



MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #180

March 3, 2016
10:00 a.m.

Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA



Massachusetts Gaming Commission



NOTICE OF MEETING and AGENDA

March 3, 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:

Thursday, March 3, 2016

10:00 a.m.

**Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA**

PUBLIC MEETING - #180

1. Call to order
2. Approval of Minutes
 - a. February 18, 2016
3. Administration – Ed Bedrosian, Executive Director
 - a. General Update
 - b. Enterprise-Wide Risk Management Function – Commissioner Zuniga
 - c. Region C Update
4. Workforce, Supplier and Diversity Development – Jill Griffin, Director
 - a. Community College Update
 - i. MA Casino Careers Training Institute (MCCTI)
 - Robert LePage, Springfield Technical Community College
 - Jeff Hayden, Holyoke Community College
 - ii. Bristol Community College – Fall River, MA
 - Greg Sethares, Academic Vice President
 - William Berardi, Dean – Business & Information Management
 - John J. Caressimo, Director Culinary Arts and Culinary Arts, Tourism, Casino and Hospitality (CATCH)
 - b. Plainridge Park Casino Small Business Impacts Presentation
 - Gary Gomes, Owner – Logistico, LLC
 - Wendy Webber, Owner – Kittridge Food Service, Equipment and Supplies
 - MaryAnn Campisano, Owner – MacGraphics
 - Corean Reynolds and Paul Connolly – Massachusetts Gaming Commission



Massachusetts Gaming Commission

5. Research and Responsible Gaming – Mark Vander Linden, Director
 - a. National Problem Gambling Awareness Month

6. Legal Division – Catherine Blue, General Counsel
 - a. Election of Massachusetts Gaming Commission Secretary and Treasurer
 - b. Wynn Section 61 Draft and Review Process– J. Ziemba, Ombudsman
 - c. Mohegan Sun Litigation – Process for Commission determination of confidential documents – VOTE
 - d. Small Business Impact Statement for 205 CMR 152 – Individuals Excluded from a Gaming Establishment
 - e. Small Business Impact Statement for 205 CMR 133 – Voluntary Self-Exclusion

7. Ombudsman – John Ziemba
 - a. Community Mitigation Fund Reserve Applications
 - i. Attleboro – Reserve
 - ii. Everett/Host – Reserve
 - iii. Hampden – Reserve
 - iv. Melrose – Reserve
 - v. North Attleboro – Reserve
 - vi. Plainville/Host – Reserve
 - vii. Revere – Reserve
 - viii. Springfield/Host – Reserve
 - ix. Springfield/Host – Preservation Trust

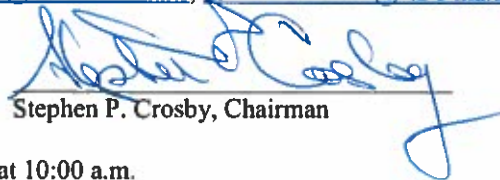
8. Racing Division – Alexandra Lightbown, Director of Racing and Chief Veterinarian
 - a. Small Business Impact Statement and Approval for Promulgation of Amendments to 205 CMR 149.00: Race Horse Development Fund - VOTE

9. Investigations and Enforcement Bureau – Karen Wells, Director
 - a. Massachusetts Gaming Commission Tip Line – B. Band, Gaming Agents Division Chief
 - b. Emergency Amendments to Licensing Regulations
 - i. Draft Regulation 205 CMR 134.12 – Temporary Licensing Regulations - VOTE
 - ii. Draft Regulation 205 CMR 134.16 – Terms of Licenses - VOTE
 - iii. Draft Regulation 205 CMR 134.04(7) – Qualification of New Qualifiers (Gaming Vendors – Primary) - VOTE
 - iv. Draft Regulation 205 CMR 116.07 – Qualification of New Qualifiers (Gaming License Qualifiers) – VOTE
 - c. Gaming Vendor Primary License – L. Lillios, Chief Enforcement Counsel– VOTE

10. 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@sec.state.ma.us, melissa.andrade@state.ma.us.

2/29/16
DATE


Stephen P. Crosby, Chairman

Date Posted to Website: March 1, 2016 at 10:00 a.m.



Massachusetts Gaming Commission



Meeting Minutes

Date/Time: February 18, 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 1

[10:01 a.m.](#) Chairman Crosby called to order the 179th Commission meeting.

Approval of Minutes

See transcript pages 2-3

[10:01 a.m.](#) *Commissioner Macdonald moved for the approval of the February 4, 2016 Commission meeting minutes subject to any corrections, typographical errors, or other nonmaterial matters. Motion seconded by Commissioner Cameron. Chairman Crosby abstained from the vote as he did not attend the February 4th meeting. Motion passed 4 to 0.*

Administration

See transcript pages 2-23

[10:02 a.m.](#) Executive Director Edward Bedrosian, Jr. stated that the agenda will be taken out of order because folks presenting on agenda item number three have not arrived. He stated that water damage to the office, from pipes bursting in the record cold, is being remediated and expected to be completed by next week. He noted that the building staff was very responsive. Chairman Crosby thanked staff for coming in on the Monday holiday to help with the damage.

[10:04 a.m.](#) Commissioner Zuniga stated that the risk management memorandum will be distributed to the Commission to review and discussed at a later date.

- [10:05 a.m.](#) The Commission recessed to allow the stenographer to set up.
- [10:12 a.m.](#) The meeting resumed.
- [10:12 a.m.](#) Ombudsman John Ziemba provided an update on Region C which included the following: March 31st remains the target date for a Region C determination, the Host Community hearing will be held on March 1st in Brockton, the Commission received arbitration reports from the Towns of Easton and West Bridgewater, an objection from the Town of Easton regarding the arbitration report will be addressed separately, and comments for the Mass Gaming & Entertainment application will be accepted before and after the public hearing. Chairman Crosby asked if there had been any updates from the Tribe. General Counsel Catherine Blue noted that the Tribe met with the licensing department and they had a good conversation.
- [10:14 a.m.](#) Ombudsman Ziemba provided an update on Wynn's permitting. He also noted that the City of Somerville filed an appeal with Mass DEP (Massachusetts Department of Environmental Protection) for a hearing on Wynn's Chapter 91 license application. He noted that the review could last six months to a year. He also noted that Wynn stated in public reports that this filing will have an impact on the construction schedule and economic benefits associated with the project.
- [10:25 a.m.](#) Chairman Crosby stated that he has reached out to Somerville Mayor Curtatone in the past. He encouraged staff to reach out to Somerville to get information to understand and address their concerns. He noted that the cost of further delay is extraordinary and anything that can be done to move this forward is in everybody's interest.

Workforce, Supplier and Diversity Development

See transcript pages 23-63

- [10:30 a.m.](#) Director Jill Griffin stated that the Commission established an Access and Opportunity Committee ("AOC") with a primary function of monitoring diversity and assisting licensees with meeting their diversity goals. She introduced Ron Marlow, outgoing Chair of the AOC and Undersecretary of Labor and Workforce Development for the Commonwealth; Jennie Peterson, Manager of Development for Wynn Everett; and Beverly Johnson, President of the Massachusetts Minority Contractors Association. Director Griffin provided information on Mr. Marlow's background and his role on the AOC. Director Griffin thanked Mr. Marlow for his service and presented him with a construction helmet signed by AOC members.
- [10:34 a.m.](#) Commissioner Stebbins, on behalf of the Commission, presented Mr. Marlow with a Certificate of Appreciation for his leadership on the AOC and commitment to diversity.
- [10:36 a.m.](#) Chairman Crosby noted that diversity work is challenging and requires thoughtfulness, aggressiveness, and diplomatic skills. He stated that Mr. Marlow had brought those qualities to the AOC. He also stated that Mr. Marlow's direction and commitment has been helpful and is appreciated.

- [10:38 a.m.](#) Ron Marlow stated that it had been a pleasure to work with the AOC and commended Director Griffin. He thanked the Commission for allowing him to serve on the AOC and stated he will make himself available to the Commission. He recommended that Director Griffin be appointed Chair of the AOC.
- [10:45 a.m.](#) Jennie Peterson, from Wynn MA, thanked Mr. Marlow for his service on the AOC. She reported that the AOC offers a network of stakeholders to support the licensees in their diversity efforts. She cited an example of a breakfast event that brought together diversity groups for bid opportunities which resulted in three contracts. She noted that the three contracts totaled over \$5.6 million.
- [10:52 a.m.](#) Beverly Johnson thanked the Commission and AOC for their commitment. She stated that information from the AOC is provided to their members to prepare them to take advantage of opportunities. She commended Director Griffin on her availability and partnership and noted a joint venture workshop co-sponsored by the Commission.
- [10:58 a.m.](#) Ms. Peterson reported on an event held on February 17th at Everett High School which was attended by over 300 businesses. She stated that the event – an idea from the AOC – included a presentation by Wynn Resort, networking with subcontractors, and one-on-one meetings with Suffolk Construction estimators. She also stated that she received a lot of positive feedback from the businesses.
- [11:00 a.m.](#) Commissioner Stebbins noted Mr. Marlow’s recommendation for Director Griffin to be Chair of the AOC. Commissioner Stebbins stated that he is impressed by Ms. Griffin’s leadership role on the AOC. Executive Director Bedrosian stated that he endorsed the recommendations.
- [11:01 a.m.](#) Director Griffin introduced Larry Andrews and Robert Williams from the Massachusetts Growth Capital Corporation (“MGCC”). She stated that the MGCC has a special loan program that supports our licensees diversity goals.
- [11:03 a.m.](#) Larry Andrews, President of MGCC, stated that the MGCC was created in 2010 to promote economic development in underserved communities and provide women and minority owned businesses and small businesses with capital. He stated that it has been expanded to include Veterans and members of the LGBT community.
- [11:07 a.m.](#) Robert Williams, Loan Officer at MGCC, thanked Director Griffin for her partnership. He stated that if businesses are awarded a contract and they are short on capital, capital will be provided to perform the contract with payroll and equipment support. He also stated that technical assistance is provided and the goal is to move the businesses to a traditional financing source.

Administration (continued)

See transcript pages 63-89

- [11:16 a.m.](#) Chief Enforcement Counsel and Deputy Director Loretta Lillios, Investigations and Enforcement Bureau (“IEB”), reported on the application of Advanced Gaming Associates (“AGA”) for licensure as a Gaming Vendor - Primary. She provided an overview of the company, licensing process, and suitability investigation. She noted that despite the Par-4, Inc. (company founded by AGA President and CEO

Anthony Tomasello) criminal conviction in 1996, the IEB is satisfied with suitability and recommended that the Commission approve the AGA application for licensure as a gaming vendor primary.

[11:42 a.m.](#) Attorney Lloyd Levenson, representing AGA, commended the Commission for a thorough investigation. He stated that in the Par-4, Inc. criminal matter, employees transported slot machine parts to Michigan without knowing what the law was. They pled guilty and paid a fine. He noted that the government eventually dismissed the entire case for the other parties.

[11:47 a.m.](#) *Commissioner Stebbins moved that the Commission accept the suitability investigation of Advanced Gaming Associates, LLC as presented by the Investigations and Enforcement Bureau and approve Advanced Gaming Associates, LLC for licensure as a gaming vendor primary. Motion seconded by Commissioner Zuniga. Motion passed unanimously.*

[11:48 a.m.](#) The Commission took a short recess.

[11:56 a.m.](#) The meeting resumed.

Legal Division

See transcript pages 89-139

[11:56 a.m.](#) Deputy General Counsel Todd Grossman presented on draft regulations for skill-based gaming and noted that the regulations will go through an informal public comment period. He stated that the regulations were developed as a collaborative effort and included Floyd Barroga, John Glennon, and consultants in Nevada. Commissioner Stebbins suggested that they send the regulations out to the digital gaming industry sector in Massachusetts to get their feedback. Deputy General Counsel Grossman also explained the minimum theoretical payout.

[12:25 p.m.](#) Deputy General Counsel Grossman presented on the transfer of interest regulations (205 CMR 102, 205 CMR 116, and 205 CMR 129) for final approval and the amended small business impact statement for approval. He noted that a public hearing was held and presided over by Commissioner Zuniga. He stated that he received two comments and made proposed adjustments to the draft.

[12:37 p.m.](#) *Commissioner Zuniga moved that the Commission approve the amended small business impact statement and final promulgation of the transfer of interest regulations. Motion seconded by Commissioner Macdonald. Motion passed unanimously.*

[12:38 p.m.](#) Chief Enforcement Counsel and Deputy Director Lillios presented on regulation 205 CMR 134 for final promulgation and the amended small business impact statements. She reported that there are no changes to the regulations since they were last proposed to the Commission.

[12:39 p.m.](#) *Commissioner Cameron moved that the Commission approve the amended small business impact statements – both 5 (c) and (d) as outlined in the packet, and final promulgation of 205 CMR 134. Motion seconded by Commissioner Zuniga. Motion passed unanimously.*

- [12:41 p.m.](#) Deputy General Counsel Grossman presented on the open communications protocols regulation – 205 CMR 143 and the small business impact statement.
- [12:42 p.m.](#) *Commissioner Stebbins moved that the Commission approve the small business impact statement relative to proposed amendments in 205 CMR 143. Motion seconded by Commissioner Zuniga. Motion passed unanimously.*
- [12:42 p.m.](#) Chief Enforcement Counsel and Deputy Director Lillios presented on the amendment to 205 CMR 152 - exclusion regulation, and highlighted the changes for the Commission. She noted that she also wants to include the word *practicable* when discussing the means for noticing individuals.
- [12:51 p.m.](#) *Commissioner Zuniga moved that the Commission approve the formal promulgation process for 205 CMR 152.00, the regulations for individuals excluded from a gaming establishment as presented in the packet and amended by Counsel Lillios today. Motion seconded by Commissioner Cameron. Motion passed unanimously.*
- [12:53 p.m.](#) The Commission took a short recess.
- [12:57 p.m.](#) The meeting resumed.

Research and Responsible Gaming

See transcript pages 139-146

- [12:57 p.m.](#) Terrance Lanier, a Legal Fellow at the Commission, presented on changes to 205 CMR 133.00 - the voluntary self-exclusion regulations. He noted that he looked at other jurisdictions and constructed new language pertaining to winnings and wagering instrument. Director Mark Vander Linden noted that he will make sure that the language in the voluntary self-exclusion application is clear, it will mirror the language in the regulation, and staff that administers the voluntary self-exclusion program will be trained on the changes.
- [1:03 p.m.](#) *Commissioner Zuniga moved that the Commission adopt the language presented in the packet for regulation 205 CMR 133 voluntary self-exclusion and begin the formal promulgation process. Motion seconded by Commissioner Cameron. Motion passed unanimously.*

Racing Division

See transcript pages 146-151

- [1:05 p.m.](#) Dr. Alexandra Lightbown, Director of Racing, and Doug O'Donnell, Senior Financial Analyst, presented on unclaimed ticket payments (Outs) and unclaimed winnings for 2014.
- [1:06 p.m.](#) *Commissioner Cameron moved that the Commission approve the request of Sterling Suffolk Racecourse for ticket payments from 2014 for the total \$1148.55. Motion seconded by Commissioner Macdonald. Motion passed unanimously.*

[1:08 p.m.](#) *Commissioner Stebbins moved that the Commission approve payment of \$267,353.48 from Sterling Suffolk racecourse to the Commonwealth for 2014 unclaimed winnings; \$21,651.19 from Wonderland Greyhound Park; \$136,716.99 from Plainridge racecourse; and \$156,505.69 from Raynham/Taunton/Massasoit Greyhound Associations to the Commonwealth of Massachusetts for 2014 unclaimed winnings. Motion seconded by Commissioner Cameron. Motion passed unanimously.*

[1:08 p.m.](#) General Counsel Blue presented on the small business impact statements for 205 CMR 3.00 – Harness Horse Racing and 205 CMR 4.00 – Rules of Horse Racing.

[1:09 p.m.](#) *Commissioner Cameron moved that the Commission approve the small business impact statements for 205 CMR 3.00 and 205 CMR 4.00. Motion seconded by Commissioner Macdonald. Motion passed unanimously.*

Other Business Not Reasonably Anticipated

See transcript page 151

[1:10 p.m.](#) *Having no further business, a motion to adjourn was made by Commissioner Zuniga. Motion seconded by Commissioner Cameron. Motion passed unanimously.*

List of Documents and Other Items Used

1. Massachusetts Gaming Commission, Notice of Meeting and Agenda, dated February 18, 2016
2. Massachusetts Gaming Commission, Draft Meeting Minutes, dated February 4, 2016, with attachment: MGC Vote Regarding Litigation Release and Surrounding Community Agreement between Wynn MA and the City of Boston
3. Certificate of Appreciation for Ron Marlow
4. Wynn Everett flyer for trade event on February 17, 2016
5. Massachusetts Growth Capital Corporation Information Sheets
6. Letter from Gareth Orsmond, Pierce Atwood, to MassDEP, dated February 11, 2016, regarding Matter of Wynn MA Waterways Application, with attachments
7. Letter from IEB Director Karen Wells and Chief Enforcement Counsel/Deputy Director Loretta Lillios to the Massachusetts Gaming Commission, dated February 15, 2016, regarding Suitability Investigation of Advanced Gaming Associates
8. 205 CMR 143.01, (GLI-11) – Skill Based Gaming Regulation Amendment Principals
9. Draft 205 CMR 102:00: Construction and Application
10. Draft 205 CMR 143.00: Gaming Devices and Electronic Gaming Equipment
11. Letter from NanoTech Gaming to the Commission, dated December 8, 2015, regarding Skill Based Gaming
12. Letter from NanoTech Gaming to the Nevada Gaming Control Board, dated October 30, 2015, regarding Skill and Hybrid Gaming Devices
13. Letter from Association of Gaming Equipment Manufactures (AGEM) to the Commission, dated December 16, 2015, regarding Support for Skill-Based Gaming/Variable-Payback Slots
14. Letter from Gamblit Gaming to the Commission, dated December 10 2015, regarding Skill Games
15. Draft 205 CMR 102.00: Construction and Application
16. Draft 205 CMR 116.00: Persons Required to be Licensed or Qualified
17. Draft 205 CMR 129.00: Review of a Proposed Transfer of Interests

18. Letter from Taft Stettinius & Hollister to the Commission, dated February 11, 2016, Regarding Proposed regulation 205 CMR 116.00 and 129.00
19. Amended Small Business Impact Statement for Transfer of Interest Regulations 205 CMR 102, 116, and 129
20. Draft 205 CMR 134.00: Licensing and Registration of Employees, vendors, Junket Enterprises and Representatives, and Labor Organizations (Temporary License)
21. Amended Small Business Impact Statement for 205 CMR 134.00: Licensing and Registration of Employees, vendors, Junket Enterprises and Representatives, and Labor Organizations (Temporary License)
22. Draft 205 CMR 134.00: Licensing and Registration of Employees, vendors, Junket Enterprises and Representatives, and Labor Organizations (Term of License)
23. Amended Small Business Impact Statement for 205 CMR 134.00: Licensing and Registration of Employees, vendors, Junket Enterprises and Representatives, and Labor Organizations (Term of License)
24. Draft 205 CMR 143.00: Gaming Devices and Electronic Gaming Equipment
25. Small Business Impact Statement for 205 CMR 143.00: Gaming Devices and Electronic Gaming Equipment
26. Draft 205 CMR 152.00: Individuals Excluded from a Gaming Establishment
27. Draft 205 CMR 133.00: Voluntary Self-Exclusion
28. Massachusetts Gaming Commission, Memorandum dated February 16, 2016, regarding Sterling Suffolk Racecourse Unclaimed Ticket (“Ours”) Payments for 2014
29. Massachusetts Gaming Commission, Memorandum dated January 12, 2016, regarding Review of Suffolk Downs Payments from 2014 Outs Book
30. Massachusetts Gaming Commission, Memorandum dated February 16, 2016, regarding Recovery of 2014 Unclaimed Winnings from Sterling Suffolk Racecourse
31. Letter from Douglas O’Donnell, Massachusetts Gaming Commission, to Sterling Suffolk Racecourse, dated February 18, 2016, regarding Recovery of Unclaimed Winnings (2014 OUT’s) \$267,353.48
32. Massachusetts Gaming Commission, Memorandum dated February 16, 2016, regarding Recovery of 2014 Unclaimed Winnings from Wonderland Greyhound Park
33. Letter from Douglas O’Donnell, Massachusetts Gaming Commission, to Wonderland Greyhound Park, dated February 18, 2016, regarding Recovery of Unclaimed Winnings (2014 OUT’s) \$21,651.19
34. Massachusetts Gaming Commission, Memorandum dated February 16, 2016, regarding Recovery of 2014 Unclaimed Winnings from Plainridge Racecourse
35. Letter from Douglas O’Donnell, Massachusetts Gaming Commission, to Taunton Dog Track/Massasoit Greyhound Association, dated February 18, 2016, regarding Recovery of Unclaimed Winnings (2014 OUT’s) \$156,505.69
36. Small Business Impact Statement for 205 CMR 3.00: Harness Horse Racing
37. Small Business Impact Statement for 205 CMR 4.00: Rules of Horse Racing

/s/ Catherine Blue

Catherine Blue, Assistant Secretary

Memorandum:

To: Commissioners
From: Zuniga, Enrique (MGC)
CC: Executive Director, Directors
Date: 2/4/2016
Re: Internal Audit / Quality Assurance Status Report

A paramount objective of the Gaming Commission, or for that matter any agency of the Commonwealth, is to ensure and promote accountability and integrity of the operations. There are important areas of focus within the administrative, operational and fiscal procedures, including the safeguard of assets as well as prevention of fraud, waste or abuse.

In this regard, all state agencies are required to conduct at a minimum annual periodic risk assessments of their operations. This type of assessment is required by the Office of the Comptroller, and is also a best practice. Although the associated procedures or requirements may vary based on the functions of an agency, or other statutory requirements, risk assessments should take place periodically and may be performed in a variety of ways.

To date, the Division of Administration and Finance at the Commission has been the office that has performed the risk assessment, as well as established associated procedures for internal controls and internal processes. In my role as the Commission's treasurer, I have been serving as the Risk Officer. Initially, the associated procedures were limited to the expenditures of Commission's costs. Importantly, these procedures have begun to include the collection and reconciliation of taxes on Gross Gaming Revenues at the Plainridge Park Casino.

In parallel, but since inception, the Investigations and Enforcement Bureau, with the help of several other divisions (Licensing, Legal, others) has implemented many detailed procedures for the safeguarding and oversight of external processes (or the licensing and regulation of operations of the casinos). Notably, the division of Administration and Finance is the office with oversight of the gaming revenue operations of the casino, as previously mentioned, the taxes on Gross Gaming Revenues as well as other assessments on licensees.

We are at a point where it is important to expand the scope of the risk assessment function (or internal audit function) in a coordinated fashion. I have formed a working group to this effect. An internal audit/quality assurance function should report to the leadership of the agency, which is also widely perceived to be a best practice. For example, in public and many private companies audit committees report directly to boards of directors.

It is important to note that there are significant existing efforts at the Commission under this topic, not only at the IEB and A&F, but also within Legal and IT and other functions. The purpose of the working group is to simply coordinate and aggregate such efforts with an extensive effort to prioritize risks and direct resources at mitigating the activities with the highest risk and highest likelihood of occurring with careful attention to avoid duplication. The initial principal focus of the working group will be those existing efforts.

The purpose of this memorandum is to update the Commission on these efforts and report on the on-going approach to an Internal Audit and Quality Assurance Function.

Internal Audit/Quality Assurance Working Group

I, as the treasurer of the Commission in the role of Risk Officer, am the commissioner more directly involved in efforts related to risk assessments and internal audit. I recently convened a working group with senior staff, as an important step towards furthering the goals outlined above. The Executive Director is a key participant in this effort, and staff members also include IEB, A&F and Legal.

There are a number of variations and alternatives to the working group model. Some internal audit and risk assessment functions could be contracted out to an outside party (CPA firm), in part or in whole (though there should always be some level of internal "ownership"). In another variation to the approach, the group could have an outside member with relevant senior expertise, and an objective independence (which may be useful at certain times). These variations however, are always available on an ad-hoc basis to the group. Yet another alternative could be to establish an office of compliance, audit and risk with a position overseeing the three main areas. Designating a Risk Manager position would be at the discretion of the Executive Director as an administrative function. Whether or not an internal office is established at a later time, I have currently taken steps to organize this working group and associated coordination efforts, and can later recommend and/or implement variations or even alternatives to this model.

This group needs to include senior directors of different disciplines (as outlined above), but cannot be so big that it becomes unwieldy, or with the potential to lose focus and follow up. In that sense, the group can address different areas of the operations at different times (rotate members depending on the topic examined – including say, the input of licensees), and in different ways (contracting the examination of a particular set of procedures, or recommending modifications of an existing process as necessary).

The working group would meet periodically (monthly) and discuss specific areas of risk and/or focus and report to the Commission periodically (quarterly, annually or semi-annually). I assume that ad-hoc reporting may at times become necessary.

Summary of Areas of Focus

1. Risk Assessment: As stipulated above, a periodic review and analysis of areas of risk is both a necessity and a best practice and will help to drive the three areas listed immediately below this item. The working group would provide a forum for the department heads to identify potential areas of concern and available resources. Furthermore, the working group may take any one of the divisions and conduct or cause to conduct a gap analysis in specific areas across functional groups and/or among divisions. These areas typically include communications and approvals, segregation of duties, asset protection, data security, safeguarding of personally identifying information, disaster recovery, etc.
2. Compliance. The gaming act stipulates extensive requirements of licensees, applicants, qualifiers, gaming vendors and contractors, the Gaming Commission and other parties. The Commission has further promulgated regulations with extensive requirements of licensees and others. The Legal department has been aggregating compliance activities and reports, although these are often the responsibility of another department or external party. The working group would monitor the compliance calendar and review areas of compliance (or lack thereof) of internal and external parties, identify person(s) with the primary responsibility and communicate and address potential gaps.

For reference, the Legal department and in other respects A&F has and will maintain a calendar of compliance. The working group should periodically review these and anticipate potential barriers and resource constraints as early as possible to address them accordingly.

3. Internal Controls (IC's). These are internal procedures designed to foster accountability and the integrity of operations. IC's are typically a major area of analysis and consideration for an agency like the Commission, and they are also a major area of focus for the external operations as the agency that oversees the casinos. As such, Internal Controls will be a major area of concern and focus of the working group. There is already extensive documentation and regulation for the operations of casinos, including a waiver request process, but the working group will take high-level view of certain areas as needed.

For internal processes (A&F) the topic of Internal Controls though broad, is incorporated in an "Internal Control Plan." While such a plan permeates to other areas of the agency, there are discreet areas to examine and verify if and how they are being undertaken. Such areas will include: documentation of goals and procedures, training, adherence to Comptroller's IC guidelines, etc.

4. Reporting: As stated above, the working group would receive and evaluate specific areas of analysis (compliance details, internal risk, gap analysis, etc.), and report to the Commission with recommendations, if any. Although I don't anticipate happening often, it is conceivable that a report to the Commission may contain an item that may need to be redacted (fall under one of the exceptions of the public records law), and we will deal with that eventuality in the same fashion we have dealt in the past relative to both the public records and open meeting laws.

On-going Related Efforts

There are important existing efforts at the Commission that may have some perceived overlap with this working group. We will soon issue an "after-action" report that would culminate a lessons-learned effort that began around the opening of Plainridge Park Casino. Further, there is a High Performance effort to align the mission and goals of the organization to the tasks, procedures, information and reporting of each area of the organization. Both projects (After-Action and High Performance) are part of a culture of continuous improvement that the Commission has and always intended to create. Although the Risk Assessment/Quality Assurance process falls under the large umbrella of a culture of continuous improvement, it is not intended to duplicate, substitute or undermine any of such efforts.



HCC, STCC Begin Training Programs for Casino Careers

Kathleen Mitchell on [January 26, 2016](#) in [Education](#)

A Winning Hand



Robert LePage has lost track of how many times someone has told him, ‘I want to become a dealer.’

The pronouncements began long before MGM and Springfield were selected as the casino developer and city of choice in Western Mass., and LePage, executive director of Training and Workforce Options (TWO) at Springfield Technical Community College (STCC), said they increase by the day.

His observation constitutes a reality check, because he knows that most people aren’t aware of what the job entails.

“I ask whether they like doing basic math, if they enjoy interacting with people all day, if it would bother them to stand on their feet for seven hours at a time, and if they realize they will have to work nights, weekends, and holidays because these are the busiest times in a casino,” said LePage.

STCC and Holyoke Community College (HCC) have formed a collaboration to provide knowledge about jobs, training, and qualifications that will be required by MGM Springfield when it begins hiring, and have joined forces with numerous local organizations that have a



vested
interest
in filling
the gap
for the

Jeffrey Hayden says HCC has expanded its hospitality and culinary programs to provide a needed pipeline of skilled workers to fill emerging jobs in Western Mass.

estimated 3,000 employees the casino will need.

Efforts began with TWO program, which was established by the presidents of the two community colleges with the goal of supporting regional workforce needs. Since its inception, a seemingly endless amount of work has been done to create custom-designed programs and provide employee assessments, skills training, and professional development, while strategically recruiting students for credit and non-credit programs.

“We have worked on joint projects in the industrial sector, manufacturing, IT, and hospitality, along with basic workforce literacy,” LePage explained.

Two years ago, TWO conducted a study with the largest hospitality/culinary employers in the area, including Sheraton as well Sodexo and Aramark, which provide food-service operations for local hospitals, schools, and colleges.

The study uncovered a significant finding: although the casino will need about 1,000 people to fill jobs in this sector, there is already a dearth of qualified individuals to meet the needs of local employers in the Pioneer Valley, where about 400 new positions open each year.

“We suspected this in the past and had talked about the need to expand our programs, but with the advent of the casino, the timing was finally right,” said Jeffrey Hayden, vice president of Business and Community Services for Holyoke Community College, adding that the hospitality/culinary field is one of the largest entry-level job markets in Western Mass. “MGM adds to the need, but it is the industry itself that is driving our new offerings.”

In the past two years, HCC has established a large number of new non-credit and credit courses in that field of study. In addition, as an offshoot of TWO, the colleges have taken the lead in establishing the Massachusetts Casino Training Institute, which will offer a gaming school in Springfield as well as hospitality and culinary training in Holyoke.

A tremendous amount of collaboration has taken place to get this off the ground between the colleges, the Greater Springfield Convention & Visitors Bureau, the Regional Employment Board of Hampden County, the area’s one-stop career centers, and local nonprofits and businesses whose clientele or employees could benefit from earning a certificate or advancing their hospitality/culinary and customer-service skill sets.

“We have also worked with our sister community colleges in the East and Southeast, and are trying to create a casino-training model that will be replicated across the state,” LePage said. “We have done a lot to figure out how to build this system. People have no idea how

complex it is, but this gaming scale-up is the largest that has been done in decades. When MGM Springfield opens, it will be among the top five employers in Western Mass.”

Chipping In

STCC and HCC are working closely with MGM and the Mass. Gaming Commission to create the curriculum for a certificate program in gaming-related occupations, and a workforce plan that has taken several years to complete will be submitted to the commission within the next three to six months.

“Our goal is to assist in providing a labor pool and ensure the availability of training programs that will provide general instruction for careers, and specific training for licensed occupations such as table dealers, slot attendants, slot-repair technicians, and surveillance,” LePage explained.

Informational sessions are expected to begin as early as this summer, which will allow interested people to gain critically important information about gaming jobs and what is required to work at them. The sessions will include talks by employees from operating casinos, who will likely share the pros and cons of their positions to ensure prospective candidates know what to expect.

LePage said an announcement is expected next month that will let people know where the school will be located in Springfield.

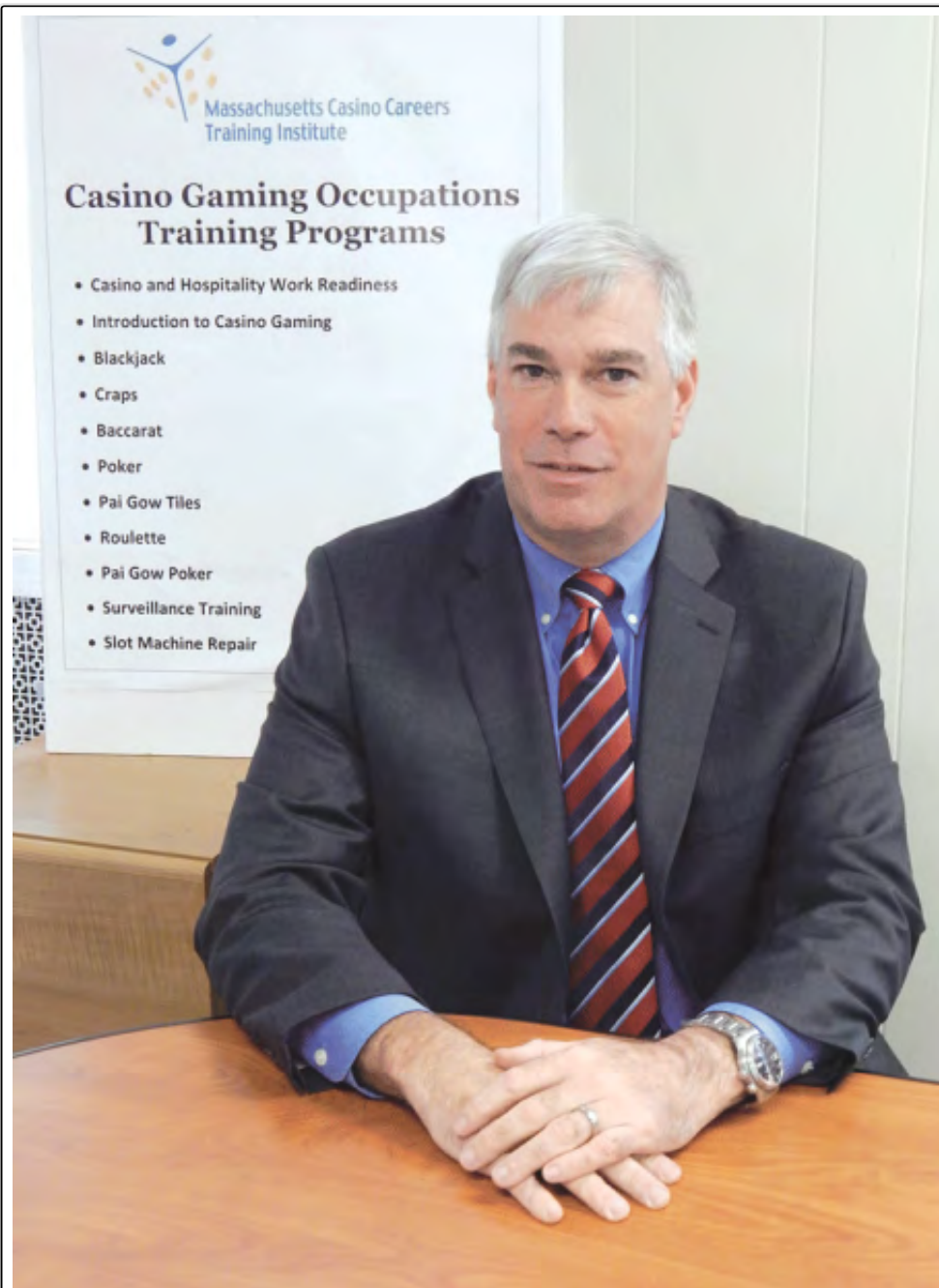
“The courses held there will run about 20 hours a week and for six to 14 weeks, and will include basic competency skills, as well as technical training. There will also be simulated hands-on training stations where students will learn to deal cards as well as how to deal with customers,” he told BusinessWest, adding that the colleges are working with the state to provide free tuition to qualified applicants.

However, these sessions will not begin until about 90 days before MGM begins hiring to prevent a gap between learning and putting newly acquired skills to work.

Although these courses of study are still in the definitive stages, HCC has already begun to fill the existing gap of qualified employees in the hospitality/culinary industry that will grow when MGM begins hiring.

Hayden said the need is so great that HCC has been able to place close to 80% of its hospitality/culinary graduates into jobs, while incumbent workers who enrich their education have attained an 85% increase in pay, position, or responsibility.

“This is one of the largest occupational sectors in the Pioneer Valley,” he noted. “It employs about 30,000 people, so our goal is to provide



Robert LePage says a center will open in Springfield to teach people the skills they need for gaming-related occupations.

basic training so people can get a job, get a better job, or be able to do their job better.”

New non-credit courses for restaurant, food-service, and hotel workers include “ServSafe Food Safety,” “Customer Service and Workplace Communication,” “Management and Leadership,” “Goal Setting and Productivity,” and a number of other professional-development offerings. There are also one-year certificate programs and associate-degree programs in hospitality and food-service management.

“We have the only post-secondary program for this field of study in the region,” Hayden said.

HCC plans to open a new Center for Hospitality and Culinary Excellence in January 2017 that will offer workforce and credit programs.

“It’s a highly anticipated investment by the college, the state, and the federal government because we recognize the need extends across the marketplace in Hampden County and the Pioneer Valley,” Hayden explained. “The new, 20,000-square-foot facility will have state-of-the-art hot and cold labs, a bakery, a dining area, a demonstration area, and a mock hotel room where people can learn skills like how to make a bed.”

Training is also ongoing in Springfield and Northampton, and may begin in Ware to accommodate people with transportation issues. In addition, two 14-week training sessions have been offered at Dean Technical High School in Holyoke in collaboration with the Hampden County Sheriff’s Office.

“It’s part of the sheriff’s effort to have people leave with workplace skills,” Hayden said, adding that, although former inmates might not be able to work in the casino, they can enter many of the positions available in the area.

A significant amount of effort has also been expended to help people pay for their education. Over the last three years, HCC has received Rapid Response grants from the Department of Higher Education totaling \$182,000 that have allowed more than 250 people to earn more than 300 certificates in these fields, and the college recently applied for a Workforce Competitiveness Trust Fund grant to provide more scholarships.

“There are more than 400 new job openings in the Pioneer Valley every year, and employers are looking for people who have some kind of training or experience,” Hayden said, noting that one local employer recently pledged to hire people who completed a ServSafe Food Safety course.

The Stakes Are High

STCC kicked off a new, 14-week advanced customer-service credit program last October to help build a stronger pipeline of employees.

“The casino will present a significant opportunity in terms of jobs, and a good body of work has already been done, which is important because, to capitalize on these opportunities, we have to get people prepared to move in and up in the workforce,” LePage explained. “It’s a pretty large project, and shovels are growing in the ground.”

Which means the time is right for people to begin researching gaming occupations or take part in hospitality/culinary training if they hope to embark on an entry-level casino career, change careers, or advance in their own workplace.

About Kathleen Mitchell

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MacDuffie School Announces Collaboration With MCPHS

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HMC Names Phillip Candito Vice President of Business Development

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Community College Hospitality and Resort Casino Workforce Development Progress Update



Massachusetts Gaming
Commission
March 3, 2016

Strategic Workforce Development

- **Insure a net job gain for the Commonwealth**
- Insure training so that casino employees maintain gaming integrity
- Via assessment and training, develop a hospitality and culinary industry workforce that is highly skilled to allow the industry to be competitive
- Increase the educational attainment levels of the unskilled and/or unemployed and the number of technically skilled workers
- Address issues of CORI/SORI, childcare, language skills, transportation, work ethic, career focus and more
- Establish “best practices” portfolio as a resource for state

MA Workforce Development Challenges

- Aging workforce population
- Shortages of Technically Skilled Workers
- Low educational attainment levels of unskilled and currently unemployed
- Wait List for Adult Basic Education / ESL Programs
- Lack of “professional” customer service employees
- Shallow hospitality and restaurant supervisor and mid manager labor pools
- Fears of major labor force cannibalization from other service oriented and technical trade skilled dependent industry sectors

MA WORKFORCE

Vocational Training scale up needed in each region

Awareness
10,000-13,000

Career
Awareness
& Industry
Orientation
Session

Community Based
Organizations

Housing Authority

Veterans Services

Community
Neighborhood
Councils

Educational
Partners

Recruitment
6,000 - 7000

Career OneStop Centers

Community College
Workforce Training

Community Based
Organization Locations

Workforce Scale
Up 3,500-5,000

Gaming

Non Gaming
Vocational Partners

Higher Education
Partners

Placement
3,000-4,000

Casino

Casino and
Non-Casino
Employers

Projected Casino Labor Pool Needs

Potential Participants in
the Training Institute

<u>Level</u>	<u>Category Examples</u>	<u>Percent of Jobs*</u>
Highly-skilled Non-Gaming	Department Heads, Facilities, Entertainment, Information Technology Professionals	20-30%
Highly-skilled Gaming	Department Heads, Slot Technical, Tables, Executive	5-10%
Semi-skilled Gaming	Slots, Security, Surveillance, Cashiering, Internal Audit	10-15%
Semi-skilled Non-Gaming	Operations Supervisors, Entertainment, Accounting, Human Resources, Executive Administrative Staff	7-12%
Entry Level	Front and back of house, Convention Services, Retail, Marketing, Hotel	45-50%

* Projection is a range of the number of employees needed based on research. Hotel facilities, retail operations, gaming/slot levels, and use of part-time employees differ at each location.



Massachusetts Casino Career Training Institute

HOME

CAREERS

FAQ

ABOUT

CONTACT



Jobs

Learn what types of jobs will be created and the education you need to get these jobs.



Casino Training

Kinds of training programs to be offered to prepare you for occupations in a casino.



College Programs

College courses, certificates, and degrees related to a career in the casino industry.

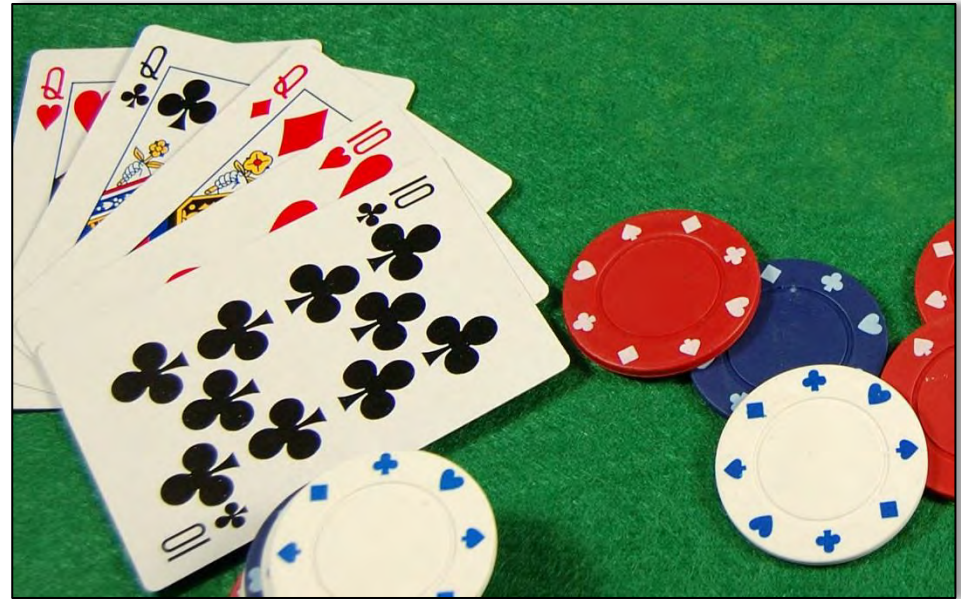


Info

Lots of Information about getting a job and working in a casino done in a Q&A format.

- To be located in each region
- Gaming School Application
- 5,000-7,000 square feet
- Secure Facility Proximate to Campus
- Career 101 Assessment Adoption
- Standard Curriculum
- Award a Statewide Recognize Credential
- CORI Work Ready Review Process
- Student Data Tracking Aligned to Univ. Mass Research Project

MCCTI Gaming Schools



**700 -1,000
individuals to complete
training**

Sample Implementation Schedule

Department	# hrs. of training	MCCTI Projected Enrollment	Estimated #Days Training To Be Completed Before Opening	Projected Start of Hiring Process	Projected Training Start Date (time for 3 sessions of training)	Projected Assessment and Orientation Completed (21 days before training)	Projected Recruitment Start (120 Days Before Training)
POKER ROOM DEALER	224	81	90	6/7/2018	10/14/2017	9/23/2017	6/16/2017
Casino Surveillance Certificate	144	16	90	6/7/2018	1/6/2018	12/16/2017	9/8/2017
Slot Technician Certificate	144	41	90	6/7/2018	1/6/2018	12/16/2017	9/8/2017
TABLE GAMES DEALER	144	415	60	7/7/2018	2/5/2018	1/15/2018	10/8/2017
Slot Floor Person / Attendant Certificate	124	63	60	7/7/2018	2/26/2018	2/5/2018	10/29/2017

Assumes 75 Tables Assumes 25 Tables in Poker Room

- Projected cost of running the program \$1.8 - \$2 Million
- Development of Innovative Funding Model that will provide affordable access
- Springfield project must be staffed with coordinator and started in Fall 2016

Western Mass Update



Innovative Training Programs Launched



- ABE/ESOL Springfield
- Customer Service Training
- Culinary Workforce Readiness Certificate
- Hospitality Workforce Readiness Certificate
- Workforce Readiness Certificate (NCRC)
- Customer Service Certificate (s) – Fast Track

To Date: Over \$2 Million in Workforce Grants & (\$200,000 Pending WCTF)

HCC Center for Hospitality and Culinary Excellence

- Culinary Training
- Hospitality Training
- Culinary Certificate
- Hospitality Degree
- New: Culinary Degree



Reminder Publications photo by G. Michael Dobbs

\$5.2+ Million Facility Investment

Net Job Gains

Workforce Impact Opportunity with ROI

Cost/Revenue of Achievement	Year	30 Years
No High school Degree or HiSET	\$ (2,601)	\$ (78,030)
High School Credential	\$ 7,336	\$ 220,080
Some College Completion	\$ 11,654	\$ 349,620

Challenge: Investment by Commonwealth of \$650,000 to provide an Accelerated ABE to Work Readiness Program

ROI - \$2.4 Million is the projected impact of 250 people completing HiSet in year 1 and improving employment status

MGM Collaborating for Aligning Career Awareness and Training Referrals



- 75 skill areas mapped by team to date

Construction & Trades Workforce



- Construction & Trade Workforce Needs Roundtable
- MGM Industry collaboration
- New: Construction Blueprint Reading Training Class
- Electrical Training
- Plumbing Training
- Construction Work Readiness Certificate
- STCC Degree Programs

MCCTI Next Steps

Resort Developer & Community Workforce Plans

Establish Gaming School Funding Model

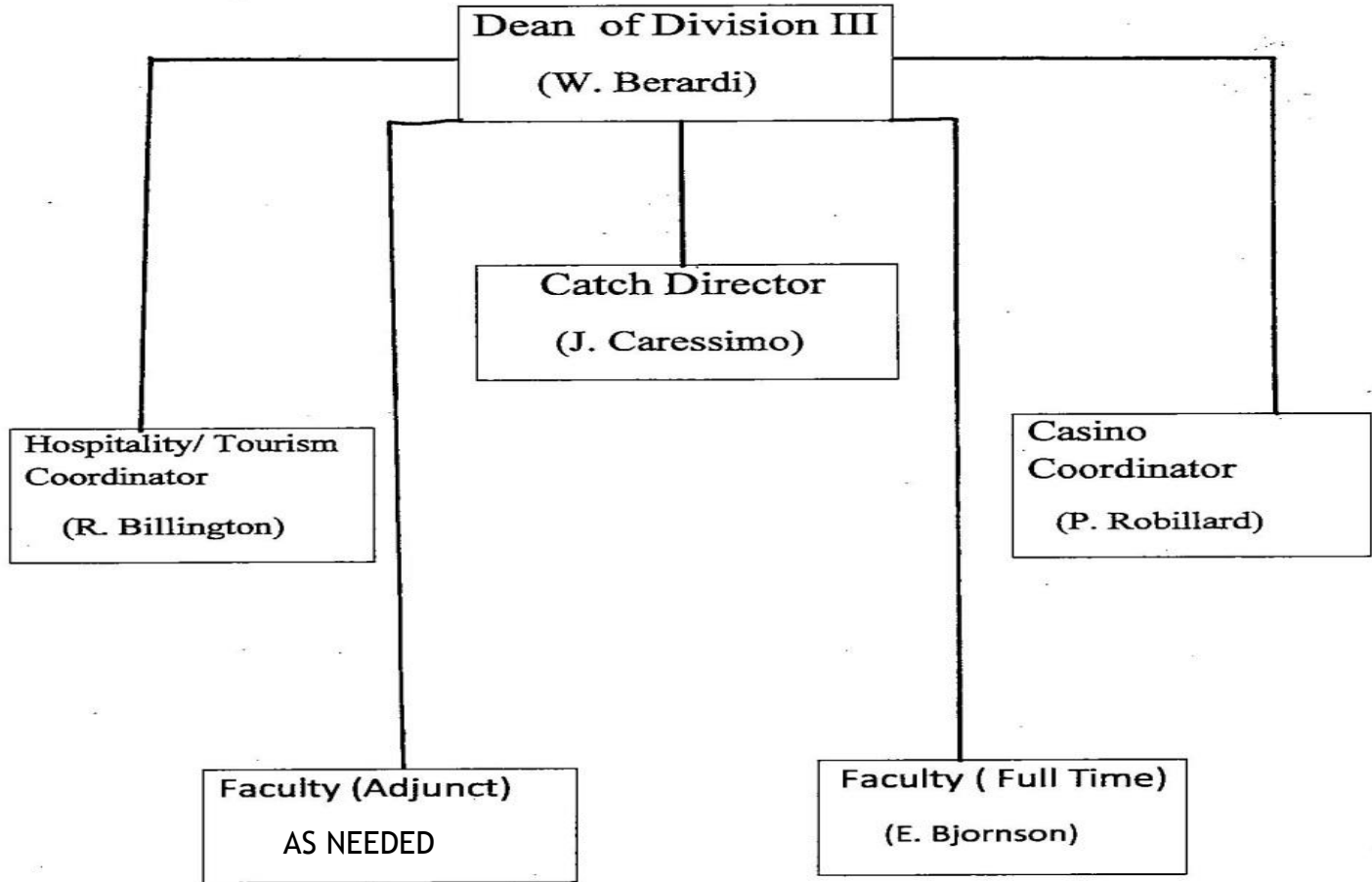
Construction & Trade Workforce Needs Roundtable

Funding Needs For:

- *Resort Casino Career Awareness and Requirements Training Curriculum*
- *Boston Hospitality and Culinary Workforce Needs Assessment*
- *Workforce Readiness & (HiSet/ELL) Scale Up*
- *Hospitality and Culinary Training Scale Up*



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ORGANIZATIONAL CHART**



THE CATCH INSTITUTE

CULINARY ARTS

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CASINO

HOSPITALITY

ASSOCIATE OF APPLIED SCIENCE IN HOSPITALITY MANAGEMENT

TOURISM MANAGEMENT

FOOD SERVICE MANAGEMENT

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Carlos E. Santiago, *Commissioner*
Chris Gabrieli, *Chairman*
Massachusetts Board of Higher Education

December 8, 2015

Dr. John J. Sbrega
President
Bristol Community College
777 Elsbree Street
Fall River, MA 02720

Dear President Sbrega:

I am writing to inform you that at its meeting on December 8, 2015, the Board of Higher Education approved the expedited application of **Bristol Community College** to award the **Associate in Applied Science in Hospitality Management**.

As stated in the motion for approval, upon graduating the first class for this program, Bristol Community College shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty, resources, and program effectiveness.

I wish you much success with this new program.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Carlos E. Santiago'.

Carlos E. Santiago, Ph.D.
Commissioner

CATCH GENERAL COURSES

GENERAL EDUCATION COURSES

- ▶ COLLEGE SUCCESS SEMINAR
- ▶ COMP I & II
- ▶ HISTORY ELECTIVE
- ▶ PRINCIPLES OF ACCOUNTING
- ▶ PRINCIPLES OF MANAGEMENT
- ▶ EVENT MANAGEMENT AND MARKETING
- ▶ SCIENTIFIC REASONING

MAJOR OPTIONS INTRODUCTORY COURSES

- ▶ INTRODUCTION TO CASINO OPERATIONS
- ▶ INTRODUCTION TO TOURISM AND HOSPITALITY
- ▶ INTRODUCTION TO HOSPITALITY FOODSERVICE

CASINO CONCENTRATION MAJOR COURSES

- ▶ HOS 140 INTRO TO CASINO OPERATIONS 3 CR (1ST SEMESTER)
- ▶ HOS 150 INTRO TO CASINO GAMES 2 CR (3RD SEMESTER)
- ▶ HOS 141 CASINO LOSS PREVENTION 3 CR (3RD SEMESTER)
- ▶ HOS 142 GAMING AND SOCIAL POLICY 3 CR (3RD SEMESTER)

- ▶ SELECT TWO OF THE FOLLOWING DEALING COURSES

FOURTH SEMESTER COURSES

- ▶ HOS 251 CASINO DEALING: POKER 3 CR
 - ▶ HOS 252 CASINO DEALING: BLACK JACK 3 CR
 - ▶ HOS 253 CASINO DEALING: ROULETTE 3 CR
 - ▶ HOS 254 CASINO DEALING: CRAPS 5 CR
-
- ▶ TOTAL CASINO COURSE CREDITS: 17-19

DEALING COURSES

Week:	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>
8AM-9AM	1	1	1	1	1	1	2	2	2	2	2	2	3	3	
9AM-10AM	1	1	1	1	1	1	2	2	2	2	2	2	3	3	
10AM-11AM	1	1	1	1	1	1	2	2	2	2	2	2	3	3	
11AM-12PM	1	1	1	1	1	1	2	2	2	2	2	2	3	3	
12PM-1PM	4	4	4	4	4	4	3	3	3	3	3	3	3	3	
1PM-2PM	4	4	4	4	4	4	3	3	3	3	3	3	3	3	
2PM-3PM	4	4	4	4	4	4	3	3	3	3	3	3	3	3	
3PM-4PM	4	4	4	4	4	4	3	3	3	3	3	3	3	3	
4PM-5PM															
5PM-6PM															
6PM-7PM															
7PM-8PM															
8PM-9PM															
# Key:	Course:						Cr.	Lecture/Lab Hrs/Wk:		# of Days/Wk:		Wks:	Hrs:		
1:	HOS 251: Casino Dealing: Poker						3	2 / 14		4		6	96		
2:	HOS 253: Casino Dealing: Roulette						3	2 / 14		4		6	96		
3:	HOS 254: Casino Dealing: Craps						5	2 / 14		4		10	160		
4:	HOS 252: Casino Dealing: Black Jack						3	2 / 14		4		6	96		





The CATCH Institute at BCC

From the SouthCoast to California, the hospitality industry is booming. Both locally and abroad, there is a great need for classically trained culinary artists, tourism experts, hotel, casino and food service managers, and professionals who know the ins and outs of the business.

BCC's CATCH Institute brings these academics programs together to offer a multidisciplinary approach to the field of hospitality. Study Culinary Arts while learning how to turn a

business into a destination attraction. Learn Casino Management and gain enough experience to supervise a restaurant within your venue. Students in CATCH programs get real-world, practical experience to start on exciting career paths.

Prepare to enter a fast-growing field that, quite literally, takes you places.



Hospitality Management

Associate in Applied Science in Hospitality Management – 60/64 credits

The hospitality industry is the world's largest employment field. Successfully completing this degree prepares you, depending on the concentration, for positions in the following areas:

CASINO MANAGEMENT: this concentration prepares you for positions within a full-service casino, including the ability to deal two-table games and prepares you for supervisory roles in the venue.

FOOD SERVICE MANAGEMENT: Prepare to work in entry-level positions in a variety of food service operations in non-food preparation positions.

HOTEL MANAGEMENT: you will be prepared for a variety of positions within the hotel, motel, hospitality, and cruise-ship industry.

TOURISM MANAGEMENT: prepare for a broad variety of entry-level positions in the tourism industry.

Platforms for Marketing

- ▶ Pandora: Target 18-21 year olds in Bristol County
- ▶ Twitter/Instagram: Target 17-21 year olds by zip codes and behavior
- ▶ Comcast TV: Target 17-21 year olds by zip codes on specific channels (i.e., Food Network - Chopped Junior, Chopped, Diners and Dives)

QUESTIONS?



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Bristol Community College's hospitality program gets state approval

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MIKE GEORGE

Bristol Community College's Attleboro campus. (Staff file photo by Mike George)

ATTLEBORO - The [Massachusetts Board of Higher Education](#) has approved Bristol Community College's new Hospitality Management Associate in Applied Science Program.

The program will provide education in the four major hospitality areas of tourism, casino, hotel, and food service management.

There are few industries booming as quickly as the hospitality industry, college officials say. Locally and abroad, there is a great need for well-trained culinary artists, tourism experts, hotel, casino and food service managers, and professionals who know the skills of the industry.

"The new Hospitality Management program provides the final piece that provides a full array of hospitality and tourism related programs," BCC said.

In addition to core courses, students select specialty concentrations. In Casino Management concentration, students focus on learning skills for dealing casino games, working as a casino pit boss, or floor supervisor. Hotel Management preparation includes front of house positions in concierge, front desk attendant, and event planning.

In Tourism Management, students prepare for positions in tourism development, cruise ship booking, and community planning. In Food Service Management, students will prepare to work as bartenders, servers, or in food service sanitation and purchasing.

Students also will train in cutting-edge hospitality labs specializing in casino gaming equipment, mixology, and more.

The new program is housed as part of the [BCC CATCH Institute](#) (Culinary Arts, Tourism, Casino and Hospitality Management), which collects the hospitality and tourism related programs into a single institute to allow students a multi-disciplinary approach.

Participants can study Culinary Arts while learning how to turn a business into a tourism destination, or learn Casino Management and also gain experience to supervise a restaurant within their venue.

"Students in CATCH programs get real-world, practical experience to enter into thriving career paths," BCC said.

Admission is open for the new programs and for all CATCH programs. More info: 508-678-2811, ext. 2111.

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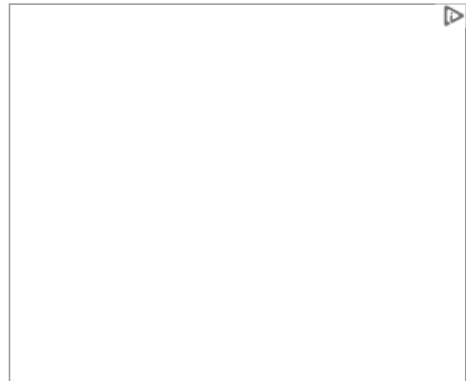
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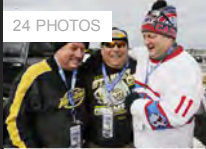
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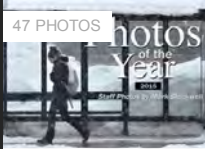
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- 14 PHOTOS



Photos of the Year 2015-Tom Maguire





MASSACHUSETTS GAMING COMMISSION

Survey of MA-Based Plainridge Park Casino Vendors



PURPOSE OF SURVEY

- ❖ Baseline survey regarding impact to MA businesses contracting with Plainridge Park Casino
- ❖ Identify technical assistance needs
- ❖ Gain insight into the MGC registration/licensing process from a vendor's perspective.

SURVEY CREATION AND COMPLETION PROCESS

Creation

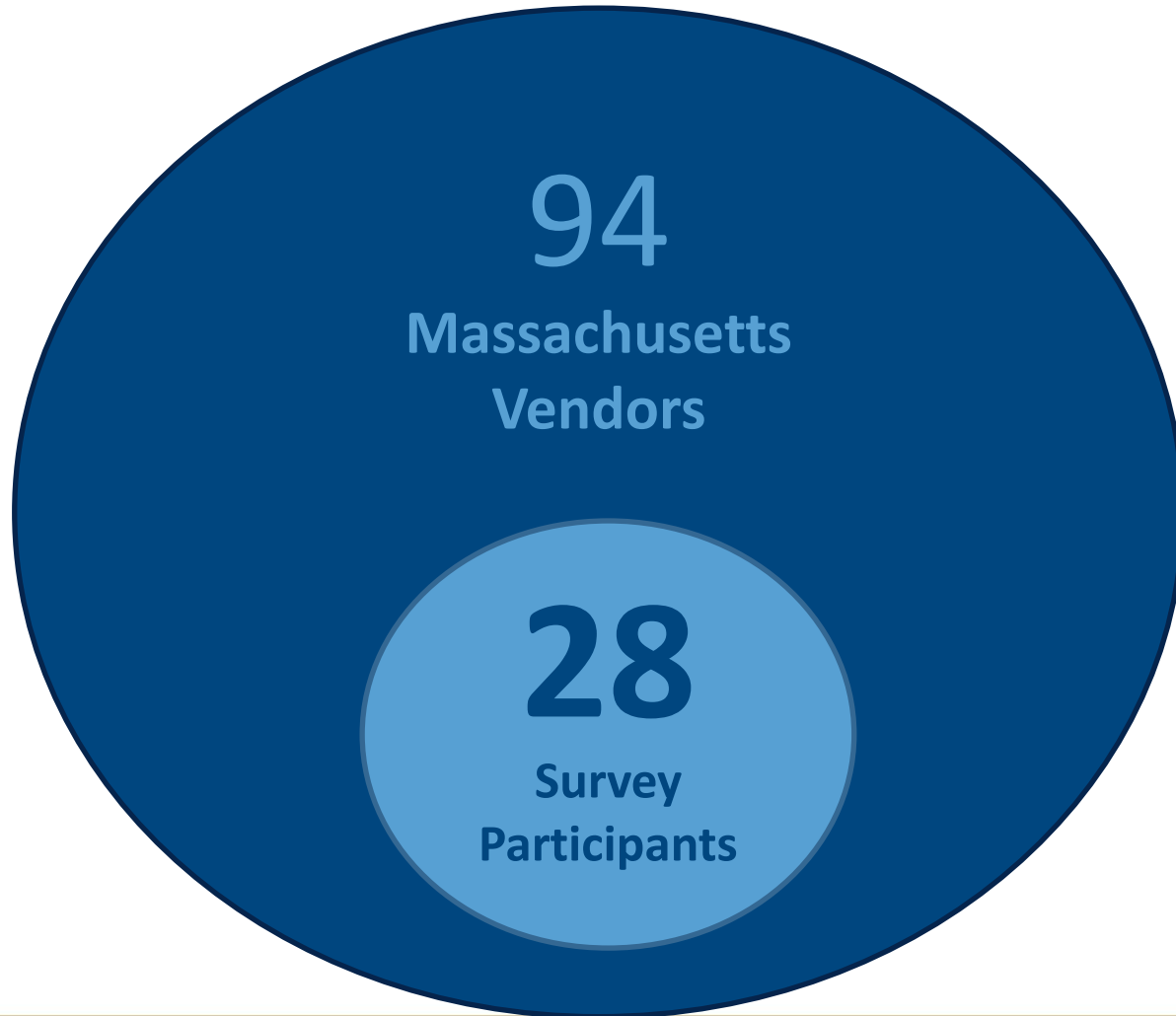
- Brainstormed possible questions with MGC staff members
- Formulated questions
- Obtained feedback from SEIGMA Researchers and MGC Staff

Completion

- Survey was administered via email on October 8th, 2015 through SurveyMonkey, to a list of MA vendors obtained from MGC's Department of Licensing
- Participation in the survey was voluntary and anonymous
- Survey participation ended on November 20th, 2015.

SAMPLE SIZE AND RETURN RATE

Return Rate: 30%



ABOUT SURVEY PARTICIPANTS



- ❖ 32% Identified as President, CEO or Owner
- ❖ 75% of companies have been in business for 20 or more years
- ❖ 37% identified as a company related to the Food and Beverage industry
- ❖ Average Number of Employees: 57.5



VENDOR REGISTRATION FEEDBACK

Key Takeaways

❖ Strengths

- MGC Team – assistance during the registration process
- MGC Information & Resources – (e.g. website)

❖ Challenges

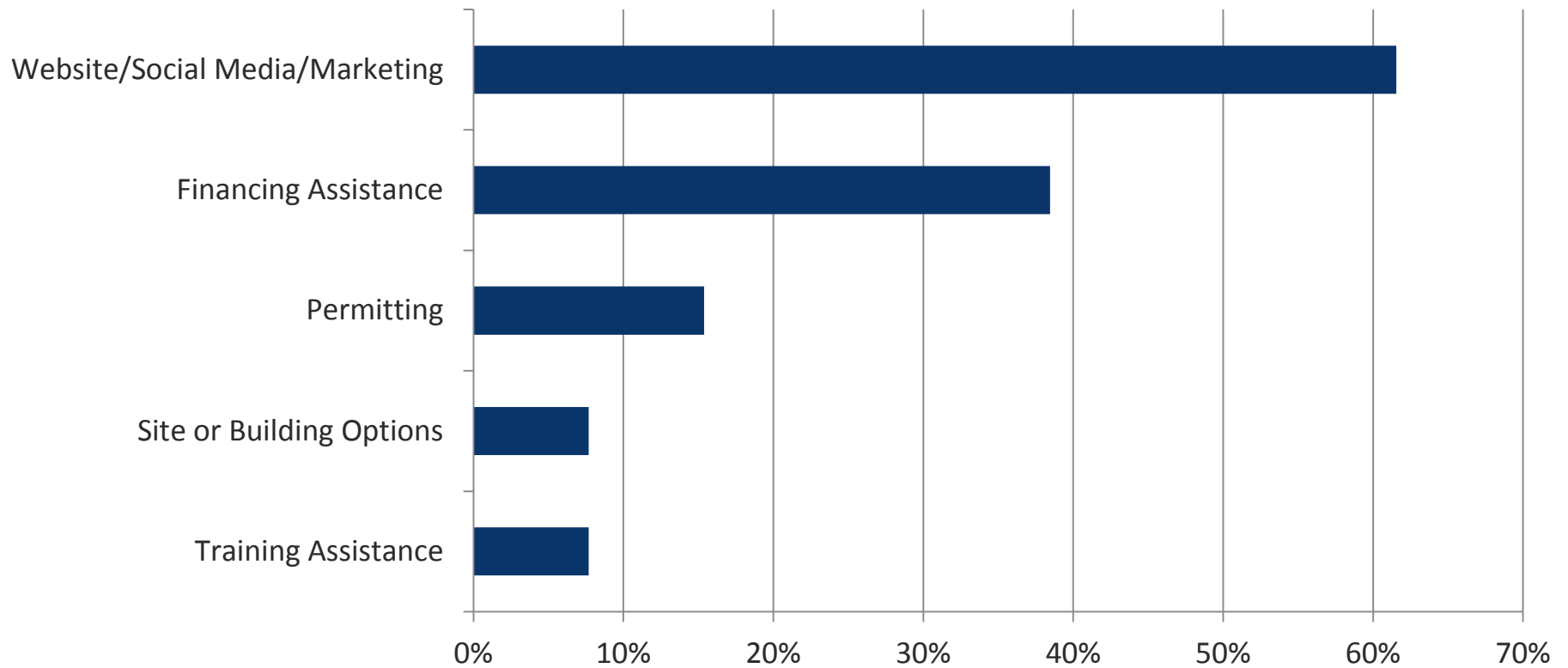
- Fingerprinting
- Information & process obtaining 3rd party information (e.g. Certificate of Good Standing)

❖ Feedback & Evaluation

- Strongly positive and constructive
- Several suggestions already underway or in consideration at time of survey (e.g. fillable forms, vendor certificate, Certificate of Good Standing)

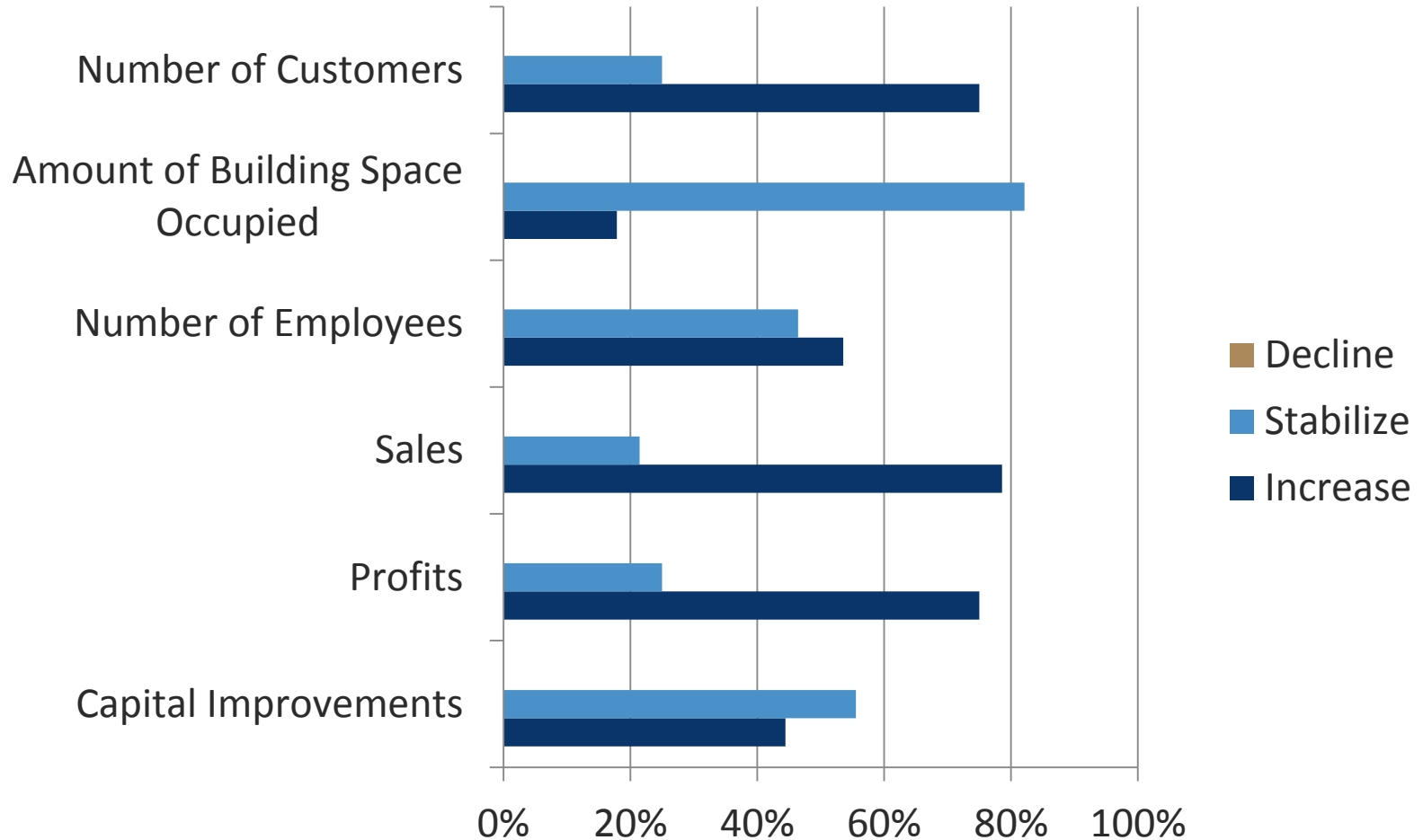
TECHNICAL ASSISTANCE

Outside Assistance Needed by Plainridge Park Casino Vendors



LOOKING TOWARD THE FUTURE

Which of the following are anticipated to occur at your company in the next two years.?



FOLLOW UP

- ❖ Met with:
 - Department of Licensing
 - Mark Vander Linden, MGC Director of Research and Responsible Gaming
- ❖ Connect vendors to technical assistance resources
- ❖ Review and revise survey
- ❖ Create a timeline for future surveys

About Us

Logistico's innovative, supply chain integration solutions deliver unified net connections to government and commercial industries. Our approach enables business systems to exchange transactions with diverse trading partners around the world through a single point of access. We provide the leading-edge technology necessary to manage mission-critical transactions including strategic sourcing & procurement, inventory management, logistics and distribution while helping you minimize total cost of ownership and maximize supply chain responsiveness.

- Strong Team Leadership
- Performance-Based Approach
- Integrated Solutions
- Accountability, Commitment to Excellence
- Strategic Mix of Technology and Business

Core Competency

Our team of experts and professionals analyze research, design and implement solutions in the areas of:

- Procurement
- Custom Manufacturing
- Metal Fabrication
- IT Mobile Data Centers, Broadband
- Sourcing
- Inventory Management
- Kitting
- Logistics, Distribution, Warehousing



661 South Main Street
Webster, MA 01570
www.Logisticollc.com

Certifications

Minority Owned SDB
SBA Certified HUBZone Firm, MA Certified MBE DBE
ITAR Registered

Industry Codes

NAICS - 541614, 517110, 541611, 561910, 561990, 611430, 921190, 493190, 493110, 488991, 424210, 423840
DNB - 832455104
Cage 5S1W0

Performance

Defense Logistics Agency

- Mast Kits Contract #SPE7M014V9912

CACI International

- CAISI Mast Kits
- GTACS AFRICOM
- S3 USCENTCOM

US Dept. of State

- Procurement
- Transport

Westover Air Reserve Base

- IT/ Broadband 5-Yr BPA #FA660610P0047

SPAWAR

- Procurement

Linx Consulting

- National Guard Rope Rescue Kits 5-Yr BPA

Inmarsat

- Logistics
- Storage
- ITAR Shipping

Contact Us

Gary Gomes, Director
sales@logisticollc.com
Tel: (781) 319-0054



kittredge

FOODSERVICE EQUIPMENT & SUPPLIES

www.kittredgeequipment.com | AA/EOE

A Certified Woman Owned Business Enterprise (WBE)

Family-Owned WBE



Minority-and women-owned businesses provide ever- increasing value to our state's economy!

Now owned and operated by Wendy Webber of Longmeadow, Massachusetts, Kittredge started as a local typewriter and cash register business in 1921. Under the direction of Wendy's late husband Neal, we morphed into a \$46 million dollar equipment and supply giant that now employs over 80 local people.

We are proud of our reputation for excellent customer service and long relationships we have established with our customers. We were officially certified as a Woman-Owned Business in 2011.

By facilitating easier access to the various phases of state purchasing and contracting, being WBE Certified provides a valuable jumpstart to many of these businesses which make up our state's fastest-growing business sector.

"The WBE status has opened many avenues of business that were not available to us before. We continue to grow but still like to be considered a local family business that supports the community that supports them." - Wendy Webber, President

Formerly located on Columbus Ave in Springfield, we made a move to our state of the art Agawam distribution facility in 2007. We have over 70,000 square feet of inventory and the largest showroom in New England. The move has only enhanced the ability for our 35 sales representatives to service every corner of New England quicker and more efficiently than ever before.

Cedar Street Bar & Grill



The Foundry



The Farm Table @ Kringle Candle



Student Prince / The Fort



Equipment & Smallwares

Stock your establishment with the best equipment, smallwares and supplies. We have everything from cookware, cutlery and catering supplies to cleaning materials and large equipment.

We have the largest in-stock inventory of equipment and smallwares, with more than 7,000 different items available for immediate shipment. Our inventory allows you to get what you need immediately. You can come in to inspect and compare items, versus looking at a picture in a catalog or online. We've built strong buying relationships with over 500 vendors, offering our clients virtually every piece of equipment found in a modern kitchen and dining area at the lowest and most competitive prices.



Installation & Delivery



Boston Public Market



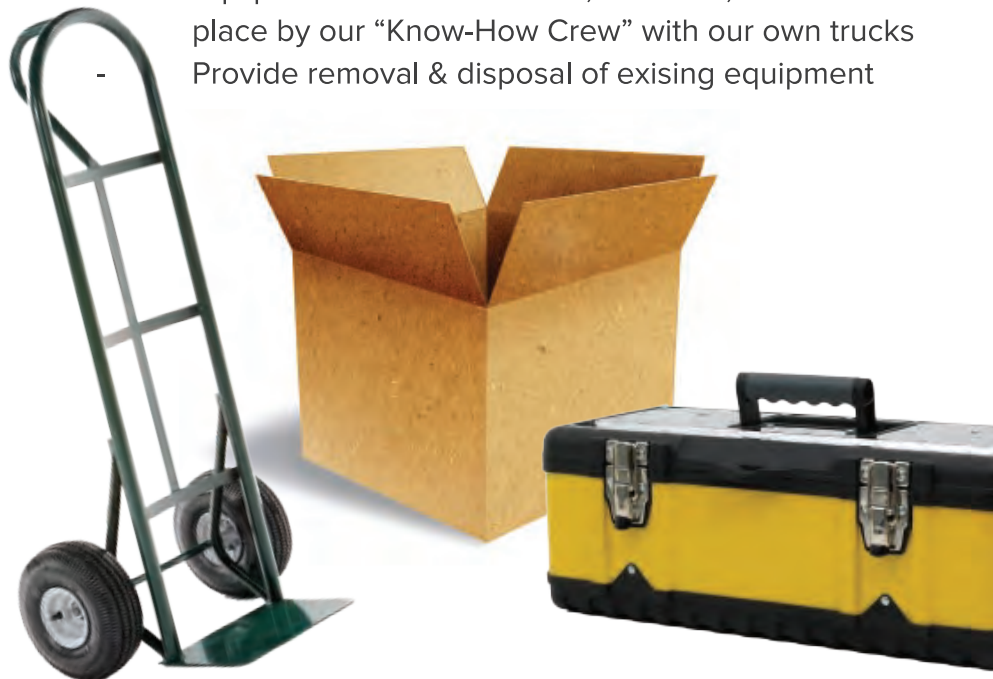
Williams College

We will make sure you are 100% satisfied from design to delivery.

Kittredge Foodservice Equipment is much more than just a place to purchase your foodservice equipment and supplies. We provide the best solutions for your business or institution, guiding you through the entire process of creating or updating your kitchen. We have developed a long history with licensed, certified, and experienced trade installers that we can quote to handle electrical and plumbing.

Services you might not know we offer:

- Code compliant installations
- Build walk-ins
- Hang exhaust & condensate hoods
- Final hook-up including electric, plumbing, HVAC, fire protection, and refrigeration connections
- Turnkey Deliveries
- Equipment can be delivered, uncrated, and set in place by our "Know-How Crew" with our own trucks
- Provide removal & disposal of existing equipment



Market Segments



We have experience with all types of facilities from the small restaurant, to country clubs, hotels, schools, to large in-plant cafeterias.

Since our inception in 1921, we have prided ourselves on delivering the highest quality and best total value to our customers. This philosophy has helped us grow into an industry leader, distributing a wide range of foodservice equipment and supplies to the foodservice industry. We offer products and services on which our many satisfied customers can depend. We offer a cost effective partnership that helps your business succeed.

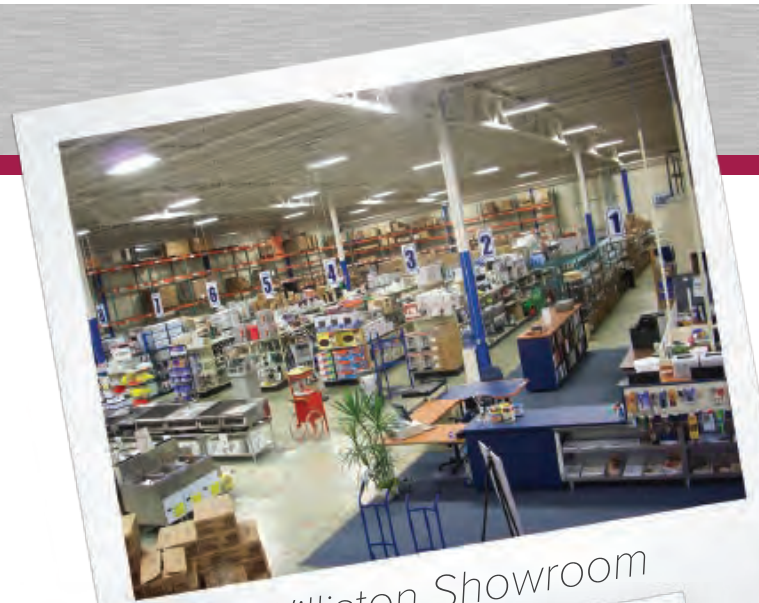
We Proudly Serve:

- Casinos
- Sports Venues
- Entertainment Venues
- Restaurants (Chain & Independent)
- Schools & Universities
- Correctional & Healthcare Facilities
- Hotels, Resorts & Lodging
- Corporate & Industry Foodservice Facilities
- Massachusetts and Connecticut State Contract
- Country Clubs & Private Clubs
- Caterers
- General Public

We have everything you need!

Showrooms

We have over 70,000 square feet in Agawam Massachusetts, Williston Vermont, and now Bow New Hampshire. This easily makes Kittredge Equipment the largest total showroom in New England!



Williston Showroom



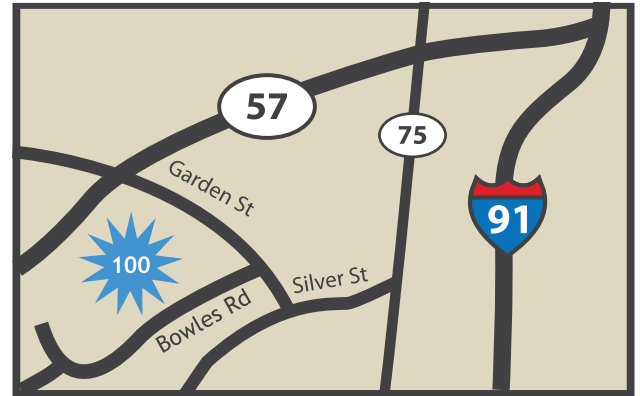
Agawam Showroom



Bow, Showroom

Locations

We have 3 locations in New England to serve you!



100 Bowles Rd, Agawam, MA 01001



484 Avenue D, Williston, VT 05495



520 Route 3A, Bow, NH 03304

Consultative Design & Project Management

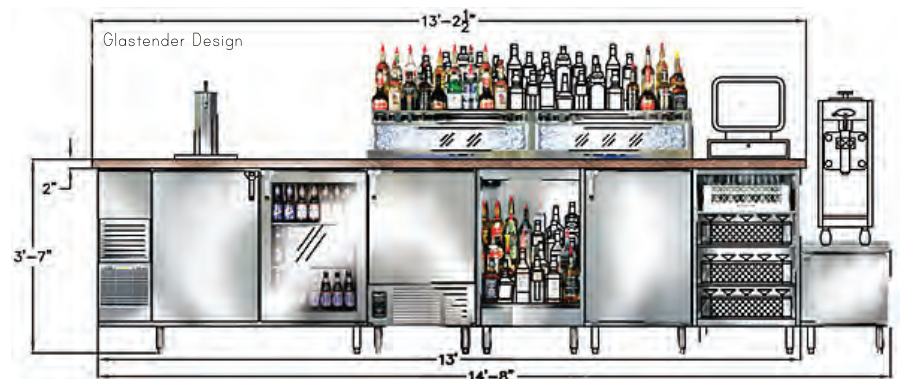
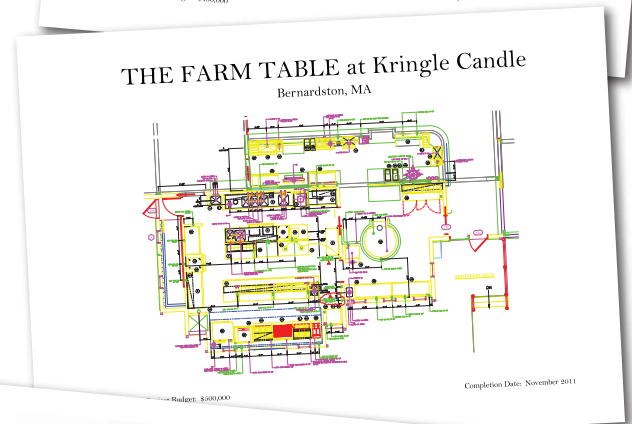
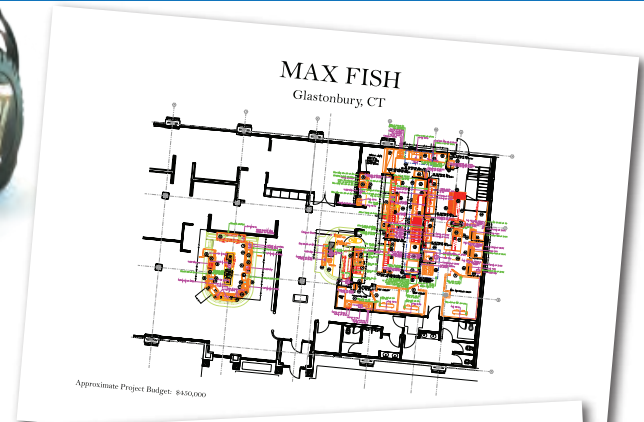
Our Project Management Team is made up of qualified, licensed and certified tradesmen, many with over 20 years' experience.



From concept to final design, budgeting to value engineering, to project management, we offer the expertise to augment designs and meet the client's requirements. We pride ourselves on the positive relationships we have developed with many local General Contractors from small to the largest multi-million dollar projects we have completed. We can effectively manage costs and provide timely response on any project. We consult with both the architect and the client about the kitchen's use, specifying equipment that best suits the application in both function and cost. Our team includes project designers, CAD engineers, field representatives, and project managers. The "Total Package" concept allows fluid transition from concept to design, through installation and application.

Kittredge can provide any or all phases of service, including:

- Conceptual 'schematic' review
- Development of the kitchen/dining area
- Preliminary design planning
 - o Outline of Equipment List
- Project budgeting
- Construction documents
 - o Layout & bid specifications by item
- Complete drawing package including:
 - o Equipment specification
 - o Rough-in drawings
 - o Electrical and plumbing
 - o Purchasing and installation



Our Work

From installations, major remodels, to brand new buildings, we are always working on something exciting! Take a look at some of our most recent projects:

1. Plainridge Park Casino - *Plainville, MA*
2. The Nugget Casino - *Reno, NV*
3. UMass University Club - *Boston, MA*
4. Boston Public Market - *Boston, MA*
5. Blue Wall Cafe @ the Campus Center, UMass – *Amherst, MA*
6. Sheehan Hall @ Worcester State University – *Worcester, MA*
7. The Foundry – *Manchester, NH*
8. Greathorse Country Club – *Hampden, MA*
9. The Farm Table @ Kringle Candle - *Bernardston, MA*
10. Northampton Brewery – *Northampton, MA*
11. Mass Maritime Academy – *Buzzards Bay, MA*
12. Crane Lake Camp - *Stockbridge, MA*
13. Jay Peak Resort – *Jay, VT*
14. Max Restaurant Group – *Hartford, CT*
15. Mohegan Sun Resort / Casino – *Uncasville, CT*
16. Foxwoods Resort / Casino – *Ledyard, CT*
17. Wychmere Beach Club - *Harwich Port, MA*
18. Boston Public Schools – *Boston, MA*
19. Six Flags / Johnny Rockets – *Agawam, MA*
20. Sheraton Hotel - *Springfield, MA*
21. MassMutal Center - *Springfield, MA*
22. Baystate Health – *Springfield, MA*
23. New England Culinary Institute – *Burlington, VT*
24. MassMutal Financial - *Springfield, MA*
25. Table 3 Restaurant Group – *Sturbridge, MA*
26. Corning Corporate Dining Services – *Corning, NY*

The Foundry



Max Burger



Greathorse Country Club



Boston Public Market



Featured Project

Photographic Wall Mural Installation Flutie's Sports Pub, Plainridge Park Casino

When Doug Flutie mentions that he really likes a photo and would like to see it in his restaurant, you get it done.

What started as a great photograph taken at a game was soon to be reinvented as a 25' by 15' printed wall mural. After doing a bit of recon to find the original photo, we did some due diligence to make sure it would reproduce well at such a large size. Alas, we were in luck.

We were working under a very tight deadline. The casino wanted it installed by Veterans' Day, since the subject matter was so patriotic. Our team pulled out ALL the stops to do this. We worked through the night, but by the morning of November 11, 2015, it was done.

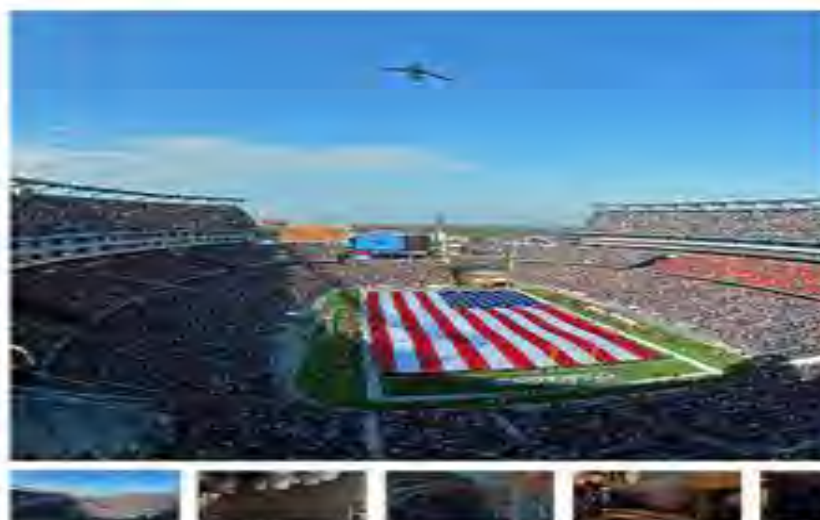
Mr. Flutie received photos of the mural and he was both surprised and thrilled by what had been accomplished. Credits to Air Force TSgt. Kelly (Galloway) Goonan for her great photographic work.

Of course we provide this kind of white glove service for all of our clients. That's just how we work.

Here are some photos of the installation.

Could YOUR
business use a
custom wall mural?

[Contact Us](#)





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 152.00: Individuals Excluded from a Gaming Establishment; notice of which was filed this day with the Secretary of the Commonwealth. These amendments were developed as part of the process of promulgating regulations governing the operation of gaming establishments in the Commonwealth. These amendments govern the procedures for individuals excluded from a gaming establishment, including notification to individuals of intention to place their names on an exclusion list, opportunity for a hearing, and submission by the gaming licensee of a written policy for compliance with the exclusion list program. These regulations are largely governed by G.L. c.23K, §§4(28), 4(37), and 45.

These amendments apply directly to gaming licensees and individuals excluded, or individuals put on notice for exclusion, from a gaming establishment. Accordingly, these amendments are unlikely to have an impact on small businesses. In accordance with G.L. c.30A, §2, the Commission offers the following responses:

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

There are no small businesses that the Commission anticipates will be impacted by these regulations as they apply solely to gaming licensees and individuals excluded, or individuals put on notice for exclusion, from a gaming establishment.

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

There are no projected reporting, recordkeeping or administrative costs created by these regulations that would affect small businesses as these regulations apply solely to gaming licensees and individuals excluded, or individuals put on notice for exclusion, from a gaming establishment.

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

As a general matter, hearing procedures must be prescriptive in nature to provide all interested parties with a fair and uniform process for dealing with the Commission.



Massachusetts Gaming Commission

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:

These regulations govern the procedures for individuals excluded, or individuals put on notice for exclusion, from a gaming establishment and therefore are not likely to deter or encourage the formation of new businesses in the Commonwealth.

Massachusetts Gaming Commission
By:

Cecelia M. Porché
Paralegal
Legal Division

Dated: _____



Massachusetts Gaming Commission



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 133.00: Voluntary Self-Exclusion; notice of which was filed this day with the Secretary of the Commonwealth. These amendments were developed as part of the process of promulgating regulations governing the operation of gaming establishments in the Commonwealth. These amendments govern the responsibilities of the gaming licensees relative to the administration of the voluntary self-exclusion list, including the non-payment and confiscation of winnings or wagering instruments from self-excluded individuals. These regulations are largely governed by G.L. c.23K, §45.

These amendments apply directly to gaming licensees and individuals who have voluntarily placed their names on the self-exclusion list. Accordingly, these amendments are unlikely to have an impact on small businesses. In accordance with G.L. c.30A, §2, the Commission offers the following responses:

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

There are no small businesses that the Commission anticipates will be impacted by these regulations as they apply solely to the gaming licensees and individuals who have voluntarily placed their names on the self-exclusion list.

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

There are no projected reporting, recordkeeping or administrative costs created by these regulations that would affect small businesses as these regulations apply solely to the gaming licensees and individuals who have voluntarily placed their names on the self-exclusion list

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

These regulations do not implicate a design or performance standard.



Massachusetts Gaming Commission

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:

These regulations apply solely to the gaming licensees and individuals who have voluntarily placed their names on the self-exclusion list and therefore are not likely to deter or encourage the formation of new businesses in the Commonwealth.

Massachusetts Gaming Commission
By:

Cecelia M. Porché
Paralegal
Legal Division

Dated: _____



Massachusetts Gaming Commission