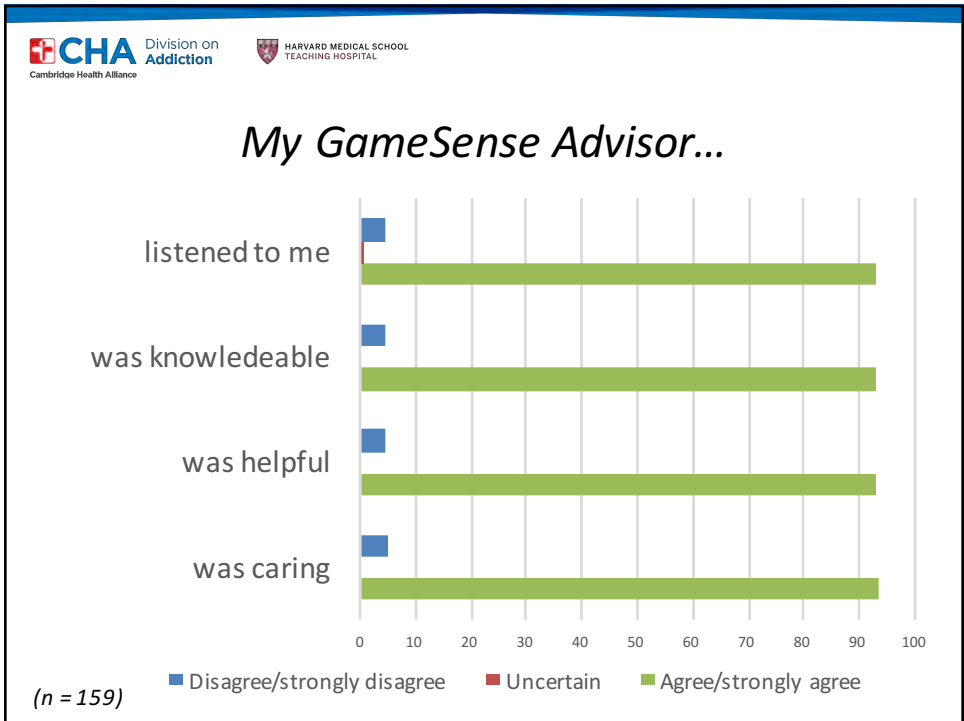
- GameSense Advisors perceived that...
 - 41% of visitors in all 4 interaction types were “repeat customers”
 - 7.5% of Exchange visitors were emotionally distressed and 0.5% of Exchange visitors were under the influence of drugs or alcohol (0.5%)



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Cambridge Health Alliance

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TEACHING HOSPITAL

Selected Findings: Visitor Survey



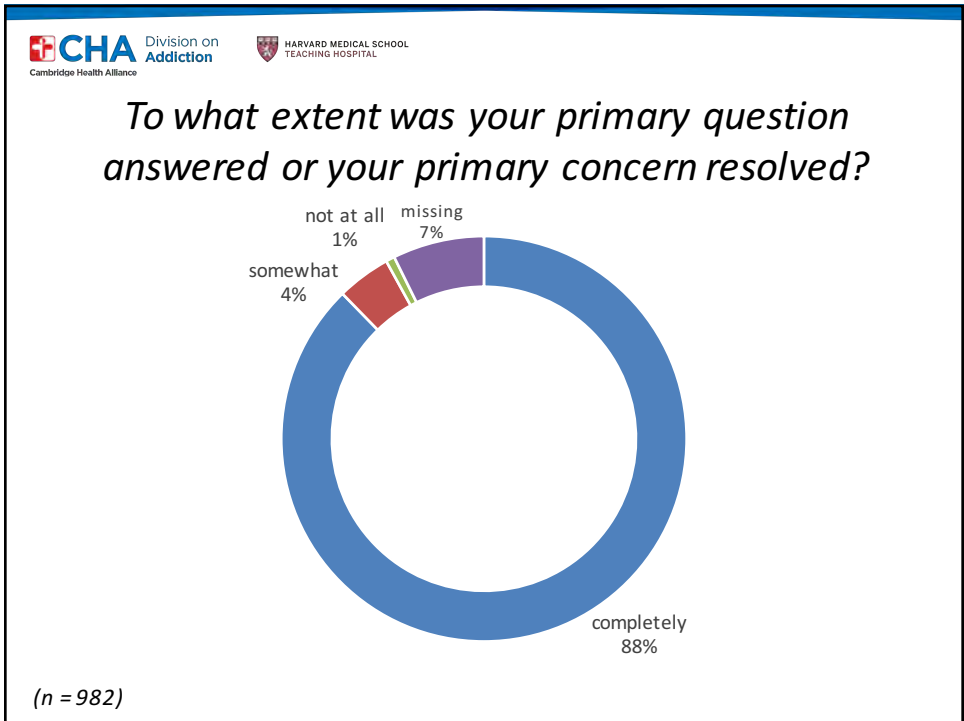
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Cambridge Health Alliance

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TEACHING HOSPITAL

Did you have any of these concerns when you began your conversation with the GameSense Advisor?

Concern	n	%
I was curious about GameSense.	681	69.3
I wanted to learn more about how gambling works.	383	39.0
I wanted to learn more about strategies to keep gambling fun.	305	31.1
I wanted to learn more about or enroll in the Play Management system.	40	4.1
I wanted information about getting legal or financial help.	17	1.7
I wanted to learn more about or enroll in the voluntary self exclusion.	21	2.1
I wanted help for someone else.	18	1.8
I wanted to get my credit suspended.	7	0.7
I wanted the casino to suspend/reduce its marketing to me.	7	0.7
I wanted help or information about problem gambling.	25	2.5
I didn't have any of these concerns at the start of the conversation.	92	9.4

Visitors could select more than one response or no response. (n = 982)

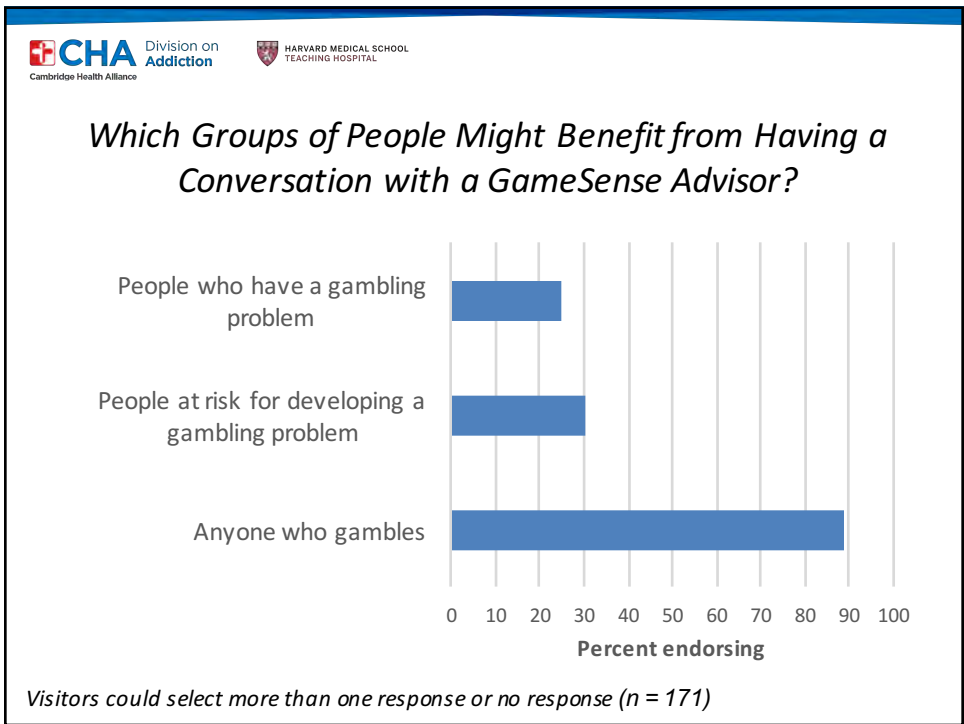
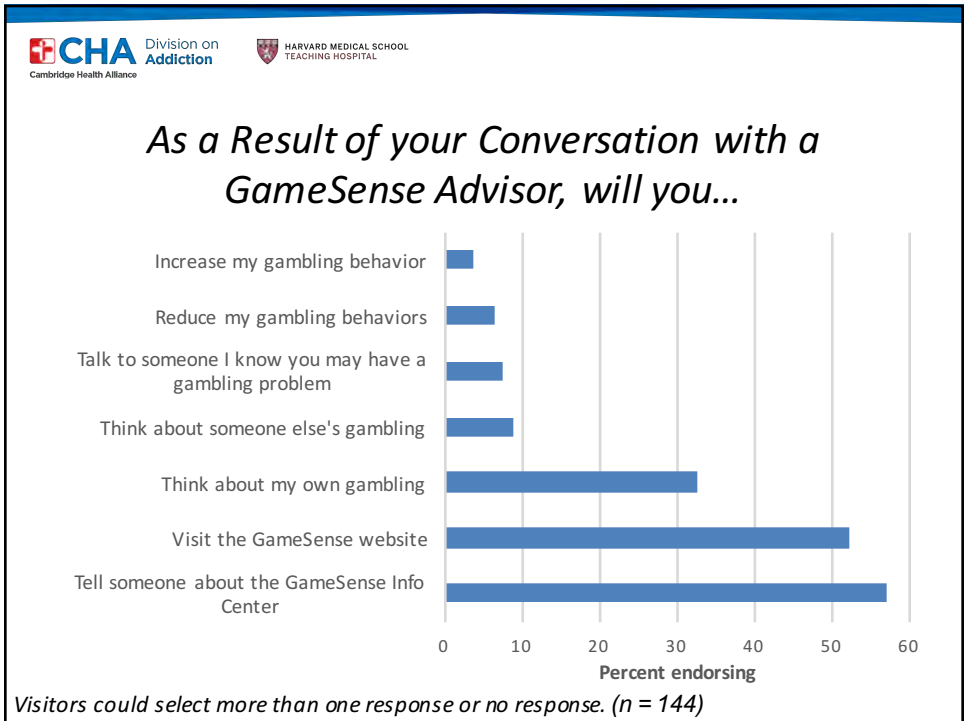


Have you ever had any of these problems with your gambling?

- Most visitors (83%) did not endorse any gambling-related problems

	n	%
I had money problems because of my gambling.	12	7.0
I had problems with friends or family members because of my gambling.	11	6.4
I had problems at work because of my gambling.	3	1.8
I had legal problems because of my gambling.	4	2.3
I had problems with my physical health because of my gambling.	3	1.8
I had problems with my mental health because of my gambling.	1	0.6
I was cheated while gambling.	3	1.8
I had some other kind of problem because of my gambling.	4	2.3

Visitors could select more than one response or no response. (n = 171)



Visitor Survey Summary

- Most visitors in Exchange interactions reported that they...
 - liked their GSA
 - approached GSA out of curiosity rather than in need of problem gambling help
 - felt that their concerns were completely resolved

Visitor Survey Summary, cont.

- Most visitors in Exchange interactions reported that they...
 - had not experienced problem gambling consequences
 - don't plan to change their gambling behavior
 - don't perceive GS to be beneficial for those who have a gambling problem or are at-risk for a gambling problem
- Comments were nearly all positive

CHA Division on Addiction
Cambridge Health Alliance

HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL

Conclusions

CHA Division on Addiction
Cambridge Health Alliance

HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL

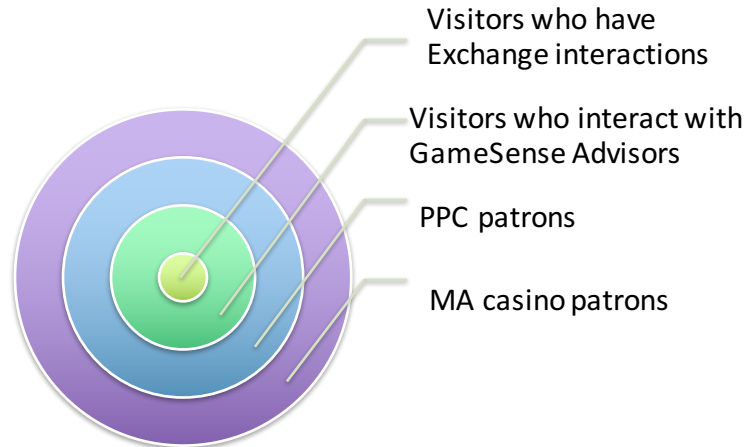
Evaluation Loop Revisited

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graph TD; A[Develop and implement RG program & monitoring system] --> B[Use monitoring system to measure (1) safety, (2) effectiveness, and (3) impact]; B --> C[Summarize findings]; C --> D[Identify areas in need of improvement]; D --> E[Revise RG program]; E --> A;
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- Develop and implement RG program & monitoring system
- Use monitoring system to measure (1) safety, (2) effectiveness, and (3) impact
 - Appears safe for Exchange visitors (~15%)
 - Effective in establishing rapport; will learn more from Wave 2
 - 52 visitors per day = about 0.67% of daily PPC visitors
- Summarize findings
- Identify areas in need of improvement
- Revise RG program

Limitations

- Representativeness of Visitor Survey findings



Limitations

- Halo effect
 - Visitors might have had generally positive feelings about the GSAs, which influenced their impressions of GSAs' knowledge, helpfulness, etc.
- Some missing/incomplete data
- These findings are only generalizable to the PPC GameSense services

Future Work

- What is the general perception of GameSense among all PPC patrons?
 - SEIGMA patron intercept
- What do Plainridge Park employees think about GameSense?
 - Brief employee survey
- How does exposure to GameSense relate to responsible gambling knowledge and behavior?
 - Wave 2 data collection

Thank you!

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Full report available here:
[http://divisiononaddiction.org/html/publications/
PPCGamesenseReport2015_2016.pdf](http://divisiononaddiction.org/html/publications/PPCGamesenseReport2015_2016.pdf)

Summary Analysis of the Plainridge Park Casino GameSense Program Activities & Visitor Survey: December 1, 2015 – May 31, 2016

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Executive Summary

Introduction

- As part of its broader efforts to study the social and economic consequences of expanded gaming and to mitigate potential gambling-related harm, the Massachusetts Gaming Commission contracted with the Division on Addiction to provide an evaluation of the GameSense program at Plainridge Park Casino.
- This initial report summarizes six months of data collected during the first year of operation using a Checklist completed by GameSense staff and a survey completed by GameSense visitors. Our goals were to (1) Conduct an epidemiology of services GameSense staff reported that they provided and (2) Evaluate progress toward stated program goals.
- The findings of this report represent the initial phase of our evaluation of the GameSense program at Plainridge Park Casino. Subsequent to this report, we intend to conduct a secondary evaluation of the GameSense program that extends the scope of the Visitor Survey and the time period under consideration for the Checklist records (i.e., up to one year of records). We also will develop a comprehensive final report that summarizes (1) findings from the initial and secondary evaluations; (2) development of the methods used during the initial and secondary evaluations, including incidental qualitative observations; and (3) findings from anticipated additional data sources (i.e., Plainridge Park Casino employee surveys and patron intercept surveys).

Methods

Procedure

- We developed a taxonomy of GameSense Advisors' interactions with visitors.
- The four interaction categories varied in terms of the level of engagement between GameSense Advisors and visitors. In ascending order of engagement, the categories were Simple (i.e. short, one-way communication regarding non-substantive issue), Instructive (i.e. longer, one-way communication from GameSense Advisor to visitor regarding responsible gambling or problem gambling), Demonstration (i.e. longer, one-way communication centered around a demonstration of a responsible gambling concept), and Exchange (i.e. two-way interaction about responsible gambling or problem gambling).
- We instructed GameSense Advisors to use a computerized Checklist to describe every interaction in terms of its category and several other factors.
- We used Checklist data to assess GameSense activities covering the period from December 1, 2015 to May 31, 2016.
- For the Visitor Survey, GameSense Advisors attempted to survey all visitors with whom they had an Exchange interaction, with the exception of (1) visitors who had already completed a survey and (2) visitors who had enrolled in the voluntary self-exclusion program.
- Visitor Survey respondents completed the surveys primarily via paper-and-pencil and returned them to an onsite drop box. GameSense Advisors (GSAs) and related staff took the completed surveys to the Massachusetts Gaming Commission for data entry. GSAs provided respondents with a small gift in exchange for completing the survey.
- The Visitor Survey response rate was 85%.

Measures

- The Checklists began with a branching question to determine the type of interaction being recorded and followed with questions specific to type of interaction.
- Following Simple interactions, GSAs recorded only minimal information (i.e., date/time, GSA name, and how many visitors were involved).
- Following all other interactions, GSAs recorded these details as well as additional information, such as location, content of the conversation, and impressions of the visitor(s).
- To minimize burden for visitors, the Visitor Survey used in this initial evaluation phase included questions divided among six survey versions, each one page long.
- The Visitor Survey covered the following topics: (1) the respondent's demographics, (2) their impressions of what they learned during the interaction, (3) whether/how the interaction might influence their gambling behavior, (4) their impressions of the GameSense Advisor, (5) their impressions of, and responses to, GameSense services, (6) their gambling history, and (7) how they became aware of GameSense.
- The Visitor Survey offered visitors an opportunity to provide written comments as well.

Analytic Strategy

- We provide descriptive statistics for all Checklist variables to summarize trends in GSAs' activities.
- We present descriptive statistics for all Visitor Survey questions.
- Additionally, we examined whether visitors with different characteristics (e.g., men versus women, older visitors versus younger visitors) provided similar responses to key survey questions. These analyses explored differences in the visitors' responses to and satisfaction with GameSense services. Such findings could be useful for improving service delivery.

Results

Data Sources

- GSAs completed checklists for a total of 5,659 interactions during the evaluation period.
- Respondents completed a total of 982 Visitor Surveys.

Services Provided

- GSAs reported that the 5,659 interactions they reported involved at least 9,343 visitors. GSAs had about 31 interactions with visitors each day and interacted with about 52 visitors each day.
- Most reported interactions were of the Simple type (69.7%), followed, in descending order, by Exchange (16.0%), Instructive (13.0%), and Demonstration (1.2%).
- In most of the Simple interactions (52.1%), GSAs spoke with two visitors. On the other hand, most Instructive interactions (51.3%) were with one visitor. Demonstrations tended to include one visitor (35.7%) or two visitors (42.9%) fairly equally. Most Exchanges (63.1%) were with one visitor.
- About 75% of Instructive, Demonstration, and Exchange interactions began as Simple interactions.

GSA Workload

- GSAs did not divide the visitor interaction work equally; two GSAs were substantially over-represented in terms of interactions reported and Visitor Surveys.

Available Space

- Demonstration and Exchange interactions were most likely to occur in the GameSense Info Center, whereas Instructive interactions were more likely to occur on the casino floor.

Peak Times

- Checklists were most likely to be completed on Fridays and Saturdays and between 12pm-6pm.
- Respondents typically completed Visitor Surveys on Fridays and Saturdays and between 12-3pm.

Visitor Characteristics

- GSAs estimated that 54.5% of the visitors were men and 44.8% were women. They estimated that a plurality of visitors (44.3%) were between 51-70 years old and that most (93.8%) were casino patrons, rather than casino employees, “concerned others,” or others. They perceived that most (77.0%) were experienced with gambling. GSAs perceived few (0.5%) to be under the influence of alcohol or other drugs, and they perceived 7.5% to be emotionally distressed in some way.
- GSAs tended to report that they had not previously interacted with a given visitor (58.6%). GSAs reported that the remaining 40.6% were “repeat customers.”
- According to Visitor Surveys, the modal respondent was a 60-year old, White, non-Hispanic woman who had a high school diploma or equivalent.

Information and Resources Provided

- In most (93.9%) of the Instructive interactions, GSAs provided information about responsible gambling.
- GSAs reported that during most Exchange interactions, they provided information or advice verbally (92.1%). Another common behavior was providing written information (e.g., pamphlets), something they reported doing during 20.2% of Exchange interactions.
- Survey respondents often reported that they learned about strategies to keep gambling fun (76.7%). Respondents were much less likely to indicate that they had learned about a topic related to help or treatment for gambling problems (3.8-5.0%, depending on the topic).
- About half of respondents reported that, as a result of their conversation with a GSA, they would tell someone else about the GameSense Info Center (56.9%). Slightly fewer indicated that they would visit the GameSense website (52.1%). A minority of respondents indicated that they would think about their own gambling (32.6%). Few respondents indicated that they would take steps to reduce their gambling (6.3%) or seek professional help (2.1%) as a result of their conversation with a GSA.

Audience Appeal

- Most respondents (88.9%) reported that anyone who gambles could benefit from having a conversation with a GSA. A minority of respondents (25.2%) reported that people experiencing gambling-related problems would benefit from a conversation with a GSA. Similarly, a minority (30.4%) reported that people at-risk for experiencing gambling-related problems would benefit from a conversation with a GSA.
- GameSense rarely attracted casino patrons with serious concerns. Rather, respondents typically presented with minor concerns, such as being curious about GameSense, which was reported in 69.3% of Visitor Surveys.
- GameSense attracted casino patrons without extensive gambling histories. The modal respondent engaged in one type of gambling within the past year. The majority of re-

spondents (83.6%) reported experiencing no gambling-related problems during their lifetimes.

Working Alliance

- Most (94.5%) respondents indicated that they were very satisfied or extremely satisfied with their conversation with a GSA.
- Most respondents (77.8%) reported that their visit to the GameSense Info Center enhanced their visit to the casino and most (77.1%) reported that it did not detract from their visit to the casino. Most (82.0%) reported that they would visit the GameSense Info Center again.
- Respondents typically reported that the GameSense Info Center space was private (79.5%) and comfortable (80.1%).
- Respondents reported positive impressions of their GSAs. They often reported that their GSA was caring (87.4% strongly agreed), was helpful (86.8% strongly agreed), was knowledgeable (87.4% strongly agreed), and listened to them (88.1% strongly agreed).
- The majority of respondents (87.7%) felt that their concern(s) were completely resolved. Fewer respondents (5.0%) indicated that their concern(s) were not at all or somewhat resolved. This pattern varied somewhat among different GSAs.
- Respondents in different demographic groups (i.e., gender, race, ethnicity, age, education) provided similar responses to questions about their satisfaction with GameSense services, their impressions of GSAs, and the extent to which their concerns were resolved.
- Respondents wrote generally positive comments about their experiences with GameSense and specific GSAs.

Attracting Visitors

- Half of respondents (50.0%) had not heard about GameSense before their current visit to Plainridge Park Casino.
- Visitors typically learned about the GameSense Info Center on site: by walking past it (65.0%); seeing a kiosk (35.0%); or seeing an ad or sign (11.1%).
- Visitors initiated a little over half (53.5%) of Exchange interactions.

Range of Services Provided

- After reviewing all service data, we conclude that GSAs reported providing primary prevention services to the largest group of visitors, but only rarely provided secondary prevention services or a pathway to tertiary prevention. This general pattern is consistent with the relative population prevalence of Level 0, 1, 2, 3, and 4 gambling (i.e., (1) no gambling, (2) gambling without problems, (3) gambling with sub-clinical symptoms, (4) gambling patterns that can be diagnosed at the clinical level, and (4) gamblers who seek treatment) in the general population. This nomenclature has been used in the peer-reviewed literature since 1996 (Shaffer & Hall, 1996).

Discussion

- Within the Discussion, we review the rationale for this evaluation and the need for rigorous evaluation of all responsible gambling initiatives.
- We review the number of interactions GSAs reported and the number of visitors with whom they interacted, in total and per day. PPC visitor traffic during the study period

was not disclosed to us. Therefore, we were unable to estimate the approximate proportion of visitors with which GSAs reported they interacted.

- Our combined review of services provided suggests that GSAs provided services in a way that aligns with the likely range of need in the population.
- GSAs appear to be communicating effectively that their services are appropriate for all gamblers, but visitors were less likely to report that their services would be beneficial for those with, or at risk of developing, a gambling disorder. In addition, very rarely did visitors approach GSAs with serious concerns. These findings suggest that the GameSense program should improve the visibility of the full-range of services offered and consider expanding services, to improve the likelihood that visitors will see the program as useful to those who gamble beyond Levels 1 and 2.
- It appears the location of the GSIC has been successful in attracting new visitors.
- Visitors who completed surveys provided positive reviews of the GameSense services and interactions with the individual GSAs. We caution that these surveys are not representative of all casino patrons who have contact with GSAs, nor Plainridge Park Casino patrons more generally.
- The Visitor Survey data are limited in other important ways. The highly skewed distributions of visitor satisfaction questions might reflect a halo effect, which is common to such satisfaction surveys. Due to the evaluative nature of the questions in this phase of the Visitor Survey, we cannot conclude whether GameSense services positively impacted visitors' knowledge or use of responsible gambling strategies. A prospective study design is necessary to evaluate this issue.
- These findings summarize operations within the Plainridge Park Casino GameSense program, not to GameSense, generally, or other similar information centers. Other implementations of GameSense might yield different results.
- The discussion includes several recommendations. Anecdotal evidence indicates a need to explore the possibility that GSAs are distressed by some of the more emotionally demanding aspects of their duties and, if so, whether they can be better prepared for these kinds of experiences. We recommend supplementing this report's findings with an examination of Plainridge Park Casino employees' opinions and knowledge of the GameSense program, along with a cost/benefit analysis to inform future decisions about investing resources into GameSense programs and services. Along the same lines, policy makers should consider these findings in relation to the legislative mandate for operators to provide on-site space for an independent substance abuse, compulsive gambling, and mental health counseling service. With some caveats in mind, we note that there is no indication that GameSense Advisors currently are providing substance use/mental health counseling services, beyond referral to treatment/self-help for gambling problems.

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Introduction

1.1. Background

During November 2011, Massachusetts Governor Deval Patrick signed legislation allowing for gambling expansion across the Commonwealth, including up to three destination resort casinos and one slots facility. The Gaming Act created the Massachusetts Gaming Commission (MGC), an independent body tasked with overseeing the licensing and implementation of new gaming venues. The MGC was also tasked with establishing a research agenda to study the social and economic consequences of expanded gaming, among other responsibilities.

The 2011 legislation includes several mandates designed to mitigate potential social harm associated with new gambling opportunities. Among these mandates is the requirement for each newly licensed gaming operator to “provide complimentary on-site space for an independent substance abuse, compulsive gambling, and mental health counseling service” (“Bill H03697,” 2011)¹ to be selected by the Commission.

During September 2014, the Commission adopted a Responsible Gaming Framework to inform all responsible gambling-related regulations. Strategy 2.3 of the Responsible Gaming Framework (Massachusetts Gaming Commission, 2014b) specifies that operators will meet the on-site space requirement by providing for the establishment of responsible gambling information centers (RGICs). The Framework further specified providing player education as the central goal of the RGICs.

During Fall 2014, the Commission adopted the GameSense brand, developed by the British Columbia Lottery Corporation (BCLC), to unify and market the operations of the RGICs. Commission Chairman Steve Crosby stated that the GameSense marketing and branding package is “intended to engage players and the public with responsible gaming and problem gambling information and tools while removing the stigma often associated with accessing these resources (Massachusetts Gaming Commission, 2014a)”.

When Plainridge Park Casino opened its doors during June, 2015, the GameSense program operating inside it became the first RGIC operating in the United States. The MGC contracted with the Massachusetts Council on Compulsive Gambling (the MCCG) to staff the GameSense program. Staff members of the GameSense program are called GameSense Advisors (GSAs).

The MGC has contracted with the Division on Addiction at Cambridge Health Alliance to provide an evaluation of the GameSense program at Plainridge Park Casino. The Division has worked with the MGC and MCCG to develop this evaluation, and this evaluation’s protocol reflects contributions from all organizations. This report summarizes data collected using two instruments designed jointly by the Division, the MGC, and the MCCG. This report summarizes data collected during the period December 1, 2015 through May 31, 2016.

¹ <https://malegislature.gov/Laws/SessionLaws/Acts/2011/Chapter194>

1.2. Understanding Responsible Gambling

Responsible gambling (RG) is a term that incorporates a variety of concepts aimed at reducing the incidence and prevalence of gambling-related harms experienced at an individual and societal level. These concepts include consumer protection, community/consumer/staff awareness and education, and access to reliable help services and mental health treatment.

A group of international researchers developed the Reno Model (Blaszczynski, Ladouceur, & Shaffer, 2004), which was the seminal architecture for developing RG programs. The Reno model provides a structural framework that shapes the development, maintenance, evaluation and ethical application of RG concepts and activities. These activities can be integrated with existing public health policy, gambling industry corporate social responsibility programs, and other health care operations (Blaszczynski et al., 2011; Blaszczynski et al., 2004; Collins et al., 2015; Ladouceur, Blaszczynski, Shaffer, & Fong, in press; Shaffer, Ladouceur, Blaszczynski, & Whyte, 2016). The purpose of an RG initiative is to establish organized strategies that encourage patrons to gamble responsibly. These initiatives also rely on the gambling providers to ensure their patrons are aware of the potential risks associated with gambling (Blaszczynski et al., 2011). Once an RG initiative has been established, researchers can empirically test the effectiveness of the initiative on gamblers.

Four common elements found in RG initiatives are (1) pre-commitment, (2) self-exclusion, (3) treating comorbid conditions, and (4) evaluating treatment outcomes (Shaffer et al., 2016). Other RG initiatives are possible. Currently, there is little scientific evidence that suggests common RG initiatives are effective in preventing gambling-related harm (Shaffer et al., 2016). Research regarding pre-commitment (i.e. allowing patrons to set monetary and/or time limits on their gambling) is currently inconclusive (Ladouceur, Blaszczynski, & Lalande, 2012). Self-exclusion programs appear to have a positive short-term impact but, as time goes on, these programs have a declining impact (Ladouceur & Lachance, 2007). Because co-morbid conditions (e.g., depression, anxiety, substance use disorders) frequently appear in the population of individuals with gambling-related problems (Abbott, Williams, & Volberg, 2004; Kessler et al., 2008), allocating resources to identify and intervene with patrons who have, or are at risk for having, mental health/substance use disorders might advance the central goals of responsible gambling. With regard to the fourth common element of RG initiatives, the Reno model group recently argued that despite the costs of evaluating gambling treatment outcomes, “the onus remains on the clinician to guarantee that the intervention offered is in the best interest of the client (beneficence), does no harm (maleficence), and is not only based on empirical evidence but also administered in a competent and effective manner” (Shaffer et al., 2016, p. 306). Though Shaffer et al. (2016) focused on evaluating treatment outcomes in the context of therapy, the same ethical considerations apply to evaluating the outcomes of population-based responsible gambling programs. In particular, rigorous evaluation can help ensure that responsible gambling programs aimed at casino patrons and employees do no harm and are administered in a competent and effective manner. In the following section, we describe the rationale for, and process of, evaluating responsible gambling programs.

1.2. Rationale for Evaluating Responsible Gambling Programs

One potential social consequence of expanded gaming is the development of gambling problems among casino patrons and employees. Responsible gambling programs hold the potential to minimize gambling problems among these groups. However, the safety and efficacy of responsible gambling programs is uncertain in the absence of rigorous evaluation. Testing whether a program does no harm to its target audience is just as important as testing whether it reduces harm.

As Figure 1 illustrates, an effective evaluation begins at the earliest stages of the development of any responsible gambling program. Planners should develop, implement, and refine data monitoring systems in tandem with the responsible gambling program itself. The data monitoring system should allow program staff to gather all the data necessary for a thorough evaluation; ideally, it will not substantially burden program staff. To allow evaluators to draw conclusions about the effectiveness of the responsible gambling program, the monitoring system must monitor not just outcomes (i.e., knowledge, attitudes, and behavior change after contact with the responsible gambling program), but also program process and penetration (i.e., the extent to which the program is reaching its target audience). Evaluators can use inputs such as the number of patrons and employees exposed to the responsible gambling program, and the extent of patrons' and employees' involvement with the program, to assess program penetration. Evaluators often use patron and employee surveys to measure program outcomes such as responsible gambling behavior and awareness of resources, ideally using a longitudinal design. The evaluation team should meet on a regular basis with the program staff to check for issues with data monitoring. Additionally, the evaluation team should analyze data on a regular basis and report findings to key stakeholders, including program planners and staff, creating a data-driven feedback loop that further enhances the responsible gambling program. This knowledge increases the evidence base for the program, essentially "training" it to be more useful over time. This report represents the first cycle of this evaluation loop.

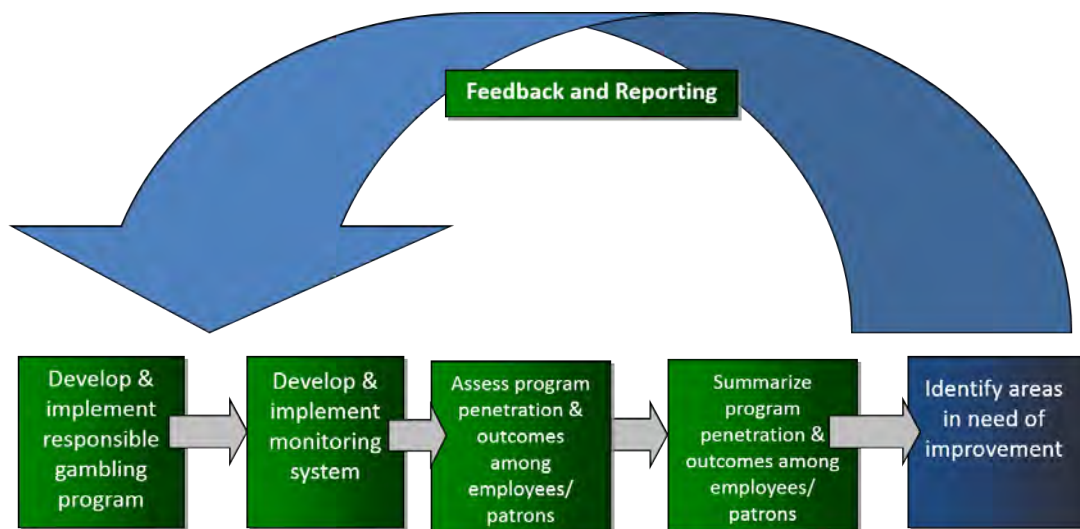


Figure 1: Feedback Evaluation Loop as Applied to Responsible Gambling Programs

1.3. Responsible Gambling Information Centers

RGICs are typically designed as part of a broader mission to mitigate potential harms associated with gaming expansion. One 2007 evaluation of two Ontario RGICs indicated that visitors were satisfied with the information they received and gave the staff high ratings in terms of their approach, knowledge, and helpfulness (The Osborne Group, 2007). Boutin, Tremblay, and Ladouceur (2009) went a step further in their evaluation of an onsite information center located in Montreal, Quebec. In addition to providing a profile of visitors (i.e. most were seniors, occasional slot machine players, who reported being "always in control" of their gambling), these researchers examined change over time in visitors' gambling beliefs and behavior. Compared to control group participants, participants who visited the onsite information center had more improvement in their knowledge about ran-

domness within slot machine play. However, neither group changed their gambling behavior after visiting the center. Boutin et al. (2009) called for further study of the responsible gambling impact of these centers. This report represents a step in this direction.

1.4. Evaluation Goal 1: Conduct an Epidemiology of Services

As mentioned earlier, the GameSense program at Plainridge Park Casino is the first of its kind in the United States. Few studies have evaluated RGICs in any jurisdiction. Therefore, our first goal was to provide a basic epidemiology of services. Our specific Research Questions were as follows:

- (1) How many interactions of each type are GSAs having with visitors? How many visitors are involved in these interactions? How frequently do GSAs transition from one type of interaction to another?
- (2) How are GSAs dividing up the workload?
- (3) How are GSAs using the available space?
- (4) What are peak times for visitor interactions?
- (5) What are the characteristics of visitors to the GameSense program?

1.5. Evaluation Goal 2: Evaluate Progress toward Stated Goals

We sought to evaluate the GameSense program at PPC according to a clear set of program goals. We used public documents and program planners' public comments to summarize program goals. Various sources describe the goals of GameSense and GSAs in different ways, including whether the GSAs would have clinical training and would be asked to perform clinical duties, such as brief interventions (Massachusetts Council on Compulsive Gambling, 2016; MCG Open Meeting, 2014a). This evolving variety of purpose creates some challenges for describing the full set of program goals. However, according to the MGC, the *primary* goal of the RGICs within new gambling venues currently is to "communicate and promote responsible gaming information and resources and programs in Massachusetts (MCG Open Meeting, 2014b)" The MGC describes GameSense as "... an innovative and comprehensive Responsible Gaming strategy... to encourage responsible play and mitigate problem gambling" (Mass Gaming Commission, 2016). The Responsible Gaming Framework (Massachusetts Gaming Commission, 2014b) further specifies that RGIC staff should share with patrons responsible gambling tips, knowledge of how games work, and the inaccuracies and dangers of common gambling myths. This goal derives from the observation that people who hold irrational gambling-related beliefs (e.g., "It's my lucky day – I should buy a lottery ticket;" "I've lost four times in a row, so I must be due a win") are more likely than others to experience, and persist in experiencing, gambling problems (e.g., Ladouceur & Walker, 1998; Leonard & Williams, 2016; Toneatto, Blitz-Miller, Calderwood, Dragonetti, & Tsanos, 1997).² Moreover, MGC's Director of Research and Responsible Gaming, Mr. Mark Vander Linden, recommended that the Commission take a population-based approach to all its responsible gambling initiatives, including GameSense, applying its messaging "across prevention, across intervention, across treatment, and across recovery (MCG Open Meeting, 2014b)".

² Therapies that encourage patients to recognize and correct their cognitive distortions (i.e. cognitive restructuring) often help patients reduce their gambling and feel more in control (Fortune & Goodie, 2012). On the other hand, there is little evidence that simple mathematical education, such as information about gambling probabilities, is useful for changing gambling behavior. In reviewing this evidence, Fortune and Goodie (2012) suggest that individuals fail to translate abstract facts about gambling to their own gambling. More broadly speaking, previous attempts to educate and inform the public as a strategy to prevent risk decision-making associated with psychoactive substance use, though well intentioned, have not met specified goals (Ennett, Tobler, Ringwait, & Flewelling, 1994; Tobler, 1986).

Therefore, this evaluation will consider the extent to which the GameSense program at Plainridge Park Casino is meeting **the goal of providing responsible gambling information and resources across the spectrum of needs**. Specific research questions are as follows:

- (6) What actions are GSAs taking during these interactions?
- (7) What do visitors say they are learning during these interactions?
- (8) What do visitors say about how these interactions might affect their gambling behavior?

During a December 2014 MGC Open Meeting, representatives of the MGC, the MCCG, and Penn National (the operator of Plainridge Park Casino) identified three additional goals of the new RGICs. First, they specified that the RGICs should have universal appeal. Director Vander Linden identified limited appeal as a potential weakness of RGICs and recommended the GameSense brand partly on the basis of its presumed appeal to all players, not just those with problems. Ms. Marlene Warner, Executive Director of the MCCG, echoed this sentiment when she praised the GameSense brand for its presumed appeal to both recreational gamblers as well as those interested in self-exclusion; she suggested that the GameSense program “really needs to meet a continuum of the needs in terms of the folks interested in walking in” (MCG Open Meeting, 2014a). Therefore, we evaluated the extent to which the GameSense program at Plainridge Park Casino is meeting **the goal of appealing to a wide audience**. Specific research questions are as follows:

- (9) According to visitors, who might benefit from GameSense services?
- (10) What are the concerns, if any, of those who interact with GameSense Advisors?
- (11) Do those who interact with GameSense Advisors report extensive gambling histories and gambling-related problems?

The British Columbia Lottery Corporation developed GameSense as part of its mission to move away from the image of the “gambling police” and toward that of a “friendly helper” or “supportive peer” (Smith, 2014, p. 8); their goal was to attract the widest possible audience by appearing “trustworthy, proactive, effective, and transparent” and “friendly, genuine and helpful.” When it adopted the GameSense brand and programming during Fall 2014, the MGC signaled that it recognized the importance of RGIC staff building a working alliance with casino patrons. A working alliance³ is a collaborative relationship between a therapist and client, marked by an affective bond and agreement between the therapist and client on treatment goals and tasks (Martin, Garske, & Davis, 2000). Strong working alliances predict diverse positive outcomes such as medication adherence, fewer symptoms of PTSD, and less frequent marijuana use (as reviewed by Martin et al., 2000). RGICs are not therapeutic environments but still have the potential to promote healthy behavior change, and the establishment of a strong working alliance between GameSense Advisors and casino patrons might mediate such change. Therefore, we generated several research questions to evaluate the extent to which the GameSense Advisors are meeting **the goal of establishing strong working alliances with patrons**:

- (12) To what extent are visitors satisfied with GameSense services?
- (13) What are visitors’ impressions of GameSense Advisors?
- (14) Do visitors report that their concerns, if any, have been resolved following discussions with GameSense Advisors? Do their reports vary according to GSA?
- (15) Are members of different demographic groups (e.g., men versus women, older patrons versus younger patrons) equally responsive to GameSense services?

³ Researchers tend to use the terms “working alliance,” “therapeutic alliance,” “therapeutic bond,” and “helping alliance” to refer to therapist-client alliances marked by collaboration, an affective bond, and shared treatment goals and tasks.

Finally, stakeholders emphasized the need for the GameSense program to be highly visible and centrally located within the casino in order to attract as many casino patrons as possible. At the same time, Director Vander Linden emphasized the need to spread the GameSense message beyond the casino, “within online media, within other types of branding opportunities in the community” (MCG Open Meeting, 2014b). As mentioned, the concept of a Responsible Gambling Information Center is entirely new to the United States. Some specific research questions followed from **the goal of attracting visitors from both inside and outside the casino:**

- (16) How did visitors first hear about GameSense? What proportion of visitors learned about GameSense onsite, versus outside the casino?

We addressed these 16 research questions using a combination of data sources. For some questions, we summarized the self-recorded activities of the GSAs who staff the GameSense program. For other questions, we summarized visitors’ responses to brief surveys. We addressed some questions using both data sources. We note from the outset that the conclusions we draw based upon Visitor Survey data are limited because the MGC only allowed for surveying visitors who had the highest level of engagement with GSAs, as defined in the next section.

This report is one component of a larger Division on Addiction evaluation that will integrate several sources of information concerning the effectiveness of the GameSense program. In addition to the current report, we intend to assess the relationship between GameSense contact, diversely defined, and visitors’ gambling knowledge and behavior, and the perceived value of the GameSense program among Plainridge Park Casino employees. Additionally, we intend to evaluate the other two responsible gambling initiatives deployed in the new Massachusetts gambling venues (i.e. Play My Way, the voluntary play management system and the voluntary self-exclusion program).

Methods

2.1. Procedures

2.1.1. Setting

Plainridge Park Casino (PPC) opened on June 24, 2015. It is a 106,000 square foot facility with 1,250 gaming units. During the window of observation, four full-time staff served as GameSense Advisors. In this report, for privacy purposes, we refer to them as GSAs #1-4. GSAs were on duty from 10am to 2am each day. The GameSense Info Center is located on the pathway from the parking garage elevators to the casino floor.

2.1.2. Checklist

2.1.2.1. Purpose and Development

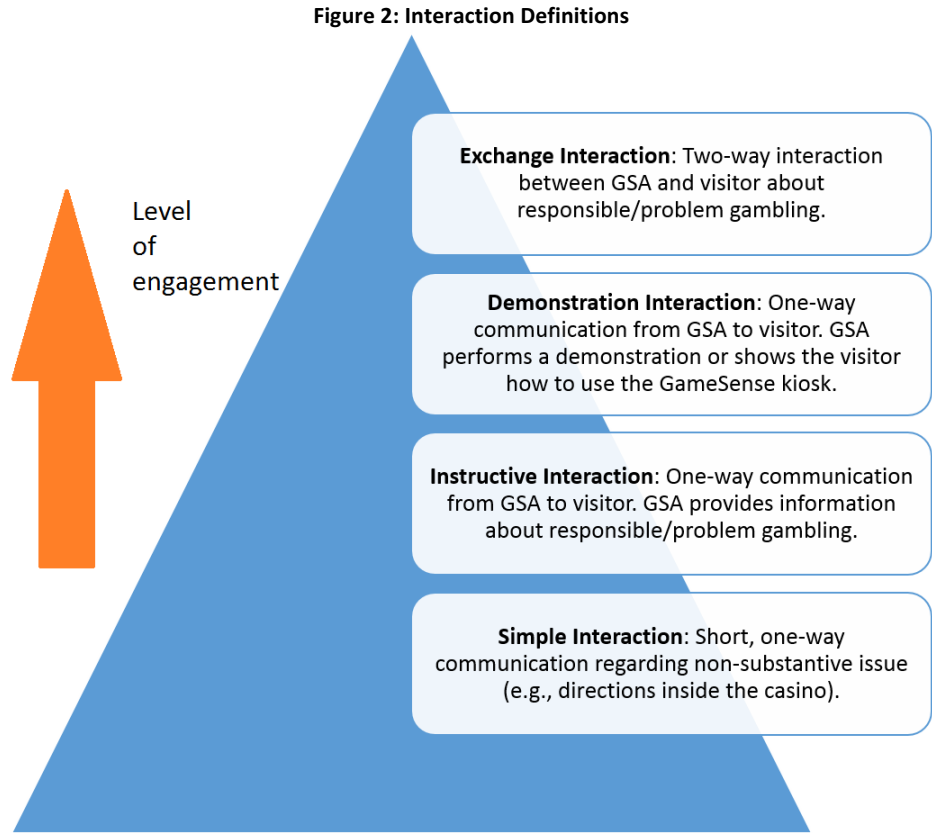
The GameSense Checklist was intended to be a record of all interactions between GSAs and visitors. Throughout this report, we use the term “visitor” to refer to an individual who interacted with a GSA within the context of GameSense services, either within the GameSense Info Center or elsewhere in the casino. Visitors could be PPC patrons, PPC employees, or others.

During the development of the GameSense program, the Division on Addiction emphasized that Checklist data composed an enduring GameSense record keeping system for the Commonwealth of Massachusetts. The Division on Addiction, the MGC, and the MCCG developed the Checklist collabo-

ratively and made changes as necessary to maximize the amount of collected information and minimize administrative burden for the GSAs.

2.1.2.2. Interaction Categories

Before PPC opened, we developed a system for classifying GSAs’ interactions with visitors. This system was necessary to facilitate accurate completion of the Checklist. We improved this system during the months after PPC opened based on GSA feedback. Figure 2 provides interaction definitions that the GSAs used to classify their visitor interactions beginning on December 1, 2015. GSAs used four mutually-exclusive categories: (1) Simple (i.e. short, one-way communication regarding non-substantive issue, such as providing directions or a simple greeting); (2) Instructive (i.e. longer, one-way communication from GSA to visitor regarding responsible gambling or problem gambling); (3) Demonstration (i.e. longer, one-way communication centered around a demonstration, such as the marble game or use of the GameSense kiosk); and (4) Exchange (i.e. two-way interaction about responsible gambling or problem gambling).



Interactions often shifted from one category to another. Therefore, we asked GSAs to classify the interaction according to the *highest level of engagement* present in the interaction. To measure how often interactions transitioned from one type to another, we asked GSAs to record whether the interaction began as a different type. For instance, if an interaction began as Simple but transitioned into Instructive, the GSA categorized it as Instructive but indicated that it began as Simple.

2.1.2.3. Data Collection

We instructed the GSAs to complete a Checklist following all of their visitor interactions. In order to maintain the accuracy of the information, we instructed the GSAs to record their interactions as soon as possible after they occurred. GSAs completed the Checklist on a tablet computer using online survey software (i.e., Survey Monkey). We collected no personally identifying information about visitors within the Checklist.

Though we report on the total number of visitors represented in the Checklists, we note that this number does not reflect *unique* visitors. Visitors could be counted more than once.

2.1.3. Visitor Survey

2.1.3.1. Eligibility and Procedures

The Division on Addiction, the MGC, and the MCCG developed the Visitor Survey collaboratively. We intended the survey to provide insight into visitors' responses to the GameSense activities. We instructed GSAs to ask all visitors with whom they had an Exchange interaction to complete a survey at the completion of the interaction, with two exceptions. Visitors who indicated that they had already completed a survey were not eligible for participation. Visitors who completed a voluntary self-exclusion were also ineligible. As with the Checklist, the Visitor Survey provided no identifying information about visitors. We restricted visitor surveys to Exchange interactions at the direction of the MGC. Therefore, this report cannot reveal visitors' impressions of Simple, Information, or Demonstration interactions.

Respondents typically completed the surveys via paper-and-pencil and returned them to an onsite drop box. Completed surveys were taken to the MGC for data entry into Survey Monkey. Respondents were provided a small gift in exchange for completing the survey. They used GameSense-branded merchandise in an attempt to spread awareness of the program. During internal discussions, some GSAs mentioned that they used the small gift to incentivize visitors not only to complete the survey, but also to have a back-and-forth conversation in the first place.

It is important to note that although this report treats all responses independently, as if they were all provided by unique visitors, it is possible that some respondents contributed more than one survey. Because we did not ask respondents to provide any identifying information, we have no way to ensure that surveys are truly independent from each other.

The Visitor Survey was one-page long. We maximized the breadth of questions while minimizing respondent burden by developing six versions of the Visitor Survey. As described in more detail below, most questions were included in only one version. Some questions were included in more than one version. The Appendix provides the full set of six Visitor Surveys.

We developed a Spanish-language copy of Version 1 for use with visitors who preferred to speak and write in Spanish. When we sought translation services during Fall 2015, Version 1 was the only survey version ready for translation.

2.1.3.2. Response Rate

We calculated an approximation of response rate for the Visitor Surveys using (1) the total number of eligible visitors involved in Exchange interactions (as revealed by Checklist data) during the window of observation (December 1, 2015-May 31, 2016) and (2) the total number of Visitors Surveys entered into Survey Monkey dated during the window of observation. As Figure 3 illustrates, GSAs

reported that they had Exchange interactions with 1,155 eligible visitors, and MGC staff entered 982 Visitor Surveys dated between December 1, 2015-May 31, 2016. Therefore, the estimated response rate is 85.0% (i.e. 982/1,155). This approximated response rate is acceptable for research of this kind and should yield a sample that is representative of visitors who participated in Exchange interactions with GSAs (Singleton & Straits, 2005).

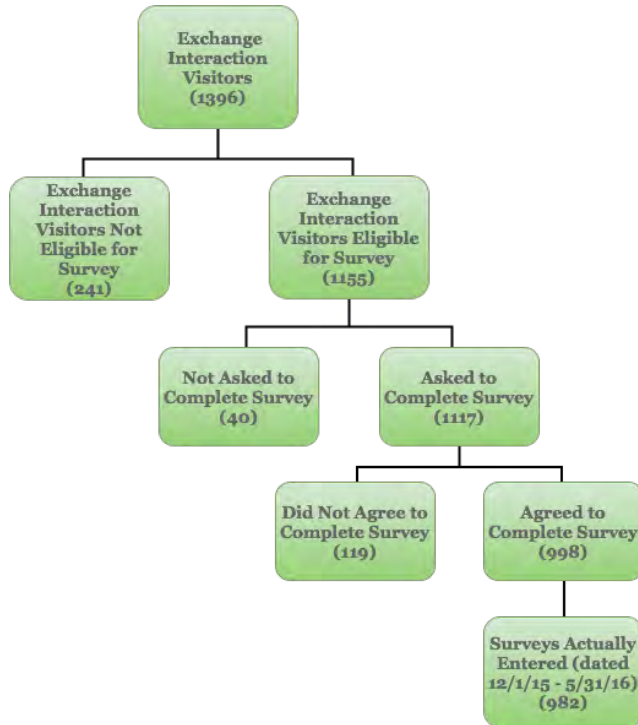


Figure 3: Response Rate Calculation Flowchart

The 982 completed surveys were fairly evenly divided among the six survey versions:

- 159 Version 1 surveys were completed (including 10 completed in Spanish).
- 162 Version 2 surveys were completed.
- 166 Version 3 surveys were completed.
- 171 Version 4 surveys were completed.
- 144 Version 5 surveys were completed.
- 180 Version 6 surveys were completed.

2.1.4. Human Subjects Protection

We documented with the Cambridge Health Alliance Institutional Review Board that our activities (i.e. secondary analysis of Checklist and Visitor Survey records) did not represent human subjects research under the federal guidelines.

2.2. Measures: Evaluation Goal 1: Conduct an Epidemiology of Services

In this section, we organize our description of the questions included in the Checklist and/or Visitor Survey according to the research questions outlined previously.

2.2.1. Services Provided

2.2.1.1. How many interactions of each type are GSAs having with visitors? How many visitors are involved in these interactions?

Checklist

The Checklist first asked GSAs to record which type of interaction they completed: Simple, Instructive, Demonstration, or Exchange. It also asked how many visitors were involved in the interaction. These questions allowed us to calculate the number of each type of interaction and the number of visitors per interaction type GSAs completed.

2.2.1.2. How frequently do GSAs transition from one type of interaction to another?

Checklist

For Instructive, Demonstration, and Exchange interactions, the Checklist asked the GSAs to report whether the interaction began as a different type and, if yes, what type. Because our categorization system asked GSAs to classify the interaction using the highest level of engagement, interactions could only transition from a lower level to a higher level. For instance, an Exchange interaction could have started as a Simple, Instructive, Demonstration, or Exchange interaction. However, an Instructive interaction could only have started as a Simple or Instructive interaction. A Simple interaction could not have started as anything else.

2.2.2. GSA Workload

2.2.2.1. How are GSAs dividing up the workload?

Checklist

The GSAs recorded their name each time they completed a Checklist. This allows us to calculate the proportion of all interactions accounted for by each GSA.

Visitor Survey

Respondents also provided the name of the GSA with whom they spoke. In some cases, the GSAs wrote their names information in directly. As with all Visitor Survey questions, their responses can only inform us about Exchange interactions.

2.2.3. Available Space

2.2.3.1 How are GSAs using the available space?

Checklist

For Instructive, Demonstration, and Exchange interactions, GSAs identified where the interaction took place (i.e., In the GameSense Info Center, On the casino floor, Pari-mutuel wagering, By website, Restaurant, or Back of house/employee area).

2.2.4. Peak Times

2.2.4.1. What are peak times for visitor interactions?

Checklist

For all interaction types, Survey Monkey recorded the date and time an individual Checklist was launched and submitted as the start date and end date, respectively. GSAs had the opportunity to enter a different start date and time to indicate that an interaction happened previously. They did so 3,646 times. In these cases, we used the GSA-entered start date and time instead of the information that Survey Monkey automatically recorded. We used start date and times to examine date/time trends in interactions. For Exchange interactions only, GSAs indicated the approximate duration of the interaction.

Visitor Survey

The Visitor Survey allowed us to examine peak times in survey completion. The first two questions asked for the date and time of the survey completion.

2.2.5. Visitor Characteristics

2.2.5.1. What are the characteristics of visitors to the GameSense Program?

Checklist

One section of the Checklist asked questions about GSAs' impressions of visitors involved in each interaction. The GSAs were asked to estimate the gender (man or woman) and age (between 18-30, 31-50, 51-70, or age 71 or older) of each visitor, for up to 2 visitors. Additionally, the GSAs described visitors in terms of type (i.e. casino patron, concerned other, casino employee, or other). The GSAs were asked if the visitor appeared (1) irritable, anxious or angry, (2) sad, (3) otherwise distressed, (4) to be under the influence of alcohol or other drugs, or (5) to be experienced with gambling. GSAs could select as many of these characteristics as applied to each visitor. We report responses to these questions within the context of Exchange interactions only.⁴

We were interested in whether visitors were having repeated interactions with GSAs. For the bulk of the study period, we asked the GSAs to report whether they had had a previous interaction with the visitor with whom they had a Simple, Instructive, Demonstration, or Exchange interaction. Although GSAs might have reported engaging with more than one visitor within a single interaction, they were asked this question only once per interaction. If GSAs responded yes," the Checklist prompted them record what type(s) of interaction(s) they previously had with the visitor (i.e., Simple, Instructive, Demonstration, or Exchange).⁵

⁴ Initially, we programmed the Checklist such that these questions would only appear when GSAs select Exchange interactions. Our goal was to minimize GSA burden. On May 6, 2016, in an effort to gather more complete data, we made changes to the Checklist so that these questions also were asked for Instructive and Demonstration interactions as well. Because the sample for Instructive and Demonstration interactions from 12/1/15 to 5/5/16 is so small, we limit the findings of this report to Exchange interactions that took place throughout the entire study period (12/1/15-5/31/16).

⁵ On May 6, 2016, we improved the Checklist so that if GSAs reported engaging with 2 visitors, they were prompted to report on previous interactions separately for each visitor, for up to 2 visitors. At the same time, we removed this section from the Simple Interaction Checklist. In this report, we only include previous interactions data collected between December 1, 2015 to May 5, 2016, inclusive and for all four interaction types.

Visitor Survey

In the Visitor Survey, respondents identified themselves in terms of (1) gender, (2) race, (3) ethnicity, (4) age, and (5) highest level of school completed. All versions of the survey included all five of these questions.

2.3. Measures: Evaluation Goal 2: Evaluate Progress toward Stated Goals

2.3.1. Provide Information and Resources across the Spectrum of Needs

2.3.1.1. What actions are GSAs taking during these interactions?

Checklist

After Instructive and Exchange interactions, GSAs described what actions they took. GSAs could check as many actions as applied. Response options for Instructive interactions included (1) I provided information about responsible gambling, (2) I provided information about Play My Way, (3) I provided information about the Helpline, and others. Response options for Exchange interactions included (1) I provided written information, (2) I provided information or advice verbally, (3) I enrolled the patron in Play My Way), and others. After Demonstration interactions, GSAs indicated which of two possible actions they took: (1) performed a demonstration to illustrate a responsible gambling concept or (2) assisted the visitor with using the GameSense kiosk.

2.3.1.2. What do visitors say they are learning during these interactions?

Visitor Survey

We asked respondents to recall the kinds of information they learned during interactions with GSAs. Version 1 included the question, “*Did you learn about any of the following during your conversation with the GameSense Advisor?*” Version 2 asked this question in a slightly different way: “*Did the GameSense Advisor share information about any of the following with you?*” In both cases, response options ranged from less serious to more serious. They included (1) strategies to keep gambling fun, (2) the Play Management system: what it is, how it works, (3) how gambling works, (4) a referral for gambling treatment, (5) how to get other support for gambling-related problems, (6) how to get legal or financial help, (7) the voluntary self-exclusion program, and (8) none of these. For both of these questions, visitors could check multiple response options.

2.3.1.3. What do visitors say about how these interactions might affect their gambling behavior?

Visitor Survey

In Version 5, we asked, “*As a result of your conversation with the GameSense Advisor, will you...*” Response options included (1) visit the GameSense website, (2) tell someone about the GameSense Info Center, (3) call the problem gambling helpline, and others. Respondents could select multiple options.

2.3.2. Appeal to a Wide Audience

2.3.2.1. According to visitors, who might benefit from GameSense services?

Visitor Survey

In Version 4 we asked, “Which groups of people might benefit from having a conversation with a GameSense Advisor?” Respondents could select as many answer choices as they wished; options were (1) anyone who gambles, (2) people at risk for developing a gambling problem, (3) people who have a gambling problem, and (4) other.

2.3.2.2. What are the concerns, if any, of those who interact with GameSense Advisors?

Checklist

After Exchange interactions, GSAs summarized visitors’ initial concerns (e.g., the visitor wanted help or information about responsible gambling, the visitor needed information about the Helpline, the visitor wanted a referral for treatment for problem gambling). We defined responsible gambling information in this context as “how to play the games, odds of winning/losing, gambling myths, house advantage, randomness, how to keep gambling fun.”

Visitor Survey

Included in all versions of the survey was the question, “Did you have any of the following concerns when you began your conversation with the GameSense Advisor?” Response options included (1) being curious about GameSense, (2) wanting to learn more about how gambling works, (3) wanting to learn more about or enroll in voluntary self-exclusion, and others.

2.3.2.3. Do those who interact with GameSense Advisors report extensive gambling histories and gambling-related problems?

Visitor Survey

We asked visitors two questions about their gambling history. In Version 3, we asked, “Which of the following have you done in the last year?” We listed 9 types of gambling activities and instructed respondents to endorse as many as applied to them. We used respondents’ answers to describe their gambling histories; “extensive gambling history” is not a formal term but is instead our way of describing respondents who report engaging in more rather than fewer forms of gambling during the past year. To identify the extent of visitors’ gambling-related problems, we asked in survey Version 4, “Have you ever had any of these problems with your gambling?” Response options were (1) I had money problems because of my gambling, (2) I had problems with friends or family members because of my, (3) I had problems at work because of my gambling, (4) I had legal problems because of my gambling, (5) I had problems with my physical health because of my gambling, (6) I had problems with my mental health because of my gambling, (7) I was cheated while gambling, and (8) I had some other kind of problem because of my gambling. Respondents could select as many answers as applied to them.

2.3.3. Establish a Strong Working Alliance with Visitors

2.3.3.1. To what extent are visitors satisfied with GameSense services?

Visitor Survey

Survey 6 included the question, “*How satisfied are you with your interaction with the GameSense Advisor?*” Response options were (1) not at all satisfied, (2) slightly satisfied, (3) moderately satisfied, (4) very satisfied, and (5) extremely satisfied.

We used several other questions to study visitors’ responses to GameSense services. Some of these questions concerned the GameSense Info Center itself: we asked those who visited the GameSense Info Center (1) whether their visit enhanced their visit to PPC, (2) whether it detracted from their visit to PPC, and (3) whether they would visit the GameSense Info Center again. These questions were included in Versions 2 and 5. Version 3 asked whether visitors they felt the GameSense Info Center space was private and whether it was comfortable.

2.3.3.2. What are visitors’ impressions of GameSense Advisors?

Visitor Survey

One multi-part question included in Version 1 tapped visitors’ impressions of the GameSense Advisors with whom they interacted. This question was worded, “*My GameSense Advisor... was caring, was helpful, was knowledgeable, and listened to me.*” Visitors were asked to select one response per question stem, and response options were (1) strongly disagree, (2) disagree, (3) uncertain, (4) agree, and (5) strongly agree.

2.3.3.3. Do visitors report that their concerns, if any, have been resolved following discussions with GameSense Advisors? Do their reports vary according to GSA?

Visitor Survey

To assess visitors’ impressions of how well GSA answered their questions or resolved their concerns we asked, “*To what extent was your primary question answered or your primary concern resolved?*” Response options were (1) not at all, (2) somewhat, and (3) completely. For this question, which was included in all versions of the survey, visitors could only provide one response. After describing trends across all Visitor Surveys, we examined trends separately according to the particular GSA(s) with whom the respondent met.

2.3.3.4. Are members of different demographic groups (e.g., men versus women, older patrons versus younger patrons) equally responsive to GameSense services?

Visitor Survey

We conducted interaction analyses to test the null hypothesis that visitors with different characteristics (e.g., gender, age, highest level of education) provided similar responses to survey questions. For these tests, we focused on three key outcomes: (1) whether the visitor reported that his/her concern was completely resolved; (2) the visitor’s reported satisfaction with the services provided; and (3) the visitor’s impressions of the GSA with whom he/she spoke. We conducted these tests to learn more about the potential need to target GameSense services to particular groups of visitors. As a hypothetical example, if women visitors report less satisfaction with GameSense services than men, this finding would suggest that GSAs need to improve their interactions with women.

2.3.5. Attract Visitors from both Inside and Outside the Casino

2.3.5.1. How did visitors first hear about GameSense? What proportion of visitors learned about GameSense onsite, versus outside the casino?

Visitor Survey

We used two questions to learn about visitors' awareness of the GameSense Info Center before they arrived at the casino. The first question, included in Versions 2 and 5, was "*Did you know about the GameSense Info Center before today's visit?*" Another question, included in Version 6, was "*Have you heard about the GameSense Info Center from any of these sources?*" Response options included (1) walking by it, (2) seeing an ad, (3) reading about it in the newspaper, and others. Respondents could select multiple options.

2.3.5.2 Who initiated interactions between GSAs and visitors?

Checklist

To understand how GSA-visitor interactions emerged, we asked GSAs "*How did the interaction begin?*" We asked this question only in the context of Exchange interactions. Answer choices were (1) I approached the visitor(s), (2) the visitor(s) approached me, (3) security introduced the visitor(s) to me, (4) another casino employee introduced the visitor(s) to me, (5) state police introduced the visitor(s) to me, (6) a gaming agent introduced the visitor(s) to me, and (7) a concerned other introduced the visitor(s) to me). GSAs could select only one answer.

2.4. General Comments

At the end of all versions of the survey, visitors were asked to provide comments on their experiences.

2.5. Analytic Plan

2.5.1. Checklist

We generated descriptive statistics for all Checklist variables. More specifically, we present frequency distributions to summarize GSAs' responses to each Checklist question. Where appropriate, we present additional descriptive statistics, such as mean, standard deviation, and range.

2.5.2. Visitor Survey

As with the Checklist findings, we present descriptive statistics (e.g., frequencies, means, standard deviations) for all Visitor Survey questions. We used appropriate statistical tests to test the null hypothesis that visitors with different characteristics were equally responsive to GameSense services.

2.5.3. A Note on Percentages and Missing Values

For many of the questions in the Checklist and Visitor Survey, determining the number of expected responses was fairly straightforward. Whenever we asked GSAs or visitors to provide one and only one response, the expected number of responses was simply the number of times the question was asked. In these cases, we determined the number of missing observations as simply the number of times a GSA or visitor did not answer question. We described the relative frequency (i.e., percentages) of each response by dividing the observed frequency of each response by the total number of expected responses. Other questions in the Checklist or Visitor Survey did not require any response

at all and/or allowed for multiple responses. For example, GSAs could report that they discussed several different topics within a single Exchange interaction. Visitors could report that they had experienced multiple gambling-related problems, or no problems at all. For these questions, we do not report on missing observations. We calculated percentages using the number of times the question was asked as the denominator. However, those percentages do not necessarily sum to 100%. Throughout the Results section, we provide notes to assist the reader in interpreting each type of question.

Results

3.1. Evaluation Goal 1: Conduct an Epidemiology of Services

3.1.1. Services Provided

3.1.1.1. How many interactions of each type are GSAs having with visitors? How many visitors are involved in these interactions?

In total, GSAs completed 5,659 Checklists during the window of observation. This number translates into about 31.4 interactions per day. The GSAs reported interacting with a total of 9,342 visitors, or about 51.9 per day. However, within 68 Checklists, GSAs did not indicate the number of visitors with whom they interacted. Our estimate of 9,342 visitors is therefore an underestimate of the total visitors who engaged with GSAs during the window of observation.

Table 1 shows the total number and frequency of each type of interaction. GSAs reported that most of their interactions were of the Simple type (69.7%), followed by Exchange (16.0%), Instructive (13.0%), and Demonstration (1.2%). Of the 9,343 total visitors represented in the Checklists, most (71.3%) had Simple interactions with GSAs.

Table 1: Total Interactions, Total Visitors, and Visitors per Interaction, Overall and By Interaction Type

Interaction Type	Total Interactions		Total Visitors	
	N	%	N	%
Simple	3,946	69.7	6,664	71.3
Instructive	735	13.0	1,128	12.1
Demonstration	70	1.2	154	1.6
Exchange	908	16.0	1,396	14.9
Total	5,659	100.0	9,342	100.0

Table 2 shows trends in the number of visitors per interaction, separately for each interaction type. The majority of Simple interactions (52.1%) included two visitors, though interactions with only one visitor were common as well (39.8%). This pattern was reversed for Instructive interactions, when GSAs most commonly spoke with one visitor (51.3%) and discussions with two visitors were less frequent (35.9%). Similarly, GSAs tended to have Exchange interactions with just one visitor (63.1%). They had Exchange interactions with two visitors 23.5% of the time. Numbers were split for Demonstrations: interactions with one visitor (35.7%) and with two visitors (42.9%) were about equally frequent. Interactions with more than two visitors were rare, across all interaction types.

Table 2: Number of Recorded Visitors per Interaction

Interaction Type	# Visitors Recorded	n	%
Simple (n = 3946)	1	1571	39.8
	2	2057	52.1
	3	231	5.9
	4	69	1.7
	5	2	0.1
	Missing	16	0.4
Instructive (n = 735)	1	377	51.3
	2	264	35.9
	3	49	6.7
	4	9	1.2
	5	1	0.1
	6	1	0.1
	7	1	0.1
	22	1	0.1
	Missing	32	4.4
Demonstration (n = 70)	1	25	35.7
	2	30	42.9
	3	3	4.3
	4	2	2.9
	6	1	1.4
	11	1	1.4
	13	1	1.4
	22	1	1.4
	Missing	6	8.6
Exchange (n = 908)	1	573	63.1
	2	213	23.5
	3	51	5.6
	4	36	4.0
	5	20	2.2
	Missing	14	1.5

Note: When GSAs did not indicate the number of visitors, we did not count any visitors toward the total counts.

The length of Exchange interactions varied but tended to last 6-10 minutes (n = 300; 33.0%) or 11-20 minutes (n = 207; 22.8%).

3.1.1.2. How frequently do GSAs transition from one type of interaction to another?

GSAs completed a total of 1,713 Instructive, Demonstration, and Exchange interactions. Table 3 summarizes how each of these interactions began. Note that approximately three-quarters of Instructive, Demonstration, and Exchange interactions began as Simple interactions.

Table 3: Interaction Transitions

<i>Did this Interaction begin as a different kind of interaction? (n = 1,713)</i>		
	n	%
Instructive Interactions (n = 735)		
Yes, it started as a Simple Interaction	522	71.0
No	82	11.2
Other	3	0.4
Missing	128	17.4
Demonstration Interactions (n = 70)		
Yes, it started as a Simple Interaction	53	75.7
Yes, it started as an Instructive Interaction	4	5.7
No	5	7.1
Other (please specify)	1	1.4
Missing	7	10.0
Exchange Interactions (n = 908)		
Yes, it started as a Simple Interaction	713	78.5
Yes, it started as an Instructive Interaction	18	2.0
Yes, it started as a Demonstration Interaction	10	1.1
No	98	10.8
Other (please specify)	8	0.9
Missing	61	6.7

3.1.2. GSA Workload

3.1.2.1. How are GSAs dividing up the workload?

We first answered this question using Checklist data. Figure 4 illustrates the distribution of interactions by GSA. The “other” category refers to a combination of GSAs or a staff member other than those we have labeled GSA #1-4.

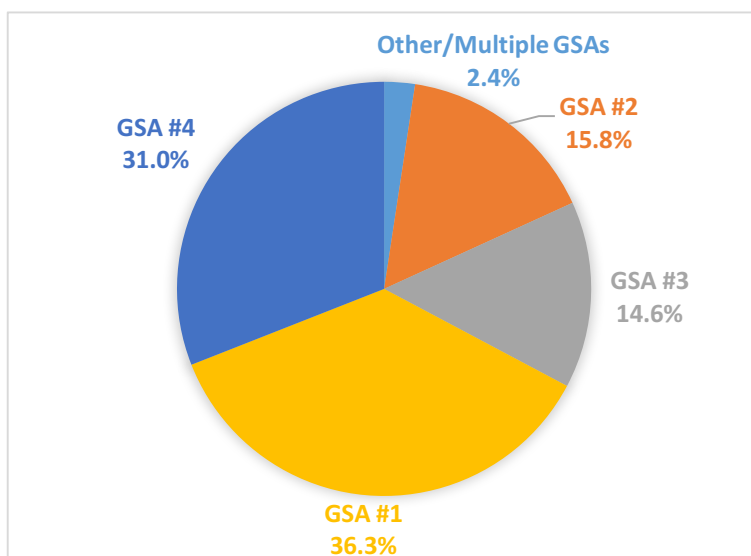


Figure 4: Distribution of Interactions by GSA

Figure 5 is more specific in that it shows data only from Exchange interactions. This Figure illustrates the proportion of Exchange interactions per GSA.

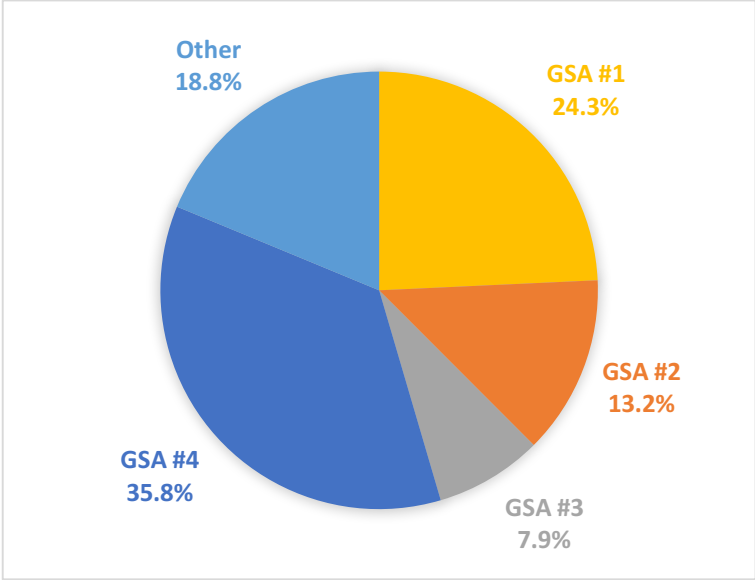


Figure 5: Distribution of Interactions by GSA, Exchange Interactions Only

As mentioned, in the Visitor Surveys, respondents indicated the GSA(s) with whom they interacted. Figure 6 shows visitors’ responses. GSAs #1 and #4 account for 30.1% and 31.2% of the surveys, respectively. GSAs #2 and #4 account for only 6.2% and 4.9% of Visitor Surveys, respectively. Moreover, respondents listed “more than one” GSA within 225 (23%) of Visitor Surveys, and GSAs #1 and #4 working together accounted for nearly all (91%) of this category. Taken together, these trends indicate that GSAs #1 and #4 are substantially over-represented, and GSAs #2 and #3, are substantially under-represented, in the Visitor Surveys.

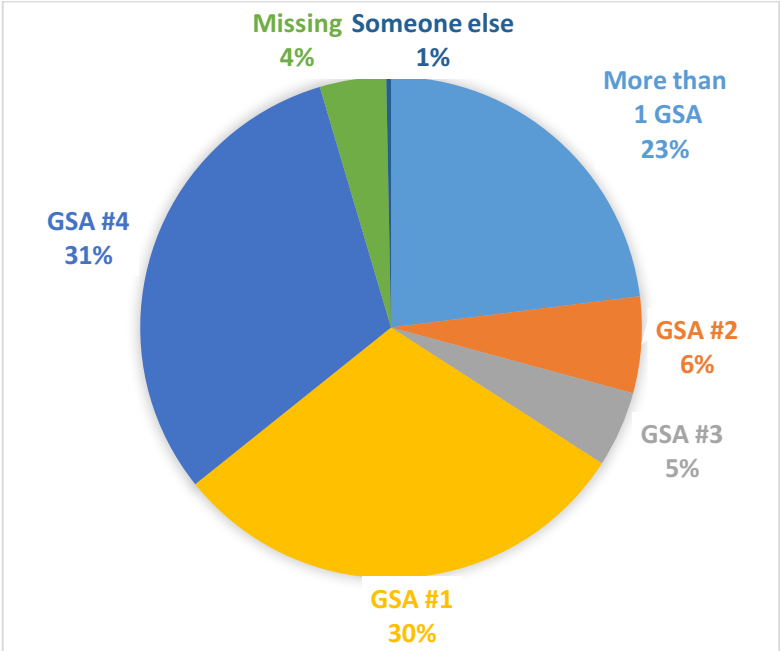


Figure 6: Visitor Reports of the GSA(s) with Whom They Interacted

3.1.3. Available Space

3.1.3.1. How are GSAs using the available space?

Table 4 provides the locations of Instructive, Demonstration, and Exchange interactions. Most (78.6%) of the Demonstration interactions took place within the GameSense Info Center. This is not surprising given that showing visitors how to use the kiosk is classified as a Demonstration. Most Exchange interactions (61.5%) also took place within the GameSense Info Center. Instructive interactions, on the other hand, tended to take place on the casino floor.

Table 4: Location of Instructive, Demonstration, and Exchange Interactions

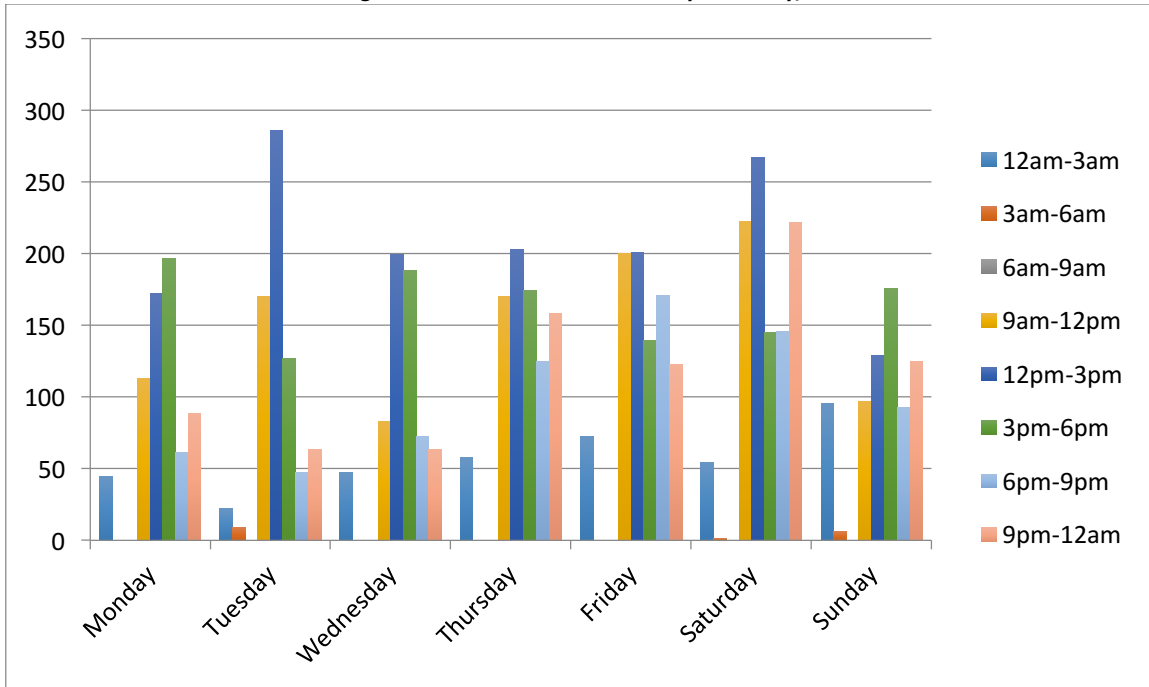
Location	Instructive (n = 735)		Demonstration (n = 70)		Exchange (n = 908)	
	n	%	n	%	n	%
GameSense Info Center	196	26.7	55	78.6	558	61.5
On the casino floor	482	65.6	9	12.9	285	31.4
In the pari-mutuel wagering area	5	0.7	1	1.4	26	2.9
Other (i.e. by website, in restaurant, back of house/employee area)	21	2.9	1	1.4	20	2.2
Missing	31	4.2	4	5.7	19	2.1

3.1.4. Peak Times

3.1.4.1. What are peak times for visitor interactions?

We observed that the busiest days for visitor interactions were Saturdays (19%), Fridays (16%) and Thursdays (16%). The busiest times were between 12pm-3pm (26%), between 3pm-6pm (21%), and between 9am-12pm (19%). Figure 7 shows the total number of interactions by both weekday and time of day.

Figure 7: Number of Interactions by Weekday/Time



As Figure 8 illustrates, we observed that Visitor Surveys were most likely to be completed on Saturdays, Fridays, or Thursdays. Few of the surveys were completed on Sundays or Mondays.

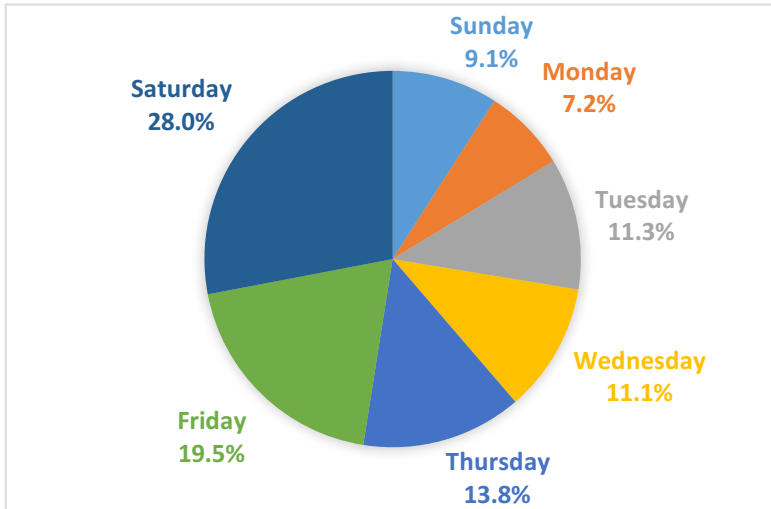


Figure 8: Weekday Trends in Visitor Survey Completion

Visitor Surveys were most likely to be completed between the hours of 12pm and 3pm. We note, however, that 560 of 982 respondents did not provide the time of survey completion, or did not provide enough detail for us to identify the time of survey completion. Often, respondents provided the time period without indicating AM or PM. Figure 9 shows time trends as a proportion of all available data.

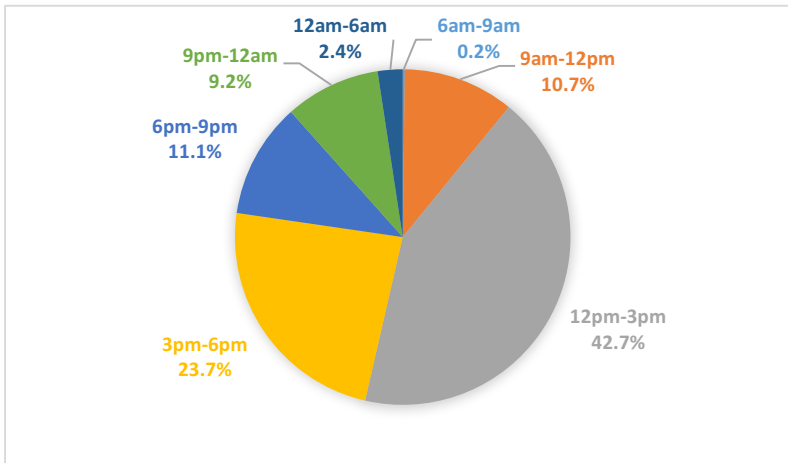


Figure 9: Time Trends in Visitor Survey Completion

3.1.5. Visitor Characteristics

3.1.5.1. What are the characteristics of visitors to the GameSense Program?

Recall that following Exchange interactions with 1 or 2 visitors, GSAs were asked to provide their impressions of the individual visitors. This results in a total of 999 individual visitor impressions (i.e. 573 interactions with 1 visitor and 213 interactions with 2 visitors each). The GSAs estimated the gender of 992 visitors. They identified 544 (54.5%) as male and 448 (44.8%) as female. The estimated gender was missing for 7 (0.7%) visitors. They estimated the age of 993 visitors. The GSAs estimated that 102 (10.2%) were between 18-30, 363 (36.3%) were between 31-50, 443 (44.3%) were between 51-70, and 85 (8.5%) were over 70. The estimated age was missing for 6 (0.6%) visitors. The majority (n = 937; 93.8%) of visitors were identified as casino patrons. The GSAs also recorded interactions with 42 (4.2%) casino employees, 5 (0.5%) “concerned others,” and 8 (0.8%) “others” (see Table 5).

Table 5: Visitor Demographics as Estimated by GSAs

<i>This visitor appears to be...</i> (n = 999)		
	n	%
Estimated Gender		
Man	544	54.5
Woman	448	44.8
Missing	7	0.7
Age		
Between 18-30	102	10.2
Between 31-50	363	36.3
Between 51-70	443	44.3
Age 71 or older	85	8.5
Missing	6	0.6

Visitor Type		
Casino patron	937	93.8
Concerned Other	5	0.5
Casino employee	42	4.2
Other	8	0.8
Missing	7	0.7

As Table 6 summarizes, the GSAs reported that they believed most (n = 769; 77.0%) visitors appeared to be experienced with gambling. They reported that 25 (2.5%) visitors appeared to be irritable, anxious, or angry, 35 (3.5%) appeared to be sad, and 37 (3.7%) appeared to be otherwise distressed. GSAs only identified 5 (0.5%) visitors as under the influence of alcohol or other drugs. Further inspection revealed that GSAs described 75 visitors (7.5%) to be irritable/anxious/angry, sad, or otherwise distressed.

Table 6: GSA Impressions of Visitors' Behavior and Experience with Gambling

<i>This visitor appears to...</i> (n = 999)		
	n	%
Be irritable, anxious, or angry	25	2.5
Be sad	35	3.5
Be otherwise distressed	37	3.7
<i>Any of these three</i>	75	7.5
Be experienced with gambling	769	77.0
Be under the influence of alcohol or other drugs	5	0.5

GSAs could select more than one response or no response.

GSAs reported on whether they had previously interacted with the visitors involved in 5,080 of their interactions. GSAs tended to report that they had not previously interacted with the visitor (n = 2,978; 58.6%), though a substantial minority of visitors (n = 2,066; 40.6%) represented “repeat customers.” Responses are missing from 36 (0.7%) of these interactions. Of the 2,066 visitors who represented repeat customers, 1,198 (58.0%) had previously had an Exchange interaction.

As Table 7 summarizes, we examined the responses for this question for each interaction type. The GSAs reported previously interacting with the visitor(s) in 1,724 (48.9%) Simple interactions, 109 (16.0%) Instructive interactions, 14 (20.9%) Demonstration interactions, and 217 (26.9%) Exchange interactions. In Simple, Instructive, and Exchange interactions with “repeat customers,” the GSAs were most likely to report having had a previous Exchange interaction followed by a Simple interaction. In Demonstration interactions, GSAs were most likely to report having had a previous Simple interaction.

Table 7: Responses to “Have you interacted with this patron or employee before?”

<i>Have you interacted with this patron or employee before? (n = 5,080)</i>		
	N	%
Simple (n = 3,524)		
Yes: previous interaction type:	1,724	48.9
<i>Simple</i>	900	52.2
<i>Instructive</i>	323	18.7
<i>Demonstration</i>	155	9.0
<i>Exchange</i>	1,009	58.5
No	1,789	50.8
I don't know	2	0.1
Missing	9	0.3
Instructive (n = 681)		
Yes: previous interaction type:	109	16.0
<i>Simple</i>	48	44.0
<i>Instructive</i>	3	2.8
<i>Demonstration</i>	1	0.9
<i>Exchange</i>	63	57.8
No	563	82.7
I don't know	0	0.0
Missing	9	1.3
Demonstration (n = 67)		
Yes: previous interaction type:	14	20.9
<i>Simple</i>	7	50.0
<i>Instructive</i>	3	21.4
<i>Demonstration</i>	0	0.0
<i>Exchange</i>	5	35.7
No	49	73.1
I don't know	0	0.0
Missing	4	6.0
Exchange (n = 808)		
Yes: previous interaction type:	217	26.9
<i>Simple</i>	103	47.5
<i>Instructive</i>	73	33.6
<i>Demonstration</i>	24	11.1
<i>Exchange</i>	121	55.8
No	577	71.4
I don't know	0	0.0
Missing	14	1.7

GSA's could select more than one type of previous interaction type.

Respondents who completed Exchange interactions and Visitor Surveys provided their own demographic information, as well. Table 8 summarizes their responses. Of the 982 visitors who completed surveys, 447 (45.5%) identified as men and 524 (53.4%) identified as women. Two identified as another gender category and 9 did not respond to this question. The majority (n = 778, 79.2%) identified as White. The second most frequent race category was Asian (n = 81; 8.2%), followed by Black/African American (n = 55; 5.6%). The remaining 68 participants (6.9%) identified as American Indian/Alaska Native, Native Hawaiian/other Pacific Islander, or two or more races, or did not in-

clude their racial identity. Though 21.5% of respondents (n = 211) did not provide their ethnicity, we can report that 74.5% (n = 732) of participants identified as not Hispanic/Latino and the remaining 4.0% (n = 39) identified as Hispanic/Latino. Nine hundred and fifteen participants provided their age. The average participant was 53.2 years old (SD = 15.3; range = 21-90; mode = 60). Finally, participants were diverse in terms of education. Few (n = 57; 5.8%) reported having less than a high school diploma or equivalent; a plurality (n = 287; 29.2%) had a high school diploma or equivalent, 24.5% (n = 241) had some college, 11.6% (n = 114) had an associate’s degree, and 25.6% (n = 251) had at least a bachelor’s degree. The remaining 3.3% of participants (n = 32) did not report highest level of school they have completed.

Table 8: Demographic Profile of Visitors who Completed Visitor Surveys

	n	%	mean (SD)
Gender			
Male	447	45.5	
Female	524	53.4	
Another category/missing	11	1.1	
Race			
White	778	79.2	
Black/African American	55	5.6	
Asian	81	8.2	
Another category/missing	68	6.9	
Ethnicity			
Hispanic/Latino	39	4.0	
Not Hispanic/Latino	732	74.5	
Missing	211	21.5	
Age (years)			53.2 (SD = 15.3)
Highest level of school completed			
Less than high school diploma/equivalent	57	5.8	
High school diploma/equivalent	287	29.2	
Some college	241	24.5	
Associate’s degree	114	11.6	
Bachelor’s degree or higher	251	25.6	
Missing	32	3.3	

3.2. Evaluation Goal 2: Evaluate Progress Toward Stated Goals

3.2.1. Provide Information and Resources across the Spectrum of Needs

3.2.1.1. What actions are GSAs taking during these interactions?

As Table 9 shows, within Instructive interactions, GSAs most likely provided information about responsible gambling (e.g., how to play the games, odds of winning/losing, gambling myths, house advantage, randomness, how to keep gambling fun). They provided information about Play My Way during about 16% of Instructive interactions (n = 119). They discussed gambling consequences and voluntary self-exclusion in about 10% of Instructive interactions each. Other actions were rare. Fur-

ther inspection revealed that they provided a referral to the gambling helpline, professional treatment, or self-help within 14 (1.9%) of Instructive interactions.

Table 9: GSA Actions during Instructive Interactions

<i>What did you do? (n = 735)</i>		
	n	%
I provided information about responsible gambling	690	93.9
I provided information about Play My Way	119	16.2
I provided information about the Helpline	11	1.5
I provided a referral for treatment for problem gambling	2	0.3
I provided self-help resources	1	0.1
I provided information about gambling consequences	75	10.2
I provided information about voluntary self-exclusion	75	10.2
I provided information about help for someone else	4	0.5
I provided information about credit suspension	1	0.1
Other	102	13.9

Total percentage exceeds 100% because GSAs could select more than one response.

GSAs described their actions within Exchange interactions as well, though response options were different. As Table 10 shows, within 92.1% of Exchange interactions, they provided information or advice verbally. They provided written information (e.g., a brochure, a business card) in about 20% of Exchange interactions. They reported enrolling visitors in voluntary self-exclusion in 44 interactions (4.8%). Other actions were rare. In Table 14, we describe how GSAs modified their actions according to visitors' concerns.

Table 10: GSA Actions in Exchange Interactions

<i>What did you do? (n = 908)</i>		
	n	%
I provided written information	183	20.2
I provided information or advice verbally	836	92.1
I handed the patron(s) off to someone else who could help with gambling-related problems	3	0.3
I handed the patron(s) off to someone in Customer Service	2	0.2
I enrolled the patron(s) in voluntary self-exclusion	44	4.8
I dis-enrolled the patron(s) from voluntary self-exclusion	1	0.1
Other	16	1.8

Total percentage exceeds 100% because GSAs could select more than one response.

Recall that in a Demonstration interaction, GSAs could either (1) show the visitor how to use the GameSense kiosk or (2) perform a demonstration to illustrate a responsible gambling concept. The GSAs indicated that during 44 (62.9%) of the Demonstration interactions, they showed the visitor(s) how the use the GameSense kiosk. During 21 (30.0%) of the interactions, they performed a demonstration. They did not indicate the central activity of the remaining Demonstration interactions.

3.2.1.2. What do visitors say they are learning during these interactions?

Visitors who completed Exchange interactions provided their own perceptions of what they learned from GSAs. Table 11 summarizes responses to the questions, “Did you learn about any of the following during your conversation with the GameSense Advisor?” and “Did the GameSense Advisor share information about any of the following with you?” As this table summarizes, most respondents reported learning about or receiving information about strategies to keep gambling fun or how gambling works. More than nine of ten respondents (91.4%) reported learning about strategies to keep gambling fun or how gambling works. About 25% of respondents reported learning about Play My Way, the voluntary play management system. Respondents were much less likely to report learning about or receiving information about referrals for gambling treatment, how to get help for gambling-related problems, how to get legal or financial help, or the voluntary self-exclusion program.

Table 11: Responses to Questions about Topics Learned and Information Shared

	<i>Did you learn about any of the following during your conversation with the GameSense Advisor?</i> (Version 1) (n = 159)		<i>Did the GameSense Advisor share information about any of the following with you?</i> (Version 2) (n = 162)	
	n	%	n	%
Strategies to keep gambling fun	122	76.7	122	75.3
How gambling works	77	48.4	78	48.1
The Play Management system: what it is, how it works	42	26.4	40	24.7
A referral for gambling treatment	7	4.4	5	3.1
How to get other support for gambling-related problems, such as self-help resources, screening for gambling problems	8	5.0	8	4.9
How to get legal or financial help	7	4.4	4	2.5
The voluntary self-exclusion program	6	3.8	7	4.3
No, I did not learn about any of these topics	3	1.9	2	1.2
Other	3	1.9	10	6.2

Total percentage exceeds 100% because respondents could select more than one response.

3.2.1.3. What do visitors say about how these interactions might affect their gambling behavior?

Recall that we asked visitors what they might do as a result of their conversation with a GSA. As Table 12 shows, most respondents reported that they would tell someone else about the GameSense Info Center (56.9%), visit the GameSense website (52.1%), and/or think about their own gambling (32.6%). Respondents also indicated that they would think about someone else’s gambling (9.0%) and/or talk to someone they know who may have a gambling problem (7.6%). Other responses, such as changing gambling behavior, calling a helpline, or speaking with a counselor were less common.

Table 12: Respondents' Self-Reported Planned Actions as a Result of Their Conversations with GameSense Advisors

<i>As a result of your conversation with the GameSense Advisor, will you... (n = 144)</i>		
	n	%
Visit the GameSense website	75	52.1
Tell someone about the GameSense Info Center	82	56.9
Think about my own gambling	47	32.6
Think about someone else's gambling	13	9.0
Call the problem gambling helpline	1	0.7
Speak with a counselor or other professional about gambling	3	2.1
Talk to someone I know who may have a gambling problem	11	7.6
Reduce my gambling behaviors (e.g., spend less, take more breaks)	9	6.3
Increase my gambling behaviors (e.g., spend more, take fewer breaks)	5	3.5
Other	2	1.4

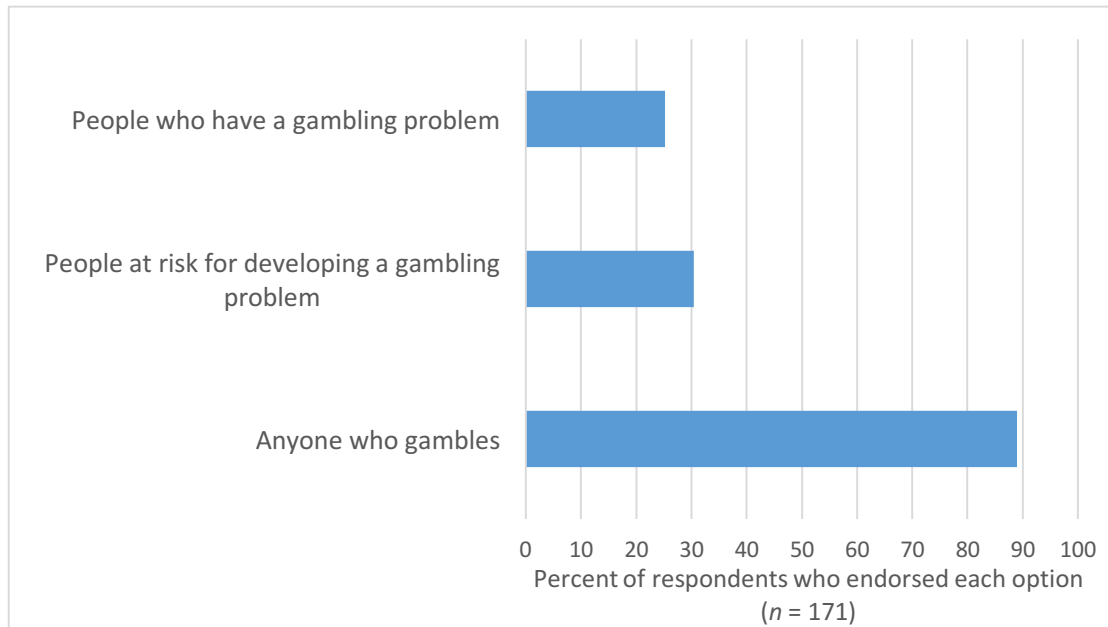
Total percentage exceeds 100% because respondents could select more than one response.

3.2.2. Appeal to a Wide Audience

3.2.2.1. According to visitors, who might benefit from GameSense services?

As Figure 10 shows, most respondents (88.9%) indicated that anyone who gambles could benefit from having a conversation with a GameSense Advisor. Smaller proportions reported that people at risk for developing a gambling problem (30.4%) or people who already have a gambling problem (25.2%) would benefit from speaking with a GSA.

Figure 10: Responses to the Question, "Which Groups of People Might Benefit from Having a Conversation with a GameSense Advisor?"



Total percentage exceeds 100% because respondents could select more than one response.

3.2.2.2. What are the concerns, if any, of those who interact with GameSense Advisors?

As Table 13 shows, for Exchange interactions in particular, GSAs reported that in most Exchange interactions (n = 726; 80.0%), visitors wanted help or information about responsible gambling. The second most frequent topic was help or information about voluntary self-exclusion (n = 116; 12.8%),

followed by help or information about Play My Way (n = 101; 11.1%) and help or information about gambling consequences (n = 79; 8.7%). The remaining topics were rarely reported, represented in 7.9% of the 908 total Exchange interactions.

Table 13: GSA Perceptions of Visitors' Concerns

<i>The visitor(s)...</i> (n = 908)		
	n	%
wanted help or information about responsible gambling	726	80.0
needed help or information about Play My Way	101	11.1
needed information about the Helpline	11	1.2
wanted a referral for treatment for problem gambling	3	0.3
wanted self-help resources	2	0.2
needed help or information about gambling consequences	79	8.7
needed help or information about voluntary self exclusion	116	12.8
wanted help for someone else	8	0.9
wanted a marketing restriction	1	0.1
Other	47	5.2

Total percentage exceeds 100% because GSAs could select more than one response.

We examined GSAs' actions in response to specific topics mentioned within Exchange interactions. We limited this analysis to the three most common GSA actions: providing written information, providing information or advice verbally, and enrolling the patron(s) in voluntary self-exclusion. As Table 14 shows, GSAs were most likely to provide information or advice verbally regardless of the topic of conversation. For example, GSAs reported that visitors wanted help or information about responsible gambling during 726 interactions. During 706 of these (97.2%), GSAs provided information or advice verbally. However, GSAs also adapted to the topic. For example, when visitors wanted information about the gambling hotline, GSAs provided written information 54.5% of the time. On the other hand, when visitors wanted to help or information about responsible gambling, GSAs provided written information only 16% of the time. When the conversation concerned the voluntary self-exclusion program, GSAs enrolled visitors about 37% of the time.

Table 14: GSA Action as a Function of Visitor's Concern

<i>The visitor...</i>	GSA Action					
	I provided written information		I provided information or advice verbally		I enrolled the patron(s) in voluntary self-exclusion	
	n	%	n	%	n	%
wanted help or information about responsible gambling (n = 726)	116	16.0	706	97.2	1	0.1
needed help or information about Play My Way (n = 101)	46	45.5	100	99.0	0	0.0
needed information about the Helpline (n = 11)	6	54.5	10	90.9	0	0.0
wanted a referral for treatment for problem gambling (n = 3)	2	66.7	3	100.0	0	0.0
wanted self-help resources (n = 2)	1	50.0	2	100.0	0	0.0
needed help or information about gambling consequences (n = 79)	46	58.2	79	100.0	2	2.5
needed help or information about voluntary self exclusion (n = 116)	55	47.4	87	75.0	43	37.1
wanted help for someone else (n = 8)	5	62.5	8	100.0	0	0.0

Total percentage of GSA actions for a given visitor concern exceeds 100% because GSAs could perform more than one action. For example, if the visitor wanted self-help resources, the GSA could provide written information and provided information verbally. Within each GSA Action the total number of cases will exceed that reported in Table 10 because a visitor could have had more than one concern. For example, during one VSE enrollment, a visitor could both have (1) needed help or information about VSE and (2) wanted help or information about responsible gambling.

We used Visitor Survey data to explore visitors' concerns, as well. As Table 15 shows, respondents often reported having general questions about gambling and GameSense when they began their conversations with GSAs. The most common questions or concerns visitors reported were being curious about GameSense (endorsed in 69.3% of surveys), wanting to learn more about how gambling works (39.0%), and wanting to learn strategies to keep gambling fun (31.1%). More serious concerns, such as wanting legal or financial help or getting casino credit suspended, were much less common.

Table 15: Visitors' Concerns at the Start of Conversations with GSAs

<i>Did you have any of the following concerns when you began your conversation with the GameSense Advisor? (n = 982)</i>		
	n	%
I was curious about GameSense.	681	69.3
I wanted to learn more about how gambling works.	383	39.0
I wanted to learn more about strategies to keep gambling fun.	305	31.1
I wanted to learn more about or enroll in the Play Management system.	40	4.1
I wanted information about getting legal or financial help.	17	1.7
I wanted to learn more about or enroll in the voluntary self exclusion.	21	2.1
I wanted help for someone else.	18	1.8
I wanted to get my credit suspended.	7	0.7
I wanted the casino to suspend/reduce its marketing to me.	7	0.7
I wanted help or information about problem gambling.	25	2.5
I didn't have any of these concerns at the start of the conversation.	92	9.4

Total percentage exceeds 100% because respondents could select more than one response.

3.2.2.3. Do those who interact with GameSense Advisors report extensive gambling histories and gambling-related problems?

Next, we turn to visitors' gambling histories. When asked about their gambling participation in the past year, about three-quarters of respondents (72.3%) indicated that they had played slot machines or video keno at a casino or slots parlor, and slightly fewer (68.7%) reported playing the lottery, keno, instant Lotto games, or instant scratch-off tickets outside a casino or slots parlor. Other common responses were betting on sports—not online (21.1%) and playing games other than poker at a casino (21.1%). (See Table 16.)

Table 16: Respondents' Past-Year Gambling Activities

<i>Which of the following have you done in the last year? (n = 166)</i>		
	n	%
Play the lottery, keno, instant Lotto games, or instant scratch-off tickets (not at a casino or slots parlor)	114	68.7
Playing slot machines or video keno at a casino or slots parlor	120	72.3
Betting on sports with friends or in an office pool—not online	35	21.1
Betting on sports with friends or in an office pool—online (including fantasy sports)	23	13.9
Gambling at a non-profit gathering/event (e.g., church bingo game, fundraiser, raffle)	26	15.7
Playing roulette, dice, keno, or table games (other than poker) at a casino	35	21.1
Playing video poker machines or other gambling machines (other than slots and keno) at a casino or slots parlor	23	13.9
Playing poker, chess, or other game of mental skill for money (not at a casino)	12	7.2
Betting on horse or dog races	19	11.4
Another activity	1	0.6

Total percentage exceeds 100% because respondents could select more than one response.

We summed the number of past-year gambling activities each respondent reported. A plurality (33.1%) reported engaging in only one activity, and 29.5% reported engaged in two activities. On average, respondents reported engaging in 2.5 different kinds of gambling activities within the past year (SD = 1.7, range = 0-9). Table 17 summarizes these trends.

Table 17: Respondents' Sum of Past-Year Gambling Activities

Respondents' sum of gambling activities endorsed (n = 166)		
	n	%
0 activities	3	1.8
1 activity	55	33.1
2 activities	49	29.5
3 activities	26	15.7
4 activities	12	7.2
5 activities	10	6.0
6 activities	4	2.4
7 activities	3	1.8
8 activities	2	1.2
9 activities	2	1.2

As Table 18 shows, most participants reported that they had never experienced specific gambling-related problems. Seven percent of respondents (n = 12) reported that they had experienced money problems because of their gambling; this was the most frequently reported problem.

Table 18: Reported Gambling-Related Problems

<i>Have you ever had any of these problems with your gambling? (n = 171)</i>		
	n	%
I had money problems because of my gambling.	12	7.0
I had problems with friends or family members because of my gambling.	11	6.4
I had problems at work because of my gambling.	3	1.8
I had legal problems because of my gambling.	4	2.3
I had problems with my physical health because of my gambling.	3	1.8
I had problems with my mental health because of my gambling.	1	0.6
I was cheated while gambling.	3	1.8
I had some other kind of problem because of my gambling.	4	2.3

Respondents could select no response or more than one response.

We summed the number of gambling-related problems each respondent reported. We did not include respondents' answers to "I was cheated while gambling" in this calculation, because it is dissimilar from the remaining response options. Therefore, respondents' sum of gambling-related problems could have ranged from 0 (endorsed none of the response options) to 7 (endorsed all 7 response options). As Table 19 shows, we found that 143 (83.6%) reported having had no problems, 19 (11.1%) reported having had one problem, 8 (4.7%) reported having two problems, and 1 (0.6%) reported having had three problems. No respondents reported having experienced more than three gambling-related problems in their lifetime.

Table 19: Respondents' Pattern of Endorsing Gambling-Related Problems

Sum of gambling-related problems (n = 171)		
	n	%
Endorsed 0 gambling-related problems	143	83.6
Endorsed 1 gambling-related problem	19	11.1
Endorsed 2 gambling-related problems	8	4.7
Endorsed 3 gambling-related problems	1	0.6

3.2.3. Establish a Strong Working Alliance with Visitors

3.2.3.1. To what extent are visitors satisfied with GameSense services?

As Table 20 shows, respondents reported being very satisfied with GameSense services. When asked, “How satisfied are you with your interaction with the GameSense Advisor?” 140 respondents (77.8%) responded “Extremely Satisfied.” An additional 30 (17.0%) responded “Very Satisfied.”

Table 20: Respondents' Satisfaction with GameSense Adviser Interaction

<i>How satisfied are you with your interaction with the GameSense Advisor (n = 180)</i>		
	n	%
Not at all Satisfied	1	0.6
Slightly Satisfied	0	0.0
Moderately Satisfied	3	1.7
Very Satisfied	30	16.7
Extremely Satisfied	140	77.8
Missing	6	3.3

As Table 21 indicates, respondents generally had positive impressions of the GameSense services. Most (77.8%) reported that their visit to the GameSense Info Center enhanced their visit to the casino. Most respondents (77.1%) indicated that their visit to the GameSense Info Center did not detract from their casino visit, though a sizable minority (13.1%) reported that it did detract. About eight of every ten visitors (82.0%) reported that they would visit the GameSense Info Center again.

Table 21: Respondents' Impressions of the GameSense Info Center

	<i>Did your visit to the GameSense Info Center enhance your visit to the Plainridge Park Casino?</i> (n = 306)		<i>Did your visit to the GameSense Info Center detract from your visit to the Plainridge Park Casino?</i> (n = 306)		<i>Would you come to the GameSense Info Center again?</i> (n = 306)	
	n	%	n	%	n	%
Yes	238	77.8	40	13.1	251	82.0
No	33	10.8	236	77.1	11	3.6
N/A: I did not visit the Info Center	22	7.2	20	6.5	14	4.6
Missing	13	4.2	10	3.3	30	9.8

Respondents also reported that the GameSense Info Center space was private (79.5%) and comfortable (80.1%), as shown in Table 22.

Table 22: Respondents' Impressions of the Privacy and Comfort of the GameSense Info Center

	<i>Did you feel that the space was private?</i> (n = 166)		<i>Did you feel that the space was comfortable?</i> (n = 166)	
	n	%	n	%
Yes	132	79.5	133	80.1
No	5	3.0	2	1.2
N/A: I did not visit the GameSense Info Center	19	11.4	19	11.4
Missing	10	6.0	12	7.2

3.2.3.2. What are visitors' impressions of GameSense Advisors?

As Table 23 summarizes, respondents had positive impressions of their GameSense Advisors. The vast majority selected "strongly agree" in response to questions about whether their GameSense Advisor was caring, was helpful, was knowledgeable, and listened to them. Visitors rarely endorsed any of the other response options.

Table 23: Respondents' Impressions of GameSense Advisors

<i>My GameSense Advisor...</i> (n = 159)								
	was caring		was helpful		was knowledgeable		listened to me	
	n	%	n	%	n	%	n	%
Strongly disagree	8	5.0	7	4.4	4	2.5	7	4.4
Disagree	0	0.0	0	0.0	3	1.9	0	0.0
Uncertain	0	0.0	0	0.0	0	0.0	1	0.6
Agree	10	6.3	10	6.3	9	5.7	8	5.0
Strongly agree	139	87.4	138	86.8	139	87.4	140	88.1
Missing	2	1.3	4	2.5	4	2.5	3	1.9

We examined correlations among the four variables (i.e. *My GameSense Advisor was caring*; *My GameSense Advisor was helpful*; *My GameSense Advisor was knowledgeable*; *My GameSense Advisor listened to me*). We found that responses to these questions were highly inter-correlated: correlations ranged from 0.978 to 0.987 and were all statistically significant at $p < 0.001$. (A correlation of 1.0 indicates perfect agreement.) We averaged responses to the four variables. The vast majority of respondents (87.3%) had an average score of 5, which means that they responded, “Strongly agree” to all four questions. We used these average scores in the interaction analyses reported in Section 3.2.3.4.

3.2.3.3. Do visitors report that their concerns, if any, have been resolved following discussions with GameSense Advisors? Do their reports vary according to GSA?

We asked Exchange interaction visitors, “*To what extent was your primary question answered or your primary concern resolved?*” As Table 24 shows, the vast majority of respondents (87.7%) selected the option, “Completely.” Only 4.3% answered “Somewhat,” and less than one percent (0.7%) answered “Not at all.” The remaining 7.3% of respondents did not answer this question.

Table 24: Responses to the Question, To What Extent was your Primary Question Answered or your Primary Concern Resolved?

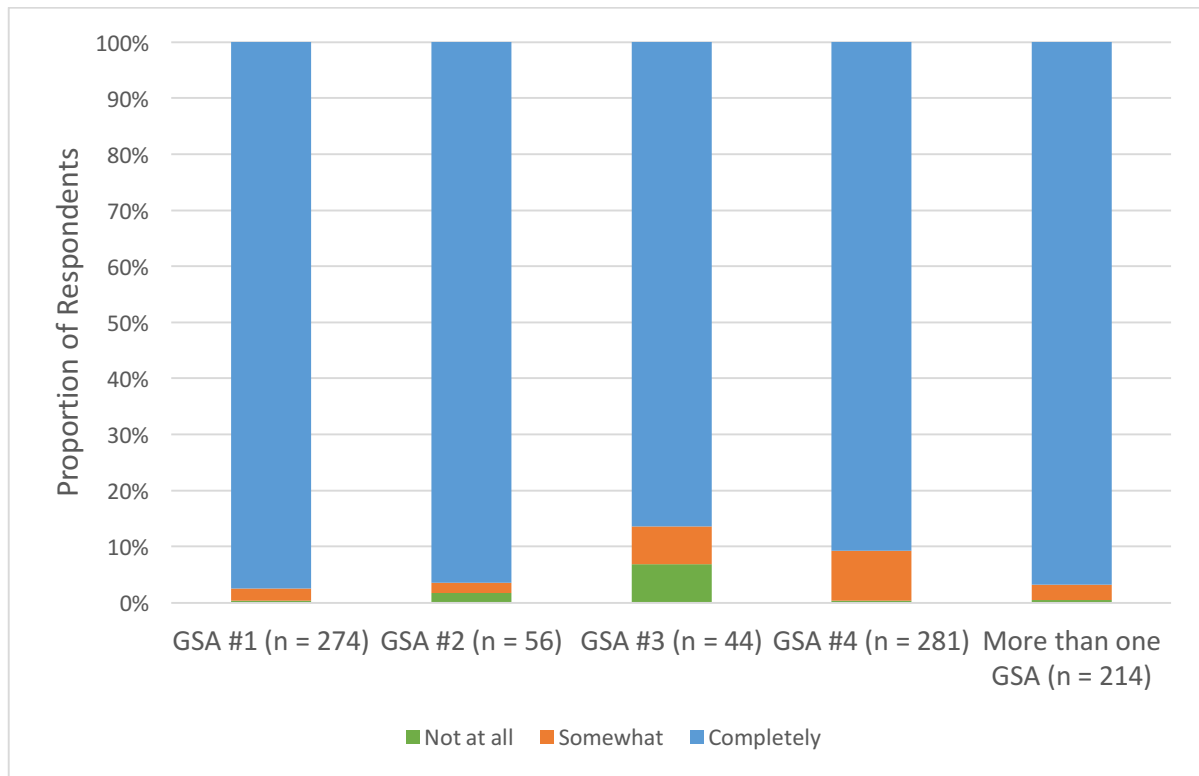
<i>To what extent was your primary question answered or your primary concern resolved?</i> (n = 982)		
	n	%
Not at all	7	0.7
Somewhat	42	4.3
Completely	861	87.7
Missing	72	7.3

Next we explored these patterns separately for each GSA. Recall that GSAs #2 and #3 are under-represented in Visitor Survey data, in that they account for less than 25% of Visitor Surveys each. In

fact, respondents named each of these GSAs on fewer than 60 surveys. As a result of these small sample sizes, the trends we observed might be unstable.

As Figure 11 shows, across all GSAs, the majority of respondents indicated that their concern(s) were completely resolved. The rate of selecting “completely resolved” was highest for GSA #1 (97.4%), followed by more than 1 GSA (typically GSAs #1 and #4) (96.7%), GSA #2 (96.4%), GSA #4 (90.7%), and GSA #3 (86.4%).

Figure 11: Responses to the Question, To What Extent was your Primary Question Answered or your Primary Concern Resolved? Separately for Each GSA



Working again with all Visitor Survey data, we dichotomized responses to this question so that all respondents who answered “Completely” were coded as *concern completely resolved* and all respondents who answered “Not at all” or “Somewhat” were coded as *concern not completely resolved*. Respondents who did not answer this question were not included in either group. Therefore, 861 respondents (94.6% of those with any response) were in the *concern completely resolved* group and 49 respondents (5.4%) were in the *concern not completely resolved* group. We used these groups in the interaction analyses reported next.

3.2.3.4. Are members of different demographic groups (e.g., men versus women, older patrons versus younger patrons) equally responsive to GameSense services?

Next we completed analyses to explore whether respondents with different characteristics (e.g., men versus women, older people versus younger people) responded similarly to key survey questions. Recall that we identified three survey questions as important outcomes: (1) whether visitors reported that their concern was completely resolved; (2) respondents’ reported satisfaction with the

services provided; and (3) respondents' impressions of their GSA. For respondents' impressions of their GSA, we used the average response across the four questions (i.e. *My GameSense Advisor was caring*; *My GameSense Advisor was helpful*; *My GameSense Advisor was knowledgeable*; *My GameSense Advisor listened to me*). We examined how five visitor characteristics predicted these three outcomes: (1) gender, (2) race, (3) ethnicity, (4) age, and (5) highest level of education. Additionally, we examined the extent to which respondents' breadth of their past-year gambling activity and history of gambling-related problems predicted reports that concerns were completely resolved.⁶

We conducted the appropriate inferential tests for different combinations of variables. The outcome *concern completely resolved* versus *concern not completely resolved* is categorical. We used chi square tests to understand whether it was related to categorical predictor variables (i.e. gender, race, ethnicity, and highest level of education). We used point biserial correlation to understand its relationships with continuous predictor variables (i.e. age, sum of past-year gambling activities, sum of lifetime gambling-related problems). For the remaining two outcomes—respondent satisfaction with GameSense services and impressions of their GSA—we used t-tests or ANOVAs to explore relationships with categorical predictor variables (i.e. gender, race, ethnicity, and highest level of education). We used Pearson correlations to understand their relationships with respondent age.

We observed that gender,⁷ race, ethnicity, age, and highest education level⁸ were all unrelated to whether respondents reported that their concern(s) were completely resolved.⁹ Likewise, respondents' age, sum of past year gambling activities, and sum of lifetime gambling-related problems were all unrelated to reports that their concerns were completely resolved. To summarize, GameSense visitors who indicated that their concerns were completely resolved were similar to those who reported that their concerns were less than completely resolved on all characteristics we examined.

Next we examined whether respondents' satisfaction with GameSense services was related to the five respondent characteristics. We observed no effects that reached statistical significance. In other words, respondents with different characteristics were equally likely to report being satisfied with GameSense services.

Finally, we observed that respondents' gender, ethnicity, race, age, and education level were unrelated to reported impressions of the GSAs.

⁶ We could not examine relationships between respondents' gambling activity or gambling-related problems and satisfaction with services or GSA impressions because these questions were not asked in the same survey versions.

⁷ Only two respondents identified as something other than a man or a woman. To avoid extremely unbalanced cell sizes, we did not include these two respondents in this analysis.

⁸ For these analyses, we created two mutually exclusive groups of respondents: those who reported earning a high school diploma/equivalent or less education, and those who reported at least some post-high school education.

⁹ If more than 20% of the cells had an expected count of less than 5, we used Fisher's Exact Test. Otherwise, we used Pearson Chi Square.

3.2.4. Attract Visitors from both Inside and Outside the Casino

3.2.4.1. How did visitors first hear about GameSense?

Three hundred and six visitors were asked whether they knew about the GameSense Info Center before that day’s visit. Responses were split fairly evenly: 135 visitors (44.1%) had heard of it, and 153 (50.0%) had not heard of it. The remaining 18 visitors (5.9%) selected “not applicable” or did not answer this question.

3.2.4.2. What proportion of visitors learned about GameSense onsite, versus outside the casino?

One hundred and eighty respondents indicated whether they had heard about the GameSense Info Center from a given set of sources. As Table 25 summarizes, visitors typically learned about the GameSense Info Center on site, either when they walked by it (n = 117, 65%), from an onsite kiosk (n = 66, 35%), by an ad or sign at the casino (n = 20, 11.1%) or from a PPC employee (n = 21, 11.7%). Fourteen respondents saw a television ad for the GameSense Info Center (7.8%). Respondents were unlikely to report that they heard about the Info Center in other ways.

Table 25: Respondents' Sources of Exposure to the GameSense Info Center

<i>Have you heard about the GameSense Info Center from any of these sources? (n = 180)</i>		
	n	%
I walked by it	117	65.0
I saw a GameSense kiosk in the Plainridge Park Casino	63	35.0
I saw some other advertisement/sign in the Plainridge Park Casino	20	11.1
A Plainridge Park Casino employee told me about it	21	11.7
A friend/family member told me about it	14	7.8
I read about it in the newspaper	2	1.1
I saw an ad on TV	14	7.8
I saw an ad online	3	1.7
I heard an ad on the radio	7	3.9
I saw a billboard	3	1.7
Another professional offered me this resource	7	3.9
I don't know/don't remember	4	2.2
Other	4	2.2

Total percentage exceeds 100% because respondents could select more than one response.

3.2.4.3. Who initiated interactions between GSAs and visitors?

As Table 26 shows, the GSAs reported that visitors initiated a slight majority of Exchange interactions (n = 486; 53.5%). GSAs initiated 342 interactions (37.7%) and security at PPC initiated 30 interactions (3.3%). Other situations were rare.

Table 26: Patterns in the Initiation of Exchange Interactions

<i>How did the interaction [Exchange] begin? (n = 908)</i>		
	n	%
I approached the patron(s).	342	37.7%
The patron(s) approached me.	486	53.5%
Security introduced the patron(s) to me.	30	3.3%
Another casino employee introduced the patron(s) to me.	9	1.0%
State police introduced the patron(s) to me.	3	0.3%
A gaming agent introduced the patron(s) to me.	3	0.3%
A concerned other introduced the patron(s) to me.	1	0.1%
Other (please specify)	15	1.7%
Missing	19	2.1%

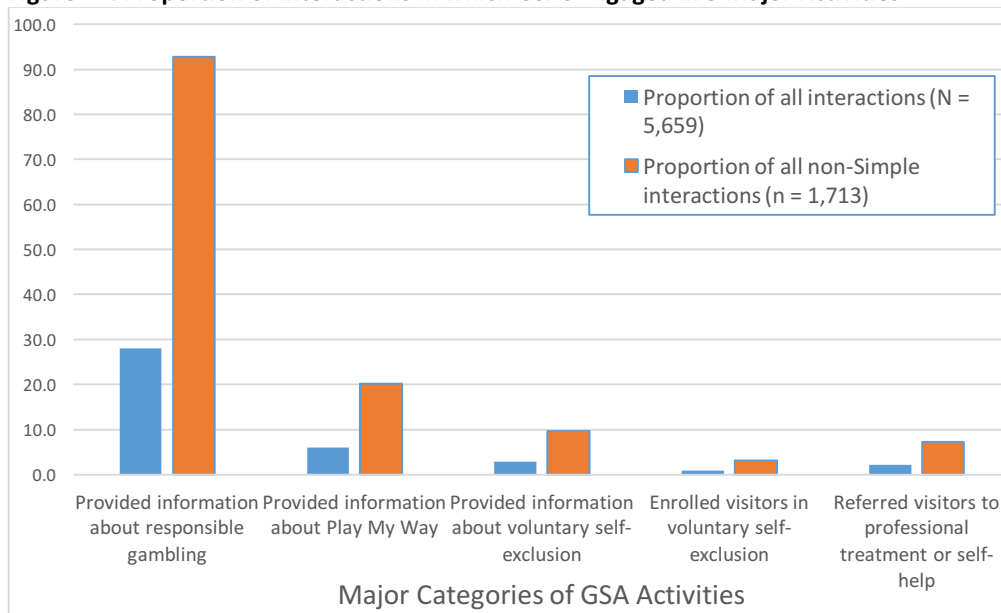
3.3. Range of Services Provided

In a supplemental analysis, we combined data across sources—the Checklist and the Visitor Survey—to study the range of services GSAs provided. We calculated the number of times GSAs engaged in five major categories of activities during the window of observation: (1) Providing information about responsible gambling, (2) Providing information about Play My Way, (3) Providing information about voluntary self-exclusion, (4) Enrolling visitors in voluntary self-exclusion, and (5) Referring visitors to professional treatment or self-help. We estimated the proportion of times they provided these 5 services as a function of (a) all the interactions they had (N = 5,659) and (b) all the non-Simple interactions they had (n = 1,719). As Figure 13 shows, GSAs provided information and tools about responsible gambling during 92.8% of non-Simple interactions and 28.1% of all interactions. They provided harm reduction tools less often: they mentioned the play management tool in 20.2% of all non-Simple interactions and 6.1% of all interactions.¹⁰ GSAs discussed voluntary self-exclusion within 9.6% of all non-Simple interactions and 2.9% of all interactions, and enrolled visitors in voluntary self-exclusion during 3.2% of all non-Simple interactions and 1.0% of all interactions. Finally, they provided referrals to professional treatment/the gambling helpline/self-help within 7.3% of non-Simple interactions and 2.2% of all interactions.¹¹

¹⁰ This is likely an underestimate of their current activity. Play My Way did not go live at Plainridge Park Casino until after the window of observation. The next phase of this evaluation will include data collected while this program was active.

¹¹ These estimates are based on a total of 5,659 total interactions. By definition, GSAs performed none of these activities during the 3,946 Simple interactions. Their reports indicate that within the 735 Instructive interactions, they provided responsible gambling information 690 times, provided information about Play My Way 119 times, discussed voluntary self-exclusion 75 times, and provided referrals to self-help/the gambling hotline/professional treatment 14 times. By definition, they provided responsible gambling information during all 70 Demonstration interactions and performed no other activities during these interactions. Finally, we relied on visitors' reports to estimate GSAs' activities within the 908 Exchange interactions. We extrapolated from data presented in Table 11 to estimate that GSAs provided responsible gambling information 830 times, provided information about Play My Way 227 times, discussed voluntary self-exclusion 36 times, and provided referrals 57 times. Internal records reveal that GSAs enrolled visitors in voluntary self-exclusion 54 times, and they were instructed to discuss the program and provide a packet of referrals each time. Additional details about these estimates are available from the authors.

Figure 12: Proportion of Interactions in which GSAs Engaged in 5 Major Activities



3.4. General Comments

One hundred and thirty-five respondents commented on their GameSense experience. The vast majority of these comments were positive in nature. Example comments were as follows:

- *Fantastic! I will share info with friends.*
- *They need to provide more of this information at GA meetings.*
- *Very helpful experience. Going to set up time to bring my senior friends so they understand strategies to play longer with their very modest budget.*

Respondents often called out GameSense Advisors by name, as in these examples:

- *[GSA 1] really informed me on the true way slot machines operate. I was unaware of "near misses." I thought a winner was coming soon when a near miss hit. [GSA 1] was very informative!*
- *[GSA 2] sincerely wants to help people! I was impressed. If you want to self-exclude at other casinos, you will be dealing with a retired cop (and they have the wrong attitude or approach). [GSA 2] clearly wants to become as proficient as he can, and I would say [GSA 2] has high potential.*
- *I find the staff at GameSense to be professional and full of knowledge. I feel comfortable talking to [GSA 3] in the future. As well as the other staff.*
- *I really appreciate the wonderful assistance I receive from [GSA 4]. [GSA 4] is always available when I advise. [GSA 4] is a pleasure and a wonderful gentleman. God bless him.*
- *[GSA 5] was very knowledgeable about gambling and gave me tips on how to be intelligent when at a casino.*

Discussion

4.1. Purpose of this Evaluation

Policy makers often turn to responsible gambling programs in an effort to mitigate societal harm that might result from expanded gambling opportunities. Though responsible gambling programs vary considerably from jurisdiction to jurisdiction, and from operator to operator, those programs

that are targeted to players often share common goals: (1) educating players about the nature and inherent risks of gambling, (2) encouraging players to wager within affordable limits, and (3) providing sufficient information about a game to allow players to make informed choices about their play (Blaszczynski et al., 2011). In Massachusetts, the GameSense program, currently operating within the Plainridge Park Casino and tentatively planned for future casinos, is one of several state-sponsored player-facing responsible gambling initiatives and is the first of its kind in the United States. This evaluation set out to provide an epidemiology of services provided in the existing Massachusetts GameSense program and to document the extent to which it is meeting publicly stated goals. Consistent with the Commission's precautionary approach to responsible gambling measures (Massachusetts Gaming Commission, 2014b), we began our evaluation by assessing not only whether the existing GameSense program is helping players, but also whether it is avoiding harming players. In the following two sections, we review our goals and findings for the first component of this evaluation.

4.2. Evaluation Goal 1: Conduct an Epidemiology of Services

4.2.1. Services Provided

Our first evaluation goal was to conduct an epidemiology of GameSense program services. We observed that GSAs had about 31 interactions with visitors each day. Some interactions occurred with multiple visitors; in total, they interacted with about 52 visitors each day. Because neither PPC nor the MGC provided us with daily attendance patterns at PPC, we cannot place these rates in the context of the number of patrons who had the opportunity to interact with GSAs.

The GSAs primarily had superficial interactions with visitors (e.g., when a casino patron needed directions within the casino). However, they had a total of 1,713 more substantive conversations with casino patrons or employees during the window of observation, or about 9.5 per day. GSAs tended to have 1-on-1, or 1-on-2, conversations with casino patrons or employees, rather than group discussions.

About 75% of conversations about responsible gambling or problem gambling began as more superficial interactions. For example, a visitor might have approached a GSA to ask for directions to the ATM, and somehow the GSA and visitor transitioned to discussing responsible or problem gambling. We do not have conclusive evidence about who steered the conversation in a more substantive direction, but our Visitor Survey data suggest that visitors typically did not begin conversations with serious concerns in mind. For example, nearly 10% of visitors reported that they did not have any concerns about gambling at the start of their Exchange interactions. And yet, about three quarters of the time, they reported learning strategies to keep gambling fun. Therefore, we tentatively conclude the GSAs often used superficial contacts as an opportunity to engage visitors in more substantive conversations.

4.2.2. GSA Workload

The GSAs did not divide up this part of their work equally. Because there are four GSAs on staff, we would expect to observe each GSA completing about 25% of the interactions. However, two GSAs—GSA #1 and GSA #4—each conducted more than 30% of all interactions, and GSAs #2 and GSAs #3 accounted for fewer interactions. We found the same pattern when we examined Visitor Surveys. Understanding the causes of these patterns is beyond the scope of this evaluation. It could be that certain GSAs simply worked busier shifts than others, and that such discrepancies in visitor interac-

tion counts are inevitable. Another potential explanation is that some GSAs attracted more visitors than others due to their personalities and behaviors. In this case, GameSense managers might wish to standardize GSAs' behaviors, and therefore GameSense services, to a greater extent. We observed some variation across GSAs in visitors' tendency to report that their concern(s) were completely resolved, though a substantial majority of visitors indicated that their concerns(s) were completely resolved regardless of the particular GSA with whom they spoke.

4.2.3. Available Space

The GSAs appeared to use the available space according to their needs; when they needed to show a visitor the kiosk or have a more private conversation, they used the GameSense Info Center space. When they were providing instruction about games and responsible gambling, they met visitors where they were—on the casino floor. In addition, visitors reported that the Info Center space was private and comfortable. The evidence suggests that the available space meets GSAs' and visitors' needs.

4.2.4. Peak Times

Some days of the week were certainly busier than others. Most interactions of all types happened on Saturdays, Fridays, and Thursdays. Most Visitors Surveys were completed on these days, as well. The afternoons were especially busy times for interactions of all types as well as Visitor Surveys. This information might be helpful in planning staffing.

4.2.5. Visitor Characteristics

We found that both men and women are having substantive conversations with GSAs, though men are slightly over represented (54.5% compared to 44.8%). When we examined Visitor Surveys, on the other hand, we found that women were overrepresented (53.4% compared to 45.5%). This is consistent with a long line of research documenting women's increased likelihood of completing surveys (as reviewed by Slauson-Blevins & Johnson, 2016). To ensure that Visitor Surveys accurately represent both men and women, GSAs might wish to make extra efforts to recruit men. GSAs estimated that nearly half (44.3%) of their visitors in Exchange interactions were between the ages of 51 and 70, 79.2% were White, and 74.5% were non Hispanic/Latino. In the absence of demographic data on all PPC patrons—not just those who interact with GSAs at the highest level of engagement—it is difficult to determine if GSAs are appealing equally to all groups of PPC patrons. The SEIGMA patron intercept surveys, which attempt to assemble a representative sample of PPC patrons, might fill this knowledge gap.

GSAs reported that at least some casino employees engaged in conversations about responsible gambling or problem gambling; they estimated that 4.2% of Exchange visitors were casino employees. This is important because casino employees are a population segment especially at risk for gambling-related problems (Shaffer & Hall, 2002; Shaffer, Hall, & Vander Bilt, 1999). It is possible that GameSense Advisors are a sufficient resource for Plainridge Park employees experiencing gambling-related problems. However, in the absence of information about casino employees' needs, it is difficult to draw such a conclusion. A survey of casino employees that asks about gambling-related problems and perceptions of the GameSense Advisors is necessary for understanding whether existing resources meet existing needs.

Visitor impression data from the Checklists further indicate that in GSAs' views most visitors were not emotionally distressed or under the influence of alcohol or other drugs. In that sense at least,

visitors might have been positioned to engage in a productive conversation about responsible or problem gambling. However, the 7.5% of visitors who were emotionally distressed might require additional mental health support, and GSAs might or might not be prepared to provide it. We have no way of knowing whether GSAs were accurate in their impressions of visitors; however, a review of the research in social psychology (Gray, 2008) tells us that, generally speaking, adults are quite accurate in discerning others' emotional states.

Visitors appeared comfortable engaging in repeated conversations with a GSA; a substantial minority of interactions (40.6%) occurred with "repeat customers." In most cases, those who returned to GSAs for repeated interactions had previously had Exchange interactions, the most intense type of interaction. This finding suggests that GSAs are succeeding in building rapport with their visitors, consistent with one of the program's stated goals.

4.3. Evaluation Goal 2: Evaluate Progress Toward Stated Goals

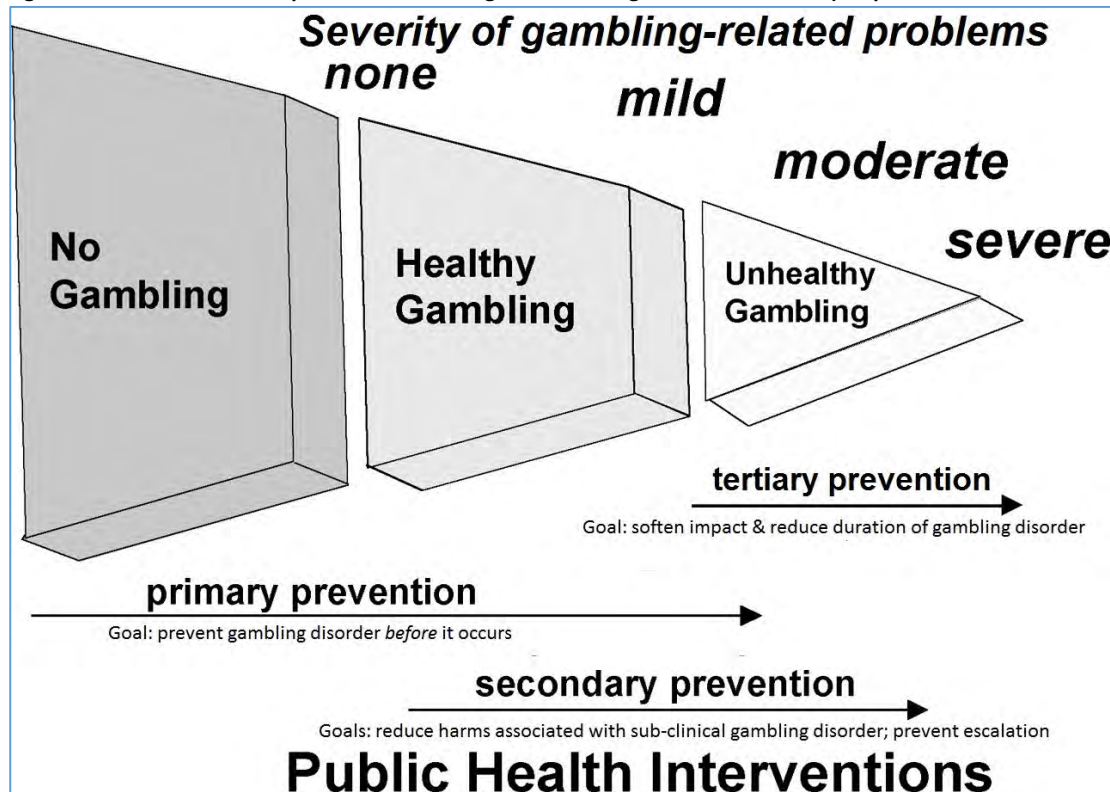
Our second goal was to evaluate the extent to which the GameSense program at Plainridge Park Casino is making progress toward stated goals. As mentioned, various public comments and documents describe the program and its mission in different ways. This circumstance created important challenges for delineating a clear set of program objectives. Nevertheless, to summarize briefly, program planners envisioned that the GSAs primarily would provide responsible gambling information and resources. They wanted the program to serve a wide range of needs, from recreational gamblers to those in need of more extensive information and resources. They endorsed the GameSense brand because of its presumed image as a "friendly helper" or "supportive peer" rather than "the gambling police." Implicit in this selection was the assumption that communicating that they are friendly, helpful, and knowledgeable might be key to GSAs' effectiveness. Program planners emphasized the importance of attracting visitors to GameSense from both inside and outside the casino. Finally, it is worth noting again that the Massachusetts Gaming Commission currently describes GameSense objectives as follows: "GameSense is an innovative and comprehensive Responsible Gaming strategy adopted by the Massachusetts Gaming Commission as part of its mission to encourage responsible play and mitigate problem gambling" (Mass Gaming Commission, 2016).

4.3.1. Provide Information and Resources across the Spectrum of Needs

GameSense Advisors reported that within more than 90% of their Instructive interactions, they provided information about responsible gambling (e.g., how to play the games, odds of winning/losing, gambling myths). Similarly, more than 90% of visitors reported that within Exchange interactions, they learned about strategies to keep gambling fun and/or how gambling works. We conclude that when GSAs had the opportunity to speak with casino patrons—beyond greeting them or providing directions—they typically provided responsible gambling information, rather than providing other kinds of services (e.g., providing referrals to gambling disorder treatment, helping patrons get their credit suspended).

Did GSAs provide resources across the full spectrum of need? Answering this question is more complicated and requires some understanding of the public health perspective as applied to gambling and gambling-related problems. Shaffer and Korn first applied a public health model to gambling (Korn & Shaffer, 1999; Shaffer & Korn, 2002). This perspective describes opportunities for prevention and treatment interventions targeted to different segments of the population (see Figure 12).

Figure 13: Public Health Perspective on Gambling and Gambling-Related Problems (adapted from Shaffer & Korn, 2002)



According to this perspective, those who do not gamble, or gamble but do not experience any gambling-related problems (i.e., Level 0 and Level 1 gamblers, respectively; Shaffer & Hall, 1996), might benefit from primary prevention strategies—strategies designed to prevent an adverse health condition *before* it occurs. Applied to gambling, primary prevention provides the community with adequate information and or services to make educated decisions about healthy gambling behaviors (Dickson, Derevensky, & Gupta, 2002). This includes information about how gambling products work, the probability of winning, and the signs and symptoms association with problem gambling. Considering the effects of information based programs for preventing risky behaviors more generally, programs that are comprehensive, interactive, and teach new skills typically produce better results than programs that provide education alone (e.g., Ennett et al., 1994; Fortune & Goodie, 2012; Johnson, Carey, Marsh, Levin, & Scott-Sheldon, 2003). Those who gamble and experience gambling-related problems, but do not meet formal diagnostic criteria for gambling disorder (i.e., Level 2 gamblers; Shaffer & Hall, 1996) require secondary prevention strategies. Such strategies hold the potential to reduce harms associated with adverse health conditions that already have developed. Secondary prevention strategies for gambling disorder might involve modifying gambling products or the gambling environment to reduce harm (e.g., introducing self-exclusion programs, introducing products designed to minimize excessive play, removing ATMs) without restricting access to gambling products among Level 0 or 1 gamblers. Finally, those who meet diagnostic criteria for gambling disorder (i.e., Level 3 gamblers; Shaffer & Hall, 1996) typically require tertiary prevention strategies—strategies to soften the impact and/or reduce the duration of an existing health condition. An effective public health initiative will (1) provide primary prevention resources (e.g., information about how gambling works and the probabilities of winning) to Level 0 and Level 1 gamblers, (2) provide secondary prevention tools (e.g., play management, voluntary self-exclusion) to Level 2 gamblers, (3) provide Level 3 gamblers with a pathway to treatment, and (4) determine the extent

and type of services necessary for treatment seeking-gamblers (i.e., Level 4 gamblers; Shaffer, Hall, & Vander Bilt, 1997).

Public health data reveal that the largest segment of the population is in need of primary prevention services only; 97.1% of U.S. adults are either Level 0 or Level 1 gamblers. The lifetime rate of Level 2 gambling is 2.3%, and about 0.6% of American adults report lifetime Level 3 gambling (Kessler et al., 2008). Although we might expect somewhat higher rates of Level 1, 2, and 3 gambling among Plainridge Park Casino patrons, we would expect the same general pattern to be evident.¹² Therefore, GSAs should be providing basic responsible gambling information and tools to the majority of patrons. They should be connecting comparatively fewer patrons to harm reduction tools (e.g., play management, voluntary self-exclusion). Finally, we would expect them to provide referrals to treatment or self-help in only rare cases.

Recall that our supplemental analyses (Section 3.3.) revealed that GSAs most frequently provided information and tools about responsible gambling. They provided harm reduction tools less often and were especially unlikely to provide referrals to professional treatment or self-help. In other words, GSAs provided primary prevention resources to the largest group of casino patrons and provided secondary prevention, and linkages to tertiary prevention, to smaller groups of patrons. This pattern suggests that GSAs provided services in a way that aligns with the likely range of needs.

4.3.2. Appeal to a Wide Audience

Responses to the question, “*Which groups of people might benefit from having a conversation with a GameSense Advisor?*” indicate that the GameSense Advisors communicated to individuals in Exchange interactions that their services were appropriate for anyone who gambles. It is unclear from this study whether the majority of visitors, those who participated in other types of interactions (i.e., Simple, Instruction, or Demonstration), held the same beliefs. However, this message is important because stigma associated with gambling disorder often prevents people from accessing treatment resources (Gainsbury, Hing, & Suhonen, 2014). In a previous evaluation of two Ontario RGICs, general casino patrons’ most common reason for not visiting the centers was not feeling that they could use it (The Osborne Group, 2007). However, although this question allowed for multiple responses, only a minority of visitors indicated that GSAs would be helpful for those who have, or are at risk for developing, a gambling problem. Ideally, casino patrons would view the GSAs as a helpful resource for people in all three groups. Therefore, the GameSense program should consider either altering its marketing or its services. Related to this point, visitors very rarely approached GameSense Advisors with concerns that could be considered serious. It is true that a minority of visitors reported experiencing any gambling-related problems during their lifetimes; however, visitors did not seem aware of the full range of services GSAs can offer, at least at the outset of their conversations. These findings combined suggest that GSAs might need to work harder to make all visitors aware that they have resources for everyone across the spectrum of need.

4.3.3. Establish Strong Working Alliances with Visitors

Visitors who engaged with GSAs at the highest level (i.e., in Exchange interactions) overwhelmingly reported being satisfied with GameSense services, and the majority reported that their visit to the

¹² In the absence of a survey of a random sample of PPC patrons, we have no way to determine if these general population rates of Level 0-3 gambling generalize to PPC patrons. However, our Visitor Survey data are consistent with the assumption that few PPC patrons report a history of gambling-related problems; recall that 83.6% of respondents reported no lifetime gambling-related problems.

GameSense Info Center enhanced their visit to PPC and that they would return to the Info Center. Nearly nine in ten visitors reported that the GSA with whom they spoke listened to them and was caring, helpful, and knowledgeable. These findings suggest that the GameSense service at PPC is not doing harm to most visitors during Exchange interactions, although we note that a minority (13.1%) of visitors reported that visiting the GameSense Info Center detracted from their visit to PPC. As far as we can tell, different groups of visitors—e.g., men versus women, Hispanics vs. non-Hispanics—respond similarly to GameSense services. Other visitor characteristics, beyond those measured in this study, might be associated with response to GameSense services. In summary, according to visitors' reports after Exchange interactions, GSAs are communicating that they are helpful and friendly, in line with program goals.

4.3.4. Attract Visitors from Inside and Outside the Casino

The fourth program goal we evaluated involved the program's visibility inside and outside the casino. The majority of visitors who responded to our survey reported that they learned about the GameSense Info Center simply by walking past it, seeing a kiosk, seeing an ad on-site, or being referred from a PPC employee. Half of visitors had not heard about the Info Center before their visit. Visitors initiated a majority of Exchange interactions. These findings suggest that visitors felt comfortable initiating interactions with the GSAs and the Info Center is visible to patrons from within the casino, which is important because a limitation of other RGICs is that they are not centrally located or sufficiently visible (The Osborne Group, 2007). Among other sources, visitors were most likely to report hearing about the Info Center through television ads or from friends/family members. Program planners might wish to increase their visibility in other media (e.g., online, print, and radio ads) and through additional outreach activities within the community. Again, our conclusions are limited because GSAs only surveyed visitors who had Exchange interactions. General casino patrons might have different levels of awareness about GameSense.

4.4. Limitations

This study is not without limitations, some of which we have mentioned in earlier sections. We use this section to note four additional limitations.

The first of these concerns the questions we used to assess visitors' responsiveness to GameSense services. Responses to these questions were extremely skewed rather than normally distributed; the vast majority of respondents used the most positive end of the scales, and very few used more negative response options. Moreover, respondents' ratings were in almost perfect agreement across the different GSA impression questions; if a respondent strongly agreed that a GSA was caring, she nearly always strongly agreed that the GSA was helpful, was knowledgeable, and listened to her. These trends are concerning because they might represent a halo effect. A halo effect is a positive cognitive bias that often appears when people are asked to evaluate other people. Researchers first identified this phenomenon while studying how military superiors rated officers under their command (Thorndike, 1920). In this study, though the rating plan explicitly asked superiors to provide *independent* evaluations of their subordinates' Physical Qualities, Intelligence, Leadership, and Personal Qualities, the ratings they provided were highly inter-correlated. For example, if a flight commander felt that a particular aviation cadet had an impressive physique, he also felt the cadet could make sound decisions during crisis, could inspire other men, and was free from "conceit and selfishness." Since 1920, many other studies have documented halo effects in ratings of domains as varied as teaching, cars, and nutrition labels and are especially pernicious in customer satisfaction surveys (Wirtz, 2003). The halo effect suggests that human have "a marked tendency to think of [a] person in general as rather good or rather inferior and to color the judgments of the qualities by this gen-

eral feeling” (Thorndike, 1920, p. 25). In the context of this evaluation, we speculate that at least some visitors felt generally positively toward their GSAs, and this impression spilled over into positive ratings the services GSAs provided, impressions of GSAs’ empathy and knowledge, and even the Info Center itself. Moreover, their positive feeling might have derived in part from the fact that GSAs provided visitors a gift in exchange for completing the survey and, in some cases, for having a conversation with them in the first place. It is impossible to quantify how much this bias influenced visitors’ responses.

Second, during this phase of the evaluation, we did not measure visitors’ responsible gambling knowledge or behavior. As a result, we cannot discern whether GameSense services had a positive influence on visitors’ knowledge or behavior. A randomized, controlled, prospective study would be necessary for testing this prediction. We plan to take a step in this direction in the next phase of this evaluation, by asking visitors about responsible gambling concepts (e.g., *“True or false: A slot machine that hasn’t paid out in a long time is due to pay out.”*) and asking “repeat customers” whether they changed their gambling behavior after speaking with a GSA. We intend to study the relationship between (1) the extent of visitors’ GameSense contacts and (2) their responsible gambling knowledge and behavior. This cross-sectional design will move closer toward studying the effects of GameSense on knowledge and behavior.

Third, our epidemiology of GameSense services is only as accurate as the information GSAs provided about their services. Because of a lack of time, poor understanding of the protocol, insufficient training or supervision, or some other reason, GSAs failed to report fully on the services they provided. For example, as described in Section 3.1., the total count of visitors is an under-estimate. In addition, they reported that they completed at most 45 voluntary self-exclusions,¹³ but records from another component of our evaluation indicate that they performed 54 voluntary self-exclusions at the casino during the window of observation.

Fourth, and finally, the current findings only generalize to the Plainridge Park Casino GameSense program. Because the Massachusetts Council on Compulsive Gambling developed, implemented and maintains the Plainridge Park Casino GameSense service, these findings do not generalize to GameSense or other similar information centers.

4.5. Recommendations

Throughout this report, we have suggested additional lines of research that we feel are necessary for evaluating the GameSense program. We make several additional recommendations here.

First, the GSAs report that they are providing information verbally in the majority of their interactions with visitors. This suggests a need to ensure that GSAs are being trained appropriately and have suitable education about key responsible gambling concepts – potentially including knowledge verification (e.g., annual assessments). If GSAs provide inaccurate information, visitors could experience harm. In addition, a precautionary approach would safeguard that, like visitors, GSAs do not experience harm. This evaluation was not designed formally to collect information about GSAs’ background, training, or on-the-job experiences; however, during one planning meeting, the GSAs described feeling emotionally distressed by some of their experiences and interactions with visitors; they reported hearing difficult stories of financial and familial loss associated with gambling. This

¹³ Recall that GSAs reported 44 interactions that included enrollment in voluntary self-exclusion (VSE). One of these interactions included two patrons. Therefore, according to the Checklist, they enrolled at most 45 patrons in VSE.

anecdotal information raises important questions about whether the GSAs are sufficiently prepared and supervised for all aspects of their responsibilities. In addition, this informal information suggests that it might be helpful to review formally the adequacy of GSA training and supervision focusing on vicarious trauma, countertransference, first response for mental health issues, and other common clinical issues.

About 8% of those who responded to the Visitor Survey identified as Asian. The GSAs inform us that visitors who speak languages other than English are often fluent enough in English to have conversations with them about gambling; however, they are not comfortable completing English-language surveys. We suggest that future phases of this evaluation include Visitor Surveys translated into the appropriate language(s).

Keeping in mind the limitations described above, this report includes some findings that might be helpful in planning services at the Massachusetts casinos expected to open in the next few years. In addition to providing information about the busiest days and times for visitor interactions, this report suggests that the location and signage at Plainridge Park Casino are appropriate for attracting visitors. These results, like all others presented in this report, would need to be tested at new properties.

In an earlier section, we noted that we cannot determine the extent to which the GameSense Services at PPC are meeting the needs of casino employees, a group historically at higher risk for gambling-related problems than community members. We plan to conduct a survey of PPC employees to learn more about their needs. In addition, this survey will generate information about PPC employees' views of the GameSense program (e.g., knowledge of its location, hours of operation, purpose, and services provided; perceived usefulness).

A cost/benefit analysis could inform future decisions about investing resources into GameSense programs and services. This epidemiology of services provides some information about benefits, if we define benefits as the number of PPC patrons who receive GameSense services each day/week/month. We have not weighed these benefits against program financial and other costs (e.g., staffing, management and supervision, branding, outreach). We recommend that program planners conduct such a cost/benefit analysis to inform future decisions, potentially for GameSense as well as alternative programs.

We also recommend that policy makers consider these findings in relation to the legislative mandate for expanded gambling requiring gambling operators to "...provide complimentary on-site space for an independent substance abuse, compulsive gambling, and mental health counseling service" ("Bill H03697," 2011).¹⁴ We designed our evaluation to describe the GameSense program as it is currently configured and staffed; our research questions were derived from program goals that did not include the provision of substance use and mental health counseling services. With these caveats in mind, we note that there is no indication in the data we *did* collect that GameSense Advisors are providing substance use/mental health counseling services (beyond referral to treatment/self-help for gambling problems). To ensure that the on-site programming is consistent with the legislative mandate, policy makers might wish to pursue changes to the legislation, changes to the on-site programming, or both.

¹⁴ <https://malegislature.gov/Laws/SessionLaws/Acts/2011/Chapter194>

4.6. Concluding Thoughts

This report reflects an evaluation of the first Responsible Gaming Information Center located within the United States. Consequently, this study adds to the small but growing evidence base about responsible gambling activities. Though more research is necessary to evaluate fully the GameSense program and the services it offers, our findings indicate that the program is meeting a circumscribed set of program goals and, generally, is not causing harm to visitors.

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Appendix: Visitors Surveys (Versions 1-6)

Date: _____

Time: _____

I am a

- Man
- Woman
- Other (please specify)

In terms of race, I identify as (pick one)

- White
- Black or African American
- American Indian/Alaska Native
- Asian
- Native Hawaiian/other Pacific Islander
- Two or more races

In terms of ethnicity, I identify as (pick one)

- Hispanic/Latino
- Not Hispanic/Latino

My age is _____.

The highest level of school I have completed is (pick one)

- Some high school or lower
- High school graduate or equivalent
- Some college
- Associate's degree
- Bachelor's degree or higher

Which GameSense Advisor did you talk to?

Did you have any of the following concerns when you began your conversation with the GameSense Advisor? [Check all that apply.]

- I was curious about GameSense.
- I wanted to learn more about how gambling works.
- I wanted to learn more about strategies to keep gambling fun.
- I wanted to learn more about or enroll in Play Management.
- I wanted information about getting legal or financial help.
- I wanted to learn more about or enroll in voluntary self-exclusion.
- I wanted help for someone else.
- I wanted to get my credit suspended.
- I wanted the casino to suspend/reduce its marketing to me.
- I wanted help or information about problem gambling.
- I didn't have any of these concerns at the start of the conversation.

To what extent was your primary question answered or your primary concern resolved? [Circle one.]

Not at all	Somewhat	Completely
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Version #1

Did you learn any of the following during your conversation with the GameSense Advisor? [Check all that apply.]

- Strategies to keep gambling fun
- The Play Management system: what it is, how it works
- How gambling works
- A referral for gambling treatment
- How to get other support for gambling problems, such as self-help resources, screening for gambling problems
- How to get legal or financial help
- The voluntary self-exclusion program
- No, I did not learn about any of these topics.
- Other: _____

To what extent do you agree or disagree with each of these statements? [Check one per row.]

My GameSense Advisor (was...)

	Strongly Disagree	Disagree	Uncer-	Agree	Strongly Agree
Caring					
Helpful					
Knowledgeable					
Listened to me					

Date: _____

Time: _____

I am a

- Man
- Woman
- Other (please specify)

In terms of race, I identify as (pick one)

- White
- Black or African American
- American Indian/Alaska Native
- Asian
- Native Hawaiian/other Pacific Islander
- Two or more races

In terms of ethnicity, I identify as (pick one)

- Hispanic/Latino
- Not Hispanic/Latino

My age is _____.

The highest level of school I have completed is (pick one)

- Some high school or lower
- High school graduate or equivalent
- Some college
- Associate's degree
- Bachelor's degree or higher

Which GameSense Advisor did you talk to?

Did you have any of the following concerns when you began your conversation with the GameSense Advisor? [Check all that apply.]

- I was curious about GameSense.
- I wanted to learn more about how gambling works.
- I wanted to learn more about strategies to keep gambling fun.
- I wanted to learn more about or enroll in the Play Management system.
- I wanted information about getting legal or financial help.
- I wanted to learn more about or enroll in the voluntary self-exclusion program.
- I wanted help for someone else.
- I wanted to get my credit suspended.
- I wanted the casino to suspend/reduce its marketing to me.
- I wanted help or information about problem gambling.
- I didn't have any of these concerns at the start of the conversation.

To what extent was your primary question answered or your primary concern resolved? [Circle one.]

Not at all	Somewhat	Completely
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Did the GameSense Advisor share information about any of the following with you? [Check all that apply.]

- Strategies to keep gambling fun
- The Play Management system: what it is, how it works
- How gambling works
- A referral for gambling treatment
- How to get other support for gambling problems, such as self-help resources, screening for gambling problems
- How to get legal or financial help
- The voluntary self-exclusion program
- No, I did not learn about any of these topics.
- Other: _____

If you visited the GameSense Information Center (GSIC)...

Did you know about the Information Center before today's visit?

Yes	No	N/A: I did not visit the GSIC
-----	----	-------------------------------

Did your visit to the Information Center enhance your visit to the Plainridge Park Casino?

Yes	No	N/A: I did not visit the GSIC
-----	----	-------------------------------

Did your visit to the Information Center detract from your visit to the Plainridge Park Casino?

Yes	No	N/A: I did not visit the GSIC
-----	----	-------------------------------

Would you come to the Information Center again?

Yes	No	N/A: I did not visit the GSIC
-----	----	-------------------------------

Date: _____

Time: _____

I am a

- Man
- Woman
- Other (please specify)

In terms of race, I identify as (pick one)

- White
- Black or African American
- American Indian/Alaska Native
- Asian
- Native Hawaiian/other Pacific Islander
- Two or more races

In terms of ethnicity, I identify as (pick one)

- Hispanic/Latino
- Not Hispanic/Latino

My age is _____.

The highest level of school I have completed is (pick one)

- Some high school or lower
- High school graduate or equivalent
- Some college
- Associate's degree
- Bachelor's degree or higher

Which GameSense Advisor did you talk to?

Did you have any of the following concerns when you began your conversation with the GameSense Advisor? [Check all that apply.]

- I was curious about GameSense.
- I wanted to learn more about how gambling works.
- I wanted to learn more about strategies to keep gambling fun.
- I wanted to learn more about or enroll in the Play Management system.
- I wanted information about getting legal or financial help.
- I wanted to learn more about or enroll in the voluntary self-exclusion program.
- I wanted help for someone else.
- I wanted to get my credit suspended.
- I wanted the casino to suspend/reduce its marketing to me.
- I wanted help or information about problem gambling.
- I didn't have any of these concerns at the start of the conversation.

To what extent was your primary question answered or your primary concern resolved? [Circle one.]

Not at all	Somewhat	Completely
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Which of the following have you done in the last year? Please note that your answers are anonymous. We will use them only to improve the services we provide. [Check all that apply]

- Play the lottery, keno, instant Lotto games, or instant scratch-off tickets (not at a casino or slots parlor)
- Playing slot machines or video keno at a casino or slots parlor
- Betting on sports with friends or in an office pool—not online
- Betting on sports with friends or in an office pool—online (including fantasy sports)
- Gambling at a non-profit gathering/event (e.g., church bingo game, fundraiser, raffle)
- Playing roulette, dice, keno, or table games (other than poker) at a casino
- Playing video poker machines or other gambling machines (other than slots and keno) at a casino or slots parlor
- Playing poker, chess, or other game of mental skill for money (not at a casino)
- Betting on horse or dog races
- Other: _____

If you visited the GameSense Information Center (GSIC)...

Did you feel that the space was private?

Yes	No	N/A: I did not visit the GSIC
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Did you feel that the space was comfortable?

Yes	No	N/A: I did not visit the GSIC
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Version #3

Date: _____

Time: _____

I am a

- Man
- Woman
- Other (please specify)

In terms of race, I identify as (pick one)

- White
- Black or African American
- American Indian/Alaska Native
- Asian
- Native Hawaiian/other Pacific Islander
- Two or more races

In terms of ethnicity, I identify as (pick one)

- Hispanic/Latino
- Not Hispanic/Latino

My age is _____.

The highest level of school I have completed is (pick one)

- Some high school or lower
- High school graduate or equivalent
- Some college
- Associate's degree
- Bachelor's degree or higher

Which GameSense Advisor did you talk to? _____

Did you have any of the following concerns when you began your conversation with the GameSense Advisor? [Check all that apply.]

- I was curious about GameSense.
- I wanted to learn more about how gambling works.
- I wanted to learn more about strategies to keep gambling fun.
- I wanted to learn more about or enroll in the Play Management system.
- I wanted information about getting legal or financial help.
- I wanted to learn more about or enroll in the voluntary self-exclusion program.
- I wanted help for someone else.
- I wanted to get my credit suspended.
- I wanted the casino to suspend/reduce its marketing to me.
- I wanted help or information about problem gambling.
- I didn't have any of these concerns at the start of the conversation.

To what extent was your primary question answered or your primary concern resolved? [Circle one.]

Not at all	Somewhat	Completely
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Which groups of people might benefit from having a conversation with a GameSense Advisor? [Check all that apply]

- Anyone who gambles
- People at risk for developing a gambling problem
- People who have a gambling problem

Have you ever had any of these problems with your gambling? [Check all that apply]

- I had money problems because of my gambling.
- I had problems with friends or family members because of my gambling.
- I had problems at work because of my gambling.
- I had legal problems because of my gambling.
- I had problems with my physical health because of my gambling.
- I had problems with my mental health because of my gambling.
- I was cheated while gambling.
- I had some other kind of problem because of my gambling.
- Other (please specify) _____

Date: _____

Time: _____

I am a

- Man
- Woman
- Other (please specify)

In terms of race, I identify as (pick one)

- White
- Black or African American
- American Indian/Alaska Native
- Asian
- Native Hawaiian/other Pacific Islander
- Two or more races

In terms of ethnicity, I identify as (pick one)

- Hispanic/Latino
- Not Hispanic/Latino

My age is _____.

The highest level of school I have completed is (pick one)

- Some high school or lower
- High school graduate or equivalent
- Some college
- Associate's degree
- Bachelor's degree or higher

Which GameSense Advisor did you talk to?

Did you have any of the following concerns when you began your conversation with the GameSense Advisor? [Check all that apply.]

- I was curious about GameSense.
- I wanted to learn more about how gambling works.
- I wanted to learn more about strategies to keep gambling fun.
- I wanted to learn more about or enroll in the Play Management system.
- I wanted information about getting legal or financial help.
- I wanted to learn more about or enroll in the voluntary self-exclusion program.
- I wanted help for someone else.
- I wanted to get my credit suspended.
- I wanted the casino to suspend/reduce its marketing to me.
- I wanted help or information about problem gambling.
- I didn't have any of these concerns at the start of the conversation.

To what extent was your primary question answered or your primary concern resolved? [Circle one.]

Not at all	Somewhat	Completely
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Version #5

As a result of your conversation with the GameSense Advisor, will you... [Check all that apply]

- Visit the GameSense website
- Tell someone about the GameSense Information Center
- Think about my own gambling
- Think about someone else's gambling
- Call the problem gambling helpline
- Speak with a counselor or other professional about gambling
- Talk to someone I know who may have a gambling problem
- Reduce my gambling behaviors (e.g., spend less, take more breaks, play less often)
- Increase my gambling behaviors (e.g., spend more, take fewer breaks, play more often)
- Other (please specify) _____

If you visited the GameSense Information Center (GSIC)...

Did you know about the Information Center before today's visit?

Yes	No	N/A: I did not visit the GSIC
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Did your visit to the Information Center enhance your visit to the Plainridge Park Casino?

Yes	No	N/A: I did not visit the GSIC
-----	----	-------------------------------

Did your visit to the Information Center detract from your visit to the Plainridge Park Casino?

Yes	No	N/A: I did not visit the GSIC
-----	----	-------------------------------

Would you come to the Information Center again?

Yes	No	N/A: I did not visit the GSIC
-----	----	-------------------------------

Date: _____

Time: _____

I am a

- Man
- Woman
- Other (please specify)

In terms of race, I identify as (pick one)

- White
- Black or African American
- American Indian/Alaska Native
- Asian
- Native Hawaiian/other Pacific Islander
- Two or more races

In terms of ethnicity, I identify as (pick one)

- Hispanic/Latino
- Not Hispanic/Latino

My age is _____.

The highest level of school I have completed is (pick one)

- Some high school or lower
- High school graduate or equivalent
- Some college
- Associate's degree
- Bachelor's degree or higher

Which GameSense Advisor did you talk to? _____

Did you have any of the following concerns when you began your conversation with the GameSense Advisor? [Check all that apply.]

- I was curious about GameSense.
- I wanted to learn more about how gambling works.
- I wanted to learn more about strategies to keep gambling fun.
- I wanted to learn more about or enroll in the Play Management system.
- I wanted information about getting legal or financial help.
- I wanted to learn more about or enroll in the voluntary self-exclusion program.
- I wanted help for someone else.
- I wanted to get my credit suspended.
- I wanted the casino to suspend/reduce its marketing to me.
- I wanted help or information about problem gambling.
- I didn't have any of these concerns at the start of the conversation.

To what extent was your primary question answered or your primary concern resolved? [Circle one.]

Not at all	Somewhat	Completely
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Have you heard about the GameSense Information Center from any of these sources? (click all that apply)

- I walked by it
- I saw a GameSense kiosk in the Plainridge Park Casino
- I saw some other advertisement/sign in the Plainridge Park Casino
- A Plainridge Park Casino employee told me about it
- A friend/family member told me about it
- I read about it in the newspaper
- I saw an ad on TV
- I saw an ad online
- I heard an ad on the radio
- I saw a billboard
- Another professional offered me this resource
- I don't know/don't remember
- Other (please specify)

How satisfied are you with your interaction with the GameSense Advisor?

- Not at all satisfied
- Slightly satisfied
- Moderately satisfied
- Very satisfied
- Extremely satisfied

Addendum

The Massachusetts Gaming Commission (MGC) and the Research Design and Analysis Subcommittee (RDASC) raised questions about this report, *Summary Analysis of the Plainridge Park Casino GameSense Program Activities & Visitor Survey: December 1, 2015 – May 31, 2016*. We appreciate their thoughtful comments. To assure the transparency of changes to the evaluation report, we have provided this addendum to the report with their comments and our detailed responses to each comment.

As we describe in our summary of comments and responses, we have adjusted the report to (1) correct for typos, (2) add references to the published literature where necessary, and in one case, (3) clarify our intended meaning. We are including the MGC's and the RDASC's questions and concerns exactly as they were communicated to us, along with our responses to these questions and concerns. This strategy best maintains transparency in this process. Like the MGC, we believe that transparency is in the best interest of our work together in the service of the Commonwealth of Massachusetts.

RDASC Comments	Division Response
<p>Include more background about the context of your overall sense of evaluation for MGC interventions and how this specific evaluation fits into this model.</p>	<p>We should treat MGC interventions as we would psychosocial interventions. That is, we must establish safety, efficacy, impact, and ultimately cost effectiveness. Public health interventions cannot be assumed safe despite the best of intentions. Consequently, evaluation efforts must monitor the safety of both the visitor and GameSense Advisors. This report represents the first step of a more comprehensive evaluation. Currently, other aspects of the evaluation include assessing a broader range of potential GameSense visitors, assessing gaming employee impacts, and assessing responsible gambling effects more directly. We describe the broader context of our evaluation at the conclusion of section 1.5 (“This report is one component of a larger Division on Addiction evaluation....”) Future work should examine other aspects of GameSense, including legislative fit, cost effectiveness, and operations/management effectiveness.</p>
<p>GSAs reported data on all interactions with patrons. However, patrons only reported data on Exchange interactions with GSAs. For this reason, we do not have data for the visitor’s perspective on 83% of interactions with GSAs.</p>	<p>During June, 2015, just prior to the PPC opening, the MGC and MCCG requested a revision to our proposed methodology that limited survey data to the highest level of interactions (later named Exchange interactions). Unfortunately, this restricted survey information to less than 20% of all GameSense interactions and eliminated a comparison group for Exchange interactions. If the MGC granted permission to expand survey data collection for the Instructive and Demonstration interactions, based upon the first six months of surveys data, we anticipate that this change will allow us to comment upon 28.6% of GameSense interactions. As we originally proposed, we still believe that we should expand the scope of the study to be consistent with our original proposal, including all possible GameSense interactions.</p>

RDASC Comments	Division Response
<p>Was cognitive testing done on the survey either in the field or in focus groups?</p>	<p>Several documents informed the development of the Visitor Survey questions, including (1) the 2014/15 Responsible Gaming Resource Centre (RGRC) Evaluation Data Collection Questionnaires (submitted to the Ontario Lottery & Gaming Corporation by the Responsible Gambling Council, December 2014), (2) the 2014/15 RGRC Proposed Evaluation Methodology (submitted to the Ontario Lottery & Gaming Corporation, October 2014), (3) the “Evaluation Services Procurement” memo from Director Vander Linden to MGC Commissioners during Spring 2015, and (4) an early version of a GameSense brochure provided by Director Vander Linden during Spring 2015. Some questions were drawn directly from, or slightly modified from, RGRC questions already used in the field. Others were grounded in concepts described in the MGC memo, the GameSense brochure, and in other responsible gambling research efforts. We developed the Checklist questions based on a review of the “GSA Interaction Data Overview” document provided by Candice May of the BCLC. In both cases (i.e., the Visitor Survey and the Checklist), the Division prepared an initial set of items and provided Director Vander Linden and Marlene Warner (Executive Director of the MCCG) an opportunity to suggest revisions and identify items they believed would be misunderstood easily by readers. Though we did not engage in patron cognitive testing of the survey questions, all three groups worked iteratively until all parties were satisfied with the wording and format of all items, with a focus on patron understanding of the items. This work could be considered a weak form of cognitive testing.</p>
<p>Consider cognitive testing of future survey instruments.</p>	<p>We agree and will consider formal cognitive testing of any future survey instruments.</p>

RDASC Comments	Division Response
<p>Given that almost 80% of longer interactions started as simple interactions, it is possible that the data is being skewed towards visitors with positive views of the GSAs, as individuals who were not enjoying/benefiting from their simple interaction are potentially less likely to lengthen it into an Exchange interaction, and thus less likely to fill out an evaluation.</p>	<p>We agree that this is possible. The report notes that visitors' positive views might relate to a general halo effect (section 4.4, however, it also is possible that the restricted range of potential survey respondents influenced the positive views. We hope to have more clarity about this issue once we complete our evaluation of the GameSense program at PPC. As noted in the report (section 4.2.5.), other components of the evaluation, including analyses of the SEIGMA patron intercept data and the employee surveys should shed some light on this issue. Further, collecting survey data about the full range of GameSense interactions (i.e., including Simple), would help increase confidence in the reported results. As we intended, this preliminary report provides only a partial picture of the GameSense program at PPC (p. ii).</p>
<p>The six versions of the questionnaire allowed the researchers to collect information for about 120 individuals on a wide variety of topics. However, there is less data on each of these questions than if the questionnaire had gone out to the whole group. This limits the ability to do meaningful statistical analysis.</p>	<p>The bulk of this report is a presentation of descriptive statistics, consistent with our goal of describing the operation of the country's first responsible gambling information center. We present inferential statistics only in one section, where we consider demographic characteristics as potential moderators of visitors' responses to GameSense (section 3.2.3.4). Currently, we have sufficient power to identify large effects and small effects are not important in this context. We want to avoid finding statistically significant, but socially meaningless results.</p>
<p>Most information is obtained or is related to 2 of the 4 GSAs. Does this bias these results? What is known about the 2 who are providing info as compared to the 2 who aren't? I am concerned that some self-selection is going on here. For example, what if the 2 who are providing less data are also those with higher proportions of negative interactions? Can this taint these results? Is it possible to gather any information about the GSAs to see if anything can be learned analytically about this?</p>	<p>Although the data come primarily from interactions conducted with two of the four GSAs, the Visitor Survey data represents the majority of Exchange interaction visitors. Including information that balances contributions from GSAs would overweight the two GSAs with respect to total Exchange interactions. Post data sampling weighting is problematic because it magnifies characteristics of outliers. Ultimately and practically, supervision of GSAs can manage this issue. Supervisors should be aware of which GSAs are providing data, intervening with</p>

RDASC Comments	Division Response
	visitors, etc. and manage the GSA staff accordingly. We do note that we examined trends in visitors' sense that their concerns had been resolved according to GSA and found a similar trend across each GSA (Figure 11).
Visitor's responses show evidence of a possible "halo effect", that is, all aspects of an interaction with a GSA are given the same positive score. This is a common problem in getting accurate data regarding interactions in a retail setting.	We agree and note this possibility In the Limitations section (section 4.4).
There is a trade-off between the length of the survey and response. At some point, a test where a subset of people are given a longer survey that contains more in-depth information might be interesting. Then it would be possible to track response rates for the long version vs. the shorter versions.	We agree; however, this methodological research is outside the scope of this study.
Consider measuring changes in behaviors over time. It might be interesting to track repeat visitors to Gamesense and see if they are ones reporting more gambling activity and more gambling issues. In other words, are people with potential problems more likely to be repeat visitors?	We agree that prospective longitudinal research provides critical insight into behavior change. Beginning August 8, 2016, we commenced with the next part of our evaluation. This component includes assessments of responsible gambling knowledge and behavior, and more relevantly, accounts for whether visitors have had prior interaction with GameSense. We will use a cross-sectional design to explore the association between GameSense exposure and self-reported responsible gambling knowledge and behavior. We look forward to these results. In our original proposal to the MGC, we proposed conducting a longitudinal study of GameSense visitors, which would correct for some of the limitations of a cross-sectional design. This aspect of the evaluation has not yet been funded.

RDASC Comments	Division Response
<p>The results seem to indicate that most visitors have engaged in few gambling activities in the past and have few gambling issues. Will this remain the same after more casinos with more diverse gaming opportunities are open in Massachusetts? Or, will future customers resemble the same patterns that we see at PPC?</p>	<p>These are interesting questions and hypotheses. The current data cannot answer these questions, but it is reasonable to expect a maturing of Massachusetts’s gamblers. However, these gamblers already have been exposed to gambling and they already might be adapting to their gambling experiences.</p>
<p>Consider clinical supervision and expanded training and support to deal with stress on GSAs and on patrons. Some GSA's reported experiencing discomfort with some of the strong negative emotions that they were exposed to when discussing responsible gaming and gambling problems with visitors. GSAs need to be properly trained and be capable of handling the kind of discomfort that comes with discussing serious issues of mental illness. This also raises questions about the stress on GSAs if they are being adversely affected by the strenuous and sensitive nature of their interactions.</p>	<p>We agree that this is a serious issue. Our discussion with GSAs, described on page 59 of the report, occurred on May 10th, 2016. Given the urgency and importance of this matter, we contacted the MGC and MCCG the following day. We recommended the MGC/MCCG provide additional training, support, and supervision—or even consider temporarily suspending the program until safety could be assured. We continued to call for these activities during a phone call on May 13th, 2016. As of September 7, 2016, clinical supervision has not yet begun. In addition, at this point, we have not been apprised of any additional training. As before, we urgently recommend that these vital activities become integral aspects of the program and be evaluated and reviewed semi-annually by a fully independent body.</p>
<p>This document provides a foundation from which a proper cost-benefit analysis should be performed. The data provided on the interactions of the GSAs is a good starting point for this study, however the costs of the program should also be considered.</p>	<p>We agree that a cost-benefit analysis of GameSense is essential to a full evaluation of the program; however, it is beyond the scope of the current study. In section 4.5 (“Recommendations”), we recommend to MGC that they consider such a study.</p>

MGC Comments	
The executive summary needs to be able to stand alone.	We agree. We believe that the Executive Summary could stand alone in its current version.
Titling the report a “summary” makes it appear there is a full report coming.	We agree. The choice of the word “summary” accounts for the fact that this report is just one component of the larger evaluation project. Once the other aspects of the evaluation are complete, we will integrate all of the components together into a single report. We prepared this preliminary report, although not identified as a contractually obligated deliverable, at the request of the MGC and MCCG due to concerns about GSA morale and fatigue in completing their work and study responsibilities.
Terms which may be useful to have defined include: “Extensive Gambling History”, Gambling “levels”, “Initiate” interaction, Problem vs. at risk gambling	On page v, we defined Levels 0-4 gamblers as follows: “(i.e., (1) no gambling, (2) gambling without problems, (3) gambling with sub-clinical symptoms, (4) gambling patterns that can be diagnosed at the clinical level, and (4) gamblers who seek treatment) in the general population.” In section 4.3.1., we again define gambling levels: “Those who gamble and experience gambling-related problems, but do not meet formal diagnostic criteria for gambling disorder (i.e., Level 2 gamblers) require secondary prevention strategies. Such strategies hold the potential to reduce harms associated with adverse health conditions that already have developed. Secondary prevention strategies for gambling disorder might involve modifying gambling products or the gambling environment to reduce harm (e.g., introducing self-exclusion programs, introducing products designed to minimize excessive play, removing ATMs) without restricting access to gambling products among Level 0 or 1 gamblers. Finally, those who meet diagnostic criteria for gam-

MGC Comments	
	<p>bling disorder (i.e., Level 3 gamblers) typically require tertiary prevention strategies—strategies to soften the impact and/or reduce the duration of an existing health condition. An effective public health initiative will (1) provide primary prevention resources (e.g., information about how gambling works and the probabilities of winning) to Level 0 and Level 1 gamblers, (2) provide secondary prevention tools (e.g., play management, voluntary self-exclusion) to Level 2 gamblers, (3) provide Level 3 gamblers with a pathway to treatment, and (4) determine the extent and type of services necessary for treatment seeking gamblers (i.e., Level 4).” As we mention below, we have added citations to these sections. We have added this sentence to the report when we first describe this nomenclature (p. v): “This nomenclature has been used in the peer-reviewed literature since 1996 (Shaffer & Hall, 1996).”</p> <p>When describing conditions associated with gambling problems, we use the Level 0-4 nomenclature rather than “problem gambling” or “pathological gambling,” which are pejorative terms.</p> <p>The report introduced Interaction initiations within section 2.3.5.2. and provided the following description: “To understand how GSA-visitor interactions emerged, we asked GSAs “How did the interaction begin?” We asked this question only in the context of Exchange interactions. Answer choices were (1) I approached the visitor(s), (2) the visitor(s) approached me, (3) security introduced the visitor(s) to me, (4) another casino employee introduced the visitor(s) to me, (5) state police introduced the visitor(s) to me, (6) a gaming agent introduced the visitor(s) to me, and (7) a concerned other introduced the visitor(s) to me). GSAs could select only one answer.”</p>

MGC Comments	
	<p>“Extensive gambling history” is not a formal term, but is instead our way of describing patrons who report engaging in more rather than fewer forms of gambling during the past year. We have clarified this meaning in section 2.3.2.3.</p>
<p>Page ii: Was the small gift consistently provided? Was it part of the protocol? I don’t believe so.</p>	<p>This procedure was agreed upon with the MGC and MCCG, and we reinforced it within our written protocol provided to the GSAs during November 2015. If there were deviations with the consistency of distribution, we were not made aware.</p>
<p>Clarification page iii, bullet 3- “following all other interactions” Define “other interactions”.</p>	<p>The previous bullet point references Simple interactions. Therefore, “all other interactions” refers to non-Simple interactions, or Instructive, Demonstration, and Exchange interactions.</p>
<p>Page iii: “GSA had about 31 interactions with visitors each day and interacted with about 52 visitors each day”. Clarify that GSA’s sometimes interacted with more than one visitor at a time.</p>	<p>Currently, section 2.2.1.1. of the report notes, “The Checklist first asked GSAs to record which type of interaction they completed: Simple, Instructive, Demonstration, or Exchange. It also asked how many visitors were involved in the interaction. These questions allowed us to calculate the number of each type of interaction and the number of visitors per interaction type GSAs completed.”</p> <p>Table 2 shows trends in the number of visitors per interaction, separately for each interaction type, and reveals that the number of visitors per interaction ranged from 1-22. It seems clear that the number of visitors per interaction could be greater than one.</p>

MGC Comments	
<p>Page iv: "A minority of respondents (25.2%) reported that people experiencing gambling-related problems would benefit from a conversation with a GSA. Similarly, a minority (30.4%) reported that people at risk for experiencing gambling-related problems would benefit from a conversation with a GSA." How could somebody who does not have a problem determine whether or not a GSA would be helpful to somebody with a more serious problem? These persons were not likely receiving a service that would demonstrate the GSAs ability to manage a gambling problem.</p>	<p>Having a gambling-related problem does not convey authority for evaluating the effectiveness of responsible gambling programs. Neither is having a gambling-related problem necessary for being aware of resources available for those who <i>do</i> have gambling-related problems. Ideally, visitors would be aware of the full range of services available, regardless of current need. Consider an example from the healthcare field. A healthy patient might be aware that her primary care physician is capable of providing emphatic, evidence-based brief intervention for substance use disorders. She might develop this awareness through direct conversation with her physician or by seeing materials posted within the exam room. In this case, the patient might be more willing to disclose such a condition to her physician if she ever develops one. This data merely represents visitors' impressions, as expressed.</p> <p>Nevertheless, we created a new variable that represents responses to the question, "<i>Which groups of people might benefit from having a conversation with a GameSense Advisor?</i>" Visitors who selected the option "people who have a gambling problem" or the option "people at risk for developing a gambling problem," were grouped into a single category, regardless of whether they endorsed the option, "Anyone who gambles." Those who did not report that people at risk for, or experiencing, gambling-related problems could benefit from GameSense services were grouped into a different category. There were 62 respondents in the former category (36.3% of the total) and 109 respondents in the latter category (63.7% of the total).</p> <p>We compared the link between this new dichotomous variable and a dichotomous variable representing whether respondents reported having experienced any gambling-related problems.</p>

MGC Comments	
	<p>We did so using a 2 x 2 chi square test. (This was possible because both questions were included in Version 4.) Notably, we did not observe a significant effect; those who reported having a gambling-related problem were no more or less likely to report that GameSense could benefit those experiencing, or at risk for experiencing, gambling-related problems. More specifically, only 35.7% of those who reported never experiencing gambling-related problems were aware of the full range of services, and only 39.3% of those reporting at least 1 gambling-related problem were aware of the full range of services (chi square (1) = 0.13, not significant).</p>
<p>Page iv: How is “extensive gambling histories” defined? How is this determined by the GSA?</p>	<p>We did not ask GSAs to determine whether visitors had extensive gambling histories. This topic is relevant to the Visitor Surveys, not the Checklist. In Version 3 of the Visitor Survey, we asked visitors directly to describe their past-year gambling history. Specifically, we asked ‘Which of the following have you done in the last year?’ We listed 9 types of gambling activities and instructed respondents to endorse as many as applied to them” (see section 2.3.2.3.) As we mention earlier in this document, we now clarify to state that when interpreting these findings, we consider that those who report engaging in many kinds of gambling activities to have extensive gambling histories. This term is used only in the interpretation of findings.</p>
<p>Page iv: A GSA may report that they have not “previously interacted with a given visitor” but it seems unlikely they’d know if the visitor had interacted with a different GSA.</p>	<p>We agree.</p>
<p>Edit page v: Move 5th bullet under working alliance “The majority of respondents” immediately after the first bullet to improve flow.</p>	<p>The current order of these results corresponds with the order in which they are presented throughout the report (i.e., Methods, Results, Discussion).</p>
<p>Typo page 11, bottom line – should be through May 31, 2016</p>	<p>We have fixed this.</p>

MGC Comments	
<p>1.2 Understanding responsible gambling - Doesn't reference the MGC RGF including MGC definition of responsible gaming which has been a foundational document for RG strategies in MA.</p>	<p>The report employs the standard citation strategy for scholarly writing. That is, we use published peer reviewed work from scholarly journals whenever possible to establish conceptual frameworks. The RENO model and the subsequent publications from the International Working Group on Responsible Gambling represents the seminal work defining Responsible Gambling. We do introduce the MGC RGF on page 11 and reference it again on page 14.</p>
<p>4.5: It is beyond the scope of the study to determine if the MGC is interpreting the statute accurately. This is the authority of the MGC to determine and therefore should be removed.</p>	<p>The report does not determine if MGC correctly interprets the statute. The report simply recommends "... that policy makers consider these findings in relation to the legislative mandate for expanded gambling requiring gambling operators to "...provide complimentary on-site space for an independent substance abuse, compulsive gambling, and mental health counseling service"" ("Bill H03697," 2011). This is important given that we could not find evidence of substance abuse or mental health counseling services.</p> <p>Consequently, we disagree with this suggestion. However, in response to our observations, the MGC is in the position to affirm its original decision that GameSense meets the obligation of the expanded gaming legislation, or revise GameSense, if they believe it is necessary. Similarly, MGC is in a position to request that the legislation be revised so that it is consistent with the goals of GameSense.</p>
<p>4.6: What is the meaning of stating the program is meeting a "circumscribed" set of program goals?</p>	<p>GameSense appears to be meeting a limited set of program goals. We first describe our understanding of the program goals in section 1.5 (providing responsible gambling information and resources across the spectrum of needs, appealing to a wide audience, establishing strong working alliances with patrons, attracting visitors from both inside and outside the casino).</p>

MGC Comments	
The amount of data collected is robust but there does not appear to be many findings or conclusions drawn	This preliminary report includes just a circumscribed portion of the full evaluation.
Should "Appeal to Wide Audience" be changed to "Program appeal/perceptions?" Does it make sense to use the term wide audience when only surveying visitors with more in-depth interactions?	We describe the motivation behind this wording choice in section 1.5.
Table 6: Why is "behavior" and "experience with gambling" being combined? Additionally, this appears to be a very narrow range of behaviors. What does "experienced with gambling" mean? Does this mean frequency? If so, then it aligns with the IDM framework and consider referencing.	<p>We combined these concepts because visitor impression responses were integrated within a single question on the GSA Checklist (section 2.2.5.1.). We did not provide GSAs a definition of "experienced with gambling."</p> <p>During the initial planning period, we included items about the visitor's perceived knowledge of responsible gambling concepts and interest in learning about GameSense offerings. Mindful of the need to minimize GSA burden, and guided by the GSAs' frequency of endorsing these response options, we deleted these response options prior to the window of observation.</p>
Table 8: Why is age not reported beyond mean? It seems important to have a better understanding of full report on this.	The standard deviation, range, and mode of age was reported in the text prior to Table 8 (section 3.1.5.1.): "The average participant was 53.2 years old (SD = 15.3; range = 21-90; mode = 60)."
Table 11: A significant # and % sought information about problem gambling and how to get help but not captured because the different responses accounted for a small % - consider collapsing to better represent this area.	Other than statistical significance, the use of "significant" to describe results is unclear and introduces a subjective element to description. We prefer to collapse across groups infrequently because doing so disguises strata and hides important information.
Table 12: A significant % (60%) plan to take action (thinking or otherwise) as a result of conversation with a GSA. Fits with MI/Stages of change – contemplation to action.	Use of the word "significant" is unclear in this context. We agree that a meaningful portion plan to take some kind of action after their conversation with a GSA. In the second wave of visitor surveys that began on August 8, 2016, we ask "repeat customers" whether they engaged in any of these activities fol-

MGC Comments	
	lowing their initial conversation. Visitors' responses will be summarized in a future report.
Table 13: As described, a majority % wanted information about RG but still a significant % wanted info about problem gambling (24%). This isn't adequately reflected in the narrative and misleading in the introduction.	What is meant by "significant"? See above. To illustrate, 24% is a minority.
Table 18: While most did not endorse a gambling related problem (as would be expected) a significant # did – what % of casino patrons experience gambling related harm and what % endorsed at least 1 when visiting a GSA?	Use of the word "significant" is unclear in this context. We interpret this comment as a call for more information about the broader population of PPC patrons, beyond those who completed Exchange interactions and Visitor Surveys. The epidemiology of casino patrons and their gambling-related harms is beyond the scope of this report and this project. We do, however, have additional information about the relative size of the population of GameSense patrons in comparisons to the population of PPC patrons. Specifically, on July 29, 2016, Penn provided information regarding PPC daily traffic. They reported that roughly 7,706 visitors go to PPC each day. Given that GSAs reported interactions with about 52 visitors each day, this means that GameSense directly connects with about 0.67% of daily PPC visitors. (For both PPC traffic and GameSense visitors, the caveat that certain visitors might be counted more than once applies.) GameSense might indirectly connect with more visitors and potential visitors via signage, media spots, outreach outside the casino, and the like. This kind of engagement information might be useful in a future cost-benefit analysis.
The findings only capture the initial exchange interaction and don't capture the interactions following that may include much different topics.	We understand this comment to mean that the findings do not represent subsequent conversations between a given visitor and a given GSA. In actuality, a substantial minority (over 40%) of visitors were "repeat customers."

MGC Comments	
<p>4.2.2: It's erroneous to think the workload would be divided equally between the GSAs. Based on natural flows of traffic during different times of the day, GSAs that work mornings or late evenings will have less patron interactions.</p>	<p>We agree that certain GSAs might have fewer patron interactions due to different shifts; in section 4.2.2., we note, "Understanding the causes of these patterns [of patron interactions] is beyond the scope of this evaluation. It could be that certain GSAs simply worked busier shifts than others, and that such discrepancies in visitor interaction counts are inevitable." We raised the possibility that the workload might differ, and that the GameSense should attempt to understand if and how staff shifts might have affected results, or whether some other factor accounts for differences.</p>
<p>4.2.5: Are men more represented? Compared to what? What % of visitors to PPC are men?</p>	<p>This project and report does not include an epidemiology of visitors to PPC and their demographic characteristics.</p>
<p>4.3.2: "visitors rarely approached GSAs with concerns that could be considered serious" Since the study only captures the initial exchange interaction this makes sense. As stated, most exchange, instructive and demonstration start off as simple (75%). If this is the case, it would be expected that the first exchange may be "testing the waters" for a further discussion about PG in future interactions that aren't captured.</p>	<p>In section 4.2.5., we mention the finding that a substantial minority of interactions (40.6%) occurred with "repeat customers." We further state that "In most cases, those who returned to GSAs for repeated interactions had previously had Exchange interactions, the most intense type of interaction." During the window of observation, we did not ask GSAs to survey visitors who had already completed a Visitor Survey. However, during the second wave of data collection that began on August 8, 2016, we have added a survey tailored for those who have already completed an initial Visitor Survey.</p>
<p>In table 13 and 15 24% and 10% respectively of conversations are of serious nature/ related to a gambling problem. Not a rare occurrence. Additionally, since the study only captures the initial exchange interaction this makes sense. As stated, most exchange, instructive and demonstration start off as simple (75%). If this is the case, it would be expected that the first exchange may be "testing the waters" for a further discussion about PG in future interactions that aren't captured.</p>	<p>We are unclear about the meaning of "only captures the initial exchange." GSAs reported that they had previously interacted with over 40% of visitors.</p>
<p>4.3.3: Any additional information about what about GS distract-</p>	<p>None available, but we can integrate this into future research.</p>

MGC Comments	
ed them?	
This is a new program. How does that affect the patron response and specifically the issues they bring to GSAs?	This evaluation focuses on the version of GS, at this particular time. Future evaluations will be able to compare GS during different development periods. This baseline data cannot answer this question.
There is a point to be made about the importance of GSA/visitor relationships that is difficult to capture in this type of evaluation. This should be acknowledged as a limitation.	As in every study, we did not include the full range of questions that could be used to assess a given concept. We used the questions that we selected in consultation with the MGC and MCCG.
May want to clarify objectives from “How are GSA’s using available space” to “Are GSA’s using available space?”	We appreciate this suggestion but are comfortable with our initial wording.
2.1.3.1 This may not be accurate. The GSA wouldn’t offer a patron survey to persons enrolling in the VSE but they may have completed a survey at an earlier time.	On page 18, the report specifies that, “Visitors who completed a voluntary self-exclusion were also ineligible [for a survey].” While that same visitor might have had an interaction with a GSA prior to enrolling in voluntary self-exclusion, once they had completed VSE, they would not be eligible for a survey according to the protocol instructing GSAs not to administer surveys to them and their subsequent ban from the casino.
Consider other languages and survey font size.	

Additional Division on Addiction Revisions
Revision 1: On page iv, under Visitor Characteristics, we edited a typo which indicated that the “modal [Visitor Survey] respondent was a 60-year old, White, non-Hispanic man who had a high school diploma or equivalent.” This now correctly reads “non-Hispanic woman.”
Revision 2: We have added citations to relevant papers describing the public health level system for gambling in the Executive Summary (p. v) and in section 4.3.1. The relevant citations are Shaffer and Hall (1996) and Shaffer, Hall, and Vander Bilt (1997).



Division of Racing

TO: Steve Crosby, Chairman
Gayle Cameron, Commissioner
Lloyd Macdonald, Commissioner
Bruce Stebbins, Commissioner
Enrique Zuniga, Commissioner

FROM: Alexandra Lightbown, Director of Racing

CC: Edward Bedrosian, Executive Director
Catherine Blue, General Counsel

DATE: October 21, 2016

RE: Plainridge Park Casino Hollywoodraces/eBet Request

Dear Commissioners:

As part of the Plainridge Park Casino harness racing application for 2017, Plainridge has asked for approval to use Hollywoodraces/eBet for their account wagering. This is a **subsidiary of Plainridge Park Casino's parent company, Penn National Gaming, Inc.** Please see Exhibit 29.

Massachusetts General **Laws Chapter 128A Section 5C** states: “ **Notwithstanding section 17A** of chapter 271, each person licensed to conduct a running horse, harness horse or dog racing meeting, not including racing meetings held or conducted at a state or county fair, may establish and maintain betting accounts with individuals for use in connection with account wagering on races offered by the licensee, as the licensee is otherwise authorized to accept in accordance with this chapter and chapter 128C, including those fees, payments, commissions and premiums. As used in this section, "account wagering" shall mean a form of pari-mutuel wagering in which an individual may deposit money to an account established through an agreement with a person licensed to conduct a running horse, harness horse or dog racing meeting and use the account balance to make and pay for wagers by the holder of the account which wagers may be made in person, by direct telephone call or by communication through other electronic media by the holder of the account to the licensee. An individual who has established a betting account with a racing meeting licensee may deposit money into said account through the use of a credit card or debit card issued by a federal or state-chartered bank and a



Massachusetts Gaming Commission

racing meeting licensee may collect and deposit money received in such a manner at the licensee's racetrack or through the telephone, Internet or other telecommunications media. Only those persons who have established a betting account with a person licensed to conduct a running horse, harness horse or dog racing meeting in accordance with this section shall place bets by telephone or by communication through other electronic media with such licensee. No credit shall be extended to a betting account by a running horse, harness horse or dog racing meeting licensee.” **This allows for** the account holder to place wagers in person, by telephone, or other electronic media. It also allows the racing meeting licensee to collect and deposit money received in the stated manner from an account holder through the telephone, Internet or other telecommunications media.

Penn National Gaming Inc. has a long history as and ADW operator. Hollywoodraces is currently in 18 different states.

Recommendation: That the Commission approve the request of Plainridge Park Casino to offer account wagering using the eBet Technologies (eBet”) wagering platform under Hollywoodraces. Plainridge will provide the Massachusetts Gaming Commission with a timetable for the orderly transition of account wagering operations from WinLine to Hollywood Races/eBet. If this orderly transition can be completed in 2016, Plainridge may begin using Hollywoodraces/eBet in 2016.



Massachusetts Gaming Commission



Massachusetts Gaming Commission

101 Federal Street, 12th Floor, Boston, Massachusetts 02110 | TEL 617.979.8400 | FAX 617.725.0258 | www.massgaming.com

EXHIBIT 29

Include as Exhibit 29 a request for authorization for a system of account wagering in accordance with 205 CMR 6.20: General Account Wagering. The request shall include information related to any planned, non-monetary, incentive programs and account security plans. If a service provider is used, include copies of any and all agreements between the service provider and the applicant regarding the services to be provided by the service provider to the applicant in respect to the applicant's account wagering operations

In accordance with 205 CMR 6.20, Plainville Gaming and Redevelopment, LLC ("PGR"), d/b/a Plainridge Park Casino ("Plainridge"), requests through this harness racing license application for 2017, authorization from the Massachusetts Gaming Commission ("MGC") to offer account wagering in 2017 using the WinLine System as is currently in place at Plainridge Park Casino. The Massachusetts State Racing Commission originally approved the WinLine System on April 3, 2002. Industry standard tote protocols provided through Sportech and NiceCall Focus III protect the system, product sheets attached.

Plainridge, as part of this application, also requests authorization from the MGC to offer account wagering in 2017 using the eBet Technologies ("eBet") wagering platform, "Hollywood Races" which will be accessible to customers via the website, www.hollywoodraces.com, through a mobile app (available on both iOS and Android systems) and via telephone operator assisted wagering. eBet Technologies is currently in the process of license review by the MGC and once approved, Plainridge will provide the MGC with a timetable for the orderly transition of account wagering operations from WinLine to Hollywood Races/eBet. A copy of the account wagering agreement between Plainridge and eBet is enclosed.

The current Plainridge Points/Players Club is the incentive program used with the WinLine Telephone Account Wagering System, and Hollywood Races, once operational. The Plainridge Points Program/Players Club was outlined for the MGC on January 9, 2014. As of September 1, 2016, the Plainridge Park Casino "Marquee Reward" Player Cards now track pari-mutuel activity in the facility and through the Plainridge Park operated account wagering operation.

PGR's parent company, Penn National Gaming, Inc. ("Penn") has over 30 years experience in account wagering through its subsidiary Mountainview Thoroughbred Racing Association previously d/b/a EbetUSA.com and Telebet and as of April 2016, Hollywood Races.



Division of Racing

MEMORANDUM

TO:	Massachusetts Gaming Commission / State Racing Division
FROM:	Doug O'Donnell, Senior Financial Analyst
SUBJECT:	Approval of eBet Technologies Inc. for Plainridge Park Racecourse
DATE:	October 26, 2016

eBet Technologies Inc. provides pari-mutuel wagering products and services for licensed racetracks and simulcast facilities in various jurisdictions.

The contract between Penn National Gaming and eBet allows them to use the Sportech G4 internet platform and DigitalLink platform.

DigitalLink is the brand name of the mobile wagering service from Sportech Racing //Digital. This is a wagering application that is downloaded to a mobile device. Once downloaded, DigitalLink offers the customer the ability to open a permanent account, or a temporary one day pass to fund and manage a digital wallet, place wagers, view tickets along with results, watch races and cash out. Customers with a permanent account are able to use DigitalLink outside the racing facility while temporary customers can only use the application at the facility.

Sportech also provides a "DigitalLink" information video on their website.



Massachusetts Gaming Commission

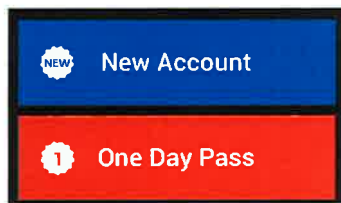


Digital Link™

Customer Service Guide

Digital Link™ is a mobile wagering app designed to enhance the user experience and, as an added benefit, decrease paper waste from tickets and vouchers.

Digital Link™ offers up to two different experience options depending on the operator's specific program; a permanent wagering account or a One Day Pass.



**Permanent,
named account**

**Temporary,
anonymous pass**

This pamphlet will familiarize you with Digital Link™, and assist you in answering customer questions.

To get started, it's a good idea to view a short informational video, which can be found within the app itself under "Help and Tutorials" or can be viewed at www.GoDigitalLink.com.

Note: Not all options or features described in the video or in this guide are available everywhere, so it's important to learn from your Manager exactly which options and features are offered at your location.



Getting Started

To begin using Digital Link™, the customer must have an Apple iOS or Android device. Examples include iPhone, iPad, Nexus tablet, or any tablet or smart phone that uses the Android operating system.

To download the app, the customer visits www.GoDigitalLink.com on their mobile device, and selects a location from the list.

GoDigitalLink will detect the device type, and redirect to the correct download page.

Before downloading Digital Link for Android, users must enable third party app installation. Go to Settings and choose Security. For Android 2.3 and earlier, choose Applications. Fill the Unknown Sources check box, then touch OK on the resulting pop-up alert.

An issue you are likely to experience is a customer not remembering their iTunes/App Store™ or Android password.

Be prepared to help guide them on how to retrieve a password. **Never volunteer to do this for them, as passwords should never be shared**, but give them pointers on the selections they need to make in order to retrieve a password.



Registration & Funding

Once the app is downloaded, the customer selects a registration option from the list provided. As noted, not every option will be available at every location.

New Account is a permanent, named wagering account. Users must typically provide more information than they would for a One Day Pass, including name, address, social security number, etc. This is all per state racing commission regulations for account wagering.

Rest assured that Digital Link™ incorporates robust measures to protect user information.

One Day Pass is a temporary pass customers can open anonymously with a couple of clicks, to wager while at the track or OTB. As with a traditional paper one-day pass, One Day Pass expires at day's end, and must be cashed.

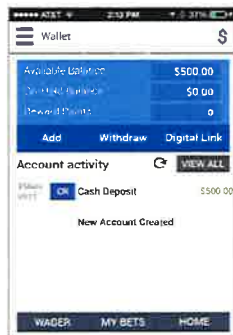
One of the features of the One Day Pass is the **Digital Voucher**. This allows the user to place wagers on a terminal, but store and retrieve tickets and vouchers on a mobile device. Even though the customer may use a terminal to bet, when they walk away their tickets and vouchers are stored digitally on their phone, rather than stuffed in their pocket. It's convenient, private, and secure.

Turn over for Funding, and more.



Registration & Funding, cont.

The Wallet is where the user adds funds, views balances and wallet activity, and withdraws funds/cashes out. The wallet will show options available for the specific location.



Funding with a BetJet Terminal

One new way of funding is to insert cash into a wagering terminal, then transfer those funds to a mobile device. Here are the steps:



Wagering & Cool Features

Digital Link™ has a very user-friendly betting interface with features that make using it easy and fun. Some of the best are shown below.



Plus:

- Breadcrumb trail lets user change any part of a bet on the fly
- Video & replays
- Scratches & changes
- Tutorials
- Rewards**

** Will vary by location



Withdrawing Funds

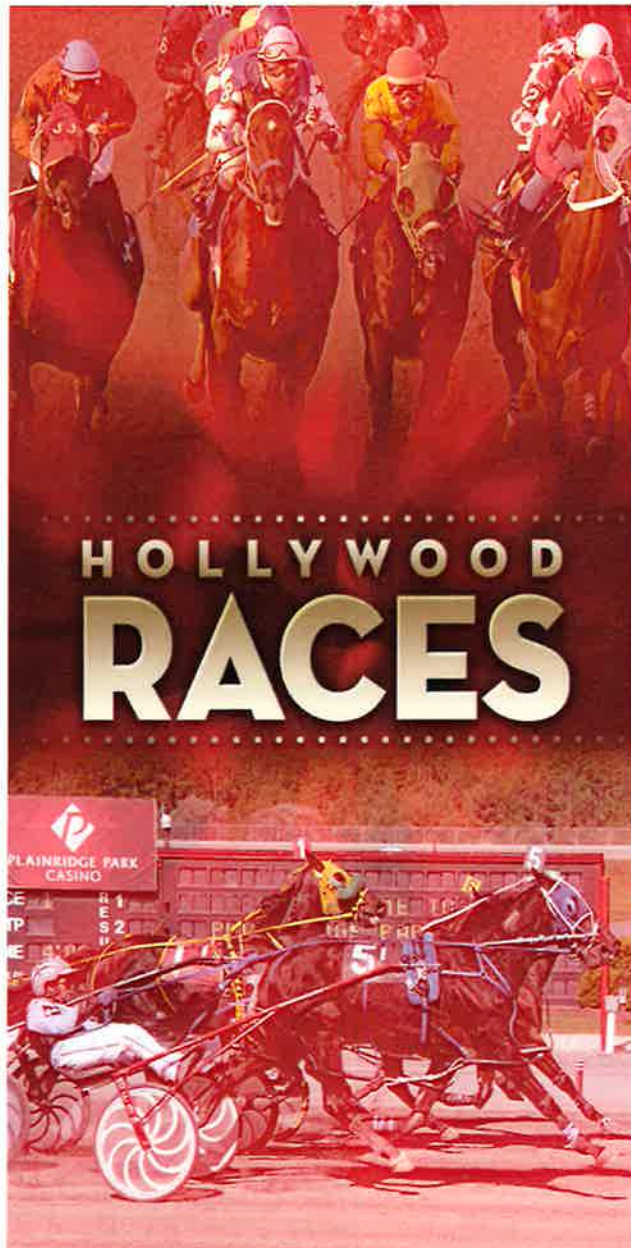
A One Day Pass must be cashed out the same day. Withdrawing funds is just as simple as adding them, and just as with funding, the methods available for withdrawal will vary by location.

From the Wallet, the user selects "Withdraw", enters an amount, and then the PIN. A code will be displayed on the mobile device. The user scans the code on the terminal - just as with funding - to transfer the balance.



Depending on the equipment available, the user will receive cash (from a Sportech Kiosk or from a teller using a BetJet Flip terminal) or a voucher (on a BetJet self-serve unit) that they can then cash using the usual options available at that customer location.

We hope that all customers find that Digital Link™ improves the betting experience, while also helping to reduce the amount of paper we consume at tracks and OTBs. If you have any questions, ask your Manager.



**Massachusetts Gaming Commission
Wednesday, October 26, 2016**

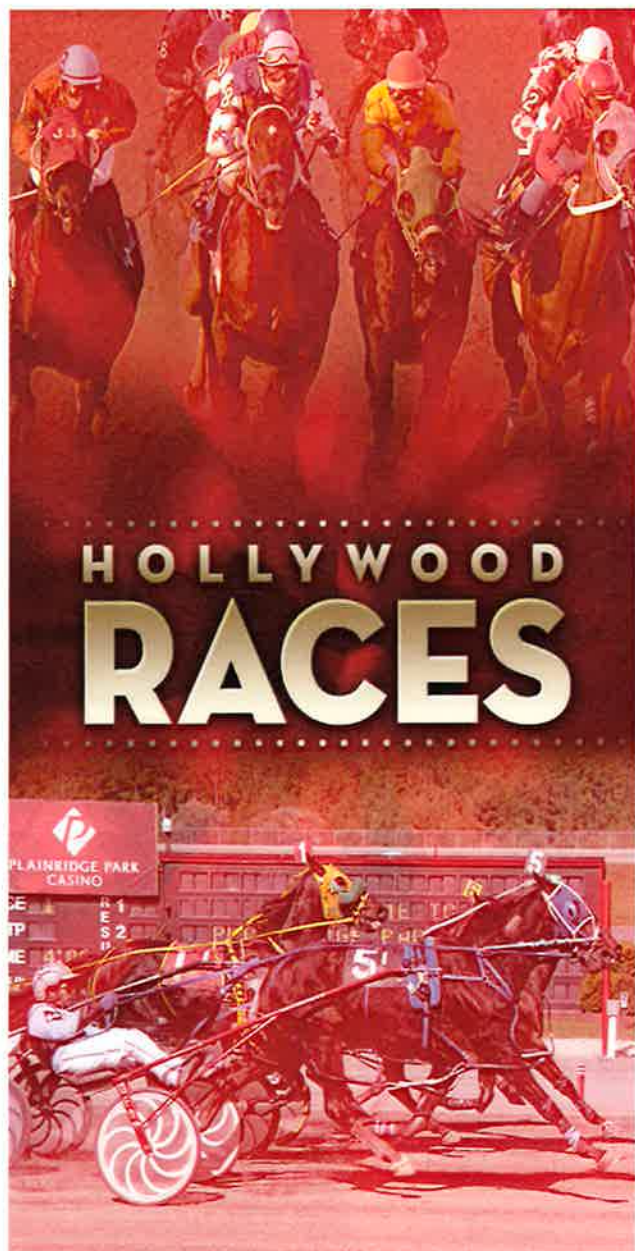
Presenters

Christopher McErlean – Penn National Gaming, Inc.

Josh Pearl – Penn National Gaming, Inc.

Steven O'Toole – Plainridge Park Casino

Micah Lloyd – Ebet Technologies, Inc/Sportech



**Penn National Gaming, Inc. (PNGI)
is the most experienced
ADW (Account Deposit Wagering) operators
in the U.S.**

1980's

**Launched one of country's first telephone
wagering operations (*Telebet*) out of
Penn National Race Course in PA**

Late 1990's

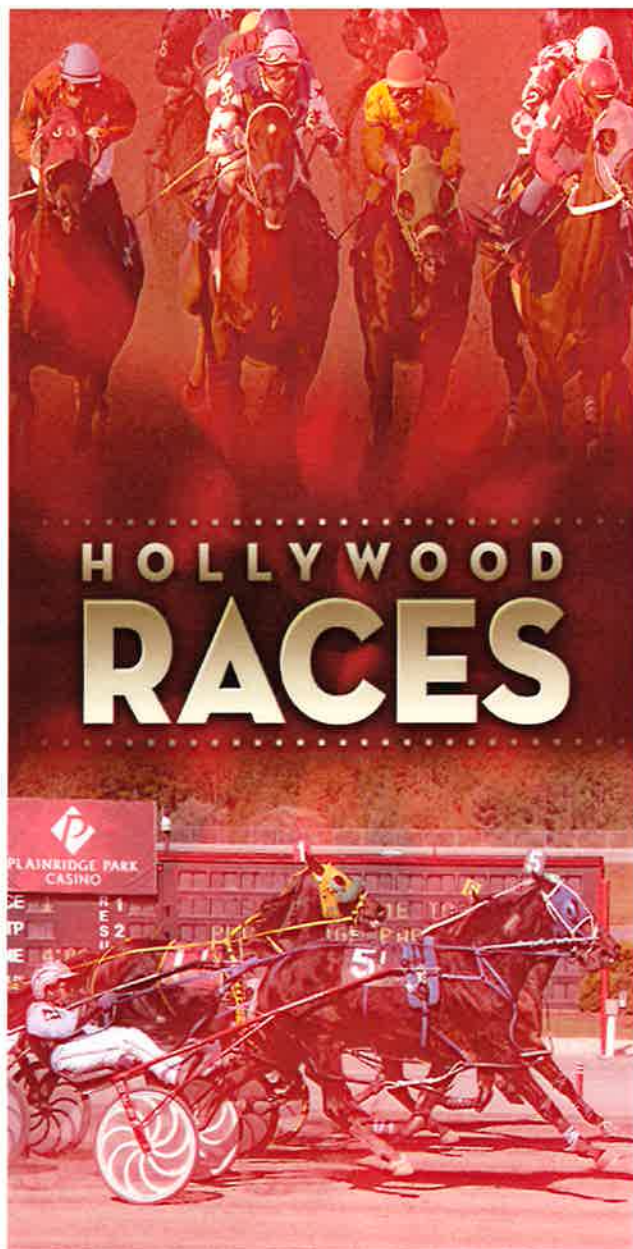
**Launched one of country's first
on-line wagering operations (*eBetUSA.com*)**

2014

**Through Plainridge Race Course acquisition
retained WinLine telephone wagering operation**

2015/16

**New Igaming division and relaunch of ADW
with *Hollywood Races***



Hollywood Races opens accounts and accepts wagers from residents in 18 states

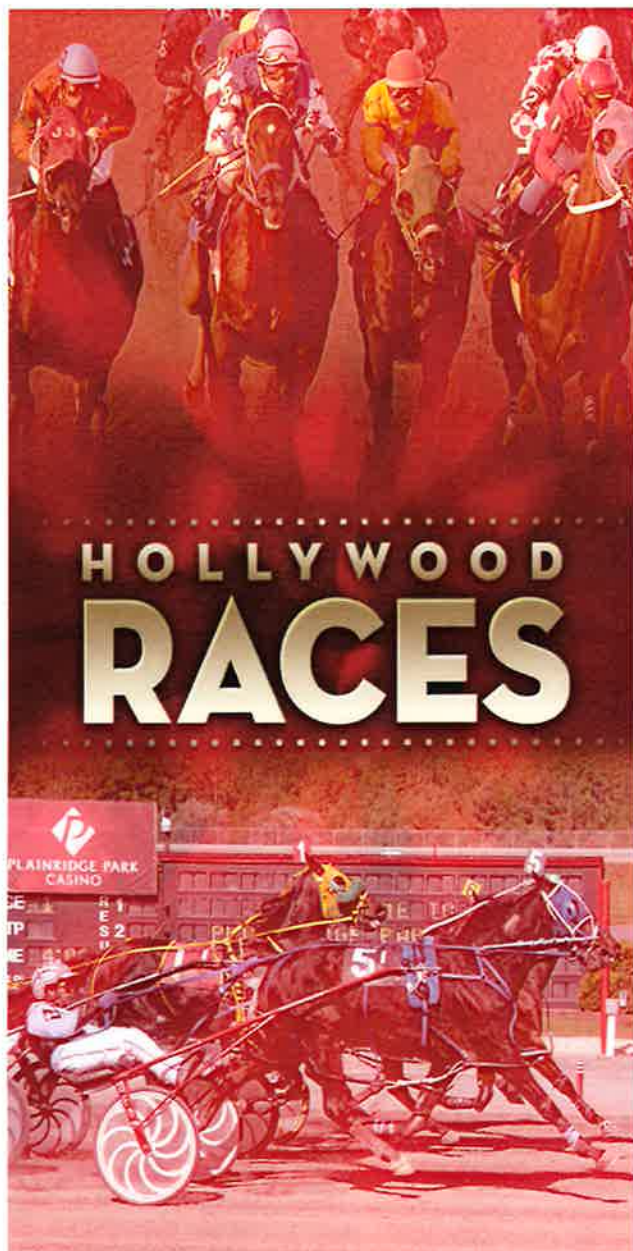
Content includes all Thoroughbred, Standardbred and Quarter Horse tracks

Will be only MA ADW operator to offer Greyhound Racing on-line

Desktop, Mobile App and Telephone Wagering options

Live video and replays for all tracks

Enhanced funding options

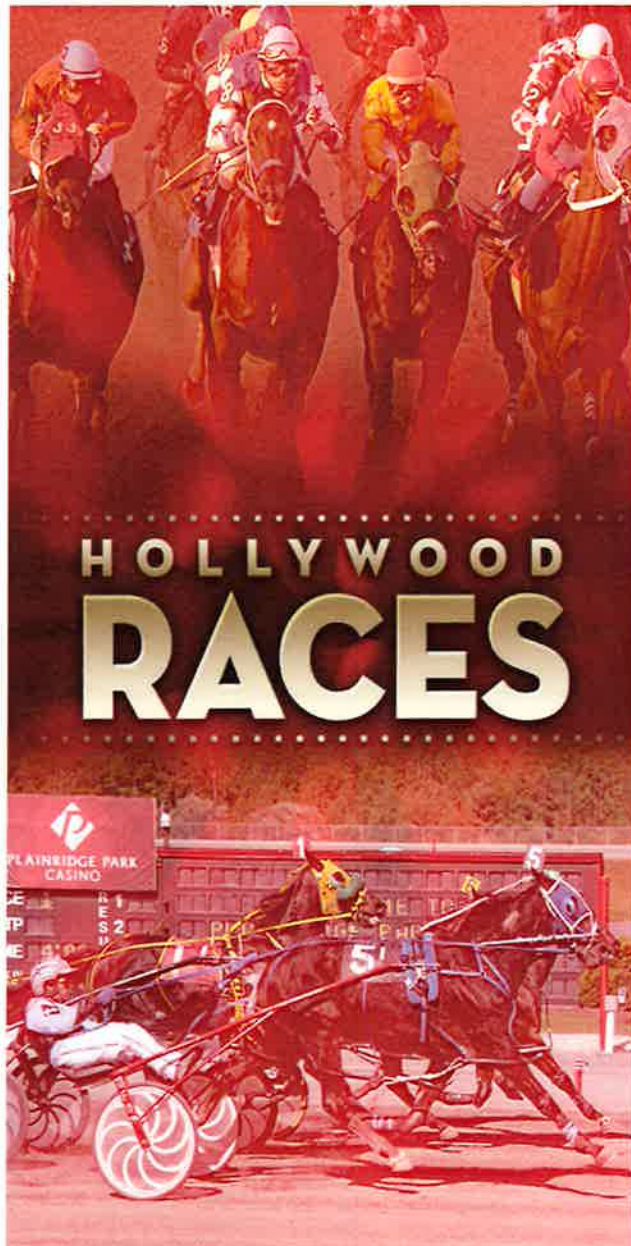


Ebet Technologies, Inc. (Ebet) provides wagering platform for *Hollywood Races*

Subsidiary Sportech, Inc. which also owns Plainridge Tote Provider Sportech Racing, LLC.

Ebet provides “white label” ADW solutions for multiple entities

Licensed as Multi-Jurisdictional Simulcast and Interactive Totalizator Wagering Hub operator in state of Oregon



Hollywood Races Integration @ Plainridge Park Casino

October 2016

Approval by MA Gaming Commission

Early December 2016

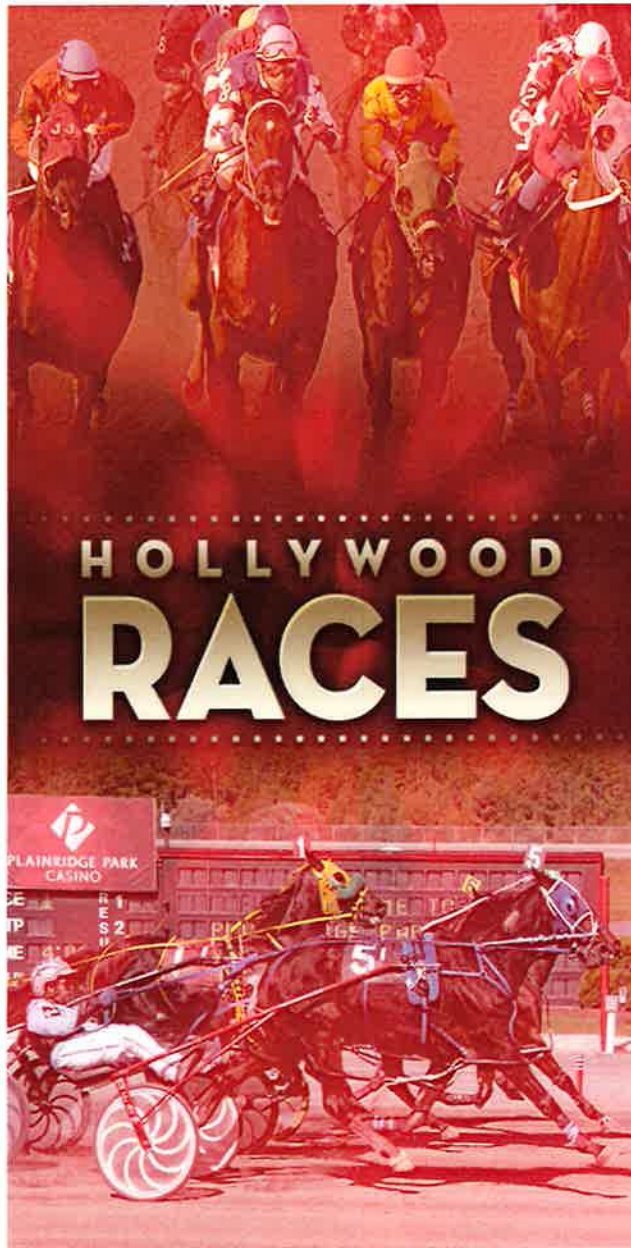
**Notification to existing WinLine customers
Introduce new wagering platforms**

Early 2017

New Customer acquisition programs

Spring 2017

**Special incentives for wagering on
Plainridge Park live races**



Demonstration of *Hollywood Races*

Desktop Version

Mobile App

Wynn BOSTON HARBOR
®

Wynn Boston Harbor

FINAL DESIGN UPDATE

QUARTERLY REPORT AS OF
SEPTEMBER 30, 2016

Wynn Boston Harbor

PERMITTING

Permitting – State

MEPA Review (EOEEA) –
**Secretary’s Certificate received on
August 28, 2015**

Chapter 91 (DEP) –
**For Project Site, received August 3,
2016**

Chapter 91 (DEP) –
**For Sediment Remediation, anticipated
filing date – December 2016**

Massachusetts Contingency Plan (DEP) – **Phase I
submitted May 2015; Phase II submitted
December 2015**

Federal Consistency Certification (CZM) – **Received
August 12, 2016**

Review of Waterside Activities (Board of Underwater
Archaeological Resources) – **For sediment
activities, anticipated review concurrent
with MEPA ENF**

Permitting – Federal and Local

Federal

Determination Regarding Air Navigation (Federal Aviation Administration) –

Cranes 1 and 2 received August 18, 2016,

Cranes 3 - 8 received August 10, 2016

Podium received August 10, 2016

Clean Water Act (Section 404) Individual Permit (U.S. Army Corps of Engineers) –

Submitted September 15, 2015, Anticipated October 2016

Work in Navigable Waters (Section 10) Permit (U.S. Army Corps of Engineers) –

Submitted September 15, 2015, Anticipated October 2016

Local

City of Boston Approval for Offsite Infrastructure (Public Improvement Commission and Boston Transportation Department) –

Under review

Wetlands Order of Conditions (Everett Conservation Commission) –

Anticipated filing date – December 2016

Wetlands Order of Conditions (Boston Conservation Commission) –

For Sediment Remediation, anticipated filing date – December 2016

Wynn Boston Harbor

DESIGN

Design

Foundation and Garage

- Plans for foundation and parking structure have been peer reviewed and were approved by the City of Everett on May 2, 2016
- GMP drawings were issued on July 15, 2016

Hotel Tower

- Wynn's design team has completed the design development for the hotel tower and the design is under review by the City of Everett

Podium

Wynn's design team has completed the design development for the podium and the design is under review by the City of Everett

Site and Maritime Wynn's design team has completed the design development for the site and maritime and the design is under review by the City of Everett

Wynn Boston Harbor

CONSTRUCTION

**COMPLETED APPROXIMATELY 93% OF SLURRY WALL PANELS AND
100% OF THE LBES**



COMPLETED APPROXIMATELY 93% OF SLURRY WALL PANELS AND 100% OF THE LBES



INSTALLED APPROXIMATELY 18% OF THE TIE-BACKS



COMPLETED APPROXIMATELY 40% OF THE CAP BEAM



COMMENCED MASS EXCAVATION



INSTALLED APPROXIMATELY 27% OF THE PRECAST PILES



STARTED PILE CAPS FOR PRECAST PILES IN CUP AND STARTED DRILLED MINI-PILES IN THE CUP AREA



SERVICE ROAD



UTILITY RELOCATION



Wynn Boston Harbor

OFF-SITE INFRASTRUCTURE

MEDFORD

EVERETT

MYSTIC VALLEY PARKWAY / MYSTIC AVENUE

WELLINGTON CIRCLE

SANTILLI CIRCLE

SWEETSER CIRCLE

MYSTIC RIVER

BROADWAY

CHELSEA

SOMERVILLE

TRUCK ROUTE

MYSTIC RIVER

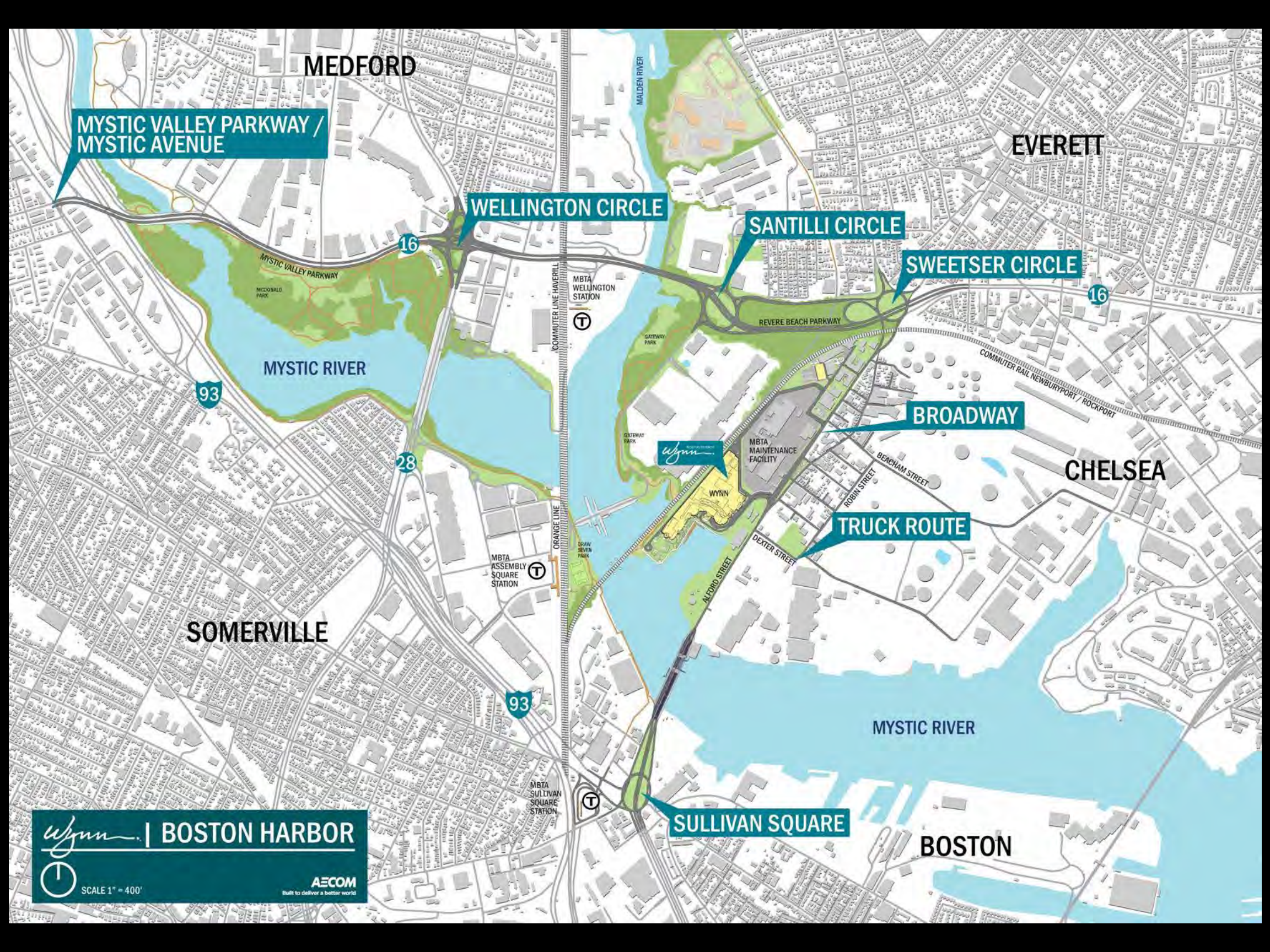
SULLIVAN SQUARE

BOSTON

Wynn | BOSTON HARBOR

SCALE 1" = 400'

AECOM
Built to deliver a better world



Wynn | LOWER BROADWAY



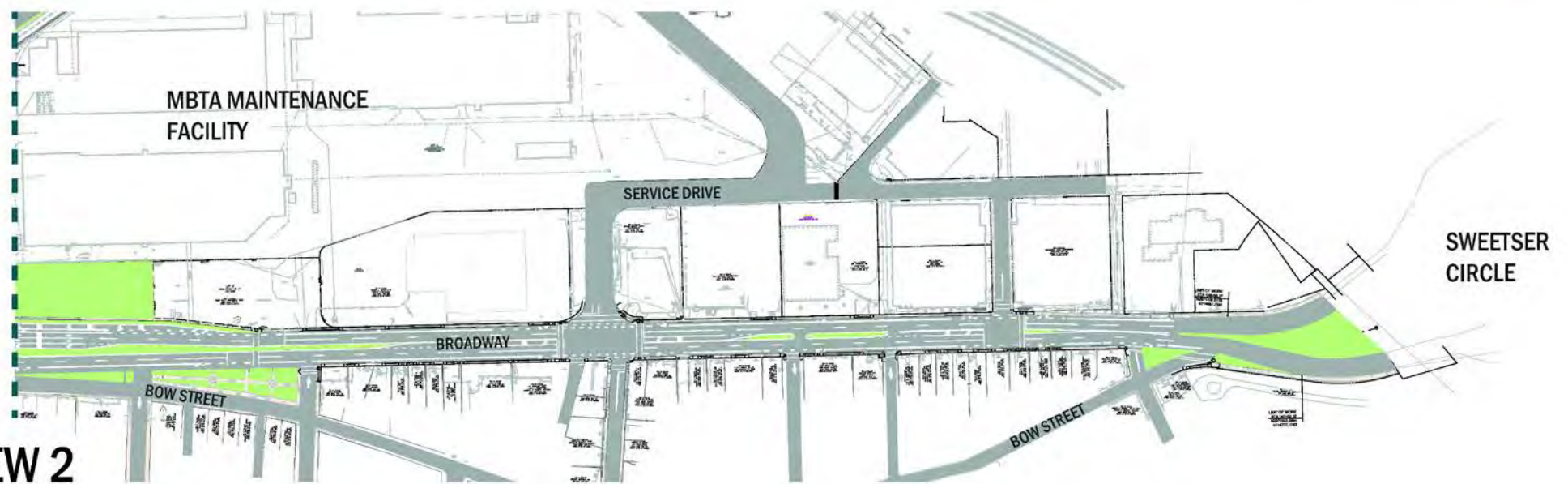
SCALE 1" = 100'

AECOM

VIEW 1



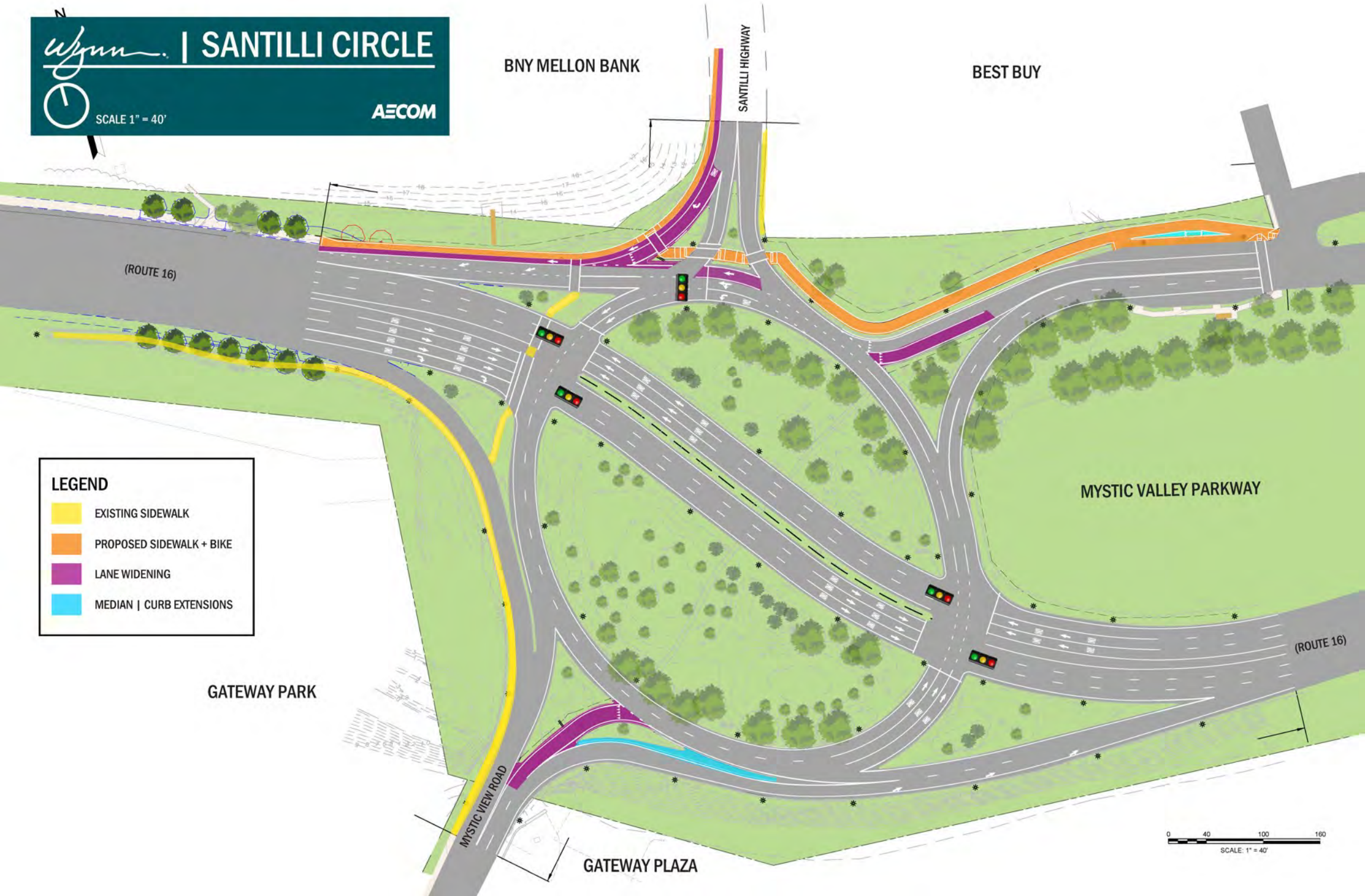
VIEW 2



LEGEND

- EXISTING SIDEWALK
- PROPOSED SIDEWALK
- LANE WIDENING
- MEDIAN | CURB EXTENSIONS

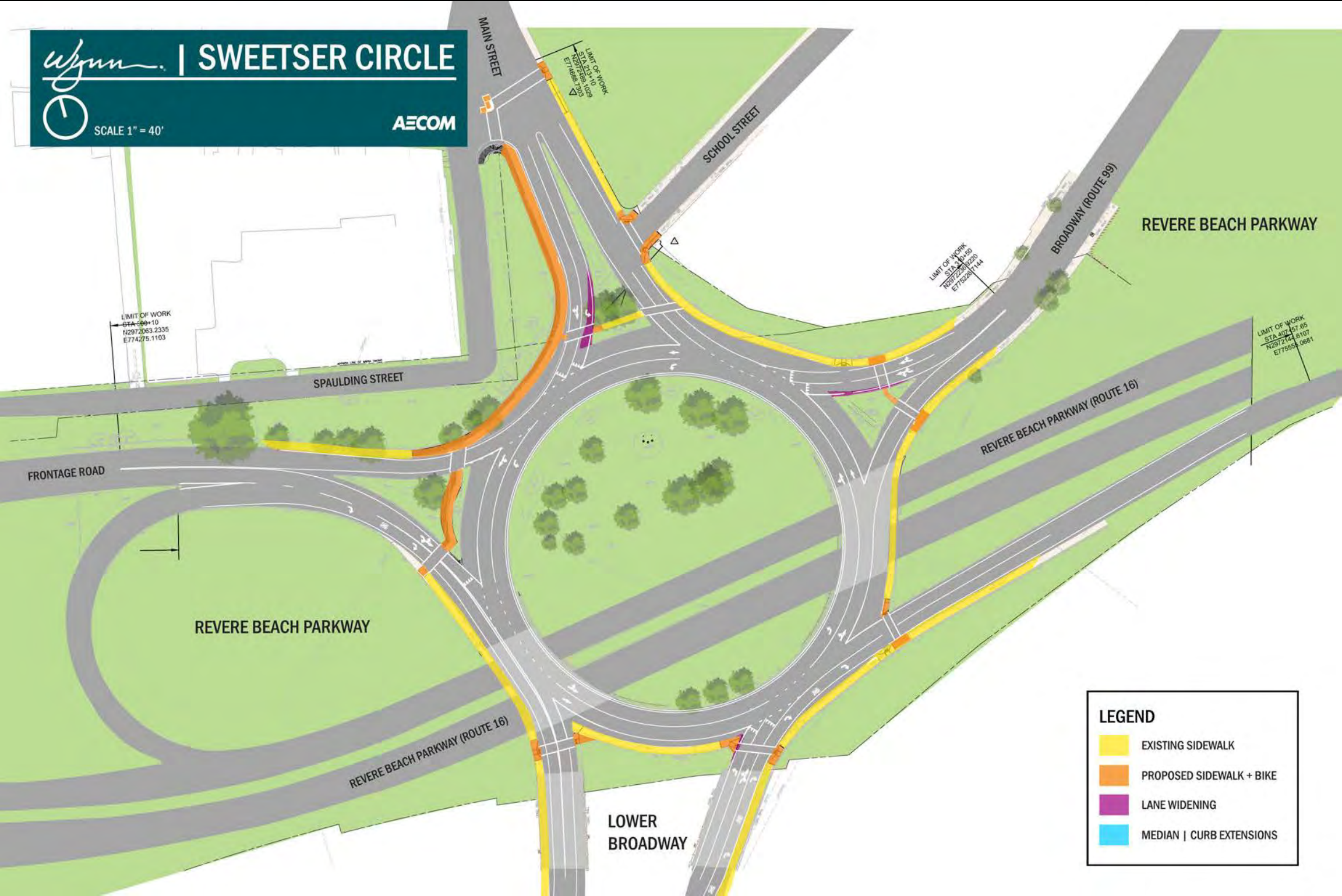




LEGEND

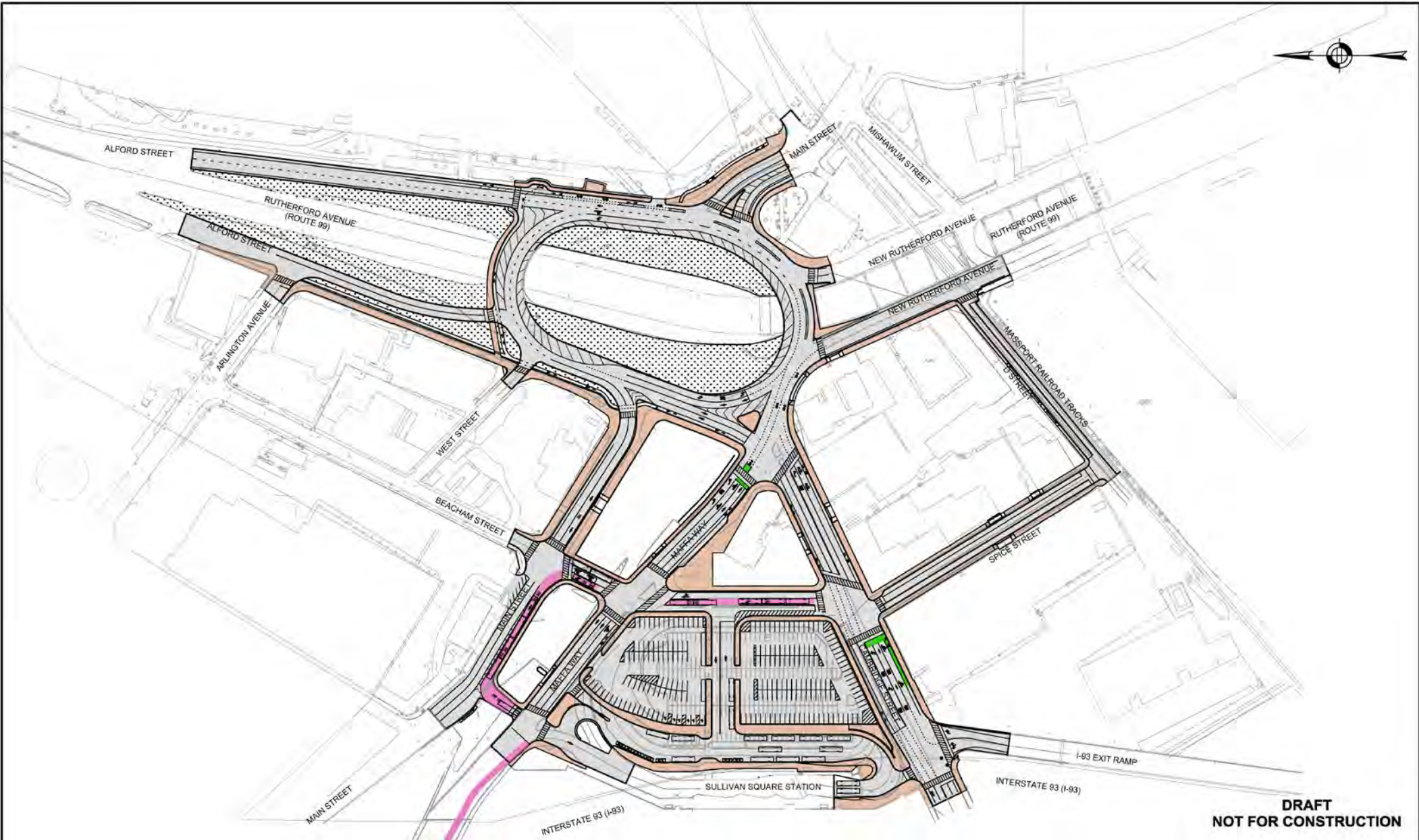
- EXISTING SIDEWALK
- PROPOSED SIDEWALK + BIKE
- LANE WIDENING
- MEDIAN | CURB EXTENSIONS

0 40 100 160
 SCALE: 1" = 40'

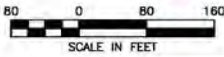


LEGEND

- EXISTING SIDEWALK
- PROPOSED SIDEWALK + BIKE
- LANE WIDENING
- MEDIAN | CURB EXTENSIONS



**DRAFT
NOT FOR CONSTRUCTION**



HOWARD STEIN HUDSON
 11 Beacon Street, Suite 1010
 Boston, MA 02108
 www.hshassoc.com

DATE: OCTOBER 2016	DESIGNED BY: HSH
SCALE: 1" = 80'	DRAWN BY:
	CHECKED BY:
	APPROVED BY:

WYNN EVERETT
 SULLIVAN SQUARE AND RAMP CL
 PROPOSED MITIGATION

CONTRACT NO. 2012206.08
DRAWING NO. SK-001
SHEET 1 OF 1

Wynn Boston Harbor

PROJECT SCHEDULE

Major Milestones

Start of Central Utility Plant ("CUP") Slabs –
November 2016

Start of Convention Slabs –
November 2016

Start of Steel –
December 2016

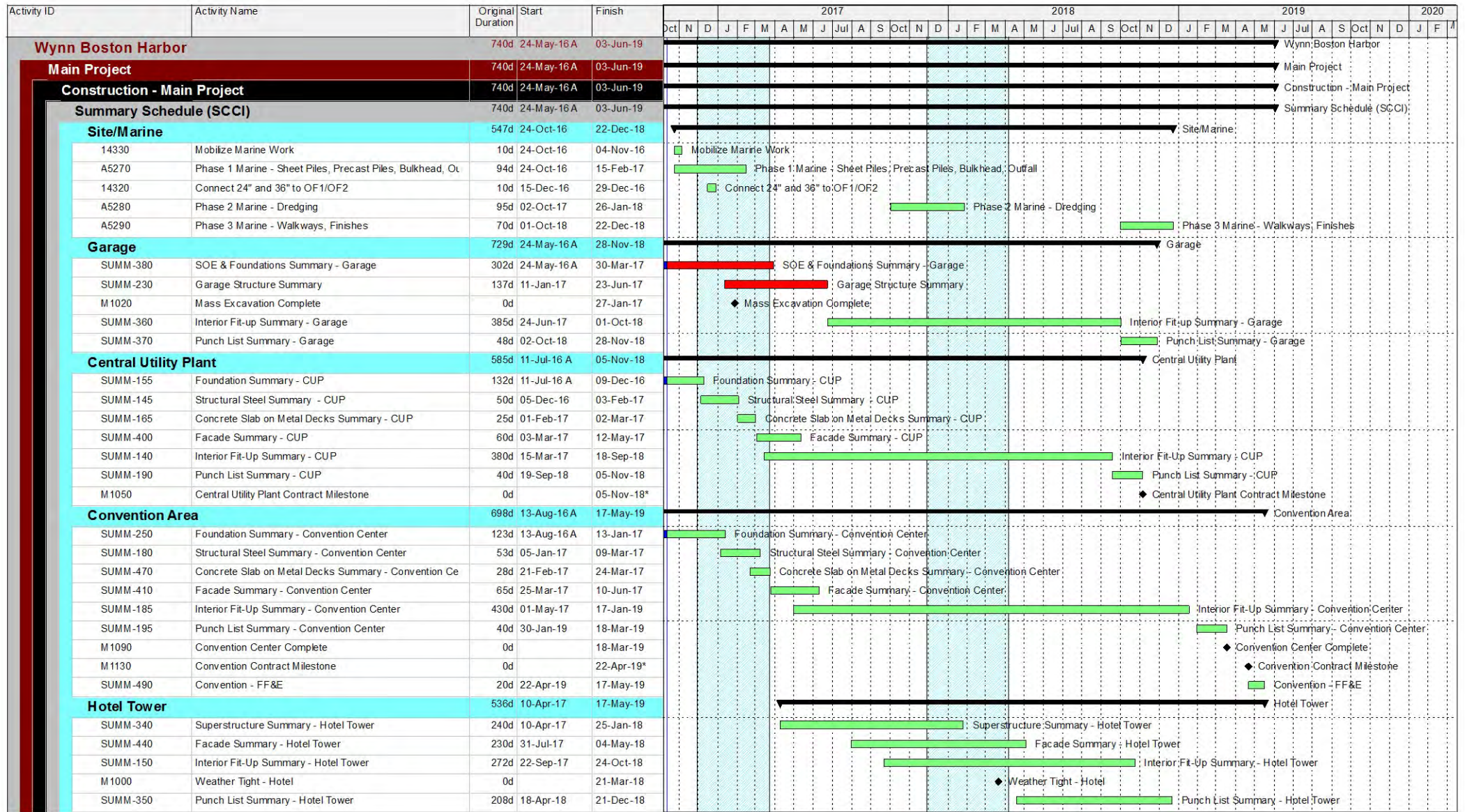
Start of Mud Mat (Bottom of Excavation) –
November 2016

Garage Top Slab –
April 2017

First Hotel Slab –
May 2017

Start of Curtain Wall –
July 2017

Opening Date: June 3, 2019



Data Date: 12-Oct-16
 Print Date: 21-Oct-16
 Page 1 of 2

Wynn Boston Harbor
 Project Master Schedule
 Schedule Update #18



Wynn Boston Harbor

PROJECT RESOURCES / DIVERSITY

Contracts Awarded to Minority, Women and Veteran Business Enterprises for Design Phase

MBE

12 contract awards:

\$4,756,106

% of total contracts: **8.9%**

Goal: **7.9%**

WBE

11 contract awards:

\$2,674,356

% of total contracts: **5.0%**

Goal: **10.0%**

VBE

3 contract awards:

\$3,429,758

% of total contracts: **6.4%**

Goal: **1.0%**

SUMMARY

26 total M/W/VBE contracts:

\$10,860,220

% of total contracts: **20.3%**

Goal: **18.9%**

Contracts Awarded to Minority, Women and Veteran Business Enterprises for Construction Phase

MBE

16 contract awards:

\$13,993,660

% of total contracts: **5.8%**

Goal: **5.0%**

WBE

36 contract awards:

\$11,616,775

% of total contracts: **4.8%**

Goal: **5.4%**

VBE

11 contract awards:

\$14,470,485

% of total contracts: **6.0%**

Goal: **1.0%**

SUMMARY

63 total M/W/VBE contracts:

\$40,080,920

% of total contracts: **16.6%**

Goal: **11.4%**

Minority, Women and Veteran Workforce Participation for Construction Phase

Minority

85 workers:

23,317.5 hours

% of total work hours:

21.8%

Goal: **15.3%**

Women

23 workers:

6,305.0 hours

% of total work hours: **5.9%**

Goal: **6.9%**

Veteran

14 workers:

5,814.5 hours

% of total work hours: **5.4%**

Goal: **3.0%**

Wynn Boston Harbor

COMMUNITY EVENTS AND OUTREACH

Events/Outreach

US-China Climate Summit 2017 – Environmental League of MA

July 11, 2016

YouthBuild Boston

July 14, 2016

Building Pathways Information Session (Everett City Hall)

July 18, 2016

Bay State Reading Institute

July 19, 2016

Massachusetts Girls in Trades Annual Planning Summit

July 20, 2016

Somerville Community Development Corporation

July 21, 2016

Get Konnected Ethnic Taste of Boston

July 26, 2016

Events/Outreach

Puerto Rican Festival of Massachusetts

July 29-31, 2016

National Council of Legislators from Gaming States

July 29-30, 2016

Medford Vocational Technical High School Advisory Committee

August 23, 2016

Apprenticeship USA Construction Accelerator Summit

August 23, 2016

Community Update with Asian American Civic Association

August 24, 2016

Mystic River Watershed Association Coordination Meeting

August 25, 2016

Gold Star Wives and Military Friends

August 31, 2016

Events/Outreach

RAM Completion Plan Public Hearing

September 7, 2016

Construction Career Fair - Malden

September 10, 2016

Construction Career Fair – Cambridge/Somerville

September 10, 2016

Construction Career Fair - Medford

September 13, 2016

Construction Career Fair - Roxbury

September 14, 2016

Construction Career Fair - Chelsea

September 17, 2016

Construction Career Fair - Everett

September 17, 2016

Events/Outreach

Everett Village Fest

September 17, 2016

Construction Career Fair - Charlestown

September 21, 2016

Chinatown Coalition Meeting

September 8, 2016

Helmets to Hardhats (Webinar)

September 12, 2016

Chinatown Neighborhood Council Meeting

September 19, 2016

Disabled American Veterans (DAV)

September 20, 2016

Everett High School “Life After High School” Event

September 27, 2016

Events/Outreach

Massachusetts Girls in Trades Board Meeting

September 28, 2016

MJW Foundation

September 28, 2016

Malden Chamber of Commerce, Regional Chamber Quarterly Meeting and Project Update

September 27, 2016

Massachusetts Small Business Resource Fair

September 28, 2016

Center for Women & Enterprise Annual Business Leaders Conference

September 29, 2016

Hispanic Heritage Breakfast











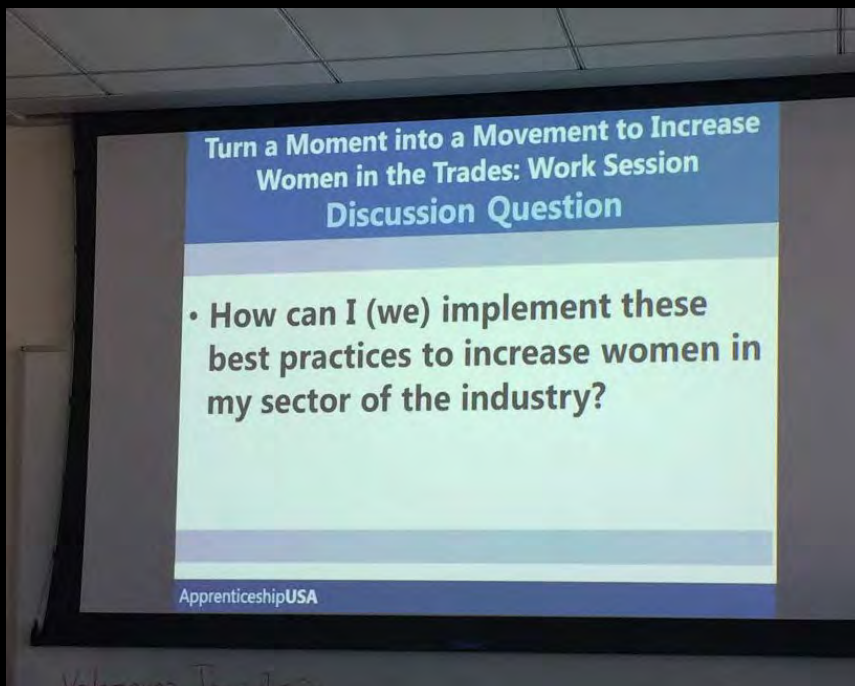


ApprenticeshipUSA

Construction Accelerator Meeting
August 23, 2016

Select a color sticker
for a corresponding breakout:

-  Youth
-  High Schools/Guidance Counselors
-  Career Technical Education (CTE)
-  Retention / Mentoring
-  Pre-Apprenticeship
-  Supply / Demand in Apprenticeship
-  Women of Color and Women Veterans
-  Community Colleges



al





The Wynn Boston Harbor Building Trades Career Fairs

Meet local trade unions and discuss how to start a career building the \$2.1 billion Wynn Resort in Everett. Members will help identify the trade that best fits you. Women, minorities and veterans are encouraged to attend.

Saturday, September 10, 2016 9:00am – 11:00am	Malden High School 77 Salem Street, Malden, MA 02148
Saturday, September 10, 2016 2:00pm – 4:00pm	90th Annual Italian Festival 17 Warren Street, Cambridge, MA 02141
Tuesday, September 13, 2016 6:00pm – 8:00pm	Medford High School 489 Winthrop Street, Medford, MA 02155
Wednesday, September 14, 2016 6:00pm – 8:00pm	Reggie Lewis Track & Athletic Center 1350 Tremont Street, Roxbury, MA 02120
Saturday, September 17, 2016 9:00am – 11:00am	Chelsea High School 299 Everett Avenue, Chelsea, MA 02150
Saturday, September 17, 2016 2:00pm – 4:00pm	Everett Village Fest 10 Santilli Highway, Everett, MA 02149
Wednesday, September 21, 2016 6:00pm – 8:00pm	Bunker Hill Knights of Columbus 545 Medford Street, Charlestown, MA 02129

ADVANCE REGISTRATION IS REQUIRED

To register, please go to the link below:

<https://www.surveymonkey.com/r/3WJRY66>



Ferías de empleos gremiales en el edificio Wynn Boston Harbor

Conozca a los sindicatos gremiales locales y analice cómo comenzar una carrera durante la construcción del Wynn Resort de \$2.1 mil millones en Everett. Los miembros le ayudarán a identificar el gremio que mejor se ajuste a usted. Se invita a las mujeres, las minorías y los veteranos a asistir.

SE REQUIERE LA INSCRIPCIÓN POR ADELANTADO. Para inscribirse, visite el enlace a continuación:
<https://www.surveymonkey.com/r/3WJRY66>

Mire la primera página para informarse sobre el lugar y la hora.

Feiras de carreira para a construção do Wynn Boston Harbor

Encontre-se com sindicatos locais e converse sobre como iniciar sua carreira na construção de US\$ 2,1 bilhões do Wynn Resort em Everett. Os associados ajudarão a identificar a área ideal para você. Mulheres, minorias e veteranos de guerra são incentivados a participar.

É NECESSÁRIA INSCRIÇÃO ANTECIPADA. Para se inscrever, acesse o link a seguir:
<https://www.surveymonkey.com/r/3WJRY66>

Consulte o local e horário na página inicial.

Fowòm sou Travay nan Konetrikasyon pou Wynn Boston Harbor

Vin rankontre sendika lokal yo epi vin diskite sou kijan w ka kòmanse yon karyè nan konstriksyon Wynn Resort ki koute \$2.1 milya nan Everett. Manm yo pral ede w idantifye travay ou ka fè pi byen an. Nou ankouraje fanm, minorite ak veteran pou yo vin patisipe.

ENSKRIPSYON DAVANS OBLIGATWA. Pou ka enskri w, tanpri klike sou lyen ki pi ba a:
<https://www.surveymonkey.com/r/3WJRY66>

Tanpri, gade paj devan an pou konn ki kote ak ki lè l ap fèt.

Wynn Boston Harbor 建築業招聘會

與當地工會相見歡，並討論如何在打造價值 210 萬美元的埃弗里特 (Everett)

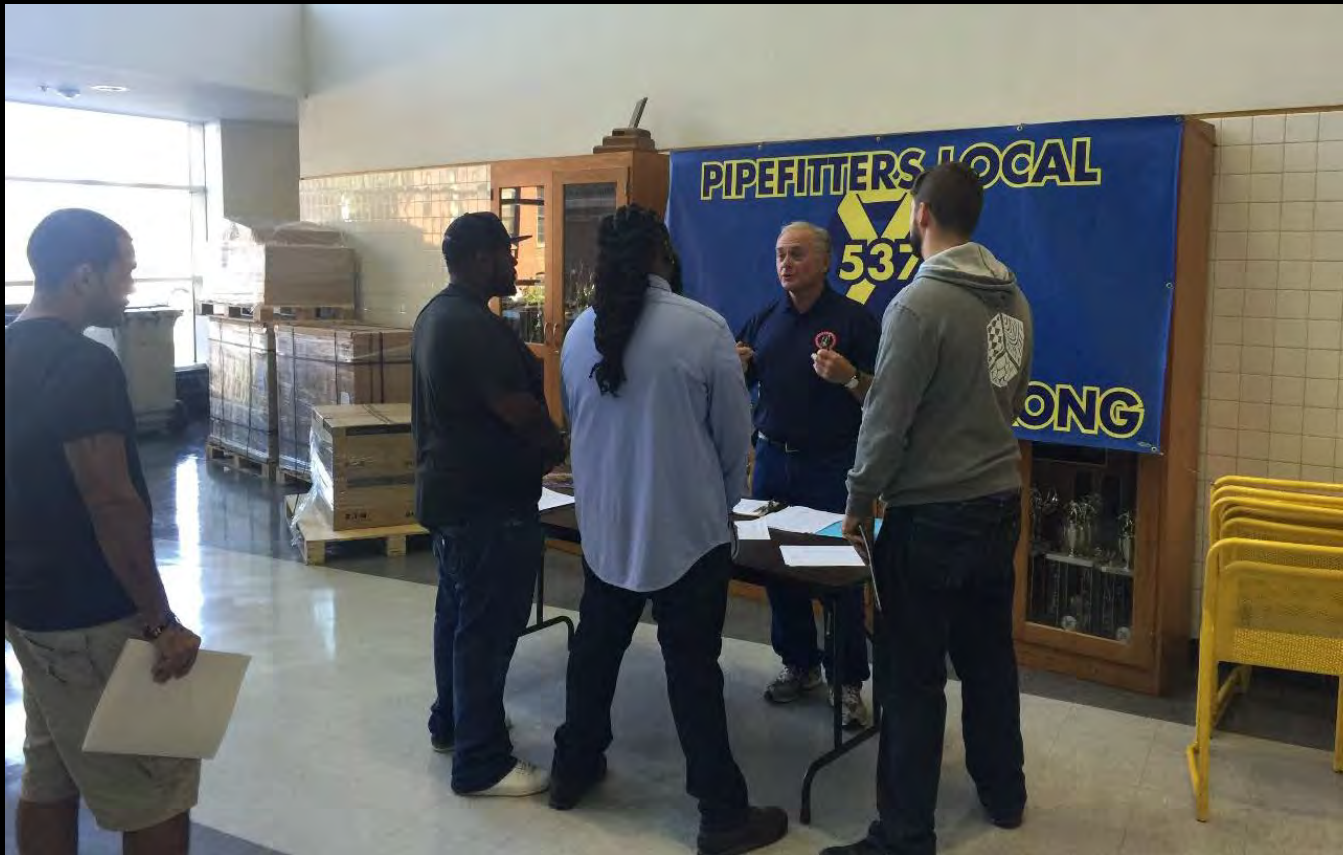
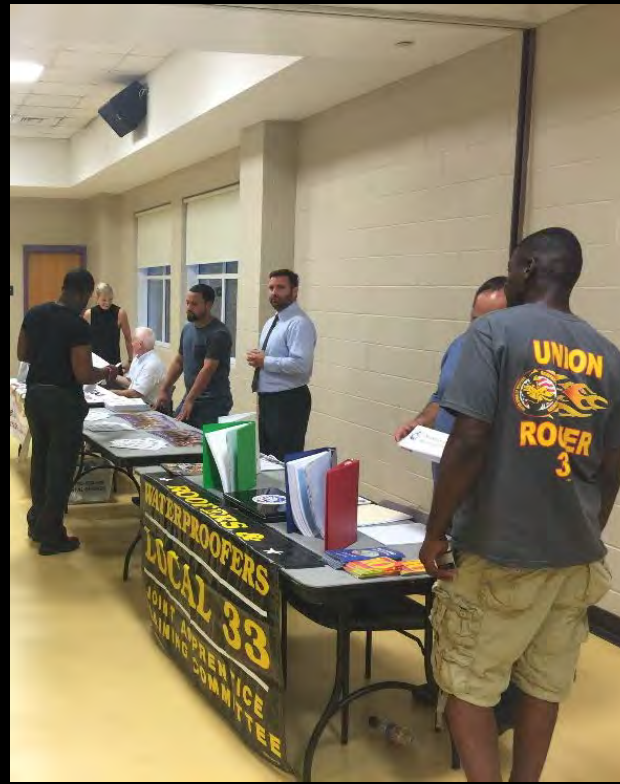
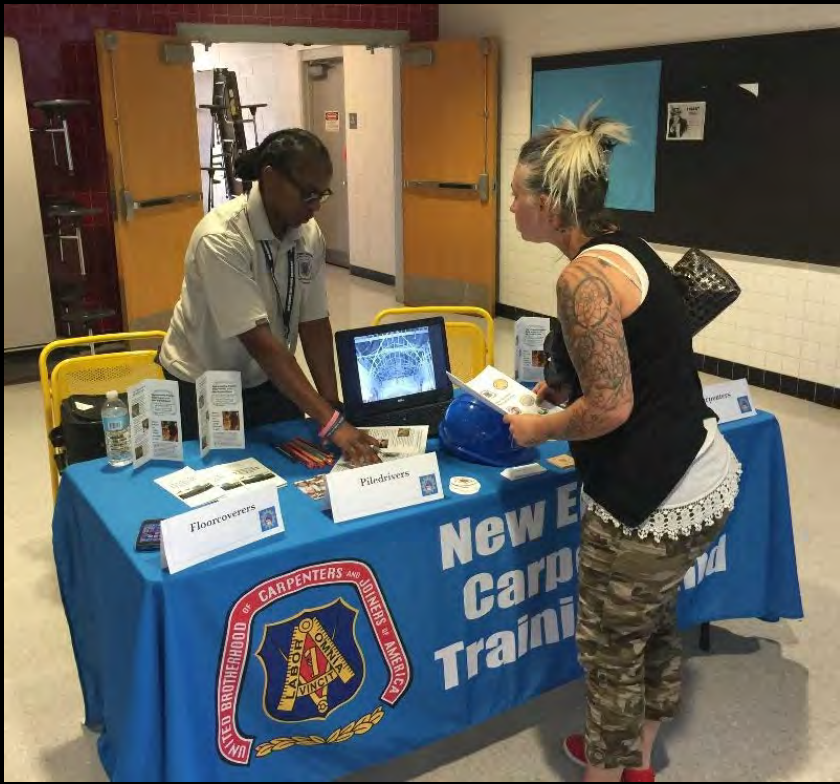
Wynn Resort 中，開啟您的職業生涯。會員們將幫助您找到最適合您的業種。

我們歡迎女性、少數族裔和退伍軍人參加。

必須事先登記。若需進行登記，請前往下方連結：

<https://www.surveymonkey.com/r/3WJRY66>

請參閱首頁，獲得地點與時間的相關資訊。





Wynn Boston Harbor

FINAL DESIGN UPDATE



Project Facts

\$2.1 billion, largest single-phase private development in Massachusetts history

10,000 million labor hours

34 months to construct

4,000 union construction jobs

4,000 permanent employees

\$30 million remediation

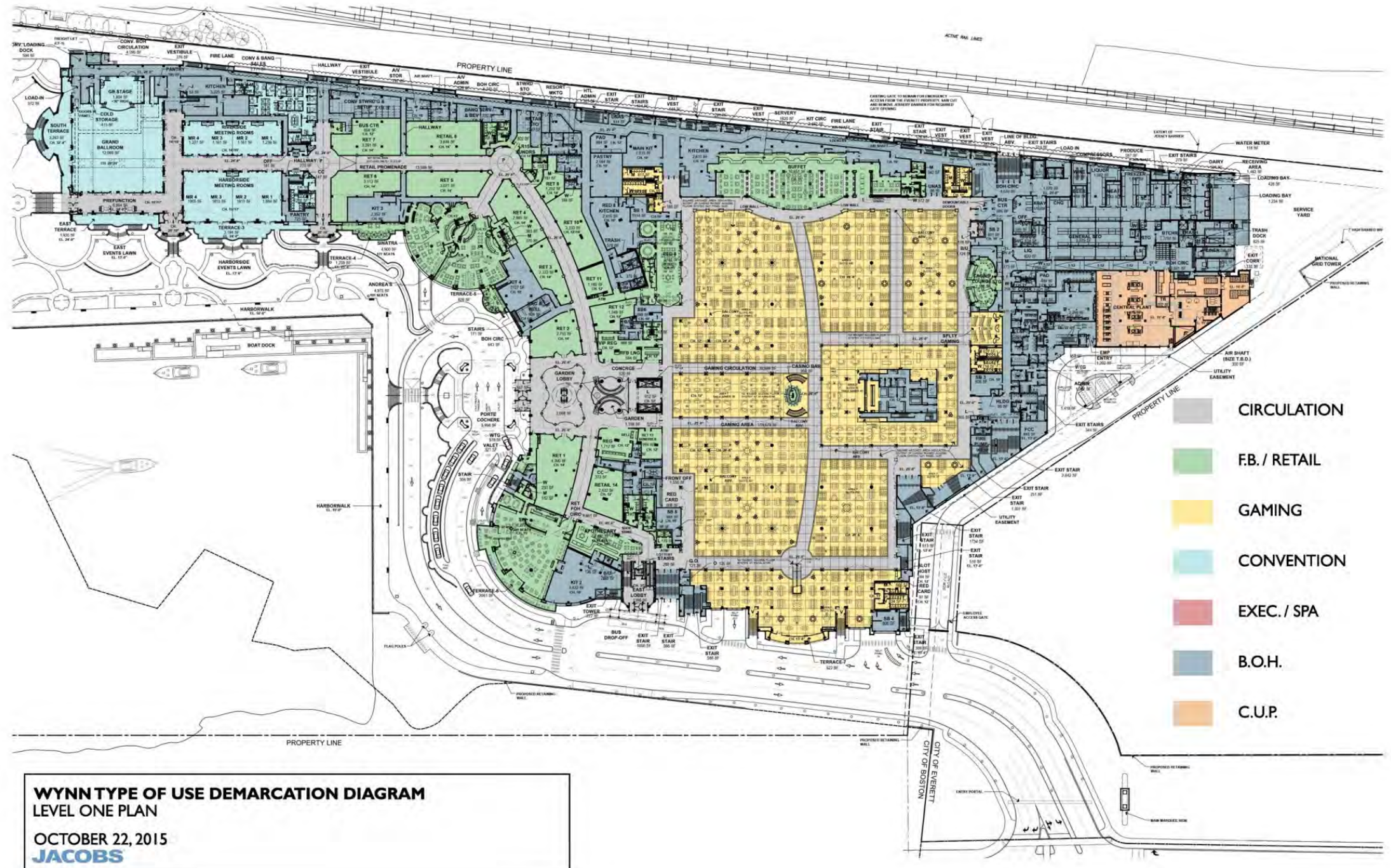
\$58 million for road infrastructure

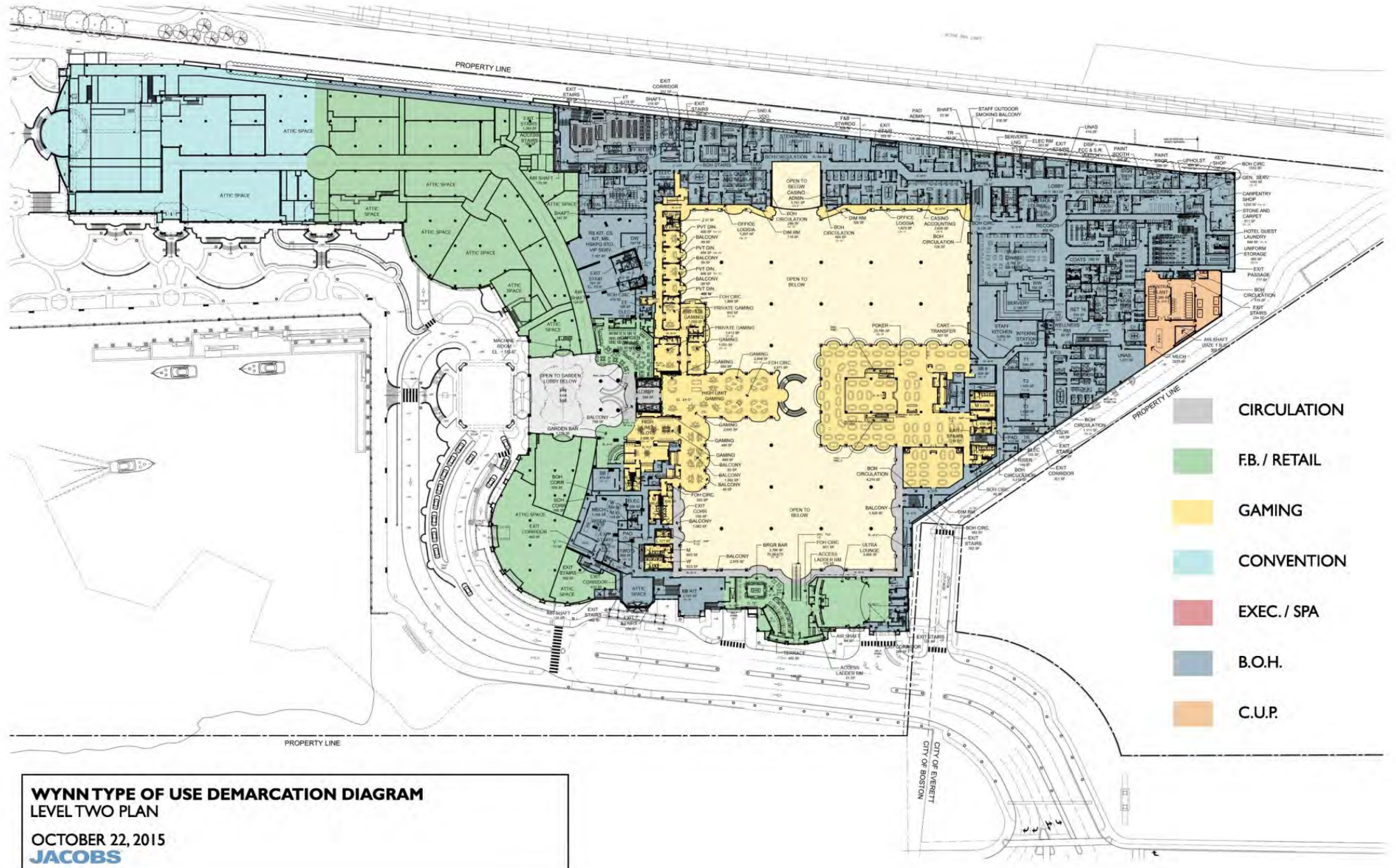
\$208 million on other transportation improvements and demand management

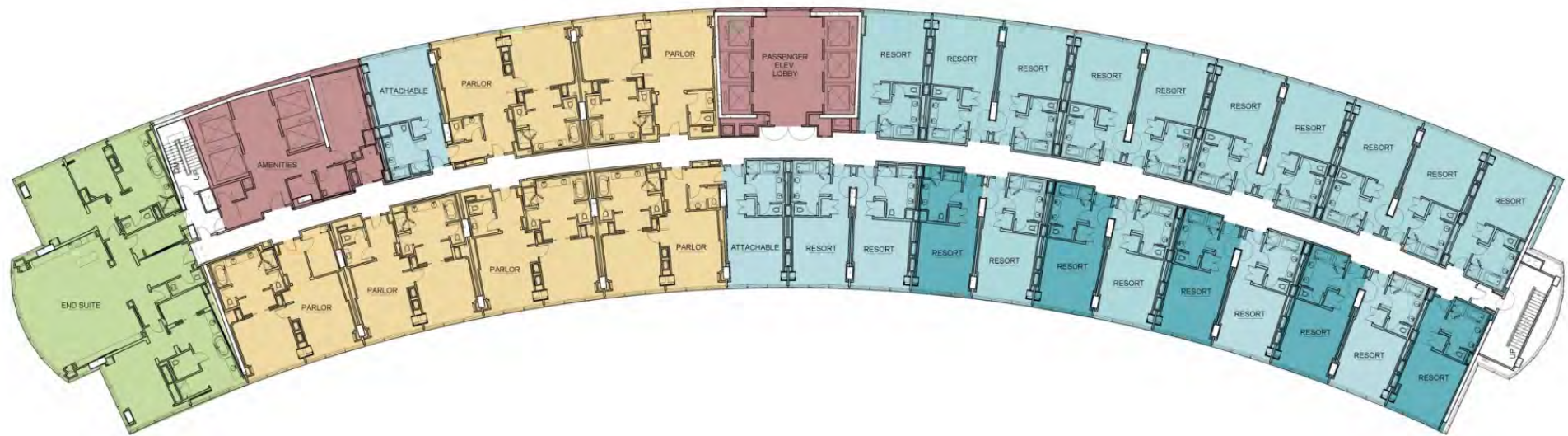
\$574 million to Host and Surrounding Communities

Feature (square feet unless otherwise noted)	SSFEIR Program	10/14/2016 Program	Change	Change	% Change
Hotel Rooms	629	671	42		7%
Hotel Tower	621,774	663,200		41,426	7%
Gaming	190,461	207,966		17,505	9%
Total Gaming Positions	4,580	4,250	-330		-7%
Retail (includes hotel and gaming areas)	52,632	56,602		3,970	8%
Food/Beverage	54,680	78,784		24,104	44%
Convention/Meeting	37,068	32,774		-4,294	-12%
Spa/Gym	15,405	26,369		10,964	71%
Back-of-House (includes MEP)	411,058	622,318		211,260	51%
Front-of-House Support (includes restrooms, lobbies, etc.)	58,548	76,024		17,476	30%
Total Parking Spaces	3,736	3,731	-5		0%
Parking Spaces on-site	2,936	2,931	-5		0%
Parking Spaces off-site	800	800	0		0%
Parking Garage	1,476,461	1,320,787		-155,674	-11%
Lobby Lounge	841	3,263		2,422	288%
Indoor Pool Deck	10,485	0		-10,485	-100%
Indoor Garden	4,525	4,121		-404	-9%
Nightclub/Entertainment	0	8,183		8,183	N/A
Total On-Site GFA	2,933,938	3,100,391		166,453	6%
Total On-Site GFA w/o Garage	1,457,477	1,779,604		322,127	22%
less BOH/Parking	2,522,880	2,478,073		-44,807	-2%









- END SUITE
- PARLOR SUITE
- B.O.H & ELEVATOR LOBBY
- RESORT ROOM - KING
- RESORT ROOM - DOUBLE

TYPICAL TOWER FLOOR



Wynn Boston Harbor King Room
(Corner Panoramic King)



Wynn Boston Harbor Garden Lobby



Wynn Boston Harbor Garden Lobby
(Popeye and Escalators)



Wynn Boston Harbor Gaming Area
(Escalators to VIP Room)



Wynn Boston Harbor Gaming Area (Main)

Wynn Boston Harbor

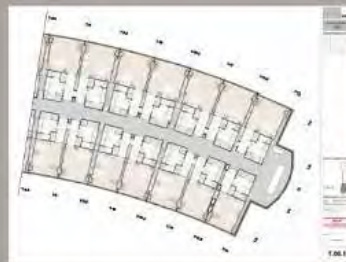
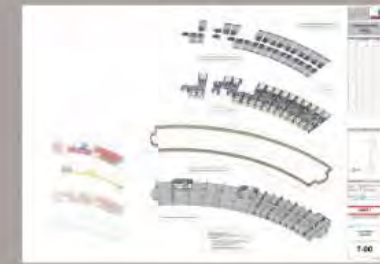
BUILDING INFORMATION MODELING (“BIM”)

Wynn Boston Harbor



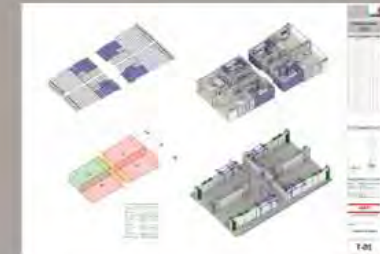
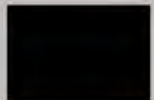
Tower King Room

Suffolk is currently modeling using BIM to virtually mock-up the hotel rooms.



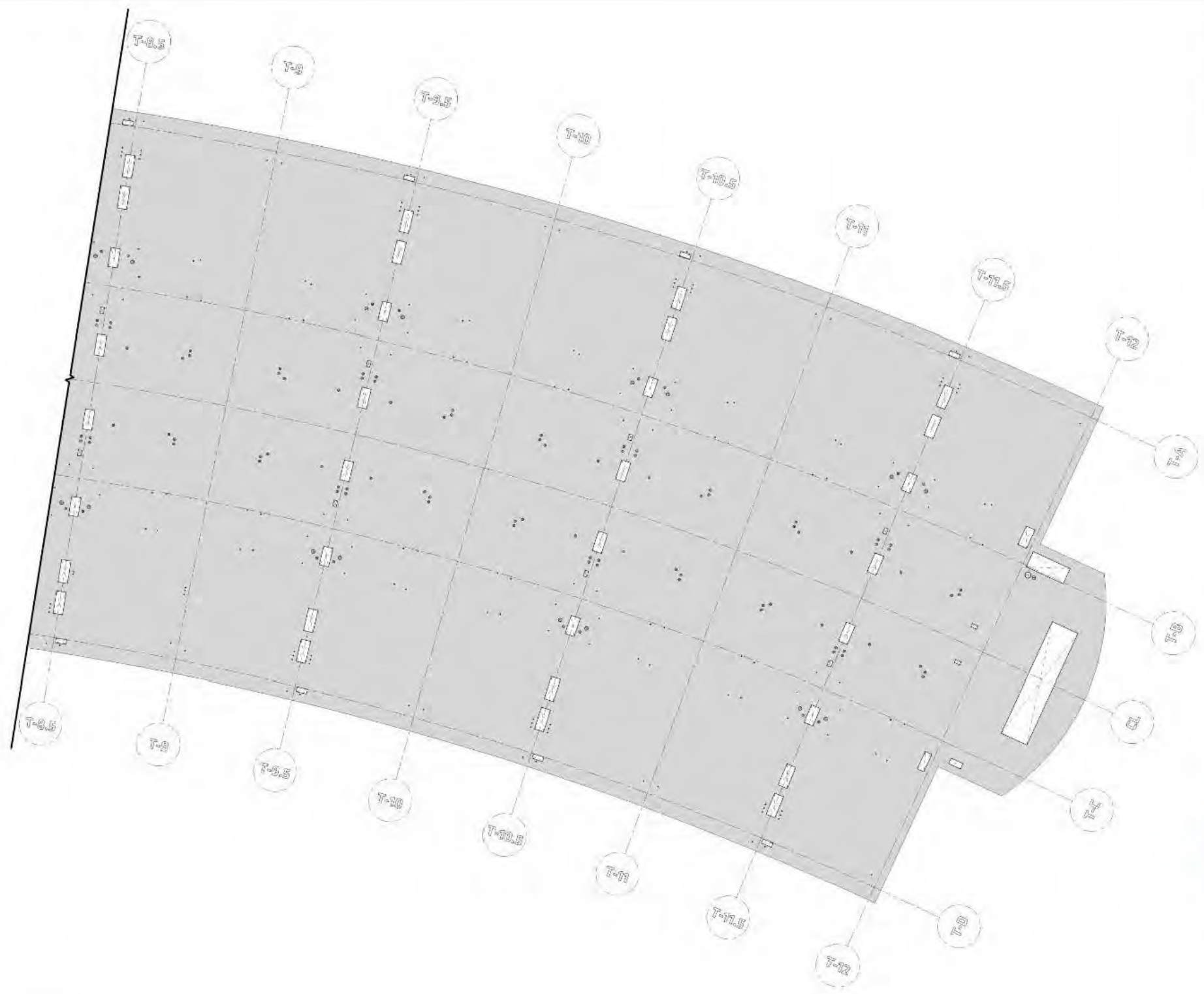
Burger Bar

Suffolk has converted flat 2D CAD plans for the Burger Bar into BIM.





REV.	DESCRIPTION	DATE



Project Name: WYNN
 Title: T.06.E
 Date: 10/15/2014
 Scale: 1/8" = 1'-0"

DRAFT

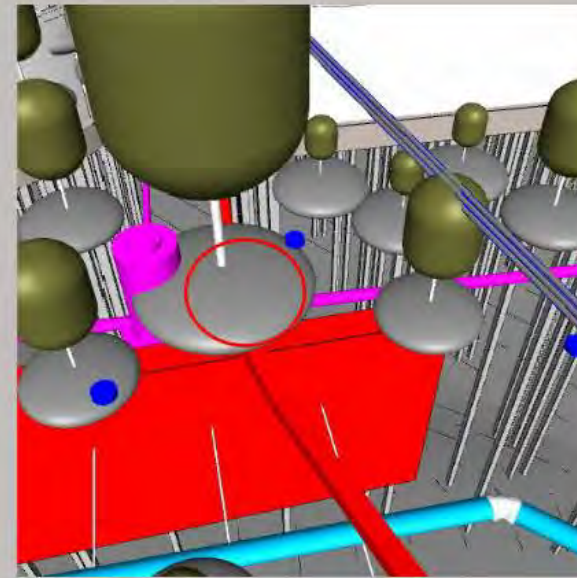
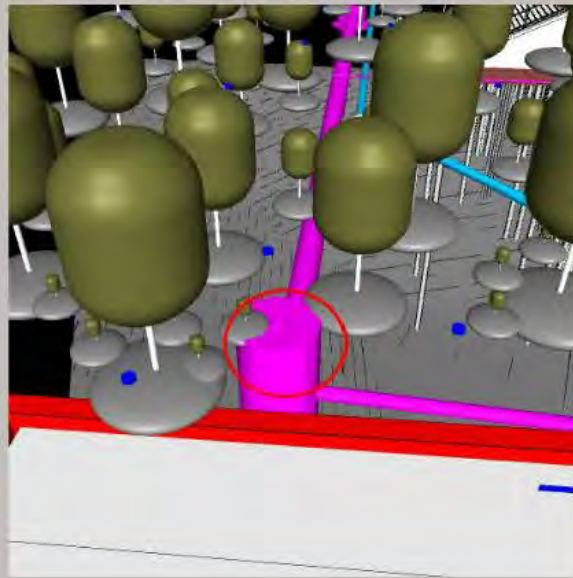
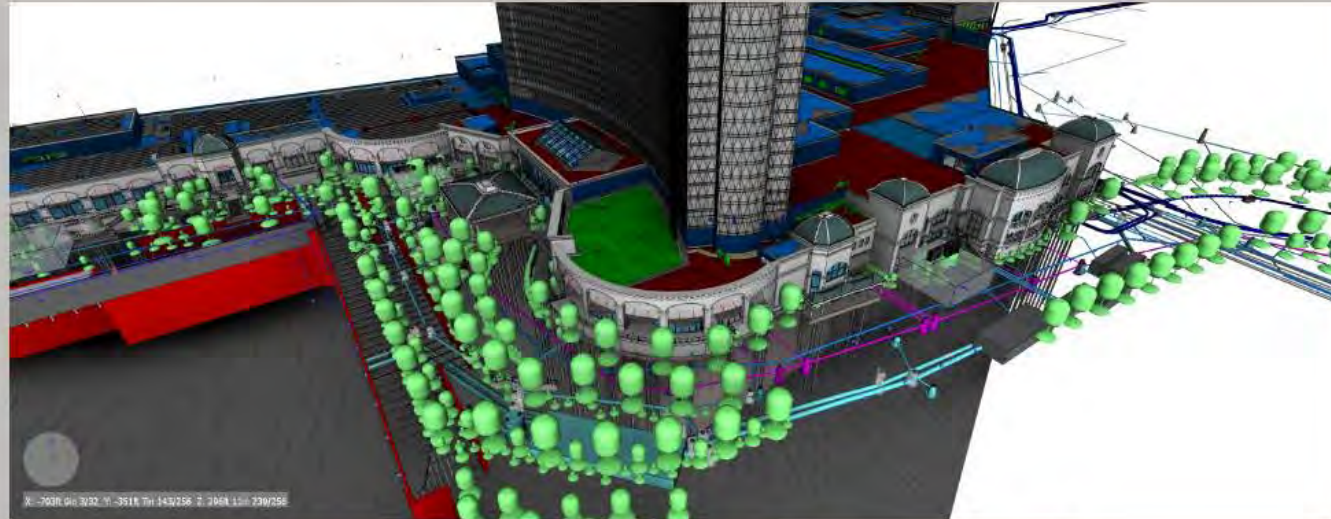
This report will not be used until it has been approved following preliminary review and coordination.

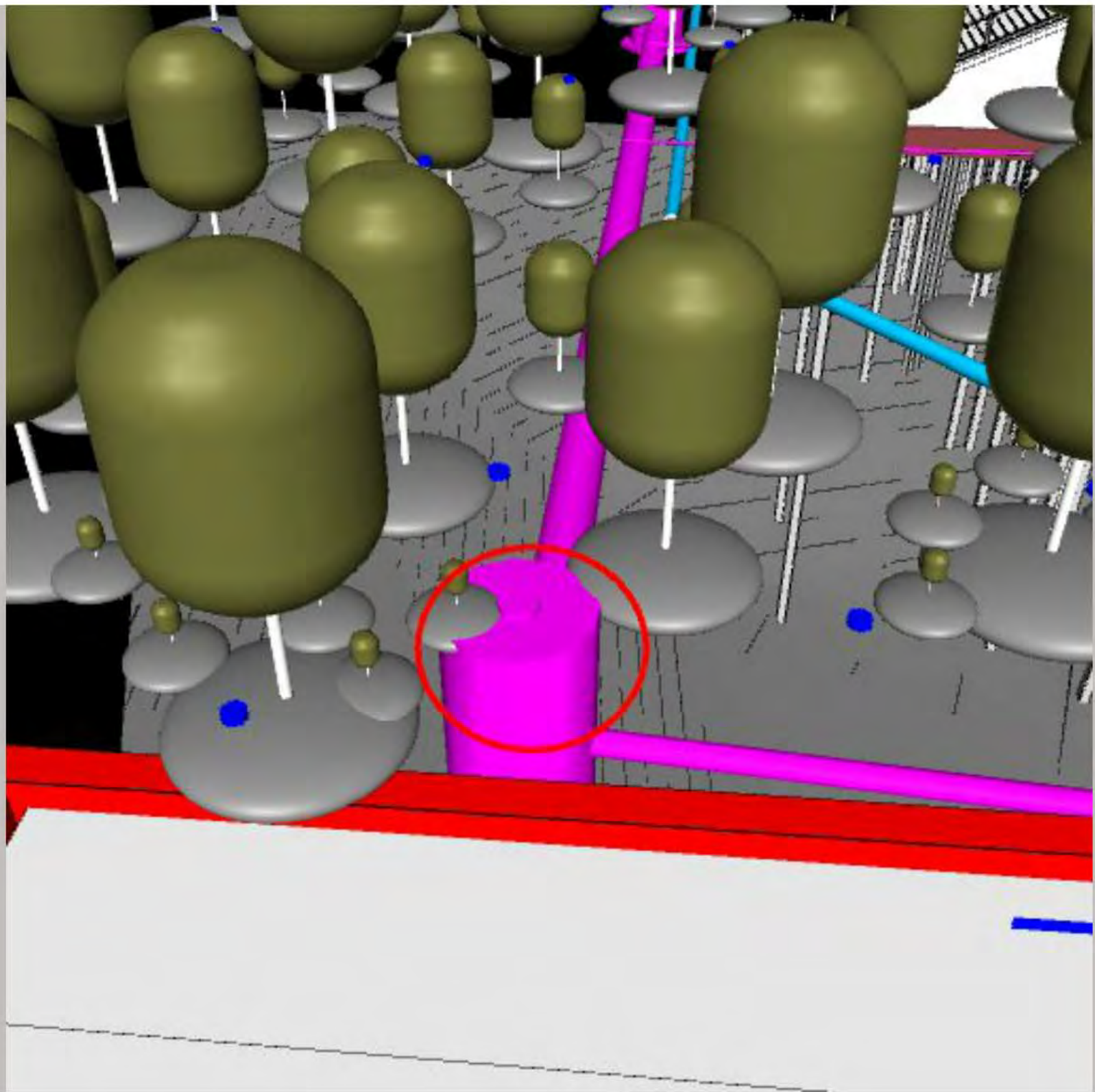
LEVEL 6 EAST

T.06.E



CIVIL UTILITIES & LANDSCAPING





Wynn Boston Harbor

SAFETY

Safety

Personal Protective Equipment (PPE) must be worn at all times by all people on job site

- Hard hat
- Gloves
- Eye protection
- Reflective vest
- Construction grade boots
- Ear protection must be worn if decibel level (DB) is over 85 DB's when exposure is greater than 15 minutes, over 100 DB ear protection must be worn immediately

Crisis Management Communications

- A crisis management communications call tree has been established for both WBH and Suffolk

Emergency Management Planning

Development an Emergency Management Response Plan

Identification of municipal emergency responders, community stakeholders and NGOs

Identification of anticipated needs

- Simple injury to collapse recovery
- Excavation rescue from various depths
- Medical emergencies, severe injuries, need for landing zone designation
- Fire emergencies
- High angle emergencies (tower cranes and hotel tower multiple floor transport)
- Weather emergency response

Wynn Boston Harbor

QUESTIONS

Wynn BOSTON HARBOR
®

Wynn Boston Harbor

Monitoring of Project Construction and Licensee Requirements 205 CMR 135

Quarterly Report Massachusetts Gaming Commission as of September 30, 2016



Monitoring of Project Construction and Licensee Requirements

Quarterly Report as of September 30, 2016

1.0 Project at a Glance

The Wynn Boston Harbor (the “Project”) is an approximately \$2.1 billion luxury resort that will transform a blighted section of the City of Everett, Massachusetts adjacent to the Mystic River, into a world-class destination. The Project will contribute hundreds of millions of dollars, including tens of millions of dollars in infrastructure contributions to the City of Everett, the region, and the Commonwealth of Massachusetts. The Project will be constructed on the contaminated site of a former chemical manufacturing plant totaling approximately 33.9 acres (the “Project Site”).



The Project will be comprised of a luxury hotel with 629 rooms¹, a gaming area, retail space, food and beverage outlets, convention and meeting space, a spa and gym, a parking garage, and other complementary amenities. The Project will also include extensive landscape and open space amenities including a public gathering area with an outdoor park-like open

¹ Pending approval from the relevant agencies, Wynn intends to increase the room count from 629 to 671 rooms. The change in room count does not alter the square footage of the hotel tower, but is a reallocation between rooms and suites.

space, a pavilion, waterfront features, a public harborwalk, and water transportation docking facilities reconnecting the City of Everett to the Mystic River and Boston Harbor for the first time in generations.

The Project will also include off-site improvements including extensive transportation improvements and a multiuse path from the Project's harborwalk to the existing paths at the Massachusetts Department of Conservation and Recreation ("DCR") Gateway Park. The Project will be developed in a single phase.

Wynn MA, LLC ("Wynn") received a conditional Category 1 gaming license for Region A (the "Gaming License") in November 2014. Since receiving the conditional Gaming License, Wynn has made significant progress on community outreach, project entitlements, permitting, land acquisition and the design of the Project.

In August 2015, Wynn selected Charter Contracting Company, LLC, a Massachusetts limited liability company, as its remediation contractor. Remediation of the Project Site commenced in October 2015, and final completion documentation was filed on August 4, 2016.

On July 15, 2015, Wynn filed its Second Supplemental Final Environmental Impact Report ("SSFEIR") to address the remaining three principal areas of study that were outlined in the Certificate of the Secretary of Energy and Environmental Affairs on Wynn's Supplemental Final Environmental Impact Report ("SFEIR") dated April 3, 2015. On August 28, 2015, Wynn received a Certificate of the Secretary of Energy and Environmental Affairs on its SSFEIR (the "Secretary's Certificate") concluding that Wynn's SSFEIR "adequately and properly complies" with the Massachusetts Environmental Policy Act ("MEPA").

In accordance with MEPA, following the receipt of its Secretary's Certificate, Wynn worked with various state agencies to obtain "Section 61 findings," a determination made by an agency of the Commonwealth describing the environmental impact, if any, of the Project and a finding that all feasible measures have been taken to avoid or minimize said impact. Wynn received its Section 61 findings from Massachusetts Water Resources Authority, Massachusetts Port Authority, Massachusetts Department of Transportation & Department of Conservation and Recreation, and Massachusetts Gaming Commission.

On August 24, 2015, Wynn filed its Chapter 91 License Application for the Project with the Massachusetts Department of Environmental Protection ("MassDEP") to obtain license authorization for the development of portion of the Project on private filled and flowed tidelands. MassDEP issued the Chapter 91 License on August 3, 2016.

2.0 Cost of Construction and Capitalization of Gaming Licensee

Pursuant to 205 CMR 135.02(5)(a) and (b), please see Appendix 1 for a sworn certification regarding (a) the total estimated cost of construction of the Project and related infrastructure improvements and (b) the capitalization of the Wynn for the quarter ending September 30, 2016.

3.0 Design and Construction Contracts

Pursuant to 205 CMR 135.02(5)(c), please see Appendix 2 for a list of all design and construction contracts executed for the quarter ending September 30, 2016 to design and construct the gaming establishment and related infrastructure improvements.

4.0 Progress of Construction

Pursuant to 205 CMR 135.02(5) (d), the following is a status report regarding the progress of the construction of the Project.

4.1 Federal Permits.

On September 8, 2015, Wynn submitted an application for a Section 10 and 404 Individual Permit from the United States Army Corps of Engineers (“ACOE”) with respect to dredging, structures and fill associated with navigation improvements and shoreline stabilization in support of the Project. It is anticipated that the ACOE will issue the permit in the fourth quarter of 2016.

4.2 State Permits.

On July 15, 2015, Wynn filed its SSFEIR to address the remaining three principal areas of study that were outlined in the Certificate of the Secretary of Energy and Environmental Affairs on Wynn’s SFEIR dated April 3, 2015. On August 28, 2015, Wynn received a Secretary’s Certificate concluding that Wynn’s SSFEIR “adequately and properly complies” with MEPA.

The Secretary’s Certificate confirmed that Wynn’s traffic analysis and mitigation plans are effective to mitigate the Project’s impacts on existing transportation infrastructure. With respect to broader regional transportation impacts, the Secretary’s Certificate required the establishment of a “Regional Working Group” to be led by MassDOT for the purpose of assessing and developing long-term transportation improvements that will support

sustainable redevelopment and economic growth in and around Sullivan Square. Wynn committed to participating in this Regional Working Group and providing a proportionate share of funding to support this effort.

Wynn has attended 12 meetings between August, 2015 and September, 2016 and the Lower Mystic Regional Working Group has scheduled its first public meeting for November 9, 2016. Wynn will continue to be an active participant in the future meetings of the LMRWG.

The Secretary's Certificate also required enhanced public review during permitting and development of Section 61 findings by MassDOT and the Massachusetts Gaming Commission ("MGC"). Following the receipt of the Secretary's Certificate, Wynn had productive meetings with each of the State Agencies with permitting authority over the Project for the purpose of preparing Section 61 findings to be issued by each such State Agency. Wynn received its Section 61 findings from the following agencies on the dates set forth below:

Massachusetts Water Resources Authority:	January 12, 2016
Massachusetts Port Authority:	January 21, 2016
Massachusetts Department of Transportation & Department of Conservation and Recreation:	April 5, 2016
Massachusetts Gaming Commission:	April 25, 2016

On August 24, 2015, Wynn filed its Chapter 91 License Application for the Project with the MassDEP to obtain license authorization for the development of portion of the Project on private filled and flowed tidelands. Pursuant to M.G.L. c. 21A, § 18(d) (2), (3) and (6), MassDEP and Wynn entered into a Memorandum of Agreement regarding Project specific schedule and fees for the Project (the "Fast Track Agreement").

Pursuant to the schedule set forth in the Fast Track Agreement, the comment period for Wynn's Chapter 91 License Application began on September 9, 2015 and concluded on October 9, 2015. On September 24, 2015, MassDEP held a public meeting at Everett City Hall for the purpose of receiving comments on Wynn's Chapter 91 License Application. The meeting was well attended and the comments received were all positive. Following the meeting, written comments were submitted to MassDEP for its consideration.

Wynn received its “Written Determination” from MassDEP on January 22, 2016. On February 11, 2016, Mayor Joseph A. Curtatone, in his capacity as Mayor of the City of Somerville (“Somerville”), filed a “Notice of Claim” with the Executive Office of Energy and Environmental Affairs, Department of Environmental Protection, requesting an adjudicatory hearing with respect to the Written Determination. On February 18, 2016, the Office of Appeals and Dispute Resolution of MassDEP issued a Scheduling Order pursuant to which a hearing on Somerville’s appeal was set for June 2, 2016. As a direct result of this appeal, Wynn was unable to commence construction activities within those portions of the Project Site that are subject to Chapter 91.

On June 2, 2016, Wynn, Somerville and the DEP participated in the adjudicatory hearing. On July 15, 2016, MassDEP’s Office of Appeals and Dispute Resolution issued a “Recommended Final Decision” affirming Wynn’s Written Determination. MassDEP issued the Chapter 91 License on August 3, 2016.

4.3 Local Permits.

On May 11, 2015, Wynn submitted its Form 19A Site Plan Review Application to the Everett Planning Board. The City of Everett engaged outside consultants, LDD Collaborative, Inc. and TranSystems, to provide Site Plan Review services for the Project. On July 13, 2015, Wynn presented its Site Plan Review Application at the Everett Planning Board public meeting and advised the Everett Planning Board that it would be modifying its application to address comments raised by the City of Everett’s outside consultants. On August 24, 2015, Wynn presented its modified application to the Everett Planning Board and the Everett Planning Board heard public comments. On September 16, 2015, the Everett Planning Board concluded the public hearing and unanimously approved the application.

The service road Application Site Plan Review and Special Permit was submitted to the City of Everett Planning Board for review in January 2016. On May 5, 2016, the Everett Planning Board issued the Site Plan Approval for the Service Road.

On August 11, 2015, Wynn submitted its Notice of Intent for the Project to the City of Everett Conservation Commission in order to obtain approval under the Massachusetts Wetland Protection Act for work within wetlands resource areas and buffer zones. The Everett Conservation Commission held an initial public meeting on August 20, 2015. On September 17, 2015, the Everett Conservation Commission held another public meeting and voted unanimously to approve Wynn’s Notice of Intent. The Everett Conservation

Commission issued its Order of Conditions with respect to the Project on September 24, 2015.

Pursuant to 205 CMR 135.02(6), please see Appendix 3 for an updated permits chart and all documents and information listed in 205 CMR 120.01: *Permitting Requirements*.

4.4 Site Remediation.

Prior to the commencement of the remediation, Wynn completed field investigation including nearly 2,000 samples landside and in the river, and significant laboratory analysis of the samples. On April 8, 2015, Wynn received a petition from residents of the City of Everett requesting that the disposal site be designated as a Public Involvement Plan (“PIP”) site in accordance with Massachusetts General Laws (MGL) c. 21E §14(a). This law requires that, upon receiving such a petition, a plan for involving the public in decisions regarding response actions must be prepared and a public meeting held to present the proposed plan. The disposal site was designated as a PIP site on April 28, 2015. The PIP process was used to educate the public on the remediation process and provide a forum for addressing any comments. The PIP process will continue through the completion of the construction related remediation activities.

Wynn and GZA GeoEnvironmental, Inc., the Licensed Site Professional (“LSP”) for the Project Site, presented the draft PIP plan at a public meeting on June 2, 2015 at Everett City Hall. In addition, the draft Release Abatement Measure (“RAM”) plan was also presented at the meeting. The comment period for the PIP plan was scheduled to end on June 22, 2015, but was extended by Wynn at the request of the petitioners for an additional 21 days to July 13, 2015. In addition, the comment period for the draft RAM plan was extended an additional 30 days to July 22, 2015.

On August 19, 2015, the Release Abatement Measure (“RAM”) plan for the landside remediation (known as Phase 1) was submitted to the MassDEP and all petitioners were notified accordingly.

Pursuant to the RAM Plan, Wynn held public meetings in Everett and Charlestown on October 15 and 16, 2015, respectively, for the purpose of informing the public regarding the remediation prior to commencement. Remediation of the Project Site began following such meetings. Weekly updates on the remediation were posted on Wynn’s website (www.wynnbostonharbor.com). The perimeter air-monitoring system was operational

throughout the remediation and no alarm conditions attributable to the RAM work were recorded.

Phase 1 remediation of the Project Site was completed in the second quarter of 2016. A total of approximately 10,680 tons of contaminated soil was transported off-site for proper disposal during Phase 1. The soil was transported in lined trailers that were cleaned prior to leaving the Project Site. The Draft Phase I RAM Completion Report and Immediate Response Action Report was submitted on August 4, 2016. A public meeting on the Phase I RAM Completion Report was held on September 7, 2016. The public comment period ended September 27, 2016, and no comments were received.

A separate RAM Plan has been prepared to address construction-related RAM activities. Response actions to be conducted under this RAM Plan will include the excavation of contaminated soil, the dredging of contaminated sediment, and the placement of clean fill materials at the properties identified in the RAM Plan. On February 17, 2016, a public meeting on the construction-related RAM Plan was held at the Everett City Hall. The public comment period for the construction-related RAM Plan ended on March 9, 2016. No comments were received. On May 2, 2016 the construction-related RAM Plan and a Final Revised Public Involvement Plan was filed. On August 30, 2016, constructed-related RAM Status Report No. 1 was filed.

4.5 Offsite Infrastructure.

As described above, the Secretary's Certificate confirmed that Wynn's traffic analysis and mitigation plans are effective to mitigate the Project's impacts on existing transportation infrastructure. In light of this positive response, an RFP was issued on June 26, 2015 to select a design and permitting team to deliver the offsite roadway and transit station improvements. In November 2015, Wynn entered into an agreement with AECOM USA of America, a Massachusetts corporation ("AECOM"), to provide civil and geotechnical engineering and construction oversight services for off-site infrastructure related to the Project. During first quarter 2016, AECOM completed the applicable Roadway Safety Audits and continued with site surveys and concept design. During the second quarter 2016, site surveys were completed as well as the development of the 25% design plans and functional design reports. On April 26, 2016, Wynn and AECOM staff met with MassDOT, MBTA and DCR transportation officials to discuss the projects and schedule. On June 14, 2016, the 25% design plans and functional design reports were submitted to the City of Everett and their peer review consultant, Weston and Sampson/Thule, at a design briefing meeting. The 25% design plans and functional design reports were submitted for review to MassDOT

at a design briefing meeting held on June 24, 2016. Review comments were received from MassDOT on September 15, 2016 as well as from Weston and Sampson/Thule on September 28, 2016 and responses to those comments are being generated. Coordination with the Massachusetts Central Transportation Planning staff continued regarding the 25% design.

On a separate track, Howard/Stein-Hudson Associates, Inc., Wynn's design team for the Sullivan Square improvements has been working since last year on conceptual designs and will continue to advance the design to 25%. In connection therewith, Wynn is working closely with the City of Boston to advance its filing with the Public Improvements Commission. On July 1, 2016, the Conceptual Design Report was submitted to Boston Transportation Department (BTD) for their review, comments were received and are being incorporated into the 25% design documents.

Concurrently with the development of the 25% designs for the offsite roadway improvements, the design of the Sullivan Square MBTA Station improvements as well as the Malden Station and Wellington Station improvements are underway. Design review meetings were held with the MBTA/MassDOT and the City of Boston in August and September regarding the 30% design plans for these improvements.

Subject to Wynn receiving all permits required to complete the work, all offsite improvements are envisioned to be completed and operable prior to the opening of the Project.

In addition to the foregoing mitigation improvements, in accordance with Wynn's Section 61 findings, Wynn is an active participant in the Lower Mystic Regional Working Group ("LMRWG"). The LMRWG was convened by MassDOT to assess and develop short and long-range transportation improvements that can support sustainable redevelopment and economic growth for the Lower Mystic River area. MassDOT has engaged the services of staff from the Boston Region Metropolitan Planning Organization – including from the Metropolitan Area Planning Council (MAPC) and from the Central Transportation Planning Staff – to provide technical assistance and study support.

The Working Group is chaired by the Secretary of Transportation, and consists of elected officials and staff of the three communities of Boston, Everett and Somerville as well as MAPC. Representatives from the Executive Office of Housing and Economic Development, the Attorney General's Office of Massachusetts, the Massachusetts Gaming Commission,

Congressman Capuano's office, the Massachusetts Port Authority, and the Wynn Boston Harbor are also participants of the LMRWG.

4.6 Design.

Project design has made significant progress this quarter. The foundation plan is complete and has been peer reviewed. The City of Everett issued the Foundation Permit on May 2, 2016. GMP drawings were issued on July 15, 2016. Construction Drawings (dated September 16, 2016) were issued on September 30, 2016. The hotel tower, podium, site, and interiors are being reviewed by the City of Everett with the target of obtaining all building permits in the 4th quarter 2016.

4.7 Construction Services.

On January 8, 2016, Wynn entered into an Agreement for Guaranteed Maximum Price Construction Services with Suffolk Construction Company, Inc. ("Suffolk"). Suffolk is currently providing pre-construction services including estimating, design review, value engineering, and preparation for procurement and construction. Suffolk procured the site work, slurry wall/LBE, and curtain wall subcontractors in second quarter 2016 and pre-construction activities commenced at the end of May 2016. Following the receipt of Wynn's Chapter 91 License, construction activities were commenced on all portions of the Project Site. Below is a summary of the construction activities through September 30, 2016:

- Completed pre-excavation and guidewalls for the slurry wall and LBEs;
- Completed approximately 93% of slurry wall panels and 100% of the LBEs;
- Installed approximately 18% of the tie-backs;
- Completed approximately 40% of the cap beam;
- Commenced mass excavation;
- Installed approximately 27% of the precast piles;
- Started pile caps for precast piles in CUP; and
- Started drilled mini-piles in the CUP area.

Dust control measures that are in-place include a water truck dedicated full time to the Project Site when work is occurring on the Project Site and covering dirt stockpiles at night with Gorilla Snot (liquid copolymer soil stabilizer and dust control product).

In August 2016, an automatic wheel wash was installed at the Project Site exit on Dexter Street. Street sweeping is done daily on Horizon Way, Broadway, Dexter Street, and the adjacent MBTA property.

Soil disposal via rail car commenced in August 2016. In September 2016, use of the rail ramped up to approximately 5,200 tons a day.

4.8 *Service Road.*

The service road and utilities drawings were prepared and issued on March 31, 2016. Bids were received in early May to allow early construction of this critical work. On May 25, 2016, J. Derenzo Co. was awarded the Service Road and Utility Relocation contract.

As of September 30, 2016 the following utility work was completed for the Service Road:

- Approximately 1,000 linear feet (lf) (45%) NGrid 23kv ductbank including 5 MHs.
- Approximately 900 lf (20%) Verizon ductbank including 3 MHs.
- NGrid and Verizon ductbanks crossings beneath 115 kV lines completed.
- Approximately 125 lf 10" ductile iron water line.
- Approximately 400 lf 18" ductile iron water line.

4.9 *Procurement.*

Proposals were received for Commissioning, Independent Testing, and Room Controls. Fenagh Engineering and HAKS were selected for special inspections in June 2016. BR+A was selected for commissioning services in June 2016.

4.10 *Owner Controlled Insurance Program ("OCIP").*

Wynn, in conjunction with Willis Towers Watson initiated an Owner Controlled Insurance Program for the Project. This Worker's Compensation and General Liability insurance programs were implemented on July 1, 2016 and Builder's Risk was implemented on August 15, 2016.

4.11 *Project Labor Agreement.*

Following the engagement of Suffolk, Wynn and Suffolk re-engaged in discussions with local labor leaders and finalized the draft Project Labor Agreement for the Project. The Project Labor Agreement was executed on May 5, 2016.

4.12 *Construction Management Plan.*

Howard/Stein-Hudson Associates, Inc. prepared a Construction Management Plan (“CMP”) for the purpose of mitigating any adverse impacts to the host and surrounding communities. The CMP was submitted to the City of Everett on April 21, 2016.

5.0 Project Schedule

5.1 *Six Month Look Ahead*

The 6-month look ahead schedule is attached hereto as Appendix 4.

5.2 *Project Master Schedule*

The development of the Master Schedule is evolving from a high level schedule to a more detailed schedule. This coincides with the contractor’s efforts to increase the detail level of their schedule by working with the subcontractors as they are selected for the Project.

6.0 Project Resources/Diversity

Pursuant to 205 CMR 135.02(5)(f), please see Appendix 5 for a report describing the number of contracts, total dollars amounts contracted with and actually paid to minority business enterprises, women business enterprises and veteran business enterprises for design and construction of the Project and related infrastructure, and the total number and value of all subcontracts awarded to a minority, women and veteran owned business, and a comparison of these reports with the goals established by Wynn as approved by the MGC .



September 30, 2016

Massachusetts Gaming Commission 101
Federal St., 23rd Floor
Boston, MA 02110

Dear Commissioners:

In accordance with 205 CMR 135.02(5)(a), please see below for the total estimated cost of construction of the project and related infrastructure improvements and the costs incurred as of September 30, 2016, calculated pursuant to 205 CMR 122.03: *Costs Included in the Calculation of Capital Investment*, and separately identifying detailed costs for design, land acquisition, site preparation and construction and off-site improvements:

MGC Quarterly Report

Appendix 1

(US\$ thousands)

Component	Cost Incurred 9/30/2016	Estimated Remaining Cost	Total Estimated Cost
Construction / on-site development	\$ 90,278	\$ 1,212,785	\$ 1,303,064
Design and engineering	57,110	99,635	156,745
Site preparation	14,443	67,263	81,706
Off-Site Improvements	2,428	38,560	40,988
Land acquisition	59,171	8,304	67,475
Pre-opening	23,775	65,961	89,736
Owner FF&E	1,351	144,434	145,785
Total	\$ 248,556	\$ 1,636,942	\$ 1,885,498

In addition, in accordance with 205 CMR 135.02(5)(b), I direct you to the financial statements of Wynn Resorts, Limited (NASDAQ: WYNN), the parent of Wynn MA, LLC (the "Licensee"), including Wynn Resorts' Quarterly Report on Form 10-Q for the quarter ended June 30, 2016, filed with the Securities and Exchange Commission (the "SEC") on August 9, 2016, which is available at www.sec.gov. As reflected in these financial statements, Licensee has sufficient financial resources in order to meet all expected financial obligations relating to the completion of the Project and related infrastructure improvements associated with the Project.

I, Stephen Cootey, hereby certify to my knowledge and in my capacity as Chief Financial Officer of Wynn Resorts, Limited, as to the material veracity of the foregoing.

Sincerely,



Stephen Cootey
Chief Financial Officer

3131 Las Vegas Boulevard South Las Vegas NV 89109 tel (702) 770 7000

Appendix 2

Design and Construction Contracts

As of September 30, 2016

Reference 205 CMR 135.02(5)(c)

Vendor/Contractor	Date	Services	MGC Status
AECOM	11/4/15	Civil and Geotechnical Eng. – Offsite Infrastructure	NGV092
	1/18/16	Design and Construction Phase Services – MBTA Everett Maintenance Facility	NGV092
AMEC Massachusetts Inc.	08/25/16	Peer Review – Supplemental Phase II Site Assessment	NGV952
Alliance Detective & Security	12/31/15	Site Security	NGV326
Arup USA, Inc.	12/10/14	Fire Protection Consulting	NGV102
Bard, Roa + Athanas Consulting Engineers, Inc.	08/31/16	Commissioning Services	NGV884
Bohler Engineering MA, LLC	06/08/16	Engineering Services – Property Redevelopment - McDonalds	NGV845
Building Enclosure Associates, LLC	08/30/16	Building Enclosure – Commissioning Svcs.	NGV989
Bukhari Design Studio, LLC	7/15/15	Concept and Documentation Services – High Limit Gaming	NGV434
Cashman Dredging & Marine Contracting and Company, LLC	9/2/15	Site Clean-up/Fencing	NGV450
Charter Contracting Company	11/10/15	Site Remediation Services	NGV479
Christopher Gordon		Project Management	NGV226
Cleo Design, LLC	7/15/15	Design Consultant – Staff Dining	NGV500
	7/15/15	Design Consultant – Executive Offices	NGV500
DHA Design Services LTD	9/24/15	Exterior Lighting Design	NGV522
Design Enterprise	9/17/15	Design Consultant – High Limit Gaming	NGV460
Eslick Design Associates	05/22/15	Design Consultant – Site Signage	NGV383
	7/15/15	Design Consultant – Low-Rise and Garage Signage	NGV383
	7/15/15	Design Consultant – High-Rise Signage	NGV383
First Circle Design, Inc.	10/14/15	Design Consultant – Interior Lighting – Meeting & Convention/Gaming	NGV518
Fenagh Engineering & Testing, LLC	09/08/16	Quality Control and Inspection Services	NGV185
Fort Point Associates, Inc.	12/30/14	Planning and Environmental Consulting	NGV075
	06/28/16	Environmental Consulting – Harbor Walk	
Foundry Interior Design	10/21/15	Design Consultant – Performance Lounge	NGV535
Gilbane Building Company	01/24/14	Preconstruction Consulting Services	NGV035
GZA GeoEnvironmental, Inc.	11/12/14	Geotechnical and Environmental Services	NGV013

	04/21/16	Geotechnical and Environmental Services – Harbor Walk	NGV013
Haks Engineers, P.C.	09/08/16	Quality Control and Testing	NGV894
Hirsch Bedner Associates dba HBA/Hirsch Bedner Associates	02/25/15	Design Consultant – High-Rise Interiors	NGV133
	05/22/15	Design Consultant – Public Areas	NGV133
	05/22/15	Design Consultant – F&B	NGV133
	05/22/15	Design Consultant – Public Areas	NGV133
	05/22/15	Design Consultant – Buffet	NGV133
	05/22/15	Design Consultant – Public Restrooms	NGV133
	05/22/15	Design Consultant – Meeting and Convention	NGV133
Howard/Stein-Hudson Associates, Inc.	12/30/14	Traffic Engineering	NGV079
	4/28/15	Traffic Engineering	NGV079
Harry Feldman, Inc., dba Feldman Land Surveyors	02/06/15	Surveying	NGV071
JBA Consulting Engineers	09/30/15	A/V Engineering Services	NGV642
Jacobs Consultants Inc.	12/04/14	Executive Architect	NGV181
John A. Martin & Associates of Nevada, Inc.	07/29/16	Structural Expansion Joint Review	NGV919
John Lyons Systems - Moonlighting	05/09/16	A/V Engineering Services	NGV805
Lifescapes International, Inc.	02/03/15	Landscape Architect	NGV151
Lighting Design Alliance	10/29/15	Design Consultant – Interior Lighting – Food and Beverage/Public Areas	NGV439
	05/11/16	Design Consultant – Interior Lighting – Meeting and Convention Areas	NGV439
Halifax Security Inc. dba M. Malia & Associates	01/23/15	Security and Surveillance Consulting	NGV123
Medcor, Incorporated	08/31/16	On-site Safety Services Program	NGV851
Michael Hong Architects, Inc.	12/11/14	Architectural Design Services	NGV206
National Grid	04/11/16	Relocation of Utilities – Service Road	Exempt
	06/08/16	Relocation of Gas Main – Main Site	
Oguz Cem Yazici	3/23/16	Construction Consultant – Scheduling	NGV801
RF Networks	11/12/15	Communication Systems Specifications	NGV688
Ryan Biggs Clark Davis Engineers	10/29/15	Structural Peer Review of Jacobs Drawings	NGV508
Suffolk Construction Company, Inc.	01/08/16	Construction Management	NGV163
TRC Environmental Corporation	09/30/15	Construction Consultant - Building Demolition	NGV067
Vanasse & Associates, Inc.	02/06/15	Supplemental Final Environmental Impact Report - Transportation	NGV066
Vermuelens, Inc.	02/03/16	Construction Consultant – Construction Cost Analysis	NGC072
Vicente Wolf Associates	05/22/15	Design Consultant – F&B	NGV283

Appendix 3

Permits
As of October 7, 2016

Reference 205 CMR 135.02(6)

Agency Governing Legal Authority (Statute/Regulation/Ordinance)	Permit, Review, or Approval	Date Application Submitted or Estimated Anticipated Application Date	Maximum Agency Decision Time Maximum Effective Period (if provided in applicable statute, regulation or ordinance)
Federal			
Federal Aviation Administration (FAA) 49 U.S.C. Subtitle VII, Aviation Programs, Part A and B; 14 CFR 77, Subpart D; Order JO 7400.2J, Procedures for Handling Airspace Matters, Ch. 7 Determinations	Determination Regarding Air Navigation	<u>Building:</u> Received January 9, 2016 <u>Cranes:</u> Cranes 1 & 2 received August 18, 2016 Cranes 3-8 received August 11, 2016 <u>Podium:</u> Received August 10, 2016	Determination is effective for 18 months and may apply for one 18-month renewal.
U.S. Army Corps of Engineers (ACOE) Section 10 of Federal Rivers and Harbors Act; 33 USC s. 403; 33 CFR Parts 322, 325	Work in Navigable Waters (Section 10) Permit	Project: Submitted September 15, 2015 Permit Anticipated October, 2016	No fixed maximum decision time. For individual permits, ACOE will be guided by the target schedule of decision within 60 days of receiving completed application, subject to receipt of any additional information needed for decision and processes required by other state and federal laws (such as CZM Act) to precede decision.
U.S. Army Corps of Engineers (ACOE) Section 404 of Federal Clean Water Act; 33 USC s. 1344; 33 CFR Parts 323, 325	Clean Water Act (Section 404) Individual Permit	Project: Submitted September 15, 2015; Anticipated October 2016	Individual permits for a permanent structure or activity typically do not expire, but may specify when the work must start - usually within 1 year of issuance.
U.S. Army Corps of Engineers (ACOE) Massachusetts General Permit issued January 10, 21 2010, modified November 13, 2012; pursuant to 33 CFR Part 330	Massachusetts General Permit (GP) 17	Sediment Remediation: Anticipated submittal August 2017	Massachusetts General Permit ("GP") includes 41 general conditions for all activities and identifies 23 differentiated GPs based on activity. GP 17 applies to activities that affect the containment, stabilization, or removal of hazardous materials, or toxic waste materials, including court-

			ordered remedial action plans or related settlements, which are performed, ordered, or sponsored by a government agency with established legal or regulatory authority. Under GP 17, work in navigable waters with permanent impacts that meet or exceed the PCN limits on page 4 of the GP of less than or equal to ½ acres, is eligible for review under a PCN.
U.S. Environmental Protection Agency (EPA) Federal Clean Water Act Section 402(p); 33 USC s. 1342(p); 40 CFR 122.26; NPDES Construction General Permit, Effective February 16, 2012	National Pollutant Discharge Elimination System (NPDES) Construction General Permit (CGP) NOI (for stormwater management)	On-site: April 6, 2016	Decision time for CGP and RGP: effective 14 days after NOI submittal to and acknowledged by EPA. When the CGP expires on February 16, 2017, those activities covered by the CGP will likely have to file a NOI under the new CGP.
U.S. Environmental Protection Agency (EPA) Federal Clean Water Act Section 402(a), 33 USC s. 1342(a); 40 CFR 122.28; 314 CMR 4.00; NPDES Remediation General Permit, NPDES Permit No. MAG910000, Effective September 10, 2010	NPDES Remediation General Permit (RGP) (for construction dewatering)	NOI Submitted May 25, 2016, 10 day waiting period ended June 9, 2016	When the RGP expired on September 10, 2015, those activities covered by the RGP will likely have to file a NOI under the new RGP. The new RGP is not yet in place.
State			
Executive Office of Energy and Environmental Affairs Massachusetts Environmental Policy Act; MGL c. 30 ss. 61-62I; 301 CMR 11.00	Massachusetts Environmental Policy Act (MEPA) Review	<u>Project:</u> Certificate on EENF received 11/26/13 Certificate on DEIR received 2/21/14 Certificate on FEIR received 8/15/14 Certificate on SFEIR Received 4/03/15 Certificate on SSFEIR Received 8/28/15 <u>Sediment Remediation:</u> Filing ENF anticipated January/February 2017	Secretary determines whether a Draft EIR, or Final EIR, as applicable, is adequate within 37 days of notice of availability of the EIR in the Environmental Monitor. A project that has not commenced either construction, or other project development activities (including final design, property acquisition, or marketing), within five years of notice of availability of Final EIR must file a Notice of Project Change. Secretary determines whether a subsequent filing is required.

			MEPA review is complete if no further filings are required.
Executive Office of Energy and Environmental Affairs MGL c. 21A ss. 2 and 4A; 301 CMR 23.00	Municipal Harbor Plan	Submitted on 10/16/13 Approved on 2/10/14	After publication of proposed Plan in Environmental Monitor and 30 day public comment period, Secretary has 60 days to consult with municipality proposing the Plan and other applicable agencies/entities, and 21 days thereafter to issue a written decision on the MHP.
Massachusetts Department of Environmental Protection (MassDEP) MGL c. 91 ss. 12-14; 310 CMR 9.00	Chapter 91 Waterways Determination of Applicability	Determination of Applicability re Chapter 91 jurisdictional boundaries received on July 29, 2013	
Massachusetts Department of Environmental Protection (MassDEP) MGL c. 91 ss. 12-14; 310 CMR 9.00	Chapter 91 Waterways License	<u>Project</u> : Submitted August 19, 2015 License Received August 3, 2016 <u>Sediment Remediation</u> : Submittal Anticipated November 2016	Licenses are issued for a fixed term; the standard term is 30 years but a license may be issued for an extended term (maximum of 99 years) if certain additional requirements are met.
MassDEP MGL c. 21 s. 43; 310 CMR 7.12	Compliance Certification for Stationary Engine	TBD	Required for CHP and generator
MassDEP MGL c. 111 ss. 142A-142E; 310 CMR 7.09	Notification of Construction and Demolition	TBD	Effective 10 working days after filing of notification.
MassDEP Section 401 of Federal Clean Water Act, 33 USC s. 1341; Massachusetts Clean Waters Act, MGL c. 21 ss. 26 et seq.; 314 CMR 9.00 (which cites to 310 CMR 4.00)	Water Quality Certification (401)	<u>Project</u> : Submitted September 8, 2015 Approval received January 22, 2016 <u>Sediment Remediation</u> : Submittal Anticipated November 2016	Standard MassDEP technical review period is 120 days (24 days for determination of administrative completeness and 96 days for technical review). No fixed maximum decision time.
MassDEP MGL c. 131 s. 40; 310 CMR 10.00	Wetlands Superseding Order of Conditions	Only in event of appeal of Order of Conditions issued by Everett Conservation Commission	Per 310 CMR 10.05 (7)(f) Issued within 70 days of request for superseding action (unless MassDEP requests additional information).

<p>MassDEP Bureau of Waste Site Cleanup/Massachusetts Contingency Plan (MCP)</p> <p>MGL c. 21E; 310 CMR 40.000</p>	<p>(Submittals by Licensed Site Professional on behalf of Site Owner - do not need DEP approval)</p>	<p><u>Landside Remediation:</u> Draft RAM Plan provided to DEP in May 2015; PIP process underway</p> <p><u>Sediment Remediation:</u> Phase II Submitted December 2015</p> <p>Phase III/IV Submittal Anticipated February/March 2017</p>	<p>Agency decision time frame N/A under MCP privatized program.</p>
<p>Massachusetts Water Resources Authority (MWRA)</p> <p>Chapter 372 of the Acts of 1984, s. 8(m); 360 CMR 10.000</p>	<p>Section 8(m) Permit (to cross or construct within an MWRA easement)</p>	<p><u>Project:</u> TBD</p>	
<p>Massachusetts Office of Coastal Zone Coastal Zone Management (CZM)</p> <p>301 CMR 20.00, M.G.L. c. 21A, §§2 and 4A</p> <p>Coastal Zone Management Act of 1972, 16 U.S.C. 1451 et seq., 15 CFR §§ 923 and 930</p>	<p>Federal Consistency Certification</p>	<p><u>Project:</u> Received August 12, 2016</p> <p><u>Sediment Remediation:</u> Anticipated Submittal Summer 2017</p>	
<p>Massachusetts Historical Commission (MHC)</p> <p>MGL c. 9 ss. 26 et seq.; 950 CMR 71.00</p>	<p>Review of project relative to potential effects on State Register historic/ archaeological resources.</p>	<p>Review Completed</p>	<p>Within 30 days of receipt of a completed Project Notification Form or ENF, the MHC will determine whether further information is needed and/or consultation is needed because the project may affect State Register properties. Beyond initial period, no other maximum decision times apply.</p>
<p>Board of Underwater Archaeological Resources (BUAR)</p> <p>M.G.L. c. 6, ss. 179 and 180; 312 CMR 2.00</p>	<p>Review of waterside activities</p>	<p><u>Project:</u> Review Completed</p> <p><u>Sediment Remediation:</u> Anticipated review concurrent with MEPA ENF</p>	

<p>Massachusetts Department of Transportation (MassDOT)</p> <p>MGL c. 81 s. 21, 720 CMR 13.00</p>	<p>Non-Vehicular Access Permit - Off-site roadway improvements</p>	<p>TBD</p>	<p>MassDOT completes technical reviews of the Access Permit application in 75 business days (35 business days following receipt of the 25% design submission, 20 business days following receipt of the 75%/100% design submission, and 20 business days following receipt of the PS&E submission.) Following technical review and approval, Section 61 Finding, and completion of MHC review and Mass. Wetlands Protection Act permitting, the MassDOT permit is issued 5 to 7 business days following final design approval.</p>
<p>Massachusetts Department of Transportation (MassDOT)</p> <p>MGL c. 40 s. 54A</p>	<p>Consent to issuance of building permit for construction on land formerly used by railroad company</p>	<p><u>Project</u>: Approval issued May 2, 2016</p>	
<p>Massachusetts Department of Transportation (MassDOT)</p> <p>MGL c. 161A s. 5(b)</p>	<p>MBTA Land Disposition and Easement Agreements</p>	<p>Anticipated fall of 2016.</p>	
<p>Local</p>			
<p>City of Boston (Off-site Roadway) Public Improvement Commission (PIC) Boston Transportation Department (BTD)</p> <p>Revised Ordinances of City of Boston of 1961, Ch.21, Sect. 36</p>	<p>Approvals</p>	<p>Filed January 30, 2015</p>	

<p>Everett Planning Board</p> <p>M.G.L. 40A, as amended, and Everett Zoning Ordinance, Section 28A, Resort Casino Overly District (RCOD) in Lower Broadway Economic Development District (LBEDD)</p>	<p>Site Plan Review</p>	<p><u>Project:</u> Approval Received October 14, 2015</p> <p><u>Access Road:</u> Approval Received May 5, 2016</p>	<p>Site Plan Review decisions shall be issued within 180 calendar days after filing of a completed application. Everett Zoning Ordinance, Sec. 28A(10)(B)(iii).</p> <p>Everett has accepted expedited permitting processes for Priority Development Sites pursuant to MGL c. 43D. All lots located in the LBEDD and RCOD are Priority Development Sites, Everett Zoning Ordinance Section 28A(10)(B).</p>
<p>Everett Conservation Commission</p> <p>Everett City Charter, c. 2, Article III, Division 7, Section 2-252 M.G.L. c. 131 §40; 310 CMR 10.00</p>	<p>Wetlands Order of Conditions</p>	<p><u>Project:</u> Order of Conditions issued September 24, 2015</p> <p><u>Landside Remediation:</u> Order of Conditions Issued 2015</p> <p><u>Sediment Remediation:</u> Submittal Anticipated Summer 2017</p>	<p>Decision time (about 42 days plus duration of public hearing which may consist of more than one ConComm meeting):</p> <ul style="list-style-type: none"> - A public hearing must be held within 21 days of receiving NOI. - Orders of Conditions issued within 21 days of the close of the public hearing. <p>Orders of Conditions are valid for 3 years unless extended.</p>
<p>Everett Fire Department</p> <p>Rev. Ordinance 1976, Pt.2, Ch.7, §33</p> <p>Everett City Charter, Chapter 8, Article I, §2-252</p> <p>M.G.L. c. 148 §10A</p>	<p>Review of Plans Fire Suppression System Installation Fuel Storage Permit LP Gas Storage Permit Underground Storage Tank Removal Permit (Commercial)</p>	<p>TBD</p>	
<p>Everett Health Department</p> <p>M.G.L. c. 140</p>	<p>Food Establishment Permit Application</p>	<p>TBD</p>	<p>Permits are annual, and expire May 31st of each year.</p>
<p>Everett Licensing Commission</p> <p>Victualler License: M.G.L. c. 140</p>	<p>Alcohol License Common Victualler License</p>	<p>TBD</p>	
<p>Everett Public Works</p> <p>Sewer: M.G.L., c. 83; Everett City Charter, Chapter 15</p> <p>Water: Everett City Charter, Chapter 20</p>	<p>Sewer Connection Permit Water Connection Permit</p>	<p>TBD TBD</p>	

<p>Everett Building Department</p> <p>State Building Code, 780 CMR 105.3.1</p>	<p>Building Permit</p> <ul style="list-style-type: none"> • Plumbing • Gas • Electrical • Wire • Trench • Mechanical • Foundation 	<p>Foundation Permit May 2, 2016</p>	<p>30 days from submission of completed application. Specific permits (plumbing, gas, etc.) to be requested and issued at various times during construction period within 30 days following application</p>
<p>Boston Conservation Commission</p> <p>M.G.L. c. 131 §40; 310 CMR 10.00</p>	<p>Wetlands Order of Conditions</p>	<p><u>Sediment Remediation:</u> Submittal Anticipated Summer 2017</p>	

Activity ID	Activity Name	Original Duration	Start	Finish	Predecessors	2016			2017			
						Oct	Nov	Dec	Jan	Feb	Mar	Apr
Wynn Boston Harbor						640d 30-Oct-15 A 12-Jul-18						
Main Project						419d 04-Jan-16 A 29-Sep-17						
Environmental Permits						283d 03-Mar-16 A 13-Apr-17						
MEPA - NPC - Remedial Dredging						32d 03-Oct-16 15-Nov-16						
A8520	MEPA Meeting	1d	03-Oct-16*	03-Oct-16	A7470, A7480	MEPA Meeting						
A4310	RD File NPC for Remedial Dredging	1d	06-Oct-16	06-Oct-16	A7480, A8520	RD File NPC for Remedial Dredging						
A3490	RD Notice in Environmental monitor	1d	17-Oct-16	17-Oct-16	A4310	RD Notice in Environmental monitor						
A3500	RD Comment period / Public Hearing (20 calendar days)	14d	17-Oct-16	03-Nov-16	A3490	RD Comment period / Public Hearing (20 calendar days)						
A3510	RD Secretary Decision	1d	15-Nov-16	15-Nov-16	A3500	RD Secretary Decision						
Chapter 91 - Remedial Dredging (requires WQ)						244d 25-Apr-16 A 13-Apr-17						
A4280	Internal Review of First Draft	10d	25-Apr-16 A	05-Oct-16	A3790	Internal Review of First Draft						
A3800	RD 91 Internal Review of Final Draft Application	10d	06-Oct-16	19-Oct-16	A3790, A4280	RD 91 Internal Review of Final Draft Application						
A3810	RD 91 Draft to MASS DEP	5d	20-Oct-16	26-Oct-16	A3800	RD 91 Draft to MASS DEP						
A3820	RD 91 Final Application DEP comments	10d	27-Oct-16	09-Nov-16	A3810	RD 91 Final Application DEP comments						
A3830	RD Chapter 91 Filing	5d	10-Nov-16	16-Nov-16	A3820, A5172, A3510	RD Chapter 91 Filing						
A3840	RD 91 Notice in Environmental Monitor	6d	17-Nov-16	28-Nov-16	A3830	RD 91 Notice in Environmental Monitor						
A3850	RD 91 Comment Period / Public Hearing	13d	30-Nov-16	16-Dec-16	A3840	RD 91 Comment Period / Public Hearing						
A3860	RD 91 End of Chapter 91 Technical Review (3 Months)	65d	19-Dec-16	22-Mar-17	A3850, A3330	RD 91 End of						
A3880	RD 91 Chapter 91 License Issued	15d	24-Mar-17	13-Apr-17	A3860, A8230, A835	RD 91 Chapter 91 License Issued						
Water Quality Certificate 401 - Remedial Dredging (before Ch. 91)						244d 25-Apr-16 A 13-Apr-17						
A11840	Internal Review of First Draft	10d	25-Apr-16 A	05-Oct-16	A10890	Internal Review of First Draft						
A10900	RD WQ Internal Reiew of Final Draft Application	10d	06-Oct-16	19-Oct-16	A10890, A11840	RD WQ Internal Reiew of Final Draft Application						
A10920	RD WQ Draft to MASS DEP	5d	20-Oct-16	26-Oct-16	A10900	RD WQ Draft to MASS DEP						
A10930	RD WQ Final Application DEP comments	10d	27-Oct-16	09-Nov-16	A10920	RD WQ Final Application DEP comments						
A10940	RD Chapter 401 Filing	5d	10-Nov-16	16-Nov-16	A10930, A3510	RD Chapter 401 Filing						
A10950	RD WQ Notice in Environmental Monitor	6d	17-Nov-16	28-Nov-16	A10940	RD WQ Notice in Environmental Monitor						
A10960	RD WQ Comment Period / Public Hearing	13d	30-Nov-16	16-Dec-16	A10950	RD WQ Comment Period / Public Hearing						
A10970	RD WQ End of Chapter 401 Technical Review (3 Months)	65d	19-Dec-16	22-Mar-17	A10960	RD WQ End of						
A10980	RD WQ Chapter 401 License Issued	15d	24-Mar-17	13-Apr-17	A10970	RD WQ Chapter 401 License Issued						
Everett Con. Comm. - Wetlands Notice of Intent - Remedial Dredging						174d 23-May-16 A 30-Jan-17						
A8160	E - RD NOI Final Draft	5d	23-May-16 A	05-Oct-16	A8150	E - RD NOI Final Draft						
A8170	E - RD NOI Internal Review of Final Draft	5d	06-Oct-16	12-Oct-16	A8160	E - RD NOI Internal Review of Final Draft						
A8180	E -RD NOI Final Draft to DEP	5d	13-Oct-16	19-Oct-16	A8170	E -RD NOI Final Draft to DEP						
A8190	E - RD DEP Comments on Final Draft	9d	20-Oct-16	01-Nov-16	A8180	E - RD DEP Comments on Final Draft						
A8200	E - RD NOI File Notice of Intent	11d	02-Nov-16	16-Nov-16	A8190	E - RD NOI File Notice of Intent						
A8410	E - RD NOI First Hearing	1d	13-Dec-16	13-Dec-16	A8180, A8200	E - RD NOI First Hearing						
A11000	E - RD NOI Second Hearing	1d	12-Jan-17	12-Jan-17	A8410	E - RD NOI Second Hearing						

- █ Remaining Level of Effort
- █ Actual Work
- █ Remaining Work
- █ Critical Remaining Work
- ◆ Milestone



Activity ID	Activity Name	Original Duration	Start	Finish	Predecessors	2016			2017			
						Oct	Nov	Dec	Jan	Feb	Mar	Apr
A8220	E - RD NOI Decision / Permit	2d	13-Jan-17	16-Jan-17	A11000, A8200				■ E - RD NOI Decision / Permit			
A8240	E - RD NOI Order of Conditions	1d	16-Jan-17	16-Jan-17	A8220				■ E - RD NOI Order of Conditions			
A8230	E - RD NOI End of Appeal Period	10d	17-Jan-17	30-Jan-17	A8220, A8240				■ E - RD NOI End of Appeal Period			
Boston Con. Comm. - Wetlands Notice of Intent - Remedial Dredging		174d	23-May-16 A	30-Jan-17								
A8270	B - RD NOI Final Draft	5d	23-May-16 A	05-Oct-16	A8260	■ B - RD NOI Final Draft						
A8280	B - RD NOI Internal Review of Final Draft	5d	06-Oct-16	12-Oct-16	A8270	■ B - RD NOI Internal Review of Final Draft						
A8290	B - RD NOI Final Draft to DEP	5d	13-Oct-16	19-Oct-16	A8280	■ B - RD NOI Final Draft to DEP						
A8300	B - RD DEP Comments on Final Draft	9d	20-Oct-16	01-Nov-16	A8290	■ B - RD DEP Comments on Final Draft						
A8310	B - RD NOI File Notice of Intent	11d	02-Nov-16	16-Nov-16	A8300		■ B - RD NOI File Notice of Intent					
A8320	B - RD NOI Review and Public Hearing	13d	17-Nov-16	07-Dec-16	A8310		■ B - RD NOI Review and Public Hearing					
A8330	B - RD NOI Decision / Permit	19d	19-Dec-16	16-Jan-17	A8320, A8220			■ B - RD NOI Decision / Permit				
A8350	B - RD NOI Order of Conditions Issued	1d	16-Jan-17	16-Jan-17	A8330			■ B - RD NOI Order of Conditions Issued				
A8340	B - RD NOI End of Appeal Period	10d	17-Jan-17	30-Jan-17	A8330, A8350			■ B - RD NOI End of Appeal Period				
USACE SEC 10 & 404 - Remedial Dredging (requires Ch.91, WQ, CZM)		261d	03-Mar-16 A	14-Mar-17								
A3420	RD Final Application	65d	03-Mar-16 A	24-Oct-16	A3410	■ RD Final Application						
A3430	RD File Application - General Permit 17	1d	23-Nov-16	23-Nov-16	A3420		■ RD File Application - General Permit 17					
A7440	RD Technical Review	74d	28-Nov-16	14-Mar-17	A3430			■ RD Technical Review				
MCP - Massachusetts Contingency Plan		145d	01-Aug-16 A	01-Mar-17								
A3680	MCP Revised Phase II Report	60d	01-Aug-16 A	30-Nov-16		■ MCP Revised Phase II Report						
A3660	MCP Phases III and IV - Draft Plan	21d	01-Dec-16	30-Dec-16	A3680		■ MCP Phases III and IV - Draft Plan					
A3670	MCP Phases III and IV - Draft Plan Review	5d	03-Jan-17	09-Jan-17	A3660		■ MCP Phases III and IV - Draft Plan Review					
A4110	MCP Phases III and IV - Final Plan	21d	10-Jan-17	07-Feb-17	A3670		■ MCP Phases III and IV - Final Plan					
A4120	MCP Phases III and IV - Final Plan Submitted	0d		07-Feb-17	A4110			◆ MCP Phases III and IV - Final Plan Submitted				
A4130	Public Comment Period (20 calendar days)	15d	08-Feb-17	01-Mar-17	A4120			■ Public Comment Period (20)				
Construction Permits - Structural Peer Review		32d	27-May-16 A	05-Oct-16		■ Construction Permits - Structural Peer Review						
City of Everett Building Permits		38d	06-Jul-16 A	31-Oct-16		■ City of Everett Building Permits						
Owner's Insurance		1d	03-Oct-16	03-Oct-16		■ Owner's Insurance						
Remediation		418d	04-Jan-16 A	29-Sep-17								
Landside Remediation		300d	04-Jan-16 A	16-Mar-17								
A2580	Groundwater Monitoring	300d	04-Jan-16 A	16-Mar-17	A2570	■ Groundwater Monitoring						
Dredging		159d	15-Feb-17	29-Sep-17								
A8355	Time of Year Restriction 2017 (No Work)	159d	15-Feb-17*	29-Sep-17								
Project Cost Generation		23d	14-Nov-16	19-Dec-16								
A5690	GMP Submitted by CM	0d		14-Nov-16	11840, A10820, A971			◆ GMP Submitted by CM				
A5720	GMP Review/Approval	23d	15-Nov-16	19-Dec-16	A5690		■ GMP Review/Approval					
A10070	GMP Contract Amendment	0d		19-Dec-16	A5720, A5690, 11840			◆ GMP Contract Amendment				
Construction - Main Project		352d	12-May-16 A	23-Aug-17								

- Remaining Level of Effort
- Actual Work
- Remaining Work
- Critical Remaining Work
- ◆ Milestone
- ▼ Summary



Activity ID	Activity Name	Original Duration	Start	Finish	Predecessors	2016			2017			
						Oct	Nov	Dec	Jan	Feb	Mar	Apr
Subcontractor Procurement Milestones						Subcontractor Procurement Milestones						
A12240	Rock Anchors	0d	07-Oct-16	14-Oct-16	A12200	◆ Rock Anchors						
A12250	Waterproofing	0d	07-Oct-16	14-Oct-16	A12240	◆ Waterproofing						
A12550	Fireproofing	0d	07-Oct-16	14-Oct-16	A12250	◆ Fireproofing						
A12230	MEP Trades (CUP)	0d	14-Oct-16	14-Oct-16	A12180, A12200	◆ MEP Trades (CUP)						
Summary Schedule (SCCI)												
Site/Marine						Site/Marine						
14260	24" Storm Drain	6d	18-Jul-16 A	14-Oct-16	A4200, 14280, 14300	24" Storm Drain						
14330	Mobilize Marine Work	20d	03-Oct-16	28-Oct-16	A8365, A7430, A2700	Mobilize Marine Work						
A5270	Phase 1 Marine - Sheet Piles, Precast Piles, Bulkhead, Outfall	123d	08-Oct-16	08-Mar-17	A7430, 14330	Phase 1 Marine - Sheet Piles, Precast Piles, Bulkhead, Outfall						
14320	Connect 24" and 36" to OF1/OF2	10d	14-Dec-16	28-Dec-16	14260	Connect 24" and 36" to OF1/OF2						
Garage												
SUMM-380	SOE & Foundations Summary - Garage	302d	24-May-16 A	01-Jun-17		SOE & Foundations Summary - Garage						
SUMM-230	Garage Structure Summary	188d	11-Jan-17	23-Aug-17	A11495, 13080, A12180	Garage Structure Summary						
M1020	Mass Excavation Complete	0d		27-Jan-17	SUMM-230, A1090, A1090	◆ Mass Excavation Complete						
Central Utility Plant						Central Utility Plant						
SUMM-155	Foundation Summary - CUP	132d	11-Jul-16 A	15-Dec-16		Foundation Summary - CUP						
SUMM-145	Structural Steel Summary - CUP	70d	16-Dec-16	11-Mar-17	SUMM-155	Structural Steel Summary - CUP						
SUMM-165	Concrete Slab on Metal Decks Summary - CUP	25d	09-Mar-17	06-Apr-17	SUMM-145	Concrete Slab on Metal Decks Summary - CUP						
Convention Area												
SUMM-250	Foundation Summary - Convention Center	123d	13-Aug-16 A	10-Jan-17	SUMM-155	Foundation Summary - Convention Center						
SUMM-180	Structural Steel Summary - Convention Center	128d	21-Dec-16	24-May-17	SUMM-250	Structural Steel Summary - Convention Center						
Hotel Tower												
SUMM-330	Foundation Summary - Hotel Tower	284d	11-Jul-16 A	10-Jun-17		Foundation Summary - Hotel Tower						
Hotel Area Podium												
SUMM-260	Foundation Summary - Hotel Area Podium	284d	11-Jul-16 A	10-Jun-17		Foundation Summary - Hotel Area Podium						
Gaming Area												
SUMM-300	Foundation Summary - Gaming Area	380d	24-May-16 A	23-Aug-17		Foundation Summary - Gaming Area						
Tenant Retail												
A7570	Identify Lease Tenant	131d	12-May-16 A	15-Nov-16		Identify Lease Tenant						
A7580	Negotiate Lease Terms	20d	06-Feb-17	06-Mar-17	A7570	Negotiate Lease Terms						
A7590	Tenant Design Concept	30d	20-Mar-17	28-Apr-17	A7580	Tenant Design Concept						
Broadway Projects												
38 Broadway (Mobil) Demolition												
A1863	Terminate Mobil Lease	60d	01-Mar-16 A	31-May-17	A1860	Terminate Mobil Lease						
A7690	Environmental Investigation	15d	20-Jan-17	09-Feb-17	A1860, A7710, A1863	Environmental Investigation						
A7860	GZA RAM Plan (Check with GZA)	10d	10-Feb-17	24-Feb-17	A7690	GZA RAM Plan (Check with GZA)						

- █ Remaining Level of Effort
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Activity ID	Activity Name	Original Duration	Start	Finish	Predecessors	2016			2017					
						Oct	Nov	Dec	Jan	Feb	Mar	Apr		
A7720	Construction Document Production	15d	27-Feb-17	17-Mar-17	A7710, A7690									
A7730	RFP for Demolition Contractor	10d	20-Mar-17	31-Mar-17	A7720									
48 Broadway (Dunkin Donuts) Demolition		167d	30-Oct-15 A	29-Dec-17										
A1870	Terminate Dunkin Donuts Lease	167d	30-Oct-15 A	29-Dec-17	A1860									
Service Road and Utilities Projects		544d	18-May-16 A	12-Jul-18										
Service Road Construction		226d	18-May-16 A	10-Apr-17										
12070	SR - Phase 2 (SR and Portion of Charlton) incl. SR and Charlton except McDonald's	51d	18-May-16 A	15-Nov-16	12060									
12080	SR - Phase 3 (SR, remainder of Charlton, McDonald's/Broadway intersection)	44d	01-Aug-16 A	15-Nov-16	12070, A6570, 14420									
12180	115 kV Piping Installation	25d	06-Sep-16 A	10-Oct-16	12480									
12190	National Grid Installs Temp Gas	10d	07-Oct-16	20-Oct-16	11010									
12040	Site Improvements	22d	17-Oct-16	15-Nov-16	12010, 12880, 13280									
12045	Finishes	15d	26-Oct-16	15-Nov-16	12090									
12050	Punchlist, Cleanup (Public)	15d	26-Oct-16	15-Nov-16	12040, 12045, 11960									
12090	Roadway (Public)	15d	26-Oct-16	15-Nov-16	12080									
12160	Roadway Top Course, Partial Private SR Punchlist	16d	20-Mar-17	10-Apr-17	12050									
MBTA Loading Dock and New Gatehouse		79d	01-Sep-16 A	23-Dec-16										
12845	Build New Storage Building	35d	01-Sep-16 A	01-Dec-16	12900									
12850	Loading Dock Construction	25d	01-Sep-16 A	07-Nov-16	12890, 12900, 12870									
12975	Build New Entrance/Gates	39d	06-Sep-16 A	07-Nov-16	12900									
12880	Loading Dock Operational	0d		07-Nov-16	12850									
13280	MBTA New Entrance Operational	0d		15-Nov-16	12975, 11990									
14840	Demo Existing MBTA New Entrance	0d		16-Nov-16	13280									
12855	Demo Existing Storage Building	6d	08-Dec-16	15-Dec-16	12845									
12865	Repair Pavement, Punchlist, Cleanup	6d	16-Dec-16	23-Dec-16	12855									
128 Broadway (McDonald's)		79d	15-Sep-16 A	09-Jan-17										
New McDonald's (by Others)		79d	15-Sep-16 A	09-Jan-17										
11080	Construction (New McDonald's, Utilities, Parking) - 110 days	77d	15-Sep-16 A	05-Jan-17	11060, A1861, 11120									
11110	New McDonald's Open	0d		09-Jan-17	11080, 13260, 12050									
115Kv High Tension Tower Relocation		541d	23-May-16 A	12-Jul-18										
A2350	National Grid Complete Engineered Documents	541d	23-May-16 A	12-Jul-18	A2410									
Bridge Study		123d	31-Aug-16 A	27-Feb-17										
DCR Harbor Walk Connector		278d	23-May-16 A	27-Jun-17										
Design		264d	13-Jun-16 A	27-Jun-17										
A3870	50% CDs	16d	13-Jun-16 A	01-Nov-16	A4050, A4270, A4260									
A4090	75% CDs	18d	02-Nov-16	29-Nov-16	A3870, A4098									
A4088	DCR Public Listening Session	1d	10-Nov-16	10-Nov-16	A3870									
A4100	100% CDs	126d	29-Dec-16	27-Jun-17	A3710, A4090									

- █ Remaining Level of Effort
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Activity ID	Activity Name	Original Duration	Start	Finish	Predecessors	2016			2017			
						Oct	Nov	Dec	Jan	Feb	Mar	Apr
Everett Con. Comm. - Wetlands Notice of Intent (DCR Harbor Walk Con						Everett Con. Comm. -						
A2470	Execution of Easement Agreement with MBTA, DDRC	30d	23-May-16 A	10-Mar-17	A3470, A5172, A3870	Execution of Easement Agreement with MBTA, DDRC						
A1600	Prepare Notice of Intent	8d	02-Nov-16	11-Nov-16	A2470, A4088, A2470	Prepare Notice of Intent						
A1610	Internal Review of Draft	2d	14-Nov-16	15-Nov-16	A1600	Internal Review of Draft						
A1730	Final Draft	5d	16-Nov-16	22-Nov-16	A1610	Final Draft						
A1740	Internal Review of Final Draft	2d	23-Nov-16	28-Nov-16	A1730	Internal Review of Final Draft						
A1750	Final Draft to DEP	1d	29-Nov-16	29-Nov-16	A1740	Final Draft to DEP						
A1760	Final Draft DEP Comments	10d	30-Nov-16	13-Dec-16	A1750	Final Draft DEP Comments						
A1770	File Notice of Intent	5d	14-Dec-16	20-Dec-16	A1760	File Notice of Intent						
A1780	Review and Public Hearing (mtgs on 9/15 and 10/20)	43d	21-Dec-16	22-Feb-17	A1760, A1770	Review and Public Hearing (mtg)						
A1790	Decision	1d	23-Feb-17	23-Feb-17	A1780	Decision						
A1800	End of Appeal Period	10d	24-Feb-17	09-Mar-17	A1790, A1780	End of Appeal Period						
A1810	Order of Conditions Issued	0d	10-Mar-17	10-Mar-17	A1800	Order of Conditions Is						
MADEP Chapter 91 DCR Harbor Walk Connector						MADEP Chapter 91 DCR Harbor Walk Connector						
A11940	Prepare Draft Chapter 91 application	13d	02-Nov-16	18-Nov-16	A2470	Prepare Draft Chapter 91 application						
A11950	Internal Review of Draft	2d	21-Nov-16	22-Nov-16	A11940	Internal Review of Draft						
A11960	Final Draft	5d	23-Nov-16	01-Dec-16	A11950	Final Draft						
A11970	Internal Review of Final Draft	2d	02-Dec-16	05-Dec-16	A11960	Internal Review of Final Draft						
A11980	Final Draft to DEP	1d	06-Dec-16	06-Dec-16	A11970	Final Draft to DEP						
A11990	Final Draft DEP Comments	10d	07-Dec-16	20-Dec-16	A11980	Final Draft DEP Comments						
A3710	Chapter 91 Filing	5d	21-Dec-16	28-Dec-16	A11990	Chapter 91 Filing						
A3720	Notice in Environmental Monitor	35d	29-Dec-16	16-Feb-17	A3710	Notice in Environmental Monitor						
A3730	Comment Period / Public Hearing	23d	17-Feb-17	22-Mar-17	A3720	Comment Per						
A3740	End of Chapter 91 Technical Review	30d	23-Mar-17	03-May-17	A3730	End of Chapter 91 Technical Review						
MADEP WQ Certification (DCR Harbor Walk Connector)						MADEP WQ Certification (DCR Harbor Walk Connector)						
A12010	Prepare Draft WQ application	13d	02-Nov-16	18-Nov-16	A11940	Prepare Draft WQ application						
A12020	Internal Review of Draft	2d	21-Nov-16	22-Nov-16	A12010	Internal Review of Draft						
A12030	Final Draft	5d	23-Nov-16	01-Dec-16	A12020	Final Draft						
A12040	Internal Review of Final Draft	2d	02-Dec-16	05-Dec-16	A12030	Internal Review of Final Draft						
A12050	Final Draft to DEP	1d	06-Dec-16	06-Dec-16	A12040	Final Draft to DEP						
A12060	Final Draft DEP Comments	10d	07-Dec-16	20-Dec-16	A12050	Final Draft DEP Comments						
A12070	WQ Filing	5d	21-Dec-16	28-Dec-16	A12060	WQ Filing						
A12080	Notice in Environmental Monitor	35d	29-Dec-16	16-Feb-17	A12070	Notice in Environmental Monitor						
A12090	Comment Period / Public Hearing	23d	17-Feb-17	22-Mar-17	A12080	Comment Per						
A12100	Technical Review	30d	23-Mar-17	03-May-17	A12090	Technical Review						
Everett Planning Board - Site Plan Review - DCR Harbor Walk Connect						Everett Planning Board - S						
A11860	Prepare Draft Application	38d	02-Nov-16	28-Dec-16	A2470	Prepare Draft Application						

- █ Remaining Level of Effort
- █ Actual Work
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Activity ID	Activity Name	Original Duration	Start	Finish	Predecessors	2016			2017			
						Oct	Nov	Dec	Jan	Feb	Mar	Apr
A11870	Internal Review of Draft Application	4d	29-Dec-16	04-Jan-17	A11860				Internal Review of Draft Application			
A11880	Review Draft Application with City	4d	29-Dec-16	04-Jan-17	A11870				Review Draft Application with City			
A11890	Prepare Final Application	5d	05-Jan-17	11-Jan-17	A11880				Prepare Final Application			
A11900	Internal Review of Final Application	5d	12-Jan-17	18-Jan-17	A11890				Internal Review of Final Application			
A11910	File Application	5d	19-Jan-17	25-Jan-17	A11900				File Application			
A11920	PB Meeting/Public Hearing (mtgs on 10/10 and 10/24)	21d	26-Jan-17	24-Feb-17	A11910					PB Meeting/Public Hearing (mtg)		
A11930	Planning Board Approval	1d	03-Mar-17	03-Mar-17	A11920					Planning Board Approval		
CZM and USACE Sec 10. Sec 404		6d	11-Jan-17	18-Jan-17						CZM and USACE Sec 10. Sec 404		
A12000	File USACE Sec 10. Sec 404	1d	11-Jan-17	11-Jan-17	A3710				File USACE Sec 10. Sec 404			
A8620	File CZM Consistency	1d	18-Jan-17	18-Jan-17	A7430, A3710				File CZM Consistency			
Off-Site Transportation Improvements		601d	01-Feb-16 A	06-Apr-18								
Milestone		129d	02-Nov-16	09-May-17								
Package #1 (Lower Broadway and Truck Route)		45d	28-Nov-16	01-Feb-17								
AMS.400.1070	CP#1 75% Design Submittal	0d		28-Nov-16	ALB.426.1150				CP#1 75% Design Submittal			
AMS.450.1080	CP#1 100% Design Submittal	0d		01-Feb-17	ALB.456.1050				CP#1 100% Design Submittal			
Package #2 (Santilli, Sweetser, Wellington, Bell and C/M Signals)		75d	02-Nov-16	22-Feb-17								
AMS.400.1150	CP#2 75% Design Submittal	0d		02-Nov-16	AWC.426.1160, ABC				CP#2 75% Design Submittal			
AMS.450.1160	CP#2 100% Design Submittal	0d		22-Feb-17	AWC.456.1050, ABC				CP#2 100% Design Submittal			
Package #3 (Wellington and Malden Stations)		122d	11-Nov-16	09-May-17								
AMS.400.1190	CP#3 60% Design Submittal	0d		11-Nov-16	AWM.426.1160				CP#3 60% Design Submittal			
AMS.450.1200	CP#3 100% Design Submittal	0d		19-Jan-17	AWM.456.1090				CP#3 100% Design Submittal			
AMS.800.1120	CP#3 Submit Bid Documents	0d		29-Mar-17	AWM.802.1270							CP#3 Sub
AMS.800.1210	Bid Process	29d	30-Mar-17	09-May-17	AWM.901.1010							
Permitting		45d	01-Jul-16 A	28-Oct-16					Permitting			
Construction Package #1 - Lower Broadway & Truck Route		156d	17-Aug-16 A	30-Mar-17								Construc
Construction Package #2 - Route 16		154d	21-Sep-16 A	12-Apr-17								
Construction Package #3 - MBTA Wellington & Malden Station		158d	22-Aug-16 A	06-Apr-17								Con
Construction Package #4 - Sullivan Square Charlestown		326d	09-May-16 A	14-Apr-17								
A7220	25% Design	60d	09-May-16 A	24-Oct-16	A7210				25% Design			
A7250	MADOT 25% Design Review	6d	25-Oct-16	01-Nov-16	A7220				MADOT 25% Design Review			
A7260	Boston BTM 25% Review	17d	25-Oct-16	16-Nov-16	A7220				Boston BTM 25% Review			
A7270	MBTA 25% Review	17d	25-Oct-16	16-Nov-16	A7220				MBTA 25% Review			
A7280	75% Design Package	54d	25-Oct-16	12-Jan-17	A7250, A7260, A7270				75% Design Package			
A7300	MADOT / FHA Review 75% Design Package	21d	13-Jan-17	10-Feb-17	A7280				MADOT / FHA Review 75% Design Pac			
A7310	Boston BTM Review 75% Design Package	30d	13-Jan-17	24-Feb-17	A7280				Boston BTM Review 75% Desig			
A7320	MBTA Review 75% Design Package	21d	13-Jan-17	10-Feb-17	A7280				MBTA Review 75% Design Package			
A7330	Final Design	44d	13-Feb-17	14-Apr-17	A7300, A7310, A7320							

- █ Remaining Level of Effort
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- ▾ Summary

Wynn Boston Harbor
Six Month Lookahead Schedule (10/1/2016 - 3/31/2017)
06-Oct-16 **Page 6 of 7**



Activity ID	Activity Name	Original Duration	Start	Finish	Predecessors	2016			2017			
						Oct	Nov	Dec	Jan	Feb	Mar	Apr
	Woods Memorial Bridge (by DOT)	520d	01-Feb-16 A	06-Apr-18								
A4040	Project by DOT	520d	01-Feb-16 A	06-Apr-18								

-  Remaining Level of Effort
-  Actual Work
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-  Milestone

 Summary



Appendix 5

**Project Construction Workforce:
Women, Minority, Veteran Participation
As of September 30, 2016**

Reference 205 CMR 135.02(5)(e)

As of September 30, 2016, 106,944.5 person-hours of work was completed on the Project Site, with 85 minorities, 23 females, and 14 veterans, performing work on site.

	# of Workers	Participation to Date (% of workforce hours)	Goal (% of workforce hours)
Minority	85	21.8%	15.3%
Female	23	5.9%	6.9%
Veteran	14	5.4%	3.0%

	PROJECT TO DATE									
	LOCAL TRADE UNION	Total Hours	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%	
# Workers			Hours	%	# Workers	Hours	%	# Workers	Hours	%
Carpenters Local 107	103.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 218	974.0	2	179.0	18.4%	1	163.0	16.7%	0	0.0	0.0%
Carpenters Local 26	191.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 275	266.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 33	809.0	1	86.0	10.6%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 475	152.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 624	209.0	1	209.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Electricians Local 103 I.B.E.W.	3,069.0	6	518.0	16.9%	0	0.0	0.0%	0	0.0	0.0%
Electricians Local 104 I.B.E.W (Utilities)	556.0	1	101.0	18.2%	0	0.0	0.0%	0	0.0	0.0%
Elevator Constructors Local 4	701.0	1	146.0	20.8%	0	0.0	0.0%	1	146.0	20.8%
Iron Workers Local 7	5,950.5	8	1,578.5	26.5%	3	538.0	9.0%	0	0.0	0.0%
Laborers Local 133	78.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 138	8.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 1421 (Wreckers)	360.0	6	360.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 151	2,997.0	1	732.5	24.4%	2	740.5	24.7%	0	0.0	0.0%
Laborers Local 22	26,483.0	34	9,473.5	35.8%	11	2,858.5	10.8%	4	1,633.0	6.2%
Laborers Local 223	1,338.0	3	336.0	25.1%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 243	111.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 271	146.0	2	74.0	50.7%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 385	1,159.0	1	27.0	2.3%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 429	279.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 560	1,258.5	3	1,258.5	100.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 609	98.0	1	66.0	67.3%	0	0.0	0.0%	1	24.0	24.5%
Laborers Local 610	32.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 721	518.5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 876	790.0	1	774.0	98.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 88 (Tunnel Workers)	614.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Operating Engineers Local 4	47,033.5	9	5,650.0	12.0%	2	1,098.0	2.3%	4	2,442.0	5.2%
Piledrivers Local 56	10,531.0	3	1,729.5	16.4%	4	907.0	8.6%	4	1,569.5	14.9%
Plasterers & Cement Masons Local 534	121.5	1	19.0	15.6%	0	0.0	0.0%	0	0.0	0.0%
Woodframe Local 723	8.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
TOTAL	106,944.5	85	23,317.5	21.8%	23	6,305.0	5.9%	14	5,814.5	5.4%

SUB-CONTRACTOR	PROJECT TO DATE									
	Total Hours	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
		# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Andella Iron Inc.	285.0	3	257.0	90.2%	0	0.0	0.0%	0	0.0	0.0%
Cashman Dredging & Marine Contracting	200.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Cavalieri Construction Company, Inc.	1,657.5	5	1,103.5	66.6%	0	0.0	0.0%	1	384.0	23.2%
Coastal Marine Construction	2,223.5	0	0.0	0.0%	1	84.0	3.8%	1	116.5	5.2%
Dagle Electrical Construction Corporation	2,843.0	3	430.0	15.1%	0	0.0	0.0%	0	0.0	0.0%
DeLucca Fence Company	394.5	5	110.0	27.9%	1	16.0	4.1%	1	24.0	6.1%
Easton Concrete Cutting & Drilling LLC	350.0	1	27.0	7.7%	0	0.0	0.0%	0	0.0	0.0%
Hayward Baker Inc.	298.0	1	70.0	23.5%	0	0.0	0.0%	0	0.0	0.0%
J Rams Inc	17.0	0	0.0	0.0%	0	0.0	0.0%	1	8.0	47.1%
J. Derenzo Co.	23,119.0	7	4,453.5	19.3%	3	1,494.0	6.5%	3	1,447.0	6.3%
K&H Electrical Systems, Inc.	192.0	1	72.0	37.5%	0	0.0	0.0%	0	0.0	0.0%
Liberty Construction Services	5,894.0	15	1,290.0	21.9%	4	467.5	7.9%	0	0.0	0.0%
Lockwood Remediation	32.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Midnight Iron Construction Management Inc.	32.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
MON Landscaping Inc.	96.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
NewRoads Environmental	368.0	7	368.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
NorthStar Contracting Group, Inc	37.0	1	12.0	32.4%	0	0.0	0.0%	0	0.0	0.0%
Rapid Flow Inc.	208.5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Regis Steel Corporation	5,633.5	5	1,321.5	23.5%	3	538.0	9.6%	0	0.0	0.0%
Richard W. Reid Electric Company Inc.	34.0	2	16.0	47.1%	0	0.0	0.0%	0	0.0	0.0%
Silverback Construction Inc.	251.0	1	19.0	7.6%	0	0.0	0.0%	0	0.0	0.0%
The Railroad Associates Corporation	65.5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
The Welch Corporation	11,582.5	2	1,308.0	11.3%	3	1,057.0	9.1%	2	1,225.0	10.6%
TREVIICOS CORPORATION	46,485.5	22	11,840.0	25.5%	7	2,391.5	5.1%	3	2,232.5	4.8%
UTEC Constructors LLC	556.0	1	101.0	18.2%	0	0.0	0.0%	0	0.0	0.0%
Vynorius Piledriving Inc.	4,081.5	2	515.0	12.6%	1	257.0	6.3%	2	377.5	9.2%
Wood & Wire Fence Co. Inc	8.0	1	4.0	50.0%	0	0.0	0.0%	0	0.0	0.0%
TOTAL	106,944.5	85	23,317.5	21.8%	23	6,305.0	5.9%	14	5,814.5	5.4%

**Contracts and Payments to Minority, Women and
Veteran Business Enterprises for Construction Phase**
As of September 30, 2016

Reference 205 CMR 135.02(5)(f)

As of September 30, 2016, Wynn had awarded \$40,080,920 or 16.6% of qualified construction contracts, in contracts to M/W/VBEs. As of September 30, 2016, Wynn and Wynn contractors and sub-contractors awarded 16 contracts to MBEs, 36 contracts to WBEs, and eleven contracts to VBEs for construction.

	# Contract Awards*	Contract Award Value (\$)	% of Total Construction Contracts Awarded to Date	% Goal	Paid to Date (\$)
MBE	16	13,993,660	5.8%	5.0%	6,931,813
WBE	36	11,616,775	4.8%	5.4%	867,795
VBE	11	14,470,485	6.0%	1.0%	192,494
TOTAL	63	\$40,080,920	16.6%	11.4%	\$7,992,102

*Note that a majority of M/W/VBEs are sub-contracted with Wynn's contractors and sub-contractors.

**Contracts and Payments to Minority, Women and
Veteran Business Enterprises for Design Phase
As of September 30, 2016**

Reference 205 CMR 135.02(5)(f)

As of September 30, 2016, Wynn had awarded \$10,860,220, or 20.3% of qualified design contracts, to M/W/VBEs for design work. As of September 30, 2016, Wynn and Wynn consultants awarded twelve contracts to MBEs, eleven contracts to WBEs, and three contracts to VBEs for design work.

	# Contract Awards*	Contract Award Value (\$)	% Total Design Contract*	% Goal	Paid to Date (\$)
MBE	12	4,756,106	8.9%	7.9%	3,591,017
WBE	11	2,674,356	5.0%	10.0%	1,299,402
VBE	3	3,429,758	6.4%	1.0%	2,770,446
TOTAL	26	\$10,860,220	20.3%	18.9%	\$7,660,865

*Note that 9 MBE contracts, 8 WBE contracts, and 2 VBE contract, are sub-contracted with Wynn's consultants.

No Documents

No Documents

No Documents



Legal Division

SMALL BUSINESS IMPACT STATEMENT

The Massachusetts Gaming Commission (“Commission”) hereby files this small business impact statement in accordance with G.L. c. 30A § 2 relative to the proposed amendments in 205 CMR 134.00: Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives, and Labor Organizations, notice of which was filed this day with the Secretary of the Commonwealth. These amendments include a set of proposed regulation updates resulting from a review of licensing operations to identify areas for process improvement and to gain efficiencies. The amendments set new requirements to initiate a vendor registration, create an administrative closure process, modify secondary vendor determinations and scoping, create a de minimus exemption for vendor registration, provide greater discretion to the Division of Licensing to modify application forms, change the approval process for Gaming Vendors- Primary and Key Gaming Executives, provide the ability for an applicant to prove rehabilitation before a denial is issued, modify the process by which Labor Organizations submit information to the Commission, and incorporate direct reference to the current hearing regulations contained in 205 CMR 101. These regulations are largely governed by G.L. c. 23K §§ 3, 12, 16, 30 and 31.

These amendments apply to gaming establishment employees, vendors and labor organizations. The amendments are intended to streamline the registration and licensing process and make it more efficient and less burdensome for applicants. To the extent that vendors are small businesses, the amendments may impact small businesses. In accordance with G.L. c. 30A § 2, the Commission offers the following responses:

1. Estimate of the number of small businesses subjected to the proposed regulation:

To the extent that vendors are small businesses, they may be impacted by these regulations. It is difficult to estimate with accuracy the potential number of vendors that will be applying for licenses both prior to and during the operation of the casinos.

2. State the projected reporting, recordkeeping and other administrative costs required for compliance with the proposed regulation:

There are no further projected reporting, recordkeeping or administrative costs created by these regulations that would affect small businesses. In fact, the regulation may reduce costs that were associated with license application submissions.



Massachusetts Gaming Commission

3. State the appropriateness of performance standards versus design standards:

Although by its nature, licensing and registration regulations must be prescriptive, these amendments do not implicate a design or performance standard.

4. Identify regulations of the promulgating agency, or of another agency or department of the commonwealth, which may duplicate or conflict with the proposed regulation:

There are no conflicting regulations in 205 CMR, and the Commission is unaware of any conflicting or duplicating regulations of any other agency or department of the Commonwealth.

5. State whether the proposed regulation is likely to deter or encourage the formation of new businesses in the commonwealth:

G.L. c. 23K was enacted to create a new industry in the Commonwealth and to promote and grow local small businesses and the tourism industry. The proposed regulations are designed to effectuate those intentions and growth, and encourage more applications for vendor licenses, thus encouraging business in the commonwealth.

Massachusetts Gaming Commission

By:

Cecelia Porchè, Paralegal
Legal Division

Dated: _____



Massachusetts Gaming Commission

No Documents