



TO: Commissioners
FROM: Community Mitigation Fund Review Team
CC: Edward Bedrosian
DATE: June 1, 2018
RE: 2018 Community Mitigation Fund

This memorandum provides an analysis of the applications for funding under the different components of the 2018 Community Mitigation Fund (“2018 CMF”): Specific Impact Grants, Transportation Planning Grants, Non-Transportation Planning Grants, Workforce Development, Tribal Gaming Technical Assistance Grant, and Reserves.

The Community Mitigation Review Team (“Review Team”) reviewed the applications to ensure the applications are in compliance with the 2018 Guidelines. As part of this review process, copies of the applications were sent to the licensees for their review and comment. Conference calls and meetings were held between the applicants and the Review Team. Requests for supplemental information were submitted to the applicants and their responses are attached to this memorandum as **Exhibit A**. Numerous meetings were held by the Review Team to ensure a thorough review process of every application.

The following chart shows the overall recommendations of the Review Team as compared to the overall anticipated spending targets in the 2018 Guidelines.

Recommendations of the Review Team

To effectuate a consistent and efficient system to analyze the applications, the Review Team utilized the review criteria specified in the 2018 Guidelines.

- A demonstration that the impact is being caused by the proposed gaming facility;
- The significance of the impact to be remedied;
- The potential for the proposed mitigation measure to address the impact;
- The feasibility and reasonableness of the proposed mitigation measure;
- A demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party;
- The significance of any matching funds for workforce development pilot program activities or planning efforts, including but not limited to the ability to compete for state or federal workforce, transportation or other funds;



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- Any demonstration of regional benefits from a mitigation award;
- A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure;
- A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant; and
- The inclusion of a detailed scope, budget, and timetable for each mitigation request.
- Supplemental criteria for has been added to transportation, non-transportation and Workforce Development Pilot Program categories in order to address specific items within that category of application as outlined below.

Additional Criteria For 2018 Transportation Planning Grants

To effectuate a consistent and efficient system to analyze the applications, the Review Team utilized the review criteria specified in the 2018 Guidelines.

1. The planning projects must be clearly related to addressing transportation issues or impacts directly related to the gaming facility.
2. Required to submit a detailed scope, budget, and timetable for the planning effort prior to funding being awarded
3. Eligible planning projects must have a defined area of issue that will be investigate as well as a clear plan for implementation of results.
4. No application for more than two years for any municipal employee. The CMF will not pay the full cost of any municipal employee
5. Detail on what it will contribute to the planning projects such as in-kind services
6. Consultation with the RPA
7. Transportation Planning Grant funds may be sought to expand a planning project begun with reserve funds or to fund an additional project once the reserves have been exhausted
8. Demonstrates the potential for such transportation project that is the subject of a CMF application to compete for state or federal transportation funds

Additional Criteria for 2018 Non-Transportation Planning Grants

1. The planning project must be clearly related to addressing issues or impacts directly related to the gaming facility.
2. Applications involving transportation planning or design are not eligible for the 2018 Non-Transportation Planning Grant.
3. Funds may be used for planning.¹

Additional Criteria for 2018 Workforce Development Pilot Programs

¹ This criteria item has been a Commission standard for planning projects (funded under Reserves). The Guidelines state "The criteria for the use of the reserve remain the same. This reserve can be used to cover impacts that may arise in 2018 or thereafter. It may also be used for planning, either to determine how to achieve further benefits from a facility or to avoid or minimize any adverse impacts."

1. Does it develop a pilot program that will address any claimed impacts?
2. A program in Region A or Region B that structures intentional connections among adult basic education, occupational training, and post-secondary education programs
3. Does it accomplish the goal of assisting low-skilled adults to obtain education and career training to enable them to join the regional labor market?
4. Does the application address the anticipated goals of the program (see page 15 of the Guidelines)?
5. Industry-recognized and academic credentials needed to work in the most in-demand occupations related to the expanded gaming industry or a focus on occupations that could be in high demand from the casino, potentially negatively impacting the regional business community
6. Governmental entity applying for workforce development funds will also need to provide detail on what it will contribute to the workforce development project such as in-kind services or workforce development funds
7. Does the application include a regional consortium approach?
8. Does it contain eligible activities that structure adult basic education, occupational training and post second education for adult learners?

The evaluation criteria is highlighted to indicate the Review Team’s determination of compliance with the Guidelines.

Meets Criteria	Review Team not Unanimous/Concerns Identified	Does not meet Criteria

The following chart shows the anticipated spending targets in the 2018 Guidelines compared to the funding requests received by the deadline and the potential recommended awards. A more detailed chart follows for individual applications.

	Guidelines Targeted Spending	Applications	Awards
Specific Impact (not including public safety training)*	No Target Set	\$1,774,464.04	\$425,000.00
Transportation Planning (\$200,000 per application plus any regional planning incentive)	\$1,000,000.00	\$1,748,000.00	\$1,498,600.00
Workforce Development (2 Regional pilots programs of \$300,000)	\$600,000.00	\$900,000.00	\$900,000.00
Non-Transportation Planning (\$50,000 per application plus any regional planning incentive)	No Target Set	\$250,000.00	\$140,000.00
Public Safety Training	\$2,500,000.00	\$3,261,107.84	\$1,975,042.32
Totals:	<u>\$6,000,000.00</u>	<u>\$7,933,571.88</u>	<u>\$4,938,642.32</u>

	Anticipated Spending	Applications	Awards
Hampden County Sheriff Lease Assistance	\$800,000.00	\$800,000.00	\$765,000.00
Tribal Technical Assistance Grant	\$200,000.00	\$200,000.00	\$200,000.00
Holyoke (submitted April 2018)	N/A	\$100,000.00	\$100,000.00
Wrentham Reserve	N/A	\$40,000.00	\$40,000.00

*While the Commission established a \$6.0 million target for overall awards in the 2018 Fund, there is no specified target for specific impact applications or non-transportation planning in the 2018 Guidelines. The Guidelines do specify that no more than \$500,000 Category 2 operational impacts may be funded unless otherwise determined by the Commission

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	Guidelines Targeted Spending	Applications	Recommendation of Review Team
Specific Impact (not including public safety training)*	No Target Set	\$1,774,464.04	\$425,000.00*
Everett		\$400,000.00	-0-
Hampden County DA		\$475,00.000	\$125,000.00*
Hampden County Sheriff		\$800,000.00	\$765,000.00
Lynn		\$100,000	-0-
Springfield - Focus		\$555,925.00	\$300,000.00
Springfield - Valet		\$243,539.04	-0-
Transportation Planning (\$200,000 per application plus any regional planning incentive)	\$1,000,000.00	\$1,748,000.00	\$1,498,600.00
Attleboro* (funding will come out of the Community's 2016 Reserve)		\$100,000.00	Reserve
Boston		\$200,000.00	\$200,000.00
Chelsea		\$200,000.00	\$200,000.00
Medford		\$200,000.00	\$198,600.00
West Springfield		\$200,000.00	\$200,000.00
Everett/Somerville		\$425,000.00	\$425,000.00
Revere/Saugus		\$425,000.00	\$275,000.00
Workforce Development (2 Regional pilots programs of	\$600,000.00	\$900,000.00	\$900,000.00
Boston Private Industry		\$300,000.00	\$300,000.00
Holyoke CC ² *		\$300,000.00	\$300,000.00
MetroNorth REB		\$300,000.00	\$300,000.00
Non-Transportation Planning (\$50,000 per application plus any regional planning incentive)	No Target Set	\$240,000.00	\$140,000.00
Everett		\$50,000.00	-0-
Malden		\$50,000.00	\$50,000.00
Revere		\$50,000.00	\$50,000.00
Saugus		\$50,000.00	0
West Springfield		\$40,000.00	\$40,000.00
Public Safety Training	\$2,500,000.00	\$3,261,107.84	\$1,975,042.32
MA State Police**		\$2,516,948.00	\$1,814,544.00
Springfield Police**		\$744,159.84	\$160,498.32
Totals:	<u>\$6,000,000.00</u>	<u>\$7,933,571.88</u>	<u>\$4,938,642.32</u>

*\$60,000 for a scholarship awarded on March 15, 2018

**Awarded on April 12, 2018

EXHIBIT A

Supplemental Information Requests and Responses

SPECIFIC IMPACT APPLICATIONS GRANTS (Maximum \$500,000)			
Applicant	Description	Amount Requested	Review Team Proposal
Everett	Operation of a pilot shuttle service between downtown Everett and the new Chelsea Silver Line Station to help relieve congestion on Lower Broadway that is being caused by construction activities.	\$400,000.00	-0-
Hampden County District Attorney	The requested funding would be used "to hire additional assistant district attorneys, victim and witness advocates, and administrative staff to handle additional burdens in caseloads that are created directly and indirectly by the influx of people, money, and entertainment that this gaming project will bring. Furthermore, some staff hired with the mitigation funds would also be assigned to the Hampden District Attorney's Community Safety and Outreach Unit."	\$475,000.00 (plus \$475,000 for the next ten years (totaling \$5.225 million))	\$125,000.00
Lynn	Review of Traffic Improvements (Route 1A widening study, Boston Street business corridor traffic review, Route 1A traffic review, pothole repair) (initial application revised to focus solely on Route 107.)	\$100,000.00	-0-
Mass. State Police (Public Safety Training)**	Hiring, Training, and Compensation of Troopers for the Expansion of the Gaming Enforcement Unit	\$2,516,948.00	\$1,814,544.00
Springfield Police Department (Public Safety Training)**	Training and Equipment for Recruit Officers to Attend Police Training Academy, and additional personnel costs.	\$744,159.84	\$160,498.32
Springfield	Relocation Costs of Focus Springfield	\$555,925.00	\$300,000*
Springfield	Continuation of Valet Program until 2019	\$243,539.04	-0-
Total:		\$5,835,571.88	\$2,400,042.32
Hampden County Sheriff's Department***	Lease Assistance for the Western Mass. Correctional Alcohol Center for 2018 and 2019	\$800,000.00	\$765,000.00

*Maximum possible award assuming conditions can be met.

**Awarded by Commission on April 12, 2018

*** Awarded by Commission on April 12, 2018. Please note that the award amount has been modified to reflect the correct amount of a prior award.

Everett

Licensee’s Response: “Wynn Boston Harbor¹ supports the City of Everett's effort to reduce vehicular congestion through the development of local shuttles to connect residents of the community to the new silver line service in Chelsea.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. We would like to encourage greater regional planning and study in the future to ensure that the resources available are put toward highly impactful initiatives that will benefit the region for decades to come.”

MassDOT: “MassDOT has several concerns regarding the request of the City of Everett for \$400,000 to implement a pilot shuttle service between downtown Everett and the Chelsea Silver Line station. The application lacks specificity on cost breakdowns and other details of the pilot service. As such, the information provided in the application is more suited to a feasibility study for the service rather than the rollout of the service itself. Furthermore, the city should consider other mitigation strategies that could alleviate the circumstances resulting in constrained transit service.

The city could consider options such as hiring additional traffic enforcement or collaborating with the MBTA to solve the issue without the addition of a new service. For example, Bus Route 104 could serve as an alternative for travelers in this area. The city should also determine whether the proposed service would be utilized enough to make the investment worthwhile. The MBTA’s Silver Line extension will soon be operational, and this may greatly impact demand for the pilot service. Considering all of these existing services, the application does not provide sufficient justification for this pilot shuttle service. Finally, it should be noted that adding an additional bus service to the transportation network may add to experienced congestion, while also contributing negatively to air quality. Overall, while MassDOT supports the city’s efforts to improve transit services in the area, we encourage exploring other options that could be a better use of funds.”

<p>1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018</p>	
<p>In its application, Everett noted that “[t]raffic congestion on lower Broadway in Everett near the Wynn Boston Harbor site is increasing as construction related activities, such as the installation of utilities, require lane closures that result in severe traffic bottlenecks....This not only has an impact on personal vehicular traffic, but it also severely constrains transit service which connects Everett residents to rapid transit at Sullivan Square. Buses that are delayed in traffic are unable to make as many t rips on their routes as scheduled, thus reducing capacity on a corridor that already operates above capacity during most hours of the day.”</p> <p>“[b]y creating a quicker means of accessing the MBTA transit system than taking a bus down Broadway to</p>	

¹ Wynn Resorts changed the name of its planned facility to Encore Boston Harbor during the course of the review. Some references in the document reflect the name of the facility at the time, Wynn Boston Harbor.

the Sullivan Square MBTA station, we believe that we will be able to divert some Everett drivers who currently contribute to lower Broadway vehicular congestion, from car to shuttle. Additionally, current transit users who travel by bus down Broadway to access the MBTA subway system would have a time-saving alternative, as the shuttle route would not traverse such congested roadways.”

In Everett’s response letter to the Review Team, Everett stated that major roadway construction will continue through the end of the 2018 construction season with some additional work occurring in the spring prior to the June opening.

The Review Team questioned whether the claimed impact was occurring by February 1, 2018. The Review Team agrees that construction activity was having an impact on traffic by that date. However, very significant work in the Lower Broadway corridor did not begin until March 2018. The work on the corridor includes utility work, roadway widening, paving, curbing, sidewalk and traffic signal installation. The majority of the most disruptive work on Lower Broadway is expected to be complete by late summer 2018, with final completion by the end of November 2018.

Everett did note that “[t]he construction of the Wynn Boston Harbor facility has yielded increased traffic congestion on lower Broadway, for reasons that range from roadway improvements that necessitate lane closures to construction and employee traffic (there are currently 1,250 construction workers onsite daily, the majority of whom drive to work).” Overall, however, the Review Team believes that the application is predominantly based on the expected impacts rather than the impacts that were occurring as of February 1, 2018.

2. The significance of the impact to be remedied

Everett’s application stated that “[t]hese bottlenecks create traffic congestion on Broadway and Alford Street as far north as Rte. 16 and as far south as Bunker Hill Community College in Charlestown....During the period of construction on Broadway and Route 16, it is understood by all that there will be unavoidable negative impacts to traffic flow while certain lanes are closed and/or detoured to allow construction of the new roadway mitigation funding to operate a pilot shuttle service, between downtown Everett and the new Chelsea Silver Line station, that would be operated as a contracted service by the City and provide access to a competitive alternative to the existing preferred route to downtown Boston.” In its response letter to the Review Team, Everett also highlighted the impact construction is having on bus riders using both Broadway and Revere Beach Parkway, specifically noting late-running buses. It stated that “[d]elays due to this construction [on buses] are, at peak periods, upwards of 20-30 minutes.”

Although limited traffic data to demonstrate the impact was submitted in the application, the Review Team is aware of the significant traffic impacts that are currently occurring and will soon occur in the corridor. The traffic that was occurring by the February 1, 2018 application date was, in comparison, less significant.

3. The potential for the proposed mitigation measure to address the impact

Everett stated that “These funds are for a new pilot service that seeks to take cars off of lower Broadway, decreasing vehicular demand and lessening the existing congestion by shifting mode share. The mode share shift is incentivized by creating an attractive alternative for Everett drivers through an efficient connection to a new local MBTA transit option (Silver Line).”

“...[b]y creating a quicker means of accessing the MBTA transit system than taking a bus down Broadway to the Sullivan Square MBTA station, we believe that we will be able to divert some Everett drivers who currently contribute to lower Broadway vehicular congestion, from car to shuttle. Additionally, current transit users who travel by bus down Broadway to access the MBTA subway system would have a time-saving alternative, as the shuttle route would not traverse such congested roadways.



In Everett's response to the Review Team, the City provided more emphasis on the impact of the construction activities on buses and less emphasis of the mitigation measure as a method to move cars out of the Broadway area. The response letter stated that "the primary purpose of this shuttle is not to take cars off of the road... While we anticipate that some drivers will utilize the new service, we also recognize that much of the vehicle traffic on the corridor is regional traffic that is not easily captured with transit."

The Review Team was not convinced that the proposed mitigation measure would address the impact. In the Review Team's letter to the City, the Review Team questioned whether the pilot shuttle could become operational by the time of the conclusion of the significant construction activity in the Lower Broadway area. In Everett's Response, Everett noted that "[w]e believe that two to three months would be required to procure the shuttle service." **By this schedule, assuming no delays, the shuttle service would just become operational by September (assuming the three month procurement schedule).**

Everett did note that "[o]ur most recent discussions with Encore Boston Harbor indicate that major roadway construction will not be finished by August; rather it will continue until the end of the construction season with some additional work occurring in the spring prior to the June opening of the resort. In addition to the roadway work, we anticipate a large volume of vehicles as the internal fitting out of the building continues and requires large numbers of workers onsite."

MassDOT also had concerns regarding this potential measure questioning whether the service would be utilized, whether the new service would contribute to congestion and expressed concerns about the lack of specificity about the cost and other details of the service (see MassDOT response above).

4. The feasibility and reasonableness of the proposed mitigation measure

In addition to concerns about whether the shuttle service could be initiated in time, **the Review Team questioned whether the proposed measure would take cars off of the road in the Lower Broadway area.** As noted, Everett responded that "...the primary purpose of this shuttle service is not to take cars off the road- although we would celebrate a mode shift to transit- 2but rather to provide usable and attractive transit options to Everett residents whose travels are being negatively impacted by the congestion on the Broadway Corridor as a result of construction related to the Encore resort." MassDOT indicated a concern about the potential that the shuttle could add to the congestion.

5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.

N/A

6. The significance of any matching funds for planning efforts or workforce development pilot program activities

N/A

7. Any demonstration of regional benefits from a mitigation award

YES

Everett's application noted that construction traffic creates traffic congestion as far north as Route 16 and as far south as Charlestown. Further, the shuttle service would connect with the new Silver Line BRT Service from Chelsea to South Station.

The Review Team believes that Everett did demonstrate regional benefits from the proposal.

8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure

NO

Everett's application stated that "[m]ost of the improvements in the agreement support the operational phase of the casino. Additionally, the city has grown significantly since the execution of the HCA five years



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ago, with increasing residential density and new commercial development. Because Broadway is a primary route into the City of Boston for both Everett residents, and non-residents commuting from the north who wish to bypass 1-93, we are seeing increasing traffic congestion on this roadway that we did not fully anticipate 5 years ago. Other factors, such as non-related utility work, all increases traffic congestion.”

The Review Team understands that the proposed shuttle could potentially provide important benefits to the City. Although the extent of construction related traffic may not have been anticipated when the HCA was executed, the HCA clearly contemplated traffic improvements that would be needed to address traffic. Everett has and will receive significant funding under its HCA to address additional impacts and to improve conditions for its residents. The Review Team was not convinced that HCA funds are not available to fund the proposed mitigation measure.

9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	YES
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Everett included a comprehensive listing of the traffic mitigation that Encore Boston Harbor is required to complete. Such list did not include the proposed shuttle. The list did make reference to a “fixed-route shuttle bus to and from the Project and the MBTA Orange Line stations.” However, this shuttle service will be available once the Encore Boston Harbor facility is open, not during the construction period.

10. The inclusion of a detailed scope, budget and timetable for each mitigation request.	
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Everett stated that “[w]e estimate that approximately \$300,000 of the mitigation funding would be put towards the operating costs of a service, with the remaining \$100,000 used for planning, logistics and operations management of the service. Estimated operating costs for a bus service are approximately \$100 per hour, yielding roughly 3,000 hours of operations, or 12 hours per weekday for one year. This further breaks down to approximately 20-25 round trips per day between Everett Square and the Mystic Mall Silver Line station. This number of trips could allow 20 minute headways during peak travel periods and hourly service during the mid-day and off peak hours” Its application indicated that further refinement of the budget would be necessary. It’s stated that “[a]s part of this larger planning process, we will work with the consultants on this proposal specifically to refine cost estimates for the service, with goal being to maximize the number of trips offered to residents.”

The Review Team did not believe that Everett’s initial budget and timetable were sufficiently detailed. The Review Team requested further information about the timetable. Everett provided the additional detail (e.g. a procurement of two to three months).

Recommendation: The Review Team does not recommend that the Commission fund the pilot shuttle service at this time. It questioned whether the mitigation measure could be timely initiated to address the construction related impacts. Further, it was unclear whether the proposed shuttle service would have a discernible impact on Lower Broadway related traffic. While the shuttle could provide important connection benefits to Everett and regional commuters, the Review Team was not convinced that the measure clearly addressed a construction related impact. The Review Team does commend the City for all of its efforts to create new transit connections for its citizens and would be encouraged if Everett continues to pursue such connections with HCA funds or other funds that could become available from other agencies or in future community mitigation funding rounds.



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Hampden County District Attorney (DA)

MGM Springfield Response:

“The Hampden County District Attorney (DA) is applying for \$475,000 initially and \$475,000 a year, for ten years, in mitigation funds towards the hiring of additional staff. We believe that the services of the DA's office are critical in keeping the City of Springfield a safe city to live, work and play. The safer that Springfield is, the more local businesses, including ours, will prosper and the overall well-being of residents of Springfield and the region will be enhanced. To be clear, however, while MGM is supportive of the DA's services and this request, MGM Springfield does not anticipate a significant increase in crime associated with our Project.”

1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018	
<p>The Hampden District Attorney’s Office’s application is not intended to address construction related impacts. The District Attorney’s office requested a waiver of this requirement, stating, among other reasons, that the public interest would be served because “[t]he District Attorney’s Office should not be foreclosed from requesting funds as the projected and predicted impacts on this office in particular and public safety in general will be immediate....</p> <p>Not granting the waiver would be a substantial hardship for this office. Both Springfield District Court and Superior Court are consistently the busiest in the State. With our very limited budget, this office cannot absorb the impact of additional cases without compromising public safety. Victims of crime and the public deserve to have justice without delay. Other local public safety departments have been awarded funds to proactively plan for the casino impact. This office should also be given the opportunity to demonstrate why these funds are needed now as opposed to months after the casino has been in operation. Justice cannot be accomplished retroactively. “</p> <p>For reasons identified below, the Review Team believes that the District Attorney’s Office’s request for a waiver of this section of the Guidelines is warranted.</p>	
2. The significance of the impact to be remedied	
<p>The application stated that “[t]he requested funding is \$475,000 initially and \$475,000 a year for the next ten years. The total amount of funding would be \$5.225 million. The proposed funding will be used to hire additional assistant district attorneys, victim and witness advocates, and administrative staff to handle additional burdens in caseloads that are created directly and indirectly by the influx of people, money, and entertainment that this gaming project will bring. Furthermore, some staff hired with the mitigation funds would also be assigned to the Hampden District Attorney’s Community Safety and Outreach Unit. Over the past three years the unit has brought programming to over 7,500 young people throughout Hampden County on pressing issues facing today’s youth, including addition and opiate use, social media use, distracted driving, bullying, and many other important topics. It is the goal of this office to expand the unit and reach more young people and offering more content around healthy relationships, human trafficking, and training and employment for underserved communities. It is the goal of this office to proactively engage young people through programming and prevention education that keeps them out of the criminal justice system. The investment of mitigation funds to community outreach will be approximately \$50,000 a year.”</p> <p>In its response letter to the Review Team, the District Attorney’s Office stated “that this office cannot absorb the impact of any additional cases without compromising public safety across the county. The casino will employ approximately 3,000 people and expects to draw 10,000 people daily to the downtown Springfield area. This, coupled with the increased police presence both inside and outside of the casino, will</p>	



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translate into additional cases coming into court.	
<p>The Review Team agrees that the District Attorney’s Office could be significantly impacted by a potential increase in cases. However, it remains unclear what the level of increase will be. The Commission’s analysis of Plainridge Park related crime has not demonstrated such a significant increase in activities. However, as acknowledged by the Review Team, “[t]he Commission realizes that the results for a full resort casino directly within a city of Springfield’s size may be different than the Plainridge Park experience.” In general, the Commission anticipates making great efforts to fund mitigation efforts that are based on quantifiable impacts rather than predicted impacts.</p>	
3. The potential for the proposed mitigation measure to address the impact	NO
<p>The Review Team does not believe that the proposed mitigation measure (\$5.225 million over ten years) is specifically tailored to the impact. The need for this level of resources is not evidenced in the application, as the level of increase in crime is not yet knowable. Indeed, as mentioned, the 2018 Community Mitigation Fund Guidelines were developed to address known versus predicted impacts. The Review Team also questioned how the Community Safety and Outreach Unit proposal fits within the 2018 Guidelines. Compared to the potential need for Assistant District Attorneys and Victim Witness Advocates to help with potential increase caseload, the connection between casino caused impacts and the Community Safety and Outreach Unit, which engages area youth, is less direct, especially given that the minimum age to place a wager at a gaming establishment in Massachusetts is 21 years of age.</p>	
4. The feasibility and reasonableness of the proposed mitigation measure	
<p>The Application stated that “[t]he increase in both the number of people coming into the area on a daily basis, as well as the increase in police presence, will translate into additional cases to be handled by the Hampden District Attorney’s Office. Every infraction, however minor, will result in a new case that the office must handle and, thereby, devote human and financial resources. However, as noted above, the number of casino related cases is unknowable at this time. The application did not specify how many assistant district attorneys would be hired with the requested funding. Similarly, the application did not specify how many victim witness advocates and administrative staff would be hired. In response to a request from the Review Team, the DA’s Office stated that “[w]hile not all cases involve a named victim, almost all cases involve witnesses who are needed throughout the process of a prosecution. Advocates devote much of their time to helping victims and victims’ families, but also assist prosecutors with the locating and preparing of witnesses who are not victims. Therefore, it is fair to say that victim witness advocates are assigned on most, if not all, cases.”</p> <p>It is unclear if the casino related activities would result in a need for victim witness advocates that is similar to the general need for such victim witness advocates. The application also noted that “staff hired with the mitigation funds would also be assigned to the Hampden District Attorney’s Community Safety and Outreach Unit”. As noted, the Review Team questioned how this item fits within the 2018 Guidelines.</p>	
5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.	N/A
6. The significance of any matching funds for planning efforts or workforce development pilot program activities	N/A
7. Any demonstration of regional benefits from a mitigation award	YES
The application referenced the work of the Community Safety and Outreach Unit which, over the past three	



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years has brought programming to over 7,500 young people throughout Hampden County. In addition, because the District Attorney’s Office is the “chief law enforcement office in Hampden County,” any award to support the Office would help the region.	
The Review Team believes that the positive regional impact of the DA’s office is clear and that such belief is not dependent upon the regional benefits of the Community Safety and Outreach Unit.	
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
The application provides significant detail about how the District Attorney’s Office did not have the benefit of a host or surrounding community agreement and seeks a similar status through a multi-year award.	
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	YES
MGM Springfield is under no requirement to provide funding to the DA’s Office.	
10. The inclusion of a detailed scope, budget and timetable for each mitigation request.	NO
As noted earlier under section 4, the original application did not provide detail regarding how the requested funds would be allocated between funding for assistant district attorneys, victim witness advocates, and administrative staff. The timetable was an expansive one, covering ten years.	

Recommendation:

The Review Team was convinced that even a short period of additional caseloads could have a significant detrimental impact on the DA’s Office which, in turn, could impact the region. However, in the absence of any data on gaming related caseloads, the Review Team does not recommend that the Commission provide the level of resources requested. The Review Team recommends that the Commission authorize funding to cover the costs of one Assistant District Attorney for a fiscal year. In addition, the Review Team recommends that Commission staff work with the DA’s Office to develop a system to track gaming related caseloads. The Review Team recommends that \$25,000 be made available for the development of such system. While the Review Team recommends that the Commission authorize \$25,000 in 2018 funds for this purpose, Commission staff could explore the repurposing of 2017 funds. As the Commission is aware, the Commission set aside \$25,000 for this purpose in 2017 (developing a tracking system). These repurposed funds could potentially be utilized to develop a system that would work in the Hampden County District Attorney’s Office (and other DA’s Offices). If the Commission authorizes an award for the DA’s Office, the Review Team believes that \$100,000 would be sufficient to cover the salary and benefits of an Assistant District Attorney for a year. Reports indicate that the salary of an incoming Assistant DA is approximately \$46,000 a year. The DA’s Office may need a more experienced ADA to handle gaming related cases. The Review Team recommends, as a condition to the grant, that the DA’s Office shall be required to keep statistics regarding gaming related caseloads even while a system is being developed to track such caseloads. The Review Team understands that the interim accounting of caseloads will not likely be as accurate as any gaming related caseload report generated by the eventual caseload tracking system. The Review Team does not recommend that the Commission provide funding at this time for the Community Safety and Outreach Unit. The connection to the



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gaming facility is not as readily apparent. The Review Team recommends that the authorization of funding such types of activities could be considered in future grant cycles which will need to take into account operations related impacts (compared to construction related impacts under the current Guidelines). Given the uncertainty about the number of gaming related caseloads that the DA's Office will experience, the Review Team is more uncertain about the number of cases that would necessitate a VWA (as Victim Witness Advocates are needed only on a percentage of cases)². While the Review Team does not recommend that the Commission provide funding for Victim Witness Advocate at this time, the Commission could specify that the DA's Office could reallocate some of the awarded funding to pay for a percentage of the cost of a victim witness advocate. Under such a reallocation, the \$100,000 in funding could be used to pay for a percentage of an Assistant District Attorney and a percentage of a Victim Witness Advocate.

In general, the Review Team notes that MGL c. 23K, sec. 61 (the mitigation fund) specifically references the purpose of paying for costs incurred by district attorneys' offices. The Review Team knows that the Commission looks forward to working to develop a system that will help the Hampden County District Attorney's Office and other District Attorney's Offices with their gaming related resource needs.

Recommendation on Waiver Request: The DA's Office requested a waiver of the Commission's guideline that states that 2018 Specific Impact Grant funds "may not be used for mitigation of impacts that have not occurred by February 1, 2018." **The Review Team recommends that the Commission grant the waiver request, as even a short period of overburdened resources at the DA's office could have a significant negative impact. A draft motion incorporating the approval of the waiver request will be provided to the Commission.**

Lynn

Lynn Licensee's Response:

"Wynn Boston Harbor supports the City of Lynn's effort to improve public transportation options for commuters. We are particularly supportive of water transportation options as we will operate three shuttles to connect us to Long wharf and the Seaport in the inner-harbor. We intend to coordinate our shuttle schedule with other ferry operators to encourage increased use of the waterways for transportation.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. We would like to encourage greater regional planning and study in the future to ensure that the resources available are put toward highly impactful initiatives that will benefit the region for decades to come."

MassDOT Response: *"MassDOT has concerns regarding the request of the City of Lynn in the amount of \$100,000 for congestion mitigation and improvements to infrastructure. Although not a surrounding community, Lynn could be the source of both a temporary and permanent*

² In its response letter to the Review Team, the DA's Office stated that "it is fair to say that victim witness advocates are assigned on most, if not all, cases."



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workforce in the form of construction and casino employees traveling to and from the casino. In the application, the City of Lynn has identified a number of studies that could provide beneficial recommendations to the area. None of the potential studies are discussed in enough detail to fully assess. Furthermore, the amount of money requested is not enough to complete the numerous studies mentioned. We recommend that one, potentially two, specific projects be selected for study based on the amount requested. These studies should be directly related to impacts from the casino development. Preliminary cost estimates and a schedule for implementation should also be provided. Without this information, it is difficult to properly evaluate the application.”

CONSIDERATION OF AN OPTION TO TREAT THE LYNN APPLICATION AS A TRANSPORTATION PLANNING APPLICATION INSTEAD OF A SPECIFIC IMPACT GRANT APPLICATION

In 2018, Lynn submitted an application that was very similar to the one it submitted in 2017. At the time, the Review Team recommendation noted that “[t]he Review Team was not convinced that the increased congestion observed on Route 107 and Route 1A by the Lynn Department of Public Works can satisfactorily be tied to the construction of the Wynn Boston Harbor Casino. While the Review Team was not convinced regarding the significance of the construction related traffic, both last year’s Review Team and the Commission recognize the potential impacts of an operational Wynn Boston Harbor casino on Lynn roads. However, the purpose to this category of grants, Specific Impact Grants, is for impacts that relate to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2017.”

The Review Team Recommendation last year stated that “Lynn’s Specific Mitigation Impact application is not supportable, in the opinion of the Review Team because they do not address a construction impact that occurred by February 1, 2017 (the Criteria for Specific Impact Grants).” However, the Review Team noted that “much of Lynn’s specific impact application was a transportation planning application. It is the Review Team’s opinion that Lynn’s choice in determining which project should be put on which form should not be the cause of such a disadvantageous result to Lynn – no funding to help ease potential traffic congestion.” The Review Team believes that Lynn’s current 2018 application also is not supportable as a Specific Impact Application. However, it does fit well within the Transportation Planning category. Lynn did not submit a separate Transportation Planning application this year. Thus, it does not appear that Lynn application was submitted to provide a method to go beyond the application limits for transportation grants. As such, the Review Team recommends that the Commission consider reviewing this application as a Transportation Planning Application instead of a Specific Impact Grant Application. The Remainder of this review treats Lynn’s application as if it were filed as a transportation planning application. If the Commission determines not to treat the application as a Transportation Planning application, the Review Team does not believe that the 2018 Specific Impact Grant is supportable because, just as in 2017, the proposed mitigation measures do not address a construction impact that occurred by February 1, 2018 (the Criteria for Specific Impact Grants.)

<p>1. Clearly related to addressing transportation issues or impacts directly related to the gaming facility / A demonstration that he impact is being caused by the proposed gaming facility / Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018</p>	<p align="center">NO</p>
<p>Although Lynn’s initial 2018 application to the Commission included numerous options for transportation study (e.g. left hand lane to ferry entrance, commuter rail stop at the GE facility, pothole repair, and the</p>	



determination of other solutions along the Boston Street business corridor), Lynn's Response to the Review Team Committee stated its intent to focus its grant application solely on improvements to Route 107. The response stated that "[f]ollowing consultation with Mayor McGee, the City of Lynn has determined not to utilize the 2017 Grant or the 2018 Grant for a left-hand turn lane at the Blossom Street Ferry Terminal. Mayor McGee has identified the Route 107 Corridor has the most significant cause of traffic congestion and delays. ..." Following the determination to focus on the Route 107, City officials reached out to MassDOT to identify which intersections it would prefer to prioritize along the Route 107 Corridor. Frank Suszynski, District 4 Project Development Engineer (frank.suszynski@state.ma.us), is coordinating next steps on the project. City officials intend to meet with Mr. Suszynski to coordinate efforts regarding this project. Much of these discussions will be dependent upon whether the City of Lynn is awarded the 2018 Grant from the Massachusetts Gaming Commission.... The City of Lynn was contacted by Mr. William Bartlett of the Army Corps of Engineers on May 16, 2018. Mr. Bartlett was requesting a Certification from Lynn Chief Financial Officer certifying there were available funds to conduct the feasibility study for the dredging of Lynn Harbor. It is expected that a Cost Sharing Agreement between the City of Lynn and the Army Corp of Engineers will be executed within the next 60 days. The inability of larger ferries and boats to utilize much of the Lynn Harbor has negatively effected the Harbor from becoming a transportation hub of the North Shore. Lynn intends to utilize the \$100,000.00 from the 2016 award to fund its portion of the Feasibility Study. Last year, Congressman Seth Moulton secured federal financing for this important study. Absent the 2016 award, Lynn would be unable to meet its obligations to conduct the feasibility study."

An increase in traffic on Route 107 was one of the factors Lynn identified for consideration in its 2017 Community Mitigation Fund application. While the Review Team was not convinced that the increase in traffic on Route 107 was caused by the construction workers traveling to the casino construction site, the Review Team does not have any reason to doubt that Route 107 may be experiencing increased traffic. The Review Team notes that transportation planning applications allows communities to conduct planning activities in order to develop alternatives that may be necessary if traffic levels exceed those that were contemplated when the Commonwealth conducted its environmental reviews of the Everett casino project. Thus, under a transportation planning application it is not necessary to show an impact that is currently happening. However, applicants still must demonstrate a direct link between the potential impact and the gaming facility.

When asked to provide further information demonstrating the connection between the proposed mitigation measure (traffic studies related to Route 107) and the Encore Boston Harbor casino, Lynn stated that "[t]he website [provided to the Review Team] contains detailed findings from the MassDOT regarding the Route 107 corridor. Rather than printing several hundred pages, the City has elected to provide the commission with the link explaining the traffic issues with the corridor caused in part by the construction of the Encore Facility." The Review Team conducted an initial but perhaps not exhaustive review of the report on the Website and did not immediately see documentation of the connection to the casino. Specifically, there was no mention of the Encore Boston Harbor Casino in the section of the report entitled "Route 107 Corridor Traffic Growth Estimates." That section did not reference the Encore Boston Harbor facility but instead focused on more localized drivers of traffic. The report explained Route 107 as "a regional and local roadway that stretches from Revere to Salem in the North Shore area of Massachusetts. It is an arterial roadway running in the northeast-southwest direction through the municipalities of Revere, Saugus, Lynn and Salem, with the corridor serving as a vital link to commercial activities and regional employment centers."

The Review Team was not convinced that the City provided information sufficient to demonstrate the direct link between the expected traffic increases and the Encore Boston Harbor casino. However, the Review Team notes that a significant percentage of traffic will commute through the nearby area. For



example, the project’s Draft Environmental Impact Report noted that 11% of casino related traffic was expected to utilize Route 1. The Review Team believes that further review of Route 107 impacts would complement efforts by Revere and Saugus to examine Route 1 and Route 99.	
2. The significance of the impact to be remedied	NO
For the reasons stated above, the Review Team was not convinced, at this time, regarding the significance of the impact of the future Encore Boston Harbor traffic to Route 107. However, the Review Team applauds the decision of the City to focus on this important corridor. In 2017 and 2018, MassDOT recommended that the City focus its activities on one or two studies versus that wide range of activities included in its Community Mitigation Fund applications to date. The Review Team believes that further conversations between the City, Commission staff, and MassDOT may allow the City to satisfactorily demonstrate the need for further Route 107 efforts. Specifically, the City states its intent to utilize its \$100,000 2017 Community Mitigation Fund grant for Route 107 related activities. The Review Team welcomes further conversations to potentially use this 2017 grant for the purpose of Route 107 related activities. Indeed, in its response letter to the Review Team, Lynn noted that “City officials intend to meet with Mr. Suszynski [of MassDOT] to coordinate efforts regarding this project.” The Review Team is encouraged by the focus and effort regarding Route 107 demonstrated by the City.	
3. The potential for the proposed mitigation measure to address the impact	NO
Lynn’s application stated that it hopes to conduct a “feasibility study from Chestnut Street south to the Beldon Bly Bridge in Saugus”, citing numerous bottlenecks in the area. It noted that both the existing grant of \$100,000 and a new 2018 grant would be needed to conduct a comprehensive study. Further, it explained that it is in conversations with MassDOT to determine if there “are certain intersections in this corridor that it would prefer to be prioritized in the short term.” The feasibility study would be “to improve light cycles along the corridor and to perhaps purchase land from the General electric to widen areas where significant bottle necks occur.”	
It was unclear to the Review Team whether the City intends to use 2018 planning funds for the actual purchase of land or the study of a purchase of land. 2018 planning funds may not be used for land purchases under the 2018 Guidelines.	
4. The feasibility and reasonableness of the proposed mitigation measure	NO
As noted, the Review Team is encouraged by the focus on one (non-ferry) project and understands that the City is taking active steps to move this study forward, including upcoming communications with MassDOT. However, given the early stage of this focus on Route 107 (specifically the intersections south of the Chestnut street area), the Review Team was not convinced, at this time, of the need for 2018 funds to conduct the necessary planning activities in 2018. The Review Team notes that Commission staff should actively work with Lynn to determine how the 2017 funds could be used in 2018. By the time of the next funding round in 2019, the scope, budget, and timetable for comprehensive studies may be more ascertainable.	
5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.	N/A
6. The significance of any matching funds for planning efforts or workforce development pilot program activities	N/A
7. Any demonstration of regional benefits from a mitigation award	YES



Lynn’s application did not specifically stress the importance of regional benefits from any award. However, since the subjects of its requests are transportation projects that could benefit the region, the Review Team understands the regional benefit of Lynn’s requests. Specifically, Lynn’s focus on Route 107 would allow it to understand important regional connections from Salem and Saugus and beyond.	
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	YES
10. The inclusion of a detailed scope, budget and timetable for each mitigation request.	NO
Lynn’s application did not provide a detailed scope, budget or timetable for the project. However, it did note that \$100,000 is not likely sufficient for the type of comprehensive study that Lynn hopes to pursue. MassDOT has previously explained that such comprehensive studies take significant resources.	

Recommendation:

The Review Team did not recommend additional funds at this time but is encouraged by the focus on one project, namely the Route 107 project. The Commission staff looks forward to conversations about utilizing the 2017 funds for such purpose assuming that the nexus to the casino can be more sufficiently demonstrated.

Springfield Focus

Licensee Response: “The City of Springfield on behalf of Focus Springfield is applying for \$555,925 in mitigation funds to cover the shortfall cost of replicating their studio at another location above and beyond the lease termination/relocation payment Focus Springfield expects to receive from MGM Springfield. Focus Springfield currently occupies the ground level space at 101 State Street and is expected to remain there for the remainder of FY18. MGM supports this request as Focus provides important community television programming and remains an important contributor to the local community.”

1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018	YES
Focus Springfield Community Television (“Focus Springfield”) in Springfield has requested mitigation funds related to impacts resulting from the upcoming opening of the MGM Springfield casino. The building occupied by Focus Springfield was purchased by MGM in 2015 and, in late 2016, Focus Springfield received notice that its lease would be terminated. Focus Springfield now requests \$555,925 in mitigation funds to assist in mitigating the casino impact by building a suitable replacement of its current facility, estimated to cost \$1,155,925.	
Focus Springfield operates a public access television and performing arts studio, training facility, and business office located at State Street and Main Street in Springfield. The television studio is a federally-designated nonprofit, and is designated by the City of Springfield as being for the benefit of the city	



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residents as well as those working or attending school within the city. According to the Community Mitigation Fund Application, Focus Springfield was created by the city to stimulate economic development by putting the “focus” on the positive aspects of living, learning, and working in Springfield through performance, education, and government programming.

Because it is unclear when the lease between Focus Springfield and MGM Springfield will terminate, there is some ambiguity whether the proposed mitigation measure would mitigate an impact that has occurred or is occurring as of February 1, 2018. Springfield’s response letter to the Review Team stated that “[a]s per the Lease terms, the latest date that Focus may occupy the Premises is the lease term expiration date of September 30, 2019. The lease includes a termination provision which permits either party to terminate the lease “at any time after November 30, 2018”. If MGM chooses to exercise their right to terminate following November 30th, Focus would have to vacate the Premises as early as March 1, 2019.” Although it is unclear when Focus Springfield would need to vacate its current location, the Review Team believes that the impact was occurring as of February 1, 2018. The current lease follows a notice of termination of the prior lease issued by MGM Springfield on November 18, 2016. Although this 2016 termination notice was later rescinded, it has been clear to the City that Focus Springfield will need to vacate its location. Springfield could be impacted by the disruption or loss of the services that Focus Springfield provides to the City.

2. The significance of the impact to be remedied	YES
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According to the Community Mitigation Fund Application, the incoming MGM Springfield casino and Focus Springfield’s resulting [potential] eviction presents a significant hardship for viewers in the 40,000 cable TV households and businesses of Springfield, who rely on Focus Springfield to stay informed about what is happening in their local community. The application notes that, on a daily basis, city agencies and others “rely on Focus to provide timely, and often critical information to City residents.”

The Review Team does not disagree that Springfield could be significantly impacted if the services Focus Springfield has provided are not available to Springfield.

3. The potential for the proposed mitigation measure to address the impact	
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Focus Springfield has identified a location to which it could relocate the studio. Such an effort would require relocation of the offices, equipment, and all other property, along with substantial construction and build out of the new facility. Focus Springfield has procured estimates that design, construction, moving costs, legal fees, and acquisition of permits will cost approximately \$1,155,925. The budget includes \$300,000 provided by MGM by virtue of a termination fee as well as \$300,000 provided by the landlord of the location to which the facility will be relocated. Focus Springfield therefore requests mitigation funds in the amount of \$555,925 to cover the budget shortfall.

The Review Team believes that the proposed mitigation would address the impact if it enables Focus Springfield to continue to provide these services to Springfield. There is a possibility that other budgetary factors could, in the future, impact Focus Springfield’s ability to continue to provide services to Springfield, despite any grant for relocation costs. The Review Team has no reason to believe that Focus Springfield would not be able to provide such services if the relocation issue is resolved. However, the Review Team mentions this possibility, however slight or large, to note that any grant for relocation costs does not guaranty that that the City would receive the needed services over the long term.

4. The feasibility and reasonableness of the proposed mitigation measure	
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In response to a request for a detailed updated breakdown of the estimated costs of the Focus Springfield



move, Springfield provided such updated information. It also provided a summary of the new location options that it reviewed.

The Review Team believes that Focus Springfield did engage in an extensive process to find a new location for the facility. However, the updated information, as of yet, does not provide sufficient detail to enable the Review Committee to determine that the relocation costs are as reasonable as they can be by minimizing the need for assistance from the Community Mitigation Fund. No information was provided to demonstrate that either MGM Springfield or the City of Springfield have independently verified that the relocation costs estimated by Focus Springfield have been so minimized. The Guidelines anticipated that the provision of a match by either the licensee or the community would have functioned as a method to ensure that the overall project cost is minimized. However, as discussed below, the match proposed by the City (MGM Springfield's termination payment) resulted more from a continuation of a prior lease than from a contribution to the overall cost of a mitigation measure discussed by the parties.

5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.

The original application provided significant information about the public benefits of the Focus Springfield facility. In response to concerns raised by the Review Team regarding the Constitutionality of providing funding through Springfield to Focus Springfield, the City stated that "Focus was created by the city in 2012 to operate the public, education, and government (PEG) television station.... PEG stations, by definition are charged with fulfilling the public purpose of covering local news, government events, and educational programming that may be overshadowed on a national television channel. The Focus studio is the focal point for the delivery of these services to the public in Springfield."

"The proposed location at STCC will only enhance the public purposes described above and in Exhibit D. In addition, the grant will add new public purposes with regard to the public purposes of work force development, education, tourism, and economic development, consistent with the mission of the legislatively created STCC Assistance Corporation; the owner of the facility of which FOCUS is proposing to relocate."

The City also noted that "the applicant is open to specific discussions regarding the manner and means by which the grant could be structured, appropriated and disbursed."

The Review Team continues to have concerns whether the application demonstrates that the mitigation is for a public purpose and not for the benefit or maintenance of a private party. It is clear that the proposed mitigation (relocation costs) would be for the benefit or maintenance of a private party. It is also clear that Focus Springfield conducts numerous activities that significantly benefit Springfield and the region. The Review Team remains concerned because of how the impacts (potential loss of these benefits to the public) are proposed to be mitigated (through a payment from the City to a private entity). Attached to this memorandum is an advisory from the Department of Revenue Division of Local Services that describes the Constitutional difficulties involved in providing funding to private parties. This explains the Anti-aid amendment to the Massachusetts Constitution, which has applicability to grants to private parties, including non-profits. For example, in response to a community's inquiry about the legality of grants to non-profit organizations, the DOR DLS advisory stated that "[s]uch grants are hard to justify under the state constitution's Anti-aid amendment..., which prohibits public funds or property from being given to charitable, educational, religious or other private organizations, no matter how worthy." Indeed, the complexities of the legal issues involving the Anti-aid amendment cannot be captured in one sentence, or even in one brief advisory. However, the Review Team remains unconvinced that the current proposed structure, involving a relocation payment to a private entity, is the best method to mitigate the potential impacts to the City. Although the City noted that "it is open to discussions



<p>regarding the manner and means by which the grant could be structured, appropriated and disbursed,” it has not yet provided such alternative methods to enable the City to mitigate the potential impacts (potential disruption of loss of valuable services). Thus, the Review Team recommends that any award must be conditioned upon the City of Springfield determining a method that does not run afoul of the Constitutional prohibitions. The Review Team also recommends that Springfield should be required to consult with the DOR DLS, provided that the DOR DLS is available to provide some advice.</p>	
<p>6. The significance of any matching funds for planning efforts or workforce development pilot program activities/ The Commission will not fund any applications for assistance for non-governmental entities unless the applicant governmental entity or the licensee or both provide funding to match, in the case of host communities, or significantly match the assistance required from the 2018 Community Mitigation Fund. Any such application for assistance to non-governmental entities by a host community must demonstrate that the host community, the licensee, or a combination of the host community and licensee will match the assistance required from the 2018 Community Mitigation Fund.</p>	
<p>In response to a question from the Review Team, Springfield stated that “The City would like the Commission to consider the MGM lease termination fee in the amount \$300,000.00 as consideration for the Host Community.... The original lease between C&W Realty and Focus Springfield was to have a term of July 2012 to July 2022. When Blue Tarp acquired 1200 Main/101 State St. in October of 2016, they assumed all of the leases in the building. Shortly thereafter, MGM served Focus with a one year Termination Notice, requiring that Focus surrender the premises by November. 18, 2017. The original lease contains a provision requiring an early termination payment of \$300,000, within 30 days of vacancy. In the Amendment to the lease, MGM promises to freeze the termination payment at \$300,000.”</p> <p>Springfield, in its response to the Review Team, stated the Host Community does not have other funds to allocate to the expenses of the Focus Springfield relocation.”</p> <p>The Review Team questioned whether the MGM Termination payment should be counted as a match. The \$300,000 termination payment was included in the original lease between Focus Springfield and its prior landlord. The City said that it is not able to provide a match. Although the termination payment was included in the original lease, MGM Springfield and Focus Springfield voluntarily entered into a new lease that includes the termination payment. Thus, the Review Team believes that there is at least some additional reason why the termination payment could be construed as a match for the purposes of the Guidelines. The Review Team notes that the relocation benefit included in the HCA for all other applicable entities has been waived by the parties in favor of the \$300,000 termination payment.</p>	
<p>7. Any demonstration of regional benefits from a mitigation award</p>	<p>YES</p>
<p>In response to a Review Team question, Springfield noted that “Focus’s services extend beyond Springfield,” highlighting programs for the District Attorney, Members of Congress from Massachusetts and Connecticut, economic development events, regional candidate debates, a regional Opioid Prevention Conference, service to the Massachusetts Broadband Institute, and other regional programs.</p> <p>The Review Team believes that the application demonstrates significant potential regional benefits.</p>	
<p>8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure</p>	
<p>In response to a request from the Review Team, the City stated that “...the City’s Request for Waiver of</p>	



<p>Limitation of Specific Impact Grant Amount, the City of Springfield is applying on behalf it’s PEG Access entity, Focus Springfield for this Specific Impact Grant, because the City itself is unable to financially contribute to Focus Springfield’s relocation at this time. The City would like the Commission to consider the MGM lease termination fee in the amount \$300,000.00 as consideration for the Host Community does not have other funds to allocate to the expenses of the Focus Springfield relocation.”</p> <p>“The timing of locating Focus at its current location and the approval of the project site for a resort casino did not provides sufficient time or information to include relocation of the studio to a location off site.”</p> <p>“However, as the design plans were submitted, and then modified, 50% design plans submitted for review during early 2017, revealed the non-profit PEG Access television studio was not included in the plans for the for profit resort casino.”</p> <p>The Review Team does not dispute Springfield’s explanation that Focus Springfield’s specific situation was not contemplated when it entered into the Host Community Agreement. The HCA does include a displaced tenant payment, which as summarized in the HCA summary, states that</p> <p>“[f]or tenants located in the project area who need to be relocated, based on the tenants’ existing square footage, MGM will pay displaced tenants that agree to relocate within the City \$3/sq. ft. (or \$4/sq. ft. if tenants relocate within the City’s Business Improvement District) towards their new security deposit and moving costs.” This payment was waived in the new lease.</p>	
<p>9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant</p>	<p>YES</p>
<p>Springfield noted that “[a]s such, the only relocation benefit provided was the same benefit that was provided for tenants under Exhibit E, paragraph 9 for displaced tenants. The intent of this provision was geared toward displaced office tenants. It was not anticipated to be utilized by Focus. An eviction letter was received by Focus, and an amended lease was entered into. (Exhibit A). The ability of Focus to continue to serve the public from a new location hinges on the availability of mitigation funds.” As noted previously, this payment has been waived by the parties in the lease extension.</p>	
<p>10. The inclusion of a detailed scope, budget and timetable for each mitigation request.</p>	<p>YES</p>
<p>Springfield provided more detail regarding the moving costs. However, it is difficult for the Review Team to determine if cost savings could be realized, as noted earlier</p>	

Recommendation:

The Review Team continues to remain unconvinced that the proposed mitigation measure is the best method to avoid Massachusetts Constitutional difficulties. The Review Team also remains unconvinced that sufficient detail has been provided to determine that the mitigation request is reasonable. The Review Team also had questions regarding the match. If the Commission determines that the termination payment should be counted as a match, the Review Team notes that under the Commission’s Guidelines, a grant should not exceed the amount of the matched funds or \$300,000. Pursuant to the Guidelines, “[t]he Commission will not fund any applications for assistance for non-governmental entities unless the applicant governmental entity or the licensee or both provide funding to match, in the case of host communities, or significantly match the assistance required from the 2018 Community Mitigation Fund. Any such application for assistance to non-governmental entities by a host community must demonstrate that the host community, the licensee, or a combination of the



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host community and licensee will match the assistance required from the 2018 Community Mitigation Fund. The Review Team recommends that any award should be contingent upon a determination that the assistance can be provided under Massachusetts Constitutional restrictions.

Waiver Request: Springfield requested a waiver of the Guideline that Specific Applications should not exceed \$500,000 based on the maximum received award Springfield will not reach this threshold.

Springfield Valet

Licensee Response: “[t]he City of Springfield on behalf of Caring Health Center is applying for \$258,389 in mitigation funds to extend the Valet Parking program for 15 months due to limited on street parking. MGM supports the extension of the valet program, which we believe has been a creative and effective solution to parking constraints within downtown during our construction and remains appreciative of the Commission's active involvement in and support of that solution. However, to be clear, much of our construction that affects on-street parking is expected to finish once we open or shortly thereafter.”

MassDOT Response: “MassDOT has reservations about the transportation benefits of the City of Springfield’s application for \$234,539 for the continuation of its valet program. As mentioned in the application, construction of the MGM Casino has largely depleted parking supply for nearby businesses. This has caused traffic congestion as people drive around searching for limited available parking spaces. According to the application, the pilot of the valet program was heavily used and improved conditions. The program also provides better access to the area for those who are unable to walk from a parking spot that is far away from their destination. However, it seems like the issues that the valet program seeks to address will drastically lessen, if not totally disappear, when the casino opens. Therefore, the application should better explain why this program would still be necessary after the casino opens. Overall, MassDOT believes that this application does not effectively address the transportation issues associated with the casino development.”

1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018	YES
<p>In 2016, the Commission provided a grant to the City of Springfield for \$200,000. Last year, the Commission authorized an additional \$31,523.00 to continue the valet program “through the opening of the MGM Springfield facility or the opening of its garage to the public.” During the review of this funding, the Commission discussion stated that funding for the valet program would only be authorized for this pre-operations period.</p> <p>This application requests valet parking assistance for an additional 15 month period after the opening. It states that “[a]lthough the Casino development opens in September of 2018, there is no express deadline for the cessation of other construction activities directly related to the development of MGM. Due to the strong likelihood of additional development activities directly correlating to the MGM development taking place after the technical opening of the Casino, it is anticipated that continued traffic congestion will be present after September of 2018. For example, MGM is currently building a daycare facility on Union Street,</p>	



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and the building attached to 1049 Main Street (in the rear) is developing a hotel. An additional hotel is potentially being considered between Main Street and Wilcox Street as well. As expected, the construction of a gaming facility is acting as a catalyst for additional development, which directly impacts all existing businesses and parking in the South End of Springfield. With these types of Casino development-related construction projects continuing beyond the opening of the MGM site, adverse parking impacts in the area will not come to a complete stop in September 2018. As such, the applicant is respectfully seeking grant funds to continue operation of the valet program into early 2019, for a total of 15 months.”

It further states that “[t]he increase in expenditures between the 2017 application and the 2018 application is the result of an increase in staffing and expenses for the Program vendor, which was necessitated by the increase in demand for the services. The program's monthly ridership totals have increased substantially since inception from 293 vehicles during January of 2017 to 1335 vehicles through October of 2017. The projected budget for the Program to operate successfully for fifteen (15) months from February 2018 until April 2019 is thus more than the fifteen (15) month budget projections used for the 2017 application.”

In response to a question from the Review Team on why non-MGM construction should be considered in determining construction related impacts, Springfield stated that “[t]he MGM Springfield development is a Category 1 gaming facility, whose construction and development has spurred additional construction and development activities within the impacted area of the City's South End, which would not be taking place but for the casino project. Examples of this can be seen through MGM's present construction of a daycare facility on Union Street, as well as through the development of a hotel located at the rear of the 1049 Main Street property, and the potential for an additional hotel to be located between Main Street and Wilcox Street. These ancillary developments have anticipated completion dates beyond the official opening of the MGM project, and will result in traffic and parking impacts for businesses within the affected area of Main Street. As such, those construction activities should be considered in determining how to mitigate impacts from the MGM casino.”

The Review Team was not convinced that construction related activities as anticipated in the 2018 Guidelines will continue to have a significant impact after the opening of MGM Springfield as the majority of construction will be completed. See further discussion under section 3.

2. The significance of the impact to be remedied

Springfield stated that “[p]rior to the legalization of casino gambling in the Commonwealth, ample on-street parking was available for businesses in the South End neighborhood of Springfield. In 2011, the State Legislature authorized resort casinos, and a casino operating license was awarded to MGM Springfield soon afterward. In 2015, groundbreaking began for an MGM Springfield casino in the South End of Springfield, directly across the street from businesses on Main Street, between State Street and Union Street. With large-scale construction still presently underway, patrons of these businesses continue to be confronted by heavy traffic congestion on a daily basis. Other routine challenges include widespread loss of on street parking, the elimination of accessible parking spaces, unplanned utility outages, and increased noise, dust, anxiety, and other difficulties that result whenever a major construction project is dropped at the center of a dense, urban neighborhood. Approximately 2,400 parking spaces have been eliminated in the south end corridor, and the project has absorbed much of the available parking within walking distance of said businesses, and has increased the price of parking in that section of the City.”

“On-street parking combined with off street lots leased by CHC were anticipated to provide adequate parking for patients and staff; however, most of the leased patient and staff parking lots were subsequently acquired by MGM Springfield for use as construction parking lots.”

“CHC patients have no other realistic parking options. The City, as well as the Springfield Parking Authority, owns no public parking facilities in Springfield's South End. The nearest municipal parking lot is adjacent to



Massachusetts Gaming Commission

the Springfield Public Library's main branch and is reserved for library employees and patrons. Moreover, this lot is eight blocks away. Transportation planners typically use a one-quarter mile radius as the distance people may be expected to walk for commuting. Being located one-third mile from CHC, the library lot exceeds this standard. Furthermore, to walk from the library requires a pedestrian to cross several busy, heavily traveled streets. While this situation can be expected to challenge anyone, particularly during winter months, it is impossible for patients who are ill, who have limited mobility, or who are traveling with children."

3. The potential for the proposed mitigation measure to address the impact

The Commission has previously determined that the proposed mitigation measure would help address construction related parking impacts. Springfield provided statistics regarding how the program has worked. It stated that "As a result of 2017 Specific Impact grant funds awarded to the City of Springfield on behalf of the businesses located on Main Street between State Street and Union Street, 11,729 cars were parked during the period January 1-December 31, 2017. Approximately 9% of the number of vehicles using the MGC Valet Program is nonhealth center related."

The 2018 CMF Guidelines states that "the 2018 Community Mitigation Fund is available only to mitigate impacts related to the construction of Category 1 gaming facilities." (**Emphasis and underlining added**). Given this and the prior Commission discussion regarding the provision of valet funding through the opening of the casino, the Review Team focused on whether MGM Springfield's application demonstrates that construction activities could continue to cause impacts that would warrant the requested mitigation. In its application, Springfield referenced that MGM Springfield is "currently building a day care facility on Union Street." This is an MGM Springfield related construction activity. However, the construction of the facility is due to be completed this summer, before the period of the requested mitigation. As noted earlier, Springfield also referenced the potential construction of non-MGM Springfield hotels. The Review Team believes that construction by non-MGM Springfield entities was not intended to be considered "impacts related to the construction of Category 1 gaming facilities." In regard to the development of hotels that may be prompted by MGM Springfield, the Review Team notes that, in response to a prior valet parking grant request, MGM Springfield previously noted that "the [prior year] application explains that increased real estate development pressures in the immediate vicinity of the project have caused the cost of parking to rise, and it is important to highlight that such "spin off" economic development is precisely one of the underlying goals of the Gaming Act."

4. The feasibility and reasonableness of the proposed mitigation measure

The Commission previously determined that the proposed mitigation measure, valet parking for a neighborhood impacted by construction period parking impacts, is feasible and reasonable. The Review Team questioned both the continuation of the program for 15 months after the opening of the MGM Springfield casino and an increase in the budget since the 2017 application. The Review Team asked Springfield: "In the 2017 application, the chart on page 14 states that \$151,280 would be necessary for the continuation of the program for 15 months. The 2018 Application states that \$243,539.04 would be necessary to continue the service for 15 months. Please provide further information concerning the increase in expenditures from 2017 to 2018." Springfield responded that "[t]he increase in expenditures between the 2017 application and the 2018 application is the result of an increase in staffing and expenses for the Program vendor, which was necessitated by the increase in demand for the services. The program's monthly ridership totals have increased substantially since inception from 293 vehicles during January of 2017 to 1335 vehicles through October of 2017. The projected budget for the Program to operate successfully for fifteen (15) months from February 2018 until April 2019 is thus more than the fifteen (15) month budget



Massachusetts Gaming Commission

projections used for the 2017 application.	
In the event that the Commission determines to approve a continuation of the valet program post the end of the current grant, the Review Team recommends that Commission staff meet with Springfield to determine if such increase is warranted prior to any disbursement of new funds. This approval of an updated budget would be required as part of the grant contract.	
5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.	YES
This grant , if awarded would fund an activity previously approved by the Commission. The City of Springfield has confirmed to the Review Team that the program would continue to be for the benefit of the neighborhood rather than one entity.	
6. The significance of any matching funds for planning efforts or workforce development pilot program activities	n/a
7. Any demonstration of regional benefits from a mitigation award	
YES	
The application did not highlight regional benefits from the mitigation award. However, as the valet program serves commuters from throughout the region, the Review Team does not dispute that the program may have regional benefits.	
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	
<p>This would be a continuation of a previously approved program. See 2016 Community Mitigation Fund deliberations and memorandum. Further, Springfield also provided an update regarding its plans for its HCA funds. In its response to the Review Team, Springfield stated that “[t]he Host Community Agreement (the "HCA") between the City and MGM Springfield includes community impact fees for the host community, a community development grant, and all stipulations of responsibilities between the host community and the applicant, including stipulations of known impacts from the development and operation of a gaming establishment. The Agreement also includes a "PILOT" Agreement pursuant to G.L. Chapter 121A that is in lieu of taxes under G.L. c. 59. Together, the payments under the PILOT; the grant; and the impact fees average approximately \$26 Million/year. Under the HCA some of the 121A payments have been prepaid, but in essence, that revenue under 121A that is in lieu of taxes, prior to pre-payments, begins at approximately \$17.5 Million/ year upon commencement of operation of the casino. These 121 A payments were estimated as approximating the same amount as the tax payments that would have been generated under G.L. chapter 59. These are revenues that go into our general fund and will, essentially, close the gap of a structural deficit that is related to the City's levy limits. The 121A agreement was entered into to provide more certainty and predictability to the parties from a cash flow basis, and minimizing the risk of appeals to the ATB that could cause risk to the City's overlay account as well as increased costs associated with litigation of such appeals.</p> <p>The Community Development Grant was negotiated to support early childhood education; elementary, secondary and higher education; libraries; health initiatives; project compliance and the betterment of the City and its residents. As to the impact fees, a total fixed amount of \$2.5 Million will be paid as well as an additional variable amount as a proportion of Gross Gaming Revenue, increased over time to reflect the CPI. During negotiations over the RCA the City's attorneys engaged the services of a consultant with expertise on the issues of known impacts from the development and operation of a gaming establishment. That</p>	



Massachusetts Gaming Commission

consultant, The Innovation Group, estimated mitigation costs for the police, fire, and law departments as well as general administrative cost for the City, in the form of up- front startup costs as well as annual costs. As a result, the first fixed Community Impact Fee of \$2.5M, increased by CPI, will be paid on a pro-rata basis upon operation commencement.”	
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	YES
MGM Springfield has been required to continue to provide parking opportunities for neighbors pursuant to the City of Springfield’s Site Plan review and applicable Section 61 requirements.	
10. The inclusion of a detailed scope, budget and timetable for each mitigation request.	
As noted earlier, the Review Team had some questions regarding the requested budget under this year’s grant request versus prior years. Further, it was not understandable why an additional 15 month period is being requested.	

Recommendation:

The Review Team does not recommend this grant request. The Review Team was mindful of the Commission’s previous discussions that such valet parking assistance shall be provided during the construction period. The Review Team was not convinced that MGM Springfield Construction activities after the MGM Springfield opening would significantly disrupt the availability of parking in the area compared to the construction period, especially because MGM Springfield’s new parking garage will be open. In the event construction activity causes disruptions, MGM Springfield and the City of Springfield will continue to determine methods to minimize impacts on neighbors. The Review Team notes that Commission staff has prepared a grant extension using previously approved authorizations that will enable the program to continue into September.



Massachusetts Gaming Commission



March 10, 2006

Barbara A. Durand
City Auditor
140 Main St.
Marlborough, MA 01752

Re: Grants to Non-profit Organizations
Our File No. 2006-75

Dear Ms. Durand:

This is in reply to your letter asking about the legality of grants to non-profit organizations.

Such grants are hard to justify under the state constitution's Anti-aid amendment (Art. 18, 46 & 103, <http://www.mass.gov/legis/const.htm#cart103.htm>), which prohibits public funds or property from being given to charitable, educational, religious or other private organizations, no matter how worthy. The amendment provides in relevant part as follows:

No grant, appropriation or use of public money or property or loan of credit shall be made or authorized by the Commonwealth or any political subdivision thereof for the purpose of founding, maintaining or aiding any infirmary, hospital, institution, primary or secondary school, or charitable or religious undertaking which is not publicly owned and under the exclusive control, order and supervision of public officers or public agents. (Emphasis added)

The kinds of expenditures barred by the amendment are those that substantially benefit or aid private organizations in a way that is unfair, economically or politically. Even indirect benefit to a non-profit organization may fall afoul of the amendment. In *Bloom v School Committee of Springfield*, 376 Mass. 35, the Supreme Judicial Court struck down a statute providing for the loan of textbooks to students attending private schools. For an exception to the prohibition involving the provision of special education services, see *Commonwealth v. School Committee of Springfield*, 382 Mass. 665 (1981); see also *Fifty-one Hispanic Residents of Chelsea v. School Committee of Chelsea*, 421 Mass. 598 (1996) for a case in which a private organization (Boston University) was held to be a public agent under special legislation. "Aid" would include any grants, contributions or donations by the city to the various non-profit organizations you cite for the specific purpose of directly supporting or assisting their operations.

This does not mean that the city is precluded from purchasing services from non-profit organizations in the same way it purchases services from for-profit entities. As a party to a contract, the city would be compensating the organization for services rendered to the city, instead of giving it a gift or grant. Any such contract should be in writing, identify the services to be provided and set forth the payment schedule. Payment for any particular service could only be made after the service was provided. G.L. Ch. 41 §56.

We hope this information proves helpful.

Very truly yours,

A handwritten signature in black ink, appearing to read "Kathleen Colleary". The signature is fluid and cursive, with a large initial 'K' and a long, sweeping tail.

Kathleen Colleary, Chief
Bureau of Municipal Finance Law

KC/CH



**2018 COMMUNITY MITIGATION FUND: SPECIFIC IMPACT GRANT
APPLICATION CITY OF SPRINGFIELD, MA (RE: FOCUS SPRINGFIELD, INC.)**

REQUEST FOR WAIVERS

Pursuant to M.G.L. c.23K §61

Upon Written Petition, the Massachusetts Gaming Commission (“Commission”) may waive the following requirements of applicants for a Specific Impact Grant, upon a showing by the host community seeking the waiver that the granting of the waiver is consistent with the purposes of M.G.L. 23K; the granting of the waiver will not interfere with the ability of the Commission to fulfill its duties; granting the waiver will not adversely affect the public interest; and not granting the waiver would cause a substantial hardship to the community, governmental entity or person requesting the waiver.

Wherefore the City of Springfield, Massachusetts requests the following:

1. Request for Waiver of Eligible Specific Impact Grants Submitted from Springfield

The City of Springfield requests a waiver of the limitation of a host community to be eligible for only one Specific Impact Grant for the reasons set forth:

- a) The City of Springfield has a Specific Impact Grant in place for the Hampden County Sheriff’s Department (“HCSD”), that was awarded in 2016 for a total amount of \$2,000,000 in funds to offset increased rent for the Western Massachusetts Correctional Alcohol Center;
- b) The Commission requires HCSD to reapply for \$400,000.000 of their total funds, each year;
- c) The HCSD application triggers the limitation on the City of Springfield to be eligible for only that Specific Grant Application;
- d) The City of Springfield is requesting a waiver on the limitation, because of the need for Focus Springfield to receive funding from the Mitigation Fund, to relocate their premises, which is directly impacted by the location, construction and presence of MGM; and
- e) Focus Springfield will be unable to relocate without additional funds from the Mitigation Fund.

Therefore, the City of Springfield requests the Commission to waive the limitation on a host community’s eligibility for only one Specific Impact Grant, and allow Springfield to be awarded two

Specific Impact Grants, specifically to the 2018 HCSD application and the 2018 Focus Springfield application.

2. Request for Waiver of Funding for Non-Governmental Entities

The City of Springfield requests a waiver for the host community’s “dollar for dollar match requirement” for the reasons set forth below:

- a) Focus Springfield’s relocation costs are estimated at \$1,155,925.00;
- b) At the expiration of the lease with respect to 101 State Street, Springfield, MA, MGM shall be providing a termination fee in the amount of \$300,000, to Focus Springfield;
- c) The City of Springfield is not in a financial position to contribute to Focus Springfield in their relocation; and
- d) The City of Springfield is applying on behalf of Focus Springfield for this Specific Impact Grant, because they are unable to financial contribute to Focus Springfield’s relocation.

Therefore, the City of Springfield requests the Commission to waive the “dollar for dollar match requirement” that would be imposed on them as a “host community”, if Focus Springfield is awarded a Specific Impact Grant.

3. Request for Waiver of Limitation of Specific Impact Grant Amount

The City of Springfield requests a waiver for the limitation on the Specific Impact Grant Amount for the reasons set forth below:

- a) No application for the mitigation of a specific impact shall exceed \$500,000.00, without a waiver request;
- b) Focus Springfield’s relocation costs are estimated at \$1,155,925.00.
- c) MGM is providing a termination fee in the amount of \$300,000.00, to Focus Springfield for the termination of their lease located at 95-101 State Street, Springfield, MA, and the Landlord of the location to where the Focus Springfield facility will be relocated has agreed to contribute \$300,000;
- d) Focus Springfield requires a grant amount of \$555,925.00 in order to satisfy the estimated cost of relocation; and
- e) The City of Springfield is applying on behalf of Focus Springfield for this Specific Impact Grant, because they are unable to financially contribute to Focus Springfield’s relocation.

Therefore, The City of Springfield is requesting the Commission to waive the limitation of a \$500,000 mitigation grant, in order to allocate an amount up to \$555,925.00 to Focus Springfield for their relocation costs.

FOR MASSACHUSETTS GAMING COMMISSION USE:

APPROVED

(SIGNATURE)

(DATE)

DENIED

(PRINT NAME and TITLE)

CITY OF EVERETT
Office of the Mayor

Carlo DeMaria, Jr.
Mayor



Everett City Hall
484 Broadway
Everett, MA 02149-3694
Phone: (617) 394-2270
Fax: (617) 381-1150

May 25, 2018

John Ziemba, Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: 2018 Community Mitigation Fund Specific Impact Application

Dear Ombudsman Ziemba:

Thank you very much for the opportunity to offer further input on the City of Everett's specific impact mitigation request in support of a shuttle connection to the new Silver Line stop in Chelsea. Below, please find the answers to the specific questions posed to the city.

2017 Specific Impact Grant Update

Bike Share – The City has continued to negotiate with Motivate, the operator of the Hubway/Blue Bike bike sharing system, and has developed a draft contract and operating agreement that is currently entering final phases of negotiation. No funds have yet been expended; we anticipate their expenditure in the coming weeks.

2018 Specific Impact Application

- 1. The Specific Impact applications are “available only to mitigate impacts related to the construction of Category 1 gaming facilities...” Please provide further information how the proposed pilot shuttle addresses construction related impacts, given the anticipated completion date for significant Lower Broadway construction.*

The MBTA serves approximately 10,000 bus riders in the City of Everett each weekday. 7,500 of these riders are on bus routes that utilize the Broadway corridor with the remaining riders on buses utilizing some combination of Broadway and Revere Beach Parkway. Both Broadway and Revere Beach Parkway are being significantly affected by

SLG Connection + Cost Effective Frequency



Figure 1 Proposed Shuttle Route

- b. *Please explain how existing bus routes currently covering this area do not provide adequate connections to minimize Lower Broadway traffic.*

The nature of the Lower Broadway corridor is that of a regional roadway which typically sees regional traffic spillover from surrounding cities as well as major highways such as Route 1. Existing bus routes are primarily serving residents of Everett and Malden and their usage, no matter how high, therefore does not impact the regional congestion on the corridors in which they operate. Simply providing more buses on these routes, while desirable in its own right, will likely not reduce congestion on Broadway. Therefore, it is advantageous to introduce a shuttle route which avoids this corridor altogether while still providing service to as much of the existing Everett transit-using population as possible.

- c. *Please provide information regarding the current projected ridership for the shuttle.*

Currently, MBTA buses on Broadway serve approximately 7,500 passengers per day. We believe that if even 10% of riders opt for the new shuttle service, with the addition of new riders taking advantage of the Silver Line connection, ridership could be as high as 1,500 – 2,000 passengers per day.

- d. *What period of time do you anticipate this pilot program to run?*



May 14, 2018

Via Email

The Honorable Mayor Carlo DeMaria
City of Everett
484 Broadway
Everett MA 02149

Tony Sousa, Executive Dir. Planning &
Development
City of Everett
484 Broadway
Everett MA 02149

Re: 2018 Community Mitigation Fund Specific Impact Application

Dear Mayor DeMaria and Mr. Sousa:

We would like to thank your colleagues for participating in the meeting with the Community Mitigation Fund Review Team ("Review Team"). It was a pleasure discussing the Everett Specific Impact Application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2017 Specific Impact Grant

Please provide the Commission with a brief update on current and planned expenditures of previous year's grant funding. Please provide a brief description of the activities engendered by the award of these funds. If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2018 Specific Impact Grant Application

1. The Specific Impact applications are "*available only to mitigate impacts related to the construction of Category 1 gaming facilities....*" Please provide further information how the proposed pilot shuttle addresses construction related impacts, given the anticipated completion date for significant Lower Broadway construction.
2. It is our understanding that the most significant construction related impacts along the Lower Broadway Corridor are expected to be concluded by the end of August. What is the potential for having the pilot shuttle service up and running by August? How long would procurement for such a service reasonably take?
 - a. Please provide more detail regarding the desired routes for the proposed pilot including a map, if available.



Massachusetts Gaming Commission

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

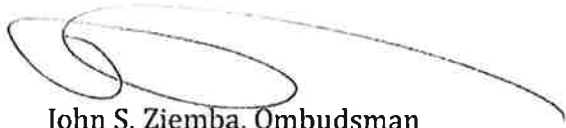
The Honorable Mayor Carlo DeMaria
Tony Sousa, Executive Director of Planning & Development
Page 2
May 14, 2018

- b. Please explain how existing bus routes currently covering this area do not provide adequate connections to minimize Lower Broadway traffic.
 - c. Please provide information regarding the current projected ridership for the shuttle.
 - d. What period of time do you anticipate this pilot program would run?
3. How would you procure this pilot shuttle service?
 4. Please provide information to demonstrate that the proposed pilot would take cars off the road that would otherwise use the Lower Broadway Corridor.

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman

cc: Jay Monty, Transportation Planner
Catherine Rollins Denisi, Esq.
Jonathan Silverstein, Esq.
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission



ANTHONY D. GULLUNI
DISTRICT ATTORNEY

COMMONWEALTH OF MASSACHUSETTS
OFFICE OF THE DISTRICT ATTORNEY
HAMPDEN DISTRICT

HALL OF JUSTICE
50 STATE STREET
SPRINGFIELD, MASSACHUSETTS 01102

SUPERIOR COURT
TEL: 413-747-1000
FAX: 413-781-4745

SPRINGFIELD DISTRICT COURT
TEL: 413-747-1001
FAX: 413-747-5628

Hampden District Attorney's Responses to Gaming Review Team Follow-Up Questions
Regarding 2018 Hampden District Attorney's Office Community Mitigation Fund Application

1. Springfield District Court and Hampden Superior Court are consistently the busiest courts in the State. The Hampden District Attorney's Office has been recognized as being chronically underfunded compared to other high-volume urban districts and, accordingly, we have fewer assistant district attorneys and staff handling more cases than our counterparts. Considering this very limited budget, this office cannot absorb the impact of any additional cases without compromising public safety across the county. The casino will employ approximately 3,000 people and expects to draw 10,000 people daily to the downtown Springfield area. This, coupled with the increased police presence both inside and outside of the casino, will translate into additional cases coming into court. We cannot put these matters on hold until a study is complete. We cannot ask the court to delay arraignments and trials until we have quantifiable statistics. The impact and cost to this office will be immediate.
2. This office would agree to a tracking system but would need additional resources in order to develop and implement this system.
3. The District Attorney's Office is the only law enforcement agency that is specifically named in the statute establishing the Mitigation Fund. The legislators were acutely aware of the immediate and significant impact that a casino would have on the local district attorney's office, as evidenced by the statutory language: "the commission *shall* expend monies to assist...public safety, including the office of the county district attorney." The impact of casino-related prosecutions must be handled as they occur so there is no opportunity to wait for a quantifiable impact study before granting mitigation funds for the Hampden District Attorney's Office. It is impossible to mete out justice retroactively. To add to an already challenged system would possible undermine public safety in the region. Prosecuting cases that result directly and indirectly from the casino presence, whether they are traffic infractions, misdemeanor, or serious felonies, are all part of the public safety responsibility of law enforcement. This responsibility begins the day the casino opens. The local and Massachusetts State Police have received resources from the Gaming Commission to prepare for the opening of the casino. There has not been an attempt to wait for a quantifiable impact study on the need for additional police officers.

Delaying the District Attorney's efforts to be prepared for the casino's opening is untenable and disadvantages the readiness of the entire public safety system.

4. a. In Fiscal Year 2017 in Springfield District Court, according to the Massachusetts Trial Court, there were 10,327 criminal filings, which ranked the court first of district courts across the state. Assistant district attorneys in Springfield carry caseloads in excess of 350 cases at any given time. In the same period in Hampden Superior Court, there were 643 cases indicted, which ranked second only to Suffolk County (Boston) in that period. Although there are variances based on specializations, assistant district attorneys in the Hampden Superior Court carry upwards of seventy cases at any given time.

b. Victim Witness Advocates are statutorily charged with assisting victims and witnesses of crime through the process of criminal justice. While not all cases involve a named victim, almost all cases involve witnesses who are needed throughout the process of a prosecution. Advocates devote much of their time to helping victims and victims' families, but also assist prosecutors with the locating and preparing of witnesses who are not victims. Therefore, it is fair to say that victim witness advocates are assigned on most, if not all, cases.
5. Matters that occur in and around the perimeter of the casino could be easily identified by location. However, the increased police presence downtown will push crime outside of the casino footprint and into the surrounding neighborhoods and communities. Additionally, there will be crime that may not have a temporal or physical connection to the casino, but will have its genesis in the casino's presence and activities. Crime in this category will extend well beyond the boundaries of the casino and into the surrounding region to the extensive area from which visitors will come and to which they will return. Further, visitors to the casino will traverse and stop in surrounding areas. These visits and stays will affect these communities and require more resources from law enforcement, including that of the Hampden District Attorney's Office. Identifying these cases will be more challenging. It is possible, with the appropriate technical and financial assistance, that we could pursue a system that could accurately capture this crime data. This could be developed in conjunction with the system identified in question 2.
6. There should be a conversation in the form of a working group with casino representatives, gaming commission members, law enforcement, and the Hampden District Attorney's Office to discuss and analyze trends in public safety related issues to the casino.
7. The Hampden District Attorney's Office has coordinated many law enforcement efforts that include local, state, and federal agencies and has established and maintains strong working relationships with these groups. The District Attorney and his delegates have had several and recent conversations with leadership from both the Springfield Police

Department and the Massachusetts State Police regarding the casino's jurisdictional matters. It is our expectation that the strong and effective working relationships between the Hampden District Attorney's Office and these agencies will continue.

8. The MGM Springfield casino is vastly different than that of the Plainridge Park Casino and, frankly, any comparison is difficult. The surrounding areas, populations and demographics, crime rates, size and scope of the projects, designs, and expectations are all dissimilar. Based on these marked differences, it is reasonable to expect that any statistics relative to crime from the Plainridge Park Casino will be exponentially higher in the Springfield casino.
9. The Hampden District Attorney, First Assistant District Attorney, and other delegates of the District Attorney have had several, thorough conversations with members of the Attorney General's Office. Those conversations have been constructive and promise a cooperative and seamless working relationship between the offices. More specifically, there has been agreement that the Attorney General's Office will likely handle cases that involve things like embezzlement, fraud, and matters that involve gaming specifically. Correspondingly, the Hampden District Attorney's Office will handle everything outside of these categories, both misdemeanor and felony, including any unattended deaths, as statute directs.



May 14, 2018

Via Email

District Attorney Anthony Gulluni
Hampden District Attorney's Office
50 State Street
Springfield, MA 01103

Ms. Joan O'Brien
Hampden District Attorney's Office
50 State Street
Springfield, MA 01103

Re: 2018 Hampden District Attorney's Office Community Mitigation Fund Application

Dear District Attorney Gulluni and Ms. O'Brien:

The Community Mitigation Fund Review Team ("Review Team") would like to thank you for meeting with them regarding the Hampden District Attorney's Office ("District Attorney's Office") application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask the District Attorney's Office to provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. In our meeting, the District Attorney's Office described the challenges it has in meeting its extensive requirements given current resources. Can you please further describe how even a short period of greater demand on existing resources could impact the District Attorney's Office?
2. In a review of an application last year from a District Attorney's Office, the Commission set aside \$25,000 to develop a tracking system to determine casino related caseloads. Would the District Attorney's Office agree to help develop such a system?
3. Understanding that mitigation fund grants are typically for the costs incurred each fiscal year and are proposed to be based on quantifiable impacts rather than predicted impacts, please provide further information regarding the development of the proposed budget for this mitigation request.
4. Below please find a listing of information that would be useful in evaluating the request. We would appreciate any information you may be able to provide.
 - a. How many cases does an Assistant District Attorney usually handle in a year?
 - b. On what percentage of such cases would a Victim Witness Advocate be assigned?
5. Please describe how the District Attorney's Office would identify actual casino related cases.



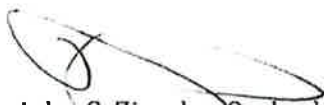
Massachusetts Gaming Commission

6. How would District Attorney's Office recommend that the Commission develop a system to analyze any increase in caseloads? Please briefly and generally describe.
7. Please describe the coordination anticipated between the State Police, Springfield Police and the District Attorney's Office in determining coding of cases related to casino related crimes.
8. The Commission has spent considerable efforts to analyze crime that may be related to the Plainridge Park Casino ("PPC"). As noted in the summary of Research on the commission's web site "[i]n March 2018, MGC received an update to the Public Safety Impact Report. The two-year analysis continues to indicate that incidents occurring at PPC are proportionate with expected totals at similar facilities that draw a significant number of people, have a large parking area, offer retail, entertainment, and dining options, and serve alcohol. The types of calls for service to increase are those highly correlated with the numbers of cars and visitors to a community, such as traffic issues and reports of lost property and suspicious activity." The Commission realizes that the results for a full resort casino directly within a city of Springfield's size may be different than the Plainridge Park experience. Can you provide more information why you believe the near term experience in Springfield may be different than the Plainridge Park experience?
9. Please briefly describe any past or planned conversations with the Attorney General's office regarding the coordination of efforts necessary to prosecute gaming related offenses.

For your convenience, the Commission's recent public safety research can be found at the following link: <https://massgaming.com/wp-content/uploads/Assessing-the-Impact-of-Gambling-on-Public-Safety-in-Massachusetts-Cities-and-Towns-3-1-18.pdf>

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018. We look forward to reviewing this application with the Commission. Please do not hesitate to contact us with any questions or concerns.

Sincerely,


John S. Ziemba, Ombudsman *mjt*

cc: MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



CITY OF LYNN LAW DEPARTMENT

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May 25, 2018

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John S. Ziemba, Ombudsman
Massachusetts Gaming Commission
101 Federal street, 12th Floor
Boston, MA 02110

Re: 2018 Specific Impact Grant Application.

I wish to thank you for considering the City of Lynn's 2018 application for a Specific Impact Grant to minimize the effects of the on-going construction Encore Boston Harbor Casino. This correspondence I in response to your letter for clarification and for additional information.

1. 2016 Transportation Grant

Lynn was awarded a \$100,000 Grant from the 2016 Community Mitigation Fund. Could you provide the Commission with a brief status of current activities engendered by the award of these funds and brief update regarding Lynn's plans regarding these funds? If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

1A. The City of Lynn was contacted by Mr. William Bartlett of the Army Corps of Engineers on May 16, 2018. Mr. Bartlett was requesting a Certification from Lynn Chief Financial Officer certifying there were available funds to conduct the feasibility study for the dredging of Lynn Harbor. It is expected that a Cost Sharing Agreement between the City of Lynn and the Army Corp of Engineers will be executed within the next 60 days. The inability of larger ferries and boats to utilize much of the Lynn Harbor has negatively effected the Harbor from becoming a transportation hub of the North Shore. Lynn intends to utilize the \$100,000.00 from the 2016 award to fund its portion of the Feasibility Study. Last year, Congressman Seth Moulton secured federal financing for this important study. Absent the 2016 award, Lynn would be unable to meet its obligations to conduct the feasibility study.

2. 2017 Specific and Transportation Planning Grant Applications

Lynn was awarded a \$100,000 Grant from the 2017 Community Mitigation Fund. Could you provide the Commission with a brief status of current activities engendered by the award of these funds and brief update regarding Lynn's plans regarding these funds? If you have

provided a description in your quarterly report to the Commission, please feel free to include that information.

2A. In consultation with its newly elected Mayor Thomas M. McGee, the City of Lynn has made a determination to focus improvements on the Route 107 corridor its primary focus to improve traffic congestion caused in part by the on-going construction at the encore facility. in 2016, the Massachusetts Department of Transportation conducted a study of the Route 107 corridor from Chestnut Street to downtown Salem. The City is interested in conducting a feasibility study from Chestnut Street south to the Beldon Bly Bridge in Saugus. There are numerous bottlenecks that exist in these areas including near the General Electric, Market Basket and Minot Streets. It is anticipated that Lynn would need to combine both the 2017 and 2018 grant to conduct a comprehensive study. Lynn officials have reached out to MassDOT to determine if there are certain intersections in this corridor that it would prefer to be prioritized in the short term.

3. 2018 Specific Impact Grant

A Specific Impact application may be used: *"only to mitigate impacts that either have occurred or are occurring as of the February 1, 2018 application date". Further, "...the 2018 Community Mitigation Fund is available only to mitigate impacts related to the construction of Category 1 gaming facilities..."* Could you please explain how each of the potential projects in Lynn's application meet these Guidelines?

3A. It is Lynn's hope that the 2016 Impact Grant will eventually result in a dredging project of Lynn Harbor. The shallow natural condition of the Harbor limits the type of vessels that may enter Lynn and/or results in considerable delayed trips. Route 1A, the Lynnway is a heavily congested roadway for travelers coming to and from Boston. These congestion was only exacerbated by the construction at the Encore facility. Once the dredging is complete, there is a hope that Lynn will be able to host a year round ferry service which would take vehicles off the roadway. While the Ferry would not go directly to the Everett facility, it would take vehicles off the road that are traveling south to Boston. Route 1A carries vehicles heading to all of Boston area, including construction workers and tradesmen who are required to go to the Encore facility on a daily basis.

Route 107 has long been identified as a traffic quagmire. MassDOT have identified numerous intersections and light cycles in desperate need of upgrades. However, this study did not examine all of the corridor. Many of the worst intersections occur south of the Chestnut Street area. Lynn has identified this roadway as its number one transportation priority moving forward.. Lynn is seeking to conduct a feasibility study to improve light cycles along the corridor and to perhaps purchase land from the General electric to widen areas where significant bottle necks occur.

4. Please describe if this request for funding request differs from purpose of the previous grants?

4A. The 2018 request will be combined with the 2017 Grant to conduct a comprehensive study on ways to approve Route 107 from Chestnut Street to the Beldon Bly Bridge. This section was not included within the 2016 MassDOT Study. City officials will work with DOT to determine the most pressing intersections which should be reviewed that would benefit the flow of traffic from Saugus to Salem along the corridor.

5. Is Lynn asking for additional funding because \$100,000 is not sufficient for any of the studies listed in its prior applications?

5A. The comprehensiveness of the Route 107 Feasibility Studies would require Lynn to combine two separate grants in order to obtain a valuable working document moving forward. Typical studies of this nature cost in excess of \$100,000.00

6. Can you please provide any information not previously made available (MEPA, Commission review, etc.) regarding your thoughts about the significance of Route 107 as a corridor to serve workers and patrons commuting to Encore Boston Harbor?

6A. The website below contains detailed findings from the MassDOT regarding the Route 107 corridor. Rather than printing several hundred pages, the City has elected to provide the commission with the link explaining the traffic issues with the corridor caused in part by the construction of the Encore Facility.

<http://www.massdot.state.ma.us/planning/Main/CurrentStudies/Route107CorridorStudy.aspx>

7. Has the state approved funding for the ferry service for the summer of 2018?

7A. No.

8. We note that in 2017, the Commission determined that "in order to help Lynn plan [to] avoid or lessen potential traffic impacts from the Wynn Boston Harbor facility, the Review Team recommends that the Commission authorize an additional \$100,000 for one or two non-ferry related transportation planning studies, subject to the condition that Lynn first consult with MassDOT and Commission staff on how such funds would be best utilized to lessen any casino related impacts on Lynn traffic...." How would funding to study a left hand turn into the Blossom Street Ferry Terminal comport with this determination (use for non-ferry purposes)?

8A. Following consultation with Mayor McGee, the City of Lynn has determined not to utilize the 2017 Grant or the 2018 Grant for a left-hand turn lane at the Blossom Street Ferry Terminal. Mayor McGee has identified the Route 107 Corridor has the most significant cause of traffic congestion and delays.

9. The 2017 Grant contract states that: "[t]he Grantee will consult with MassDOT and Commission staff to determine the best utilization of grant funds for a study or studies to lessen any casino related traffic impacts in Lynn." Please provide an update regarding conversations about how these mitigation funds will be utilized.


9A. Following the determination to focus on the Route 107, City officials reached out to MassDOT to identify which intersections it would prefer to prioritize along the Route 107 Corridor. Frank Suszynski, District 4 Project Development Engineer (frank.suszynski@state.ma.us), is coordinating next steps on the project. City officials intend to meet with Mr. Suszynski to coordinate efforts regarding this project. Much of these discussions will be dependent upon whether the City of Lynn is awarded the 2018 Grant from the Massachusetts Gaming Commission.

10. Please detail the status of the contract with the Department of the Army regarding the ferry dredging study.

10A. The City of Lynn was contacted by Mr. William Bartlett of the Army Corps of Engineers on May 16, 2018. Mr. Bartlett was requesting a Certification from Lynn Chief Financial Officer certifying there were available funds to conduct the feasibility study for the dredging of Lynn Harbor. It is expected that a Cost Sharing Agreement between the City of Lynn and the Army Corp of Engineers will be executed within the next 60 days. The inability of larger ferries and boats to utilize much of the Lynn Harbor has negatively effected the Harbor from becoming a transportation hub of the North Shore. Lynn intends to utilize the \$100,000.00 from the 2016 award to fund its portion of the Feasibility Study. Last year, Congressman Seth Moulton secured federal financing for this important study. Absent the 2016 award, Lynn would be unable to meet its obligations to conduct the feasibility study.

Should the Massachusetts Gaming Commission have any other questions regarding this application, please do not hesitate to contact myself or James Marsh of the Department of Community Development. Thank you for your consideration of our Grant Application.

Very truly yours,



James P. Lamanna
Assistant City Solicitor



May 14, 2018

Via Email

James Marsh, Director
Department of Community Development
Lynn City Hall
8 City Hall Square
Lynn, MA 01901

James Lamanna, City Solicitor
Lynn City Hall
8 City Hall Square
Lynn, MA 01901

Re: 2018 Specific Impact Grant Application

Dear Mr. Marsh and Attorney Lamanna:

Thank you for participating in the conference call with the Community Mitigation Review Team ("Review Team"). The Review Team found the conference call very informative. As we discussed during the conference call, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2016 Transportation Grant

Lynn was awarded a \$100,000 Grant from the 2016 Community Mitigation Fund. Could you provide the Commission with a brief status of current activities engendered by the award of these funds and brief update regarding Lynn's plans regarding these funds? If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2017 Specific and Transportation Planning Grant Applications

Lynn was awarded a \$100,000 Grant from the 2017 Community Mitigation Fund. Could you provide the Commission with a brief status of current activities engendered by the award of these funds and brief update regarding Lynn's plans regarding these funds? If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2018 Specific Impact Grant

1. A Specific Impact application may be used: *"only to mitigate impacts that either have occurred or are occurring as of the February 1, 2018 application date"*. Further, *"...the 2018 Community Mitigation Fund is available only to mitigate impacts related to the*



Massachusetts Gaming Commission

construction of Category 1 gaming facilities...” Could you please explain how each of the potential projects in Lynn’s application meet these Guidelines?

2. Please describe if this request for funding request differs from purpose of the previous grants?
3. Is Lynn asking for additional funding because \$100,000 is not sufficient for any of the studies listed in its prior applications?
4. Can you please provide any information not previously made available (MEPA, Commission review, etc.) regarding your thoughts about the significance of Route 107 as a corridor to serve workers and patrons commuting to Encore Boston Harbor?
5. Has the state approved funding for the ferry service for the summer of 2018?
6. We note that in 2017, the Commission determined that “[i]n order to help Lynn plan [to] avoid or lessen potential traffic impacts from the Wynn Boston Harbor facility, the Review Team recommends that the Commission authorize an additional \$100,000 for one or two non-ferry related transportation planning studies, subject to the condition that Lynn first consult with MassDOT and Commission staff on how such funds would be best utilized to lessen any casino related impacts on Lynn traffic...” How would funding to study a left hand turn into the Blossom Street Ferry Terminal comport with this determination (use for non-ferry purposes)?
7. The 2017 Grant contract states that: “[t]he Grantee will consult with MassDOT and Commission staff to determine the best utilization of grant funds for a study or studies to lessen any casino related traffic impacts in Lynn.” Please provide an update regarding conversations about how these mitigation funds will be utilized.
8. Please detail the status of the contract with the Department of the Army regarding the ferry dredging study.

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,


John S. Ziemba, Ombudsman

cc: Thomas M. McGee, Mayor
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

THE CITY OF SPRINGFIELD

Edward M. Pikula, Esquire
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May 25, 2018

John S. Ziemba
Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, Massachusetts 02110

Re: 2018 Community Mitigation Fund - Focus Springfield Community Television
Application Specific Impact Application

Dear Mr. Ziemba and the Community Mitigation Fund Review Team:

Thank you for your letter dated May 14, 2018. This letter is in response to the questions put forth by the Community Mitigation Fund Review Team.

1. Timing of Move

Focus Springfield's ("Focus") construction consultant recommends that Focus plan on six (6) to seven (7) months of construction. Based on construction of the current studio in 2013, Focus estimates that preparing the studio for television production will take 6 to 8 weeks. Taken together, that results to an 8-9 month period.

Thus, regardless of the date that Focus must vacate the current studio a nine month notice period is necessary to relocate the current studio to a new site.

Focus currently has a lease with Blue Tarp reDevelopment, LLC ("Blue Tarp"), the real estate managing company for MGM for the property located at 1200 Main Street, Springfield, MA ("Premises"). The lease, as amended, on December 6, 2017 shall terminate on September 30, 2019. A copy of amendment attached herewith as Exhibit "A".

As per the Lease terms, the latest date that Focus may occupy the Premises is the lease term expiration date of September 30, 2019. The lease includes a termination provision which permits either party to terminate the lease "at any time after November 30, 2018". If MGM chooses to exercise their right to terminate following November 30th, Focus would have to vacate the Premises as early as March 1, 2019.

MGM has stated its intention to revisit the issue of the termination of the lease with Focus in the first quarter of 2019, but in the event that MGM finds a suitable tenant before that, it has the right to terminate the lease any time following November 30, 2018.

The most advantageous scenario for Focus would be for the lease to terminate on September 30, 2019. If Focus were to stay at the Premises until that time, construction for a new site should start March 2019, to ensure that the studio operation could resume on October 1, 2019.

2. Specific Needs of Focus Springfield for a New Site

Commercial Real Estate for Focus is a unique use and the space requires very particular specifications for any new site in order to continue offering the same standard of quality services as currently offered, and to prepare for serving the community's future needs. Some of the basic requirements for Focus's new location are listed below:

- a. The building must be 6,500-7,000 square feet on one level, 2,000 square feet of which will need to have a high ceiling to allow for lighting and related production equipment;
- b. There must be free parking located at the new site for at least 15 automobiles;
- c. There must be a ground level loading area;
- d. The location must be easily accessible to local bus lines; and
- e. There must be a proximity to one or more schools to attract student volunteers to the studio.

3. New Location Search and Criteria

Focus has visited and inspected numerous properties over for a new location over the course of two years. The organization began searching for parcels in the central business district of Springfield and worked outward from there. Focus has worked with multiple real estate brokers, sellers' agents and private parties to find the most optimal location for them to relocate. Attached herewith is a spreadsheet listing the most viable locations Focus has located. (Exhibit B).

4. Springfield Commercial Real Estate Market

Real estate attorneys have reported to Focus that \$16.00 to \$19.00 per square foot is a fair estimate of net rental rates for downtown Springfield, noting that more desirable locations could command higher prices. Given anticipated changes in the market, the longer it takes to secure a location, the greater the costs. Conversely, the sooner a site can be secured, the more increased costs can be avoided.

5. Host Community Funding to Match

As stated in the City's Request for Waiver of Limitation of Specific Impact Grant Amount, the City of Springfield is applying on behalf it's PEG Access entity, Focus Springfield for this Specific Impact Grant, because the City itself is unable to financially contribute to Focus Springfield's relocation at this time. The City would like the Commission to consider the MGM lease termination fee in the amount \$300,000.00 as consideration for the Host Community

funding, as the Host Community does not have other funds to allocate to the expenses of the Focus Springfield relocation.

6. Termination Payment

The original lease between C&W Realty and Focus Springfield was to have a term of July 2012 to July 2022. When Blue Tarp acquired 1200 Main/101 State St. in October of 2016, they assumed all of the leases in the building. Shortly thereafter, MGM served Focus with a one year Termination Notice, requiring that Focus surrender the premises by November 18, 2017. The original lease contains a provision requiring an early termination payment of \$300,000, within 30 days of vacancy. In the Amendment to the lease, MGM promises to freeze the termination payment at \$300,000.

In September 2017, MGM further amended the lease, moving the date of termination to Sept. 30, 2019. It maintained the provision allowing either party to terminate the lease at any time after Nov. 30, 2018, (see Exhibit A).

7. Estimated Costs

Upon the termination of the Lease, Focus estimates that \$1,155,925.00 will be required to build and move and to install the studio production equipment. Construction of the current studio cost approximately \$800,000.00. All broadcasting and related equipment which have been purchased for the new site are approximately \$200,000.00. Dismantling and moving this equipment will require installation of studio specific fixtures to be built on site, including lighting support grids, sound attenuation and related broadcast production equipment, which is estimated to cost \$200,000 to \$250,000.

The total budget is based on estimates Focus procured for design, construction, and acquisition as further described in Exhibit "C". The City respectfully requests that this exhibit be maintained as a confidential as competitively-sensitive or other proprietary information provided in the course of MGM Springfield's application for a gaming license under Chap. 23K, the disclosure of which would place the applicant at a competitive disadvantage and be protected from public disclosure at this time.

8. Public Service Purpose

Focus was created by the city in 2012 to operate the public, education, and government (PEG) television station. PEG stations were initiated under federal laws passed in the 1980's at the onset of the cable television industry. PEG stations, by definition are charged with fulfilling the public purpose of covering local news, government events, and educational programming that may be overshadowed on a national television channel. The Focus studio is the focal point for the delivery of these services to the public in Springfield. Focus's mission statement states: "The mission of Focus Springfield is to improve the quality of life for Springfield residents, by stimulating economic development, community building, education and training, and promoting the benefits of living, learning, and working in the City." The public purpose roll fulfilled by Focus, through their studio, is further exemplified as set forth in the attached Exhibit. (See Exhibit D).

The proposed location at STCC will only enhance the public purposes described above and in Exhibit D. In addition, the grant will add new public purposes with regard to the public purposes of work force development, education, tourism, and economic development, consistent with the mission of the legislatively created STCC Assistance Corporation; the owner of the facility of which FOCUS is proposing to relocate.

Established in 1996 with funding from the Commonwealth of Massachusetts, STCC Assistance Corporation, owns and operates the Park overseen by a board of directors. The facility layout is flexible and facilities management is knowledgeable regarding telecom industry needs and expectations. Technology Park is the premier complex in Western Massachusetts for companies seeking a "totally smart" environment in which to locate their operations. The historic buildings are attractively renovated. Additionally, tenant companies have invested in excess of \$300 million in equipment and technology, including fiber, telecommunications networks and switching equipment in the park.

Springfield Technology Park has played an important role in technology transfer in the Northeast since the Springfield Armory was founded in 1794 as the nation's first arsenal, and became a continual source of technological innovation. Springfield Armory was the source of the famed Springfield Rifle as well as the M1 Garand Rifle. Started at the Armory the manufacturing innovation of interchangeable parts, led to mass production and technological advances throughout the Connecticut River valley and the nation. When the Armory closed in 1968, the Federal Square site was used for light manufacturing by a Milton Bradley, General Electric, and lastly Digital Equipment Corporation. The Armory Square site across the street became the campus of Springfield Technical Community College. With Federal Square transformed into the Springfield Technology Park, the two main segments of the historic Springfield Armory are reunited, and are making a new connection to the future.

Springfield Technology Park is a place where calculated risks are welcome, innovation an asset and where academic assistance is literally next door. It is a place that welcomes, educates and trains the city's next workforce and is very much a part of an exciting, changing neighborhood. It is also a place where businesses – from the community and beyond – can come to grow, taking advantage of the programs and expertise located within the Scibelli Enterprise Center. In short, there is no place quite like it in the City: It is here that one can see the legacy of Springfield's economic past evolving into Springfield's future. An Economic Impact Report on the contributions of Springfield Technology Park to the economy of the region was prepared by the Center for Economic Development at the University of Massachusetts in consultation with Mullin Associates Incorporated, and released in March 2003, update in December 2009.

The mission of FOCUS Springfield, in collaboration with its proposed landlord, the STCC Assistance Corporation will be to enhance the mission of other publicly operated partners, such as the Massachusetts Broadband Institute (See MGL c. 40J, §6B) in such endeavors with the STCC Technology Park; i.e. to make affordable high-speed Internet available to all homes, businesses, schools, libraries, medical facilities, government offices, and other public places across the Commonwealth.

MBI works closely with the Baker-Polito administration, the state legislature, municipalities, broadband service providers, and other key stakeholders to bridge the digital divide in

Massachusetts. The Commonwealth created the MBI as a division of the MassTech Collaborative when signing the Broadband Act into law in August 2008.

Broadband is critical to strengthening our economy, improving educational opportunities, and enhancing the delivery of health care, public safety and other government services. MBI's investments center around the MassBroadband 123 network deployed in the western and central regions of the state, but also include support for communities, organizations, and providers statewide. MBI built the MassBroadband 123 network to connect over 120 communities and serve as a building block for region. MBI is providing grants and technical support to design and deploy new Last Mile networks in these communities.

Focus Springfield has worked with MBI in the past in assisting in the implementation of these public purposes through an agreement between the MBI and Focus Springfield and the City to make space available in conduits where the City has rights to utilization, in an effort to carry out the public purpose of the MBI in helping to make affordable high-speed Internet available to all homes, businesses, schools, libraries, medical facilities, government offices, and other public places across the Commonwealth. The Commonwealth created the MBI as a division of the MassTech Collaborative when signing the Broadband Act into law in August 2008.

As such, Focus Springfield has played an integral role in the launch, since 2009, NTIA's State Broadband Initiative (SBI) implementing the joint purposes of the Recovery Act and the Broadband Data Improvement Act, which envisioned a comprehensive program, led by state entities or non-profit organizations working at their direction, to facilitate the integration of broadband and information technology into state and local economies. Economic development, energy efficiency, and advances in education and health care rely not only on broadband infrastructure, but also on the knowledge and tools to leverage that infrastructure.

Since the program's inception, NTIA has awarded a total of \$293 million to 56 grantees, one each from the 50 states, 5 territories, and the District of Columbia, or their designees. Grantees will use this funding to support the efficient and creative use of broadband technology to better compete in the digital economy. These state-created efforts vary depending on local needs but include programs to assist small businesses and community institutions in using technology more effectively, research to investigate barriers to broadband adoption, innovative applications that increase access to government services and information, and state and local task forces to expand broadband access and adoption.

Since accurate data is critical for broadband planning, another purpose is to assist the Commonwealth in gathering data on the availability, speed, and location of broadband services, as well as the broadband services that community institutions, such as schools, libraries and hospitals, use. This data is used by NTIA to update the National Broadband Map, the first public, searchable nationwide map of broadband availability launched February 17, 2011. These efforts were funded by US Department of Commerce.

A recent analysis of expenditures, jobs and fiscal impact of the Springfield Technical Community College Assistance Corporation (STCCAC), which converted the former Digital Equipment Corporation site into a new Technology Park, showed that it currently encompasses 860 employees, housing 18 tenant companies employing more than 750 workers, and an incubator facility with an additional 21 small businesses with approximately 110 employees. Even with the relatively slow economy, this Technology Park has been a steady employer and

offers the city of Springfield valuable benefits. This report highlights the economic and fiscal impact of the Springfield Technology Park on the region, the city and the college. http://springfieldtechnologypark.org/park_info/economic_impact.html

The assessments in this report are both quantitative and qualitative in nature. This analysis showed the employment impact in the local and regional economy, the investment and purchase impact on equipment, technology, and capital improvements, and positive fiscal impact on the City' property tax revenue and delivery of municipal services. By relocating to the STCC Technology Park, FOCUS Springfield will enhance these efforts which contribute to the business growth of the local and regional economy. In addition, a partnership with the STCC/Technology Park will make it possible for Springfield residents and STCC students to gain practical work experience in FOCUS as technology based companies in the Park. FOCUS's relocation to the Technology Park will provide an ideal educational complement for STCC academic programs as well as the National Center for Telecommunications Technologies, the Department of Engineering Technology, and the Verizon New England Next Step Program.

9. Funding from Comcast Agreement

The Funding that is provided annually to Focus from the City of Springfield's agreement with Comcast is two (2%) percent of Comcast's Gross Annual Revenues from the license agreement, less any documented fees associated with the cost to maintain an activated cable and connection to the channel over which signals travel from the authorized location to the cable system head. This annual funding is to assist in the production of a Public, Educational, Governmental ("PEG") Access Channel, which Focus has been designated as by the city. The first of these payments was paid on or before May 15, 2012 and the last payment shall be made on or before February 15, 2022. The renewal license termination date is December 26, 2021.

As you know, M.G.L.A. 44 § 53 requires all moneys received by any city, except as otherwise provided by special acts and except fees provided for by statute, to be paid into the city treasury. However, due to the public nature of a PEG Access entity, the General Laws provide an exception to allow for a separate account for PEG Access and Cable Related Fund, into which may be deposited funds received in connection with a franchise agreement between a cable operator and the municipality. FOCUS Springfield operates as Springfield's PEG Access entity, and the funds received pursuant to the franchise agreement are utilized for cable-related purposes consistent with the franchise agreement, including, *but not limited to*: (i) support of public, educational or governmental access cable television services; (ii) monitor compliance of the cable operator with the franchise agreement; or (iii) prepare for renewal of the franchise license. See MGL c. 44, § 53F3/4. PEG Access and Cable Related Fund. As such, the entity is able to participate in the public purposes of the STCC Assistance Corporation through the use of its funding, and the granting of the application for mitigation funding will be in furtherance of that purpose.

In fiscal year 2018, Focus anticipates the amount from the Comcast Agreement to be between \$800,000- \$840,000. The actual amount of funding depends on Comcast revenue. Focus's expenses for the period are forecast at \$595,600, leaving a net operating income of \$270,000.

10. Regional Benefits

Focus's services extend beyond Springfield, into the Hamden County district, which they have provided coverage of regional events. For example, in 2017, Focus broadcast the State of the Region conference, which brought together 4 Members of Congress from Connecticut and Massachusetts, Connecticut Governor Daniel Malloy, and transportation officials from both states to discuss the importance of rail transportation between and within the two states, with members of both states' business communities in the audience.

In November 2017, Focus broadcast the Opioid Prevention Conference at Baystate Hospital, featuring medical experts from throughout New England exchanging views on preventing opioid addiction

One of the most widely viewed government productions was the debate among the 6 candidates running for the office of Sheriff of Hampden County. This event was broadcast locally and LiveStreamed over the internet. Focus was the only media outlet to produce a debate for this office.

Economic Development is a topic that Focus has covered on a regular basis Focus has collaborated with the city's Economic Development office to broadcast and record their Annual Updates for business and community leaders. Focus works with the Greater Springfield Chamber of Commerce, producing videos for their monthly Government breakfasts, with a live audience of regional business leaders.

As noted above in response to question 8, Focus has partnered with the MBI to implement its public mission with regard to expanding the availability of broadband throughout Western Massachusetts.

Focus works with the Greater Springfield chamber of Commerce producing videos for their monthly government breakfast, with a live audience of regional business leaders.

In addition to the broadcast activities, the mobile radio based stations which provide public services throughout Hampden Count; the Pioneer Valley Transit Authority and the American Medical Response ambulances. This Focus supports operation of this Tower.

11. Host Community Agreement Funding.

The timing of locating Focus at its current location and the approval of the project site for a resort casino did not provided sufficient time or information to include relocation of the studio to a location off site. The lease between Focus and the former owner of the building where it is located included a start date of July, 2012, which was prior to the RFP/Q process seeking competitors for a location of the resort casino. The negotiation of the Host Community Agreement involved a process that was not initiated until 2012. The City Council approved the Host Community Agreement on May 14, 2013. Thereafter, a statewide challenge to the legislation that expanded gaming in Massachusetts was decided in November of 2014. However, by this time, Focus was operating within the Project Site of the development. There was no

indication at that time that Focus would be need to be relocated off site. All discussions of the Focus studio contemplated the relocation of Focus on site, with construction included in the plans to be submitted. However, as the design plans were submitted, and then modified, 50% design plans submitted for review during early 2017, revealed the non-profit PEG Access television studio was not included in the plans for the for profit resort casino. As such, the relocation off site became a pressing issue and plans were made to search for a new location. As such, the only relocation benefit provided was the same benefit that was provided for tenants under Exhibit E, paragraph 9 for displaced tenants. The intent of this provision was geared toward displaced office tenants. It was not anticipated to be utilized by Focus. An eviction letter was received by Focus, and an amended lease was entered into. (Exhibit A). The ability of Focus to continue to serve the public from a new location hinges on the availability of mitigation funds.

Conclusion.

The City remains appreciative to the Commission for its continued support in consideration of this grant request. To that end, the City (and Focus on the City's behalf), remain committed to working with the Commission to resolve any continued questions or concerns the Commission may have in this regard. Further, the applicant is open to specific discussions regarding the manner and means by which the grant could be structured, appropriated and disbursed. Thank you for your time, and please do not hesitate to contact the City for any additional information that the Commission may need.

Respectfully,



Edward M. Pikula

cc: Honorable Domenic J. Sarno, Mayor
Timothy J. Plante, Chief Administrative & Finance Officer
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team

EXHIBIT "A"

Lease Agreement for 1200 Main Street, Springfield, Massachusetts

EXHIBIT "B"

Spreadsheet listing the most viable locations Focus has located

EXHIBIT "C"

Focus Springfield Television Conceptual Estimate

EXHIBIT "D"

Previously Supplied examples of "Public Purpose of Springfield's PEG Access entity"



May 14, 2018

Via Email

Edward Pikula, City Solicitor
City of Springfield Law Department
36 Court Street – Room 210
Springfield, MA 01103

Timothy J. Plante, Chief Administrative Officer
City of Springfield
36 Court Street
Springfield, MA 01103

Re: 2018 Community Mitigation Fund – Focus Springfield Community Television Specific Impact Application

Dear Attorney Pikula and Mr. Plante:

We would like to thank you and Mr. Abbott for participating in the meeting with the Community Mitigation Fund Review Team (“Review Team”). It was a pleasure discussing Springfield’s application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. Please provide further detail regarding possible timing issues involving the potential move.
2. Please describe specific needs of Focus Springfield’s in choosing a new site.
3. How did Focus Springfield conduct its search for a new location? How many sites were identified that met the criteria identified in question 2? Of the sites that met the criteria, what were the potential costs of each site along with any positive or negative attributes? Your application indicated the STCC is the preferred location. Where do/does the/this site(s) rank for overall cost (please use a metric that allows the review team to compare sites similarly - cost/sq. ft. cost/usable sq. ft., etc.)? Are the costs inclusive of buildout and move or are those separate? Please present cost information so that it is as inclusive as possible.
4. Can you provide information (e.g. cost per square foot, etc.) regarding the Springfield market for similar spaces?
5. In regard to applications involving mitigation of impacts to private parties, the 2018 Guidelines state: “The Commission will not fund any applications for assistance for non-



Massachusetts Gaming Commission

governmental entities unless the applicant governmental entity or the licensee or both provide funding to match, in the case of host communities, or significantly match the assistance required from the 2018 Community Mitigation Fund.” Please provide further information in this regard.

6. Please provide details regarding the current state of the lease with MGM Springfield and the payment of any termination payment. During a prior meeting, it was explained that MGM Springfield became a party to the lease when it acquired the building and that the termination payment was included in the original lease. Given this, should the Commission view the termination payment as a match contributed by MGM Springfield or the City of Springfield, as requested by the 2018 Community Mitigation Fund Guidelines? Is the City requesting a waiver of this requirement?
7. Please provide the Commission with a detailed updated breakdown of all estimated costs related to the relocation of the Focus Springfield.
8. The 2018 Community Mitigation Guidelines state that “...[a]ny community seeking funding for mitigation involving non-public entities should provide detail how its planned use is in conformity with this provision of the Massachusetts Constitution and with Municipal Finance Law.” Please provide further information to demonstrate that the proposed mitigation request serves a public purpose, in conformance with the Guidelines. The application makes it clear that the loss of the space at 101 State Street could have a deleterious impact on services provided to the City of Springfield. Has the City considered other ways to structure the grant request to ensure that the mitigation primarily serves a public purpose.
9. How much funding is provided annually to Focus Springfield from the city’s agreement with Comcast, the cable provider? How much of this funding is required for the operation of Springfield Media and Telecommunications Group? Would any portion of this be available to pay for relocation? When does the current agreement expire? Could funds from the future agreement help defray some or all of the moving costs?
10. Please provide information regarding any regional benefits of this service.
11. Significant funding is being provided to the City of Springfield prior to the MGM Springfield opening through Springfield’s Host Community Agreement (“HCA”). Was this use anticipated when the HCA was executed?



Edward M. Pikula, City Solicitor
Timothy J. Plante, Chief Administrative Officer
Page 3
May 14, 2018

The City of Springfield requested waivers of the 2018 Mitigation Fund Guidelines relative to the number of applications and the amounts of applications under the Specific Impact Grant category. Please confirm that the City of Springfield intends for such waiver requests to also apply to this application.

The Review Team would like to present to the Commission its recommendation in June 2018. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,


John S. Ziemba, Ombudsman

cc: The Honorable Mayor Domenic J. Sarno
John Abbott, Executive Director Focus Springfield
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

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



December 6, 2017

Focus Springfield
c/o Jeffrey L. Fialky, Esq.
Bacon Wilson
33 State Street
Springfield, MA 01103

RE: First Amendment ("Amendment") to Lease -1200 Main Street, Springfield MA (the "Premises")

Reference is hereby made to that certain Lease dated July 19, 2012 as affected by that certain Revised One (1) Year Termination Notice (the "Termination Notice") dated November 21, 2016 (collectively, the "Lease") by and between Focus Springfield, Inc ("Tenant") and Blue Tarp reDevelopment, LLC as successor in interest from C&W Real Estate Company, LLC ("Landlord") for that certain premises located at 1200 Main Street, Springfield, MA ("Premises"). Capitalized terms used in this letter agreement and not otherwise defined herein shall have the respective meanings set forth in the Lease.

The Lease is hereby amended by the following amendments and revisions thereto:

1. Upon full execution of this amendment (the "Amendment"), the Termination Notice shall be rescinded and Landlord and Tenant shall be relieved of any obligations and liabilities thereunder.
2. The Original Term of the Lease shall expire September 30, 2019.
3. At any time after November 30, 2018: (a) Tenant shall have the right to terminate the Lease upon ninety (90) day prior written notice to Landlord without penalty; (b) Landlord shall have the right to terminate the Lease upon ninety (90) day prior written notice to Tenant subject to Section 5 of this Amendment.
4. Notwithstanding Section 1.03(c) of the Lease, upon the expiration or earlier termination of the Lease as set forth herein, and provided Tenant is not in Default and surrenders the Premises in accordance with Section 6.03 of the Lease, Landlord shall pay to Tenant the sum of Three Hundred Thousand Dollars (\$300,000) (the "Separation Payment"). Such Separation Payment shall be received by Tenant within thirty (30) days of the expiration or earlier termination of the Lease Term. Notwithstanding the terms of Section 6.03 of the Lease, in no event shall Tenant have any obligation to restore, remove, or otherwise compensate Landlord, relative to any alterations or improvements to the Leased Premises existing as of the date of this Amendment.

MGM Springfield
One Monarch Place - Suite 910
Springfield, MA 01144
413-273-5000

5. In the event Landlord exercises its right to terminate this Lease pursuant to Section 3 of this Amendment, and provided Tenant is not in Default and surrenders the Premises in accordance with Section 6.03 of the Lease, Landlord shall increase the Separation Payment to Tenant by Fifty Thousand Dollars (\$50,000), making the total of the Separation Payment under Section 4 of this Amendment to Three Hundred Fifty Thousand Dollars (\$350,000). For future clarification this Amendment is intended to provide for a termination payment (as long as Tenant is not in default of the Lease) of (a) \$350,000.00 on Landlord's termination of the Lease and Tenant's surrender of the Premises from November 30, 2018 to September 30, 2019 or (b) a termination payment of Three Hundred Thousand Dollars (\$300,000.00) upon natural termination of the Lease and Tenant's surrender of the Premises after September 2019.
6. Landlord shall, subject to Tenant's reasonable approval, have the right to utilize Tenant's storefront, in cooperation with Tenant, to advertise and promote the MGM Springfield project including, but not limited to, tenants, events, promotions and sponsorships.
7. Landlord agrees to reasonably cooperate with Tenant, at no cost to Landlord, with any future submissions by Tenant to the Massachusetts Gaming Commission regarding any mitigation requests related to relocating to other premises within the City of Springfield. Included within the foregoing shall be the Landlord's agreement, in its reasonable discretion, to provide and submit to the Massachusetts Gaming Commission a letter of support in favor of any future mitigation requests of the Tenant as aforesaid.
8. Tenant acknowledges that any Separation Payment made by Landlord pursuant to the Lease satisfies any obligation to make any relocation payment by Landlord to Tenant under Landlord's Host Community Agreement with the City of Springfield or otherwise. Nothing herein shall prohibit Tenant from receiving any mitigation or relocation payment from any party other than Landlord.

Except as specifically modified herein, the Lease and all of its terms, conditions, covenants, agreements and provisions are in full force and effect. Landlord and Tenant specifically acknowledge and agree that there exist no defaults under the Lease and to the best of their knowledge, there exist no facts that would constitute a basis for any default under the Lease upon the lapse of time or the giving of notice or both.

The parties hereto execute this Amendment which shall become a binding agreement between the parties and shall be incorporated and made part of the Lease.

[SIGNATURES APPEAR ON THE NEXT PAGE]

FOCUS SPRINGFIELD, INC

By: John L. Abbott

Print Name: John L. Abbott
duly authorized Executive
Director

Date: Dec. 8, 2017

BLUE TARP reDEVELOPMENT, LLC

By: Michael C. Mathis

Print Name: Michael C. Mathis
duly authorized President + COO

Date: December 6, 2017

Focus 2.0 - Potential Locations

Location	Price (per ft ²)	Available Space (ft ²)	Condition	Availability	Owner	Other Factors
Springfield Union Station	\$17-\$20+*	6000-7000	Empty shell; Owner to build HVAC, demising walls, and common area rest rooms adjacent to studio	No longer available	SRA	2 parking spots + per hour parking available; Vibration from trains a major problem and could require costly mitigation; On bus route; Interior space with no visibility to concourse; Agent unsure whether SRA would finance buildout
STCC Technology Park	\$13-\$15, depending on buildout cost	7000-8000	Empty shell; Owner to build HVAC, new windows, exterior doors, insulation, and common area rest rooms adjacent to studio	Now	STCC Tech Corp.	Free unlimited parking; 24/7 security; Adjacent to STCC (internship & partnership potential); Owner will build to suit with partial financing; On bus route
95 Frank B Murray	\$15-\$20, depending on buildout cost	7000	Empty shell; Owner to build HVAC, new windows, insulation, doors, demising walls, and rest rooms	No longer available	Carmino Bonavita	Free parking approx. 10 spaces; Owner developing medical offices for other half of building; Possible partial finance of buildout; Not on bus route
Masslive Building (Former One Financial Place)	\$30	4000 on first floor + potential space on second floor	Currently in use as a public sitting area and art gallery	Now	NAI Plotkin	Former Santander Bank space; High visibility prime commercial location; Insufficient space; Costly noise mitigation; On bus route
1600 Main Street (Former Asylum Bar)	\$20	4500-5000	Partial demolition required	Now	New England Farm Workers Council	Insufficient space; Rear of building used as a restaurant/bar several times per month - owner wants to maintain current use coordinated with Focus usage; On bus route
6 Frost Street (Corner of Frost & Spring; Former Women's Club)		5000-15000	Extensive demolition required; Owner to build HVAC, replace windows; Build to suit; Possible financing of buildout	Now	C&W Realty	Intriguing building; Existing stage and auditorium space; Space on three levels; Free parking approx. 60 spaces; Across the street from State Data Center and Feder Court; Close to STCC
300 State Street (Corner of Spring & Beyers)	\$18-\$25 depending on TI	7000-10000	Extensive remodeling required; Possible financing of buildout; Owner build to suit	Now	C&W Realty	Beautiful building and atrium; Back-office for state DET in rear of building; Free parking; Close to STCC; On bus route; Structural work required to create adequate space for studio
9 Stearns Square	Unavailable to Focus	15000+	Extensive renovation; Space on two levels would require elevator installation for ADA compliance	Now	MassDevelopment	Owner seeking bar, restaurant, or retail tenants
41 Oakland Street (Former All Saints Episcopal Church)		8000-12000	Possible partnership/purchase with Drama Studio - terms in discussion	Now	Drama Studio Non-Profit	Newly acquired by Drama Studio after 30 years renting - not certain for to modify for its use; Considering partnership with Focus for mission advancement (video performance, etc.) and financial partner to renovate
133 Longhill Street (Melha Shriners)	\$580K purchase	23750	Back on market 5/15/18 after school district pulled out; Large auditorium with stage; Ceiling height to be measured	Now	Melha Shriners Non-Profit	Large mansion approximately 15,000ft ² ; Meeting rooms, library, parlors, and bedrooms in Victorian fashion constructed c. early 1900's; Almost 13,000 ft ² constructed in 1970's for banquet hall; Ceiling height is at least 14ft with drop ceiling possibly offering more

Focus 2.0 - Potential Locations

Location	Price (per ft ²)	Available Space (ft ²)	Condition	Availability	Owner	Other Factors
892-890 Main Street		8732	3 floors of empty shell space; Dirt basement hardly usable as is; New HVAC; Partial demolition needed; Bathroom not ADA compliant	Now	Jason L. Smith, Gallagher Real Estate	5-7 free parking places; Overflow parking across street in Mt. Carmel Club lot; Architect plans for elevator from parking lot; Ceiling height (9'6" w/maybe 18" in drop ceiling) 2nd floor an issue - owner says he may have solution but that's likely to be tenant-borne cost
International Biergarten	TBD	8000-12000	Large high-ceiling finished presentation space w/bar in very good shape; Similarly sized basement w/studio potential yet not ADA compliant; 2 small East/Main Street spaces unfinished on street level & 2nd floor; New HVAC; ADA bathrooms street level	Now	Herbie Flores, New England Farm Workers Council	Excellent parking/secure and gated space; Good entry ways for people/equipment; Possible grid challenge but optimal ceiling height

Public

Focus's studio serves the public as a digital media-training center. Focus provides all city residents, employees of not-for-profit organization and colleges located in the city, media-training services. The studio teaches community residents to create programming that allows them to tell their stories about life in the City of Springfield. The training includes lessons in the operation of hi-quality, digital video cameras, that are loaned to community members. Residents are taught how to edit their recordings in Focus' state of the art edit suite/classroom, on one of the six Apple iMac editing computers. An Apple Certified Professional Instructor oversees training. Residents are then taught how to distribute their programs on social media platforms such as YouTube, and the Springfield channel 12.

The studio trains residents in the operation of all components of a modern broadcast studio, by incorporating them into live production crews.

The studio and conference rooms serve as a gathering spot for residents, who meet to plan projects, TV programs, and public meetings, among other items. The studio has held community-building events that focus on youth achievement programs in the city, local artists, and panel discussions on a variety of topics.

The studio supports economic development efforts in the City by collaborating with the Greater Springfield Chamber of Commerce to produce profiles of local business leaders. The studio annually records and broadcasts major State of the City presentations, informing the public of business development by the city.

Focus partners with local non-profit organizations, such as the United Way, the Community Music Foundation, the Davis Foundation, and the Community Foundation of Western Mass. Develop Springfield, among others. Focus works with these non-profits by interviewing key individuals, then producing videos of them for broadcast on Ch. 12 and for uploading on their Websites and social media.

The studio supports local performers and artists by producing videos of them, which broadcast on Ch. 12; artists are given a DVD and a digital file of their performance for their personal or professional use.

Focus works with the Youth Advisory Council of the Hampden County District Attorney's office, teaching the teenage members of the council, selected from high schools throughout Hampden County, to produce Public Service ads on topics such as bullying, drug and alcohol abuse, and other unsafe activities.

On a regular basis, the Focus staff and volunteers cover events that highlight the many positive aspects of life in Springfield. These major and minor events include the annual Pancake Breakfast, opening of new businesses in the city, presentations by elected and appointed public officials, high-school sports, the unveiling of a new fire truck, food awareness campaigns, Springfield zoo events, street art reveals, the groundbreaking for the MGM Casino, work performed by the city Parks department to improve outdoor activities, rowing events on the Connecticut River, and a host of other "good things" happening in the city. While these events are outside of the studio, the actual

production of the final videos occur in the studio edit suites, where broadcasting of the events also occurs.

Education

The Focus studio broadcasts 'educational' programming on subjects such as reading, language skills and STEM subjects.

On a quarterly basis, the county's school superintendent or other education administrators address issues facing the public schools, like funding, new MCAS testing, and celebrating the achievements of the students.

Daily, the studio broadcasts information for parents on school lunch menus, weather related school closings, bus schedules and other information for parents of schoolchildren.

School System Convocation. Five years ago, Focus began providing live transmission of the School Department's Convocation exercise. Emanating from the auditorium of Van Sickle Middle School, where teaching staff gather to participate in the event, Focus records and transmits the proceedings to every school in the system. Prior to Focus' involvement, the Convocation was held at the MassMutual Center; teachers would board school buses at their schools to be transported to the MassMutual Center, and returned back after the event. With Focus' broadcasting services, the City is spared the cost of renting the venue and busing the participants.

Government

Focus provides live and internet-based coverage of all City Council and School Committee meetings. Held in City Hall, Focus employees and volunteers operate the recording devices, and send the signals back to the studio for final editing and dissemination.

The Studio hosts and broadcasts live debates by candidates for public office. These debates include candidates for local elections, as well as Hampden and Hampshire county legislative races. Residents, who do not have access to Ch. 12 in Springfield, view these debates via the Livestream internet service.

The studio produces "Candidate Profile" videos, a service available to all local candidates for public office, in which the candidates make a 3 to 5-minute profile. In the last election, Focus coordinated with the Election Department, to produce 36 Profiles of 36 candidates. The majority of candidates that campaign for local office cannot afford the \$1000.00 needed to hire a commercial video company. Focus offers this service to them free of charge. The candidates are given a digital file of their profile to be placed on their campaign Facebook page and other social media. The goals of these profiles is to increase voter awareness and stimulate greater participation in the electoral process.

The popular "Government Matters" program is designed to increase citizen awareness of how government impacts their lives. In the past year, the studio has hosted such leaders as Cong. Richard Neal, State Secretary of Economic Development Jay Ash, State Auditor Suzanne Bump, Mayor Domenic Sarno, and Springfield resident Ambassador (ret.) Mark Hambley, a career diplomat who is an expert on the Middle East.

Other Public Purposes

In addition to the media related activities, Focus provides the below described services, that would otherwise be performed by the City.

Fiber network. Focus has installed and maintains a fiber optic network connecting municipal buildings, to provide voice and data signals. Maintenance for the network includes internet connectivity, 24/7 monitoring and emergency repair and liability insurance. In 2017, the total cost of maintenance was \$101,139.00. We estimate that in the 2018 calendar year the cost will be \$150,000.00 due to expansion of the network.

Public Safety. Springfield Media Television Group, the predecessor to Focus, began assisting the city police department through the purchase and installation of the Shot Spotter gunshot detection system, and a network of video cameras used by police, fire and department of public works personnel. Focus assumed this role in 2012.

In 2018, Focus will connect the police substation on Chestnut Street, Springfield, to the fiber optic network. Also this year, Focus will connect the new police department kiosks that will be located at three locations in downtown Springfield.

Radio Tower. Focus supports operation of this Radio Tower, which is used by Springfield Police and Fire, the Pioneer Valley Transit Authority, and the city's ambulance service. The electric utility bill (for heating, cooling and radio transmission) for this facility fluctuates between \$700.00 to \$1,000.00 monthly, depending on weather conditions. Focus budgets \$1,000.00 per month for this.

THE CITY OF SPRINGFIELD

Edward M. Pikula, Esquire
City Solicitor
36 Court Street, Room 210
Springfield, MA 01103
Tel: (413) 787-6085
Fax: (413) 787-6173
Email: epikula@springfieldcityhall.com



May 25, 2018

John S. Ziemba
Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, Massachusetts 02110

Re: Valet Program – 2018 Community Mitigation Fund Specific Application

Dear Mr. Ziemba:

The City of Springfield is in receipt of the Massachusetts Gaming Commission's ("Commission") May 14, 2018 correspondence seeking supplemental information relative to the 2016 and 2017 Specific Impact Grants and the 2018 Transportation Grant. The City very much appreciates the opportunity to provide additional information to the Commission in furtherance of said grants. Please find the City's responses below:

2016 and 2017 Specific Impact Grants

Current expenditures of the 2017 grant funding are generally on target with the budget projected for the Valet Parking Program ("Program") at the time of the City's December 2017 extension request to the Commission. There are no anticipated increases in projected Program expenses going forward, and as such, future expenditures would be in line with the typical month-to-month costs presently associated with such operations. The additional \$31,523.00 from the previous year's grant funding would be utilized to continue operating the Program for businesses located on Main Street (from State Street to Union Street) in Springfield, in order to mitigate the impact of MGM project construction on parking.

2018 Transportation Grant

1. Since the City's 2017 application was filed, the impacts of casino development construction within the area in question are more clearly understood. It has become

evident to the City that the traffic and on-street parking impacts of the project extend to ancillary construction taking place as a result of the development. These activities are anticipated to continue beyond the opening of the MGM facility and its corresponding parking garage. As such, the City is seeking funds to mitigate impacts in the months immediately following the casino's opening.

2. The proposed end date for the Program would be upon completion of the casino development construction activities and when adequate on-street parking has been restored to the affected area of Main Street. At the time of the submission of the 2018 application, the City's request was for the continuation of the Program for up to another fifteen (15) months, with an exact end date to be determined by the Commission based on its evaluation of the continued impacts of said construction activities.
3. Caring Health Center reports that it has added an additional ten (10) employee parking spaces, increasing the number of spaces from 66 to 76, for its staff over the past year.
4. Caring Health Center reports that it owns a small lot adjacent to 1049 Main Street where ten (10) additional spaces are located. The center presently rents sixty-two (62) parking spaces on Main Street and twenty-six (26) parking spaces on Williams Street. Currently, Caring Health Center is attempting to purchase a small lot for an additional twenty (20) parking spaces in the area. The center currently employs 263 people and provides 174 employee parking spaces. Additionally, the center sees an average of 400 people/patients every day.
5. The increase in expenditures between the 2017 application and the 2018 application is the result of an increase in staffing and expenses for the Program vendor, which was necessitated by the increase in demand for the services. The program's monthly ridership totals have increased substantially since inception from 293 vehicles during January of 2017 to 1335 vehicles through October of 2017. The projected budget for the Program to operate successfully for fifteen (15) months from February 2018 until April 2019 is thus more than the fifteen (15) month budget projections used for the 2017 application.
6. The MGM Springfield development is a Category 1 gaming facility, whose construction and development has spurred additional construction and development activities within the impacted area of the City's South End, which would not be taking place but for the casino project. Examples of this can be seen through MGM's present construction of a daycare facility on Union Street, as well as through the development of a hotel located at the rear of the 1049 Main Street property, and the potential for an additional hotel to be located between Main Street and Wilcox Street. These ancillary developments have anticipated completion dates beyond the official opening of the MGM project, and will

result in traffic and parking impacts for businesses within the affected area of Main Street. As such, those construction activities should be considered in determining how to mitigate impacts from the MGM casino.

7. The City herein confirms that the Program in question is for the benefit of all businesses within the affected area of Main Street (from State Street to Union Street). The Program has consistently averaged between 7% and 9% usage by non-Caring Health Center vehicles since its inception and the City remains committed to providing the service to any business within that section of the South End so long as the Program remains in operation.

Additionally, the City herein confirms that the requested 2018 Mitigation Fund Guidelines Waivers relative to the number of applications and the amount of applications under the Specific Impact Grant category also apply to the 2018 application in question for the Program.

Thank you for your time, and please do not hesitate to contact the City for any additional information that the Commission may need.

Respectfully



Edward M. Pikula

cc: Honorable Domenic J. Sarno, Mayor
Timothy J. Plante, Chief Administrative & Finance Officer
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



May 14, 2018

Via Email

Edward M. Pikula, City Solicitor
City of Springfield Law Department
36 Court Street – Room 210
Springfield, MA 01103

Thomas D. Moore, Esq., General Counsel
Springfield Redevelopment Authority
70 Tapley Street
Springfield, MA 01104

Re: Valet Program - 2018 Community Mitigation Fund Specific Application

Dear Attorney Pikula and Attorney Moore:

We would like to thank you and your colleagues for participating in the meeting with the Community Mitigation Review Team (“Review Team”). It was a pleasure discussing Springfield’s application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2016 and 2017 Specific Impact Grants

Springfield was awarded \$200,000 for the Valet Program in its 2016 application. At the June 22, 2017 Commission meeting, the Commission authorized an additional \$31,523.00. Please provide the Commission with a brief update on current and planned expenditures of previous year’s grant funding. Please provide a brief description of the activities engendered by the award of these funds. If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2018 Transportation Grant

1. In the 2017 award letter to the City of Springfield, “[t]he Review Team focused on the need for additional funding to carry this program through the opening of the MGM Springfield facility or the opening of its garage to the public.” Please provide further detail why this funding should extend beyond the opening of the facility or the opening of the garage to the public.
2. What is the proposed end date for the Valet Program that is the subject of the application? Under the current grants, it is anticipated through September 2018. The application states “early into 2019”. What is the anticipated start and end date of the 15 month period?



Massachusetts Gaming Commission

Edward M. Pikula, City Solicitor
Thomas D. Moore, Esq., General Counsel
Page 2
May 14, 2018

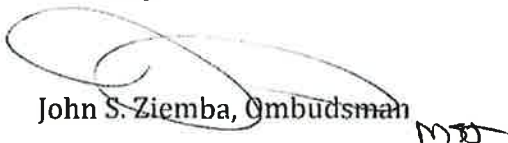
3. Have there been changes regarding parking currently being provided for staff, patients and visitors of Caring Health since last year?
4. What other parking does Caring Health Center have in the area?
5. In the 2017 application, the chart on page 14 states that \$151,280 would be necessary for the continuation of the program for 15 months. The 2018 Application states that \$243,539.04 would be necessary to continue the service for 15 months. Please provide further information concerning the increase in expenditures from 2017 to 2018.
6. The current funding provides coverage through September 2018. In addition, the 2018 Guidelines state "...the Commission has determined that *the 2018 Community Mitigation Fund is available only to mitigate impacts related to the construction of Category 1 gaming facilities.*" Please explain further which of MGM Springfield's construction related activities have lead to this request. In particular why does the City believe the proposed hotel between Main Street and Wilcox Street should be considered in determining how to mitigate impacts from the MGM casino?
7. The 2018 application primarily references Caring Health Center reasons for the requested mitigation. Please confirm that the application is intended for the neighborhood valet program developed previously.

The City of Springfield requested waivers of the 2018 Mitigation Fund Guidelines relative to the number of applications and the amounts of applications under the Specific Impact Grant category. Please confirm that the City of Springfield intends for such waiver requests to also apply to this application.

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,


John S. Ziemba, Ombudsman

cc: The Honorable Mayor Domenic J. Sarno
Timothy J. Plante, Chief Administrative & Finance Officer
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

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

TRANSPORTATION PLANNING APPLICATIONS			
Community	Description	Requested Amount	Review Team Proposal
Attleboro	Traffic Study of Route 1, Route 1A, and Route 123 to Identify Improvements	\$100,000	\$100,000 (funded out of Attleboro's 2016 Reserve)
Boston	Sullivan Square/Rutherford Avenue Design	\$200,000	\$200,000
Chelsea	100% Design / Engineering of Beacham / Williams Street Corridor (25% design/planning in initial application)	\$200,000	\$200,000
Everett /Somerville	Joint Application for Design & Permitting of Station Enhancements / a Weather Protected Connecting Structure to Provide Enhanced Access to Assembly Square MBTA Station	\$425,000	\$425,000
Medford	Survey, Completion of Documents, Completion of Final Design documents and complete permitting for the South Medford Connector	\$198,600	\$198,600
Revere/Saugus	Joint Application for Continued Salary Support for Transportation Consultant Firm And for Preliminary Traffic Designs for Elements Within Phase 1 of the Route 1 Improvement Project	\$425,000	\$275,000
West Springfield	Professional engineering consultant to collect data, analyze and design improvements to portions of both Park Street (Route 20) and Park Avenue (Route 20) between the intersections of Elm Street (Route 20) and Union Street, easterly to the North End Bridge Rotary at Route 5 to mitigate transportation impacts associated with additional casino traffic	\$200,000	\$200,000
Total:		<u>\$1,748,000</u>	<u>\$1,498,600.00</u>

Attleboro

The City of Attleboro requests funding for a Traffic Study of Route 1, Route 1A, and Route 123 in order to identify improvements required as a result of impacts created by the operations of a casino in Plainville.

Licensee Response: As requested, we have reviewed the application for funding from the 2018 Community Mitigation Fund (the "Application") from the City of Attleboro. The Application makes a number of claims about the impact of Plainridge Park Casino on traffic volumes. We have not independently assessed these claims and, thus, take no position on them. As you are aware, Plainville Gaming and Redevelopment, LLC ("PGR") has conducted a series of impact studies, including traffic studies, pursuant to its host and surrounding community agreements (the "Impact Studies"). We therefore refer you to the findings set forth in the Impact Studies. Nevertheless, we have no basis to object to the requests made in the Application to the extent that further study is likely to lead to improved traffic flow in the area.

MassDOT Response: *“MassDOT supports the City of Attleboro’s request for \$100,000 to study and implement potential mitigation measures related to impacts of casino traffic. As indicated in the application, Route 1 in particular seems to experience considerably more casino traffic than was expected. One of the focuses of the study would be safety, as there are four Highway Safety Improvement Program (HSIP) clusters in the area. Improving safety conditions is consistent with MassDOT policy. MassDOT has proposed an intersection improvement project for the Route 1/Route 1A/Route 123 intersection in the 2020 Transportation Improvement Program (TIP). The application mentions this project, and the city plans to coordinate with MassDOT for any potential mitigation measures at that intersection. “*

Transportation Criteria	
1. Clearly related to addressing transportation issues or impacts directly related to the gaming facility / The significance of the impact to be remedied /A demonstration that the impact is being caused by the proposed gaming facility / The potential for the proposed mitigation measure to address the impact	YES
<p>Attleboro’s application stated that “it appears that the environmental documentation in support of Plainridge Park Casino may have underestimated the impact on traffic along the Route 1 corridor, thus rendering these previous improvements inadequate. The Final Environmental Impact Report (FEIR) for the development suggested that only 8% of the 6,512 weekday daily trips (or 520 trips) would use Route 1 to the south of the site. In the 2016 Post Opening Traffic Monitoring Program Memorandum, actual traffic counts indicated that 7,508 daily trips are actually being made to the Plain ridge Park Casino. In addition, the Memorandum indicates that approximately 34% are using Route 1 to the south of the site to access the Plainridge Park Casino.</p> <p>The result is that Route 1 south of the site is currently carrying approximately 2,550 additional vehicles per weekday. When compared to the pre-development estimate of 520 trips, casino-related traffic is nearly 400% greater than originally anticipated. This has further exacerbated conditions along Route 1, particularly in areas such as Attleboro where the corridor was already at capacity prior to the opening of Plain ridge Park Casino.”</p>	



The Review Team asked Attleboro, “[i]n 2016, Vanasse and Associates, Inc. performed a Post Opening Traffic Monitoring Program for the Plainridge Park Casino. Figures 7B and 8B of that study show the levels of service at the studied intersections for the Friday PM and Saturday afternoon peak periods. These figures generally show little or no change in levels of service for the intersections closest to Attleboro. Please provide additional information on how you expect the increases in traffic caused by Plainridge Park Casino will affect the intersections proposed by be studied given the results of the Traffic Monitoring Program.”

Attleboro responded that “One of the inherent problems with a Traffic Monitoring Program is that it provides only a single snapshot of traffic conditions on a given day. The pre-development study was based on traffic volumes collected in April 2015 while the post-development traffic volumes were collected in July and August of 2016. Traffic volumes can vary significantly between these months.... The greatest concern that we have with the data, and as we noted in the Application, is that the Environmental Impact Report (EIR) for Plainridge Casino significantly underestimated the use of Route 1 south of the site as a primary access route. The EIR suggested that only 8% of all vehicles would use Route 1 south of the site, when in fact, 34% of the traffic is traveling on Route 1 to the south. Because of this underestimation, intersections south of the Route 1/Route 152 intersection were not evaluated in the EIR.

Unfortunately, the lack of a meaningful review in the EIR of intersections south of the Plainridge site makes quantification of impacts difficult. However, it is clear from the Application that Route 1 south of the site is carrying 2,000 more vehicles per day than what was projected in the EIR. The Transportation Planning Grant will help to rectify the oversight in the EIR that have affected traffic flow on Route 1 in the City of Attleboro.

The Review Team believes that Attleboro has provided sufficient detail that the issue or impacts being studied are directly related to the gaming facility. Upon the conclusion of the traffic studies, Attleboro plans implementation measures. The Review Team believes that such measures can be supported if Attleboro can demonstrate the connection between the mitigation measure and the Plainridge Park casino. If the \$100,000 for the study and the implementation steps is granted, the Review Team recommends that the Commission require that Commission staff must provide approval prior to the implementation of such measures. This would be done through the grant contract process.

2. Submitted a detailed scope, budget, and timetable for the planning effort; Defined area of issue that will be investigated as well as a clear plan for implementation of results/ The feasibility and reasonableness of the proposed mitigation measure	YES
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Attleboro included significant detail regarding the proposed traffic study, including, but not limited to collection of traffic volume data and the analysis of baseline operations at nine intersections. It also included detail regarding the proposed measures, which, according to its response to the Review Team, include traffic signal improvements likely at all of the signalized intersections and signal coordination.

3. No more than two years for any municipal employee.	N/A
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4. In-kind services / The significance of any matching funds for planning efforts or workforce development pilot program activities	YES
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The application mentioned that “...the City of Attleboro will seek additional funding (as yet unidentified) that may be required to cover the remaining costs of identified improvements as well as provide in-kind staff services through its Department of Planning and Development, Department of Budget and Administration, and Department of Public Works.”

The Review Team believes that Attleboro sufficiently demonstrated an in-kind match.

5. Consultation with the RPA / Any demonstration of regional benefits from a mitigation award	
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The application mentions a study in the area conducted by SRPEDD in 2012 but does not indicate that the applicant has been in recent contact. The Review Team recommends that Attleboro consult with SRPEDD if grant funding is provided.	
6. Expand a planning project begun with reserve funds or to fund an additional project	
Attleboro has not yet utilized its Reserve.	
7. Demonstrates the potential for such transportation project that is the subject of a CMF application to compete for state or federal transportation funds	YES
MassDOT's response states that <i>"MassDOT has proposed an intersection improvement project for the Route 1/Route 1A/Route 123 intersection in the 2020 Transportation Improvement Program (TIP). The application mentions this project, and the city plans to coordinate with MassDOT for any potential mitigation measures at that intersection."</i>	
General Criteria	
1. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party	N/A
2. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
In the 2017 Analysis, "Attleboro has an agreement with Springfield Gaming and Redevelopment, LLC to cover 'tangible and verifiable incremental costs and expenses of police, fire and other aid rendered by Attleboro public employees resulting directly from the operation of Plainridge.'" The Review Team believes that this provision of Attleboro's surrounding community agreement may have applicability if Attleboro can demonstrate such tangible and verifiable incremental costs resulting directly from the operation of Plainridge Park.	
3. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.	YES
As was indicated by Attleboro, the "FEIR did not analyze or evaluate traffic conditions on Route 1 in the City of Attleboro."	

Recommendation- The Review Team recommends that the Commission authorize \$100,000 for its proposed traffic study and potential implementation measures, subject to the condition that the Town must seek Commission staff approval prior to the implementation of any such measures. As part of the request for implementation funding, the Town would need to provide information demonstrating the connection between the mitigation measure and Plainridge Park impacts. Further, the Review Team recommends that the Commission require the Town to consult with MassDOT and with Plainridge Park prior to the study (as Attleboro's surrounding community agreement may have some applicability). MGC would further require a copy of the Report to be sent to Plainridge Park Casino and the MassDOT. Attleboro has not yet utilized the \$100,000 reserve that the Commission authorized in 2016. Pursuant to the 2018 Guidelines, such funds must be expended prior to accessing any Transportation Planning Grant funds. As such, the \$100,000 award, if authorized by the Commission, would need to come from Attleboro's 2016 Reserve.

Boston Transportation

The City of Boston is requesting funds to cover costs associated with the engineering and design services for the reconstruction of Sullivan Square/Rutherford Avenue in Charlestown.

Licensee Response: “Wynn Boston Harbor supports the City of Boston's effort to redesign and construct Rutherford Avenue and Sullivan Square.

We have been working very closely with the City of Boston and the Boston Transportation Department on this important project. We are encouraged by the speed and attention the city has given to this long forgotten transportation network. The number one concern of the residents of Charlestown, Everett, Somerville and others from the north shore is that the long term improvements to Sullivan Square will not be pursued or completed. The City's efforts should be commended and their participation and engagement with the Lower Mystic Regional Working Group applauded and replicated for other projects.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. This is one such project that can lead to dramatic regional improvement in the future.”

MassDOT Response: *MassDOT supports the City of Boston’s request for \$200,000 to cover costs associated with developing the design for the reconstruction of Sullivan Square/Rutherford Avenue. As mentioned in the application, the city had previous plans to redesign streets at Sullivan Square/Rutherford Avenue to mitigate existing congestion. With the development of the Wynn Casino, the city decided that a new design would now be necessary to mitigate both current congestion and future congestion expected from the casino. We note that the city received funds for the same effort last year. The application does not discuss any progress that has been made with that funding. MassDOT suggests that the city provide an update on how last year’s grant money was used before new grant money is distributed. Finally, the application would be stronger if a detailed breakdown of the \$15 million design cost and schedule was provided.*

Transportation Criteria	
1. Clearly related to addressing transportation issues or impacts directly related to the gaming facility / The significance of the impact to be remedied /A demonstration that the impact is being caused by the proposed gaming facility / The potential for the proposed mitigation measure to address the impact	YES
<p>The City of Boston stated that “[a]s provided by the MEPA documentation related to the casino/hotel development, some 70% of the traffic generated by the casino/hotel is expected to go through Sullivan Square. As such, the City is revisiting the prior design for Sullivan Square / Rutherford with the intention of having the final design reasonably accommodates the casino / hotel traffic.”</p> <p>The Review Team strongly agrees that Boston’s review of the design for the Sullivan Square / Rutherford Avenue improvements is clearly related to transportation issues or impacts directly related to the gaming facility. The Commission provided funding for design in last year’s program. Both the Encore Boston Harbor improvements to Sullivan Square required under the applicable MEPA Section 61 Findings and a review of Boston’s longer term designs for the area have been significant considerations in the</p>	

Commission’s ongoing review of the Encore Boston Harbor project and the license conditions. These conditions include, but are not limited to, a requirement for Encore Boston Harbor to contribute \$25 million to this project.	
2. Submitted a detailed scope, budget, and timetable for the planning effort; Defined area of issue that will be investigated as well as a clear plan for implementation of results/ The feasibility and reasonableness of the proposed mitigation measure	YES
<p><u>Scope:</u> The Boston Transportation Department has a contract with Tetra Tech, Inc. under which it will provide 25% engineering design services relative to the reconstruction of Sullivan Square/Rutherford Avenue in Charlestown.</p> <p><u>Budget:</u> This Tetra Tech contract is for \$3,949,254 with 80% funded by Federal Highway. The City stated that “[t]he current request for \$200,000, added to last year’s award of \$250,000 would reduce the City’s \$3 million share to \$2,550,000.”</p> <p><u>Timetable:</u> As noted by Boston, “[t]he City has determined that the plan will include underpasses at Sullivan Square and at Austin Street. With that decision made and announced to the public, our consultant will be going full speed ahead with the design. We anticipate submitting 25% plans by June of 2018 and will complete the design by 2020. The project will be advertised in FFY 2020 and construction will be funded over a five year period of 2020- 2024.”</p>	
3. No more than two years for any municipal employee.	N/A
4. In-kind services / The significance of any matching funds for planning efforts or workforce development pilot program activities	YES
According to Boston’s application, The City stated that “[t]he current request for \$200,000, added to last year’s award of \$250,000 would reduce the City’s \$3 million share to \$2,550,000.”	
5. Consultation with the RPA / Any demonstration of regional benefits from a mitigation award	YES
Boston, MAPC, and the Commission (with others) are participants in the Lower Mystic Regional Working Group, whose work includes extensive analysis of the Sullivan Square redesign.	
6. Expand a planning project begun with reserve funds or to fund an additional project	YES
Boston used its reserve fund to assist in this project.	
7. Demonstrates the potential for such transportation project that is the subject of a CMF application to compete for state or federal transportation funds	YES
In Boston’s Response letter, Boston stated that “[o]n May 24, 2018, the final votes were cast by the MPO approving the new TIP for Federal Fiscal Years 2019 - 2023. Rutherford Avenue/Sullivan Square was approved once again at a total construction cost of \$152 Million over a five year construction period. It has held its position with funding starting in 2020. Almost \$117 million is included in years 2020 - 2023. The last \$35 million will be included in 2024 when next year's TIP is put in place as it will cover the period of 2020-2024.”	
General Criteria	
4. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
Pursuant to Boston’s Surrounding Community Agreement, funding has been made available for Sullivan Square redesign after Encore Boston Harbor is operational, “Wynn shall be responsible for a payment equal	

to Twenty Five Million Dollars (\$25,000,000), provided that the Sullivan Square Infrastructure Project (as defined below) is designed, constructed, and permitted to accommodate the traffic impacts of the Project. Wynn shall make the payment to the SSIP Fund (as defined below) in equal annual installments of Two Million Five Hundred Thousand Dollars (\$2,500,000) beginning on the first anniversary of the Opening Date for a term of ten (10) years,..."

The Lower Mystic Regional Working Group is evaluating this plan. Wynn's SSFEIR MEPA Certificate required the creation of a working group to "assess and develop long-term transportation improvement that can support sustainable redevelopment and economic growth in and around Sullivan Square."

Wynn's mitigation efforts in Sullivan Square and the \$25M obligation are specified in the Commission's Section 61 findings for this project. These requirements did not require Wynn to provide funding for redesign of Sullivan Square/Rutherford Avenue prior to the opening of the Encore Boston Harbor project, but did include funding for immediate improvements to Sullivan Square.

5. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.

See General Criteria Answer # 1.

Review Team Evaluation/Recommendation: The Review Team recommends that the Commission provide \$200,000 in funding.

Everett / Somerville Joint Transportation

The cities of Everett and Somerville filed a Joint Application for Design & Permitting of Station Enhancements / a Weather Protected Connecting Structure to Provide Enhanced Access to Assembly Square MBTA Station.

Licensee Response: “Wynn Boston Harbor fully supports the head house expansion study that is part of a broader regional effort to connect pedestrians and bicyclists over a dedicated bridge to the MBTA station opening up new transportation options to thousands of people.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. This joint initiative between the Cities of Everett and Somerville is exactly the type of regional collaboration and big thinking we hope will continue as the Community Mitigation Fund matures post opening.”

MassDOT Response: “MassDOT supports the request of the City of Everett and the City of Somerville for the amount of \$425,000 to advance the design and permitting for a pedestrian/bicycle bridge that crosses the Mystic River and Orange Line tracks in order to provide access to existing transit services at the MBTA Assembly Square Station in Somerville. The improved access is anticipated to encourage the public as well as casino patrons and employees to use alternative modes of transportation instead of driving a personal vehicle. This work is consistent with the aims of MassDOT and the MBTA to improve multimodal transportation. It is also consistent with the recommendations of the Lower Mystic Regional Working Group to continue to develop a regional “active transportation” network – of which this proposed bridge is cited as a key link. The applicants plan to develop any design in close coordination with the MBTA and DCR. No design should assume any changes to the Assembly Square Orange Line Station without the express consent of the MBTA.”

Transportation Criteria	
1. Clearly related to addressing transportation issues or impacts directly related to the gaming facility / The significance of the impact to be remedied /A demonstration that the impact is being caused by the proposed gaming facility / The potential for the proposed mitigation measure to address the impact	YES
<p>The application states that the “Wynn project will result in increased traffic within the Lower Broadway/Sullivan Square area and beyond. The Wynn Boston Harbor Resort (“Gaming Facility”) will be a significant traffic generator within the Lower Broadway/Sullivan Square area and beyond. Despite being less than a mile from a rapid transit station located at Assembly Row in Somerville, there is no direct walk access between the transit station and the Casino as the Mystic River lies in the way. This fact is detrimental to the hope that a significant share of the transportation mode share could occur on transit but will instead occur on the roads either in private vehicles, ride sharing, or shuttle busses. This fact was recognized when the Massachusetts Gaming Commission required the Licensee to provide shuttle bus service to and from adjacent MBTA stations and provide an additional \$250,000 to the Department of Conservation and Recreation (OCR) to study a pedestrian bridge over the Mystic River connecting to the Assembly Square Orange Line station. That study is currently nearing completion, and will deliver a 25% design. This application seeks grant funding to advance design development of the potential headhouse expansion and</p>	

<p>support regional efforts to mitigate traffic impacts of the Gaming Facility.”</p> <p>The funding will be used to advance the design and permitting to expand public access to the existing MBTA Assembly Square Station in Somerville. The proposed station enhancements are being planned in close coordination with planning and design for OCR's Draw Seven Park and the proposed bicycle/pedestrian bridge over the Mystic River. The expansion will provide direct access between Assembly Station and the Draw Seven Park, via a weather protected connecting structure outside the paid zone of the station and a new East Headhouse situated on the Draw Seven Park side of the Orange Line tracks. The project will meet MBTA accessibility standards, and will be thoughtfully designed to be aesthetically sympathetic to the surrounding context. This expansion would provide a direct link for pedestrians and bicycles from the Assembly Row and Assembly Square station to the proposed OCR riverfront trail to the south and the proposed Crossing Bridge between Somerville and Everett. The bridge would provide direct access from the OCR trail system, the Wynn Boston Harbor facility, the new Public Harborwalk, and Route 99 in Everett through the Draw Seven Park to the proposed headhouse at Assembly Station. Together these projects improve regional multimodal transportation network and connectivity to the Mystic River Watershed area.</p> <p>The Review Team strongly agrees that funding for the design and permitting of a connection to the MBTA Assembly Square Station is clearly related to the impacts of the gaming facility and, if implemented, would result in a significant transit improvement in the area.</p>	
<p>2. Submitted a detailed scope, budget, and timetable for the planning effort; Defined area of issue that will be investigated as well as a clear plan for implementation of results/ The feasibility and reasonableness of the proposed mitigation measure</p>	<p>YES</p>
<p>The application stated the requested funds would allow the cities to submit 60% Design documents to MBTA for review and then to respond to MBTA 60% Design review comments and obtain approval to advance the design to a 90% level.</p> <p>The specificity of the budget and timetable was enhanced through the use of a recently completed 30% design of the Connector project.</p>	
<p>3. No more than two years for any municipal employee.</p>	<p>N/A</p>
<p>4. In-kind services / The significance of any matching funds for planning efforts or workforce development pilot program activities</p>	<p>NO</p>
<p>The application stated that “[t]he Cities of Everett and Somerville will partially match the assistance provided by the gaming commission by providing staff time, meeting space, and other coordination and administrative time that will be required for a project of this magnitude.”</p>	
<p>5. Consultation with the RPA / Any demonstration of regional benefits from a mitigation award</p>	<p>YES</p>
<p>The Joint Application referenced the work of the Lower Mystic Regional Working Group. Further, it noted that other studies including the Everett Transit Action Plan, the Lower Broadway Master Plan, the MassDOT Bike Master Plan and others have recommended a Mystic River pedestrian bridge.</p>	
<p>6. Expand a planning project begun with reserve funds or to fund an additional project</p>	<p>YES</p>
<p>This is a new project.</p>	
<p>7. Demonstrates the potential for such transportation project that is the subject of a CMF application to compete for state or federal transportation funds</p>	
<p>In answer to a question from the Review Team, the Joint Applicants noted that “[t]he Cities along with Encore Boston Harbor are currently engaged in conversations with the Commonwealth and its</p>	

transportation agencies to determine the most advantageous way in which the Mystic River Pedestrian Bridge and Assembly Row Connector can be financed and constructed in concert with one another. It is agreed by all parties that only one of the project components alone, the bridge or the connector, will not be a success without the other and that a combination of public-private partnerships and grant funding is the most likely scenario to fund the overall project. The Cities of Everett and Somerville continue to engage Encore Boston Harbor, MassDOT, the MBTA as well as numerous advocacy groups and NGOs including the Mystic River Watershed Association, Somerville Transportation Equity Partnership, Transportation for Massachusetts, MassBike and others to seek a comprehensive funding solution for the project.”

General Criteria	
1. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party	N/A
2. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
<p>The City of Somerville’s surrounding community agreement calls for Encore Boston Harbor to provide \$250,000 for transportation impacts, specifically for staffing and other public safety initiatives related to increased pedestrian and vehicular traffic.</p> <p>Everett will receive significant funds through the HCA. However, this project (if the connector and the pedestrian bridge) was not listed in the HCA.</p> <p>The Review Team agreed these projects were not specifically listed in the HCA or SCA and that the Transportation Planning Grant funds are an appropriate use for this project. The annual payment under Somerville’s SCA does not commence until the Encore Boston Harbor facility is operational.</p>	
3. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.	YES
<p>A review of the SSFEIR decision, Section 61 findings and Host Community Agreement did not identify this project as part of the required mitigation. Wynn was required to provide \$250,000 for design of a pedestrian bridge crossing the Mystic River.</p>	

Review Team Evaluation/Recommendation: The Review Team was unanimous in its support for this application. This is exactly the type of project envisioned for the use of Transportation Planning Funds. There is a clear nexus to the gaming facility and, if implemented, the Connector will help mitigate both traffic congestion and improve mode share through the corridor. Given the importance of mode share for the Encore Boston Harbor project, this planning effort should be strongly supported.

Chelsea Transportation

The City of Chelsea is requesting funding of \$200,000 to undertake a formal 100% design/engineering process, in order to initiate a comprehensive re-design of the Beacham/Williams Corridor, in accordance with MassDOT's highway standards, From Mulberry St. to the Everett city line. The initial application stated that “[t]he funds will be utilized to commission a consultant engineer to prepare a 25% design plans, 25% right-of-way plans, and a functional design report for the planned reconstruction of Beacham and Williams Streets.” Since the initial application was received, Chelsea has pledged additional local funding to enable Chelsea to prepare a 100% design plan instead of the 25% design plan anticipated in the original application. Chelsea sought and successfully obtained a \$3 million economic development administration construction grant to rehabilitate this corridor and spur local economic development.

Licensee Response: “Wynn Boston Harbor supports the City of Chelsea's efforts to improve Beecham and Williams Streets.

Preparing 25 percent design documents for this corridor will position the City well for additional funding to improve this long forgotten but important transportation route. The road will connect many of our vendors to our service road at the terminus of Beecham Street in Everett.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. We would like to encourage greater regional planning and study in the future to ensure that the resources available are put toward highly impactful initiatives that will benefit the region for decades to come.”

MassDOT Response: *MassDOT supports the City of Chelsea’s application for \$200,000 to develop a 25% design for the reconstruction of the Beacham/Williams corridor. The city anticipates that this corridor will experience a large amount of traffic related to the future Wynn Casino development. This design would be based on the Beacham/Williams Corridor Study that was previously funded by the Gaming Commission. The reconstruction will seek to improve safety and provide access for pedestrians and bicyclists in the corridor, goals which align with MassDOT’s aims.*

Transportation Criteria	
1. Clearly related to addressing transportation issues or impacts directly related to the gaming facility / The significance of the impact to be remedied /A demonstration that the impact is being caused by the proposed gaming facility / The potential for the proposed mitigation measure to address the impact	YES
In its application Chelsea states that, “...[t]raffic volume, trip frequency, air emissions, and traffic crashes, stressing an increasingly taxed and congested roadway network, will directly result from the operations of a gaming facility. The Beacham/Williams Corridor, consisting of Williams St. and Beacham St. in Chelsea, will disproportionately shoulder these impacts. Spanning east to west through Chelsea, this gateway corridor provides access from Chelsea, East Boston (Logan Airport), and points northward. It's the preferred route of Transportation Network Company (Uber, Lyft) vehicles, as well as traditional taxis and livery vehicles, since it	

<p>provides a route to circumvent the tolls associated with the three harbor tunnels and Route 1. As one of the most direct routes where drivers can eschew highly-congested principal arterials, this corridor will handle a striking fraction of future trip generation induced by the casino. Moreover, the corridor provides the sole bicycle connection between East Boston, Chelsea, Everett, and Boston, including the only bicycle linkage from these areas to the casino.</p> <p>Furthermore, the corridor provides a direct thoroughfare for present and future employees of the casino, ranging from construction laborers to hospitality professionals. It also serves as a primary truck route and vital regional industrial and commercial areas, including the New England Produce Terminal and surrounding fresh produce cluster. Construction materials and equipment frequently traverse the corridor to the casino site. In the future, a multitude of goods, materials, and equipment serving the casino will be transported along the corridor. While the extent of these future impacts are fluid, they are projected to reveal a measurably negative impact on this specific corridor, as well as the interrelated urban roadway network bisecting the City....”</p> <p>The review team feels that this corridor is a gateway thoroughfare which could better serve pedestrians, vehicles, bicyclists and freight for the casino by the improvement of its roadway conditions and through comprehensive planning.</p>	
<p>2. Submitted a detailed scope, budget, and timetable for the planning effort; Defined area of issue that will be investigated as well as a clear plan for implementation of results/ The feasibility and reasonableness of the proposed mitigation measure</p>	<p>YES</p>
<p>“Building off of the Massachusetts Gaming Commission-funded Beacham/Williams Corridor Study, the 25% [now 100%] design process will chart necessary roadway improvements to overhaul an unsafe and derelict corridor that includes numerous crash clusters, antiquated and inoperative infrastructure, and no facilities for pedestrians or bicyclists. Evident deficiencies points, such as the intersection of Williams St. and Spruce St., will delay casino-bound traffic and increase the probability of traffic crashes. The study corroborated the severity and causality of deficiencies, such as the one present at this intersection. This design process will directly mitigate all multi-modal transportation impacts associated with the casino along this corridor.</p> <p>In Chelsea’s response letter to the Review Team Chelsea stated that “According to our estimates, the design and engineering task will cost approximately \$525,000 to \$600,000. Full corridor reconstruction is estimated to cost approximately \$8,000,000....”</p>	
<p>3. No more than two years for any municipal employee.</p>	<p>N/A</p>
<p>4. In-kind services / The significance of any matching funds for planning efforts or workforce development pilot program activities</p>	<p>YES</p>
<p>In its response letter, Chelsea stated that “[f]or the design process, the City anticipates utilizing approximately \$300,000 to \$400,000 in local funding, augmenting the \$200,000 in MGC’s mitigation funds requested by the City. For reconstruction, the City recently sought and successfully obtained a \$3,000,000 construction grant from the Economic Development Administration’s Public Works and Economic Development Program (PWED), part of the Department of Commerce. Seeking to catalyze economic development, spur regional employment growth, and preserve critical economic sectors and associated employment, PWED program funds were awarded to the City to rehabilitate this essential thoroughfare, in support of the agglomeration of produce distribution companies, the Boston Harbor casino, and associated industries. The City has proposed \$5,000,000 in construction funding in the FY’20 Capital Improvement Program”.</p> <p>“The City of Chelsea will provide in-kind services, in the form of staff time. This will encompass an assigned project manager and economic development specialist, overseen by the Director of Planning and</p>	

Development. The City of Chelsea has also requested funding (up to \$200,000), as part of its FY'19 Capital Improvement Program, to supplement mitigation funds."		
5. Consultation with the RPA / Any demonstration of regional benefits from a mitigation award		YES
Chelsea's application states, "...The MAPC unequivocally supports the City in its pursuit to design and rehabilitate this important multi-modal corridor..."		
6. Expand a planning project begun with reserve funds or to fund an additional project		YES
Chelsea applied for funding in 2016 which formed a basis for this application. The scope of work for the 2016 study included a field survey, condition assessment, environmental screening, and road safety audit. Additionally, the study included the collection and the analysis of vehicular, pedestrian and bicyclist volume and directional statistics, and the rendering of a conceptual design.		
7. Demonstrates the potential for such transportation project that is the subject of a CMF application to compete for state or federal transportation funds		YES
As noted earlier, Chelsea's response to the Review Team stated, "[f]or reconstruction, the City recently sought and successfully obtained a \$3,000,000 construction grant from the Economic Development Administration's Public Works and Economic Development Program (PWED), part of the Department of Commerce. Seeking to catalyze economic development, spur regional employment growth, and preserve critical economic sectors and associated employment, PWED program funds were awarded to the City to rehabilitate this essential thoroughfare, in support of the agglomeration of produce distribution companies, the Boston Harbor casino, and associated industries. The City has proposed \$5,000,000 in construction funding in the FY'20 Capital Improvement Program." In its original application Chelsea noted that, [t]he City of Chelsea and the City of Everett have collaborated closely on this corridor. Everett also aims to rehabilitate their portion of Beacham St. They are currently undertaking a 25% design process. Both cities have recently submitted a request for Transportation Improvement Program funding to the Boston MPO, potentially as a joint construction project."		
The Review Team strongly agrees that the funding to Chelsea has enabled it to compete for additional funding, including the \$3 million EDA grant.		
General Criteria		
1. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party		N/A
2. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure		YES
\$275,000 (estimated)	Transportation Impacts	"Contingent upon ...an unconditional, non-appealable License"; Wynn agreed to complete all necessary improvements as determined in accordance with MEPA process"
\$300,000	Transitional Roads Payments:	One-time, upfront, non-refundable payment; to "make certain roadway improvements on all transitional roads in preparation for the Project"
\$225,000	(a)	
\$250,000	(b)	On or before 90th day following opening (aesthetic quality, signage and safety needs)
	(c)	On or before 90th day following opening (pedestrian and vehicular traffic)
The Review Team noted that the SCA does not list the roadways in this application for improvement.		

3. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.	YES
This corridor was excluded from the MEPA process.	

Review Team Evaluation/Recommendation: The Review Team was unanimous in its support for Chelsea’s application. This is exactly the type of project envisioned for the use of Transportation Planning Funds as it will build upon the 2016 Reserve/Transportation Planning Grant.

The Review Team believes the project could improve connections with its neighbors. However, it expressed some concern about potential impacts on Lower Broadway. The Review Team recommends that the issue should be monitored and that Chelsea should be required to make efforts to work with Everett to address potential impacts on Lower Broadway.

In general, however, the Review team notes that the existing grant has proven to be very useful to Chelsea. Chelsea stated that “[t]he funds provided to Chelsea to date from the Commission have been markedly instrumental in securing the Economic Development Administration grant. Without the transportation corridor study, funded by the Commission in 2016, the City would not have had the refined set of information necessary to successfully secure this federal funding.”

Medford Transportation

The City of Medford is requesting a total of \$198,600 in transportation planning grants. Medford is requesting funding for a “Survey, Completion of Documents and Permitting for the South Medford Connector.”

Licensee Response: “Wynn Boston Harbor supports the City of Medford’s effort to increase pedestrian and bicycle connections in area.

The South Medford Connector would be a beautiful complement to our Harbor Walk and the miles of dedicated bicycle and pedestrian paths that are either open, being constructed, or in planning throughout the region. This path leads directly to the Assembly Row MBTA station and if a bridge were ever constructed over the Mystic River, could be a direct, protected transportation corridor for our employees and patrons throughout the region.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. We would like to encourage greater regional planning and study in the future to ensure that the resources available are put toward highly impactful initiatives that will benefit the region for decades to come.”

MassDOT Response: *MassDOT supports the City of Medford’s request for \$198,600 for the purpose of developing final design documents and completing permitting for the South Medford Connector. The project involves the construction of a network of multi-use paths along the Mystic River. This design follows a feasibility study that was previously funded by the Gaming Commission. As mentioned in the application, this path network would fill a gap in the regional off-road pathway system along the Mystic River and provide alternative car-free access to the casino site. MassDOT supports improvements to alternative transportation facilities.*

Transportation Criteria	
<p>1. Clearly related to addressing transportation issues or impacts directly related to the gaming facility / The significance of the impact to be remedied /A demonstration that the impact is being caused by the proposed gaming facility / The potential for the proposed mitigation measure to address the impact</p>	YES
<p>The City is seeking \$198,600 “to create survey and final design documents and complete permitting for the South Medford Connector;” “phase I conceptual design funded by the 2017 Transportation Planning Grant (\$60,000)...These funds will be used to design a shared-use path on state-owned public land, resulting in a network of walking and biking paths along the Mystic River for active transportation.’</p> <p>The Commission approved funding for the conceptual design of the South Medford connector in 2017. At the time, the Review Team memorandum stated that “[t]he Review Team was satisfied that the South Medford connector study is clearly related to addressing transportation issues or impacts directly related to the gaming facility, especially if the pedestrian bridge is built over the Mystic River. Wynn Boston Harbor is currently actively working on the design of this pedestrian bridge. Proceeding with the study now would allow the South Medford Connector project to proceed while answers are determined regarding the</p>	

pedestrian bridge.”	
The Review Team’s continues to agree that the project meets this aspect of the criteria	
2. Submitted a detailed scope, budget, and timetable for the planning effort; Defined area of issue that will be investigated as well as a clear plan for implementation of results/ The feasibility and reasonableness of the proposed mitigation measure	YES
<p>Medford provided a detailed scope of services from Nitsch Engineering, which includes a wetlands flagging and survey, preliminary design plans, permitting, and then the creation of final design plans in Phase 2 . In response to a Review Team question, Medford provided additional information why it believes the estimate for the work to be reasonable. The City also plans to utilize the services of the Mystic River Watershed Association, which has experience with similar projects. Medford also consulted with DCR regarding the scope. Medford also stated that “[a]ll funds will be dispersed in compliance with public procurement requirements, with a bid process and contracts.”</p> <p>In its proposal, Nitsch stated that the “[t]iming of Phase 2 can be determined once funding is secured.” However, the Review Team has no reason to believe why Phase 1 and Phase 2 could not be completed in a reasonable time, perhaps within the fiscal year.</p> <p>As the development of a cost estimate for the Connector is part of the planning study, Medford is not yet able to provide an estimate of the cost to build the Connector.</p> <p>The Review Team believes that Medford submitted a detailed scope, budget, and timetable.</p>	
3. No more than two years for any municipal employee.	n/a
4. In-kind services / The significance of any matching funds for planning efforts or workforce development pilot program activities	YES
<p>Medford stated that “[f]rom the City of Medford, the Director of Energy and Environment will be the project manager for this, contributing her time. Additionally, the Associate Environmental Agent will assist with the permitting paperwork and coordination with the Conservation Commission and Procurement Office staff will handle contracts and invoices. As this project will be on state land, staff from the MA Dept of Conservation and Recreation will be involved with this project it would “contribute in kind services in the form of preparation of RFP’s, procurement of consultant services, management of consultants and coordination with the relevant agencies....”</p> <p>It did not provide an estimate of in-kind services. However, the Review Team believes that Medford submitted sufficient in-kind services.</p>	
5. Consultation with the RPA / Any demonstration of regional benefits from a mitigation award	YES
<p>Medford has consulted with the MAPC on aspects of its 2018 submission.</p> <p>The South Medford Connector project could have strong regional benefits. It is included in the MAPC’s Landline, Regional Green Network and in the DCR 2009 Mystic River Master Plan. Both the City of Somerville and DCR are supportive of this request. As noted previously by DCR, “[t]his link would connect the expansive network of waterfront paths along the Charles River, Fresh Pond, Alewife Brook and Mystic River.” Medford is working with Arlington, Somerville, Malden, Everett, and Boston as part of the Mystic Greenways Initiative.</p>	
6. Expand a planning project begun with reserve funds or to fund an additional project	YES
This grant would build upon the 2017 Transportation Planning Grant.	

7. Demonstrates the potential for such transportation project that is the subject of a CMF application to compete for state or federal transportation funds	NO
<p>The City notes that “[t]he Governor’s office has been expanding trail funding across the state through the EEA, MassDOT and DCR. We will advocate to these entities for funding and apply for grant opportunities as appropriate (i.e. Recreational Trails Program, DCR Partnership Program). We also anticipate that this may be an appealing project for the Gaming Commission to fund.” The Review Team note that the Applicant may need to rely on future Gaming Commission funds to complete the project.</p>	
General Criteria	
4. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party	N/A
5. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
<p>The Medford Surrounding Community Agreement includes payments before opening that are unrelated to the projects contained in this application: funding for the Krystle Campbell Peace Garden.</p>	
6. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.	YES
<p>These measures are not already required.</p>	

Review Team Evaluation/Recommendation: The Review Team recommends that the Commission provide \$198,600 in funding to Medford to support the proposed activities.

Revere/Saugus Transportation

The City of Revere and Town of Saugus plan to use funds for the support of anticipated transportation planning assistance and for preliminary traffic designs for elements within Phase 1 of the Route 1 Improvement Project.

Licensee Response: “Wynn Boston Harbor supports the joint effort between the cities of Revere and Saugus to plan for and implement improvements throughout the Rt. 1/Rt. 99 corridor. We encourage them to continue their outreach to surrounding cities, including Malden, Chelsea and Everett to develop large-scale regional improvement plans.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. We would like to encourage greater regional planning and study in the future to ensure that the resources available are put toward highly impactful initiatives that will benefit the region for decades to come.”

MassDOT Response: MassDOT supports the request of the City of Revere and the Town of Saugus for funds toward the second year of a salary for a joint transportation planner to continue to work to identify key improvements to be made along the Route 1 corridor. However, we have reservations about the request for funds to obtain preliminary designs for transportation improvements. The application mentions that roads in the area currently experience significant deficiencies, and this is expected to worsen because of the casino. The Gaming Commission awarded a grant last year for the same purpose. The application does not discuss any progress that has been made with that funding. MassDOT suggests that the cities provide an update on how last year’s grant money was used. Additionally, the application should better document the casino’s future traffic impact in their communities, identify the potential improvement projects, and provide a more detailed breakdown of the proposed use of the funds.

Transportation Criteria	
1. Clearly related to addressing transportation issues or impacts directly related to the gaming facility / The significance of the impact to be remedied / A demonstration that the impact is being caused by the proposed gaming facility / The potential for the proposed mitigation measure to address the impact	YES
<p>The Revere/Saugus initial application stated that “The Town of Saugus and the City of Revere will use \$[2]75,000 of the requested funds solely to address through the preliminary design phase, traffic issues and impacts directly related to anticipated traffic volume increases from the opening of the Wynn Casino in Everett in 2019. These will focus on key locations along the Route 1- Route 99 corridor. The \$150,000 remainder of the joint request will be used to continue to provide salary support and necessary benefits for the Revere-Saugus contracted Joint Transportation Planner whose function is to advance needed casino related traffic improvements through the regional transportation planning and funding processes.”</p> <p>In the response to the Review Team the Joint Applicants noted:</p> <p>“... After the submission, because of difficulties in hiring a full-time planner, the communities determines that they would instead seek to use the funds from the 2017 CMF grant for a transportation consultant firm</p>	

to provide the needed services.” No funds have yet to be disbursed under the grant for the transportation planner. In the letter to the Joint Applicants, the Review Team asked, “[t]he Transportation Planning Grants are anticipated to pay for activities during the upcoming fiscal year. Have you determined how this may impact the need for funding in FY19 since it understandably took time to initiate the FY18 grant?” The Joint applicants responded that “[g]iven the time required to evaluate and approve the 2018 Transportation Planning Grant, the communities have instructed the consultant traffic planning and engineering firm BETA Inc., to revise the scope and project timeline so as to accelerate the planning initiative and conclude its efforts under the 2017 grant by October 31, 2018. The revised scope and timeline are being forwarded to the Commission separately. BETA Inc. was engaged through a public procurement process.”

So, in sum, as of the date of the response, Saugus and Revere plan to utilize the first \$150,000 (awarded in 2017) for consultant firm services (instead of a contract planner (full-time consultant)) through October 31, 2018, and then utilize a new requested \$150,000 for the continuation of those consultant firm services from November 1, 2018 through August 30, 2019. In addition to those services, the Joint Applicants hope to secure \$275,000 to fund the preliminary conceptual design of actions to advance the Route 1 Improvement Project, particularly in regards to the Route 1 – Route 99 corridor. The Joint Applicants described this additional \$275,000 in their response letter as “[t]he City of Revere and the Town of Saugus are looking to identify and pursue funding for the Route I Improvement Project in segments. This approach would make MassDOT project expenditures more manageable as they relate to the Boston MPO TIP. Based on previous evaluations and due to the Route I and Route 99 corridors being major arterial feeders for the Wynn Casino in Everett, the goal is to evaluate measures at the Route I and Route 99 interchange that will provide preliminary traffic improvements for this congested corridor. The activities to pursue this early action item will consist of the elements identified under our response to Item 6 below. The improvements for the Route I and Route 99 interchange would be the priority followed by the Route I and Route 60 interchange (at Copeland Circle).” The Joint applicants also stated that “[n]o Mass DOT improvements to improve the Route I -Route 99 corridor are currently underway or are in the TIP for the near term. The entire focus of this grant effort is aimed at moving the long-delayed Route I Improvement project through the TIP process in a way that is both physically and fiscally feasible. The City of Revere and the Town of Saugus see opportunities arising through the build-out of Overlook Ridge alongside Route I, the reclamation of the Saugus Quarry on Route 99 and the master planned development of the Weylu's/Caddy Farms site at the junction of Routes I and 99.”.

“The City of Revere and the Town of Saugus have long been plagued by the woeful inadequacy of outmoded old Route 1. The highway is subject to ever increasing traffic volumes and virtual gridlock during attenuated morning and evening rush hours. A number of Route 1 interchanges have very high accident rates because of this increased traffic. The City and the Town believe the Wynn Casino will bring substantial volumes of new traffic onto the Route 1-Route 99 corridor. Saugus believes that to a lesser but still significant degree, some casino generated traffic may bypass lower Route 1 exiting the highway onto Walnut Street Central Street or Main Street-Center Street and on to Winter Street then Ballard Street and then Route 107 as an alternative way to access route 16 towards Everett.

Revere will be negatively impacted by traffic heading to Route 16 west from Route 1 south and some northeast originated traffic will choose to follow route 107 through the heart of the city to access route 16 west. And of course Revere will undoubtedly see an increase of traffic along already overtaxed route 1A as residents of North Shore coastal communities use that route to connect to route 16 and the Wynn Casino. The City and the Town hope to work together and enlist the support of other nearby impacted communities, so as to affect key roadway improvements along these arterials that will help alleviate existing traffic and offset anticipated traffic problems resulting from increased volume attributable to the new casino.

As neither Revere nor Saugus has been recognized as a Surrounding Community to the Wynn Casino, the

<p>grant would provide the means to these communities to jointly and cooperatively begin pursuing measures to mitigate anticipated casino traffic impacts. In the process, some negative conditions that pre-date the casino may be alleviated.</p> <p>Additionally, certain transportation improvement projects that may be advanced as a result of this MGC planning grant will help set the stage for both Revere and Saugus to realize positive mixed-use development at two major vacant but valuable sites along the Route 1 corridor. The first is the former Weylu's/Caddy Farms property, a more than 40 acre site located partly in Revere and partly in Saugus....”</p> <p>It is unclear to the Review Team how the work of the proposed consultant firm relates to the review of the Route 1 Improvement Project. As originally envisioned, the Commission’s 2017 grant would pay for the cost of an transportation planner to help coordinate the Joint Applicants efforts to study potential casino related traffic impacts and to develop further plans to address unmet impacts. As of the response letter, the Joint Applicants have notified the Review Team that it is choosing to accelerate the work of the consultant. We have yet to receive the proposed scope of such consultant.</p>	
<p>2. Submitted a detailed scope, budget, and timetable for the planning effort; Defined area of issue that will be investigated as well as a clear plan for implementation of results/ The feasibility and reasonableness of the proposed mitigation measure</p>	
<p>It is still unclear to the Review Team what will be the scope of the 2017 funded consultant. Also, it is unclear what items of the Route 1 Corridor Plan will be advanced. The joint applicants stated that “[t]he Town of Saugus and the City of Revere will use \$[2]75,000 of the requested funds solely to address through the preliminary design phase, traffic issues and impacts directly related to anticipated traffic volume increases from the opening of the Wynn Casino in Everett in 2019. These will focus on key locations along the Route 1- Route 99 corridor. The \$150,000 remainder of the joint request will be used to continue to provide salary support and necessary benefits for the Revere-Saugus contracted Joint Transportation Planner whose function is to advance needed casino related traffic improvements through the regional transportation planning and funding processes.</p>	
<p>3. No more than two years for any municipal employee.</p>	<p>N/A</p>
<p>4. In-kind services / The significance of any matching funds for planning efforts or workforce development pilot program activities</p>	<p>YES</p>
<p>As with the case of the 2017 Joint Transportation Planning Grant, both the City of Revere and Town of Saugus will provide significant in-kind services to support this initiative. This includes: the provision of office space and supplies; administrative and fiscal support services; and substantive interrelationship with not only line planning personnel, but other municipal experts in the public safety, Traffic, public works and engineering departments.</p>	
<p>5. Consultation with the RPA / Any demonstration of regional benefits from a mitigation award</p>	<p>YES</p>
<p>The City of Revere and the Town of Saugus have been in communication with the Metropolitan Area Planning Council regarding the goals and approaches to this joint transportation planning effort. Additionally, Saugus and Revere have frequently consulted with the Cities of Malden and Chelsea as to the prospect of greater collaboration with them, and perhaps more surrounding communities, to advance regional transportation planning efforts on a number of fronts, but most specifically on mitigation of casino related traffic impacts.</p>	
<p>6. Expand a planning project begun with reserve funds or to fund an additional project</p>	

The Commission provided \$150,000 in funds for a planner in 2017 to Revere/Saugus.	
7. Demonstrates the potential for such transportation project that is the subject of a CMF application to compete for state or federal transportation funds	
The Applicant stated that “[n]o Mass DOT improvements to improve the Route I -Route 99 corridor are currently underway or are in the TIP for the near term. The entire focus of this grant effort is aimed at moving the long-delayed Route I Improvement project through the TIP process in a way that is both physically and fiscally feasible. The City of Revere and the Town of Saugus see opportunities arising through the build-out of Overlook Ridge alongside Route I, the reclamation of the Saugus Quarry on Route 99 and the master planned development of the Weylu's/Caddy Farms site at the junction of Routes I and 99. The communities believe the continuance of these three major development projects and this initiative to advance early action items in the Route I Improvement Project is fortuitous. It is the intention of Revere and Saugus to engage these three developers to support the highway improvement in terms of process and perhaps through some financial participate in the project. Although the applicants note the each Route 1 projects being considered in the TIF process, the requested funds are designed to potentially change that.	
General Criteria	
1. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party	N/A
2. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
Revere and Saugus do not have Surrounding Community Agreements.	
3. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.	YES

Review Team Evaluation/Recommendation: In its Response to the Review Team, the Joint Applicants expressed an intention to accelerate the work of the consultant traffic planning and engineering firm that it plans to use as a replacement of the full-time consultant specialist position authorized by the Commission in the 2017 grant process. It is unclear, as of the date of this review, how such work would be accelerated. When the Commission approved the funding for the first year of a transportation planner, it was understood that the planner would be available throughout the year to help organize and effectuate the transportation planning needs for the two communities. The job description submitted by the two communities included a range of activities that occur throughout the year such as “facilitating the timely review, approval, and implementation of such projects in and through the local and regional transportation planning...agencies, formulating transportation policies, coordinating the implementation of transportation projects with each other,” etc. An accelerated program through October 31, 2018 seems inconsistent with that original yearlong purpose. The Review Team understands that the communities decided to pursue the use of firm instead of an individual because of difficulties in hiring an individual to meet the needs of the communities. Although the Review Team does not dispute the need to use a firm instead of an individual, the Review Team does not agree that the acceleration is in keeping with the purpose of the original

grant. Therefore, the Review Team does not support shrinking the time frame for this work until October 31, 2018, thusly necessitating the need for additional funds to carry the planning activities through the balance of the fiscal year. Thus, the Review Team does not recommend that the Commission provide \$150,000 for the “second year” of the planner. As the funding for the first year of the planner (or now the firm) remains unspent, the Review Team believes that the communities could use the existing funding during Fiscal Year 2019.

The communities stressed the importance of planning related to Route 1. The Review Team supports additional planning related to Route 1, as a significant percentage of Encore Boston Harbor traffic will use Route 1. The Applicants referenced the existing Route 1 Improvement Plan. They plan to look at aspects of that plan to implement in the near term. The Review Team recommends that the Commission condition any funding for the study of specific aspects of the Route 1 Corridor plan on a demonstration of a direct link between potential Encore Boston Harbor impacts and the particular Route 1 improvement being studied. The Review Team further recommends that the Commission condition any award upon a requirement that the applicants consult with MassDOT and with MAPC on the areas of study. Finally, the Review Team recommends that the Commission state that no funds shall be available to the communities for the purposes of such Route 1 studies until Commission staff determines that the communities have met these conditions and are in compliance with other aspects of the grant contract executed between the Commission and the communities. Given the breadth of the potential improvements to Route 1, the Review Team does not dispute that \$275,000 is a reasonable amount to request.

West Springfield Transportation

The Town of West Springfield is requesting funding to cover professional engineering consultant to collect data, analyze and design improvements to portions of both Park Street (Route 20) and Park Avenue (Route 20) between the intersections of Elm Street (Route 20) and Union Street, easterly to the North End Bridge Rotary at Route 5 to mitigate transportation impacts associated with additional casino traffic.

Licensee Response: “The Town of West Springfield has applied for a 2018 Transportation Planning Grant from the Community Mitigation Fund in the amount of \$200,000 to support the study of traffic impacts on the route 20 corridor. MGM supports the efforts to help further fund the design and permitting of the project beyond the significant funding MGM already provided and will provide to the Town under its surrounding community agreement with the Town.”

MassDOT Response: *“MassDOT supports the request of the Town of West Springfield in the amount of \$200,000 to hire a consultant to analyze and design improvements that would mitigate transportation impacts associated with casino traffic. The town plans to develop and design mitigation measures for all transportation modes in accordance with Complete Streets guidelines, a concept which MassDOT supports. The application provided three engineering quotes for the proposed project and we believe that the quotes are reasonable and show a commitment to its implementation. The town is prepared to pay the additional costs outside of what the grant would cover.”*

Transportation Criteria	
<p>1. Clearly related to addressing transportation issues or impacts directly related to the gaming facility / The significance of the impact to be remedied /A demonstration that the impact is being caused by the proposed gaming facility / The potential for the proposed mitigation measure to address the impact</p>	YES
<p>As per the Town’s application, “The Project area of this grant proposal includes portions of both Park Street (Route 20) and Park Avenue (Route 20) between the intersections of Elm Street (Route 20) and Union Street, easterly to the North End Bridge Rotary at Route 5. A project location map is attached in Appendix A.</p> <p>This is part of a primary travel route to and from the casino as noted in our past traffic studies for the casino development...”</p> <p>“...These roadways are not only a primary travel route for patrons to/from the casino, but will in turn serve as a critical commuter route for its employees living not only in West Springfield, but in neighboring communities such as the City of Westfield. Route 20 is a primary roadway through the community traversing through the City of Westfield’s downtown and connecting many communities to the west.”</p> <p>The Review Team believes that West Springfield demonstrated the areas of its study are related to potential impacts from the MGM Springfield gaming facility. According to the MGM Springfield Draft Environmental Impact Report, approximately 4.7% of MGM Springfield’s trips will traverse through the North End Bridge in West Springfield. This is immediately adjacent to the study area.</p>	
<p>2. Submitted a detailed scope, budget, and timetable for the planning effort; Defined area of issue that will be investigated as well as a clear plan for implementation of results/ The</p>	YES

feasibility and reasonableness of the proposed mitigation measure	
<p>The Review Team believes that West Springfield included a detailed scope and budget for the work. As noted by MassDOT, West Springfield included three engineering services quotes. It further noted that “[f]inal detailed scopes, budgets and timetables will be requested from the firms over the next few months.” In its Response to the Review Team, West Springfield stated that “[t]he project design will take approximately 9-12 months to complete dependent upon the consultant selected by the Town. Therefore, if awarded the project in July of this year, the Town would select one of the three consultants and enter into a contract with them in August/September of 2018, with a final design estimated to be ready in the Summer of 2019. The project could then be advertised for construction in late Summer/ Fall of 2019.</p> <p>The Review Team is comfortable with the scope, budget, and timetable for this project and is confident that more detail will be available if the grant is authorized by the Commission.</p>	
3. No more than two years for any municipal employee.	N/A
4. In-kind services / The significance of any matching funds for planning efforts or workforce development pilot program activities	YES
<p>The application stated “The Town is requesting a transportation planning grant of \$200,000 from the Community Mitigation Fund to assist with addressing impacts to the study area. These funds, in their entirety, will be used to contract with an engineering firm to develop improvements the Town will advance to construction. The Town has solicited three fee proposals from three engineering firms (copies of each are attached in Appendix G). These proposals range from \$224,785 - \$250,000. The Town is committed to funding the additional \$24,785 to \$50,000 in excess of the grant, depending upon the consultant selected.”</p> <p>The Review Team believes that this potential 25% match is significant.</p>	
5. Consultation with the RPA / Any demonstration of regional benefits from a mitigation award	YES
<p>West Springfield stated that “[a]s previously noted in the application, the Town has worked with the Pioneer Valley Regional Planning Commission since the late 1990’s on improvements to the project area.”</p> <p>The Review Team believes that West Springfield will continue to work closely with the Pioneer Valley Planning Commission (“PVPC”). PVPC submitted a letter of support for the grant proposal.</p>	
6. Expand a planning project begun with reserve funds or to fund an additional project	YES
<p>As noted in West Springfield’s response to the Review Team, “[t]he intersection of Park Street, Park Avenue, Elm Street and Union Street is the transition area between the project under design utilizing 2017 Mitigation Grant Funds, and our current 2018 application. The 2017 project calls for design improvements to the intersection of Westfield Street and Elm Street, along with the Elm Street corridor leading up to the Park Street, Park Avenue, Elm Street and Union Street intersection, with anticipation that there will be minor improvements for the transition into the intersection.</p> <p>Our 2018 application picks up at the tail end of our 2017 project (and includes) the intersection of Park Street, Park Avenue, Elm Street and Union Street and continue easterly to the Route 5 rotary and North End Bridge under jurisdiction on the Massachusetts Department of transportation. The activities described in the current application are directly related to the 2017 project as part of a larger scope to improve the Route 20 corridor.”</p>	
7. Demonstrates the potential for such transportation project that is the subject of a CMF application to compete for state or federal transportation funds	YES
The town stated that “[t]he town is committed to advancing products of the grant to construction.”	

General Criteria	
1. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party	N/A
2. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
West Springfield stated that “The surrounding community agreement did not include the Park Avenue and Park Street corridors. Only the Memorial Avenue corridor was part of the agreement.”	
3. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.	YES
West Springfield stated that “[t]he MEPA Certificate dated December 31, 2014, for the final Environmental Impact Report did not include transportation improvements to this project area that is part of a primary travel route to/from the casino.... There are no transportation mitigation measures to the Park Street and Park Avenue corridors that are required to be completed by the licensee. The Off-Site infrastructure improvements are primarily within the City of Springfield with the exception of work on the Memorial Bridge which is not part of this project area.”	

Review Team Evaluation/Recommendation: The Review Team recommends that the Commission authorize \$200,000 in 2018 CMF funds to complement the work authorized in the 2017 Commission award.

EXHIBIT A

Supplemental Information Requests and Responses





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Massachusetts Gaming Commission

May 22, 2018

The Honorable Mayor Paul Heroux
City of Attleboro
77 Park Street
Attleboro, MA 02703

Mr. Barry K. LaCasse, Esq.
Director of Budget & Administration
City of Attleboro
77 Park Street
Attleboro, MA 02703

**Re: 2018 Community Mitigation Fund Transportation Planning Grant Application
City of Attleboro**

Dear Mayor Heroux and Mr. LaCasse:

Greenman-Pedersen, Inc. (GPI) is in receipt of the letter from the Massachusetts Gaming Commission dated May 14, 2018 in response to the City of Attleboro's 2018 Transportation Planning Grant Application. As you know, GPI assisted the City in the preparation of the grant application.

With respect to the Commission's letter requesting additional information, we respectfully offer the following:

1. *"In 2016, Vanasse and Associates, Inc. performed a Post Opening Traffic Monitoring Program for the Plainridge Park Casino. Figures 7B and 8B of that study show the levels of service at the studied intersections for the Friday PM and Saturday afternoon peak periods. These figures generally show little or no change in levels of service for the intersections closest to Attleboro. Please provide additional information on how you expect the increases in traffic caused by Plainridge Park Casino will affect the intersections proposed to be studied given the results of the Traffic Monitoring Program."*

One of the inherent problems with a Traffic Monitoring Program is that it provides only a single snapshot of traffic conditions on a given day. The pre-development study was based on traffic volumes collected in April 2015 while the post-development traffic volumes were collected in July and August of 2016. Traffic volumes can vary significantly between these months as schools are in session in April, while in July and August, volumes can be influenced by vacations, tourists, and other factors. While VAI adjusted their volumes in accordance with standard practice, it can be an inexact science.

For instance, at the Route 1 intersection with Elmwood Street in North Attleborough (the intersection closest to Attleboro in the monitoring study), the Commission correctly notes that there is no change in the level of service. However, reviewing the collected traffic data, it shows that on a Friday evening, the traffic volumes southbound on Route 1 decreased by 13% after the opening of the Plainridge Casino. This is counterintuitive to what would be expected, even if the increase in traffic due to the casino is minimal. However, in the northbound direction of Route 1 during the same period, the traffic volumes increased by 9%. This is not to say that the casino increased traffic by 9% northbound (although it is a possibility), but rather to show that taking the results of a single Traffic Monitoring Program may not be representative of the true conditions. This is the reason that MEPA reviews often suggest several years of monitoring be conducted.

The greatest concern that we have with the data, and as we noted in the Application, is that the Environmental Impact Report (EIR) for Plainridge Casino significantly underestimated the use of Route 1 south of the site as a primary access route. The EIR suggested that only 8% of all vehicles would use Route 1 south of the site, when in fact, 34% of the traffic is traveling on Route 1 to the south. Because of this underestimation, intersections south of the Route 1/Route 152 intersection were not evaluated in the EIR.

A more accurate pre-development/post-development comparison can be made in an EIR, when traffic data is collected over a short period of time (a few days) when traffic volumes are relatively equivalent. By comparison, the VAI studies were performed using traffic data separated by 15 months, when significant fluctuations can occur.

2. *"Please provide any updated or further information regarding the connection between the requested mitigation (traffic study and implementation of improvements) and impacts caused by the Plainridge facility."*

We do not have updated or further information with regards to impacts caused by the Plainridge facility. Unfortunately, the lack of a meaningful review in the EIR of intersections south of the Plainridge site makes quantification of impacts difficult. However, it is clear from the Application that Route 1 south of the site is carrying 2,000 more vehicles per day than what was projected in the EIR. The Transportation Planning Grant will help to rectify the oversight in the EIR that have affected traffic flow on Route 1 in the City of Attleboro.

3. *"Please provide detail regarding potential implementation projects anticipated after the study has been completed. For example, the application mentions that '[p]otential improvements could include signal timing and phasing modifications and/or the implementation of signal coordination system(s) that may involve adaptive technologies.' At this early stage, where does Attleboro anticipate such improvements? Would the \$39,920 anticipated for improvements cover a significant portion of the cost of some of the improvements?"*

We anticipate that traffic signal improvements will likely be required at all of the signalized intersections. At a minimum, these improvements would include signal timing changes. Traffic signals should be re-timed after a major development is constructed, since traffic flows will almost instantaneously change. Even if a major development is several miles away, minimal traffic volumes can affect signal timings, even if it is merely 1 or 2 seconds of additional green time on the mainline. This is particularly true if the intersection is function near or at capacity, when a couple seconds of additional green can provide positive results.

Beyond signal timing changes, additional measures such as signal coordination, a "closed loop" signal system and/or adaptive technologies can provide additional benefits along a corridor. Signal coordination would benefit all of the Route 1 intersections, with the possible exception of the Route 1 / Cumberland Avenue intersection. Coordination would also be beneficial to the Route 123 intersections with Route 1 and Route 1A.

The Honorable Mayor Paul Heroux
Mr. Barry K. LaCasse, Esq.
May 22, 2018
Page 3


The closed loop system will allow for the remote monitoring of the signals, and potentially allow signal timing changes to be manually made without the need to enter the signal cabinet. Additionally, the closed loop system allows for future expansion if other intersections are signalized, such as the Route 123 intersections with Angeline Street and May Street. (The traffic study which is proposed under this grant application will evaluate the need for signals at these two locations.) An adaptive signal system goes one step further and can make timing adjustments based on fluctuations in the traffic volumes without the need for manual intervention.

All of the signalized intersections would be considered for both closed loop and adaptive technologies.

We hope that the above provides additional information with respect to the 2018 Community Mitigation Fund Transportation Planning Grant Application. If you have any questions or need additional information, please do not hesitate to contact me at (978) 570-2972 or by email at jnoyes@gpinet.com.

Best regards,

GREENMAN-PEDERSEN, INC.


James R. Noyes
Vice President/Sr. Project Manager



May 14, 2018

Via Email

The Honorable Mayor Paul Heroux
City of Attleboro
77 Park Street
Attleboro, MA 02703

Mr. Barry K. Lacasse
Director of Budget & Administration
City of Attleboro
77 Park Street
Attleboro, MA 02703

Re: 2018 Community Mitigation Fund Transportation Planning Grant Application

Dear Mayor Heroux and Mr. Lacasse:

We would like to thank you for participating in the conference call with the Community Mitigation Review Team ("Review Team"). It was a pleasure discussing the 2018 Transportation Planning Grant Application for community mitigation funds. The Review Team found the conference call to be very informative. As we discussed during the conference call, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. In 2016, Vanasse and Associates, Inc. performed a Post Opening Traffic Monitoring Program for the Plainridge Park Casino. Figures 7B and 8B of that study show the levels of service at the studied intersections for the Friday PM and Saturday afternoon peak periods. These figures generally show little or no change in levels of service for the intersections closest to Attleboro. Please provide additional information on how you expect the increases in traffic caused by Plainridge Park Casino will affect the intersections proposed by be studied given the results of the Traffic Monitoring Program.
2. Please provide any updated or further information regarding the connection between the requested mitigation (traffic study and implementation of improvements) and impacts caused by the Plainridge facility.
3. Please provide detail regarding potential implementation projects anticipated after the study has been completed. For example, the application mentions that "[p]otential improvements could include signal timing and phasing modifications and/or the implementation of signal coordination system(s) that may involve adaptive technologies." At this early stage, where does Attleboro anticipate such improvements? Would the \$39,920 anticipated for improvements cover a significant portion of the cost of some of the potential improvements?



Massachusetts Gaming Commission

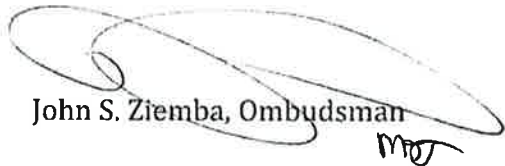
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The Honorable Mayor Paul Heroux
Mr. Barry K. Lacasse
Page 2
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The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman

cc: MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

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From: [James Gillooly](#)
To: [Thurlow, Mary \(MGC\)](#); [Ziemba, John S. \(MGC\)](#)
Cc: [Gina Fiandaca](#); [Inez Foster](#)
Subject: 2018 Community Mitigation Fund Transportation Planning Application - City of Boston
Date: Tuesday, May 29, 2018 11:08:41 AM
Attachments: [20180430171539364 \(2\).pdf](#)

John:

Please find below the City of Boston's answers to the questions raised in your letter of May 14th, 2018.

2017 Reserve and Transportation Planning Grants

Q. Please provide the Commission with a brief update on current and planned expenditures of last year's grant funding. If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

A. On April 30th we submitted a third quarterly report for January, February and March, 2018. It read in part:

Submitted hereby is the City of Boston's 3rd Quarterly Report on the expenditure of funds granted to us under the 2017 Community Mitigation program. Upon the Commission's vote at its June 28, 2017, meeting, the City was awarded two grants totaling \$250,000 for use in the payment for engineering design services related to the Sullivan Square/Rutherford Avenue Project in Charlestown.

Over the course of January 1 - March 31, 2018, the services provided by our design consultant, Tetra Tech were invoiced at \$375,806.03. Federal funds will cover 80% of this cost. Funds from the Gaming Grant are being used to cover 20% of this cost or \$75,161.21. Please see attached spreadsheet for details on the three monthly invoices.

The total grant funding used over the first nine months totals \$182,276.46 and the rate of expenditure on the design have increased over this quarter and are projected to remain high over the next three months.

The invoice for April totals \$186,265.25 and the 20% share is therefore \$37,253.05 for that month. Design expenditures will continue at this higher rate. We therefore expect that the balance of the \$250,000 from the 2017 grants will be utilized by the end of the June, 2018, or soon thereafter.

2018 Transportation Planning Application

Q1. Please provide further detail regarding the status of pending requests for the Rutherford Avenue/Sullivan Square project through the State's TIP process.

A1. On May 24, 2018, the final votes were cast by the MPO approving the new TIP for Federal Fiscal Years 2019 - 2023. Rutherford Avenue/Sullivan Square was approved once again at a total construction cost of \$152 Million over a five year construction period. It has held its position with funding starting in 2020. Almost \$117 million is included in years 2020 - 2023. The last \$35 million will be included in 2024 when next year's TIP is put in place as it will cover the period of 2020-2024.

Q2. Please briefly describe how the current Rutherford Avenue/Sullivan Square project has been designed to reflect increased regional traffic, including but not

limited to, traffic expected to be generated by the Encore Boston Harbor project.

A2. The current Rutherford Avenue/Sullivan Square Project has been redesigned to retain underpass structures in Sullivan Square and at Austin Street to better manage local and regional traffic. The project will remove the confusing rotary and develop a more typical street grid layout including separated bike lanes and a multi-use path along the entire length of the corridor. Maffa Way will be converted to a two-way street to allow better access to the I-93 northbound ramps near Assembly. Dedicated bus lanes are also planned in Sullivan Square and City Square to improve MBTA bus mobility from Everett and Route 1/Tobin Bridge. The new street grid will allow for adaptive traffic control signals with transit priority and video cameras for monitoring. All of these features will improve mobility and safety through the project area and allow the City to better manage traffic flow from the Traffic Management Center in Boston City Hall. The pedestrian, bicycle and transit improvements will enhance the mode choice options for residents, including non-motorized options.

Q3. Please provide a breakdown of the anticipated \$15 million design cost and schedule.

A3. The project team is developing the final design fee estimate for continued design and construction phase services. The \$15M fee includes the current \$3.9M for the preliminary design efforts. The remaining approximately \$11M in fees will be used for the 75%, 100% and PS&E submissions to MassDOT and the city of Boston, as well as the PIC process and construction phase services during the expected 4 year construction phase.

The breakdown for the remaining design fee is anticipated to be: \$5.5M (75%) + \$2.75M (100%) + \$1.65M (PS&E) + \$1.1M Construction Phase Services = \$11M

Q4. What is the current estimated cost and timetable of the Rutherford Avenue/Sullivan Square project?

A4. The current estimated cost for the construction of the project is \$152 million.

The schedule breaks down as follows:

- **Finalize the design and advertise for construction in Federal FY2020 (before Sept 30 2020).**
- **Construction NTP should follow by end of 2020 with construction starting in early 2021 through Dec 2025 (estimated).**

Q5. The application noted that "[t]he City's actual design cost share could well be significantly higher to the extent that the 80% Federal reimbursement does not continue through to final design. The current request for \$200,000, added to last year's award of \$250,000, would reduce the City's \$3 million share to \$2,550,000. But the City's share would net to a much higher amount if the Federal reimbursement doesn't remain 80% after the 25% design phase." Please provide information regarding why the anticipated federal participation in the design costs may not remain at the 80% level.

A5. By current policy, MassDOT typically requires municipalities to pay 100% of the cost of design of the municipalities' TIP projects. However, there can be an exception in cases where there are federal earmarks for a project that are able to be used for 80% of the design costs with the municipality responsible for the 20%. In those cases, there are several hurdles to be cleared.

One is that the money for the construction needs to be programmed. We have cleared that hurdle. In the case of Rutherford, we are optimistic that we will be able to continue using the \$8.6 million in remaining federal earmarks for the 80% share of the remaining design costs. This funding, in

addition to the \$152 million in construction funding, is also in the newly approved TIP as of last Thursday.

We still need to get MassDOT's and Federal Highway's approval of an MOU which sets up the agreement by which the Federal earmark funds can be used for design in the post 25% stages. As we are approaching the submittal of 25% plans in June, the discussion of an agreement for the cost sharing for the next phase of design will be underway soon.

Please let me know if you required any further information at this time.



Jim Gillooly
Deputy Commissioner
Boston Transportation Department
Ph: 617-635-3843 Fax: 617-635-3630



May 14, 2018

Via Email

Gina N. Fiandaca, Commissioner
Boston Transportation Department
City of Boston
One City Hall Square, Room 721
Boston, MA 02201

James E. Gillooly, Deputy Commissioner
Boston Transportation Department
City of Boston
One City Hall Square, Room 721
Boston, MA 02201

Re: 2018 Community Mitigation Fund Transportation Planning Application

Dear Commissioner Fiandaca and Deputy Commissioner Gillooly:

Thank you for meeting with the Community Mitigation Review Team ("Review Team") recently. It was a pleasure discussing with you the City of Boston's application for community mitigation funds. The Review Team found the meeting to be very useful. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2017 Reserve and Transportation Planning Grants

Please provide the Commission with a brief update on current and planned expenditures of last year's grant funding. If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2018 Transportation Planning Application

1. Please provide further detail regarding the status of pending requests for the Rutherford Avenue/Sullivan Square project through the State's TIP process.
2. Please briefly describe how the current Rutherford Avenue/Sullivan Square project has been designed to reflect increased regional traffic, including but not limited to, traffic expected to be generated by the Encore Boston Harbor project.
3. Please provide a breakdown of the anticipated \$15 million design cost and schedule.
4. What is the current estimated cost and timetable of the Rutherford Avenue/Sullivan Square project?



Massachusetts Gaming Commission


Gina N. Fiandaca, Commissioner
James E. Gillooly, Deputy Commissioner
Page 2
May 14, 2018

5. The application noted that “[t]he City’s actual design cost share could well be significantly higher to the extent the that 80% Federal reimbursement does not continue through to final design. The current request for \$200,000, added to last year’s award of \$250,000 would reduce the City’s \$3 million share to \$2,550,000. But the City’s share would net to a much higher amount if the Federal reimbursement doesn’t, remain 80% after the 25% design phase.” Please provide information regarding why the anticipated federal participation in the design costs may not remain at the 80% level?

The Review Team would like to present to the Commission its recommendation in June 2018. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to reviewing this application with the Commission. Please do not hesitate to contact us with any questions or concerns.

Sincerely,


John S. Ziemba, Ombudsman

cc: MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission



City of Chelsea

DEPARTMENT OF PLANNING & DEVELOPMENT
John DePriest, AICP, Director of Planning and Development
City Hall, Room 101, 500 Broadway
Chelsea, Massachusetts 02150
Telephone (617) 466-4180 • Fax (617) 466-4195



May 22nd, 2018

Ombudsman Ziemba
Massachusetts Gaming Commission
101 Federal St., 12th Floor
Boston, MA 02110

Re: 2018 Community Mitigation Fund Transportation Planning Grant Application

Dear Ombudsman Ziemba,

On behalf of the City of Chelsea, we appreciate the opportunity to meet with you and the staff at the Massachusetts Gaming Commission to elaborate on Chelsea's recent funding request through the Community Mitigation Fund. As detailed in our recent meeting, Chelsea's project proposal encompass a design and engineering process to render improvements to the Beacham/Williams Corridor. Per your letter dated May 14th, 2018, please find contained in this letter the City's formal responses to the Commission's questions, enumerated in the order in which they originally appeared. We hope that this clarification will be helpful in aiding the Community Mitigation Review Team's and the Commission's assessment of the City's request

2016 Transportation Planning Grant

In 2016, the Commission generously awarded to the City a \$267,150 grant for a transportation corridor study, composed of traffic data collection, existing and future traffic network analysis, right of way evaluation, survey and basemap preparation, civic engagement, and rendering a conceptual design, following an evaluation of design alternatives that account for projected casino-related traffic and freight traffic associated with the industrial uses along the corridor.

Initiating a contract with Stantec Consulting Services for \$247,150, the City was able to achieve a cost savings of \$20,000, after consolidating the study's scope of work. At the time of authorship, a draft version of the final report is under review by the City. To date, approximately \$220,135.42 has been invoiced and liquidated; the remaining balance will be liquidated in the coming months, following the publication of the final study and review by the Commission's staff.

2018 Transportation Planning Grant

1. *Please provide an estimate for the total cost of the reconstruction and design of the Beacham/Williams Street Corridor.*

According to our estimates, the design and engineering task will cost approximately \$525,000 to \$600,000. Full corridor reconstruction is estimated to cost approximately \$8,000,000.

2. *Please provide details concerning funding resources Chelsea anticipates utilizing for the completion of his project, including any recent awards.*

For the design process, the City anticipates utilizing approximately \$300,000 to \$400,000 in local funding, augmenting the \$200,000 in MGC's mitigation funds requested by the City. For reconstruction, the City recently sought and successfully obtained a \$3,000,000 construction grant from the Economic Development Administration's Public Works and Economic Development Program (PWED), part of the Department of Commerce. Seeking to catalyze economic development, spur regional employment growth, and preserve critical economic sectors and associated employment, PWED program funds were awarded to the City to rehabilitate this essential thoroughfare, in support of the agglomeration of produce distribution companies, the Boston Harbor casino, and associated industries. The City has proposed \$5,000,000 in construction funding in the FY'20 Capital Improvement Program.

3. *Please explain how funds provided to date are important to Chelsea's search for project funding and the need for funding despite any recent awards*

The funds provided to Chelsea to date from the Commission have been markedly instrumental in securing the Economic Development Administration grant. Without the transportation corridor study, funded by the Commission in 2016, the City would not have had the refined set of information necessary to successfully secure this federal funding. Previously awarded funds were used to conduct a rigorous analysis of existing and future conditions, allowing for the creation of design and operational recommendations for corridor improvements. In addition to showcasing the need for this project within the plan, the planning process entailed an analysis of the future traffic network and operational environment, directly influenced by the corridor's existing condition and surrounding development, such as the casino. Moreover, the funds provided to date to finance this plan also yielded schematic design options, an environmental investigation, survey and base map preparation, and the creation of construction cost estimates, vital information when applying for grants, undertaking design processes, and engaging with stakeholders.

Despite this recent award of construction funding, the Economic Development Administration award is predicated on the City funding design out of its local coffers. While the City has programmed extensive funds for this purpose, it does not currently have the fiscal capacity to absorb the full cost of this design, due to the scale and magnitude of this regional thoroughfare. Consequently, the City maintains a demonstrable need for additional funding to complete this process.

4. *Please provide information regarding the potential start date and estimated end date of this 25% design/engineering process.*

Due to the recent award of federal funds, the City now aspires to complete a 100% design/engineering process and has raised additional local funds to achieve this objective. Therefore, the City proposes a timeframe of approximately one (1) year to complete this design/engineering process.

5. *Please provide Chelsea's projections regarding benefits of the rehabilitation of this transportation corridor to Chelsea and the region.*

The rehabilitation of this corridor will reveal substantial economic, transportation, and environmental benefits. First, this corridor anchors numerous stable industries with strong growth prospects, such as food distribution and the Boston Harbor casino. Infrastructure improvements undertaken along this corridor will further galvanize economic growth and spur investment in these, and related, industries. According to an economic impact model prepared by the City and the Metropolitan Area Planning Council, the immediate area enveloping this corridor directly employs approximately 3,000 to 6,000 employees, while indirectly employing innumerable workers in industries such as transportation and trucking. Preserving these industries that sustain employment will also have cascading economic benefits for establishments, such as the casino, supplied by the cluster of food distribution companies along the corridor.

Second, a myriad of transportation benefits will be realized through rehabilitation, relative to public safety, operations, and multi-modal travel. A rehabilitated corridor will reduce congestion present at key, antiquated intersections, saving travelers time and lessening vehicular emissions caused by idling vehicles. Moreover, rehabilitation will include the introduction of bicycle and pedestrian facilities, enabling travelers visiting the casino and surrounding areas to access these areas using healthy, environmentally-friendly modes of travel safely. Overall, it is anticipated that rehabilitation will correlate with a drastic reduction in vehicular and pedestrian crashes along the corridor. Primarily caused by poor roadway condition, lack of sidewalks and lane definition, and inadequate lighting, these crashes will diminish once a safe, modern, and well-regulated corridor is created. Furthermore, this will enhance transportation options between Logan Airport, Chelsea, and the Boston Harbor casino, tying these regional assets more closely together and allowing for residual economic growth.

Third, environmental conditions throughout the region will also be enhanced once this corridor is reconstructed. In addition to improved air quality from a reduction in traffic and congestion, a rehabilitated corridor will provide a shared-use path for bicycling and walking. This facility is also planned along Everett's portion of Beacham St., providing unimpeded, safe access to the casino for bicyclists and pedestrians. Moreover, a rehabilitated corridor incorporating storm water upgrades and green infrastructure will allay flooding and improve the quality of water bodies impaired by untreated storm water. Environmental benefits from the planting of street trees, including lessening of urban heat island effects and the sequestering of harmful carbon, will also be created through rehabilitation.

6. *Has the City identified any potential traffic challenges for the Lower Broadway area in Everett if the Beacham/Williams Corridor is improved?*

While the City projects an annual 1% increase in traffic volumes along the corridor that may complicate operations at this intersection, it is working diligently with the City of Everett to resolve any issues. Everett is proposing a federally-funded reconstruction of Beacham St., from the Chelsea city line to Lower Broadway, as part of the Boston Metropolitan Planning Organization's Transportation Improvement Program. Both cities are committed to designing their respective infrastructure to accommodate forecasted increases in vehicular traffic, as well as an increase in usage by bicyclists and pedestrians. Chelsea is confident that this collaborative approach will competently address any potential challenges at this intersections.

The City of Chelsea is pleased to submit this formal response to the Massachusetts Gaming Commission. Please do not hesitate to contact me with any questions regarding the City's two funding applications.

Sincerely,

Alexander Train
Assistant Director of Planning and Development

*Cc: Thomas G. Ambrosino, City Manager, City of Chelsea
John DePriest, AICP, Director of Planning and Development*



May 14, 2018

Via Email

Alexander Train, Assistant Dir. of Planning &
Development
City of Chelsea
500 Broadway, Rm. 101
Chelsea, MA 02150

Re: 2018 Community Mitigation Fund Transportation Planning Grant Application

Dear Mr. Train:

We would like to thank you for participating in the meeting with the Community Mitigation Review Team ("Review Team"). It was a pleasure discussing the 2018 Transportation Planning Grant Application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2016 Transportation Planning Grant

Please provide the Commission with a brief update on current and planned expenditures of previous year's grant funding. Please provide a brief description of the activities engendered by the award of these funds. If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2018 Transportation Planning Grant Application

1. Please provide an estimate for the total cost of the reconstruction and design of the Beacham/Williams Street Corridor.
2. Please provide details concerning funding resources Chelsea anticipates utilizing for completion of this project, including any recent awards.
3. Please explain how funds provided to date are important to Chelsea's search for project funding and the need for funding despite any recent awards.



Massachusetts Gaming Commission

Alexander Train, Assistant Dir. of Planning & Development
Page 2
May 14, 2018

4. Please provide information regarding the potential start date and estimated end date of this 25% design / engineering process.
5. Please provide Chelsea's projections regarding benefits of the rehabilitation of this transportation corridor to Chelsea and the region.
6. Has the City identified any potential traffic challenges for the Lower Broadway area in Everett if the Beacham/Williams Street Corridor is improved?

The Review Team would like to present to the Commission its recommendation in June 2018. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman

msj

cc: Thomas G. Ambrosino, City Manager
John DePriest, Dir. Planning & Development
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

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Please explain why the City believes that this estimate is reasonable for the South Medford Connector design. How was the estimated cost determined?

Nitsch Engineering prepared the scope and fee for Phase II prior to the completion of the feasibility and concept design (Phase I). The Phase II scope and fee were developed based on similar projects that Nitsch has designed in the past and from conversations with the client. The Phase II scope also assumes that a preferred route alignment will be selected during Phase I. This is a conservative estimate based on project understanding at the time of preparation of the proposal, and will be confirmed once the technical memorandum for Phase I is complete, August 2018. The estimate was then reviewed by Amber Christoffersen, the Project Manager, for reasonableness compared to her extensive experience with the design and construction of other multi-use trails in the greater Boston area.

With regard to the overall project cost, how does the City estimate the cost, considering some of the construction and engineering challenges of the project (i.e. steep slopes, necessity of bridges)?

By August 2018, we will have conceptual cost estimates for route alignment alternatives as well as the preferred alignment. With the Stakeholder Committee we are reviewing each alignment option and evaluating several factors: cost, environmental impact, constructability, operations and maintenance, user experience, and permitting. We are striving for the most cost-effective route that meets as many of the other evaluation criteria as possible. Of the total mile, only 600-800 feet have challenges with slopes and potential structures that may require piers, retaining walls, or boardwalks. We do not anticipate that bridges will be required.

Once the design is complete, is there another source of financing for the project?

The Governor's office has been expanding trail funding across the state through the EEA, MassDOT and DCR. We will advocate to these entities for funding and apply for grant opportunities as appropriate (i.e. Recreational Trails Program, DCR Partnership Program). We also anticipate that this may be an appealing project for the Gaming Commission to fund.

Please describe any regional consultation efforts in developing a plan for the design.

This project is consistent with regional efforts and plans to increase bicycling and pedestrian access through the greater Boston area. We've been working with MassDOT, DCR and the Gaming Commission throughout Phase I. DCR has this project in their 2009 Mystic River Master Plan and it's a part of the Mystic River Watershed Association's Greenway Initiative which spans 8 municipalities. We've also coordinating with staff from the City of Somerville as this link serves as an important recreation and active transportation route. Stakeholder Committee includes:

Mass. Dept. of Conservation and Recreation: Dan Driscoll, Karl Haglund, Ginna Johnson

MassDOT: Connie Raphael, Pete Sutton

Mass. Gaming Commission: John Ziemba, Joe Delaney

Metropolitan Area Planning Council: David Loutzenheiser

City of Medford: Alicia Hunt, Todd Blake

Mystic River Watershed Association: Amber Christoffersen

Nitsch Engineering: Scott Turner, Brian Creamer, Jennifer Johnson

The application notes that the project will involve state-owned land. The application also notes that a MassDOT Access Permit would be necessary for the project.” What, if any, other state approvals would be necessary to utilize the state-owned land for this anticipated purpose?

The final technical memo from Phase I will include a full list of permits that will need to be obtained. At this time, we expect that an Order of Conditions will be required from the Medford Conservation Commission and an Access Permit will be required from MassDOT. Other permits that will be explored as part of the Phase I process include an Environmental Notification Form (ENF) from the Executive Office of Energy and Environmental Affairs and a Chapter 91 permit from the Massachusetts Department of Environmental Protection. We also expect that some type of review from the Department of Conservation and Recreation (DCR) will likely be required.



May 14, 2018

Via Email

The Honorable Mayor Stephanie M. Burke
Medford City Hall
85 George P Hassett Drive
Medford, MA 02155

Alicia L. Hunt, Dir. of Energy & Environment
Medford City Hall, Room 205
85 George P. Hassett Dr.
Medford, MA 02155

Re: 2018 Community Mitigation Fund Transportation Grant Application

Dear Mayor Burke and Ms. Hunt:

We would like to thank Ms. Hunt for participating in the conference call with the Community Mitigation Fund Review Team ("Review Team"). It was a pleasure discussing the Medford Application for community mitigation funds. The Review Team found the conference call to be very informative. As we discussed during the conference call, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. Please explain why the City believes that this estimate is reasonable for the South Medford Connector design. How was the estimated cost determined?
2. With regard to overall project cost, how does the City estimate the cost, considering some of the construction and engineering challenges of the project (i.e., steep slopes, necessity of bridges, etc.)?
3. Once the design is complete, is there another source of financing for the project?
4. Please describe any regional consultation efforts in developing a plan for the design.
5. The application notes that the Project will involve state-owned land. The application also notes that a "MassDOT Access Permit would be necessary for the Project." What, if any, other state approvals would be necessary to utilize the state-owned land for this anticipated purpose?



Massachusetts Gaming Commission

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The Honorable Mayor Stephanie M. Burke
Alicia Hunt, Dir. of Energy and Environment
Page 2
May 14, 2018

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman



cc: Ann Marie Irwin, Treasurer/Collector
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

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

TOWN OF WEST SPRINGFIELD, MASSACHUSETTS

DEPARTMENT OF MUNICIPAL FINANCE

OFFICE OF CHIEF FINANCIAL OFFICER

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West Springfield, MA 01089

Sharon A. Wilcox
*Chief Financial Officer/
Town Accountant*

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*Deputy Accountant/
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Fax: (413) 263-3029

May 25, 2018

John S. Ziemba, Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Mr. Ziemba:

Thank you for your letter of May 14, 2018 regarding the Town of West Springfield's 2018 Grant applications for a Non-Transportation Planning Grant and a Transportation Planning Grant. You asked for clarification on a few topics that were discussed during a conference call with the community mitigation review team related to the applications. I have addressed each of the questions below and have attached supporting documentation as referenced in the responses.

Previously Awarded Grants

The Town of West Springfield currently has three active grant awards from the MA Gaming Commission. Details particular to each grant are as follows:

2015 Community Mitigation Reserve Fund

The Town was awarded the 2015 Community Mitigation Reserve Fund Grant in the amount of \$98,500 to provide funding for legal and engineering consulting costs anticipated to adequately prepare for various "baseline" and "look back" studies relating to the impacts of the MGM Project on the Town of West Springfield, as detailed in the Surrounding Community Agreement between the Town and MGM. The initial award of \$98,500 was subsequently reduced of \$97,000 via a transfer of \$1,500 to the Town's 2016 Transportation Planning Grant award.

To date, \$35,143.56 has been expended from the 2015 Community Mitigation Reserve Fund Grant, with a grant balance remaining of \$61,856.44. The baseline traffic monitoring study was performed by Greenman-Pedersen, Inc. and was completed in the fall of 2015. The remaining grant funds are allocated for legal fees. The Town has retained the services of Kopelman and Paige, P.C. as special counsel relative to the MGM Project. The legal fees in connection with the baseline studies and the anticipated substantial negotiation and interaction with the developer, the Massachusetts Gaming Commission, third party impact consultants, the Pioneer Valley Planning Commission, Town staff and others are to be funded via the grant. A substantial portion of the legal budget

remains unexpended as a result of the delayed opening date of the MGM Casino. Upon the Casino opening in the fall of 2018, and as we begin the “look back” studies, we anticipate the interaction with the parties as described above will intensify and the grant will be fully expended.

2016 Transportation Planning Grant

The Town was awarded the 2016 Transportation Planning Grant in the amount of \$247,500 to provide funding for additional design expenses associated with the Town’s contract with Greeman-Pedersen, Inc. (“GPI”).

\$147,500 is to fund the full design contract amount of \$812,500 (\$665,000 of which was originally included and funded in the Town’s Surrounding Community Agreement with MGM). \$100,000 is for additional work associated with transforming the design into a Complete Streets project consistent with the Massachusetts Department of Transportation’s (MassDOT’s) program and policies as well as the Town’s Complete Streets Ordinance approved by MassDOT.

To date \$529,353.46, of the total \$912,500, has been expended on the design. Work continues to progress on this project. A roadway safety audit for the project was conducted on August 15, 2017. The 25% design was submitted to the Massachusetts Department of Transportation (MassDOT) in October of 2017. The designer is in the process of responding to the MassDOT 25% design comments. An aerial utility meeting was held on-site on May 25, 2018. The project is currently listed in Fiscal Year 2022 and 2023 of the Pioneer Valley Transportation Improvement Program (TIP). As the design advances, we hope to advance the project to an earlier year.

2017 Transportation Planning Grant

The Town was awarded a 2017 Transportation Planning Grant in the amount of \$150,000. The grant is to provide funding for engineering design services for improvements to the Elm Street (Route 20) corridor from Westfield Street to Park Street to better accommodate gaming establishment traffic as well as to incorporate “Complete Streets” elements to improve pedestrian, bicycle and public transit access and safety.

The Town entered into a contract with Howard/Stein-Hudson in November of 2017, for engineering consultant services for the project design. The total contract cost is \$199,996 (of which \$150,000 is to be funded via the 2017 Transportation Planning Grant). To date, \$13,592.50 has been expended and a contract balance of \$186,403.50 remains. A traffic report for the project was submitted in March of 2018 and draft short term improvement plans were submitted in May 2018. We anticipate the consultant’s design will be complete by the end of 2018.

Non-Transportation Planning

1. How has the Town begun to determine how to prioritize the funds it will be receiving through the Surrounding Community Agreement with MGM Springfield?

The Town has prioritized the use of the funds received through the Surrounding Community Agreement for public safety, as public safety is anticipated to be significantly impacted by the opening of the MGM Springfield Casino.

2. *What are the likely uses for such funds?*

The Surrounding Community Agreement funds will be used to offset the cost of hiring eight additional police patrolmen.

3. *Is the projected need for additional space the result of new officers planned to date or the result of other additional new hires?*

The projected need is the result of the hiring of the eight additional patrolmen, plus another eight additional officers to be hired in the near future.

a. *What is the status of the hiring of the new officers?*

Eight new patrolmen have been hired and are in the Police Academy.

b. *When does the Town anticipate completion of the police training?*

The eight new patrolmen will be coming out of the Police Academy in August.

c. *Can you please describe the reasons the Town determined to hire additional officers? Was it solely or predominantly because of the opening of the MGM Springfield casino?*

The hiring of the eight additional officers was directly and solely in response to the opening of the MGM Casino. Calls for service are expected to increase as a result of increased crime and public safety issues stemming from the proximity of West Springfield to the MGM Casino, as was acknowledged in the Surrounding Community Arbitration Report.

4. *Are any of these new officers being hired to backfill retirees or officers that have left the force?*

The new officers were not hired to backfill retirees or officers that have left the force. The new officers were hired to increase the baseline number of patrolmen working for the West Springfield Police Department.

5. *Please briefly describe the recent history of crime rates in West Springfield. In addition to investigations of crimes, the town may, in all likelihood, need to respond to additional traffic incidents resulting from the casino. Were police responses to these types of incidents and other calls for service a significant factor in the Town's determination to dedicate additional funds for public safety and its determination to request Community Mitigation Funding?*

Recent crime data shows that over the last three years, West Springfield has seen a decrease in violent crimes and theft, but has seen an increase in drug crimes (Attachment A). These trends are representative of regional and national trends. However, despite decreasing violent crimes and property crimes, West Springfield has still seen an overall increase in calls for service, year over year. The anticipated increase in transient population, increased through-traffic and visiting traffic, and the increase in crime expected to result from the opening of the MGM Springfield Casino were all significant factors in the Town's determination to dedicate Surrounding Community Agreement funds and Community Mitigation funds to increasing public safety personnel and improving our public safety facility. They were significant factors in the decision because they are correlated to increases in calls for service.

6. How does West Springfield anticipate growth in the calls for service when the MGM Springfield casino opens?

Calls for service refers to a wide range of incidents that officers must respond to: violent crimes, property crimes, medical emergencies, traffic accidents, suspicious circumstances, wellbeing checks, alarms, neighbor complaints, and many more. There are a number of factors associated with the opening of the MGM Springfield Casino that are anticipated to lead to an increase in the number of these calls for service. Significant factors include crime, traffic, and transient populations.

Regarding crime, West Springfield's lower-income Memorial and Merrick neighborhoods are within walking distance of the casino and are anticipated to see an increase in crime, as acknowledged in the Surrounding Community Arbitration Report. This is expected in part because the heavy surveillance, high police presence, and overall visibility of the area immediately surrounding the MGM Springfield Casino is likely to cause criminal activity to be pushed into the periphery.

Traffic headed to and from the Casino is also expected to affect West Springfield, as we have major state highways and interstate highways that weave through the community and connect to Downtown Springfield. Increased congestion from folks utilizing our roads to access the casino will undoubtedly cause more calls for service related to traffic accidents.

Lastly and very significantly, West Springfield is home to a large number of hotel and motel units. There are 20 hotels and motels in West Springfield, with a combined total of 1,448 units. Hotels and motels, with their current occupancy rates, are significant generators of calls for service for criminal and non-criminal related incidents. Hotel and motel occupancy rates are expected to increase as a result of the casino and associated events, and thus the calls for service related to the hotels and motels is also expected to increase. Additionally, there has been significant interest in the construction of new hotels and additional units in West Springfield, with 120 new units being constructed within the last year. More units coupled with increased occupancy rates will have an even greater effect on the average calls for service.

7. The Commission has spent considerable efforts to analyze crime that may be related to the Plainridge Park Casino (PPC). As noted in the summary of research on the commission's web site "[i]n March 2018, MGC received an update to the Public Safety Impact Report. The two-year analysis continues to indicate that incidents occurring at PPC are proportionate with expected totals at similar facilities that draw a significant number of people, have a large parking area, offer retail, entertainment, and dining options, and serve alcohol. The types of calls for service to increase are those highly correlated with the numbers of cars and visitors to a community, such as traffic issues and reports of lost property and suspicious activity." The Commission realizes that the results for a full resort casino directly within a city of Springfield's size may be different than the Plainridge experience. Can you provide more information why you believe the near term experience in Springfield may be different than the Plainridge Park experience?

The question states that in the case of PPC and similar facilities, "the types of calls for service to increase are those highly correlated with the numbers of cars and visitors to a community, such as traffic issues and reports of lost property and suspicious activity". We believe the near term experience for Springfield and West Springfield will also include traffic issues, lost property, and suspicious activity, but we also believe Springfield and West Springfield will experience increases in other types of incidents.

The reason we believe the near term experience for Springfield and the surrounding area will be different is because of the wider range of amenities and entertainment to be offered by MGM, the urban location and integration of MGM, and the dramatically different demographic characteristics of Springfield compared to Plainville, MA.

PPC is located in Plainville, MA on the Massachusetts/Rhode Island border. Plainville is a small community of less than 10,000 and has a median household income of \$92,014 according to the 2012-2016 American Community Survey (ACS) 5-Year Estimates. Also according to the ACS, only .8% of families and 3.6% of all people in Plainville had an income in the past 12 months that was below the poverty level. Springfield, by comparison, is a city of over 150,000 people and has a median family income of \$35,742 according to the ACS 5-Year Estimates. Also, in Springfield 26% of families and 29.7% of all people had an income in the past 12 months that was below the poverty level (2012-2016 ACS 5-Year Estimates).

The larger population, higher poverty, and lower median income in Springfield compared to Plainville, coupled with the urban integration of MGM Springfield compared to PPC's relative isolation and containment, makes for a significantly different set of vulnerabilities and issues. Poverty is a significant indicator of crime, and thus Springfield and the surrounding area is much more vulnerable to crime. Similarly, Springfield and the region is more vulnerable to incidents correlated to increased cars and visitors, as the MGM Springfield Casino is a larger facility offering a greater number of entertainment and gambling options compared to PPC, and thus can expect to draw more people. On top of the larger number of visitors that can be expected to go to the MGM Springfield Casino, visitors will have to navigate a more urban, congested network of roads, likely leading to an even higher rate of traffic incidents.

In summary, it would be irresponsible to expect the effects of the MGM Springfield Casino to be similar to the Plainridge Park Casino. The MGM casino was deliberately designed to be a uniquely integrated facility that blended and merged with its urban environment. The PPC is a suburban facility surrounded by woods on two sides and accessible by one service road off of US Route 1. Setting aside any arguments about casino-related crime, the traffic patterns, the number of visitors, the lodging of visitors, and the demographics of visitors are likely to be dramatically different with MGM Springfield than PPC and the result is that the number and types of calls for service associated with the two casinos should also be expected to be different.

Transportation Planning

1. How are the activities described in the application related and not related to prior year grant funds?

The intersection of Park Street, Park Avenue, Elm Street and Union Street is the transition area between the project under design utilizing 2017 Mitigation Grant Funds, and our current 2018 application. The 2017 project calls for design improvements to the intersection of Westfield Street and Elm Street, along with the Elm Street corridor leading up to the Park Street, Park Avenue, Elm Street and Union Street intersection, with anticipation that there will be minor improvements for the transition into the intersection.

Our 2018 application picks up at the tail end of our 2017 project (and includes) the intersection of Park Street, Park Avenue, Elm Street and Union Street and continue easterly to the Route 5 rotary and North End Bridge under jurisdiction on the Massachusetts Department of transportation. The activities described in the current application are directly related to the 2017 project as part of a larger scope to improve the Route 20 corridor.

Previously, the 2017 project built off the since completed 2012 Route 20 Corridor Project (State Project # 604737). This was the 1st phase for improving the Route 20 roadway in West Springfield under Town control. The 2012 project extended from the Westfield Street approach to Elm Street while the 2017 project picks up and continues the improvements along Elm Street, matching up with the intersection of Park Avenue / Park Street / Elm Street and Union Street, thus completing the 2nd phase of the Town's Route 20 improvements.

The 2018 application will satisfy the 3rd phase of improvements to the Route 20 Corridor in West Springfield and will begin where the 2017 project ends at the intersection of Park Street, Park Avenue, Elm Street and Union Street (it will include this intersection), and continue to the west along both Park Avenue and Park Street to the Route 5

Rotary and North end Bridge (both under State jurisdiction). Attached is a map titled Route 20 Corridor Improvements that depicts the three project phases (Attachment B).

As you can see this 2018 application cycle is essential for completing the West Springfield Route 20 connection to the City of Springfield and infrastructure maintained by the Massachusetts Department of Transportation (Route 5 Rotary and North End Bridge). Also attached is a letter of support from the Pioneer Valley Planning Commission (Attachment C).

2. What, if any, pedestrian safety issues exist in the area immediately near the North End Bridge?

Two pedestrian safety issues that exist in the area immediately near the North End Bridge are the transition of the sidewalk systems between Park Avenue and the Route 5 rotary and a crosswalk just west of the Route 5 rotary exit onto Park Street (Attachment D). These areas of concern were cited in a walk audit completed for a school just north of the project area.

Walk Boston in conjunction with the West Springfield Mass in Motion Wellness Leadership Team conducted a walk audit of the Philip G. Coburn Elementary School which is in close proximity to the project area. The following is an excerpt from the report describing the difficulty for students to cross the street. *“Students coming from the south of the school tend not to walk for a couple of reasons.Second, Park Avenue is difficult to cross. Few (if any) students attempt it. If the Park Avenue and Park Street crossings were improved, students living in the Merrick-Memorial neighborhood would have a safer walking route to school.”* The crosswalk at the intersection of Park Street with Main Street spans three travel lanes (approximately 50 feet) with one side intersecting with a commercial driveway. This crossing needs improved visibility, a shorter crossing distance, made ADA compliant and re-directed out of the commercial driveway.

The report also indicates that *“The Main Street/Park Avenue intersection presents long crossing distances and confusing traffic signal equipment.”* There are push buttons at the intersection of Park Avenue and Main Street. However, these push buttons control the traffic signal phasing and there are no pedestrian crossing signals. Pedestrians typically don't understand when it is and isn't safe to cross the roadway. Therefore, this intersection is in need of improving safe access to and from the pedestrian system at the rotary and bridge as well as across Park Avenue. Attached are excerpts from the Walk Audit Report and Pictures of the two locations (Attachment E).

The traveling public will benefit from improvements to this area since these are marked crosswalks not just school crossings. Improvements at these locations will enhance the connectivity of the pedestrian network and blend into the pedestrian upgrades completed at the rotary by Massachusetts Department of Transportation leading to the North End Bridge. This will improve pedestrian travel to and from the rotary connecting to the sidewalks on the North End Bridge leading to the Springfield River Walk and other MGM mitigation improvements completed in the City of Springfield.

3. What is West Springfield's current timetable for the proposed work?

The project design will take approximately 9-12 months to complete dependent upon the consultant selected by the Town. Therefore, if awarded the project in July of this year, the Town would select one of the three consultants and enter into a contract with them in August/September of 2018, with a final design estimated to be ready in the Summer of 2019. The project could then be advertised for construction in late Summer/ Fall of 2019.

4. Is this grant part of West Springfield's efforts toward the Complete Streets initiative?

Yes, the project that will be developed through this grant will be in concert with the Town's Complete Streets initiative. The Park Avenue and Park Street corridors are specifically identified in the Town's Complete Streets Prioritization Plan report for potential bicycle improvements. Attached is an excerpt from the Town's Complete Streets Prioritization Plan depicting this potential project (Attachment F).

The Town is currently improving two pedestrian crossings within the project area as part of MassDOT's Complete Streets Program. One is at the Senior Center on Park Street and the other is on Park Avenue on the opposite side of the common. In addition to this, just west of the project area another pedestrian crossing on Park Avenue is being reconstructed along with a sidewalk network extension on Van Deene Avenue connecting to Park Street. These were also a product of the Complete Streets Prioritization plan. Work under this grant proposal will build upon this work. Attached is information related to the project (Attachment F).

The report also indicates the project area and immediate vicinity exhibits latent demand for bicycling and walking. Therefore, this area of Town has the potential to increase the amount of bicycle and pedestrian use if conditions were made more comfortable. Complete Streets improvements to the project area that will be part of the project will increase the safety and accommodations for these modes of transportation. It should be noted that the project area is located within an environmental justice area where these modes of transportation are more heavily used. Excerpts from the Town's Complete Streets Prioritization Plan are attached (Attachment F).


5. Do you feel that the projected budget is sufficient?

Yes, the project budget is sufficient to complete a design for construction of the improvements. The Town solicited pricing from three consulting engineers earlier this year. The total amount for performing the design from these firms ranged from \$234,900 to \$250,000. As stated in the application, the Town of West Springfield is committed to contributing an additional \$50,000.00 in funding to ensure the design budget is covered. This translates to a 25% matching contribution if needed to the \$200,000 request to demonstrate our commitment to the project. The Town currently has these funds available and will reserve them for this project.

Please note that the Town supplemented the \$150,000 community mitigation award last year with approximately \$50,000 in municipal funds to cover the design being conducted by Howard Stein Hudson. The Town is committed to funding the design costs beyond the maximum amount of the grant (\$200,000).

I hope that these responses provide the further clarification you requested in your May 14, 2018 letter. If you have any additional questions regarding the applications or these responses, please contact me at your convenience.

Sincerely,



Sharon A. Wilcox
Chief Financial Officer

cc: William Reichelt, Mayor
Jonathan Silverstein, Esq.
James Czach, P.E., Town Engineer
Allyson Manuel, Town Planner
Douglas Mattoon, Director of Planning and Development
Robert Duffy, Acting Police Chief

Attachment **A**

West Springfield Police Crime Statistics

Town of West Springfield Police

IBR Code	Offence	2015 Count	2016 Count	2017 Count	Trend Line
	Recorded without IBR Code - See Other Sheet	1296	1466	1314	
09A	MURDER	4	1	2	
100	KIDNAPPING	5	4	10	
11A	RAPE	16	21	26	
11B	SODOMY	9	2	3	
11D	FONDLING	10	14	10	
120	ROBBERY	37	41	25	
13A	AGGREGATED ASSAULT	174	189	174	
13B	SIMPLE ASSAULT	183	227	215	
13C	INTIMIDATION	56	68	72	
Summary Line		494	567	537	
200	ARSON	3	3	5	
220	BURGLARY B&E	202	164	140	
23A	POCKET PICKING	4	7	6	
23B	PURSE SNACHING	7	7	2	
23C	SHOPLIFTING	383	391	340	
23D	THEFT FROM A BUILDING	144	179	132	
23F	LARCENY FROM MOTOR VEHICLE	154	98	139	
23G	THEFT OF MOTOR VEHICLE PARTS	2	1		
23H	ALL OTHER LARCENY	526	472	441	
240	MOTOR VEHICLE THEFT	108	76	69	
250	COUNTERFITTING/FORGERY	33	37	82	
26A	FALSE PRETENSE/SWINDLE	75	78	99	
26B	CREDIT CARD, AUTOMATED TELLER MACHINE FRAUD	23	13	21	
26C	POLICE OFFICER, IMPERSONATE	51	32	63	
270	EMBEZZLEMENT	10	12	16	
280	STOLEN PROPERTY	31	39	36	
Summary Line		1756	1609	1591	
290	VANDALISM	328	327	342	
35A	DRUG/NARCOTICS	111	141	231	
36B	STATUTORY RAPE	17	7	7	
370	PORNOGRAPHY / OBSCENE MATERIAL	4	12	4	
40A	PROSTITUTION	3	1		
40B	PROSTITUTION, ASSISTING OR PROMOTING	3	1	1	
520	WEAPON LAW VIOLATIONS	7	18	32	
64B	HUMAN TRAFFICKING, INVOLUNTARY SERVITUDE		1	1	
90A	BAD CHECKS	12	12	5	
90C	DISORDERLY CONDUCT	33	34	49	
90D	DRIVING UNDER THE INFLUENCE	36	21	24	
90E	DRUNKENNESS		4	2	
90F	FAMILY OFFENSE, NON VIOLENT	5	5	4	
90G	LIQUOR LAW VIOLATION	13	3	7	
90H	PEEPING TOM	1			
90J	TRESPASS OF REAL PROPERTY	24	33	27	
90Z	ALL OTHER OFFENSES	645	710	694	
99	ZONING BY-LAW VIOLATION	456	558	502	

05/24/2018

West Springfield Police Department

	Description	2015	2016	2017	
520	209A LTC/GUN SEIZURE	2	3	5	
	51A FILED	1		2	
	911 HANG UP			1	
	ABANDONED M/V	2	4	7	
	ACCIDENT	1			
	ANIMAL COMPLAINT	9	18	17	
	ANONYMOUS WITNESS FORM			1	
	APPREHENSION WARRANT		1	1	
	ASSIST CITIZEN	152	181	173	
	ASSIST OTHER AGENCY	74	109	123	
	ASSIST SCHOOL	1			
	ATTEMPTED SUICIDE	4	4	4	
	ATTEMPTED SUICIDE/CRISIS TRANSPORT		1		
	BICYCLE ACCIDENT			1	
	BOLO		1		
	BOMB THREAT	2			
290	BROKEN MIRROR			1	
	BUILDING FIRE	1			
	BUSINESS DISPUTE	2	2		
	CANCELLED PLATES NOT RETURNED	1			
	CAR FIRE	1		1	
	CHECK WELFARE	7	10	6	
	CHILD WELFARE ISSUE	7	10	5	
	CIVIL COMPLAINT			1	
	COMPUTER HACKING LEADING TO FAKE 911 CALL ABOUT SHOTS FIRED	1			
	COOKING IN GARAGE		1		
	COUNTERFEIT \$10 BILL PASSED			1	
	COUNTERFEIT NOTE			1	
	COURTESY BOOKING	3	2	2	
	CRISIS			1	
	CRISIS TRANSPORT	1	7	6	
	CRUISER ACCIDENT	1		1	
	CUSTODY DISPUTE	1	1	1	
	CUSTODY ISSUE			1	
	DAMAGED VEHICLE		1		
	DECEASED PERSON		1	3	
	DISABLED MOTORVEHICLE			1	
520	DISCHARGE FIREARM	1	2	1	
	DISPUTE	1			
	DISTURBANCE	110	149	150	
	DMV		1		
	DOMESTIC	21	13	5	
	DRUG COMPLAINT			1	
	DRUG OVERDOSE	2	6	7	
	DRUG OVERDOSE/ PCP			1	
	DRUNK MALE		1		
	DYS APPREHENSION WARRANT		1		

05/24/2018

West Springfield Police Department

ERRATIC Q5 INDIVIDUAL	1		
EXECUTION OF SEARCH WARRANT		1	
FIRE	4	1	
FIREWORKS			1
FOUND CHILD	1	1	
FOUND MISSING PERSON	1		
FOUND MISSING PERSONS		1	
FOUND NEEDLES		1	
FOUND PROPERTY	128	145	97
FOUND PROPERTY	140	152	103
HARRASSMENT	11	10	12
HAZARD COND	1		
HAZARDOUS CONDITION	3		1
HAZARDOUS CONDITIONS		1	
HEALTH COMPLAINT		1	
HEALTH CONCERN	1		
HELD FOR SAFE KEEPING			1
HEROIN OVERDOSE	1	6	1
HEROIN TRANSPORT		1	
HIT AND RUN ACCIDENT	1		
HOLD FOR SAFE KEEPING-17-12440-AC			1
HOLD/SAFE KEEPING(HANDICAP PLACARD)	1		
HOSPITAL TRANSPORT	5	6	4
HOSPITAL TRANSPORT (JUVENILE)			1
HOSPITAL TRANSPORT DUE TO ALCOHOL	1		
HOSPITAL TRANSPORT SUICIDE ATTEMPT		1	
HOUSING COURT ORDER VIOLATION		1	
HPO SERVICE	1		
HUMAN TRAFFICKING			1
ILLEGAL DUMPING	2	1	
ILLEGAL PARKING		3	
ILLEGALLY PARKED MOTOR VEHICLE		1	
ILLEGALLY PARKED REVKED M/V	1		
IMMEDIATE THREAT		1	1
IMMEDIATE THREAT LICENSE SUSPENSION/REVOCAION		1	
IMMEDIATE THREAT LICENSE SUSPENTION	1		
IMPEDING SNOW REMOVAL	1		1
INAPPROPRIATE TOUCHING	1		
INTERNET SCAM		1	
ISSUE LETTER OF TRESSPASS		1	1
]]]		1	
JUVENILE		1	
LANDLORD/TENANT DISPUTE	2	2	
LARCENY			1
LETTER OF TRESPASS	10	19	6
LOCATE RUNAWAY/MISSING PERSON	1		
LOCATED RUNAWAY	1		
LOST PROPERTY	55	62	63
MA PLATE 214SM6 REVOKED FOR INSURANCE	1		
MA PLATE 4MBM30 REVO/IN SC	1		

05/24/2018

West Springfield Police Department

MA PLATE 4MBM30 REVO/INSC	1			
MA PLATE 885YF3 REVOKED FOR INSURANCE	1			
MA PLATE 988VX1 CANCELED NOT RETURNED	1			
MA REG 1RA177 REVOKED FOR INSURANCE	1			
MA . LIC. PLATE# 685YS8		1		
MA-4NY463 REVO/INSC		1		
MARIJUANA POSSESSION		1		
MASSACHUSETTS LICENSE PLATES REVOKED FOR INSURANCE	2			
MATTER OF RECORD	6	6	2	
MATTER OF RECORD.			1	
MED 1 CHECKS ON PRISONER	1			
MEDICAL			1	
MEDS HELD FOR SAFE KEEPING(246 PARK ST)		1		
MINOR PROPERTY DAMAGE	1			
MISSING PERSON	68	83	43	
MISSING PET		1		
MOTOR VEHICLE	27	22	30	
NEGLECT			1	
NEIGHBOR DISPUTE	3			
NON-CRIMINAL PROPERTY DAMAGE			1	
OFFICER SAFETY		1		
OPEN DOOR	1			
OTHER	3		1	
OVERDOSE	5	7	10	
PARKING VIOLATION	3	1	4	
PC			1	
PHONE SCAM			1	
PHOTOS OF ACCIDENT 17-3555-AC			1	
PLASTIC BAG WITH W MISC PAPERS	1			
POLICE INFORMATION	20	16	15	
POSSESSION LESS THAN OUNCE MARIJUANA		1		
POSSIBLE CHILD NEGLECT			1	
POSSIBLE DRUG OVERDOSE	1	1		
POSSIBLE HARASSMENT	1			
POSSIBLE HEROIN OVERDOSE		1		
POSSIBLE OVERDOSE		2		
POSSIBLE STOLEN BIKES	1			
POSSIBLE STOLEN MOTOR VEHICLE		1		
POSSIBLE SUICIDE ATTEMPT			1	
PREVENT A BREACH	2	5	1	
PREVENT BREACH			1	
PREVENT OF BREACH	4	3	3	
PRIVATE TOW		1	1	
PRIVATE TOW'S		1		
PROPERTY DAMAGE	7	11	11	
PROPERTY DAMAGE-ACCIDENTAL			1	
PROPERTY DAMAGED	1	2		
PROPERTY DAMAGED MOTOR VEHICLES		1		
PROPERTY DISPUTE	1	1	1	
PROPERTY DISPUTE DOMESTIC	1			
PROSTITUTE/JOHN STING			1	
PROTECTIVE CUSTODY	193	183	145	
PROTECTIVE CUSTODY (MEDICAL)		1		

05/24/2018

West Springfield Police Department

PURSUIT TO HOSPITAL	1			
Q5 HOSPITAL TRANSPORT			1	
RAPE			1	
RECEIVED FROM MERCY HOSPITAL		1		
RECOVER STOLEN M/V		1		
RECOVERED CANCELLED PLATE	1			
RECOVERED MOTOR VEHICLE		1	1	
RECOVERED SHELL CASING		1		
RECOVERED STOLEN CAR			1	
RECOVERED STOLEN M/V	2	3	4	
RECOVERED STOLEN MOTOR VEHICLE	4	3	2	
RECOVERED STOLEN MV		1	2	
RECOVERED STOLEN PLATE	1			
RECOVERED STOLEN PROP.		1		
RECOVERED STOLEN PROPERTY	3			
RECOVERED STOLEN RENTAL TRUCK	1			
RECOVERED STOLEN VEHICLE		1	2	
RECOVERY REVOKED PLATE	1			
REPOSSESSION			1	
RESTRAINING ORDER			1	
REVOKED LICENSE PLATE FOR INSURANCE	3			
REVOKED LICENSE PLATES FOR BAD CHECK	1			
REVOKED LICENSE PLATES FOR INSURANCE	25	1		
REVOKED PLATES			1	
REVOKED PLATES # 4MCD90	1			
REVOKED PLATES FOR INSURANCE	4			
REVOKED REGISTRATION PLATES	1			
REVOKED REGISTRATION/PLATES REMOVED		1		
ROAD RAGE	1	1	1	
ROAD RAGE INCIDENT			1	
ROAD RAGE/DOMESTIC		1		
RUN AWAY	1			
RUN AWAY CHILD	1			
RUNAWAY	1			
RUNAWAY TEENS			1	
SAFE KEEPING	1			
SCAM		1		
SEARCH WARRANT	1			
SECTION 12	4	5	5	
SECTION 12 CRISIS TRANSPORT	1			
SECTION 12 MEDICAL TRANSPORT	1			
SECTION 12 TRANSPORT	1			
SECTION 35			1	
SECTIONCH 123 S 35			1	
SEIZURE OF FIREARM DUE TO 209A	1			
SERVE RESTRAINING ORDER	1		1	
SERVE TRESPASS		1		
SERVED TRESPASS			1	
SERVED TRESPASS LETTER		1		
SEX OFFENDER COMPLIANCE CHECK			1	

05/24/2018

West Springfield Police Department

SEX OFFENDER REGISTRATION	1		
SEX OFFENSE		1	
SEXUAL EVIDENCE KIT			1
SHOPLIFTING		1	2
SNOW BAN PARKING VIOLATION			1
SNOW BAN VIOLATION			1
SNOW PARKING BAN VIOLATION			1
SORB COMPLIANCE CHECK			1
STATEMENT FOR RECORD			1
STOP			1
STRUCK WITH SNOW FROM PLOW	1		
SUDDEN DEATH	36	37	47
SUDDEN DEATH/DRUG OVERDOSE	1		
SUICIDAL	8	9	4
SURRENDER OF FIREARMS CH. 140 S. 131	1		
SURRENDERED GUNS AND SHOTGUN SHELLS		1	
SUSPECT WITH A WARRANT		1	
SUSPECTED DRUG ACTIVITY	8	32	13
SUSPECTED DRUG ACTIVITY - OVERDOSE			1
SUSPECTED DRUG ACTIVITY (OVERDOSE)			1
SUSPECTED DRUG ACTIVITY AND PROSTITUTION		1	
SUSPECTED DRUG ACTIVITY OVERDOSE	1	1	
SUSPECTED DRUG ACTIVITY/ DECEASED PERSON		1	
SUSPECTED DRUG OVER DOSE			1
SUSPICIOUS ACTIVITY	121	148	164
TAZER DEPLOYMENT		1	
TENANT DISPUTE/PREVENT OF BREACH	1		
THREAT TO COMMIT CRIME	1		
THREATENING/HARRASMENT		1	
THREATS	1	1	
TOWED VEHICLE	5	6	
TOWN BY LAW VIOLATION		1	
TOWN BYLAW OFFENSE	1		
TOWN BY-LAW VIOLATION	2	1	
TRAFFIC - REVOKED FOR INSURANCE		1	
TRANSPORTED TO HOSPITAL	3	2	
TRASH DUMPING ON RENTAL PROP			1
TREE LIMB PROPERTY DAMAGE			1
TRESPASS	5	13	11
TURN IN PRESCRIPTION MEDS	1		
TURNED IN FIREARM		1	
TYPE OF FRAUD		1	
UNATTENDED CHILD		1	1
UNATTENDED CHILDREN/FIRE			1
UNATTENDED DEATH		1	
UNFOUNDED COMPLAINT OF A DOMESTIC	1		
UNREGISTERED MOTOR VEHICLE			1
UNREGISTERED MOTOR VEHICLE ON PUBLIC WAY	1		
UNWANTED PERS./LTR. OF TRESPASS	1		
UNWANTED PERSON	2	2	2

05/24/2018

West Springfield Police Department

UNWANTED PERSONS			1	
UNWANTED/TRESPASS LETTER		1		
USE WITHOUT AUTHORITY			1	
VEHICLE PLATES REVOKED FOR INSURANCE	1			
VEHICLE TOW	6	5	4	
VERBAL ARGUMENT	1			
VERBAL DISPUTE		1		
VERBAL DOMESTIC	4	3	4	
VERBAL ONLY DOMESTIC		1		
WANDERING CHILD			2	
WARRANT APPREHENSION			1	
WARRANT OF APPREHENSION			1	
WARRANT OF PROTECTIVE CUSTODY	1			
WARRANT S 35			1	
WATERSHED VIOLATION	1			

05/24/2018

Attachment **B**

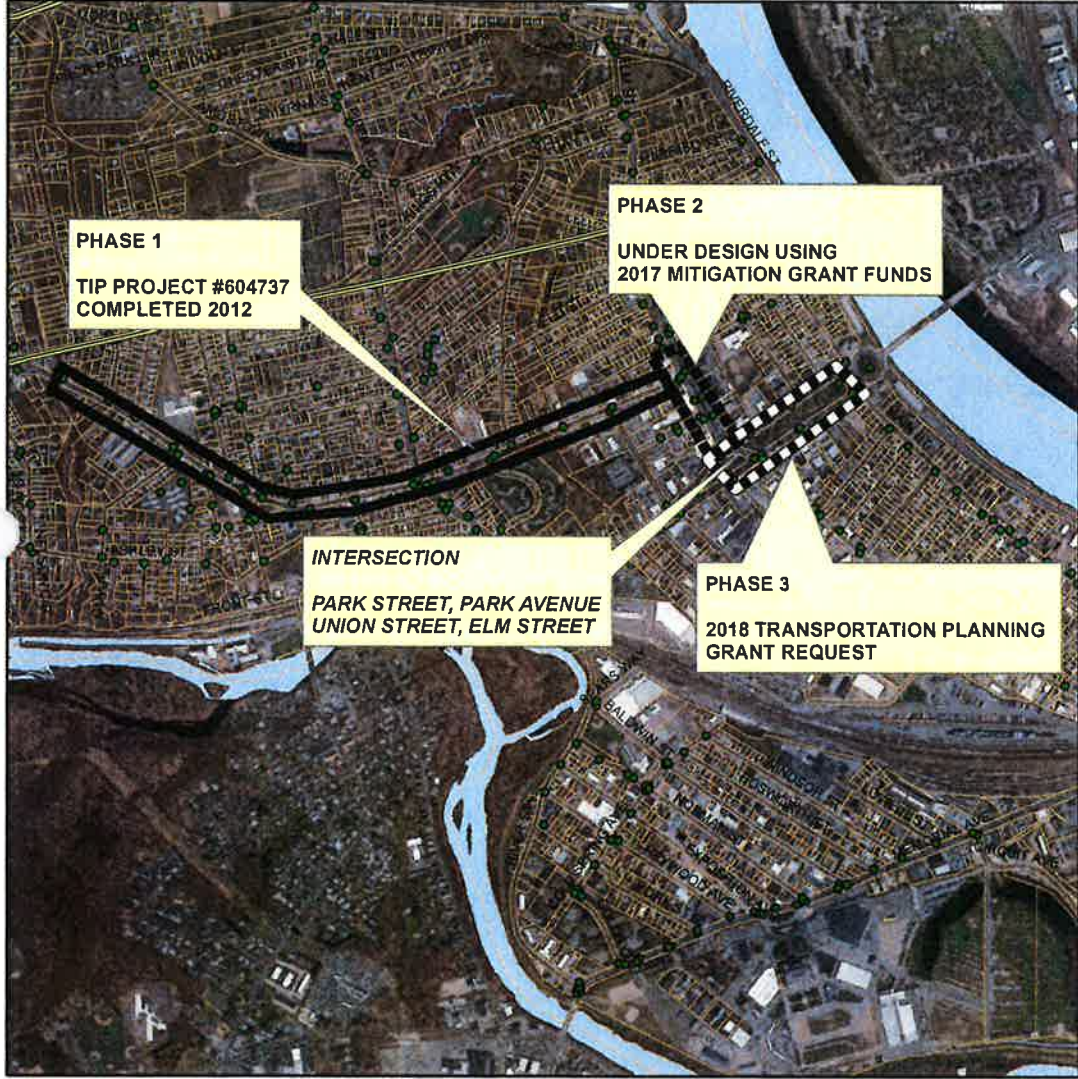
Map – Route 20 Corridor Improvements

West Springfield ROUTE 20 Project Phases



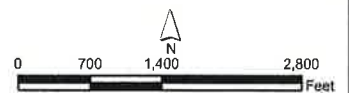
Legend

State Centerline	Driveway Patch
Proposed	Garage (Detached)
Minor Road	Residential
Local Road	Commercial
State Highway	Industrial
Interstate Highway	Demolished
Intersections	Proposed
Right of Way	Public
Public	State Lot Line
Private	Lot Hammer
Waterbody	Pool Edge
Paper Street	Driveway
Old Lot Lines	Wellhead
Setback Patch	Storm



Planimetric & Topographic Features were derived from aerial photography taken on March 30th, 1998 and April 3, 2010. These features meet ASPRS Standards for 1" = 40' Class 1 map accuracy. All maps are projected to the Stateplane grid coordinate system, Zone 4151, Datum NAD83 & Units feet.

This data should not be used for legal description or conveyance purposes.



1 inch = 1,388.833333 feet
Town of West Springfield, MA, GIS

Attachment C

Pioneer Valley Planning Commission Letter of Support



Timothy W. Brennan, Executive Director

May 21, 2018

Mayor William C. Reichelt
26 Central Street
West Springfield, MA 01089

RE: Letter of Support for the Transportation Planning Grant Application by the Town of West Springfield.

Dear Mayor Reichelt:

The Pioneer Planning Commission (PVPC) supports the 2018 Transportation Planning Grant Application by the Town of West Springfield to improve the Route 20 corridor from Main Street to Elm Street. Specifically, this project will allow the design of necessary transportation improvements along both Park Street and Park Avenue to address additional traffic impacts associated with the new MGM Casino development in Springfield, MA.

Park Street and Park Avenue operate as a major transportation corridor in the Town, carrying significant volumes of traffic while bordering the historic Town Common. The PVPC has worked closely in the past with the Town to study transportation concerns in this area as part of the Route 20 Corridor Study and more recently, the Merrick and Memorial Neighborhood Plan. Transportation improvements realized as a result of this project will improve the livability of the Town by enhancing public safety, increasing usable public space, making it easier for a variety of transportation modes to share the streets, and creating a more welcoming environment for local businesses.

Sincerely,

A handwritten signature in blue ink that reads "Gary M. Roux".

Gary M. Roux
Principal Planner

Attachment D

Photos – Pedestrian Safety Issues

PARK AVENUE AT MAIN STREET

NO PEDESTRIAN SIGNALS

NO PEDESTRIAN SIGNALS

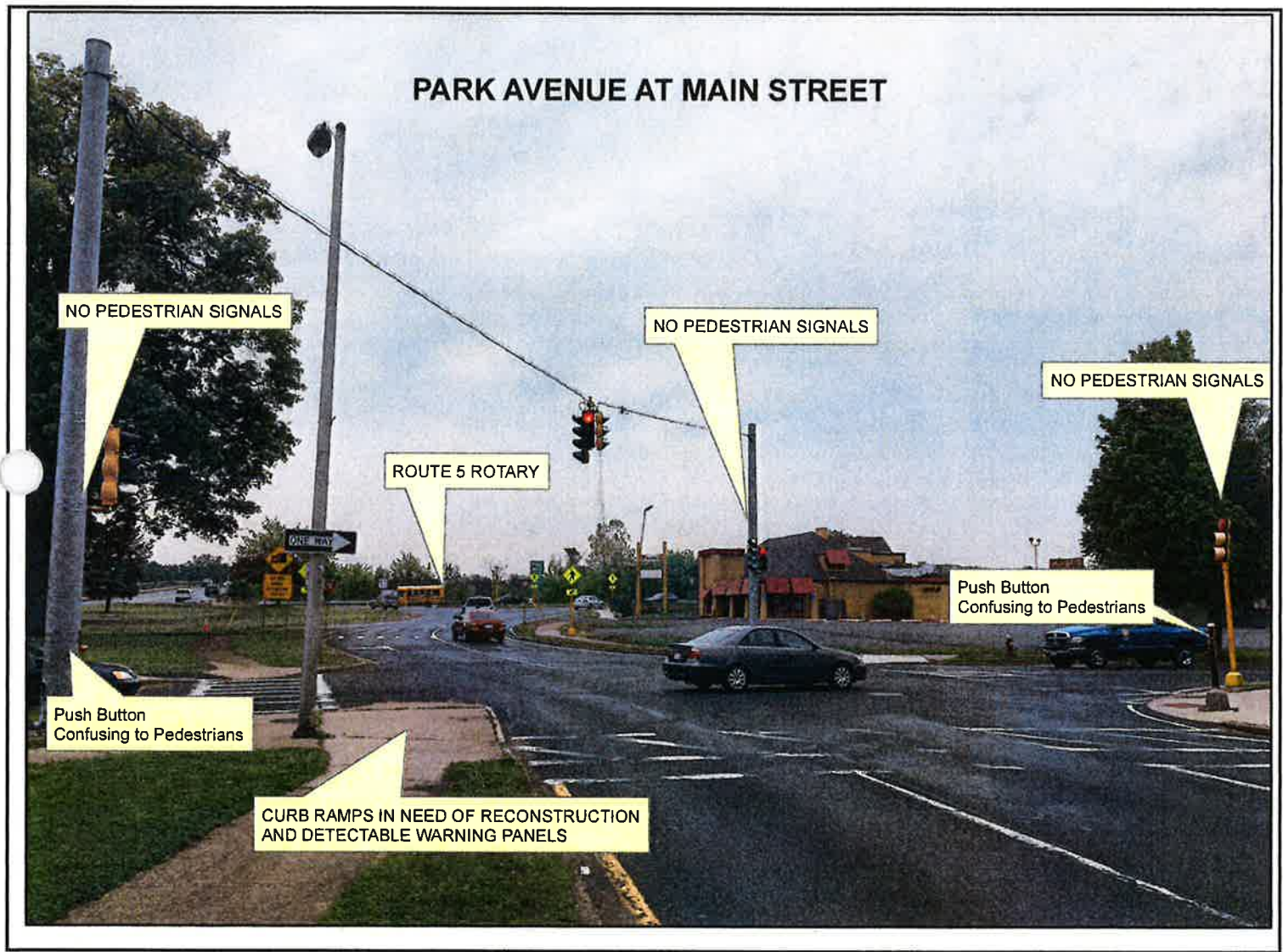
NO PEDESTRIAN SIGNALS

ROUTE 5 ROTARY

Push Button
Confusing to Pedestrians

Push Button
Confusing to Pedestrians

CURB RAMPS IN NEED OF RECONSTRUCTION
AND DETECTABLE WARNING PANELS



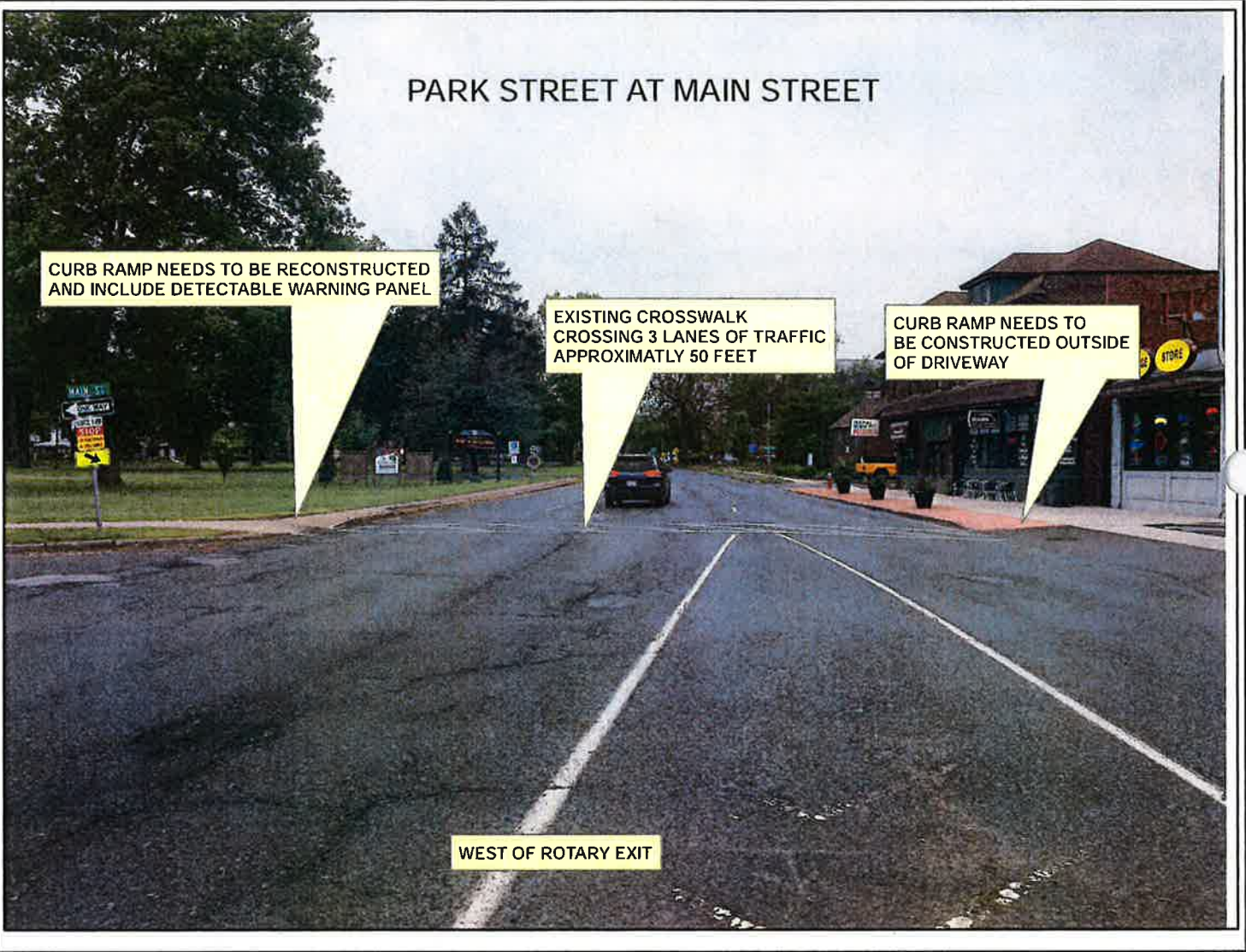
PARK STREET AT MAIN STREET

CURB RAMP NEEDS TO BE RECONSTRUCTED AND INCLUDE DETECTABLE WARNING PANEL

EXISTING CROSSWALK CROSSING 3 LANES OF TRAFFIC APPROXIMATELY 50 FEET

CURB RAMP NEEDS TO BE CONSTRUCTED OUTSIDE OF DRIVEWAY

WEST OF ROTARY EXIT



Attachment E

Excerpts from Walk Audit Report and Pictures

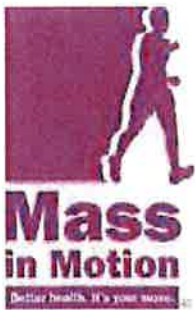


Philip G. Coburn Elementary Walk Audit West Springfield, MA

April 25, 2016

Centers for Disease Control and Prevention Division of Community Health/Community Transformation Grant

Mass in Motion, an initiative of the MA Department of Public Health



MAKING MASSACHUSETTS MORE WALKABLE

Old City Hall | 45 School Street | Boston, MA 02108 | T: 617.367.9255 | F: 617.367.9285 | info@walkboston.org | www.walkboston.org

Philip G. Coburn Elementary School Profile

Philip G. Coburn Elementary School enrolls over 500 students from Kindergarten to Fifth grade. The Elementary School is currently in a former middle school building that will soon be demolished. A new, larger school will be built on the same site and house up to 625 students from both the Coburn and Cowing Schools.

Most students walking to Coburn come from neighborhoods north, east and west of the school. They cross Elm Street, Southworth Street, or Lathrop Street. All walkers cross with the assistance of a crossing guard at Lathrop/Southworth Street at arrival and dismissal. Walkers are dismissed first. The school staff spends a lot of time at the beginning of the school year educating parents and students about proper arrival/dismissal procedures. As a result, both students and parents comply with the rules.

Parent car drop off and pick up is on Southworth Street. The recent construction (within the last 5 years) of drop-off lane on Southworth Street has improved traffic flow for cars throughout neighborhood, according to the West Springfield engineering department. There have been far fewer complaints from neighborhood residents and parents. The Coburn Principal voiced no concerns about arrival and dismissal procedures, and stated that there have been no incidents reported.

Students coming from the south of the school tend not to walk for a couple of reasons. First, many students living in the Merrick-Memorial Neighborhood on southeast side of Park Avenue at Coburn are considered English Language Learners (ELL) and are eligible for yellow bus service automatically. Non-ELL students living in this neighborhood also ride the yellow bus despite being within 1-mile radius of Coburn School because the yellow bus is already there to serve ELL students. Second, Park Avenue is difficult to cross. Few (if any) students attempt it. If the Park Avenue and Park Street crossings were improved, students living in the Merrick-Memorial neighborhood would have a safer walking route to school.

Crossing guards are posted at five locations assisting both Coburn and Cowing students:

1. Lathrop/Southworth Street intersection (Coburn)
2. Elm St/Garden St intersection (Coburn)
3. Lathrop/Park Street (Cowing)
4. At Cowing School on Park Street (Cowing)
5. Park Ave/Main Street (Cowing)

The new, larger elementary school planned for the Coburn site will house students from both schools so understanding the walking patterns of each is important.



Drop off and pick up zone along Southworth Street

3. Crossings distances at the Elm Street/Park Street intersection and the Elm Street/Park Avenue/Union Street are long.

The Elm Street/Park Street intersection is identified as a 2011-2013 HSIP crash cluster (31 crashes; no fatalities; 8 injuries), which means that this intersection is in the top 5% of crash clusters in the region between the years of 2011-2013 (as reported to the Pioneer Valley Planning Commission). Crossing Elm Street is a three-stage crosswalk where people walking must cross 5 lanes of oncoming traffic. Crossing Park Street involves one long crosswalk across three lanes of traffic. These long crossing distances can discourage people from walking to the park and the Merrick-Memorial Neighborhood.

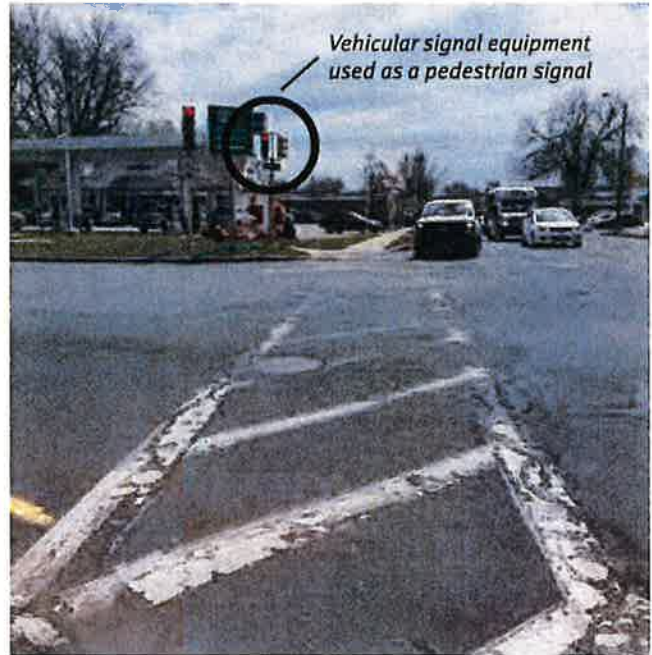
The pedestrian signal equipment at the Elm Street/Park Avenue/Union Street intersection is a smaller version of a standard vehicular traffic signal. It is mounted at a pedestrian scale, but is confusing to drivers and pedestrians alike.

Recommendations

- Consider narrowing or eliminating travel lanes to tighten curb radii, construct curb bump-outs and slow traffic at both intersections
- Upgrade traffic signals at both intersections to include countdown pedestrian signals across both sides of the intersection.



Elm Street/Park Street intersection is a HSIP crash cluster zone



Park Avenue and Union Street intersection with long crossing distances and confusing pedestrian signal equipment

4. The Main Street/Park Avenue intersection presents long crossing distances and confusing traffic signal equipment.

Similar to the Elm Street/Park Avenue intersection, the lane widths and crossing distances at this intersection are long. There is a crossing guard at this location during school arrival and dismissal. There are marked crosswalks, but no pedestrian signals. Furthermore, there is a second crosswalk at the rotary entrance with a Rectangular Rapid Flash Beacon (RRFB) less than 100 feet from the traffic signal. The proximity of the RRFB to the traffic signal is potentially dangerous for pedestrians. Those walking would push the RRFB button and begin crossing, while drivers who just began to accelerate would have to hit their brakes. Drivers may not anticipate or see pedestrians at this location. If the RRFB is tied into phasing of traffic light, it would extend the wait time for pedestrians and the RRFB would not function as designed.

The mismatch of traffic signal equipment could be due to different jurisdictions. MassDOT designed and implemented the rotary improvements, while the traffic signal equipment is owned and operated by the City of West Springfield.

Attachment **F**

*Excerpt from the Town's Complete Streets Prioritization
Plan*



HOWARD STEIN HUDSON

Engineers + Planners

Complete Streets Prioritization Plan

WEST SPRINGFIELD, MASSACHUSETTS

Prepared for
Town of West Springfield, Massachusetts

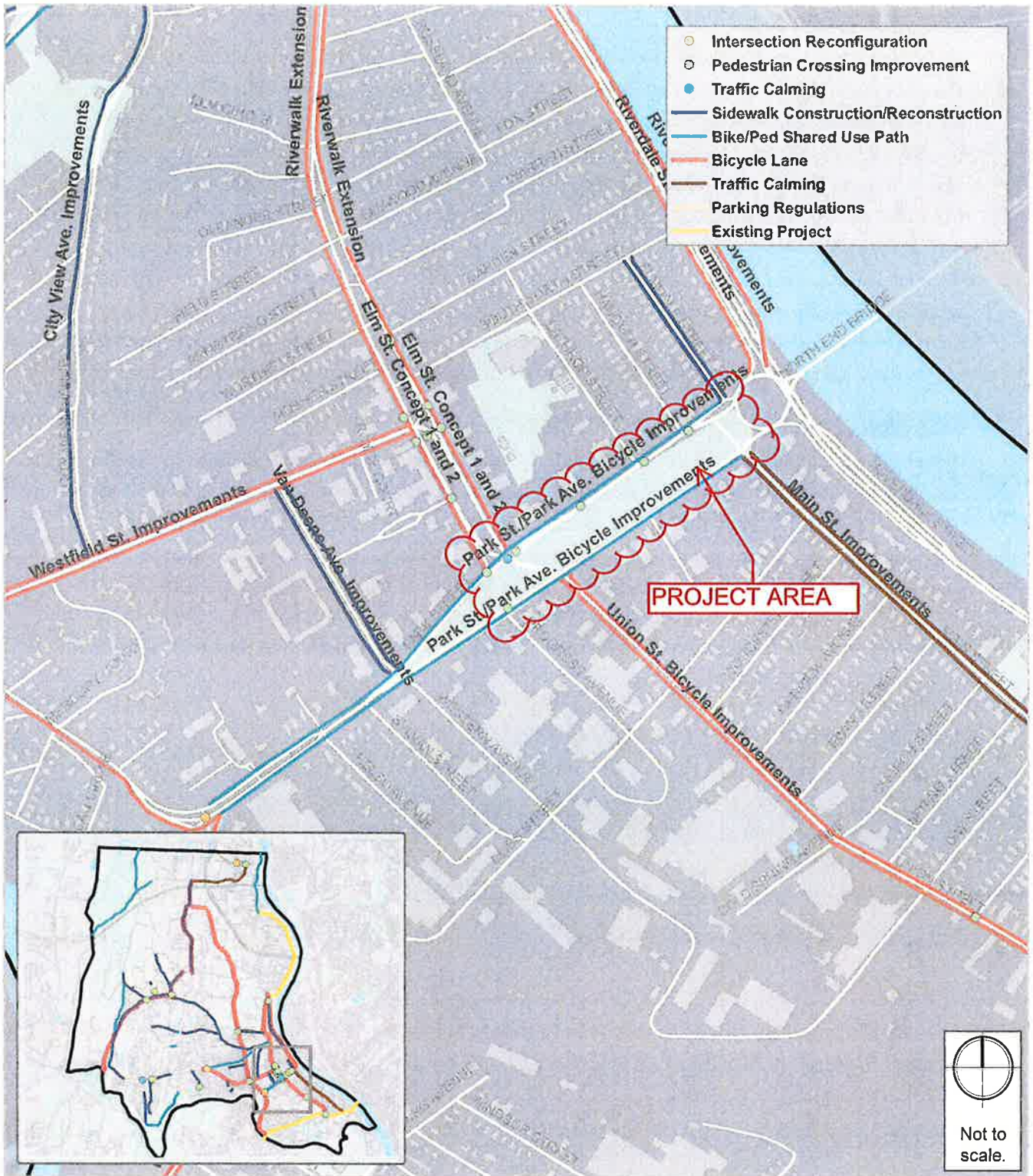
Prepared by
Howard Stein Hudson

April 2017





Park Street/Park Avenue





Tools to Assess Demand

LATENT DEMAND

To understand latent demand for pedestrians and bicyclists, we use the Metropolitan Area Planning Council's Local Access Scores. This dataset calculates Active Transportation Network Utility Scores for each roadway segment based on how well it provides network connections for pedestrian and bicyclists from residences to schools, shopping, transit, and open spaces. The dataset draws on the Massachusetts Travel Survey to extrapolate origin-destination information and the 2010 U.S. Census to determine population characteristics like school age children to better predict route utility. A final Local Access Score is assigned to each roadway segment reflecting the amount of latent demand, as visualized in **Figure 8**. Although pedestrian and cyclist counts can provide some sense of route utility, using latent demand helps prioritize projects with a focus on the area's potential to increase walking and cycling if conditions were made more comfortable and convenient. An example of this tool's capability is determining the most useful locations for adding missing sidewalks.

EXISTING CONDITIONS- BICYCLIST DEMAND

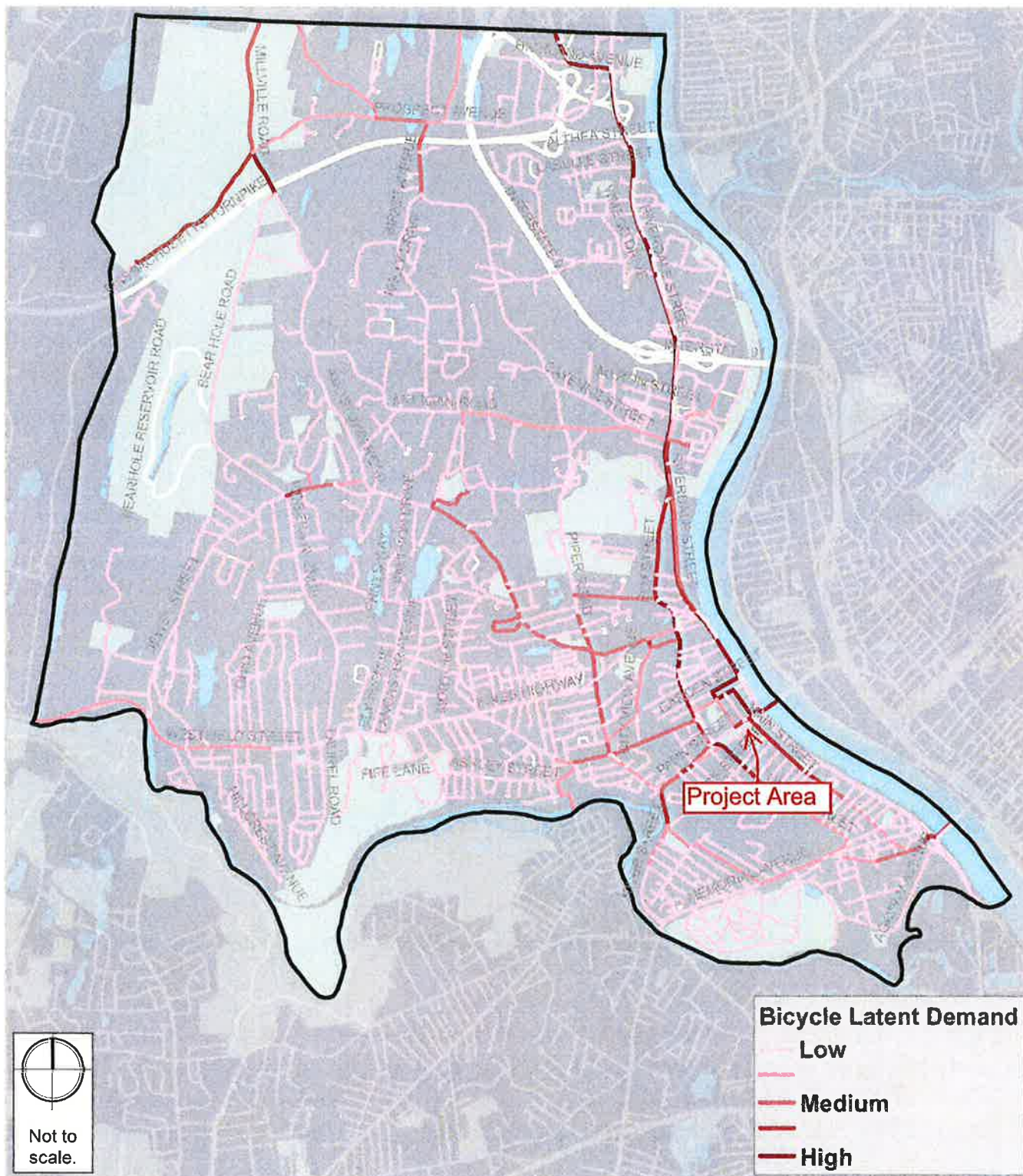
The bicyclist demand map shows areas of latent bicyclist demand throughout the Town. Similar to the pedestrian demand map, each roadway represents a level of bicycle latent demand based on population and the shortest route to various types of destinations but differs from the pedestrian latent demand map because cyclists can conveniently travel further distances. The map shows high latent demand on Riverdale Street, which connects from the traditional downtown area near Park Street/Park Avenue up to the extensive retail opportunities at the Riverdale Shops. High latent demand is also found on Elm Street/Union Street, and Amostown Road, which extends west in the geographic center of West Springfield.

EXISTING CONDITIONS- PEDESTRIAN DEMAND

The pedestrian demand map shows areas of latent pedestrian demand throughout the Town by considering population density and the shortest routes to different destinations to generate a latent demand score. For example, the high-density core of West Springfield near Park Street and Elm Street would likely attract more pedestrian traffic than low density residential neighborhoods off of Dewey Street. Westfield Street has high latent demand for its entire length because it connects a large number of residents to businesses, schools, and the PVTA Route 10 bus.



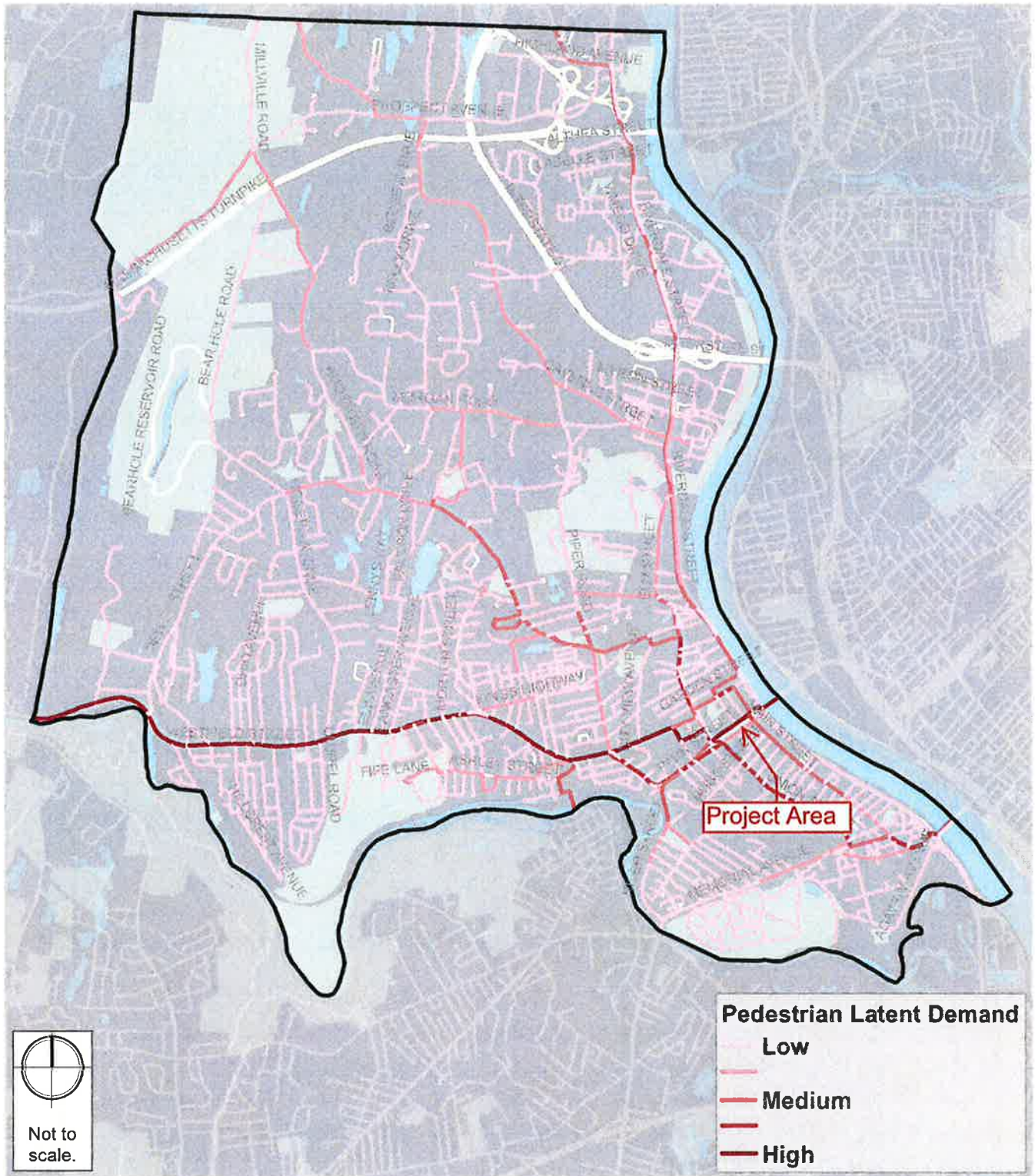
Figure 8. **Bicycle Latent Demand**



Data Source: MAPC, MassGIS



Figure 9. **Pedestrian Latent Demand**



Data Source: MAPC, MassGIS



Tools to Assess Equity Concerns

To ensure an equitable distribution of resources for those who may greatly benefit from improved street conditions, we consider environmental justice neighborhoods and the population reported as having a disability. 2010 Census data is used to determine census blocks that exceed environmental justice thresholds for elderly populations, limited English households, households with no vehicle ownership, minority populations, and low income households. Using the American Community Survey (ACS) 5-Year estimates, the percentage of persons with disabilities was calculated for each census block group. ACS is a continuous data collection effort led by the U.S. Census Bureau to measure the dynamic social and economic characteristics of the U.S. population. Since ACS replaced the decennial Census long-form, there is no disability data in the 2010 Census. Unlike the U.S. Census, ACS only provides self-reported information and so represents a sample of the total population. The locations of assisted living facilities are also considered, as residents may have limited mobility.

ENVIRONMENTAL JUSTICE COMMUNITIES

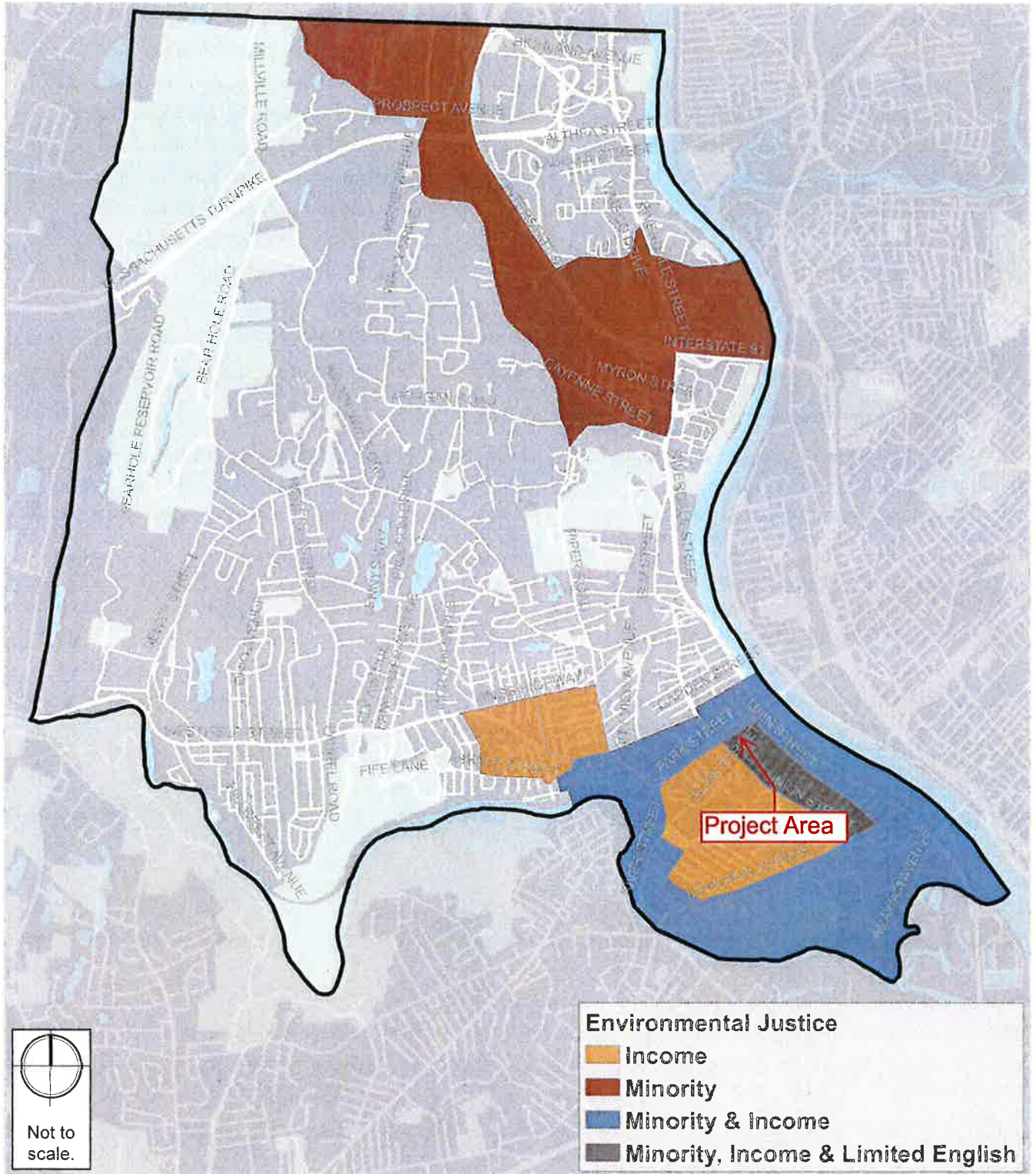
West Springfield has a racially and culturally diverse population, with immigrant and minority populations largely concentrated in the south eastern portion of the Town, south of Westfield Street, and in the northern portion of Town following the west side of I-91. The south eastern portion of the Town also exceeds environmental justice thresholds for low income and, between Union Street and Main Street, limited English.

PERSONS WITH DISABILITIES

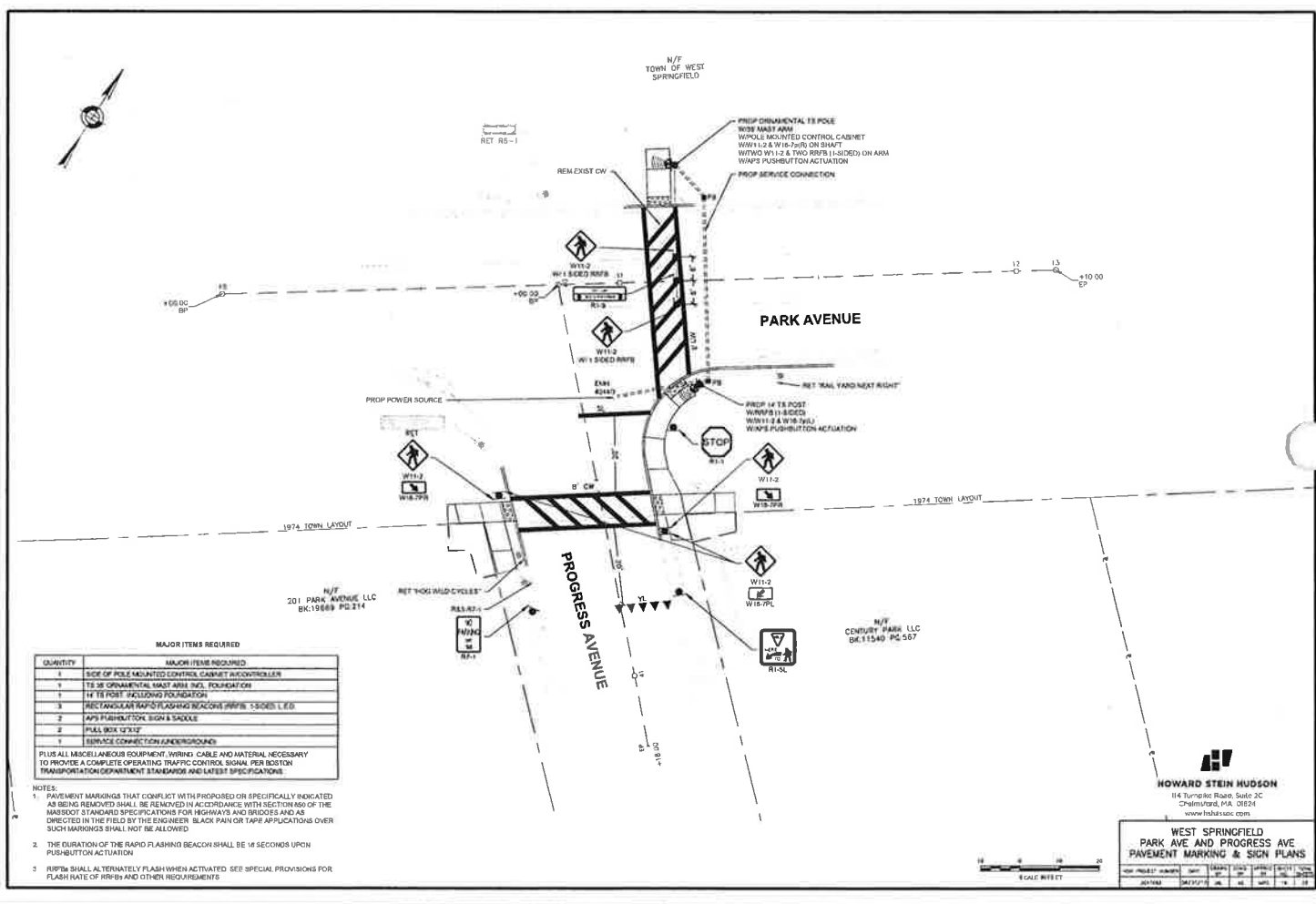
Figure 17 shows that the highest rates of residents who self-reported having a disability are located in the north-east corner of the Town, bordered by I-91 and I-90, and in the western portion of Town, bordered by Westfield Street, Ohio Street, Old Barn Road, and Rogers Avenue. The distribution of census block groups throughout West Springfield may be an indication of an aging population.



Figure 16. *Environmental Justice*



Data Source: 2010 U.S. Census



MAJOR ITEMS REQUIRED

QUANTITY	MAJOR ITEMS REQUIRED
1	SIDE OF POLE MOUNTED CONTROL CABINET AND CONTROLLER
1	TS 35 CONCRETE/CAST ASBESTOS FOUNDATION
1	14 TS POST INCLUDING FOUNDATION
3	RECTANGULAR RAPID FLASHING BEACONS (RRFB) 1-SIDES LED
2	APS PUSHBUTTON SIGN & SADDLE
2	PULL BOX W/TS
1	SERVICE CONNECTION UNDERGROUND

PLUS ALL MISCELLANEOUS EQUIPMENT, WIRING, CABLE AND MATERIAL NECESSARY TO PROVIDE A COMPLETE OPERATING TRAFFIC CONTROL SIGNAL PER BOSTON TRANSPORTATION DEPARTMENT STANDARDS AND LATEST SPECIFICATIONS.

- NOTES:
1. PAVEMENT MARKINGS THAT CONFLICT WITH PROPOSED OR SPECIFICALLY INDICATED AS BEING REMOVED SHALL BE REMOVED IN ACCORDANCE WITH SECTION 606 OF THE MASSDOT STANDARD SPECIFICATIONS FOR HIGHWAYS AND BRIDGES AND AS DIRECTED IN THE FIELD BY THE ENGINEER. BLACK PAINT OR TAPE APPLICATIONS OVER SUCH MARKINGS SHALL NOT BE ALLOWED.
 2. THE DURATION OF THE RAPID FLASHING BEACON SHALL BE 16 SECONDS UPON PUSHBUTTON ACTUATION.
 3. RRFBs SHALL ALTERNATELY FLASH WHEN ACTIVATED. SEE SPECIAL PROVISIONS FOR FLASH RATE OF RRFBs AND OTHER REQUIREMENTS.

HOWARD STEIN HUDSON
 114 Turnpike Plaza, Suite 2C
 Cheltenham, PA 19312
 www.hsh-usa.com

**WEST SPRINGFIELD
 PARK AVE AND PROGRESS AVE
 PAVEMENT MARKING & SIGN PLANS**

NO. PROJECT NUMBER	DATE	ISSUED	BY	SCALE	DATE
201908	08/27/19	08	AS	AS SHOWN	10/18

SCALE: 1" = 20'



N/F TOWN OF WEST SPRINGFIELD

N/F PARK STREET CEMETERY ASSOC

1874 TOWN LAYOUT

1874 TOWN LAYOUT

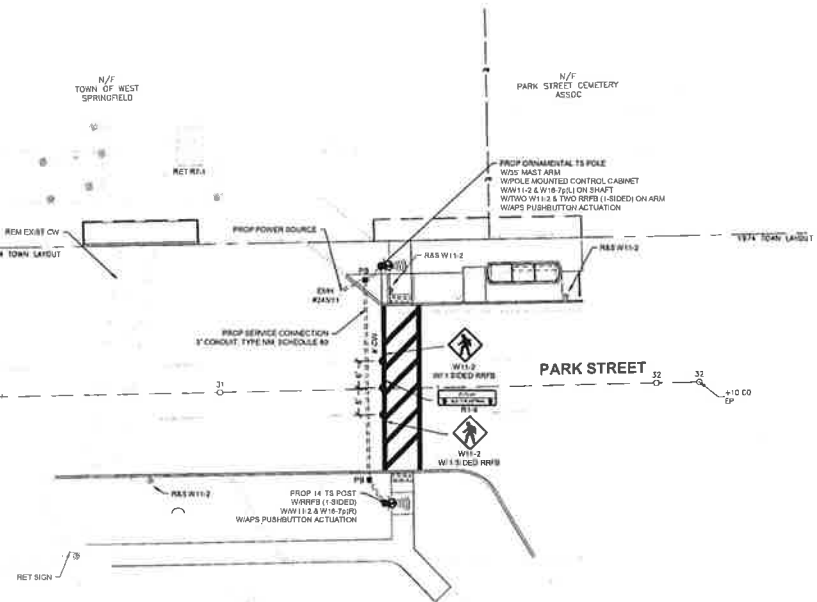
PARK STREET

N/F TOWN OF WEST SPRINGFIELD

MAJOR ITEMS REQUIRED	
QUANTITY	MAJOR ITEMS REQUIRED
1	SIDE OF POLE MOUNTED CONTROL CABINET AND CONTROLLER
1	TS 30 ORNAMENTAL MAST ARM INCL. FOUNDATION
1	14' TS POST INCLUDING FOUNDATION
3	RECTANGULAR RAPID FLASHING BEACONS (RRFB) 18" X 24" LED
2	APR PUSHBUTTON SIGN & SADDLE
2	PLA. SIGNS 12" X 18"
1	SERVICE CONDUIT COLLAR (FOR ROAD)

PLUS ALL MISCELLANEOUS EQUIPMENT, WIRING, CABLE AND MATERIAL NECESSARY TO PROVIDE A COMPLETE OPERATING TRAFFIC CONTROL SIGNAL PER BOSTON TRANSPORTATION DEPARTMENT STANDARDS AND LATEST SPECIFICATIONS

- NOTES
- PAVEMENT MARKINGS THAT CONFLICT WITH PROPOSED OR SPECIFICALLY INDICATED AS BEING REMOVED SHALL BE REMOVED IN ACCORDANCE WITH SECTION 850 OF THE MASSDOT STANDARD SPECIFICATIONS FOR HIGHWAYS AND BRIDGES AND AS DIRECTED IN THE FIELD BY THE ENGINEER. BLACK PAINT OR TAPE APPLICATIONS OVER SUCH MARKINGS SHALL NOT BE ALLOWED.
 - THE DURATION OF THE RAPID FLASHING BEACON SHALL BE 16 SECONDS UPON PUSHBUTTON ACTUATION.
 - RRFBs SHALL ALTERNATELY FLASH WHEN ACTIVATED. SEE SPECIAL PROVISIONS FOR FLASH RATE OF RRFBs AND OTHER REQUIREMENTS.



HOWARD STEIN HUDSON
 114 Turnpike Road, Suite 20
 Chelmsford, MA 01824
 www.hshd.com

**WEST SPRINGFIELD
 PARK STREET AT SENIOR CENTER
 PAVEMENT MARKING & SIGN PLANS**

REV	PROJECT NUMBER	DATE	BY	CHKD	DRWN	SCALE	DATE
01	001002	04/15/14	JL	AS	APL	1" = 20'	04 15 14



CENTRAL STREET

N/F
UNITED CO-OPERATIVE BANK
LR132 PG-811/810
BK 8080 PG 171

TOWN OF WEST SPRINGFIELD
BK 1905 PG 78

N/F
MEADOWS REALTY LLC
BK 18825 PG 38

N/F
TOWN OF WEST SPRINGFIELD
BK 8727 PG 22

1854 TOWN LAYOUT

VAN DEENE AVENUE

1954 TOWN LAYOUT

N/F
VAN DEENE MEDICAL BLDG PRNTR
BK 8001 PG 217

N/F
VAN DEENE INC LLC
BK 8782 PG 38

N/F
O'CONNELL FAMILY REALTY LLC
BK 11881 PG 287

HOWARD STEIN HUDSON
118 Turnpike Road, Suite 202
Cherry Hill, NJ 08004
www.hshudson.com

WEST SPRINGFIELD
VAN DEENE AVE
CURB TIE & GRADING PLANS



NO.	DATE	BY	CHKD	APP'D	SCALE
001	08/11/11	JM	MS	MS	AS BUILT
002	08/11/11	JM	MS	MS	AS BUILT
003	08/11/11	JM	MS	MS	AS BUILT
004	08/11/11	JM	MS	MS	AS BUILT
005	08/11/11	JM	MS	MS	AS BUILT
006	08/11/11	JM	MS	MS	AS BUILT
007	08/11/11	JM	MS	MS	AS BUILT
008	08/11/11	JM	MS	MS	AS BUILT
009	08/11/11	JM	MS	MS	AS BUILT
010	08/11/11	JM	MS	MS	AS BUILT

PROJECT: 11881 TURNPIKE ROAD, CHERRY HILL, NJ 08004



N/F
TOWN OF WEST SPRINGFIELD
BK:1805 PG:78

N/F
REDWOOD REALTY LLC
BK:1825 PG:36

WEST SPRINGFIELD FIRE HEADQUARTERS

PRINCIPAL EASEMENT (24'x4')

VAN DEENE AVENUE

1954 TOWN LAYOUT

1954 TOWN LAYOUT

EXISTING COMPLIANT
CEN CONC W/CB

N/F
CONNELL FAMILY REALTY LLC
BK:1701 PG:377

N/F
VAN DEENE INC LLC
BK:1727 PG:50



HOWARD STEIN HUDSON
114 Turnpike Road, Suite 2C
Chesham, VA, 01824
www.hshva.com

**WEST SPRINGFIELD
VAN DEENE AVE
CURB TIE & GRADING PLANS**



NO.	DATE	BY	CHKD	APP'D	SCALE
001	08/18/17	JH	MS	MS	1" = 40'

DRAWN BY: J. HARRINGTON / CHECKED BY: M. SHERIDAN / DATE: 08/18/17



May 14, 2018

Via Email

The Honorable Mayor William Reichelt
Town of West Springfield
26 Central Street
West Springfield, MA 01089

Sharon Wilcox, Chief Financial Officer
Town of West Springfield
26 Central Street
West Springfield, MA 01089

Re: 2018 Community Mitigation Fund Applications

Dear Mayor Reichelt and Ms. Wilcox:

We would like to thank you and your colleagues for participating in the conference call with the Community Mitigation Review Team ("Review Team"). It was a pleasure discussing the Non-Transportation Planning and Transportation Planning Applications for community mitigation funds. The Review Team found the conference call to be very informative. As we discussed during the conference call, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

Previously Awarded Grants

Could you provide the Commission with a brief status of current activities engendered by the award of these funds? If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

Non-Transportation Planning

1. How has the Town begun to determine how to prioritize funds it will be receiving through the Surrounding Community Agreement with MGM Springfield?
2. What are the likely uses for such funds?
3. Is the projected need for additional space the result of new officers planned to date or the result of other additional new hires?
 - a. What is the status of the hiring of the new officers?
 - b. When does the Town anticipate completion of the police training?
 - c. Can you please describe the reasons the Town determined to hire the additional officers? Was it solely or predominantly because of the opening of the MGM Springfield casino?



Massachusetts Gaming Commission

4. Are any of these new officers being hired to backfill retirees or officers that have left the force?
5. Please briefly describe the recent history of crime rates in West Springfield. In addition to investigations of crimes, the town may, in all likelihood, need to respond to additional traffic incidents resulting from the casino. Were police responses to these type incidents and other calls for service a significant factor in the Town's determination to dedicate additional funds for public safety and its determination to request Community Mitigation Funding?
6. How does West Springfield anticipate growth in the calls for service when the MGM Springfield casino opens?
7. The Commission has spent considerable efforts to analyze crime that may be related to the Plainridge Park Casino ("PPC"). As noted in the summary of Research on the commission's web site "[i]n March 2018, MGC received an update to the Public Safety Impact Report. The two-year analysis continues to indicate that incidents occurring at PPC are proportionate with expected totals at similar facilities that draw a significant number of people, have a large parking area, offer retail, entertainment, and dining options, and serve alcohol. The types of calls for service to increase are those highly correlated with the numbers of cars and visitors to a community, such as traffic issues and reports of lost property and suspicious activity." The Commission realizes that the results for a full resort casino directly within a city of Springfield's size may be different than the Plainridge experience. Can you provide more information why you believe the near term experience in Springfield may be different than the Plainridge Park experience?

Transportation Planning

1. How are the activities described in the application related and not related to prior year grant funds?
2. What, if any, pedestrian safety issues exist in the area immediately near the North End Bridge?
3. What is West Springfield's current timetable for the proposed work?
4. Is this grant part of West Springfield's efforts toward the Complete Streets Initiative?
5. Do you feel that the projected budget is sufficient?

For your convenience, the Commission's recent public safety research can be found at the following link: <https://massgaming.com/wp-content/uploads/Assessing-the-Impact-of-Gambling-on-Public-Safety-in-Massachusetts-Cities-and-Towns-3-1-18.pdf>



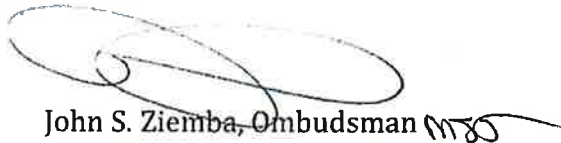
Massachusetts Gaming Commission

The Honorable Mayor William Reichelt
Sharon Wilcox, Chief Financial Officer
Page 3
May 14, 2018

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman

cc: James Czach, Town Engineer
Timothy Inacio, Project Manager
Allyson Manuel, Town Planner
Douglas Mattoon, Director of Planning and Development
Ronald Campurciani, Police Chief
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission



CITY OF SOMERVILLE, MASSACHUSETTS
MAYOR'S OFFICE OF STRATEGIC PLANNING & COMMUNITY DEVELOPMENT
JOSEPH A. CURTATONE
MAYOR

MICHAEL F. GLAVIN
EXECUTIVE DIRECTOR

Mr. John Ziemba, Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: 2018 Transportation Mitigation Applications

Dear Mr. Ziemba,

The City of Somerville along with the City of Everett is pleased to respond to the community mitigation review team's follow-up questions to our joint application for the 2018 mitigation program.

1. **Please provide further information regarding the management of the grant funds:**
 - a. **How will a determination be made as to how the communities will use the funding for specific purposes authorized under any grant?**
 - *Answer: The Cities propose to enter into a design services contract with a qualified vendor, with a defined scope of services that is consistent with the grant application, and that has been reviewed and approved by Commission staff prior to any contract execution. Quarterly and annual reporting on the expenditure of the Grant funds will be provided to Commission staff consistent with Commission standards.*
 - b. **What would that process be?**
 - *Answer: The Cities would anticipate to conduct detailed project scoping in the summer of 2018, and would seek to submit the proposed scope for Commission staff review and approval in late summer. If the scoping and approval process is concluded by early fall, the Cities would propose to advance into contracting and authorize a qualified vendor to begin work in the fall of 2018. The City of Somerville proposes to serve as fiscal agent for this joint proposal, and the City of Somerville's Purchasing Department would prepare all contract documents consistent with all state and local regulations. The City of Somerville's Finance Department would perform auditing functions and process invoices for payment consistent with state and local standards.*



2. How do you envision working with all necessary departments of the MBTA to ensure that any design is acceptable to the MBTA?

Answer: To date, the conceptual design of the proposed Pedestrian Bridge, Northern Strand path extension and the Assembly Row Head House Connector have required extensive coordination with MassDOT and the MBTA. Consultants from AECOM and Howard Stein Hudson have engaged with both Commuter Rail operations and Commuter Rail engineering as well as Orange Line operations and engineering. Additionally, the Cities of Everett and Somerville have worked extensively with the MassDOT Office of Transportation Planning to ensure that all departments of MassDOT and the MBTA are fully engaged and supportive of any proposed designs. It is important to note that these grant funds would support a continuation of design process that is already underway and has already produced the working relationships necessary between the cities, MassDOT, MBTA and consultants to produce a design that is acceptable to the MBTA.

3. What is the estimated cost for the Connector?

Answer: The 30% design produced by AECOM on behalf of Wynn Design & Development estimated the construction cost of the Connector to be approximately \$10 million.

4. How do the cities propose to engage the relevant parties (including the Commonwealth) to determine how the Connector and the Pedestrian Bridge could be financed?

Answer: The Cities along with Encore Boston Harbor are currently engaged in conversations with the Commonwealth and its transportation agencies to determine the most advantageous way in which the Mystic River Pedestrian Bridge and Assembly Row Connector can be financed and constructed in concert with one another. It is agreed by all parties that only one of the project components alone, the bridge or the connector, will not be a success without the other and that a combination of public-private partnerships and grant funding is the most likely scenario to fund the overall project. The Cities of Everett and Somerville continue to engage Encore Boston Harbor, MassDOT, the MBTA as well as numerous advocacy groups and NGOs including the Mystic River Watershed Association, Somerville Transportation Equity Partnership, Transportation for Massachusetts, MassBike and others to seek a comprehensive funding solution for the project.

5. It was discussed that a \$10M TIGER grant could assist in the financing. Please provide further detail regarding that process?

Answer: The use of a BUILD grant (formerly TIGER) has been discussed by the Cities of Somerville and Everett along with many project advocates including non-profit organizations with a vested interest in the Mystic River and regional trail network. A BUILD grant is considered to be advantageous given the regional nature of the project that includes not only the head-house connector but also the pedestrian bridge and path extension. In addition, the public/private partnerships that are critical to winning a BUILD grant have mostly been identified in order to fund the various pieces of this overall vision. Preliminary discussions with MassDOT have indicated that one of the state agencies, likely MassDOT, would be best positioned to be the applicant and administrator of such a grant.

6. Please provide further information regarding the choice for the location for the Connector? Have the cities, in communication with other important stakeholders, determined that they would pursue the North Head House as the location for a Connector?

Answer: The current 30% design performed by AECOM has identified the north head house of Assembly Row station as the desired location for the Connector. This was based primarily on two factors. The first being that the existing structure was built with the provision for an extension/connector as is being currently proposed. The second is that the MBTA fare collection system located in the north head house is configured in a manner that would not require fare payment for a user who was crossing from the pedestrian bridge to Assembly Row without the intention of getting onto an MBTA train. This is critical to the permeability of the station for users of Draw 7 Park, or those wishing to visit both Assembly Row and the Encore Boston Harbor resort. The Cities, along with other primary stakeholders including Encore Boston Harbor understand and endorse the reasoning for this choice.

Thank you for your consideration of this multi-municipal application. Please do not hesitate to contact us with additional questions or concerns.

Sincerely,

Brad Rawson
Director, Transportation & Infrastructure
City of Somerville

Jay Monty
Transportation Planner
City of Everett



May 14, 2018

Via Email

Brad Rawson, Dir. of Transportation & Infrastructure
City of Somerville
93 Highland Avenue
Somerville MA 02143

Jay Monty, Transportation Planner
City of Everett
484 Broadway
Everett MA 02149

Re: 2018 Community Mitigation Fund Joint Transportation Application

Dear Mr. Rawson and Mr. Monty:

We would like to thank you and your colleagues for participating in the meeting with the Community Mitigation Review Team ("Review Team"). It was a pleasure discussing the Everett/Somerville Joint Transportation Application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. Please provide further information regarding the management of the grant funds.
 - a. How will a determination be made as to how the communities will use the funding for specific purposes authorized under any grant?
 - b. What would that process be?
2. How do you envision working with all necessary departments of the MBTA to ensure that any design is acceptable to the MBTA?
3. What is the estimated cost for the Connector?
4. How do the cities propose to engage the relevant parties (including the Commonwealth) to determine how the Connector and the Pedestrian Bridge could be financed?
5. It was discussed that a \$10M TIGER grant could assist in the financing. Please provide further detail regarding that process.



Massachusetts Gaming Commission

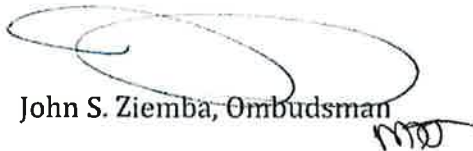
Brad Rawson, Dir. Transportation and Infrastructure
Jay Monty, Transportation Planner
Page 2
May 14, 2018

6. Please provide further information regarding the choice for the location for the Connector? Have the cities, in communication with other important stakeholders, determined that they would pursue the North Head House as the location for a Connector.

The Review Team would like to present to the Commission its recommendation in June 2018. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,

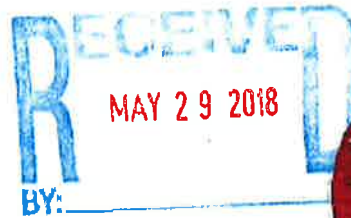


John S. Ziemba, Ombudsman

cc: The Honorable Mayor Carlo DeMaria
The Honorable Mayor Joseph A. Curtatone
Michael F. Glavin, Executive Director
Tony Sousa, Executive Dir. Planning & Development
Catherine Rollins Denisi, Esq.
Jonathan Silverstein, Esq.
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission



May 23, 2018

Mr. John S. Ziemba, Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor Boston,
MA 02110

Re: 2018 Transportation Mitigation Application

Dear Mr. Ziemba:

The City of Revere and Town of Saugus are pleased to submit the following in response to questions presented to them by Massachusetts Gaming Commission during our conference call and subsequent letter dated May 14, 2018. All statements are intended to help clarify the information contained in the pending joint-application to receive Transportation Planning Grant funding.

RESERVE and SPECIFIC GRANTS

Saugus

2015 Reserve - The Town of Saugus commissioned Camoin Associates to perform an economic impact analysis, which was completed in September 2017. The cost of the project, which was paid in full in November 2017, was \$21,744. The Town should now have received the final reimbursement in the amount of \$12,994 and the Planning and Development Department is working with the Treasurer's Office to confirm the funding was received. Once the payment was been processed this portion of the Community Mitigation grant will be complete. Further, the Town was granted authorization to use the remaining \$13,256 of the \$35,000 Community Mitigation fund, which was originally allocated for the economic impact analysis, in order to create, print, and distribute an Open Space and Historic Attractions brochure. Additionally, the Town was granted authorization to use the final \$15,000 of the total \$50,000 2015 Community Mitigation fund for the development of a wayfinding and branding scheme to further promote the town's open spaces and economic centers. As with the final reimbursement, the Department of Planning and Development is working with the Treasurer's Office to ensure the first payment for this new grant, in the amount of \$7,064, was received.

2018 Community Mitigation Fund application: MGC action pending. This grant will support development of a bike path to connect the Northern Strand Community Trail to the new Saugus *RiverWalk*. and related wayfinding; it will also assist in the creation of a new open space brochure aimed at visitors and leisure travelers, The Town views this bike path and its link to the Saugus River facility as an opportunity to offer new attractions that may appeal to tourists and help draw some casino patrons to the Town.

Revere

2016/2017 Reserve - With the 2016/2017 Community Mitigation Reserve Fund Grant, the City of Revere undertook a public procurement process and selected Community Reinvestment Associates, Inc (CRA) for these economic development related services. A contract has been entered with CRA and work has begun in accordance with the terms of the grant agreement. to advise and assist in its efforts to spur development of key mixed-use development sites that promise potential linkage with the Wynn Casino. These include Suffolk Downs, Wonderland and the historic Revere Beach area as

well as large tracts in the North Revere area that are accessible from Route 1 and Route 99. Particular attention will be paid to those retail and commercial ventures that may be located at those sites that are centered in the hospitality, retail and professional services sectors which may be expected to have a natural synergy with casino operations.

Operating in conjunction with the City's Director of Economic Development, and other officials, consultants and outside counsel as designated by the Mayor, CRA will help to focus and coordinate efforts on the City's behalf with federal and state agencies, private development interests and other parties as necessary and appropriate. This effort will seek to better position the city to fully realize future opportunities associated with the Wynn Casino In neighboring Everett. The term of this contractual effort Covers six months terminating on July 31, 2018. The City is also engaging a public relations/marketing firm to highlight development efforts and progress at these major development sites, setting the stage for business attraction and emphasizing potential linkage to the Wynn Casino through business to business connections.

2018 Community Mitigation Fund application: MGC action pending. This grant would continue the above described economic development consultant and public relations/marketing services for an additional Six month period August 1, 2018 to January 31, 2019.

2018 REVERE/SAUGUS TRANSPORTATION PLANNING GRANT

Responses follow to Massachusetts Gaming Commission's specific enumerated questions posed in May 14, 2018 communication.

1. Given the time required to evaluate and approve the 2018 Transportation Planning Grant, the communities have instructed the consultant traffic planning and engineering firm BETA Inc., to revise the scope and project timeline so as to accelerate the planning initiative and conclude its efforts under the 2017 grant by October 31, 2018. The revised scope and timeline are being forwarded to the Commission separately. BETA, Inc was engaged through a public procurement process.
2. The Town of Saugus and the City of Revere plan on utilizing 2018 Transportation Planning Grant funding to carry on the BETA, Inc services in a two-pronged effort that will conclude no later than August 30, 2019. First, \$275,000 will fund preliminary conceptual design of actions to advance the Route 1 Improvement Project, particularly as regards the Route 1 – Route 99 corridor.; that effort can commence as soon as the grant is approved. The remaining \$150,000 will be dedicated to the coordination of effort to advance the proposed project though the state Transportation Improvement Plan (TIP) planning process. The timeline for this second phase consultant service assignment will be within the 10 month period commencing November 1, 2018 and concluding August 30, 2019.
3. The City of Revere and the Town of Saugus are looking to identify and pursue funding for the Route 1 Improvement Project in segments. This approach would make MassDOT project expenditures more manageable as they relate to the Boston MPO TIP. Based on previous evaluations and due to the Route 1 and Route 99 corridors being major arterial feeders for the Wynn Casino in Everett, the goal is to evaluate measures at the Route 1 and Route 99 interchange that will provide preliminary traffic improvements for this congested corridor. The activities to pursue this early action item will consist of the elements identified under our response to Item 6 below. The improvements for the Route 1 and Route 99 interchange would be the priority followed by the Route 1 and Route 60 interchange (at Copeland Circle).
4. The City of Revere and the Town of Saugus would pursue funding through the TIP process by reviewing the conceptual design, developing a phased approach as previously noted, and then conducting an outreach program with the applicant communities, other stakeholder communities, MassDOT officials, MPO staff, and state and federal legislatures. A consensus would then be developed on the elements focused on advancing the project. As part of this process, the Project Team will prepare and update the Project Need Form (PNF) and Project Initiation Form (PIF) via MassDOT's Massachusetts Project Intake Tool (MaPIT).

5. No MassDOT improvements to improve the Route 1 – Route 99 corridor are currently underway or are in the TIP for the near term. The entire focus of this grant effort is aimed at moving the long-delayed Route 1 Improvement project through the TIP process in a way that is both physically and fiscally feasible. The City of Revere and the Town of Saugus see opportunities arising through the build-out of Overlook Ridge alongside Route 1, the reclamation of the Saugus Quarry on Route 99 and the master planned development of the Weylu's/Caddy Farms site at the junction of Routes 1 and 99. The communities believe the confluence of these three major development projects and this initiative to advance early action items in the Route 1 Improvement Project is fortuitous. It is the intention of Revere and Saugus to engage these three developers to support the highway improvement in terms of process and perhaps through some financial participate in the project.
6. The next level of funding (\$275,000) would allow for the conceptual design of the Route 1 project to be revisited. The current concept is based on data obtained more than 6 years ago or longer. Updating the data is needed not only due to the time elapsed but also to factor in land developments that have subsequently been constructed and any known planned projects, including and most importantly the Wynn Casino. Efforts would involve collecting current traffic information (updating traffic counts); c conducting a safety analysis; identifying land use changes; evaluating highway elements and interchange operations with computer software models (Vissim); and developing a functional design report and an updated conceptual plan of improvements.

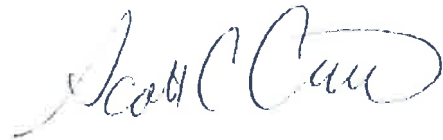
We believe the above responses address the questions posed in your May 14, 2018 communication. We will be pleased to submit any necessary content if you require additional information.

It is our sincere hope that the Massachusetts Gaming Commission favorably reviews our application. These funds will assist both communities to comprehensively address anticipated traffic impacts from Wynn Casino and simultaneously situate ourselves to promote well-conceived development of major sites located along the roadway arterials most impacted by casino bound traffic.



Mayor Brian Arrigo

Very truly yours,



Scott C. Crabtree, Esq.
Town Manager

cc: Robert O'Brien, Revere Economic Development Director
Robert Marra, Chief of Staff, Mayor's Office
Krista Leahy, Saugus Town Planner
Paul Rupp, Community Reinvestment Associates
Speaker Robert DeLeo
Senator Brendan Crighton
Representative Donald Wong
Representative RoseLee Vincent



May 14, 2018

Via Email

The Honorable Mayor Brian Arrigo
City of Revere
281 Broadway
Revere, MA 02151

Scott C. Crabtree, Town Manager
Town of Saugus
298 Central Street
Saugus, MA 01906

Re: 2018 Community Mitigation Fund Transportation Planning Grant Application

Dear Mayor Arrigo and Mr. Crabtree:

We would like to thank you and your colleagues for participating in the conference call with the Community Mitigation Review Team ("Review Team"). It was a pleasure discussing the 2018 Transportation Planning Grant Application for community mitigation funds. The Review Team found the conference call meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2016 Reserve and 2017 Specific Grant

Please provide the Commission with a brief update on current and planned expenditures of previous year's grant funding. Please provide a brief description of the activities engendered by the award of these funds. If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2018 Revere / Saugus Transportation Grant

1. The Transportation Planning Grants are anticipated to pay for activities during the upcoming fiscal year. Have you determined how this may impact the need for funding in FY19 since it understandably took time to initiate the FY18 grant?
2. It was indicated that the joint applicants would seek to use the previously granted funds for a consultant instead of a municipal employee planner. Do you anticipate that the proposed 2018 grant funding would also be used to fund the same consultant in FY19?
3. Please provide further information on what activities the joint applicants would pursue in order, "[t]o obtain preliminary traffic Improvement designs for key elements - early



Massachusetts Gaming Commission

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The Honorable Mayor Brian Arrigo
Scott Crabtree, Town Manager
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May 14, 2018

action items - within the phase 1 Route 1 Improvement Project as directly impacts the Route 1- Route 99 corridor, a major arterial feeder for the Wynn Casino in Everett.”

4. Please provide any information regarding how the joint applicants would pursue funding through the TIP for such activities.
5. Please briefly detail any current efforts to improve the Route 1 - Route 99 corridor and how they relate to this grant request.
6. Please provide an estimate of what stage the funding from this Grant would take the design of each planned element.

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman



cc: Robert O'Brien, Dir. of Strategic Planning & Econ. Develop.
Paul Rupp
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission



May 14, 2018

Via Email

The Honorable Mayor Brian Arrigo
Revere City Hall
281 Broadway
Revere, MA 02151

Robert O'Brien, Director Dept. of Strategic
Planning & Eco. Development
Revere City Hall
281 Broadway
Revere, MA 02151

Re: 2018 Community Mitigation Fund Non-Transportation Planning Grant Application

Dear Mayor Arrigo and Mr. O'Brien:

We would like to thank you, Mr. O'Brien, for participating in the conference call with the Community Mitigation Fund Review Team ("Review Team"). It was a pleasure discussing the 2018 Non-Transportation Planning Grant Application for community mitigation funds. The Review Team found the conference call to be very informative. As we discussed during the conference call, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2017 Reserve Grant

Please provide the Commission with a brief update on current and planned expenditures of last year's grant funding. Please provide a brief description of the activities engendered by the award of these funds. If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2018 Non-Transportation Planning Grant Application

1. The application noted that "[t]he City of Revere will utilize \$42,000 of the \$50,000 grant to continue the services of an individual qualified consultant to perform these duties over an additional period of 6 months." Please provide a timeline for the anticipated consultant's work over the proposed 12 month period and a timetable for the proposed marketing and promotional effort.
2. Please provide further details concerning how the requested funds will be used to address issues or impacts directly related to the gaming facility. At this early stage, how do you anticipate spending funds for marketing and promotional efforts?



Massachusetts Gaming Commission

The Honorable Mayor Brian Arrigo
Scott Crabtree, Town Manager
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May 14, 2018

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman



cc: Paul Rupp
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

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May 14, 2018

Via Email

Scott C. Crabtree, Town Manager
Town of Saugus
298 Central Street
Saugus, MA 01906

Re: Community Mitigation Fund 2018 Non-Transportation Grant Application

Dear Mr. Crabtree:

We would like to thank you for participating in the conference call with the Community Mitigation Review Team ("Review Team"). It was a pleasure discussing the 2018 Non-Transportation Planning Grant Application for community mitigation funds. The community mitigation review team found the conference call to be very informative. As we discussed during the conference call, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. The 2018 Guidelines established categories of grants including but not limited to, transportation planning grants and non-transportation planning grant. Saugus has applied for a joint transportation planning grant with Revere for the maximum amount of \$425,000 authorized under the 2018 Guidelines. For the non-transportation planning grant, the 2018 Guidelines state that, "[a]pplications involving transportation planning or design are not eligible for the 2018 Non-Transportation Planning Grant. Communities requesting transportation planning should instead apply for Transportation Planning Grant funds." The 2018 Guidelines did not yet authorize funding for the actual construction of transportation projects. Why should the Commission authorize funding for the construction of the bike path under a non-transportation planning application?
2. Please describe why the development of the planned bike path is not a transportation activity.
3. What is the proposed timetable for this project?
4. Is there a map of the project as it connects to the Northern Strand path?

The Review Team would like to present to the Commission its recommendation in June 2018. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.



Massachusetts Gaming Commission

Scott Crabtree, Town Manager
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May 14, 2018

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman



cc: MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
MGC Review Team



Massachusetts Gaming Commission

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Workforce Development Application Grants (Maximum \$300,000 per Region)			
Entity	Program	Requested Amount	Review Team Proposal
REGION A			
Metro North Regional Employment Board	Metro North Casino Careers Consortium (MNCCC)	\$300,000.00	\$300,000.00
Boston Private Industry Council	Greater Boston Casino Pipe Line Initiative (GBCPI)	\$300,000.00	\$300,000.00*
REGION B			
Holyoke Community College	Work Ready	\$300,000.00	\$240,000.00 (\$60,000 for scholarships previously awarded)
Total:		\$900,000.00	

* Assumes agreement to repurpose funds and all conditions are met

TO: Stephen Crosby, Gayle Cameron, Eileen O'Brien, Bruce Stebbins and Enrique Zuniga

FROM: Catherine Blue, John Ziemba, Derek Lennon, Jill Griffin, Joe Delaney, Crystal Howard, and Mary Thurlow (2018 Community Mitigation Fund Review Team)

CC: Edward R. Bedrosian, Jr.

DATE: May 14, 2018

RE: 2018 Workforce Development Application Review

This memorandum provides an analysis of the applications for funding under the Workforce Development Pilot Program ("Workforce Program") component of the 2018 Community Mitigation Fund ("CMF"). The Community Mitigation Review Team ("review team") reviewed the applications to determine the suitability of the applications and to ensure the applications are in compliance with the 2018 Guidelines. As part of this review process, copies of the applications were sent to the licensees for their review and comment. An in-person meeting was held with each applicant and the review team. Supplemental information requests were sent to the applicants after these meetings (attached as Exhibit A). Responses to these supplemental requests were received (attached as Exhibit B) and numerous in-house application analysis meetings were held by the review team. We note that there were no comments submitted on behalf of any of the Workforce Development applicants in the Request for Comments that was issued after the applications were received by the February 1, 2017 due date.

This year the Commission made available funding for certain career pathways workforce development pilot programs in Regions A and B for services to residents of communities of these Regions. The total funding available for such grants was determined to likely not exceed \$600,000. No application for a grant in each Region could exceed \$300,000. As with all community mitigation funding requests, the Commission reserved the ability to determine a funding limit beyond what is detailed in the Guidelines.

The Workforce Program was developed to provide interested residents in gaming regions the ability to attain academic and occupational credentials needed to work in the most in-demand occupations related to the gaming industry. Additionally it was established to assist the unemployed or underemployed to either get their GED or Adult Basic Education ("ABE") which would position them to get future jobs in the casino industry or training in advance by the backfilling of jobs.

To effectuate a consistent and efficient system to analyze the Applications, the Review Team utilized the review criteria specified in the 2018 Guidelines. Additionally, for the Workforce Development Pilot Program Applications it was determined that supplemental information would be needed to assess the applications. Those questions are in **brown**.

- A demonstration that the impact is being caused by the proposed gaming facility;
- The significance of the impact to be remedied;
- The potential for the proposed mitigation measure to address the impact;
- The feasibility and reasonableness of the proposed mitigation measure;
- A demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party;
- The significance of any matching funds for workforce development pilot program activities or planning efforts, including but not limited to the ability to compete for state or federal workforce, transportation or other funds;
- Any demonstration of regional benefits from a mitigation award;
- A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure;
- A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant; and
- The inclusion of a detailed scope, budget, and timetable for each mitigation request.

Supplemental Guidelines Used To Evaluate Workforce Development Applications

- 1. Does it develop a pilot program that will address any claimed impacts?**
- 2. A program in Region A or Region B that structures intentional connections among adult basic education, occupational training, and post-secondary education programs**
- 3. Does it accomplish the goal of assisting low-skilled adults to obtain education and career training to enable them to join the regional labor market?**
- 4. Does the application address the anticipated goals of the program (see page 15 of the Guidelines)?**
- 5. Industry-recognized and academic credentials needed to work in the most in-demand occupations related to the expanded gaming industry or a focus on occupations that could be in high demand from the casino, potentially negatively impacting the regional business community**
- 6. Governmental entity applying for workforce development funds will also need to provide detail on what it will contribute to the workforce development project such as in-kind services or workforce development funds**
- 7. Does the application include a regional consortium approach?**

8. Does it contain eligible activities that structure adult basic education, occupational training and post second education for adult learners?

The evaluation criteria is highlighted to indicate the Review Team’s determination of compliance with the Guidelines

Meets Criteria	Review Team not Unanimous/ Concerns Identified	Does not meet Criteria

The below chart shows the overall recommendations of the Review Team as compared to the overall anticipated spending targets in the 2018 Guidelines.

REGION A

MetroNorth Regional Employment Board (“REB”)

REB - Background: “The Metro North Regional Employment Board (REB) is a public-private partnership whose mission is to enable area residents to gain skills that will maximize their economic self-sufficiency and to provide employers with the workforce they need to effectively compete in the changing world economy.

The REB serves the following 20 Massachusetts cities and towns: Arlington, Belmont, Burlington, Cambridge, Chelsea, Everett, Malden, Medford, Melrose, North Reading, Reading, Revere, Somerville, Stoneham, Wakefield, Watertown, Wilmington, Winchester, Winthrop, and Woburn.”

Summary: The REB proposes the continuation of the regional consortium called the Metro North Casino Careers Consortium (“MNCCC”) started through the funding awarded by 2017 Community Fund Grant.

2018 Application Program Elements

<u>Extension or NEW</u>	<u>Description of Activity</u>	<u># of Students</u>	<u>2018/2019 Budget</u>	<u>Proposed Outcomes *</u>
Extension	<i>NECAT Everett Culinary Training Program</i>	36	\$95,000	<p>The NECAT Everett program will move to the Parlin Middle School. A regular, Monday-Friday training program is proposed.</p> <p>-----</p> <p>The 2017 Grant is expected to fund a total of 40 trainees (January 2018 through August 2018) for the NECAT Everett Culinary Training Program</p> <p>In addition the 2017 Grant helped fund 12 students at the Somerville Community Corporation / Bunker Hill Community College</p>

2018 Application Program Elements

<u>Extension or NEW</u>	<u>Description of Activity</u>	<u># of Students</u>	<u>2018/2019 Budget</u>	<u>Proposed Outcomes *</u>
				Culinary Training Program (no new funds for this requested)
Extension	Community Engagement and Outreach / Career Advising		\$10,000	<p>“Outreaching to local residents, informing them of the employment opportunities,...and recruiting participants for the program and services funded through this project”</p> <p>“In each partner city, there will be a location...where local residents can go to meet a casino career advisor.” Services include: information on employment, assessment of interests and needs, program referral, and training on how to use the Wynn employment Website.</p> <p>Regional career advisors will meet on a quarterly basis.</p> <p>“...the REB expects to expand this network in the 2018 project, ... to include other organizations from communities not included in the 2017 project. These include The Neighborhood Developers in Revere, the City of Medford, the North Shore Career Centers in Lynn, and ABCD in Medford/ Malden/ Everett.”</p> <hr/> <p>Since the start of the 2017 grant period in August 2017, there have been three official quarterly meetings including advisors from Everett, Chelsea, Malden, Cambridge, Somerville, Boston, and One Stop Career Centers in Boston and Metro North; Advisors funded from matching funds in 2017</p>
NEW	English For Employment	72 (4 cycles of 18 students)	\$60,000	“...MBRCCC proposes to implement English for Employment (EFE) courses, an English for Speakers of Other Languages (ESOL) program specifically contextualized to the hospitality industry and focused on employment outcomes....”
NEW	Job Readiness Training	90 (5 cycles of 18)	\$50,000	MBRCCC proposes “...job readiness preparation, such as a resume, job

2018 Application Program Elements

<u>Extension or NEW</u>	<u>Description of Activity</u>	<u># of Students</u>	<u>2018/2019 Budget</u>	<u>Proposed Outcomes *</u>
		students)		interviewing skills, workplace communication skills, and other “soft skills” that make an employee successful in obtaining and retaining employment.”
Extension	Program Management		\$85,000	Management of all program elements, coordination among all partners and cities, technical assistance to partners, tracking outcomes, and grant reporting

*The MNREB application (on page 9) also includes a series of program impact measures (e.g. number of individuals reached through outreach, number of individuals trained, etc.)

Licensee’s Comments: “On behalf of Wynn Boston Harbor, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Wynn Boston Harbor gaming facility and resort.

As a partner in the project, Wynn Boston Harbor will:

- Contribute knowledge and expertise regarding curriculum, student assessment, and program design to ensure graduates of the training programs supported through this consortium meet our hiring needs.
- Participate in mock interviews, info sessions, career panels, and other career development activities for the participants of the training programs supported through this consortium.
- Interview qualified candidates of the training programs supported through this consortium for employment opportunities at Wynn Boston Harbor.
- Meet with and train the network of "casino career advisors" to ensure they are knowledgeable about the various job openings, career pathways, and hiring requirements for the permanent jobs once the facility opens in summer 2019.

Wynn Boston Harbor will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.”

1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018. A demonstration that the impact is being caused by the proposed gaming facility / Does it develop a pilot program that will address any claimed impacts?	YES
The REB’s application noted that the casino in Everett “is creating, and will create, an impact on the	

region's labor market and workforce development system. The facility will bring over 4,000 new jobs to the region”... “including, but not limited to, hospitality, culinary, building maintenance, IT, accounting, and cash handling. This influx of thousands of new jobs will put additional strain on a region that is already struggling to fill many open positions. For example, over 1,600 of the new jobs are expected to be in hospitality and culinary positions, in a region that is already experiencing a shortage of workers in these industries. This situation necessitates a regional, comprehensive approach to addressing the workforce impact created by this new gaming facility. The region will need to prepare and train local residents for jobs directly at the gaming facility as well as address the needs of existing employers who will be impacted by the project.” Additionally the application reflects the already-existing anticipation of hospitality jobs to fill due to the property coming to Assembly Row, which includes a Marriott Hotel and several new restaurants.[†]

As stated in the application, the pilot program proposed addresses the 4,000+ jobs to be available at Encore, but also addresses “backfill” needs that may come up as a result of the casino’s opening.[‡]

2. The significance of the impact to be remedied / A program in Region A or Region B that structures intentional connections among adult basic education, occupational training, and post-secondary education programs	YES
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The application proposes English for Employment and Job Readiness Training programs[§], alongside NECAT’s culinary program, as well as a network of Casino Career Advisors to aide in the referral of services and program throughout the region, including ESOL.^{**} The program intends to impact at least 198 participants through these components.^{††}

3. The potential for the proposed mitigation measure to address the impact ^{‡‡} / Does it accomplish the goal of assisting low-skilled adults to obtain education and career training to enable them to join the regional labor market?	YES
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The REB proposes a continuation of the regional consortium called the Metro North Casino Careers Consortium (“MNCCC”). The purpose of the MNCCC is to prepare and train local residents for jobs related to a casino in Everett, as noted by REB, “engage local residents and move them through this sequence of services in an integrated manner, culminating with a job at Wynn or another impacted employer.”

The main components of the project: Community Engagement and Outreach; Career Advising; ESOL/ABE/Job Training and Job Readiness; and Job Placement, are designed to increase capacity and fill gaps in the regional workforce development system. These project components are partnerships that will address the current and future needs of employers in the region, needs that

[†] Metro North Regional Employment Board Application: Impact Description; pp.2 (1)

[‡] Metro North Regional Employment Board Application: Connection to Gaming Facility; pp.5 (3)

[§] Metro North Regional Employment Board Application: Scope of Project; pp.8-9 (3) (4)

^{**} Metro North Regional Employment Board Application: Scope of Project; pp.8 (c)

^{††} Metro North Regional Employment Board Application: Measurement of Impact; pp.9 (5)

^{‡‡} See Workforce Development Pilot Program goals on Page 15 of the 2018 CMF Guidelines, such as e.g. help low skilled adults “[t]o align and accelerate ABE, GED, and developmental programs and provide nontraditional students the supports they need to complete postsecondary credentials of value in the regional labor market. To mitigate a strain in existing resources and a potential impact to the regional labor market”

are not being sufficiently addressed by the existing system. As a regional consortium, the project will work closely with existing programs in the region to maximize impact.

(The REB stated in follow-up correspondence that the Somerville/Bunker Hill Culinary Arts program originally created under the 2017 grant will be discontinued due to issues with Pell funding.)

The committee agreed that the programs and services offered through the project were tied to the needs of the local casino and others in the regional hospitality industry. However, regarding the funding for ESOL classes, the committee would like to ensure that awards are given to established, strong-performing ABE programs in a timely manner; which can be discussed during contract negotiations.

4. The feasibility and reasonableness of the proposed mitigation measure / Does the application address the anticipated goals of the program (see page 15 of the Guidelines)	YES
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The committee agreed that the REB’s application meets the purposes of the 2018 Community Mitigation Fund Guidelines. The main components of the project are designed to increase capacity and fill gaps in the regional workforce development system.

5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party / Industry-recognized and academic credentials needed to work in the most in-demand occupations related to the expanded gaming industry or a focus on occupations that could be in high demand from the casino, potentially negatively impacting the regional business community?	N/A
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6. The significance of any matching funds for planning efforts or workforce development pilot program activities / Governmental entity applying for workforce development funds will also need to provide detail on what it will contribute to the workforce development project such as in-kind services or workforce development funds	YES
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The application indicates that, “In addition, partner municipalities have committed \$229,743 in cash match and another \$107,215 of in-kind resources have been committed from project partners.”⁵⁵ The budget provided demonstrates the individual dollar amounts for cash and in-kind matches from each source/partner.

7. Any demonstration of regional benefits from a mitigation award / Does the application include a regional consortium approach?	YES
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The application states that the grant program, “...will address the impacts on a regional level, partnering with host and surrounding communities and organizations with those communities to ensure that local residents are aware of, and prepared for all of the employment opportunities that will be available.” The application also indicates that “[t]he cities that are part of the Consortium include Everett, Chelsea, Malden, Somerville, and Cambridge.” In a response to additional questions from the committee regarding the Casino Career Advisors, the REB noted that participants include representatives from Boston, as well as Everett, Chelsea, Malden, Cambridge,

⁵⁵Metro North Regional Employment Board Application: Proposed Mitigation; pp.2 (2)(a)

and Somerville.	
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	N/A
The Gaming Economic Fund is dependent on the commencement of operation of a destination resort casino.	
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	N/A
10. The inclusion of a detailed scope, budget, and timetable for each mitigation request /Does it contain eligible activities that structure adult basic education, occupational training and post second education for adult learners?	YES
Detailed scope and budget were included in original application. Timetable was provided in follow-up communication.	

Recommendation: Full Funding

As the REB application meets the purposes and requirements set out in the 2018 Community Mitigation Fund Guidelines, the review team recommends that the Commission approve \$300,000 for the Metro North Casino Careers Consortium. The MGC staff will work with the REB to ensure concerns regarding the ESOL providers are addressed. Additionally, as a condition of funding, the committee would request that the MNREB meet with the other regional employment board grant applicant to discuss concrete areas for collaboration.

Boston Private Industry Council (“PIC”)

PIC - Background: “[t]he Boston Private Industry Council (PIC) is a nonprofit organization that strengthens Boston’s communities and its workforce by connecting youth and adults with education and employment opportunities that align with the needs of area employers. Our work is grounded in the belief that meaningful employment changes lives, lifts people out of poverty, and strengthens the local economy.

The Boston Private Industry Council is both the city’s Workforce Development Board and its school-to-career intermediary organization. The PIC brings together employers, educators, and workforce organizations, often by industry sector, to help guide the agenda for education and workforce preparation.”

Summary: PIC proposes a total of 90 students in all its programs.

2018 PIC Application Program Elements

<u>Extension or New</u>	<u>Description of Activity</u>	<u># of Students</u>	<u>2018/2019 Budget</u>	<u>Proposed Outcomes</u>
NEW	English for	12 slots for one	\$12,960	For unemployed and low-wage workers

2018 PIC Application Program Elements

<u>Extension or New</u>	<u>Description of Activity</u>	<u># of Students</u>	<u>2018/2019 Budget</u>	<u>Proposed Outcomes</u>
	Hospitality Classes	year of English; 6 hours/week		to improve their English for backfill or jobs at the casino. “...customized curriculum with several ESL providers to increase the supply of potential hospitality workers in the pipeline.” BEST will share their curriculum... provide three train-the-trainer sessions for teachers, including how to use the curriculum, lesson planning around the curriculum, hospitality-specific activities, how to interview using behavioral questions, and hospitality specific information.”
NEW	Casino Career Navigator	Staff position	\$75,000	“...will manage the day-to-day activity of the project. Their role will be to liaise with Encore and other employers.”
NEW	Upskilling for current housekeepers	25-30 slots for current housekeepers	\$21,600	Training current housekeeper to prepare them for housekeeping jobs at Wynn resorts
NEW	Community Supports	3 Boston programs, Chelsea, Everett, Somerville Funding for 6 organizations at \$8,500	\$51,000	“This will provide some local support to ensure that residents who enter the pipeline are getting the support and encouragement they need to continue.” Casino pipeline – connecting communities with Workforce Development (WFD) through community partners
NEW	Gaming pilot – increasing diversity at the gaming tables through job readiness supports and subsidized training	35 scholarships	\$38,500	Provide 200 hours of training in casino games – blackjack, poker, roulette, etc. 16 weeks of part-time instruction or consolidated weekend training.
Existing Program	Future Chefs - paid hands-on training in after school jobs (10 hours a week)	12 high school students for 6 months 45 students would participate in 6	\$42,000	Grant would fund hands on training in after school jobs for 12 high school students.

2018 PIC Application Program Elements

<u>Extension or New</u>	<u>Description of Activity</u>	<u># of Students</u>	<u>2018/2019 Budget</u>	<u>Proposed Outcomes</u>
		week exploratory classes		

Licensee’s Comments: “On behalf of Wynn Boston Harbor, I submit this letter in support of the application for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI).

The GBCPI will fund a workforce development initiative to create a pipeline to quality careers in gaming and hospitality, expand industry focused English as Second Language (ESL) classes, upskill hospitality workers, and provide tuition and support for gaming school applicants. This program will move residents from our host and surrounding communities into better jobs with plentiful opportunities for advancement and create a pipeline to meet the needs of Wynn Boston Harbor and the local businesses impacted by our new casino resort.

We are excited to work with the Boston Private Industry Council on this project and their community partners like BEST Hospitality Training. I have met with the leadership team at BEST to talk about ways to collaborate in the future. Our Executive Vice President Operations and I toured the facility and spoke with one of the current English for Hospitality students. We recognize BEST as a high-quality training provider, knowledgeable in the industry and with a track record of success. We'd be happy to work with BEST and all partners of the GBCPI project....”

1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018. A demonstration that the impact is being caused by the proposed gaming facility / Does it develop a pilot program that will address any claimed impacts?	YES
The application states that the Greater Boston Casino Pipeline Initiative (GBCPI) “seeks to address the needs for qualified candidates for the approximately 4,500 available positions at Wynn Boston Harbor.” The proposal states “This investment comes at a time when the unemployment rate in the Greater Boston area is down to 3.1%, below the statewide average of 3.8%... The tight labor market for jobs in accommodations and food services will experience additional pressure with the opening of the Wynn Casino...Real-time job postings also indicate that demand is currently high for workers in the hospitality and food service occupations.”	
2. The significance of the impact to be remedied / A program in Region A or Region B that structures intentional connections among adult basic education, occupational training, and post-secondary education programs	YES
GBCPI states in their proposal that they will “Create a pipeline for front-of-house and back-of-house positions at Wynn Boston Harbor and for the resulting backfill created in Boston due to the casino hiring...Fund a pool of students through a gaming school...training for under-employed hospitality and other retail/service workers to upskill them to better jobs... Provide a	

contextualized, customer service/hospitality ESL curriculum to several ESL providers, along with training for ESL teachers, in order to increase the number of people in the pipeline.”

3. The potential for the proposed mitigation measure to address the impact /Does it accomplish the goal of assisting low-skilled adults to obtain education and career training to enable them to join the regional labor market?

This program states that GBCPI “will help job seekers move from unemployment to Employment...” In response to a request for additional information, GBCPI replied that “the process outlined in the proposal is to provide broad outreach and orientation to casino jobs in Boston, Everett, Chelsea, Somerville and neighboring communities. Interested individuals will self-select to attend additional orientations that focus on job specific exploration (gaming, hospitality, etc.)... The community partner agencies and the mentors will provide community supports to job seekers. ...This will create a framework to support access to better jobs. The mentors/community supports are programs, organizations, and individuals who will provide peer support. They will provide outreach to communities who have not traditionally connected with Career Center network (immigrant and limited English speakers) and enroll residents in group sessions. Regarding the rationale for gaming school scholarships, the applicant states, “the cost of these newly designed gaming classes may create further barriers and impact those with the greatest needs... Particularly since Wynn Boston Harbor is the only employer in the region, taking these classes without a guarantee of being hired creates a financial risk for participants.” **The committee agreed that the application contained strong components, including the occupational training in gaming and hospitality as well as the English for Hospitality class. They also recognize that using volunteers for community mentoring, support and outreach for the purposes of workforce development is innovative, and has potential for engaging those disconnected from the traditional workforce system. Although the review team agreed the community support strategy was innovative they asked in supplemental questions, “What is the connection to measurable goals?” The applicant replied, “This will provide some local support to ensure that residents who enter the pipeline are getting the support and encouragement they need to continue. This will support achieving the identified goals.” The review committee would require clear, specific goals and reporting for the community supports strategy.**

Additionally, the committee is concerned that this proposal may have challenges that may limit the potential for impact. The committee expressed concern that this broad strategy focused on funding many strands of work rather than going deep on several may limit the potential for impact. For example, the proposal requests \$42,000 to fund 6 month of part-time jobs for 12 high school students through Future Chefs culinary program and \$12,960 for 12 slots annually in English for Hospitality classes. The scale of these interventions may not address the concerns identified in their application. For this reason, the committee is recommending restructured funding allocations.

4. The feasibility and reasonableness of the proposed mitigation measure /Does the application address the anticipated goals of the program (see page 15 of the Guidelines)

A supplemental response indicated that the proposal has incorporated several new approaches including the involvement of community partners to connect job seekers to the workforce

development system and to jobs at EBH, a gaming training pilot with job readiness supports and scholarships, and the sharing of a customized customer service/hospitality English language curriculum while leveraging an existing program like BEST hospitality training. GBCPI’s proposal highlights plans to build a network “to connect the existing workforce system with the community supports available for residents.” Utilizing “community-based programs and organizations as part of the planning, recruitment and training aspects of the overall initiative.” **As stated above, the committee has concerns about the broad nature of the proposal and the many partners making up the casino pipeline network without a clear reporting structure or lines of responsibility. To address this, the committee would recommend discussing clear and effective management controls, goals and reporting in an agreed upon work plan with the applicant prior to any award of funds.**

The committee agreed that the Casino Navigator position could be accomplished utilizing existing resources, and could in turn redirect funding toward gaming scholarships and/or hospitality training, which would expand the reach of the program and maximize its intent. The committee agreed that the Casino Navigator position to “manage the day-to-day activity of the project...to liaise with Encore and other employers...host information sessions to inform residents” was extraneous, and could be accomplished utilizing existing match staff and other resources given EBH’s commitment to establish neighborhood satellite career centers and to hold outreach sessions throughout their host and surrounding communities. Additionally, the proposal identifies staff in-kind matches including the Career Centers’ commitment to identify a staff member to be the casino advisor, trained on industry needs.

Additionally, the committee determined that funding requested for upskilling housekeepers would be better utilized in a pre-apprenticeship capacity. Although the Committee recognizes the value in Best Hospitality Training program, they questioned whether the request for grant funds to upskill current housekeepers (rather than expand BEST’s pre-apprentice program) and train them in “Wynn Specific Branding” was the most effective use of grant dollars, given EBH’s indications that experience in most of these roles is not necessary. The committee agreed that the casino itself should be performing training in the competencies upon hire.

The committee would also like to further explore the estimated costs for data management in the proposal.

<p>5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party /Industry-recognized and academic credentials needed to work in the most in-demand occupations related to the expanded gaming industry or a focus on occupations that could be in high demand from the casino, potentially negatively impacting the regional business community?</p>	<p>YES</p>
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The GBCPI indicates in its proposal that it “will address the need for qualified candidates for ... Wynn Boston Harbor, a luxury resort and casino that is currently under construction in Everett. The GBCPI will create a pipeline of interested job seekers to resolve the backfill needs of local hotels and restaurants as talent migrates to Wynn. The GBCPI’s proposal also indicates that it “will

enhance the capacity of the existing workforce system (career centers and training providers) to reach residents interested in casino and hospitality jobs, assist with intake and assessment, and connect with community resources to support the transition to employment.”	
6. The significance of any matching funds for planning efforts or workforce development pilot program activities /Governmental entity applying for workforce development funds will also need to provide detail on what it will contribute to the workforce development project such as in-kind services or workforce development funds	YES
In-kind matches totaling \$144,250 include \$61,450 in staff time match: The City of Boston Mayor’s Office of Workforce Development committed \$30,000 in training funds and \$12,000 in services provided through its Roxbury Center for Financial Empowerment. Boston PIC, Casino Action Network, BEST all offered staff time valued at \$61,450. Best has committed six slots (\$5,000 each) in their house keeping pre-apprentice job seeker class with a value estimated at \$30,000 total and to share their English for Hospitality Curriculum with 2-3 providers at a value of \$10,800. There were no cash matches provided.	
7. Any demonstration of regional benefits from a mitigation award /Does the application include a regional consortium approach?	YES
<p>The proposal states, “GBCPI will serve residents in Boston and the neighboring towns of Chelsea, Everett, and Somerville.” In response to supplemental information the applicant stated, “We will work with six CBO’s (three in Boston, one in Everett, one in Somerville and one in Chelsea) to convene local community and service CBO partners in their areas to provide services for their community/neighborhood/constituents.” They also mentioned in their supplemental response, that “resident/membership-based community organizations that serve as the community support have started reaching out to leaders, people acting as mentors, local service organizations, churches, and similar groups in their area... If funded, each local area will convene the core committee then plan an ongoing schedule of public information sessions. We will target Everett, Chelsea, Somerville, and the Boston neighborhoods of Dorchester, Mattapan, Roxbury, and Charlestown and East Boston.”</p> <p>Some members of the committee found that there was little evidence in the application or in the grant interview of a consortium approach. However, the applicant provided further details in the supplemental response to questions regarding the involvement of the towns of Chelsea, Everett and Somerville. The proposal does focus heavily on neighborhoods in Boston.</p>	
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	N/A
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	N/A

10. The inclusion of a detailed scope, budget, and timetable for each mitigation request
/Does it contain eligible activities that structure adult basic education, occupational training and post second education for adult learners?

The applicant provided a budget in the grant application and further details in a supplemental response to questions from the committee. **The committee has further questions regarding some budget estimates. These details can usually be worked out in contract negotiations.**

Recommendation: The Committee recognizes the potential and innovation within this application, but continues to have concerns about the feasibility and potential for achieving the stated impact. Several committee members viewed the proposal as ambitious, choosing to focus on many areas too broadly.

The review team found some issues with the funding requests but given the existing workforce needs in the region, the recommendations below restructure funding to allocate requested dollars for identified priority areas. This will involve further communication with the applicant regarding the feasibility of the restructured funding, pending Commissioners' approval.

Funding recommendations are as follows:

\$300,000

As requested:

- \$12,960 for English for Hospitality Classes (as requested)
- \$51,000 for Community Supports for six community based organizations at \$8,500 each for services provided to support and outreach to jobseekers

With revisions:

- \$55,000 for funding 50 Gaming Scholarships at \$1,100/seat (increase of \$16,500)
- \$125,000 for 25 slots in Best Pre-apprentice program (redirected from \$21,600 for upskilling current housekeepers)

Subtotal of	\$243,960	
+	\$29,275	overhead for Private Industry Council @ 12%
Total Funding	\$273,235	

Funding in Question:

- \$20,000 for Data Management ***
- \$4,297 for Other (marketing)

Recommended funding denials:

- \$75,000 for Casino Navigator position
- \$42,000 for Future Chefs
- \$21,600 for Upskilling of Current Housekeepers

*** The review team will discuss the necessity of these funds and whether they dollars can be reprogrammed into other approved uses

- \$2,500 Advisory Committee

The Committee recommends not funding the Casino Navigator position (\$75,000) as it was agreed that the work could potentially be accomplished utilizing existing staff and other resources given EBH’s commitment to establish neighborhood satellite career centers and to hold outreach sessions throughout their host and surrounding communities. The committee further recommends shifting funding to Best Hospitality Training’s Pre-Apprentice Program rather than upskilling individuals who currently hold positions as housekeepers. The Committee believes that this will maximize impact, allowing more individuals without existing experience an opportunity to begin rewarding hospitality careers. Additionally, as a condition of funding, the committee would request that the PIC meet with the other regional employment board grant applicant to discuss concrete areas for collaboration in addition to joining Metro North Regional Employment Board/Encore Boston Harbor’s Casino Career Advisors group. The committee would recommend funding \$300,000 with the suggested revisions following conversations and agreement with the applicant.

Region B

Summary: In 2017 HCC worked in collaboration with Springfield Technical Community College (“STCC”) and Springfield Public Schools (“SPS”) in developing and implementing an innovative High School Equivalency (HSE) and workforce readiness program, Hampden Prep. The program this year provides a collaboration of HCC/STCC/SPS.

Scholarship for MCCTI students:	(approved 4/12/18) \$60,000
HCC/ STCC Line Cook Training:	\$57,307
Year 2 of Springfield Public Schools Ahead of the Game:	\$100,000
Year 2 of STCC/HCC Hampden Prep:	\$82,693

2018 Application Program Elements

<u>Extension or NEW</u>	<u>Description of Activity</u>	<u># of Students</u>	<u>2018/2019 Budget</u>	<u>Outcomes</u>
NEW	Gaming School Scholarship Fund	75	\$60,000	<ul style="list-style-type: none"> • Trained in two games with successful completion • Already approved
NEW	HCC / STCC (TWO) Line Cook Training	75 (5 cohorts of 15)	\$57,306	<ul style="list-style-type: none"> • Certificate of Completion • ServSafe Certification • TIPS Certification • Option National Career Readiness Certificate
Extension	Year 2 of SPS Ahead of the Game	100 Adult	\$100,000	Improvement in: <ul style="list-style-type: none"> • Literacy and math skills GED/HISET

2018 Application Program Elements

<u>Extension or NEW</u>	<u>Description of Activity</u>	<u># of Students</u>	<u>2018/2019 Budget</u>	<u>Outcomes</u>
	Program: Program has newly designed curriculum for 2018/2019; runs February 1, 2019 through August 30, 2019 (7 month program)	Students		completion • Placement in postsecondary certification courses and/or permanent placement with MGM Springfield ----- With the 2017 Grant, SPS expects to exceed 100 participants by the end of January 2019 (13 month program plus start-up activities).
Extension	Year 2 of STCC /HCC Hampden Prep Program	60*	\$82,693	"...Provides local education (high school credential) and career readiness exploration and certificate..." "...provide transition services to individuals looking to move from Ahead of the Game to skills training of TWO and MCCTI to employment." ----- The 2017 Grant will fund 90 students (classes began 2/20/18 plus start up activities).

HCC - Background: "...[w]e offer a wide range of options, from credit degree and certificate programs to professional certifications and resume-building courses for current and new employees...." HCC offers in-person classroom experience as well as online classes and certificate programs. It also offers training through the Massachusetts Casino Career Training Institute.

Licensee's Comment: "Holyoke Community College is applying for \$300,000 in mitigation funds to help with workforce development efforts in the region. As HCC has indicated, the greater Springfield area is in need of more resources to help elevate the skillsets of the unemployed and underemployed. One specific area in which we are aware of a skills gap is in the hospitality industry. We think that the collaboration between HCC, STCC, Springfield Public Schools, and Regional workforce partners is a huge win for preparing not only MGM's future workforce but the workforce of other hospitality and Springfield area businesses. These efforts can lead to a tremendous pool of applicants that may entice potential employers to consider Springfield as their future home. As a result, MGM supports this effort."

<p>1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018. A demonstration that the impact is being caused by the proposed gaming facility /Does it develop a pilot program that will address any claimed impacts?</p>	<p>YES</p>
<p>The HCC Application noted that the Hampden County REB identifies already-existing gaps in the local hospitality industry for prep/server positions, to be further exacerbated by MGM’s need of 150-200 line cooks for opening. Additionally, MGM Springfield will need 450 dealers, a position that does not yet exist in MA; therefore no existing training programs are available. A large pool of MGM’s positions require a minimum of a high school diploma or equivalent, but in both Springfield and Holyoke, over 20% of residents do not meet that requirement. The Work-Ready program proposed will accelerate achievement of the equivalent, and in partnership with HCC and STCC, offers occupation-specific programs for cooks, dealers and hospitality workers. ⁺⁺⁺</p>	
<p>2. The significance of the impact to be remedied /A program in Region A or Region B that structures intentional connections among adult basic education, occupational training, and post-secondary education programs</p>	<p>YES</p>
<p>The Work Ready collaborative curriculum detailed in the HCC application includes Ahead of Game (the City of Springfield’s Adult Basic Education program,) a continuing education program with a workforce development model including general skill-building, as well as casino-focused industry preparation. Upon completion, students can advance to Hampden Prep, a partnership with STCC. ⁺⁺⁺ Successful students from this program will be connected with appropriate staff to explore college programs at HCC and STCC. ^{§§§}</p>	
<p>3. The potential for the proposed mitigation measure to address the impact /Does it accomplish the goal of assisting low-skilled adults to obtain education and career training to enable them to join the regional labor market?</p>	<p>YES</p>
<p>The proposal intends to continue the Springfield Public Schools Ahead of the Game program, and STCC’s Hampden Prep, both Adult Basic Education initiatives funded in last years CMF. The HCC proposal includes a request of \$60,000 which funds 75 scholarships for individuals to attend MCCTI cost-free ^{****} (already approved by the Commission on March 15, 2018). The additional funds provide nearly 300 individuals with access to culinary skills training needed to address the local workforce gaps. ⁺⁺⁺⁺ Bus passes are also included in the funding request, to aid in improved access to these programs. ⁺⁺⁺⁺</p>	
<p>4. The feasibility and reasonableness of the proposed mitigation measure /Does the application address the anticipated goals of the program (see page 15 of the Guidelines)</p>	<p>YES</p>
<p>Program partners are accredited and have extensive experience in educational offerings. The application indicates that STCC’s HiSET to post-secondary transition statistics are “Over the past</p>	

⁺⁺⁺ Holyoke Community College Application: Impact Description; pp.1-3
⁺⁺⁺ Holyoke Community College Application: Scope of Project; pp. 12-14
^{§§§} Holyoke Community College Application: Scope of Project; pp. 18
^{****} Holyoke Community College Application: Scope of Project; pp. 3 (2)(b)
⁺⁺⁺⁺ Holyoke Community College Application: Scope of Project; pp. 5 (d)
⁺⁺⁺⁺ Holyoke Community College Application: Scope of Project; pp. 12 (3)

<p>two years, 127 STCC/SALC students have transitioned to STCC credit and non-credit programs and 85 have entered non-subsidized employment.”^{§§§§} Application achieves all stated bulleted goals of program on pg 15 of Guidelines. The committee believes the applicant’s focus on gaming and line cook training is reasonable and appropriate.</p>	
<p>5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party /Industry-recognized and academic credentials needed to work in the most in-demand occupations related to the expanded gaming industry or a focus on occupations that could be in high demand from the casino, potentially negatively impacting the regional business community?</p>	N/A
<p>6. The significance of any matching funds for planning efforts or workforce development pilot program activities/Governmental entity applying for workforce development funds will also need to provide detail on what it will contribute to the workforce development project such as in-kind services or workforce development funds</p>	
<p>In a supplemental response the applicant wrote that the partners have provided over \$190,000 in institutional match, including: Springfield Public Schools – Ahead of the Game –estimated at \$80,000 per year in staff time, advertising, technology, and student mentoring. Springfield Technical Community College – Hampden Prep estimated at \$45,805. Includes \$25,000 cash match for gaming scholarships, and in kind match for program coordination, administrative and IT support, classrooms, recruitment activities, and community outreach. Holyoke Community College (HCC) – MCCTI and Line Cook Training, estimated at \$65,250. Includes in kind match for grant management, program coordination, administrative and IT support, classrooms, kitchen labs, curriculum development, recruitment activities, and community outreach. Also \$25,000 cash match each for the Line Cook training pilot and gaming scholarships.</p>	
<p>7. Any demonstration of regional benefits from a mitigation award /Does the application include a regional consortium approach?</p>	YES
<p>HCC’s application lists the Work Ready program partners, which include organizations with impact throughout Hampden County including Springfield, Holyoke, Ludlow, and Chicopee. ^{*****}</p>	
<p>8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure</p>	N/A
<p>9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant</p>	N/A

^{§§§§} Holyoke Community College Application: Scope of Project; pp. 18 (3)

^{*****} Holyoke Community College Application: Scope of Project; pp. 18-19

10. The inclusion of a detailed scope, budget, and timetable for each mitigation request /Does it contain eligible activities that structure adult basic education, occupational training and post second education for adult learners?	YES
Detailed scope, budget and time table were included in the original application.	

Recommendation: Full Funding

As the HCC application meets the purposes and requirements set out in the Community Mitigation Fund guidelines, the review team recommends that the Commission approve \$300,000. for the project. However, the committee recommends not funding the \$10,000 requested for the Springfield Works Assessment Tool development as it is not directly tied to the casino project and instead, the committee suggests supporting additional scholarships.

Boston Private Industry Council 5/17/18 revised

1. Which of the program elements are new approaches, and which utilize existing programs?

New approach

- Casino pipeline – connecting communities with Workforce Development (WFD) through community partners
- Gaming pilot – increasing diversity at the gaming tables through job readiness supports and subsidized training
- Contextualized ESL – Customized curriculum shared with ESL providers to increase supply of hospitality workers at no cost to the provider

Existing Programs

- Best training for hospitality

2. Please describe your efforts to coordinate with the Metro North Regional Employment Board ("MNREB"). Tell us how you might better leverage both efforts to result in higher impact for the region?

The Boston PIC, and the two Boston career centers, have worked with MNREB and EBH to recruit for construction jobs. Career center staff attend the career advisor meeting convened by MNREB. We have collaborated on the Bunker Hill sub-committees focusing on both Employment and Access to jobs.

If funded, the Boston PIC will continue, and build upon, the partnership with MNREB and with the career centers in Cambridge, Woburn and Chelsea. The GBCI is an opportunity to standardize and centralize the recruitment process including information sharing and casino career orientation. We have strong feedback from our partners that they need tools and products to help assess applicants and screen for positions at EBH. The CCN will manage the information flow and work with EBH to ensure equitable dissemination of information with the career center staff and the community support agencies.

Currently, EBH drives the quarterly career advisors group that is focused on casino jobs. Moving forward, CGBCI would lead this group and, while the emphasis will be on EBH jobs, we will also address the backfill issues in Greater Boston. The Boston PIC has experience managing this type of complex project with many players. We have strong relationships with the training providers (most are located in Boston), Bunker Hill and Cambridge College and will leverage the work MNREB has done in Everett to encourage other providers to offer training in the surrounding communities.

3. Casino Career Navigator ("CCN") role:

a. What is the difference between a CCN and Community supports?

The Career Navigator is a staff position who will manage the day-to-day activity of the project. Their role will be to Liaise with Encore and other employers. They will disseminate information to community groups and WFD partners. The CCN will attend information and orientation sessions, and provide assessments tools to CBO's. The CCN will also provide basic job readiness training to

partners support community coaches and strengthen the outreach.

The community partner agencies and the mentors will provide community supports to job seekers. We will work with six CBO's (three in Boston, one in Everett, one in Somerville and one in Chelsea) to convene local community and service CBO partners in their areas to provide services for their community/neighborhood/constituents. This will create a framework to support access to better jobs. There mentors/community supports are programs, organizations, and individuals who will provide peer support. They will provide outreach to communities who have not traditionally connected with Career Center network (immigrant and limited English speakers) and enroll residents in group sessions.

Note: For clarity we should change the title for this position

b. To whom would the CCN report?

Workforce Development Director, Boston PIC

c. Where would this staff person have an office?

Boston PIC

d. Please describe the objective of CCN working with One Stops Career Centers to refer individuals to HiSet and ABE programs. Is there current community capacity to market HiSet and ABE programs? Do the career centers already partner with ABE providers for this purpose?

The process outlined in the proposal is to provide broad outreach and orientation to casino jobs in Boston, Everett, Chelsea, Somerville and neighboring communities. Interested individual will self-select to attend additional orientations that focus on job specific exploration (gaming, hospitality, etc.). We expect a portion of those individuals will need additional training and/or education. There is no expectation that the CCN will market ABE or training programs or manage capacity but will ensure all participating local partners are competent to make referrals to ABE providers. Career centers refer individuals to ABE providers.

The role of the CCN is to make sure that individuals stay connected to the pipeline – that there is a “warm” handoff to another provider, and a clear way to reengage when they are ready. The CCN will also make referrals to a career centers if the individual is not already connected.

4. Can you please provide us with examples of government supported or non-governmental supported examples of the model to engage job seekers using volunteer community leaders?

There are many examples of workforce development networks and other initiatives with community-based organizations playing key roles in a network. In most cases, the resident/membership-based community organizations have advocated for jobs and services, created an outreach method or approach, supported a relationship with the residents in the program, and maintained a role overseeing the pipeline. We are citing four established examples. For the GBCI, Alison Ascher Webber, Director of Strategic Initiatives at EdTech and World Education, will provide advice on leading community partnerships.

These examples and many others use a wide variety of foundation, charitable, and government funding. There are more examples in the reports we list below.

Background description: From “Poverty and the Workforce Challenge” by Clarence Stone and Donn Worgs in Workforce Development Politics—Civic Capacity and Performance:

Neighborhood-based organizations have the advantage of incorporating workforce development into a larger, grassroots agenda of human development and community improvement. A workforce project standing alone would likely produce modest numbers in relation to overall need; however, if the initiative forms part of a more comprehensive effort, it can contribute to heightened expectations. It is one thing to try to enlist participants in a single activity that by itself may affect little change, but it is quite another to enlist participants in a movement to alter traditional ways of conducting local affairs.

A bottom-up push aligned with community development, as in the San Antonio example, offers a way of leveraging greater participation of potential employees in a workforce effort. Project QUEST is not a standalone effort, but instead part of an overall strategy of expanding opportunities, developing grassroots leadership, strengthening neighborhood networks, and overcoming the isolation of lower-income communities. Workforce development...holds the most promise when linked to a multi-faceted strategy for attacking disadvantage through community development.

Project Quest—the workforce development program of COPS/Metro Alliance in San Antonio.

COPS/Metro Alliance are IAF organizations founded in the 1970's. Like other IAF organizations, COPS/Metro is a broad-based citizens' organization comprised of religious and other non-profit institutions. COPS/Metro Alliance demanded both the job access and services their residents needed, tied to the community college.

Project Quest is a nationally recognized community-based economic development program serving San Antonio since 1992. Places unemployed and underemployed high school graduates in a supportive, long-term job-training program for high-skill, high-wage jobs available in San Antonio.

Most people hear about the program or are recruited through a COPS or Metro chapter. Neighbors from their church or community first interview them. These resident leaders join with professional mentors to support people in the program. Residents look for program applicants who will commit to their education and also “pay back” to others.

SV ALLIES Innovation Initiative in Silicon Valley

This is a more recent initiative initially funded through a USDOL Workforce Innovation Fund grant, it is described as a “no wrong door” model with a strong role for community organizations. From the report:

Immigrants and their children comprise a growing segment of the regional workforce. According to one estimate, immigrants and their children are expected to account for all workforce growth in Silicon Valley over the next 20 years (Casner-Lotto, 2011). However, the region lacks sufficient resources to meet growing demand for both adult English as a second language (ESL) training and technical career training.

SV ALLIES is designed to support adult English learners in San Mateo and Santa Clara Counties to succeed in family-sustaining careers. The initiative has two primary goals: (1) Build a system to coordinate and align the activities of multiple stakeholders who provide education, training, and employment opportunities to English learners; and (2) pilot new program services for English learners that blend English instruction and workforce readiness skills. The project was guided by a Steering Committee composed of organizations from key sectors in the English learner-serving community: adult schools, community-based organizations (CBOs), community colleges, employers, labor organizations, philanthropic organizations, workforce development agencies, and organizations supporting English learners.

E-Team Training of ECCO in Lynn MA

E-Team is a coalition between the Essex County Community Organization (ECCO), a coalition of area churches, temples, mosques, and IUE Local 201. Essex County Community Organization is a member of MCAN.

Off their website:

As we researched the job picture on the North Shore, we discovered there was a huge need for qualified machinists. We joined forces with the Boston Tooling and Machining Association (BTMA) and the Greater Boston Manufacturing Association (GBMA) to found a school for adults who wanted to enter the trade and teach them the skills that the industry wanted.

After a year of planning, the E-Team was born. Since then, we have produced 15 classes of students dedicated to helping themselves and giving back to the program. Class 14, however, was unable to complete the class as even with a tremendous fundraising effort by students, alums, and friends of the program, we fell short of our goal. In spite of this, the majority of the students from Class 14 have been hired into the manufacturing trade. Students from this class also joined Class 15 to complete their certificate.

Year Up mentoring

Year Up is well known and highly regarded. They include a strong program component of volunteer mentors.

Robert Giloth, editor; Workforce Development Politics—Civic Capacity and Performance; Temple University Press; 2004.

Bennett Harrison, Marcus Weiss; Workforce Development Networks—Community-based Organizations and Regional Alliances; Sage Publications; 1998.

Lisa LeFevre; Silicon Valley ALLIES Innovation Initiative Evaluation Report; West Ed; 2015.

Working for America Institute; High Road Regional Partnerships—Innovation in Building Good Jobs and Strong Communities.

- 5. A core component of your proposal focuses on increasing the connection of the existing workforce development network (local WF Boards and one-stop career centers) to the community utilizing community leaders.**

a. Please describe the recruitment plan for the community leaders, their role, timeline, etc.

Career Centers are the one-stop resource for all WFD programs. However, government requirements and mandatory programs overextend them. In Boston, less than 30 staff serve 15,500 customers/year, while Metro North served 16,800/year. There are many community leaders and people working in local programs would like to better connect to both the workforce system and employment opportunities in order to help residents they work with. For many people in low-income, immigrant and minority communities the strongest connection residents have is with community groups. Most individuals enter the WFD system when they become unemployed but the system does not support the under-employed – lack of evening or weekend hours and technology. These individuals rely on friends, social clubs, churches, and resident task forces (housing developments) to connect with jobs.

The resident/membership-based community organizations that serve as the community support have started reaching out to leaders, people acting as mentors, local service organizations, churches, and similar groups in their area. If funded, each local area will convene the core committee in July, so that GBCI can begin information session for local leaders in July and early August. We can then plan an ongoing schedule of public information sessions.

We will target Everett, Chelsea, Somerville, and the Boston neighborhoods of Dorchester, Mattapan, Roxbury, and Charlestown and East Boston.

Steps:

- Convene core committee of key workforce system and CBO/community leaders to ID broader set of local leaders/community partners
- Information session for local leaders/community partners so they can reach out to residents
- Information session for residents including general and occupation specific (scheduled monthly)

b. Describe the network building to connect the existing WF system with community supports.

Last year the Boston PIC, while chartering the Boston Career Centers recognized there were populations and neighborhoods underserved by the workforce system. To address this, we funded two career center “access points” at CBO’ s to provide outreach and orientation to career centers. We chartered Work Inc, and St. Francis House to provide individuals with disabilities and homeless individuals’ access to the career centers. This model could work with any CBO interested in connecting residents with employment.

If the resident/membership-based community organizations and local service community organizations work to bring residents into the information sessions that are the starting place of the pipeline, the One Stop/WF system will focus on building capacity for employment counseling, work readiness, and application assistance. As noted in 3.d the CCN will work with community groups to provide orientation and assessment with referrals to training. This is a win-win for career centers as it triages individuals ready for training and provides peer support. The CCN will also supplement the work of business services staff by becoming the industry expert for casinos.

In each area, the CCN will work with the local CBO to articulate services and to partner with the local career centers and WFD partners.

c. Job ready individuals will have access to resume prep, online application support, interviewing skills sessions. Would community support perform those services?

The core of this project is the increased access to jobs – at the casino and with other employers. We propose levels of engagement along a pipeline to employment through a network of partners to reduce duplication of service. We will utilize current resources for resume prep, interviewing skills etc. through our partners at the career centers. In some cases, particularly in suburban locations where there is now no one stop, we will work to have satellite hours available. Where appropriate, the career centers will provide the workshop materials and training to partners who can deliver the information within the community. At each point, interested individuals will receive advice and support to advance their goal for employment. If the individual is not interested in casino or associated industries, they are referred back to the CBO for additional help. We anticipate using the Career Smart tool to assist with assessment and job exploration. The CCN will liaise between the casino, the career centers, and the community partners.

6. This application is focused strongly on Encore Boston Harbor ("EBH") positions. EBH is not expected to open before June 2019. Can you describe any efforts to address backfill needs or describe how you plan to involve other hospitality employers in the region?

We anticipate two problems related to the timing of the 2019 opening of EBH: the ability to build interest and understanding of jobs when the positions are not available yet; and the number of job openings created in the spring of 2019 when currently employed workers move to EBH.

The initial work is to help residents, particularly those in training, to find jobs before the casino opens. This is an opportunity to gain experience and enhance their skills before applying to EBH. This will help make connections with employers and help mitigate turnover. We will include a planning component in this initiative to identify and involve specific employers who expect to be impacted by loss of current employees. Based on this additional information, we may be required to provide additional assistance to those employers, possibly redirecting residents from Encore to these other locations if those opportunities appear more realistic to the jobseeker. We expect to carry out the first round of outreach to potential "backfill employers" by early winter 2018.

7. The Application (page 6) states that GBCPI is negotiating the option of using match funds to provide security training for the casino.

a. Who would provide the funding for this service?

The City of Boston has provided \$30,000 in training funds as match for the grant. As with the gaming pilot, we would like to offer vouchers for security program at Cambridge College that lead to sustainable employment. Successful outcomes will justify adding this program to the eligible training list and make it eligible for WIOA vouchers. Unlike gaming that is limited to the casino, this training will offer boarder job opportunities for graduates.

- b. How many individuals would be trained and how many are projected to be employed as a result of this investment?**

This would depend on the cost, training voucher approval, and the entered employment rate for graduates – we have a goal for 15-20 in year 1.

- 8. Future Chefs- How many people are you planning to train and place as a result of the Mitigation Fund resources? Many students who participate in Future Chefs go on to college. How do we anticipate EBH or regional culinary employers benefiting from this investment?**

We anticipate providing paid hands-on training in after school jobs (10 hours a week) for 6 months for 12 high school students who will then be ready to succeed in EBH positions. There are very few Voc-Tech schools in Greater Boston area preparing High School graduates for jobs in hospitality. Future Chefs is a way to engage students in career focused skills training.

- 9. EBH has indicated that no prior experience is needed for certain jobs and that EBH will train employees in areas like housekeeping upon hire.**

- a. Why has your proposal focused on upskilling incumbent workers in areas like housekeeping rather than expanding the pre-apprentice job seeker class? Isn't it the employer's responsibility to train current housekeepers in "Wynn Specific Branding"?**

We understand that prior experience isn't required to be hired, but even experienced housekeepers need job interviewing skills, a digital resume, and some of the other components that we'd pull out of our six-week program: ergonomics, how to identify potential victims of human trafficking, cultural diversity, etc. In our experience, people who have these skills have an increased level of success – in placement and retention.

In terms of "Encore Boston Harbor-specific branding", BEST has experience in training job seekers for specific properties/brands. In 2016, BEST recruited, trained and placed over 40 job seekers for The Aloft and Element Hotels under a project with hotel developer CV Properties and the City of Boston. These BEST graduates had further brand-specific training upon hire, but they got up to speed faster than hires off the street.

- b. Does Best Corp. have the capacity to expand their job seeker pre-apprentice program beyond the six (6) seats offered as a match?**

Each job seeker training slot costs \$5,000 at a minimum. With additional funding, BEST has the capacity to provide more seats.

- 10. Best Corp committed to sharing their English for Hospitality curriculum with ESL providers. This looks like a promising strategy.**

- a. Have you requested funding elsewhere to support English for Hospitality slots in ESL providers classes?**

Not at this time. With additional funding to expand the program with Best.

b. Will they establish separate programs for individuals who are preparing for hospitality careers?

No, the contextualized curriculum will be offered to all students as an elective. Some ABE/ESL programs offer core and supplemental classes where the supplemental focuses on employment skills but it is often cost prohibitive to develop the curriculum and train staff. The BEST curriculum will be awarded to ESL providers who wish to expand their program.

c. Do they have a goal for the number of people who will participate in English for Hospitality classes?

Originally, we estimated 45-75. However, since the original application was submitted we have had considerable interest in the program e.g. The City of Everett has committed to increasing ESL programming so we are now anticipating at least 200.

11. Please provide further details regarding the budget:

a. Career Navigator- \$75,000. Can any city or other agency provide in-kind support?

The CCN is a key position with the GBCI. We felt it was important to have the resources to support dedicated full-time staff to work on this grant. The Boston PIC is providing in-kind support for this position through supervision and support of the Workforce Development Director. The Director will oversee the program, supervise staff, attend meetings, and convene partners as an in-kind contribution.

b. What will the \$20,000 for Data management actually pay for? How did you arrive at this amount?

This is the estimate from BEST to use Salesforce for data tracking and management for program, data analysis and program reporting. This includes tracking client demographics, referral info, language and other skills assessments, client goals, education level and outcomes.

The proposal listed three options for data management – each with varying degrees of cost and customization. If funded, we will work with MGC to understand the data needs for the program before selecting a tracking/ reporting system.

c. Overhead- \$32,143. Could overhead be provided as an in-kind match?

No. The PIC has committed considerable resources to supporting the staffing and operations of this grant, including subsidized rent and technology. The fiscal management of the grant will include the approval and distribution of training vouchers. The PIC is responsible for grant management including all reporting.

d. What will the \$51,000 for Community Supports actually pay for? How did you arrive at this amount? What is the connection to measurable goals? How would you determine who would provide the Community Supports?

Six organizations will each receive \$8500 to function as the community support partner in their local area. This is approximately 0.15 FTE. Each organization will be expected to:

- identify local service providers and resident organizations and key mentors to invite to an initial organization/mentor information session on upcoming jobs, services, and opportunities
- in the local area, join with CCN and others to provide a monthly set of general and occupational information sessions to residents at which residents can sign up for other services, including tracking mentors and residents for follow-up to the maximum extent possible
- Host follow-up sessions with local service providers and resident organizations and key mentors to check in
- Follow up with residents who have applied for services and assistance to the extent possible
- Work with the CCN to assess effectiveness of outreach in local area or town

This will provide some local support to ensure that residents who enter the pipeline are getting the support and encouragement they need to continue. This will support achieving the identified goals.

Key community groups who have been part of both advocating for casino job access for residents in need of good jobs and who have also been providing workforce development services such as ESL or building a construction pipeline with Suffolk Construction will be offered the opportunity to take on this role. These include La Comunidad/One Everett, Somerville Community Corporation, Chelsea Collaborative, Greater Four Corners Action Coalition, and the Black Economic Justice Institute. These groups will still need to agree to take on the specific tasks. We will also need to identify one other organization in another part of Boston like East Boston as well.

e. What is the \$2,500 for the Advisory Committee intended to provide? How did you arrive at this amount?

Unlike the formal WFD system, the community support network are informally connected. The advisory committee will provide leadership for the group and a point person for the grant. The advisory group will host quarterly community meeting with all community partners to solicit feedback and to plan. The group will meet monthly with partners to provide technical assistance. Transportation will cover the cost of attending meetings in each of the towns. Cost calculated as:

\$100/ month travel	\$1000
4 Quarterly community planning meetings @75/hr (3 hours)	\$900
8 Monthly meetings @75	\$600

f. How was the \$42,000 for Future Chefs training calculated?

We have three option for FC and chose option ii

- I. It costs approximately \$12,000 for a 6 month paid apprenticeship so 4 additional

students could participate

- II. \$12,000 will fund hands on training in after school jobs (10 hours a week) for 6 months for 12 high school students to be ready to succeed in entry level positions.
- III. 45 students will participate in 6 week exploratory classes to interest students in the industry

g. What is included in the \$4,297 under "Other": What use is anticipated in the Marketing budget?

- Advertising the GBCI orientations in local newspapers eg. Dorchester Reporter, Bay State Banner, Chelsea Record, East Boston Times, Daily Item.
- Printing informational materials as take-away from orientation
- Mailing information packages to community organizations

12. Please provide further detail regarding Measurement of Impact. How did you arrive at the 135 enrolled in training slots? What are the participant counts for each program and areas of focus. What is the total number of participants anticipated for the entire program?

We initially projected 135 based on the sum of activities 1-5 and working with lower number where there are ranges. Since submitting the grant we have additional support and have amended the numbers.

Training Activity	# Served (original)	# Served (amended)	Funding Source
1. Gaming Pilot	35	35	CMF
2. Hospitality	30	30	CMF
3. BEST/ English for Hospitality	12	12	CMF
	6	6	BEST
4. English for Hospitality – curriculum	45-75	200	Match
5. Training – Security or other	7-15	15	City of Boston
6. Other training - ITA vouchers, NJT training options, Financial coaching, ESL with community partners,	90	75	
TOTAL	225	373	

13. For the entered employment goal, are you proposing that 263 will enter hospitality related jobs at any establishment in the region or just with EBH? How will the MGC know which of the entered employments would have occurred without CMF support?

The entered employment goal was based on 70% of those individuals who come through the group orientation sessions and get individual services. We set conservative goals as we considered who we could track and report on. This number will increase with additional training options – where the trainer is required to report placements. Although we anticipate a much higher number who will be employed through information sessions, people who are have skills and can go directly to employment, 263 is the number of individuals employed through interventions funded by CMF.

14. Do you have any updates since you submitted the application?

Since we filed the application, we have taken several steps towards forward.

When developing a critique of the Encore Workforce Plan, we deepened our concrete proposal for neighborhood outreach in each smaller city or neighborhood in Boston. We are now in discussion with both the City of Everett and Encore about creating a routine outreach approach that starts with convening all the local community groups, programs, and churches, schedules routine general and occupational info sessions, and leads to residents signing up for assistance. We would take the same model with minor changes to other locations.

We have met with EBH to discuss streamlining the outreach and recruitment in Boston. We have scheduled Skills Smart training for career center staff and partners. We have introduced EBH to our partners in Charlestown where they are planning monthly recruitment sessions.

The Casino Action Network has developed more concrete relationships in the Dorchester and Roxbury sections of Boston, began discussions with Boston Career Link, and initiated planning with ABCD in anticipation of grant funding.

La Comunidad Inc. and Chelsea Collaborative have been funded by MGC for ESL and will include contextualized curriculum if the very short program time allows. In addition, La Comunidad/One Everett, together with Casino Action Network, have requested that the City of Everett provide funding for up to 270 additional seats that will continue and expand the MGC-funded program in Everett. We have been told that funding is in the budget the mayor provided to the city council this week.

Curriculum will include industry-context, work readiness, employment assessments, interview practice, and application assistance. If funding is approved, we anticipate multiple Everett-based providers will provide services.

15. Please provide further detail regarding matching funds or partnerships

BEST and the City of Boston, Office of Workforce Development, have committed to providing match funds. If funded, we will reach out to the cities who supported last year's proposal with math funds to continue their support. We are working with Charlestown Works to explore training options for residents using HUD training funds.

16. Please further describe your plans for the gaming school scholarship program.

a. Who would manage the scholarship funds?

The Boston PIC would manage the gaming school scholarships. BPIC has experience managing training vouchers, community college scholarships, student payroll, and funds for supplemental supports (t-passes, books)

b. Please describe the process for selecting recipients.

Individuals who are interested in the gaming positions will complete an application process. As this is a pilot, we want to select students who want a career in gaming (not a part-time job), are willing to be monitored throughout the process, and access the supports needed to complete the training and gain employment at EBH. A completed application will include HS diploma, financial information, and recommendation from a community partner. A small team of PIC staff and partners will review the application. Individuals are expected to be highly motivated, have outstanding customer service skills, and have addressed any barriers to successful employment (childcare, transportation etc). The applicant must have a high school diploma (HiSet), complete a skill Smart profile, a skills and interest inventory, and interviewed with the CCN.

c. On what criteria will the determination of "need" based?

Meet income level (Low income based on the annual WIOA ITA guidelines in each region)

17. Your grant proposal is broad with many partners. Please describe the reporting structure of your proposed grant initiative.

a. Who would manage the various programs?

The Boston PIC will hire and supervise the CCN.

b. Who would ultimately be responsible/in charge for ensuring its success?

Boston PIC

c. Who would manage the community volunteers and the quarterly meetings?

The CCN, with the support of the advisory network, would manage the quarterly meetings. Each community support agency will receive \$8,500 to manage their volunteers.



May 7, 2018

Via Email

Neil Sullivan, Executive Director
Boston Private Industry Council
2 Oliver Street, 3rd Floor
Boston, MA 02109

Angela McCabe, Workforce Development Director
Boston Private Industry Council
2 Oliver Street, 3rd Floor
Boston, MA 02109

Re: 2018 Community Mitigation Fund Workforce Development Application

Dear Mr. Sullivan and Ms. McCabe:

We would like to thank Angela McCabe, Marvin Martin and Weezy Waldstein for participating in the meeting with the Community Mitigation Fund Review Team ("Review Team"). It was a pleasure discussing Boston Private Industry Council's ("BPIC") application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. Which of the program elements are new approaches and which utilize existing programs?
2. Please describe your efforts to coordinate with the Metro North Regional Employment Board ("MNREB"). Tell us how you might better leverage both efforts to result in higher impact for the region?
3. Casino Career Navigator ("CCN") role:
 - a. What is the difference between a CCN and Community supports?
 - b. To whom would the CCN report?
 - c. Where would this staff person have an office?
 - d. Please describe the objective of CCN working with One Stops Career Centers to refer individuals to HiSet and ABE programs. Is there current community capacity to market HiSet and ABE programs? Do the career centers already partner with ABE providers for this purpose?
4. Can you please provide us with examples of government supported or non-governmental supported examples of the model to engage job seekers using volunteer community leaders?
5. A core component of your proposal focuses on increasing the connection of the existing workforce development network (local WF Boards and one-stop career centers) to the community utilizing community leaders.



Massachusetts Gaming Commission

- a. Please describe the recruitment plan for the community leaders, their role, timeline, etc.
 - b. Describe the network building to connect the existing WF system with community supports.
 - c. Job ready individuals will have access to resume prep, online application support, interviewing skills sessions. Would community support perform those services?
6. This application is focused strongly on Encore Boston Harbor (“EBH”) positions. EBH is not expected to open before June 2019. Can you describe any efforts to address backfill needs or describe how you plan to involve other hospitality employers in the region?
7. The Application (page 6) states that GBCPI is negotiating the option of using match funds to provide security training for the casino.
- a. Who would provide the funding for this service?
 - b. How many individuals would be trained and how many are projected to be employed as a result of this investment?
8. Future Chefs – How many people are you planning to train and place as a result of the Mitigation Fund resources? Many students who participate in Future Chefs go on to college. How do we anticipate EBH or regional culinary employers benefiting from this investment?
9. EBH has indicated that no prior experience is needed for certain jobs and that EBH will train employees in areas like housekeeping upon hire.
- a. Why has your proposal focused on upskilling incumbent workers in areas like housekeeping rather than expanding the pre-apprentice job seeker class? Isn't it the employer's responsibility to train current housekeepers in “Wynn Specific Branding”?
 - b. Does Best Corp. have the capacity to expand their job seeker pre-apprentice program beyond the six (6) seats offered as a match?
10. Best Corp committed to sharing their English for Hospitality curriculum with ESL providers. This looks like a promising strategy.
- a. Have you requested funding elsewhere to support English for Hospitality slots in ESL providers classes?
 - b. Will they establish separate programs for individuals who are preparing for hospitality careers?
 - c. Do they have a goal for the number of people who will participate in English for Hospitality classes?
11. Please provide further details regarding the budget:
- a. Career Navigator- \$75,000. Can any city or other agency provide in-kind support?
 - b. What will the \$20,000 for Data management actually pay for? How did you arrive at this amount?
 - c. Overhead- \$32,143. Could overhead be provided as an in-kind match?



- d. What will the \$51,000 for Community Supports actually pay for? How did you arrive at this amount? What is the connection to measurable goals? How would you determine who would provide the Community Supports?
 - e. What is the \$2,500 for the Advisory Committee intended to provide? How did you arrive at this amount?
 - f. How was the \$42,000 for Future Chefs training calculated?
 - g. What is included in the \$4,297 under "Other": What use is anticipated in the Marketing budget?
12. Please provide further detail regarding Measurement of Impact. How did you arrive at the 135 enrolled in training slots? What are the participant counts for each program and areas of focus. What is the total number of participants anticipated for the entire program?
13. For the entered employment goal, are you proposing that 263 will enter hospitality related jobs at any establishment in the region or just with EBH? How will the MGC know which of the entered employments would have occurred without CMF support?
14. Do you have any updates since you submitted the application?
15. Please provide further detail regarding matching funds or partnerships.
16. Please further describe your plans for the gaming school scholarship program.
- a. Who would manage the scholarship funds?
 - b. Please describe the process for selecting recipients.
 - c. On what criteria will the determination of "need" be based?
17. Your grant proposal is broad with many partners. Please describe the reporting structure of your proposed grant initiative.
- a. Who would manage the various programs?
 - b. Who would ultimately be responsible/in charge for ensuring its success?
 - c. Who would manage the community volunteers and the quarterly meetings?


The Review Committee would like to present to the Commission their recommendation in May 2018. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by May 16, 2018.



Neil Sullivan, Executive Director
Angela McCabe, Workforce Development Director
Page 4
May 7, 2018

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman



Jill Lacey Griffin, Director of Workforce,
Supplier and Diversity Development

cc: Marvin Martin
Weezy Waldstein
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

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

**2018 Holyoke Community College Workforce Development
Community Mitigation Fund Application - Additional Information**

Partners:

Holyoke Community College
Springfield Public Schools
Springfield Technical Community College

1. Please provide a brief update regarding all activities funded through the current Springfield Technical Community College ("STCC") and Springfield Public Schools ("SPS") grants. In the response, please note the start date for such activities, major milestones and the expected end date of activities furnished under the current grants. Please include a summary or chart of proposed 2018 program elements that shows new activities proposed under the 2018 application versus the continuation of previously approved activities. Please provide an updated timetable for new activities (including major milestones and end dates).

a) The Springfield Public Schools **Ahead of the Game Program** is moving forward and progressing. Our progress to date includes:

- Ahead of the Game Activity to date for FY 2018 and proposed for FY 2019

	FY 18	FY 19
Term	Jan'18 to June'18	Sept'18 to August'19
Cohorts	1	2
Hours/Wk.	6	12
Weeks	20	10
Enrolled	78*	100
Retained	78	TBD
Completed YTD	23	TBD

*It is anticipated that funds from FY will be used through the 2018 calendar year and that enrollment will meet or exceed 100 participants. Funds requested from FY 19 will be used from January 2019 through August 2019 for up to an additional 100 participants. (Please see question 5 below)

- We have purchased the **Test for Adult Basic Education (TABE)** program, which is the most comprehensive and reliable academic assessment product in adult basic education. The TABE test provides a solid foundation for effectively assessing the skills and knowledge of adult learners. The team completed the training and will now begin testing as part of our intake process. We started researching different ABE testing models on December 16, 2017. There is no end date for this activity, as we will continue to use the TABE test as part of our intake process throughout the duration of the grant.
- Our staff has **designed a new curriculum** (please see program outline attached) for our both the ESOL and HiSET courses that will provide a clear and uniform philosophy with

specific guidelines for high quality instruction for adult English Language Learners. In addition, new materials have been purchased to accompany the new ESOL curriculum. The ESOL curriculum development started in October 2017 and was completed on December 2017. The HiSET curriculum was started in February 2017. Our staff has developed an entirely new schedule that will be implemented in September with the next cohort. This will allow more contact hours in each subject area allowing our adult learners more time in the classroom. This extra time will further develop their job readiness skills and credentials that will enable them to move into the workforce, training programs and/or higher education. Because of the design of this new schedule the HiSET curriculum will be completed in June 2018.

- The Case Manager interviews have been concluded and a candidate has been chosen. The **Case Manager started on May 7, 2018**. Her focus will be on recruiting candidates to the Ahead of the Game program. She will be providing one on one support to each candidate in a variety of ways to include: overcoming barriers, retention, career path guidance, work force readiness, and any other supports needed to be successful in the Ahead of the Game program. In addition, enhancing the current intake process.
- The software program (**Achieve3000**) that was identified to assist the Ahead of the Game program is fully underway. Our adult learners are making gains while using the program. We have seen progress in individual reading levels and empowering all students to fully participate in whole-class instruction and discussions. Conversations about the Achieve 3000 platform began in September of 2017. There is no end date for this activity, as we will continue to use the platform for all of our classes for the duration of the grant.
- **Instruction:** A part-time teacher started in January 2018 and will continue to teach with the program for the entire duration of the grant. This part-time teacher is currently working with the first cohort. With the new schedule slated to begin in September a second part-time teacher will be hired.
- **Advertising and Marketing:** We have advertised the program using Masslive Digital Marketing since January and currently have a contract with 413 Productions to create a 30 second public service announcement. The PSA video will be completed over the summer of 2018. SPS traveled across Region B to present and recruit Ahead of the Game participants. Expenses were incurred for the use of space for these presentations.
- **Transportation:** SPS has purchased bus tokens to offer participants an affordable means of travel to and from the program. The Tokens were purchased in January 2018.

b) The Springfield Technical Community College on behalf of TWO has launched **Hampden Prep** following results:

Since January 2018 Springfield Technical Community College (STCC) has used the funds provided to hire high quality committed staff to design and implement the **Hampden Prep** program. We have successfully designed and implemented enrollment processes as well as

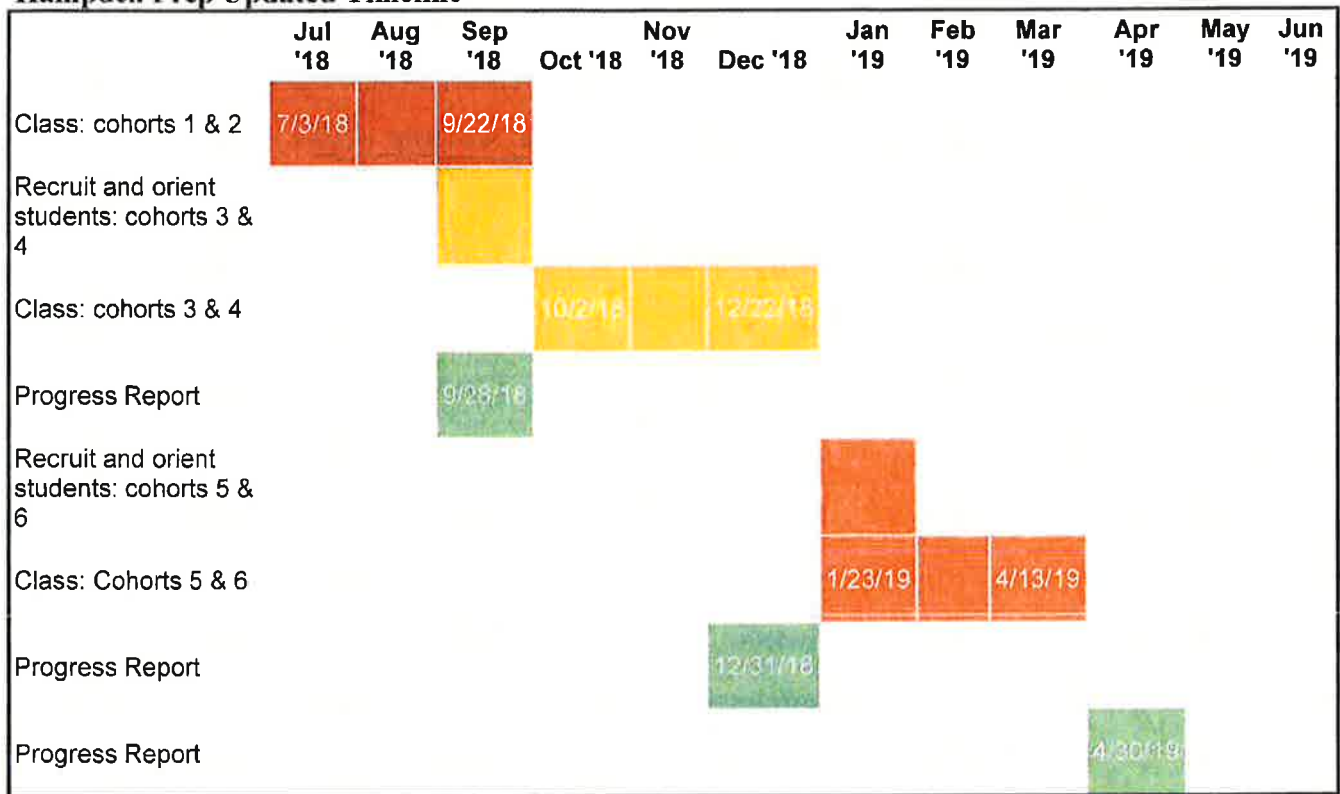
college and career pathways by utilizing our experience and resources as a premier Adult Basic Education provider in Hampden County. Specifically we have completed the following:

- Hired Program Coordinator: 1/8/18
- Created training materials for new Instructors and Advisors: 1/8/18 - 1/12/18
- Drafted scope and sequence with thematic units: 1/15/18
- Organized competent search committee and hired high quality staff: 1/15/18 - 3/26/18
- Day Classes Begin: 2/20/18
 - Enrolled students: 14
 - Average attendance: 12
 - HiSET(s) completed: 1
- Evening Classes Begin: 4/4/18
 - Enrolled students: 16
 - Average attendance: 13
 - HiSET(s) completed: 0
- Completed data recording formats: 4/24/18

Summary of Current and Proposed Activities

	FY '18	FY '19
Term	Feb '18 - Jun '18	Jul '18 - Jun '19
Cohorts	2	2
Class Cap	15	20
Hours per Week	15	15
Weeks per Session	12	12
Enrolled	30*	120
Retained	20	TBD
Students W/ EFL Gains	20	TBD
HiSET(s)	1*	TBD
Career Ready 101	✓	✓
Individualized Test Coaching		✓
Math Boot Camp	✓	✓
SkillsSmart Tutorials		✓

Hampden Prep Updated Timeline



- The application states that, “[i]t is imperative that this combination of readiness and skills training begin as soon as possible in FY18 and continue through FY19 in order to meet the industry needs in time for the hiring events of MGM Springfield scheduled for late spring and early summer in anticipation of a fall 2018 opening. Therefore, we request a waiver of the grant review and award schedule in order to begin operations as soon as possible.” It was noted that funds for the SPS program would not be needed immediately as existing funds are available. Please further explain which program elements need funds in the very near future?*

The request for the waiver was in relation to the Gaming School Scholarship fund. The work initiated by Hampden Prep and A Head of the Game has begun the important effort of combining workplace readiness and skills training to meet the industry needs and to meet the hiring schedule of MGM. Both programs will need the requested FY19 funds for the continuation of these efforts of helping individuals get their high school credential and making them more ready for employment throughout FY 19.

- Please provide additional information about the proposed line cook training.*

Attached please find a description of the line cook training as well as a promotional flyer. HCC has identified funds for a first cohort (up to 15

individuals), which is designed to start June 4, 2018. As you know there is a severe shortage of line cooks in the region. With the monies requested from the Community Mitigation Fund we will be able to do an additional 5 cohorts (up to 75 individuals) beginning as soon as possible after the hoped for award from the Fund.

In addition to the line cook training it is important to note that HCC has offered 2 cohorts of contextualized culinary training for adult ESOL students. These classes have been funded through the MA Department of Elementary and Secondary Education program entitled Integrated Education and Training. One cohort was offered at Putnam Vocational and Technical High School in Springfield and the second cohort was offered at Dean Technical and Vocational High School in Holyoke. It is anticipated that two cohorts will be offered in FY 2019 through the same funding source with one at Putnam and the second at the HCC MGM Culinary Arts Institute. This activity is not part of the proposed Community Mitigation Fund program but it demonstrates a variety of approaches that are being deployed to meet the need for more workers in culinary occupations.

4. *In Section 4 Part 2 of the Application, line cook training would consist of "75 individuals (5 cohorts at 15 each) for a total of 60 hours". However, in the Work Ready section of the Application on page 4, HCC indicates 90 participants. Please explain.*

The application should have read 120 hours of line cook training for up to 75 individuals (5 cohorts of up to 15). (The listing of 90 participants was an error.) Please see the program schedule below.

The participants who successfully complete the program will obtain the following certifications:

- Certificate of Completion
- National Career Readiness Certificate (Optional)
- ServSafe Certification
- TIPs Certification

"Kitchen" sessions include: Knife Skills, Product Knowledge for Food Preparers, Hot and moist methods, Stocks and Sauces, Plating, Creativity, presentation and High volume.

Day:	M	T	W	R	F
Wk. 1	June 4	June 5	June 6	June 7	June 8
8:30-12:30	Kitchen	Kitchen	Kitchen	Kitchen	Kitchen
1-3	ServSafe	Math	Kitchen	ServSafe	Math
Wk. 2	June 11	June 12	June 13	June 14	June 15
8:30-12:30	Kitchen	Kitchen	Kitchen	Kitchen	Kitchen
1-3	TIPS	TIPS	Kitchen	ServSafe	Math
Wk. 3	June 18	June 19	June 20	June 21	June 22
8:30-12:30	Kitchen	Kitchen	Kitchen	Kitchen	Kitchen
1-3	ServSafe (Exam)	Math	Kitchen	Resume (Ann)/ServSafe Review	ServSafe Retake
Wk. 4	June 25	June 26	June 27	June 28	June 29
8:30-12:30	Kitchen	Kitchen	Kitchen	Kitchen	Bench Test
1-3	Resume (Ann)	Interview Prep (Ann)	Kitchen	Interview Prep (Ann)	Group Interview (Ann)

5. *At the recent meeting, it was discussed that significant expenditures under the 2017 grant started in January. It was also discussed that for the SPS Program 2017 grant funds will be used from January 2018 to January 2019. Please confirm the timing of the spending plans under the current grants. What is the updated timetable for spending under the new proposed program?*

Expenses relating to Year 1 of the Springfield Public Schools **Ahead of the Game** program started in January 2018. We anticipate expending approximately \$71,000.00 of the \$171, 833.00 awarded in Year 1 between January 1, 2018 and June 30, 2018. The remaining funds from Year 1 will be expended between July 1, 2018 and January 31, 2019. Current funds will be used to cover an in-depth advertising campaign, additional curriculum development, and salaries for Ahead of the Game teachers and Case Manager. The timetable for expending the funds awarded under the new proposed program would be February 1, 2019 through August 31, 2019.

6. *How strong are the current results in the gaming school? Please update us regarding recruitment and enrollment results, including Massachusetts and regional results. Please describe any hurdles that may be impacting program participation. Please describe any recommended potential resolutions to any hurdles.*

Enrollments in the MCCTI Gaming School continue to grow, at present over 200 individuals are enrolled and are registered for over 400 classes. 56 persons from the first cohort of 58 (97%) individuals completed the class and are in the process of being auditioned/interviewed by MGM Springfield. Although we know some individuals have been offered positions already we do not anticipate that we will have complete information on the first cohort until the end of June 2018.

To date 36 have been offered a job, 10 are waiting to have their interview and 10 have yet to schedule an interview.

The residency of the students enrolled is as followed:

- From MA – 78%
- From Hampden County – 66%
- From Springfield – 31%

MGM Springfield acknowledges the continued need to offer gaming classes in order to meet all of its hiring goals or new entry-level dealers as well as to meet any attrition for turnover. A series of cohorts will be offered beginning the second week of September (after the Grand Opening of MGM Springfield).

A variety of marketing and outreach efforts have been employed for the MCCTI Gaming School:

- Collaborating with MGM including:
 - Press Releases for Payment Plan, Tuition Reimbursement, extended Info Sessions, Scholarships and first graduating class;
 - New bill board designed and put up on Route 91;
 - Meeting with Justin Hurst and Adam Gomez to seek help in promoting the school to Springfield residents;
 - School Info Sessions prior to first class over 50; and,
 - Participation in MGM Springfield Workforce Development Sessions.
- Advertising in El Sol Latino and in Point of View;
- Partnership with Corporation for Public Management and Chestnut Towers which yielded 22 participants;
- Set up Facebook Page and launched Facebook advertising
- Updated Website for usability, forms and scholarship;
- MassLive / Ad Network media campaign for two weeks prior to 5/7 start date. Ads had over 50,000 views;
- Poster campaign - sent info poster to 50 Springfield business to help promote the school and the 5/7 start date;
- Info card mailer - sent info cards to ~ 500 Springfield residents who were unemployed or underemployed about 5/7 start date and scholarships;
- Radio - 3/21 - 9:00am Lewis & Morrow Financial Hour Talk & 3/29 - 9:00am Urban League Community Focus;
- Regional Employment Board - Community Organization Outreach - 3/29;
- Collaboration with New England Farm Workers Council
- Urban League Info Session - 4/12;
- 18 Info sessions at the school between February and May, more scheduled for the summer; and,
- Over a dozen newspaper interviews.

The primary obstacle for individuals especially those who are unemployed, underemployed and those with limited educational attainment is financial. In

addition to the award by the Community Mitigation Fund the foundations of each college (HCC and STCC) have contributed \$25,000 each for scholarships. In addition, MGM Springfield will offer tuition reimbursement to individuals who complete the program and are employed with MGM Springfield for one-year.

Both Ahead of the Game and Hampden Prep have run marketing efforts as part of their recruitment process.

7. *Do you expect a diminished interest in the gaming school once all of the initial hiring has been completed? How much of an issue might that be?*

Based on the experience of MGM's National Harbor project and the experience of other community colleges that have run gaming schools we anticipate that the gaming school will run at a significant level for three years. For FY 19 we are projecting 100 students and for FY 20 we are projecting 75. This includes new students and those seeking a third or fourth game. We anticipate that all of the funds from the Community Mitigation Fund for game training scholarships will be expended by the end of FY 19. MGM Springfield has also indicated that the need for dealers, albeit at a much lower level, will continue for many years.

We do not anticipate this slow tapering off of needed workers to impact the continued operation of the MCCTI Gaming School for the next two years.

8. *Please provide further details regarding current outreach activities, and the regional approach for both the 2017 grant and the proposed 2018 grant.*

Since 2013 many of the regional workforce organizations and the community based organizations have been meeting and collaborating on ways to scale up the size of the region's workforce as well as improving the skill levels of individuals seeking employment at MGM Springfield. HCC's marketing efforts for Line Cook Training and the Gaming School are noted above.

Springfield Public Schools has developed a continuous outreach initiative recruiting candidates to the program. Information sessions have taken place and will be ongoing around Region B in Chicopee, Northampton, Holyoke, and Springfield. SPS has utilized social media, the Adult Education website, and Masslive to advertise and recruit participants to the program. For the proposed 2018 grant, SPS plans to advertise on a local radio station, billboards, and advertise with the PVTA busses. This is all in addition to the current outreach that will continue to occur on a regular basis.

9. *For the SPS portion of the application, what are the projected outcomes? Do you have any updates regarding the projected impacts at the end of year 2?*

SPS Ahead of the Game program projects to enroll 100 adult students. These students will gain valuable workforce skills and move towards a casino related career and increase the pipeline of those entering the workforce. SPS anticipates outcomes to include but not limited to: improvements in literacy skills, math skills, GED/HiSET completion, placement

in postsecondary certification courses, and/or permanent placement with MGM Springfield.

10. *On April 8 MassLive had an article entitled, "No English, no luck? Why MGM Springfield is looking for strong English skills and what's being done to prep candidates" by Jim Kinney. The article stated that, "[f]or many of those jobs -- even unskilled ones like bus person and kitchen runner -- "English language proficiency" is the first relevant skill listed". What ESOL class level do you think would meet that requirement? How does this coordinate with your programs?*

Springfield Technical Community College, Holyoke Community College and the Springfield Public Schools are leaders in ESL (for K to 14) in the region as well as ESOL (Community-based) English for Adult Learners. These programs serve well over a 1,000 individuals annually.

All three partners have instituted a referral system to ESOL programs for those looking for employment at MGM Springfield and who need additional English language skills. MCCTI has accepted students with limited English language proficiency and is offering classes through its community based partners and STCC.

HCC has also offered a contextualized culinary training for ESOL students this fiscal year and plans to continue it for FY 19.

STCC has partnered with MGM Springfield to offer an English in the workplace training to better position Spanish speakers to communicate with customers and how to electronically apply for jobs. The program will cover customer service and interviewing strategies. (Please see the attached flyer)

MGM Springfield would have to determine the appropriate level of English to meet their hiring requirements. In addition, each occupation might require different levels of English proficiency.

11. *As discussed at the meeting on April 11, 2018, the Commission did not authorize any expenditure of funds related to the Evidence Based Assessment Tool in its award on June 28, 2017. As a result, the grant was reduced from \$200,000 to \$171,833.03. Does the SPS have the ability to adjust spending to be in line with the Commission authorized grant? SPS indicated that its proposed 2018 budget funding includes the assessment tool. Why should the Commission change its determination regarding the assessment tool? For example, how might it help with MGM Springfield potential impacts to the region?*

In order to comply with the current Year 1 Mitigation grant, Springfield Public Schools has removed all expenses relating to the Evidenced Based Assessment tool. Springfield Public Schools would like to reallocate funds currently budgeted to support Evidenced Based Assessment tool to support the continuation of salaries and advertising.

12. Please provide detail on how the applicants either have worked or will work with the City of Springfield to prioritize Host Community funds for workforce related activities.

The major emphasis of the City and the three partners has been on workforce development. We intend to meet with the Mayor and Mr. Kennedy to identify additional ways that we might leverage our initial investments, as well as the Community Mitigation Fund resources.

Line Cook Training – HCC Funded Program

Chef Warren Leigh

Student Recruitment:

- 2 years experience, alums of training program.
- Moving up from basic experience to Line Cook

Job Placement:

- MGM Audition
- Hospitality Roundtable Partners

Training Components (see attached):

- 120 hours (4 weeks – 30 hours a week)
- At least 60% hands-on. 20 4-hour segments.

Kitchen Modules:

- Dry method,
- Hot and moist methods;
- Stocks and Sauces,
- Knife Skills,
- Plating,
- Creativity,
- Presentation; and,
- High volume

Term: June 4 – June 29.

Lunch to the Public:

- **June 6, 13, 20, 27**

	M	T	W	R	F
Wk 1	June 4	June 5	June 6	June 7	June 8
8:30-12:30	Kitchen	Kitchen	Kitchen	Kitchen	Kitchen
1-3	ServSafe	Math	Kitchen	ServSafe	Math
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"English Language in the Workplace" A Free 30-Hour Training!

A collaborative effort
between MGM Springfield
& Springfield Technical
Community College

Information Sessions
May 9, 10 & 11!

How do I sign up?

Step 1: Attend an Information Session

Sessions are held at Springfield Technical Community College, 1 Armory Square, Springfield, MA in the Student Success Center Lab in Building 27 on the first floor.

Choose which session you'd like to attend:

Wednesday, May 9: 10am-11am
4pm-5pm

Thursday, May 10: 10am-11am (CAREER POINT)

Friday, May 11: 10am-11am

Step 2: Attend a Training

Classes run Tuesday May 15 - Thursday, May 31

Choose which section you'd like to attend:

Section 1: 9:30am - 1pm T/W/TH

Section 2: 1:30pm - 5pm T/W/TH

Section 3: 5:30pm - 8pm T/W/TH

Who can come to the trainings?

- Must be 18 years of age or older
- Anyone interested in improving their English language skills
- Evacuees displaced from Puerto Rico due to the impact of Hurricane Maria



For more information please contact STCC's Director of Community Engagement,
Lidya Rivera Early at lmearly@stcc.edu (413) 755-4787

Let us work for you!



Springfield Technical & Holyoke Community Colleges

Regional Efforts in

English as a Second Language (ESL) or English for Speakers of Other Language (ESOL)

ESL/ESOL Programs With MGM

- ESL Class – STCC with MGM Springfield; May 15, 2018 to May 31, 2018; 50 students; STCC
- ESOL Culinary Pathway Class (Putnam) – 2 cohorts complete; 15 completers; 2 cohorts additional cohorts planned for the coming per year going forward, pending funding.
- Hospitality and Culinary Careers in collaboration with Nuestras Raices for Spanish Speakers
- HiSet Math for Chefs (offered at STCC by HCC in the past – one day career awareness)
- Career Information and Recruitment Sessions for MGM Springfield and MCCTI at Springfield, Holyoke and Ludlow ESOL programs

Other ESL and ESOL Enrollment through STCC and HCC:

- STCC ESL – 3 levels; credit; 150 students
- HCC ESL – Level 1; non-credit; current enrollment 18 students
- HCC ESL – 4 levels; credit; 145 students enrolled
- Springfield Adult Learning Center (HCC/STCC) ESOL - 77 Students enrolled
- Ludlow Area Adult Learning Center (HCC) ESOL - 178 Students enrolled
- Juntos Collaborative Holyoke (various partners) – ESOL; 164 Students enrolled
- ESOL CNA Pathway (Holyoke Works and HCC) – 3 cohorts (30 enrolled, 27 completed); 10 Students currently enrolled

HOLYOKE
COMMUNITY
COLLEGE



Massachusetts Casino Career
Training Institute



**HOLYOKE
COMMUNITY
COLLEGE**

LINE COOK TRAINING

HCC MGM CULINARY ARTS INSTITUTE

**HCC MGM Culinary Arts Institute
Downtown Holyoke**
Monday–Friday, 8:30 a.m.–3 p.m.



**Cooks! Food prep workers!
Are you ready to take your skills
and career to the next level?**

Holyoke Community College is offering a free training program to quickly upgrade your culinary skills to meet this summer's regional hiring boom!

Requirements:

- Must have 2+ years experience in the culinary industry.
- Must commit to a minimum of 20 hours/week of training for four weeks.
- Must be punctual, professional, and ready to work!

Topics include moist and dry cooking methods; soups, stocks, and sauces; knife skills; culinary math; and opportunities to earn ServSafe and TIPS certifications. June and July sessions available. Call now!

**For more information or to register,
please contact:**

Ann Rocchi, Job Placement Assistant
413.552.2753

Milissa Daniels, Career Development Counselor
413.552.2042

Need a job? Need help with the English language?

Get the language skills, job skills, and certifications you need to build a winning resume. Get the help and contacts you need to get a good job and get on the pathway to a new career.



Free training for a career in the restaurant, food service, and hospitality industry

New grant-funded program. No cost to participants. WIOA voucher not required. Section 30 eligible. 180 hour training program leading to jobs like:

Food Preparer
Line Cook
Server

Waiter
Waitress
Bartender

Host
Hostess
Hotel Worker

Requirements: Must be a high intermediate speaker of English, willing to attend regularly and on time, willing to enter employment in culinary-hospitality on completion of program, able to work well with others, to achieve satisfactory scores on a placement test, and to pass a CORI background check..

Preferred Requirements

A valid drivers' license; access to a motor vehicle; availability to work flexible hours, including nights and weekends; a high school diploma or equivalent preferred.

Job Placement Assistance: We are currently working with over two dozen local employers eager to hire qualified graduates.

Certificates Earned: ServSafe for managers and food handlers, TIPS for serving beverages, OSHA-10 for safety, and National Career Readiness for job preparedness. Includes 90 hours of English language/career preparation instruction.

Where and When: Classes will be offered at Putnam Vocational High School in Springfield
Summer: July 9 – August 17, 2018; M-F days, 8:30 am-2:30 pm (5 days/week)

For more information:

Ann Rocchi 413-552-2753,
Arochi@hcc.edu

HOLYOKE
COMMUNITY
COLLEGE

Introduction to the Casino Industry-10 week Ahead of the Game Curriculum

Monday – Thursday 9-12

Total hours = 120 Hours

- Week 1- Introduction to Casino Industry
- Week 2- Introduction to Customer Service
- Week 3- Introduction to Hospitality
- Week 4- Introduction to Gaming
- Week 5- Introduction to Culinary Arts
- ~~Week 6- Introduction to Information Technology~~
- Week 7- Introduction to Cash Handling
- Week 8- Introduction Marketing and Human Resources
- Week 9- Introduction to Security and Surveillance
- Week 10- Computer Basics

Week 1-Introduction to Casino Industry

This course provides an overview of the casino industry. Students will study the history of gaming and gaming development, casino organization and operation, the mathematics of casino games, and casino industry. Students will study the history of the casino industry and learn key elements and terminology of the industry.

Week 2-Introduction Customer Service

Participants will learn what exceptional service is, how to project a customer friendly image, and how to handle demanding customers and more.

Week 3-Introduction to Hospitality

Overview of the 5 different elements of the hospitality industry and how they are intertwined with each other.

Week 4-Introduction to Gaming

Designed for students interested in casino operations as a career path as well as acquiring basic skills in casino management. Students will learn the basic concepts and procedures for dealing table games.

Week 5-Introduction to Culinary Arts

This course will emphasize the principles of planning, organizing, staffing, directing, and controlling the management of a variety of food service operations.

Week 6-Introduction to Information and Technology

This course is designed to focus on key concepts for understanding modern computer systems. Students will also learn about the capabilities and limitations of information technology systems.

Week 7-Introduction to Cash Handling

This course will teach basic concepts on how to operate and run reports on a standard Point of Sale System. (POS). Collect, process, and handle payments efficiently and accurately. Introduction to POS

systems, learning how to navigate menus, input orders, process various transactions, such as refunds, voids, and cash drawer reconciliations.

Week 8-Introduction to Human Resources

This course will introduce the major topics in Human Resources. Topics will focus on entry level job analysis, recruitment, selection, orientation, training, employee development, performance appraisal, compensation, benefits, safety, and labor relations.

Week 9-Introduction to Security and Surveillance

This course introduces students to the study of surveillance and security. Primary focus will be on surveillance studies, security studies, and situational crime prevention.

Week 10-Computer Basics

The focus of this course is to equip students with basic computer skills. The goal of this course is to illustrate how important computers are in modern society and their value in solving problems. Fundamental operations and functions of the computer will be covered.



May 7, 2018

Via Email

Christina Royal, President
Holyoke Community College
303 Homestead Avenue
Holyoke, MA 01040

Jeffrey Hayden, Vice President of Business and
Community Services
Holyoke Community College
303 Homestead Avenue
Holyoke, MA 01040

Re: 2018 Holyoke Community College Workforce Development
Community Mitigation Fund Application

Dear President Royal and Vice President Hayden:

The Community Mitigation Fund Review Team ("Review Team") would like to thank you (Jeff Hayden), and the representatives from the Springfield Public Schools (Lydia Martinez, Jennifer Buel, April Hodgen, and Michele Cabral) for meeting with the Review Team regarding Holyoke Community College's ("HCC") application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask HCC to provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

- 1) Please provide a brief update regarding all activities funded through the current Springfield Technical Community College ("STCC") and Springfield Public Schools ("SPS") grants. In the response, please note the start date for such activities, major milestones and the expected end date of activities furnished under the current grants. Please include a summary or chart of proposed 2018 program elements that shows new activities proposed under the 2018 application versus the continuation of previously approved activities. Please provide an updated timetable for new activities (including major milestones and end dates).
- 2) The application states that, "[i]t is imperative that this combination of readiness and skills training begin as soon as possible in FY18 and continue through FY19 in order to meet the industry needs in time for the hiring events of MGM Springfield scheduled for late spring and early summer in anticipation of a fall 2018 opening. Therefore, we request a waiver of the grant review and award schedule in order to begin operations as soon as possible." It was noted that funds for the SPS program would not be needed immediately as existing funds are available. Please further explain which program elements need funds in the very near future?
- 3) Please provide additional information about the proposed line cook training.



Massachusetts Gaming Commission

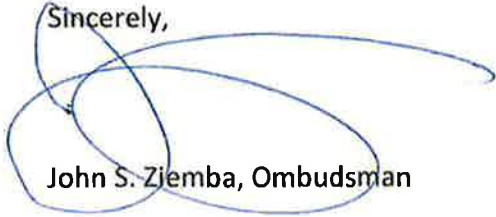
- 4) In Section 4 Part 2 of the Application, line cook training would consist of "75 individuals (5 cohorts at 15 each) for a total of 60 hours". However, in the Work Ready section of the Application on page 4, HCC indicates 90 participants. Please explain.
- 5) At the recent meeting, it was discussed that significant expenditures under the 2017 grant started in January. It was also discussed that for the SPS Program 2017 grant funds will be used from January 2018 to January 2019. Please confirm the timing of the spending plans under the current grants. What is the updated timetable for spending under the new proposed program?
- 6) How strong are the current results in the gaming school? Please update us regarding recruitment and enrollment results, including Massachusetts and regional results. Please describe any hurdles that may be impacting program participation. Please describe any recommended potential resolutions to any hurdles.
- 7) Do you expect a diminished interest in the gaming school once all of the initial hiring has been completed? How much of an issue might that be?
- 8) Please provide further details regarding current outreach activities, and the regional approach for both the 2017 grant and the proposed 2018 grant.
- 9) For the SPS portion of the application, what are the projected outcomes? Do you have any updates regarding the projected impacts at the end of year 2?
- 10) On April 8 MassLive had an article entitled, "*No English, no luck? Why MGM Springfield is looking for strong English skills and what's being done to prep candidates*" by Jim Kinney. The article stated that, "[f]or many of those jobs -- even unskilled ones like bus person and kitchen runner -- "English language proficiency" is the first relevant skill listed". What ESOL class level do you think would meet that requirement? How does this coordinate with your programs?
- 11) As discussed at the meeting on April 11, 2018, the Commission did not authorize any expenditure of funds related to the Evidence Based Assessment Tool in its award on June 28, 2017. As a result, the grant was reduced from \$200,000 to \$171,833.03. Does the SPS have the ability to adjust spending to be in line with the Commission authorized grant? SPS indicated that its proposed 2018 budget funding includes the assessment tool. Why should the Commission change its determination regarding the assessment tool? For example, how might it help with MGM Springfield potential impacts to the region?
- 12) Please provide detail on how the applicants either have worked or will work with the City of Springfield to prioritize Host Community funds for workforce related activities.

Christina Royal, President
Jeffrey Hayden, Vice President
Page 3

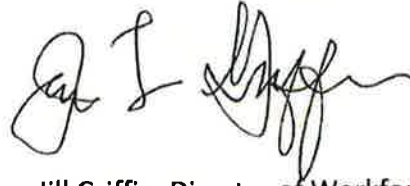
The community mitigation Review Team would like to present to the Commission its recommendations at the Commission meeting on May 24, 2018. In order to meet this timetable, the community mitigation Review Team would greatly appreciate receiving your response by May 16th.

We look forward to reviewing this application with the Commission. Please do not hesitate to contact us with any questions or concerns.

Sincerely,

A handwritten signature in blue ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

John S. Ziemba, Ombudsman

A handwritten signature in black ink, featuring a stylized 'J' and 'G' followed by a series of loops and a long horizontal stroke.

Jill Griffin, Director of Workforce, Supplier and
Diversity Development

cc: Lydia Martinez, Assistant Superintendent
Jennifer Buel, Grants Analyst
April Hodgen, District Project Manager
Michele Cabral, Interim Dean
Gerardo Zayas, STCC
MGC Commissioners
Edward R. Bedrosian, Executive Director
CMF Review Team

Metro North Regional Employment Board
Responses to Additional Information Requested by Massachusetts Gaming Commission
Re: 2018 Community Mitigation Fund- Workforce Development Application
May 15, 2018

2017 Workforce Development Pilot Program

1) A brief summary of activities to date for each of the 2017 program components:

- *NECAT Everett Culinary Training Program*- the first cohort of the NECAT Everett culinary program began in January 2018 and completed in April 2018. 19 students were enrolled with 16 completing. As of the completion date, half the graduates had already accepted or received job offers. The program is confident it will reach its target of 88% job placement rate for this first cohort. The second cohort is scheduled to begin May 2018 and complete August 2018. The program is aiming to fill 22 slots in the second cohort for a total of 40 trainees in the first year of the Everett program. The REB is proposing to continue this program in the 2018 project, if funded.
- *Somerville Community Corporation/Bunker Hill Community College Culinary Training Program*- the cohort of this program began at Bunker Hill Community College with 12 enrolled students in January 2018 and is set to complete in May 2018. Prior to the BHCC classes, 8 of the 12 students had completed a pre-training job readiness program at SCC. The other four students were recruited after the job readiness program had completed and thus went straight to the BHCC classes. Due to funding constraints, the BHCC curriculum had to be reduced from four classes to two. The program had expected to fund the majority of costs through federal Pell grants, but in the end only two of the 12 students were able to receive this financial aid. However, the two classes offered remained credit-bearing courses in the college's Culinary Arts Certificate program, so students did not have to pay any costs out of pocket and they all have the option of continuing with the program at a later date. One student had dropped out of the program due to medical reasons and two others have already been placed in culinary jobs. Due to the funding challenges described above, the REB is proposing to not include this program in the 2018 project, if funded.
- *Casino Career Advisors*- the REB, in partnership with Encore Boston Harbor, has been organizing and facilitating quarterly meetings of a network of "casino career advisors," local organizations in casino-impacted communities who are engaging local residents and providing information about the forthcoming job opportunities and related programs and services to prepare people for those jobs. The career advisors have also been actively participating in helping to recruit for the culinary programs funded through this grant. The quarterly meetings are an opportunity to meet with Encore staff, stay abreast of the hiring opportunities and timeline, and receive training/information pertinent to helping local residents, i.e. training on the Skill Smart platform. Since the start of the grant period in August 2017, there have been three official quarterly meetings (October 2017, February 2018, and May 2018). Organizations who have been actively participating in the network include:
 - Everett: La Comunidad, Mayor's Office
 - Chelsea: CONNECT, Chelsea Collaborative

- Malden: Immigrant Learning Center
- Cambridge: Office of Workforce Development
- Somerville: Somerville Community Corporation
- Boston: Casino Action Network
- One Stop Career Centers in Metro North and Boston

The REB proposes to continue and expand this component of the project in the 2018 project, if funded.

Chart of 2017 and Proposed 2018 Program Components:

PROGRAM COMPONENT	CONTINUE IN 2018?	2017 TIMELINE	2018 TIMELINE
<i>2017</i>			
SCC/BHCC Culinary Program	NO	January – June 2018	n/a
NECAT Everett Culinary Program	YES	January – August 2018	September 2018 – June 2019
Casino Career Advisors	YES	August 2017 – June 2018	July 2018 – June 2019
<i>2018</i>			
English For Employment	New	n/a	July 2018 – June 2019
Job Readiness Training	New	n/a	July 2018 – June 2019

- 2) All of the partners listed in the 2017 application have been actively involved in the project as expected. NECAT has been running the Everett culinary program, SCC and BHCC have been co-operating their culinary program, the organizations listed in the previous response have all been actively participating in the casino career advisors network, each of the five partner municipalities have supported the project as promised in their commitment letters, and the REB has been coordinating the entire region-wide project.

In regards to the casino career advisors, the REB expects to expand this network in the 2018 project, if funded, to include other organizations from communities not included in the 2017 project. These include The Neighborhood Developers in Revere, the City of Medford, the North Shore Career Centers in Lynn, and ABCD in Medford/Malden/Everett.

In regards to the Somerville/Bunker Hill culinary program, the main challenge this program faced was funding. This component of the project required a majority of the program costs to be covered by federal Pell grants. However, only two of the 12 enrollees in the program were eligible for Pell grants. All of the students qualified as “unemployed or underemployed,” yet only two could meet the stringent requirements of federal financial aid. This left a significant funding gap, which had to be addressed by reducing the number of courses in the program from four to two. Due to the challenges of funding this type of program via Pell grants, and not wanting program participants to pay out of pocket, the REB does not plan to continue this component of the project in 2018. If funded for 2018, local residents will be referred to NECAT Everett if they are interested in pursuing a culinary career. In addition, one of the benefits of the BHCC program is that trainees are earning

college credits, so the REB plans to work with both NECAT and BHCC to see if an articulation agreement can be reached so that NECAT trainees can earn college credits.

2018 Workforce Development Pilot Program

- 1) The NECAT Everett program, currently operating out of Everett High School, plans to move operations to the nearby Parlin Middle School. The Everett High School kitchen is currently responsible for numerous other engagements, making scheduling a full-time, five day per week program very difficult. The current NECAT Everett schedule includes Saturdays due to the space restrictions during the week. Program partners agree that a regular, Monday-Friday schedule works best for both trainees and program staff. The Everett school department has graciously offered to host the NECAT program at the Parlin School where there are no other commitments or scheduling restrictions. In addition, the Everett Mayor's Office has agreed to fund the \$15,000 in upgrades and equipment necessary to make the Parlin School kitchen operational for NECAT training purposes. Given that the Parlin School is just a half-mile from Everett High School, and located directly on Broadway, the change in location will have minimal impact for participants and no financial impact. With a more convenient location and better schedule, it is expected that the changes will be greatly beneficial to program participants.
- 2) While the \$15,000 from the City of Everett for Parlin School kitchen upgrades were committed as part of the 2018 project, the REB and NECAT have inquired as to whether the city could commit the funds before this summer, allowing the second cohort of the 2017 program to move into the new location as soon as possible. If the funds are not able to be committed for this summer, the first cohort of the 2018 project in the fall would be the first training class in the new location.

Given that both Parlin and Everett High are part of the public school department, the rules would remain the same. The current program at Everett High already has a CORI requirement, and that would continue at the new location. The REB and NECAT are exploring long-term space solutions that would allow NECAT to operate on its own schedule and without needing to screen out people with CORIs who could still be gainfully employed in the industry. For example, the REB and NECAT toured the kitchen of the old Everett High school building on Broadway, a space that the Mayor's Office has indicated could be renovated with city funds. These discussions are ongoing and would not be relevant to the 2018 project.

- 3) The budget included in the application is a Fiscal Year 2019 budget covering the period July 1, 2018 through June 30, 2019. All expenditures under the proposed project would start no earlier than July 1, 2018 and be completed no later than June 30, 2019. This assumes that if the application is successful, the contract with the Gaming Commission would commence July 1, 2018. In the event the start date of the contract is later, grant expenditures would not begin until after the contract start date.

There are two program components for which the REB has proposed procurements: the English for Employment and Job Readiness courses in the four cities that committed the most match- Everett, Malden, Revere, and Chelsea. The REB would like the providers of these courses to be chosen by the grant start date, so the REB plans to complete these procurements by July 1, 2018. All procurement documents will include a disclaimer notifying applicants that awards are subject to approval of the REB's application for grant funding from the Mass. Gaming Commission.

- 4) The REB continues to work with the Boston PIC on this regional effort. Both the REB and PIC recognize that the workforce issues related to the new gaming facility requires a broad regional approach. Those efforts are already underway. The PIC is involved with the REB's "casino career advisor" network and both workforce boards are involved with region-wide casino partner meetings which, up to now, have been hosted by Bunker Hill Community College. The REB has also discussed with the PIC recruiting some Boston-based community organizations to join the casino career advisor network. The REB continues these coordination efforts with the PIC in order to ensure maximum impact for the region's residents.
- 5) In the event that Malden and/or Chelsea do not get approval for appropriations, the REB would work with each city to find other ways to support program operations in some capacity. For example, could the partners providing casino career advisor services provide these services on an in-kind basis? While the REB will make every effort to provide project components regardless of matching funds, it is likely that project outputs would need to be revised lower in the event matching funds are not secured.
- 6) In regards to cash match, each of the city's matching cash contributions is subject to the budgeting and appropriations process. While Chelsea and Malden were the only ones to specifically include that contingency, in reality every city partner needs to go through their own internal process to actually appropriate these funds. In-kind match contributions are not likely to change, thus the focus is on securing the appropriations of the cash match contributions at this time. The REB continues to work with each partner to ensure that matching contributions as outlined in partners' commitment letters are secured. Since all matching contributions are allocated to specific services and programs, in the event that matching contributions are lowered, it is likely that there would be a corresponding decrease in project outputs. However, the REB will work with partners to mitigate any decrease in project outputs in these situations so that at least some level of services can be offered.
- 7) The REB intends to work with all project partners to reach persons disconnected from the current workforce. As is the case in the current 2017 project, community-based organizations with strong ties to local residents are the lead partners in these efforts. The community-based organizations that have signed on as partners to the project have long-standing ties in their communities and have the experience engaging and reaching out to local residents. In addition to these organizations, the REB will work with One-Stop Career Centers, partner municipalities, and service providing organizations across the region to ensure that individuals disconnected from the current workforce are recruited for these services and programs.



May 7, 2018

Sondra Schwartz, Executive Director
Metro North Regional Employment Board
186 Alewife Brook Parkway, Suite 216
Cambridge, MA 02138

Chris Albrizio-Lee, Director of Strategic
Program Innovation
Metro North Regional Employment Board
186 Alewife Brook Parkway, Suite 216
Cambridge, MA 02138

Re: 2018 Community Mitigation Fund – Workforce Development Application

Dear Ms. Schwartz and Mr. Albrizio-Lee:

Thank you for meeting with the Community Mitigation Review Team (“Review Team”) recently. It was a pleasure discussing Metro North Regional Employment Board’s application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2017 Workforce Development Pilot Program:

- 1) Please provide a brief update regarding all activities funded through the current grant. In the response, please note the start date for such activities, major milestones and the expected end date of activities furnished under the current grant or grants. Please include a summary or chart of proposed 2018 program elements that shows new activities proposed under the 2018 application versus the continuation of previously approved activities. Please provide an updated timetable for new activities (including major milestones and end dates).
- 2) Please provide any updates regarding the entities and communities that are participating in the 2017 Workforce Development Program, including but not limited to, the Career Casino Advisors program.
 - a) In the response, please provide further information regarding challenges experienced in establishment of the Somerville culinary program and describe current and further plans for this program.

2018 Workforce Development Pilot Program:

- 1) Please detail the issues concerning the change of location of the culinary program.
 - a) Are there any financial considerations for participants?
- 2) How soon do you anticipate having the culinary program up and running in the new space?
 - a) What are the restrictions for working in an elementary school?



Massachusetts Gaming Commission

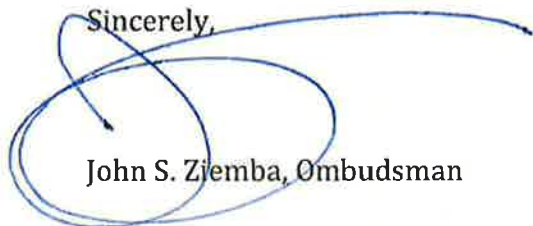
Sondra Schwartz, Executive Director
Chris Albrizio-Lee, Director of Strategic
May 7, 2018
Page 2

- b) Does the elementary school location eliminate the opportunity for individuals who may have a CORI?
- 3) Please provide more detail regarding the schedule of planned expenditures under the 2018 application.
 - a) Please include an estimate as to when all the funding will be expended for these programs.
 - b) Please describe the timeline for the procurement cycle for each program element in the 2018 application.
- 4) Please describe your efforts to coordinate with the Boston Private Industry Council (PIC). Please tell us how you might better leverage both efforts to result in higher impact for the region?
- 5) In the event that Malden and Chelsea do not get city council approval and appropriations, how would this impact the proposed program?
- 6) Are there any other matching funds that are not guaranteed? How could this impact the projected outputs?
- 7) Please further describe anticipated strategies to reach persons that are disconnected from the current workforce.

The Review Team would like to present to the Commission its recommendation in May. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by May 16, 2018.

We look forward to reviewing this application with the Commission. Please do not hesitate to contact us with any questions or concerns. We thank you for applying to the 2018 Community Mitigation Fund Program.

Sincerely,



John S. Ziemba, Ombudsman



Jill Griffin, Director of Workforce, Supplier and Diversity Development

cc: MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

2018 Non-Transportation Planning Grants

NON-TRANSPORTATION PLANNING GRANTS (Maximum \$50,000)			
Community	Description	Requested Amount	Review Team Proposal
Everett	Planning and Design of a Wayfinding System	\$50,000	-0-
Malden	The funds would be used to engage a planning consultant to assist in the completion of a Broadway Corridor Framework Plan to study existing physical and economic conditions, project gaming facility related impacts on the Corridor, provide recommendations relating to land use, economic development, and the public realm, and provide an action plan to implement these recommendations.	\$50,000	\$50,000
Revere	The City of Revere would utilize \$42,000 of a \$50,000 grant to continue the services of an economic development consultant to perform duties over an additional period of 6 months. The balance of the grant, \$8,000, would be used to undertake marketing and promotional efforts about these development opportunities and the potential linkage with the Wynn Casino.	\$50,000	\$50,000
Saugus	Development of a bike path connecting the Northern Strand Community Trail to the future location of the Saugus RiverWalk.	\$50,000	-0-
West Springfield	The funds would be used to hire an architectural and engineering consultant to conduct a Police Facility Needs Assessment and Location Study.	\$40,000	\$40,000
Total		<u>\$240,000</u>	\$140,000

EVERETT

Licensee Comment: “Boston Harbor supports the City of Everett’s effort to increase tourism dollars in the community by creating a better experience through improved signage and wayfinding measures. We will attract people from around the region, country and world. Better signage and easier navigation is important to increase spin off economic activity.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. We would like to encourage greater regional planning and study in the future to ensure that the resources available are put toward highly impactful initiatives that will benefit the region for decades to come.”

<p>1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018. The planning project must be clearly related to addressing issues or impacts directly related to the gaming facility. Applications involving transportation planning or design are <u>not</u> eligible for the 2018 Non-Transportation Planning Grant.</p>	<p>YES</p>
<p>In its application, Everett stated that “The Wynn Resort Casino will be a major tourist generator for the region. Despite being within Everett, there is not a comprehensive wayfinding system to guide visitors to explore and enjoy other parts of the community. The lack of a system will be a lost opportunity to retain visitor dollars within the city. This impact was not significantly highlighted nor thoroughly planned previously”.</p> <p>In response to a question from the Review Team why wayfinding should not be considered transportation planning, Everett stated that “insert sentence from the response.” Everett’s initial application stressed the transportation benefits or a wayfinding system including assisting users to travel between destinations and the encouragement of walking and bicycling. However, it also stated economic development and marketing goals that can be achieved through wayfinding.</p> <p>The review team believes that a wayfinding system could provide important economic development and marketing tools to the City but was not convinced that the wayfinding system would not involve “transportation planning or design.” The Review Team notes that the City of Everett has applied for the maximum amount under the Transportation Planning Grant category in this year’s funding round.</p>	
<p>2. The significance of the impact to be remedied</p>	<p>YES</p>
<p>The City expressed that the lack of a wayfinding system may be a lost opportunity to retain visitor dollars within the City.”</p> <p>The Review Team agrees that the maximization of tourist opportunities within the City is an important goal and that a wayfinding system may help with that goal. The system would also provide important transportation benefits.</p>	
<p>3. The potential for the proposed mitigation measure to address the impact</p>	<p>YES</p>
<p>The application expressed the economic and transportation benefits of a wayfinding system. The application did not provide any data or statistics to demonstrate the effectiveness of a wayfinding system to achieve these benefits. However, the Review Team found no reason to doubt that a wayfinding system may have a positive impact.</p>	
<p>4. The feasibility and reasonableness of the proposed mitigation measure</p>	<p>NO</p>
<p>The City provided an estimated budget for the development of a wayfinding system of approximately \$480,000. The \$50,000 requested would be sufficient, according to the budget, to pay for the planning costs (\$30,000) and</p>	

<p>some design costs, specifically “the cost of designing the full program including prototype development, approvals, documentation and bidding.”</p> <p>The City referenced a number of potential resources to pay for the full costs of the wayfinding system and the annual maintenance costs (approximately 10% of the total project cost), including City capital funds, corporate grants, and potentially DLTA funds from the regional planning agency.</p> <p>The Review Team agreed that the \$50,000 could significantly help Everett develop a wayfinding system but was not convinced that other funding would be available in the near term to develop such a system, once planned. However, the Review Team notes that a purpose of the Commission’s planning grants has been to enable communities to conduct the initial planning that would make it easier for them to see the necessary funding for projects.</p>	
<p>5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.</p>	<p>N/A</p>
<p>6. The significance of any matching funds for planning efforts or workforce development pilot program activities</p>	
<p>The application stated that “The Cities of Everett will partially match the assistance provided by the gaming commission by providing staff time, meeting space and other coordination and administrative time that will be required for a project of this magnitude. As previously stated the City will seek DLTA funds from the regional planning authority to assist with the creation of the system.”</p> <p>The City did not provide an estimate quantifying how much staff time or administrative time would be provided as an in-kind match. Therefore, the Review Team was not able to determine how significant the in-kind match would likely be.</p>	
<p>7. Any demonstration of regional benefits from a mitigation award</p>	<p>NO</p>
<p>The application did not specify any regional benefits but did mention that the City would work with the regional planning agency.</p>	
<p>8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure</p>	<p>NO</p>
<p>In response to a question from the Review Team, Everett stated that “The City has not previously contemplated using HCA funds for wayfinding, and to date, the preopening HCA funding has been used for property tax relief as an interim measure to address housing affordability.” In its application, Everett notes that the “[i]mpact of tourism was not fully anticipated” in developing the Host Community Agreement.</p> <p>The Review Team has no reason to doubt that impact to Everett tourism outside of the casino area was not fully anticipated. Everett has prioritized its prior to casino opening funding for capital items. Although future implementation of wayfinding (signage, etc.) would involve capital expenditures, planning for wayfinding would not seem to be within this priority.</p>	
<p>9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant</p>	<p>YES</p>
<p>No wayfinding system is required under Wynn’s Section 61 Findings.</p>	
<p>10. The inclusion of a detailed scope, budget and timetable for each mitigation request.</p>	<p>YES</p>
<p>The application included a detailed scope and budget but did not include a timetable. The Review team has no reason to doubt that the first phase planning activities could be accomplished within the year.</p>	

Recommendation: The Review Team remains unconvinced that the project would not involve transportation planning or design (which are not eligible purposes for the 2018 Non-Transportation Planning Grant). The Review Team notes that the City of Everett has applied for

the maximum amount under the Transportation Planning Grant category in this year’s funding round. However, the Review Team does believe that the predominant purpose of the grant request would be to help promote further tourism within the City. Even with these competing beliefs, the Review Team does not recommend that the Commission authorize this grant because it involves transportation planning and because Everett separately applied for a maximum amount transportation planning grant.

MALDEN

Licensee Comment: “Wynn Boston Harbor supports the City of Malden's effort to improve the Route 99 corridor from Route 1 to Everett. Similar efforts are underway in Saugus and Revere and we would encourage greater cooperation to ensure maximum success and positive impacts throughout the area. Additionally, Mayor DeMaria has continued to talk about the northern Route 99 corridor as an important regional connection and working together to extend the dedicated bus lanes to improve transportation options and encourage greater use of public transit.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. We would like to encourage greater regional planning and study in the future to ensure that the resources available are put toward highly impactful initiatives that will benefit the region for decades to come.”

<p>1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018 / The planning project must be clearly related to addressing issues or impacts directly related to the gaming facility. Applications involving transportation planning or design are <u>not</u> eligible for the 2018 Non-Transportation Planning Grant.</p>	<p>YES</p>
<p>As noted in Malden’s application, Malden is seeking funding “to engage a planning consultant to assist in the completion of a Broadway Corridor Framework Plan to study existing physical and economic conditions, project gaming facility related impacts on the Corridor, provide recommendations relating to land use, economic development, and the public realm, and provide an action plan to implement these recommendations.” It further stated that “[t]he opening of the Wynn Boston Harbor Resort in 2019 will bring positive and negative impacts to Malden’s economic base. This includes generating new business, bringing new customers to existing businesses, and conversely drawing customers away from existing Malden businesses..... Broadway/Route 99 will serve as a critical corridor between Route 1 and the Wynn Boston Harbor Resort in Everett. The gaming facility will be located directly on Broadway just over 2 miles away.”</p> <p>The Review Team believes that Malden’s proactive approach to develop a Broadway Corridor Framework Plan will help the City to take advantage of opportunities that may result from the Encore Boston Harbor facility and to help minimize any economic disruptions in this corridor. The Review Team notes that Malden’s approach fits squarely within the Commission’s plans for these non-transportation planning funds, and earlier with Community Mitigation Fund planning funds made available to communities. Such reserve planning funds were authorized to be “used for planning, either to determine how to achieve further benefits from a facility or to avoid or minimize any adverse impacts.</p>	

2. The significance of the impact to be remedied	YES
<p>Malden’s application stated that “[t]he Broadway Corridor in Malden will likely see increased usage, regional visibility, and a new development focus as a result of gaming facility operations. Therefore, planning is needed to determine appropriate land use, regulatory, and economic tools to mitigate negative impacts from the gaming facility and take advantage of new economic opportunities. This includes protecting existing desirable uses, ensuring new development will benefit Malden’s community character, and providing a path to harness positive resort-driven economic impacts and prevent Corridor deterioration.” It further stated that “the Broadway Corridor is home to several critical commercial, industrial, and institutional uses. It’s imperative that the City explore methods to safeguard these uses from gaming facility spillover effects.</p> <p>The Review Team believes that Malden has demonstrated the significance of the potential impact to businesses in this corridor and the potential opportunities that may arise from well thought out planning.</p>	
3. The potential for the proposed mitigation measure to address the impact	YES
<p>Malden plans to use the funds “to study existing physical and economic conditions, project gaming facility related impacts on the Corridor, provide recommendations relating to land use, economic development, and the public realm, and provide an action plan to implement these recommendations. This document will address specific impacts by providing the City of Malden clear and action-oriented plan to protect important uses, prepare for and regulate new development along the Corridor, and utilize gaming facility-driven economic opportunities to grow Malden’s business community and prevent Corridor deterioration.”</p> <p>The Review Team believes that Malden’s planning effort may provide significant benefits for the community.</p>	
4. The feasibility and reasonableness of the proposed mitigation measure	YES
<p>The City of Malden stated that it “will ensure that all services are procured in a competitive bid process with contracts.” The City’s estimate of \$50,000 for this work “is based on the City’s comparable plan for the Commercial Street Corridor, which was funded through a \$75,000 MassDevelopment grant. The cost for the Broadway Corridor plan will be less expensive through a more limited scope tailored to address gaming facility impacts...”</p> <p>The Review Team believes that Malden has demonstrated the feasibility and reasonableness of the proposed mitigation measure.</p>	
5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.	N/A
6. The significance of any matching funds for planning efforts or workforce development pilot program activities	YES
<p>Malden noted that the study will utilize “previously compiled economic and land use data, and increasing in-kind services from the Malden Redevelopment Authority and the City.”</p> <p>Although Malden did not attempt to quantify the in-kind contributions, the Review Team has no reason to believe that the staff investment from the City and the Malden Redevelopment Authority (MRA) in this important effort will not be significant. The effort will involve senior staff members from both the MRA and will involve many departments within the City.</p>	

7. Any demonstration of regional benefits from a mitigation award	YES
<p>The City of Malden stated that it “decided to not partner with neighboring communities on this application. The uses, development typology, and issues impacting Broadway in Malden differ significantly from those in Everett.... These differences make planning for the length of the Corridor in a single study problematic, as they are very different in character and challenges. However, the City of Malden believes there is potential to develop a regional effort with the Town of Saugus and the City of Everett to advance a comprehensive Broadway Corridor strategy. Through the Framework Plan, Malden will explore ways to create a unified and complementary experience along the entirety of Broadway.”</p> <p>The Review Team is encouraged by Malden’s approach to try to work with Saugus and Everett and would recommend that Malden should share its plans with its neighbors. The Commission has shared similar plans with other communities. Part of the agenda for the Community Mitigation Fund staff for the upcoming year should be to make it even easier for communities to access studies conducted by other communities.</p>	
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
<p>Malden stated that “the Surrounding Community Agreement focuses primarily on the use of Malden as a transportation hub, road improvements, roadway safety, business preference, and a jobs program. The agreement did not anticipate physical economic development, land use, and public impacts related to the gaming facility, particularly along this critical route to and from the resort. Similarly, the MEPA decision and City’s comments are directed toward environmental quality issues and does not address physical economic development, land use, and public realm impacts.</p> <p>Once the Encore Boston Harbor facility is operational, Malden, as a transportation hub, will receive significant funds as part of its surrounding community agreement. That said, the Review Team does not dispute Malden’s characterization of the SCA and the MEPA decisions.</p>	
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	YES
See above discussion under question #8.	
10. The inclusion of a detailed scope, budget and timetable for each mitigation request.	YES
<p>In response to question from the Review Team, Malden stated that “[t]he timetable for developing the Framework Plan will be an aggressive one, but we are unable to provide you with the details as of this time,” stating that the timetable is dependent upon responses to the RFP document.</p> <p>The Review Team believes that Malden provided sufficient detail on the scope and budget for the project and understands why it is unable at this time to provide more specificity regarding the timetable.” The Review Team notes that staff will get more information about the scope, budget, and timetable in the grant implementation process, should the Commission choose to award this grant.</p>	

Recommendation: The Review Team recommends that the Commission provide \$50,000 in funding for this well thought out proposal by Malden.

REVERE

Licensee Comment: “Wynn Boston Harbor supports the City of Revere's effort to capture more business and development opportunity for the City and the region resulting from our project.

We anticipate that the successful opening of our resort will spur increased economic activity and opportunity throughout the region. We applaud the City of Revere for planning ahead to capture these opportunities and positive benefits.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial improvements to our area. We would like to encourage greater regional planning and study in the future to ensure that the resources available are put toward highly impactful initiatives that will benefit the region for decades to come.”

<p>1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018 / The planning project must be clearly related to addressing issues or impacts directly related to the gaming facility. Applications involving transportation planning or design are not eligible for the 2018 Non-Transportation Planning Grant.</p>	<p>YES</p>
<p>City of Revere proposes to use a 2018 MGC Non-transportation Planning Grant of \$50,000 to further advance its economic development goals by continuing the services of a consultant to work closely with the Mayor, his Chief of Staff and the City's Director of Strategic Planning and Economic Development to devise and assist in implementing actions aimed at better positioning the city to realize economic development opportunities associated with the Wynn Casino in neighboring Everett and to advance several key economic development initiatives now underway or about to commence.</p> <p>The Review Team believes that Revere’s proactive approach to develop a plan to spur development of mixed-use developments with potential linkages to the Encore Boston Harbor facility will help the City to take advantage of opportunities that may result from the Encore Boston Harbor facility and to help minimize any economic disruptions in this corridor. The Review Team notes that Revere’s approach fits squarely within the Commission’s plans for these non-transportation planning funds, and earlier with Community Mitigation Fund planning funds made available to communities. Such reserve planning funds were authorized to be “used for planning, either to determine how to achieve further benefits from a facility or to avoid or minimize any adverse impacts.”</p>	
<p>2. The significance of the impact to be remedied</p>	<p>YES</p>
<p>“[t]he City of Revere will utilize \$42,000 of this \$50,000 grant to continue the services of an individual qualified consultant to perform these duties over an additional period of 6 months. The balance of the grant, \$8,000, will be used to undertaken marketing and promotional efforts about these development opportunities and the potential linkage with the Wynn Casino.”</p> <p>The Review Team believes that Revere has demonstrated the significance of the potential impact to businesses in this corridor and the potential opportunities that may arise from well thought out planning.</p>	
<p>3. The potential for the proposed mitigation measure to address the impact</p>	<p>YES</p>
<p>Revere is advancing comprehensive planning for the major development opportunities at the 160 acre</p>	

<p>Suffolk Downs and the 35 acre Wonderland Park site, and as it continues to implement the major Waterfront Square Transit Oriented Development at Wonderland station and Revere Beach. The City believes it can be greatly aided in pursuing these major initiatives and linking them to economic development opportunities that will come with the opening of the Wynn Casino in Everett through the use of these MGC Non-Transportation Planning grant funds. Mayor Arrigo believes an experienced and knowledgeable consultant can measurably bolster his senior staff capacity for complex development management in a number of areas including: business to business linkage, particularly with respect to the hospitality sector which is Revere's growth industry; marketing and promotion of the City as a leisure and business travel destination; and positioning Revere residents to benefit from job training mechanisms to be funded under MGC's 2018 Workforce Development Pilot Program Grant in Region A.</p>	
<p>The Review Team believes that Revere’s planning effort may provide significant benefits for the community.</p>	
4. The feasibility and reasonableness of the proposed mitigation measure	YES
<p>[t]he sole purpose of the combined 2015/2016 Reserve Fund and 2018 Non-Transportation Planning Grant is aimed at capitalizing on linkage opportunities expected to be presented with the opening of the Wynn Casino in the second half of 2019.</p>	
<p>The Revere proposal is a continuation of a current CMF grant. The Review Team believes that Revere has demonstrated the feasibility and reasonableness of the proposed mitigation measure.</p>	
5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.	N/A
<p>6. The significance of any matching funds for planning efforts or workforce development pilot program activities</p>	
<p>As noted in the Malden review, the Review Team would recommend that Revere should share its plans with its neighbors. The Commission has shared similar plans with other communities. Part of the agenda for the Community Mitigation Fund staff for the upcoming year should be to make it even easier for communities to access studies conducted by other communities.</p> <p>Although Revere did not attempt to quantify the in-kind contributions, the Review Team has no reason to believe that the staff investment from the City in this important effort will not be significant.</p>	
7. Any demonstration of regional benefits from a mitigation award	YES
<p>The City of Revere is constantly engaged with the Metropolitan Area Planning Council as its projects growth and seeks to capitalize on its potential for larger scale development at key sites. This includes consideration of linkage opportunities in the areas of leisure and business travel and hospitality as well as business to business opportunities that are expected to emerge with an operational Wynn Casino in the second half of 2019.</p>	
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
<p>Revere does not have a surrounding community agreement.</p>	
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	

10. The inclusion of a detailed scope, budget and timetable for each mitigation request.	YES
The Review Team believes that Revere has provided sufficient detail on the scope and budget for the project as it currently administering the Commission’s 2017 grant for the first phase of this project. The Review Team notes that staff will get more information about the scope, budget, and timetable in the grant implementation process, should the Commission choose to award this grant.	

Recommendation: The Review Team recommends that the Commission provide \$50,000 in funding for the next stage of this important planning effort in Revere.

Saugus

Licensee Comment: “Wynn Boston Harbor supports the Town of Saugus's effort to connect the Northern Strand Community Trail to the future location of the Saugus RiverWalk. The Northern Strand Trail is a tremendous resource for the area, connecting our Harbor Walk to Nahant Beach by traversing Everett, Malden, Revere, Saugus and Lynn. While we fully support this initiative, we do not believe that the Saugus business community will suffer once we open. In fact, we believe that just the opposite will occur and businesses will benefit from the new attention and increased visitation being paid to the area.

Regardless, connecting this trail to a new RiverWalk and business district is a worthy initiative that could lead to an overall increase in the health, well-being and vibrancy of the area. We encourage the Town of Saugus to work closely with other communities on this initiative.”

1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018; The planning project must be clearly related to addressing issues or impacts directly related to the gaming facility. Applications involving transportation planning or design are <u>not</u> eligible for the 2018 Non-Transportation Planning Grant.	
Saugus’s application states that “a bike path connecting the Northern Strand Community Trail to the future location of the Saugus RiverWalk.” It further notes that “[i]n order to spur economic development opportunities unrelated to retail and restaurants the town is pivoting towards outdoor recreation that will activate the underutilized waterfront along the Saugus River. The bike path will provide a recreational opportunity for tourists to experience the community and spend money locally, whether on other recreational activities on the waterfront or at a local store while stocking up on refreshments.” In response to a question from the Review Team why the development of a bike path should not be considered transportation planning,	
2. The significance of the impact to be remedied	YES
The Town of Saugus noted that “Although there will be an increase in tourism to the area, the Town of Saugus needs to find new ways to maintain its economic viability as less people frequent local retail centers and restaurants, choosing instead to enjoy the new amenities at the gaming facility. The bike path is one way the town will continue to promote itself as an open space destination, an on-going efforts that is taking the shape with the development of an open space brochure, wayfinding, and branding scheme”. The Review Team agrees that the maximization of tourist opportunities within the Town is an important goal and that the development of the Saugus Riverwalk may significantly help with that goal. The system would also provide important transportation benefits.	
3. The potential for the proposed mitigation measure to address the impact	YES
The application expressed the economic and transportation benefits of a wayfinding system. For example,	

<p>the application stated “[t]he gaming facility will attract both tourists and local consumers to its new shopping and dining options. Funding to connect the Northern Strand Community Trail to the planned RiverWalk offers the Town of Saugus a chance to draw tourists to the community through recreational opportunities which will spur spending at local establishments that might otherwise be overlooked. Enhancing and expanding connectivity between the gaming facility and Saugus will allow the town to maintain economic relevance despite a shift in how revenue is generated. Additionally, these funds will build upon the Community Mitigation Fund projects approved by the Commission”.</p> <p>The application did not provide any data or statistics to demonstrate the effectiveness of a wayfinding system to achieve these benefits. However, the Review Team found no reason to doubt that a wayfinding system may have a positive impact.</p>	
<p>4. The feasibility and reasonableness of the proposed mitigation measure</p>	
<p>In response to a request from the Review Team, Saugus noted that the overall project cost is approximately \$3M and will be voted on in August 2018.</p> <p>As a detailed budget was not provided in the original application, the Review Team was unclear how significant the planning grant would be given the outstanding budget questions.</p>	
<p>5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.</p>	<p>N/A</p>
<p>6. The significance of any matching funds for planning efforts or workforce development pilot program activities</p>	
<p>The Application stated “[p]resently, the town's Department of Planning and Development, as well as the Town Manager's office will provide additionally funding for this project.... In-kind services will be provided by the Department of Planning and Development and Department of Public Works. The Department of Planning and Development will work with DPW to select materials, develop a schedule, work on a public outreach campaign, and implement other aspect of the project such as wayfinding.”</p> <p>The City did not provide an estimate quantifying how much staff time or administrative time would be provided as an in-kind match. Therefore, the Review Team was not able to determine how significant the in-kind match would likely be. However, given prior conversations with the Town about the priority of the Saugus Riverwalk, the Review Team does not have reason to doubt that the Town will expend significant resources in the development of this priority for the Town.</p>	
<p>7. Any demonstration of regional benefits from a mitigation award</p>	
<p>The Town stated that “The bike path is essentially an extension of the Northern Strand Community Trail and ties into the large East Coast Greenway project promoted and supported by the Department of Conservation and Recreation.”</p> <p>As such, the Review Team believes that Saugus has demonstrated significant regional benefits.</p>	
<p>8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure</p>	
<p>Saugus does not have a surrounding community agreement.</p>	
<p>9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant</p>	
<p>This mitigation measure is not already required.</p>	
<p>10. The inclusion of a detailed scope, budget and timetable for each mitigation request.</p>	

The initial application did not include a detailed budget or timetable for the mitigation request.

Recommendation: Applications involving transportation planning or design are not eligible for the 2018 Non-Transportation Planning Grant. The review team recommends not approving this application as transportation planning is ineligible for this funding.

WEST SPRINGFIELD

Licensee Comment: “[t]he Town of West Springfield is applying for mitigation funds in the amount of \$40,000 to fund the hire of an architecture and engineering consultant to conduct a Police Facility Needs Assessment and location study.

While MGM supports this effort, we do not anticipate a significant increase in crime or public safety issues in West Springfield related to our Project.”

<p>1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018; The planning project must be clearly related to addressing issues or impacts directly related to the gaming facility. Applications involving transportation planning or design are not eligible for the 2018 Non-Transportation Planning Grant.</p>	
<p>The application stated that “the Town will be hiring additional police to address the projected increase in crime and calls for service. The impact on the Police Station will be a greater need for space to accommodate the growth in staff and services rendered. Significantly, the Police Station is not currently equipped to handle any such growth, and additional space will be necessary to meet the needs of the Police Department. An analysis of the various options (i.e. renovation, relocation, new construction, etc.) will be essential to determine the best strategy for meeting the Police Department’s casino-generated needs. The determination that the operation of the Casino will cause the West Springfield Police to need more space to operate out of is supported by the fact that it is acknowledged in the Surrounding Community Agreement between MGM and the Town of West Springfield that crime rates and public safety will be significantly and adversely impacted by the Casino. In other words, the demand for additional space for police operations is directly correlated to the need to increase police staffing levels in order to address the significant adverse impact on crime and public safety resulting from the Casino.”</p> <p>It also stated “[t]he requested funds will be used to address [an impact directly related to the MGM Springfield Casino as they will fund a Police Station Needs Assessment and Location Study that would not otherwise be necessary if not for the increased crime and public safety issues that will result from the Casino.</p> <p>The projected increase in calls for service and associated need to hire more police staff is a direct result of the upcoming opening of the Casino.”</p> <p>In its letter to the West Springfield, the Review Team asked West Springfield to provide additional information why it believes that space for more police officers would directly result from the operation of the MGM Springfield facility. In its response, West Springfield stated that “The projected need is the result of the hiring of the eight additional patrolmen, plus another eight additional officers to be hired in the near future.”</p>	
<p>2. The significance of the impact to be remedied</p>	
<p>In its response to questions from the Review Team, West Springfield stated that “Traffic headed to and from the Casino is also expected to affect West Springfield, as we have major state highways and interstate highways that weave through the community and connect to Downtown Springfield. Increased congestion</p>	

<p>from folks utilizing our roads to access the casino will undoubtedly cause more calls for service related to traffic accidents.”</p> <p>In response to the Review Team’s questions regarding the need for growth in the West Springfield’s police force, “The hiring of the eight additional officers was directly and solely in response to the opening of the MGM Casino. Calls for service are expected to increase as a result of increased crime and public safety issues stemming from the proximity of West Springfield to the MGM Casino....”</p>	
3. The potential for the proposed mitigation measure to address the impact	YES
<p>The Town has sufficiently demonstrated that the funds will enable it to plan for increased space needs.</p>	
4. The feasibility and reasonableness of the proposed mitigation measure	
<p>West Springfield provided a detailed analysis regarding the cost of similar consultant work. In its initial application, West Springfield did not provide information about the potential cost of expanding the police station or how the Town would pay for such costs. As such, as of now, it is unclear whether any expansion can be accomplished in the near term. However, a purpose of the study would be to help the Town determine answers to these questions. Thus, similar to other planning requests, planning may help the town determine the reasonableness and feasibility of any potential expansion.</p>	
5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.	N/A
6. The significance of any matching funds for planning efforts or workforce development pilot program activities	YES
<p>According to the application, “The Town of West Springfield will contribute in-kind services in the form of staff time to assist in the completion of the Study. More specifically, staff from the Police Department, Engineering Department, and Planning and Development Department will work with the consultants to provide local knowledge, data, and other information and support as necessary to facilitate a robust and comprehensive analysis of the police facility needs and location options.”</p>	
7. Any demonstration of regional benefits from a mitigation award	YES
<p>The application stated that “However, the Town believes that by properly planning for and providing adequate local police facilities, that it will be in better position to handle local crime and public safety issues which will benefit the region as a whole. Rather, “[e]xcerpt from the Surrounding Community Arbitration Report (Attachment F): “...the Town is by far the closest geographically to the site of the MGM project. It is within plain view and 800 yards walking distance across a bridge from the MGM site. This leads to the Town’s neighborhoods of Merrick and Memorial, which are its lowest rent and lowest cost areas. The Panel concludes that this proximity is likely to cause public safety issues, including increased crime.”</p> <p>The Review Team believes that West Springfield sufficiently demonstrated regional benefits from this award.</p>	
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
<p>As noted in the application “[w]hile the impact on the Police Station was not specifically anticipated in the Surrounding Community Agreement, the overall increase in crime and public safety issues necessitating increased police services was anticipated. There is a direct connection between the increased police services and the need for extra space from which to provide those services.”</p> <p>In response to a question how the Town plans to prioritize its SCA funding, the Town stated that “The Town has prioritized the use of the funds received through the Surrounding Community Agreement for public safety, as public safety is anticipated to be significantly impacted by the opening of the MGM Springfield</p>	

Casino.” It additionally stated that “The Surrounding Community Agreement funds will be used to offset the cost of hiring eight additional police patrolmen.”	
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	N/A
10. The inclusion of a detailed scope, budget and timetable for each mitigation request.	
The Review Team believes that West Springfield sufficiently demonstrated regional benefits from this award.	

Recommendation: This application meets the purposes and requirements set out in the 2018 Community Mitigation Fund Guidelines, the review team recommends that the Commission approve this application.

CITY OF EVERETT
Office of the Mayor

Carlo DeMaria, Jr.
Mayor



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May 25, 2018

John Ziemba, Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: 2018 Community Mitigation Fund Non-Transportation Planning Application

Dear Ombudsman Ziemba:

Thank you very much for the opportunity to offer further input on the City of Everett's non-transportation planning mitigation request in support of wayfinding signage planning. Below, please find the answers to the specific questions posed to the city.

2016 Reserve and Transportation Grant/ 2017 Transportation Planning Grant Update

Northern Strand Community Bike Path: This project is substantially complete. We are continuing to expend a small amount of remaining funds to prepare the project for the next phase of design. This has included some meeting time to negotiate with the Gateway Shopping Center who will be a major funding partner in the next phase of design as well as DEP. We anticipate project close-out in the next few weeks.

Lower Broadway Bus Lane – The consultant, Toole Design, has begun conceptual design work including the compiling of existing survey and plan information, coordination with MassDOT and the MBTA on traffic signal timing and some preliminary survey work.

2018 Non-Transportation Planning Application

1. *As the purpose for this category of funding is for non-transportation planning, please provide more detail why the City believes that the wayfinding system is an economic development initiative versus a transportation planning initiative.*

A successful wayfinding system is much more than a collection of visual signs; they are a requisite piece of a larger puzzle that will help to shape a community's brand relative to economic and community development. Looked at through the context of design, wayfinding establishes 'image vitality' by way of a memorable reinforcement of civic or institutional identity. It underscores the contemporary notion of *placemaking*. Our greatest cities and regions around the world exhibit this visual energy with exuberance. Smaller towns and cities like Everett can also embrace their own *community branding*. Very few suburbs or bedroom communities, like Everett evoke a clear personality.

As the world becomes more and more urbanized, there is a clear need for a city or town to find ways to differentiate itself, to bolster its visible distinction for the sake of projecting an individual character. Public character-defining and character-building contribute to perceptions of civic pride and pride of place. These reinforced perceptions can lead to enhanced local commerce and commercial vitality.

Community branding is the application of large and small scale markers to civic environments to develop identity and reinforce public image. Community branding is not only about logos, but can include secondary and tertiary identification elements, such as visual themes, lighting, shapes, colors, symbolism and typography. Locations for community branding can be diverse: gateways, entrances, decision points, as well as websites and other social media.

Urban or community branding both adds texture and image reinforcement to the fabric of the city. In older, more established urban areas, mostly in Europe, this infrastructure is often kept in good repair, with seamless patching and threads carefully darned. Emerging metropolitan areas demand the same need to maintain the nuts and bolts of the civic environment. Why? Because urban branding underscores a sense of arrival, a sense of shared experience—both visual and environmental. It is also about a sense of place, how it creates a particular civic experience, giving visual and even symbolic meaning to a specific location. This sense of civic responsibility underscores new visitors and tourism, residential appeal, and encouraging a desired retail experience. In an institutional sense, this care establishes a strategic identity that will translate into increased image prestige and municipal brand awareness.

For example, appropriate wayfinding and signage feed into feelings of well-being and comfort in terms of safety and confidence. Branded street furniture and public art reinforce civic personality through creativity. In addition, urban branding can encourage sustainability and reinforce accessibility.

In an elemental sense, urban branding is how a civic entity defines itself. It is about the establishment of a place's unique character of place. Think of it as applying the concept of 'personality' to a metropolitan area, city, neighborhood, or institution. Now augmented and reinforced by 21st century digital media, urban branding is about strategically adding comfort (in the form of wayfinding, signage and urban markers like public art), visual interest, even provocative perceptual surprises to our civic environment.

Perhaps on the most basic level, alerting visitors to the resort- who are consumers- of the other attractions and businesses in Everett which they might want to visit through simple yet creative

signage, will maximize the economic impact of the development for the rest of the city. While the resort was originally branded with “Everett” in its name, it now reflects a switch to “Boston Harbor.” This makes clear the need for the city to do something to ensure that visitors know where they are, and engage them in our local city economy.

In summary, a strategic grant from the Massachusetts Gaming Commission for the city of Everett to assist in the creation of a community brand will define and focus on Everett’s unique character. This character will be greatly enriched by the creative design and application of wayfinding, signage and other markers. These can be considered aspects for orientation comfort. Therefore the city of Everett is asking for this grant to define the city’s unique character and to add comfort in navigating its commercial and cultural locations.

2. *Please provide a brief and general description of how Everett plans to use its HCA funds (mitigation funds, tax payments, or both) to mitigate potential impacts from the Encore Boston Harbor facility?*

To date, the city has used its HCA pre-opening payments towards property tax relief. As values in the city have increased with the city’s significant momentum and development activity, so too have property tax payments required of residents. Interestingly and at the same time, we know that the city’s median income, when adjusted for inflation, has actually declined over the past decade. To help mitigate this burden, the City utilized the pre-opening payments in this way during this transitional time.

Looking forward to post-opening payments, the City plans to make significant investments directly in the areas of transportation and housing affordability- two policy priority areas that we view as vital to maintaining a good quality of life for our current residents, and allowing for continued growth.

3. *Has the city of Everett contemplated the use of the HCA funding for the wayfinding system?*

The City has not previously contemplated using HCA funds for wayfinding, and to date, the pre-opening HCA funding has been used for property tax relief as an interim measure to address housing affordability. While we anticipate that we will have more flexibility in spending post-opening, we do feel that it is very important to undertake this project immediately to capitalize on the opening of the resort and the number of visitors it will bring to the city in large numbers for the first time.

4. *How would this wayfinding system address an impact that was unanticipated when the City crafted the HCA?*

The wayfinding system would address the boom in development and business growth in Everett that can clearly be tied to the casino project and was not anticipated. For example, the relocation of Night Shift brewery is directly a result of Wynn’s purchase of 3 Charlton Street, which forced them to find a new location. Their relocation to the Village area of Everett has been the catalyst for other businesses to locate there, and has spurred the growth of a popular brewery/distillery micro district. Moreover, Wynn’s purchase and development of the GE site along the Malden

River above Route 16 is further spurring development of that area, including public amenities such as the new playground and river walk. None of this was anticipated and all of this requires wayfinding signage to ensure new visitors understand that there are attractive amenities within the city beyond the casino. We view this as a way to leverage the economic development impacts of the project.

Thank you again for your consideration, and please do not hesitate to contact me if I may provide further information.

Sincerely,

A handwritten signature in blue ink that reads "Carlo DeMaria". The signature is written in a cursive style with a large initial 'C' and a small 'D'.

Carlo DeMaria
Mayor



May 14, 2018

Via Email

The Honorable Mayor Carlo DeMaria
City of Everett
484 Broadway
Everett MA 02149

Tony Sousa, Executive Dir. Planning & Development
City of Everett
484 Broadway
Everett MA 02149

Re: 2018 Community Mitigation Fund Non-Transportation Planning Application

Dear Mayor DeMaria and Mr. Sousa:

We would like to thank you, Mr. Sousa, and your colleagues for participating in the meeting with the Community Mitigation Fund Review Team ("Review Team"). It was a pleasure discussing the Everett Non-Transportation Planning Application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2016 Reserve and Transportation Grants / 2017 Transportation Planning Grant

Please provide the Commission with a brief update on current and planned expenditures of previous year's grant funding. Please provide a brief description of the activities engendered by the award of these funds. If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2018 Non-Transportation Planning Application

1. As the purpose for this category of funding is for non-transportation planning, please provide more detail why the City believes that the wayfinding system is an economic development initiative versus a transportation planning initiative.
2. Please provide a brief and general description of how Everett plans to use its HCA funds (mitigation funds, tax payments, or both) to mitigate potential impacts from the Encore Boston Harbor facility?



Massachusetts Gaming Commission

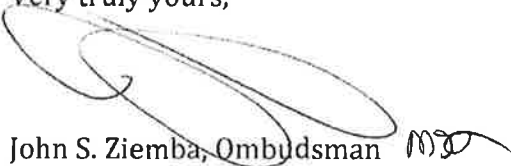
The Honorable Mayor Carlo DeMaria
Tony Sousa, Executive Dir. Planning & Development
Page 2
May 14, 2018

3. Has the city of Everett contemplated the use of the HCA funding for the wayfinding system?
4. How would this wayfinding system address an impact that was unanticipated when the City crafted the HCA?

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Very truly yours,


John S. Ziemba, Ombudsman

cc: Jay Monty, Transportation Planner
Catherine Rollins Denisi, Esq.
Jonathan Silverstein, Esq.
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



www.cityofmalden.org

Gary Christenson, Mayor

May 24, 2018

Massachusetts Gaming Commission
101 Federal Street
12th Floor
Boston, Massachusetts 02110

Dear Members of the Commission:

I write to you in response to your correspondence Re: 2018 Community Mitigation Fund Non-Transportation Planning Application dated May 14, 2018.

2016 and 2017 Grants

- The 2016 Downtown Malden Parking Facilities Assessment and Pedestrian and Bicycle Safety Improvements Study: The Consultants, Weston & Sampson, have begun the project. Their team has toured the downtown Malden off-street parking facilities; have taken pedestrian and vehicle counts in the downtown and in and around the MBTA Orange Line Malden Center Station. They have met with the operator of the off-street parking program as well as the director of Malden's on-street program (meters soon to be operational in the downtown) to determine usage of these spaces. They are in the process of identifying some long and short term goals to improve the off-street program to make it more user friendly and to maximize the use of the spaces in order to free up valuable on street parking. An update meeting was held last week with the consultant team and Malden staff Deborah Burke and Kevin Duffy.
- The 2016 Malden Reserve Mitigation Grant: The comprehensive marketing program included two highly successful events to highlight employment and vendor opportunities. The employment program was held on June 27, 2017 at Oppa's Kitchen and Bar in downtown Malden and had more than 200 Malden residents attend to hear about upcoming job openings. The vendor fair was held on March 22, 2018 for Malden businesses. This event was expanded to include businesses from Everett, Boston, and other cities at the request of Wynn Boston Harbor officials. (See attachment: "Supplier Opportunities – Wynn Boston Harbor") Wynn Boston Harbor agreed to cover additional costs that were incurred as a result of expanding the audience base. To accommodate this, we coordinated outreach with multiple Chambers of Commerce and reserved an entire function hall to accommodate attendees and the necessary parking. This location was also close to public transit (train and bus) for those who chose not

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to come by car. As a result, more than 400 registrants showed up from many eastern Massachusetts cities and towns and Wynn Boston Harbor was pleased with the increase in visibility and attendance. Our goal of reaching Malden businesses was met when more than twenty businesses were represented by thirty-five people.

- The 2017 Malden Transportation Planning Grant: 25% design drawings have been submitted to the Massachusetts Department of Transportation and the Mayor, local Ward Councillor, and members of the state delegation were able to get the “Exchange Street Downtown Improvement Project No. 608275” project included in the Draft Transportation Improvement Plan issued by the Boston Metropolitan Planning Organization. The MPO approved the final plan on May 24, 2018, which locks this project in for funding.

2018 Community Mitigation Fund Non-Transportation Planning Application

1) Malden would engage a consultant to provide assistance in developing the Broadway / Route 99 Corridor Framework Plan to:

- Understand the current physical and economic conditions of each of the three sections of the Broadway / Route 99 Corridor;
- Evaluate appropriate mix of uses (residential/retail/office/industrial) to balance potential gaming-related development along the full corridor;
- Integrate market analysis to identify best gaming-related uses where appropriate within the corridor and support that analysis with development scenarios and regulatory change recommendations;
- Recommend any needed zoning changes and/or design guidelines both to safeguard some current uses and to prepare for new gaming-related economic opportunities;
- Factor how known environmental conditions may constrain certain types of development and to define approaches to remediation, including both public and private actions;
- Provide an implementation plan that assigns responsibilities.

2) The timetable for developing the Framework Plan will be an aggressive one, but we are unable to provide you with details as of this time. The timetable will be dictated by the responses to the Request For Proposal from the consultants and the final agreed upon scope of work. At this time we can tell you that the city is eager to start this process and will issue an RFP within three weeks of receiving the community mitigation funds.

3) Please find attached the City’s conceptual plan for the Commercial Street Corridor. It is under the section Findings and Recommendations.

I stand firmly behind this effort to promote and encourage the economic development of this corridor for the betterment of the larger region. I ask the Commission be cognizant of the potential impact these gaming-related developments will have on a community like Malden and help us to prepare for this opportunity. Thank you for your consideration.

Sincerely,



KEVIN DUFFY

Strategy and Business Development Officer, City of Malden

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Supplier Opportunities - Wynn Boston Harbor:

Category	Commodity	Supplier Criteria: <small>see note 1 below</small>				Opportunity Timing: <small>see note 2 below</small>							
		On-Call	Avail. 24x7	Trade Licensed	OEM Auth.	'18 Q1	'18 Q2	'18 Q3	'18 Q4	'19 Q1	'19 Q2	'19 Q3	'19 Q4
F&B Beverages	Beer, Wine, & Spirits			X							X		
F&B Beverages	Soda, Juice, & Water			X							X		
F&B Food	Bread			X							X		
F&B Food	Dairy			X							X		
F&B Food	Fruit & Produce			X							X		
F&B Food	Grocery Items			X							X		
F&B Food	Meat (Beef/Pork/Poultry/Lamb)			X							X		
F&B Food	Seafood			X							X		
F&B Food	Specialty Foods			X							X		
F&B Products	China, Glass, Silver, Smallwares								X				
F&B Products	Kitchen Equipment & Parts								X				
F&B Products	Paper & Disposable Goods										X		
General Ops	Car Washing & Detailing										X		
General Ops	Copier Equipment & Maintenance	X								X			
General Ops	Furniture (Replenishment Only)									X			
General Ops	Medical Supplies & Equipment										X		
General Ops	Office Supplies & Equipment										X		
Hotel Ops	Hotel Room Amenity Products										X		
Hotel Ops	Laundry Services (Duvents/Mats/Specialty)		X								X		
Hotel Ops	Room Keys (Logo'd Mag Cards)										X		
Hotel Ops	Spa & Salon Products										X		
Hotel Sales/Catering	Audio Visual Equip. & Services (Supplemental)										X		
Hotel Sales/Catering	Destination Management Companies (DMC)			X							X		
Hotel Sales/Catering	Entertainment - Bands, DJs, etc.										X		
Hotel Sales/Catering	Exhibition Services Companies										X		
Hotel Sales/Catering	Florists										X		
Hotel Sales/Catering	Photographers & Videographers										X		
Hotel Sales/Catering	Promotional & Gift Items										X		
Hotel Sales/Catering	Stage & Lighting Rigging Equipment			X							X		
Maint. Materials	Carpeting/Fabric/Upholstery (Replenish. Only)										X		
Maint. Materials	Cleaning & Janitorial Supplies										X		
Maint. Materials	Electrical Supplies										X		
Maint. Materials	Glass, Marble, Tile & Metal										X		
Maint. Materials	HVAC Parts & Supplies										X		
Maint. Materials	Lumber - Rough & Millwork										X		
Maint. Materials	Paints & Stains										X		
Maint. Materials	Plants, Trees, & Flowers										X		
Maint. Materials	Plumbing Supplies & Fittings										X		

- Use zoning, design guidelines, and other regulatory mechanisms to encourage the appropriate balance of uses (residential/retail/office/industrial), support infrastructure, and require public space amenities; and
- Conduct and integrate market analysis to identify Malden’s “competitive edge” and support that analysis with appropriate development scenarios and suggested regulatory changes.

Sponsorship

The City of Malden, the Office of Mayor Gary Christenson, and the Malden Redevelopment Authority (MRA), with funding from MassDevelopment, were assisted by a consultant team in this study to understand what changes are likely to occur over time within the Corridor. The consultant team was composed of Harriman and Initiative for a Competitive Inner City (ICIC). Harriman is a design and engineering firm whose Boston studio has a focus on urban planning, urban design, and landscape architecture. ICIC is a national nonprofit research and advisory organization and the leading authority on U.S. inner city economies and the businesses that thrive there. ICIC’s mission is to drive economic prosperity in America’s inner cities through private sector investment to create jobs, income, and wealth creation for local residents.

Commercial Street Corridor

The Corridor is located in Malden, a Gateway City, southwest of Malden Center, centered on the Malden River (see Figure 1). The study area is bounded by the Massachusetts Bay Transit Authority (MBTA) Orange Line and Commuter railroad tracks, Centre Street, Canal Street, Charles Street, Main Street, the Northern Strand Community Trail, Green Street, the Malden/Everett border at Wyllis Avenue, the Malden River, and Little Creek at the border with the River’s Edge complex. Regional access to the Corridor is excellent.

The Malden River, which bisects the Corridor, is covered from Winter Street to Charles Street, daylight south of Charles Street and flows south to the City’s border with Medford and Everett.

A mix of retail, office, medical facilities, industrial uses, and some limited housing are located throughout the Corridor. A significant number of manufacturing businesses have historically operated within the Corridor, with some of the uses resulting in environmental contamination to the soils and water. Additional information regarding the current conditions in the Corridor is provided in *Section I: Existing Conditions*.

Findings and Recommendations

FINDINGS

The Corridor could benefit from additional actions by the City, the MRA, and relevant state agencies (including Massachusetts Department of Environmental Protection (MassDEP) to support the goals identified during this planning process. Future economic development in the area is based on two strategies:

- Supporting and retaining existing businesses
- Attracting new businesses that complement the existing clusters and provide well-paying jobs for Malden residents.

The findings address the four categories of recommended actions: Economic Development, Placemaking, Regulatory, and Infrastructure.

- **Economic Development** – The Corridor has a number of assets that make it a competitive place for businesses to locate. Businesses cited the Corridor's location, access to customers, and relatively affordable rents and property taxes as some of its advantages.
- **Placemaking** – Restaurants and retail/service related businesses can support both employees and local residents, creating an area that is active beyond the working day. Events that bring people to the area at night would contribute to the desirability of working in the area. Connecting the riverfront with a system of paths for pedestrians and bicyclists is an amenity for employees traveling between work and home or taking a mid-day break. A path system is also an amenity for current and future residents. Linking these paths to parking can connect businesses, employees, and visitors during working hours, at night, and on the weekend, thus creating efficiencies in shared use of infrastructure.
- **Regulatory** – Allowing new uses in the area (such as residential with an attached retail and/or office component, hotel, and research and development) and streamlining the permitting process would make it easier for businesses to invest or reinvest in the area.
- **Infrastructure** – The recommended physical improvements and regulatory changes support these goals by creating an active environment with amenities that are attractive to employees: places to eat, shop, and relax. Amenities would serve to attract employees who want to address their personal needs – child or adult care, health appointments, dry-cleaning, general errands, food – in the same area as their office.

RECOMMENDED ACTIONS

The recommended actions to implement the goals of this *Framework Plan* build upon the *ULL-TAP Report's* recommendations and the City's goals. They are the result of the research and analyses of current economic and physical conditions, as well as feedback from the community members and businesses who participated in focus group meetings, public meetings, and surveys. The implementation actions are grouped into the categories described below:

- **Economic Development** – The economic development findings and recommended actions are intended to support business attraction, retention, and expansion needed within the Corridor to promote job creation. For example, contacting companies within the industries prioritized in the cluster analysis in *Section 1: Existing Conditions* and introducing those companies to this *Framework Plan* increases awareness of the Corridor and its attractiveness as a place to relocate or expand their operations. Targeting those industries with high growth potential and well-paying jobs appropriate for Malden residents will also create additional tax revenue for the City and diversify the current industry mix.
- **Placemaking** – The recommended actions include strengthening the connection between the community and the places they share through a variety of placemaking efforts. These efforts will reinforce the Corridor as a destination for companies seeking to expand and attract employees who value the amenities this Corridor could offer. For instance, gateway treatments at the entrances to the Corridor and showcasing locally-made products would help build the physical, cultural, and social identity of the Corridor. After-work and weekend

programs, such as movie nights or food truck festivals, would attract employees and community members to the Corridor outside of traditional business hours. Ensuring that such efforts are community-driven will improve the sense of place and community participation.

- **Regulatory** – The recommended actions regarding regulatory controls can be linked with economic development and infrastructure. Zoning controls the physical character of an area by regulating the types of uses, the physical relationship of buildings to each other and to the street. The permitting and approval processes can make investing in an area more difficult if the zoning controls and processes are not aligned with the desired character of the area. Updating the City's zoning ordinances would ensure future land uses throughout the Corridor are consistent with the community's vision and the findings of this *Framework Plan*. Reviewing existing and future Chapter 91 licenses for compliance and consistency with the community's vision for the Malden River would increase public access by ensuring that the public access required by Chapter 91 is built into the City's approval, permitting, and enforcement processes.
- **Infrastructure** – The recommended actions for physical improvements are designed to encourage investment either by improving public infrastructure or by creating a pathway for future investment by others through strategic development projects. Modified bus routes or a shuttle would increase the convenience of access to areas along Commercial Street. In addition, creating a safer environment for all forms of transportation (e.g., buses, trucks, cars, pedestrians, bicycles) will increase the accessibility of the Corridor's businesses for employees and customers. Expanding the green space along the streets, parking lots, and riverfront would provide additional areas for stormwater infiltration, help reduce pollutants entering the Malden River, and create a more welcoming environment for employees and community members. The City and MRA could create within the Corridor either a DIF district to address infrastructure needs or implement a TIF program that offers tax incentives to individual developers in exchange for making infrastructure improvements.

The specific actions outlined in this summary are found in *Section IV: Implementation Plan*.

Please explain why the City believes that this estimate is reasonable for the South Medford Connector design. How was the estimated cost determined?

Nitsch Engineering prepared the scope and fee for Phase II prior to the completion of the feasibility and concept design (Phase I). The Phase II scope and fee were developed based on similar projects that Nitsch has designed in the past and from conversations with the client. The Phase II scope also assumes that a preferred route alignment will be selected during Phase I. This is a conservative estimate based on project understanding at the time of preparation of the proposal, and will be confirmed once the technical memorandum for Phase I is complete, August 2018. The estimate was then reviewed by Amber Christoffersen, the Project Manager, for reasonableness compared to her extensive experience with the design and construction of other multi-use trails in the greater Boston area.

With regard to the overall project cost, how does the City estimate the cost, considering some of the construction and engineering challenges of the project (i.e. steep slopes, necessity of bridges)?

By August 2018, we will have conceptual cost estimates for route alignment alternatives as well as the preferred alignment. With the Stakeholder Committee we are reviewing each alignment option and evaluating several factors: cost, environmental impact, constructability, operations and maintenance, user experience, and permitting. We are striving for the most cost-effective route that meets as many of the other evaluation criteria as possible. Of the total mile, only 600-800 feet have challenges with slopes and potential structures that may require piers, retaining walls, or boardwalks. We do not anticipate that bridges will be required.

Once the design is complete, is there another source of financing for the project?

The Governor's office has been expanding trail funding across the state through the EEA, MassDOT and DCR. We will advocate to these entities for funding and apply for grant opportunities as appropriate (i.e. Recreational Trails Program, DCR Partnership Program). We also anticipate that this may be an appealing project for the Gaming Commission to fund.

Please describe any regional consultation efforts in developing a plan for the design.

This project is consistent with regional efforts and plans to increase bicycling and pedestrian access through the greater Boston area. We've been working with MassDOT, DCR and the Gaming Commission throughout Phase I. DCR has this project in their 2009 Mystic River Master Plan and it's a part of the Mystic River Watershed Association's Greenway Initiative which spans 8 municipalities. We've also coordinating with staff from the City of Somerville as this link serves as an important recreation and active transportation route. Stakeholder Committee includes:

Mass. Dept. of Conservation and Recreation: Dan Driscoll, Karl Haglund, Ginna Johnson

MassDOT: Connie Raphael, Pete Sutton

Mass. Gaming Commission: John Ziemba, Joe Delaney

Metropolitan Area Planning Council: David Loutzenheiser

City of Medford: Alicia Hunt, Todd Blake

Mystic River Watershed Association: Amber Christoffersen

Nitsch Engineering: Scott Turner, Brian Creamer, Jennifer Johnson

The application notes that the project will involve state-owned land. The application also notes that a MassDOT Access Permit would be necessary for the project.” What, if any, other state approvals would be necessary to utilize the state-owned land for this anticipated purpose?

The final technical memo from Phase I will include a full list of permits that will need to be obtained. At this time, we expect that an Order of Conditions will be required from the Medford Conservation Commission and an Access Permit will be required from MassDOT. Other permits that will be explored as part of the Phase I process include an Environmental Notification Form (ENF) from the Executive Office of Energy and Environmental Affairs and a Chapter 91 permit from the Massachusetts Department of Environmental Protection. We also expect that some type of review from the Department of Conservation and Recreation (DCR) will likely be required.



May 14, 2018

Via Email

Kevin Duffy, Strategy and
Business Development Officer
City of Malden
110 Pleasant Street, 2nd Floor
Malden, MA 02148

Re: 2018 Community Mitigation Fund Non-Transportation Planning Application

Dear Mr. Duffy:

We would like to thank you for participating in the meeting with the Community Mitigation Review Team ("Review Team"). It was a pleasure discussing the Non-Transportation Planning Application for community mitigation funds. The Review Team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

2016 and 2017 Grants

Please provide the Commission with a brief update on current and planned expenditures of previous year's grant funding. Please provide a brief description of the activities engendered by the award of these funds. If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

2018 Community Mitigation Fund Non-Transportation Planning Application

1. Please provide information as to how Malden would engage a consultant to provide assistance in developing the Broadway/Route 99 Corridor Framework Plan.
2. Please provide a more detailed estimate of the timetable for developing the Framework Plan, including an estimate for each stage (i.e. procurement, study of existing conditions, issuance of reports).
3. Can you please provide a copy of the City's conceptual plan for the Commercial Street Corridor.



Massachusetts Gaming Commission

Kevin Duffy, Strategy and Business Dev. Officer
Page 2
May 14, 2018

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman



cc: The Honorable Mayor Gary Christenson
Jonathan Davis, City Treasurer
Edward R. Bedrosian, Jr., Executive Director
MGC Commissioners
CMF Review Team



Massachusetts Gaming Commission

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



May 23, 2018

Mr. John S. Ziemba, Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor Boston,
MA 02110

Re: 2018 Transportation Mitigation Application

Dear Mr. Ziemba:

The City of Revere and Town of Saugus are pleased to submit the following in response to questions presented to them by Massachusetts Gaming Commission during our conference call and subsequent letter dated May 14, 2018. All statements are intended to help clarify the information contained in the pending joint-application to receive Transportation Planning Grant funding.

RESERVE and SPECIFIC GRANTS

Saugus

2015 Reserve - The Town of Saugus commissioned Camoin Associates to perform an economic impact analysis, which was completed in September 2017. The cost of the project, which was paid in full in November 2017, was \$21,744. The Town should now have received the final reimbursement in the amount of \$12,994 and the Planning and Development Department is working with the Treasurer's Office to confirm the funding was received. Once the payment was been processed this portion of the Community Mitigation grant will be complete. Further, the Town was granted authorization to use the remaining \$13,256 of the \$35,000 Community Mitigation fund, which was originally allocated for the economic impact analysis, in order to create, print, and distribute an Open Space and Historic Attractions brochure. Additionally, the Town was granted authorization to use the final \$15,000 of the total \$50,000 2015 Community Mitigation fund for the development of a wayfinding and branding scheme to further promote the town's open spaces and economic centers. As with the final reimbursement, the Department of Planning and Development is working with the Treasurer's Office to ensure the first payment for this new grant, in the amount of \$7,064, was received.

2018 Community Mitigation Fund application: MGC action pending. This grant will support development of a bike path to connect the Northern Strand Community Trail to the new Saugus *RiverWalk*, and related wayfinding; it will also assist in the creation of a new open space brochure aimed at visitors and leisure travelers. The Town views this bike path and its link to the Saugus River facility as an opportunity to offer new attractions that may appeal to tourists and help draw some casino patrons to the Town.

Revere

2016/2017 Reserve - With the 2016/2017 Community Mitigation Reserve Fund Grant, the City of Revere undertook a public procurement process and selected Community Reinvestment Associates, Inc (CRA) for these economic development related services. A contract has been entered with CRA and work has begun in accordance with the terms of the grant agreement, to advise and assist in its efforts to spur development of key mixed-use development sites that promise potential linkage with the Wynn Casino. These include Suffolk Downs, Wonderland and the historic Revere Beach area as

well as large tracts in the North Revere area that are accessible from Route 1 and Route 99. Particular attention will be paid to those retail and commercial ventures that may be located at those sites that are centered in the hospitality, retail and professional services sectors which may be expected to have a natural synergy with casino operations.

Operating in conjunction with the City's Director of Economic Development, and other officials, consultants and outside counsel as designated by the Mayor, CRA will help to focus and coordinate efforts on the City's behalf with federal and state agencies, private development interests and other parties as necessary and appropriate. This effort will seek to better position the city to fully realize future opportunities associated with the Wynn Casino in neighboring Everett. The term of this contractual effort covers six months terminating on July 31, 2018. The City is also engaging a public relations/marketing firm to highlight development efforts and progress at these major development sites, setting the stage for business attraction and emphasizing potential linkage to the Wynn Casino through business to business connections.

2018 Community Mitigation Fund application: MGC action pending. This grant would continue the above described economic development consultant and public relations/marketing services for an additional six month period August 1, 2018 to January 31, 2019.

2018 REVERE/SAUGUS TRANSPORTATION PLANNING GRANT

Responses follow to Massachusetts Gaming Commission's specific enumerated questions posed in May 14, 2018 communication.

1. Given the time required to evaluate and approve the 2018 Transportation Planning Grant, the communities have instructed the consultant traffic planning and engineering firm BETA Inc., to revise the scope and project timeline so as to accelerate the planning initiative and conclude its efforts under the 2017 grant by October 31, 2018. The revised scope and timeline are being forwarded to the Commission separately. BETA, Inc was engaged through a public procurement process.
2. The Town of Saugus and the City of Revere plan on utilizing 2018 Transportation Planning Grant funding to carry on the BETA, Inc services in a two-pronged effort that will conclude no later than August 30, 2019. First, \$275,000 will fund preliminary conceptual design of actions to advance the Route 1 Improvement Project, particularly as regards the Route 1 – Route 99 corridor.: that effort can commence as soon as the grant is approved. The remaining \$150,000 will be dedicated to the coordination of effort to advance the proposed project through the state Transportation Improvement Plan (TIP) planning process. The timeline for this second phase consultant service assignment will be within the 10 month period commencing November 1, 2018 and concluding August 30, 2019.
3. The City of Revere and the Town of Saugus are looking to identify and pursue funding for the Route 1 Improvement Project in segments. This approach would make MassDOT project expenditures more manageable as they relate to the Boston MPO TIP. Based on previous evaluations and due to the Route 1 and Route 99 corridors being major arterial feeders for the Wynn Casino in Everett, the goal is to evaluate measures at the Route 1 and Route 99 interchange that will provide preliminary traffic improvements for this congested corridor. The activities to pursue this early action item will consist of the elements identified under our response to Item 6 below. The improvements for the Route 1 and Route 99 interchange would be the priority followed by the Route 1 and Route 60 interchange (at Copeland Circle).
4. The City of Revere and the Town of Saugus would pursue funding through the TIP process by reviewing the conceptual design, developing a phased approach as previously noted, and then conducting an outreach program with the applicant communities, other stakeholder communities, MassDOT officials, MPO staff, and state and federal legislatures. A consensus would then be developed on the elements focused on advancing the project. As part of this process, the Project Team will prepare and update the Project Need Form (PNF) and Project Initiation Form (PIF) via MassDOT's Massachusetts Project Intake Tool (MaPIT).

5. No MassDOT improvements to improve the Route 1 – Route 99 corridor are currently underway or are in the TIP for the near term. The entire focus of this grant effort is aimed at moving the long-delayed Route 1 Improvement project through the TIP process in a way that is both physically and fiscally feasible. The City of Revere and the Town of Saugus see opportunities arising through the build-out of Overlook Ridge alongside Route 1, the reclamation of the Saugus Quarry on Route 99 and the master planned development of the Weylu's/Caddy Farms site at the junction of Routes 1 and 99. The communities believe the confluence of these three major development projects and this initiative to advance early action items in the Route 1 Improvement Project is fortuitous. It is the intention of Revere and Saugus to engage these three developers to support the highway improvement in terms of process and perhaps through some financial participate in the project.
6. The next level of funding (\$275,000) would allow for the conceptual design of the Route 1 project to be revisited. The current concept is based on data obtained more than 6 years ago or longer. Updating the data is needed not only due to the time elapsed but also to factor in land developments that have subsequently been constructed and any known planned projects, including and most importantly the Wynn Casino. Efforts would involve collecting current traffic information (updating traffic counts); conducting a safety analysis; identifying land use changes; evaluating highway elements and interchange operations with computer software models (Vissim); and developing a functional design report and an updated conceptual plan of improvements.

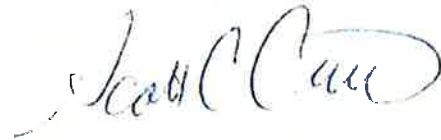
We believe the above responses address the questions posed in your May 14, 2018 communication. We will be pleased to submit any necessary content if you require additional information.

It is our sincere hope that the Massachusetts Gaming Commission favorably reviews our application. These funds will assist both communities to comprehensively address anticipated traffic impacts from Wynn Casino and simultaneously situate ourselves to promote well-conceived development of major sites located along the roadway arterials most impacted by casino bound traffic.



Mayor Brian Arrigo

Very truly yours,



Scott C. Crabtree, Esq.
Town Manager

cc: Robert O'Brien, Revere Economic Development Director
Robert Marra, Chief of Staff, Mayor's Office
Krista Leahy, Saugus Town Planner
Paul Rupp, Community Reinvestment Associates
Speaker Robert DeLeo
Senator Brendan Crighton
Representative Donald Wong
Representative RoseLee Vincent

TOWN OF WEST SPRINGFIELD, MASSACHUSETTS

DEPARTMENT OF MUNICIPAL FINANCE

OFFICE OF CHIEF FINANCIAL OFFICER

Municipal Office Building
26 Central Street
West Springfield, MA 01089

Sharon A. Wilcox
*Chief Financial Officer/
Town Accountant*

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May 25, 2018

John S. Ziemba, Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Mr. Ziemba:

Thank you for your letter of May 14, 2018 regarding the Town of West Springfield's 2018 Grant applications for a Non-Transportation Planning Grant and a Transportation Planning Grant. You asked for clarification on a few topics that were discussed during a conference call with the community mitigation review team related to the applications. I have addressed each of the questions below and have attached supporting documentation as referenced in the responses.

Previously Awarded Grants

The Town of West Springfield currently has three active grant awards from the MA Gaming Commission. Details particular to each grant are as follows:

2015 Community Mitigation Reserve Fund

The Town was awarded the 2015 Community Mitigation Reserve Fund Grant in the amount of \$98,500 to provide funding for legal and engineering consulting costs anticipated to adequately prepare for various "baseline" and "look back" studies relating to the impacts of the MGM Project on the Town of West Springfield, as detailed in the Surrounding Community Agreement between the Town and MGM. The initial award of \$98,500 was subsequently reduced of \$97,000 via a transfer of \$1,500 to the Town's 2016 Transportation Planning Grant award.

To date, \$35,143.56 has been expended from the 2015 Community Mitigation Reserve Fund Grant, with a grant balance remaining of \$61,856.44. The baseline traffic monitoring study was performed by Greenman-Pedersen, Inc. and was completed in the fall of 2015. The remaining grant funds are allocated for legal fees. The Town has retained the services of Kopelman and Paige, P.C. as special counsel relative to the MGM Project. The legal fees in connection with the baseline studies and the anticipated substantial negotiation and interaction with the developer, the Massachusetts Gaming Commission, third party impact consultants, the Pioneer Valley Planning Commission, Town staff and others are to be funded via the grant. A substantial portion of the legal budget

remains unexpended as a result of the delayed opening date of the MGM Casino. Upon the Casino opening in the fall of 2018, and as we begin the “look back” studies, we anticipate the interaction with the parties as described above will intensify and the grant will be fully expended.

2016 Transportation Planning Grant

The Town was awarded the 2016 Transportation Planning Grant in the amount of \$247,500 to provide funding for additional design expenses associated with the Town’s contract with Greeman-Pedersen, Inc. (“GPI”).

\$147,500 is to fund the full design contract amount of \$812,500 (\$665,000 of which was originally included and funded in the Town’s Surrounding Community Agreement with MGM). \$100,000 is for additional work associated with transforming the design into a Complete Streets project consistent with the Massachusetts Department of Transportation’s (MassDOT’s) program and policies as well as the Town’s Complete Streets Ordinance approved by MassDOT.

To date \$529,353.46, of the total \$912,500, has been expended on the design. Work continues to progress on this project. A roadway safety audit for the project was conducted on August 15, 2017. The 25% design was submitted to the Massachusetts Department of Transportation (MassDOT) in October of 2017. The designer is in the process of responding to the MassDOT 25% design comments. An aerial utility meeting was held on-site on May 25, 2018. The project is currently listed in Fiscal Year 2022 and 2023 of the Pioneer Valley Transportation Improvement Program (TIP). As the design advances, we hope to advance the project to an earlier year.

2017 Transportation Planning Grant

The Town was awarded a 2017 Transportation Planning Grant in the amount of \$150,000. The grant is to provide funding for engineering design services for improvements to the Elm Street (Route 20) corridor from Westfield Street to Park Street to better accommodate gaming establishment traffic as well as to incorporate “Complete Streets” elements to improve pedestrian, bicycle and public transit access and safety.

The Town entered into a contract with Howard/Stein-Hudson in November of 2017, for engineering consultant services for the project design. The total contract cost is \$199,996 (of which \$150,000 is to be funded via the 2017 Transportation Planning Grant). To date, \$13,592.50 has been expended and a contract balance of \$186,403.50 remains. A traffic report for the project was submitted in March of 2018 and draft short term improvement plans were submitted in May 2018. We anticipate the consultant’s design will be complete by the end of 2018.

Non-Transportation Planning

1. How has the Town begun to determine how to prioritize the funds it will be receiving through the Surrounding Community Agreement with MGM Springfield?

The Town has prioritized the use of the funds received through the Surrounding Community Agreement for public safety, as public safety is anticipated to be significantly impacted by the opening of the MGM Springfield Casino.

2. *What are the likely uses for such funds?*

The Surrounding Community Agreement funds will be used to offset the cost of hiring eight additional police patrolmen.

3. *Is the projected need for additional space the result of new officers planned to date or the result of other additional new hires?*

The projected need is the result of the hiring of the eight additional patrolmen, plus another eight additional officers to be hired in the near future.

a. *What is the status of the hiring of the new officers?*

Eight new patrolmen have been hired and are in the Police Academy.

b. *When does the Town anticipate completion of the police training?*

The eight new patrolmen will be coming out of the Police Academy in August.

c. *Can you please describe the reasons the Town determined to hire additional officers? Was it solely or predominantly because of the opening of the MGM Springfield casino?*

The hiring of the eight additional officers was directly and solely in response to the opening of the MGM Casino. Calls for service are expected to increase as a result of increased crime and public safety issues stemming from the proximity of West Springfield to the MGM Casino, as was acknowledged in the Surrounding Community Arbitration Report.

4. *Are any of these new officers being hired to backfill retirees or officers that have left the force?*

The new officers were not hired to backfill retirees or officers that have left the force. The new officers were hired to increase the baseline number of patrolmen working for the West Springfield Police Department.

5. *Please briefly describe the recent history of crime rates in West Springfield. In addition to investigations of crimes, the town may, in all likelihood, need to respond to additional traffic incidents resulting from the casino. Were police responses to these types of incidents and other calls for service a significant factor in the Town's determination to dedicate additional funds for public safety and its determination to request Community Mitigation Funding?*

Recent crime data shows that over the last three years, West Springfield has seen a decrease in violent crimes and theft, but has seen an increase in drug crimes (Attachment A). These trends are representative of regional and national trends. However, despite decreasing violent crimes and property crimes, West Springfield has still seen an overall increase in calls for service, year over year. The anticipated increase in transient population, increased through-traffic and visiting traffic, and the increase in crime expected to result from the opening of the MGM Springfield Casino were all significant factors in the Town's determination to dedicate Surrounding Community Agreement funds and Community Mitigation funds to increasing public safety personnel and improving our public safety facility. They were significant factors in the decision because they are correlated to increases in calls for service.

6. *How does West Springfield anticipate growth in the calls for service when the MGM Springfield casino opens?*

Calls for service refers to a wide range of incidents that officers must respond to: violent crimes, property crimes, medical emergencies, traffic accidents, suspicious circumstances, wellbeing checks, alarms, neighbor complaints, and many more. There are a number of factors associated with the opening of the MGM Springfield Casino that are anticipated to lead to an increase in the number of these calls for service. Significant factors include crime, traffic, and transient populations.

Regarding crime, West Springfield's lower-income Memorial and Merrick neighborhoods are within walking distance of the casino and are anticipated to see an increase in crime, as acknowledged in the Surrounding Community Arbitration Report. This is expected in part because the heavy surveillance, high police presence, and overall visibility of the area immediately surrounding the MGM Springfield Casino is likely to cause criminal activity to be pushed into the periphery.

Traffic headed to and from the Casino is also expected to affect West Springfield, as we have major state highways and interstate highways that weave through the community and connect to Downtown Springfield. Increased congestion from folks utilizing our roads to access the casino will undoubtedly cause more calls for service related to traffic accidents.

Lastly and very significantly, West Springfield is home to a large number of hotel and motel units. There are 20 hotels and motels in West Springfield, with a combined total of 1,448 units. Hotels and motels, with their current occupancy rates, are significant generators of calls for service for criminal and non-criminal related incidents. Hotel and motel occupancy rates are expected to increase as a result of the casino and associated events, and thus the calls for service related to the hotels and motels is also expected to increase. Additionally, there has been significant interest in the construction of new hotels and additional units in West Springfield, with 120 new units being constructed within the last year. More units coupled with increased occupancy rates will have an even greater effect on the average calls for service.

7. *The Commission has spent considerable efforts to analyze crime that may be related to the Plainridge Park Casino (PPC). As noted in the summary of research on the commission's web site "[i]n March 2018, MGC received an update to the Public Safety Impact Report. The two-year analysis continues to indicate that incidents occurring at PPC are proportionate with expected totals at similar facilities that draw a significant number of people, have a large parking area, offer retail, entertainment, and dining options, and serve alcohol. The types of calls for service to increase are those highly correlated with the numbers of cars and visitors to a community, such as traffic issues and reports of lost property and suspicious activity." The Commission realizes that the results for a full resort casino directly within a city of Springfield's size may be different than the Plainridge experience. Can you provide more information why you believe the near term experience in Springfield may be different than the Plainridge Park experience?*

The question states that in the case of PPC and similar facilities, "the types of calls for service to increase are those highly correlated with the numbers of cars and visitors to a community, such as traffic issues and reports of lost property and suspicious activity". We believe the near term experience for Springfield and West Springfield will also include traffic issues, lost property, and suspicious activity, but we also believe Springfield and West Springfield will experience increases in other types of incidents.

The reason we believe the near term experience for Springfield and the surrounding area will be different is because of the wider range of amenities and entertainment to be offered by MGM, the urban location and integration of MGM, and the dramatically different demographic characteristics of Springfield compared to Plainville, MA.

PPC is located in Plainville, MA on the Massachusetts/Rhode Island border. Plainville is a small community of less than 10,000 and has a median household income of \$92,014 according to the 2012-2016 American Community Survey (ACS) 5-Year Estimates. Also according to the ACS, only .8% of families and 3.6% of all people in Plainville had an income in the past 12 months that was below the poverty level. Springfield, by comparison, is a city of over 150,000 people and has a median family income of \$35,742 according to the ACS 5-Year Estimates. Also, in Springfield 26% of families and 29.7% of all people had an income in the past 12 months that was below the poverty level (2012-2016 ACS 5-Year Estimates).

The larger population, higher poverty, and lower median income in Springfield compared to Plainville, coupled with the urban integration of MGM Springfield compared to PPC's relative isolation and containment, makes for a significantly different set of vulnerabilities and issues. Poverty is a significant indicator of crime, and thus Springfield and the surrounding area is much more vulnerable to crime. Similarly, Springfield and the region is more vulnerable to incidents correlated to increased cars and visitors, as the MGM Springfield Casino is a larger facility offering a greater number of entertainment and gambling options compared to PPC, and thus can expect to draw more people. On top of the larger number of visitors that can be expected to go to the MGM Springfield Casino, visitors will have to navigate a more urban, congested network of roads, likely leading to an even higher rate of traffic incidents.

In summary, it would be irresponsible to expect the effects of the MGM Springfield Casino to be similar to the Plainridge Park Casino. The MGM casino was deliberately designed to be a uniquely integrated facility that blended and merged with its urban environment. The PPC is a suburban facility surrounded by woods on two sides and accessible by one service road off of US Route 1. Setting aside any arguments about casino-related crime, the traffic patterns, the number of visitors, the lodging of visitors, and the demographics of visitors are likely to be dramatically different with MGM Springfield than PPC and the result is that the number and types of calls for service associated with the two casinos should also be expected to be different.

Transportation Planning

1. How are the activities described in the application related and not related to prior year grant funds?

The intersection of Park Street, Park Avenue, Elm Street and Union Street is the transition area between the project under design utilizing 2017 Mitigation Grant Funds, and our current 2018 application. The 2017 project calls for design improvements to the intersection of Westfield Street and Elm Street, along with the Elm Street corridor leading up to the Park Street, Park Avenue, Elm Street and Union Street intersection, with anticipation that there will be minor improvements for the transition into the intersection.

Our 2018 application picks up at the tail end of our 2017 project (and includes) the intersection of Park Street, Park Avenue, Elm Street and Union Street and continue easterly to the Route 5 rotary and North End Bridge under jurisdiction on the Massachusetts Department of transportation. The activities described in the current application are directly related to the 2017 project as part of a larger scope to improve the Route 20 corridor.

Previously, the 2017 project built off the since completed 2012 Route 20 Corridor Project (State Project # 604737). This was the 1st phase for improving the Route 20 roadway in West Springfield under Town control. The 2012 project extended from the Westfield Street approach to Elm Street while the 2017 project picks up and continues the improvements along Elm Street, matching up with the intersection of Park Avenue / Park Street / Elm Street and Union Street, thus completing the 2nd phase of the Town's Route 20 improvements.

The 2018 application will satisfy the 3rd phase of improvements to the Route 20 Corridor in West Springfield and will begin where the 2017 project ends at the intersection of Park Street, Park Avenue, Elm Street and Union Street (it will include this intersection), and continue to the west along both Park Avenue and Park Street to the Route 5

Rotary and North end Bridge (both under State jurisdiction). Attached is a map titled Route 20 Corridor Improvements that depicts the three project phases (Attachment B).

As you can see this 2018 application cycle is essential for completing the West Springfield Route 20 connection to the City of Springfield and infrastructure maintained by the Massachusetts Department of Transportation (Route 5 Rotary and North End Bridge). Also attached is a letter of support from the Pioneer Valley Planning Commission (Attachment C).

2. What, if any, pedestrian safety issues exist in the area immediately near the North End Bridge?

Two pedestrian safety issues that exist in the area immediately near the North End Bridge are the transition of the sidewalk systems between Park Avenue and the Route 5 rotary and a crosswalk just west of the Route 5 rotary exit onto Park Street (Attachment D). These areas of concern were cited in a walk audit completed for a school just north of the project area.

Walk Boston in conjunction with the West Springfield Mass in Motion Wellness Leadership Team conducted a walk audit of the Philip G. Coburn Elementary School which is in close proximity to the project area. The following is an excerpt from the report describing the difficulty for students to cross the street. *“Students coming from the south of the school tend not to walk for a couple of reasons.Second, Park Avenue is difficult to cross. Few (if any) students attempt it. If the Park Avenue and Park Street crossings were improved, students living in the Merrick-Memorial neighborhood would have a safer walking route to school.”* The crosswalk at the intersection of Park Street with Main Street spans three travel lanes (approximately 50 feet) with one side intersecting with a commercial driveway. This crossing needs improved visibility, a shorter crossing distance, made ADA compliant and re-directed out of the commercial driveway.

The report also indicates that *“The Main Street/Park Avenue intersection presents long crossing distances and confusing traffic signal equipment.”* There are push buttons at the intersection of Park Avenue and Main Street. However, these push buttons control the traffic signal phasing and there are no pedestrian crossing signals. Pedestrians typically don't understand when it is and isn't safe to cross the roadway. Therefore, this intersection is in need of improving safe access to and from the pedestrian system at the rotary and bridge as well as across Park Avenue. Attached are excerpts from the Walk Audit Report and Pictures of the two locations (Attachment E).

The traveling public will benefit from improvements to this area since these are marked crosswalks not just school crossings. Improvements at these locations will enhance the connectivity of the pedestrian network and blend into the pedestrian upgrades completed at the rotary by Massachusetts Department of Transportation leading to the North End Bridge. This will improve pedestrian travel to and from the rotary connecting to the sidewalks on the North End Bridge leading to the Springfield River Walk and other MGM mitigation improvements completed in the City of Springfield.

3. What is West Springfield's current timetable for the proposed work?

The project design will take approximately 9-12 months to complete dependent upon the consultant selected by the Town. Therefore, if awarded the project in July of this year, the Town would select one of the three consultants and enter into a contract with them in August/September of 2018, with a final design estimated to be ready in the Summer of 2019. The project could then be advertised for construction in late Summer/ Fall of 2019.

4. Is this grant part of West Springfield's efforts toward the Complete Streets initiative?

Yes, the project that will be developed through this grant will be in concert with the Town's Complete Streets initiative. The Park Avenue and Park Street corridors are specifically identified in the Town's Complete Streets Prioritization Plan report for potential bicycle improvements. Attached is an excerpt from the Town's Complete Streets Prioritization Plan depicting this potential project (Attachment F).

The Town is currently improving two pedestrian crossings within the project area as part of MassDOT's Complete Streets Program. One is at the Senior Center on Park Street and the other is on Park Avenue on the opposite side of the common. In addition to this, just west of the project area another pedestrian crossing on Park Avenue is being reconstructed along with a sidewalk network extension on Van Deene Avenue connecting to Park Street. These were also a product of the Complete Streets Prioritization plan. Work under this grant proposal will build upon this work. Attached is information related to the project (Attachment F).

The report also indicates the project area and immediate vicinity exhibits latent demand for bicycling and walking. Therefore, this area of Town has the potential to increase the amount of bicycle and pedestrian use if conditions were made more comfortable. Complete Streets improvements to the project area that will be part of the project will increase the safety and accommodations for these modes of transportation. It should be noted that the project area is located within an environmental justice area where these modes of transportation are more heavily used. Excerpts from the Town's Complete Streets Prioritization Plan are attached (Attachment F).

5. Do you feel that the projected budget is sufficient?

Yes, the project budget is sufficient to complete a design for construction of the improvements. The Town solicited pricing from three consulting engineers earlier this year. The total amount for performing the design from these firms ranged from \$234,900 to \$250,000. As stated in the application, the Town of West Springfield is committed to contributing an additional \$50,000.00 in funding to ensure the design budget is covered. This translates to a 25% matching contribution if needed to the \$200,000 request to demonstrate our commitment to the project. The Town currently has these funds available and will reserve them for this project.

Please note that the Town supplemented the \$150,000 community mitigation award last year with approximately \$50,000 in municipal funds to cover the design being conducted by Howard Stein Hudson. The Town is committed to funding the design costs beyond the maximum amount of the grant (\$200,000).

I hope that these responses provide the further clarification you requested in your May 14, 2018 letter. If you have any additional questions regarding the applications or these responses, please contact me at your convenience.

Sincerely,



Sharon A. Wilcox
Chief Financial Officer

cc: William Reichelt, Mayor
Jonathan Silverstein, Esq.
James Czach, P.E., Town Engineer
Allyson Manuel, Town Planner
Douglas Mattoon, Director of Planning and Development
Robert Duffy, Acting Police Chief

Attachment **A**

West Springfield Police Crime Statistics

Town of West Springfield Police

		2015	2016	2017	
IBR Code	Offence	Count	Count	Count	Trend Line
Recorded without IBR Code - See Other Sheet		1296	1466	1314	
09A	MURDER	4	1	2	
100	KIDNAPPING	5	4	10	
11A	RAPE	16	21	26	
11B	SODOMY	9	2	3	
11D	FONDLING	10	14	10	
120	ROBBERY	37	41	25	
13A	AGGREGATED ASSAULT	174	189	174	
13B	SIMPLE ASSAULT	183	227	215	
13C	INTIMIDATION	56	68	72	
Summary Line		494	567	537	
200	ARSON	3	3	5	
220	BURGLARY B&E	202	164	140	
23A	POCKET PICKING	4	7	6	
23B	PURSE SNACHING	7	7	2	
23C	SHOPLIFTING	383	391	340	
23D	THEFT FROM A BUILDING	144	179	132	
23F	LARCENY FROM MOTOR VEHICLE	154	98	139	
23G	THEFT OF MOTOR VEHICLE PARTS	2	1		
23H	ALL OTHER LARCENY	526	472	441	
240	MOTOR VEHICLE THEFT	108	76	69	
250	COUNTERFITTING/FORGERY	33	37	82	
26A	FALSE PRETENSE/SWINDLE	75	78	99	
26B	CREDIT CARD, AUTOMATED TELLER MACHINE FRAUD	23	13	21	
26C	POLICE OFFICER, IMPERSONATE	51	32	63	
270	EMBEZZLEMENT	10	12	16	
280	STOLEN PROPERTY	31	39	36	
Summary Line		1756	1609	1591	
290	VANDALISM	328	327	342	
35A	DRUG/NARCOTICS	111	141	231	
36B	STATUTORY RAPE	17	7	7	
370	PORNOGRAPHY / OBSCENE MATERIAL	4	12	4	
40A	PROSTITUTION	3	1		
40B	PROSTITUTION, ASSISTING OR PROMOTING	3	1	1	
520	WEAPON LAW VIOLATIONS	7	18	32	
64B	HUMAN TRAFFICKING, INVOLUNTARY SERVITUDE		1	1	
90A	BAD CHECKS	12	12	5	
90C	DISORDERLY CONDUCT	33	34	49	
90D	DRIVING UNDER THE INFLUENCE	36	21	24	
90E	DRUNKENNESS		4	2	
90F	FAMILY OFFENSE, NON VIOLENT	5	5	4	
90G	LIQUOR LAW VIOLATION	13	3	7	
90H	PEEPING TOM	1			
90J	TRESPASS OF REAL PROPERTY	24	33	27	
90Z	ALL OTHER OFFENSES	645	710	694	
99	ZONING BY-LAW VIOLATION	456	558	502	

05/24/2018

West Springfield Police Department

	Description	2015	2016	2017	
520	209A LTC/GUN SEIZURE	2	3	5	>>>
	51A FILED	1		2	>>>
	911 HANG UP			1	>>>
	ABANDONED M/V	2	4	7	>>>
	ACCIDENT	1			>>>
	ANIMAL COMPLAINT	9	18	17	>>>
	ANONYMOUS WITNESS FORM			1	>>>
	APPREHENSION WARRANT		1	1	>>>
	ASSIST CITIZEN	152	181	173	>>>
	ASSIST OTHER AGENCY	74	109	123	>>>
	ASSIST SCHOOL	1			>>>
	ATTEMPTED SUICIDE	4	4	4	>>>
	ATTEMPTED SUICIDE/CRISIS TRANSPORT		1		>>>
	BICYCLE ACCIDENT			1	>>>
	BOLO		1		>>>
	BOMB THREAT	2			>>>
290	BROKEN MIRROR			1	>>>
	BUILDING FIRE	1			>>>
	BUSINESS DISPUTE	2	2		>>>
	CANCELLED PLATES NOT RETURNED	1			>>>
	CAR FIRE	1		1	>>>
	CHECK WELFARE	7	10	6	>>>
	CHILD WELFARE ISSUE	7	10	5	>>>
	CIVIL COMPLAINT			1	>>>
	COMPUTER HACKING LEADING TO FAKE 911 CALL ABOUT SHOTS FIRED	1			>>>
	COOKING IN GARAGE		1		>>>
	COUNTERFEIT \$10 BILL PASSED			1	>>>
	COUNTERFEIT NOTE			1	>>>
	COURTESY BOOKING	3	2	2	>>>
	CRISIS			1	>>>
	CRISIS TRANSPORT	1	7	6	>>>
	CRUISER ACCIDENT	1		1	>>>
	CUSTODY DISPUTE	1	1	1	>>>
	CUSTODY ISSUE			1	>>>
	DAMAGED VEHICLE		1		>>>
	DECEASED PERSON		1	3	>>>
	DISABLED MOTORVEHICLE			1	>>>
520	DISCHARGE FIREARM	1	2	1	>>>
	DISPUTE	1			>>>
	DISTURBANCE	110	149	150	>>>
	DMV		1		>>>
	DOMESTIC	21	13	5	>>>
	DRUG COMPLAINT			1	>>>
	DRUG OVERDOSE	2	6	7	>>>
	DRUG OVERDOSE/ PCP			1	>>>
	DRUNK MALE		1		>>>
	DYS APPREHENSION WARRANT		1		>>>

05/24/2018

West Springfield Police Department

ERRATIC Q5 INDIVIDUAL	1		
EXECUTION OF SEARCH WARRANT		1	
FIRE	4	1	
FIREWORKS			1
FOUND CHILD	1	1	
FOUND MISSING PERSON	1		
FOUND MISSING PERSONS		1	
FOUND NEEDLES		1	
FOUND PROPERTY	128	145	97
FOUND PROPERTY	140	152	103
HARRASSMENT	11	10	12
HAZARD COND	1		
HAZARDOUS CONDITION	3		1
HAZARDOUS CONDITIONS		1	
HEALTH COMPLAINT		1	
HEALTH CONCERN	1		
HELD FOR SAFE KEEPING			1
HEROIN OVERDOSE	1	6	1
HEROIN TRANSPORT		1	
HIT AND RUN ACCIDENT	1		
HOLD FOR SAFE KEEPING-17-12440-AC			1
HOLD/SAFE KEEPING(HANDICAP PLACARD)	1		
HOSPITAL TRANSPORT	5	6	4
HOSPITAL TRANSPORT (JUVENILE)			1
HOSPITAL TRANSPORT DUE TO ALCOHOL	1		
HOSPITAL TRANSPORT SUICIDE ATTEMPT		1	
HOUSING COURT ORDER VIOLATION		1	
HPO SERVICE	1		
HUMAN TRAFFICKING			1
ILLEGAL DUMPING	2	1	
ILLEGAL PARKING		3	
ILLEGALLY PARKED MOTOR VEHICLE		1	
ILLEGALLY PARKED REVOKED M/V	1		
IMMEDIATE THREAT		1	1
IMMEDIATE THREAT LICENSE SUSPENSION/REVOCAION		1	
IMMEDIATE THREAT LICENSE SUSPENTION	1		
IMPEDING SNOW REMOVAL	1		1
INAPPROPRIATE TOUCHING	1		
INTERNET SCAM		1	
ISSUE LETTER OF TRESSPASS		1	1
JJJ		1	
JUVENILE		1	
LANDLORD/TENANT DISPUTE	2	2	
LARCENY			1
LETTER OF TRESPASS	10	19	6
LOCATE RUNAWAY/MISSING PERSON	1		
LOCATED RUNAWAY	1		
LOST PROPERTY	55	62	63
MA PLATE 214SM6 REVOKED FOR INSURANCE	1		
MA PLATE 4MBM30 REVO/INSC	1		

05/24/2018

West Springfield Police Department

MA PLATE 4MBM30 REVO/INSC	1		
MA PLATE 885YF3 REVOKED FOR INSURANCE	1		
MA PLATE 988VX1 CANCELED NOT RETURNED	1		
MA REG 1RA177 REVOKED FOR INSURANCE	1		
MA. LIC. PLATE#-685YS8		1	
MA-4NY463 REVO/INSC		1	
MARIJUANA POSSESSION		1	
MASSACHUSETTS LICENSE PLATES REVOKED FOR INSURANCE	2		
MATTER OF RECORD	6	6	2
MATTER OF RECORD.			1
MED 1 CHECKS ON PRISONER	1		
MEDICAL			1
MEDS HELD FOR SAFE KEEPING(246 PARK ST)		1	
MINOR PROPERTY DAMAGE	1		
MISSING PERSON	68	83	43
MISSING PET		1	
MOTOR VEHICLE	27	22	30
NEGLECT			1
NEIGHBOR DISPUTE	3		
NON-CRIMINAL PROPERTY DAMAGE			1
OFFICER SAFETY		1	
OPEN DOOR	1		
OTHER	3		1
OVERDOSE	5	7	10
PARKING VIOLATION	3	1	4
PC			1
PHONE SCAM			1
PHOTOS OF ACCIDENT 17-3555-AC			1
PLASTIC BAG WITH W MISC PAPERS	1		
POLICE INFORMATION	20	16	15
POSSESSION LESS THAN OUNCE MARIJUANA		1	
POSSIBLE CHILD NEGLECT			1
POSSIBLE DRUG OVERDOSE	1	1	
POSSIBLE HARASSMENT	1		
POSSIBLE HEROIN OVERDOSE		1	
POSSIBLE OVERDOSE		2	
POSSIBLE STOLEN BIKES	1		
POSSIBLE STOLEN MOTOR VEHICLE		1	
POSSIBLE SUICIDE ATTEMPT			1
PREVENT A BREACH	2	5	1
PREVENT BREACH			1
PREVENT OF BREACH	4	3	3
PRIVATE TOW		1	1
PRIVATE TOW'S		1	
PROPERTY DAMAGE	7	11	11
PROPERTY DAMAGE-ACCIDENTAL			1
PROPERTY DAMAGED	1	2	
PROPERTY DAMAGED MOTOR VEHICLES		1	
PROPERTY DISPUTE	1	1	1
PROPERTY DISPUTE DOMESTIC	1		
PROSTITUTE/JOHN STING			1
PROTECTIVE CUSTODY	193	183	145
PROTECTIVE CUSTODY (MEDICAL)		1	

05/24/2018

West Springfield Police Department

PURSUIT TO HOSPITAL	1			
Q5 HOSPITAL TRANSPORT			1	
RAPE			1	
RECEIVED FROM MERCY HOSPITAL		1		
RECOVER STOLEN M/V		1		
RECOVERED CANCELLED PLATE	1			
RECOVERED MOTOR VEHICLE		1	1	
RECOVERED SHELL CASING		1		
RECOVERED STOLEN CAR			1	
RECOVERED STOLEN M/V	2	3	4	
RECOVERED STOLEN MOTOR VEHICLE	4	3	2	
RECOVERED STOLEN MV		1	2	
RECOVERED STOLEN PLATE	1			
RECOVERED STOLEN PROP.		1		
RECOVERED STOLEN PROPERTY	3			
RECOVERED STOLEN RENTAL TRUCK	1			
RECOVERED STOLEN VEHICLE		1	2	
RECOVERY REVOKED PLATE	1			
REPOSSESSION			1	
RESTRAINING ORDER			1	
REVOKED LICENSE PLATE FOR INSURANCE	3			
REVOKED LICENSE PLATES FOR BAD CHECK	1			
REVOKED LICENSE PLATES FOR INSURANCE	25	1		
REVOKED PLATES			1	
REVOKED PLATES # 4MCD90	1			
REVOKED PLATES FOR INSURANCE	4			
REVOKED REGISTRATION PLATES	1			
REVOKED REGISTRATION/PLATES REMOVED		1		
ROAD RAGE	1	1	1	
ROAD RAGE INCIDENT			1	
ROAD RAGE/DOMESTIC		1		
RUN AWAY	1			
RUN AWAY CHILD	1			
RUNAWAY	1			
RUNAWAY TEENS			1	
SAFE KEEPING	1			
SCAM		1		
SEARCH WARRANT	1			
SECTION 12	4	5	5	
SECTION 12 CRISIS TRANSPORT	1			
SECTION 12 MEDICAL TRANSPORT	1			
SECTION 12 TRANSPORT	1			
SECTION 35			1	
SECTIONCH 123 S 35			1	
SEIZURE OF FIREARM DUE TO 209A	1			
SERVE RESTRAINING ORDER	1		1	
SERVE TRESPASS		1		
SERVED TRESPASS			1	
SERVED TRESPASS LETTER		1		
SEX OFFENDER COMPLIANCE CHECK			1	
















05/24/2018

West Springfield Police Department

SEX OFFENDER REGISTRATION	1			
SEX OFFENSE		1		
SEXUAL EVIDENCE KIT			1	
SHOPLIFTING		1	2	
SNOW BAN PARKING VIOLATION			1	
SNOW BAN VIOLATION			1	
SNOW PARKING BAN VIOLATION			1	
SORB COMPLIANCE CHECK			1	
STATEMENT FOR RECORD			1	
STOP			1	
STRUCK WITH SNOW FROM PLOW	1			
SUDDEN DEATH	36	37	47	
SUDDEN DEATH/DRUG OVERDOSE	1			
SUICIDAL	8	9	4	
SURRENDER OF FIREARMS CH. 140S. 131	1			
SURRENDERED GUNS AND SHOTGUN SHELLS		1		
SUSPECT WITH A WARRANT		1		
SUSPECTED DRUG ACTIVITY	8	32	13	
SUSPECTED DRUG ACTIVITY - OVERDOSE			1	
SUSPECTED DRUG ACTIVITY (OVERDOSE)			1	
SUSPECTED DRUG ACTIVITY AND PROSTITUTION		1		
SUSPECTED DRUG ACTIVITY OVERDOSE	1	1		
SUSPECTED DRUG ACTIVITY/ DECEASED PERSON		1		
SUSPECTED DRUG OVER DOSE			1	
SUSPICIOUS ACTIVITY	121	148	164	
TAZER DEPLOYMENT		1		
TENANT DISPUTE/PREVENT OF BREACH	1			
THREAT TO COMMIT CRIME	1			
THREATENING/HARRASMENT		1		
THREATS	1	1		
TOWED VEHICLE	5	6		
TOWN BY LAW VIOLATION		1		
TOWN BYLAW OFFENSE	1			
TOWN BY-LAW VIOLATION	2	1		
TRAFFIC - REVOKED FOR INSURANCE		1		
TRANSPORTED TO HOSPITAL	3	2		
TRASH DUMPING ON RENTAL PROP			1	
TREE LIMB PROPERTY DAMAGE			1	
TRESPASS	5	13	11	
TURN IN PRESCRIPTION MEDS	1			
TURNED IN FIREARM		1		
TYPE OF FRAUD		1		
UNATTENDED CHILD		1	1	
UNATTENDED CHILDREN/FIRE			1	
UNATTENDED DEATH		1		
UNFOUNDED COMPLAINT OF A DOMESTIC	1			
UNREGISTERED MOTOR VEHICLE			1	
UNREGISTERED MOTOR VEHICLE ON PUBLIC WAY	1			
UNWANTED PERS./LTR. OF TRESPASS	1			
UNWANTED PERSON	2	2	2	

05/24/2018

West Springfield Police Department

UNWANTED PERSONS			1	
UNWANTED/TRESPASS LETTER		1		
USE WITHOUT AUTHORITY			1	
VEHICLE PLATES REVOKED FOR INSURANCE	1			
VEHICLE TOW	6	5	4	
VERBAL ARGUMENT	1			
VERBAL DISPUTE		1		
VERBAL DOMESTIC	4	3	4	
VERBAL ONLY DOMESTIC		1		
WANDERING CHILD			2	
WARRANT APPREHENSION			1	
WARRANT OF APPREHENSION			1	
WARRANT OF PROTECTIVE CUSTODY	1			
WARRANT S 35			1	
WATERSHED VIOLATION	1			

05/24/2018

Attachment B

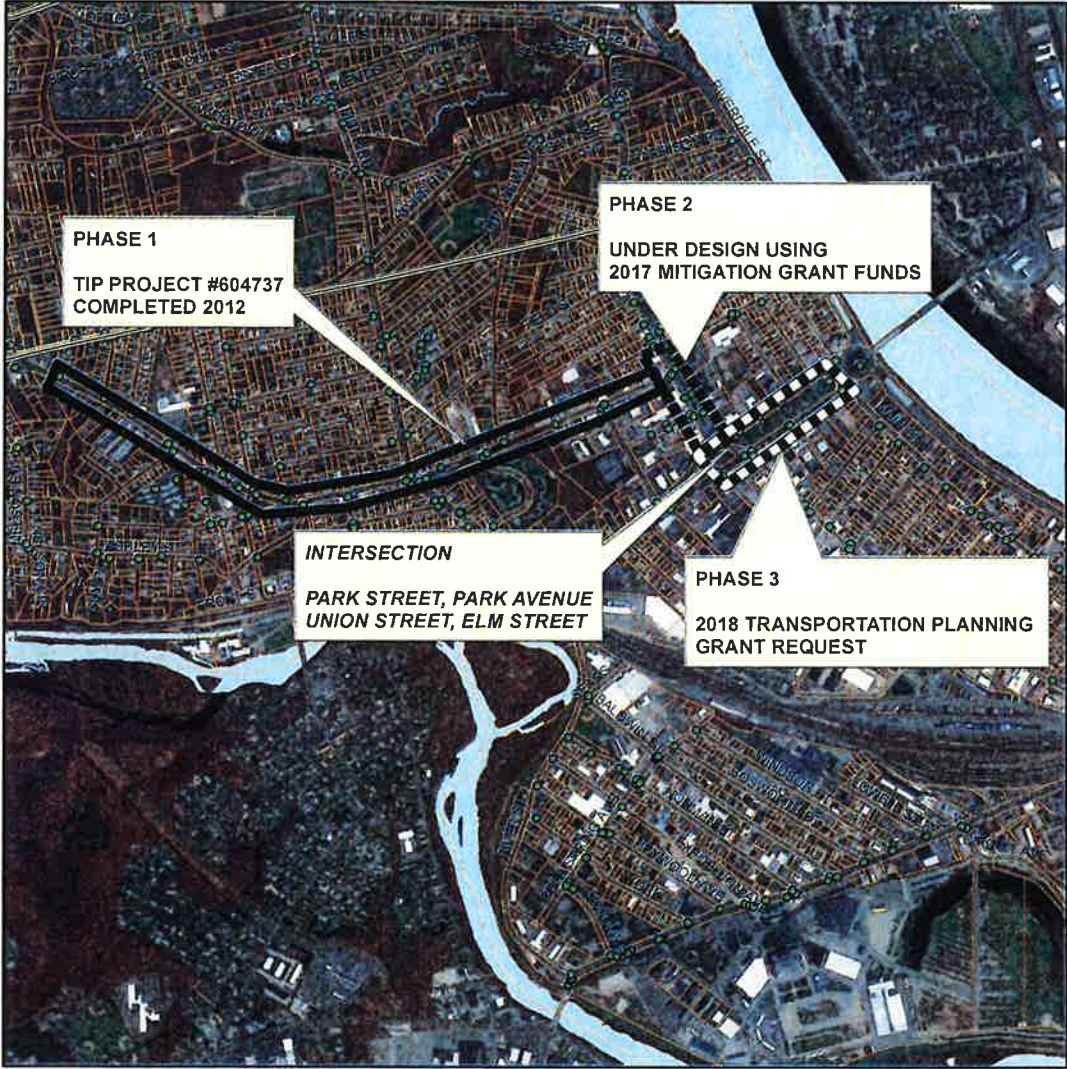
Map – Route 20 Corridor Improvements

West Springfield ROUTE 20 Project Phases



Legend

Streams/Canals	Buildings
— Private	— Deck or Porch
— Canal	— Garage/Overhead
— Major Road	— Residential
— Local Road	— Commercial
— State Highway	— Industrial
— Interstate Highway	— Demolished
— easement	— Structure
— Right of Way	— Paved
— Utility	— New Lot & use
— Power	— Low Impervious
— Sewer	— Pav. Paved
— Gas	— Pavement
— Other Street	— Sidewalk
— Old Lot Lines	— Sidewalk
— Intersecting Paths	— Sidewalk



PHASE 1
TIP PROJECT #604737
COMPLETED 2012

PHASE 2
UNDER DESIGN USING
2017 MITIGATION GRANT FUNDS

INTERSECTION
PARK STREET, PARK AVENUE
UNION STREET, ELM STREET

PHASE 3
2018 TRANSPORTATION PLANNING
GRANT REQUEST

Planimetric & Topographic Features were derived from aerial photography taken on March 30th, 1998 and April 3, 2010. These features meet ASPRS Standards for 1" = 40' Class 1 map accuracy. All maps are projected to the Stateplane grid coordinate system, Zone 4151, Datum NAD83 & Units feet.

This data should not be used for legal description or conveyance purposes.



1 inch = 1,388.833333 feet

Town of West Springfield, MA, GIS

2011 Aerial Photo © DigitalGlobe, Inc. All rights Reserved

Created By: jczach

Date: 5.22.2018



Timothy W. Brennan, Executive Director

May 21, 2018

Mayor William C. Reichelt
26 Central Street
West Springfield, MA 01089

RE: Letter of Support for the Transportation Planning Grant Application by the Town of West Springfield.

Dear Mayor Reichelt:

The Pioneer Planning Commission (PVPC) supports the 2018 Transportation Planning Grant Application by the Town of West Springfield to improve the Route 20 corridor from Main Street to Elm Street. Specifically, this project will allow the design of necessary transportation improvements along both Park Street and Park Avenue to address additional traffic impacts associated with the new MGM Casino development in Springfield, MA.

Park Street and Park Avenue operate as a major transportation corridor in the Town, carrying significant volumes of traffic while bordering the historic Town Common. The PVPC has worked closely in the past with the Town to study transportation concerns in this area as part of the Route 20 Corridor Study and more recently, the Merrick and Memorial Neighborhood Plan. Transportation improvements realized as a result of this project will improve the livability of the Town by enhancing public safety, increasing usable public space, making it easier for a variety of transportation modes to share the streets, and creating a more welcoming environment for local businesses.

Sincerely,

A handwritten signature in blue ink that reads "Gary M. Roux".

Gary M. Roux
Principal Planner

Attachment D

Photos – Pedestrian Safety Issues

PARK AVENUE AT MAIN STREET

NO PEDESTRIAN SIGNALS

NO PEDESTRIAN SIGNALS

NO PEDESTRIAN SIGNALS

ROUTE 5 ROTARY

Push Button
Confusing to Pedestrians

Push Button
Confusing to Pedestrians

CURB RAMPS IN NEED OF RECONSTRUCTION
AND DETECTABLE WARNING PANELS



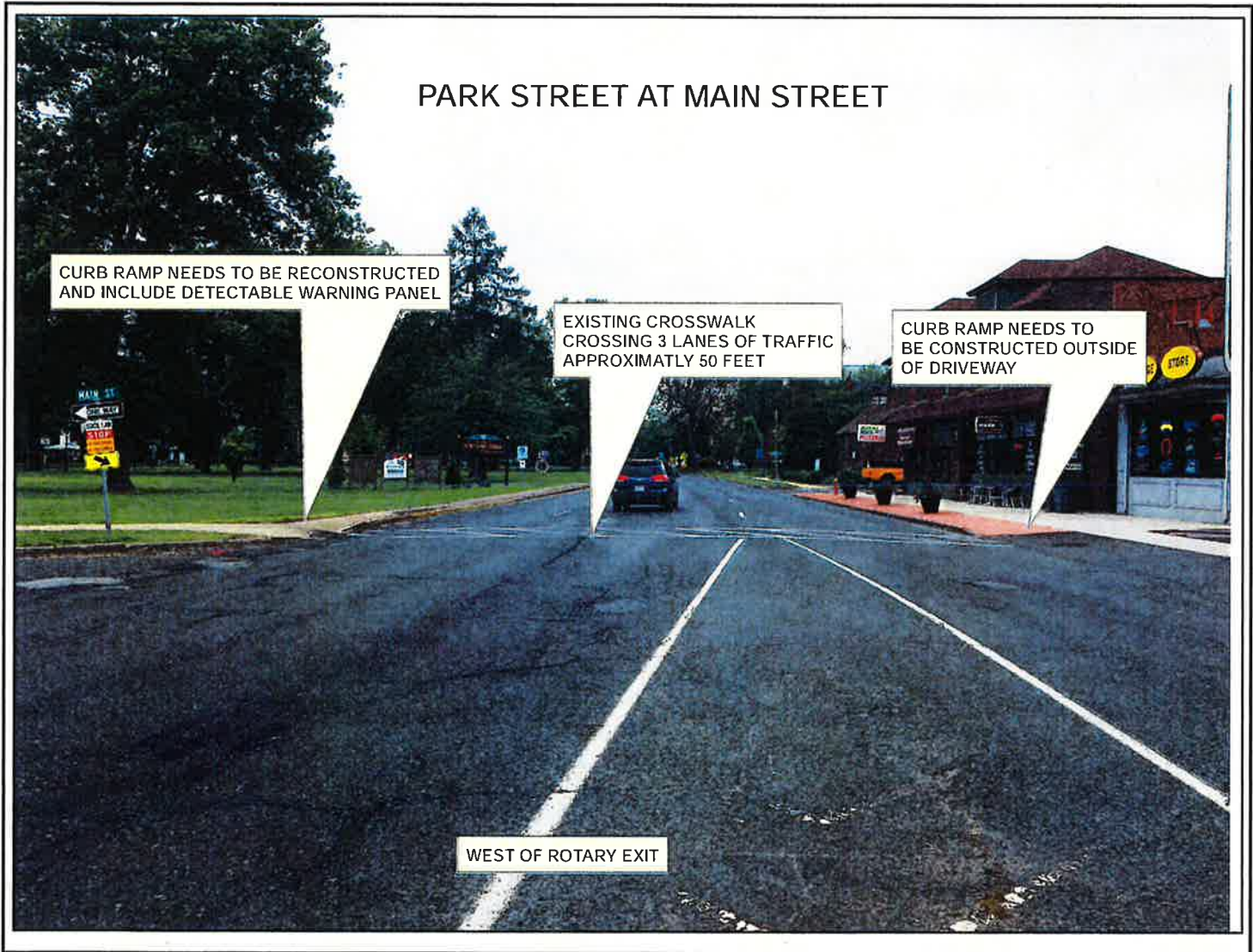
PARK STREET AT MAIN STREET

CURB RAMP NEEDS TO BE RECONSTRUCTED
AND INCLUDE DETECTABLE WARNING PANEL

EXISTING CROSSWALK
CROSSING 3 LANES OF TRAFFIC
APPROXIMATELY 50 FEET

CURB RAMP NEEDS TO
BE CONSTRUCTED OUTSIDE
OF DRIVEWAY

WEST OF ROTARY EXIT



Attachment E

Excerpts from Walk Audit Report and Pictures

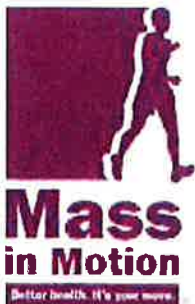


Philip G. Coburn Elementary Walk Audit West Springfield, MA

April 25, 2016

Centers for Disease Control and Prevention Division of Community Health/Community Transformation Grant

Mass in Motion, an initiative of the MA Department of Public Health



MAKING MASSACHUSETTS MORE WALKABLE

Old City Hall | 45 School Street | Boston, MA 02108 | T: 617.367.9255 | F: 617.367.9285 | info@walkboston.org | www.walkboston.org

Philip G. Coburn Elementary School Profile

Philip G. Coburn Elementary School enrolls over 500 students from Kindergarten to Fifth grade. The Elementary School is currently in a former middle school building that will soon be demolished. A new, larger school will be built on the same site and house up to 625 students from both the Coburn and Cowing Schools.

Most students walking to Coburn come from neighborhoods north, east and west of the school. They cross Elm Street, Southworth Street, or Lathrop Street. All walkers cross with the assistance of a crossing guard at Lathrop/Southworth Street at arrival and dismissal. Walkers are dismissed first. The school staff spends a lot of time at the beginning of the school year educating parents and students about proper arrival/dismissal procedures. As a result, both students and parents comply with the rules.

Parent car drop off and pick up is on Southworth Street. The recent construction (within the last 5 years) of drop-off lane on Southworth Street has improved traffic flow for cars throughout neighborhood, according to the West Springfield engineering department. There have been far fewer complaints from neighborhood residents and parents. The Coburn Principal voiced no concerns about arrival and dismissal procedures, and stated that there have been no incidents reported.

Students coming from the south of the school tend not to walk for a couple of reasons. First, many students living in the Merrick-Memorial Neighborhood on southeast side of Park Avenue at Coburn are considered English Language Learners (ELL) and are eligible for yellow bus service automatically. Non-ELL students living in this neighborhood also ride the yellow bus despite being within 1-mile radius of Coburn School because the yellow bus is already there to serve ELL students. Second, Park Avenue is difficult to cross. Few (if any) students attempt it. If the Park Avenue and Park Street crossings were improved, students living in the Merrick-Memorial neighborhood would have a safer walking route to school.

Crossing guards are posted at five locations assisting both Coburn and Cowing students:

1. Lathrop/Southworth Street intersection (Coburn)
2. Elm St/Garden St intersection (Coburn)
3. Lathrop/Park Street (Cowing)
4. At Cowing School on Park Street (Cowing)
5. Park Ave/Main Street (Cowing)

The new, larger elementary school planned for the Coburn site will house students from both schools so understanding the walking patterns of each is important.



Drop off and pick up zone along Southworth Street

3. Crossings distances at the Elm Street/Park Street intersection and the Elm Street/Park Avenue/Union Street are long.

The Elm Street/Park Street intersection is identified as a 2011-2013 HSIP crash cluster (31 crashes; no fatalities; 8 injuries), which means that this intersection is in the top 5% of crash clusters in the region between the years of 2011-2013 (as reported to the Pioneer Valley Planning Commission). Crossing Elm Street is a three-stage crosswalk where people walking must cross 5 lanes of oncoming traffic. Crossing Park Street involves one long crosswalk across three lanes of traffic. These long crossing distances can discourage people from walking to the park and the Merrick-Memorial Neighborhood.

The pedestrian signal equipment at the Elm Street/Park Avenue/Union Street intersection is a smaller version of a standard vehicular traffic signal. It is mounted at a pedestrian scale, but is confusing to drivers and pedestrians alike.

Recommendations

- Consider narrowing or eliminating travel lanes to tighten curb radii, construct curb bump-outs and slow traffic at both intersections
- Upgrade traffic signals at both intersections to include countdown pedestrian signals across both sides of the intersection.



Elm Street/Park Street intersection is a HSIP crash cluster zone



Park Avenue and Union Street intersection with long crossing distances and confusing pedestrian signal equipment

4. The Main Street/Park Avenue intersection presents long crossing distances and confusing traffic signal equipment.

Similar to the Elm Street/Park Avenue intersection, the lane widths and crossing distances at this intersection are long. There is a crossing guard at this location during school arrival and dismissal. There are marked crosswalks, but no pedestrian signals. Furthermore, there is a second crosswalk at the rotary entrance with a Rectangular Rapid Flash Beacon (RRFB) less than 100 feet from the traffic signal. The proximity of the RRFB to the traffic signal is potentially dangerous for pedestrians. Those walking would push the RRFB button and begin crossing, while drivers who just began to accelerate would have to hit their brakes. Drivers may not anticipate or see pedestrians at this location. If the RRFB is tied into phasing of traffic light, it would extend the wait time for pedestrians and the RRFB would not function as designed.

The mismatch of traffic signal equipment could be due to different jurisdictions. MassDOT designed and implemented the rotary improvements, while the traffic signal equipment is owned and operated by the City of West Springfield.

Attachment F

*Excerpt from the Town's Complete Streets Prioritization
Plan*



HOWARD STEIN HUDSON

Engineers + Planners

Complete Streets Prioritization Plan

WEST SPRINGFIELD, MASSACHUSETTS

Prepared for
Town of West Springfield, Massachusetts

Prepared by
Howard Stein Hudson

April 2017





Tools to Assess Demand

LATENT DEMAND

To understand latent demand for pedestrians and bicyclists, we use the Metropolitan Area Planning Council's Local Access Scores. This dataset calculates Active Transportation Network Utility Scores for each roadway segment based on how well it provides network connections for pedestrian and bicyclists from residences to schools, shopping, transit, and open spaces. The dataset draws on the Massachusetts Travel Survey to extrapolate origin-destination information and the 2010 U.S. Census to determine population characteristics like school age children to better predict route utility. A final Local Access Score is assigned to each roadway segment reflecting the amount of latent demand, as visualized in **Figure 8**. Although pedestrian and cyclist counts can provide some sense of route utility, using latent demand helps prioritize projects with a focus on the area's potential to increase walking and cycling if conditions were made more comfortable and convenient. An example of this tool's capability is determining the most useful locations for adding missing sidewalks.

EXISTING CONDITIONS- BICYCLIST DEMAND

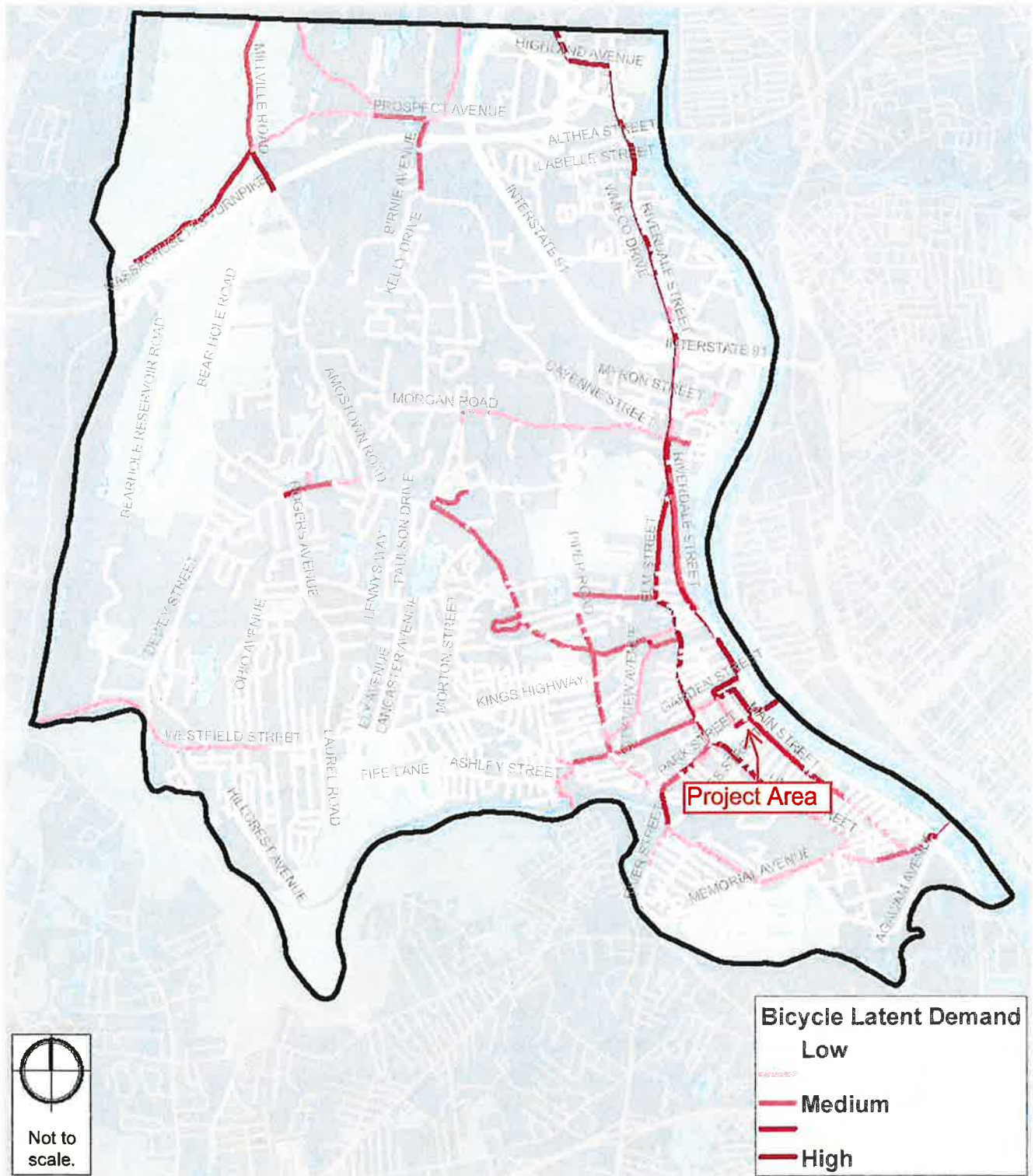
The bicyclist demand map shows areas of latent bicyclist demand throughout the Town. Similar to the pedestrian demand map, each roadway represents a level of bicycle latent demand based on population and the shortest route to various types of destinations but differs from the pedestrian latent demand map because cyclists can conveniently travel further distances. The map shows high latent demand on Riverdale Street, which connects from the traditional downtown area near Park Street/Park Avenue up to the extensive retail opportunities at the Riverdale Shops. High latent demand is also found on Elm Street/Union Street, and Amostown Road, which extends west in the geographic center of West Springfield.

EXISTING CONDITIONS- PEDESTRIAN DEMAND

The pedestrian demand map shows areas of latent pedestrian demand throughout the Town by considering population density and the shortest routes to different destinations to generate a latent demand score. For example, the high-density core of West Springfield near Park Street and Elm Street would likely attract more pedestrian traffic than low density residential neighborhoods off of Dewey Street. Westfield Street has high latent demand for its entire length because it connects a large number of residents to businesses, schools, and the PVTA Route 10 bus.



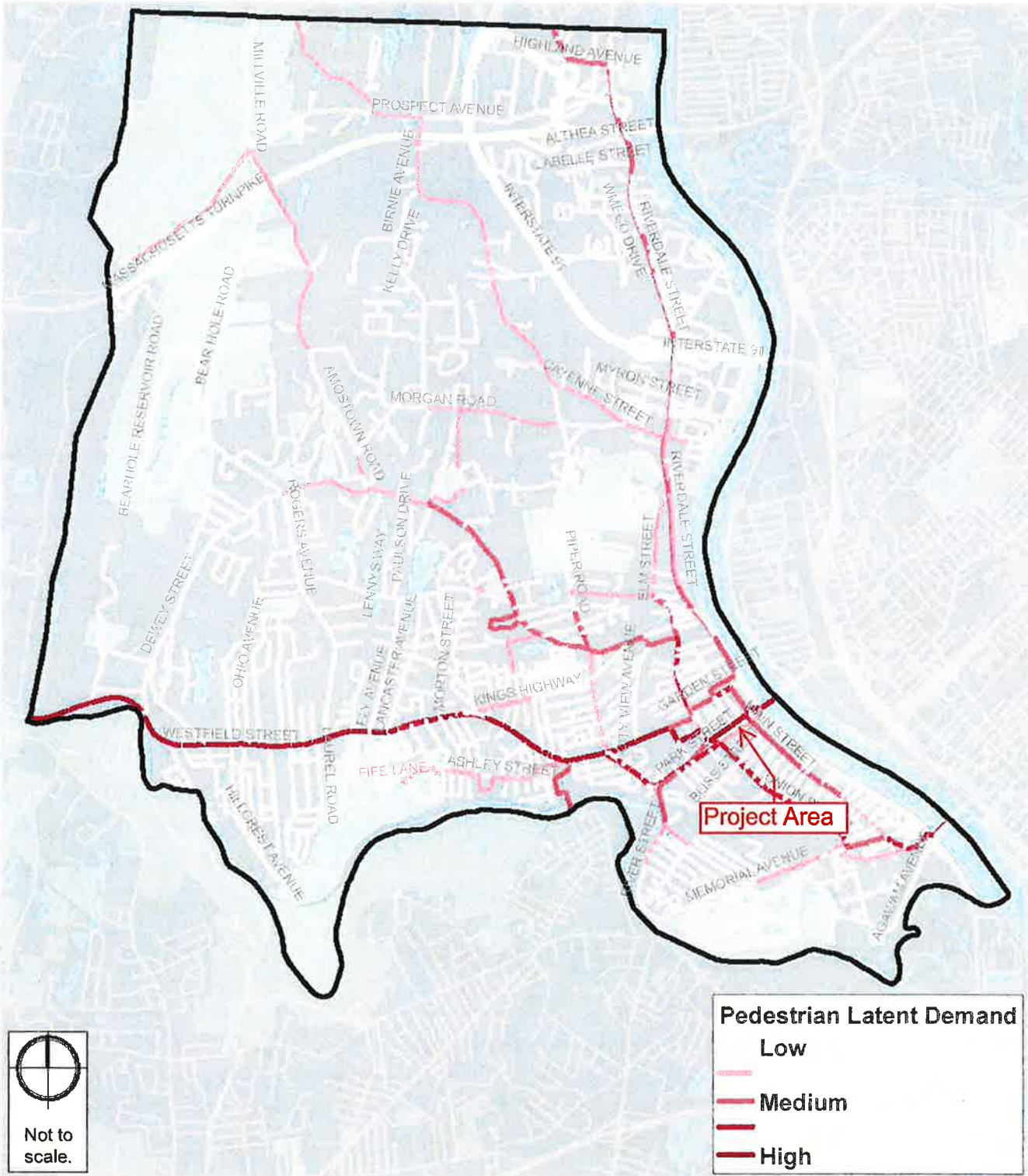
Figure 8. **Bicycle Latent Demand**



Data Source: MAPC, MassGIS



Figure 9. **Pedestrian Latent Demand**



Data Source: MAPC, MassGIS



Tools to Assess Equity Concerns

To ensure an equitable distribution of resources for those who may greatly benefit from improved street conditions, we consider environmental justice neighborhoods and the population reported as having a disability. 2010 Census data is used to determine census blocks that exceed environmental justice thresholds for elderly populations, limited English households, households with no vehicle ownership, minority populations, and low income households. Using the American Community Survey (ACS) 5-Year estimates, the percentage of persons with disabilities was calculated for each census block group. ACS is a continuous data collection effort led by the U.S. Census Bureau to measure the dynamic social and economic characteristics of the U.S. population. Since ACS replaced the decennial Census long-form, there is no disability data in the 2010 Census. Unlike the U.S. Census, ACS only provides self-reported information and so represents a sample of the total population. The locations of assisted living facilities are also considered, as residents may have limited mobility.

ENVIRONMENTAL JUSTICE COMMUNITIES

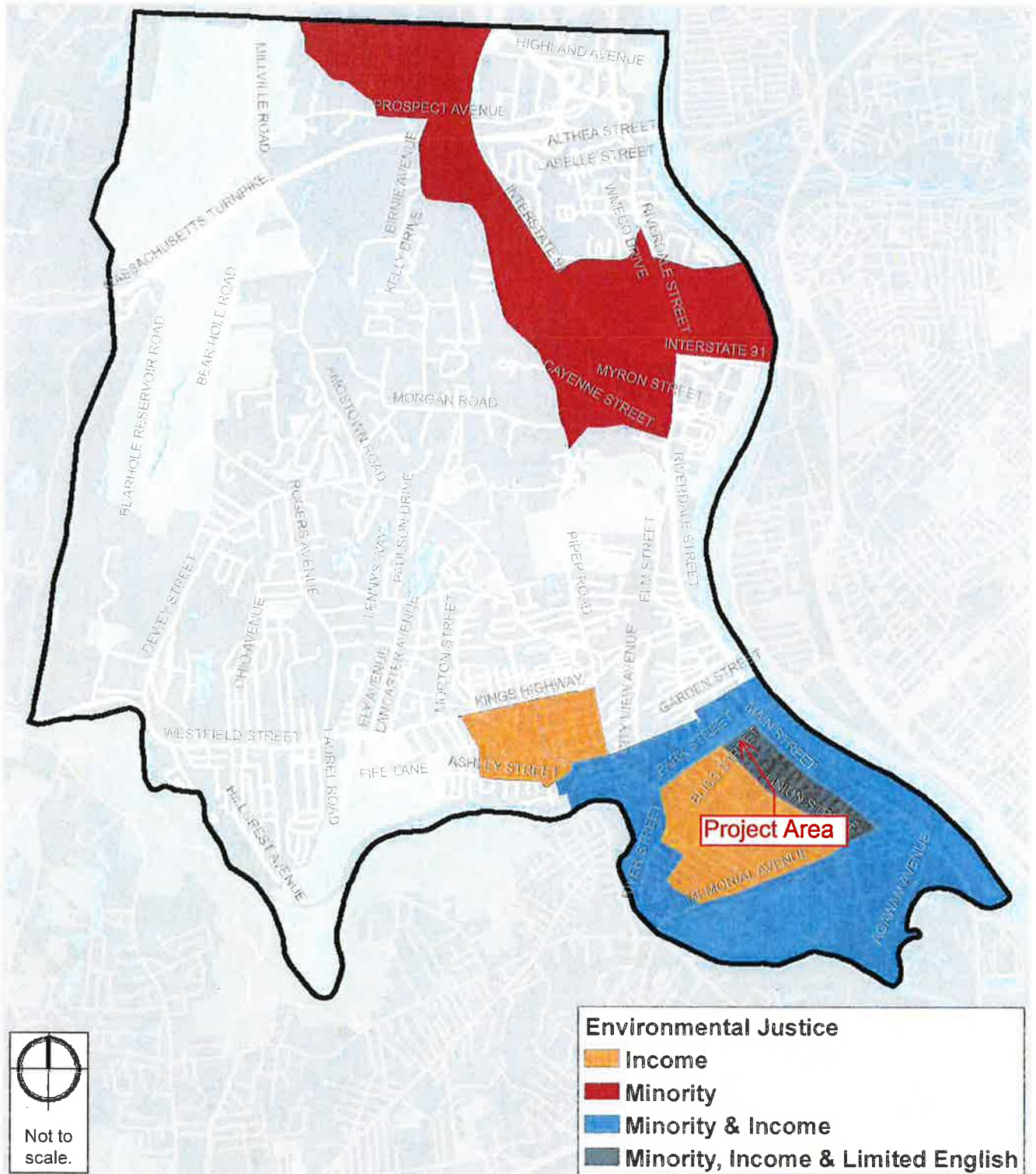
West Springfield has a racially and culturally diverse population, with immigrant and minority populations largely concentrated in the south eastern portion of the Town, south of Westfield Street, and in the northern portion of Town following the west side of I-91. The south eastern portion of the Town also exceeds environmental justice thresholds for low income and, between Union Street and Main Street, limited English.

PERSONS WITH DISABILITIES

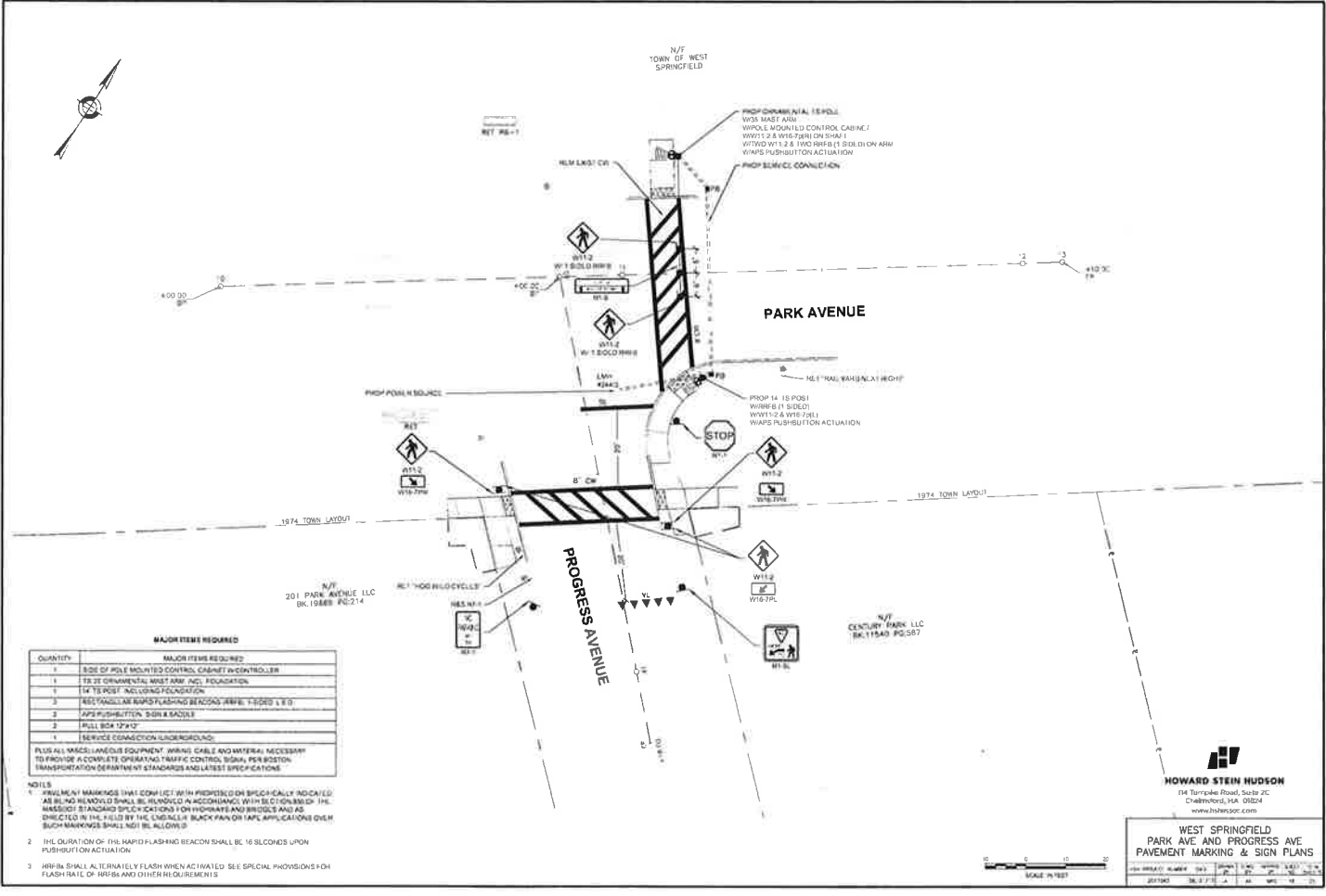
Figure 17 shows that the highest rates of residents who self-reported having a disability are located in the north-east corner of the Town, bordered by I-91 and I-90, and in the western portion of Town, bordered by Westfield Street, Ohio Street, Old Barn Road, and Rogers Avenue. The distribution of census block groups throughout West Springfield may be an indication of an aging population.



Figure 16. *Environmental Justice*



Data Source: 2010 U.S. Census



QUANTITY	DESCRIPTION
1	BOX OF POLE MOUNTED CONTROL CABINET IN CONTROLLER
1	TR. 20' ORNAMENTAL W/RT ARM INCL. FOUNDATION
1	14' TOWER INCLUDING FOUNDATION
3	RECTANGULAR BEAMS FLASHING BEZELS W/RTS 1-SIDED L.E.D.
2	W/RTS PUSHBUTTON SIGN & MOUNT
2	PULL BOX 12" X 12"
1	SERVICE CONNECTION UNDERGROUND

PLEASE ASSESS LANDSCAPE EQUIPMENT, WIRING, CABLE AND MATERIAL NECESSARY TO PROVIDE A COMPLETE OPERATING TRAFFIC CONTROL SIGNAL PER BOSTON TRANSPORTATION DEPARTMENT STANDARDS AND LATEST SPECIFICATIONS.

- NOTES**
- PAVEMENT MARKINGS THAT CONFLICT WITH PROPOSED OR SPECIFICALLY INDICATED AS BEING REMOVED SHALL BE REMOVED IN ACCORDANCE WITH THE CRITERIA OF THE MASSDOT STANDARD SPECIFICATIONS FOR HIGHWAYS AND BRIDGES AND AS DIRECTED IN THE FIELD BY THE ENGINEER. BLACK PAINT OR TAPE APPLICATIONS OVER SUCH MARKINGS SHALL NOT BE ALLOWED.
 - THE DURATION OF THE MAPPED FLASHING BEACON SHALL BE 16 SECONDS UPON PUSHBUTTON ACTUATION.
 - RRPB SHALL ALTERNATELY FLASH WHEN ACTIVATED. SEE SPECIAL PROVISIONS FOR FLASH RATE OF RRPB AND OTHER REQUIREMENTS.

HOWARD STEIN HUDSON
 124 Turnpike Road, Suite 202
 Chelmsford, MA 01824
 www.hshwsp.com

**WEST SPRINGFIELD
 PARK AVE AND PROGRESS AVE
 PAVEMENT MARKING & SIGN PLANS**

DATE: 08/14/2014
 DRAWN: J. J. [unreadable]
 CHECKED: [unreadable]
 APPROVED: [unreadable]





N/F
TOWN OF WEST
SPRINGFIELD

PARK AVENUE

10' WIDE
CROSSWALK

PROPOSED MAST ARM
W/ POLE MOUNTED CONTROL CABINET
W/ W/1.0, W/1.2, W/1.2 & R/1.0 (1) SIDE ON SHAF
W/ W/1.1 2 X TWO R/1.0 (1) SIDE ON ARM
W/ R/1.0 PUSH-BUTTON ACTUATION

W/1.2
W/1.2
W/1.2

PROP SERVICE CONNECTION
3" CONDUIT TYPE NY SCHEDULE 80

EMH
#2407

PROP POW.H SOUND

18'x Town LAYOUT

DRIVEWAY

18'x SIGN LAYOUT

PROPOSED POST
W/ W/1.1 (1) SIDE
W/ W/1.2 & R/1.0 (2) SIDE
W/ R/1.0 PUSH-BUTTON ACTUATION

N/F
COYOTE REALTY LLC
BK:3.038 PG:13

N/F
EAGLE INVEST CO LTD
P/1.0
BK:3.038 PG:392

MAJOR ITEMS REQUIRED	
QUANTITY	MAJOR ITEMS REQUIRED:
1	SIDE OF POLE MOUNTED CONTROL CABINET W/ CONTROLLER
1	TS 30 ORNAMENTAL MAST ARM INC. FOUNDATION
1	14' X 18' VESTIGED CONCRETE FOUNDATION
3	RECTANGULAR MAST FLANGE BEAZONS W/ 6 1" BORE 1/8"
2	R/1.0 PUSH-BUTTON SIGN & MAST
2	PULL BOX 12" X 12"
2	SEWER CONNECTION LUGS BEZONS

PLUS ALL MISCELLANEOUS EQUIPMENT WIRING CABLE AND MATERIAL NECESSARY TO PROVIDE A COMPLETE OPERATING TRAFFIC CONTROL SIGNAL PER BOSTON TRANSPORTATION DEPARTMENT STANDARDS AND LATEST SPECIFICATIONS.

- NOTES
- PAVEMENT MARKINGS THAT CONFLICT WITH PROPOSED OR SPECIFICALLY INDICATED AS BEING REMOVED SHALL BE REMOVED IN ACCORDANCE WITH SECTION 800 OF THE MASSDOT STANDARD SPECIFICATIONS FOR HIGHWAYS AND BRIDGES AND AS DIRECTED IN THE FIELD BY THE ENGINEER. BLACK PAINT OR TAPL APPLICATIONS OVER SUCH MARKINGS SHALL NOT BE ALLOWED.
 - THE DURATION OF THE HAZARD FLASHING BEACON SHALL BE 13 SECONDS UPON PUSH-BUTTON ACTUATION.
 - R/1.0s SHALL ALTERNATELY FLASH WHEN ACTIVATED. SEE SPECIAL PROVISIONS FOR FLASH RATE OF R/1.0s AND OTHER REQUIREMENTS.



HOWARD STEIN HUDSON
114 Temple Road, Suite 5C
Channahon, IL 61614
www.hsheng.com

WEST SPRINGFIELD
DRIVEWAY AT 108 PARK AVE.
PAVEMENT MARKING & SIGN PLANS



DATE: 08/20/2018 10:00 AM



CENTRAL STREET

N/F
TOWN OF WEST SPRINGFIELD
BK 8727 PG 22

N/F
UNITED CO-OPERATIVE BANK
LX132 PCB11/816
BK8066 PG171

N/F
TOWN OF WEST SPRINGFIELD
BK1855 PG:76

N/F
REDWOOD REALTY LLC
BK19825 PG:36

1854 TOWN LAYOUT



VAN DEENE AVENUE

1854 TOWN LAYOUT

N/F
VAN DEENE MEDICAL BLDG PRTRH
BK18061 PG:517

N/F
VAN DEENE INC LLC
BK17827 PG:93

N/F
O'CONNELL FAMILY REALTY LLC
BK17101 PG:327

HOWARD STEIN HUDSON
114 Turpoka Road, Suite 20C
Cherryland, PA, 08034
www.hshpa.com

WEST SPRINGFIELD
VAN DEENE AVE
CURB TIE & GRADING PLANS



PROJECT NUMBER	DATE	SCALE	DATE	SCALE
1854	08/14/12	AS SHOWN	08/14/12	AS SHOWN
BY: JAH	CHK: JAH	APP: JAH	DATE: 08/14/12	SCALE: AS SHOWN



May 14, 2018

Via Email

The Honorable Mayor William Reichelt
Town of West Springfield
26 Central Street
West Springfield, MA 01089

Sharon Wilcox, Chief Financial Officer
Town of West Springfield
26 Central Street
West Springfield, MA 01089

Re: 2018 Community Mitigation Fund Applications

Dear Mayor Reichelt and Ms. Wilcox:

We would like to thank you and your colleagues for participating in the conference call with the Community Mitigation Review Team ("Review Team"). It was a pleasure discussing the Non-Transportation Planning and Transportation Planning Applications for community mitigation funds. The Review Team found the conference call to be very informative. As we discussed during the conference call, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

Previously Awarded Grants

Could you provide the Commission with a brief status of current activities engendered by the award of these funds? If you have provided a description in your quarterly report to the Commission, please feel free to include that information.

Non-Transportation Planning

1. How has the Town begun to determine how to prioritize funds it will be receiving through the Surrounding Community Agreement with MGM Springfield?
2. What are the likely uses for such funds?
3. Is the projected need for additional space the result of new officers planned to date or the result of other additional new hires?
 - a. What is the status of the hiring of the new officers?
 - b. When does the Town anticipate completion of the police training?
 - c. Can you please describe the reasons the Town determined to hire the additional officers? Was it solely or predominantly because of the opening of the MGM Springfield casino?



Massachusetts Gaming Commission

The Honorable Mayor William Reichelt
Sharon Wilcox, Chief Financial Officer
Page 2
May 14, 2018

4. Are any of these new officers being hired to backfill retirees or officers that have left the force?
5. Please briefly describe the recent history of crime rates in West Springfield. In addition to investigations of crimes, the town may, in all likelihood, need to respond to additional traffic incidents resulting from the casino. Were police responses to these type incidents and other calls for service a significant factor in the Town's determination to dedicate additional funds for public safety and its determination to request Community Mitigation Funding?
6. How does West Springfield anticipate growth in the calls for service when the MGM Springfield casino opens?
7. The Commission has spent considerable efforts to analyze crime that may be related to the Plainridge Park Casino ("PPC"). As noted in the summary of Research on the commission's web site "[i]n March 2018, MGC received an update to the Public Safety Impact Report. The two-year analysis continues to indicate that incidents occurring at PPC are proportionate with expected totals at similar facilities that draw a significant number of people, have a large parking area, offer retail, entertainment, and dining options, and serve alcohol. The types of calls for service to increase are those highly correlated with the numbers of cars and visitors to a community, such as traffic issues and reports of lost property and suspicious activity." The Commission realizes that the results for a full resort casino directly within a city of Springfield's size may be different than the Plainridge experience. Can you provide more information why you believe the near term experience in Springfield may be different than the Plainridge Park experience?

Transportation Planning

1. How are the activities described in the application related and not related to prior year grant funds?
2. What, if any, pedestrian safety issues exist in the area immediately near the North End Bridge?
3. What is West Springfield's current timetable for the proposed work?
4. Is this grant part of West Springfield's efforts toward the Complete Streets Initiative?
5. Do you feel that the projected budget is sufficient?

For your convenience, the Commission's recent public safety research can be found at the following link: <https://massgaming.com/wp-content/uploads/Assessing-the-Impact-of-Gambling-on-Public-Safety-in-Massachusetts-Cities-and-Towns-3-1-18.pdf>



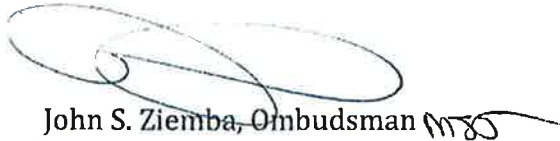
Massachusetts Gaming Commission

The Honorable Mayor William Reichelt
Sharon Wilcox, Chief Financial Officer
Page 3
May 14, 2018

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman

cc: James Czach, Town Engineer
Timothy Inacio, Project Manager
Allyson Manuel, Town Planner
Douglas Mattoon, Director of Planning and Development
Ronald Campurciani, Police Chief
MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

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

RESERVE PLANNING / TRIBAL GAMING TECHNICAL ASSISTANCE GRANT

RESERVE PLANNING / TRIBAL GAMING TECHNICAL ASSISTANCE GRANT (Maximum \$200,000)			
Community	Description	Requested Amount	Review Team Proposal
SRPEDD	Tribal technical assistance planning studies to assist communities surrounding Taunton	\$200,000.00	\$200,000
Holyoke	The initial \$35,000 of funds would be used to engage a consulting firm to coordinate staff and community stakeholders in a Holyoke Tourism Plan. The remaining \$65,000 will be reserved to implement the deliverables of the Tourism Plan.	\$100,000.00	Use of Reserve
Wrentham	Creation of New Route 1 Zoning Regulations	\$40,000.00	Use of Reserve
Total:		<u>\$340,000.00</u>	<u>\$200,000</u>

SOUTHEASTERN REGIONAL PLANNING AND ECONOMIC DEVELOPMENT DISTRICT
("SRPEDD")

SRPEDD anticipates planning requests for studies to assist communities in geographic proximity to the potential Tribal Gaming facility in Taunton with regard to traffic capacity and operational impacts should the construction of the Tribal Gaming facility move forward.

Pursuant to the Guidelines, “[t] he Commission shall make available no more than \$200,000 in technical assistance funding to assist in the determination of potential impacts that may be experienced by communities in geographic proximity to the potential Tribal Gaming facility in Taunton.”

The guidelines further stated that “[s]uch funding will only be made available, after approval of any application by SRPEDD or a comparable regional entity, if it is determined by the Commission that construction of such gaming facility will likely commence prior to or during Fiscal Year 2019.”

SRPEDD has applied for funding to assist communities in geographic proximity to the potential Tribal Gaming facility in Taunton with regard to traffic capacity and operational impacts should the construction of the Tribal Gaming facility move forward.

Review Team Evaluation/Recommendations: The Review Team would like to propose that \$200,000 continue to be held in reserve for such technical assistance program. In order to activate this reserve, such determination would first need to be made by the Commission. The Review Team recommends that the Commission would review the details of such program at this future date.

HOLYOKE

1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018	YES
Holyoke stated that “[t]he casino will draw investment from developers who might otherwise look to the built environment and economic niche Holyoke shares with Springfield, as well as tax revenue from tourists and visitors who will view Holyoke as a pass-through rather than a destination. Holyoke must seek mitigation to offset the expected increased traffic on Route 91 and Route 5 through the city, address the diminished visibility of the city in comparison with Springfield to the south, and develop a strategy to capture regional economic growth related to the development of the MGM casino.	
2. The significance of the impact to be remedied	YES
See above on #1.	
3. The potential for the proposed mitigation measure to address the impact	YES
Holyoke states in its application that the plan: “relates to the gaming facility of MGM Springfield in two direct ways. It seeks to develop local resources and identity relating to the Holyoke’s ecotourism and cultural tourism assets to offset regional investment lost to competition with Springfield’s comparative advantage as a tourist destination due to the new casino as well as to mitigate costs associated with pass-	

<p>through traffic experienced by Holyoke and other neighboring communities. In addition, these efforts made possible by the Mitigation Fund are intended to build upon the regional growth of tourism associated with the completion and operation of MGM Springfield by attracting tourists and capturing revenue from visitors to the region.”</p>	
<p>4. The feasibility and reasonableness of the proposed mitigation measure</p>	<p>YES</p>
<p>In its application, “[t]he City proposes to utilize \$35,000 to retain a consulting firm to coordinate with staff and community stakeholders in the creation of a Holyoke Tourism Plan, with the goal of bringing together existing and emerging community resources in ecotourism, cultural tourism, entertainment, and hospitality to market the city as a destination congruent with the development of MGM Springfield. The remaining \$65,000 will be reserved to implement the deliverables of the Tourism Plan, which are expected to include strategies to build identity for and engagement in Holyoke attractions, address fragmentary land ownership that inhibits development in the Mount Tom region, and maintain communication within Holyoke’s burgeoning tourism industry and to potential visitors outside.”</p> <p>The Review Team believes that the Holyoke plan to is consistent with other plans approved by the Commission (e.g. Saugus, Northampton).</p>	
<p>5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.</p>	<p>N/A</p>
<p>6. The significance of any matching funds for planning efforts or workforce development pilot program activities</p>	<p>YES</p>
<p>In its application Holyoke states: “[a]s a primary deliverable in FY 2018 for one staff planner as well as involving input and feedback equivalent to approximately three paid hours of senior staff contribution per week, the Holyoke Tourism Plan funded by the Community Mitigation Fund will be matched by approximately \$16,000 in in-kind services rendered by the Holyoke Planning Department per year. These efforts will serve to buttress the value and utility of the MGC’s award.”</p> <p>The Review Team believes that the in kind match is reasonable.</p>	
<p>7. Any demonstration of regional benefits from a mitigation award</p>	<p>YES</p>
<p>Holyoke states in its application that “[w]hile the current goal of selecting and retaining a consultant to develop a tourism plan for the City of Holyoke does not involve direct coordination with PVPC, we will collaborate with the regional planning agency wherever feasible, such as sharing data for planning purposes in the short-term and identifying direct points of synergistic activities in the long-term implementation of the Tourism Plan’s deliverables.”</p> <p>The Review Team believes that Holyoke has significantly demonstrated that regional benefits and coordination with PVPC.</p>	
<p>8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure</p>	
<p>Holyoke states in its application that, “Holyoke’s Surrounding Community Agreement with MGM Springfield does not include elements that would be redundant with this MGC proposal.”</p>	
<p>9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant</p>	<p>YES</p>
<p>10. The inclusion of a detailed scope, budget and timetable for each mitigation request.</p>	<p>YES</p>

“[t]he \$35,000 to retain a consulting firm to coordinate with staff and community stakeholders in the creation of a Holyoke Tourism Plan... The remaining \$65,000 will be reserved to implement the deliverables of the Tourism Plan”.

The Commission staff will review the scope, budget and timetable for the remaining \$65,000 when Holyoke develops its Tourism Plan.

Review Team Evaluation/Recommendations: Economic development planning relating to casino facilities is in keeping with the authorized purposes of the Community Mitigation Fund Reserve, which can be used “for planning, either to determine how to achieve further benefits from a facility or to avoid or minimize any adverse impacts.”

Given the above, Review Team recommends that the Commission approve Holyoke’s request to use \$35,000 of its Reserve for the purposes outlined in its application. The remaining \$65,000 will be reserved to implement the deliverables of the Tourism Plan. The applicant must provide the Tourism Plan to the Commission staff for approval prior to any expenditure.

WRENTHAM

1. Mitigate impacts related to the construction of Category 1 gaming facilities that have occurred or are occurring as of February 1, 2018	YES
Wrentham noted that “[a]s a result of the construction of the Plain ridge Park Casino at the southeast quadrant of the 1- 495/Route 1 interchange, the Town of Wrentham is experiencing an increased interest in development along Wrentham's portion of Route”	
2. The significance of the impact to be remedied	YES
Wrentham noted that “[p]revious funding from the Gaming Commission in the amount of \$50,000 was used to conduct a comprehensive land use, transportation and marketing study of the corridor. The creation of new zoning regulations is one of the major recommendations in the study. The existing regulations are ill-suited to promote and accommodate the type of development that Wrentham wants to attract to compliment the casino and the current permitted development along Route 1. The construction of the casino has altered the types of development that will occur along Route 1 in Wrentham.”	
The Review Team believes that Wrentham has demonstrated the connection to the Plainridge Park Casino and the benefits of the approach.	
3. The potential for the proposed mitigation measure to address the impact	YES
Wrentham notes in its application that it will “...work with McCabe enterprises on creating new zoning regulations for the Route 1 Corridor in Wrentham (Exhibit B) that will eventually be accepted at Town Meeting. McCabe Enterprises, along with the Pare Corporation, worked together to conduct a comprehensive Route 1 Corridor Study that is nearing completion.”	
4. The feasibility and reasonableness of the proposed mitigation measure	YES
The Review Team feels this is a reasonable next step in the proposed project.	
5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party.	N/A
6. The significance of any matching funds for planning efforts or workforce development	YES

pilot program activities	
<p>“The Town of Wrentham will provide in-kind services towards the proposed project in the form of staff and local board/committee time. The Director of Planning & Development will provide guidance and technical support to the consultant and will coordinate communication between the consultant preparing the study and local boards/committees. The Board of Selectmen and the Economic Development Committee will provide in-kind services by offering guidance to the consultant as well....”</p> <p>The Review Team believes that the in kind match is reasonable.</p>	
7. Any demonstration of regional benefits from a mitigation award	YES
<p>“The Metropolitan Area Planning Council (MAPC) will be consulted on the project and made aware of the proposed changes. The neighboring communities will be involved in that the existing zoning regulations in Foxborough to the north and Plainville to the south will be referenced during the development of the new zoning regulations to ensure some form of consistency through these portions of the corridor. Also, the RPA and ALL adjacent towns will be notified of the proposed Zoning By-Law amendment when the public hearing is scheduled before the Planning Board prior to Town Meeting.”</p> <p>The Review Team believes that Holyoke has significantly demonstrated that regional benefits and coordination with MAPC.</p>	
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure	YES
<p>Wrentham application states: “In addition Section 4(ii) of the Surrounding Community Agreement states that SF Gaming shall cooperate with the Town in the design and conduct of impact studies to identify, based on empirical evidence, any materially adverse impacts to the Town or its residents and businesses from the construction or operation of the Project that are of magnitude sufficient to make the implementation of project mitigation measures reasonably necessary; and to craft and implement such mitigation measures, as further described in Section 6 of this Agreement. Therefore, the proposed zoning regulations creation is the type of study referred to in this section.”</p>	
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant	YES
<p>The SCA states “SF Gaming shall cooperate with the town in the design and conduct of impact studies...”</p>	
10. The inclusion of a detailed scope, budget and timetable for each mitigation request.	YES
<p>The Review Team notes that staff will get more information about the scope, budget, and timetable in the grant implementation process, should the Commission choose to award this grant.</p>	

Review Team Evaluation/Recommendations: Economic development planning relating to casino facilities is in keeping with the authorized purposes of the 2015 Community Mitigation Fund Reserve, which can be used “for planning, either to determine how to achieve further benefits from a facility or to avoid or minimize any adverse impacts.” Given the above, the Review Team recommends that the Commission approve Wrentham’s request to use \$40,000 of its Reserve for the purposes outlined in its application.



May 14, 2018

Via Email

Jeffrey Walker, Executive Director
Southeastern Regional Planning and
Economic Development District ("SRPEDD")
88 Broadway
Taunton, MA 02780

Ling Ling Chang, C.F.O.
Southeastern Regional Planning and
Economic Development District
88 Broadway
Taunton, MA 02780

Re: 2018 Tribal Gaming Technical Assistance Application

Dear Executive Director Walker and Ms. Chang:

Thank you for participating in the conference call with the Community Mitigation Fund Review Team ("Review Team") recently regarding SRPEDD's application for community mitigation funds. The Review Team found the discussion very informative. We are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

The following are questions which the Review Team would appreciate further clarification regarding your submission. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. As noted in SRPEDD's application, "...SRPEDD anticipates planning requests for studies to assist communities in geographic proximity of the potential Tribal Gaming facility with the determination of traffic capacity and operations impacts". Last year SRPEDD indicated how it would anticipate acquiring such consultants. Does SRPEDD's answer remain the same?
2. Last year SRPEDD estimated how much time it would take to develop a technical assistance program. Does SPREDD's answer remain the same?



Massachusetts Gaming Commission

Jeffrey Walker, Executive Director
Ling Ling Chang, C.F.O.
Page 2
May 14, 2018

The Review Team would like to present to the Commission its recommendation in June. In order to meet this timetable, the Review Team would greatly appreciate receiving your response by noon on May 25, 2018.

We look forward to reviewing this application with the Commission. Please do not hesitate to contact us with any questions or concerns.

Sincerely,



John S. Ziemba, Ombudsman

cc: MGC Commissioners
Edward R. Bedrosian, Jr., Executive Director
CMF Review Team



Massachusetts Gaming Commission

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



May 7, 2018

Via Email

Mr. John Charbonneau
Director of Planning & Development
Town of Wrentham
79 South Street
Wrentham, MA 02093

Re: 2018 Community Mitigation Fund 2018 Reserve Planning Grant Application

Dear Mr. Charbonneau:

We would like to thank you for participating in the conference call with the community mitigation review team. It was a pleasure discussing the Wrentham 2018 Reserve Planning Grant Application for community mitigation funds. The community mitigation review team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. Please provide a brief summary of the 2017 Reserve Grant and any progress made with respect to that grant.
2. Please describe the complexity in creating new zoning regulations for the town of Wrentham.
3. Please provide information relative to the timetable for this mitigation request and when you anticipate the expenditure of these funds.
4. At which Town Meeting do you anticipate the town voting on any proposed zoning changes recommended by its consultant?

The review team would like to present to the Commission its recommendation on June 7, 2018 or earlier. In order to meet this timetable, the community mitigation review team would greatly appreciate receiving your response by May 16, 2018.



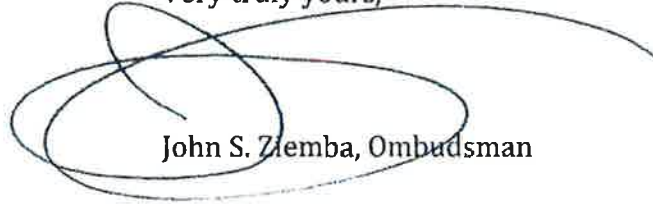
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Page 2
May 7, 2018

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Very truly yours,

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

John S. Ziemba, Ombudsman

cc: MGC Commissioners
MGC Review Team



Massachusetts Gaming Commission

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Commonwealth of Massachusetts
Town of Wrentham
PLANNING BOARD
79 South Street, Wrentham, MA 02093-1526

May 30, 2018

John S. Ziemba, Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, Massachusetts 02110

Re: 2018 Community Mitigation Fund 2018 Reserve Planning Grant Application

Dear Mr. Ziemba:

In response to your letter dated May 7, 2018 in which you requested further information for the application submitted by the Town of Wrentham, I respectfully submit the following information for consideration by yourself and the review team.

1. The Town of Wrentham received a \$50,000 grant in 2017 for the preparation of a Corridor Study of Route 1 in Wrentham. In February 2017 with a Request for Proposals (RFP) that was distributed by the Town. After a thorough review and interview process, the consulting team of the Pare Corporation/McCabe Enterprises was selected to conduct the study. Over the course of 2017, data collection was conducted as well as several meetings with local stakeholders and the residents of Wrentham. Draft analysis was presented in order to obtain feedback during the study's preparation. The resulting work is the draft corridor study that is attached to this letter. It will be reviewed and made final and released to the public by early June. It is a comprehensive study that addresses traffic circulation and safety, pedestrian and bicycle access, land use and zoning, development potential and constraints and marketability of the corridor. The Town is thrilled with the study and believes that it will result in further steps to enhance the corridor's vitality. The first of which will be to rezone the corridor to create comprehensive and consistent development regulations that are consistent with the town's vision for the corridor. The corridor currently contains seven (7) different zoning districts with inconsistent, sometimes conflicting regulations.
2. The creation of new zoning regulations is a fairly lengthy and complex process, but is made easier with the data and analysis from the corridor study. It will involve an analysis of the current zoning regulations with outreach to local stakeholders, land owners along Route 1 and the residents to determine the town's vision for the corridor. It will be made more complicated by the environmental and physical constraints of the land adjacent to Route 1. The regulations will then need to be prepared and presented to the same stakeholders listed above and possibly have to go through multiple amendments.

3. The new regulations will then be presented to Town Meeting for approval. The estimated timeline for completion of the process will be approximately one (1) year. The new regulations would be approved at the June 2019 Town Meeting. The expenditure of the funds would begin almost immediately following receipt by the Town and would be complete with the approval of Town Meeting.
4. As stated above, it is anticipated that the new regulations would be approved at the June 2019 Town Meeting.

I would like to thank you and the review committee for the time taken to carefully review Wrentham's application and request additional information. If you have any further questions or require further information, please contact me at (508) 384-5486 or jcharbonneau@wrentham.ma.us.

Sincerely,



John M. Charbonneau
Director of Planning & Development

Cc: *Mary Thurlow*



ROUTE 1 • WRENTHAM

**Corridor Study:
The Future of Route 1 in Wrentham**

Prepared April 2018 by



McCABE ENTERPRISES

Moving your vision to reality – your Plan-Do professionals

<u>DESCRIPTION</u>	<u>PAGE</u>
1. Executive Summary	
2. Introduction	
3. Existing Conditions	
a. Data Collection	
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e. Character of Route 1	
f. State of Development	
4. Public Engagement	
5. Market Analysis	
6. Zoning Bylaws Review	
7. Potential Build-out	
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b. Trip Generation and Distribution	
c. Transportation Impact	
8. Recommendations	

Appendices

Appendix A	Count Data
Appendix B	Crash Data
Appendix C	Survey Results
Appendix D	Capacity Analysis

The Route 1 corridor in Wrentham is currently seen by most of the general public as a means of accessing other destinations beyond Wrentham and by many members of the Town as an under producer with regard to real estate taxes and contribution to the availability of local jobs. Fortunately, this means that the corridor has immense potential.

With an ongoing desire from the Town to enhance the corridor, they have been enabled through the use of mitigation funds associated with the construction of the Plainridge Casino along Route 1 in Plainville to commission this feasibility study aimed at identifying a recommended path forward for the Route 1 corridor in Wrentham.

This study has taken a multi-faceted approach. With a primary goal of seeking the transportation impact and need for future related improvements, the study first assessed the existing conditions and analyzed the current and potential development, inclusive of a preliminary review of zoning bylaws and their restrictive effect on parcel build-outs. Subsequently, the transportation demand and need for improvements were analyzed based on the proposed array of uses.

The 52 properties along the Route 1 corridor in Wrentham account for 4.6% of the Town's total land area, but currently appreciate only 1.1% of the Town's taxes. With development continuing north and south along the corridor, there is large support for particular markets, such as manufacturing and distribution warehouse, recreation/community center, office and entertainment, to name a few.

While the combination of the current zoning, obscure parcel shapes and terrain/physical conditions limit the build-out along the Route 1 corridor in Wrentham, modifications to the zoning can be made to reasonably accommodate desired development, potentially in conjunction with the merging of co-owned parcels.

It is assumed that development along the Route 1 corridor within Wrentham will avoid extensive impacts to existing wetlands, environmental features and State lands associated with forests and recreational uses. This will focus development primarily between the Madison Street and Thurston Street stretch of the corridor. The potential build-out, with this concentration, is not expected to have significant transportation impacts beyond those anticipated by the previously approved developments along the corridor within both Wrentham and Plainville.

Ultimately, the Route 1 corridor study for Wrentham recommends the following improvements:

- Dedicated turning lanes;
- Landscaped center median and access management;
- Outside curbing;
- Signalization through phased implementation;
- Concentrated development closer to Madison Street;
- Bicycle accommodations parallel to Route 1; and
- Pursued transit service.

Additionally, this report recommends that the Town of Wrentham, having the opportunity for additional funds through the gaming mitigation program, proceed with a more detailed zoning bylaws review and revisions specifically associated with the Route 1 corridor, including the development of aesthetic standards for the corridor.

The Route 1 corridor study in Wrentham, Massachusetts was focused on:

- examining the existing conditions of the corridor from both a transportation land use perspective;
- assessing the potential for further development and redevelopment along the corridor under the existing zoning requirements as well as with potential adjustments to zoning requirements to cater more to the desires of the Town;
- examining the impact an ultimate build-out may have on the transportation network; and
- recommending improvements for the Route 1 corridor that will enable the Town to manage the future development.

Abutted by wetlands, ponds and forests, Route 1 in Wrentham has the potential to be a scenic corridor with well-planned development nodes that enhance a sense of place and contribute to the commercial value of the area. In a stakeholder survey conducted as part of this study, it is significant to note that the majority of respondents agreed or strongly agreed that priorities for the Route 1 corridor in Wrentham were to: improve the look of the corridor; preserve the wetlands, ponds and forests; and plan for quality commercial development.

Like many similar corridors that began as traffic routes and developed into loosely defined commercial zones, the physical conditions and visual experience along Route 1 are challenged by one-off developments that have accumulated over time without consistent zoning and development planning. This pattern of development has left the Route 1 corridor with little definition as to physical design or visual character. Lacking these key ingredients for a sense of place, Route 1 today is a zone in-between major highway and a regional attraction, and not a destination in its own right that can meet the desired economic potential. Thus, Route 1 is often the first impression of Wrentham for passers-by.

With a proper plan for additional development and redevelopment, the Route 1 corridor can support an extent of future uses. This growth can provide an increased tax base and job source to Wrentham, while providing amenities to residents and attractions to visitors. The aesthetic of the Route 1 corridor can also be nourished with a distinct set of guidelines to define uniform setbacks and other visual criteria.

Along with parcel development, the transportation corridor needs to support and be capable of handling the increased trips that will be associated with the expanded and added uses. In addition to accommodating an increased volume of vehicular traffic, revisions to the Route 1 roadway can help address existing safety concerns, improve safe mobility into the future and allot space appropriately for multi-modal use, meeting local and statewide initiatives.

Data Collection

A field inventory of the existing conditions within the study area was conducted in August 2017. The study area is defined as the significant roadways and intersections that may be impacted by traffic generated by the construction of the proposed build-out. Included within the study limits is the Route 1 (Washington Street) roadway from I-495 to Route 140, as well as the primary intersections along Route 1 in this stretch including the I-495 northbound off-ramp (in Plainville), Madison Street, Hawes Street, Thurston Street, Myrtle Street and East Street/Main Street (in Foxborough). This inventory includes measurements and photo documentation of the roadway and intersection geometrics, sight distance observations, utility location and the physical condition for the corridor.

To better our understanding of the existing conditions further from a transportation perspective, efforts were made to obtain and analyze various types of data including crash data for the latest three-year period and existing count data for all major intersections along the corridor. Additionally, GIS data was reviewed to assess the existing conditions from a topographic and resource perspective inclusive of terrain limitations, wetland locations, flood zones and well locations.

Existing traffic volume data was provided by the Town from previous traffic impacts studies performed recently along the corridor. This data included the intersections of Washington Street (Route 1) with the I-495 ramps, with Madison Street, with Hawes Street and with Thurston Street. To supplement the data provided, turning movement counts (TMCs) were performed at the intersections of Washington Street (Route 1) with East Street/Main Street and with Myrtle Street. The TMCs were performed during the morning (7:00 to 9:00 a.m.) and evening (4:00 to 6:00 p.m.) peak periods on Tuesday, October 10, 2017. These time periods were selected as they represent the peak traffic time periods for the roadway network.

Safety Condition

Crash data for the study area was extracted from the MassDOT crash portal for the most recent three (3) year period of January 2012 through December 2014. Crash data was reviewed to determine the presence of safety concerns within the study area.

According to the data reviewed there were 113 total incidents that occurred in the study area. Of these 113 total incidents, 42 incidents occurred on study area roadways not specifically at a study area intersection. Of these 42 incidents, 13 crashes resulted in non-fatal injuries with a total of 20 injured persons and none resulted in fatal injuries. The majority of incidents were rear-end and angle related crashes. A breakdown of the incidents by type and number of injuries can be seen below in Table 1.

TABLE 1: CRASH SUMMARY FOR STUDY AREA ROADWAYS

Roadway	Non-Fatal Injuries	Fatal Injuries	Angle	Head-On	Loss of Control	Object	Other	Rear-End	Side-Swipe	UNK
Washington Street	20	0	11	1	1	7	0	19	1	1
Thurston Street	0	0	0	0	0	1	0	0	0	0

According to the data received, the remaining 71 incidents occurred at or approaching a particular study area intersection. Of these 71 incidents, 18 resulted in non-fatal injuries with a total of 26 injured persons and none resulted in fatal injuries. A breakdown of the incidents by type and number of injuries can be seen below in Table 2.

TABLE 2: CRASH SUMMARY FOR STUDY AREA INTERSECTIONS

Intersection	Non-Fatal Injuries	Fatal Injuries	Angle	Head-On	Loss of Control	Object	Other	Rear-End	Side-Swipe	UNK
Washington Street/Madison Street	10	0	5	0	0	5	1	3	4	1
Washington Street/Thurston Street	11	0	9	0	1	2	0	21	2	0
Washington Street/Myrtle Street	0	0	3	0	0	1	0	7	2	0
Washington Street/Hawes Street	5	0	0	0	0	0	0	4	0	0

The data received shows a higher occurrence of angle and rear-end incidents at intersections. These are generally low severity incidents and are the most common types of incidents expected for intersections. It is worthy to note that the location with the greatest occurrence of incidents is the intersection with Thurston Street. This location is currently identified by MassDOT as a top crash location and has recently undergone a road safety audit (RSA), which Pare and the Town took part in, to try to develop remediation specific to this intersection.

Transportation Condition



In its existing condition, the Route 1 corridor within Wrentham has infrequent pedestrian activity on a general day-to-day basis. However, there is increased pedestrian use during Gillette Stadium event days. It should be noted that the corridor is currently not lit and therefore does not well accommodate pedestrians from this regard in addition to the lack of sidewalks. Additionally, while shoulder widths vary and no bicycle striping or

signing exists along the corridor, bicyclists make up approximately one percent of roadway users. There is also currently no transit service, particularly by GATRA, along the Route 1 corridor. However, conversations with GATRA have indicated that services can be provided once the need exists, so it is reasonable to assume that a full build-out of the Route 1 corridor within Wrentham may spur GATRA to extend service from where it currently terminates in Foxborough.

Physical and Environmental Condition

As noted previously, the study area consists of Route 1 (Washington Street) from I-495 to Route 140 as well as the major intersections along Route 1 within this stretch. Below is an account of the existing physical conditions and related characteristics of the roadway network.

Route 1 (Washington Street)

Route 1 (Washington Street) within the Town of Wrentham is classified as a principal arterial and is under MassDOT jurisdiction. The posted speed limit within the study area is 55 miles per hour. The Route 1 corridor in Wrentham is situated between Plainville and Foxborough, which both have extensive development along Route 1.

The existing corridor carries two 12-foot lanes of vehicular traffic in both the northbound and southbound directions. Though there are shoulders present along the corridor they are not a consistent width and do not accommodate bicycle travel. There are sparse sidewalks present within the corridor but they do not connect the length of the corridor nor do they connect uses along the corridor to neighborhoods adjacent to the corridor. The existing traffic along the Route 1 corridor within the limits of Wrentham exceed 33,000 vehicles per day, particularly near the Foxborough border. The existing right-of-way along the Route 1 corridor in Wrentham is on average 88 feet in width. A rendering of the existing roadway typical can be seen below.

FIGURE 1: ROUTE 1 EXISTING TYPICAL SECTION



There is generally good sight distance along the corridor. With a straight horizontal alignment, with the exception of one gentle curve near Crocker Pond, there is clear visibility for a minimum distance of approximately 800 feet. Speed data captured from an automated traffic recorder indicates an 85% speed of 58 miles per hour. The available sight distance is sufficient for speeds in excess of 70 mph. This is over 10 miles per hour above the posted and 85% speeds. It is also reasonable to assume that once development progresses along the Route 1 corridor, that speeds will reduce. However, a more in-depth sight distance analysis should be performed in the future for any proposed development access point along the corridor.

Route 1 Intersections

The major intersections within the study area include the intersections of Route 1 with the I-495 north ramps (in Plainville), Madison Street, Hawes Street, Thurston Street, Myrtle Street and East Street/Main Street (in Foxborough), which provides access to and from Route 140.

Under existing conditions, the intersection of Route 1 with Thurston Street is a signalized intersection. The remaining intersections within the study area are all unsignalized. At the signalized intersection with Thurston Street there are dedicated left-turn lanes in both the northbound and southbound

directions. The turn lanes operate as protected movements. Though unsignalized, the intersection with Madison Street also has dedicated left-turn lanes in both the northbound and southbound directions. At the intersections with Hawes Street and Myrtle Street there are no dedicated turn lanes, but left turns are still permitted.

Adjacent to Crocker Pond and the surrounding water areas there is a fairly extensive wetland buffer zone as well as some floodplain areas within the corridor. In addition, steep terrain limits construction or the feasibility of construction at an economic value along several of the parcels along the Route 1 corridor in Wrentham, particularly northeast of Thurston Street.

FIGURE 2: ROUTE 1 ENVIRONMENTAL CONSTRAINTS



Character of Route 1

Beyond what the corridor can carry today from a vehicular and transportation perspective, the corridor was assessed from an aesthetic and use point of view. It was found that generally beyond the assets such as Crocker Pond and forests, the remainder of the corridor has utilitarian edge barriers, excessive vehicular storage and large paved lots directly adjacent to the roadway that all detract from the aesthetic appeal. In addition, outdated billboards, large signs and utility poles crowd the corridors view shed.

Assets

The Route 1 area's key asset is the abundant natural resource areas that front the corridor. The topographic changes and road alignment, particularly in the northern portion of the corridor, offers a range of scenic views from marshlands, to ponds, to rocky outcrops and forests. These resource areas include: the Harold B. Clark Town Forest, Crocker and



Hawes Ponds, F. Gilbert Hills State Forest and the nearby Wrentham State Forest. In addition to being visual assets, with proper planning, these numerous resource areas have the potential to be attractors that support economic growth on Route 1.

In addition to natural assets, as the connector between Route 495 and Foxborough to the north, the Route 1 corridor has potential to be a southern gateway to Patriots' Place and Gillette Stadium. Similarly, the Route 1 corridor serves as the connection between the Patriots' Place regional node, and the Plainridge Park Casino to the south of Wrentham, and the Wrentham Village Premium Outlets on Route 495 to the west of the corridor.

Visual Clutter

As is found in similar corridors, Route 1 in Wrentham is marked by abandoned items and unplanned utilities that detract from the area's natural assets and hamper the potential visual appeal. The corridor is dotted with outdated signs, unused poles, equipment and small structures left behind by businesses that have long since closed. These portray a sense of abandonment, mar the visual landscape and detract from the viability of businesses that remain. Junkyards and scrap metal businesses with unscreened lots adjacent to the roadway, further contribute to the visual disarray along the Route 1 corridor.



Additionally, viewsheds are impeded by overhead wires and utility poles that run parallel to the roadway throughout most of the corridor. Not only do the prevalence of poles and wires detract from the scenic qualities of the corridor, but they add to visual distraction at key intersections where safety is a primary concern.

Lack of Cohesiveness

The Route 1 environment is characterized by a lack of cohesiveness, that is a result of the unplanned, incremental build-out that has occurred over time. Building set-backs vary greatly along Route 1, creating an inconsistent edge along the length of the roadway. The lack of visual cohesion has happened largely because of the varied dimensional regulations along the corridor, and the challenges setbacks have presented for small, irregularly shaped lots, particularly on the southern stretch of the corridor. In some areas, structures have been built close to the road edge, leaving little space for access or parking

due to lot shape, while in other areas buildings are set far back on the lot making businesses hard to identify from the roadway. In many areas along Route 1, parking directly abuts the road edge, with no visual or physical separation. This condition detracts from the visual character of the corridor and creates hazardous conditions where it is unclear to traffic on the road where to expect vehicles entering the roadway from parking areas.



While there are a few areas where newer construction has occurred that reflects better site planning and design efforts, the majority of buildings along the corridor are older utilitarian structures or residential buildings converted to commercial uses due to a need for cost effective investments on the corridor. This further contributes to a lack of visual cohesion as there are no clear design guidelines in place to encourage a particular building form or quality of construction.

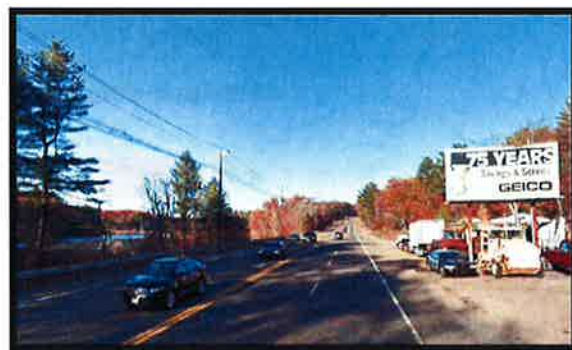
Streetscape and Visual Design

Uncoordinated and undefined edge conditions are found throughout the length of the corridor, compounding the lack of clarity of shoulder conditions. Where edges are defined, they often use utilitarian materials that convey the feeling of a temporary or expedient solution rather than a planned, cohesive design. Materials along the road edge include: concrete barriers with chain link fencing, guardrails, weathered wood fence, and concrete block walls and other materials. In some locations, new construction and redevelopment have begun to incorporate stone retaining walls and edge that begin to contribute positively to the image of the streetscape.



Signage

As is found on similar corridors, competing signage and billboards clutter the view corridor at points along Route 1. There are a number of outdated signs that should be removed to improve the visual character of the street and increase legibility of existing businesses and services along the route. While Route 1 is fortunate to have large stretches of natural resource areas abutting the roadway where billboards and signage are prohibited, there are a number of locations where removal of billboards on properties adjacent to these areas would greatly improve scenic vistas and enhance the corridor experience.





Given the long stretches of forest and wetland that adjoin the road, commercial areas often are unexpected or partly obscured from view of the road. Route 1 would benefit from the addition of corridor signage and development of visual gateways to help orient travelers.

Where buildings are set far back on the lot, business signage is hard to read amid the fast-moving traffic on the roadway. Property owners have made use of old (and potentially non-confirming) sign frames to aid with

visibility, while others have resorted to extreme signage strategies to get attention of motorists.

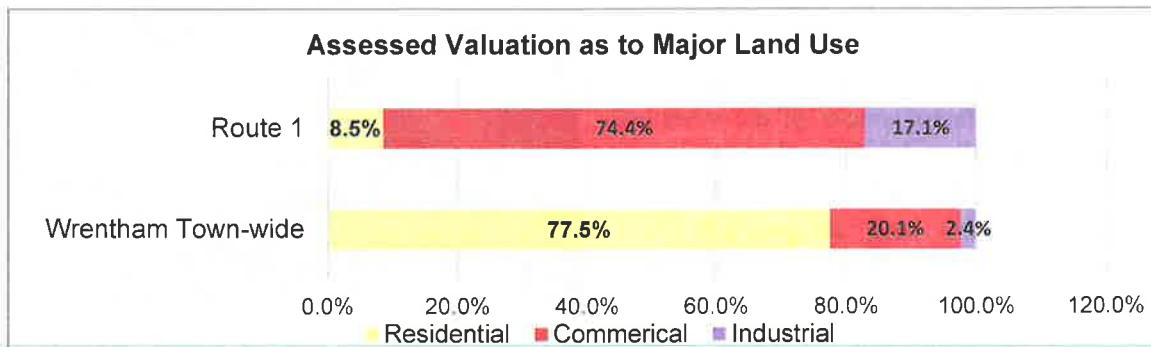
State of Development and Land Ownership

There are fifty-two parcels of land that directly abut the 2.4 miles of Route 1 stretching through Wrentham. There are only 33 property owners along Route 1, including the Town and the Commonwealth.

The fifty-two parcels in the study area encompasses 675.69 acres of land and water, which is 4.6% of the overall area of the Town. There are 27 buildings comprising 147,254 square feet of existing development in the area, including 9 residential units. The residences in the Route 1 study area are single-family homes, some of which are related to adjacent commercial uses. A windshield survey indicated that there were an estimated 21 businesses along Route 1.

Route 1 properties have an assessed valuation of \$20,763,910. This is about one percent of the total assessed valuation of the Town. Route 1 properties generated \$379,118 of real estate taxes for Wrentham in 2017, which is 1.1% of the overall residential, commercial and industrial real estate taxes in Wrentham. 91.5% of the real estate taxes generated in the Route 1 corridor stem from commercial and industrial uses, whereas only 8.5% of taxes from Route 1 parcels are attributable to residential. In contrast, 77.5% of the town's tax revenues are from residential properties. Figure 3 illustrates the comparison of residential, commercial and industrial assessed valuations in the Route 1 corridor compared to town-wide.

FIGURE 3: ASSESSED VALUATION AS TO MAJOR LAND USES



Source: 2017 data from Wrentham Assessor & MA Department of Revenue.

A more detailed look at the existing Route 1 land uses of the fifty-two parcels shows that twelve of the existing parcels are vacant, representing 23% of the parcels in the corridor. Town-wide only 3.1% of the parcels are classified as vacant. Six parcels along Route 1 are primarily residential, which is 11.5% of all parcels along Route 1. There are nineteen commercial parcels in the corridor, which is just over one-third of the parcels or 36.5%. There are six industrial parcels, which is 11.5% of the parcels in the Route 1 study area. There are 2 parcels currently used for agricultural-related purposes – cranberry bogs, and seven tax-exempt parcels owned by the Town and the Commonwealth used for water supply, conservation land and state forest lands (13.5% of the parcels).

TABLE 3: EXISTING LAND USE

Existing Land Use	Route 1 Corridor		Wrentham Town-Wide		Route 1 % of Town Parcels (A/B)
	# of Parcels (A)	Percent of Route 1	# of Parcels (B)	Percent of Town-Wide	
Residential	6	11.5%	3,709	83.8%	0.2%
Commercial	19	36.5%	136	3.1%	14.0%
Industrial	6	11.5%	66	1.5%	9.1%
Miscellaneous	0		20	0.5%	
Vacant Land	12	23.1%	389	8.8%	3.1%
Other	9	17.3%	105	2.4%	8.6%
Total	52		4,425		

Source: 2017 data from Wrentham Assessor & MA Department of Revenue.

Commercial and industrial parcels comprise only 4.6% of land parcels town-wide in Wrentham. However, along the Route 1 corridor, 48% of the parcels are commercial and industrial. These Route 1 commercial and industrial parcels comprise 12.4% of Wrentham’s commercial and industrial parcels town-wide and are viewed as an untapped opportunity for economic development by many.

The perceived under-utilization and tired uses of the many of the existing commercial uses, particularly the storage areas and salvage yards, underscores the desire for improvements along Route 1 voiced by many town residents and leaders. The development of Plainridge Casino on Route 1 immediately south of Wrentham and Route I-495 is recognized as a catalyst for change and potential opportunity for Wrentham.

The Route 1 corridor study included a public engagement outreach strategy consisting of two meetings open to the general public. These meetings were in addition to ongoing coordination with the town including two meetings with interested stakeholders. The first of the general public meetings and the initial coordination with the town and its stakeholders was geared towards obtaining information regarding elements within the town along the Route 1 corridor that are attractive and worth maintaining as well as identifying areas that were seen as needing repair or improvement. A third primary interest was the vision of those within the town identifying themselves what they would like to see along the corridor be it retail, restaurants, office, etc.



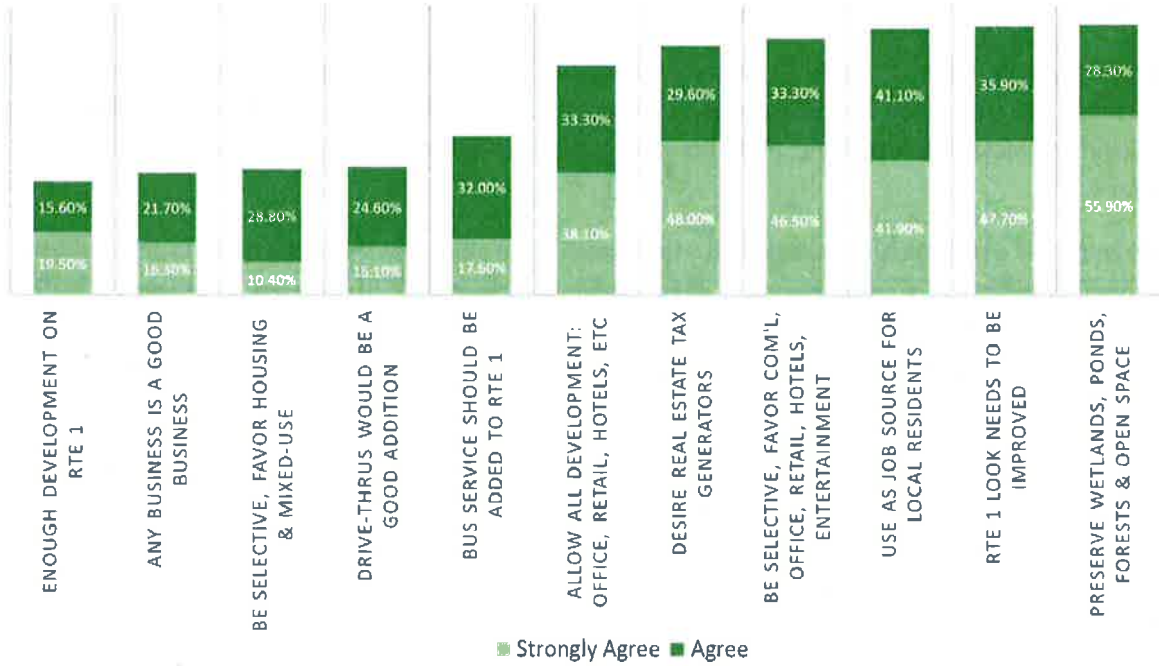
FIGURE 4: PUBLIC VISION FOR CORRIDOR

Vision for Change

- 1. Transportation Issues**
 - Divided Hwy; Jersey Barriers; Median
 - Complete Streets
 - Transit
- 2. Retail / Shopping / Grocery Store**
- 3. Restaurants / Café / Wine Bar**
- 4. Walking & Bicycling & Amenities**
- 5. Entertainment Uses**
- 6. Business/Economic Development**
- 7. Outdoor Recreation**

In addition to these three general input stations present at the first meeting, a survey was developed and completed by many individuals at the meeting. Following the meeting, the survey was posted online through the town's website and paper copies were maintained with the town for one month. The survey results identified demographics that were generally in line with the town's overall demographics, indicating a fair representation of the diversity of the town's population. The results of the survey showed expression of interest in preserving wetlands and forest areas and making Route 1 a source for jobs as well as a generator for real estate taxes, though a few individuals believed that there was already enough development on Route 1 in neighboring towns and that Wrentham itself did not need to further build out this corridor.

FIGURE 5: PUBLIC INPUT FOR THE FUTURE OF ROUTE 1



At the second public meeting information was presented formally with regard to the potential build-out with the existing zoning restraints. Following the presentation, open discussion solicited input and feedback with regard to the approach and the recommendations and there was general consensus that the proposed improvements and next steps were on point with the interests and desires of the town’s residents.

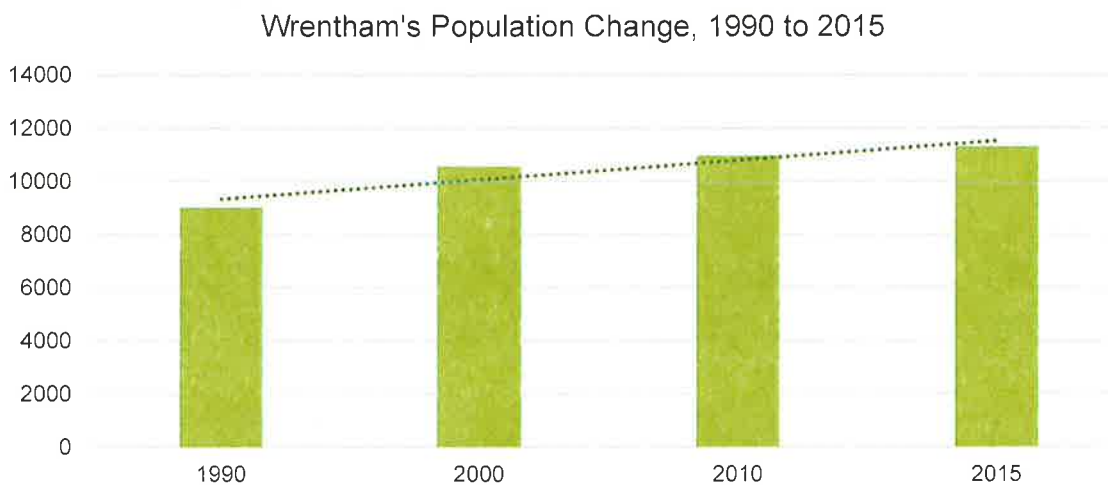
Demographic Overview

The Wrentham Route 1 corridor is wholly within the Town of Wrentham. To the north and east is Foxborough, and to the immediate south is Plainville. Other communities immediately adjacent to Wrentham include Bellingham, Franklin, and Norfolk in Massachusetts, and Cumberland, Rhode Island.

Wrentham is a residential suburban with a rural small-town character. Wrentham has 11,287 residents according to the US Census Bureau’s 2015 American Community Survey (ACS) 5-year estimates. There are 3,893 households in Wrentham. 36.1% of Wrentham households are family households with kids under 18 years of age. The median household income in Wrentham per 2015 ACS 5-year estimates is \$102,659.

Wrentham has been steadily growing over the past twenty-five years. The town’s population increased from 9,006 residents in 1990 to 11,287 residents in 2015, a 25.3% overall increase in population. The rate of growth in the past fifteen years has been less dramatic, with a 6.9% increase from 2000 to 2015. Wrentham’s population growth rate has been faster than the Commonwealth as a whole, which was 5.6% from 2000 to 2015.

FIGURE 6: WRENTHAM’S POPULATION CHANGE, 1990 TO 2015



Source: US Census, 2015 American Community Survey, 5-year estimates.

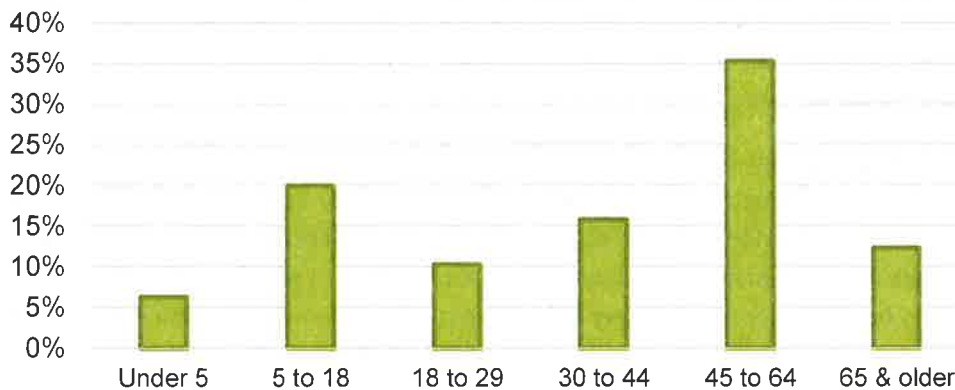
Wrentham is located in a portion of the state experiencing population growth. Wrentham and its immediately adjacent neighboring towns – Bellingham; Cumberland, RI; Foxborough, Franklin; Norfolk; and Plainville – grew 8.9% over the past fifteen years, 2000 to 2015. The 2015 population of these seven communities is 121,175, per ACS, five-year estimates. There are 47,623 households in Wrentham and the six surrounding communities, including 15,613 households with children (persons under eighteen years of age), 32.8% of all households.

The major age cohort in Wrentham is adults 45 to 64 years of age, which comprises over one-third of the Town's population, with 35.3% of all residents. Less than one in eight Wrentham residents is a senior citizen, persons 65 years of age and older per the 2015 ACS 5-year estimates. 12% of Wrentham residents are seniors, which is less than the statewide rate of 13.3%. The median age in Wrentham is 43.7 years, which is older than the statewide median of 39.3 years.

The proportion of males and females in Wrentham is relatively equal, with 50.5% of Wrentham residents being male, and 49.5% of residents being female.

Over one-quarter of Wrentham residents are under eighteen years of age. 6% are children who are less than 5 years of age. 20% are children and youth ranging from 5 years through 17 years of age. The smallest age cohort is young adults, age 18 to 29 – 10.3% of Wrentham residents. Wrentham age cohorts are depicted in Figure 7.

FIGURE 7: WRENTHAM AGE COHORTS AS A PERCENT OF THE TOWN'S POPULATION



Source: 2015 American Community Survey, 5-year estimates.

Wrentham residents regularly commute to work. 85% of Wrentham residents commute beyond Wrentham for employment. Fifteen percent, or 834 residents, work within the town-limits. The average commuting time per work trip for Wrentham residents is 34.3 minutes per work trip, over an hour every day.

The major travel mode for commuting to work is the car. 86.9% of Wrentham residents commute by car. 5.6% of Wrentham residents rely on public transit. Another 5.6% work at home, and do not commute. Another 1% of residents walk to work.

Although only fifteen percent of Wrentham residents work in Wrentham, there are 7,038 persons working in Wrentham amongst 510 business establishments¹. The leading employment sector in Wrentham is the retail sector, with 38.6% of all jobs in Wrentham, much of this is attributable to employment at the Wrentham Outlet and adjoining pad sites. The second leading employment sector is education with 18.8% of employees. The third leading employment sector amongst Wrentham

¹ The number of business establishments is based on the number of businesses with employees. Sole proprietorships with no employees are not included in this count. Data source is the MA Department of Labor & Work Force, ES202 reports for 2016 annual.

businesses is food and accommodations, which employs 796 persons, with 10.6% of local employment. These three sectors – retail, education and food & accommodations – account for 68% of all jobs in Wrentham.

Over one-third (34.7%) of the business establishments in Wrentham are retailers, accounting for 177 employers in 2016. Construction accounted for 11.0% of business establishments with 56 employers. The professional and technical sector had the third highest number of businesses in Wrentham with 50 establishments, 9.8% of all businesses. Health care and social services ranked fourth with 47 establishments, 9.2% of all business establishments in Wrentham.

Market Overview & Assessment

Local residential households create consumer demand for goods and services. Area businesses create demand for space and provide services and goods to local communities, regions and beyond. This market overview reviews asking commercial rents in the greater Wrentham area as a measure of demand. Anticipated rental revenues help determine whether or not new construction can easily be supported or existing buildings can be rehabbed for new uses. The market overview also examines consumer demand for retail services.

Route 1 in Wrentham is strategically located on Route 1, the former Boston-Providence turnpike, within easy driving distance of New England's three largest cities – Boston, Providence and Worcester. Wrentham is 22.3 miles from Providence, a half-hour drive of Route 1. Boston is only 31.2 miles away, a forty to sixty-minute drive depending upon time of day. Commuters to and from Wrentham in the next couple years may be able to access commuter rail services to downtown Boston from just off Route 1 in Foxborough. Worcester is 42 miles away a 45-minute drive via Route I-495 and the MassPike.

Wrentham is located in the Boston South Suburban/South Route 495 real estate marketplace. Downtown Providence and pricing of commercial real estate can influence the Wrentham commercial space market for some users, given Providence's close proximity.

Industrial

Overall, the industrial market in Massachusetts is currently very strong. The rise of e-commerce and just-in-time inventory management combined with the expectation for same-day and next-day delivery is fueling the industrial sector, particularly warehouse, logistics and distribution facilities. Wrentham has a propitious location at I-495 with a full-four-leaf clover interchange near three large urban markets. The junction of I-495 with I-95 is only three miles to the east of Route 1 and I-495. Industrial space, including flex-space is now being constructed in the Boston suburban market place on a speculative basis. Before the last two years, new industrial space was a build-to-suit product with a tenant commitment.

A review of major commercial brokers as to industrial space in the I-495 South Suburban market, asking rents range from \$5.90 to 6.10 per square foot. Vacancy rates range from nine to ten percent. Asking rents for flex-space, which is more finished and typically incorporates some office with open industrial space, are higher ranging from \$7.90 to \$8.15 per square foot. Vacancy rates for flex-space range from ten to twelve percent. In the Rhode Island market place, industrial space rents are lower

ranging from \$4.50 to \$6.50 per square foot. However, there is little vacancy. There are larger empty mill buildings in nearby Pawtucket that are being slated for redevelopment.

Hospitality

The greater Boston area and Massachusetts are a tourist destination for business and leisure travelers. Massport reports a steady increase in air travel. In 2016, there were 36.2 million passengers, including 6.6 million international visitors. The peak season for travel is the summer and fall in eastern Massachusetts. Historically, Wrentham was a destination for recreation and summer respites with Lake Pearl.

Today, Route 1 and Wrentham are located near many visitor attractions. The Wrentham Village Premium outlets is 3.7 miles away, which attracts outlet shoppers from nearby communities, as well as Boston and internationally. Shopping is one of the three top leisure activities according to the Greater Boston Visitor & Convention Bureau. Gillette Stadium, immediately to the north of Wrentham, along Route 1 is only 2.5 miles away. Gillette Stadium, in addition to being the home of the New England Patriots hosting ten football games annually and the New England Revolution which play a 34-game season, the stadium hosts U-Mass football, concerts and other sporting events, such as the upcoming 2018 semi-finals, final and championship games for lacrosse.

Bass Pro is a destination sporting goods retailer located immediately north of Wrentham at Patriot Place. Bass Pro attracts over 1.2 million visitors annually, based on their national average visitation per store. Bass Pro offers an “experience” retail environment featuring wildlife displays and aquariums, in addition to selling sporting and marine goods. The next closest Bass Pro to the Route 1 location is 85 miles away.

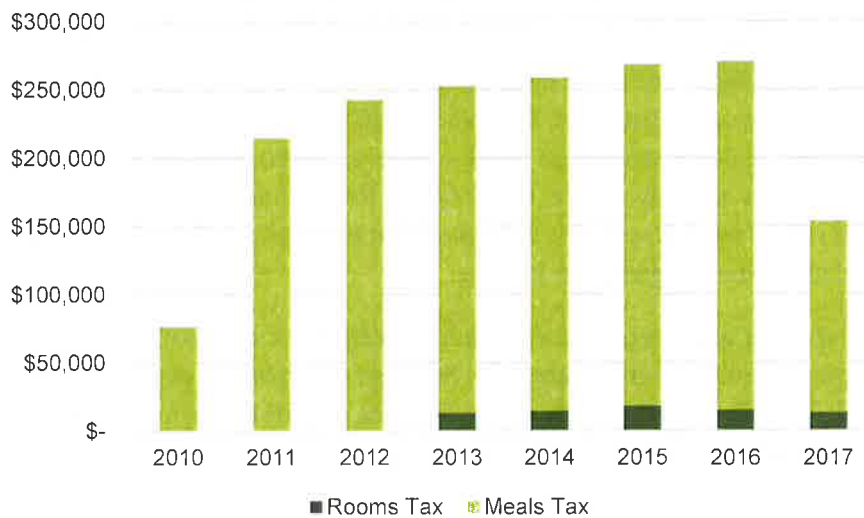
Plainridge Park Casino, which opened in 2015, is immediately south of Wrentham on Route 1 at I-495 in Plainville. Plainridge Park Casino is the first legalized gambling operation in Massachusetts. As of January 1, 2018, no other gaming establishments have commenced operations in the Commonwealth, although there are nearby casinos at Twin River in Lincoln, RI plus Foxwoods and Mohegan Sun in eastern Connecticut. Researchers from the UMass Donahue Institute and the Social & Economic Impacts of Gambling in Massachusetts (SEIGM) team reported that in its first full year of operations, patrons at Plainridge Park Casino expended \$172.5 million. Most of these expenditures were at Plainridge itself, including gambling and non-gaming expenses. SEIGM estimated that this included \$4 million of off-site expenditures. In a survey of Plainridge patrons, SEIGM found that most patrons did not make off-site expenditures. However, patrons who spent money off site, typically purchased food, beverages and retail goods.

Other nearby visitor attractions to Route 1, Wrentham, include the Xfinity Center in Norton, approximately 7.8 miles away, which hosted 24 concerts in 2017, plus special events. Capron Zoo is less than ten miles away in Attleboro with over one-hundred different animals representing 43 different species. LaSalette Shrine, just 10.5 miles away in Attleboro, attracts religious visitors as a national shrine, as well as visitors from throughout the region during its annual Christmas light display featuring 800,000 lights.

Hiking and mountain biking recreational opportunities are available along Route 1 in Wrentham at Foxborough State Forest and Wrentham State Forest.

Today, in Wrentham the commercial hospitality sector includes one motel, one guest house, and twenty-three establishments in the food sector. Wrentham generates some meals and rooms taxes from these establishments, which has been growing. The Town adopted the rooms tax in 2013. In 2016, the last full-year of reporting, Wrentham received \$255,714 in meals taxes and \$15,207 in rooms taxes, for a total of \$270,921.

FIGURE 8: WRENTHAM'S LOCAL HOSPITALITY TAX REVENUES



Source: Massachusetts Department of Revenue.

The outlook for hospitality, namely hotel and motel rooms, is good. However, occupancy rates are slightly down due to new hotel rooms coming onto the market. In Foxborough, a new 120-room Hampton Inn is slated to open in first half of 2018. Two hotels with 228 rooms total are projected to open in 2018 in Walpole, as well. The overall Boston market is strong, with an average daily room rate of \$267 and a revenue per available room (RevPAR) rate of \$213. Hotels and motels are typically located near demand drivers. Office parks can be a source of drawing business travelers. Visitor attractions and destinations are a key for leisure travelers. The Pinnacle Group reports to the Greater Boston Convention & Visitors Bureau that the biggest concern for suburban hoteliers is the increase in the number of hotel rooms followed by Airbnb.

Office

At present, the office market in Wrentham is fairly limited and focused on small users, typically professional services. However, commercial office space is a potential allowed use along Route 1. Wrentham is located in the South Suburban/South I-495 office market. There is approximately 3 million square feet of Class A office space in the south suburban/south I-495 market place. Asking rents range from \$19.00 to \$22.25 per square foot. There is approximately 6.5% of available office space in the south I-495 market. However, there is a higher vacancy rate, attributable to sub-leasing that hovers in the low 20% range.

The Class B office market is smaller totaling approximately 1.1 million square feet in the south suburban/South I-495 market place. Asking rents for Class B are typically \$19 per square foot. The vacancy rate for Class B space is in the 22% to 23% range.

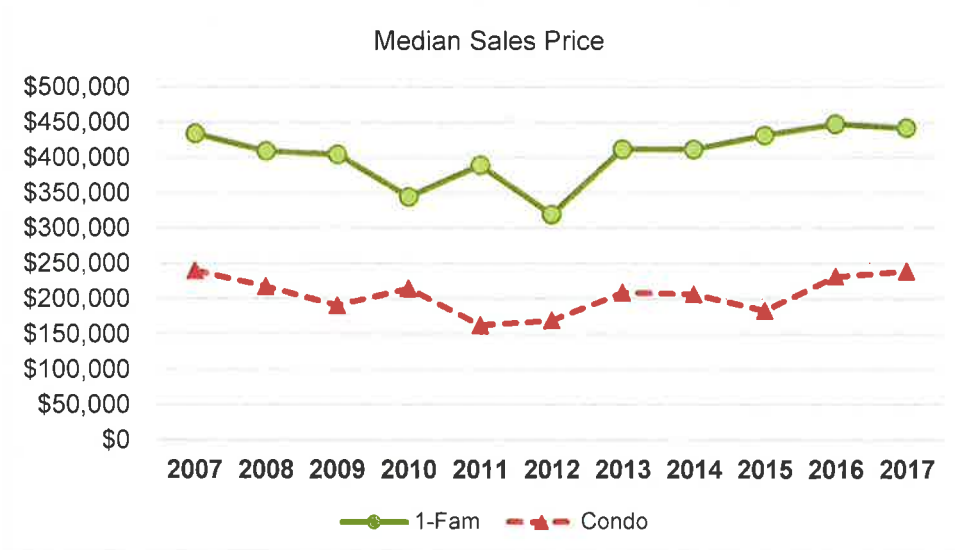
Residential

There has been a call for increased housing production throughout eastern Massachusetts by the Governor. Wrentham has had robust residential real estate sales. Single-family homes dominate the Wrentham residential market. The median price for a single-family home in the first half of 2017 according to the Warren Group was \$442,800. The median sale for a residential condominium in Wrentham for the same period was \$239,500.

The residential home ownership market in Wrentham has largely recovered from the Great Recession. The number of sales of residential single-family homes numbered 146 sales in 2016, and sales during the first half of 2017 were at a pace to meet or exceed the prior year. The number of single family residential sales in 2016 exceeded the peak before the Great Recession. The number of residential condominium sales are close to meeting pre-recession peak. Median sale values of single-family homes and condominiums are fairly close to pre-recession medians or higher.

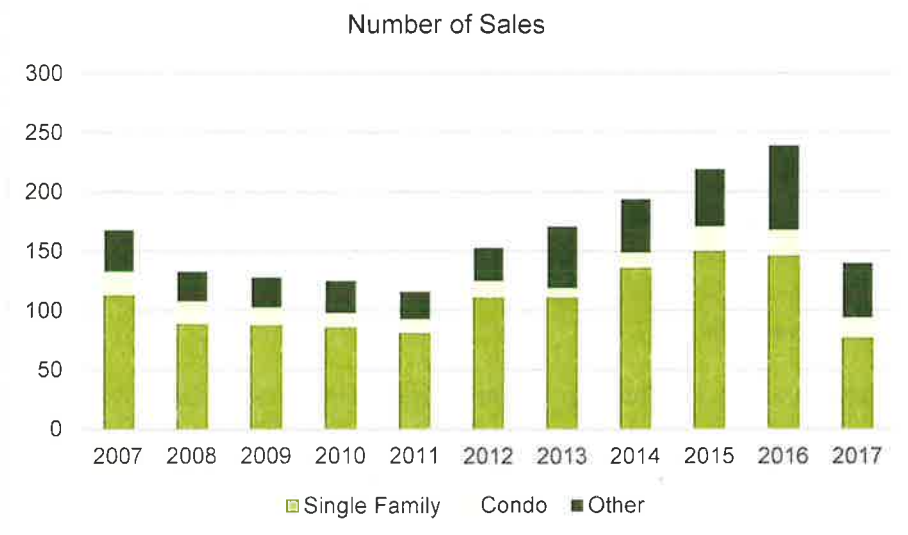
Wrentham has a very high home ownership rate. 84.8% of homes in Wrentham are owner-occupied, and only 17.9% of homes are renter-occupied. This is significantly higher than the Norfolk County homeownership rate of 68.8%. There is a demand for rental housing. Wrentham is working to meet its 40B affordable housing obligations. The HUD-approved fair market rental rate for a two-bedroom affordable rental unit in Wrentham is based on the Boston-Cambridge MSA rate, which is \$1,741 in 2017.

FIGURE 9: MEDIAN SALES PRICES IN WRENTHAM, 2007-2017



Source: The Warren Group.

FIGURE 10: NUMBER OF RESIDENTIAL REAL ESTATE SALES



Source: The Warren Group.

The Retail Market

The assessment for the retail market examined area rental rates for retail space and consumer demand for retail.

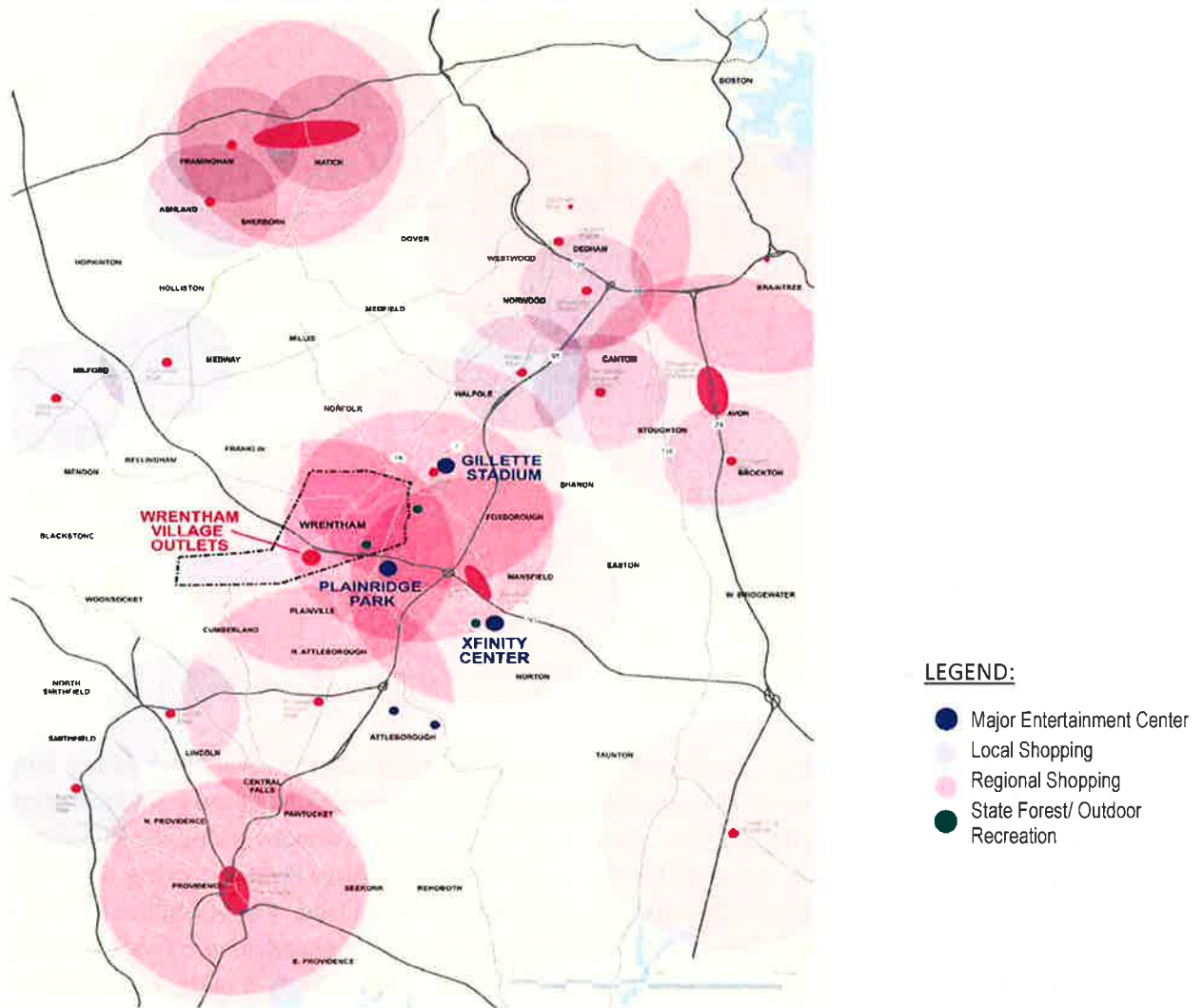
The Route 128 South market for retail has a low vacancy rate of 3%. Area brokers see the market absorbing existing vacant spaces in retail shopping centers and districts. The retail market in eastern Massachusetts is more robust than other parts of New England and the US, where retail vacancies are increasing due to the large number of retail business closing in the last twenty-four months on a regional and national-level. The average asking retail rents are \$18.00 to \$19.00 per square foot.

Retail centers are being repositioned into mixed-use centers with office or housing. This has been necessary to attract investors. The nearby presence of housing and/or office builds-in a ready-made market for adjacent retailers.

The trend in retail is towards smaller retail stores with less inventory. Retail stores are becoming showrooms and pick-up/return locations for online customers. Successful retailers are developing experiences and focusing on customer service and convenience. On a national level, drive-thru and fast food sales are down nationally.

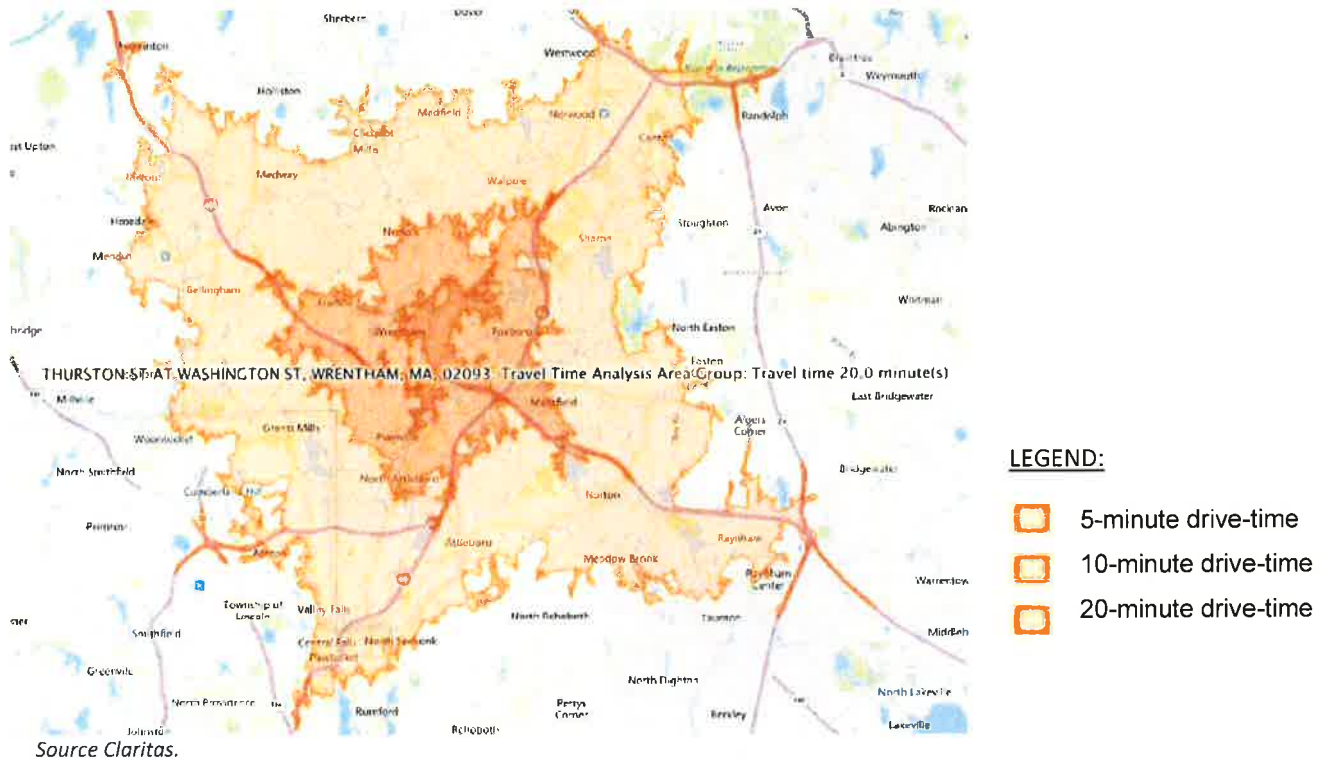
As noted earlier, Wrentham is home to 177 retail establishments, most of which are located at the Wrentham Village Premium Outlets area. A map of Wrentham and regional retail competition, along with major entertainment and outdoor recreation opportunities can be found in Figure 11.

FIGURE 11: WRENTHAM & REGIONAL COMPETITION



Consumer demand is a key factor in locating retail stores. Retailers locate where customers are located – whether its near where customers live, work or travel as a tourist. The major demand factor for retail in Wrentham is the residential customer base. To better understand the residential customer base, a review of the potential purchasing power and retail supply within a five-minute drive time of Route 1, Wrentham as measured by the corner of Washington Street and Thurston Street was examined. A five-minute and 10-minute drive time were identified as the likely maximum travel time for regular customers who might shop at a prospective business along Route 1, based on the need for convenience retail. These drive time areas are mapped in Figure 12.

FIGURE 12: ROUTE 1, WRENTHAM RETAIL TRADE AREAS



The demand for retail goods as measured by residential households located within the 5-minute drive time from Route 1, Wrentham is \$84.2 million annually. Retail sales within this same 5-minute drive-time geography number \$129.2 million. Sales (the supply) exceeds demand within the five-minute drive time area. This is likely due to the location of the Wrentham Village Premium outlets, downtown Wrentham, and Patriots Place all within five minutes of Route 1, Wrentham. The \$45 million of surplus retail sales indicates that the existing retail businesses within the five-minute drive time are attracting customers from a wider geographic area to come and shop. This is likely a positive indicator for Wrentham since it speaks, in part, to the strength and vitality of the Wrentham Village Premium Outlets.

Extending the trade area to a 10-minute drive time, the demand for retail goods measured by residential households in the 10-minute drive time for Route 1, Wrentham is almost \$1.4 million annually. Existing retail sales (the supply) within the ten-minute drive time area is over \$1.7 million annual. Retail sales again exceed demand by over \$300 million annually within the ten-minute drive time trade area.

Although there is expressed desires by Wrentham residents for more retail, particularly a grocery store, the initial assessment of retail demand and extensive supply of nearby retailers, makes significant additional retail along Route 1 unlikely.

Wrentham residents expressed an interest in a grocery store in Wrentham. Although there are no large-format grocery stores located within the town boundaries of Wrentham, there are numerous grocery stores just beyond Wrentham's borders that serve local residents. The proximity of existing stores makes it unlikely that there is sufficient unmet demand to justify another large format grocery store.

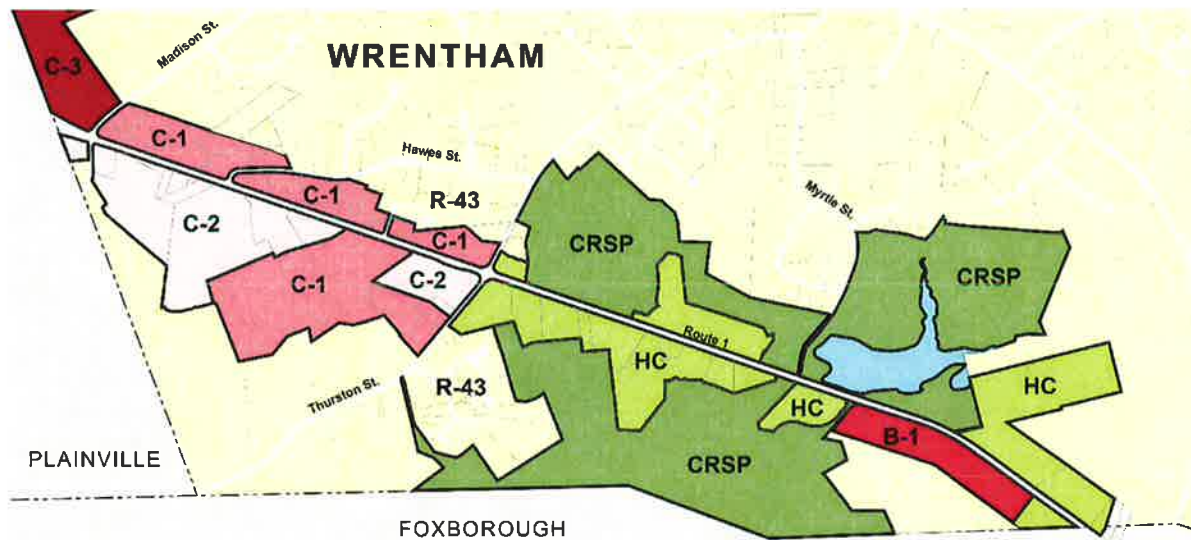
TABLE 4: ROUTE 1 RETAIL DEMAND

Route 1 Retail Demand	Trade Area Distance from Route 1	2017 Demand (Consumer Expenditures)	2017 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	5 Minute Drive- Time	\$84,230,770	\$129,240,029	(\$45,009,259)
	10 Minute Drive- Time	\$1,398,185,781	\$1,722,217,620	(\$324,031,839)

Source: Claritas.

The land contiguous to Route 1 in Wrentham is in seven different zoning districts as defined by the Wrentham Zoning By-laws. Zoning defines allowable uses as to various districts, parking and dimensional requirements as well as the permitting process for each district. The applicable zoning districts include five commercial zones Business – B-1, Commercial – C-1, C-2, C-3, and Highway Commercial – HC; one residential zone, R-43, and a civic/open space zone, named CRSP for Conservation, Recreation, Schools and Parks. In the C-2 commercial zone, an owner/developer can propose a Planned Industrial/Office Park in accordance with the Zoning Bylaws.

FIGURE 13: ROUTE 1 ZONING DISTRICTS



Uses

Residential uses are only allowed in residential zones in Wrentham, with additional proviso that a senior living community could be developed in a C-3 with a special permit. Only single-family homes are permitted by-right. The R-43 zone has a minimum lot size of one acre. Some parcels in the Route 1 corridor have a portion of the parcel zoned R-43. Agricultural uses are allowed in residential zones and CRSP. Roof-mounted solar facilities are allowed in nearly all zones. Manufacturing and warehousing/distribution facilities are only allowed in C-1 and C-2 zones. A fairly wide range of commercial uses are allowed in Wrentham’s commercial zones.

By-Right Uses

Communities seeking to encourage economic development often identify commercial uses that can be developed “by-right” in accordance with the zoning bylaws. This enables an owner or developer to secure permits in accordance with the specific use, parking and dimensional regulations without a public hearing. By-right development applications are typically reviewed by staff for compliance with the Town’s regulations. In Wrentham, there are only two uses in commercial districts, which are by-right. Roof-mounted solar facilities and family day care centers. The latter is required by Massachusetts case law to be a by-right zoning use. In most cases, Wrentham requires a special permit

and hearing before the Planning Board for all commercial-related development. Owners and developers typically perceive special permits and hearings as costly and time-consuming. See Table 5 for allowed by-right uses in Wrentham and along Route 1.

TABLE 5: USES ALLOWED BY-RIGHT USES IN WRENTHAM

As-of-Right Use	R-43	CRSP	B-1	C-1	C-2	C-3	HC
Single Family Homes	X						
Agriculture	X	X					
Family Day Care	X	X	X	X	X	X	
Cemetery	X	X					
Conservation, Open Space, Parks		X					
Roof-Mounted Solar	X	X	X	X	X	X	
Ground-Mounted Solar					X		

Source: Wrentham Zoning Bylaws.

Dimensional Requirements

Dimensional requirements in zoning help define the form, design and scale of a building or development. Dimensional requirements govern building height, setbacks from the street, side and rear lot lines, frontage requirements. Dimensional requirements often define lot coverage. Many dimensional requirements are rooted not just in place-making, design and community character values, but in public health and safety. Setbacks are often used to assure sight-lines for vehicles turning in and out of driveways and at street intersections. Building height requirements in some communities are correlated with available fire fighting equipment. Lot coverage requirements at times are related to the ratio of permeable and impermeable ground cover, so as to enable more natural systems response to storm water and aquifer recharge.

Dimensional requirements need to be balanced with a community’s desired vision for development and the physical and geographic character and constraints of an area. Table 6 highlights the dimension regulations in Wrentham’s Zoning Bylaws as they pertain to Route 1 zoning districts.

A comparison of Wrentham’s dimensional requirements for zoning districts along Route 1, with Route 1 zones in Plainville and Foxborough highlight that Wrentham’s dimensional requirements, particularly its lot coverage requirements is stricter than its neighbors.

TABLE 6: ZONING DIMENSIONAL REQUIREMENTS ALONG ROUTE ONE

Zone	Minimum Lot Size	Frontage	Lot Coverage	Set-Backs	Building Height
Highway Com'l	80,000	200 ft	75%	50-30-20	4 stories; 40 ft
Com'l – 1	80,000	200 ft	50%	75-40-40	2.5 stories; 35 ft
Com'l – 2	80,000	200 ft	50%	100-50-50	4 stories (st); 60 ft
Com'l - 3	80,000	200 ft	75%	50-25-10 50-25-25	3 stories; 35 ft If 600' from resl: 4 st; 60 ft
B-1	10,000	200 ft	50%	Per Approval	2.5 stories; 35 ft
CRSP	25,000	150 ft	25%	40-25-40	2.5 stories; 35 ft
R-43	43,560	150 ft	25%	40-25-25	2.5 stories; 35 ft

Source: Wrentham Zoning Bylaws.

TABLE 7: DIMENSIONAL REGULATIONS IN FOXBOROUGH OF ADJACENT ZONING DISTRICTS TO ROUTE 1 CORRIDOR IN WRENTHAM

DISTRICT	Minimum Lot Dimensions		Minimum Yard Dimensions			Maximum Height of Building*		Lot Coverage‡
	AREA (SF)	Continuous Frontage (feet)	Front (feet)	Side (feet)	Rear (feet)	Stories	Feet	Percent
North of Wrentham on Route 1								
Highway Business		100'	50	25	50	3.0	40'	70%
S-1, Special Use	80,000	300'	75	75	50	3.0	40'	70%

Source: Foxborough Zoning Bylaws.

TABLE 8: DIMENSIONAL REGULATIONS IN PLAINVILLE OF ADJACENT ZONING DISTRICTS TO ROUTE 1 CORRIDOR IN WRENTHAM.

DISTRICT	Minimum Lot Dimensions		Minimum Yard Dimensions			Maximum Height of Building*		Lot Coverage‡
	AREA (SF)	Continuous Frontage (feet)	Front (feet)	Side (feet)	Rear (feet)	Stories	Feet	Percent
<i>North of I-495 in Plainville</i>								
Shopping Center Commercial District – CA	30,000	225	75	15	20	2		80%
Industrial District – CD	30,000	200	30	20	30	2		80%
Special Industrial District– IA	100,000	200	30	20	30	2		80%
<i>South of I-495 in Plainville</i>								
General Commercial – CB	20,000	125	20	15	20	2		80%
Roadside Commercial District– CC		140	20	15	20	2		80%
Commercial Interchange – CI								

Source: Plainville Zoning Bylaws.

‡ Lot Coverage is based on a 20% open space requirement, which establishes a de facto 80% lot coverage requirement in Plainville. The open space is required in the front yard.

Dimensional Requirements Analysis

As part of the review of potential area along Route 1 that could be redeveloped, the effect of Wrentham’s dimensional requirements in its zoning bylaws were analyzed. The role of setbacks, minimum frontage requirements and lot coverage standards were examined and are discussed next. Following the discussion of each of these three dimensional requirements an analysis applying the dimensional requirements in various zones to a sample parcel is reviewed.

Setbacks

The purpose of setbacks is several-fold. Front setbacks are used to create a distance between buildings and traffic along the roadway. Front setbacks are also used establish sight lines for driveways exiting parcels. Setbacks can provide emergency vehicles, such as fire trucks, needed access and “work space” in emergencies. Set backs provide space for landscaping and permeable areas. Setbacks help minimize shadows from nearby buildings and help minimize signage over rights-of-way. Setbacks can contribute to privacy and buffers amongst adjacent uses. Setbacks also provide view corridors. A uniform setback can contribute to “urban design” and overall aesthetics of an area.

Setbacks are smallest in the CRSP and R-43 districts with a front setback of forty feet, side setbacks of 25 feet. In the R-43 district, the rear setback requirement is 25 feet. However, in the CRSP zone, the

required rear setback is forty feet. The C-3 commercial zone has the smallest setbacks of all the commercial zones. The front setback for C-3 zone is 50 feet, with the rear and side setbacks specified as 25 feet. The Highway Commercial, HC zone has a front setback of 75 feet, side setback of 30 feet, and a rear setback of 20 feet.

The C-1 and C-2 zones have larger set back requirements. The front setback requirement for C-1 is 75 feet, with a forty linear feet side and rear setback requirements. Development in the C-2 zone is required to have a 100 linear feet (LF) front set back, a 50 LF side setback, and a 50 LF rear setback. An owner can seek relief from the Planning Board and reduce the setback requirement through the special permit process to a 50 LF front setback, 25 LF side setbacks, and 10 LF rear setback.

Figure 14 shows lots lines and existing parcels in Wrentham’s Route 1/Washington Street corridor. Figure 15 illustrates the same area with the required zoning setbacks depicted in red. In some cases, the required setbacks consume the entire land area of smaller existing parcels.

Frontage Requirements

In addition to setbacks, the Wrentham zoning bylaws specifies minimum frontage requirements. The purpose of frontage requirements is to provide adequate access to properties, and to avoid the creation of lots that become de facto “streets.” Frontage requirements can also be a tool for aesthetics and good urban design. On Route 1, the frontage requirements vary from the smallest frontage requirement of forty feet as specified in the CRSP zone to one-hundred feet, which is the largest frontage requirement as specified in the C-2 zone. The Highway Commercial, HC and C-3 commercial zones require fifty-foot minimum frontage. The C-1 zone requires a 75-foot minimum frontage. And an owner could possibly reduce the minimum frontage in the C-2 zone from 100 feet to 50 feet with a special permit, if the Planning Board concurs.

FIGURE 14: ROUTE 1, WRENTHAM EXISTING PARCELS

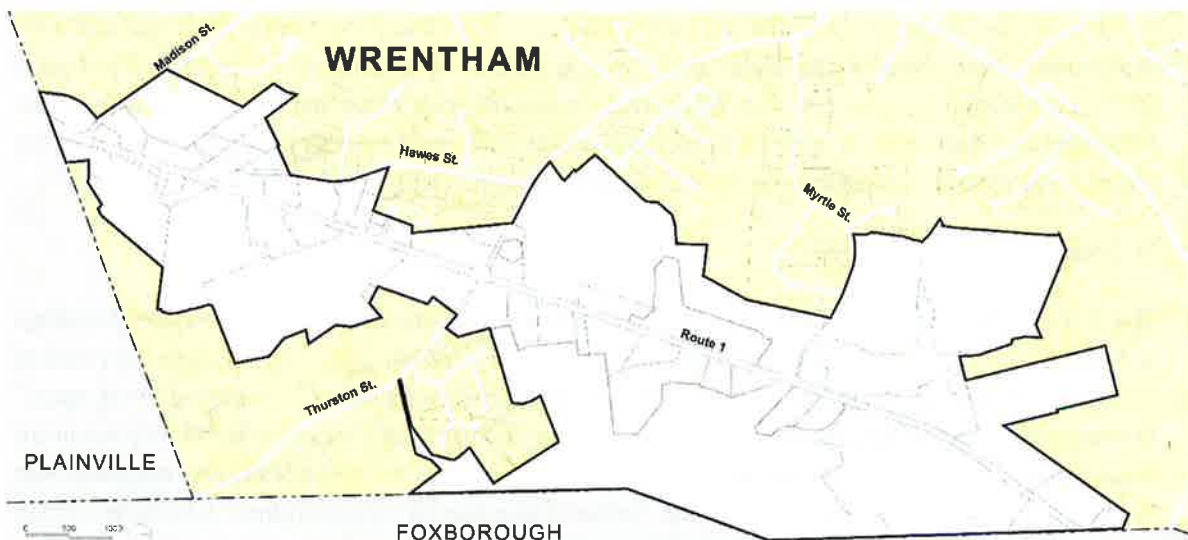
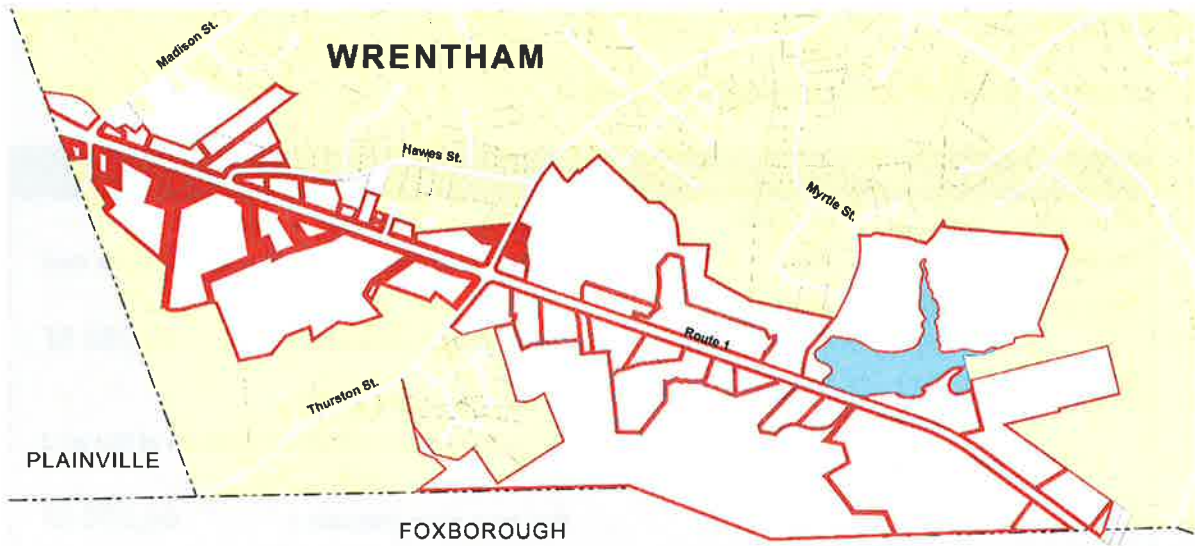


FIGURE 15: SETBACKS PER EXISTING ZONING REGULATIONS



Lot Coverage

Another type of zoning dimensional requirements is the lot coverage ratio. The reason some communities establish lot coverage requirements in their zoning bylaws is to provide for permeability, which enables aquifer recharge and better storm water management practices. Lot coverage requirements are also used to avoid over-sized buildings and ensure properties have access to sunlight. Lot coverage requirements help minimize buildings overshadowing adjacent properties. Lot coverage requirements also contribute to a common scale of development.

Along Route 1, Wrentham has specified the maximum lot coverage by a building and parking in the CRSP and R-43 zones is 25%. For the C-1 and C-2 commercial zones, the maximum lot coverage is 50%. The C-3 commercial zone and the Highway Commercial HC zone have a maximum lot coverage requirement of 75% for both building and paved areas.

The lot coverage area standards in other nearby municipalities along Route 1 varies. The definition of lot coverage also varies. In some communities, lot coverage refers only to the building, and not the paved parking area. In Foxborough, the lot coverage standard is 70%. In Plainville, the lot coverage standard is 80%. In Norwood, the lot coverage standard ranges from 50% to 80%. In Attleboro, the lot coverage standard is 50% with a 30-foot front setback, and in North Attleborough, the lot coverage standard is 60% to 75%, depending upon the specific zone.

Applying Dimensional Requirements to Prototypical Parcel

The minimum lot size for C-1, C-2, C-3 and Highway Commercial, HC zones is 80,000 SF. A perfectly square lot is the most efficient lot size. To approximate the minimum lot size, a 280 linear feet (LF) by 286 LF example has been used, which is an 80,090 SF parcel. A second proto-typical parcel sized 200 LF by 400 LF for an 80,000 SF was also analyzed, with the 200 LF dimension being the frontage area.

The minimum lot size, minimum frontage requirement, maximum lot coverage, and front, side, and rear setback dimensional requirements were applied to the two sample parcels. The results are detailed

as to the scenarios for the Highway Commercial Zone, C-1, C-2 with and without a special permit and the CRSP zones.

Impact of Existing Dimensional Requirements

The Highway Commercial Zone		
Minimum Lot Size:	80,000 SF	<u>Perfect Square:</u> 280' x 286' = 80,652 SF
Minimum Frontage:	200 LF	Setbacks require: 32,560 SF – 40.4% of the land area
Maximum Lot Coverage:	75% = 60,000 SF	Net Area after setbacks = 48,092 SF
Setbacks:	50-30-20	<u>200' x 400' Parcel, 80,000 SF</u>
Front Setback:	50 LF	Setbacks require: 33,800 SF – 42.3% of the land area
Side Setback:	30 LF	
Rear Setback:	20 LF	Net Area after setbacks = 46,200 SF

The C-1 Commercial Zone		
Minimum Lot Size:	80,000 SF	<u>Perfect Square:</u> 280' x 286' = 80,652 SF
Minimum Frontage:	200 LF	Setbacks require: 45,880 SF – 56.9% of the land area
Maximum Lot Coverage:	50% = 40,000 SF	Net Area after setbacks = 34,772 SF
Setbacks:	75-40-40	<u>200' x 400' Parcel, 80,000 SF</u>
Front Setback:	75 LF	Setbacks require: 45,800 SF – 57.3% of the land area
Side Setback:	40 LF	
Rear Setback:	40 LF	Net Area after setbacks = 34,200 SF

The C-2 Commercial Zone		
Minimum Lot Size:	80,000 SF	<u>Perfect Square:</u> 280' x 286' = 80,652 SF
Minimum Frontage:	200 LF	Setbacks require: 55,600 SF – 68.9% of the land area
Maximum Lot Coverage:	50% = 40,000 SF	Net Area after setbacks = 25,052 SF
Setbacks:	100-50-50	<u>200' x 400' Parcel, 80,000 SF</u>
Front Setback:	100 LF	Setbacks require: 55,000 SF – 68.8% of the land area
Side Setback:	50 LF	
Rear Setback:	50 LF	Net Area after setbacks = 25,000 SF
<i>Special Permit can reduce setbacks.</i>		

The C-2 Commercial Zone with a Special Permit on Route 1

Minimum Lot Size:	80,000 SF	Perfect Square: 280' x 286' = 80,652 SF
Minimum Frontage:	200 LF	Setbacks require: 30,100 SF – 37.3% of the land area
Maximum Lot Coverage:	50% = 40,000 SF	Net Area after Setbacks & Lot Coverage = 40,000 SF
Setbacks:	50-25-10	
Front Setback:	50 LF	200' x 400' Parcel, 80,000 SF
Side Setback:	25 LF	Setbacks require: 29,000 SF – 36.2% of the land area
Rear Setback:	10 LF	Net Area after setbacks = 40,000 SF

Special Permit can reduce setbacks.

The Conservation Recreation, Schools & Parks – CRSP – Zone

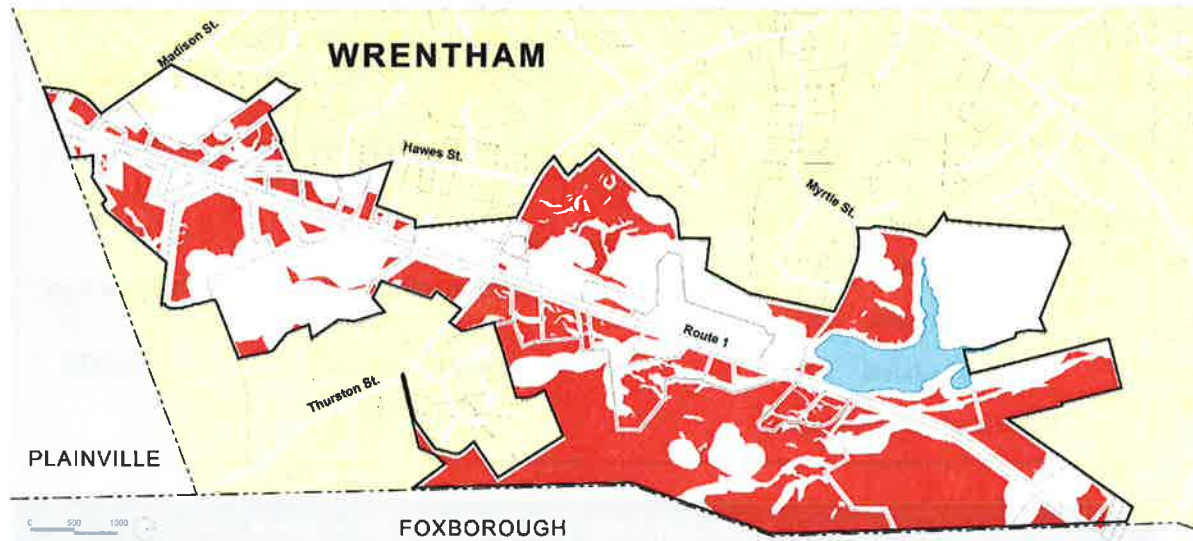
Minimum Lot Size:	43,560 SF	Perfect Square: 280' x 286' = 80,652 SF
Minimum Frontage:	150 LF	Setbacks require: 25,800 SF – 32% of the land area
Maximum Lot Coverage:	25% = 40,000 SF	Net Area after setbacks = 54,852 SF
Setbacks:	40-25-40	
Front Setback:	40 LF	200' x 400' Parcel, 80,000 SF
Side Setback:	25 LF	Setbacks require: 27,500 SF – 34.4% of the land area
Rear Setback:	40 LF	Net Area after setbacks = 52,500 SF

Special Permit can reduce setbacks.

The sample scenario lot sizes to assess the impact of Wrentham’s zoning dimensional requirements are optimally sized to minimize the impact of setbacks. Most lots along Route 1 are irregularly sized, and the actual impact of the setback requirements is greater.

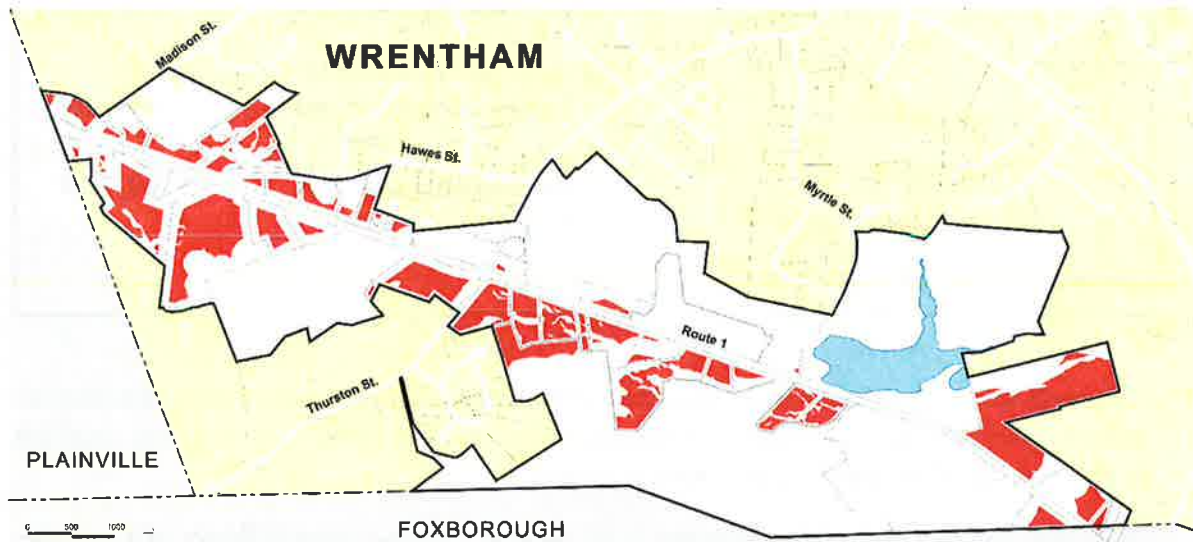
The overall land area in the Route 1 corridor is 675.69 acres. The maximum buildable land area after accounting for setbacks is 501.04 acres, exclusive of other parameters. Since much of the land in the study area entails wetlands and steep slopes, these protected and/or unbuildable areas must be subtracted from the available area for development, leaving a potential 272.1 acres. Lot coverage requirements further reduce the potential developable area to 249.21 acres, which is only 36.9% of the overall size of the parcels. Some parcels due to the dimensional requirements of zoning are unbuildable, even when the lot is dry and level. Figure 16 illustrates the buildable area per zoning regulations, and Figure 17 depicts the actual buildable area less public and unusable lands (wetlands and steep slopes).

FIGURE 16: "BUILDABLE AREAS" AFTER APPLICATION OF ZONING'S DIMENSIONAL REGULATIONS



Areas in red highlight the area considered buildable, prior to consideration of wetlands and steep slopes.

FIGURE 17: BUILDABLE AREAS – LESS PUBLIC AND PHYSICALLY-CONSTRAINED LANDS



POTENTIAL BUILD-OUT

Uses

As part of the build-out analysis, nine different land uses were reviewed and projected as to the maximum build-out under Wrentham’s existing zoning bylaws. Areas that were identified as wetlands or steep slopes were precluded from the build-out analysis. Existing zoning bylaws restrictions were applied. However, financial and buildable feasibility was not undertaken as to each parcel. The maximum build-out as to each of several commercial uses was calculated as to each parcel to get the maximum build-out with a singular use, which is displayed in Table 9.

The maximum build-out as to a specific use ranges from a low of a half-million square feet for an all restaurant use to a high of 2.4 million square feet with manufacturing/ warehouse/distribution use on the 675.69 acres along Route 1. The range of allowable space is attributable to the parking requirements for each use, which must be accommodated on each parcel.

TABLE 9: MAXIMUM FUTURE BUILD-OUT OF ROUTE ONE WITH A SINGULAR COMMERCIAL USE.

USE	MAXIMUM BUILD-OUT IF ALL DEVELOPMENT IS A SINGLE USE
Manufacturing/ Warehouse/ Distribution	2.4 million SF
Nursing Home	1.4 million SF
Recreation Comm. Center	1.7 million SF
Office	1.5 million SF
Retail	1.5 million SF
Entertainment (bowling)	1.5 million SF
Medical Office	1.3 million SF
Fitness/ Health	1.1 million SF
Restaurant	0.5 million SF

At present, there is 147,254 square feet of build-out on Route 1 in Wrentham. The median maximum build-out is 1.5 million square feet. From a maximum build-out perspective, Wrentham at present is tapping into less than ten percent of the maximum build-out, which underscores the previous discussion on zoning constraints.

One determines maximum build-out, to ascertain the potential maximum traffic volume (as measured by trip generation) that an existing roadway and transportation system may need to be able to handle with maximum future development. To make more refined projections, two alternative scenarios for maximum build-out along Route 1 were developed.

One scenario, Scenario A, was based on a higher-level, 22.3% manufacturing/ distribution uses taking advantage of the current market desire for additional manufacturing and distribution facilities,

responding in part to e-commerce. Scenario A encompasses just over 1.5 million SF of overall development. A second scenario, Scenario B, feature office space development as the leading land use for 23% of the land use mix with only one percent of the land area allocated to manufacturing/distribution uses. Scenario B is based on just over 1.3 million SF of development. The land uses for these two scenarios are depicted in Figures 18 and 19.

FIGURE 18: SCENARIO A FOR PROSPECTIVE ROUTE 1 MAXIMUM BUILD-OUT WITH MANUFACTURING AND DISTRIBUTION AS LEADING USE

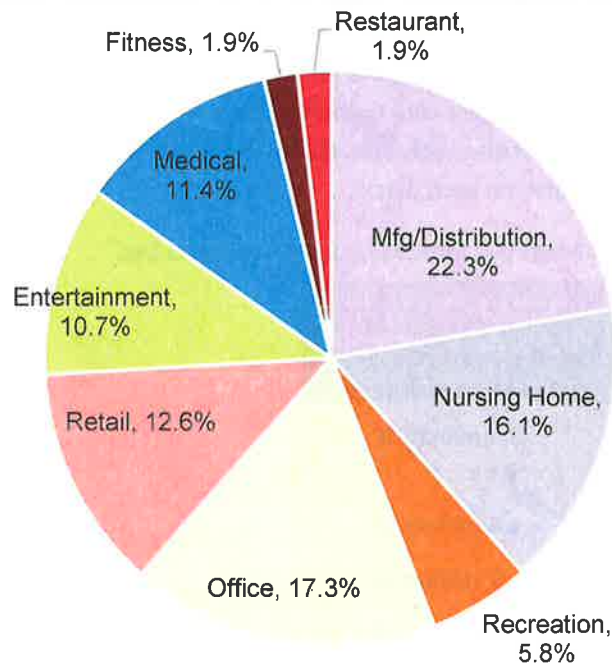


FIGURE 19: SCENARIO B FOR PROSPECTIVE ROUTE 1 MAXIMUM BUILD-OUT WITH OFFICE AS THE LEADING USE

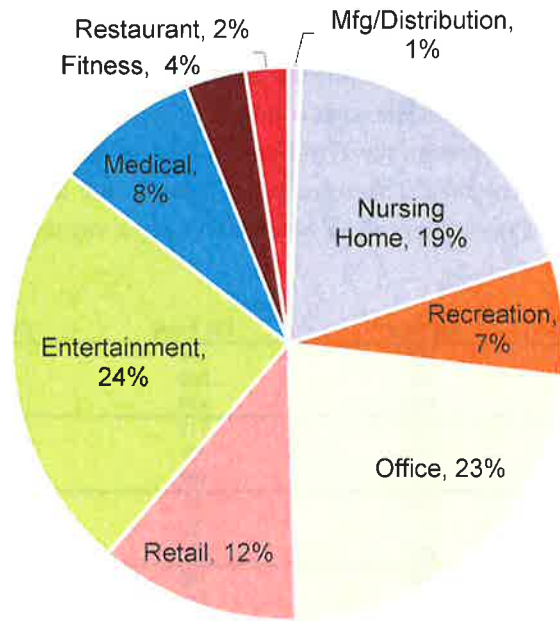


TABLE 10: MAXIMUM BUILD-OUT LAND USE MIX SCENARIOS

Use	Scenario A		Scenario B	
	SF	Percent of Build-Out	SF	Percent of Build-Out
Manufacturing/ Distribution/ Warehouse	352,000	22.3%	9,900	1%
Nursing Home	255,000	16.1%	255,000	19%
Recreation/ Community Center	91,000	5.8%	91,000	7%
Office	274,000	17.3%	300,000	23%
Retail	200,000	12.6%	155,000	12%
Entertainment	170,000	10.7%	320,000	24%
Medical	180,000	11.4%	112,000	8%
Fitness/ Health	30,000	1.9%	47,000	4%
Restaurant	30,000	1.9%	33,000	2%
TOTAL SF of Build Out	1,582,000		1,322,900	

These two scenarios were developed as to possible future land use mixes to determine potential maximum trip generation based on Wrentham’s current zoning bylaws. The exact build-out will likely differ. These scenarios are not meant to be prescriptive, but rather illustrative to analyze transportation capacity of Route One.

Trip Generation and Distribution

Once the potential maximum build-out was determined, a transportation assessment could be performed to determine whether the corridor has the capacity to handle the traffic of future development or what improvements may be needed in order to accommodate such volumes. Trip projection developed using the ITE standard formulas from the latest addition of the *Trip Generation Manual* resulted in Scenario 1 and Scenario 2 having similar overall volumes. The volumes calculated, and depicted in the two following tables, represent the cumulative assessment of all potential uses in a vacuum setting.

TABLE 11: SCENARIO 1 TRIP GENERATION

	Trip	AM Peak	PM Peak	Weekend Peak
Warehouse	Entering	148	94	37
	Exiting	39	282	21
	Total	188	376	58
Restaurant: Sit-down	Entering	119	118	149
	Exiting	97	79	132
	Total	216	197	281
Restaurant: Fast Food	Entering	116	85	150
	Exiting	111	78	145
	Total	227	163	295
Retail	Entering	68	195	312
	Exiting	42	211	288
	Total	109	406	600
Office	Entering	168	26	23
	Exiting	23	129	20
	Total	191	155	43
Medical: Office	Entering	113	60	124
	Exiting	30	154	94
	Total	143	214	218
Medical: Urgent Care	Entering	18	26	6
	Exiting	18	26	6
	Total	36	52	12
Entertainment	Entering	0	73	60
	Exiting	0	47	60
	Total	0	120	120
Gym	Entering	26	39	47
	Exiting	26	25	57
	Total	53	64	104
Community Center	Entering	20	20	9
	Exiting	10	21	7
	Total	31	41	16

TABLE 12: SCENARIO 2 TRIP GENERATION

	Trip	AM Peak	PM Peak	Weekend Peak
Warehouse	Entering	0	0	0
	Exiting	0	0	0
	Total	0	0	0
Restaurant: Sit-down	Entering	149	148	186
	Exiting	122	99	165
	Total	270	246	352
Restaurant: Fast Food	Entering	116	85	150
	Exiting	111	78	145
	Total	227	163	295
Retail	Entering	44	123	199
	Exiting	27	133	183
	Total	72	255	382
Office	Entering	409	79	70
	Exiting	56	386	59
	Total	465	465	129
Medical: Office	Entering	91	48	99
	Exiting	24	123	75
	Total	115	171	174
Medical: Urgent Care	Entering	18	26	6
	Exiting	18	26	6
	Total	36	52	12
Entertainment	Entering	0	235	192
	Exiting	0	150	192
	Total	0	385	385
Gym	Entering	9	29	16
	Exiting	9	19	20
	Total	18	48	36
Community Center	Entering	51	51	22
	Exiting	26	53	19
	Total	78	104	41
Nursing Home	Entering	45	44	51
	Exiting	18	41	51
	Total	63	85	103

Since the uses will be adjacent or within close proximity of each other, trip generation reductions need to be considered. Two types of trip generation reductions were considered and assessed for this study. The first reduction type is pass-by trips, which essentially defines a vehicle making an additional stop along the trip they were already otherwise making, generally applicable to retail uses and for this potential build-out includes both retail and restaurants. The second trip generation reduction type is combination trips, where an individual travels to more than one use in the same zone within one trip. This is similar to internal capture and for the potential build-out includes dual uses such as retail to restaurant, entertainment to restaurant, office to retail, etc. The final anticipated trip for the two potential build-out scenarios inclusive of reductions can be found in the following tables.

TABLE 13: SCENARIO 1 REDUCED TRIPS

TOTAL	Entering	1403	1372	1736
	Exiting	597	1996	1546
	Total	2000	3368	3283
Restaurant/Retail Pass-by = 25% Reduction		103	173	263
		81	168	242
		184	341	505
Internal Capture = 20% Reduction		260	240	295
		103	366	261
		363	605	556
FINAL	Reduced Entering	1040	959	1179
	Reduced Exiting	413	1463	1044
	Reduced Total	1453	2422	2223

TABLE 14: SCENARIO 2 REDUCED TRIPS

TOTAL	Entering	1302	1511	1685
	Exiting	595	1810	1552
	Total	1897	3320	3237
Restaurant/Retail Pass-by = 25% Reduction		102	159	241
		81	152	222
		183	311	463
Internal Capture = 20% Reduction		240	270	289
		103	332	266
		343	602	555
FINAL	Reduced Entering	960	1081	1155
	Reduced Exiting	411	1326	1064
	Reduced Total	1371	2408	2219

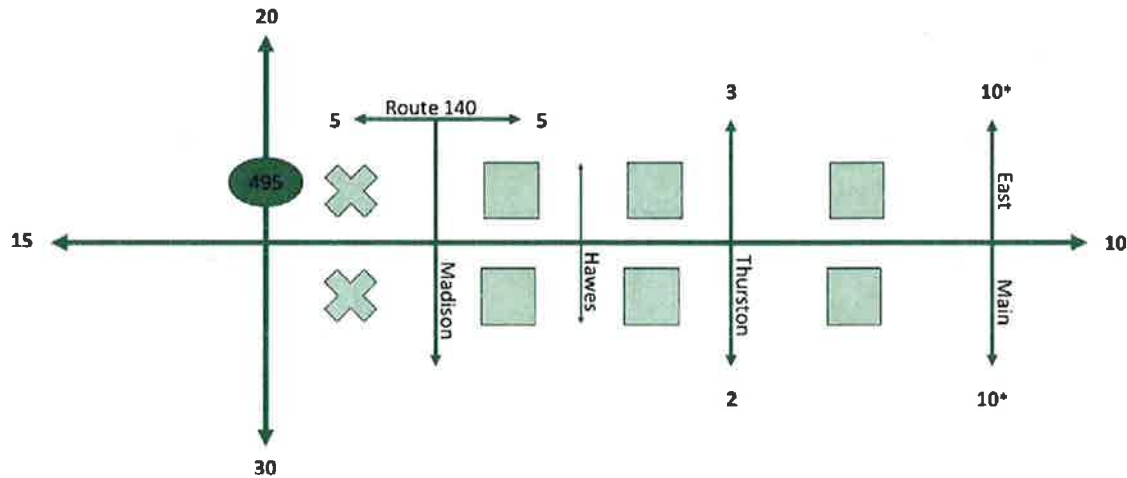
Utilizing the latest Synchro software the existing, no-build and build conditions were assessed to determine level of service and queue lengths to determine the need for mitigation such as additional lanes or signals.

Trip Distribution

Since the exact location of particular uses for the future build-out are not defined, meaning it is unclear which parcels will contain which uses in the future, the trip distribution projection is generalized based on the overall constructability and clustering of available land. This resulted in an assumption that trips are unlikely to be generated south of Madison Street beyond what is already proposed from the Ledgeview and 101 Madison developments combined. It is also less likely that much will be developed north of Thurston Street where extreme terrain, wetlands and forest locations limit constructability. Therefore, one sixth of the overall trip generation is assumed to lie in each of the following locations: on the west side of Route 1 between Madison Street and Hawes Street; on the west side of Route 1 between Hawes Street and Thurston Street; on the west side of Route 1 between Thurston Street and Route 140; on the east side of Route 1 between Madison Street and Hawes Street; on the east side of Route 1 between Hawes Street and Thurston Street; and on the east side of Route 1 between Thurston Street and Route 140.

In addition to analyzing the distribution of trips to future development as described above, trip generation to and from locations beyond the Route 1 corridor were assessed using existing data as seen in Figure 20. It was found that 20% travel to and from I-495 North, 30% travel to and from I-495 South, 15% travel to and from Route 1 South, 10% travel to and from Route 1 North, 10% travel to and from Route 140 via Madison Street, 3% travel to and from the west side of Thurston Street, 2% travel to and from the east side of Thurston Street and the remaining 10% travel from Route 140 along East Street and to Route 140 along Main Street.

FIGURE 20: TRIP DISTRIBUTION



Existing, No-Build and Build Conditions

The existing condition of the Route 1 corridor for traffic analysis consists of the uses currently in place as of 2017. The no-build scenario for the corridor incorporates two items, first being background population growth at a percentage rate based on the latest census, which for the town of Wrentham is 0.5% per year, and second being the assumed construction of developments that have already been approved by the town or immediately adjacent to the study area that would effect the volumes and capacities of the study area intersections. For this study, the developments accounted for as part of the no-build scenario include the Ledgeview development, the development at 101 Madison as previously defined (though it has currently been rescinded and is not moving forward as the previously defined use per say we feel these volumes represent approximately the volumes that will be developed in Plainville at this location with direct effect to the Madison Street intersection), the Naskart development, Columbia Gas and a small combination warehouse and daycare facility which has been approved by the town with negligible anticipated increase in traffic volume.

The build condition has been assessed using the higher volumes of the two generated from potential build scenario 1 and potential build scenario 2. These volumes have been distributed accordingly into the network as described previously and the level of service at each of the intersections within the study area have been studied including the northbound off-ramp from I-495, Madison Street, Hawes Street, Thurston Street, Myrtle Street and the intersection at East Street and Main Street with access to and from Route 140.

Traffic Capacity Analysis

A capacity analysis was completed for all the study intersections for Existing (2017), Future (2024) No-Build, and Future (2024) Build conditions. A capacity analysis characterizes intersections based on their level of service (LOS). LOS is a quality measure describing operational conditions within a traffic stream, generally in terms of service measures such as speed, travel times, traffic interruptions, etc. Six LOS are defined for each type of facility, from A to F, with A representing the best operating conditions and F representing the worst operating conditions. The LOS criteria, as defined by the 2010

Highway Capacity Manual² (HCM) for signalized and unsignalized intersections are provided in Table 15. Tables 16, 17 and 18 show the results of the capacity analysis. The complete capacity analysis results can be found in Appendix D

TABLE 15: LOS CRITERIA FOR SIGNALIZED & UNSIGNALIZED INTERSECTIONS

LOS	Signalized Intersections	Unsignalized Intersections
	Delay Time (sec/veh)	Delay Time (sec/veh)
A	0-10	0-10
B	> 10-20	> 10-15
C	> 20-35	> 15-25
D	> 35-55	> 25-35
E	> 55-80	> 35-50
F	> 80	> 50

Signal Warrants

Signal warrant analysis was considered for the corridor to determine at what point in the future the expansion of development may spur the need for an additional signal. It was found that a signal will likely be warranted in the future at any significantly large development, for example a 150,000 square foot general retail location was assumed. It was found that with a signal, this intersection with access to and from the development would operate at level of service E overall with level of service D on the mainline of Route 1 and level of service F for those pulling out of the development driveway, similar to the level of service anticipated at the Madison Street and Thurston Street intersections.

² Highway Capacity Manual; Transportation Research Board; Washington, DC; 2010.

TABLE 16: A.M. PEAK HOUR LOS TABLE

Intersection	Movement		Existing (2017)		Future (2024) No-Build		Future (2024) Build	
			LOS (Delay ¹)	Queue Length ²	LOS (Delay ¹)	Queue Length ²	LOS (Delay ¹)	Queue Length ²
Washington Street (Rte 1) at I-495 Off-Ramp	NB	Approach	N/C	-	F (81.9)	#1350	F (187.8)	#1805
	WB	Approach	F (>300)	>1000	F (116.6)	#685	F (215.0)	#1020
	Intersection		F (>300)		F (91.9)		F (196.5)	
Washington Street at Madison Street	NB	L	-	-	F (86.3)	m154	F (123.5)	m125
		T	-	-	E (70.2)	m676	F (86.5)	m526
		R	-	-	A (2.0)	m1	A (5.2)	m0
		Approach	A (0.4)	10	E (67.6)		F (84.9)	
	SB	L	-	-	E (73.2)	154	E (79.1)	#229
		T	-	-	B (19.4)	308	C (22.5)	453
		R	-	-	A (0.1)	0	A (1.3)	14
		Approach	A (0.4)	5	C (24.9)		C (26.0)	
	WB	L	-	-	E (67.9)	68	F (121.5)	63
		T,R	-	-	C (23.0)	47	D (40.8)	23
		Approach	F (>300)	103	D (51.4)		F (91.9)	
	EB	L	-	-	E (71.1)	67	F (>300)	#306
		T	-	-	C (30.4)	76	C (24.9)	49
		R	-	-	A (7.4)	45	C (20.8)	73
	Approach	F (>300)	240	C (25.5)		F (147.4)		
	Intersection		F (53.1)		E (55.7)		E (77.8)	
Washington Street at Thurston Street	EB	L	D (45.8)	39	D (41.4)	39	E (59.9)	69
		T,R	C (24.3)	73	C (23.7)	76	D (35.8)	138
		Approach	C (27.9)		C (26.7)		D (40.5)	
	WB	L	E (55.7)	64	F (152.7)	#163	F (214.2)	#258
		T,R	C (28.3)	79	C (31.4)	74	D (43.3)	117
		Approach	D (35.4)		F (93.9)		F (134.2)	
	NB	L	D (41.4)	43	D (52.1)	66	F (124.0)	#139
		T,R	C (28.1)	#893	D (45.0)	#935	F (81.2)	#1613
		Approach	C (28.2)		D (45.1)		F (82.1)	
	SB	L	D (40.3)	33	D (43.5)	35	E (77.7)	54
	T,R	A (6.7)	100	A (7.0)	99	A (9.4)	200	
	Approach	A (7.8)		A (8.2)		B (11.2)		
	Intersection		C (24.9)		D (40.6)		E (67.6)	
Washington Street at Hawes Street	EB	Approach	C (23.9)	10	F (69.5)	38	F (109.8)	53
	NB	Approach	A (0.1)	3	A (0.1)	3	A (0.1)	3
	SB	Approach	A (0.4)	0	A (1.5)	3	A (0.2)	3
	WB	Approach	A (0)	0	A (0)	0	A (0)	0
	Intersection		A (0.4)		A (1.0)		A (1.0)	
Washington Street at Myrtle Street	EB	Approach	D (27.6)	8	E (43.2)	15	F (50.7)	15
	NB	Approach	A (0)	0	A (0)	0	A (0)	0
	SB	Approach	N/C	-	N/C	-	N/C	-
	Intersection		A (0.1)		A (0.2)		A (0.3)	
Washington Street at East Street/Main Street	EB	Approach	B (10.1)	10	B (11.3)	23	B (12.2)	33
	WB	Approach	F (>300)	468	F (>300)	540	F (>300)	548
	NB	Approach	N/C	-	N/C	-	N/C	-
	SB	Approach	N/C	-	N/C	-	N/C	-
	Intersection		D (30.8)		E (39.1)		E (39.6)	

- 95th percentile volume exceeds capacity, queue may be longer; N/C – No Conflict.

1. Delay shown in seconds per vehicle.

2. Queue Length shown in feet.

TABLE 17: P.M. PEAK HOUR LOS TABLE

Intersection	Movement		Existing (2017)		Future (2024) No-Build		Future (2024) Build	
			LOS (Delay ¹)	Queue Length ²	LOS (Delay ¹)	Queue Length ²	LOS (Delay ¹)	Queue Length ²
Washington Street (Rte 1) at I-495 Off-Ramp	NB	Approach	N/C	-	B (11.8)	229	C (24.6)	#431
	WB	Approach	C (22.8)	129	C (32.0)	159	D (42.1)	#344
	Intersection		A (7.6)		B (19.0)		C (31.4)	
Washington Street at Madison Street	NB	L	-	-	F (146.4)	#463	F (130.6)	m#440
		T	-	-	C (23.4)	273	E (71.3)	m561
		R	-	-	A (3.0)	31	A (5.3)	m23
		Approach	A (1.3)	23	D (40.4)		E (69.7)	
	SB	L	-	-	E (80.0)	255	E (76.5)	250
		T	-	-	F (157.7)	#1492	F (>300)	#2478
		R	-	-	A (3.1)	29	A (5.4)	81
		Approach	A (0)	0	F (145.2)		F (>300)	
	WB	L	-	-	F (94.1)	#255	F (>300)	#326
		T,R	-	-	C (32.0)	#147	C (28.6)	97
		Approach	F (>300)	163	E (71.8)		F (210.1)	
	EB	L	-	-	E (65.3)	120	F (>300)	#388
		T	-	-	E (77.3)	#167	C (30.9)	96
		R	-	-	C (31.0)	144	B (17.6)	104
	Approach	F (>300)	163	D (53.8)		F (137.7)		
	Intersection				F (98.5)		F (231.4)	
Washington Street at Thurston Street	EB	L	D (39.7)	29	D (41.3)	37	D (44.4)	41
		T,R	C (33.0)	91	C (34.8)	#118	D (41.2)	#136
		Approach	C (33.7)		D (35.7)		D (41.7)	
	WB	L	E (67.2)	#70	F (143.2)	#112	F (165.3)	#122
		T,R	C (34.6)	65	C (34.2)	70	D (37.7)	72
		Approach	D (47.5)		F (81.9)		F (95.2)	
	NB	L	D (49.2)	82	F (95.8)	#198	F (162.1)	#232
		T,R	A (8.5)	170	B (12.0)	286	B (12.0)	327
		Approach	B (11.4)		C (20.2)		C (26.3)	
	SB	L	D (48.9)	81	D (50.3)	89	E (58.6)	#107
	T,R	B (16.1)	524	D (48.1)	#884	E (70.0)	#999	
	Approach	B (17.3)		D (48.1)		E (69.7)		
	Intersection				D (39.3)		D (54.0)	
Washington Street at Hawes Street	EB	Approach	C (24.0)	8	E (40.0)	18	F (54.9)	25
	NB	Approach	A (4.0)	13	C (19.8)	25	A (1.1)	35
	SB	Approach	A (0)	0	A (0)	3	A (0)	3
	WB	Approach	F (241.8)	40	F (>300)	195	F (>300)	208
	Intersection		A (2.4)		E (48.5)		F (137.5)	
Washington Street at Myrtle Street	EB	Approach	F (136.1)	33	F (>300)	68	F (>300)	80
	NB	Approach	A (0.3)	0	A (0.7)	3	A (1.0)	3
	SB	Approach	N/C	-	N/C	-	N/C	-
	Intersection		A (0.8)		A (2.7)		A (4.8)	
Washington Street at East Street/Main Street	EB	Approach	E (46.8)	125	F (162.2)	340	F (238.8)	453
	WB	Approach	B (13.2)	35	C (15.6)	45	C (17.4)	53
	NB	Approach	N/C	-	N/C	-	N/C	-
	SB	Approach	N/C	-	N/C	-	N/C	-
	Intersection		A (3.9)		B (14.6)		C (22.5)	

- 95th percentile volume exceeds capacity, queue may be longer; N/C – No Conflict.

1. Delay shown in seconds per vehicle.

2. Queue Length shown in feet.

TABLE 18: SATURDAY PEAK HOUR LOS TABLE

Intersection	Movement		Existing (2017)		Future (2024) No-Build		Future (2024) Build	
			LOS (Delay ¹)	Queue Length ²	LOS (Delay ¹)	Queue Length ²	LOS (Delay ¹)	Queue Length ²
Washington Street (Rte 1) at I-495 Off-Ramp	NB	Approach	N/C	-	C (26.0)	551	E (67.2)	#1165
	WB	Approach	F (245.1)	840	F (109.6)	402	F (142.4)	#963
	Intersection		F (88.0)		E (56.9)		F (97.2)	
Washington Street at Madison Street	NB	L	-	-	F (117.5)	m#328	F (126.8)	m#286
		T	-	-	E (70.8)	407	E (69.7)	m527
		R	-	-	A (2.6)	m17	A (9.1)	m36
		Approach	A (0.4)	8	E (66.8)		E (68.7)	
	SB	L	-	-	E (61.1)	199	F (92.7)	#295
		T	-	-	D (37.9)	#534	E (63.1)	#1114
		R	-	-	A (2.9)	28	A (3.0)	48
		Approach	0.1	3	D (38.0)		E (59.5)	
	WB	L	-	-	E (63.4)	#181	F (96.2)	#247
		T.R.	-	-	B (17.2)	90	E (59.9)	#202
		Approach	F (>300)	135	D (44.0)		F (81.0)	
	EB	L	-	-	F (83.5)	#174	F (168.4)	#434
		T.R.	-	-	C (29.2)	#104	D (44.5)	#146
		R	-	-	B (14.5)	92	C (29.3)	146
		Approach	F (107.9)	120	D (37.6)		F (92.2)	
Intersection		C (20.6)		D (52.9)		E (68.6)		
Washington Street at Thurston Street	EB	L	D (40.0)	24	D (44.1)	34	D (46.9)	41
		T.R.	C (24.3)	45	C (23.5)	49	C (23.0)	50
		Approach	C (26.9)		C (27.2)		C (27.8)	
	WB	L	D (52.5)	67	F (100.4)	#118	F (162.8)	#140
		T.R.	C (25.5)	48	C (25.9)	51	C (25.0)	52
		Approach	D (38.5)		E (65.6)		F (99.8)	
	NB	L	D (44.1)	62	F (104.8)	#185	F (122.5)	#202
		T.R.	B (12.5)	432	C (23.4)	#757	D (40.2)	#883
		Approach	B (13.4)		C (28.1)		D (44.9)	
	SB	L	D (45.7)	69	D (50.8)	75	D (51.8)	77
		T.R.	A (8.2)	184	B (10.7)	273	B (12.0)	333
	Approach	B (10.2)		B (12.4)		B (13.6)		
Intersection		B (13.7)		C (23.9)		C (34.9)		
Washington Street at Hawes Street	EB	Approach	B (12.9)	5	C (17.4)	10	C (20.3)	13
	NB	Approach	A (5.3)	3	A (0.1)	3	A (0.1)	5
	SB	Approach	A (0.6)	3	C (17.2)	13	A (0.5)	15
	WB	Approach	F (229.2)	38	F (>300)	293	F (>300)	298
	Intersection		A (4.7)		F (133.5)		F (171.8)	
Washington Street at Myrtle Street	EB	Approach	F (59.1)	18	F (119.9)	35	F (195.9)	48
	NB	Approach	A (0.5)	0	A (0)	0	A (0)	0
	SB	Approach	N/C	-	N/C	-	N/C	-
	Intersection		A (0.6)		A (0.7)		A (1.0)	
Washington Street at East Street/Main Street	EB	Approach	C (16.0)	33	C (22.8)	78	D (33.6)	143
	WB	Approach	E (38.2)	125	F (62.1)	183	F (75.1)	203
	NB	Approach	N/C	-	N/C	-	N/C	-
	SB	Approach	N/C	-	N/C	-	N/C	-
	Intersection		A (3.6)		A (5.8)		A (7.6)	

- 95th percentile volume exceeds capacity, queue may be longer; N/C – No Conflict.

1. Delay shown in seconds per vehicle.

2. Queue Length shown in feet.

RECOMMENDATIONS

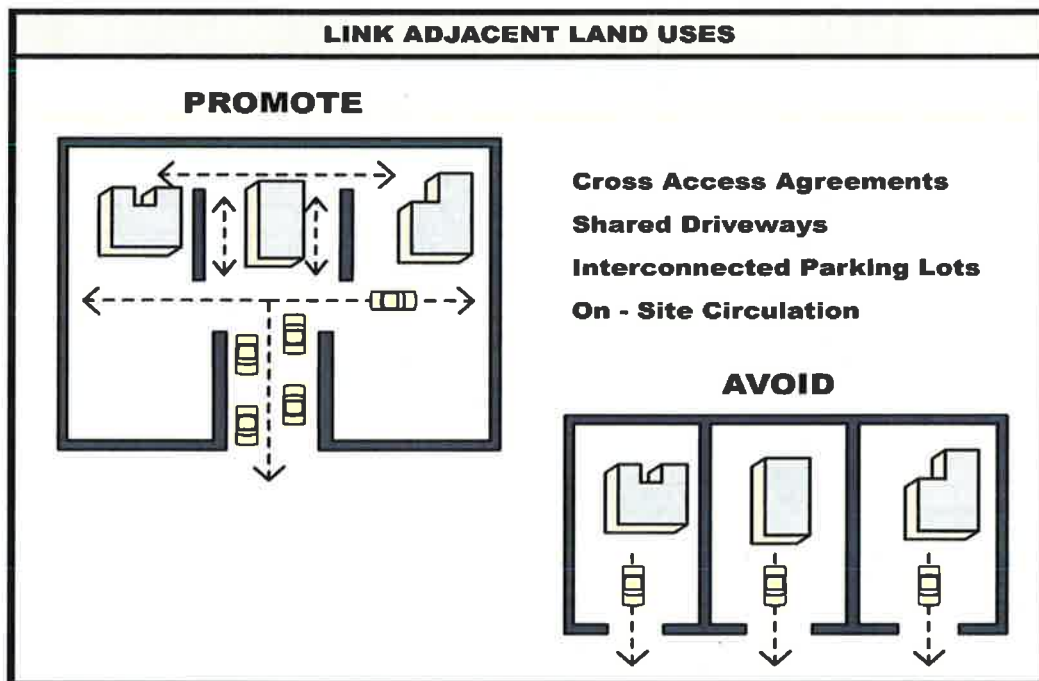
Safety Recommendations

The safety review indicates a total of 53 rear-end incidents, 28 angle incidents and 16 object incidents as the highest quantities of incidents by type within the corridor. It is important to identify ways that the corridor's typical cross-section can be adjusted to help alleviate these types of incidents. Rear-end incidents are typically reduced with the addition of dedicated turn lanes, such as those that exist at Thurston Street, allowing left turning movements to remove themselves from the high-speed left travel lane. Angle incidents are generally reduced with protected turns, which allow vehicles to turn with no opposition. The best way to reduce object incidents is by curbing the outer edge of the roadway, reducing the frequency that vehicles may leave the roadway and therefore reducing the potential to strike objects beyond the roadway's pavement limit.

An additional measure that can minimize rear-end and angle incidents as development unfolds is access management. Access management is a set of techniques used to maintain the safe and efficient flow of traffic along a roadway, implemented primarily along routes that are intended to maintain high volumes with minimal interruption or delay. Access management techniques include:

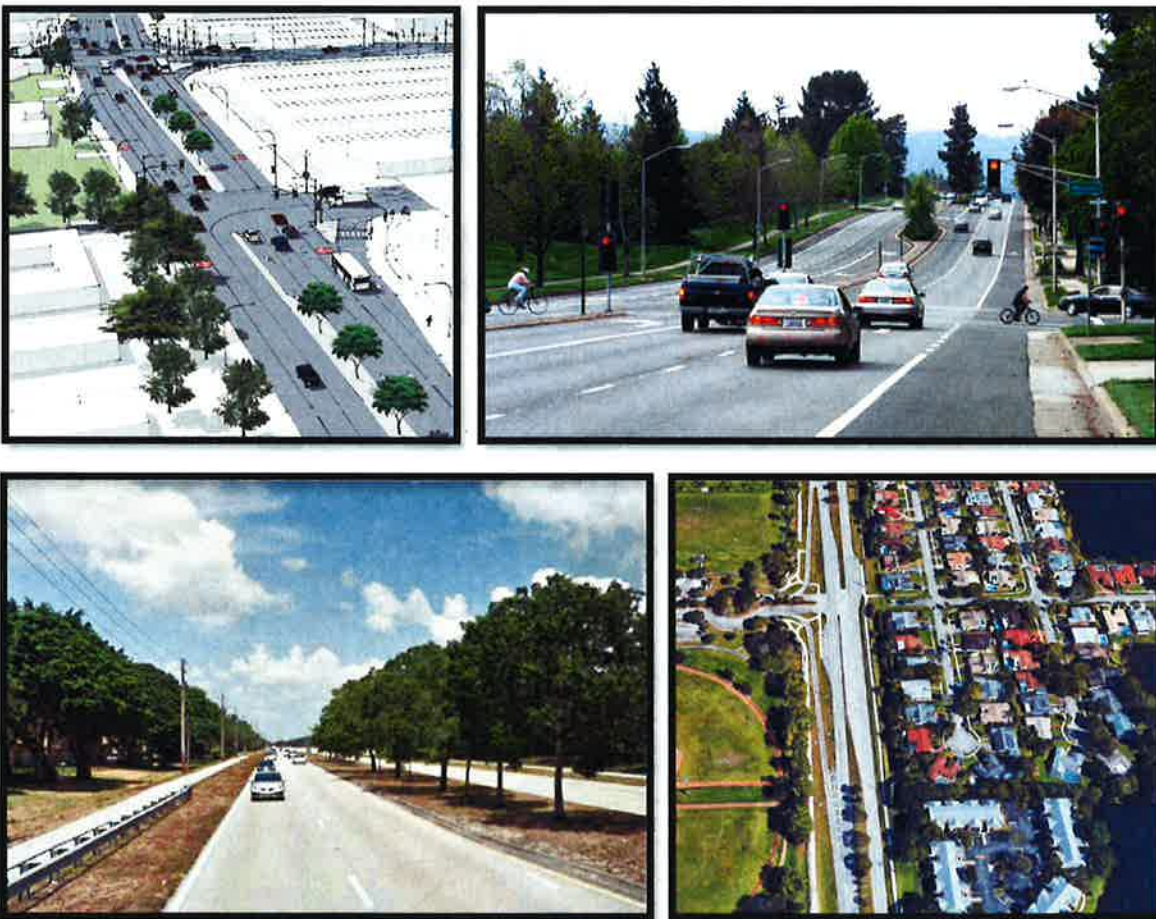
- Access Spacing – increasing the distance between traffic signals to improve the flow of traffic.
- Driveway Spacing – increased distance between driveways decreases conflict points.
- Right-of-Way Management – the preservation of right-of-way for future widenings.

FIGURE 21: ACCESS MANAGEMENT



Looking at the potential roadway layout for the Route 1 corridor within Wrentham, the existing 88-foot right-of-way can accommodate all of these features. As well as reducing incidents of various types, the addition of designated turn lanes and median separation will help alleviate congestion and delays at the study area intersections.

The following images represent samples from other similar corridors in the United States and Europe that have implemented many of the features described. These also depict the notion of providing a consistent setback to establish a visual aesthetic along the corridor. The two lower images are the same corridor, with the lower left showing the general appearance of the corridor from the roadway, appearing natural, while the aerial in the lower right shows the extent of develop that exists just beyond the setback. The town should consider moving forward the type of development desired, and the level of visibility that may be desired from the resident, roadway user and parcel owner perspectives.



Bicycle Accommodations

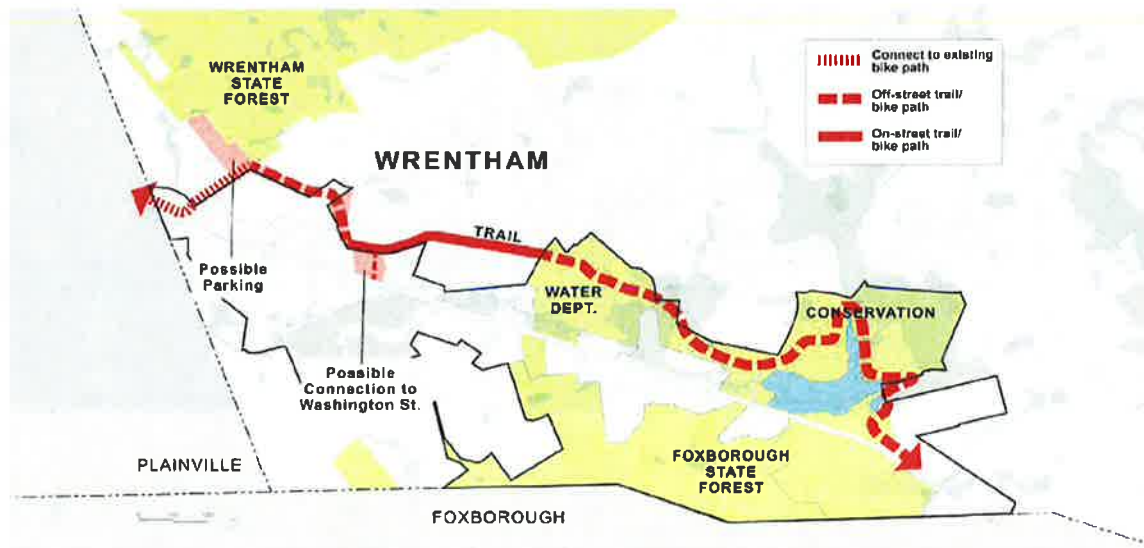
In accordance with the current MassDOT guidelines for complete streets, on-street bicycle accommodations have been considered as part of the potential roadway cross section. Technically the right-of-way width could provide for 5-foot bicycle lanes in each direction. However, we find this is

not ideal for the Route 1 corridor given its volume and relatively high speeds, which is echoed by the public feedback received.

While on-street bicycle accommodations are not recommended, the Route 1 corridor could still serve as a great avenue for bicyclists for both recreational and transportation uses. To accommodate bicyclists in an off-street setting, we ideally would look for an alternate corridor. The first type would be an abandoned railroad, which does not exist within proximity of the Route 1 corridor within Wrentham. The second would be a utility corridor, which does exist along the west side of Route 1 within the existing right-of-way. To place the overhead electric lines underground and reclaim this space for bicycle would be a great aesthetic improvement to the corridor, but would carry a large expense and may take several years. The third type of corridor which may be sought is a natural corridor, which does exist along the Route 1 corridor in Wrentham on both the east and west sides. There are two ways that the natural corridor could be utilized to provide bicycle accommodations. The first would be to require bicycle accommodations be installed by each developer at the back of the ongoing development, allowing it to connect and become its own entity over time as the corridor builds out. The second opportunity is to take advantage of underutilized utility property combined with town and conservation property as shown in the figure below.



FIGURE 22: OFF-STREET BICYCLE ACCOMMODATION



Developing the Character of Route 1

While Route 1 faces many challenges to improving the character of the corridor, its natural areas and key position as the connection between major regional uses are strong assets to build upon. Carefully crafted zoning and design guidelines can help build a cohesive character for the corridor, while maintaining the expressed community desire to balance natural resource areas with sensitive development and planned economic growth.

Improvements to the look and feel of the Route 1 area are encouraged. Input from the open house cited the desire for improved character along Route 1 and need for a Wrentham solution which balances development with nature. Not only will improvements to the character of the corridor make the area more attractive to daily users, but it will also improve safety and help to encourage well-planned private investment.

To help create a sense of place and to limit sprawl, the focus of improvements should be to create consistency along the route and to foster well-defined nodes of development within the corridor. Consistency of streetscape elements including setbacks, building heights, materials and design standards, will provide a sense of cohesion and convey that Route 1 is a well-planned place. Defining development nodes will serve to protect sensitive habitats along the route, can increase synergy among businesses, can reduce the number of automobile trips by creating walkable nodes, and can improve traffic conditions by helping to set consistent driver expectations as traffic moves along the travelway.

Consistency and cohesion in the Route 1 environment can be achieved by the following means:

1. Review and adjust zoning and dimensional regulations.

Zoning components should be reviewed and adjusted as needed to encourage consistency in new development along the corridor. The following should be considered:

- Zoning that supports the concept of commercial nodes and protects resource areas.
- Consistent dimensional regulations across commercial areas in the corridor including development of consistent setbacks, building line, and building heights.
- Parking requirements that move lots away from the street edge, that require planting and buffering, and that create opportunities for shared parking.
- Landscape guidelines for planting and permeability.

2. Develop and implement design standards.

All buildings on the corridor need not look the same, however implementing design standards can help promote a consistent feel in the streetscape. Design standards to consider include elements such as: signage types and locations, lighting types and levels, landscape plantings and buffers, and building materials and site treatments.

3. Consider implementing design review as part of a streamlined permit process.

Design review of development projects provides opportunity for input into the development process. It allows for the oversight needed to ensure the level of consistency along the corridor necessary to establishing the desired sense of place.

4. Invest in roadway improvements.

Roadway improvements discussed previously will provide for both safety and consistency along the route. As part of the improvements, development of landscaped medians in key nodes will aid in traffic control, will allow for greening of the streetscape, and will promote walkability by providing safe areas for crossing. Coordinated roadway improvements can allow for consistency in road edge, dimensions, materials, lighting and signage, which, if well-planned, will contribute positively to the experience of the Route 1 corridor.

5. Create opportunities for multi-modal connectivity.

As previously discussed, multi-modal connectivity can support the development of a unique character for Route 1. Creating a potential multi-modal bike trail parallel to the corridor can help improve connectivity to adjacent neighborhoods and support local usage. Additionally, a bike trail connecting the area's natural resources can help support business growth and development along the corridor by serving as an anchor attraction to the area. A trail system, in combination with improvements to support scenic areas along the corridor can help Route 1 reposition itself as an area for commerce, recreation and enjoyment of natural resources.

Development of corridor character is something that happens over time. To set Route 1 on the path toward achieving this, the first steps are to set a vision, refine zoning tools and plan for infrastructure improvements. A focus on development nodes, balanced with rich natural resource areas, will serve to encourage investment, will improve commercial opportunities, and will result in an identifiable character for the corridor. With a supporting framework in place, Route 1 in Wrentham will be on a path to become a safer and more connected place, poised to attract the desired investment.

In conclusion, the Route 1 corridor study for Wrentham, Massachusetts recommends the following improvements and policy changes:

- Dedicated turning lanes;
- Landscaped center median and access management;
- Outside curbing;
- Signalization through phased implementation;
- Concentrated development closer to Madison Street;
- Bicycle accommodations parallel to Route 1; and
- Pursued transit service.

Additionally, this report recommends that the Town of Wrentham, having the opportunity for additional funds through the gaming mitigation program, proceed with a more detailed zoning bylaws review and revisions specifically associated with the Route 1 corridor, including the development of aesthetic standards for the corridor.

Appendix A – Count Data

Transportation Data Corporation

Mario Perone, mperone1@verizon.net
 tel (781) 587-0086 cell (781) 439-4999

Route 1 (Washington Street)
 north of Madison Street
 City, State: Wrentham, MA
 Client: Pare/A. Archer

04957Avolume
 Site Code: 04957

Start Time	11-Oct-17 Wed	NB		Hour Totals		SB		Hour Totals		Combined Totals	
		Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon
12:00		11	135			32	163				
12:15		17	191			43	177				
12:30		7	193			30	144				
12:45		10	171	45	690	32	186	137	670	182	1360
01:00		7	188			23	206				
01:15		8	179			6	165				
01:30		4	183			10	193				
01:45		8	154	27	704	7	197	46	761	73	1465
02:00		7	174			12	206				
02:15		10	192			8	208				
02:30		8	199			5	219				
02:45		8	184	33	749	5	203	30	836	63	1585
03:00		9	166			11	315				
03:15		6	165			3	292				
03:30		15	150			11	294				
03:45		14	194	44	675	11	275	36	1176	80	1851
04:00		17	163			7	309				
04:15		26	192			15	311				
04:30		41	191			8	314				
04:45		37	214	121	760	16	293	46	1227	167	1987
05:00		57	184			19	365				
05:15		78	182			19	385				
05:30		121	202			25	302				
05:45		144	220	400	788	30	301	93	1353	493	2141
06:00		204	186			51	255				
06:15		316	170			45	211				
06:30		391	172			64	182				
06:45		398	146	1309	674	68	191	228	839	1537	1513
07:00		330	133			115	161				
07:15		391	104			132	190				
07:30		373	105			152	166				
07:45		423	105	1517	447	131	139	530	656	2047	1103
08:00		356	64			137	172				
08:15		366	75			118	137				
08:30		316	88			137	121				
08:45		272	72	1310	299	103	120	495	550	1805	849
09:00		230	57			131	133				
09:15		210	69			110	140				
09:30		189	40			129	118				
09:45		170	50	799	216	137	99	507	490	1306	706
10:00		150	47			140	81				
10:15		166	64			124	74				
10:30		167	51			149	63				
10:45		147	35	630	197	172	52	585	270	1215	467
11:00		148	24			144	100				
11:15		167	20			142	63				
11:30		152	17			154	55				
11:45		168	22	635	83	151	52	591	270	1226	353
Total		6870	6282			3324	9098			10194	15380
Combined Total		13152				12422				25574	
Percentage	0.0%										

Transportation Data Corporation

Mario Perone, mperone1@verizon.net
tel (781) 587-0086 cell (781) 439-4999

Route 1 (Washington Street)
north of Madison Street
City, State: Wrentham, MA
Client: Pare/A. Archer

04957Avolume
Site Code: 04957

Start Time	12-Oct-17 Thu	NB		Hour Totals		SB		Hour Totals		Combined Totals	
		Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon	Morning	Afternoon
12:00		12	170			27	178				
12:15		9	194			20	167				
12:30		10	176			18	185				
12:45		9	175	40	715	24	156	89	686	129	1401
01:00		3	199			29	161				
01:15		5	186			14	188				
01:30		8	179			10	210				
01:45		9	160	25	724	4	171	57	730	82	1454
02:00		7	181			17	179				
02:15		7	202			6	216				
02:30		12	190			6	218				
02:45		7	166	33	739	8	289	37	902	70	1641
03:00		8	165			11	343				
03:15		8	139			3	295				
03:30		14	157			7	298				
03:45		12	197	42	658	9	279	30	1215	72	1873
04:00		14	186			6	287				
04:15		18	180			17	312				
04:30		45	201			15	267				
04:45		48	227	125	794	9	303	47	1169	172	1963
05:00		50	189			19	335				
05:15		77	200			12	370				
05:30		118	222			22	302				
05:45		145	232	390	843	27	252	80	1259	470	2102
06:00		200	203			43	269				
06:15		286	171			50	236				
06:30		415	181			70	185				
06:45		407	176	1308	731	68	200	231	890	1539	1621
07:00		337	139			125	193				
07:15		366	157			141	174				
07:30		405	113			158	129				
07:45		428	124	1536	533	114	139	538	635	2074	1168
08:00		371	108			133	170				
08:15		346	93			141	154				
08:30		295	93			132	155				
08:45		278	86	1290	380	132	163	538	642	1828	1022
09:00		212	70			119	137				
09:15		203	63			132	122				
09:30		173	60			114	126				
09:45		189	64	777	257	141	89	506	474	1283	731
10:00		152	52			145	104				
10:15		180	73			154	86				
10:30		161	74			160	68				
10:45		150	53	643	252	151	79	610	337	1253	589
11:00		156	41			154	115				
11:15		154	34			144	84				
11:30		164	46			161	66				
11:45		194	24	668	145	156	61	615	326	1283	471
Total		6877	6771			3378	9265			10255	16036
Combined Total		13648				12643				26291	
Percentage	0.0%										
Total Percent		13747	13053			6702	18363			20449	31416
		51.3%	48.7%			26.7%	73.3%			39.4%	60.6%
ADT		ADT 25,932		AADT 25,932							

Transportation Data Corporation

Mario Perone, mperone1@verizon.net
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Route 1 (Washington Street)
north of Madison Street
City, State: Wrentham, MA
Client: Pare/A. Archer

04957Aclass
Site Code: 04957

Northbound

Start Time	Bikes	Cars & Trailers	2 Axle Long	Buses	2 Axle 6 Tire	3 Axle Single	4 Axle Single	<5 Axl Double	5 Axle Double	>6 Axl Double	<6 Axl Multi	6 Axle Multi	>6 Axl Multi	Total
10/11/17	1	29	9	1	2	1	0	1	1	0	0	0	0	45
01:00	1	13	4	2	5	0	0	1	1	0	0	0	0	27
02:00	0	20	8	0	3	0	0	1	1	0	0	0	0	33
03:00	0	33	7	1	3	0	0	0	0	0	0	0	0	44
04:00	2	75	31	0	11	2	0	0	0	0	0	0	0	121
05:00	1	239	100	4	52	1	1	2	0	0	0	0	0	400
06:00	3	867	315	8	100	3	0	12	1	0	0	0	0	1309
07:00	6	1123	276	6	88	7	0	10	1	0	0	0	0	1517
08:00	7	938	255	11	80	9	2	4	4	0	0	0	0	1310
09:00	6	489	186	23	73	7	0	5	9	0	1	0	0	799
10:00	8	404	136	10	56	6	1	7	2	0	0	0	0	630
11:00	4	388	157	15	52	8	0	5	6	0	0	0	0	635
12 PM	10	412	179	5	71	2	0	7	4	0	0	0	0	690
13:00	10	465	151	7	56	5	0	6	4	0	0	0	0	704
14:00	11	490	174	4	52	7	0	6	5	0	0	0	0	749
15:00	9	439	161	4	50	4	0	6	2	0	0	0	0	675
16:00	9	507	171	8	57	2	1	5	0	0	0	0	0	760
17:00	11	541	191	1	35	3	0	4	2	0	0	0	0	788
18:00	9	484	142	4	34	1	0	0	0	0	0	0	0	674
19:00	4	320	92	5	23	1	0	2	0	0	0	0	0	447
20:00	2	214	67	1	12	0	0	3	0	0	0	0	0	299
21:00	1	148	48	2	16	0	0	1	0	0	0	0	0	216
22:00	2	146	43	1	5	0	0	0	0	0	0	0	0	197
23:00	3	54	18	2	5	1	0	0	0	0	0	0	0	83
Total	120	8838	2921	125	941	70	5	88	43	0	1	0	0	13152
Percent	0.9%	67.2%	22.2%	1.0%	7.2%	0.5%	0.0%	0.7%	0.3%	0.0%	0.0%	0.0%	0.0%	
AM Peak	10:00	07:00	06:00	09:00	06:00	08:00	08:00	06:00	09:00		09:00			07:00
Vol.	8	1123	315	23	100	9	2	12	9		1			1517
PM Peak	14:00	17:00	17:00	16:00	12:00	14:00	16:00	12:00	14:00					17:00
Vol.	11	541	191	8	71	7	1	7	5					788

Transportation Data Corporation
Mario Perone, mperone1@verizon.net
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Route 1 (Washington Street)
 north of Madison Street
 City, State: Wrentham, MA
 Client: Pare/A. Archer
 Northbound

04957Aclass
 Site Code: 04957

Start Time	Bikes	Cars & Trailers	2 Axle Long	Buses	2 Axle 6 Tire	3 Axle Single	4 Axle Single	<5 Axl Double	5 Axle Double	>6 Axl Double	<6 Axl Multi	6 Axle Multi	>6 Axl Multi	Total
10/12/17	1	28	8	0	1	0	0	0	2	0	0	0	0	40
01:00	1	12	3	2	4	1	0	2	0	0	0	0	0	25
02:00	1	24	6	0	1	1	0	0	0	0	0	0	0	33
03:00	0	27	12	2	1	0	0	0	0	0	0	0	0	42
04:00	2	87	20	0	15	0	0	1	0	0	0	0	0	125
05:00	5	230	96	3	54	2	0	0	0	0	0	0	0	390
06:00	18	852	301	9	101	5	0	20	1	0	1	0	0	1308
07:00	12	1138	272	15	78	3	0	16	1	0	1	0	0	1536
08:00	6	921	255	14	70	4	0	15	3	0	1	1	0	1290
09:00	10	490	194	12	56	3	0	6	6	0	0	0	0	777
10:00	7	390	154	16	63	3	0	4	6	0	0	0	0	643
11:00	4	417	166	8	62	3	0	6	2	0	0	0	0	668
12 PM	6	450	179	14	51	4	0	5	6	0	0	0	0	715
13:00	10	472	173	5	49	7	0	4	4	0	0	0	0	724
14:00	6	483	167	14	56	2	0	9	2	0	0	0	0	739
15:00	13	430	146	9	48	5	1	4	2	0	0	0	0	658
16:00	19	542	153	1	66	5	0	6	2	0	0	0	0	794
17:00	12	599	176	5	42	3	0	5	0	1	0	0	0	843
18:00	9	505	157	2	45	5	0	6	2	0	0	0	0	731
19:00	11	362	129	3	25	2	0	1	0	0	0	0	0	533
20:00	7	266	77	2	23	0	0	4	1	0	0	0	0	380
21:00	3	182	52	3	15	0	0	1	1	0	0	0	0	257
22:00	2	180	55	2	10	0	0	1	2	0	0	0	0	252
23:00	1	102	36	2	4	0	0	0	0	0	0	0	0	145
Total	166	9189	2987	143	940	58	1	116	43	1	3	1	0	13648
Percent	1.2%	67.3%	21.9%	1.0%	6.9%	0.4%	0.0%	0.8%	0.3%	0.0%	0.0%	0.0%	0.0%	
AM Peak	06:00	07:00	06:00	10:00	06:00	06:00		06:00	09:00		06:00	08:00		07:00
Vol.	18	1138	301	16	101	5		20	6		1	1		1536
PM Peak	16:00	17:00	12:00	12:00	16:00	13:00	15:00	14:00	12:00	17:00				17:00
Vol.	19	599	179	14	66	7	1	9	6	1				843
Grand Total	286	18027	5908	268	1881	128	6	204	86	1	4	1	0	26800
Percent	1.1%	67.3%	22.0%	1.0%	7.0%	0.5%	0.0%	0.8%	0.3%	0.0%	0.0%	0.0%	0.0%	

Transportation Data Corporation

Mario Perone, mperone1@verizon.net
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Route 1 (Washington Street)
north of Madison Street
City, State: Wrentham, MA
Client: Pare/A. Archer

04957Aclass
Site Code: 04957

Southbound

Start Time	Bikes	Cars & Trailers	2 Axle Long	Buses	2 Axle 6 Tire	3 Axle Single	4 Axle Single	<5 Axl Double	5 Axle Double	>6 Axl Double	<6 Axl Multi	6 Axle Multi	>6 Axl Multi	Total
10/11/17	0	115	16	1	3	1	0	1	0	0	0	0	0	137
01:00	1	39	2	1	0	0	0	3	0	0	0	0	0	46
02:00	1	20	6	0	1	2	0	0	0	0	0	0	0	30
03:00	1	25	6	0	1	1	0	2	0	0	0	0	0	36
04:00	3	31	6	1	3	1	0	1	0	0	0	0	0	46
05:00	4	60	19	0	2	4	0	3	1	0	0	0	0	93
06:00	4	158	37	6	19	4	0	0	0	0	0	0	0	228
07:00	7	404	86	7	17	6	0	2	1	0	0	0	0	530
08:00	6	363	71	11	31	8	0	5	0	0	0	0	0	495
09:00	12	365	94	2	20	7	0	6	1	0	0	0	0	507
10:00	4	428	92	12	35	6	0	2	6	0	0	0	0	585
11:00	5	424	110	14	28	3	0	6	1	0	0	0	0	591
12 PM	8	476	127	7	37	10	0	5	0	0	0	0	0	670
13:00	10	554	132	4	53	3	0	1	4	0	0	0	0	761
14:00	8	651	137	5	28	2	0	5	0	0	0	0	0	836
15:00	11	869	212	10	60	8	0	5	1	0	0	0	0	1176
16:00	6	963	202	5	44	2	0	5	0	0	0	0	0	1227
17:00	12	1123	173	0	34	2	0	9	0	0	0	0	0	1353
18:00	10	690	109	3	24	2	0	1	0	0	0	0	0	839
19:00	8	552	72	2	19	1	0	2	0	0	0	0	0	656
20:00	4	449	77	3	15	0	0	2	0	0	0	0	0	550
21:00	3	420	57	1	6	1	0	1	1	0	0	0	0	490
22:00	1	243	23	0	2	0	0	1	0	0	0	0	0	270
23:00	2	231	29	0	7	1	0	0	0	0	0	0	0	270
Total	131	9653	1895	95	489	75	0	68	16	0	0	0	0	12422
Percent	1.1%	77.7%	15.3%	0.8%	3.9%	0.6%	0.0%	0.5%	0.1%	0.0%	0.0%	0.0%	0.0%	
AM Peak	09:00	10:00	11:00	11:00	10:00	08:00		09:00	10:00					11:00
Vol.	12	428	110	14	35	8		6	6					591
PM Peak	17:00	17:00	15:00	15:00	15:00	12:00		17:00	13:00					17:00
Vol.	12	1123	212	10	60	10		9	4					1353

Transportation Data Corporation

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tel (781) 587-0086 cell (781) 439-4999

04957Aclass
Site Code: 04957

Route 1 (Washington Street)
north of Madison Street
City, State: Wrentham, MA
Client: Pare/A. Archer
Southbound

Start Time	Bikes	Cars & Trailers	2 Axle Long	Buses	2 Axle 6 Tire	3 Axle Single	4 Axle Single	<5 Axl Double	5 Axle Double	>6 Axl Double	<6 Axl Multi	6 Axle Multi	>6 Axl Multi	Total
10/12/17	0	80	5	1	1	0	0	0	2	0	0	0	0	89
01:00	1	45	4	1	4	0	0	1	1	0	0	0	0	57
02:00	0	31	4	1	1	0	0	0	0	0	0	0	0	37
03:00	0	25	5	0	0	0	0	0	0	0	0	0	0	30
04:00	3	28	9	1	4	1	0	1	0	0	0	0	0	47
05:00	4	45	19	0	4	4	0	3	1	0	0	0	0	80
06:00	5	153	46	5	15	4	1	2	0	0	0	0	0	231
07:00	5	405	81	12	25	4	0	5	1	0	0	0	0	538
08:00	6	382	101	7	33	5	0	3	1	0	0	0	0	538
09:00	9	345	104	8	30	7	0	1	2	0	0	0	0	506
10:00	10	412	133	6	38	6	0	4	1	0	0	0	0	610
11:00	8	444	109	7	34	5	0	5	3	0	0	0	0	615
12 PM	7	507	124	3	33	6	0	5	1	0	0	0	0	686
13:00	6	534	125	16	32	7	0	9	1	0	0	0	0	730
14:00	6	695	154	8	35	1	0	3	0	0	0	0	0	902
15:00	10	951	186	14	42	2	0	7	1	0	2	0	0	1215
16:00	6	929	186	3	38	1	0	4	2	0	0	0	0	1169
17:00	8	1068	146	3	27	2	0	5	0	0	0	0	0	1259
18:00	12	736	115	2	19	3	0	2	1	0	0	0	0	890
19:00	5	537	75	0	17	0	0	1	0	0	0	0	0	635
20:00	4	532	86	3	15	2	0	0	0	0	0	0	0	642
21:00	2	394	67	1	7	1	0	2	0	0	0	0	0	474
22:00	0	288	44	0	4	0	0	0	1	0	0	0	0	337
23:00	2	283	28	0	12	0	0	0	1	0	0	0	0	326
Total	119	9849	1956	102	470	61	1	63	20	0	2	0	0	12643
Percent	0.9%	77.9%	15.5%	0.8%	3.7%	0.5%	0.0%	0.5%	0.2%	0.0%	0.0%	0.0%	0.0%	
AM Peak	10:00	11:00	10:00	07:00	10:00	09:00	06:00	07:00	11:00					11:00
Vol.	10	444	133	12	38	7	1	5	3					615
PM Peak	18:00	17:00	15:00	13:00	15:00	13:00		13:00	16:00		15:00			17:00
Vol.	12	1068	186	16	42	7		9	2		2			1259
Grand Total	250	19502	3851	197	959	136	1	131	36	0	2	0	0	25065
Percent	1.0%	77.8%	15.4%	0.8%	3.8%	0.5%	0.0%	0.5%	0.1%	0.0%	0.0%	0.0%	0.0%	

Transportation Data Corporation

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Route 1 (Washington Street)
north of Madison Street
City, State: Wrentham, MA
Client: Pare/A. Archer
Northbound

04957Asped
Site Code: 04957

Start Time	15	20	25	30	35	40	45	50	55	60	65	70	75	Total
10/11/17	0	0	0	0	1	2	6	10	16	8	1	1	0	45
01:00	0	0	1	0	0	4	1	7	7	6	1	0	0	27
02:00	0	0	0	0	0	0	0	7	14	10	1	1	0	33
03:00	0	0	0	0	0	0	4	10	19	8	3	0	0	44
04:00	0	0	0	0	0	2	5	21	44	26	21	2	0	121
05:00	0	0	0	0	0	4	30	70	133	104	53	5	1	400
06:00	0	2	3	1	2	16	62	189	505	378	132	17	2	1309
07:00	4	5	3	3	2	10	63	174	471	549	197	33	3	1517
08:00	2	4	3	1	8	35	93	182	415	387	158	19	3	1310
09:00	1	0	3	4	5	9	45	122	285	220	86	18	1	799
10:00	9	3	1	1	2	10	29	112	233	156	56	15	3	630
11:00	3	1	1	7	6	12	43	114	232	138	64	11	3	635
12 PM	4	2	2	5	5	5	52	126	220	192	67	10	0	690
13:00	6	2	5	4	0	7	31	158	232	175	63	19	2	704
14:00	6	1	4	3	0	14	38	124	277	182	77	18	5	749
15:00	8	4	2	4	5	10	40	96	220	190	83	10	3	675
16:00	8	8	3	4	5	11	44	142	260	201	62	11	1	760
17:00	11	7	0	6	10	10	51	130	269	202	75	15	2	788
18:00	6	4	3	2	8	11	40	115	231	179	69	6	0	674
19:00	0	0	1	1	3	9	38	105	192	77	18	3	0	447
20:00	3	1	1	0	0	4	30	79	111	52	16	2	0	299
21:00	0	0	1	0	0	9	19	63	70	42	9	3	0	216
22:00	1	0	1	0	3	6	22	47	73	34	10	0	0	197
23:00	0	0	0	0	3	0	6	21	30	17	4	0	2	83
Total	72	44	38	46	68	200	792	2224	4559	3533	1326	219	31	13152
Percent	0.5%	0.3%	0.3%	0.3%	0.5%	1.5%	6.0%	16.9%	34.7%	26.9%	10.1%	1.7%	0.2%	

Daily

- 15th Percentile : 46 MPH
- 50th Percentile : 53 MPH
- 85th Percentile : 59 MPH
- 95th Percentile : 63 MPH
- Mean Speed(Average) : 53 MPH
- 10 MPH Pace Speed : 51-60 MPH
- Number in Pace : 8092
- Percent in Pace : 61.5%
- Number of Vehicles > 50 MPH : 9668
- Percent of Vehicles > 50 MPH : 73.5%

Transportation Data Corporation
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 tel (781) 587-0086 cell (781) 439-4999

Route 1 (Washington Street)
 north of Madison Street
 City, State: Wrentham, MA
 Client: Pare/A. Archer
 Northbound

04957Aspeed
 Site Code: 04957

Start Time	1 15	16 20	21 25	26 30	31 35	36 40	41 45	46 50	51 55	56 60	61 65	66 70	71 75	Total
10/12/17	1	0	1	0	0	2	7	12	11	5	1	0	0	40
01:00	0	0	0	0	0	2	2	5	10	4	1	1	0	25
02:00	0	0	0	0	2	0	1	6	11	9	3	1	0	33
03:00	0	0	0	0	0	0	3	5	15	12	6	0	1	42
04:00	2	0	0	0	0	1	4	21	52	26	14	5	0	125
05:00	0	0	1	0	0	6	18	50	101	120	79	15	0	390
06:00	2	4	0	0	7	17	62	193	452	419	132	20	0	1308
07:00	6	4	5	4	15	22	79	228	483	492	183	12	3	1536
08:00	5	0	4	0	1	12	54	180	449	398	158	24	5	1290
09:00	4	0	0	0	7	14	39	107	267	220	101	17	1	777
10:00	4	1	2	2	2	14	36	116	253	141	63	9	0	643
11:00	6	3	3	4	3	17	56	125	212	173	60	6	0	668
12 PM	7	2	2	1	6	16	59	144	233	172	63	10	0	715
13:00	10	3	3	0	2	17	43	128	282	165	62	6	3	724
14:00	10	2	2	2	4	3	42	124	271	201	70	8	0	739
15:00	15	7	2	3	3	10	37	119	220	173	59	10	0	658
16:00	12	11	2	0	4	16	45	109	275	219	84	15	2	794
17:00	16	8	3	4	4	19	56	141	292	217	72	9	2	843
18:00	7	3	7	1	14	15	50	108	253	194	70	9	0	731
19:00	8	1	1	3	3	11	40	120	201	109	34	1	1	533
20:00	8	4	1	2	0	7	32	83	147	66	28	2	0	380
21:00	0	1	1	0	0	5	22	61	113	41	9	3	1	257
22:00	1	1	1	1	4	2	25	68	82	45	18	4	0	252
23:00	0	0	1	0	2	3	16	38	57	23	4	1	0	145
Total	124	55	42	27	83	231	828	2291	4742	3644	1374	188	19	13648
Percent	0.9%	0.4%	0.3%	0.2%	0.6%	1.7%	6.1%	16.8%	34.7%	26.7%	10.1%	1.4%	0.1%	

Daily
 15th Percentile : 46 MPH
 50th Percentile : 53 MPH
 85th Percentile : 59 MPH
 95th Percentile : 63 MPH
 Mean Speed(Average) : 53 MPH
 10 MPH Pace Speed : 51-60 MPH
 Number in Pace : 8386
 Percent in Pace : 61.4%
 Number of Vehicles > 50 MPH : 9967
 Percent of Vehicles > 50 MPH : 73.0%

Grand Total	196	99	80	73	151	431	1620	4515	9301	7177	2700	407	50	26800
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Overall
 15th Percentile : 46 MPH
 50th Percentile : 53 MPH
 85th Percentile : 59 MPH
 95th Percentile : 63 MPH
 Mean Speed(Average) : 53 MPH
 10 MPH Pace Speed : 51-60 MPH
 Number in Pace : 16478
 Percent in Pace : 61.5%
 Number of Vehicles > 50 MPH : 19635
 Percent of Vehicles > 50 MPH : 73.3%

Transportation Data Corporation

Mario Perone, mperone1@verizon.net
tel (781) 587-0086 cell (781) 439-4999

Route 1 (Washington Street)
north of Madison Street
City, State: Wrentham, MA
Client: Pare/A. Archer
Southbound

04957Aspeed
Site Code: 04957

Start Time	15	20	25	30	35	40	45	50	55	60	65	70	75	Total
10/11/17	0	0	0	0	1	3	15	36	45	27	7	3	0	137
01:00	0	0	0	0	1	0	10	8	19	6	2	0	0	46
02:00	0	0	0	0	1	1	6	12	5	2	2	0	1	30
03:00	0	0	0	0	1	4	2	9	16	3	1	0	0	36
04:00	0	0	1	1	0	4	10	9	6	11	4	0	0	46
05:00	0	0	1	3	3	7	17	19	26	14	3	0	0	93
06:00	3	3	0	1	5	4	19	58	79	37	17	2	0	228
07:00	5	2	2	3	11	14	40	87	153	156	44	8	5	530
08:00	5	2	1	3	3	8	54	118	148	101	44	8	0	495
09:00	9	3	1	10	7	27	70	123	150	76	26	5	0	507
10:00	4	1	0	1	5	27	93	146	180	90	32	6	0	585
11:00	6	2	3	9	8	17	71	159	176	101	33	5	1	591
12 PM	4	2	3	3	15	22	105	163	203	105	42	3	0	670
13:00	10	1	2	5	8	27	114	184	234	121	46	8	1	761
14:00	11	2	2	4	10	37	133	190	243	140	52	10	2	836
15:00	17	3	2	4	12	14	130	252	375	249	101	15	2	1176
16:00	15	4	1	4	10	43	193	257	381	242	71	6	0	1227
17:00	15	0	3	3	9	51	200	294	402	274	94	5	3	1353
18:00	8	1	1	6	11	20	115	193	272	157	49	5	1	839
19:00	6	1	0	4	12	25	106	159	215	98	25	4	1	656
20:00	5	1	5	4	12	22	81	170	151	84	14	1	0	550
21:00	1	3	1	2	10	23	62	160	151	56	18	3	0	490
22:00	0	0	0	2	4	9	38	80	74	37	24	2	0	270
23:00	0	0	0	0	2	8	44	80	82	33	17	3	1	270
Total	124	31	29	72	161	417	1728	2966	3786	2220	768	102	18	12422
Percent	1.0%	0.2%	0.2%	0.6%	1.3%	3.4%	13.9%	23.9%	30.5%	17.9%	6.2%	0.8%	0.1%	

Daily
 15th Percentile : 42 MPH
 50th Percentile : 50 MPH
 85th Percentile : 57 MPH
 95th Percentile : 61 MPH
 Mean Speed(Average) : 51 MPH
 10 MPH Pace Speed : 46-55 MPH
 Number in Pace : 6752
 Percent in Pace : 54.4%
 Number of Vehicles > 50 MPH : 6894
 Percent of Vehicles > 50 MPH : 55.5%

Transportation Data Corporation
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Route 1 (Washington Street)
north of Madison Street
City, State: Wrentham, MA
Client: Pare/A. Archer
Southbound

04957Aspeed
Site Code: 04957

Start Time	15	20	25	30	35	40	45	50	55	60	65	70	75	Total
10/12/17	0	0	0	2	0	2	9	32	25	15	2	2	0	89
01:00	0	0	0	0	1	2	11	15	14	8	6	0	0	57
02:00	0	0	0	0	0	1	6	12	16	1	1	0	0	37
03:00	0	0	0	1	0	0	7	12	6	3	1	0	0	30
04:00	0	0	0	0	2	5	4	13	12	6	2	2	1	47
05:00	0	0	1	0	2	6	7	21	23	16	4	0	0	80
06:00	2	3	0	1	9	10	16	46	89	42	9	4	0	231
07:00	5	4	1	1	16	12	44	88	171	119	68	7	2	538
08:00	12	7	1	1	7	14	38	89	182	120	54	10	3	538
09:00	5	3	3	8	7	9	59	108	163	95	38	8	0	506
10:00	6	3	2	5	5	21	78	171	175	104	36	3	1	610
11:00	9	0	2	3	9	18	84	141	214	92	36	6	1	615
12 PM	9	2	3	4	16	19	90	150	192	137	56	6	2	686
13:00	14	4	0	8	25	31	74	154	229	125	61	5	0	730
14:00	21	2	0	2	10	26	118	249	266	147	52	7	2	902
15:00	10	1	2	3	8	48	134	264	379	272	86	8	0	1215
16:00	16	2	1	4	7	21	84	261	384	271	102	15	1	1169
17:00	16	1	0	3	18	21	135	296	446	243	72	6	2	1259
18:00	16	2	1	7	7	26	94	189	262	196	82	7	1	890
19:00	7	2	2	1	10	28	115	167	175	94	31	3	0	635
20:00	3	1	3	7	21	16	100	170	211	81	25	3	1	642
21:00	0	1	1	7	17	19	53	132	148	76	19	1	0	474
22:00	0	0	2	1	5	11	44	89	116	43	23	2	1	337
23:00	0	2	1	3	3	5	38	72	128	54	16	4	0	326
Total	151	40	26	72	205	371	1442	2941	4026	2360	882	109	18	12643
Percent	1.2%	0.3%	0.2%	0.6%	1.6%	2.9%	11.4%	23.3%	31.8%	18.7%	7.0%	0.9%	0.1%	

Daily
15th Percentile : 43 MPH
50th Percentile : 51 MPH
85th Percentile : 58 MPH
95th Percentile : 62 MPH

Mean Speed(Average) : 51 MPH
10 MPH Pace Speed : 46-55 MPH
Number in Pace : 6967
Percent in Pace : 55.1%
Number of Vehicles > 50 MPH : 7395
Percent of Vehicles > 50 MPH : 58.5%

Grand Total	275	71	55	144	366	788	3170	5907	7812	4580	1650	211	36	25065
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Overall
15th Percentile : 43 MPH
50th Percentile : 51 MPH
85th Percentile : 57 MPH
95th Percentile : 61 MPH

Mean Speed(Average) : 51 MPH
10 MPH Pace Speed : 46-55 MPH
Number in Pace : 13719
Percent in Pace : 54.7%
Number of Vehicles > 50 MPH : 14289
Percent of Vehicles > 50 MPH : 57.0%

Transportation Data Corporation
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N/S: Washington Street (Route 1)
 E/W: Main Street/East Street
 City, State: Foxborough, MA
 Client: Pare/A. Archer

File Name : 04957A
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Cars & Peds

Start Time	Washington Street (Route 1) From North				Main Street From East				Washington Street (Route 1) From South				East Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
07:00 AM	15	77	1	0	36	0	0	0	68	555	0	0	19	0	0	0	771
07:15 AM	12	63	0	0	65	0	0	0	59	492	0	0	18	0	0	0	709
07:30 AM	13	76	0	0	50	0	0	0	37	491	0	0	24	0	0	0	691
07:45 AM	17	74	0	0	37	0	0	0	49	452	0	0	16	0	0	0	645
Total	57	290	1	0	188	0	0	0	213	1990	0	0	77	0	0	0	2816
08:00 AM	24	89	0	0	29	0	0	0	61	413	0	0	19	0	0	0	635
08:15 AM	21	92	0	0	31	0	0	0	51	413	0	0	12	0	0	0	620
08:30 AM	14	72	0	0	32	0	0	0	40	362	0	0	17	0	0	0	537
08:45 AM	16	91	0	0	40	0	0	0	42	328	0	0	9	0	0	0	526
Total	75	344	0	0	132	0	0	0	194	1516	0	0	57	0	0	0	2318
Grand Total	132	634	1	0	320	0	0	0	407	3506	0	0	134	0	0	0	5134
Apprch %	17.2	82.7	0.1	0	100	0	0	0	10.4	89.6	0	0	100	0	0	0	
Total %	2.6	12.3	0	0	6.2	0	0	0	7.9	68.3	0	0	2.6	0	0	0	

Start Time	Washington Street (Route 1) From North					Main Street From East					Washington Street (Route 1) From South					East Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 07:00 AM																					
07:00 AM	15	77	1	0	93	36	0	0	0	36	68	555	0	0	623	19	0	0	0	19	771
07:15 AM	12	63	0	0	75	65	0	0	0	65	59	492	0	0	551	18	0	0	0	18	709
07:30 AM	13	76	0	0	89	50	0	0	0	50	37	491	0	0	528	24	0	0	0	24	691
07:45 AM	17	74	0	0	91	37	0	0	0	37	49	452	0	0	501	16	0	0	0	16	645
Total Volume	57	290	1	0	348	188	0	0	0	188	213	1990	0	0	2203	77	0	0	0	77	2816
% App. Total	16.4	83.3	0.3	0		100	0	0	0		9.7	90.3	0	0		100	0	0	0		
PHF	.838	.942	.250	.000	.935	.723	.000	.000	.000	.723	.783	.896	.000	.000	.884	.802	.000	.000	.000	.802	.913

Transportation Data Corporation

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N/S: Washington Street (Route 1)

E/W: Main Street/East Street

City, State: Foxborough, MA

Client: Pare/A. Archer

File Name : 04957A

Site Code : 04957

Start Date : 10/10/2017

Page No : 1

Groups Printed- Trucks & Buses

Start Time	Washington Street (Route 1) From North				Main Street From East				Washington Street (Route 1) From South				East Street From West				Int. Total	
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds		
07:00 AM	2	6	0	0	3	0	0	0	3	10	0	0	0	0	0	0	0	24
07:15 AM	3	8	0	0	1	0	0	0	2	13	0	0	1	0	0	0	0	28
07:30 AM	1	14	0	0	1	0	0	0	2	18	0	0	0	0	0	0	0	36
07:45 AM	1	13	0	0	0	0	0	0	0	15	0	0	0	0	0	0	0	29
Total	7	41	0	0	5	0	0	0	7	56	0	0	1	0	0	0	0	117
08:00 AM	1	8	0	0	1	0	0	0	3	14	0	0	1	0	0	0	0	28
08:15 AM	0	7	0	0	2	0	0	0	2	14	0	0	0	0	0	0	0	25
08:30 AM	1	5	0	0	0	0	0	0	2	5	0	0	0	0	0	0	0	13
08:45 AM	4	11	0	0	2	0	0	0	2	13	0	0	1	0	0	0	0	33
Total	6	31	0	0	5	0	0	0	9	46	0	0	2	0	0	0	0	99
Grand Total	13	72	0	0	10	0	0	0	16	102	0	0	3	0	0	0	0	216
Apprch %	15.3	84.7	0	0	100	0	0	0	13.6	86.4	0	0	100	0	0	0	0	
Total %	6	33.3	0	0	4.6	0	0	0	7.4	47.2	0	0	1.4	0	0	0	0	

Start Time	Washington Street (Route 1) From North					Main Street From East					Washington Street (Route 1) From South					East Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 07:15 AM																					
07:15 AM	3	8	0	0	11	1	0	0	0	1	2	13	0	0	15	1	0	0	0	1	28
07:30 AM	1	14	0	0	15	1	0	0	0	1	2	18	0	0	20	0	0	0	0	0	36
07:45 AM	1	13	0	0	14	0	0	0	0	0	0	15	0	0	15	0	0	0	0	0	29
08:00 AM	1	8	0	0	9	1	0	0	0	1	3	14	0	0	17	1	0	0	0	1	28
Total Volume	6	43	0	0	49	3	0	0	0	3	7	60	0	0	67	2	0	0	0	2	121
% App. Total	12.2	87.8	0	0		100	0	0	0		10.4	89.6	0	0		100	0	0	0		
PHF	.500	.768	.000	.000	.817	.750	.000	.000	.000	.750	.583	.833	.000	.000	.838	.500	.000	.000	.000	.500	.840

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N/S: Washington Street (Route 1)
 E/W: Main Street/East Street
 City, State: Foxborough, MA
 Client: Pare/A. Archer

File Name : 04957A
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Bikes by Direction

Start Time	Washington Street (Route 1) From North				Main Street From East				Washington Street (Route 1) From South				East Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
07:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Apprch %	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total %																	

Start Time	Washington Street (Route 1) From North					Main Street From East					Washington Street (Route 1) From South					East Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 07:00 AM																					
07:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Volume	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
% App. Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PHF	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

Transportation Data Corporation

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N/S: Washington Street (Route 1)

E/W: Main Street/East Street

City, State: Foxborough, MA

Client: Pare/A. Archer

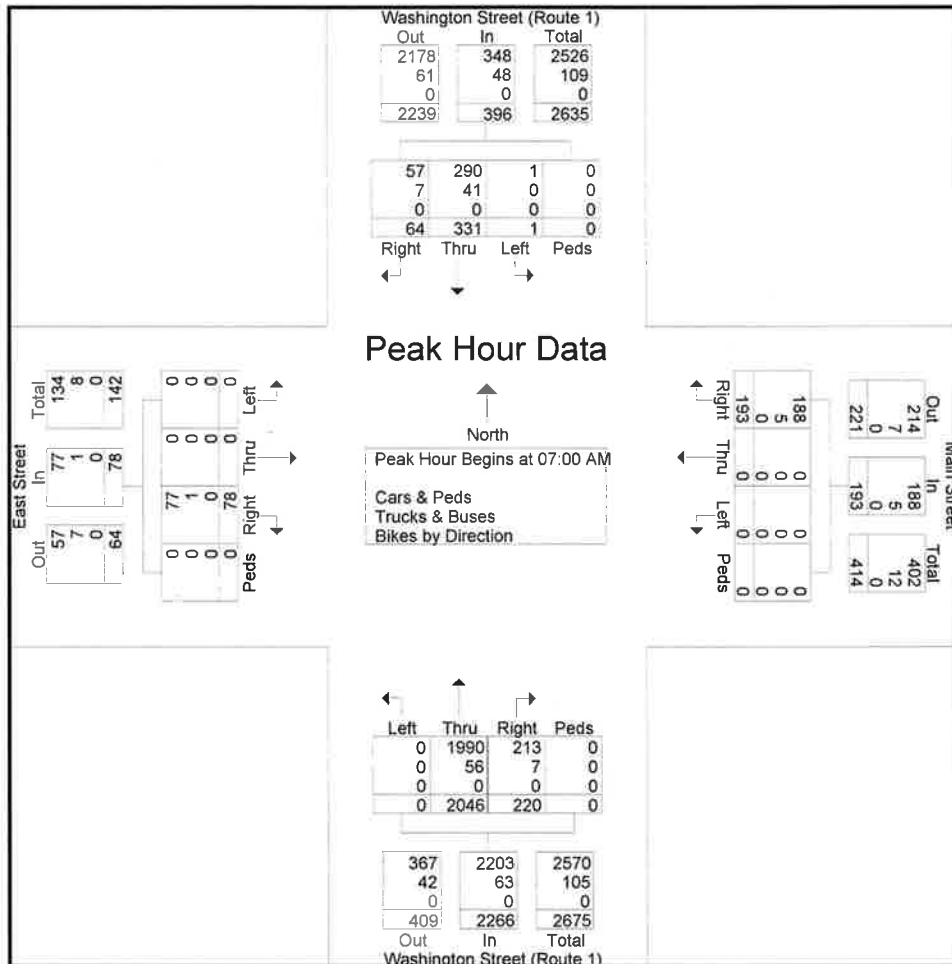
File Name : 04957A

Site Code : 04957

Start Date : 10/10/2017

Page No : 1

Start Time	Washington Street (Route 1) From North					Main Street From East					Washington Street (Route 1) From South					East Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 07:00 AM																					
07:00 AM	17	83	1	0	101	39	0	0	0	39	71	565	0	0	636	19	0	0	0	19	795
07:15 AM	15	71	0	0	86	66	0	0	0	66	61	505	0	0	566	19	0	0	0	19	737
07:30 AM	14	90	0	0	104	51	0	0	0	51	39	509	0	0	548	24	0	0	0	24	727
07:45 AM	18	87	0	0	105	37	0	0	0	37	49	467	0	0	516	16	0	0	0	16	674
Total Volume	64	331	1	0	396	193	0	0	0	193	220	2046	0	0	2266	78	0	0	0	78	2933
% App. Total	16.2	83.6	0.3	0		100	0	0	0		9.7	90.3	0	0		100	0	0	0		
PHF	889	919	250	000	943	731	000	000	000	731	775	905	000	000	891	813	000	000	000	813	922
Cars & Peds	57	290	1	0	348	188	0	0	0	188	213	1990	0	0	2203	77	0	0	0	77	2816
% Cars & Peds	89.1	87.6	100	0	87.9	97.4	0	0	0	97.4	96.8	97.3	0	0	97.2	98.7	0	0	0	98.7	96.0
Trucks & Buses	7	41	0	0	48	5	0	0	0	5	7	56	0	0	63	1	0	0	0	1	117
% Trucks & Buses	10.9	12.4	0	0	12.1	2.6	0	0	0	2.6	3.2	2.7	0	0	2.8	1.3	0	0	0	1.3	4.0
Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
% Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



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N/S: Washington Street (Route 1)
 E/W: Main Street/East Street
 City, State: Foxborough, MA
 Client: Pare/A. Archer

File Name : 04957AA
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Cars & Peds

Start Time	Washington Street (Route 1) From North				Main Street From East				Washington Street (Route 1) From South				East Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
04:00 PM	54	405	0	0	50	0	0	0	27	133	0	0	34	0	0	0	703
04:15 PM	49	399	0	0	42	0	0	0	26	146	0	0	47	0	0	0	709
04:30 PM	49	413	0	0	36	0	0	0	25	126	0	0	38	0	0	0	687
04:45 PM	39	306	0	0	41	0	0	0	22	138	0	0	25	0	0	0	571
Total	191	1523	0	0	169	0	0	0	100	543	0	0	144	0	0	0	2670
05:00 PM	27	328	0	0	39	0	0	0	21	109	0	0	34	0	0	0	558
05:15 PM	25	309	0	0	41	0	0	0	29	113	0	0	32	0	0	0	549
05:30 PM	24	300	0	0	37	0	0	0	27	127	0	0	28	0	0	0	543
05:45 PM	37	284	0	0	44	0	0	0	28	118	0	0	35	0	0	0	546
Total	113	1221	0	0	161	0	0	0	105	467	0	0	129	0	0	0	2196
Grand Total	304	2744	0	0	330	0	0	0	205	1010	0	0	273	0	0	0	4866
Apprch %	10	90	0	0	100	0	0	0	16.9	83.1	0	0	100	0	0	0	
Total %	6.2	56.4	0	0	6.8	0	0	0	4.2	20.8	0	0	5.6	0	0	0	

Start Time	Washington Street (Route 1) From North					Main Street From East					Washington Street (Route 1) From South					East Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 04:00 PM																					
04:00 PM	54	405	0	0	459	50	0	0	0	50	27	133	0	0	160	34	0	0	0	34	703
04:15 PM	49	399	0	0	448	42	0	0	0	42	26	146	0	0	172	47	0	0	0	47	709
04:30 PM	49	413	0	0	462	36	0	0	0	36	25	126	0	0	151	38	0	0	0	38	687
04:45 PM	39	306	0	0	345	41	0	0	0	41	22	138	0	0	160	25	0	0	0	25	571
Total Volume	191	1523	0	0	1714	169	0	0	0	169	100	543	0	0	643	144	0	0	0	144	2670
% App. Total	11.1	88.9	0	0		100	0	0	0		15.6	84.4	0	0		100	0	0	0		
PHF	.884	.922	.000	.000	.927	.845	.000	.000	.000	.845	.926	.930	.000	.000	.935	.766	.000	.000	.000	.766	.941

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N/S: Washington Street (Route 1)
 E/W: Main Street/East Street
 City, State: Foxborough, MA
 Client: Pare/A. Archer

File Name : 04957AA
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Trucks & Buses

Start Time	Washington Street (Route 1) From North				Main Street From East				Washington Street (Route 1) From South				East Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
04:00 PM	0	5	0	0	1	0	0	0	0	4	0	0	2	0	0	0	12
04:15 PM	1	2	0	0	2	0	0	0	0	6	0	0	1	0	0	0	12
04:30 PM	0	4	0	0	1	0	0	0	1	6	0	0	0	0	0	0	12
04:45 PM	0	4	0	0	0	0	0	0	0	7	0	0	1	0	0	0	12
Total	1	15	0	0	4	0	0	0	1	23	0	0	4	0	0	0	48
05:00 PM	0	9	0	0	1	0	0	0	0	4	0	0	0	0	0	0	14
05:15 PM	0	9	0	0	0	0	0	0	0	3	0	0	2	0	0	0	14
05:30 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
05:45 PM	1	3	0	0	0	0	0	0	1	1	0	0	1	0	0	0	7
Total	1	21	0	0	1	0	0	0	1	9	0	0	3	0	0	0	36
Grand Total	2	36	0	0	5	0	0	0	2	32	0	0	7	0	0	0	84
Apprch %	5.3	94.7	0	0	100	0	0	0	5.9	94.1	0	0	100	0	0	0	
Total %	2.4	42.9	0	0	6	0	0	0	2.4	38.1	0	0	8.3	0	0	0	

Start Time	Washington Street (Route 1) From North					Main Street From East					Washington Street (Route 1) From South					East Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 04:30 PM																					
04:30 PM	0	4	0	0	4	1	0	0	0	1	1	6	0	0	7	0	0	0	0	0	12
04:45 PM	0	4	0	0	4	0	0	0	0	0	0	7	0	0	7	1	0	0	0	1	12
05:00 PM	0	9	0	0	9	1	0	0	0	1	0	4	0	0	4	0	0	0	0	0	14
05:15 PM	0	9	0	0	9	0	0	0	0	0	0	3	0	0	3	2	0	0	0	2	14
Total Volume	0	26	0	0	26	2	0	0	0	2	1	20	0	0	21	3	0	0	0	3	52
% App. Total	0	100	0	0		100	0	0	0		4.8	95.2	0	0		100	0	0	0		
PHF	.000	.722	.000	.000	.722	.500	.000	.000	.000	.500	.250	.714	.000	.000	.750	.375	.000	.000	.000	.375	.929

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N/S: Washington Street (Route 1)
 E/W: Main Street/East Street
 City, State: Foxborough, MA
 Client: Pare/A. Archer

File Name : 04957AA
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Bikes by Direction

Start Time	Washington Street (Route 1) From North				Main Street From East				Washington Street (Route 1) From South				East Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
04:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:30 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
05:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Grand Total	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Apprch %	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	
Total %	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	

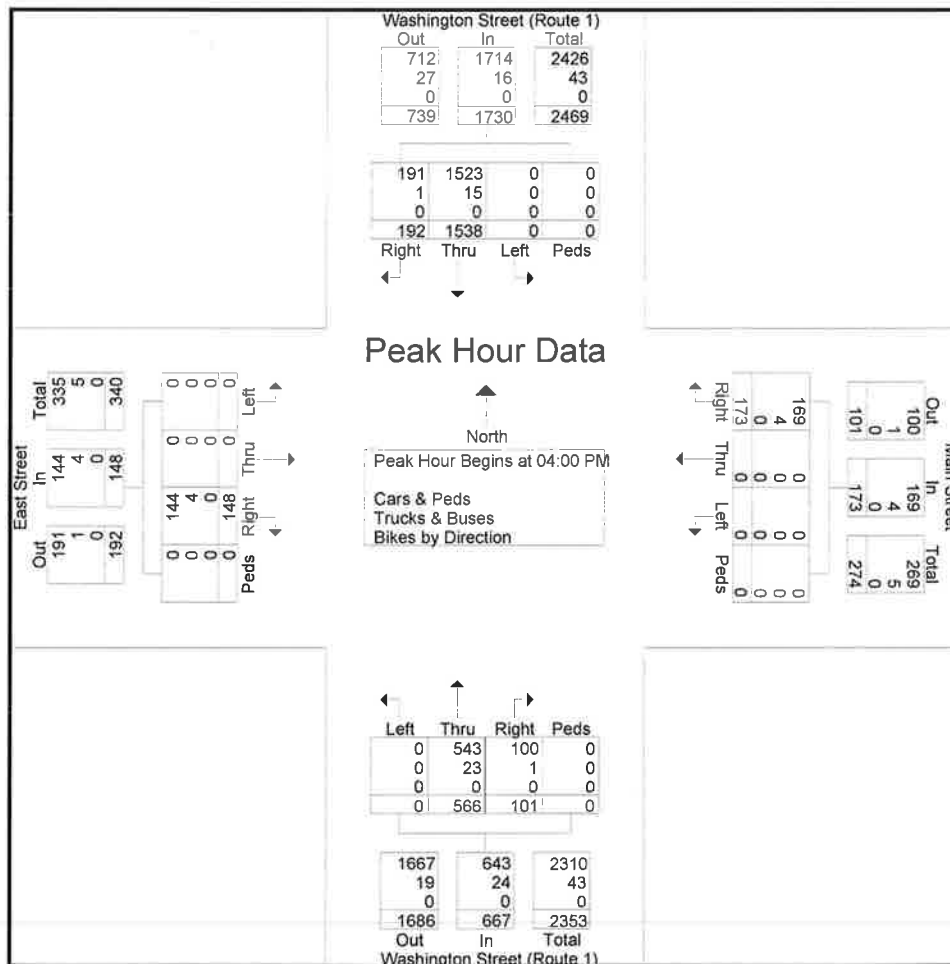
Start Time	Washington Street (Route 1) From North					Main Street From East					Washington Street (Route 1) From South					East Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
04:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:30 PM	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1
Total Volume	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1
% App. Total	0	0	0	0		0	0	0	0		0	100	0	0		0	0	0	0		
PHF	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.250	.000	.000	.250	.000	.000	.000	.000	.000	.250

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N/S: Washington Street (Route 1)
 E/W: Main Street/East Street
 City, State: Foxborough, MA
 Client: Pare/A. Archer

File Name : 04957AA
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Start Time	Washington Street (Route 1) From North					Main Street From East					Washington Street (Route 1) From South					East Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 04:00 PM																					
04:00 PM	54	410	0	0	464	51	0	0	0	51	27	137	0	0	164	36	0	0	0	36	715
04:15 PM	50	401	0	0	451	44	0	0	0	44	26	152	0	0	178	48	0	0	0	48	721
04:30 PM	49	417	0	0	466	37	0	0	0	37	26	132	0	0	158	38	0	0	0	38	699
04:45 PM	39	310	0	0	349	41	0	0	0	41	22	145	0	0	167	26	0	0	0	26	583
Total Volume	192	1538	0	0	1730	173	0	0	0	173	101	566	0	0	667	148	0	0	0	148	2718
% App. Total	11.1	88.9	0	0		100	0	0	0		15.1	84.9	0	0		100	0	0	0		
PHF	.889	.922	.000	.000	.928	.848	.000	.000	.000	.848	.935	.931	.000	.000	.937	.771	.000	.000	.000	.771	.942
Cars & Peds	191	1523	0	0	1714	169	0	0	0	169	100	543	0	0	643	144	0	0	0	144	2670
% Cars & Peds	99.5	99.0	0	0	99.1	97.7	0	0	0	97.7	99.0	95.9	0	0	96.4	97.3	0	0	0	97.3	98.2
Trucks & Buses	1	15	0	0	16	4	0	0	0	4	1	23	0	0	24	4	0	0	0	4	48
* Trucks & Buses	0.5	1.0	0	0	0.9	2.3	0	0	0	2.3	1.0	4.1	0	0	3.6	2.7	0	0	0	2.7	1.8
Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
* Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



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N/S: Washington Street (Route 1)
 E/W: Salvage Yard/Myrtle Street
 City, State: Wrentham, MA
 Client: Pare/A. Archer

File Name : 04957B
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Cars & Peds - Trucks & Buses - Bikes by Direction

Start Time	Washington Street (Route 1) From North				Salvage Yard Driveway From East				Washington Street (Route 1) From South				Myrtle Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
07:00 AM	0	107	0	0	0	0	0	0	0	633	0	0	0	0	3	0	743
07:15 AM	2	95	0	0	0	0	0	0	0	601	1	0	3	0	1	0	703
07:30 AM	1	110	1	0	0	0	0	0	0	614	1	0	1	0	0	0	728
07:45 AM	0	116	0	0	0	0	0	0	0	601	0	0	2	0	0	0	719
Total	3	428	1	0	0	0	0	0	0	2449	2	0	6	0	4	0	2893
08:00 AM	1	123	0	0	0	0	0	0	0	578	0	0	0	0	3	0	705
08:15 AM	0	124	0	0	0	0	0	0	0	575	0	0	2	0	2	0	703
08:30 AM	0	126	1	0	0	0	0	0	0	515	1	0	1	0	1	0	645
08:45 AM	2	135	0	0	0	0	0	0	1	475	0	0	2	0	2	0	617
Total	3	508	1	0	0	0	0	0	1	2143	1	0	5	0	8	0	2670
Grand Total	6	936	2	0	0	0	0	0	1	4592	3	0	11	0	12	0	5563
Apprch %	0.6	99.2	0.2	0	0	0	0	0	0	99.9	0.1	0	47.8	0	52.2	0	
Total %	0.1	16.8	0	0	0	0	0	0	0	82.5	0.1	0	0.2	0	0.2	0	
Cars & Peds	6	853	2	0	0	0	0	0	1	4467	3	0	11	0	12	0	5355
% Cars & Peds	100	91.1	100	0	0	0	0	0	100	97.3	100	0	100	0	100	0	96.3
Trucks & Buses	0	83	0	0	0	0	0	0	0	125	0	0	0	0	0	0	208
% Trucks & Buses	0	8.9	0	0	0	0	0	0	0	2.7	0	0	0	0	0	0	3.7
Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
% Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Start Time	Washington Street (Route 1) From North					Salvage Yard Driveway From East					Washington Street (Route 1) From South					Myrtle Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 07:00 AM																					
07:00 AM	0	107	0	0	107	0	0	0	0	0	0	633	0	0	633	0	0	3	0	3	743
07:15 AM	2	95	0	0	97	0	0	0	0	0	0	601	1	0	602	3	0	1	0	4	703
07:30 AM	1	110	1	0	112	0	0	0	0	0	0	614	1	0	615	1	0	0	0	1	728
07:45 AM	0	116	0	0	116	0	0	0	0	0	0	601	0	0	601	2	0	0	0	2	719
Total Volume	3	428	1	0	432	0	0	0	0	0	0	2449	2	0	2451	6	0	4	0	10	2893
% App. Total	0.7	99.1	0.2	0		0	0	0	0		0	99.9	0.1	0		60	0	40	0		
PHF	.375	.922	.250	.000	.931	.000	.000	.000	.000	.000	.000	.967	.500	.000	.968	.500	.000	.333	.000	.625	.973
Cars & Peds	3	388	1	0	392	0	0	0	0	0	0	2383	2	0	2385	6	0	4	0	10	2787
% Cars & Peds	100	90.7	100	0	90.7	0	0	0	0	0	0	97.3	100	0	97.3	100	0	100	0	100	96.3
Trucks & Buses	0	40	0	0	40	0	0	0	0	0	0	66	0	0	66	0	0	0	0	0	106
% Trucks & Buses	0	9.3	0	0	9.3	0	0	0	0	0	0	2.7	0	0	2.7	0	0	0	0	0	3.7
Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
% Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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N/S: Washington Street (Route 1)
 E/W: Salvage Yard/Myrtle Street
 City, State: Wrentham, MA
 Client: Pare/A. Archer

File Name : 04957B
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Cars & Peds

Start Time	Washington Street (Route 1) From North				Salvage Yard Driveway From East				Washington Street (Route 1) From South				Myrtle Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
07:00 AM	0	101	0	0	0	0	0	0	0	621	0	0	0	0	3	0	725
07:15 AM	2	88	0	0	0	0	0	0	0	585	1	0	3	0	1	0	680
07:30 AM	1	97	1	0	0	0	0	0	0	592	1	0	1	0	0	0	693
07:45 AM	0	102	0	0	0	0	0	0	0	585	0	0	2	0	0	0	689
Total	3	388	1	0	0	0	0	0	0	2383	2	0	6	0	4	0	2787
08:00 AM	1	112	0	0	0	0	0	0	0	562	0	0	0	0	3	0	678
08:15 AM	0	117	0	0	0	0	0	0	0	562	0	0	2	0	2	0	683
08:30 AM	0	118	1	0	0	0	0	0	0	507	1	0	1	0	1	0	629
08:45 AM	2	118	0	0	0	0	0	0	1	453	0	0	2	0	2	0	578
Total	3	465	1	0	0	0	0	0	1	2084	1	0	5	0	8	0	2568
Grand Total	6	853	2	0	0	0	0	0	1	4467	3	0	11	0	12	0	5355
Apprch %	0.7	99.1	0.2	0	0	0	0	0	0	99.9	0.1	0	47.8	0	52.2	0	
Total %	0.1	15.9	0	0	0	0	0	0	0	83.4	0.1	0	0.2	0	0.2	0	

Start Time	Washington Street (Route 1) From North					Salvage Yard Driveway From East					Washington Street (Route 1) From South					Myrtle Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
07:00 AM	0	101	0	0	101	0	0	0	0	0	0	621	0	0	621	0	0	3	0	3	725
07:15 AM	2	88	0	0	90	0	0	0	0	0	0	585	1	0	586	3	0	1	0	4	680
07:30 AM	1	97	1	0	99	0	0	0	0	0	0	592	1	0	593	1	0	0	0	1	693
07:45 AM	0	102	0	0	102	0	0	0	0	0	0	585	0	0	585	2	0	0	0	2	689
Total Volume	3	388	1	0	392	0	0	0	0	0	0	2383	2	0	2385	6	0	4	0	10	2787
% App. Total	0.8	99	0.3	0		0	0	0	0		0	99.9	0.1	0		60	0	40	0		
PHF	.375	.951	.250	.000	.961	.000	.000	.000	.000	.000	.000	.959	.500	.000	.960	.500	.000	.333	.000	.625	.961

Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1

Peak Hour for Entire Intersection Begins at 07:00 AM

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N/S: Washington Street (Route 1)
 E/W: Salvage Yard/Myrtle Street
 City, State: Wrentham, MA
 Client: Pare/A. Archer

File Name : 04957B
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Bikes by Direction

Start Time	Washington Street (Route 1) From North				Salvage Yard Driveway From East				Washington Street (Route 1) From South				Myrtle Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
07:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Apprch %	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total %																	

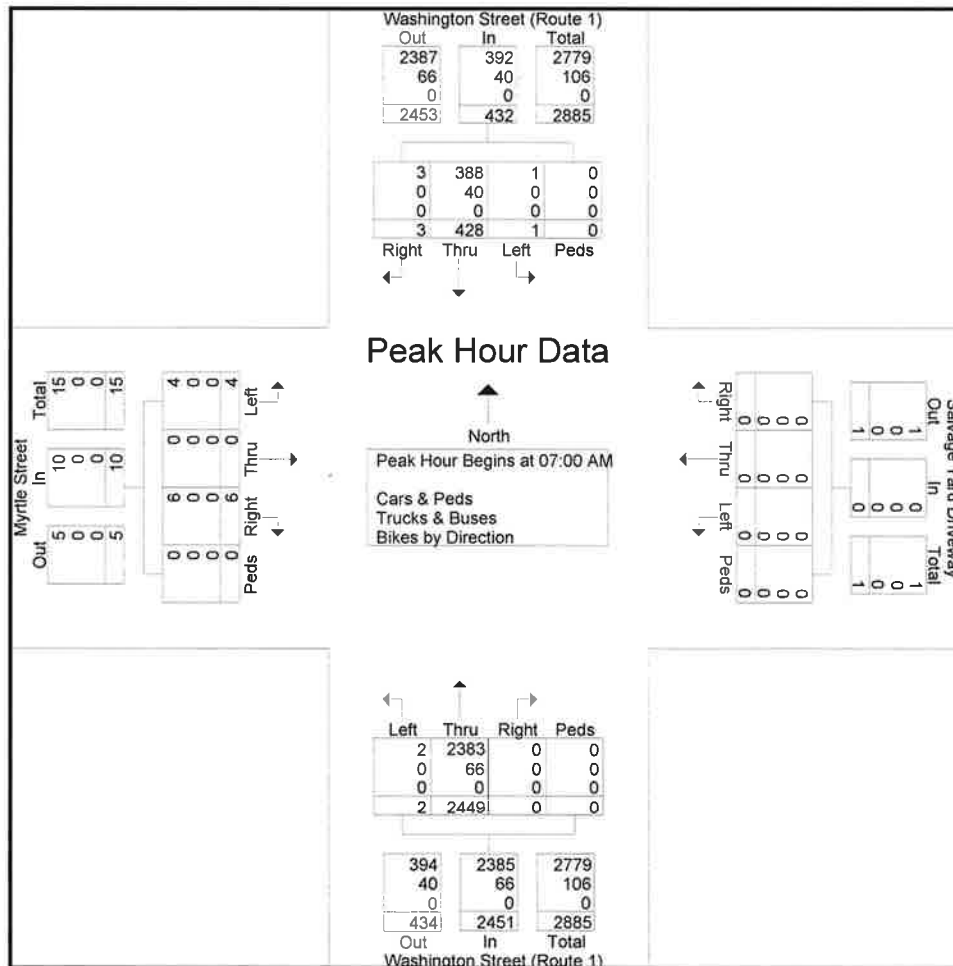
Start Time	Washington Street (Route 1) From North					Salvage Yard Driveway From East					Washington Street (Route 1) From South					Myrtle Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 07:00 AM																					
07:00 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:15 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:30 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07:45 AM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Volume	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
% App. Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PHF	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

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N/S: Washington Street (Route 1)
 E/W: Salvage Yard/Myrtle Street
 City, State: Wrentham, MA
 Client: Pare/A. Archer

File Name : 04957B
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Start Time	Washington Street (Route 1) From North					Salvage Yard Driveway From East					Washington Street (Route 1) From South					Myrtle Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 07:00 AM to 08:45 AM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 07:00 AM																					
07:00 AM	0	107	0	0	107	0	0	0	0	0	0	633	0	0	633	0	0	3	0	3	743
07:15 AM	2	95	0	0	97	0	0	0	0	0	0	601	1	0	602	3	0	1	0	4	703
07:30 AM	1	110	1	0	112	0	0	0	0	0	0	614	1	0	615	1	0	0	0	1	728
07:45 AM	0	116	0	0	116	0	0	0	0	0	0	601	0	0	601	2	0	0	0	2	719
Total Volume	3	428	1	0	432	0	0	0	0	0	0	2449	2	0	2451	6	0	4	0	10	2893
% App. Total	0.7	99.1	0.2	0							0	99.9	0.1	0		60	0	40	0		
PHF	375	.922	250	.000	.931	.000	.000	.000	.000	.000	.000	.967	.500	.000	.968	.500	.000	.333	.000	.625	.973
Cars & Peds	3	388	1	0	392	0	0	0	0	0	0	2383	2	0	2385	6	0	4	0	10	2787
% Cars & Peds	100	90.7	100	0	90.7	0	0	0	0	0	0	97.3	100	0	97.3	100	0	100	0	100	96.3
Trucks & Buses	0	40	0	0	40	0	0	0	0	0	0	66	0	0	66	0	0	0	0	0	106
% Trucks & Buses	0	9.3	0	0	9.3	0	0	0	0	0	0	2.7	0	0	2.7	0	0	0	0	0	3.7
Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
*% Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



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N/S: Washington Street (Route 1)

E/W: Salvage Yard/Myrtle Street

City, State: Wrentham, MA

Client: Pare/A. Archer

File Name : 04957BB

Site Code : 04957

Start Date : 10/10/2017

Page No : 1

Groups Printed- Cars & Peds

Start Time	Washington Street (Route 1) From North				Salvage Yard Driveway From East				Washington Street (Route 1) From South				Myrtle Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
04:00 PM	0	453	0	0	0	0	0	0	0	181	0	0	1	0	0	0	635
04:15 PM	2	470	0	0	0	0	0	0	0	175	0	0	0	0	2	0	649
04:30 PM	3	511	0	0	0	0	0	0	2	185	1	0	1	0	1	0	704
04:45 PM	0	429	0	0	0	0	0	0	1	195	1	0	1	0	3	0	630
Total	5	1863	0	0	0	0	0	0	3	736	2	0	3	0	6	0	2618
05:00 PM	1	476	1	0	1	0	1	0	0	175	1	0	1	0	0	0	657
05:15 PM	3	515	0	0	0	0	0	0	0	187	0	0	1	0	0	0	706
05:30 PM	0	465	0	0	2	0	0	0	0	192	0	0	1	0	6	0	666
05:45 PM	0	425	0	0	0	0	0	0	0	204	0	0	0	0	0	0	629
Total	4	1881	1	0	3	0	1	0	0	758	1	0	3	0	6	0	2658
Grand Total	9	3744	1	0	3	0	1	0	3	1494	3	0	6	0	12	0	5276
Apprch %	0.2	99.7	0	0	75	0	25	0	0.2	99.6	0.2	0	33.3	0	66.7	0	
Total %	0.2	71	0	0	0.1	0	0	0	0.1	28.3	0.1	0	0.1	0	0.2	0	

Start Time	Washington Street (Route 1) From North					Salvage Yard Driveway From East					Washington Street (Route 1) From South					Myrtle Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 04:30 PM																					
04:30 PM	3	511	0	0	514	0	0	0	0	0	2	185	1	0	188	1	0	1	0	2	704
04:45 PM	0	429	0	0	429	0	0	0	0	0	1	195	1	0	197	1	0	3	0	4	630
05:00 PM	1	476	1	0	478	1	0	1	0	2	0	175	1	0	176	1	0	0	0	1	657
05:15 PM	3	515	0	0	518	0	0	0	0	0	0	187	0	0	187	1	0	0	0	1	706
Total Volume	7	1931	1	0	1939	1	0	1	0	2	3	742	3	0	748	4	0	4	0	8	2697
% App. Total	0.4	99.6	0.1	0		50	0	50	0		0.4	99.2	0.4	0		50	0	50	0		
PHF	.583	.937	.250	.000	.936	.250	.000	.250	.000	.250	.375	.951	.750	.000	.949	1.000	.000	.333	.000	.500	.955

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N/S: Washington Street (Route 1)
 E/W: Salvage Yard/Myrtle Street
 City, State: Wrentham, MA
 Client: Pare/A. Archer

File Name : 04957BB
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Trucks & Buses

Start Time	Washington Street (Route 1) From North				Salvage Yard Driveway From East				Washington Street (Route 1) From South				Myrtle Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
04:00 PM	0	6	0	0	0	0	0	0	0	4	0	0	0	0	0	0	10
04:15 PM	0	4	0	0	0	0	0	0	0	3	0	0	0	0	0	0	7
04:30 PM	0	3	0	0	0	0	0	0	0	7	0	0	0	0	0	0	10
04:45 PM	0	3	0	0	0	0	0	0	0	7	0	0	0	0	0	0	10
Total	0	16	0	0	0	0	0	0	0	21	0	0	0	0	0	0	37
05:00 PM	0	9	0	0	0	0	0	0	0	7	0	0	0	0	0	0	16
05:15 PM	0	10	0	0	0	0	0	0	0	1	0	0	0	0	0	0	11
05:30 PM	0	4	0	0	0	0	0	0	0	2	0	0	0	0	0	0	6
05:45 PM	0	2	0	0	0	0	0	0	0	2	0	0	0	0	0	0	4
Total	0	25	0	0	0	0	0	0	0	12	0	0	0	0	0	0	37
Grand Total	0	41	0	0	0	0	0	0	0	33	0	0	0	0	0	0	74
Apprch %	0	100	0	0	0	0	0	0	0	100	0	0	0	0	0	0	
Total %	0	55.4	0	0	0	0	0	0	0	44.6	0	0	0	0	0	0	

Start Time	Washington Street (Route 1) From North					Salvage Yard Driveway From East					Washington Street (Route 1) From South					Myrtle Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 04:30 PM																					
04:30 PM	0	3	0	0	3	0	0	0	0	0	0	7	0	0	7	0	0	0	0	0	10
04:45 PM	0	3	0	0	3	0	0	0	0	0	0	7	0	0	7	0	0	0	0	0	10
05:00 PM	0	9	0	0	9	0	0	0	0	0	0	7	0	0	7	0	0	0	0	0	16
05:15 PM	0	10	0	0	10	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	11
Total Volume	0	25	0	0	25	0	0	0	0	0	0	22	0	0	22	0	0	0	0	0	47
% App. Total	0	100	0	0		0	0	0	0	0	0	100	0	0		0	0	0	0	0	
PHF	.000	.625	.000	.000	.625	.000	.000	.000	.000	.000	.000	.786	.000	.000	.786	.000	.000	.000	.000	.000	.734

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 City, State: Wrentham, MA
 Client: Pare/A. Archer

File Name : 04957BB
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Groups Printed- Bikes by Direction

Start Time	Washington Street (Route 1) From North				Salvage Yard Driveway From East				Washington Street (Route 1) From South				Myrtle Street From West				Int. Total
	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	Right	Thru	Left	Peds	
04:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:30 PM	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
05:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Grand Total	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Apprch %	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	
Total %	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0	0	

Start Time	Washington Street (Route 1) From North					Salvage Yard Driveway From East					Washington Street (Route 1) From South					Myrtle Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
04:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05:30 PM	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1
Total Volume	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1
% App. Total	0	0	0	0	0	0	0	0	0	0	0	100	0	0	100	0	0	0	0	0	
PHF	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.250	.000	.000	.250	.000	.000	.000	.000	.000	.250

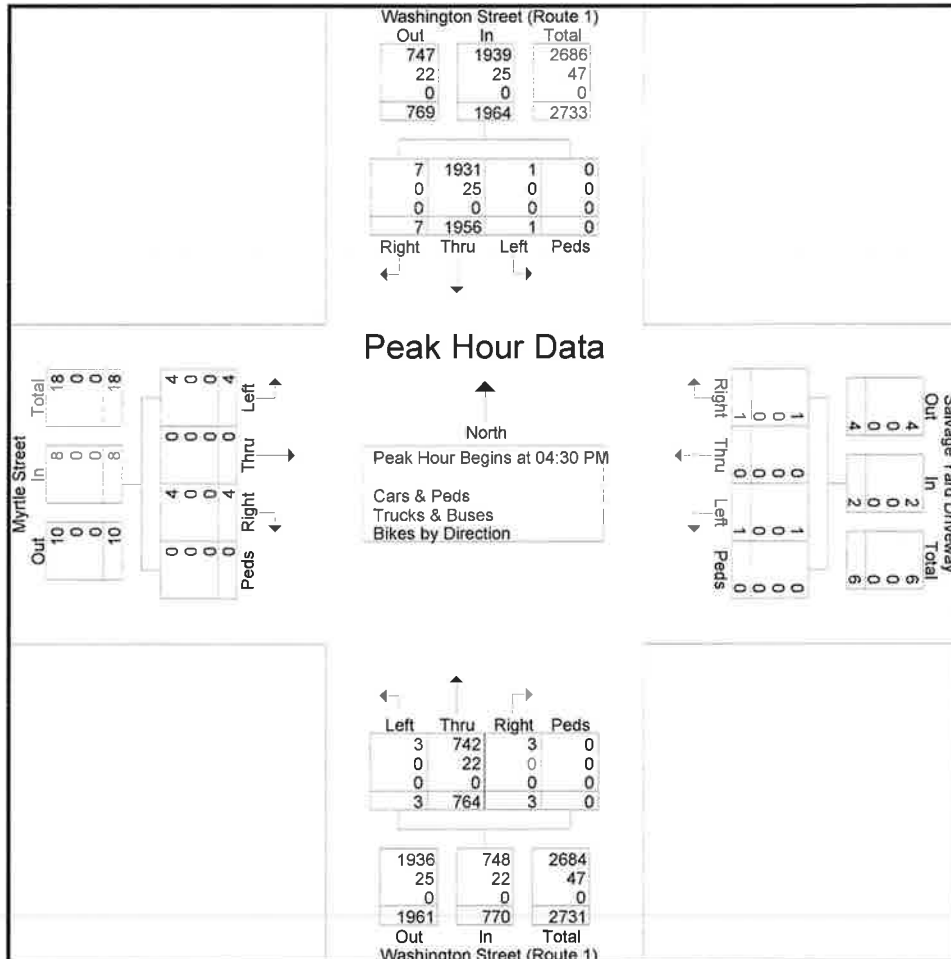
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1
 Peak Hour for Entire Intersection Begins at 04:45 PM

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 City, State: Wrentham, MA
 Client: Pare/A. Archer

File Name : 04957BB
 Site Code : 04957
 Start Date : 10/10/2017
 Page No : 1

Start Time	Washington Street (Route 1) From North					Salvage Yard Driveway From East					Washington Street (Route 1) From South					Myrtle Street From West					Int. Total
	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	Right	Thru	Left	Peds	App. Total	
Peak Hour Analysis From 04:00 PM to 05:45 PM - Peak 1 of 1																					
Peak Hour for Entire Intersection Begins at 04:30 PM																					
04:30 PM	3	514	0	0	517	0	0	0	0	0	2	192	1	0	195	1	0	1	0	2	714
04:45 PM	0	432	0	0	432	0	0	0	0	0	1	202	1	0	204	1	0	3	0	4	640
05:00 PM	1	485	1	0	487	1	0	1	0	2	0	182	1	0	183	1	0	0	0	1	673
05:15 PM	3	525	0	0	528	0	0	0	0	0	0	188	0	0	188	1	0	0	0	1	717
Total Volume	7	1956	1	0	1964	1	0	1	0	2	3	764	3	0	770	4	0	4	0	8	2744
% App. Total	0.4	99.6	0.1	0		50	0	50	0		0.4	99.2	0.4	0		50	0	50	0		
PHF	.583	.931	.250	.000	.930	.250	.000	.250	.000	.250	.375	.946	.750	.000	.944	1.00	.000	.333	.000	.500	.957
Cars & Peds	7	1931	1	0	1939	1	0	1	0	2	3	742	3	0	748	4	0	4	0	8	2697
% Cars & Peds	100	98.7	100	0	98.7	100	0	100	0	100	100	97.1	100	0	97.1	100	0	100	0	100	98.3
Trucks & Buses	0	25	0	0	25	0	0	0	0	0	0	22	0	0	22	0	0	0	0	0	47
* Trucks & Buses	0	1.3	0	0	1.3	0	0	0	0	0	0	2.9	0	0	2.9	0	0	0	0	0	1.7
Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
* Bikes by Direction	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Appendix B – Crash Data

Wrentham Corridor Study
Wrentham, Massachusetts
January 2012 - December 2014
Pare Project No. 17085.00
June 2017



Report No.	Date	On Street	Intersecting Street	Directions of Travel	No. of Vehicles	Injuries	Fatalities	Weather Condition	Road Condition	Lighting	Crash Type
3754381	20-Mar-2013	MADISON STREET	WASHINGTON STREET	WB/ SB	2	2	0	Clear/Cloudy	Dry	Daylight	Angle
3325025	30-May-2012	MADISON STREET	WASHINGTON STREET	NB/ EB	2	2	0	Clear/Clear	Dry	Daylight	Angle
3973107	08-Nov-2014	WASHINGTON STREET	MADISON STREET	SB/ WB	2	0	0	UNK	Dry	Daylight	Angle
3263239	29-Aug-2012	WASHINGTON STREET	MADISON STREET	EB/ WB	2	0	0	Clear	Dry	Daylight	Angle
3373791	13-Mar-2013	WASHINGTON STREET	MADISON STREET	SB/ WB	2	0	0	Clear	Dry	Daylight	Angle
3647289	25-Oct-2013	MADISON STREET	WASHINGTON STREET	NB	1	0	0	Clear	Dry	Dark - lighted roadway	Object (ANM)
3694863	09-Nov-2013	WASHINGTON STREET	MADISON STREET	NB	1	0	0	Clear	Dry	Dark - lighted roadway	Object (ANM)
3295379	07-Nov-2012	WASHINGTON STREET	MADISON STREET	NB	1	1	0	UNK	Snow	Daylight	Object (POLE)
3342226	10-Jan-2013	WASHINGTON STREET	MADISON STREET	NB	1	0	0	Clear	Dry	Dark - roadway not lighted	Object (UP)
3754580	24-Oct-2013	WASHINGTON STREET	MADISON STREET	SB	1	1	0	Clear	Dry	Dark - lighted roadway	Object (UP)
3158791	17-Jan-2012	WASHINGTON STREET	MADISON STREET	NB/ NB	2	4	0	Clear	Dry	Daylight	Rear-end
3453127	03-Jun-2013	WASHINGTON STREET	MADISON STREET	NB/ NB	2	0	0	Rain	Wet	Daylight	Rear-end
3754666	21-Feb-2014	WASHINGTON STREET	MADISON STREET	SB/ WB	2	0	0	Rain/Cloudy	Wet	Daylight	Rear-end
3562507	31-Jul-2013	WASHINGTON STREET	MADISON STREET	NB/ NB	2	0	0	Clear	Dry	Dark - unknown roadway	Sideswipe, same direction
3973001	02-Nov-2014	WASHINGTON STREET	MADISON STREET	NB/ NB	2	0	0	Rain	Wet	Daylight	Sideswipe, same direction
3797735	07-May-2014	WASHINGTON STREET	MADISON STREET	NB/ NB	2	0	0	Clear	Dry	Daylight	Sideswipe, same direction
3427955	21-May-2013	WASHINGTON STREET	MADISON STREET	NB/ NB	2	0	0	UNK	Dry	Daylight	Sideswipe, same direction
3754457	08-Jul-2013	MADISON STREET	WASHINGTON STREET	SB	1	0	0	Clear	Dry	Dark - lighted roadway	Single Vehicle (OTHER)
3325058	23-Nov-2012	MADISON STREET	WASHINGTON STREET	UNK	1	0	0	Clear/Fog, smog, smoke	Dry	Dark - lighted roadway	Single Vehicle (UNK)

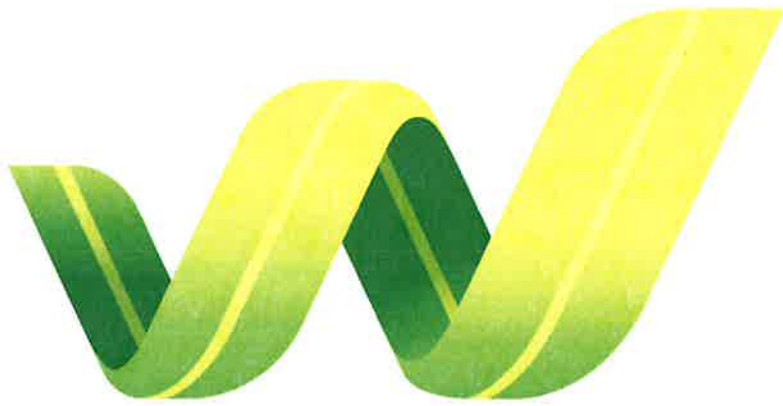
3971875	16-Oct-2014	THURSTON STREET	WASHINGTON STREET	NB/ NB	2	0	0	Rain	Wet	Dusk	Angle
3324981	21-Jan-2012	THURSTON STREET	WASHINGTON STREET	UNK/ UNK	2	0	0	Snow	Snow	Daylight	Angle
3963678	21-Sep-2014	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	0	0	Cloudy	Dry	Daylight	Angle
3796364	31-Mar-2014	WASHINGTON STREET	THURSTON STREET	SB/ NB/ EB	3	1	0	Cloudy	Dry	Daylight	Angle
3783781	28-Mar-2014	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	1	0	UNK	Dry	Daylight	Angle
3968035	31-Oct-2014	WASHINGTON STREET	THURSTON STREET	NB/ SB/ UNK	3	0	0	Clear/Rain	Wet	Dark - lighted roadway	Angle
3543956	25-Jul-2013	WASHINGTON STREET	THURSTON STREET	SB/ SB/ UNK	3	0	0	Rain	Wet	Daylight	Angle
3972589	16-Oct-2014	WASHINGTON STREET	THURSTON STREET	EB/ SB	2	1	0	Rain	Wet	Dusk	Angle
3987671	28-Dec-2014	WASHINGTON STREET	THURSTON STREET	NB/ NB	2	0	0	Cloudy	Wet	Daylight	Angle
3697673	17-Dec-2013	WASHINGTON STREET	THURSTON STREET	NB	1	0	0	Snow	Snow	Daylight	Object (MO)
3325155	13-Aug-2012	WASHINGTON STREET	THURSTON ST	NB	1	1	0	Clear	Dry	Dark - lighted roadway	Object (TREE)
3974271	17-Nov-2014	THURSTON STREET	WASHINGTON STREET	NB/ NB	2	0	0	Rain	Wet	Daylight	Rear-end
3785718	14-Mar-2014	THURSTON STREET	WASHINGTON STREET	NB/ NB	2	0	0	Clear	Dry	Daylight	Rear-end
3381399	27-Oct-2012	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	1	0	Cloudy	Dry	Daylight	Rear-end
3169235	22-Jan-2012	WASHINGTON STREET	THURSTON STREET	UNK/ SB	2	0	0	UNK	Dry	Dark - lighted roadway	Rear-end
3754546	09-Aug-2013	WASHINGTON STREET	THURSTON STREET	SB/ SB/ SB	3	0	0	Cloudy/Clear	Wet	Daylight	Rear-end
3922839	15-Aug-2014	WASHINGTON STREET	THURSTON STREET	SB/ SB/ SB	3	1	0	Clear	Dry	Dark - lighted roadway	Rear-end
3963707	04-Oct-2014	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	0	0	Rain	Wet	Dusk	Rear-end
3972988	16-Oct-2014	WASHINGTON STREET	THURSTON STREET	SB/ SB/ SB	3	0	0	Rain	Wet	Dark - lighted roadway	Rear-end
3293371	11-Nov-2012	WASHINGTON STREET	THURSTON STREET	SB/ SB/ UNK	3	0	0	Clear	Dry	Dark - lighted roadway	Rear-end
3983632	12-Dec-2014	WASHINGTON STREET	THURSTON ST	NB/ NB	2	0	0	Clear	Dry	Daylight	Rear-end
3754410	05-May-2013	WASHINGTON STREET	THURSTON ST.	SB/ SB	2	1	0	Clear	Dry	Daylight	Rear-end
3712232	01-Jan-2014	WASHINGTON STREET	THURSTON STREET	SB/ SB/ SB	3	0	0	UNK	Dry	Dark - unknown roadway lighting	Rear-end
3328425	30-Dec-2012	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	0	0	Clear	Dry	Dark - lighted roadway	Rear-end

3976970	23-Nov-2014	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	1	0	Clear	Dry	Dark - roadway not lighted	Rear-end
3227307	15-Jul-2012	WASHINGTON STREET	THURSTON STREET	WB/ WB	2	0	0	Clear	Dry	Daylight	Rear-end
3274487	10-Oct-2012	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	0	0	Rain	Wet	Daylight	Rear-end
3676246	03-Dec-2013	WASHINGTON STREET	THURSTON STREET	NB/ NB/ NB	3	1	0	Clear	Dry	Daylight	Rear-end
3285810	21-Oct-2012	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	0	0	Clear	Dry	Dark - lighted roadway	Rear-end
3292430	18-Nov-2012	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	0	0	Clear	Dry	Dark - roadway not lighted	Rear-end
3550049	02-Aug-2013	WASHINGTON STREET	THURSTON STREET	SB/ UNK	2	1	0	Clear	Dry	Daylight	Rear-end
3611042	13-Oct-2013	WASHINGTON STREET	THURSTON STREET	SB/ SB	2	0	0	Clear	Dry	Dark - lighted roadway	Rear-end
3325074	16-Dec-2012	WASHINGTON STREET	THURSTON ST	NB/ SB/ SB	3	0	0	Clear/Clear	Dry	Dark - lighted roadway	Sideswipe, opposite direction
3754511	06-Dec-2013	WASHINGTON STREET	THURSTON ST	SB/ SB	2	1	0	Clear	Dry	Dark - lighted roadway	Sideswipe, same direction
3677522	26-Nov-2014	THURSTON STREET	WASHINGTON STREET	WB	1	0	0	Sleet, hail (freezing rain or drizzle)/Rain	Slush	Daylight	Single Vehicle (RO/OT)
3594240	23-Aug-2013	WASHINGTON STREET	MYRTLE STREET	WB/ WB/ SB	3	0	0	Clear	Dry	Daylight	Angle
3911901	10-Aug-2014	WASHINGTON STREET	MYRTLE STREET	NB/ NB	2	0	0	Cloudy	Dry	Daylight	Angle
3962769	06-Oct-2014	WASHINGTON STREET	MYRTLE STREET	EB/ SB	2	0	0	Clear	Dry	Dark - roadway not lighted	Angle
3726726	03-Nov-2013	WASHINGTON STREET	MYRTLE STREET	SB	1	0	0	Rain	Wet	Dark - lighted roadway	Object (TREE)
3985751	14-Dec-2014	WASHINGTON STREET	MYRTLE STREET	SB/ SB	2	0	0	Clear	Dry	Dark - lighted roadway	Rear-end
3828001	28-May-2014	WASHINGTON STREET	MYRTLE STREET	NB/ NB	2	0	0	Cloudy	Dry	Dark - roadway not lighted	Rear-end
3594159	30-Aug-2013	WASHINGTON STREET	MYRTLE STREET	SB/ SB/ SB/ SB/ UNK	6	0	0	Clear	Dry	Dark - roadway not lighted	Rear-end
3609156	13-Oct-2013	WASHINGTON STREET	MYRTLE STREET	SB/ UNK	2	0	0	Clear	Dry	Dark - roadway not lighted	Rear-end
3281904	09-Aug-2012	WASHINGTON STREET	MYRTLE STREET	SB/ SB	2	0	0	Clear	Dry	Dark - lighted roadway	Rear-end
3660270	11-Sep-2013	WASHINGTON STREET	MYRTLE STREET	SB/ SB	2	0	0	UNK	Dry	Dark - roadway not lighted	Rear-end

3984876	14-Dec-2014	WASHINGTON STREET	MYRTLE STREET	SB/ SB/ SB/ SB	4	0	0	Clear	Dry	Dark - lighted roadway	Rear-end
3754786	26-May-2013	WASHINGTON STREET	MYRTLE STREET	SB/ SB	2	0	0	Cloudy/Rain	Wet	Dark - lighted roadway	Sideswipe, same direction
3971912	02-Nov-2014	WASHINGTON STREET	MYRTLE STREET	NB/ NB	2	0	0	Rain	Wet	Daylight	Sideswipe, same direction
3754480	28-Sep-2013	WASHINGTON STREET	HAWES STREET	NB/ NB	2	0	0	Clear	Dry	Daylight	Rear-end
3754673	06-Mar-2014	WASHINGTON STREET	HAWES STREET	UNK/ SB	2	0	0	Clear	Dry	Dark - lighted roadway	Rear-end
3175786	22-Apr-2012	WASHINGTON STREET	HAWES STREET	NB/ NB	2	3	0	Cloudy/Rain	Wet	Daylight	Rear-end
3562107	31-Jul-2013	WASHINGTON STREET	HAWES STREET	NB/ NB	2	2	0	Clear	Dry	Daylight	Rear-end
3389236	05-Sep-2012	WASHINGTON STREET		NB/ SB	2	0	0	UNK	Wet	Daylight	Angle
3381378	25-Apr-2012	WASHINGTON STREET		SB/ EB	2	1	0	Clear	Dry	Daylight	Angle
3381383	29-Jun-2012	WASHINGTON STREET		EB/ SB	2	2	0	Clear	Dry	Daylight	Angle
3325061	24-Nov-2012	WASHINGTON STREET		NB/ NB	2	0	0	Clear/Clear	Dry	Dark - lighted roadway	Angle
3754380	19-Mar-2013	WASHINGTON STREET		SB/ NB	2	0	0	Clear, rain freezing rain, ice	Ice	Daylight	Angle
3754549	14-Aug-2013	WASHINGTON STREET		NB/ WB	2	0	0	Clear	Dry	Dark - lighted roadway	Angle
3324991	04-Feb-2012	WASHINGTON STREET		NB/ SB	2	0	0	Clear	Dry	Dark - lighted roadway	Angle
3324910	12-Apr-2012	WASHINGTON STREET		NB/ SB	2	1	0	Clear/Clear	Dry	Dark - lighted roadway	Angle
3324915	27-Apr-2012	WASHINGTON STREET		NB/ NB	2	0	0	Clear/Clear	Dry	Dark - lighted roadway	Angle
3754557	12-Sep-2013	WASHINGTON STREET		EB	1	0	0	Clear/Clear	Dry	Daylight	Angle
3754496	31-Oct-2013	WASHINGTON STREET		NB/ SB	2	2	0	Cloudy	Dry	Daylight	Angle
3887544	14-Jul-2014	WASHINGTON STREET		SB/ NB	2	0	0	Cloudy	Dry	Daylight	Head-on
3909982	09-Aug-2014	WASHINGTON STREET		SB	1	0	0	Clear	Dry	Dark - roadway not lighted	Object (ANM)
3910692	19-Aug-2014	WASHINGTON STREET		NB	1	0	0	Clear	Dry	Daylight	Object (ANM)
3381283	03-Mar-2012	WASHINGTON STREET		SB	1	0	0	Clear, rain freezing rain, ice	Ice	Dark - lighted roadway	Object (GR)
3754481	28-Sep-2013	WASHINGTON STREET		NB	2	0	0	Clear	Dry	Dark - lighted roadway	Object (MO)
3324924	18-May-2012	WASHINGTON STREET		NB	1	1	0	Clear/Clear	Dry	Daylight	Object (MV)
3754507	27-Nov-2013	WASHINGTON STREET		EB/ EB	2	0	0	Clear/Clear	Dry	Dark - lighted roadway	Object (MV)
3324922	14-May-2012	WASHINGTON STREET		NB	1	0	0	Cloudy	Wet	Dawn	Object (TREE)
3967167	29-Oct-2014	WASHINGTON STREET		NB/ NB	2	0	0	Clear	Dry	Daylight	Rear-end
3992365	29-Dec-2014	WASHINGTON STREET		NB/ NB/ NB	3	1	0	Clear	Dry	Daylight	Rear-end
3324914	24-Apr-2012	WASHINGTON STREET		SB/ SB	2	0	0	Clear	Dry	Daylight	Rear-end

3246734	29-Aug-2012	WASHINGTON STREET		SB/ SB/ SB	3	1	0	Clear	Dry	Daylight	Rear-end
3748635	27-Feb-2014	WASHINGTON STREET		NB/ NB/ NB	3	0	0	Clear	Dry	Daylight	Rear-end
3391049	13-Jan-2013	WASHINGTON STREET		SB/ SB/ SB/ SB	4	0	0	Clear	Dry	Dark - roadway not lighted	Rear-end
3365012	18-Feb-2013	WASHINGTON STREET		SB/ SB	2	0	0	Clear/Clear	Dry	Dark - lighted roadway	Rear-end
3656430	13-Sep-2013	WASHINGTON STREET		SB/ SB/ SB	3	0	0	Rain	Wet	Dark - unknown roadway lighting	Rear-end
3381385	20-Aug-2012	WASHINGTON STREET		SB/ SB	2	1	0	UNK	Dry	Dark - lighted roadway	Rear-end
3364898	17-Feb-2013	WASHINGTON STREET		SB/ SB	2	0	0	Snow/Sleet, hail (freezing rain or drizzle)	Wet	Dark - lighted roadway	Rear-end
3802905	17-May-2014	WASHINGTON STREET		NB/ NB	2	0	0	Clear	Dry	Daylight	Rear-end
3391048	13-Jan-2013	WASHINGTON STREET		SB/ SB/ SB	3	0	0	Clear	Dry	Daylight	Rear-end
3564572	14-Aug-2013	WASHINGTON STREET		NB/ NB	2	4	0	Clear	Dry	Dark - roadway not lighted	Rear-end
3325021	18-May-2012	WASHINGTON STREET		NB/ NB	2	0	0	Clear/Clear	Dry	Daylight	Rear-end
3754444	31-May-2013	WASHINGTON STREET		NB/ NB/ NB	3	1	0	Clear	Dry	Daylight	Rear-end
3754534	30-Jun-2013	WASHINGTON STREET		SB/ SB	2	0	0	Clear/Clear	Dry	Dark - roadway not lighted	Rear-end
3754800	12-Dec-2013	WASHINGTON STREET		SB/ SB	2	0	0	Clear	Dry	Daylight	Rear-end
3888057	27-Jul-2014	WASHINGTON STREET		SB/ SB	2	0	0	Rain/Cloudy	Wet	Daylight	Rear-end
3924302	30-Aug-2014	WASHINGTON STREET		SB/ SB/ SB	3	2	0	Clear	Dry	Dark - lighted roadway	Rear-end
3973607	17-Oct-2014	WASHINGTON STREET		SB/ SB	2	0	0	Clear	Wet	Dark - lighted roadway	Sideswipe, same direction
3754633	10-Jan-2014	WASHINGTON STREET		WB	1	1	0	Sleet, hail (freezing rain or drizzle)/Sleet, hail (freezing rain or drizzle)	Ice	Dark - roadway not lighted	Single Vehicle (RO/OT)
3980965	07-Dec-2014	WASHINGTON STREET		NB/ SB	2	2	0	UNK	UNK	UNK	UNK
3324925	21-May-2012	THURSTON STREET		WB	1	0	0	Cloudy	Dry	Daylight	Object (FO)

Appendix C – Survey Results



ROUTE 1 • WRENTHAM

Report for Route 1 Survey

Response Counts



1. Below are four objectives of the Route 1 study. Please rate each as to how important you think it is to the project.

	Extremely Important	Important	Somewhat Important	Not Important	Responses
Improve traffic flow & circulation along Route 1 Count Row %	54 42.9%	48 38.1%	22 17.5%	2 1.6%	126
Improve traffic safety along Route 1 Count Row %	69 54.3%	43 33.9%	13 10.2%	2 1.6%	127
Enhance the development potential of Route 1 Count Row %	54 42.5%	35 27.6%	22 17.3%	16 12.6%	127
Mitigate impacts of Plainridge Casino on Wrentham Count Row %	34 26.6%	30 23.4%	33 25.8%	31 24.2%	128
Totals					
Total Responses					130

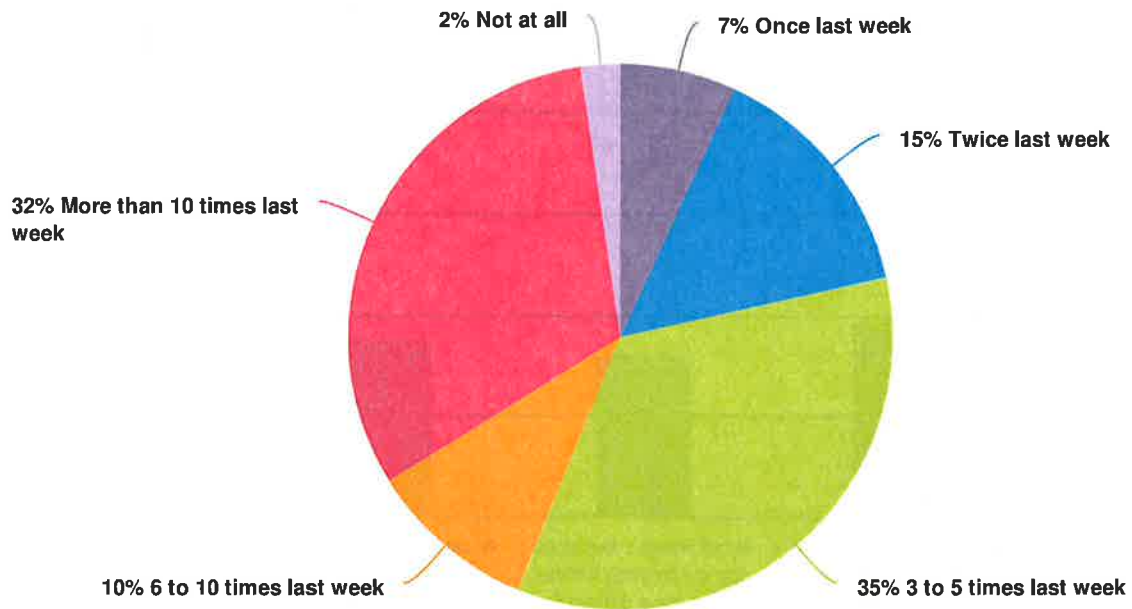
2. Please indicate whether you Strongly Agree, Agree, Disagree or Strongly Disagree:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Responses
Route 1 in Wrentham should have more development, such as commercial, office, retail, mixed-use, hotels, housing, & entertainment. Count Row %	48 38.1%	42 33.3%	16 12.7%	20 15.9%	126
Route 1 should be a generator of real estate taxes for Wrentham. Count Row %	60 48.0%	37 29.6%	21 16.8%	7 5.6%	125
Route 1 should be a source of jobs for local residents. Count Row %	52 41.9%	51 41.1%	13 10.5%	8 6.5%	124
There are wetlands, ponds, forests and open space along Route 1 in Wrentham that should be preserved. Count Row %	71 55.9%	36 28.3%	15 11.8%	5 3.9%	127
There is enough development on Route 1 in other towns, Wrentham does not need more development on Route 1. Count Row %	25 19.5%	20 15.6%	43 33.6%	40 31.3%	128

	Strongly Agree	Agree	Disagree	Strongly Disagree	Responses
<p>Bus service should be added to Route 1 to connect the new residential and commercial development with destinations in Wrentham and nearby towns.</p> <p>Count Row %</p>	22 17.6%	40 32.0%	45 36.0%	18 14.4%	125
<p>Drive-through businesses along Route 1 in Wrentham would be a good addition.</p> <p>Count Row %</p>	19 15.1%	31 24.6%	44 34.9%	32 25.4%	126
<p>Wrentham should be selective about new development along Route 1, with a focus on commercial (office, retail, hotels, entertainment).</p> <p>Count Row %</p>	60 46.5%	43 33.3%	14 10.9%	12 9.3%	129
<p>Wrentham should be selective about new development along Route 1, with a focus on housing and mixed-use.</p> <p>Count Row %</p>	13 10.4%	36 28.8%	46 36.8%	30 24.0%	125
<p>Aesthetics are important. The look of Route 1 in Wrentham needs to be improved.</p> <p>Count Row %</p>	61 47.7%	46 35.9%	7 5.5%	14 10.9%	128

	Strongly Agree	Agree	Disagree	Strongly Disagree	Responses
Any business is a good business. Wrentham should welcome business development along Route 1.	21 16.3%	28 21.7%	48 37.2%	32 24.8%	129
Totals					
Total Responses					130

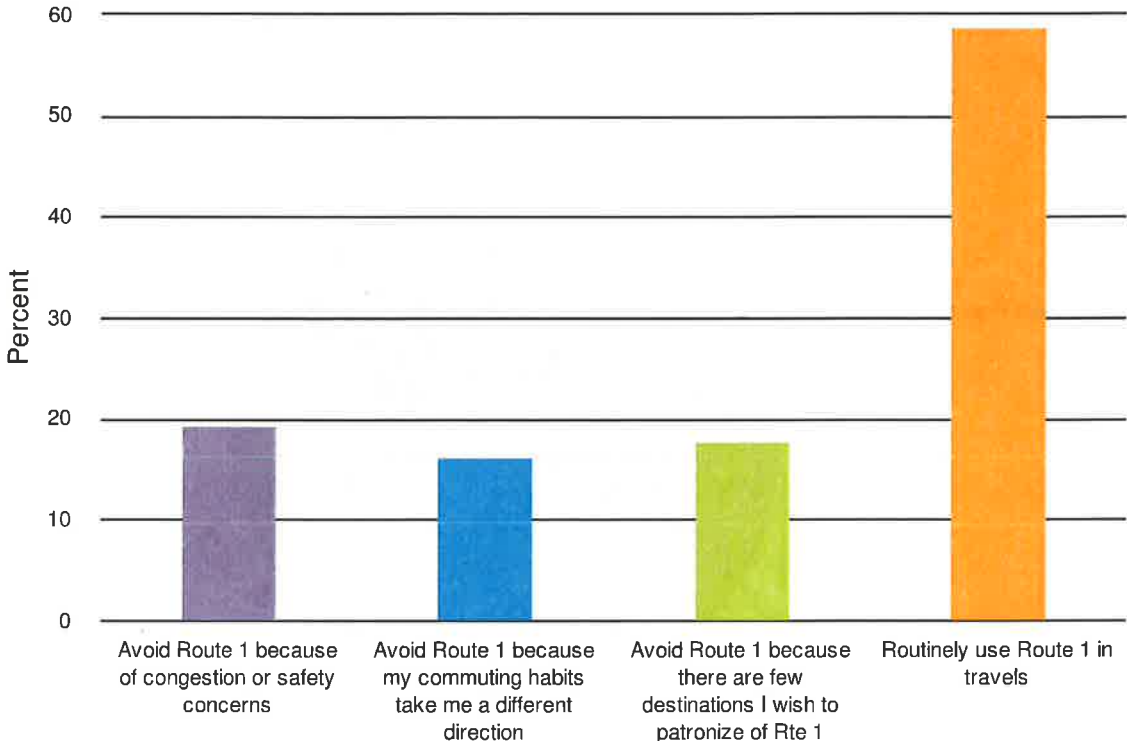
3. In the last week, please tell us how frequently you drove on Route 1 in Wrentham?



Value	Percent	Responses
Once last week	6.9%	9
Twice last week	14.6%	19
3 to 5 times last week	34.6%	45
6 to 10 times last week	10.0%	13
More than 10 times last week	31.5%	41
Not at all	2.3%	3

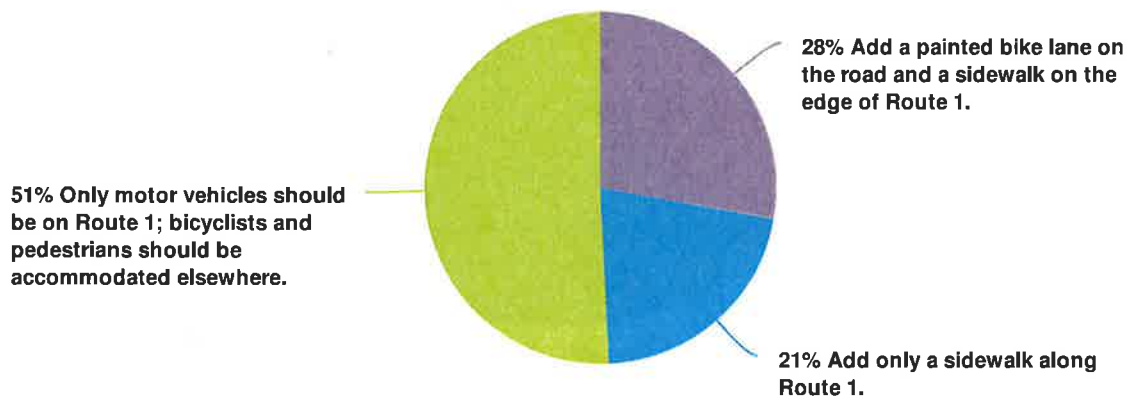
Totals: 130

4. When thinking about traveling in Wrentham, do you



Value	Percent	Responses
Avoid Route 1 because of congestion or safety concerns	19.4%	25
Avoid Route 1 because my commuting habits take me a different direction	16.3%	21
Avoid Route 1 because there are few destinations I wish to patronize of Rte 1	17.8%	23
Routinely use Route 1 in travels	58.9%	76

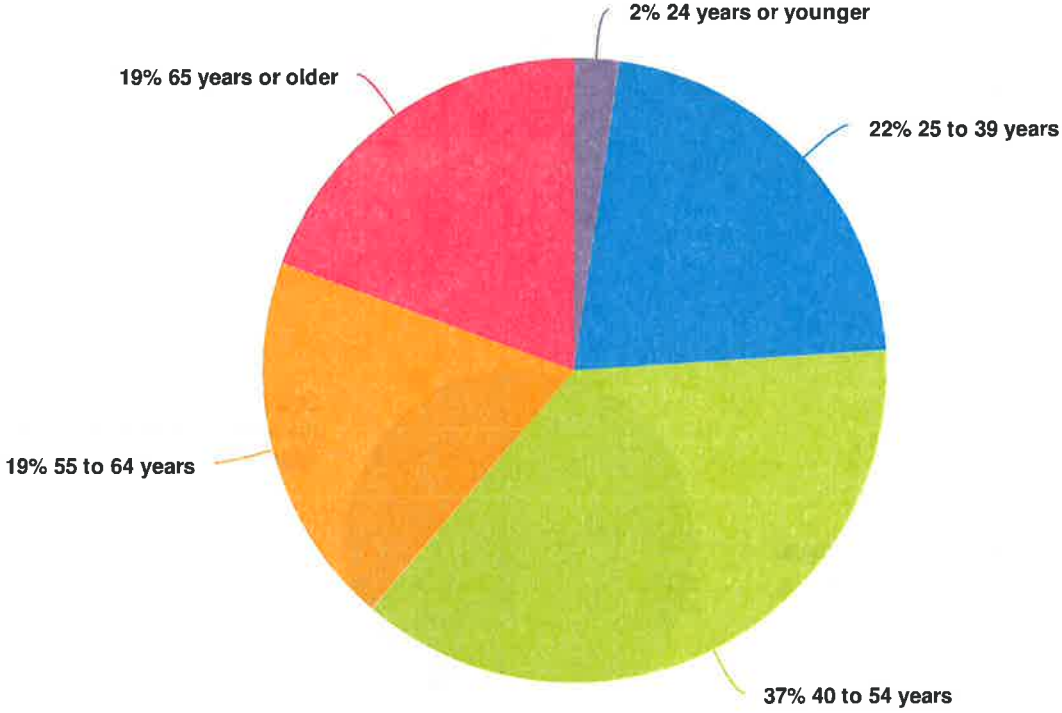
5. Massachusetts state policy requires major state road (excluding interstate highways) upgrades to accommodate all modes of travel – trucks, cars, buses, bicycles and pedestrians. On Route 1, what are your preliminary thoughts on how you would like to see bicycles and pedestrians accommodated?



Value	Percent	Responses
Add a painted bike lane on the road and a sidewalk on the edge of Route 1.	27.8%	35
Add only a sidewalk along Route 1.	21.4%	27
Only motor vehicles should be on Route 1; bicyclists and pedestrians should be accommodated elsewhere.	50.8%	64

Totals: 126

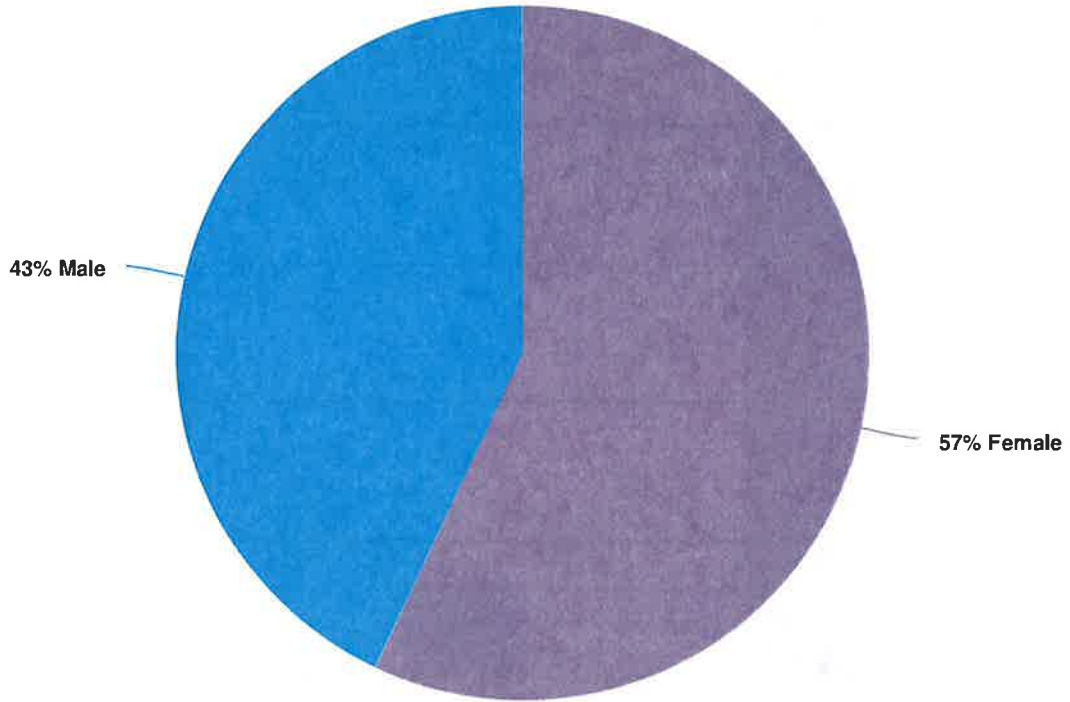
6. How old are you?





Value	Percent	Responses
24 years or younger	2.3%	3
25 to 39 years	21.7%	28
40 to 54 years	37.2%	48
55 to 64 years	19.4%	25
65 years or older	19.4%	25

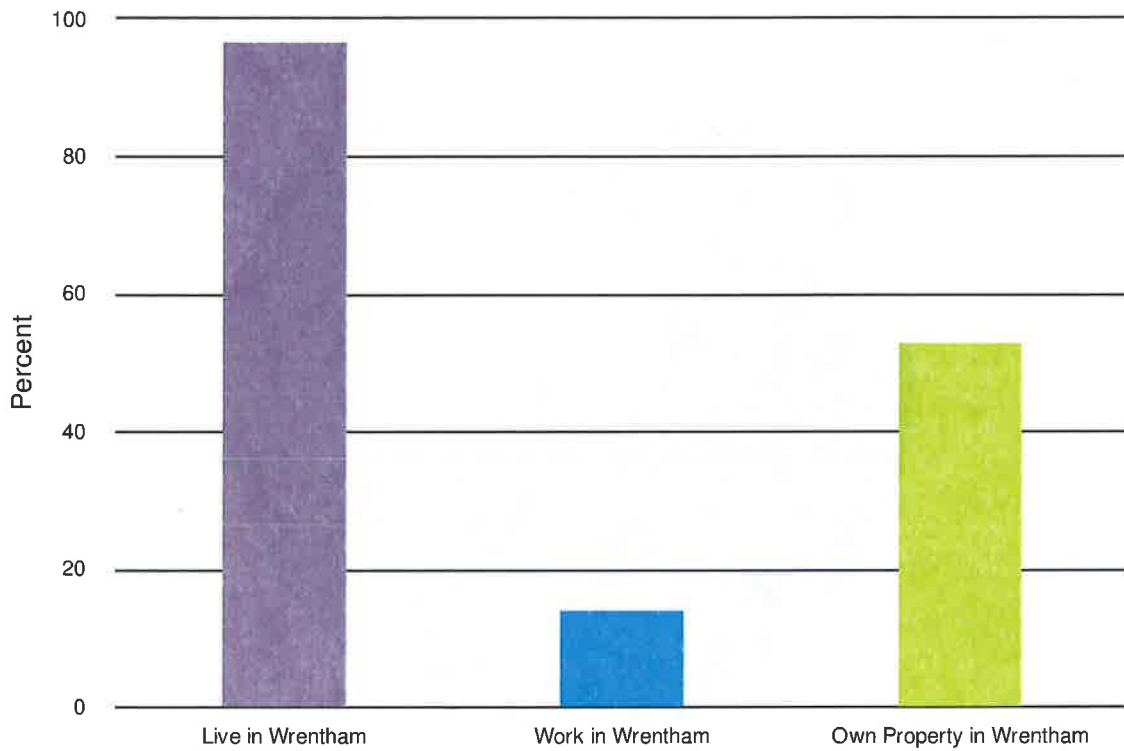
Totals: 129

7. What gender are you?



Value		Percent	Responses
Female		57.0%	73
Male		43.0%	55
			Totals: 128

8. Do you? (Check all that apply.)



Value		Percent	Responses
Live in Wrentham		96.8%	122
Work in Wrentham		14.3%	18
Own Property in Wrentham		53.2%	67

9. What is your five-digit zip code where you live?

Count	Response
119	02093
6	02056
1	02762
1	12345

10. Do you have any comments or suggestions regarding the Route 1 corridor in Wrentham?

Count Response

- | Count | Response |
|-------|--|
| 1 | I believe Wrentham has been dragging their feet to long on this issue. No one likes change. But I believe the development of route 1 is a great opportunity for the town. It will provide more shopping options for the residents and bring money into the town. |
| 1 | 1. Would have appreciated a neutral answer column such as N/A. 2. Traffic volume is not addressed on your survey. Flow and safety are directly related to the sheer volume of cars that use the highway. |
| 1 | Any development should be very sensitive to the wetlands and traffic down the side streets. |
| 1 | Area should be developed for green use with preserving green space in mind. Why not leave it undeveloped and utilize the land for natural energy with land utilized for solar panels. This would preserve green space and not add unsightly digital billboards. The green space of Wrentham is a nice break from the commercial businesses and advertising that bombard motorists from Dedham through Foxboro. The Public Services of Wrentham are already maxed out and adding additional residential and commercial properties would only further stretch the ability to provide adequate service without bringing in enough tax revenue to offset the cost of additional staffing or higher levels of service. The lower end of Hawes Street at Route-1 is already a neglected area as it is a cut through for speeding motorists, a favorite site for illegal dumping, and a haven for illicit activity along the dark unlit stretch of road and fenced lot driveway entrances. The properties with existing development sho |
| 1 | Balanced development, keep traffic flowing. We don't want to become like the North Attleboro section of Rte 1. We also don't need empty retail space in Wrentham - plan properly!! |
| 1 | Before starting Route 1 let's address empty parking lot in Wrentham and empty stores at The Outlets. Upgrade Sweatt Park and Sweatt Hill-should be utilized more. It's a hidden gem. Perhaps walking trails on Route 1, stick the grocery store at The Outlets. Need to remember how we have been burned before & be aware this will not solve all our problems All involved, do what is best for our town & not there personal agendas!!! During the Christmas season, it's embarrassing none of our trees on the common have matching lights!! |

Count Response

1 Bike lane would be great.... needs to be expanded into town center somehow. Would like to offset our taxes with business tax revenues and continue to invest In Schools. No pot shops please.

1 Build it up. It's route one for gods sake. Developed from Maine to Florida except for 3 miles in Wrentham.

1 Continued housing growth in Wrentham Will put further stress on our school systems both local and regional that we don't have the monetary or infrastructure to support. A comprehensive master plan is critical so it is not done piecemeal. Bicycle accommodations on Route 1 do not make sense given the speed of vehicles along the corridor. A center median buffer does not necessarily have to be raised should be incorporated into the Route 1 design as a safety improvement.

1 Create a flexible, multi-use zoning district on Route 1 including retail and residential uses (rental apartments). There is a need for housing for young 20 somethings who leave their parent's homes in Wrentham.

1 Do NOT turn it into route 1 as seen in Plainville and North Attleboro!!!

1 Do it sooner than latter

1 Fix the light at T hurston and route one Many route 1 traffic run the light More police presence

1 From a local economy standpoint I would love to see life science and tech companies attracted to Wrentham. The location is central to Boston and Providence with easy highway access which could attract companies with a small/medium sized biz profile. Rt 1 could also attracts large retail and I would like to see that remain upscale. As a resident of Wrentham I would appreciate more upscale dining and retail and would discourage Big Box and fast food type establishments.

1 How do we support any business, commercial or housing when we already have water concerns now. We need to plan our water usage for those that are in Wrentham at this time. What happens if we have another drought ?

1 I believe we are losing out big-time to Plainville and Foxboro when it comes to inviting businesses into town. Added businesses would provide more conveniences for Wrentham residents and add \$ to our bottom line. Instead, we have undeveloped property that sits like no-man's land in between the other two towns. Most of it is not pretty to look at. It just looks deserted. We can keep the downtown "charming," but build up Rt. 1!

Count Response

- 1 I firmly believe Wrentham has a unique opportunity to develop a highly desirable corridor. As a well employed resident with children, I am frequently visiting other towns for high-end coffee shop, clothing and restaurants. With Route 1, we have a chance to define the look and feel to attract high spending demographics and to be selective about the businesses. I truly believe it will be about quality, not quantity in this instance. Think Legacy Place, not Emerald Square. Think Medfield or Needham, not Franklin or Attleboro. We have a prime location for families. Let's take advantage.
- 1 I live at 721 Madison St with the 100 million dollar Ledge View 730 Madison St development. My residential potential of my house is gone. My house is zone C1 and it should be changed to accommodate the potential development with a change in zoning to what was changed at the 53 acre Ledge View 730 Madison St.
- 1 I live in Wrentham because I want to be away from strip malls, big box stores, and casinos. Let the other towns build those. I avoid RT 1 because of the stadium traffic.
- 1 I purposely avoid Route 1 if at all possible because of all the singular driveways into businesses. The cars stopped to make a left turn cause accidents and backups. Route 1 is a nightmare. If this area must be developed, I'd rather see one entrance and see a mixed use of the space, some retail, some medical offices and some housing - NO BIG BOX STORES OR FAST FOOD RESTAURANTS! NO DRIVE THROUGH WINDOWS!!!! Personally, I think Wrentham and the surrounding towns are getting too built up and the area is quickly losing its small-town charm.
- 1 I recognize we need to develop Route 1. I also recognize many home owners will be affected by the development and it needs to be done thoughtfully or the residents will continue to vote against it, as they have in the past. I understand the land owners along Route 1 just want to sell their land and their concerns are not the same as the homeowners. I hope we can find some common ground as Wrentham desperately needs the revenue. However, forcing through any business will be a futile waste of time for the land owners and businesses pursuing it as the residents have been consistently clear they won't just agree to anything.
- 1 I think there should be business/commercial development along RT. 1, it's mostly empty lots and weeds now. We also need the tax revenue from having commercial there. However, we should be selective of what business we do approve along RT. 1 and not just accept any businesses there.
- 1 I would like to see further development in Wrentham, particularly unique additions that are not available close by - such as Wegman's or other more upscale retail
- 1 If it has to be developed please no housing

Count Response

- 1 Infra-structure improvements needed. water, sewer, gas.
- 1 Install barriers to separate northbound traffic from southbound traffic. Allow left hand turns only at traffic lights. Install left hand turn lanes at traffic lights.
- 1 It needs development, but the wetlands/wildlife/conservation needs outweigh development.
- 1 Jersey barriers should be added to all of Route 1 in Wrentham to eliminate dangerous left turns. Resist adding any more stop lights and make sure all lights are timed together to favor Route 1 traffic
- 1 Keep all conservation and state forest lands pristine. Install Jersey barriers to prevent left turns- dangerous. Do not allow cut through traffic on residential streets. perhaps make one way. Post speed limits on side streets such as Scenic Route- Myrtle St. Be aware of noise regulations that protect Wrentham residents. Keep pedestrians and bicycles off of Route 1. too dangerous. Make a divided highway. If commercial businesses decide to build, town should limit curb cuts. too dangerous to get off on Route 1 into 55 mph traffic.
- 1 Keep green-space. No development for commercial or residential use. Utilize areas for energy, solar panels for instance. Absolutely NO BUS Routes. One reason we moved here so long ago was there is no public transit to the town, keeping the non-resident transitional population away. Bus routes ruin the area they pass through. Just look at Washington Street from Jamaica Plain to Walpole. Some of the most beautiful neighborhoods ruined, and it all started with the extension of bus routes. Once they are put in place there is no getting rid of them.
- 1 Larger shopping/dining area like legacy place better than separate box stores if there is enough space.
- 1 Leave it rural
- 1 Less commercial development more focus on preserving natural landscape
- 1 Make good choices
- 1 Mixed use commercial and residential would be nice
- 1 Need a grocery store like Market Basket
- 1 Need nice looking development, not mconalds or dunkin

Count Response

- | Count | Response |
|-------|---|
| 1 | Need to ensure current hazard areas are fixed prior to adding more traffic. Specifically Hawes St and Madison St. Hawes should be made a one way street going from Thurston to after last house - make it a cul de sac. Then off of Route 1 make another cel-de-sac for patrons of Luciano's who either turn onto Hawes in error or limo's that need a place to turn around or wait. Need to avoid the need for people to park across Route 1 from Luciano's then have to play frogger to cross Route 1. Madison needs a traffic light for safety and to prevent illegal U-turns. |
| 1 | Nice restaurants, not fast food, and upscale retail would be welcome. Also, a better, more upscale grocery store such as wegmans, Roche bothers or Whole Foods would be a plus. |
| 1 | No |
| 1 | No adult businesses, clubs or bars |
| 1 | No more stores it is congested with enough traffic! |
| 1 | No. |
| 1 | Not against development, but feel strongly that it should support local business. |
| 1 | Possibly adding a light where Madison St, and Route 1 intersect, decent amount of accidents and would avoid the white knuckle turn. |
| 1 | Route 1 has had multiple studies performed, the developable land is limited and the land is not deep enough to support a major development as well as topography and wetlands issues. |
| 1 | Route 1 is naturally a place where businesses of all types should locate, including different types of commercial development (hotels, factories, small businesses, and shopping). It is not a place for residences due to traffic and noise. Any development of Route 1 may require improvement to Madison St. and T aunton St. (Plainville section) to ease resident's concerns. |
| 1 | Rt 1 has more than it's share of industrial, commercial. Could use a traffic light on Hawes St to allow the residents out of their street safely. |
| 1 | Rt.1 is difficult to access from side streets due to traffic during morning rush hours and from 3:30 PM to 9 or 10 PM. |
| 1 | Safety is a big issue on this route. T raffic light at Madison and Washington is a must, even without the development. |

Count Response

- 1 Selective about business- no walmart. Aestatics and conversation in addition to safety while generating revenue please!!
- 1 Should be a tax generator for the town to improve schools above all else.
- 1 Some nice upscale restaurants, an upscale nail salon would be nice and a coffee shop.
- 1 Stay away from building apartments. This will cause a huge strain on the school system and our towns resources, which will eventually raise taxes. Wrentham is a quaint small town. This is the reason I bought a home here. I would really hate to see that feeling change. The schools are already overburdened, why add to the problem???
- 1 The Route 1 corridor in Wrentham is very unappealing and uninviting and presents a negative impression of the town. There is no reason to go there. Commercial development should be aesthetically pleasing.
- 1 The Wrentham section of Route 1 should be developed to look like the "Arborway" to Boston on the "Greenway" in Boston. Beautify the whole strip through Wrentham.
- 1 The corner of Madison/ Rt 1 I believe is an opportunity to develop with shopping/restaurant or across the street with a supermarket. Preserving the wetlands is important and welcome change in landscape along rt 1. I think we can find the right balance to bring in more income for the town while preserving the town aesthetic.
- 1 There ought to be a careful, small town minded focus on which types of businesses are allowed to develop the corridor. While I'd welcome a much needed face lift and use of stagnant land the utmost caution needs to be taken to avoid congestion like rt. 9 in Framingham.
- 1 This area is becoming overbuilt.
- 1 Town should actively solicit major businesses.
- 1 We do not need to "keep up with the Jones'" We love our town because it's quaint. It is disgusting that you are destroying quiet parts of town for more businesses that are just going to fail. There is plenty of space across from the outlets that is not being utilized.
- 1 We need a protected bike path for safety. Allow bicycles on the sidewalk.
- 1 We need the tax money and local shopping. The town is too stuck up about development and that needs to stop. Let's modernize Wrentham!
- 1 Wegmans!! No apartments.

Count Response

- 1 Wrentham can set the tone as to what development the town would like to see on Rte 1 by allowing private development (lease not sell) of town owned property, if the properties are developable. I'm not sure at what stage the Rte 1 study is, but If not already being considered, I suggest, when appropriate, the issuance of RFP's and/or RFI's, on said properties. Also, rezoning if necessary and expedited permitting.

- 1 YMCA. Super market, CVS, No bars.

- 1 Yes, we should have a concentration of commercial development and become known as the destination for this specialty (ie outdoor adventure gear, medical devices, computer...) Also, high tech life sciences. Should be concentrated in the area on Route 1 where transportation can connect highly educated millenials, mixed use housing, entertainment and dinning (without need for driving.)

- 1 bring me starbucks drive through please!

- 1 divided highway

- 1 keep ponds and wetlands wild A solar farm if possible, Wrentham has no solar and is behind other towns.

- 1 reduce eyesore,replace abandoned restaurants. Add solar farm to replace electric bill for town. make sure all business is daytime focus. If entertainment is planned, can not be outside and/or late. Disappointed there is a casino and happy traffic is sparse. Let us not approve development that will be abandoned in 10 years with failed business. No tax breaks for business as we will bare the burden to support. Yet all business that benefits is in Foxboro and Plainville.

- 1 would like to see grocery store such as wegmans or market basket and some nicer bar/restaurants. aesthetic store fronts and plazas are important to me

Appendix D – Capacity Analysis

HCM Unsignalized Intersection Capacity Analysis
 3: Route 1 & I-495 Off-Ramp

Route 1 Corridor Study
 Existing AM Peak



Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕↕			
Volume (veh/h)	0	705	1836	0	0	536
Sign Control	Yield		Free			Free
Grade	0%		0%			0%
Peak Hour Factor	0.90	0.90	0.90	0.90	0.89	0.89
Hourly flow rate (vph)	0	783	2040	0	0	602
Pedestrians						
Lane Width (ft)						
Walking Speed (ft/s)						
Percent Blockage						
Right turn flare (veh)						
Median type			None			None
Median storage (veh)						
Upstream signal (ft)						
pX, platoon unblocked						
vC, conflicting volume	2642	1020			2040	
vC1, stage 1 conf vol						
vC2, stage 2 conf vol						
vCu, unblocked vol	2642	1020			2040	
tC, single (s)	6.8	7.0			4.1	
tC, 2 stage (s)						
tF (s)	3.5	3.3			2.2	
p0 queue free %	100	0			100	
cM capacity (veh/h)	19	229			280	

Direction, Lane #	WB 1	NB 1	NB 2
Volume Total	783	1020	1020
Volume Left	0	0	0
Volume Right	783	0	0
cSH	229	1700	1700
Volume to Capacity	3.42	0.60	0.60
Queue Length 95th (ft)	Err	0	0
Control Delay (s)	Err	0.0	0.0
Lane LOS	F		
Approach Delay (s)	Err	0.0	
Approach LOS	F		

Intersection Summary			
Average Delay		Err	
Intersection Capacity Utilization		Err%	ICU Level of Service H
Analysis Period (min)		15	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
Existing AM Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	23	36	77	46	40	90	28	2167	16	18	517	7
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		0	1		0	1		0	1		0
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.95	0.95	1.00	0.95	0.95
Frt		0.898			0.896			0.999			0.998	
Fit Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1805	1626	0	1770	1615	0	1736	3469	0	1703	3166	0
Fit Permitted	0.494			0.591			0.950			0.950		
Satd. Flow (perm)	939	1626	0	1101	1615	0	1736	3469	0	1703	3166	0
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		88			100			2			3	
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		375			392			379			592	
Travel Time (s)		8.5			8.9			8.6			13.5	
Peak Hour Factor	0.88	0.88	0.88	0.83	0.83	0.83	0.96	0.96	0.96	0.90	0.90	0.90
Heavy Vehicles (%)	0%	9%	3%	2%	13%	2%	4%	4%	0%	6%	14%	0%
Adj. Flow (vph)	26	41	88	55	48	108	29	2257	17	20	574	8
Shared Lane Traffic (%)												
Lane Group Flow (vph)	26	129	0	55	156	0	29	2274	0	20	582	0
Turn Type	Perm	NA		Perm	NA		Prot	NA		Prot	NA	
Protected Phases		3			3		1	2		1	2	
Permitted Phases	3			3								
Detector Phase	3	3		3	3		1	2		1	2	
Switch Phase												
Minimum Initial (s)	6.0	6.0		6.0	6.0		6.0	30.0		6.0	30.0	
Minimum Split (s)	11.0	11.0		11.0	11.0		12.0	36.0		12.0	36.0	
Total Split (s)	14.0	14.0		14.0	14.0		14.0	62.0		14.0	62.0	
Total Split (%)	15.6%	15.6%		15.6%	15.6%		15.6%	68.9%		15.6%	68.9%	
Maximum Green (s)	9.0	9.0		9.0	9.0		8.0	56.0		8.0	56.0	
Yellow Time (s)	3.0	3.0		3.0	3.0		4.0	4.0		4.0	4.0	
All-Red Time (s)	2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0	
Lost Time Adjust (s)	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Lost Time (s)	5.0	5.0		5.0	5.0		6.0	6.0		6.0	6.0	
Lead/Lag							Lead	Lag		Lead	Lag	
Lead-Lag Optimize?							Yes	Yes		Yes	Yes	
Vehicle Extension (s)	3.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0	
Recall Mode	None	None		None	None		None	Min		None	Min	
Act Effct Green (s)	8.1	8.1		8.1	8.1		6.9	56.5		6.9	56.5	
Actuated g/C Ratio	0.10	0.10		0.10	0.10		0.08	0.68		0.08	0.68	
v/c Ratio	0.29	0.54		0.51	0.63		0.20	0.97		0.14	0.27	
Control Delay	45.8	24.3		55.7	28.3		41.4	28.1		40.3	6.7	
Queue Delay	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Delay	45.8	24.3		55.7	28.3		41.4	28.1		40.3	6.7	
LOS	D	C		E	C		D	C		D	A	
Approach Delay		27.9			35.4			28.2			7.8	
Approach LOS		C			D			C			A	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
Existing AM Peak



Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Queue Length 50th (ft)	14	22		30	30		16	~734		11	70	
Queue Length 95th (ft)	39	73		64	79		43	#893		33	100	
Internal Link Dist (ft)		295			312			299			512	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	102	255		120	265		168	2355		165	2149	
Starvation Cap Reductn	0	0		0	0		0	0		0	0	
Spillback Cap Reductn	0	0		0	0		0	0		0	0	
Storage Cap Reductn	0	0		0	0		0	0		0	0	
Reduced v/c Ratio	0.25	0.51		0.46	0.59		0.17	0.97		0.12	0.27	

Intersection Summary

Area Type: Other
 Cycle Length: 90
 Actuated Cycle Length: 83.3
 Natural Cycle: 90
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 0.97
 Intersection Signal Delay: 24.9
 Intersection LOS: C
 Intersection Capacity Utilization 86.4%
 ICU Level of Service E
 Analysis Period (min) 15
 ~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 12: Route 1 & Thurston Street



Intersection	
Int Delay, s/veh	53.1

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	5	3	91	5	0	5	95	2272	20	10	674	12
Conflicting Peds, #/hr	1	0	9	9	0	1	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	100	-	-	100	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	75	75	75	50	50	50	91	91	91	92	92	92
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	7	4	121	10	0	10	104	2497	22	11	733	13

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2236	3506	382	3124	3501	1268	755	0	0	2528	0	0
Stage 1	770	770	-	2725	2725	-	-	-	-	-	-	-
Stage 2	1466	2736	-	399	776	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.94	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	23	6	616	~ 5	6	160	851	-	-	175	-	-
Stage 1	359	408	-	21	43	-	-	-	-	-	-	-
Stage 2	134	43	-	598	406	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	18	5	611	~ 1	5	159	851	-	-	175	-	-
Mov Cap-2 Maneuver	18	5	-	~ 1	5	-	-	-	-	-	-	-
Stage 1	312	379	-	18	37	-	-	-	-	-	-	-
Stage 2	110	37	-	444	377	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	\$ 301	\$ 7322.9	0.4	0.4
HCM LOS	F	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	851	-	-	96	2	175	-	-
HCM Lane V/C Ratio	0.123	-	-	1.375	10	0.062	-	-
HCM Control Delay (s)	9.8	-	-	\$ 301	\$ 7322.9	26.9	-	-
HCM Lane LOS	A	-	-	F	F	D	-	-
HCM 95th %tile Q(veh)	0.4	-	-	9.6	4.1	0.2	-	-

Notes
 ~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Intersection

Int Delay, s/veh 0.4

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	2	0	16	0	0	0	21	2260	3	3	663	5
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	67	67	67	92	92	92	96	96	96	88	88	88
Heavy Vehicles, %	0	0	13	2	2	2	5	4	50	0	12	50
Mvmt Flow	3	0	24	0	0	0	22	2354	3	3	753	6

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	1984	3164	380	2783	3165	1179	759	0	0	2357	0	0
Stage 1	763	763	-	2399	2399	-	-	-	-	-	-	-
Stage 2	1221	2401	-	384	766	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	7.16	7.54	6.54	6.94	4.2	-	-	4.1	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.43	3.52	4.02	3.32	2.25	-	-	2.2	-	-
Pot Cap-1 Maneuver	37	11	588	9	10	183	829	-	-	211	-	-
Stage 1	367	416	-	34	64	-	-	-	-	-	-	-
Stage 2	194	66	-	611	410	-	-	-	-	-	-	-
Platoon blocked, %												
Mov Cap-1 Maneuver	36	11	588	8	10	183	829	-	-	211	-	-
Mov Cap-2 Maneuver	36	11	-	8	10	-	-	-	-	-	-	-
Stage 1	367	406	-	34	64	-	-	-	-	-	-	-
Stage 2	194	66	-	572	400	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	23.9	0	0.1	0.4
HCM LOS	C	A		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	829	-	-	217	-	211	-	-
HCM Lane V/C Ratio	0.026	-	-	0.124	-	0.016	-	-
HCM Control Delay (s)	9.5	0	-	23.9	0	22.3	0.3	-
HCM Lane LOS	A	A	-	C	A	C	A	-
HCM 95th %tile Q(veh)	0.1	-	-	0.4	-	0	-	-

Intersection

Int Delay, s/veh 0.1

Movement	EBL	EBR	NBL	NBT	SBT	SBR
Vol, veh/h	4	6	2	2449	428	3
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	63	63	97	97	93	93
Heavy Vehicles, %	0	0	0	3	9	0
Mvmt Flow	6	10	2	2525	460	3

Major/Minor	Minor2	Major1	Major2
Conflicting Flow All	1728	232	463 0
Stage 1	462	-	- -
Stage 2	1266	-	- -
Critical Hdwy	6.8	6.9	4.1 -
Critical Hdwy Stg 1	5.8	-	- -
Critical Hdwy Stg 2	5.8	-	- -
Follow-up Hdwy	3.5	3.3	2.2 -
Pot Cap-1 Maneuver	81	776	1109 -
Stage 1	607	-	- -
Stage 2	233	-	- -
Platoon blocked, %			- -
Mov Cap-1 Maneuver	81	776	1109 -
Mov Cap-2 Maneuver	81	-	- -
Stage 1	607	-	- -
Stage 2	233	-	- -

Approach	EB	NB	SB
HCM Control Delay, s	27.6	0	0
HCM LOS	D		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	1109	-	175	-	-
HCM Lane V/C Ratio	0.002	-	0.091	-	-
HCM Control Delay (s)	8.3	0	27.6	-	-
HCM Lane LOS	A	A	D	-	-
HCM 95th %tile Q(veh)	0	-	0.3	-	-

Intersection	
Int Delay, s/veh	30.8

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	78	0	0	193	0	2046	220	0	331	64
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	Stop	-	-	Stop	-	-	None	-	-	None
Storage Length	-	-	0	-	-	0	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	81	81	81	73	73	73	89	89	89	94	94	94
Heavy Vehicles, %	2	2	1	2	2	3	2	3	3	2	12	11
Mvmt Flow	0	0	96	0	0	264	0	2299	247	0	352	68

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	1535	2932	210	2598	2842	1273	420	0	0	2546	0	0
Stage 1	386	386	-	2422	2422	-	-	-	-	-	-	-
Stage 2	1149	2546	-	176	420	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.92	7.54	6.54	6.96	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.31	3.52	4.02	3.33	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	79	15	799	12	17	~ 157	1136	-	-	172	-	-
Stage 1	609	609	-	33	62	-	-	-	-	-	-	-
Stage 2	211	54	-	809	588	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	-	15	799	11	17	~ 157	1136	-	-	172	-	-
Mov Cap-2 Maneuver	-	15	-	11	17	-	-	-	-	-	-	-
Stage 1	609	609	-	33	62	-	-	-	-	-	-	-
Stage 2	-	54	-	711	588	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	10.1	\$ 384.5	0	0
HCM LOS	B	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	1136	-	-	799	157	172	-	-
HCM Lane V/C Ratio	-	-	-	0.121	1.684	-	-	-
HCM Control Delay (s)	0	-	-	10.1	\$ 384.5	0	-	-
HCM Lane LOS	A	-	-	B	F	A	-	-
HCM 95th %tile Q(veh)	0	-	-	0.4	18.7	0	-	-

Notes
 ~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

HCM Unsignalized Intersection Capacity Analysis
 3: Route 1 & I-495 Off-Ramp

Route 1 Corridor Study
 Existing PM Peak



Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕			
Volume (veh/h)	0	361	731	0	0	0
Sign Control	Yield		Free			Free
Grade	0%		0%			0%
Peak Hour Factor	0.90	0.90	0.92	0.92	0.95	0.95
Hourly flow rate (vph)	0	401	795	0	0	0
Pedestrians						
Lane Width (ft)						
Walking Speed (ft/s)						
Percent Blockage						
Right turn flare (veh)						
Median type			None			None
Median storage (veh)						
Upstream signal (ft)						
pX, platoon unblocked						
vC, conflicting volume	795	397			795	
vC1, stage 1 conf vol						
vC2, stage 2 conf vol						
vCu, unblocked vol	795	397			795	
tC, single (s)	6.8	7.0			4.1	
tC, 2 stage (s)						
tF (s)	3.5	3.3			2.2	
p0 queue free %	100	32			100	
cM capacity (veh/h)	329	594			836	

Direction, Lane #	WB 1	NB 1	NB 2
Volume Total	401	397	397
Volume Left	0	0	0
Volume Right	401	0	0
cSH	594	1700	1700
Volume to Capacity	0.68	0.23	0.23
Queue Length 95th (ft)	129	0	0
Control Delay (s)	22.8	0.0	0.0
Lane LOS	C		
Approach Delay (s)	22.8	0.0	
Approach LOS	C		

Intersection Summary			
Average Delay		7.6	
Intersection Capacity Utilization		49.2%	ICU Level of Service A
Analysis Period (min)		15	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
Existing PM Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	15	47	71	48	41	33	65	810	58	69	1833	22
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		0	1		0	1		0	1		0
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.95	0.95	1.00	0.95	0.95
Frt		0.909			0.934			0.990			0.998	
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1805	1673	0	1805	1775	0	1805	3456	0	1805	3533	0
Flt Permitted	0.694			0.555			0.950			0.950		
Satd. Flow (perm)	1319	1673	0	1054	1775	0	1805	3456	0	1805	3533	0
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		68			35			15			2	
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		375			392			379			592	
Travel Time (s)		8.5			8.9			8.6			13.5	
Peak Hour Factor	0.88	0.88	0.88	0.76	0.76	0.76	0.92	0.92	0.92	0.99	0.99	0.99
Heavy Vehicles (%)	0%	2%	4%	0%	0%	0%	0%	3%	9%	0%	2%	0%
Adj. Flow (vph)	17	53	81	63	54	43	71	880	63	70	1852	22
Shared Lane Traffic (%)												
Lane Group Flow (vph)	17	134	0	63	97	0	71	943	0	70	1874	0
Turn Type	Perm	NA		Perm	NA		Prot	NA		Prot	NA	
Protected Phases		3			3		1	2		1	2	
Permitted Phases	3			3								
Detector Phase	3	3		3	3		1	2		1	2	
Switch Phase												
Minimum Initial (s)	6.0	6.0		6.0	6.0		6.0	30.0		6.0	30.0	
Minimum Split (s)	11.0	11.0		11.0	11.0		12.0	36.0		12.0	36.0	
Total Split (s)	14.0	14.0		14.0	14.0		14.0	62.0		14.0	62.0	
Total Split (%)	15.6%	15.6%		15.6%	15.6%		15.6%	68.9%		15.6%	68.9%	
Maximum Green (s)	9.0	9.0		9.0	9.0		8.0	56.0		8.0	56.0	
Yellow Time (s)	3.0	3.0		3.0	3.0		4.0	4.0		4.0	4.0	
All-Red Time (s)	2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0	
Lost Time Adjust (s)	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Lost Time (s)	5.0	5.0		5.0	5.0		6.0	6.0		6.0	6.0	
Lead/Lag							Lead	Lag		Lead	Lag	
Lead-Lag Optimize?							Yes	Yes		Yes	Yes	
Vehicle Extension (s)	3.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0	
Recall Mode	None	None		None	None		None	Min		None	Min	
Act Effct Green (s)	8.3	8.3		8.3	8.3		7.5	57.0		7.5	57.0	
Actuated g/C Ratio	0.10	0.10		0.10	0.10		0.09	0.65		0.09	0.65	
v/c Ratio	0.14	0.61		0.63	0.48		0.46	0.42		0.45	0.81	
Control Delay	39.7	33.0		67.2	34.6		49.2	8.5		48.9	16.1	
Queue Delay	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Delay	39.7	33.0		67.2	34.6		49.2	8.5		48.9	16.1	
LOS	D	C		E	C		D	A		D	B	
Approach Delay		33.7			47.5			11.4			17.3	
Approach LOS		C			D			B			B	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
Existing PM Peak



Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Queue Length 50th (ft)	9	36		35	33		39	130		38	408	
Queue Length 95th (ft)	29	91		#70	65		82	170		81	524	
Internal Link Dist (ft)		295			312			299			512	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	136	234		109	215		166	2265		166	2311	
Starvation Cap Reductn	0	0		0	0		0	0		0	0	
Spillback Cap Reductn	0	0		0	0		0	0		0	0	
Storage Cap Reductn	0	0		0	0		0	0		0	0	
Reduced v/c Ratio	0.13	0.57		0.58	0.45		0.43	0.42		0.42	0.81	

Intersection Summary

Area Type: Other
 Cycle Length: 90
 Actuated Cycle Length: 87.1
 Natural Cycle: 65
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 0.81
 Intersection Signal Delay: 17.7
 Intersection Capacity Utilization 75.8%
 Analysis Period (min) 15
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 12: Route 1 & Thurston Street



Intersection

Int Delay, s/veh 27.3

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	4	0	60	23	4	12	60	935	20	6	1745	13
Conflicting Peds, #/hr	0	0	5	5	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	100	-	-	100	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	91	91	91	82	82	82	92	92	92	86	86	86
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	4	0	66	28	5	15	65	1016	22	7	2029	15

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2702	3229	1027	2196	3226	524	2049	0	0	1043	0	0
Stage 1	2056	2056	-	1163	1163	-	-	-	-	-	-	-
Stage 2	646	1173	-	1033	2063	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.94	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	10	9	232	~ 25	9	498	271	-	-	663	-	-
Stage 1	57	97	-	207	267	-	-	-	-	-	-	-
Stage 2	427	264	-	249	96	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	~ 4	7	231	~ 14	7	496	271	-	-	663	-	-
Mov Cap-2 Maneuver	~ 4	7	-	~ 14	7	-	-	-	-	-	-	-
Stage 1	43	96	-	157	202	-	-	-	-	-	-	-
Stage 2	307	200	-	176	95	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	\$ 386.9	\$ 1277.2	1.3	0
HCM LOS	F	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	271	-	-	51	17	663	-	-
HCM Lane V/C Ratio	0.241	-	-	1.379	2.798	0.011	-	-
HCM Control Delay (s)	22.4	-	-	\$ 386.9	\$ 1277.2	10.5	-	-
HCM Lane LOS	C	-	-	F	F	B	-	-
HCM 95th %tile Q(veh)	0.9	-	-	6.5	6.5	0	-	-

Notes
 ~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Intersection	
Int Delay, s/veh	2.4

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	19	3	0	2	30	955	3	0	2059	6
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	90	90	90	38	38	38	90	90	90	94	94	94
Heavy Vehicles, %	0	0	0	0	0	100	0	5	50	0	2	0
Mvmt Flow	0	0	21	8	0	5	33	1061	3	0	2190	6

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2791	3325	1098	2224	3326	532	2197	0	0	1064	0	0
Stage 1	2194	2194	-	1129	1129	-	-	-	-	-	-	-
Stage 2	597	1131	-	1095	2197	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	6.9	7.5	6.5	8.9	4.1	-	-	4.1	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.3	3.5	4	4.3	2.2	-	-	2.2	-	-
Pot Cap-1 Maneuver	9	8	211	24	8	304	244	-	-	662	-	-
Stage 1	47	84	-	221	281	-	-	-	-	-	-	-
Stage 2	461	281	-	231	84	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	7	5	211	16	5	304	244	-	-	662	-	-
Mov Cap-2 Maneuver	7	5	-	16	5	-	-	-	-	-	-	-
Stage 1	31	84	-	148	188	-	-	-	-	-	-	-
Stage 2	303	188	-	208	84	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	24	241.8	4	0
HCM LOS	C	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	244	-	-	211	26	662	-	-
HCM Lane V/C Ratio	0.137	-	-	0.1	0.506	-	-	-
HCM Control Delay (s)	22.1	3.4	-	24	241.8	0	-	-
HCM Lane LOS	C	A	-	C	F	A	-	-
HCM 95th %tile Q(veh)	0.5	-	-	0.3	1.6	0	-	-

Intersection

Int Delay, s/veh 0.8

Movement	EBL	EBR	NBL	NBT	SBT	SBR
Vol, veh/h	4	4	3	764	1956	7
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	50	50	94	94	93	93
Heavy Vehicles, %	0	0	0	3	1	0
Mvmt Flow	8	8	3	813	2103	8

Major/Minor	Minor2	Major1	Major2
Conflicting Flow All	2520	1055	2111 0
Stage 1	2107	-	- -
Stage 2	413	-	- -
Critical Hdwy	6.8	6.9	4.1 -
Critical Hdwy Stg 1	5.8	-	- -
Critical Hdwy Stg 2	5.8	-	- -
Follow-up Hdwy	3.5	3.3	2.2 -
Pot Cap-1 Maneuver	24	225	263 -
Stage 1	81	-	- -
Stage 2	642	-	- -
Platoon blocked, %			- -
Mov Cap-1 Maneuver	23	225	263 -
Mov Cap-2 Maneuver	23	-	- -
Stage 1	81	-	- -
Stage 2	629	-	- -

Approach	EB	NB	SB
HCM Control Delay, s	136.1	0.3	0
HCM LOS	F		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	263	-	42	-	-
HCM Lane V/C Ratio	0.012	-	0.381	-	-
HCM Control Delay (s)	18.9	0.2	136.1	-	-
HCM Lane LOS	C	A	F	-	-
HCM 95th %tile Q(veh)	0	-	1.3	-	-

Intersection												
Int Delay, s/veh	3.9											

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	148	0	0	173	0	566	101	0	1538	192
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	Stop	-	-	Stop	-	-	None	-	-	None
Storage Length	-	-	0	-	-	0	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	77	77	77	85	85	85	94	94	94	93	93	93
Heavy Vehicles, %	2	2	3	2	2	2	2	4	1	2	1	1
Mvmt Flow	0	0	192	0	0	204	0	602	107	0	1654	206

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2058	2467	930	1483	2516	355	1860	0	0	710	0	0
Stage 1	1757	1757	-	656	656	-	-	-	-	-	-	-
Stage 2	301	710	-	827	1860	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.96	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.33	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	32	30	267	87	28	641	321	-	-	885	-	-
Stage 1	88	137	-	421	460	-	-	-	-	-	-	-
Stage 2	683	435	-	332	121	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	22	30	267	24	28	641	321	-	-	885	-	-
Mov Cap-2 Maneuver	22	30	-	24	28	-	-	-	-	-	-	-
Stage 1	88	137	-	421	460	-	-	-	-	-	-	-
Stage 2	466	435	-	93	121	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	46.8	13.2	0	0
HCM LOS	E	B		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	321	-	-	267	641	885	-	-
HCM Lane V/C Ratio	-	-	-	0.72	0.318	-	-	-
HCM Control Delay (s)	0	-	-	46.8	13.2	0	-	-
HCM Lane LOS	A	-	-	E	B	A	-	-
HCM 95th %tile Q(veh)	0	-	-	5	1.4	0	-	-

HCM Unsignalized Intersection Capacity Analysis
3: Route 1 & I-495 Off-Ramp

Route 1 Corridor Study
Existing Saturday Peak



Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕↕			
Volume (veh/h)	0	588	1121	0	0	0
Sign Control	Yield		Free			Free
Grade	0%		0%			0%
Peak Hour Factor	0.89	0.89	0.95	0.95	0.93	0.93
Hourly flow rate (vph)	0	661	1180	0	0	0
Pedestrians						
Lane Width (ft)						
Walking Speed (ft/s)						
Percent Blockage						
Right turn flare (veh)						
Median type			None			None
Median storage (veh)						
Upstream signal (ft)						
pX, platoon unblocked						
vC, conflicting volume	1180	590			1180	
vC1, stage 1 conf vol						
vC2, stage 2 conf vol						
vCu, unblocked vol	1180	590			1180	
tC, single (s)	6.8	6.9			4.1	
tC, 2 stage (s)						
tF (s)	3.5	3.3			2.2	
p0 queue free %	100	0			100	
cM capacity (veh/h)	186	451			599	

Direction . Lane #	WB 1	NB 1	NB 2
Volume Total	661	590	590
Volume Left	0	0	0
Volume Right	661	0	0
cSH	451	1700	1700
Volume to Capacity	1.47	0.35	0.35
Queue Length 95th (ft)	840	0	0
Control Delay (s)	245.1	0.0	0.0
Lane LOS	F		
Approach Delay (s)	245.1	0.0	
Approach LOS	F		

Intersection Summary			
Average Delay		88.0	
Intersection Capacity Utilization		74.1%	ICU Level of Service D
Analysis Period (min)		15	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
Existing Saturday Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NET	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	13	24	41	49	24	29	46	1527	70	53	932	17
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		0	1		0	1		0	1		0
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.95	0.95	1.00	0.95	0.95
Fr		0.905			0.918			0.993			0.997	
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1656	1687	0	1703	1744	0	1805	3546	0	1770	3530	0
Flt Permitted	0.717			0.701			0.950			0.950		
Satd. Flow (perm)	1250	1687	0	1257	1744	0	1805	3546	0	1770	3530	0
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		55			34			10			4	
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		375			392			379			592	
Travel Time (s)		8.5			8.9			8.6			13.5	
Peak Hour Factor	0.75	0.75	0.75	0.85	0.85	0.85	0.93	0.93	0.93	0.95	0.95	0.95
Heavy Vehicles (%)	9%	0%	3%	6%	0%	0%	0%	1%	3%	2%	2%	0%
Adj. Flow (vph)	17	32	55	58	28	34	49	1642	75	56	981	18
Shared Lane Traffic (%)												
Lane Group Flow (vph)	17	87	0	58	62	0	49	1717	0	56	999	0
Turn Type	Perm	NA		Perm	NA		Prot	NA		Prot	NA	
Protected Phases		3			3		1	2		1	2	
Permitted Phases	3			3								
Detector Phase	3	3		3	3		1	2		1	2	
Switch Phase												
Minimum Initial (s)	6.0	6.0		6.0	6.0		6.0	30.0		6.0	30.0	
Minimum Split (s)	11.0	11.0		11.0	11.0		12.0	36.0		12.0	36.0	
Total Split (s)	14.0	14.0		14.0	14.0		14.0	62.0		14.0	62.0	
Total Split (%)	15.6%	15.6%		15.6%	15.6%		15.6%	68.9%		15.6%	68.9%	
Maximum Green (s)	9.0	9.0		9.0	9.0		8.0	56.0		8.0	56.0	
Yellow Time (s)	3.0	3.0		3.0	3.0		4.0	4.0		4.0	4.0	
All-Red Time (s)	2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0	
Lost Time Adjust (s)	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Lost Time (s)	5.0	5.0		5.0	5.0		6.0	6.0		6.0	6.0	
Lead/Lag							Lead	Lag		Lead	Lag	
Lead-Lag Optimize?							Yes	Yes		Yes	Yes	
Vehicle Extension (s)	3.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0	
Recall Mode	None	None		None	None		None	Min		None	Min	
Act Effct Green (s)	8.1	8.1		8.1	8.1		7.4	59.3		7.4	59.3	
Actuated g/C Ratio	0.10	0.10		0.10	0.10		0.09	0.70		0.09	0.70	
v/c Ratio	0.14	0.41		0.48	0.31		0.31	0.69		0.36	0.40	
Control Delay	40.0	24.3		52.5	25.5		44.1	12.5		45.7	8.2	
Queue Delay	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Delay	40.0	24.3		52.5	25.5		44.1	12.5		45.7	8.2	
LOS	D	C		D	C		D	B		D	A	
Approach Delay		26.9			38.5			13.4			10.2	
Approach LOS		C			D			B			B	

Lanes, Volumes, Timings
 12: Route 1 & Thurston Street

Route 1 Corridor Study
 Existing Saturday Peak



Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Queue Length 50th (ft)	9	17		32	15		27	338		31	142	
Queue Length 95th (ft)	24	45		67	48		62	432		69	184	
Internal Link Dist (ft)		295			312			299			512	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	135	231		135	218		173	2489		170	2476	
Starvation Cap Reductn	0	0		0	0		0	0		0	0	
Spillback Cap Reductn	0	0		0	0		0	0		0	0	
Storage Cap Reductn	0	0		0	0		0	0		0	0	
Reduced v/c Ratio	0.13	0.38		0.43	0.28		0.28	0.69		0.33	0.40	

Intersection Summary

Area Type: Other
 Cycle Length: 90
 Actuated Cycle Length: 84.6
 Natural Cycle: 60
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 0.69
 Intersection Signal Delay: 13.7
 Intersection Capacity Utilization 63.0%
 Analysis Period (min) 15
 Intersection LOS: B
 ICU Level of Service B

Splits and Phases: 12: Route 1 & Thurston Street



Intersection

Int Delay, s/veh 20.6

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	7	2	70	14	0	7	56	1656	6	6	1098	14
Conflicting Peds, #/hr	1	0	9	9	0	1	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	100	-	-	100	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	83	83	83	59	59	59	94	94	94	93	93	93
Heavy Vehicles, %	0	0	1	8	0	0	2	1	0	20	2	0
Mvmt Flow	8	2	84	24	0	12	60	1762	6	6	1181	15

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2219	3106	607	2506	3111	893	1205	0	0	1777	0	0
Stage 1	1210	1210	-	1893	1893	-	-	-	-	-	-	-
Stage 2	1009	1896	-	613	1218	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	6.92	7.66	6.5	6.9	4.14	-	-	4.5	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.66	5.5	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.66	5.5	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.31	3.58	4	3.3	2.22	-	-	2.4	-	-
Pot Cap-1 Maneuver	25	12	442	~ 13	12	289	575	-	-	278	-	-
Stage 1	197	258	-	67	120	-	-	-	-	-	-	-
Stage 2	261	119	-	432	255	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	22	10	438	~ 8	10	287	575	-	-	278	-	-
Mov Cap-2 Maneuver	22	10	-	~ 8	10	-	-	-	-	-	-	-
Stage 1	175	250	-	59	107	-	-	-	-	-	-	-
Stage 2	224	106	-	338	247	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	107.9	\$ 1519.5	0.4	0.1
HCM LOS	F	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	575	-	-	117	12	278	-	-
HCM Lane V/C Ratio	0.104	-	-	0.814	2.966	0.023	-	-
HCM Control Delay (s)	12	-	-	107.9	1519.5	18.3	-	-
HCM Lane LOS	B	-	-	F	F	C	-	-
HCM 95th %tile Q(veh)	0.3	-	-	4.8	5.4	0.1	-	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Intersection	
Int Delay, s/veh	4.7

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	25	3	0	2	16	1658	0	6	1039	5
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	67	67	67	38	38	38	93	93	93	97	97	97
Heavy Vehicles, %	0	0	0	0	0	0	0	1	0	25	3	0
Mvmt Flow	0	0	37	8	0	5	17	1783	0	6	1071	5

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2012	2903	538	2365	2906	891	1076	0	0	1783	0	0
Stage 1	1086	1086	-	1817	1817	-	-	-	-	-	-	-
Stage 2	926	1817	-	548	1089	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	6.9	7.5	6.5	6.9	4.1	-	-	4.6	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.3	3.5	4	3.3	2.2	-	-	2.45	-	-
Pot Cap-1 Maneuver	35	16	493	19	16	289	656	-	-	260	-	-
Stage 1	234	295	-	82	131	-	-	-	-	-	-	-
Stage 2	293	131	-	493	294	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	33	15	493	17	15	289	656	-	-	260	-	-
Mov Cap-2 Maneuver	33	15	-	17	15	-	-	-	-	-	-	-
Stage 1	234	278	-	82	131	-	-	-	-	-	-	-
Stage 2	288	131	-	430	277	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	12.9	229.2	5.3	0.6
HCM LOS	B	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	656	-	-	493	27	260	-	-
HCM Lane V/C Ratio	0.026	-	-	0.076	0.487	0.024	-	-
HCM Control Delay (s)	10.6	5.2	-	12.9	229.2	19.2	0.5	-
HCM Lane LOS	B	A	-	B	F	C	A	-
HCM 95th %tile Q(veh)	0.1	-	-	0.2	1.5	0.1	-	-

Intersection

Int Delay, s/veh 0.6

Movement	EBL	EBR	NBL	NBT	SBT	SBR
Vol, veh/h	4	5	3	1607	1192	5
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	57	57	96	96	93	93
Heavy Vehicles, %	0	0	0	3	5	0
Mvmt Flow	7	9	3	1674	1282	5

Major/Minor

	Minor2		Major1		Major2
Conflicting Flow All	2127	644	1287	0	- 0
Stage 1	1284	-	-	-	- -
Stage 2	843	-	-	-	- -
Critical Hdwy	6.8	6.9	4.1	-	- -
Critical Hdwy Stg 1	5.8	-	-	-	- -
Critical Hdwy Stg 2	5.8	-	-	-	- -
Follow-up Hdwy	3.5	3.3	2.2	-	- -
Pot Cap-1 Maneuver	44	420	546	-	- -
Stage 1	228	-	-	-	- -
Stage 2	388	-	-	-	- -
Platoon blocked, %					- -
Mov Cap-1 Maneuver	41	420	546	-	- -
Mov Cap-2 Maneuver	41	-	-	-	- -
Stage 1	228	-	-	-	- -
Stage 2	358	-	-	-	- -

Approach

	EB	NB	SB
HCM Control Delay, s	59.1	0.5	0
HCM LOS	F		

Minor Lane/Major Mvmt

	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	546	-	82	-	-
HCM Lane V/C Ratio	0.006	-	0.193	-	-
HCM Control Delay (s)	11.6	0.5	59.1	-	-
HCM Lane LOS	B	A	F	-	-
HCM 95th %tile Q(veh)	0	-	0.7	-	-

Intersection												
Int Delay, s/veh	3.6											

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	113	0	0	183	0	1306	161	0	935	128
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	Stop	-	-	Stop	-	-	None	-	-	None
Storage Length	-	-	0	-	-	0	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	79	79	79	79	79	79	92	92	92	94	94	94
Heavy Vehicles, %	2	2	2	2	2	2	2	3	2	2	6	6
Mvmt Flow	0	0	143	0	0	232	0	1420	175	0	995	136

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	1773	2658	565	2004	2638	797	1131	0	0	1595	0	0
Stage 1	1063	1063	-	1507	1507	-	-	-	-	-	-	-
Stage 2	710	1595	-	497	1131	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.94	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	53	22	468	35	23	329	613	-	-	407	-	-
Stage 1	238	298	-	127	182	-	-	-	-	-	-	-
Stage 2	391	165	-	523	277	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	16	22	468	24	23	329	613	-	-	407	-	-
Mov Cap-2 Maneuver	16	22	-	24	23	-	-	-	-	-	-	-
Stage 1	238	298	-	127	182	-	-	-	-	-	-	-
Stage 2	116	165	-	363	277	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	16	38.2	0	0
HCM LOS	C	E		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	613	-	-	468	329	407	-	-
HCM Lane V/C Ratio	-	-	-	0.306	0.704	-	-	-
HCM Control Delay (s)	0	-	-	16	38.2	0	-	-
HCM Lane LOS	A	-	-	C	E	A	-	-
HCM 95th %tile Q(veh)	0	-	-	1.3	5	0	-	-

Lanes, Volumes, Timings
3: Route 1 & I-495 Off-Ramp

Route 1 Corridor Study
No-Build AM Peak



Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		TT	TT			
Volume (vph)	0	830	2063	0	0	0
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Util. Factor	1.00	0.88	0.95	1.00	1.00	1.00
Frt		0.850				
Flt Protected						
Satd. Flow (prot)	0	2707	3505	0	0	0
Flt Permitted						
Satd. Flow (perm)	0	2707	3505	0	0	0
Right Turn on Red		Yes		Yes		
Satd. Flow (RTOR)		10				
Link Speed (mph)	30		30			30
Link Distance (ft)	75		153			205
Travel Time (s)	1.7		3.5			4.7
Peak Hour Factor	0.90	0.90	0.90	0.90	0.89	0.89
Heavy Vehicles (%)	0%	5%	3%	0%	0%	7%
Adj. Flow (vph)	0	922	2292	0	0	0
Shared Lane Traffic (%)						
Lane Group Flow (vph)	0	922	2292	0	0	0
Turn Type		Prot	NA			
Protected Phases		8	2			
Permitted Phases						
Detector Phase		8	2			
Switch Phase						
Minimum Initial (s)		5.0	5.0			
Minimum Split (s)		24.0	24.0			
Total Split (s)		49.0	91.0			
Total Split (%)		35.0%	65.0%			
Maximum Green (s)		43.0	85.0			
Yellow Time (s)		4.0	4.0			
All-Red Time (s)		2.0	2.0			
Lost Time Adjust (s)		0.0	0.0			
Total Lost Time (s)		6.0	6.0			
Lead/Lag						
Lead-Lag Optimize?						
Vehicle Extension (s)		3.0	3.0			
Recall Mode		None	C-Max			
Act Effct Green (s)		43.0	85.0			
Actuated g/C Ratio		0.31	0.61			
v/c Ratio		1.10	1.08			
Control Delay		106.6	71.6			
Queue Delay		10.0	10.3			
Total Delay		116.6	81.9			
LOS		F	F			
Approach Delay			81.9			
Approach LOS			F			
Queue Length 50th (ft)		~537	~1221			
Queue Length 95th (ft)		#685	#1350			
Internal Link Dist (ft)	1		73			125

Lanes, Volumes, Timings
 3: Route 1 & I-495 Off-Ramp



Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Turn Bay Length (ft)						
Base Capacity (vph)		838	2128			
Starvation Cap Reductn		0	0			
Spillback Cap Reductn		569	411			
Storage Cap Reductn		0	0			
Reduced v/c Ratio		3.43	1.33			

Intersection Summary
























Area Type: Other
 Cycle Length: 140
 Actuated Cycle Length: 140
 Offset: 0 (0%), Referenced to phase 2:NBT, Start of Green
 Natural Cycle: 150
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 1.10
 Intersection Signal Delay: 91.9
 Intersection LOS: F
 Intersection Capacity Utilization 96.1%
 ICU Level of Service F
 Analysis Period (min) 15
 ~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 3: Route 1 & I-495 Off-Ramp



Lanes, Volumes, Timings
6: Route 1 & Madison Street

Route 1 Corridor Study
No-Build AM Peak

												
Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	31	12	201	81	5	42	189	2549	155	97	703	31
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		55	110		110	135		400	250		0
Storage Lanes	1		1	2		0	1		1	1		1
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	0.95	0.95	0.97	1.00	1.00	1.00	0.91	1.00	1.00	0.95	1.00
Ped Bike Factor	1.00	0.95	0.97	0.97	0.99							
Fr		0.867	0.850		0.865				0.850			0.850
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1770	1456	1504	3433	1590	0	1770	5085	1583	1770	3539	1583
Flt Permitted	0.950			0.950			0.950			0.950		
Satd. Flow (perm)	1765	1456	1453	3314	1590	0	1770	5085	1583	1770	3539	1583
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		102	116		46				165			101
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		158			171			205			405	
Travel Time (s)		3.6			3.9			4.7			9.2	
Confl. Peds. (#/hr)	1		9	9		1						
Peak Hour Factor	0.92	0.92	0.92	0.92	0.92	0.92	0.94	0.94	0.94	0.92	0.92	0.92
Adj. Flow (vph)	34	13	218	88	5	46	201	2712	165	105	764	34
Shared Lane Traffic (%)			47%									
Lane Group Flow (vph)	34	115	116	88	51	0	201	2712	165	105	764	34
Turn Type	Prot	NA	pm+ov	Prot	NA		Prot	NA	pm+ov	Prot	NA	pm+ov
Protected Phases	7	4	5	3	8		5	2	3	1	6	7
Permitted Phases			4						2			6
Detector Phase	7	4	5	3	8		5	2	3	1	6	7
Switch Phase												
Minimum Initial (s)	4.0	4.0	4.0	4.0	4.0		4.0	20.0	4.0	4.0	20.0	4.0
Minimum Split (s)	10.0	10.0	9.0	10.0	10.0		9.0	26.0	10.0	9.0	26.0	10.0
Total Split (s)	22.5	22.5	33.0	21.5	21.5		33.0	81.0	21.5	15.0	63.0	22.5
Total Split (%)	16.1%	16.1%	23.6%	15.4%	15.4%		23.6%	57.9%	15.4%	10.7%	45.0%	16.1%
Maximum Green (s)	16.5	16.5	28.0	15.5	15.5		28.0	75.0	15.5	10.0	57.0	16.5
Yellow Time (s)	4.0	4.0	3.0	4.0	4.0		3.0	4.0	4.0	3.0	4.0	4.0
All-Red Time (s)	2.0	2.0	2.0	2.0	2.0		2.0	2.0	2.0	2.0	2.0	2.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	5.0	6.0	6.0		5.0	6.0	6.0	5.0	6.0	6.0
Lead/Lag	Lead	Lag	Lead	Lead	Lag		Lead	Lag	Lead	Lead	Lag	Lead
Lead-Lag Optimize?	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Vehicle Extension (s)	3.0	3.0	3.0	3.0	3.0		3.0	3.0	3.0	3.0	3.0	3.0
Recall Mode	None	None	None	None	None		None	C-Max	None	None	C-Max	None
Act Effct Green (s)	8.1	8.3	30.4	9.0	11.4		21.1	85.6	100.6	14.2	78.7	92.8
Actuated g/C Ratio	0.06	0.06	0.22	0.06	0.08		0.15	0.61	0.72	0.10	0.56	0.66
v/c Ratio	0.33	0.63	0.28	0.40	0.30		0.76	0.87	0.14	0.59	0.38	0.03
Control Delay	71.1	30.4	7.4	67.9	23.0		58.3	23.3	0.9	73.2	19.4	0.1
Queue Delay	0.0	0.0	0.0	0.0	0.0		28.0	46.9	1.1	0.0	0.0	0.0
Total Delay	71.1	30.4	7.4	67.9	23.0		86.3	70.2	2.0	73.2	19.4	0.1
LOS	E	C	A	E	C		F	E	A	E	B	A
Approach Delay		25.5			51.4			67.6			24.9	

Lanes, Volumes, Timings
6: Route 1 & Madison Street

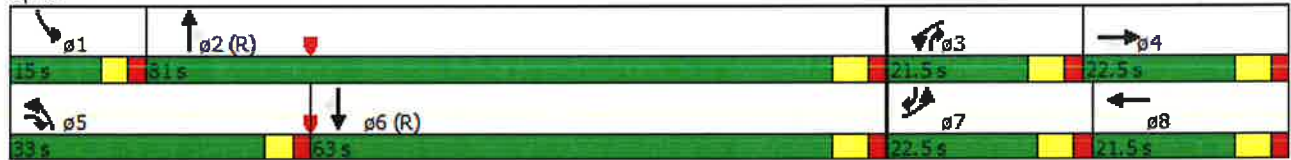
Route 1 Corridor Study
No-Build AM Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Approach LOS		C			D			E			C	
Queue Length 50th (ft)	30	12	0	40	4		179	580	2	92	192	0
Queue Length 95th (ft)	67	76	45	68	47		m154	m676	m1	154	308	0
Internal Link Dist (ft)		78			91			125			325	
Turn Bay Length (ft)			55	110			135		400	250		
Base Capacity (vph)	208	261	482	380	222		354	3108	1249	179	1988	1172
Starvation Cap Reductn	0	0	0	0	0		149	1288	880	0	0	0
Spillback Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Reduced v/c Ratio	0.16	0.44	0.24	0.23	0.23		0.98	1.49	0.45	0.59	0.38	0.03

Intersection Summary

Area Type: Other
 Cycle Length: 140
 Actuated Cycle Length: 140
 Offset: 0 (0%), Referenced to phase 2:NBT and 6:SBT, Start of Green, Master Intersection
 Natural Cycle: 80
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 0.87
 Intersection Signal Delay: 55.7
 Intersection Capacity Utilization 77.8%
 Analysis Period (min) 15
 Intersection LOS: E
 ICU Level of Service D
 m Volume for 95th percentile queue is metered by upstream signal.

Splits and Phases: 6: Route 1 & Madison Street



Lanes, Volumes, Timings
12: Route 1 & Thurston Street













Route 1 Corridor Study
No-Build AM Peak



Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	24	38	81	96	42	48	49	2265	19	19	549	8
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		0	1		0	1		0	1		0
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.95	0.95	1.00	0.95	0.95
Frt		0.898			0.920			0.999			0.998	
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1805	1626	0	1770	1631	0	1736	3469	0	1703	3166	0
Flt Permitted	0.675			0.561			0.950			0.950		
Satd. Flow (perm)	1282	1626	0	1045	1631	0	1736	3469	0	1703	3166	0
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		92			51			2			3	
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		375			392			379			592	
Travel Time (s)		8.5			8.9			8.6			13.5	
Peak Hour Factor	0.88	0.88	0.88	0.83	0.83	0.83	0.96	0.96	0.96	0.90	0.90	0.90
Heavy Vehicles (%)	0%	9%	3%	2%	13%	2%	4%	4%	0%	6%	14%	0%
Adj. Flow (vph)	27	43	92	116	51	58	51	2359	20	21	610	9
Shared Lane Traffic (%)												
Lane Group Flow (vph)	27	135	0	116	109	0	51	2379	0	21	619	0
Turn Type	Perm	NA		Perm	NA		Prot	NA		Prot	NA	
Protected Phases		3			3		1	2		1	2	
Permitted Phases	3			3								
Detector Phase	3	3		3	3		1	2		1	2	
Switch Phase												
Minimum Initial (s)	6.0	6.0		6.0	6.0		6.0	30.0		6.0	30.0	
Minimum Split (s)	11.0	11.0		11.0	11.0		12.0	36.0		12.0	36.0	
Total Split (s)	14.0	14.0		14.0	14.0		12.0	64.0		12.0	64.0	
Total Split (%)	15.6%	15.6%		15.6%	15.6%		13.3%	71.1%		13.3%	71.1%	
Maximum Green (s)	9.0	9.0		9.0	9.0		6.0	58.0		6.0	58.0	
Yellow Time (s)	3.0	3.0		3.0	3.0		4.0	4.0		4.0	4.0	
All-Red Time (s)	2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0	
Lost Time Adjust (s)	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Lost Time (s)	5.0	5.0		5.0	5.0		6.0	6.0		6.0	6.0	
Lead/Lag							Lead	Lag		Lead	Lag	
Lead-Lag Optimize?							Yes	Yes		Yes	Yes	
Vehicle Extension (s)	3.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0	
Recall Mode	None	None		None	None		None	Min		None	Min	
Act Effct Green (s)	9.0	9.0		9.0	9.0		6.0	58.2		6.0	58.2	
Actuated g/C Ratio	0.10	0.10		0.10	0.10		0.07	0.66		0.07	0.66	
v/c Ratio	0.20	0.54		1.08	0.51		0.43	1.03		0.18	0.29	
Control Delay	41.4	23.7		152.7	31.4		52.1	45.0		43.5	7.0	
Queue Delay	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Delay	41.4	23.7		152.7	31.4		52.1	45.0		43.5	7.0	
LOS	D	C		F	C		D	D		D	A	
Approach Delay		26.7			93.9			45.1			8.2	
Approach LOS		C			F			D			A	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
No-Build AM Peak

												
Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Queue Length 50th (ft)	14	23		~76	31		28	~794		12	72	
Queue Length 95th (ft)	39	76		#163	74		66	#935		35	99	
Internal Link Dist (ft)		295			312			299			512	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	132	250		107	214		119	2305		117	2104	
Starvation Cap Reductn	0	0		0	0		0	0		0	0	
Spillback Cap Reductn	0	0		0	0		0	0		0	0	
Storage Cap Reductn	0	0		0	0		0	0		0	0	
Reduced v/c Ratio	0.20	0.54		1.08	0.51		0.43	1.03		0.18	0.29	

Intersection Summary

Area Type: Other
 Cycle Length: 90
 Actuated Cycle Length: 87.6
 Natural Cycle: 110
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 1.08
 Intersection Signal Delay: 40.6
 Intersection Capacity Utilization 84.4%
 Analysis Period (min) 15
 Intersection LOS: D
 ICU Level of Service E

~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 12: Route 1 & Thurston Street



Intersection

Int Delay, s/veh 1

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	3	0	19	0	0	0	22	2752	4	4	897	6
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	67	67	67	92	92	92	96	96	96	88	88	88
Heavy Vehicles, %	0	0	13	2	2	2	5	4	50	0	12	50
Mvmt Flow	4	0	28	0	0	0	23	2867	4	5	1019	7

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2511	3949	513	3434	3950	1435	1026	0	0	2871	0	0
Stage 1	1032	1032	-	2915	2915	-	-	-	-	-	-	-
Stage 2	1479	2917	-	519	1035	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	7.16	7.54	6.54	6.94	4.2	-	-	4.1	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.43	3.52	4.02	3.32	2.25	-	-	2.2	-	-
Pot Cap-1 Maneuver	15	3	478	3	3	123	655	-	-	132	-	-
Stage 1	253	313	-	16	34	-	-	-	-	-	-	-
Stage 2	134	35	-	508	307	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	14	3	478	3	3	123	655	-	-	132	-	-
Mov Cap-2 Maneuver	14	3	-	3	3	-	-	-	-	-	-	-
Stage 1	253	285	-	16	34	-	-	-	-	-	-	-
Stage 2	134	35	-	436	280	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	69.5	0	0.1	1.5
HCM LOS	F	A		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	655	-	-	87	-	132	-	-
HCM Lane V/C Ratio	0.035	-	-	0.377	-	0.034	-	-
HCM Control Delay (s)	10.7	0	-	69.5	0	33.2	1.4	-
HCM Lane LOS	B	A	-	F	A	D	A	-
HCM 95th %tile Q(veh)	0.1	-	-	1.5	-	0.1	-	-

Intersection	
Int Delay, s/veh	0.2

Movement	EBL	EBR	NBL	NBT	SBT	SBR
Vol, veh/h	5	7	3	2672	591	4
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	63	63	97	97	93	93
Heavy Vehicles, %	0	0	0	3	9	0
Mvmt Flow	8	11	3	2755	635	4

Major/Minor	Minor2	Major1	Major2
Conflicting Flow All	2022	320	640
Stage 1	638	-	-
Stage 2	1384	-	-
Critical Hdwy	6.8	6.9	4.1
Critical Hdwy Stg 1	5.8	-	-
Critical Hdwy Stg 2	5.8	-	-
Follow-up Hdwy	3.5	3.3	2.2
Pot Cap-1 Maneuver	52	682	954
Stage 1	494	-	-
Stage 2	201	-	-
Platoon blocked, %	-	-	-
Mov Cap-1 Maneuver	52	682	954
Mov Cap-2 Maneuver	52	-	-
Stage 1	494	-	-
Stage 2	201	-	-

Approach	EB	NB	SB
HCM Control Delay, s	43.2	0	0
HCM LOS	E		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	954	-	113	-	-
HCM Lane V/C Ratio	0.003	-	0.169	-	-
HCM Control Delay (s)	8.8	0	43.2	-	-
HCM Lane LOS	A	A	E	-	-
HCM 95th %tile Q(veh)	0	-	0.6	-	-

Intersection												
Int Delay, s/veh	39.1											

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	147	0	0	200	0	2149	258	0	409	67
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	Stop	-	-	Stop	-	-	None	-	-	None
Storage Length	-	-	0	-	-	0	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	81	81	81	73	73	73	89	89	89	94	94	94
Heavy Vehicles, %	2	2	1	2	2	3	2	3	3	2	12	11
Mvmt Flow	0	0	181	0	0	274	0	2415	290	0	435	71

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	1678	3175	253	2778	3066	1352	506	0	0	2704	0	0
Stage 1	471	471	-	2560	2560	-	-	-	-	-	-	-
Stage 2	1207	2704	-	218	506	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.92	7.54	6.54	6.96	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.31	3.52	4.02	3.33	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	62	10	750	9	12	~ 139	1055	-	-	149	-	-
Stage 1	542	558	-	27	53	-	-	-	-	-	-	-
Stage 2	194	44	-	764	538	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	-	10	750	7	12	~ 139	1055	-	-	149	-	-
Mov Cap-2 Maneuver	-	10	-	7	12	-	-	-	-	-	-	-
Stage 1	542	558	-	27	53	-	-	-	-	-	-	-
Stage 2	-	44	-	579	538	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	11.3	\$ 515.3	0	0
HCM LOS	B	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	1055	-	-	750	139	149	-	-
HCM Lane V/C Ratio	-	-	-	0.242	1.971	-	-	-
HCM Control Delay (s)	0	-	-	11.3	\$ 515.3	0	-	-
HCM Lane LOS	A	-	-	B	F	A	-	-
HCM 95th %tile Q(veh)	0	-	-	0.9	21.6	0	-	-

Notes
 ~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Lanes, Volumes, Timings
3: Route 1 & I-495 Off-Ramp

Route 1 Corridor Study
No-Build PM Peak

	↙	↖	↑	↗	↘	↓
Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↑↑	↑↑			
Volume (vph)	0	545	1007	0	0	0
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Util. Factor	1.00	0.88	0.95	1.00	1.00	1.00
Frt		0.850				
Flt Protected						
Satd. Flow (prot)	0	2707	3505	0	0	0
Flt Permitted						
Satd. Flow (perm)	0	2707	3505	0	0	0
Right Turn on Red		Yes		Yes		
Satd. Flow (RTOR)		102				
Link Speed (mph)	30		30			30
Link Distance (ft)	75		153			205
Travel Time (s)	1.7		3.5			4.7
Peak Hour Factor	0.90	0.90	0.92	0.92	0.95	0.95
Heavy Vehicles (%)	0%	5%	3%	0%	0%	7%
Adj. Flow (vph)	0	606	1095	0	0	0
Shared Lane Traffic (%)						
Lane Group Flow (vph)	0	606	1095	0	0	0
Turn Type		Prot	NA			
Protected Phases		8	2			
Permitted Phases						
Detector Phase		8	2			
Switch Phase						
Minimum Initial (s)		5.0	5.0			
Minimum Split (s)		22.5	22.5			
Total Split (s)		29.0	41.0			
Total Split (%)		41.4%	58.6%			
Maximum Green (s)		23.0	35.0			
Yellow Time (s)		4.0	4.0			
All-Red Time (s)		2.0	2.0			
Lost Time Adjust (s)		0.0	0.0			
Total Lost Time (s)		6.0	6.0			
Lead/Lag						
Lead-Lag Optimize?						
Vehicle Extension (s)		3.0	3.0			
Recall Mode		None	C-Max			
Act Effect Green (s)		18.3	39.7			
Actuated g/C Ratio		0.26	0.57			
v/c Ratio		0.77	0.55			
Control Delay		26.6	11.7			
Queue Delay		5.5	0.2			
Total Delay		32.0	11.8			
LOS		C	B			
Approach Delay			11.8			
Approach LOS			B			
Queue Length 50th (ft)		113	143			
Queue Length 95th (ft)		159	229			
Internal Link Dist (ft)	1		73			125

Lanes, Volumes, Timings
 3: Route 1 & I-495 Off-Ramp

Route 1 Corridor Study
 No-Build PM Peak



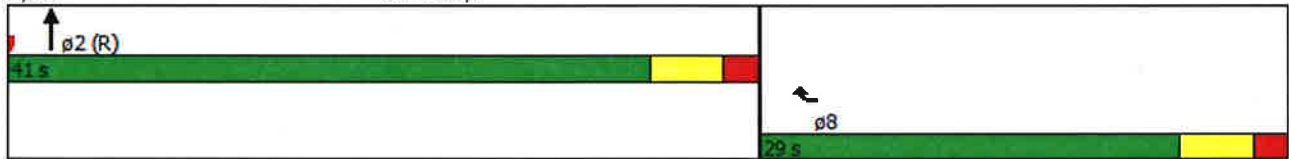
Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Turn Bay Length (ft)						
Base Capacity (vph)		957	1985			
Starvation Cap Reductn		0	0			
Spillback Cap Reductn		285	248			
Storage Cap Reductn		0	0			
Reduced v/c Ratio		0.90	0.63			

Intersection Summary

Area Type: Other
 Cycle Length: 70
 Actuated Cycle Length: 70
 Offset: 0 (0%), Referenced to phase 2:NBT and 6:, Start of Green
 Natural Cycle: 55
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 0.77
 Intersection Signal Delay: 19.0
 Intersection Capacity Utilization 56.9%
 Analysis Period (min) 15

Intersection LOS: B
 ICU Level of Service B

Splits and Phases: 3: Route 1 & I-495 Off-Ramp



Lanes, Volumes, Timings
6: Route 1 & Madison Street

Route 1 Corridor Study
No-Build PM Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	69	20	274	315	21	155	261	1004	287	178	2106	103
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		1	2		0	1		1	1		1
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	0.95	0.95	0.97	1.00	1.00	1.00	0.91	1.00	1.00	0.95	1.00
Ped Bike Factor		0.91	0.97	0.98								
Frt		0.870	0.850		0.868				0.850			0.850
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1770	1399	1504	3433	1617	0	1770	5085	1583	1770	3539	1583
Flt Permitted	0.950			0.950			0.950			0.950		
Satd. Flow (perm)	1770	1399	1454	3369	1617	0	1770	5085	1583	1770	3539	1583
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		140	70		168				228			82
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		158			171			205			405	
Travel Time (s)		3.6			3.9			4.7			9.2	
Confl. Peds. (#/hr)			5	5								
Peak Hour Factor	0.92	0.92	0.92	0.92	0.92	0.92	0.92	0.92	0.92	0.86	0.86	0.86
Adj. Flow (vph)	75	22	298	342	23	168	284	1091	312	207	2449	120
Shared Lane Traffic (%)			47%									
Lane Group Flow (vph)	75	162	158	342	191	0	284	1091	312	207	2449	120
Turn Type	Prot	NA	pm+ov	Prot	NA		Prot	NA	pm+ov	Prot	NA	pm+ov
Protected Phases	7	4	5	3	8		5	2	3	1	6	7
Permitted Phases			4						2			6
Detector Phase	7	4	5	3	8		5	2	3	1	6	7
Switch Phase												
Minimum Initial (s)	4.0	4.0	4.0	4.0	4.0		4.0	4.0	4.0	4.0	4.0	4.0
Minimum Split (s)	10.0	10.0	9.0	10.0	10.0		9.0	10.0	10.0	9.0	10.0	10.0
Total Split (s)	19.0	10.0	27.0	21.0	12.0		27.0	80.0	21.0	29.0	82.0	19.0
Total Split (%)	13.6%	7.1%	19.3%	15.0%	8.6%		19.3%	57.1%	15.0%	20.7%	58.6%	13.6%
Maximum Green (s)	13.0	4.0	22.0	15.0	6.0		22.0	74.0	15.0	24.0	76.0	13.0
Yellow Time (s)	4.0	4.0	3.0	4.0	4.0		3.0	4.0	4.0	3.0	4.0	4.0
All-Red Time (s)	2.0	2.0	2.0	2.0	2.0		2.0	2.0	2.0	2.0	2.0	2.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	5.0	6.0	6.0		5.0	6.0	6.0	5.0	6.0	6.0
Lead/Lag	Lead	Lag	Lead	Lead	Lag		Lead	Lag	Lead	Lead	Lag	Lead
Lead-Lag Optimize?	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Vehicle Extension (s)	3.0	3.0	3.0	3.0	3.0		3.0	3.0	3.0	3.0	3.0	3.0
Recall Mode	None	None	None	None	None		None	C-Max	None	None	C-Max	None
Act Effct Green (s)	10.7	4.0	27.0	15.0	8.3		22.0	77.5	98.5	20.5	76.0	92.7
Actuated g/C Ratio	0.08	0.03	0.19	0.11	0.06		0.16	0.55	0.70	0.15	0.54	0.66
v/c Ratio	0.56	0.93	0.46	0.93	0.75		1.02	0.39	0.26	0.80	1.27	0.11
Control Delay	77.3	65.3	31.0	94.1	32.0		113.3	20.8	1.8	80.0	157.7	3.1
Queue Delay	0.0	0.0	0.0	0.0	0.0		33.2	2.7	1.2	0.0	0.0	0.0
Total Delay	77.3	65.3	31.0	94.1	32.0		146.4	23.4	3.0	80.0	157.7	3.1
LOS	E	E	C	F	C		F	C	A	E	F	A
Approach Delay		53.8			71.8			40.4			145.2	

Lanes, Volumes, Timings
6: Route 1 & Madison Street

Route 1 Corridor Study
No-Build PM Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Approach LOS		D			E			D			F	
Queue Length 50th (ft)	67	21	69	161	21		~279	221	14	183	~1480	11
Queue Length 95th (ft)	120	#167	144	#255	#147		#463	273	31	255	#1492	29
Internal Link Dist (ft)		78			91			125			325	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	164	175	344	367	253		278	2816	1181	303	1921	1100
Starvation Cap Reductn	0	0	0	0	0		110	1565	639	0	0	0
Spillback Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Reduced v/c Ratio	0.46	0.93	0.46	0.93	0.75		1.69	0.87	0.58	0.68	1.27	0.11

Intersection Summary

Area Type: Other
 Cycle Length: 140
 Actuated Cycle Length: 140
 Offset: 0 (0%), Referenced to phase 2:NBT and 6:SBT, Start of Green
 Natural Cycle: 150
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 1.27
 Intersection Signal Delay: 98.5
 Intersection Capacity Utilization 107.9%
 Analysis Period (min) 15
 Intersection LOS: F
 ICU Level of Service G






















~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 6: Route 1 & Madison Street



Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
No-Build PM Peak

												
Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	22	49	93	64	43	39	135	1161	79	78	2227	31
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		0	1		0	1		0	1		0
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.95	0.95	1.00	0.95	0.95
Frt		0.902			0.929			0.990			0.998	
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1805	1659	0	1805	1765	0	1805	3457	0	1805	3533	0
Flt Permitted	0.674			0.444			0.950			0.950		
Satd. Flow (perm)	1281	1659	0	844	1765	0	1805	3457	0	1805	3533	0
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		84			40			15			3	
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		375			392			379			592	
Travel Time (s)		8.5			8.9			8.6			13.5	
Peak Hour Factor	0.88	0.88	0.88	0.76	0.76	0.76	0.92	0.92	0.92	0.99	0.99	0.99
Heavy Vehicles (%)	0%	2%	4%	0%	0%	0%	0%	3%	9%	0%	2%	0%
Adj. Flow (vph)	25	56	106	84	57	51	147	1262	86	79	2249	31
Shared Lane Traffic (%)												
Lane Group Flow (vph)	25	162	0	84	108	0	147	1348	0	79	2280	0
Turn Type	Perm	NA		Perm	NA		Prot	NA		Prot	NA	
Protected Phases		3			3		1	2		1	2	
Permitted Phases	3			3								
Detector Phase	3	3		3	3		1	2		1	2	
Switch Phase												
Minimum Initial (s)	6.0	6.0		6.0	6.0		6.0	30.0		6.0	30.0	
Minimum Split (s)	11.0	11.0		11.0	11.0		12.0	36.0		12.0	36.0	
Total Split (s)	14.0	14.0		14.0	14.0		14.0	62.0		14.0	62.0	
Total Split (%)	15.6%	15.6%		15.6%	15.6%		15.6%	68.9%		15.6%	68.9%	
Maximum Green (s)	9.0	9.0		9.0	9.0		8.0	56.0		8.0	56.0	
Yellow Time (s)	3.0	3.0		3.0	3.0		4.0	4.0		4.0	4.0	
All-Red Time (s)	2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0	
Lost Time Adjust (s)	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Lost Time (s)	5.0	5.0		5.0	5.0		6.0	6.0		6.0	6.0	
Lead/Lag							Lead	Lag		Lead	Lag	
Lead-Lag Optimize?							Yes	Yes		Yes	Yes	
Vehicle Extension (s)	3.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0	
Recall Mode	None	None		None	None		None	Min		None	Min	
Act Effect Green (s)	9.0	9.0		9.0	9.0		8.0	56.0		8.0	56.0	
Actuated g/C Ratio	0.10	0.10		0.10	0.10		0.09	0.62		0.09	0.62	
v/c Ratio	0.20	0.67		1.00	0.51		0.92	0.63		0.49	1.04	
Control Delay	41.3	34.8		143.2	34.2		95.8	12.0		50.3	48.1	
Queue Delay	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Delay	41.3	34.8		143.2	34.2		95.8	12.0		50.3	48.1	
LOS	D	C		F	C		F	B		D	D	
Approach Delay		35.7			81.9			20.2			48.1	
Approach LOS		D			F			C			D	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
No-Build PM Peak



Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Queue Length 50th (ft)	13	43		49	37		85	223		44	~743	
Queue Length 95th (ft)	37	#118		#112	70		#198	286		89	#884	
Internal Link Dist (ft)		295			312			299			512	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	128	241		84	212		160	2156		160	2199	
Starvation Cap Reductn	0	0		0	0		0	0		0	0	
Spillback Cap Reductn	0	0		0	0		0	0		0	0	
Storage Cap Reductn	0	0		0	0		0	0		0	0	
Reduced v/c Ratio	0.20	0.67		1.00	0.51		0.92	0.63		0.49	1.04	

Intersection Summary

Area Type: Other
 Cycle Length: 90
 Actuated Cycle Length: 90
 Natural Cycle: 100
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 1.04
 Intersection Signal Delay: 39.3
 Intersection LOS: D
 Intersection Capacity Utilization 101.6%
 ICU Level of Service G
 Analysis Period (min) 15
 ~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 12: Route 1 & Thurston Street



Intersection

Int Delay, s/veh 48.5

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	23	10	0	9	32	1490	12	8	2662	7
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	90	90	90	38	38	38	90	90	90	94	94	94
Heavy Vehicles, %	0	0	0	0	0	100	0	5	50	0	2	0
Mvmt Flow	0	0	26	26	0	24	36	1656	13	9	2832	7

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	3752	4593	1420	3166	4589	834	2839	0	0	1669	0	0
Stage 1	2853	2853	-	1733	1733	-	-	-	-	-	-	-
Stage 2	899	1740	-	1433	2856	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	6.9	7.5	6.5	8.9	4.1	-	-	4.1	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.3	3.5	4	4.3	2.2	-	-	2.2	-	-
Pot Cap-1 Maneuver	2	1	128	~ 5	1	168	136	-	-	390	-	-
Stage 1	18	38	-	93	144	-	-	-	-	-	-	-
Stage 2	304	143	-	143	38	-	-	-	-	-	-	-
Platoon blocked, %												
Mov Cap-1 Maneuver	2	1	128	~ 4	1	168	136	-	-	390	-	-
Mov Cap-2 Maneuver	2	1	-	~ 4	1	-	-	-	-	-	-	-
Stage 1	18	38	-	93	144	-	-	-	-	-	-	-
Stage 2	261	143	-	114	38	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	40	\$ 3789.1	19.8	0
HCM LOS	E	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	136	-	-	128	7	390	-	-
HCM Lane V/C Ratio	0.261	-	-	0.2	7.143	0.022	-	-
HCM Control Delay (s)	40.6	19.5	-	\$ 3789.1	14.4	0	-	-
HCM Lane LOS	E	C	-	E	F	B	A	-
HCM 95th %tile Q(veh)	1	-	-	0.7	7.8	0.1	-	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Intersection

Int Delay, s/veh 2.7

Movement	EBL	EBR	NBL	NBT	SBT	SBR
Vol, veh/h	5	5	4	1017	2239	8
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	50	50	94	94	93	93
Heavy Vehicles, %	0	0	0	3	1	0
Mvmt Flow	10	10	4	1082	2408	9

Major/Minor	Minor2	Major1	Major2
Conflicting Flow All	2961	1208	2416
Stage 1	2412	-	-
Stage 2	549	-	-
Critical Hdwy	6.8	6.9	4.1
Critical Hdwy Stg 1	5.8	-	-
Critical Hdwy Stg 2	5.8	-	-
Follow-up Hdwy	3.5	3.3	2.2
Pot Cap-1 Maneuver	12	178	200
Stage 1	55	-	-
Stage 2	548	-	-
Platoon blocked, %	-	-	-
Mov Cap-1 Maneuver	11	178	200
Mov Cap-2 Maneuver	11	-	-
Stage 1	55	-	-
Stage 2	521	-	-

Approach	EB	NB	SB
HCM Control Delay, s	\$ 437	0.7	0
HCM LOS	F		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	200	-	21	-	-
HCM Lane V/C Ratio	0.021	-	0.952	-	-
HCM Control Delay (s)	23.4	0.6	\$ 437	-	-
HCM Lane LOS	C	A	F	-	-
HCM 95th %tile Q(veh)	0.1	-	2.7	-	-

Notes

-: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Intersection

Int Delay, s/veh 14.6

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	220	0	0	180	0	671	189	0	1659	199
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	Stop	-	-	Stop	-	-	None	-	-	None
Storage Length	-	-	0	-	-	0	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	77	77	77	85	85	85	94	94	94	93	93	93
Heavy Vehicles, %	2	2	3	2	2	2	2	4	1	2	1	1
Mvmt Flow	0	0	286	0	0	212	0	714	201	0	1784	214

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2248	2806	999	1706	2812	457	1998	0	0	915	0	0
Stage 1	1891	1891	-	814	814	-	-	-	-	-	-	-
Stage 2	357	915	-	892	1998	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.96	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.33	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	23	18	~ 240	59	18	551	283	-	-	741	-	-
Stage 1	72	117	-	338	390	-	-	-	-	-	-	-
Stage 2	633	350	-	303	103	-	-	-	-	-	-	-
Platoon blocked, %												
Mov Cap-1 Maneuver	14	18	~ 240	-	18	551	283	-	-	741	-	-
Mov Cap-2 Maneuver	14	18	-	-	18	-	-	-	-	-	-	-
Stage 1	72	117	-	338	390	-	-	-	-	-	-	-
Stage 2	390	350	-	-	103	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	162.2	15.6	0	0
HCM LOS	F	C		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	283	-	-	240	551	741	-	-
HCM Lane V/C Ratio	-	-	-	1.19	0.384	-	-	-
HCM Control Delay (s)	0	-	-	162.2	15.6	0	-	-
HCM Lane LOS	A	-	-	F	C	A	-	-
HCM 95th %tile Q(veh)	0	-	-	13.6	1.8	0	-	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Lanes, Volumes, Timings
3: Route 1 & I-495 Off-Ramp

Route 1 Corridor Study
No-Build Saturday Peak



Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↑↑	↑↑			
Volume (vph)	0	814	1468	0	0	0
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Util. Factor	1.00	0.88	0.95	1.00	1.00	1.00
Flt		0.850				
Flt Protected						
Satd. Flow (prot)	0	2787	3574	0	0	0
Flt Permitted						
Satd. Flow (perm)	0	2787	3574	0	0	0
Right Turn on Red		Yes		Yes		
Satd. Flow (RTOR)		36				
Link Speed (mph)	30		30			30
Link Distance (ft)	75		153			205
Travel Time (s)	1.7		3.5			4.7
Peak Hour Factor	0.92	0.92	0.97	0.97	0.96	0.96
Heavy Vehicles (%)	0%	2%	1%	0%	0%	2%
Adj. Flow (vph)	0	885	1513	0	0	0
Shared Lane Traffic (%)						
Lane Group Flow (vph)	0	885	1513	0	0	0
Turn Type		Prot	NA			
Protected Phases		2	1			
Permitted Phases						
Detector Phase		2	1			
Switch Phase						
Minimum Initial (s)		4.0	4.0			
Minimum Split (s)		22.0	22.0			
Total Split (s)		47.0	63.0			
Total Split (%)		42.7%	57.3%			
Maximum Green (s)		41.0	57.0			
Yellow Time (s)		4.0	4.0			
All-Red Time (s)		2.0	2.0			
Lost Time Adjust (s)		0.0	0.0			
Total Lost Time (s)		6.0	6.0			
Lead/Lag		Lag	Lead			
Lead-Lag Optimize?		Yes	Yes			
Vehicle Extension (s)		3.0	3.0			
Recall Mode		None	C-Max			
Act Effct Green (s)		38.0	60.0			
Actuated g/C Ratio		0.35	0.55			
v/c Ratio		0.90	0.78			
Control Delay		45.2	23.9			
Queue Delay		64.5	2.1			
Total Delay		109.6	26.0			
LOS		F	C			
Approach Delay			26.0			
Approach LOS			C			
Queue Length 50th (ft)		313	440			
Queue Length 95th (ft)		402	551			
Internal Link Dist (ft)	1		73			125

Lanes, Volumes, Timings
 3: Route 1 & I-495 Off-Ramp

Route 1 Corridor Study
 No-Build Saturday Peak



Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Turn Bay Length (ft)						
Base Capacity (vph)		1061	1947			
Starvation Cap Reductn		0	0			
Spillback Cap Reductn		879	285			
Storage Cap Reductn		0	0			
Reduced v/c Ratio		4.86	0.91			

Intersection Summary

Area Type: Other
 Cycle Length: 110
 Actuated Cycle Length: 110
 Offset: 0 (0%), Referenced to phase 1:NBT, Start of Green
 Natural Cycle: 70
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 0.90
 Intersection Signal Delay: 56.9
 Intersection Capacity Utilization 79.1%
 Analysis Period (min) 15
 Intersection LOS: E
 ICU Level of Service D

Splits and Phases: 3: Route 1 & I-495 Off-Ramp



Lanes, Volumes, Timings
6: Route 1 & Madison Street

Route 1 Corridor Study
No-Build Saturday Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	104	17	290	299	19	196	310	1627	345	173	1094	110
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		55	110		110	135		400	250		0
Storage Lanes	1		1	2		0	1		1	1		1
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	0.95	0.95	0.97	1.00	1.00	1.00	0.91	1.00	1.00	0.95	1.00
Ped Bike Factor	1.00	0.93	0.96	0.97	0.99							
Frt		0.866	0.850		0.863				0.850			0.850
Fit Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1805	1438	1519	3242	1618	0	1770	5136	1615	1770	3539	1615
Fit Permitted	0.950			0.950			0.950			0.950		
Satd. Flow (perm)	1800	1438	1466	3152	1618	0	1770	5136	1615	1770	3539	1615
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		151	89		213				360			118
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		158			171			205			405	
Travel Time (s)		3.6			3.9			4.7			9.2	
Confl. Peds. (#/hr)	1		9	9		1						
Peak Hour Factor	0.92	0.92	0.92	0.92	0.92	0.92	0.94	0.94	0.94	0.93	0.93	0.93
Heavy Vehicles (%)	0%	0%	1%	8%	0%	0%	2%	1%	0%	2%	2%	0%
Adj. Flow (vph)	113	18	315	325	21	213	330	1731	367	186	1176	118
Shared Lane Traffic (%)			48%									
Lane Group Flow (vph)	113	169	164	325	234	0	330	1731	367	186	1176	118
Turn Type	Prot	NA	pm+ov	Prot	NA		Prot	NA	pm+ov	Prot	NA	pm+ov
Protected Phases	7	4	5	3	8		5	2	3	1	6	7
Permitted Phases			4						2			6
Detector Phase	7	4	5	3	8		5	2	3	1	6	7
Switch Phase												
Minimum Initial (s)	4.0	4.0	4.0	4.0	4.0		4.0	4.0	4.0	4.0	4.0	4.0
Minimum Split (s)	10.0	10.0	9.0	10.0	10.0		9.0	10.0	10.0	9.0	10.0	10.0
Total Split (s)	15.0	14.0	29.0	20.0	19.0		29.0	52.0	20.0	24.0	47.0	15.0
Total Split (%)	13.6%	12.7%	26.4%	18.2%	17.3%		26.4%	47.3%	18.2%	21.8%	42.7%	13.6%
Maximum Green (s)	9.0	8.0	24.0	14.0	13.0		24.0	46.0	14.0	19.0	41.0	9.0
Yellow Time (s)	4.0	4.0	3.0	4.0	4.0		3.0	4.0	4.0	3.0	4.0	4.0
All-Red Time (s)	2.0	2.0	2.0	2.0	2.0		2.0	2.0	2.0	2.0	2.0	2.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	5.0	6.0	6.0		5.0	6.0	6.0	5.0	6.0	6.0
Lead/Lag	Lead	Lag	Lead	Lead	Lag		Lead	Lag	Lead	Lead	Lag	Lead
Lead-Lag Optimize?	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Vehicle Extension (s)	3.0	3.0	3.0	3.0	3.0		3.0	3.0	3.0	3.0	3.0	3.0
Recall Mode	None	None	None	None	None		None	C-Max	None	None	C-Max	None
Act Effct Green (s)	8.9	7.0	31.1	13.6	11.8		23.1	50.4	70.0	15.9	43.3	58.1
Actuated g/C Ratio	0.08	0.06	0.28	0.12	0.11		0.21	0.46	0.64	0.14	0.39	0.53
v/c Ratio	0.78	0.73	0.34	0.81	0.64		0.89	0.74	0.32	0.73	0.84	0.13
Control Delay	83.5	29.2	14.5	63.4	17.2		60.1	22.5	1.3	61.1	37.9	2.9
Queue Delay	0.0	0.0	0.0	0.0	0.0		57.4	48.3	1.3	0.0	0.0	0.0
Total Delay	83.5	29.2	14.5	63.4	17.2		117.5	70.8	2.6	61.1	37.9	2.9
LOS	F	C	B	E	B		F	E	A	E	D	A

Lanes, Volumes, Timings
6: Route 1 & Madison Street

Route 1 Corridor Study
No-Build Saturday Peak

Approach Delay		37.6			44.0			66.8			38.0	
Approach LOS		D			D			E			D	
Queue Length 50th (ft)	80	12	37	116	14		223	263	12	126	405	0
Queue Length 95th (ft)	#174	#104	92	#181	90		m#328	407	m17	199	#534	28
Internal Link Dist (ft)		78			91			125			325	
Turn Bay Length (ft)			55	110			135		400	250		
Base Capacity (vph)	147	244	503	412	379		388	2352	1163	305	1392	911
Starvation Cap Reductn	0	0	0	0	0		176	968	574	0	0	0
Spillback Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Reduced v/c Ratio	0.77	0.69	0.33	0.79	0.62		1.56	1.25	0.62	0.61	0.84	0.13

Intersection Summary

Area Type: Other
 Cycle Length: 110
 Actuated Cycle Length: 110
 Offset: 106 (96%), Referenced to phase 2:NBT and 6:SBT, Start of Green
 Natural Cycle: 90
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 0.89
 Intersection Signal Delay: 52.9
 Intersection Capacity Utilization 85.6%
 Analysis Period (min) 15
 Intersection LOS: D
 ICU Level of Service E

95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.
 m Volume for 95th percentile queue is metered by upstream signal.

Splits and Phases: 6: Route 1 & Madison Street



Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
No-Build Saturday Peak

Lane Group	EEL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	20	25	66	68	25	35	122	1893	89	59	1284	24
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		0	1		0	1		0	1		0
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.95	0.95	1.00	0.95	0.95
Fr t		0.891			0.912			0.993			0.997	
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1656	1657	0	1703	1733	0	1805	3546	0	1770	3530	0
Flt Permitted	0.711			0.602			0.950			0.950		
Satd. Flow (perm)	1239	1657	0	1079	1733	0	1805	3546	0	1770	3530	0
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		88			41			11			4	
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		375			392			379			592	
Travel Time (s)		8.5			8.9			8.6			13.5	
Peak Hour Factor	0.75	0.75	0.75	0.85	0.85	0.85	0.93	0.93	0.93	0.95	0.95	0.95
Heavy Vehicles (%)	9%	0%	3%	6%	0%	0%	0%	1%	3%	2%	2%	0%
Adj. Flow (vph)	27	33	88	80	29	41	131	2035	96	62	1352	25
Shared Lane Traffic (%)												
Lane Group Flow (vph)	27	121	0	80	70	0	131	2131	0	62	1377	0
Turn Type	Perm	NA		Perm	NA		Prot	NA		Prot	NA	
Protected Phases		3			3		1	2		1	2	
Permitted Phases	3			3								
Detector Phase	3	3		3	3		1	2		1	2	
Switch Phase												
Minimum Initial (s)	6.0	6.0		6.0	6.0		6.0	30.0		6.0	30.0	
Minimum Split (s)	11.0	11.0		11.0	11.0		12.0	36.0		12.0	36.0	
Total Split (s)	13.0	13.0		13.0	13.0		13.0	64.0		13.0	64.0	
Total Split (%)	14.4%	14.4%		14.4%	14.4%		14.4%	71.1%		14.4%	71.1%	
Maximum Green (s)	8.0	8.0		8.0	8.0		7.0	58.0		7.0	58.0	
Yellow Time (s)	3.0	3.0		3.0	3.0		4.0	4.0		4.0	4.0	
All-Red Time (s)	2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0	
Lost Time Adjust (s)	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Lost Time (s)	5.0	5.0		5.0	5.0		6.0	6.0		6.0	6.0	
Lead/Lag							Lead	Lag		Lead	Lag	
Lead-Lag Optimize?							Yes	Yes		Yes	Yes	
Vehicle Extension (s)	3.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0	
Recall Mode	None	None		None	None		None	Min		None	Min	
Act Effct Green (s)	8.0	8.0		8.0	8.0		7.0	58.0		7.0	58.0	
Actuated g/C Ratio	0.09	0.09		0.09	0.09		0.08	0.64		0.08	0.64	
v/c Ratio	0.25	0.53		0.84	0.37		0.94	0.93		0.45	0.61	
Control Delay	44.1	23.5		100.4	25.9		104.8	23.4		50.8	10.7	
Queue Delay	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Delay	44.1	23.5		100.4	25.9		104.8	23.4		50.8	10.7	
LOS	D	C		F	C		F	C		D	B	
Approach Delay		27.2			65.6			28.1			12.4	
Approach LOS		C			E			C			B	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
No-Build Saturday Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Queue Length 50th (ft)	15	18		46	16		75	504		34	214	
Queue Length 95th (ft)	34	49		#118	51		#185	#757		75	273	
Internal Link Dist (ft)		295			312			299			512	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	110	227		95	191		140	2289		137	2276	
Starvation Cap Reductn	0	0		0	0		0	0		0	0	
Spillback Cap Reductn	0	0		0	0		0	0		0	0	
Storage Cap Reductn	0	0		0	0		0	0		0	0	
Reduced v/c Ratio	0.25	0.53		0.84	0.37		0.94	0.93		0.45	0.61	

Intersection Summary

Area Type: Other
 Cycle Length: 90
 Actuated Cycle Length: 90
 Natural Cycle: 90
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 0.94
 Intersection Signal Delay: 23.9
 Intersection Capacity Utilization 84.8%
 Analysis Period (min) 15
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 12: Route 1 & Thurston Street



Intersection												
Int Delay, s/veh	133.5											

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	29	16	0	14	17	2223	12	18	1539	6
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	67	67	67	38	38	38	93	93	93	97	97	97
Heavy Vehicles, %	0	0	0	0	0	0	0	1	0	25	3	0
Mvmt Flow	0	0	43	42	0	37	18	2390	13	19	1587	6

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2859	4067	796	3263	4063	1202	1593	0	0	2403	0	0
Stage 1	1627	1627	-	2433	2433	-	-	-	-	-	-	-
Stage 2	1232	2440	-	830	1630	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	6.9	7.5	6.5	6.9	4.1	-	-	4.6	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.3	3.5	4	3.3	2.2	-	-	2.45	-	-
Pot Cap-1 Maneuver	8	3	334	~ 4	3	180	417	-	-	138	-	-
Stage 1	109	162	-	~ 33	63	-	-	-	-	-	-	-
Stage 2	191	63	-	335	162	-	-	-	-	-	-	-
Platoon blocked, %												
Mov Cap-1 Maneuver	6	3	334	~ 3	3	180	417	-	-	138	-	-
Mov Cap-2 Maneuver	6	3	-	~ 3	3	-	-	-	-	-	-	-
Stage 1	109	162	-	~ 33	63	-	-	-	-	-	-	-
Stage 2	152	63	-	292	162	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	17.4	\$ 6662.5	0.1	17.2
HCM LOS	C	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	417	-	-	334	6	138	-	-
HCM Lane V/C Ratio	0.044	-	-	0.13	13.158	0.134	-	-
HCM Control Delay (s)	14	0	-	17.4	6662.5	35.1	17.1	-
HCM Lane LOS	B	A	-	C	F	E	C	-
HCM 95th %tile Q(veh)	0.1	-	-	0.4	11.7	0.5	-	-

Notes
 ~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Intersection	
Int Delay, s/veh	0.7

Movement	EBL	EBR	NBL	NBT	SBT	SBR
Vol, veh/h	5	6	4	1860	1435	6
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	57	57	96	96	93	93
Heavy Vehicles, %	0	0	0	3	5	0
Mvmt Flow	9	11	4	1938	1543	6

Major/Minor	Minor2	Major1	Major2
Conflicting Flow All	2523	775	1549
Stage 1	1546	-	-
Stage 2	977	-	-
Critical Hdwy	6.8	6.9	4.1
Critical Hdwy Stg 1	5.8	-	-
Critical Hdwy Stg 2	5.8	-	-
Follow-up Hdwy	3.5	3.3	2.2
Pot Cap-1 Maneuver	24	345	434
Stage 1	165	-	-
Stage 2	330	-	-
Platoon blocked, %	-	-	-
Mov Cap-1 Maneuver	24	345	434
Mov Cap-2 Maneuver	24	-	-
Stage 1	165	-	-
Stage 2	330	-	-

Approach	EB	NB	SB
HCM Control Delay, s	119.9	0	0
HCM LOS	F		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	434	-	49	-	-
HCM Lane V/C Ratio	0.01	-	0.394	-	-
HCM Control Delay (s)	13.4	0	119.9	-	-
HCM Lane LOS	B	A	F	-	-
HCM 95th %tile Q(veh)	0	-	1.4	-	-

Intersection	
Int Delay, s/veh	5.8

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	184	0	0	190	0	1419	233	0	1035	133
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	Stop	-	-	Stop	-	-	None	-	-	None
Storage Length	-	-	0	-	-	0	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	79	79	79	79	79	79	92	92	92	94	94	94
Heavy Vehicles, %	2	2	2	2	2	2	2	3	2	2	6	6
Mvmt Flow	0	0	233	0	0	241	0	1542	253	0	1101	141

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	1943	2968	621	2220	2912	898	1243	0	0	1796	0	0
Stage 1	1172	1172	-	1669	1669	-	-	-	-	-	-	-
Stage 2	771	1796	-	551	1243	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.94	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	39	14	430	24	15	282	556	-	-	340	-	-
Stage 1	204	264	-	100	151	-	-	-	-	-	-	-
Stage 2	359	131	-	486	245	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	6	14	430	11	15	282	556	-	-	340	-	-
Mov Cap-2 Maneuver	6	14	-	11	15	-	-	-	-	-	-	-
Stage 1	204	264	-	100	151	-	-	-	-	-	-	-
Stage 2	53	131	-	223	245	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	22.8	62.1	0	0
HCM LOS	C	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	556	-	-	430	282	340	-	-
HCM Lane V/C Ratio	-	-	-	0.542	0.853	-	-	-
HCM Control Delay (s)	0	-	-	22.8	62.1	0	-	-
HCM Lane LOS	A	-	-	C	F	A	-	-
HCM 95th %tile Q(veh)	0	-	-	3.1	7.3	0	-	-

Lanes, Volumes, Timings
3: Route 1 & I-495 Off-Ramp

Route 1 Corridor Study
Build AM Peak

	↙	↖	↑	↗	↘	↓
Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗↗	↖↖			
Volume (vph)	0	1142	2427	0	0	0
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Util. Factor	1.00	0.88	0.95	1.00	1.00	1.00
Frt		0.850				
Flt Protected						
Satd. Flow (prot)	0	2707	3505	0	0	0
Flt Permitted						
Satd. Flow (perm)	0	2707	3505	0	0	0
Right Turn on Red		Yes		Yes		
Satd. Flow (RTOR)		2				
Link Speed (mph)	30		30			30
Link Distance (ft)	75		153			205
Travel Time (s)	1.7		3.5			4.7
Peak Hour Factor	0.90	0.90	0.90	0.90	0.89	0.89
Heavy Vehicles (%)	0%	5%	3%	0%	0%	7%
Adj. Flow (vph)	0	1269	2697	0	0	0
Shared Lane Traffic (%)						
Lane Group Flow (vph)	0	1269	2697	0	0	0
Turn Type		Prot	NA			
Protected Phases		8	2			
Permitted Phases						
Detector Phase		8	2			
Switch Phase						
Minimum Initial (s)		5.0	5.0			
Minimum Split (s)		24.0	24.0			
Total Split (s)		54.0	86.0			
Total Split (%)		38.6%	61.4%			
Maximum Green (s)		48.0	80.0			
Yellow Time (s)		4.0	4.0			
All-Red Time (s)		2.0	2.0			
Lost Time Adjust (s)		0.0	0.0			
Total Lost Time (s)		6.0	6.0			
Lead/Lag						
Lead-Lag Optimize?						
Vehicle Extension (s)		3.0	3.0			
Recall Mode		None	C-Max			
Walk Time (s)		7.0	7.0			
Flash Dont Walk (s)		11.0	11.0			
Pedestrian Calls (#/hr)		0	0			
Act Effct Green (s)		48.0	80.0			
Actuated g/C Ratio		0.34	0.57			
v/c Ratio		1.37	1.35			
Control Delay		208.0	187.6			
Queue Delay		7.0	0.2			
Total Delay		215.0	187.8			
LOS		F	F			
Approach Delay			187.8			
Approach LOS			F			

Lanes, Volumes, Timings
 3: Route 1 & I-495 Off-Ramp



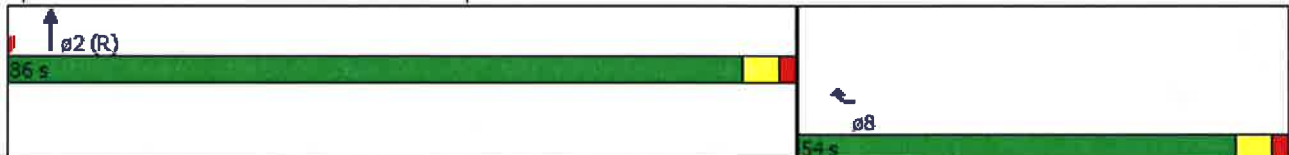
Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Queue Length 50th (ft)		~868	~1686			
Queue Length 95th (ft)		#1020	#1805			
Internal Link Dist (ft)	1		73			125
Turn Bay Length (ft)						
Base Capacity (vph)		929	2002			
Starvation Cap Reductn		0	0			
Spillback Cap Reductn		564	153			
Storage Cap Reductn		0	0			
Reduced v/c Ratio		3.48	1.46			

Intersection Summary

Area Type: Other
 Cycle Length: 140
 Actuated Cycle Length: 140
 Offset: 0 (0%), Referenced to phase 2:NBT, Start of Green
 Natural Cycle: 150
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 1.37
 Intersection Signal Delay: 196.5
 Intersection Capacity Utilization 117.0%
 Analysis Period (min) 15
 Intersection LOS: F
 ICU Level of Service H

~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 3: Route 1 & I-495 Off-Ramp



Lanes, Volumes, Timings
6: Route 1 & Madison Street

Route 1 Corridor Study
Build AM Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	135	12	201	81	5	42	189	3225	155	97	971	72
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		1	2		0	1		1	1		1
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	0.95	0.95	0.97	1.00	1.00	1.00	0.91	1.00	1.00	0.95	1.00
Ped Bike Factor	1.00	0.95	0.95	0.97	0.99							
Frnt		0.867	0.850		0.866				0.850			0.850
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1770	1460	1504	3433	1593	0	1770	5085	1583	1770	3539	1583
Flt Permitted	0.950			0.950			0.950			0.950		
Satd. Flow (perm)	1766	1460	1422	3334	1593	0	1770	5085	1583	1770	3539	1583
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		126	70		61				126			101
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		158			171			205			405	
Travel Time (s)		3.6			3.9			4.7			9.2	
Confl. Peds. (#/hr)	1		9	9		1						
Peak Hour Factor	0.75	0.75	0.75	0.50	0.50	0.50	0.91	0.91	0.91	0.92	0.92	0.92
Adj. Flow (vph)	180	16	268	162	10	84	208	3544	170	105	1055	78
Shared Lane Traffic (%)			47%									
Lane Group Flow (vph)	180	142	142	162	94	0	208	3544	170	105	1055	78
Turn Type	Prot	NA	pm+ov	Prot	NA		Prot	NA	pm+ov	Prot	NA	pm+ov
Protected Phases	7	4	5	3	8		5	2	3	1	6	7
Permitted Phases			4						2			6
Detector Phase	7	4	5	3	8		5	2	3	1	6	7
Switch Phase												
Minimum Initial (s)	5.0	5.0	5.0	5.0	5.0		5.0	5.0	5.0	5.0	5.0	5.0
Minimum Split (s)	11.0	24.0	10.0	11.0	24.0		10.0	24.0	11.0	10.0	24.0	11.0
Total Split (s)	15.0	25.0	31.0	13.0	23.0		31.0	92.0	13.0	10.0	71.0	15.0
Total Split (%)	10.7%	17.9%	22.1%	9.3%	16.4%		22.1%	65.7%	9.3%	7.1%	50.7%	10.7%
Maximum Green (s)	9.0	19.0	26.0	7.0	17.0		26.0	86.0	7.0	5.0	65.0	9.0
Yellow Time (s)	4.0	4.0	3.0	4.0	4.0		3.0	4.0	4.0	3.0	4.0	4.0
All-Red Time (s)	2.0	2.0	2.0	2.0	2.0		2.0	2.0	2.0	2.0	2.0	2.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	5.0	6.0	6.0		5.0	6.0	6.0	5.0	6.0	6.0
Lead/Lag	Lead	Lag	Lead	Lead	Lag		Lead	Lag	Lead	Lead	Lag	Lead
Lead-Lag Optimize?	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Vehicle Extension (s)	3.0	3.0	3.0	3.0	3.0		3.0	3.0	3.0	3.0	3.0	3.0
Recall Mode	None	None	None	None	None		None	C-Max	None	None	C-Max	None
Walk Time (s)		7.0			7.0			7.0			7.0	
Flash Dont Walk (s)		11.0			11.0			11.0			11.0	
Pedestrian Calls (#/hr)		0			0			0			0	
Act Effct Green (s)	9.0	11.0	33.5	7.0	9.0		21.6	86.0	99.0	13.0	77.5	92.5
Actuated g/C Ratio	0.06	0.08	0.24	0.05	0.06		0.15	0.61	0.71	0.09	0.55	0.66
v/c Ratio	1.59	0.62	0.35	0.95	0.59		0.76	1.13	0.15	0.64	0.54	0.07
Control Delay	344.0	24.9	20.8	121.5	40.8		58.6	85.3	1.0	79.1	22.5	1.3
Queue Delay	0.0	0.0	0.0	0.0	0.0		64.9	1.1	4.2	0.0	0.0	0.0

Lanes, Volumes, Timings
6: Route 1 & Madison Street

Route 1 Corridor Study
Build AM Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Total Delay	344.0	24.9	20.8	121.5	40.8		123.5	86.5	5.2	79.1	22.5	1.3
LOS	F	C	C	F	D		F	F	A	E	C	A
Approach Delay		147.4			91.9			84.9			26.0	
Approach LOS		F			F			F			C	
Queue Length 50th (ft)	~233	14	52	77	29		186	~1369	5	93	307	0
Queue Length 95th (ft)	#306	49	73	63	23		m125	m526	m0	#229	453	14
Internal Link Dist (ft)		78			91			125			325	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	113	307	457	171	247		335	3123	1156	164	1958	1079
Starvation Cap Reductn	0	0	0	0	0		159	1240	903	0	0	0
Spillback Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Reduced v/c Ratio	1.59	0.46	0.31	0.95	0.38		1.18	1.88	0.67	0.64	0.54	0.07

Intersection Summary

Area Type: Other
 Cycle Length: 140
 Actuated Cycle Length: 140
 Offset: 0 (0%), Referenced to phase 2:NBT and 6:SBT, Start of Green
 Natural Cycle: 150
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 1.59
 Intersection Signal Delay: 77.8
 Intersection Capacity Utilization 96.2%
 Analysis Period (min) 15
 Intersection LOS: E
 ICU Level of Service F

~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.
 m Volume for 95th percentile queue is metered by upstream signal.

Splits and Phases: 6: Route 1 & Madison Street



Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
Build AM Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	34	38	102	110	42	55	57	2578	25	22	791	12
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		0	1		0	1		0	1		0
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.95	0.95	1.00	0.95	0.95
Frt		0.891			0.915			0.999			0.998	
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1805	1618	0	1770	1628	0	1736	3469	0	1703	3166	0
Flt Permitted	0.559			0.424			0.950			0.950		
Satd. Flow (perm)	1062	1618	0	790	1628	0	1736	3469	0	1703	3166	0
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		80			39			2			2	
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		375			392			379			592	
Travel Time (s)		8.5			8.9			8.6			13.5	
Peak Hour Factor	0.88	0.88	0.88	0.83	0.83	0.83	0.96	0.96	0.96	0.90	0.90	0.90
Heavy Vehicles (%)	0%	9%	3%	2%	13%	2%	4%	4%	0%	6%	14%	0%
Adj. Flow (vph)	39	43	116	133	51	66	59	2685	26	24	879	13
Shared Lane Traffic (%)												
Lane Group Flow (vph)	39	159	0	133	117	0	59	2711	0	24	892	0
Turn Type	Perm	NA		Perm	NA		Prot	NA		Prot	NA	
Protected Phases		3			3		1	2		1	2	
Permitted Phases	3			3								
Detector Phase	3	3		3	3		1	2		1	2	
Switch Phase												
Minimum Initial (s)	6.0	6.0		6.0	6.0		6.0	30.0		6.0	30.0	
Minimum Split (s)	11.0	11.0		11.0	11.0		12.0	36.0		12.0	36.0	
Total Split (s)	24.0	24.0		24.0	24.0		12.0	104.0		12.0	104.0	
Total Split (%)	17.1%	17.1%		17.1%	17.1%		8.6%	74.3%		8.6%	74.3%	
Maximum Green (s)	19.0	19.0		19.0	19.0		6.0	98.0		6.0	98.0	
Yellow Time (s)	3.0	3.0		3.0	3.0		4.0	4.0		4.0	4.0	
All-Red Time (s)	2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0	
Lost Time Adjust (s)	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Lost Time (s)	5.0	5.0		5.0	5.0		6.0	6.0		6.0	6.0	
Lead/Lag							Lead	Lag		Lead	Lag	
Lead-Lag Optimize?							Yes	Yes		Yes	Yes	
Vehicle Extension (s)	3.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0	
Recall Mode	None	None		None	None		None	Min		None	Min	
Act Effct Green (s)	19.0	19.0		19.0	19.0		6.0	98.0		6.0	98.0	
Actuated g/C Ratio	0.14	0.14		0.14	0.14		0.04	0.70		0.04	0.70	
v/c Ratio	0.27	0.55		1.24	0.46		0.80	1.12		0.33	0.40	
Control Delay	59.9	35.8		214.2	43.3		124.0	81.2		77.7	9.4	
Queue Delay	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Delay	59.9	35.8		214.2	43.3		124.0	81.2		77.7	9.4	
LOS	E	D		F	D		F	F		E	A	
Approach Delay		40.5			134.2			82.1			11.2	
Approach LOS		D			F			F			B	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
Build AM Peak



Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Queue Length 50th (ft)	32	66		~150	65		54	~1492		22	163	
Queue Length 95th (ft)	69	138		#258	117		#139	#1613		54	200	
Internal Link Dist (ft)		295			312			299			512	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	144	288		107	254		74	2428		72	2216	
Starvation Cap Reductn	0	0		0	0		0	50		0	0	
Spillback Cap Reductn	0	0		0	0		0	0		0	0	
Storage Cap Reductn	0	0		0	0		0	0		0	0	
Reduced v/c Ratio	0.27	0.55		1.24	0.46		0.80	1.14		0.33	0.40	

Intersection Summary

Area Type: Other
 Cycle Length: 140
 Actuated Cycle Length: 140
 Natural Cycle: 140
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 1.24
 Intersection Signal Delay: 67.6
 Intersection Capacity Utilization 99.8%
 Analysis Period (min) 15
 Intersection LOS: E
 ICU Level of Service F

~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 12: Route 1 & Thurston Street



Intersection

Int Delay, s/veh 1

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	3	0	19	0	0	0	22	2941	4	4	996	6
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	-	-	-	0	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	67	67	67	92	92	92	96	96	96	88	88	88
Heavy Vehicles, %	0	0	13	2	2	2	5	4	50	0	12	50
Mvmt Flow	4	0	28	0	0	0	23	3064	4	5	1132	7

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2722	4258	569	3686	4259	1534	1139	0	0	3068	0	0
Stage 1	1144	1144	-	3111	3111	-	-	-	-	-	-	-
Stage 2	1578	3114	-	575	1148	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	7.16	7.54	6.54	6.94	4.2	-	-	4.1	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.43	3.52	4.02	3.32	2.25	-	-	2.2	-	-
Pot Cap-1 Maneuver	10	2	438	2	2	105	592	-	-	110	-	-
Stage 1	216	277	-	11	27	-	-	-	-	-	-	-
Stage 2	116	28	-	470	272	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	10	2	438	2	2	105	592	-	-	110	-	-
Mov Cap-2 Maneuver	10	2	-	2	2	-	-	-	-	-	-	-
Stage 1	216	264	-	11	27	-	-	-	-	-	-	-
Stage 2	116	28	-	420	260	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	109.8	0	0.1	0.2
HCM LOS	F	A		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	592	-	-	64	-	110	-	-
HCM Lane V/C Ratio	0.039	-	-	0.513	-	0.041	-	-
HCM Control Delay (s)	11.3	0	-	109.8	0	39.1	-	-
HCM Lane LOS	B	A	-	F	A	E	-	-
HCM 95th %tile Q(veh)	0.1	-	-	2.1	-	0.1	-	-

Intersection

Int Delay, s/veh 0.3

Movement	EBL	EBR	NBL	NBT	SBT	SBR
Vol, veh/h	5	7	3	2735	672	4
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	0	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	63	63	97	97	93	93
Heavy Vehicles, %	0	0	0	3	9	0
Mvmt Flow	8	11	3	2820	723	4

Major/Minor	Minor2	Major1	Major2
Conflicting Flow All	2141	363	727 0
Stage 1	725	-	- -
Stage 2	1416	-	- -
Critical Hdwy	6.8	6.9	4.1 -
Critical Hdwy Stg 1	5.8	-	- -
Critical Hdwy Stg 2	5.8	-	- -
Follow-up Hdwy	3.5	3.3	2.2 -
Pot Cap-1 Maneuver	43	640	886 -
Stage 1	446	-	- -
Stage 2	193	-	- -
Platoon blocked, %			- -
Mov Cap-1 Maneuver	43	640	886 -
Mov Cap-2 Maneuver	43	-	- -
Stage 1	446	-	- -
Stage 2	193	-	- -

Approach	EB	NB	SB
HCM Control Delay, s	50.7	0	0
HCM LOS	F		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	EBLn2	SBT	SBR
Capacity (veh/h)	886	-	43	640	-	-
HCM Lane V/C Ratio	0.003	-	0.185	0.017	-	-
HCM Control Delay (s)	9.1	0	106.8	10.7	-	-
HCM Lane LOS	A	A	F	B	-	-
HCM 95th %tile Q(veh)	0	-	0.6	0.1	-	-

Intersection

Int Delay, s/veh 39.6

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	185	0	0	200	0	2160	269	0	447	67
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	Stop	-	-	Stop	-	-	None	-	-	None
Storage Length	-	-	0	-	-	0	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	81	81	81	73	73	73	89	89	89	94	94	94
Heavy Vehicles, %	2	2	1	2	2	3	2	3	3	2	12	11
Mvmt Flow	0	0	228	0	0	274	0	2427	302	0	476	71

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	1724	3240	273	2816	3125	1365	547	0	0	2729	0	0
Stage 1	511	511	-	2578	2578	-	-	-	-	-	-	-
Stage 2	1213	2729	-	238	547	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.92	7.54	6.54	6.96	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.31	3.52	4.02	3.33	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	57	9	728	8	11	~ 136	1018	-	-	145	-	-
Stage 1	514	535	-	26	52	-	-	-	-	-	-	-
Stage 2	193	43	-	744	516	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	-	9	728	5	11	~ 136	1018	-	-	145	-	-
Mov Cap-2 Maneuver	-	9	-	5	11	-	-	-	-	-	-	-
Stage 1	514	535	-	26	52	-	-	-	-	-	-	-
Stage 2	-	43	-	511	516	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	12.2	\$ 535.6	0	0
HCM LOS	B	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	1018	-	-	728	136	145	-	-
HCM Lane V/C Ratio	-	-	-	0.314	2.015	-	-	-
HCM Control Delay (s)	0	-	-	12.2	\$ 535.6	0	-	-
HCM Lane LOS	A	-	-	B	F	A	-	-
HCM 95th %tile Q(veh)	0	-	-	1.3	21.9	0	-	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Lanes, Volumes, Timings
3: Route 1 & I-495 Off-Ramp



Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↑↑	↑↑			
Volume (vph)	0	833	1343	0	0	0
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Util. Factor	1.00	0.88	0.95	1.00	1.00	1.00
Frt		0.850				
Flt Protected						
Satd. Flow (prot)	0	2707	3505	0	0	0
Flt Permitted						
Satd. Flow (perm)	0	2707	3505	0	0	0
Right Turn on Red		Yes		Yes		
Satd. Flow (RTOR)		28				
Link Speed (mph)	30		30			30
Link Distance (ft)	75		153			205
Travel Time (s)	1.7		3.5			4.7
Peak Hour Factor	0.90	0.90	0.92	0.92	0.95	0.95
Heavy Vehicles (%)	0%	5%	3%	0%	0%	7%
Adj. Flow (vph)	0	926	1460	0	0	0
Shared Lane Traffic (%)						
Lane Group Flow (vph)	0	926	1460	0	0	0
Turn Type		Prot	NA			
Protected Phases		8	2			
Permitted Phases						
Detector Phase		8	2			
Switch Phase						
Minimum Initial (s)		5.0	5.0			
Minimum Split (s)		22.5	22.5			
Total Split (s)		31.0	39.0			
Total Split (%)		44.3%	55.7%			
Maximum Green (s)		25.0	33.0			
Yellow Time (s)		4.0	4.0			
All-Red Time (s)		2.0	2.0			
Lost Time Adjust (s)		0.0	0.0			
Total Lost Time (s)		6.0	6.0			
Lead/Lag						
Lead-Lag Optimize?						
Vehicle Extension (s)		3.0	3.0			
Recall Mode		None	C-Max			
Act Effct Green (s)		24.8	33.2			
Actuated g/C Ratio		0.35	0.47			
v/c Ratio		0.95	0.88			
Control Delay		42.1	24.6			
Queue Delay		0.0	0.0			
Total Delay		42.1	24.6			
LOS		D	C			
Approach Delay			24.6			
Approach LOS			C			
Queue Length 50th (ft)		209	284			
Queue Length 95th (ft)		#344	#431			
Internal Link Dist (ft)	1		73			125

Lanes, Volumes, Timings
 3: Route 1 & I-495 Off-Ramp



Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Turn Bay Length (ft)						
Base Capacity (vph)		984	1663			
Starvation Cap Reductn		0	0			
Spillback Cap Reductn		353	305			
Storage Cap Reductn		0	0			
Reduced v/c Ratio		1.47	1.08			

Intersection Summary

Area Type: Other
 Cycle Length: 70
 Actuated Cycle Length: 70
 Offset: 0 (0%), Referenced to phase 2:NBT and 6:, Start of Green
 Natural Cycle: 80
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 0.95
 Intersection Signal Delay: 31.4
 Intersection LOS: C
 Intersection Capacity Utilization 76.3%
 ICU Level of Service D
 Analysis Period (min) 15
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 3: Route 1 & I-495 Off-Ramp



Lanes, Volumes, Timings
6: Route 1 & Madison Street

Route 1 Corridor Study
Build PM Peak

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NET	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	165	20	274	315	21	155	261	1627	287	178	3057	249
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		1	2		0	1		1	1		1
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	0.95	0.95	0.97	1.00	1.00	1.00	0.91	1.00	1.00	0.95	1.00
Ped Bike Factor		0.96	0.97	0.97								
Frt		0.870	0.850		0.868				0.850			0.850
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1770	1485	1504	3433	1617	0	1770	5085	1583	1770	3539	1583
Flt Permitted	0.950			0.950			0.950			0.950		
Satd. Flow (perm)	1770	1485	1457	3326	1617	0	1770	5085	1583	1770	3539	1583
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		140	109		168				312			132
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		158			171			205			405	
Travel Time (s)		3.6			3.9			4.7			9.2	
Confl. Peds. (#/hr)			5	5								
Peak Hour Factor	0.92	0.92	0.92	0.92	0.92	0.92	0.92	0.92	0.92	0.86	0.86	0.86
Adj. Flow (vph)	179	22	298	342	23	168	284	1768	312	207	3555	290
Shared Lane Traffic (%)			47%									
Lane Group Flow (vph)	179	162	158	342	191	0	284	1768	312	207	3555	290
Turn Type	Prot	NA	pm+ov	Prot	NA		Prot	NA	pm+ov	Prot	NA	pm+ov
Protected Phases	7	4	5	3	8		5	2	3	1	6	7
Permitted Phases			4						2			6
Detector Phase	7	4	5	3	8		5	2	3	1	6	7
Switch Phase												
Minimum Initial (s)	5.0	5.0	5.0	5.0	5.0		5.0	5.0	5.0	5.0	5.0	5.0
Minimum Split (s)	11.0	22.5	10.0	11.0	22.5		10.0	22.5	11.0	10.0	22.5	11.0
Total Split (s)	15.0	22.5	18.0	15.0	22.5		18.0	71.5	15.0	31.0	84.5	15.0
Total Split (%)	10.7%	16.1%	12.9%	10.7%	16.1%		12.9%	51.1%	10.7%	22.1%	60.4%	10.7%
Maximum Green (s)	9.0	16.5	13.0	9.0	16.5		13.0	65.5	9.0	26.0	78.5	9.0
Yellow Time (s)	4.0	4.0	3.0	4.0	4.0		3.0	4.0	4.0	3.0	4.0	4.0
All-Red Time (s)	2.0	2.0	2.0	2.0	2.0		2.0	2.0	2.0	2.0	2.0	2.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	5.0	6.0	6.0		5.0	6.0	6.0	5.0	6.0	6.0
Lead/Lag	Lead	Lag	Lead	Lead	Lag		Lead	Lag	Lead	Lead	Lag	Lead
Lead-Lag Optimize?	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Vehicle Extension (s)	3.0	3.0	3.0	3.0	3.0		3.0	3.0	3.0	3.0	3.0	3.0
Recall Mode	None	None	None	None	None		None	C-Max	None	None	C-Max	None
Act Effct Green (s)	9.0	9.2	30.5	9.0	9.2		20.3	77.7	92.7	21.1	78.5	93.5
Actuated g/C Ratio	0.06	0.07	0.22	0.06	0.07		0.14	0.56	0.66	0.15	0.56	0.67
v/c Ratio	1.58	0.71	0.39	1.55	0.73		1.11	0.63	0.27	0.78	1.79	0.26
Control Delay	340.5	30.9	17.6	311.5	28.6		123.4	22.8	2.9	76.5	382.7	5.4
Queue Delay	0.0	0.0	0.0	0.0	0.0		7.2	48.6	2.4	0.0	0.0	0.0
Total Delay	340.5	30.9	17.6	311.5	28.6		130.6	71.3	5.3	76.5	382.7	5.4
LOS	F	C	B	F	C		F	E	A	E	F	A
Approach Delay		137.7			210.1			69.7			340.1	

Lanes, Volumes, Timings
6: Route 1 & Madison Street

Route 1 Corridor Study
Build PM Peak

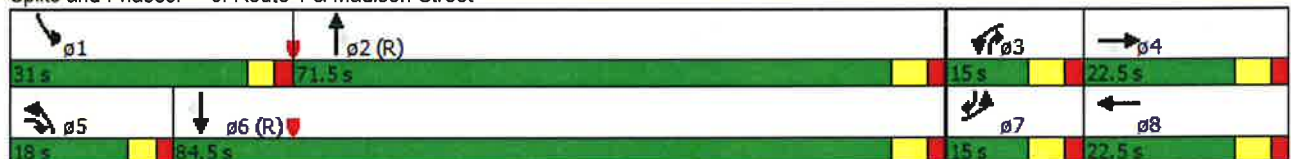
Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Approach LOS		F			F			E			F	
Queue Length 50th (ft)	~231	21	36	~225	21		~275	339	17	183	~2548	49
Queue Length 95th (ft)	#388	96	104	#326	97		m#440	m561	m23	250	#2478	81
Internal Link Dist (ft)		78			91			125			325	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	113	298	409	220	338		256	2823	1153	329	1984	1101
Starvation Cap Reductn	0	0	0	0	0		95	1415	700	0	0	0
Spillback Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Reduced v/c Ratio	1.58	0.54	0.39	1.55	0.57		1.76	1.26	0.69	0.63	1.79	0.26

Intersection Summary

Area Type: Other
 Cycle Length: 140
 Actuated Cycle Length: 140
 Offset: 0 (0%), Referenced to phase 2:NBT and 6:SBT, Start of Green
 Natural Cycle: 150
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 1.79
 Intersection Signal Delay: 231.4
 Intersection Capacity Utilization 137.9%
 Analysis Period (min) 15
 Intersection LOS: F
 ICU Level of Service H

~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.
 m Volume for 95th percentile queue is metered by upstream signal.

Splits and Phases: 6: Route 1 & Madison Street



Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
Build PM Peak



Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	25	49	100	69	43	41	148	1312	87	82	2438	37
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		0	1		0	1		0	1		0
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.95	0.95	1.00	0.95	0.95
Fr t		0.899			0.927			0.991			0.998	
Fit Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1805	1653	0	1805	1761	0	1805	3461	0	1805	3533	0
Fit Permitted	0.652			0.500			0.950			0.950		
Satd. Flow (perm)	1239	1653	0	950	1761	0	1805	3461	0	1805	3533	0
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		89			42			15			3	
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		375			392			379			592	
Travel Time (s)		8.5			8.9			8.6			13.5	
Peak Hour Factor	0.88	0.88	0.88	0.76	0.76	0.76	0.92	0.92	0.92	0.99	0.99	0.99
Heavy Vehicles (%)	0%	2%	4%	0%	0%	0%	0%	3%	9%	0%	2%	0%
Adj. Flow (vph)	28	56	114	91	57	54	161	1426	95	83	2463	37
Shared Lane Traffic (%)												
Lane Group Flow (vph)	28	170	0	91	111	0	161	1521	0	83	2500	0
Turn Type	Perm	NA		Perm	NA		Prot	NA		Prot	NA	
Protected Phases		3			3		1	2		1	2	
Permitted Phases	3			3								
Detector Phase	3	3		3	3		1	2		1	2	
Switch Phase												
Minimum Initial (s)	6.0	6.0		6.0	6.0		6.0	30.0		6.0	30.0	
Minimum Split (s)	11.0	11.0		11.0	11.0		12.0	36.0		12.0	36.0	
Total Split (s)	13.0	13.0		13.0	13.0		13.0	64.0		13.0	64.0	
Total Split (%)	14.4%	14.4%		14.4%	14.4%		14.4%	71.1%		14.4%	71.1%	
Maximum Green (s)	8.0	8.0		8.0	8.0		7.0	58.0		7.0	58.0	
Yellow Time (s)	3.0	3.0		3.0	3.0		4.0	4.0		4.0	4.0	
All-Red Time (s)	2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0	
Lost Time Adjust (s)	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Lost Time (s)	5.0	5.0		5.0	5.0		6.0	6.0		6.0	6.0	
Lead/Lag							Lead	Lag		Lead	Lag	
Lead-Lag Optimize?							Yes	Yes		Yes	Yes	
Vehicle Extension (s)	3.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0	
Recall Mode	None	None		None	None		None	Min		None	Min	
Act Effct Green (s)	8.0	8.0		8.0	8.0		7.0	58.0		7.0	58.0	
Actuated g/C Ratio	0.09	0.09		0.09	0.09		0.08	0.64		0.08	0.64	
v/c Ratio	0.25	0.75		1.08	0.57		1.15	0.68		0.59	1.10	
Control Delay	44.4	41.2		165.3	37.7		162.1	12.0		58.6	70.0	
Queue Delay	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Delay	44.4	41.2		165.3	37.7		162.1	12.0		58.6	70.0	
LOS	D	D		F	D		F	B		E	E	
Approach Delay		41.7			95.2			26.3			69.7	
Approach LOS		D			F			C			E	

Lanes, Volumes, Timings
12: Route 1 & Thurston Street

Route 1 Corridor Study
Build PM Peak



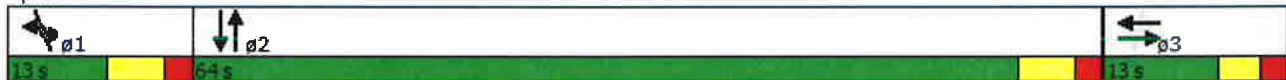
Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Queue Length 50th (ft)	15	45		~58	38		~109	255		47	~858	
Queue Length 95th (ft)	41	#136		#122	72		#232	327		#107	#999	
Internal Link Dist (ft)		295			312			299			512	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	110	228		84	194		140	2235		140	2277	
Starvation Cap Reductn	0	0		0	0		0	0		0	0	
Spillback Cap Reductn	0	0		0	0		0	0		0	0	
Storage Cap Reductn	0	0		0	0		0	0		0	0	
Reduced v/c Ratio	0.25	0.75		1.08	0.57		1.15	0.68		0.59	1.10	

Intersection Summary

Area Type: Other
 Cycle Length: 90
 Actuated Cycle Length: 90
 Natural Cycle: 140
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 1.15
 Intersection Signal Delay: 54.0
 Intersection Capacity Utilization 108.8%
 Analysis Period (min) 15
 Intersection LOS: D
 ICU Level of Service G

- ~ Volume exceeds capacity, queue is theoretically infinite.
Queue shown is maximum after two cycles.
- # 95th percentile volume exceeds capacity, queue may be longer.
Queue shown is maximum after two cycles.

Splits and Phases: 12: Route 1 & Thurston Street



Intersection	
Int Delay, s/veh	137.5

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	23	10	0	9	32	1683	12	8	3000	7
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	90	90	90	38	38	38	90	90	90	94	94	94
Heavy Vehicles, %	0	0	0	0	0	100	0	5	50	0	2	0
Mvmt Flow	0	0	26	26	0	24	36	1870	13	9	3191	7

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	4218	5166	1599	3561	5164	942	3199	0	0	1883	0	0
Stage 1	3212	3212	-	1948	1948	-	-	-	-	-	-	-
Stage 2	1006	1954	-	1613	3216	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	6.9	7.5	6.5	8.9	4.1	-	-	4.1	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.3	3.5	4	4.3	2.2	-	-	2.2	-	-
Pot Cap-1 Maneuver	1	0	97	~2	0	136	98	-	-	323	-	-
Stage 1	10	24	-	68	112	-	-	-	-	-	-	-
Stage 2	262	111	-	111	24	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	1	0	97	~1	0	136	98	-	-	323	-	-
Mov Cap-2 Maneuver	1	0	-	~1	0	-	-	-	-	-	-	-
Stage 1	10	24	-	68	112	-	-	-	-	-	-	-
Stage 2	216	111	-	82	24	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	54.9	\$ 14234.2	1.1	0
HCM LOS	F	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	98	-	-	97	2	323	-	-
HCM Lane V/C Ratio	0.363	-	-	0.263	25	0.026	-	-
HCM Control Delay (s)	61.3	0	-	54.9	14234.2	16.4	0	-
HCM Lane LOS	F	A	-	F	F	C	A	-
HCM 95th %tile Q(veh)	1.4	-	-	1	8.3	0.1	-	-

Notes
 ~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Intersection

Int Delay, s/veh 4.8

Movement	EBL	EBR	NBL	NBT	SBT	SBR
Vol, veh/h	5	5	4	1155	2379	8
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	50	50	94	94	93	93
Heavy Vehicles, %	0	0	0	3	1	0
Mvmt Flow	10	10	4	1229	2558	9

Major/Minor	Minor2		Major1		Major2	
Conflicting Flow All	3185	1283	2567	0	-	0
Stage 1	2562	-	-	-	-	-
Stage 2	623	-	-	-	-	-
Critical Hdwy	6.8	6.9	4.1	-	-	-
Critical Hdwy Stg 1	5.8	-	-	-	-	-
Critical Hdwy Stg 2	5.8	-	-	-	-	-
Follow-up Hdwy	3.5	3.3	2.2	-	-	-
Pot Cap-1 Maneuver	~ 8	159	174	-	-	-
Stage 1	45	-	-	-	-	-
Stage 2	503	-	-	-	-	-
Platoon blocked, %						
Mov Cap-1 Maneuver	~ 7	159	174	-	-	-
Mov Cap-2 Maneuver	~ 7	-	-	-	-	-
Stage 1	45	-	-	-	-	-
Stage 2	467	-	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s	\$ 857.4	1	0
HCM LOS	F		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	174	-	13	-	-
HCM Lane V/C Ratio	0.024	-	1.538	-	-
HCM Control Delay (s)	26.2	0.9	\$ 857.4	-	-
HCM Lane LOS	D	A	F	-	-
HCM 95th %tile Q(veh)	0.1	-	3.2	-	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Intersection

Int Delay, s/veh 22.5

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	250	0	0	180	0	733	251	0	1689	199
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	Stop	-	-	Stop	-	-	None	-	-	None
Storage Length	-	-	0	-	-	0	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	77	77	77	85	85	85	94	94	94	93	93	93
Heavy Vehicles, %	2	2	3	2	2	2	2	4	1	2	1	1
Mvmt Flow	0	0	325	0	0	212	0	780	267	0	1816	214

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2313	2970	1015	1821	2943	523	2030	0	0	1047	0	0
Stage 1	1923	1923	-	913	913	-	-	-	-	-	-	-
Stage 2	390	1047	-	908	2030	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.96	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.33	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	20	14	~ 234	48	15	499	275	-	-	660	-	-
Stage 1	69	113	-	294	350	-	-	-	-	-	-	-
Stage 2	606	303	-	296	100	-	-	-	-	-	-	-
Platoon blocked, %												
Mov Cap-1 Maneuver	12	14	~ 234	-	15	499	275	-	-	660	-	-
Mov Cap-2 Maneuver	12	14	-	-	15	-	-	-	-	-	-	-
Stage 1	69	113	-	294	350	-	-	-	-	-	-	-
Stage 2	349	303	-	-	100	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	238.8	17.4	0	0
HCM LOS	F	C		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	275	-	-	234	499	660	-	-
HCM Lane V/C Ratio	-	-	-	1.388	0.424	-	-	-
HCM Control Delay (s)	0	-	-	238.8	17.4	0	-	-
HCM Lane LOS	A	-	-	F	C	A	-	-
HCM 95th %tile Q(veh)	0	-	-	18.1	2.1	0	-	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Lanes, Volumes, Timings
3: Route 1 & I-495 Off-Ramp

1/2/2018



Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↑↑	↑↑			
Volume (vph)	0	1168	1881	0	0	0
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Util. Factor	1.00	0.88	0.95	1.00	1.00	1.00
Frt		0.850				
Flt Protected						
Satd. Flow (prot)	0	2787	3574	0	0	0
Flt Permitted						
Satd. Flow (perm)	0	2787	3574	0	0	0
Right Turn on Red		Yes		Yes		
Satd. Flow (RTOR)		11				
Link Speed (mph)	30		30			30
Link Distance (ft)	75		153			205
Travel Time (s)	1.7		3.5			4.7
Peak Hour Factor	0.89	0.89	0.95	0.95	0.93	0.93
Heavy Vehicles (%)	0%	2%	1%	0%	0%	2%
Adj. Flow (vph)	0	1312	1980	0	0	0
Shared Lane Traffic (%)						
Lane Group Flow (vph)	0	1312	1980	0	0	0
Turn Type		Prot	NA			
Protected Phases		2	1			
Permitted Phases						
Detector Phase		2	1			
Switch Phase						
Minimum Initial (s)		16.0	16.0			
Minimum Split (s)		22.0	22.0			
Total Split (s)		60.0	80.0			
Total Split (%)		42.9%	57.1%			
Maximum Green (s)		54.0	74.0			
Yellow Time (s)		4.0	4.0			
All-Red Time (s)		2.0	2.0			
Lost Time Adjust (s)		0.0	0.0			
Total Lost Time (s)		6.0	6.0			
Lead/Lag		Lag	Lead			
Lead-Lag Optimize?		Yes	Yes			
Vehicle Extension (s)		3.0	3.0			
Recall Mode		None	C-Min			
Act Effct Green (s)		54.0	74.0			
Actuated g/C Ratio		0.39	0.53			
v/c Ratio		1.21	1.05			
Control Delay		142.4	67.2			
Queue Delay		0.0	0.0			
Total Delay		142.4	67.2			
LOS		F	E			
Approach Delay			67.2			
Approach LOS			E			
Queue Length 50th (ft)		~827	~1030			
Queue Length 95th (ft)		#963	#1165			
Internal Link Dist (ft)	1		73			125

Lanes, Volumes, Timings
 3: Route 1 & I-495 Off-Ramp

1/2/2018



Lane Group	WBL	WBR	NBT	NBR	SBL	SBT
Turn Bay Length (ft)						
Base Capacity (vph)		1081	1889			
Starvation Cap Reductn		0	0			
Spillback Cap Reductn		805	287			
Storage Cap Reductn		0	0			
Reduced v/c Ratio		4.75	1.24			

Intersection Summary

Area Type: Other
 Cycle Length: 140
 Actuated Cycle Length: 140
 Offset: 0 (0%), Referenced to phase 1:NBT, Start of Green
 Natural Cycle: 150
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 1.21
 Intersection Signal Delay: 97.2
 Intersection Capacity Utilization 102.9%
 Analysis Period (min) 15
 Intersection LOS: F
 ICU Level of Service G

~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 3: Route 1 & I-495 Off-Ramp



Lanes, Volumes, Timings
6: Route 1 & Madison Street

1/2/2018

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	222	17	290	299	19	196	310	2393	345	173	1773	214
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		55	110		110	135		400	250		0
Storage Lanes	1		1	2		0	1		1	1		1
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	0.95	0.95	0.97	1.00	1.00	1.00	0.91	1.00	1.00	0.95	1.00
Ped Bike Factor	1.00	0.89	0.96	0.97	0.98							
Frt		0.866	0.850		0.863				0.850			0.850
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1805	1379	1519	3242	1610	0	1770	5136	1615	1770	3539	1615
Flt Permitted	0.950			0.950			0.950			0.950		
Satd. Flow (perm)	1802	1379	1456	3135	1610	0	1770	5136	1615	1770	3539	1615
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		151	70		196				207			161
Link Speed (mph)		30			30			30				30
Link Distance (ft)		158			171			205				405
Travel Time (s)		3.6			3.9			4.7				9.2
Confl. Peds. (#/hr)	1		9	9		1						
Peak Hour Factor	0.92	0.92	0.92	0.92	0.92	0.92	0.94	0.94	0.94	0.93	0.93	0.93
Heavy Vehicles (%)	0%	0%	1%	8%	0%	0%	2%	1%	0%	2%	2%	0%
Adj. Flow (vph)	241	18	315	325	21	213	330	2546	367	186	1906	230
Shared Lane Traffic (%)			48%									
Lane Group Flow (vph)	241	169	164	325	234	0	330	2546	367	186	1906	230
Turn Type	Prot	NA	pm+ov	Prot	NA		Prot	NA	pm+ov	Prot	NA	pm+ov
Protected Phases	7	4	5	3	8		5	2	3	1	6	7
Permitted Phases			4						2			6
Detector Phase	7	4	5	3	8		5	2	3	1	6	7
Switch Phase												
Minimum Initial (s)	4.0	4.0	4.0	4.0	4.0		4.0	4.0	4.0	4.0	4.0	4.0
Minimum Split (s)	10.0	10.0	9.0	10.0	10.0		9.0	10.0	10.0	9.0	10.0	10.0
Total Split (s)	22.0	12.0	28.0	21.0	11.0		28.0	84.0	21.0	23.0	79.0	22.0
Total Split (%)	15.7%	8.6%	20.0%	15.0%	7.9%		20.0%	60.0%	15.0%	16.4%	56.4%	15.7%
Maximum Green (s)	16.0	6.0	23.0	15.0	5.0		23.0	78.0	15.0	18.0	73.0	16.0
Yellow Time (s)	4.0	4.0	3.0	4.0	4.0		3.0	4.0	4.0	3.0	4.0	4.0
All-Red Time (s)	2.0	2.0	2.0	2.0	2.0		2.0	2.0	2.0	2.0	2.0	2.0
Lost Time Adjust (s)	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0
Total Lost Time (s)	6.0	6.0	5.0	6.0	6.0		5.0	6.0	6.0	5.0	6.0	6.0
Lead/Lag	Lead	Lag	Lead	Lead	Lag		Lead	Lag	Lead	Lead	Lag	Lead
Lead-Lag Optimize?	Yes	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Vehicle Extension (s)	3.0	3.0	3.0	3.0	3.0		3.0	3.0	3.0	3.0	3.0	3.0
Recall Mode	None	None	None	None	None		None	C-Min	None	None	C-Min	None
Act Effct Green (s)	16.0	6.0	30.0	15.0	5.0		23.0	78.8	99.8	17.2	73.0	95.0
Actuated g/C Ratio	0.11	0.04	0.21	0.11	0.04		0.16	0.56	0.71	0.12	0.52	0.68
v/c Ratio	1.17	0.83	0.44	0.94	0.95		1.14	0.88	0.30	0.86	1.03	0.20
Control Delay	168.4	44.5	29.3	96.2	59.9		117.5	22.9	3.3	92.7	63.1	3.0
Queue Delay	0.0	0.0	0.0	0.0	0.0		9.3	46.8	5.8	0.0	0.0	0.0
Total Delay	168.4	44.5	29.3	96.2	59.9		126.8	69.7	9.1	92.7	63.1	3.0
LOS	F	D	C	F	E		F	E	A	F	E	A

Lanes, Volumes, Timings
6: Route 1 & Madison Street

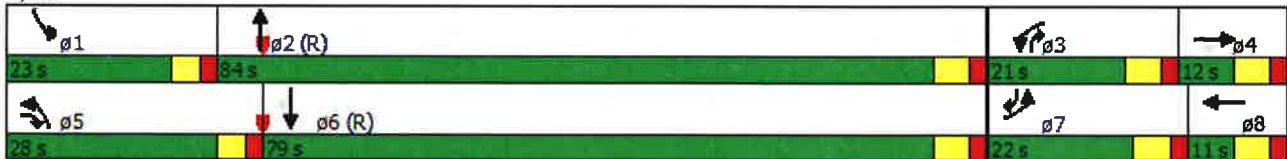
1/2/2018

	↖	→	↘	↙	←	↖	↙	↑	↘	↘	↓	↙
Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Approach Delay		92.2			81.0			68.7			59.5	
Approach LOS		F			F			E			E	
Queue Length 50th (ft)	~261	16	72	153	35		~350	659	46	168	~977	20
Queue Length 95th (ft)	#434	#146	146	#247	#202		m#286	m527	m36	#295	#1114	48
Internal Link Dist (ft)		78			91			125			325	
Turn Bay Length (ft)			55	110			135		400	250		
Base Capacity (vph)	206	203	377	347	246		290	2890	1210	227	1845	1147
Starvation Cap Reductn	0	0	0	0	0		134	1146	773	0	0	0
Spillback Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Storage Cap Reductn	0	0	0	0	0		0	0	0	0	0	0
Reduced v/c Ratio	1.17	0.83	0.44	0.94	0.95		2.12	1.46	0.84	0.82	1.03	0.20

Intersection Summary

Area Type: Other
 Cycle Length: 140
 Actuated Cycle Length: 140
 Offset: 0 (0%), Referenced to phase 2:NBT and 6:SBT, Start of Green
 Natural Cycle: 140
 Control Type: Actuated-Coordinated
 Maximum v/c Ratio: 1.17
 Intersection Signal Delay: 68.6
 Intersection LOS: E
 Intersection Capacity Utilization 110.9%
 ICU Level of Service H
 Analysis Period (min) 15
 ~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.
 m Volume for 95th percentile queue is metered by upstream signal.

Splits and Phases: 6: Route 1 & Madison Street



Lanes, Volumes, Timings
12: Route 1 & Thurston Street

1/2/2018

Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Volume (vph)	26	25	78	76	25	39	131	2067	95	62	1442	28
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
Storage Length (ft)	0		0	0		0	100		0	100		0
Storage Lanes	1		0	1		0	1		0	1		0
Taper Length (ft)	25			25			25			25		
Lane Util. Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.95	0.95	1.00	0.95	0.95
Frt		0.886			0.908			0.993			0.997	
Flt Protected	0.950			0.950			0.950			0.950		
Satd. Flow (prot)	1656	1646	0	1703	1725	0	1805	3546	0	1770	3530	0
Flt Permitted	0.708			0.523			0.950			0.950		
Satd. Flow (perm)	1234	1646	0	937	1725	0	1805	3546	0	1770	3530	0
Right Turn on Red			Yes			Yes			Yes			Yes
Satd. Flow (RTOR)		104			46			10			4	
Link Speed (mph)		30			30			30			30	
Link Distance (ft)		375			392			379			592	
Travel Time (s)		8.5			8.9			8.6			13.5	
Peak Hour Factor	0.75	0.75	0.75	0.85	0.85	0.85	0.93	0.93	0.93	0.95	0.95	0.95
Heavy Vehicles (%)	9%	0%	3%	6%	0%	0%	0%	1%	3%	2%	2%	0%
Adj. Flow (vph)	35	33	104	89	29	46	141	2223	102	65	1518	29
Shared Lane Traffic (%)												
Lane Group Flow (vph)	35	137	0	89	75	0	141	2325	0	65	1547	0
Turn Type	Perm	NA		Perm	NA		Prot	NA		Prot	NA	
Protected Phases		3			3		1	2		1	2	
Permitted Phases	3			3								
Detector Phase	3	3		3	3		1	2		1	2	
Switch Phase												
Minimum Initial (s)	6.0	6.0		6.0	6.0		6.0	30.0		6.0	30.0	
Minimum Split (s)	11.0	11.0		11.0	11.0		12.0	36.0		12.0	36.0	
Total Split (s)	13.0	13.0		13.0	13.0		13.0	64.0		13.0	64.0	
Total Split (%)	14.4%	14.4%		14.4%	14.4%		14.4%	71.1%		14.4%	71.1%	
Maximum Green (s)	8.0	8.0		8.0	8.0		7.0	58.0		7.0	58.0	
Yellow Time (s)	3.0	3.0		3.0	3.0		4.0	4.0		4.0	4.0	
All-Red Time (s)	2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0	
Lost Time Adjust (s)	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Lost Time (s)	5.0	5.0		5.0	5.0		6.0	6.0		6.0	6.0	
Lead/Lag							Lead	Lag		Lead	Lag	
Lead-Lag Optimize?							Yes	Yes		Yes	Yes	
Vehicle Extension (s)	3.0	3.0		3.0	3.0		3.0	3.0		3.0	3.0	
Recall Mode	None	None		None	None		None	Min		None	Min	
Act Effct Green (s)	8.0	8.0		8.0	8.0		7.0	58.0		7.0	58.0	
Actuated g/C Ratio	0.09	0.09		0.09	0.09		0.08	0.64		0.08	0.64	
v/c Ratio	0.32	0.57		1.07	0.38		1.01	1.02		0.47	0.68	
Control Delay	46.9	23.0		162.8	25.0		122.5	40.2		51.8	12.0	
Queue Delay	0.0	0.0		0.0	0.0		0.0	0.0		0.0	0.0	
Total Delay	46.9	23.0		162.8	25.0		122.5	40.2		51.8	12.0	
LOS	D	C		F	C		F	D		D	B	
Approach Delay		27.8			99.8			44.9			13.6	
Approach LOS		C			F			D			B	

Lanes, Volumes, Timings
 12: Route 1 & Thurston Street

1/2/2018



Lane Group	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Queue Length 50th (ft)	19	18		~57	16		~82	~674		36	261	
Queue Length 95th (ft)	41	50		#140	52		#202	#883		77	333	
Internal Link Dist (ft)		295			312			299			512	
Turn Bay Length (ft)							100			100		
Base Capacity (vph)	109	241		83	195		140	2288		137	2276	
Starvation Cap Reductn	0	0		0	0		0	0		0	0	
Spillback Cap Reductn	0	0		0	0		0	0		0	0	
Storage Cap Reductn	0	0		0	0		0	0		0	0	
Reduced v/c Ratio	0.32	0.57		1.07	0.38		1.01	1.02		0.47	0.68	

Intersection Summary

Area Type: Other
 Cycle Length: 90
 Actuated Cycle Length: 90
 Natural Cycle: 90
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 1.07
 Intersection Signal Delay: 34.9
 Intersection Capacity Utilization 90.2%
 Analysis Period (min) 15
 Intersection LOS: C
 ICU Level of Service E

~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 12: Route 1 & Thurston Street



HCM 2010 TWSC
9: Route 1 & Hawe Street/Driveway

1/2/2018

Intersection

Int Delay, s/veh 171.8

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	29	16	0	14	17	2508	12	18	1767	6
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	67	67	67	38	38	38	93	93	93	97	97	97
Heavy Vehicles, %	0	0	0	0	0	0	0	1	0	25	3	0
Mvmt Flow	0	0	43	42	0	37	18	2697	13	19	1822	6

Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	3247	4608	914	3688	4605	1355	1828	0	0	2710	0	0
Stage 1	1862	1862	-	2740	2740	-	-	-	-	-	-	-
Stage 2	1385	2746	-	948	1865	-	-	-	-	-	-	-
Critical Hdwy	7.5	6.5	6.9	7.5	6.5	6.9	4.1	-	-	4.6	-	-
Critical Hdwy Stg 1	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.5	5.5	-	6.5	5.5	-	-	-	-	-	-	-
Follow-up Hdwy	3.5	4	3.3	3.5	4	3.3	2.2	-	-	2.45	-	-
Pot Cap-1 Maneuver	4	1	279	~ 2	1	142	339	-	-	101	-	-
Stage 1	77	124	-	~ 21	44	-	-	-	-	-	-	-
Stage 2	154	43	-	284	124	-	-	-	-	-	-	-
Platoon blocked, %	-	-	-	-	-	-	-	-	-	-	-	-
Mov Cap-1 Maneuver	3	1	279	~ 2	1	142	339	-	-	101	-	-
Mov Cap-2 Maneuver	3	1	-	~ 2	1	-	-	-	-	-	-	-
Stage 1	77	124	-	~ 21	44	-	-	-	-	-	-	-
Stage 2	114	43	-	240	124	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	20.3	\$ 10196.8	0.1	0.5
HCM LOS	C	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	339	-	-	279	4	101	-	-
HCM Lane V/C Ratio	0.054	-	-	0.155	19.737	0.184	-	-
HCM Control Delay (s)	16.2	0	-	\$ 10196.8	48.5	0	-	-
HCM Lane LOS	C	A	-	C	F	E	A	-
HCM 95th %tile Q(veh)	0.2	-	-	0.5	11.9	0.6	-	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s +: Computation Not Defined *: All major volume in platoon

Intersection

Int Delay, s/veh 1

Movement	EBL	EBR	NBL	NBT	SBT	SBR
Vol, veh/h	5	6	4	1985	1570	6
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	57	57	96	96	93	93
Heavy Vehicles, %	0	0	0	3	5	0
Mvmt Flow	9	11	4	2068	1688	6

Major/Minor	Minor2	Major1	Major2
Conflicting Flow All	2733	847	1695 0
Stage 1	1691	-	- -
Stage 2	1042	-	- -
Critical Hdwy	6.8	6.9	4.1 -
Critical Hdwy Stg 1	5.8	-	- -
Critical Hdwy Stg 2	5.8	-	- -
Follow-up Hdwy	3.5	3.3	2.2 -
Pot Cap-1 Maneuver	17	309	381 -
Stage 1	137	-	- -
Stage 2	305	-	- -
Platoon blocked, %			- -
Mov Cap-1 Maneuver	17	309	381 -
Mov Cap-2 Maneuver	17	-	- -
Stage 1	137	-	- -
Stage 2	305	-	- -

Approach	EB	NB	SB
HCM Control Delay, s	195.9	0	0
HCM LOS	F		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	381	-	35	-	-
HCM Lane V/C Ratio	0.011	-	0.551	-	-
HCM Control Delay (s)	14.6	0	195.9	-	-
HCM Lane LOS	B	A	F	-	-
HCM 95th %tile Q(veh)	0	-	1.9	-	-

HCM 2010 TWSC
 19: Route 1 & East Street/Main Street

1/2/2018

Intersection

Int Delay, s/veh 7.6

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Vol, veh/h	0	0	236	0	0	190	0	1457	271	0	1087	133
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	Stop	-	-	Stop	-	-	None	-	-	None
Storage Length	-	-	0	-	-	0	-	-	-	-	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	79	79	79	79	79	79	92	92	92	94	94	94
Heavy Vehicles, %	2	2	2	2	2	2	2	3	2	2	6	6
Mvmt Flow	0	0	299	0	0	241	0	1584	295	0	1156	141












Major/Minor	Minor2			Minor1			Major1			Major2		
Conflicting Flow All	2019	3105	649	2309	3029	939	1298	0	0	1878	0	0
Stage 1	1227	1227	-	1731	1731	-	-	-	-	-	-	-
Stage 2	792	1878	-	578	1298	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.94	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	34	11	412	20	13	265	530	-	-	316	-	-
Stage 1	189	249	-	91	141	-	-	-	-	-	-	-
Stage 2	349	119	-	468	230	-	-	-	-	-	-	-
Platoon blocked, %												
Mov Cap-1 Maneuver	3	11	412	5	13	265	530	-	-	316	-	-
Mov Cap-2 Maneuver	3	11	-	5	13	-	-	-	-	-	-	-
Stage 1	189	249	-	91	141	-	-	-	-	-	-	-
Stage 2	32	119	-	129	230	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s	33.6	75.1	0	0
HCM LOS	D	F		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1/WBLn1	SBL	SBT	SBR
Capacity (veh/h)	530	-	-	412 265	316	-	-
HCM Lane V/C Ratio	-	-	-	0.725 0.908	-	-	-
HCM Control Delay (s)	0	-	-	33.6 75.1	0	-	-
HCM Lane LOS	A	-	-	D F	A	-	-
HCM 95th %tile Q(veh)	0	-	-	5.7 8.1	0	-	-

Lanes, Volumes, Timings
9: Route 1 & Development

Route 1 Corridor Study
Proposed Saturday Peak at Retail Development

						
Lane Group	EBL	EBR	NBL	NBT	SBT	SBR
Lane Configurations						
Volume (vph)	102	307	333	1890	1428	111
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Lane Util. Factor	1.00	1.00	1.00	0.95	0.95	1.00
Frt	0.899					0.850
Flt Protected	0.988		0.950			
Satd. Flow (prot)	1688	0	1805	3574	3505	1615
Flt Permitted	0.988		0.950			
Satd. Flow (perm)	1688	0	1805	3574	3505	1615
Right Turn on Red		Yes				Yes
Satd. Flow (RTOR)	176					79
Link Speed (mph)	30			30	30	
Link Distance (ft)	143			405	349	
Travel Time (s)	3.3			9.2	7.9	
Peak Hour Factor	0.67	0.67	0.93	0.93	0.97	0.97
Heavy Vehicles (%)	0%	0%	0%	1%	3%	0%
Adj. Flow (vph)	152	458	358	2032	1472	114
Shared Lane Traffic (%)						
Lane Group Flow (vph)	610	0	358	2032	1472	114
Turn Type	Prot		Prot	NA	NA	pm+ov
Protected Phases	3		1	1 2	2	3
Permitted Phases						2
Detector Phase	3		1	1 2	2	3
Switch Phase						
Minimum Initial (s)	5.0		5.0		5.0	5.0
Minimum Split (s)	22.5		9.5		22.5	22.5
Total Split (s)	23.0		19.0		38.0	23.0
Total Split (%)	28.8%		23.8%		47.5%	28.8%
Maximum Green (s)	18.5		14.5		33.5	18.5
Yellow Time (s)	3.5		3.5		3.5	3.5
All-Red Time (s)	1.0		1.0		1.0	1.0
Lost Time Adjust (s)	0.0		0.0		0.0	0.0
Total Lost Time (s)	4.5		4.5		4.5	4.5
Lead/Lag			Lead		Lag	
Lead-Lag Optimize?			Yes		Yes	
Vehicle Extension (s)	3.0		3.0		3.0	3.0
Recall Mode	None		None		Min	None
Act Effct Green (s)	18.5		14.5	52.5	33.5	56.5
Actuated g/C Ratio	0.23		0.18	0.66	0.42	0.71
v/c Ratio	1.16		1.09	0.87	1.00	0.10
Control Delay	115.5		111.6	16.3	49.1	1.7
Queue Delay	0.0		0.0	37.9	0.0	0.0
Total Delay	115.5		111.6	54.2	49.1	1.7
LOS	F		F	D	D	A
Approach Delay	115.5			62.8	45.7	
Approach LOS	F			E	D	
Queue Length 50th (ft)	~294		~205	371	~377	4
Queue Length 95th (ft)	#274		#366	492	#540	17
Internal Link Dist (ft)	63			325	269	

Lanes, Volumes, Timings
9: Route 1 & Development

Route 1 Corridor Study
Proposed Saturday Peak at Retail Development



Lane Group	EBL	EBR	NBL	NBT	SBT	SBR
Turn Bay Length (ft)						
Base Capacity (vph)	525		327	2345	1467	1163
Starvation Cap Reductn	0		0	463	0	0
Spillback Cap Reductn	0		0	0	0	0
Storage Cap Reductn	0		0	0	0	0
Reduced v/c Ratio	1.16		1.09	1.08	1.00	0.10

Intersection Summary

Area Type: Other
 Cycle Length: 80
 Actuated Cycle Length: 80
 Natural Cycle: 80
 Control Type: Actuated-Uncoordinated
 Maximum v/c Ratio: 1.16
 Intersection Signal Delay: 63.9
 Intersection Capacity Utilization 93.7%
 Analysis Period (min) 15
 ~ Volume exceeds capacity, queue is theoretically infinite.
 Queue shown is maximum after two cycles.
 # 95th percentile volume exceeds capacity, queue may be longer.
 Queue shown is maximum after two cycles.

Splits and Phases: 9: Route 1 & Development





200 FRIBERG PARKWAY
WESTBOROUGH, MA 01581
774-760-0495
495PARTNERSHIP.ORG

February 28, 2018

Massachusetts Gaming Commission
101 Federal St., 12th Floor
Boston, MA 02110

Attn: Mary Thurlow

RE: 2018 Community Mitigation Fund Reserve Planning Grant - Wrentham

Dear Ms. Thurlow:

On behalf of the 495/MetroWest Partnership, we are writing to express our support for the Town of Wrentham's application for the 2018 Community Mitigation Funds.

The 495/MetroWest Partnership is a unique public-private non-profit economic development organization serving thirty-five communities, over half a million residents, and an employment base of over \$23 billion annually. The Partnership has been a leader, providing a common voice for the region on economic development, environmental, energy, and transportation issues. The Partnership was founded in 2003 by a group of visionary leaders from the Legislature, municipal government, environmental organizations, higher education institutions, real estate, and regional employers. The 495/MetroWest region's success depends upon not only on towns like Wrentham, but also on the region's zoning laws, with re-zoning playing a crucial role.

The Town of Wrentham has recently seen an increase in interest in development in its portion of Route 1 since the construction of the Plainridge Park Casino at the southeast quadrant of the I-495/Route 1 interchange. Projects such as the Rosegate a 240-unit apartment-style Chapter 40B affordable housing development and Ledgeview at Wrentham, which includes two 80-room hotels, a 140-unit senior Living Center, a 58-unit Assisted health Care Facility, a 12,300 square-foot office building, a bank and about 22, 000 square feet of retail space underscores the economic impact of having a casino in the area and emphasizes the growing need for new zoning regulations. Beyond the casino's direct impacts, additional development is expected in this desirable area; as noted by the Executive Office of Housing and Economic Development, there are two dozen sites along Route 1 from Wrentham through Plainville, Foxborough, and Walpole.

Additionally, the Town of Wrentham identified the Route 1 Corridor as a local Priority Development Area (PDA) as part of the 495/MetroWest Development Compact in 2012 so this grant from the Community mitigation Fund would support an existing PDA. The Partnership also identified the I-495/Route 1 interchange as one of our *Top 10 Transportation Nightmares* in the 495/MetroWest region, so any improvements to zoning will complement the needed transportation infrastructure investment, presenting a comprehensive approach to planning in the Corridor.

Wrentham's application seeks a grant to fund work with McCabe enterprises on creating new zoning regulations for Route 1 Corridor in Wrentham. This comes as result of previous comprehensive study conducted by McCabe and Pare Corporation of Route 1 Corridor's land use, transportation and marketing. The new zoning regulations would be beneficial to both those who make use of the I-495/Route 1 interchange and potential future businesses. People who live in the Wrentham area or 495/MetroWest will gain access to possible employment and recreation opportunities, while local hotels and the business will see an increased number of candidates for critical employment needs.

For these reasons, and since this proposal addresses a regional need in 495/MetroWest, we respectfully request your approval of the Town of Wrentham's 2018 Community Mitigation Fund application. Thank you for your consideration and please feel free to contact us with any questions or concerns.

Sincerely,



Paul F. Matthews
Executive Director

paul@495partnership.org
(774)760-0495 x105



Jessica Strunkin
Deputy Director

jessica@495partnership.org
(774)760-0495 x101

cc: Wrentham Town Administrator Kevin Sweet.



Massachusetts Gaming Commission
101 Federal Street, 12th Floor, Boston, MA 02110

APPENDIX G

2018 COMMUNITY MITIGATION FUND
2018 RESERVE PLANNING GRANT / TRIBAL GAMING TECHNICAL ASSISTANCE
APPLICATION
BD-18-1068-1068C-1068L-22137

Please complete the entire application.

	City of Holyoke
1. NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT	Marcos Marrero, Director of Planning and Economic Development
2. NAME OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)	20 Korean Veterans Plaza, Suite 406, Holyoke, MA 01040
3. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)	413-322-5575; marreroma@holyoke.org
4. PHONE # AND EMAIL ADDRESS OF INDIVIDUAL ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)	Marcos Marrero, Director of Planning and Economic Development
5. NAME OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY	20 Korean Veterans Plaza, Suite 406, Holyoke, MA 01040
6. ADDRESS, PHONE # AND EMAIL OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY	MGM Springfield
7. NAME OF GAMING LICENSEE	

1. IMPACT DESCRIPTION

Please describe in detail the related impact that is attributed to the construction or operation of a gaming facility. Please provide support for the determination that the construction or operation of the gaming facility caused, is causing or may cause the impact.

The development of an \$800 million MGM-brand casino and its attendant hospitality and entertainment services in Springfield presents a challenge and opportunity for smaller communities in the Pioneer Valley region, including the city of Holyoke. The casino will draw investment from developers who might otherwise look to the built environment and economic niche Holyoke shares with Springfield, as well as tax revenue from tourists and visitors who will view Holyoke as a pass-through rather than a destination. Holyoke must seek mitigation to offset the expected increased traffic on Route 91 and Route 5 through the city, address the diminished visibility of the city in comparison with Springfield to the south, and develop a strategy to capture regional economic growth related to the development of the MGM casino.

2. PROPOSED USE OF PLANNING FUND

Please identify the amount of funding requested. Please provide documentation (e.g. – invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of planning to mitigate the impact from the construction or operation of a proposed gaming establishment. Please describe how the planning request will address the specific impact indicated. Please attach additional sheets/supplemental materials if necessary.

Based upon the estimates and expenditures of precedent applications for mitigation funding before the MGC, the City of Holyoke requests \$100,000 in mitigation to be used in two stages. First, the City proposes to utilize \$35,000 to retain a consulting firm to coordinate with staff and community stakeholders in the creation of a Holyoke Tourism Plan, with the goal of bringing together existing and emerging community resources in eco-tourism, cultural tourism, entertainment, and hospitality to market the city as a destination congruent with the development of MGM Springfield. The remaining \$65,000 will be reserved to implement the deliverables of the Tourism Plan, which are expected to include strategies to build identity for and engagement in Holyoke attractions, address fragmentary land ownership that inhibits development in the Mount Tom region, and maintain communication within Holyoke’s burgeoning tourism industry and to potential visitors outside.

3. CONNECTION TO GAMING FACILITY

Please provide specificity/evidence that the requested fund will be used to address issues or impact related to the gaming facility.

The Tourism Plan funded by the Community Mitigation Fund necessarily relates to the gaming facility of MGM Springfield in two direct ways. It seeks to develop local resources and identity relating to the Holyoke's eco-tourism and cultural tourism assets to offset regional investment lost to competition with Springfield's comparative advantage as a tourist destination due to the new casino as well as to mitigate costs associated with pass-through traffic experienced by Holyoke and other neighboring communities. In addition, these efforts made possible by the Mitigation Fund are intended to build upon the regional growth of tourism associated with the completion and operation of MGM Springfield by attracting tourists and capturing revenue from visitors to the region.

4. IMPACT CONTROLS/ ADMINISTRATION OF IMPACT FUNDS

Please provide detail regarding the controls that will be used to ensure that funds will only be used in planning to address the specific impact. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.

Upon the successful approval of the grant by the MGC, the Holyoke Office of Planning and Economic Development (OPED) will directly administer the fund and the resultant product, the Holyoke Tourism Plan. As a first step, OPED would be required to establish a fund through City Council approval, specifically for the purposes stated in any agreement documents between the MGC and the City of Holyoke, including this application. Once the fund is approved in City Council, the spending is limited to the stated scope, ensuring its specific and responsible use. OPED will oversee the delivery of all scope items related to the Holyoke Tourism plan and will submit to the MGC the following materials to inform the Committee of our progress:

- a. A detailed RFP describing the deliverables sought from a qualified consultant to develop and/or implement the Holyoke Tourism Plan;
- b. The Scope of Services and contract between the City of Holyoke and the selected consultant, and;
- c. The final Holyoke Tourism Plan and estimated budget for deliverables contained therein.

Planning staff will be responsible for selecting the consultant to receive funding related to the development of the Holyoke Tourism Plan and directing said efforts, as well as reporting back to the Commission through the above-listed material submissions to demonstrate the relevant and appropriate use of mitigation funds towards addressing the impact of the casino.

5. CONSULTATION WITH REGIONAL PLANNING AGENCY (RPA) / NEARBY COMMUNITIES

Please provide details about the Applicant's consultation with the Regional Planning Agency serving the community and nearby communities to determine the potential for cooperative regional efforts regarding planning activities.

The City of Holyoke collaborates with the Pioneer Valley Planning Commission wherever possible in the shared goal of regional development. While the current goal of selecting and retaining a consultant to develop a tourism plan for the City of Holyoke does not involve direct coordination with PVPC, we will collaborate with the regional planning agency wherever feasible, such as sharing data for planning purposes in the short-term and identifying direct points of synergistic activities in the long-term implementation of the Tourism Plan's deliverables.

6. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY

Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund. Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.

Planning and Economic Development Staff will devote substantial paid staff time as an in-kind contribution to support the process of researching, producing, and implementing the Holyoke Tourism Plan with roles in both directly overseeing consultant work and stakeholder engagement as well as critical feedback to the draft Tourism Plan. As a primary deliverable in FY 2018 for one staff planner as well as involving input and feedback equivalent to approximately three paid hours of senior staff contribution per week, the Holyoke Tourism Plan funded by the Community Mitigation Fund will be matched by approximately \$16,000 in in-kind services rendered by the Holyoke Planning Department per year. These efforts will serve to buttress the value and utility of the MGC's award.

Other recent Holyoke efforts which used MGC-approved funding streams (specifically the funds from the surrounding community agreement with MGM Springfield) demonstrate how Holyoke seeks to creatively leverage these funds and coordinate with its own programming. In this recent case, Holyoke leveraged MGM funding towards the redevelopment of the Cubit mill at 164 Race Street, the creation of a state-of-the-art culinary institution which can feed into MGM's hiring needs while also providing a series of land acquisitions and tax incentives to bring the project to completion. The OPED would seek to leverage all MGC-approved funding with public institutional investment and private development to maximize the value and impact of the award.


7. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS AND MASSACHUSETTS ENVIRONMENTAL POLICY ACT (“MEPA”) DECISION

- a) Please describe and include excerpts regarding the impact and potential mitigation from any relevant sections of the community’s Host or Surrounding Community Agreement.
- b) Where applicable, please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.
- c) Please explain how this impact was either anticipated or not anticipated in that Agreement or such MEPA decision.
- d) If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if the impact exceeds projected estimates.

Holyoke’s Surrounding Community Agreement with MGM Springfield does not include elements that would be redundant with this MGC proposal. The Agreement focuses upon evaluation of conditions and impacts of the MGM casino through a “Baseline Study of Surrounding Community Conditions” and “Retroactive ‘Look Back’ Studies.” The Study Scope for each indicated in Exhibit A of the agreement identifies “Tourism and Community Business Development” as a potential area of positive impact that could result from the casino and which will receive analysis as part of the SCA, suggesting its viability as a strategy to capture regional economic growth.

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

On behalf of the aforementioned municipality/governmental entity I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this Application.



Signature of Responsible Municipal Official/

Date: 4/17/2018

Governmental Entity: OPRD

TO: Chairman Crosby, Commissioners

FROM: Jill Griffin, Director of Workforce, Supplier and Diversity Development

CC: Ed Bedrosian, Executive Director; Catherine Blue, General Counsel

DATE: June 7, 2018

RE: Encore Boston Harbor Workforce Development and Diversity Plan

On March 29, 2018 Wynn Boston Harbor presented the initial draft of the Wynn Workforce Development and Diversity Plan intended to satisfy Chapter 23k, Sections 18, 21 and MA Gaming Commission Agreement to Award a Category 1 License to Wynn -Condition 14, 17. A revised document, entitled Encore Boston Harbor Workforce Development and Diversity Plan is included in materials for your review and potential vote today.

Background:

As part of the effort to ensure that Massachusetts residents benefit from the operational jobs created by casino development in the Commonwealth, the MA Legislature established requirements in the Expanded Gaming Act that casino licensees must satisfy and produce for Commission approval an Affirmative Action Program for Equal Opportunity. As referenced by Sections 18 and 21 of Chapter 23k the Affirmative Action Program must describe how the licensee will identify and market employment opportunities to under and unemployed residents of the Commonwealth and to work with the MA Dept. of Labor and Workforce Development and related state and local agencies to create this program. (c.23k 21 (20))

Additionally, in the Category 1 Gaming License to Wynn MA, Condition 14 requires the provision of a plan within 90 days of the Commission's request. MGC Staff requested the plan on January 25, 2018 with a due date of April, 25, 2018. Wynn has satisfied this condition with the submission of the Wynn Workforce Development and Diversity Plan to MGC staff on March 26, 2018. The license condition also requires a robust public outreach component to identify and market employment opportunities to unemployed residents of MA (17) and also specifies that the plan must incorporate an affirmative action program of equal opportunity which guarantees to provide equal employment opportunities to all employees qualified for licensure in all employment categories, including persons with disabilities;

Section 18 (9) of the Gaming Act called out the following priorities:

- establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce
- access to promotion opportunities through a workforce training program that:
- has transparent career paths with measurable criteria that lead to increased responsibility and higher pay grades, career advancement and promotion;
- employee access to additional resources including tuition reimbursement or stipends, to enable employees to acquire the education or job training needed to advance career paths

Further requirements include:

- Utilizes the existing labor force in the commonwealth.
- Identifies workforce training programs offered by the gaming establishment; and

- identifies the methods for accessing employment at the gaming establishment.

Finally, an important priority in the Gaming Law is equity and inclusion. As part of this process, all gaming Licensees are required to set diversity hiring goals and submit strategic plans for the inclusion of minorities, women and veterans in the workforce.

Public Comment:

The plan was posted for public comment April 2 until May 1, 2018 and those and other submitted comments have been shared with the Region A Licensee. Public Comments from the following entities and individuals are included:

Asian American Civic Association

Cambridge College

Casino Action Network

Disabled American Veterans

Everett Haitian Community Center (Eben-Ezer Family and Children Services)

Hispanic American Institute

Juan Lopera, Tufts Health Plan

Metro North Regional Employment Board

Quincy Asian Resources Inc

Urban League

March 26 June 4, 2018

DRAFT

INTRODUCTION

~~Wynn owes its~~ We owe our success to ~~its~~ our employees, so the most important decision we make at our properties is always going to be "Who do we hire?" Once we find the perfect person for the job, everything else falls into place: the satisfied guests, the Five Star awards, and the continued growth of our company.

~~Wynn~~ Encore Boston Harbor ("~~WBHEBH~~") is a luxury, global destination gaming resort located in Everett, Massachusetts that will feature 671 hotel rooms with sweeping views of the Boston skyline and Boston Harbor, ultra-premium spa, luxury retail, high-end dining, and state-of-the-art ballroom and meeting spaces. At \$2.5 billion invested, the resort will be the largest private single-phase development in the history of the Commonwealth. Situated on the waterfront along the Mystic River and connected to Boston Harbor, WBHEBH will include a six-acre park along the water that will feature a Harborwalk, events lawn, and public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water.

WBHEBH is currently under construction with resort opening anticipated June 2019. Prior to opening, we will hire over 4,000 individuals for the resort opening team. These team members will transform a beautiful building into a five-star luxury resort.

This Workforce Development and Diversity Plan (this "Plan") outlines our strategy to recruit, hire, and retain over 4,000 qualified, local, and diverse individuals for our resort team. This Plan supports legislation included in the Gaming Act that calls for "*establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce*" and the goal of the Massachusetts Gaming Commission to create opportunities for unemployed and under-employed individuals.

We are confident that WBHEBH will be a source of economic growth and opportunity for our Host Community of Everett, Surrounding Communities, the greater-region, and the entire Commonwealth. This Plan is the roadmap to ensuring the career opportunities created by WBHEBH are as widespread as possible, and supports our business interests to have a local and diverse workforce well suited to serve our diverse guests.

This Plan is a result of dozens of meetings and conversations with educators and community stakeholders regarding best practices for building a diverse and local workforce. Since releasing the initial draft of the Plan in March 2018, we have held numerous meetings and received constructive feedback and ideas from numerous stakeholders. This final draft reflects those conversations and the feedback and comments received. We are grateful to our community stakeholders for their interest in the Plan and the time spent providing feedback. We look forward to collaborating with the Massachusetts Gaming Commission, our Host, Surrounding, and Neighboring Communities, and numerous educational and diverse community partners to implement this Plan.

March 26 June 4, 2018

DRAFT

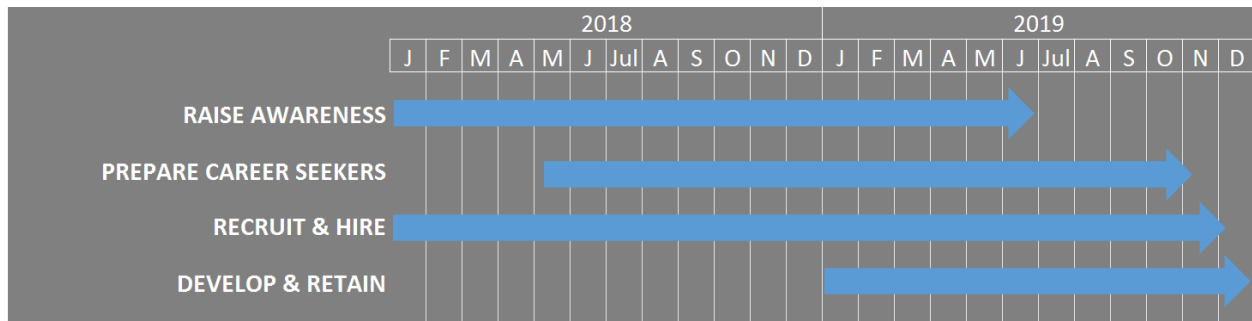
Our Objectives

The following objectives form the basis for this Plan and are the drivers behind workforce development activities leading to the **WBHEBH** opening in June 2019:

1. **Raise Awareness:** Before we can successfully recruit, we must ensure the community is aware of who we are as an employer, the upcoming career opportunities, the skills required for those opportunities, the application process, and the timeline for hiring.
2. **Prepare Career Seekers:** We will work to ensure local and diverse career seekers are not only aware of the coming career opportunities, but are prepared to successfully apply for and succeed in those jobs. We will connect job seekers with the training needed to develop skills required for our jobs.
3. **Recruit and Hire a Qualified, Local, and Diverse Workforce:** To open successfully, we need to recruit and hire a workforce that is qualified, local, and diverse. Hiring the right talent from the start will improve retention and support the success of ongoing resort operations.
4. **Develop and Retain:** Once on board, we will create a work environment in which team members can thrive and pursue opportunities for professional growth.

Each of these objectives is supported by activities and tactics outlined in the plan that follows.

Objectives Timeline:



March 26 June 4, 2018

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OBJECTIVE 1: RAISE AWARENESS FOR WBHEBH CAREER OPPORTUNITIES

WBHEBH is a new employer in Massachusetts and we look forward to providing our team members outstanding career opportunities, a supportive work environment, training, and competitive pay and benefits. As a critical first step in the workforce development process, we must build understanding among the local workforce of our brand and offering as a company and an employer.

We will work to raise awareness for the following:

- 1) WBHEBH as an employer: luxury hospitality employer providing competitive pay and benefits, training, and opportunities for professional growth;
- 2) Available career opportunities and the skills required for those opportunities;
- 3) Applicant requirements: attitude, skills, job fit, drug test, gaming license approval, background check; and
- 4) Timeline and process for application.

Commitment to Local and Diverse Outreach & Hiring

We are committed to hiring a local workforce and know that locally-based employees contribute to business success. When commuting times are limited, and individuals are able to work close to home, team members will be happier and better able to serve our guests. We look forward to implementing the following hiring preferences: first, to residents of our Host Community - Everett; second, to our Surrounding Community of Malden; and third, to Surrounding Communities Boston, Cambridge, Chelsea, Somerville, and Medford. These hiring preferences are outlined in our Host and Surrounding Community Agreements. WBHEBH will use good faith efforts to hire no less than 75% of team members from within 30 minutes of Everett—, as outlined in the Encore Boston Harbor gaming license conditions. For the purposes of this Plan, and taking into account the widely variable commuting times in the region, we have defined “30 minutes” as residents of cities and towns that fall within 30 miles of the Resort site.

Residents of the following cities will be counted as living within 30 minutes:

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BRISTOL COUNTY	Peabody	Hudson	Woburn	PLYMOUTH COUNTY
Easton	Rockport	Lexington	NORFOLK COUNTY	Abington
Mansfield	Rowley	Lincoln	Avon	Bridgewater
North Attleborough	Salem	Littleton	Bellingham	Brockton
Norton	Saugus	Lowell	Braintree	East Bridgewater
Raynham	Swampscott	Malden	Brookline	Halifax
Taunton	Topsfield	Marlborough	Canton	Hanover
ESSEX COUNTY	Wenham	Maynard	Cohasset	Hanson
Andover	West Newbury	Medford	Dedham	Hingham
Beverly	MIDDLESEX COUNTY	Melrose	Dover	Hull
Boxford	Acton	Natick	Foxborough	Marshfield
Danvers	Arlington	Newton	Franklin	Norwell
Essex	Ashland	North Reading	Holbrook	Pembroke
Georgetown	Ayer	Reading	Medfield	Rockland
Gloucester	Bedford	Sherborn	Medway	Scituate
Groveland	Belmont	Shirley	Millis	West Bridgewater
Hamilton	Billerica	Somerville	Milton	Whitman
Haverhill	Boxborough	Stoneham	Needham	SUFFOLK COUNTY
Ipswich	Burlington	Stow	Norfolk	Boston
Lawrence	Cambridge	Sudbury	Norwood	Chelsea
Lynn	Carlisle	Tewksbury	Plainville	Revere
Lynnfield	Chelmsford	Tyngsborough	Quincy	Winthrop
Manchester	Concord	Wakefield	Randolph	WORCESTER COUNTY
Marblehead	Dracut	Waltham	Sharon	Berlin
Methuen	Dunstable	Watertown	Stoughton	Bolton
Middleton	Everett	Wayland	Walpole	Harvard
Nahant	Framingham	Westford	Wellesley	Northborough
Newbury	Groton	Weston	Westwood	Southborough
Newburyport	Holliston	Wilmington	Weymouth	Westborough
North Andover	Hopkinton	Winchester	Wrentham	

We will also offer a hiring preference to qualified Suffolk Downs employees. EBH, with the support of the Mass Gaming Commission, contacted all Suffolk Downs employees several years ago regarding career opportunities. We have retained data for those Suffolk Downs employees who responded with their information and will use that information to provide regular updates and communication to those individuals. All outreach and awareness raising efforts will focus on these communities and will also extend to our Neighboring Communities of Lynn and Melrose.

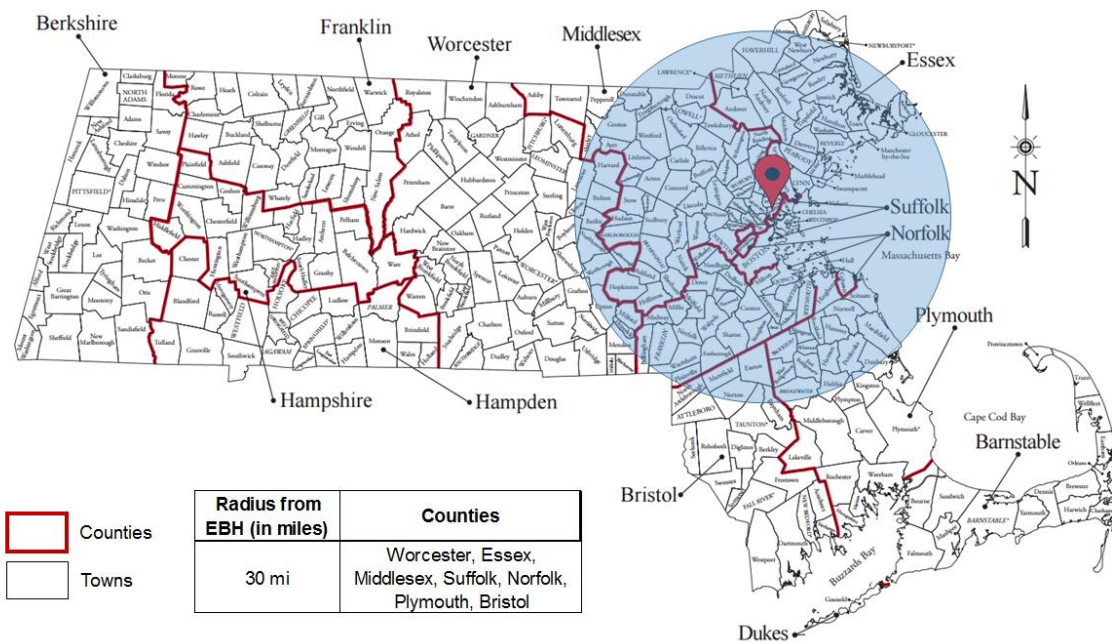
In addition to hiring local residents, we believe that workforce diversity is a significant driver of business success. WBHEBH has a culture of inclusion and commitment to equal opportunity for people regardless of race, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability and a culture in which all aspects of diversity are acknowledged and respected. WBHEBH will serve guests from all over the world and a wide variety of backgrounds; we need a diverse workforce to provide the best experience possible for those diverse guests.

As we move forward with operational hiring, we will build a diverse workforce that is reflective of the broader community in which we operate. We have reviewed the demographics of our Host and

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Surrounding Communities, as well as the demographics in the broader region. While we are fortunate to be opening in a time of economic prosperity, we face an environment that includes an extremely low rate of unemployment. With over 4,000 positions to fill, and a tight labor market, we will create opportunities for our Host and Surrounding Communities as well as the broader region. Based on previous resort opening experiences, we anticipate sourcing over 80,000 applicants to identify and hire our team of over 4,000.



Community Demographics:¹

		Unemployment	% Minority	Population	Population in the Workforce	Unemployed Individuals
Host and Surrounding Communities	Everett, Malden, Medford, Somerville, Boston, Cambridge, Chelsea	2.6%	48.8%	1,064,022	601,536	15,348
Counties: Host, Surrounding, Neighboring Communities	Essex, Middlesex, Suffolk	2.7%	34.5%	3,153,022	1,720,277	46,658
Counties within 30 mi Radius	Worcester, Essex, Middlesex, Suffolk, Norfolk, Plymouth, Bristol	2.9%	28.4%	5,741,681	3,085,600	90,604

¹ Data Sources: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <<https://censusreporter.org/profiles/04000US25-massachusetts/>>

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Massachusetts Veteran Demographics:

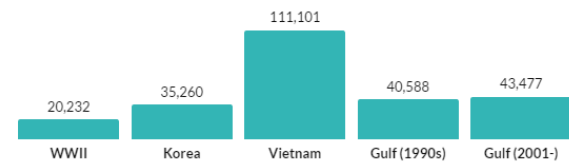
Veteran status

5.7%

Population with veteran status

about three-quarters of the rate in United States: 7.4%

Veterans by wartime service



* Civilian veterans who served during wartime only

Show data / Embed

311,150 Total veterans
293,572 Male
17,578 Female

2

We have set the following workforce diversity goals to reflect the diversity of our community and region. We will work with the Massachusetts Gaming Commission, our community partners, and our Host and Surrounding Communities to achieve and exceed these goals across the organization in each department, front and back of house, and for both management and line level workforce.

Women: 50%

WBHEBH is committed to gender equity for its workforce, both in recruiting and in compensation. Our goal is to hire women as 50% of our workforce. We will pay equally for positions, regardless of the gender of the individual in that position.

Minorities: 3540%

The minority goal reflects the makeup of our broader community, and takes into account the hiring preference for residents of our Host & Surrounding Communities. The broader region from which we will source candidates, includes the following counties: Essex, Middlesex, Suffolk, Norfolk, Plymouth, and WorcesterBristol. The demographics of these counties includes 28% minorities. To reflect the demographics of the region, as well as our preference for our Host & Surrounding Communities, which include 49% minorities across a much smaller population, we have set a goal of hiring a minimum of 3540% minorities. WBHEBH will utilize the Commonwealth of Massachusetts definition of Minority³.

Veterans: 3%

Massachusetts Department of Labor (2017). *Labor Force and Unemployment Data*. Retrieved from *Labor Market Information* < http://lmi2.detma.org/lmi/lmi_lur_a.asp#3/>

² Data Source: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <https://censusreporter.org/profiles/04000US25-massachusetts/>

³ <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter7C/Section6>

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WBHEBH sees tremendous value in the skillset and experience of veterans, and is committed to providing opportunities for individuals who have served our country. Of the 5.7% veteran population in Massachusetts, roughly half are veterans of recent conflicts and are actively engaged in the workforce. Following discussions with veteran community stakeholders, including the Disabled American Veterans and the City of Everett Director of Veteran Services, we have set a goal of hiring 3% veterans as part of our workforce, reflecting the portion of veterans in the Commonwealth who are active in the workforce.

We will place particular emphasis on raising employer brand and career opportunity awareness within our Host, Surrounding, and Neighboring Communities, Suffolk Downs employees, and among unemployed, diverse, and Veteran populations. All outreach activities, including job fairs, events, and targeted marketing, will be implemented first and foremost in our Host & Surrounding Communities.

Hiring Preference Mechanics: Host & Surrounding Communities; Suffolk Downs employees

As outlined in our Host & Surrounding Community Agreements, Encore Boston Harbor will extend a hiring preference to residents of the following communities: 1) Everett, 2) Malden, and 3) Boston, Cambridge, Chelsea, Medford, Somerville. A preference will also be extended to current and former Suffolk Downs employees.

The mechanics of these preferences in hiring will be implemented as follows:

For positions where individual resume review is the primary method of selection:

- EVERETT resumes will be reviewed FIRST with qualified Everett residents receiving the first calls for interview
- MALDEN resumes will be reviewed SECOND with qualified Malden residents receiving second calls for interviews
- BOSTON, CAMBRIDGE, CHELSEA, MEDFORD, SOMERVILLE, SUFFOLK DOWNS resumes will be reviewed THIRD with qualified residents receiving priority calls for interviews
- Resumes of Residents of the designated counties will be reviewed following the residents above.

For positions where group or open call interviews are the typical approach (typical for high volume positions):

- Priority access and dedicated time slots will be provided to Everett residents. For example: if meet & greets and group interviews are scheduled from 10am – 2pm, Everett residents will be interviewed in the first slots from 10am – 11am. We will invite Everett residents in advance for priority access interviews and will also fast track residents who show their ID with Everett address.
- Next priority access will be given to Malden residents, with similarly designated advance times for meet & greets and interviews.
- Following the times designated for Everett and Malden, time will be allocated for interviews with residents of the Surrounding Communities and Suffolk Downs employees.

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Open call interviews for all interested career seekers will follow the three priority interview time slots outlined above, or will be held on a separate day. [Our Careers: Summary & Timeline](#)

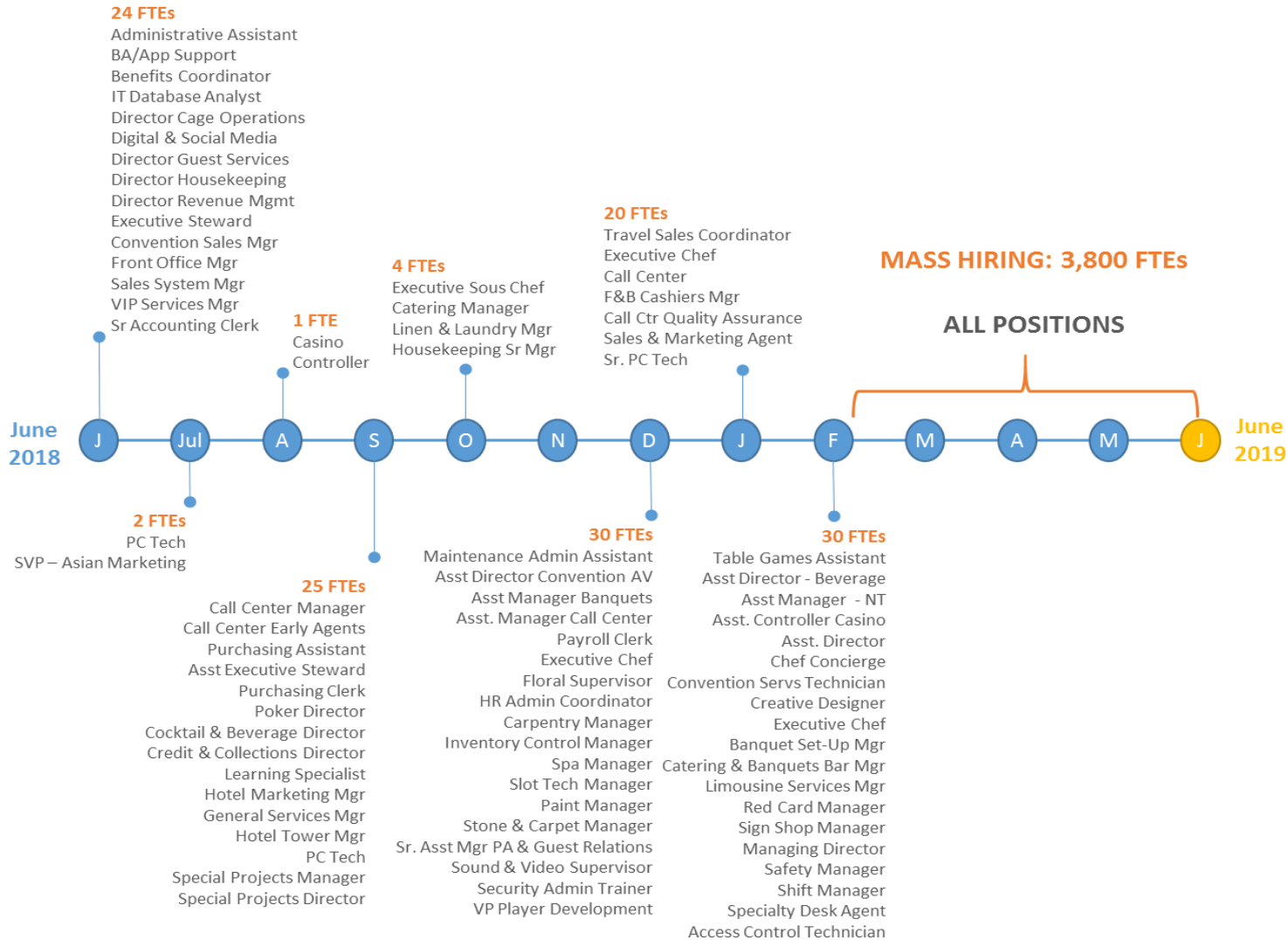
A wide range of careers will be available across the 4,000+ positions, ranging from gourmet server to sous chef to accountant. Each full-time position provides competitive pay, benefits, and a pathway for growth. We will use a range of outreach channels to ensure that career seekers are aware of these job opportunities, skills required by each, and timelines for applications and hiring. The job titles highlighted below are examples of line level positions. For each of the areas listed below there are corresponding management level positions. High volume positions, as well as positions that are open to English Language Learners, are noted.

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CAREER OPPORTUNITIES SUMMARY

Bolded positions indicate 10+ individuals

** Indicates 50+ individuals*

Position open to English Language Learners

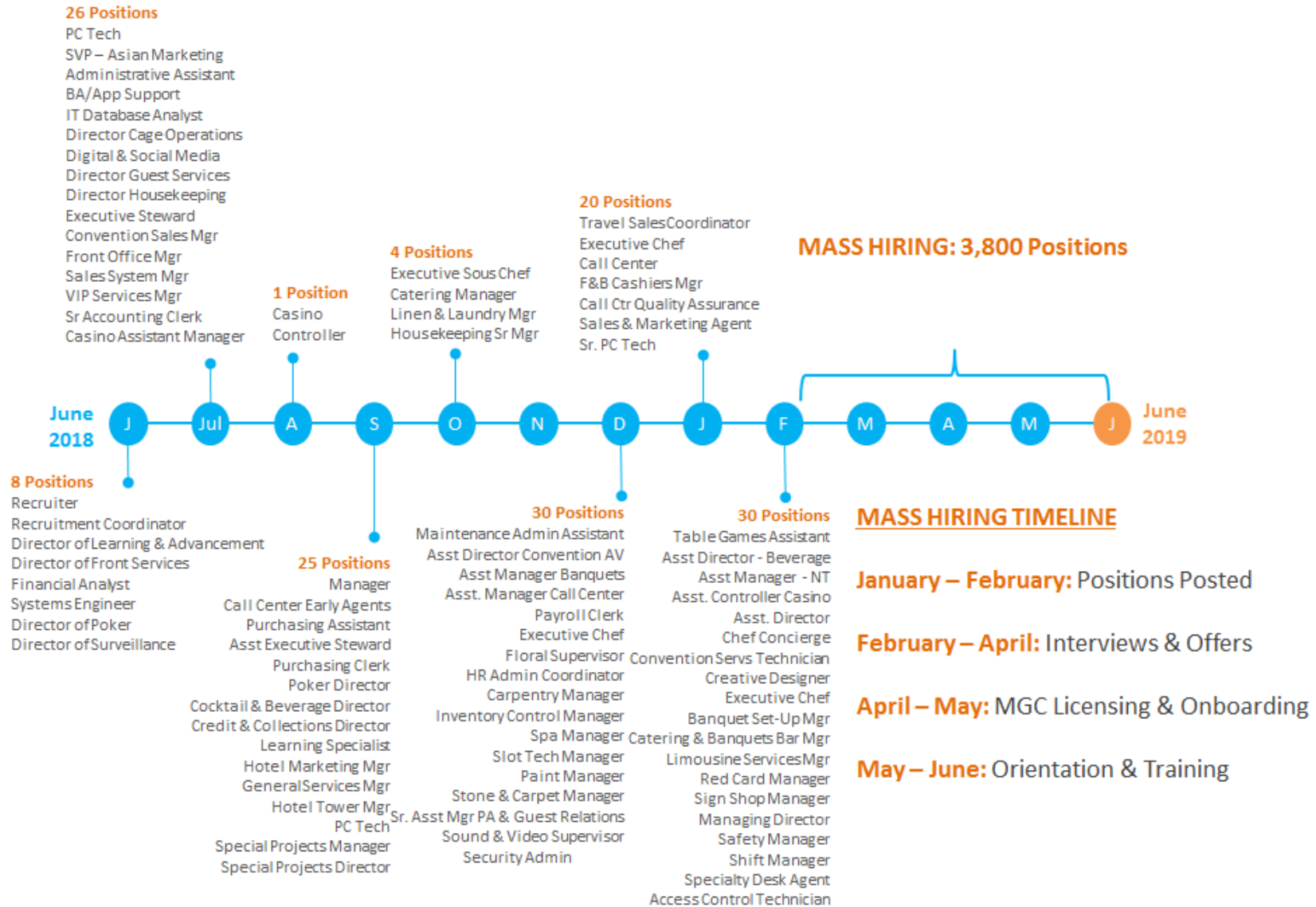
HOTEL - 800+	FOOD & BEVERAGE - 1,400+	CASINO - 1,600+
Front Desk Representative	Restaurant Manager	Service Team Lead*
Lobby Greeter	Chef de Cuisine	Dealer*
VIP Lounge Ambassador	Assistant Chef	Slot Technician
Concierge	Chef de Partie	Poker Dealer*
Call Center Sales & Marketing Agent	Cook I*	Box Person
Housekeeping Shift Manager	Cook II*	Floor Persons
Guest Room Attendant*	Kitchen Worker*	Casino Marketing Representative
Utility House Person	Shift Manager	Casino Cashier
Quality Assurance Supervisor	Food & Beverage Cashier	Ticket Redemption Lead
Status Board Operator	Inventory Control Clerk	Casino Credit Clerk
Bell Captain	Inventory Security Coordinator	Limo Driver
Bell Attendant	Food Server*	Limousine Dispatcher
Door Person	Gourmet Food Runner	Marketing Host
Group Sales Coordinator	Bus Person*	Casino Accounting Clerk
Hotel Marketing Specialist	Cocktail Server*	Casino Accounting Controller
Dispatcher	Sommelier	Count Team Clerk
Valet Attendant	Bartender*	Surveillance Specialist
Parking Attendant	Apprentice Bartender	Casino Porter*
Public Area Porter*	Host Person	
	Banquet Captain	
	Banquet Setup Porter	
RETAIL, SPA & SALON - 75+	GENERAL & ADMINISTRATIVE - 120+	MAINTENANCE, HORTICULTURE, SECURITY - 360+
Store Manager	Sound & Video Technician	Painter
Retail Clerk	Human Resources Coordinator	Carpenter
Cashier	Media Coordinator	Electrician
Fitness Professional	Accounts Receivable Clerk	General Maintenance
Receptionist	Payroll Clerk	Mechanical / HVAC
Spa Therapist	Guest Claims Administration	Dock Assistant
Aesthetician	Recruiter	Gardener
Guest Attendant	Purchasing Clerk	Florist
Manicurist	Warehouse Attendant	Security Officer*
Hair Stylist	Receiving Attendant	Bike Officer
Makeup Artist	Uniform Seamer	K-9 Officer
	Uniform Attendant	Report Writer
	PC Tech	

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The following are outreach and awareness raising initiatives that will be continued or newly implemented to support our objective to Raise Awareness.

The WBH Talent Network

The WBH SkillSmart

EBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

1. Learn about career opportunities with EBH;
2. Understand the skills required and preferred for each position;
3. Learn how their existing skills and experiences align with positions of interest; and
4. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

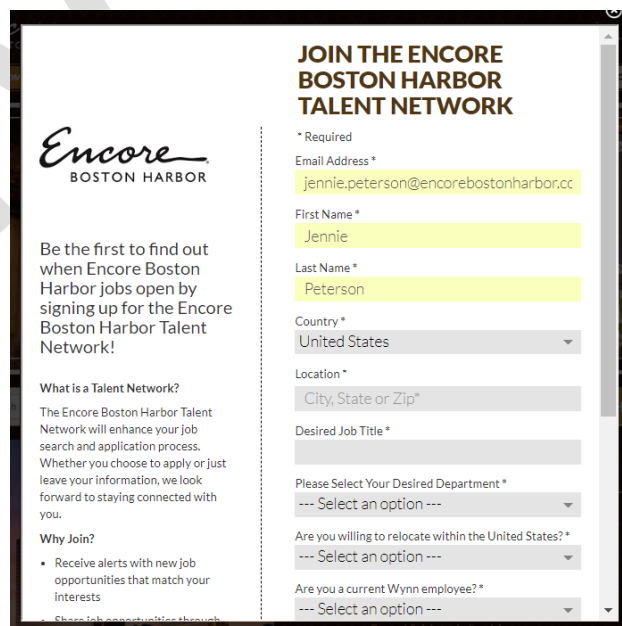
In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers.

The EBH Talent Network

The EBH Talent Network is a portal for individuals interested in working for **WBHEBH** to **quickly** submit their information and receive updates regarding job postings, career fairs, and more. Job seekers use the Talent Network to submit their contact information, select areas of career interest, and upload a resume, if they choose (this step is not required).

Through our outreach efforts as of **March May** 2018, we have gathered information from over **8,2009,890** job seekers via the **WBHEBH** Talent Network portal. We will use the existing **WBHEBH**



JOIN THE ENCORE BOSTON HARBOR TALENT NETWORK

* Required

Email Address *
jennie.peterson@encorebostonharbor.cc

First Name *
Jennie

Last Name *
Peterson

Country *
United States

Location *
City, State or Zip*

Desired Job Title *

Please Select Your Desired Department *
--- Select an option ---

Are you willing to relocate within the United States? *
--- Select an option ---

Are you a current Wynn employee? *
--- Select an option ---

Be the first to find out when Encore Boston Harbor jobs open by signing up for the Encore Boston Harbor Talent Network!

What is a Talent Network?
The Encore Boston Harbor Talent Network will enhance your job search and application process. Whether you choose to apply or just leave your information, we look forward to staying connected with you.

Why Join?
• Receive alerts with new job opportunities that match your interests

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Talent Network database to notify individuals of the SkillsSmart launch, dealer school and other training opportunities, job fairs, job postings and more.

WBH SkillsSmart and the Talent Network are useful tools for exploring future job opportunities and training and staying updated, but are not used for application. EBH will clearly brand these two tools, and our application portal, to avoid confusion for career seekers and community organizations.

EBH Career Center

The WBHEBH Career Center will open summer/fall 2018 and will be a central hub for activity and learning about our careers and timelines. Our Career Center will be located at 101 Station Landing in Medford, conveniently situated at the Wellington Station MBTA Orange Line stop. The Career Center also has ample parking for individuals traveling by vehicle to meet with us and is ADA accessible.

The Career Center will be staffed during regular business hours and will provide support and resources for job seekers, including guidance and information regarding upcoming career availability. Additionally, computer terminals will be located at the Career Center where individuals can join the WBHEBH Talent Network, apply for jobs, create a SkillsSmart profile, and find information regarding local skills training resources.

We will provide personal support to individuals who need help navigating SkillsSmart or other web-based job application tools. We invite job seekers to meet with us, learn about WBHEBH as a company and employer, and learn about the upcoming career opportunities.

Network of Geographically Strategic Physical Locations / WBHEBH Career Support Hubs

We understand the importance of providing access to in-person support and computers where job seekers can speak to someone about the process, and receive assistance with using the online portals for applications and using the SkillsSmart platform. We also understand that having multiple locations, in addition to the WBHEBH Career Center, will facilitate access for a broader range of individuals.

To meet this need, we will support a network of geographically strategic physical locations / WBHEBH Career Support Hubs where individuals can gain access to a computer, receive support for WBHEBH-related job searches and use of WBHEBH career online tools including the WBHEBH Talent Network, the online application portal, and SkillsSmart. We will leverage a combination of Encore locations, career centers, and cultural centers. We will staff WBHEBH representatives, train representatives from the host location organization, or provide informational materials to provide support to career seekers at each of these locations:

1. WBHEBH will have a **Satellite Career Center at Everett City Hall**. This office will be regularly staffed by our team and will provide a second location where Everett residents can access a computer, receive support, and speak with an HR representative about employment opportunities. We will have regular office hours with multi-lingual representatives of the Encore

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recruitment team for community members who may need support in a language other than English.

2. **Regional One-Stop Career Centers**⁴, serving unemployed individuals and covering our Host & Surrounding Communities. A designated Career Center staff member will be trained by our team to support job seekers in using the Talent Network, SkillsSmart, and our Application Portal.
 - a. Career Source – Chelsea
 - b. Career Source – Cambridge
 - c. Boston Career Link – Roxbury
 - d. JVS Career Solutions – Boston

3. **Local Community Centers Serving Diverse Populations** with computer access and personnel support. Similar to the Career Centers, we will train representatives at each of these locations to provide assistance to job seekers interested in a career with WBHEBH.
 - a. La Comunidad – Everett
 - b. Everett Haitian Community Center – Everett
 - c. Chelsea Collaborative - Chelsea
 - d. ABCD (Action for Boston Community Development) Mystic Valley Opportunity Center - Malden
 - ~~a.e.~~ Urban League of Eastern Massachusetts - Roxbury
 - ~~b.f.~~ Somerville Community Corporation - Somerville
 - ~~c.g.~~ Asian American Civic Association – Boston
 - h. City of Cambridge Office of Workforce Development - Cambridge

4. **Local Public Libraries** are a place where community members can access computers and the internet. We will provide the public libraries with clear, easy-to-use instructions for online WBHEBH career tools.
 - a. Everett
 - b. Malden
 - c. Medford
 - d. Charlestown (Boston)
 - e. Grove Hall - Dorchester
 - ~~e.f.~~ Somerville
 - ~~f.g.~~ Chelsea
 - ~~g.h.~~ Cambridge

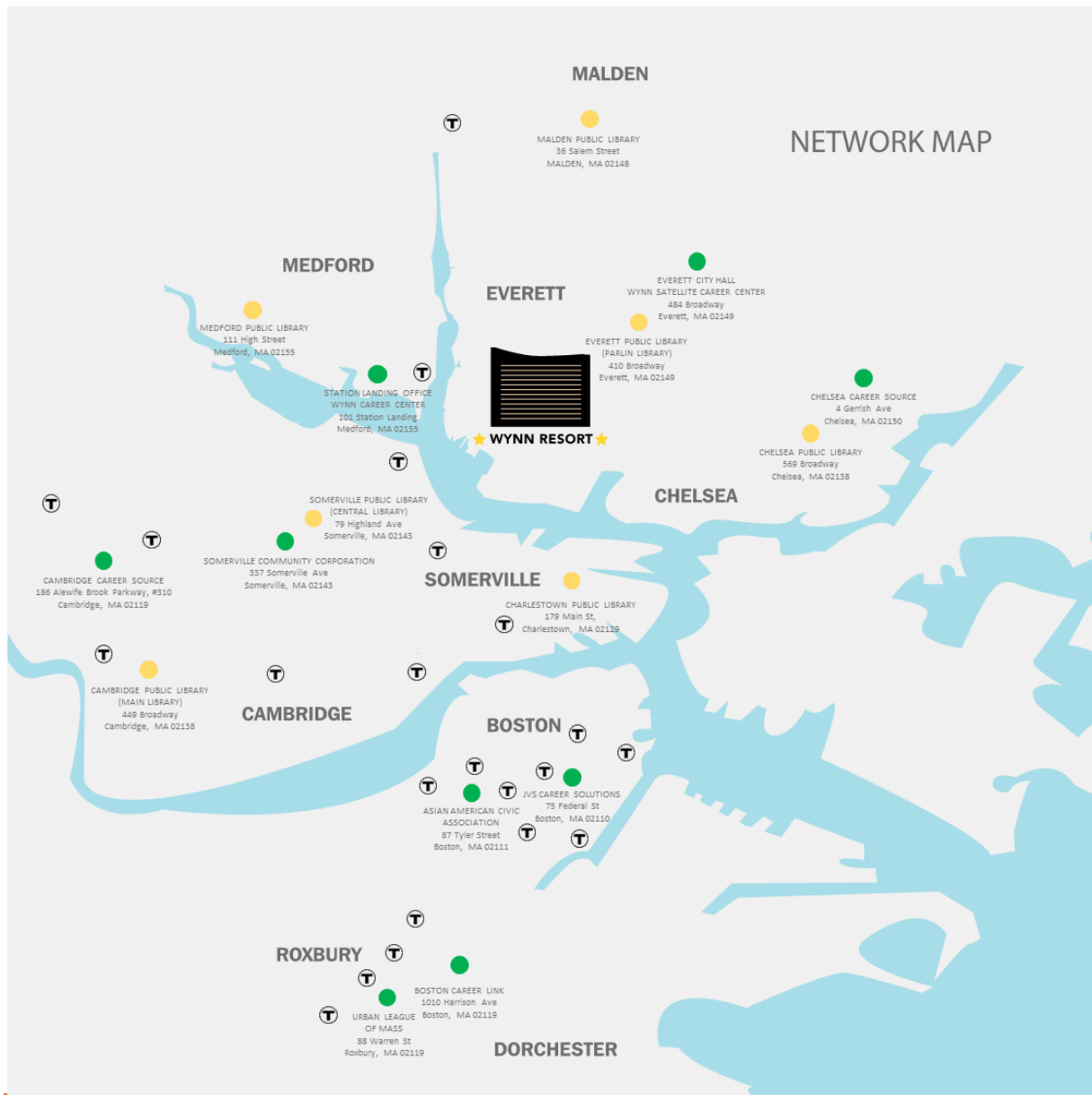
⁴ <https://www.mass.gov/service-details/find-a-career-center-near-you>

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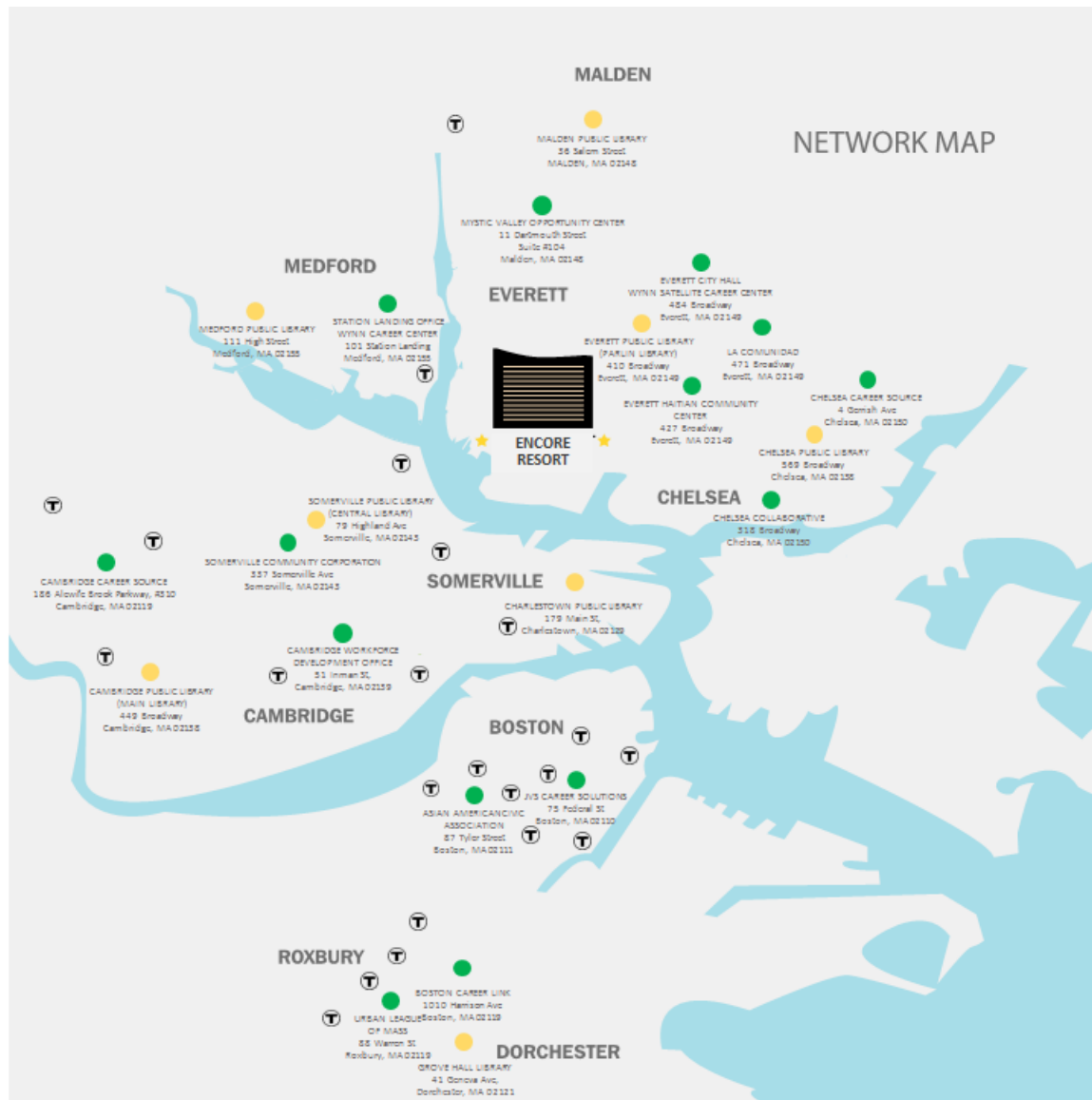
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Career Fairs

Career fairs are required by Encore’s Host and Surrounding Community Agreements and are a great way to connect with community members.

We know that a personal interaction between our hiring managers and job seekers cannot be replaced with a digital experience. Over the last four years, **WBHEBH** has participated in dozens of career fairs, and plans to continue with these efforts, attending fairs hosted by our community partners, and hosting our own career fairs leading up to major department hiring. We know that a personal interaction between our team, our hiring managers, and job seekers is crucial to connecting to the local community

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and job seekers. The digital experience is designed for convenience; we will connect personally with as many candidates as we can.

Career seekers may check the [WBHEBH](#) website for regular updates regarding career fairs. [A summary of career fairs attended in March, April, and May, and planned for June, 2018 is below:](#)

- [March 1st: Lasell College Hospitality Day Career Fair](#)
- [March 26th: Informational Session at Endicott College School of Hospitality](#)
- [March 29th: Roxbury Community College Job Fair](#)
- [March 29th: El Mundo Latino Career Fair](#)
- [April 2nd: Affinity Leadership Consortium \(ALC\) Career Fair – ALC is a collaboration of greater Boston area diverse professional groups.](#)
- [April 26th: Mayor of Boston's Neighborhood Career Fair – Mattapan](#)
- [April 28th: Chelsea Collaborative Community Day](#)
- [May 1st: Boston Herald Diversity Job Fair](#)
- [May 5th: North American Indian Center of Boston Career Fair](#)
- [May 15th: La Comunidad Career Information Session](#)
- [May 19th: Women's Veterans Network Annual Fair](#)
- [May 22nd: First Source Jobs/Somerville Community Corporation Career Fair](#)
- [June 14th: Urban League of Eastern Mass Career Fair – Roxbury](#)
- [June 18th: Asian American Civic Association Career Information Session](#)
- [June 28th: Mayor of Boston's Neighborhood Career Fair - Dorchester](#)

[We will continue to collaborate with partners to host and attend Career Fairs that will help us reach local, minority, female, veteran, and disadvantaged members of the community.](#)

[Encore held a dedicated career information session for Suffolk Downs workers in 2017. We will host at least one additional, dedicated career information session for Suffolk Downs workers.](#)

[Starting in June 2018, Encore will host monthly informational sessions, in coordination with our community partners. These information sessions will rotate through our Host & Surrounding Communities.](#)

Regular Update Meetings with Community Representatives

[WBHEBH](#) has established a structure of quarterly update meetings with our community partners, focusing on small group engagement with diverse populations and regional career centers serving unemployed populations. We understand the importance of community partners in disseminating information to career seekers and supporting efforts to recruit qualified, local, and diverse talent for our open positions. We ~~will establish~~[have established](#) clear lines for candidate referrals for each of these groups.

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The following quarterly update meetings are in place:

1. **HispanicLatino Community** – convened by the Hispanic American Institute, Chelsea Collaborative, and La Comunidad
2. **African-AmericanBlack Community** – convened by Urban League of Eastern Massachusetts
3. **Asian Community** – convened by the Asian American Civic Association and James Chan, former Chief of Staff to Boston City Councilor Bill Linehan
4. **Local Community Career Advisors** – convened by the Metro-North Regional Employment Board and the Private Industry Council
5. **Veteran Community** - convened by the Disabled American Veterans (DAV) and the Director of Veteran Services for the City of Everett

Grassroots Outreach in Partnership with Community Based Organizations

Encore has built relationships with dozens of community based organizations, training providers, educational institutions, and government entities over the last several years. We will continue our work with these organizations to raise awareness for career opportunities and to enhance our ability to connect with local, diverse, and economically disadvantaged individuals. In May 2018, Encore provided trainings for over 60 representatives from career centers, training providers, and community-based organizations who will provide support to career seekers. We will work with local CBOs in the following manner:

- Provide organization representatives with training for using Encore career tools
- Include on regular communication regarding positions available for application, upcoming hiring events, and updates regarding the hiring process
- Coordinate career information sessions and job fairs on site with these organizations
- Participate in career fairs and other community events hosted by organizations
- Provide outreach materials
- Provide a designated point of contact with the Encore recruitment team for candidate referrals and questions
- When requested and appropriate, we will set up regular Encore recruitment team “office hours” with these organizations

Encore will rely on our community partners to help us reach local and diverse individuals, advertise career opportunities, and refer candidates for job openings and career fairs. We will track candidate referrals from partners via the SkillSmart system.

OUR PARTNERS

With the monumental task ahead, we know we cannot achieve our goals alone. We will rely on strong partnerships with local government, community, and educational partners to help us engage, prepare, and recruit an exceptional team.

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Action For Boston Community Development (ABCD)	Employer Support of the Guard & Reserve	Newbury College
American Legion	Endicott College	North American Indian Center of Boston (NAICOB)
Asian American Civic Association	English At Large	North Shore Career Center
Asian Community Development Corporation	English for New Bostonians	North Shore Workforce Investment Board
Association of Latino Professionals for America (ALFPA)	Everett E Club	Northeast Metro Tech (Regional Vocational High School)
BEST Hospitality Training Corp	Everett Haitian Community Center	Northshore Community College
Boston Career Link	Everett High School	Operation A.B.L.E.
Boston Chinatown Neighborhood Center	Everett Kiwanis	Pine Street Inn (iCater)
Boston College	Everett United	Prospanica Boston
Boston Private Industry Council	Fisher College	Quincy Asian Resources, Inc (QARI)
Boston Public Schools	Future Chefs	ROCA
Boston University - School of Hospitality	Goodwill Industries	Root NS Inc - Salem
BRAVE for Veterans	Haitian Multi-Service Center	Rosie's Place
Brazilian Worker Center	Hispanic American Institute	Roxbury Community College
Bunker Hill Community College	Immigrant Learning Center Inc. - Malden	Salvation Army/Joan Kroc Corps Community Center
Cambridge Community Learning Center	International Institute of New England (IINE)	SCI Social Capital Inc
Cambridge Office of Workforce Development	JVS Career Solutions	SkillsUSA
Cambridge Rindge & Latin High School	La Alianza Hispana	SnapChef
Career Collaborative	La Comunidad	Society of Hispanic Professional Engineers (SHPE) - Boston Chapter
Career Source Cambridge	Lasell College	Somerville Career & Technical Education High School
Career Source Chelsea	Latina Center Maria at La Comunidad	Somerville Community Corporation
Center for Women & Enterprise	Madison Park Technical Vocational High School	Suffolk Downs Employees
Charlestown Adult Education	Malden High School	Suffolk University
Charlestown High School	Massachusetts Association of Community Development Corporations (MACDC)	The Career Place - Woburn
Charlestown Works	Massachusetts Fallen Heroes	Triangle Inc.
Chelsea Collaborative	Massachusetts Army National Guard	Tufts University
Chelsea CONNECT	Massachusetts Black Lawyers Association (MBLA)	UMass Amherst
Chelsea High School	Massachusetts Department of Veteran's Services	UMass Boston
Chelsea Public Schools	Medford High School	UMass Lowell
Chinese Progressive Association	Medford Vocational High School	Urban League of Eastern Massachusetts
City of Boston	Metro North Regional Employment Board	Vet Services - Cambridge
City of Boston - Office of Diversity	Minuteman Vocational High School	Vet Services - Chelsea
City of Boston - Office of Workforce Development	MPACT - Massachusetts Professional Association of Culinary Trainers	Vet Services - Everett
City of Cambridge	Mujeres Unidas Avanzando	Vet Services - Malden
City of Chelsea	NAACP - Mystic Region	Vet Services - Medford
City of Everett	NAACP of Greater Boston	Vet Services - Somerville
City of Malden	NAACP of New England	Veterans Inc.
City of Medford	National Association of Asian American Professionals - Boston Chapter (NAAAP)	Veterans Voice Radio
City of Somerville	National Association of Black Accountants - Boston Chapter (NABA)	VFW
Commonwealth Kitchen	National Black MBA Association - Boston Chapter (NMBA)	Women's Veteran Network
Community Servings	National Society for Minorities in Hospitality - Northeast Region	Work Inc.
Community Work Services	National Society of Black Engineers (NSBE) - Boston Chapter	YMCA of Cambridge, Malden
Director of Veteran Services - Everett	New England Center for Arts & Technology (NECAT)	YMCA of Greater Boston
Disabled American Veterans (DAV)	New England Center for Veterans	

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Social & Traditional Media

WBHEBH will launch a comprehensive and targeted employment outreach campaign to inform career seekers about our company and who we are as an employer, our jobs, timelines, and job requirements. The outreach campaign will be launched in summer 2018. The outreach campaign will focus on reaching unemployed individuals, diverse community members, and residents of our Host & Surrounding Communities as well as the broader region.

We will adopt a wide range of marketing tactics to ensure that virtually every potential candidate is reached. The campaign will be multi-lingual, with a focus on key languages spoken in our local communities: Spanish, Chinese, Haitian, and Portuguese. The employment brand marketing plan will be implemented through the following channels:

- Social Media
- Digital Media
- Place-based
- Radio
- Events
- Out of Home: billboards, transit, bus stops, etc.
- PR outreach
- Print – local news publications

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OBJECTIVE 2: PREPARE CAREER SEEKERS

WBHEBH will work to ensure that local career seekers are not only aware of the upcoming career opportunities, but are prepared to successfully enter those career paths.

We believe that individuals with the right personalities and basic aptitude can be trained to succeed in almost any role. We are looking for job seekers who are eager to serve guests, serve their fellow team members, and to work hard, all with a positive attitude. Those attributes cannot be trained. The best way for job seekers to prepare is to, first, gain some on-the-job experience in a hospitality role prior to applying with WBHEBH; and second, to enhance any needed skills through training and education.

We will help career seekers prepare by building both hard skills (i.e. culinary and table games dealing) as well as soft skills like career readiness, communication, management, and customer service. The following hard-skills areas will be of particular focus:

- English as a Second Language
- Basic computer skills
- Culinary
- Casino – Dealer
- Casino – Surveillance

SkillSmart

WBHEBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

- ~~1-5~~. Learn about career opportunities with WBHEBH;
- ~~2-6~~. Understand the skills required and preferred for each position;
- ~~3-7~~. Learn how their existing skills and experiences align with positions of interest; and
- ~~4-8~~. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

In addition to being a resource for job seekers and educators, the SkillSmart platform will provide WBHEBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies. The SkillSmart platform will track referrals from community partners.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers. The Greater Boston Gaming Career Institute and local educational partners will play a critical role in supporting our ability to meet this objective, and be a critical piece of the SkillSmart career and skills training exploration platform.

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SkillsSmart will connect career seekers with educational and training resources specific to the skills required by [WBHEBH](#) opportunities. A wide range of educational and training resources will be featured on the platform, from community college courses to online learning to skills training programs and adult education hosted at local high schools. [Bunker Hill Community College, Roxbury Community College, and North Shore Community College](#) have provided or will provide course details that will correspond with specific skills required by positions at Encore. Career seekers will be able to view a position they are interested in, see the skills required by that job, and click through to specific courses they can take that will enhance their skills if needed.




THE PLATFORM CONNECTS WORKFORCE STAKEHOLDERS


The SkillSmart platform aligns workforce stakeholders to meet business demand



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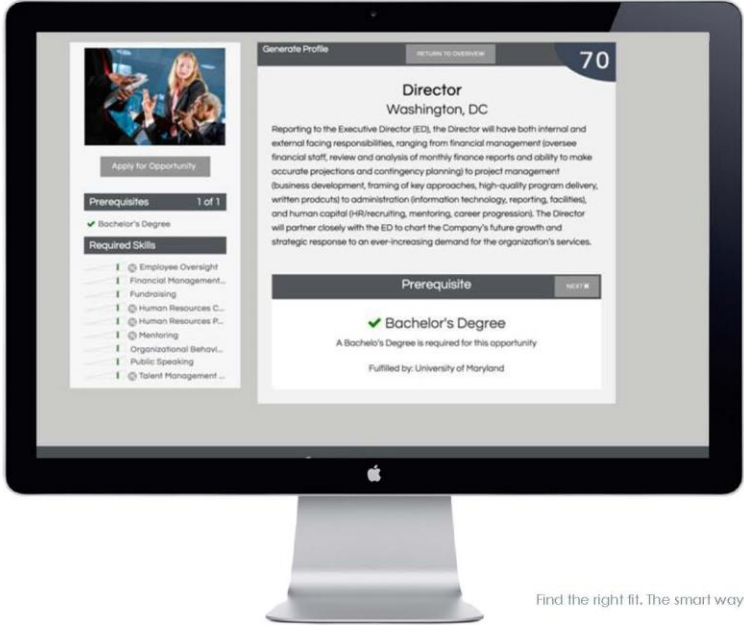




JOB SEEKERS


- ✔ Find new opportunities
- ✔ See how skills match
- ✔ Explore new careers
- ✔ Receive clear skills training guidance


SKILLS IDENTIFICATION IMPROVES OUTCOMES



© SkillSmart

Find the right fit. The smart way.

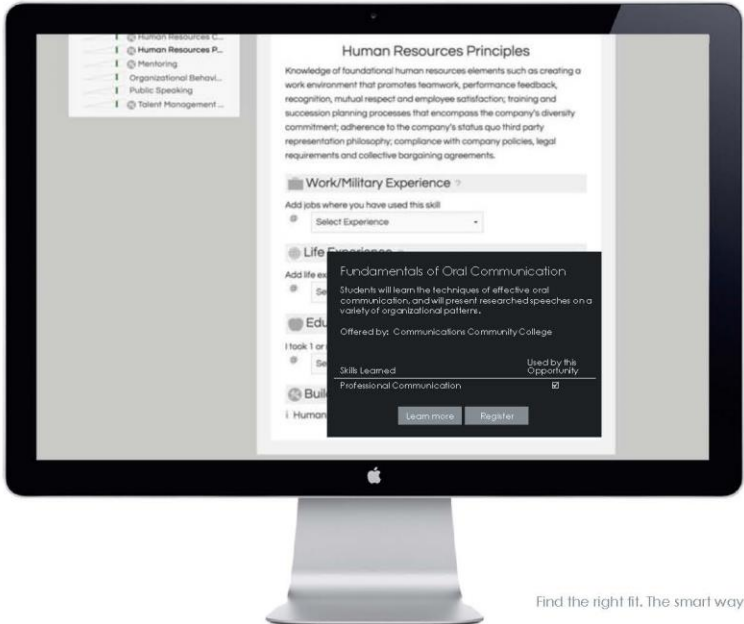




EDUCATORS

- ✔ Provide connection to specific training to help users develop the skills employers' need
- ✔ Highlight the training or programs of local chapters to direct residents to programs in their own community.
- ✔ Build on relationship with local educational partners

INCREASE EDUCATION CONNECTIVITY AND RELEVANCE



© SkillSmart

Find the right fit. The smart way.

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Greater Boston Gaming Career Institute

Subject to approval by the Massachusetts Gaming Commission, WBHEBH will partner with Cambridge College to open a gaming careers school to prepare individuals to become dealers and casino surveillance specialists. WBHEBH will provide the curriculum, equipment, teachers, and expertise for the program. Cambridge College will provide the space and administrative support for the Institute. EBH will employ approximately 1,000 full time and part time dealers for the casino operation. We expect roughly half of the individuals hired for these roles to be trained at the local Gaming Careers Institute.

Details for the Institute are as follows:

- **LOCATION:** The Gaming Career Institute will be located in Charlestown, Boston less than two miles from the resort location, and will be accessible via Orange Line public transportation.
WBH
- **SCHEDULE:** Courses are expected to begin the second week of September. The course is 16 weeks long with classes held five days per week, Monday through Friday. Three scheduling options will be available to accommodate schedule needs of those who wish to take the course. Makeup days will be held on Saturdays. The second semester of the Gaming Careers Institute is expected to begin on Tuesday, January 22nd, completing in early May 2019 in time for the June 2019 opening.
 - 8:00 a.m. – 12:00 p.m.
 - 1:00 p.m. – 5:00 p.m.
 - 6:00 p.m. – 10:00 p.m.
- **COST:** The cost of the course will be \$1,100.
- **CURRICULUM:** The curriculum comprises just over 300 hours of training and includes two casino games, customer service, CPR, and responsible gaming. This training provides students with a broad skillset that prepares them to be a table games dealer or to take on a role that leverage customer service, CPR, and responsible gaming skills (i.e. casino host or security). To pass the class, students will need to pass a final, simulation “audition” that will prepare them for an audition for a casino role.
- **APPLICATION PROCESS:** Each student who wishes to attend the Gaming Institute must apply. The application process will take place in August 2018 and will include:
 - Basic math aptitude test to demonstrate ability to do basic math required for table games dealing
 - Basic written application with acknowledgement and confirmation of willingness to: work flexible hours (nights, weekends, holidays); pass a background screening, pass a drug test, become licensed with the Massachusetts Gaming Commission.
 - Panel interview with representatives from Cambridge College and Encore Boston Harbor. During this brief interview, we will assess whether each candidate has the right attitude and personality for a position as a table games dealer.

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- **COMMITMENT TO HIRE:** Encore Boston Harbor commits to hiring 100% of individuals that: graduate from the Gaming Institute including passing the final, simulation audition; pass a drug test; clear background screening; and receive a gaming license from the Massachusetts Gaming Commission.
- **STUDENT RECRUITMENT:** EBH will launch targeted advertising and marketing to ensure that local and diverse potential students are aware of the Gaming Institute program, timeline for application, cost, and career opportunities made available by the program. We will turn to our Community Partners to ensure community members are informed about the Gaming Institute, and to refer student candidates.

Scholarships & Student Support

EBH will sponsor Gaming Career Institute financial need based scholarships, fully funding 50 individuals to learn the two games (blackjack + one additional game of choice) required to audition for a table games dealer position, complete the Gaming Institute course. Our community partners will ~~nominates~~ support the scholarships by recommending individuals for these scholarships. Ten scholarship spots will be allocated to Everett residents. The Scholarships will provide opportunities for Everett and surrounding community residents, veterans, and minorities, who are in need of financial support to complete the Gaming Career Institute curriculum. One half of the scholarships will be awarded to women. Scholarship recipients will be determined by Cambridge College, which will use their financial aid office and procedures to determine financial need.

As part of Cambridge College's continued focus on access to education, they are committed to exploring and identifying options for individuals to afford to participate in the Gaming Career Institute. Cambridge College knows that there will be significant number of employment opportunities provided by ~~WBHEBH~~, and wants to ensure that the widest spectrum of individuals can enroll. To do this, Cambridge College will seek to find financial aid for training from multiple sources.

Cambridge College is currently aware of funding being available for these types of training programs and is pursuing these dollars through all possible options, exploring alternatives that may capitalize on Individual Training Accounts through One Stop Career Centers, Section 30 Training Opportunity Program support, and Trade Adjustment Assistance. In each case the Cambridge College team will work to identify and communicate all of the required steps for potential candidates to access available federal resources.

Cambridge College will also seek out partnerships or funding sources that can target segments of the population as a whole by pursuing Workforce Development Grant funding earmarked for the Gaming Commission, in particular with the goal of ensuring access for underserved and underrepresented populations. Finally, Cambridge College will also reach out to neighboring cities and towns that have been fortunate recipients of casino mitigation dollars, to examine their willingness to possibly provide training grants to targeted communities under their jurisdiction.

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Cambridge College is actively considering options for students of the Greater Boston Gaming Career Institute to be able to link this experience to degree attainment. The possibility of assigning prior learning assessment credits for students who successfully complete this program, could eventually be articulated into certificate, associate or bachelor's degree credentials. Discussions are underway to develop this as a pathway in a structured relationship between Cambridge College, Bunker Hill Community College, and Roxbury Community College.

Culinary Training

The Massachusetts Executive Office of Labor and Workforce Development estimates over 14% growth in demand for restaurant cooks between 2014 and 2024 in Massachusetts⁵, translating to demand for over 3,000 new employees in restaurant cook roles. EBH will employ roughly 300 individuals in line level cook positions.

Encore is aware of the existing, regional culinary skills gap and has taken steps to address that gap. The EBH Executive Chef and human resources team are working with the Massachusetts Professional Association of Culinary Trainers (MPACT), a consortium of regional culinary training providers that includes Community Servings, NECAT, SnapChef, Future Chefs, and more. We will feature culinary training programs on the SkillSmart platform and will continue to engage with local culinary training providers to help prepare individuals for culinary roles at Encore. In addition to working with the MPACT, EBH will recruit from the culinary program at Bunker Hill Community College and other local schools. We will provide competitive wages and benefits, supporting our efforts to recruit in an environment with high demand for culinary workers.

English as a Second Language (ESOL)

Encore will hire for over 900 positions that do not require fluent English. These positions range from Cook to Porter to Traffic Attendant and are highlighted in the career summary on page 7. Once hired, Encore will partner with local ESOL providers to offer all team members English as a second language courses free of charge. Prior to opening, EBH will work with local ESOL providers to ensure that individuals are aware of ESOL resources and are able to take advantage of them to prepare for a career at Encore.

EBH will reach out to state-funded and other ESOL programs and will invite locally based ESOL providers to attend career information sessions where they can connect with career seekers. ESOL providers will also be included on the SkillSmart platform.

Local Education and Training Providers

~~WBH~~EBH will work closely with local educational and training providers for culinary, hospitality, general & administrative, and other jobs.

Bunker Hill Community College will be a key resource for community members seeking to enhance their skills in anticipation of applying for a position with ~~WBH~~EBH. Bunker Hill's online and in person courses available in culinary arts, hotel and restaurant management, and more will be featured on the SkillSmart platform. In

⁵ Source: http://lmi2.detma.org/Lmi/Occupation_Projection.asp?Area=01000025long

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addition to connecting community members with the tremendous learning resources available at Bunker Hill Community College, we will partner with Bunker Hill to identify student candidates for our roles and collaborate on job fairs. Bunker Hill students and alumni will be a key recruiting target, particularly for culinary roles.

Roxbury Community College, North Shore Community College, and other locally based Community Colleges will be key partners for providing classroom training to career seekers. WBHEBH will include Roxbury and North Shore Community CollegeColleges on the SkillSmart platform and will engage with Roxbury and North Shore Community College students and alumni as candidates for resort positions.

WBHEBH will continue to work with the New England Center for Arts and Technology (NECAT) to provide culinary training opportunities for disadvantages community members. NECAT ~~has~~ held its first culinary class at the new location at Everett High School. A second class is now underway in Everett. EBH will recruit NECAT graduates for culinary roles.

BEST Corp. will partner with WBHEBH as a training provider for hotel operations positions. The BEST Corp. training locations in Medford and Roxbury, both accessible via the Orange Line, will be a convenient training resource for career seekers in our Host & Surrounding Communities.

The academic institutions and training providers listed above are just a few examples of the dozens of among ~~the~~ training providers we will partnerhave connected with; we continue to reach out to other training resources that can support local and diverse career seekers as they prepare for WBHEBH opportunities. Training partners are included in the list on page 15.

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OBJECTIVE 3: RECRUIT & HIRE A QUALIFIED, LOCAL & DIVERSE WORKFORCE

~~WBH's~~EBH's ultimate goal is to recruit, onboard, and retain a qualified, local, and diverse workforce. To accomplish this objective, we will build on the outreach and training efforts outlined above and will work to create an efficient and inclusive hiring process.

Applicant Tracking System

~~WBH~~EBH will utilize an Applicant Tracking System ("ATS") and applicant portal for the resort opening, allowing us to communicate and follow up with applicants, supporting a positive candidate experience. The ATS will provide the recruitment team with data regarding gender, ethnicity, veteran status, and residency of applicants. We will use this information to ensure that we are receiving applications from diverse and local candidates.

Career opportunities will be posted on the applicant portal well in advance of hiring decision dates (at least 10 weeks) to ensure there is ample time for job seekers to learn about the opportunity, apply, and go through the hiring process.

As outlined on the hiring timeline on page 9, positions will be posted for application in January and February of 2019, with interviews following in March and April.

Inclusive Job Descriptions & Job Requirements

We will be hiring for over 450 different job titles. As a key element of preparation for recruiting and hiring, the ~~WBH~~EBH team created job descriptions for ~~all of~~ these positions, closely evaluating each included job requirement and ensuring that no educational or experience credential was listed as "required" unless that requirement is absolutely essential to the success of the business. The job descriptions are written to be clear and detailed, and as inclusive as possible.

We will not require a high school degree or equivalent for several of our positions up to a supervisor level. We believe this standard will open our jobs to a broader range of individuals who may not have had the opportunity to complete high school or a GED prior to entering the workforce. ~~WBH~~EBH will provide team members ~~the opportunity~~access to ~~take~~ GED classes ~~on-site at the resort~~free of charge once the ~~property~~resort is open and stabilized. For many positions, we will not require prior experience, and will provide on-the-job training to support inexperienced team members.

Career Fairs & Mass Hiring Events

Career Fairs, as previously discussed, will be a method for raising awareness, but will also play a critical role in large-scale departmental hiring. ~~WBH~~EBH will host targeted career fairs for hotel, food & beverage, casino, security, and other departments, where applicants will meet hiring managers, interview, and be notified, in many cases the same-day, of hiring decisions and next steps. Our Community Partners will be asked to help advertise hiring events and to send referrals to career fairs and hiring events.

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As outlined on the hiring timeline shown on page 9, hiring events will take place in February, March, and April of 2019. During these months, we will interview thousands of individuals to find those who are the best fit for the EBH team.

As described above, priority access at Hiring Events will be provided to residents of Everett and Encore's Surrounding Communities.

Career fairs will be hosted throughout our Host and Surrounding Communities, at locations that are convenient to public transportation and parking. We will host a minimum of four career fairs in the City of Everett prior to opening. We will host career fairs on schedules accessible to career seekers who are currently employed and are not able to take time away from their current work schedule to attend, including evenings, weekends, and all-day events with multiple windows for attendance.

Many career fairs and hiring events will be open to individuals who may not have had an opportunity to apply online.

Panel Interviews

We will utilize panel interviews as a way for hiring managers to meet large groups of candidates. For several entry-level positions, an invitation to a panel interview will not require a resume. All individuals who have applied for these positions will be invited to meet the hiring manager and participate in a group interview.

Local and Diverse Community Partner Referral System

~~WBHEBH~~ has established a clear pathway for referrals from local Career Centers and diverse community partners. We rely on these partners to understand our expectations and opportunities, and then connect their constituents to jobs for which they are well suited. We have already seen the benefits of referral partnerships with regional career centers, with a few current members of the small but growing ~~WBHEBH~~ team sourced through relationships with career centers and community partners. Referrals from our community partners will be given special consideration, where possible. We will continue to work with and source candidates from these critical partners.

Encore will track referrals through the SkillSmart platform and will report back to community partners regarding successful referrals. Community Partners may refer candidates to the Encore team by sending the referral and desired position directly to a member of the Encore employment team. Referrals will be carefully reviewed by the employment team and will be provided, at minimum, the opportunity for a meet & greet or phone interview. The Encore team will provide feedback to community partners regarding referred candidates to ensure that community partners are aware of successful referrals and understand reasons why unsuccessful candidates are not a fit for the position.

Training for Hiring Managers: Behavioral Interviewing, Diversity & Inclusion for Interviewing

All hiring managers will be trained in behavioral interviewing and inclusionary hiring. ~~WBHEBH~~ is taking the extra step to provide training to all hiring managers to refine their skills in evaluating candidates based on behaviors that will be indicators of success. The best way to prepare for strong retention is to find the best fit for a job from the start. Managers will be trained to look for "transferable skills" to create opportunities

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where other employers may not have seen one. Understanding the value of a diverse and inclusive workforce will be part of the training received by hiring managers, as well as strategies to minimize any potential sub-conscious bias while interviewing. From hiring a more qualified workforce, to reducing turnover costs, managers will see the business benefits of diversity and inclusion.

All Hiring Managers will complete diversity and inclusion training as well as training on ways to mitigate unconscious bias during the hiring process. Encore will work with a third party provider to deliver this training.

Background Screening

EBH follows Massachusetts law, which allows for employers to conduct a drug and background screening for every individual that is hired.

For individuals with a CORI, EBH will aim to be as inclusive as possible and review each background check on a case by case basis. In addition, the Mass Gaming Commission will designate positions that are exempt from licensing, further streamlining access to jobs.

OBJECTIVE 4: DEVELOP & RETAIN

Once initial hiring is complete, ~~WBH~~EBH will be most successful if we create an environment in which individuals can professionally progress and thrive. We will take a comprehensive approach to developing and retaining our team members, from competitive pay and benefits, to career pathways, to tuition reimbursement.

The same level of outstanding service extended to our guests is extended to our team members. ~~WBH~~EBH believes that only “people make people happy” and that our team members are best positioned to provide excellent service to our guests when their needs are met.

Competitive Pay & Benefits

We will offer industry competitive compensation and benefits including:

- Paid time off
- Paid sick time
- Six weeks paid parental leave
- Medical Insurance
- Dental Insurance
- Vision Insurance
- Other Insurance (life, short- and long-term disability)
- 401K with employer match
- Flexible Spending Accounts for medical and childcare expenses
- Tuition Reimbursement and Scholarship Fund
- Negotiated childcare provider discount

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- Team Member Wellness programs
- Team Member Events and Volunteer Opportunities
- Meals at the Employee Dining Room

Onboarding & Orientation Training

All new team members will go through on onboarding process that includes orientation and training. During orientation, new team members will be introduced to all EBH policies and receive safety, responsible gaming, emergency procedure, and sexual harassment training. This is our first step in setting up new employees for success and establishing an environment of respect and a culture of inclusion.

Career Pathways

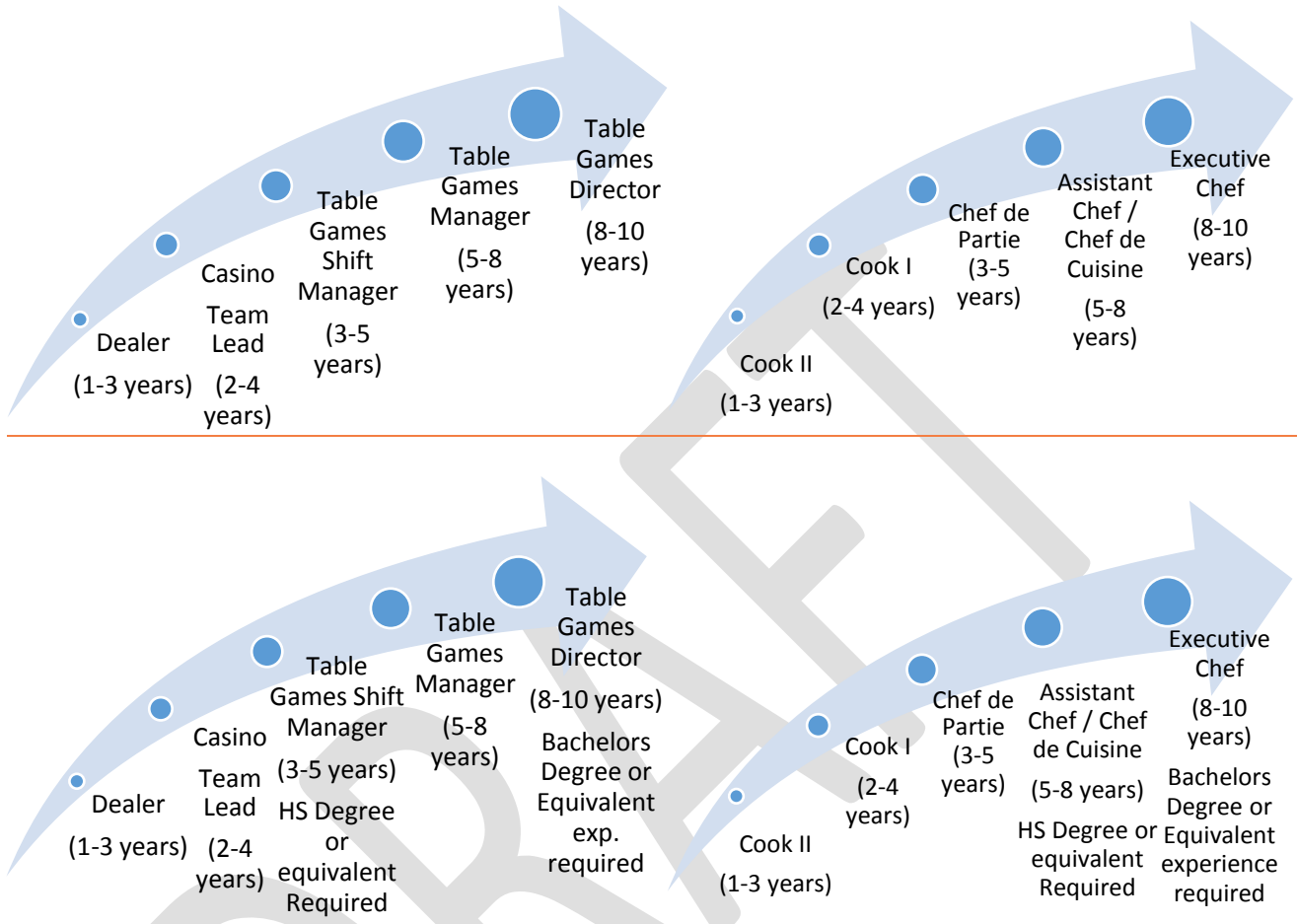
For many individuals, a work environment with opportunities for advancement and growth is key to feeling fulfilled and happy in the work environment. We will provide a wide range of career pathways, with many leaders in the Company progressing from entry level positions to executive leadership roles. EBH is committed to promoting from within the organization.

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Below are examples of Table Games and Culinary career pathways.



Training & Education

We believe that with the right attitude and aptitude, team members can be trained to work in any job they are passionate about. Each operational department has a designated Training Manager that will provide on-the-job training to team members.

In addition to on-the-job skills training, we will provide leadership training for all supervisors and above. The leadership training curriculum includes the following:

- Foundations of Leadership / Leadership 101
- Active Listening
- Effective Communication & Coaching
- Team Building
- Team Dynamics
- Change Management
- Task Management

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- Management Styles
- Positive Reinforcement / Performance Management
- SMART Goals

The leadership training program provides a strong leadership foundation to new leaders and reinforces effective leadership skills for tenured managers.

For aspiring managers, WBHEBH will have a “Manager in Training” program that allows promising front-line team members an opportunity to step into a leadership role with the support of a mentor and regular feedback from department heads.

In addition to the leadership training provided to all supervisors and above, WBHEBH will offer a range of the following courses to all team members, free of charge. ~~These courses range from:~~

- English as a Second Language, ~~to Citizenship, to Finance. English as a Second Language. These~~ courses are contextualized by department, to ensure that team members are learning vocabulary that will help them succeed in their work environment.
- ~~WBH will offer GED courses to our team members who may be seeking to advance their education.~~ Citizenship.
- GED

The Tuition Reimbursement program, mentioned in the Benefits section above, combined with access to GED and other training, will create a supportive environment for professional development and career success.

Communication and Feedback

One of our Core Values is “Always Strive to be Better.” We are committed to continual improvement and supporting team members as they make professional progress. We will implement a structure of daily positive reinforcement and constructive feedback as well as a structure for regular reviews, ensuring team members are aware of areas for improvement and the steps required to make the next move in their career.

Storytelling

Storytelling is a unique program that focuses on celebrating and recognizing daily successes of our team members. Before each shift begins, managers gather their team for a pre-shift meeting. As part of that meeting, team members are encouraged to share stories of exceptional guest service or examples of team members going above and beyond to serve their fellow team members. Truly exceptional examples are brought to the attention of a manager, written about, and posted through all back-of-house areas, bringing special recognition to the outstanding performer. Storytelling inspires, motivates, and emphasizes the importance of excellence across all levels of the organization and most importantly...storytelling has a positive impact on enhancing one’s self-esteem. We help our team members take pride in their work and their abilities.

Below are two recent Storytelling features:

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FROM LEFT TO RIGHT:
Ofelia Mancilla De-Beas
Uniform Control Seamer
Sharon Hunter
Assistant Uniform
Control Manager

Tabitha McCraney
Uniform Control Attendant

TELL US YOUR
STORY

Care About Everyone & Everything.

In the middle of a busy workday, Employee Relations Counselor Ninette Macedo realized the zipper on her dress had broken and the back of her dress was gaping open. Panicked, she rushed to Uniform Control, hoping someone could pin her dress together so she could complete her day.

That's when she learned Uniform Control truly embraces our Core Value: Care About Everyone and Everything.

Ninette explained her situation to Attendant **Tabitha McCraney**, who took her to see the seamstresses. When Ninette asked Seamer **Ofelia Mancilla De-Beas** if she could pin her back into her dress, Ofelia wouldn't hear of it.

"This is your uniform. These are the clothes you wear to work, and my job is to fix employee uniforms," Ofelia said. She discussed the situation with Assistant Uniform Control Manager **Sharon Hunter** and returned to let Ninette know safety pins wouldn't be required. This was obviously an emergency, and she would replace the zipper.

"I was so impressed, shocked, and excited that they were going to see what they could do for me," Ninette said. "My plan had been to just throw the dress away once I got home."

Half an hour later, she walked out wearing her dress with a new zipper. "I am very thankful to everyone who helped," Ninette said. "They not only saved my day, they saved my dress."

Working together to help a fellow employee in distress, our Uniform Control team showed that when they say the Care About Everyone and Everything, they really mean everybody.

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TELL US YOUR
STORY

Care About
Everyone &
Everything.

At *Terrace Pointe Café*, attention to detail adds up to Five Star service. From the varied menu to the sunlit view overlooking the pool to the attentive service, everything at *TPC* shines. It all reflects our Core Value: Care About Everyone and Everything.

So when a guest arrived for breakfast one morning, Bus Person **Javier Ortiz-Pineda** listened carefully when the guest sat down, sighed, and said his feet hurt after working all night. He could hardly wait to get back to his room and get out of his heavy work shoes.

Javier asked *TPC* Manager Christie Rosales what he could do or get the guest to make him feel more comfortable. Christie called the Front Desk and arranged to have someone bring a pair of guest slippers.

Javier took the slippers to the weary guest, who, so happy he'd have something comfortable to switch into after he left the restaurant, jumped up and gave Javier a hug.

By actively listening to the guest and seeking out a simple solution to his problem, Javier demonstrated our Core Value: Care About Everyone and Everything.

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WeSave Program

The WeSave Program provides team members access to discounts on a wide range of goods and services within their local community. We will partner with local restaurants, shops, dry cleaners, and many other local vendors and service providers to offer special discounts to our team members.

Employee Foundation and WECare Volunteer Program

The Employee Foundation and the WECare Volunteer Program provide opportunities for [WBHEBH](#) team members to be involved in community service and contribute financially to organizations they care about, with a matching donation from [WBHEBH](#).

INTERNAL ACCOUNTABILITY & REPORTING:

To successfully meet our local and diverse hiring goals and to fulfill the objectives laid out in this plan, a system of reporting and accountability will be required. We will regularly review applicant and new hire data to monitor progress and ensure we are on track.

[WBHEBH](#) established an internal Diversity & Workforce Development Council for operations that will meet on a regular basis to review diversity progress, identify areas for improvement, and develop ideas for strategic community engagement. Regular meetings to review progress towards diversity goals is a best practice implemented during the design and construction phase of the [WBHEBH](#) development and played a critical role in our success in engaging a local and diverse workforce for construction. We will make use of this best practice for operations. The Diversity & Workforce Development Council will be led by our Vice President of Human Resources— and will include five members from across the organization including Employment, Legal, and Operations. The Council will meet on a monthly basis. The Council will review statistics on the existing team as well as diversity of incoming applicants.

The Diversity & Workforce Development Council will ~~meet on a regular basis and will~~ report to [WBHEBH](#) executives on progress during regular senior management meetings.

Department heads will be held responsible for meeting diversity goals within their departments for both manager and line level team members. Corrective Action meetings will be held for departments that are not meeting the goals. Encore will leverage partnerships with diverse partners and other outside resources to course correct if department diversity and diversity of the incoming talent pools are not on track for meeting goals.

CONCLUSION

We look forward to bringing over 4,000 careers to Everett, Massachusetts. We are excited to grow the [WBHEBH](#) team and to provide career paths to a local and diverse group of individuals. The success of the [WBHEBH](#) resort will be greatest if we can bring a local and diverse group of individuals, with a broad range of talents, together to create an incredible hospitality experience for our guests.

WYNNENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN



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We thank the many community, educational, diverse, and government partners that have supported our efforts and look forward to working with these partners as we undertake the monumental hiring task ahead. With the Plan outlined herein, we believe we will be successful in achieving our objectives to raise awareness; prepare career seekers; recruit and hire qualified, local, and diverse team members; and develop and retain an outstanding workforce.

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INTRODUCTION

We owe our success to our employees, so the most important decision we make at our properties is always going to be "Who do we hire?" Once we find the perfect person for the job, everything else falls into place: the satisfied guests, the Five Star awards, and the continued growth of our company.

Encore Boston Harbor ("EBH") is a luxury, global destination gaming resort located in Everett, Massachusetts that will feature 671 hotel rooms with sweeping views of the Boston skyline and Boston Harbor, ultra-premium spa, luxury retail, high-end dining, and state-of-the-art ballroom and meeting spaces. At \$2.5 billion invested, the resort will be the largest private single-phase development in the history of the Commonwealth. Situated on the waterfront along the Mystic River and connected to Boston Harbor, EBH will include a six-acre park along the water that will feature a Harborwalk, events lawn, and public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water.

EBH is currently under construction with resort opening anticipated June 2019. Prior to opening, we will hire over 4,000 individuals for the resort opening team. These team members will transform a beautiful building into a five-star luxury resort.

This Workforce Development and Diversity Plan (this "Plan") outlines our strategy to recruit, hire, and retain over 4,000 qualified, local, and diverse individuals for our resort team. This Plan supports legislation included in the Gaming Act that calls for *"establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce"* and the goal of the Massachusetts Gaming Commission to create opportunities for unemployed and under-employed individuals.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, Surrounding Communities, the greater-region, and the entire Commonwealth. This Plan is the roadmap to ensuring the career opportunities created by EBH are as widespread as possible, and supports our business interests to have a local and diverse workforce well suited to serve our diverse guests.

This Plan is a result of dozens of meetings and conversations with educators and community stakeholders regarding best practices for building a diverse and local workforce. Since releasing the initial draft of the Plan in March 2018, we have held numerous meetings and received constructive feedback and ideas from numerous stakeholders. This final draft reflects those conversations and the feedback and comments received. We are grateful to our community stakeholders for their interest in the Plan and the time spent providing feedback. We look forward to collaborating with the Massachusetts Gaming Commission, our Host, Surrounding, and Neighboring Communities, and numerous educational and diverse community partners to implement this Plan.

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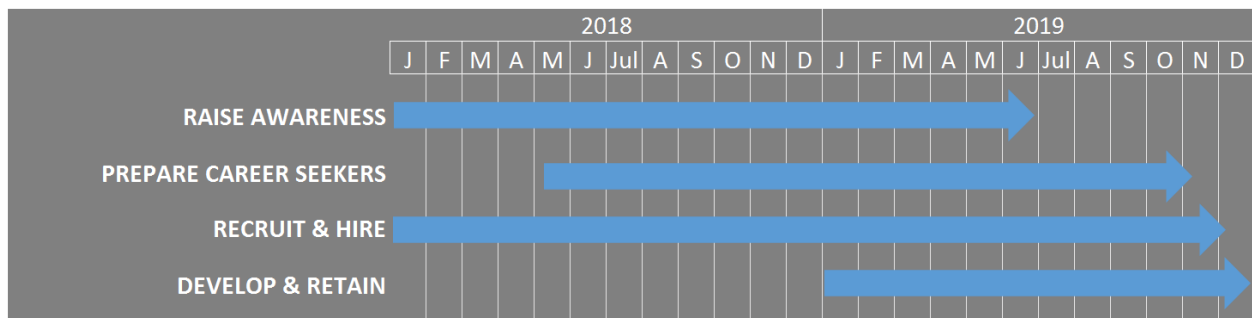
Our Objectives

The following objectives form the basis for this Plan and are the drivers behind workforce development activities leading to the EBH opening in June 2019:

1. **Raise Awareness:** Before we can successfully recruit, we must ensure the community is aware of who we are as an employer, the upcoming career opportunities, the skills required for those opportunities, the application process, and the timeline for hiring.
2. **Prepare Career Seekers:** We will work to ensure local and diverse career seekers are not only aware of the coming career opportunities, but are prepared to successfully apply for and succeed in those jobs. We will connect job seekers with the training needed to develop skills required for our jobs.
3. **Recruit and Hire a Qualified, Local, and Diverse Workforce:** To open successfully, we need to recruit and hire a workforce that is qualified, local, and diverse. Hiring the right talent from the start will improve retention and support the success of ongoing resort operations.
4. **Develop and Retain:** Once on board, we will create a work environment in which team members can thrive and pursue opportunities for professional growth.

Each of these objectives is supported by activities and tactics outlined in the plan that follows.

Objectives Timeline:



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OBJECTIVE 1: RAISE AWARENESS FOR EBH CAREER OPPORTUNITIES

EBH is a new employer in Massachusetts and we look forward to providing our team members outstanding career opportunities, a supportive work environment, training, and competitive pay and benefits. As a critical first step in the workforce development process, we must build understanding among the local workforce of our brand and offering as a company and an employer.

We will work to raise awareness for the following:

- 1) EBH as an employer: luxury hospitality employer providing competitive pay and benefits, training, and opportunities for professional growth;
- 2) Available career opportunities and the skills required for those opportunities;
- 3) Applicant requirements: attitude, skills, job fit, drug test, gaming license approval, background check; and
- 4) Timeline and process for application.

Commitment to Local and Diverse Outreach & Hiring

We are committed to hiring a local workforce and know that locally-based employees contribute to business success. When commuting times are limited, and individuals are able to work close to home, team members will be happier and better able to serve our guests. We look forward to implementing the following hiring preferences: first, to residents of our Host Community - Everett; second, to our Surrounding Community of Malden; and third, to Surrounding Communities Boston, Cambridge, Chelsea, Somerville, and Medford. These hiring preferences are outlined in our Host and Surrounding Community Agreements. EBH will use good faith efforts to hire no less than 75% of team members from within 30 minutes of Everett, as outlined in the Encore Boston Harbor gaming license conditions. For the purposes of this Plan, and taking into account the widely variable commuting times in the region, we have defined “30 minutes” as residents of cities and towns that fall within 30 miles of the Resort site.

Residents of the following cities will be counted as living within 30 minutes:

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BRISTOL COUNTY	Peabody	Hudson	Woburn	PLYMOUTH COUNTY
Easton	Rockport	Lexington	NORFOLK COUNTY	Abington
Mansfield	Rowley	Lincoln	Avon	Bridgewater
North Attleborough	Salem	Littleton	Bellingham	Brockton
Norton	Saugus	Lowell	Braintree	East Bridgewater
Raynham	Swampscott	Malden	Brookline	Halifax
Taunton	Topsfield	Marlborough	Canton	Hanover
ESSEX COUNTY	Wenham	Maynard	Cohasset	Hanson
Andover	West Newbury	Medford	Dedham	Hingham
Beverly	MIDDLESEX COUNTY	Melrose	Dover	Hull
Boxford	Acton	Natick	Foxborough	Marshfield
Danvers	Arlington	Newton	Franklin	Norwell
Essex	Ashland	North Reading	Holbrook	Pembroke
Georgetown	Ayer	Reading	Medfield	Rockland
Gloucester	Bedford	Sherborn	Medway	Scituate
Groveland	Belmont	Shirley	Millis	West Bridgewater
Hamilton	Billerica	Somerville	Milton	Whitman
Haverhill	Boxborough	Stoneham	Needham	SUFFOLK COUNTY
Ipswich	Burlington	Stow	Norfolk	Boston
Lawrence	Cambridge	Sudbury	Norwood	Chelsea
Lynn	Carlisle	Tewksbury	Plainville	Revere
Lynnfield	Chelmsford	Tyngsborough	Quincy	Winthrop
Manchester	Concord	Wakefield	Randolph	WORCESTER COUNTY
Marblehead	Dracut	Waltham	Sharon	Berlin
Methuen	Dunstable	Watertown	Stoughton	Bolton
Middleton	Everett	Wayland	Walpole	Harvard
Nahant	Framingham	Westford	Wellesley	Northborough
Newbury	Groton	Weston	Westwood	Southborough
Newburyport	Holliston	Wilmington	Weymouth	Westborough
North Andover	Hopkinton	Winchester	Wrentham	

We will also offer a hiring preference to qualified Suffolk Downs employees. EBH, with the support of the Mass Gaming Commission, contacted all Suffolk Downs employees several years ago regarding career opportunities. We have retained data for those Suffolk Downs employees who responded with their information and will use that information to provide regular updates and communication to those individuals. All outreach and awareness raising efforts will focus on these communities and will also extend to our Neighboring Communities of Lynn and Melrose.

In addition to hiring local residents, we believe that workforce diversity is a significant driver of business success. EBH has a culture of inclusion and commitment to equal opportunity for people regardless of race, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability and a culture in which all aspects of diversity are acknowledged and respected. EBH will serve guests from all over the world and a wide variety of backgrounds; we need a diverse workforce to provide the best experience possible for those diverse guests.

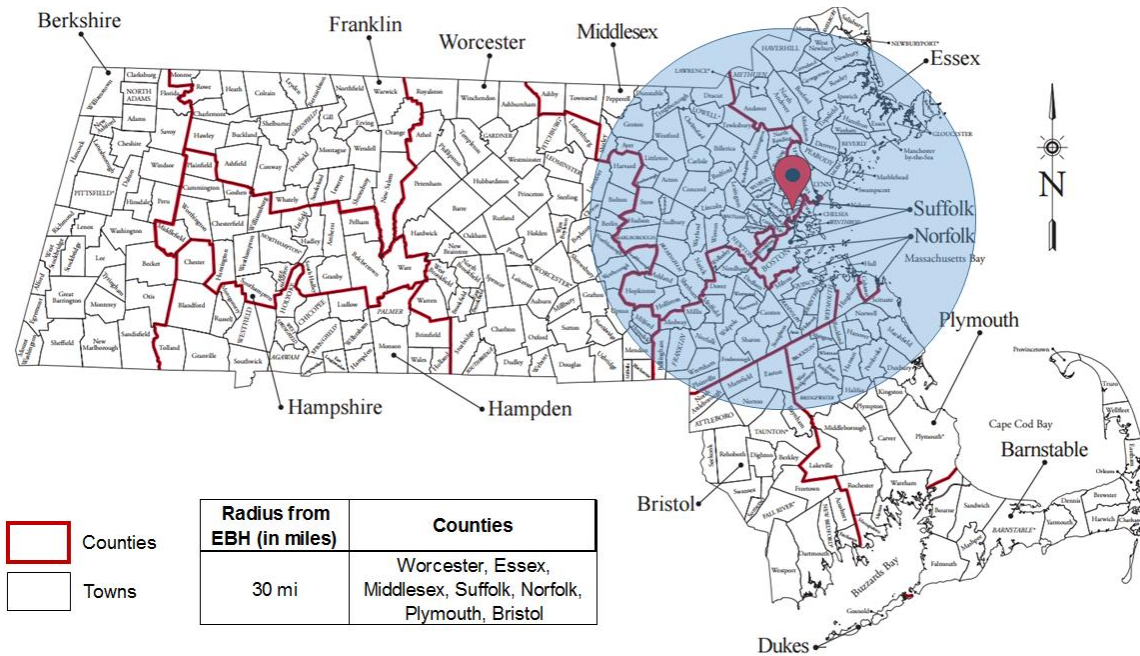
As we move forward with operational hiring, we will build a diverse workforce that is reflective of the broader community in which we operate. We have reviewed the demographics of our Host and Surrounding Communities, as well as the demographics in the broader region. While we are fortunate

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to be opening in a time of economic prosperity, we face an environment that includes an extremely low rate of unemployment. With over 4,000 positions to fill, and a tight labor market, we will create opportunities for our Host and Surrounding Communities as well as the broader region. Based on previous resort opening experiences, we anticipate sourcing over 80,000 applicants to identify and hire our team of over 4,000.



Community Demographics:

1

		Unemployment	% Minority	Population	Population in the Workforce	Unemployed Individuals
Host and Surrounding Communities	Everett, Malden, Medford, Somerville, Boston, Cambridge, Chelsea	2.6%	48.8%	1,064,022	601,536	15,348
Counties: Host, Surrounding, Neighboring Communities	Essex, Middlesex, Suffolk	2.7%	34.5%	3,153,022	1,720,277	46,658
Counties within 30 mi Radius	Worcester, Essex, Middlesex, Suffolk, Norfolk, Plymouth, Bristol	2.9%	28.4%	5,741,681	3,085,600	90,604

¹ Data Sources: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <<https://censusreporter.org/profiles/04000US25-massachusetts/>>

Massachusetts Department of Labor (2017). *Labor Force and Unemployment Data*. Retrieved from *Labor Market Information* <http://lmi2.detma.org/lmi/lmi_lur_a.asp#3/>

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Massachusetts Veteran Demographics:

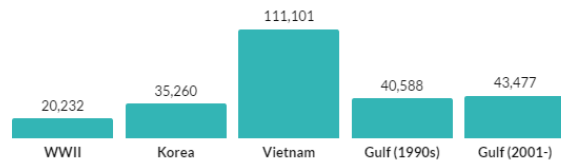
Veteran status

5.7%

Population with veteran status

about three-quarters of the rate in United States: 7.4%

Veterans by wartime service



* Civilian veterans who served during wartime only

[Show data / Embed](#)

311,150 Total veterans
293,572 Male
17,578 Female

2

We have set the following workforce diversity goals to reflect the diversity of our community and region. We will work with the Massachusetts Gaming Commission, our community partners, and our Host and Surrounding Communities to achieve and exceed these goals in each department, front and back of house, and for both management and line level workforce.

Women: 50%

EBH is committed to gender equity for its workforce, both in recruiting and in compensation. Our goal is to hire women as 50% of our workforce. We will pay equally for positions, regardless of the gender of the individual in that position.

Minorities: 40%

The minority goal reflects the makeup of our broader community, and takes into account the hiring preference for residents of our Host & Surrounding Communities. The broader region from which we will source candidates, includes the following counties: Essex, Middlesex, Suffolk, Norfolk, Plymouth, and Bristol. The demographics of these counties includes 28% minorities. To reflect the demographics of the region, as well as our preference for our Host & Surrounding Communities, which include 49% minorities across a much smaller population, we have set a goal of hiring a minimum of 40% minorities. EBH will utilize the Commonwealth of Massachusetts definition of Minority³.

Veterans: 3%

EBH sees tremendous value in the skillset and experience of veterans, and is committed to providing opportunities for individuals who have served our country. Of the 5.7% veteran population in Massachusetts, roughly half are veterans of recent conflicts and are actively engaged in the workforce. Following discussions with veteran community stakeholders, including the Disabled American Veterans and the City of Everett Director of Veteran Services,

² Data Source: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <https://censusreporter.org/profiles/04000US25-massachusetts/>

³ <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter7C/Section6>

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we have set a goal of hiring 3% veterans as part of our workforce, reflecting the portion of veterans in the Commonwealth who are active in the workforce.

We will place particular emphasis on raising employer brand and career opportunity awareness within our Host, Surrounding, and Neighboring Communities, Suffolk Downs employees, and among unemployed, diverse, and Veteran populations. All outreach activities, including job fairs, events, and targeted marketing, will be implemented first and foremost in our Host & Surrounding Communities.

Hiring Preference Mechanics: Host & Surrounding Communities; Suffolk Downs employees

As outlined in our Host & Surrounding Community Agreements, Encore Boston Harbor will extend a hiring preference to residents of the following communities: 1) Everett, 2) Malden, and 3) Boston, Cambridge, Chelsea, Medford, Somerville. A preference will also be extended to current and former Suffolk Downs employees.

The mechanics of these preferences in hiring will be implemented as follows:

For positions where individual resume review is the primary method of selection:

- EVERETT resumes will be reviewed FIRST with qualified Everett residents receiving the first calls for interview
- MALDEN resumes will be reviewed SECOND with qualified Malden residents receiving second calls for interviews
- BOSTON, CAMBRIDGE, CHELSEA, MEDFORD, SOMERVILLE, SUFFOLK DOWNS resumes will be reviewed THIRD with qualified residents receiving priority calls for interviews
- Resumes of Residents of the designated counties will be reviewed following the residents above.

For positions where group or open call interviews are the typical approach (typical for high volume positions):

- Priority access and dedicated time slots will be provided to Everett residents. For example: if meet & greets and group interviews are scheduled from 10am – 2pm, Everett residents will be interviewed in the first slots from 10am – 11am. We will invite Everett residents in advance for priority access interviews and will also fast track residents who show their ID with Everett address.
- Next priority access will be given to Malden residents, with similarly designated advance times for meet & greets and interviews.
- Following the times designated for Everett and Malden, time will be allocated for interviews with residents of the Surrounding Communities and Suffolk Downs employees.

Open call interviews for all interested career seekers will follow the three priority interview time slots outlined above, or will be held on a separate day.

Our Careers: Summary & Timeline

A wide range of careers will be available across the 4,000+ positions, ranging from gourmet server to sous chef to accountant. Each full-time position provides competitive pay, benefits, and a pathway for growth. We will use a range of outreach channels to ensure that career seekers are aware of these job

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opportunities, skills required by each, and timelines for applications and hiring. The job titles highlighted below are examples of line level positions. For each of the areas listed below there are corresponding management level positions. High volume positions, as well as positions that are open to English Language Learners, are noted.

CAREER OPPORTUNITIES SUMMARY

Bolded positions indicate 10+ individuals

** Indicates 50+ individuals*

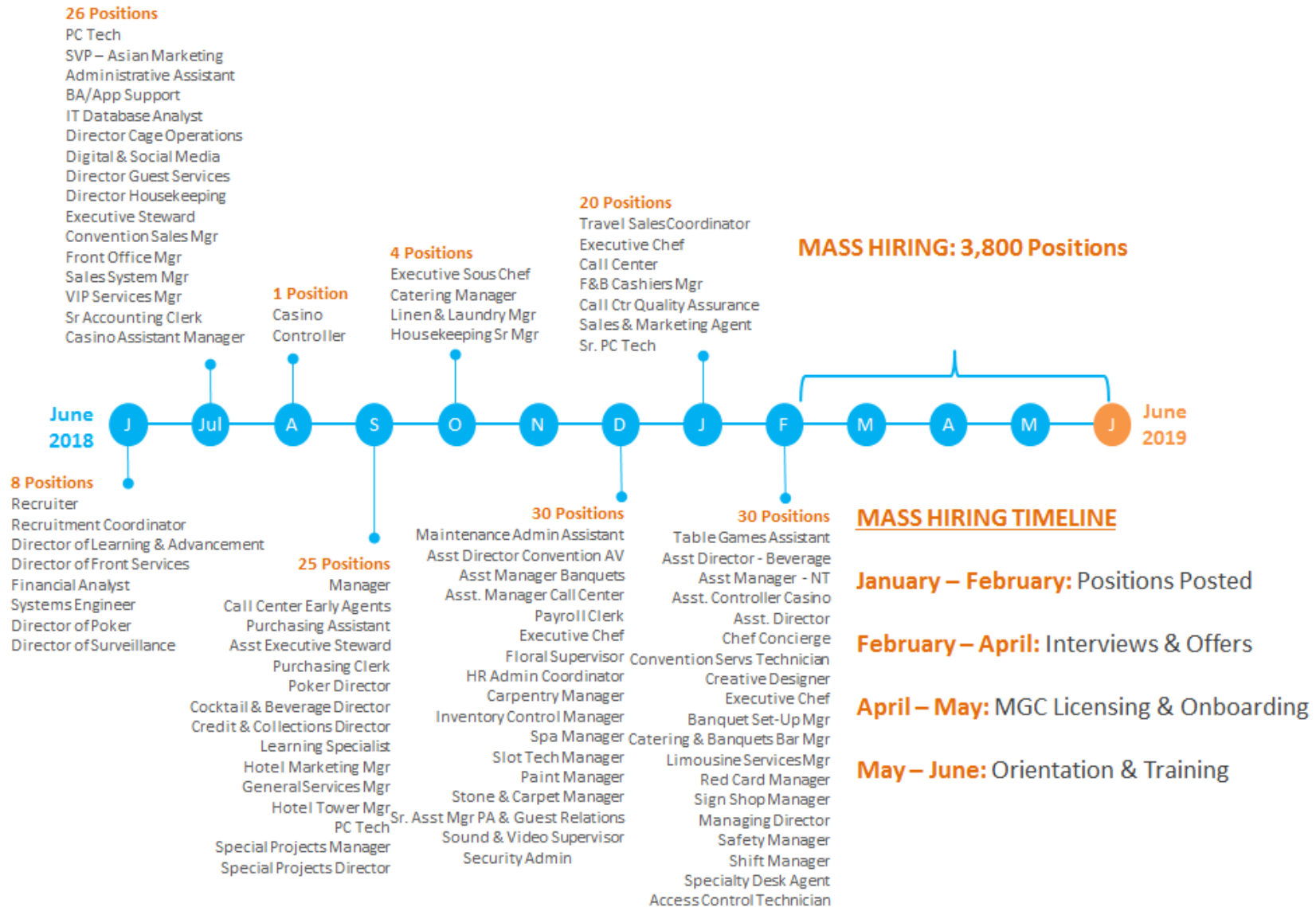
Position open to English Language Learners

HOTEL - 800+	FOOD & BEVERAGE - 1,400+	CASINO - 1,600+
Front Desk Representative	Restaurant Manager	Service Team Lead*
Lobby Greeter	Chef de Cuisine	Dealer*
VIP Lounge Ambassador	Assistant Chef	Slot Technician
Concierge	Chef de Partie	Poker Dealer*
Call Center Sales & Marketing Agent	Cook I*	Box Person
Housekeeping Shift Manager	Cook II*	Floor Persons
Guest Room Attendant*	Kitchen Worker*	Casino Marketing Representative
Utility House Person	Shift Manager	Casino Cashier
Quality Assurance Supervisor	Food & Beverage Cashier	Ticket Redemption Lead
Status Board Operator	Inventory Control Clerk	Casino Credit Clerk
Bell Captain	Inventory Security Coordinator	Limo Driver
Bell Attendant	Food Server*	Limousine Dispatcher
Door Person	Gourmet Food Runner	Marketing Host
Group Sales Coordinator	Bus Person*	Casino Accounting Clerk
Hotel Marketing Specialist	Cocktail Server*	Casino Accounting Controller
Dispatcher	Sommelier	Count Team Clerk
Valet Attendant	Bartender*	Surveillance Specialist
Parking Attendant	Apprentice Bartender	Casino Porter*
Public Area Porter*	Host Person	
	Banquet Captain	
	Banquet Setup Porter	
RETAIL, SPA & SALON - 75+	GENERAL & ADMINISTRATIVE - 120+	MAINTENANCE, HORTICULTURE, SECURITY - 360+
Store Manager	Sound & Video Technician	Painter
Retail Clerk	Human Resources Coordinator	Carpenter
Cashier	Media Coordinator	Electrician
Fitness Professional	Accounts Receivable Clerk	General Maintenance
Receptionist	Payroll Clerk	Mechanical / HVAC
Spa Therapist	Guest Claims Administration	Dock Assistant
Aesthetician	Recruiter	Gardener
Guest Attendant	Purchasing Clerk	Florist
Manicurist	Warehouse Attendant	Security Officer*
Hair Stylist	Receiving Attendant	Bike Officer
Makeup Artist	Uniform Seamer	K-9 Officer
	Uniform Attendant	Report Writer
	PC Tech	

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The following are outreach and awareness raising initiatives that will be continued or newly implemented to support our objective to Raise Awareness.

SkillSmart

EBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

1. Learn about career opportunities with EBH;
2. Understand the skills required and preferred for each position;
3. Learn how their existing skills and experiences align with positions of interest; and
4. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

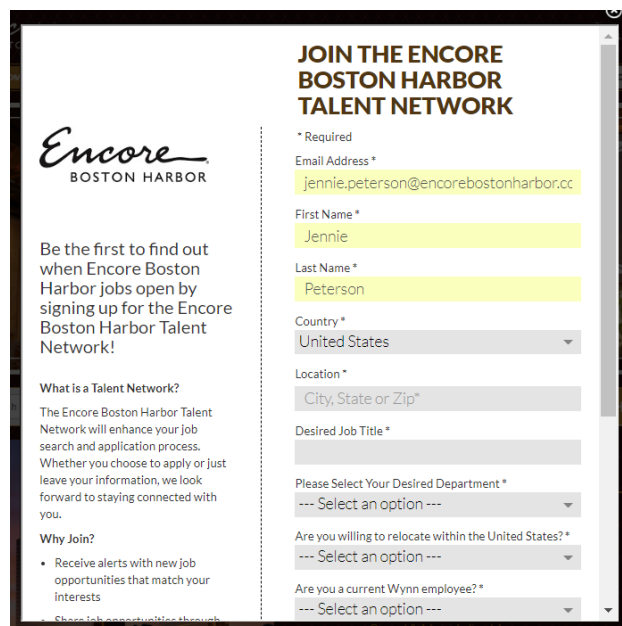
In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers.

The EBH Talent Network

The EBH Talent Network is a portal for individuals interested in working for EBH to quickly submit their information and receive updates regarding job postings, career fairs, and more. Job seekers use the Talent Network to submit their contact information, select areas of career interest, and upload a resume, if they choose (this step is not required).

Through our outreach efforts as of May 2018, we have gathered information from over 9,890 job seekers via the EBH Talent Network portal. We will use the existing EBH Talent Network database to notify individuals of the SkillSmart launch, dealer school and other training opportunities, job fairs, job postings and more.



JOIN THE ENCORE BOSTON HARBOR TALENT NETWORK

Encore
BOSTON HARBOR

Be the first to find out when Encore Boston Harbor jobs open by signing up for the Encore Boston Harbor Talent Network!

What is a Talent Network?
The Encore Boston Harbor Talent Network will enhance your job search and application process. Whether you choose to apply or just leave your information, we look forward to staying connected with you.

Why Join?
• Receive alerts with new job opportunities that match your interests
• Chase job opportunities through

* Required
Email Address *
jennie.peterson@encorebostonharbor.cc
First Name *
Jennie
Last Name *
Peterson
Country *
United States
Location *
City, State or Zip*
Desired Job Title *
Please Select Your Desired Department *
--- Select an option ---
Are you willing to relocate within the United States? *
--- Select an option ---
Are you a current Wynn employee? *
--- Select an option ---

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SkillsSmart and the Talent Network are useful tools for exploring future job opportunities and training and staying updated, but are not used for application. EBH will clearly brand these two tools, and our application portal, to avoid confusion for career seekers and community organizations.

EBH Career Center

The EBH Career Center will open fall 2018 and will be a central hub for activity and learning about our careers and timelines. Our Career Center will be located at 101 Station Landing in Medford, conveniently situated at the Wellington Station MBTA Orange Line stop. The Career Center also has ample parking for individuals traveling by vehicle to meet with us and is ADA accessible.

The Career Center will be staffed during regular business hours and will provide support and resources for job seekers, including guidance and information regarding upcoming career availability. Additionally, computer terminals will be located at the Career Center where individuals can join the EBH Talent Network, apply for jobs, create a SkillsSmart profile, and find information regarding local skills training resources.

We will provide personal support to individuals who need help navigating SkillsSmart or other web-based job application tools. We invite job seekers to meet with us, learn about EBH as a company and employer, and learn about the upcoming career opportunities.

Network of Geographically Strategic Physical Locations / EBH Career Support Hubs

We understand the importance of providing access to in-person support and computers where job seekers can speak to someone about the process, and receive assistance with using the online portals for applications and using the SkillsSmart platform. We also understand that having multiple locations, in addition to the EBH Career Center, will facilitate access for a broader range of individuals.

To meet this need, we will support a network of geographically strategic physical locations / EBH Career Support Hubs where individuals can gain access to a computer, receive support for EBH-related job searches and use of EBH career online tools including the EBH Talent Network, the online application portal, and SkillsSmart. We will leverage a combination of Encore locations, career centers, and cultural centers. We will staff EBH representatives, train representatives from the host location organization, or provide informational materials to provide support to career seekers at each of these locations.

1. EBH will have a **Satellite Career Center at Everett City Hall**. This office will be regularly staffed by our team and will provide a second location where Everett residents can access a computer, receive support, and speak with an HR representative about employment opportunities. We will have regular office hours with multi-lingual representatives of the Encore recruitment team for community members who may need support in a language other than English.

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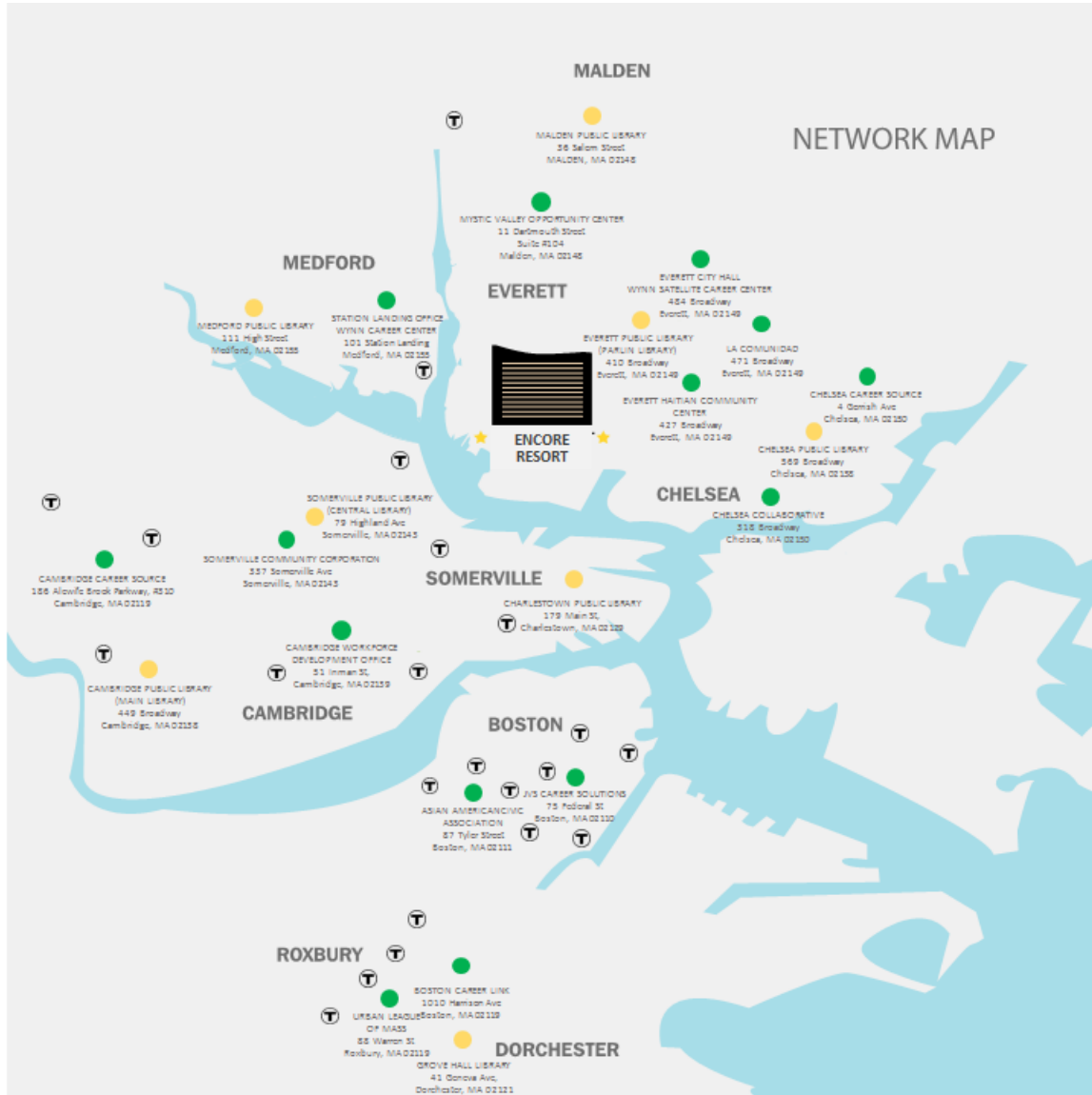
2. **Regional One-Stop Career Centers**⁴, serving unemployed individuals and covering our Host & Surrounding Communities. A designated Career Center staff member will be trained by our team to support job seekers in using the Talent Network, SkillsSmart, and our Application Portal.
 - a. Career Source – Chelsea
 - b. Career Source – Cambridge
 - c. Boston Career Link – Roxbury
 - d. JVS Career Solutions – Boston

3. **Local Community Centers Serving Diverse Populations** with computer access and personnel support. Similar to the Career Centers, we will train representatives at each of these locations to provide assistance to job seekers interested in a career with EBH.
 - a. La Comunidad – Everett
 - b. Everett Haitian Community Center – Everett
 - c. Chelsea Collaborative - Chelsea
 - d. ABCD (Action for Boston Community Development) Mystic Valley Opportunity Center - Malden
 - e. Urban League of Eastern Massachusetts - Roxbury
 - f. Somerville Community Corporation - Somerville
 - g. Asian American Civic Association – Boston
 - h. City of Cambridge Office of Workforce Development - Cambridge

4. **Local Public Libraries** are a place where community members can access computers and the internet. We will provide the public libraries with clear, easy-to-use instructions for online EBH career tools.
 - a. Everett
 - b. Malden
 - c. Medford
 - d. Charlestown (Boston)
 - e. Grove Hall - Dorchester
 - f. Somerville
 - g. Chelsea
 - h. Cambridge

⁴ <https://www.mass.gov/service-details/find-a-career-center-near-you>

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Career Fairs

Career fairs are required by Encore’s Host and Surrounding Community Agreements and are a great way to connect with community members.

We know that a personal interaction between our hiring managers and job seekers cannot be replaced with a digital experience. Over the last four years, EBH has participated in dozens of career fairs, and plans to continue with these efforts, attending fairs hosted by our community partners, and hosting our own career fairs leading up to major department hiring. We know that a personal interaction between our team, our hiring managers, and job seekers is crucial to connecting to the local community and job seekers. The digital experience is designed for convenience; we will connect personally with as many candidates as we can.

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Career seekers may check the EBH website for regular updates regarding career fairs. A summary of career fairs attended in March, April, and May, and planned for June, 2018 is below:

- March 1st: Lasell College Hospitality Day Career Fair
- March 26th: Informational Session at Endicott College School of Hospitality
- March 29th: Roxbury Community College Job Fair
- March 29th: El Mundo Latino Career Fair
- April 2nd: Affinity Leadership Consortium (ALC) Career Fair – ALC is a collaboration of greater Boston area diverse professional groups.
- April 26th: Mayor of Boston’s Neighborhood Career Fair – Mattapan
- April 28th: Chelsea Collaborative Community Day
- May 1st: Boston Herald Diversity Job Fair
- May 5th: North American Indian Center of Boston Career Fair
- May 15th: La Comunidad Career Information Session
- May 19th: Women's Veterans Network Annual Fair
- May 22nd: First Source Jobs/Somerville Community Corporation Career Fair
- June 14th: Urban League of Eastern Mass Career Fair – Roxbury
- June 18th: Asian American Civic Association Career Information Session
- June 28th: Mayor of Boston’s Neighborhood Career Fair - Dorchester

We will continue to collaborate with partners to host and attend Career Fairs that will help us reach local, minority, female, veteran, and disadvantaged members of the community.

Encore held a dedicated career information session for Suffolk Downs workers in 2017. We will host at least one additional, dedicated career information session for Suffolk Downs workers.

Starting in June 2018, Encore will host monthly informational sessions, in coordination with our community partners. These information sessions will rotate through our Host & Surrounding Communities.

Regular Update Meetings with Community Representatives

EBH has established a structure of quarterly update meetings with our community partners, focusing on small group engagement with diverse populations and regional career centers serving unemployed populations. We understand the importance of community partners in disseminating information to career seekers and supporting efforts to recruit qualified, local, and diverse talent for our open positions. We have established clear lines for candidate referrals for each of these groups.

The following quarterly update meetings are in place:

1. **Latino Community** – convened by the Hispanic American Institute, Chelsea Collaborative, and La Comunidad
2. **Black Community** – convened by Urban League of Eastern Massachusetts

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3. **Asian Community** – convened by the Asian American Civic Association and James Chan, former Chief of Staff to Boston City Councilor Bill Linehan
4. **Local Community Career Advisors** – convened by the Metro-North Regional Employment Board and the Private Industry Council
5. **Veteran Community** - convened by the Disabled American Veterans (DAV) and the Director of Veteran Services for the City of Everett

Grassroots Outreach in Partnership with Community Based Organizations

Encore has built relationships with dozens of community based organizations, training providers, educational institutions, and government entities over the last several years. We will continue our work with these organizations to raise awareness for career opportunities and to enhance our ability to connect with local, diverse, and economically disadvantaged individuals. In May 2018, Encore provided trainings for over 60 representatives from career centers, training providers, and community-based organizations who will provide support to career seekers. We will work with local CBOs in the following manner:

- Provide organization representatives with training for using Encore career tools
- Include on regular communication regarding positions available for application, upcoming hiring events, and updates regarding the hiring process
- Coordinate career information sessions and job fairs on site with these organizations
- Participate in career fairs and other community events hosted by organizations
- Provide outreach materials
- Provide a designated point of contact with the Encore recruitment team for candidate referrals and questions
- When requested and appropriate, we will set up regular Encore recruitment team “office hours” with these organizations

Encore will rely on our community partners to help us reach local and diverse individuals, advertise career opportunities, and refer candidates for job openings and career fairs. We will track candidate referrals from partners via the SkillsSmart system.

OUR PARTNERS

With the monumental task ahead, we know we cannot achieve our goals alone. We will rely on strong partnerships with local government, community, and educational partners to help us engage, prepare, and recruit an exceptional team.

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Action For Boston Community Development (ABCD)	Employer Support of the Guard & Reserve	Newbury College
American Legion	Endicott College	North American Indian Center of Boston (NAICOB)
Asian American Civic Association	English At Large	North Shore Career Center
Asian Community Development Corporation	English for New Bostonians	North Shore Workforce Investment Board
Association of Latino Professionals for America (ALFPA)	Everett E Club	Northeast Metro Tech (Regional Vocational High School)
BEST Hospitality Training Corp	Everett Haitian Community Center	Northshore Community College
Boston Career Link	Everett High School	Operation A.B.L.E.
Boston Chinatown Neighborhood Center	Everett Kiwanis	Pine Street Inn (iCater)
Boston College	Everett United	Prospanica Boston
Boston Private Industry Council	Fisher College	Quincy Asian Resources, Inc (QARI)
Boston Public Schools	Future Chefs	ROCA
Boston University - School of Hospitality	Goodwill Industries	Root NS Inc - Salem
BRAVE for Veterans	Haitian Multi-Service Center	Rosie's Place
Brazilian Worker Center	Hispanic American Institute	Roxbury Community College
Bunker Hill Community College	Immigrant Learning Center Inc. - Malden	Salvation Army/Joan Kroc Corps Community Center
Cambridge Community Learning Center	International Institute of New England (IINE)	SCI Social Capital Inc
Cambridge Office of Workforce Development	JVS Career Solutions	SkillsUSA
Cambridge Rindge & Latin High School	La Alianza Hispana	SnapChef
Career Collaborative	La Comunidad	Society of Hispanic Professional Engineers (SHPE) - Boston Chapter
Career Source Cambridge	Lasell College	Somerville Career & Technical Education High School
Career Source Chelsea	Latina Center Maria at La Comunidad	Somerville Community Corporation
Center for Women & Enterprise	Madison Park Technical Vocational High School	Suffolk Downs Employees
Charlestown Adult Education	Malden High School	Suffolk University
Charlestown High School	Massachusetts Association of Community Development Corporations (MACDC)	The Career Place - Woburn
Charlestown Works	Massachusetts Fallen Heroes	Triangle Inc.
Chelsea Collaborative	Massachusetts Army National Guard	Tufts University
Chelsea CONNECT	Massachusetts Black Lawyers Association (MBLA)	UMass Amherst
Chelsea High School	Massachusetts Department of Veteran's Services	UMass Boston
Chelsea Public Schools	Medford High School	UMass Lowell
Chinese Progressive Association	Medford Vocational High School	Urban League of Eastern Massachusetts
City of Boston	Metro North Regional Employment Board	Vet Services - Cambridge
City of Boston - Office of Diversity	Minuteman Vocational High School	Vet Services - Chelsea
City of Boston - Office of Workforce Development	MPACT - Massachusetts Professional Association of Culinary Trainers	Vet Services - Everett
City of Cambridge	Mujeres Unidas Avanzando	Vet Services - Malden
City of Chelsea	NAACP - Mystic Region	Vet Services - Medford
City of Everett	NAACP of Greater Boston	Vet Services - Somerville
City of Malden	NAACP of New England	Veterans Inc.
City of Medford	National Association of Asian American Professionals - Boston Chapter (NAAAP)	Veterans Voice Radio
City of Somerville	National Association of Black Accountants - Boston Chapter (NABA)	VFW
Commonwealth Kitchen	National Black MBA Association - Boston Chapter (NMBA)	Women's Veteran Network
Community Servings	National Society for Minorities in Hospitality - Northeast Region	Work Inc.
Community Work Services	National Society of Black Engineers (NSBE) - Boston Chapter	YMCA of Cambridge, Malden
Director of Veteran Services - Everett	New England Center for Arts & Technology (NECAT)	YMCA of Greater Boston
Disabled American Veterans (DAV)	New England Center for Veterans	

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Social & Traditional Media

EBH will launch a comprehensive and targeted employment outreach campaign to inform career seekers about our company and who we are as an employer, our jobs, timelines, and job requirements. The outreach campaign will be launched in summer 2018. The outreach campaign will focus on reaching unemployed individuals, diverse community members, and residents of our Host & Surrounding Communities as well as the broader region.

We will adopt a wide range of marketing tactics to ensure that virtually every potential candidate is reached. The campaign will be multi-lingual, with a focus on key languages spoken in our local communities: Spanish, Chinese, Haitian, and Portuguese. The employment brand marketing plan will be implemented through the following channels:

- Social Media
- Digital Media
- Place-based
- Radio
- Events
- Out of Home: billboards, transit, bus stops, etc.
- PR outreach
- Print – local news publications

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OBJECTIVE 2: PREPARE CAREER SEEKERS

EBH will work to ensure that local career seekers are not only aware of the upcoming career opportunities, but are prepared to successfully enter those career paths.

We believe that individuals with the right personalities and basic aptitude can be trained to succeed in almost any role. We are looking for job seekers who are eager to serve guests, serve their fellow team members, and to work hard, all with a positive attitude. Those attributes cannot be trained. The best way for job seekers to prepare is to, first, gain some on-the-job experience in a hospitality role prior to applying with EBH; and second, to enhance any needed skills through training and education.

We will help career seekers prepare by building both hard skills (i.e. culinary and table games dealing) as well as soft skills like career readiness, communication, management, and customer service. The following hard-skills areas will be of particular focus:

- English as a Second Language
- Basic computer skills
- Culinary
- Casino – Dealer
- Casino – Surveillance

SkillSmart

EBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

5. Learn about career opportunities with EBH;
6. Understand the skills required and preferred for each position;
7. Learn how their existing skills and experiences align with positions of interest; and
8. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies. The SkillSmart platform will track referrals from community partners.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers. The Greater Boston Gaming Career Institute and local educational partners will play a critical role in supporting our ability to meet this objective, and be a critical piece of the SkillSmart career and skills training exploration platform.

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SkillsSmart will connect career seekers with educational and training resources specific to the skills required by EBH opportunities. A wide range of educational and training resources will be featured on the platform, from community college courses to online learning to skills training programs and adult education hosted at local high schools. Bunker Hill Community College, Roxbury Community College, and North Shore Community College have provided or will provide course details that will correspond with specific skills required by positions at Encore. Career seekers will be able to view a position they are interested in, see the skills required by that job, and click through to specific courses they can take that will enhance their skills if needed.




THE PLATFORM CONNECTS WORKFORCE STAKEHOLDERS


The SkillSmart platform aligns workforce stakeholders to meet business demand



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SKILLS IDENTIFICATION IMPROVES OUTCOMES




JOB SEEKERS

- ✔ Find new opportunities
- ✔ See how skills match
- ✔ Explore new careers
- ✔ Receive clear skills training guidance




© SkillSmart

Find the right fit. The smart way.

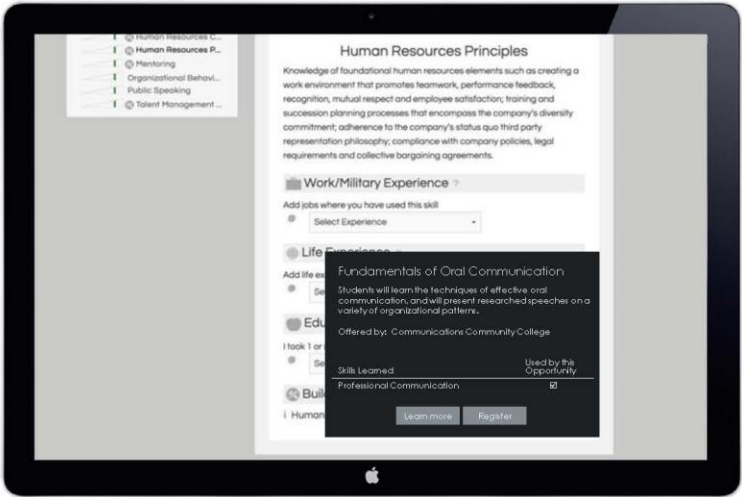


INCREASE EDUCATION CONNECTIVITY AND RELEVANCE



EDUCATORS

- ✔ Provide connection to specific training to help users develop the skills employers' need
- ✔ Highlight the training or programs of local chapters to direct residents to programs in their own community.
- ✔ Build on relationship with local educational partners



© SkillSmart

Find the right fit. The smart way.

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Greater Boston Gaming Career Institute

Subject to approval by the Massachusetts Gaming Commission, EBH will partner with Cambridge College to open a gaming careers school to prepare individuals to become dealers and casino surveillance specialists. EBH will provide the curriculum, equipment, teachers, and expertise for the program. Cambridge College will provide the space and administrative support for the Institute. EBH will employ approximately 1,000 full time and part time dealers for the casino operation. We expect roughly half of the individuals hired for these roles to be trained at the local Gaming Careers Institute.

Details for the Institute are as follows:

- **LOCATION:** The Gaming Career Institute will be located in Charlestown, Boston less than two miles from the resort location, and will be accessible via Orange Line public transportation.
- **SCHEDULE:** Courses are expected to begin the second week of September. The course is 16 weeks long with classes held five days per week, Monday through Friday. Three scheduling options will be available to accommodate schedule needs of those who wish to take the course. Makeup days will be held on Saturdays. The second semester of the Gaming Careers Institute is expected to begin on Tuesday, January 22nd, completing in early May 2019 in time for the June 2019 opening.
 - 8:00 a.m. – 12:00 p.m.
 - 1:00 p.m. – 5:00 p.m.
 - 6:00 p.m. – 10:00 p.m.
- **COST:** The cost of the course will be \$1,100.
- **CURRICULUM:** The curriculum comprises just over 300 hours of training and includes two casino games, customer service, CPR, and responsible gaming. This training provides students with a broad skillset that prepares them to be a table games dealer or to take on a role that leverage customer service, CPR, and responsible gaming skills (i.e. casino host or security). To pass the class, students will need to pass a final, simulation “audition” that will prepare them for an audition for a casino role.
- **APPLICATION PROCESS:** Each student who wishes to attend the Gaming Institute must apply. The application process will take place in August 2018 and will include:
 - Basic math aptitude test to demonstrate ability to do basic math required for table games dealing
 - Basic written application with acknowledgement and confirmation of willingness to: work flexible hours (nights, weekends, holidays); pass a background screening, pass a drug test, become licensed with the Massachusetts Gaming Commission.
 - Panel interview with representatives from Cambridge College and Encore Boston Harbor. During this brief interview, we will assess whether each candidate has the right attitude and personality for a position as a table games dealer.

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- **COMMITMENT TO HIRE:** Encore Boston Harbor commits to hiring 100% of individuals that: graduate from the Gaming Institute including passing the final, simulation audition; pass a drug test; clear background screening; and receive a gaming license from the Massachusetts Gaming Commission.
- **STUDENT RECRUITMENT:** EBH will launch targeted advertising and marketing to ensure that local and diverse potential students are aware of the Gaming Institute program, timeline for application, cost, and career opportunities made available by the program. We will turn to our Community Partners to ensure community members are informed about the Gaming Institute, and to refer student candidates.

Scholarships & Student Support

EBH will sponsor Gaming Career Institute financial need based scholarships, fully funding 50 individuals to complete the Gaming Institute course. Our community partners will support the scholarships by recommending individuals for these scholarships. Ten scholarship spots will be allocated to Everett residents. The Scholarships will provide opportunities for Everett and surrounding community residents, veterans, and minorities, who are in need of financial support to complete the Gaming Career Institute curriculum. One half of the scholarships will be awarded to women. Scholarship recipients will be determined by Cambridge College, which will use their financial aid office and procedures to determine financial need.

As part of Cambridge College's continued focus on access to education, they are committed to exploring and identifying options for individuals to afford to participate in the Gaming Career Institute. Cambridge College knows that there will be significant number of employment opportunities provided by EBH, and wants to ensure that the widest spectrum of individuals can enroll. To do this, Cambridge College will seek to find financial aid for training from multiple sources.

Cambridge College is currently aware of funding being available for these types of training programs and is pursuing these dollars through all possible options, exploring alternatives that may capitalize on Individual Training Accounts through One Stop Career Centers, Section 30 Training Opportunity Program support, and Trade Adjustment Assistance. In each case the Cambridge College team will work to identify and communicate all of the required steps for potential candidates to access available federal resources.

Cambridge College will also seek out partnerships or funding sources that can target segments of the population as a whole by pursuing Workforce Development Grant funding earmarked for the Gaming Commission, in particular with the goal of ensuring access for underserved and underrepresented populations. Finally, Cambridge College will also reach out to neighboring cities and towns that have been fortunate recipients of casino mitigation dollars, to examine their willingness to possibly provide training grants to targeted communities under their jurisdiction.

Cambridge College is actively considering options for students of the Greater Boston Gaming Career Institute to be able to link this experience to degree attainment. The possibility of assigning prior learning assessment credits for students who successfully complete this program, could eventually be articulated into certificate, associate or bachelor's degree credentials. Discussions are underway to develop this as a pathway in a

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structured relationship between Cambridge College, Bunker Hill Community College, and Roxbury Community College.

Culinary Training

The Massachusetts Executive Office of Labor and Workforce Development estimates over 14% growth in demand for restaurant cooks between 2014 and 2024 in Massachusetts⁵, translating to demand for over 3,000 new employees in restaurant cook roles. EBH will employ roughly 300 individuals in line level cook positions.

Encore is aware of the existing, regional culinary skills gap and has taken steps to address that gap. The EBH Executive Chef and human resources team are working with the Massachusetts Professional Association of Culinary Trainers (MPACT), a consortium of regional culinary training providers that includes Community Servings, NECAT, SnapChef, Future Chefs, and more. We will feature culinary training programs on the SkillSmart platform and will continue to engage with local culinary training providers to help prepare individuals for culinary roles at Encore. In addition to working with the MPACT, EBH will recruit from the culinary program at Bunker Hill Community College and other local schools. We will provide competitive wages and benefits, supporting our efforts to recruit in an environment with high demand for culinary workers.

English as a Second Language (ESOL)

Encore will hire for over 900 positions that do not require fluent English. These positions range from Cook to Porter to Traffic Attendant and are highlighted in the career summary on page 7. Once hired, Encore will partner with local ESOL providers to offer all team members English as a second language courses free of charge. Prior to opening, EBH will work with local ESOL providers to ensure that individuals are aware of ESOL resources and are able to take advantage of them to prepare for a career at Encore.

EBH will reach out to state-funded and other ESOL programs and will invite locally based ESOL providers to attend career information sessions where they can connect with career seekers. ESOL providers will also be included on the SkillSmart platform.

Local Education and Training Providers

EBH will work closely with local educational and training providers for culinary, hospitality, general & administrative, and other jobs.

Bunker Hill Community College will be a key resource for community members seeking to enhance their skills in anticipation of applying for a position with EBH. Bunker Hill's online and in person courses available in culinary arts, hotel and restaurant management, and more will be featured on the SkillSmart platform. In addition to connecting community members with the tremendous learning resources available at Bunker Hill Community College, we will partner with Bunker Hill to identify student candidates for our roles and collaborate on job fairs. Bunker Hill students and alumni will be a key recruiting target, particularly for culinary roles.

⁵ Source: http://lmi2.detma.org/Lmi/Occupation_Projection.asp?Area=01000025long

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



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Roxbury Community College, North Shore Community College, and other locally based Community Colleges will be key partners for providing classroom training to career seekers. EBH will include Roxbury and North Shore Community Colleges on the SkillSmart platform and will engage with Roxbury and North Shore Community College students and alumni as candidates for resort positions.

EBH will continue to work with the New England Center for Arts and Technology (NECAT) to provide culinary training opportunities for disadvantaged community members. NECAT held its first culinary class at the new location at Everett High School. A second class is now underway in Everett. EBH will recruit NECAT graduates for culinary roles.

BEST Corp. will partner with EBH as a training provider for hotel operations positions. The BEST Corp. training locations in Medford and Roxbury, both accessible via the Orange Line, will be a convenient training resource for career seekers in our Host & Surrounding Communities.

The academic institutions and training providers listed above are just a few examples of the dozens of among training providers we have connected with; we continue to reach out to other training resources that can support local and diverse career seekers as they prepare for EBH opportunities. Training partners are included in the list on page 15.

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OBJECTIVE 3: RECRUIT & HIRE A QUALIFIED, LOCAL & DIVERSE WORKFORCE

EBH's ultimate goal is to recruit, onboard, and retain a qualified, local, and diverse workforce. To accomplish this objective, we will build on the outreach and training efforts outlined above and will work to create an efficient and inclusive hiring process.

Applicant Tracking System

EBH will utilize an Applicant Tracking System ("ATS") and applicant portal for the resort opening, allowing us to communicate and follow up with applicants, supporting a positive candidate experience. The ATS will provide the recruitment team with data regarding gender, ethnicity, veteran status, and residency of applicants. We will use this information to ensure that we are receiving applications from diverse and local candidates.

Career opportunities will be posted on the applicant portal well in advance of hiring decision dates (at least 10 weeks) to ensure there is ample time for job seekers to learn about the opportunity, apply, and go through the hiring process.

As outlined on the hiring timeline on page 9, positions will be posted for application in January and February of 2019, with interviews following in March and April.

Inclusive Job Descriptions & Job Requirements

We will be hiring for over 450 different job titles. As a key element of preparation for recruiting and hiring, the EBH team created job descriptions for these positions, closely evaluating each included job requirement and ensuring that no educational or experience credential was listed as "required" unless that requirement is absolutely essential to the success of the business. The job descriptions are written to be clear and detailed, and as inclusive as possible.

We will not require a high school degree or equivalent for several of our positions up to a supervisor level. We believe this standard will open our jobs to a broader range of individuals who may not have had the opportunity to complete high school or a GED prior to entering the workforce. EBH will provide team members access to GED classes free of charge once the resort is open and stabilized. For many positions, we will not require prior experience, and will provide on-the-job training to support inexperienced team members.

Career Fairs & Mass Hiring Events

Career Fairs, as previously discussed, will be a method for raising awareness, but will also play a critical role in large-scale departmental hiring. EBH will host targeted career fairs for hotel, food & beverage, casino, security, and other departments, where applicants will meet hiring managers, interview, and be notified, in many cases the same-day, of hiring decisions and next steps. Our Community Partners will be asked to help advertise hiring events and to send referrals to career fairs and hiring events.

As outlined on the hiring timeline shown on page 9, hiring events will take place in February, March, and April of 2019. During these months, we will interview thousands of individuals to find those who are the best fit for the EBH team.

As described above, priority access at Hiring Events will be provided to residents of Everett and Encore's Surrounding Communities.

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Career fairs will be hosted throughout our Host and Surrounding Communities, at locations that are convenient to public transportation and parking. We will host a minimum of four career fairs in the City of Everett prior to opening. We will host career fairs on schedules accessible to career seekers who are currently employed and are not able to take time away from their current work schedule to attend, including evenings, weekends, and all-day events with multiple windows for attendance.

Many career fairs and hiring events will be open to individuals who may not have had an opportunity to apply online.

Panel Interviews

We will utilize panel interviews as a way for hiring managers to meet large groups of candidates. For several entry-level positions, an invitation to a panel interview will not require a resume. All individuals who have applied for these positions will be invited to meet the hiring manager and participate in a group interview.

Local and Diverse Community Partner Referral System

EBH has established a clear pathway for referrals from local Career Centers and diverse community partners. We rely on these partners to understand our expectations and opportunities, and then connect their constituents to jobs for which they are well suited. We have already seen the benefits of referral partnerships with regional career centers, with a few current members of the small but growing EBH team sourced through relationships with career centers and community partners. Referrals from our community partners will be given special consideration, where possible. We will continue to work with and source candidates from these critical partners.

Encore will track referrals through the SkillSmart platform and will report back to community partners regarding successful referrals. Community Partners may refer candidates to the Encore team by sending the referral and desired position directly to a member of the Encore employment team. Referrals will be carefully reviewed by the employment team and will be provided, at minimum, the opportunity for a meet & greet or phone interview. The Encore team will provide feedback to community partners regarding referred candidates to ensure that community partners are aware of successful referrals and understand reasons why unsuccessful candidates are not a fit for the position.

Training for Hiring Managers: Behavioral Interviewing, Diversity & Inclusion for Interviewing

All hiring managers will be trained in behavioral interviewing and inclusionary hiring. EBH is taking the extra step to provide training to all hiring managers to refine their skills in evaluating candidates based on behaviors that will be indicators of success. The best way to prepare for strong retention is to find the best fit for a job from the start. Managers will be trained to look for “transferable skills” to create opportunities where other employers may not have seen one. Understanding the value of a diverse and inclusive workforce will be part of the training received by hiring managers, as well as strategies to minimize any potential sub-conscious bias while interviewing. From hiring a more qualified workforce, to reducing turnover costs, managers will see the business benefits of diversity and inclusion.

All Hiring Managers will complete diversity and inclusion training as well as training on ways to mitigate unconscious bias during the hiring process. Encore will work with a third party provider to deliver this training.

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Background Screening

EBH follows Massachusetts law, which allows for employers to conduct a drug and background screening for every individual that is hired.

For individuals with a CORI, EBH will aim to be as inclusive as possible and review each background check on a case by case basis. In addition, the Mass Gaming Commission will designate positions that are exempt from licensing, further streamlining access to jobs.

OBJECTIVE 4: DEVELOP & RETAIN

Once initial hiring is complete, EBH will be most successful if we create an environment in which individuals can professionally progress and thrive. We will take a comprehensive approach to developing and retaining our team members, from competitive pay and benefits, to career pathways, to tuition reimbursement.

The same level of outstanding service extended to our guests is extended to our team members. EBH believes that only “people make people happy” and that our team members are best positioned to provide excellent service to our guests when their needs are met.

Competitive Pay & Benefits

We will offer industry competitive compensation and benefits including:

- Paid time off
- Paid sick time
- Six weeks paid parental leave
- Medical Insurance
- Dental Insurance
- Vision Insurance
- Other Insurance (life, short- and long-term disability)
- 401K with employer match
- Flexible Spending Accounts for medical and childcare expenses
- Tuition Reimbursement and Scholarship Fund
- Negotiated childcare provider discount
- Team Member Wellness programs
- Team Member Events and Volunteer Opportunities
- Meals at the Employee Dining Room

Onboarding & Orientation Training

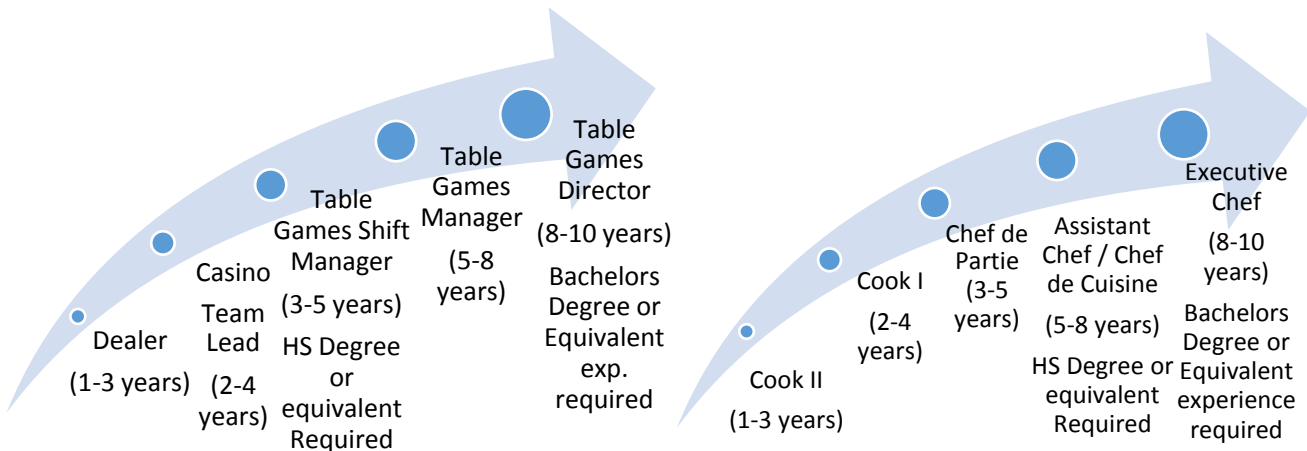
All new team members will go through an onboarding process that includes orientation and training. During orientation, new team members will be introduced to all EBH policies and receive safety, responsible gaming, emergency procedure, and sexual harassment training. This is our first step in setting up new employees for success and establishing an environment of respect and a culture of inclusion.

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Career Pathways

For many individuals, a work environment with opportunities for advancement and growth is key to feeling fulfilled and happy in the work environment. We will provide a wide range of career pathways, with many leaders in the Company progressing from entry level positions to executive leadership roles. EBH is committed to promoting from within the organization.

Below are examples of Table Games and Culinary career pathways.



Training & Education

We believe that with the right attitude and aptitude, team members can be trained to work in any job they are passionate about. Each operational department has a designated Training Manager that will provide on-the-job training to team members.

In addition to on-the-job skills training, we will provide leadership training for all supervisors and above. The leadership training curriculum includes the following:

- Foundations of Leadership / Leadership 101
- Active Listening
- Effective Communication & Coaching
- Team Building
- Team Dynamics
- Change Management
- Task Management
- Management Styles
- Positive Reinforcement / Performance Management
- SMART Goals

The leadership training program provides a strong leadership foundation to new leaders and reinforces effective leadership skills for tenured managers.

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For aspiring managers, EBH will have a “Manager in Training” program that allows promising front-line team members an opportunity to step into a leadership role with the support of a mentor and regular feedback from department heads.

In addition to the leadership training provided to all supervisors and above, EBH will offer the following courses to all team members, free of charge:

- English as a Second Language. These courses are contextualized by department, to ensure that team members are learning vocabulary that will help them succeed in their work environment.
- Citizenship.
- GED

The Tuition Reimbursement program, mentioned in the Benefits section above, combined with access to GED and other training, will create a supportive environment for professional development and career success.

Communication and Feedback

One of our Core Values is “Always Strive to be Better.” We are committed to continual improvement and supporting team members as they make professional progress. We will implement a structure of daily positive reinforcement and constructive feedback as well as a structure for regular reviews, ensuring team members are aware of areas for improvement and the steps required to make the next move in their career.

Storytelling

Storytelling is a unique program that focuses on celebrating and recognizing daily successes of our team members. Before each shift begins, managers gather their team for a pre-shift meeting. As part of that meeting, team members are encouraged to share stories of exceptional guest service or examples of team members going above and beyond to serve their fellow team members. Truly exceptional examples are brought to the attention of a manager, written about, and posted through all back-of-house areas, bringing special recognition to the outstanding performer. Storytelling inspires, motivates, and emphasizes the importance of excellence across all levels of the organization and most importantly...storytelling has a positive impact on enhancing one’s self-esteem. We help our team members take pride in their work and their abilities.

Below are two recent Storytelling features:

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FROM LEFT TO RIGHT:
Ofelia Mancilla De-Beas
Uniform Control Seamer
Sharon Hunter
Assistant Uniform
Control Manager

Tabitha McCraney
Uniform Control Attendant

TELL US YOUR
STORY

Care About Everyone & Everything.

In the middle of a busy workday, Employee Relations Counselor Ninette Macedo realized the zipper on her dress had broken and the back of her dress was gaping open. Panicked, she rushed to Uniform Control, hoping someone could pin her dress together so she could complete her day.

That's when she learned Uniform Control truly embraces our Core Value: Care About Everyone and Everything.

Ninette explained her situation to Attendant **Tabitha McCraney**, who took her to see the seamstresses. When Ninette asked Seamer **Ofelia Mancilla De-Beas** if she could pin her back into her dress, Ofelia wouldn't hear of it.

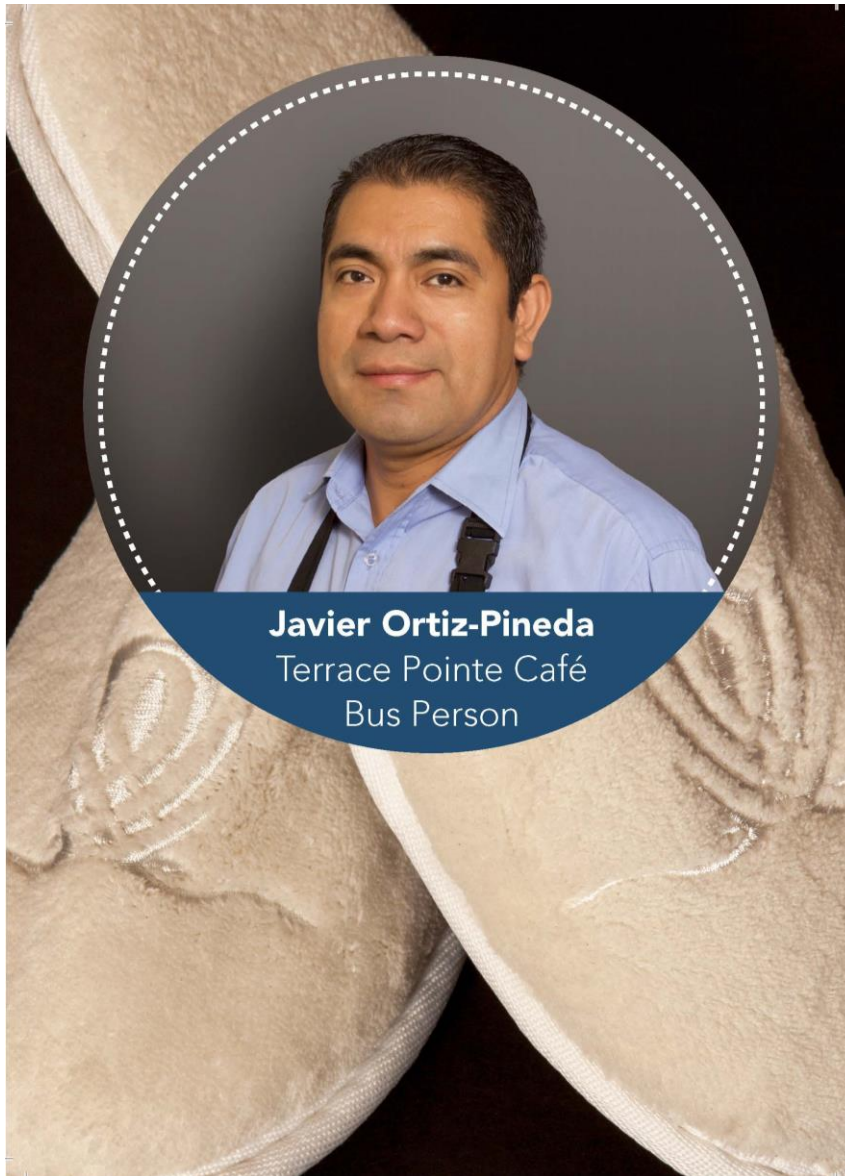
"This is your uniform. These are the clothes you wear to work, and my job is to fix employee uniforms," Ofelia said. She discussed the situation with Assistant Uniform Control Manager **Sharon Hunter** and returned to let Ninette know safety pins wouldn't be required. This was obviously an emergency, and she would replace the zipper.

"I was so impressed, shocked, and excited that they were going to see what they could do for me," Ninette said. "My plan had been to just throw the dress away once I got home."

Half an hour later, she walked out wearing her dress with a new zipper. "I am very thankful to everyone who helped," Ninette said. "They not only saved my day, they saved my dress."

Working together to help a fellow employee in distress, our Uniform Control team showed that when they say the Care About Everyone and Everything, they really mean everybody.

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Javier Ortiz-Pineda
Terrace Pointe Café
Bus Person

TELL US YOUR
STORY

Care About
Everyone &
Everything.

At *Terrace Pointe Café*, attention to detail adds up to Five Star service. From the varied menu to the sunlit view overlooking the pool to the attentive service, everything at *TPC* shines. It all reflects our Core Value: Care About Everyone and Everything.

So when a guest arrived for breakfast one morning, Bus Person **Javier Ortiz-Pineda** listened carefully when the guest sat down, sighed, and said his feet hurt after working all night. He could hardly wait to get back to his room and get out of his heavy work shoes.

Javier asked *TPC* Manager Christie Rosales what he could do or get the guest to make him feel more comfortable. Christie called the Front Desk and arranged to have someone bring a pair of guest slippers.

Javier took the slippers to the weary guest, who, so happy he'd have something comfortable to switch into after he left the restaurant, jumped up and gave Javier a hug.

By actively listening to the guest and seeking out a simple solution to his problem, Javier demonstrated our Core Value: Care About Everyone and Everything.

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WeSave Program

The WeSave Program provides team members access to discounts on a wide range of goods and services within their local community. We will partner with local restaurants, shops, dry cleaners, and many other local vendors and service providers to offer special discounts to our team members.

Employee Foundation and WECare Volunteer Program

The Employee Foundation and the WECare Volunteer Program provide opportunities for EBH team members to be involved in community service and contribute financially to organizations they care about, with a matching donation from EBH.

INTERNAL ACCOUNTABILITY & REPORTING:

To successfully meet our local and diverse hiring goals and to fulfill the objectives laid out in this plan, a system of reporting and accountability will be required. We will regularly review applicant and new hire data to monitor progress and ensure we are on track.

EBH established an internal Diversity & Workforce Development Council for operations that will meet on a regular basis to review diversity progress, identify areas for improvement, and develop ideas for strategic community engagement. Regular meetings to review progress towards diversity goals is a best practice implemented during the design and construction phase of the EBH development and played a critical role in our success in engaging a local and diverse workforce for construction. We will make use of this best practice for operations. The Diversity & Workforce Development Council will be led by our Vice President of Human Resources and will include five members from across the organization including Employment, Legal, and Operations. The Council will meet on a monthly basis. The Council will review statistics on the existing team as well as diversity of incoming applicants.

The Diversity & Workforce Development Council will report to EBH executives on progress during regular senior management meetings.

Department heads will be held responsible for meeting diversity goals within their departments for both manager and line level team members. Corrective Action meetings will be held for departments that are not meeting the goals. Encore will leverage partnerships with diverse partners and other outside resources to course correct if department diversity and diversity of the incoming talent pools are not on track for meeting goals.

CONCLUSION

We look forward to bringing over 4,000 careers to Everett, Massachusetts. We are excited to grow the EBH team and to provide career paths to a local and diverse group of individuals. The success of the EBH resort will be greatest if we can bring a local and diverse group of individuals, with a broad range of talents, together to create an incredible hospitality experience for our guests.

**ENCORE BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**



June 4, 2018

We thank the many community, educational, diverse, and government partners that have supported our efforts and look forward to working with these partners as we undertake the monumental hiring task ahead. With the Plan outlined herein, we believe we will be successful in achieving our objectives to raise awareness; prepare career seekers; recruit and hire qualified, local, and diverse team members; and develop and retain an outstanding workforce.

**Workforce Development & Diversity Plan
 Comment & Response Summary
 June 4, 2018**

GOALS & HIRING PREFERENCES

COMMENT	EBH RESPONSE
1. Request to increase 35% minority goal.	Minority hiring goal increased to 40%.
2. Hiring diversity goals should apply to all levels within the organization, front of house and back of house.	Clarify that diversity targets will be applied to all departments, front of house and back of house, and to all levels of the organization. Department heads will be held responsible for the diversity within their department.
3. 75% goal within 30 minutes of Everett. Clearly define how “30 minutes will be measured”	Given the variability in commuting times that makes “30 minutes” difficult to measure, we will measure the 75% goal within 30 minutes of Everett as residents of cities within 30 miles of the resort site. Within these cities, all outreach efforts will be focused on our Host & Surrounding Communities, Suffolk Downs employees, and targeted areas of high unemployment (i.e. Lawrence)
4. Explain how the hiring “Preference” will work for Host & Surrounding Communities	<p>The mechanics of preference will be as follows: For positions where individual resume review is the primary method of selection:</p> <ul style="list-style-type: none"> - EVERETT resumes will be reviewed FIRST with qualified Everett residents receiving the first calls for interview - MALDEN resumes will be reviewed SECOND with qualified Malden residents receiving the priority calls for interviews - BOSTON, CAMBRIDGE, CHELSEA, MEDFORD, SOMERVILLE, SUFFOLK DOWNS resumes will be reviewed THIRD with qualified residents receiving priority calls for interviews - Resumes of Residents of the designated counties will be reviewed following the residents above. <p>For positions where group or open call interviews are the typical approach:</p> <ul style="list-style-type: none"> - Priority access will be given to Everett residents. For example: if meet & greets and group interviews are scheduled from 10am – 2pm, Everett residents will be interviewed in the first slots from 10am – 11am. We will invite Everett residents in advance for priority access interviews and will also fast track

**Workforce Development & Diversity Plan
Comment & Response Summary
June 4, 2018**

	<p>residents who show their ID with Everett address.</p> <ul style="list-style-type: none"> - Next priority access will be given to Malden residents, with similarly designated advance times for meet & greets and interviews. - Following the times designated for Everett and Malden, time will be allocated for residents of the Surrounding Communities and Suffolk Downs employees. - Open call interviews for all interested career seekers will follow the three priority interview time slots outlined above, on a separate day.
5. Several comments recommended specific hiring goals for the Host & Surrounding Communities (i.e. percentages)	Encore will maintain our hiring preference for these communities. All outreach efforts have been and will be targeted in our Host & Surrounding Communities, etc. These efforts have been highlighted in the plan.
6. Clarification on how veteran hiring goal was reached. Add detail on how we will target the veteran community.	5.7% of the population in Massachusetts has veteran status. Of that population, roughly half, or 2.8% are veterans of recent conflicts, and are still in the active workforce. We reviewed these figures with the City of Everett Veteran’s Services Representative and the Disabled American Veterans, who confirm that 3% is an appropriate hiring target given the veteran population in Massachusetts. Encore will continue to work closely with local veterans groups and city Veteran Services Representatives.

OUTREACH

COMMENT	EBH RESPONSE
1. Career Support Hubs – ensure that these are not only career centers, but are locations that provide a cultural fit with local residents.	Encore has added the Everett Haitian Community Center, La Comunidad, Chelsea Collaborative, the Urban League, Malden Immigrant Learning Center, as Career Support Hubs that cater to specific cultural needs within our Host & Surrounding Communities.
2. Provide detail on community partnerships to help raise awareness.	A full list of partners is included.
3. Include diverse professional networks like ALPFA, NABA, NAAP, etc.	These partners are highlighted in the plan. Encore recently attended a consortium job fair put together by these groups.
4. The quarterly convenings appear to be focused on the business community	We will split these meetings into workforce and business related, separate meetings; this will be more

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rather than the workforce community. Should be expanded to include those who focus on resident and workforce connections and workforce needs.	productive. Added La Comunidad, Chelsea Collaborative as co-conveners of the quarterly Latino workforce check in.
5. Job fairs – note that these are required by the Host & Surrounding Community Agreements.	Will note. Will also highlight examples of recently attended career fairs and plans for upcoming career fairs.
6. Provide more detail and timelines for outreach and awareness raising efforts.	Encore will host monthly informational sessions starting in June 2018. These information sessions will rotate through our Host & Surrounding Communities.
7. Clarify role of SkillSmart vs. the application portal vs. the Talent Network. Request for training on these tools.	Encore will clearly brand these tools on our careers webpage. We have provided application portal, talent network, and skillsmart training to over 60 representatives from local career centers and community groups.
8. Provide information regarding how many positions will be available to English Language Learners	Over 900 positions (i.e. Guest Room Attendants, Public Area Porters, Cook I, Cook II) will be available to English Language learners. Highlight these positions in the plan. Emphasize that ESL classes will be accessible to all team members free of charge as part of the Encore training benefits.
9. Suffolk Downs – include more details regarding outreach to former Suffolk Downs employees	Will highlight / emphasize the Suffolk Downs outreach

TRAINING / PREPARING CAREER SEEKERS

COMMENT	EBH RESPONSE
1. Gaming School – provide more details on school generally, information on screening process. <ul style="list-style-type: none"> ○ Cost, financial aid ○ Recruitment, advertising ○ Timeline ○ What is provided by WBH vs. Cambridge College? ○ Selection process for students? There is a concern that individuals will invest time and resources in the school and not necessarily be a good fit for a job 	Program detail included in the updated plan. <ul style="list-style-type: none"> - Begins the first full week of September - Program cost is confirmed to be \$1,100 and will include 308 hours of training to include 2 table games, CPR, responsible gaming and Customer Service. - Classes will be offered on three scheduling waves, 8am-12pm; 1pm – 5pm; 6pm – 10pm 5 days per week. Makeup classes available on Saturdays. - A screening process will be put in place up front to ensure that only those who have a reasonable chance of successfully completing

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<p>afterward. Need to provide details on the selection process. This is not like another degree where there are multiple nearby employers looking for the skillset.</p> <ul style="list-style-type: none"> ○ Encore involvement in the selection process for the school, and the scholarships. ○ Confirm that scholarships will be provided to need based individuals. ○ Recommendation that Encore commit to interviewing all graduates of the program. ○ Alignment of training programs to specific careers in the resort. 	<p>the course are spending their time and resources on the class. The up-front screening will include:</p> <ul style="list-style-type: none"> ○ Math screening – brief computer test to test math skills ○ English / personality screening – 5-minute panel interview with Cambridge College, Encore team ○ Commitment to work nights, weekends, holidays ○ Commitment to pass drug test ○ Commitment to background screening ○ Commitment to obtain Mass Gaming Commission license <ul style="list-style-type: none"> - We will begin the screening process August 6th to allow for time to screen students prior to Sept 4th start date. - <u>Commit to hiring 100%</u> of individuals that: graduate from the school including passing the final, simulation audition; pass drug test; pass background check; receive gaming license. These team members will be subject to the 90-day trial period (applicable to all new hires). - Individuals who may not be a good fit for table games dealers will have received training on skills (CPR, customer service, responsible gaming) that will make them a good fit for other positions in the resort, i.e. security, hosts <p>The 50 scholarships provided by Encore Boston Harbor will be allocated based on financial need. Cambridge College, with consultation from EBH, will create the scholarship application process. EBH community partners will be provided with full information regarding the screening process and will provide scholarship candidate recommendations.</p>
<p>2. What is Encore doing to support other training in the region? ESOL, culinary, hospitality, etc.? Particular focus on</p>	<p>Encore directly supports the NECAT culinary training program. We will add the other culinary training providers to our community partners list. Specifically mention culinary as a training area we will focus on.</p>

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culinary, where there is a regional skills gap.	Emphasize the fact that we have already met with numerous culinary training providers. All local ESOL, culinary, hospitality and other relevant skills training programs will be included on the SkillSmart platform.
3. Calendar – extend “prepare career seekers” beyond opening date to account for churn after opening.	Change made to the overall calendar.
4. GED classes for EBH employees – clarify that this is offered to all employees free of charge	Encore will provide GED, ESL, and Citizenship classes free of charge to all team members. We will partner with an outside provider to provide these classes.

HIRING PROCESS

COMMENT	EBH RESPONSE
1. Add questions about ethnicity, gender, veteran status, disability status to our application portal.	Questions regarding race, gender, veteran status and disabilities will be added to our applicant tracking system.
2. Add diversity and unconscious bias training for hiring managers.	Will include / emphasize in the plan.
3. Addressing barriers to employment for local and diverse individuals, specifically CORIs and childcare.	Encore will work with a local childcare provider – and will provide discounted rates Encore team members for a network of childcare locations. For individuals with a CORI, we will aim to be as inclusive as possible and review each background check on a case by case basis. In addition, the Mass Gaming Commission will be designating positions that are exempt from licensing, further streamlining access to jobs.
4. More details regarding referral process for community partner organizations. How will we track and report on hires as a result of referrals?	We will be able to track referrals through the SkillSmart platform. Community Partners may refer candidates to the Encore team by sending the referral and desired position directly to a member of the Encore employment team. Referrals will be carefully reviewed by the employment team and will be provided, at minimum, the opportunity for a meet & greet or phone interview. The Encore team will provide feedback to community partners regarding referred candidates to ensure that community partners are aware of successful referrals and

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	understand reasons why unsuccessful candidates are not a fit for the position.
5. How will we hold ourselves accountable? What will we do to right the ship if our hiring is not moving in the right direction in terms of local and diverse team members?	<p>We have established a Workforce Diversity Council, that will regularly check on workforce diversity. The Workforce Diversity Council will be led by the VP of Human Resources, and will include 5 members from across the organization including Employment, Legal, and Operations. The Council will meet on a monthly basis. The Council will review statistics on the existing team as well as diversity of incoming applicants.</p> <p>Department heads will be held responsible for meeting diversity goals within their departments for both manager and line level team members. Corrective Action meetings will be held for departments that are not meeting the goals.</p> <p>Encore will leverage partnerships with diverse partners and other outside resources to course correct if department diversity and diversity of the incoming talent pools are not on track for meeting goals.</p>
6. Provide more information on the career pathways charts, i.e. educational requirements	Educational requirements by level included.
7. Clearly state our intention to promote from within.	Clarified in the plan.

Griffin, Jill (MGC)

From: Lisa Wong <lisawong@aaca-boston.org>
Sent: Thursday, May 31, 2018 4:33 PM
To: Jennie.Peterson@encorebostonharbor.com; Griffin, Jill (MGC); Mary Chin
Subject: "Encore Boston Harbor Workforce Development & Diversity Plan"

Dear Mass Gaming Commission,

The Asian American Civic Association (AACA) strongly supports the Workforce Development and Diversity Plan from Encore Boston Harbor. AACA has a long history of working with employers and help to train, recruit and support a diverse workforce in Greater Boston.

AACA is pleased that Encore has constructed a plan with extensive community input. They have continued to reach out to many organizations including AACA to ensure that the economic benefits and opportunities of the casino reach underserved, minority and immigrant communities, as well as work to mitigate any issues that may arise.

Encore is a strong partner to AACA, and we are working with them on outreach, recruitment and support services to fill the numerous positions that are and will be available. We are actively working on an information session to outreach to the Asian American and immigrant populations, as well as working on workshops and supports for economically disadvantaged individuals who want to apply for casino jobs in the future. Our job training programs will also help ensure diversity in finance and facility jobs in particular. Already, recommended candidates from AACA have been hired by Encore, and we anticipate many more success stories.

Please let us know if you have any additional questions.

Sincerely,

Lisa Wong



Cambridge College

Encore Boston Harbor Workforce Development Plan Feedback

Submitted by: Cambridge College
May 30, 2018

The Draft Workforce Development Plan for Encore Boston Harbor, presents a very good initial framework for achieving the comprehensive and coordinated goals described therein. Much of the feedback below seeks to refine or augment the details listed in the five key objectives. In some cases we are aware that Encore has begun the process to expand their plan to consider the items noted below.

1. Raise Awareness

We understand that the next draft will include educational partners and focus on attracting a local and diverse workforce.

- a) This section could detail with a little more specificity the targets at the community level for awareness campaigns and provide a few examples on how they will be executed.
- b) Recognizing that there are many community based organizations with employment and career serving operations, we should seek to develop relationships with individual and membership based CBO's such as the MACDC and local public housing authorities to ensure that awareness is built at the resident level within communities.
- c) Activities could include participating in CBO functions as a sponsor so that the Casino opportunities can be broadly advertised or announced. Hosting on-site awareness days could also be created in collaboration with the CBO – and linked to activities/goals that are relevant to the CBO.
- d) Creating targeted relationships with adult basic education programs as a talent pipeline feeder may also be a worthwhile detail to add.
- e) Can more specifics be provided for the relationship between Wynn "job center" and the City of Everett? In addition what is the plan for similar efforts with neighboring cities – Boston, Somerville, Chelsea, Malden, Medford, and Revere?

2. Prepare Career Seekers

- a) Based on the nature of the casino games one of the hard-skills area should include "Basic Math skills". It might be additionally helpful to elaborate on the importance of good customer service and creating/contributing to an atmosphere that is safe, respectful and responsive for all staff and guests within the casino.
- b) Based upon the MGC commissioner statement regarding maintaining a safe and inclusive workplace we suggest there be an explicit statement on training to achieve that goal. See note below under "Develop and Retain".
- c) Elaborate on the networking opportunities to achieve language proficiency for potential candidates in the future to achieve employment on the gaming floor as part of a progression



Cambridge College

from back of the house operations. Describe how employees with limited English proficiency can advance in the organization.

- d) With regard to the scholarships, the plan should be clear in articulating how they will be administered to provide a better understanding to readers. It is probably best that Cambridge College be responsible for identifying the recipients, using criteria co-constructed with Encore and community based organizations, consistent with its current practice for awarding scholarships to our students.
- e) Consistent with the mission of Cambridge College, all candidates must complete an application process to be considered for the training program. If a candidate is deemed to need additional support or instruction to achieve success in the training program, it should be noted that the College will work to identify the necessary resource to enable the candidate to be best prepared to succeed at the Gaming Career Institute. Underscoring the opportunity to collaborate with the community colleges, adult basic education programs and other community based training programs as part of the workforce development plan will be a helpful to share. The application process should entail the applicant being informed of the requisite requirements to obtain a gaming license in the Commonwealth, an assessment of their mathematic aptitude, establishing a profile in SkillsSmart, and an interview of the candidates' communication skills.
- f) Only a percentage of the trainees will make it through to full time employment on the casino floor. The training will provide a distinct set of skills that may still be applicable towards other positions listed in SkillsSmart. How this will be described and promoted among students should be detailed.
- g) We can affirm that Cambridge College will be able to assign credits to the gaming training experience and readily translate that into Cambridge College Bachelor's and Master's Degree programs. We are actively working to provide that opportunity with community college partners, with whom we already have articulation agreements, to provide the opportunity for trainees to consider Associates degree options.

3. Recruit and Hire

- a) It should be noted that you are also actively attending career fairs in the area and are actively seeking to join those planned at area colleges and through business/professional organizations as well.
- b) WBH "relies on its partners to understand WBH expectations and opportunities" – however, it may be wise to describe here the extent of detail provided to partners to be explicit and consistent among all partners. If this is the plan, it might help to describe what the key elements are here, even if redundant with descriptions elsewhere in the narrative.
- c) Describing what "special consideration" will be given to employment referrals from community partners will be important. This could be interpreted in many ways and for transparency sake may be best to reveal what this means in this section.
- d) Incentives and/or funding for community based organizations beyond the 50 scholarships may be needed to foster relationships.



Cambridge College

4. Develop and Retain

- a) Given current status, it might be a good idea to describe in greater detail the vision for WBH work culture and environment, and to emphasize why this is important for employees and the experience of the thousands of guest to be entertained.
- b) Emphasis on what, if any, formal WBH policy regarding code of conduct is and how all staff are held accountable to that to ensure equity and civility in the workplace could be helpful. If these are tied to performance evaluations even better. Does such a code exist or is one envisioned for launching the casino?
- c) Who will constitute the Diversity and Workforce Development Council? Is this an internal group/ Do you have any of the community partners on the list? It would be helpful to identify how diverse this council will be in makeup as a way to ensure that they are best positioned to uphold the council role.

CASINO ACTION NETWORK

Black Economic Justice
Institute
Chelsea Collaborative
Dorchester Roxbury
Labor Committee
Greater Four Corners
Action Coalition
La Comunidad Inc.
Massachusetts
Community Action
Network
One Everett
Somerville Community
Corporation

TO: Massachusetts Gaming Commission
FROM: Marvin Martin, Casino Action Network
SUBJECT: Comments on Wynn Boston Harbor Draft
Workforce Development and Diversity Plan
DATE: May 1, 2018

Please find attached comments from the Casino Action Network on the Wynn Boston Harbor Draft Workforce Development and Diversity Plan.

We would like to provide additional comments and testimony at any public hearing on this matter.

Thank you for your attention to this.

ACTION for EQUITY

367 Washington St.
Dorchester, MA, 02124
Tel (617) 620-9904

Arborway Committee
Bikes Not Bombs
Black Economic Justice Institute
Boston Tenant Coalition
City Life/Vida Urbana
Conservation Law Foundation

Fair Housing Center of Greater
Boston
Greater Four Corners Action
Coalition
Jamaica Plain Racial Justice &
Equity Collaborative
Livable Streets Alliance
MassPIRG

One Everett
SEIU 32BJ
Sierra Club of MA
Somerville Community
Corporation
Transit Riders Union
United for a Fair Economy

Casino Action Network

Comments on Wynn Boston Harbor Draft Workforce Development and Diversity Plan

May 1, 2018

Contact: Marvin Martin, 617-436-0289, marvinaction@hotmail.com

The Casino Action Network recognizes that jobs at Wynn/Encore Boston Harbor will provide high quality employment and upward mobility. We understand the level of wages, benefits, and career paths those fortunate to be hired will enjoy. We advocated for these job quality standards and access requirements to be included as conditions of the license. That is why we are so focused on ensuring that diverse, un- and under-employed residents in our communities are hired for these positions.

While we are pleased with the openness from the Wynn/Encore team to an initial discussion of the issues we raise below, overall we have major concerns. We are disappointed that just a year out from massive hiring, there is still no practical plan to reach the under- and unemployed residents in our communities that this law was intended to benefit.

As we discussed in our meeting on Tuesday, April 24th, we would look forward to working with Wynn/Encore, the public workforce system, and our city leaders to create the kind of pipeline we believe is needed. This document, however, is commenting on the written plan put in front of us.

We have concerns about both the standards being proposed and the implementation plan to reach the needed standards.

Hiring goals as required by statute, license conditions, and demographics

1. Diversity requirement should be 50%, based on the Wynn documentation of diversity in local area and among host and surrounding communities. The Plan documents that the host and surrounding communities are 48.8% people of color, with over 600,000 people in the workforce and over 15,000 people unemployed.
2. 75% of hiring should come from approximately the following cities and towns, based on License Condition 14 requirement to hire 75% from within 30 minutes of the casino. This tight time frame indicates a requirement in the Conditions for significant hiring from the local urban area. A map is attached: Everett, Somerville, Malden, Medford, Chelsea, Boston, Cambridge, Revere, Lynn, Saugus, Arlington, Stoneham, Winchester, Melrose.
3. Hiring goals for both diversity and location must be for all levels of the organization, all departments, front-of-house as well as back-of-house as referenced in Chapter 23, Section 15-17.

Workforce hiring plan needs to be a plan to try to achieve these goals

Outreach has to be targeted to achieve the identified goals.

- Since the hiring goals should be to hire over 3,000 people from within 30 minutes of the casino and 2,000 people of color, both for positions at all levels of the organization, we would expect to see a plan targeted to achieve this. We do not.
- While there is a list of information distribution channels, we see no plan to increase awareness, particularly in the locations within 30 minutes of the casino, in areas of diverse residents, and in areas of high unemployment where "robust outreach" is required. Where are the dates, locations, expected numbers reached, follow-up step, and so on? While the plan says "WBH has established a clear pathway for referrals from Career Pathways and diverse community partners," at ground level, we do not see a clear pathway in place.

- Raising awareness at the level of a job fair where information about the on-line Talent Network is provided is just one step in the pipeline. We believe a robust plan to achieve these goals needs to be customized to each local city and also area within Boston. Each local area needs a sequence of broad resident information followed by occupational information sessions, then employment counseling and work readiness services, referrals to training as needed, followed by application assistance. We do not see this sequence of activities in the plan or the collaborations in place to make them happen.
- We believe there needs to be a committee of local partners working together in each local city and area of Boston for a real plan to be developed. These working groups, or even one regional group, have never been convened.

What are the mechanics of “preference”?

- While there are required preferences for host and surrounding communities as well as the hiring goals, there is no explanation of how the goals or preferences are implemented given the rolling hiring process and expectation of 80,000 applicants.
- How is the hiring being monitored? Unlike construction that is episodic and builds over time, allowing for corrections, permanent jobs hiring is ideally done once. While we understand that significant drop-off is expected, that summer and fall backfill should not be the way the hiring goals are met.

What are the mechanics of achieving hiring goals “in all employment categories”?

- We see no system for or application of hiring goals to the current hiring. While we have been told there have been some recent hires of people of color, which is good, the entire Wynn management team we have met to date is white. Chapter 23, Section 15-17 requires a plan that “incorporates an affirmative action program of equal opportunity by which the applicant guarantees to provide equal employment opportunities...in all employment categories...” What is the plan to achieve the goals at all employment categories starting now? What is the plan to achieve the goals in all employment categories for all the hiring?

While Objective 2 is labeled Preparation, there is little preparation offered in the plan.

- Developing resources for the gaming school for targeted populations is left to Cambridge College. With the exception of 50 scholarships, equipment, and trainers for the school, there is no other Wynn commitment to ensuring economically diverse people can risk taking this class. This stands in clear contrast to MGM’s commitment.
 - Also, while MGM has stated that they hope to hire 75% of the people who take the gaming classes, Wynn’s 20-to-1 applicant-to-hire ratio creates a sense that many people will be paying for classes from which they will not gain employment. In addition, MGM has stated it will refund the cost of the class to those hired who stay a year.
 - Wynn has not stated that its scholarships will be provided to those with financial need.
- The Plan says “WBH will work to ensure that local career seekers...are prepared to successfully enter those career paths” but with the exception of the Gaming School, provides no other assistance that we can see. We do not view providing an application portal as career preparation. What work is being referenced here?
- For the many residents already working in similar occupations that are low paid or part-time, a job with Wynn/Encore would be a significant step forward for themselves and their families. For these people, preparation may include employment counseling and assistance in presenting

themselves effectively. It may include interview practice for people who do not speak English as a first language. It may include additional ESL class time. Where is this preparation capacity in the plan? Services for people who are under-employed must be at times they can be available—often evenings and weekends. We do not believe that the current public workforce system has the capacity to meet this need as currently constituted.

- As far as we can tell, Wynn has yet to start fulfilling its obligation to Boston under its Surrounding Community Agreement “provide a structured program to educate Boston’s residents and, in particular, residents of Charlestown about available employment opportunities.” And “Prior to the beginning of hiring employees....In addition, Wynn will work with non-profit entities to create a job readiness training program that will be available to all residents of Boston.”

Quarterly convenings are insufficient as either work sessions or timely sources of information.

- The quarterly convening of Latino and African American leaders appears to simply rename the groups looking at procurement and business contracting. The membership of these groups should be expanded to include those who focus on resident and workforce connections and workforce needs and to set specific activities to support the local outreach.

Expanding opportunities for those with CORIs requires that Wynn/Encore also take further steps.

- In addition to having a list of MGC exempt job titles, we also need to understand Wynn/Encore’s management practices for background checks. Telling us that every one of as many as 1000 openings will be on a case by case basis is not a practical recruitment approach. Wynn/Encore must provide some general guidelines for effective recruitment. We also need to know if Wynn/Encore is using credit checks and if so, for which positions.
- We believe information on Wynn’s background check procedures must be presented as part of this plan and subject to public comment.
- Given the requirements in Massachusetts, applicants may be offered a position pending a background check and then fail the background check. We insist that all of these individuals be told the basis of losing their job offer. We believe there should also be a process to challenge these decisions.

We are confused about the use of SkillSmart as an information source but not an application portal.

- SkillSmart offers innovative options for showing applicants skills and strengths, but requires somewhat different preparation by employment counseling and job seekers. Where is this training?
- We think we were also recently told that SkillSmart is not the application portal, but just a source of information. We need clearer information and training.

Map of 30+ minutes from Everett





**FULFILLING OUR PROMISES
TO THE MEN AND WOMEN WHO SERVED**

Room 546, State House, Boston, Massachusetts 02133-1042
Telephone: (617) 727-2974 Fax: (617) 742-9843 / Website: davma.org

Dear Massachusetts Gaming Commission,

I am writing in support of the Encore Boston Harbor Workforce Development & Diversity Plan. The Disabled American Veterans (DAV) has worked with the Encore team for the last several years on efforts to engage with the Veteran community for construction career opportunities and for upcoming career opportunities at the Encore resort. We commend Encore's commitment to hiring veterans and providing them with meaningful opportunities for professional development.

As mentioned in the Plan, the DAV is a co-convener, along with the Veteran Services Representative from the City of Everett, of quarterly update meetings with leaders from the Veteran community. We have developed a productive working relationship with the Encore team and have found they are responsive to our suggestions and ideas to engage with the veterans who are looking for employment.

In our most recent meeting with the Encore team, we discussed the 3% veteran hiring goal Encore has set for operations. We feel this is an appropriate target given the population of veterans in Massachusetts.

In addition to be an open and communicative partner, Encore has attended the Recruit Military career fair the last two years and has attended several other military focused hiring events. We have met with veterans on the Encore team and seen in person the commitment to hiring and supporting military veterans.

We look forward to continuing to work with the Encore team as they prepare for the opening in June of next year.

Thank you,

A handwritten signature in black ink, appearing to read 'Daniel P. Stack', is written over a large, stylized, circular flourish that resembles a 'D' or a similar decorative element.

Daniel P. Stack

DAV Department Adjutant/CEO

Griffin, Jill (MGC)

From: Eben Ezer <wfcscenar@aol.com>
Sent: Thursday, May 31, 2018 11:08 AM
To: MGCcomments (MGC)
Cc: Griffin, Jill (MGC); jennie.peterson@encorebostonharbor.com;
john.tocco@encorebostonharbor.com; everettcommunitycenter@gmail.com
Subject: Fwd: "Encore Boston Harbor Workforce Development & Diversity Plan"

Dear Massachusetts Gaming Commission:

We are writing this note today regarding Encore Boston Harbor's Workforce Development & Diversity Plan.

As we know, the intent of the commonwealth's gaming legislation was to create state and local economic benefit, particularly for communities in need of opportunities. We believe that there seems to be a strong foundation in place to achieve this goal as we review the Encore Boston Harbor's Workforce Development & Diversity Plan. The document indicates Encore Boston Harbor's stated commitment to regional diversity as its first objective and reflects what is important for the residents of Everett and surrounding host-areas, particularly, the residents of color.

The EHCC has had for the past couple of years, an ongoing partnership and works together with Encored Boston Harbor on various fronts. In addition, the EHCC has been talking with Encore Boston Harbor for the last few months about the document outlining their plans to recruit, hire, and train a local and diverse workforce to prepare to hire over 4,000 individuals for the Encore opening. In fact, as part of practical steps that we believe are necessary to provide diverse access and opportunities, Encore Boston Harbor has discussed and expressed that the Everett Haitian Community Center will be listed as one of their key local partners and as a location where local community members can find support as they pursue careers with Encore. This is very important for our local communities as existing labor force in the commonwealth will be utilized, having this direct access to be prepared, trained and apply for opportunities with Encore Boston Harbor for permanent positions.

We look forward to continuing working with Encore Boston Harbor, the Commission, and partners in the community to contribute in strengthening the process of creating economic benefit for the state and the region in a diverse manner.

Sincerely,

Rev. Myrlande DesRosiers

cc: Rev. Thomas St. Louis, Chairman of the Board - EHCC
The Multicultural Everett Community Advisory Group
Encore Boston Harbor

"Paving the way to ladders of opportunity"



Rev. Myrlande DesRosiers

Volunteer Director

Eben-Ezer Family and Children Services, Inc.

DBA: Everett Haitian Community Center

427A Broadway, Everett MA 02149 Unit 6

857-251-9866

[Like us on Facebook](#)

Griffin, Jill (MGC)

From: Nader Acevedo <nacevedo@hainst.org>
Sent: Thursday, May 31, 2018 12:05 PM
To: MGCcomments (MGC); Griffin, Jill (MGC)
Subject: "Encore Boston Harbor Workforce Development & Diversity Plan"

Dear Ms. Griffin and Commissioners,

I am writing to you in my capacity as the Executive Vice President of the Hispanic American Institute (HAI), a not-for-profit organization established in 1997. I fully support the "Workforce Development & Diversity Plan" presented by Encore Boston Harbor (EBH). Personally, I have developed a working relationship with (EBH) over the past several years and have been able to witness their commitment to creating opportunities for the the Latino community. Our quarterly Latino community leaders meeting hosted and held at the Encore Boston Harbor offices located in Medford, MA serves as a tool for me to gauge and experience first hand their dedication and engagement with the Latino workforce. In reviewing, I found the plan very descriptive and insightful at reinforcing their efforts. I am truly looking forward to continue partnering with EBH in these initiatives.

Very truly yours;

Nader Acevedo | Executive Vice President| Hispanic-American Institute
406 S. Huntington Ave. | Boston, MA 02130
(o) 617-522-0387 (c) 617-637-6403 | nacevedo@hainst.org | www.hainst.org

Griffin, Jill (MGC)

From: Juan_Lopera@tufts-health.com
Sent: Sunday, April 29, 2018 7:43 PM
To: Griffin, Jill (MGC)
Subject: Re:

Hi Jill,

I reviewed the plan and was impressed by its comprehensiveness and commitment to D&I. Though having met the smart and delightful Jennie Petersen I couldn't expect less.

A few thoughts and considerations I would offer:

- (1) Given the competitive labor force, it is going to be extremely difficult to fill the 4.5k jobs and meet the diversity goals outlined which means that WBH will need to double down on its efforts to outreach to job seekers.
- (2) Some of the higher-skilled jobs will required outreach to more advanced diversity networks such as ALPFA (Latino professionals), NABA (Black professionals), NAAP (Asian professionals). WHB should lay out a plan for such outreach and identify the job classes that are best suited for diverse professionals from these networks.
- (3) minor detail but the WHB talent network portal should have (optional) questions about race/ethnicity, veteran status, disability status, veteran status so WBH can report on hiring progress.
- (4) I don't see people with disabilities as a diversity goal and it probably should be. All other categories are mentioned except disabilities.
- (5) As part of the Develop and Train goal, WHB should include unconscious bias/ cultural competence training and the creation of employee resource groups. Both are standard D&I best practices.

Hope these comments help. Happy to discuss further.

Regards,

Juan

Sent from my iPhone

On Apr 27, 2018, at 4:39 PM, Griffin, Jill (MGC) <jill.griffin@state.ma.us> wrote:



Metro North Regional Employment Board

186 Alewife Brook Parkway, Suite 216, Cambridge, MA 02138
Tel: 617-864-1500 | Fax: 617-864-1508 | www.mnreb.org

May 1, 2018

Dear Commissioners:

The following is the Metro North Regional Employment Board's (REB) comments on the Workforce Development Plan submitted by Encore Boston Harbor. The REB appreciates Encore's efforts to engage us and other community partners in the development and refinement of this Plan. In the REB's view, the Plan discusses important issues related to the recruitment, hiring, training, and retention of local and diverse talent for the 4,000-plus permanent jobs at the new gaming facility. The Plan shows that Encore has thought about these issues and is committed to engaging community partners in this process. The REB appreciates the specific information provided on the numbers of jobs in each job title. The inclusion of gaming training scholarships for some community members demonstrates a willingness by Encore Boston Harbor to help fund training for those most in need. Listing career paths demonstrates Encore's commitment to promote staff along a career trajectory. In addition, the REB is impressed with Encore's long list of training for current staff including free HiSet classes for employees without a high school diploma.

The REB believes there are several areas in the Plan that could be strengthened in order to ensure local and diverse talent are aware of and have access to the compendium of job opportunities available at the new gaming facility, which are summarized below.

Overall:

- The 35% minority goal is low. Given that MGM Springfield has set a minority goal of 50%, and looking at the diverse population of the Metro Boston region, the REB believes a higher minority goal is warranted. In addition, the REB recommends setting diversity goals for management level positions, which would signal Encore's commitment to diversity at all levels of its workforce.
- The 75% goal for "within 30 minutes of Everett" is somewhat confusing and unclear. While this is the language used in the licensing process, time-based measures in a congested metropolitan area are highly variable. The REB recommends a geographic goal based on distance rather than time.
- The REB recommends specific hiring goals for the host and immediate surrounding communities, those communities that are most impacted by the new gaming facility, rather than a very wide area.
- The REB recommends additional language on how Encore will work to address barriers to employment for the local and diverse talent it seeks to recruit, i.e. childcare and CORIs.

Objective 1: Raise Awareness for WBH Career Opportunities

- Career Support Hubs- the REB recommends additional language about cultural competence; it is important for residents to be served in an environment where they feel comfortable.
- The REB recommends additional language regarding strategy about spreading the word about the jobs. We believe there is a need for more grassroots community based organizations, youth serving organizations, public housing projects, etc. to be involved in outreach.
- Additional key populations to target: older workers (over 50), immigrants (p. 12)

Serving as the Workforce Development Board for the communities of: Arlington, Belmont, Burlington, Cambridge, Chelsea, Everett, Malden, Medford, Melrose, North Reading, Reading, Revere, Somerville, Stoneham, Wakefield, Watertown, Wilmington, Winchester, Winthrop, and Woburn.



Objective 2: Prepare Career Seekers

- Gaming School- the REB recommends much more information and detail on the Gaming School and how it will work. For example, is this a tuition program, what is the cost, is financial aid available? Are teachers and equipment provided by WBH free of charge? How will the cost of training affect the affordability and accessibility of this training? How involved will Encore be in the development and implementation of the Gaming School? These skills are extremely employer-specific and are not easily transferred to other employers in the event a trainee does not get hired by Encore. The REB recommends that Encore have much more involvement in the Gaming School, particularly in the selection process of trainees to ensure that no trainees are spending significant funds out of pocket for jobs they will not be hired for. Similar to MGM's commitment to guarantee Gaming School graduates an interview and setting a 75% hiring goal from the Gaming School, the REB recommends Encore commit to guaranteeing all graduates an interview and set a goal for the percentage of graduates that will get hired. The REB also recommends additional attention is paid on how Encore will work to ensure that the Gaming School is affordable and accessible to the local and diverse talent it seeks to recruit.
- Encore-sponsored Gaming School scholarships- the REB recommends more detail on how the Gaming School scholarships will work. To ensure the scholarships go to those most in need, a process to determine who can access other funding needs to be in place by Cambridge College.
- The REB recommends additional language on Encore's commitment to supporting the non-gaming training and services necessary to prepare local and diverse talent, including job readiness, literacy education, ESOL, and skills training in non-gaming fields, i.e. culinary and hospitality.

Objective 3: Recruit & Hire a Qualified, Local & Diverse Workforce

- The REB recommends additional language regarding how many and types of jobs that are more accessible to English Language Learners.
- The REB recommends additional language regarding the process by which community partners can make referrals and whether those referrals will be given special consideration.
- The REB recommends additional language regarding how Encore plans to hold itself accountable to the goals set forth in this Plan and the process by which it will right the ship if not reaching goals.

Objective 4: Develop & Retain

- The REB recommends additional information on the career pathways charts. For example, if there are educational requirements to move up these ladders in addition to years of experience, list those.
- The REB recommends explicitly stating Encore's intention to promote from within and providing some statistics as to its current track record of doing so.

Thank you for the opportunity to provide feedback on this plan. The REB looks forward to continuing to work with Encore Boston Harbor to ensure that local and diverse talent have access to these high quality job opportunities.

Sincerely,

Sunny Schwartz
President and CEO
Metro North REB

Griffin, Jill (MGC)

From: MGCcomments (MGC)
Sent: Wednesday, April 04, 2018 3:47 PM
To: Griffin, Jill (MGC)
Subject: FW: Wynn Boston Harbor Workforce Development and Diversity Plan
Attachments: QARI Workforce Enterprise.pdf

Hi Jill,

FYI.

Thank you,

Colette

From: Philip Chong [<mailto:philip@quincyasianresources.org>]
Sent: Wednesday, April 04, 2018 2:00 PM
To: MGCcomments (MGC)
Subject: Wynn Boston Harbor Workforce Development and Diversity Plan

My name is Philip Chong, CEO of Quincy Asian Resources Inc. (QARI). QARI is the leading social services organization in Quincy and the South Shore area, serving the Asian and the minority populations in the last 17 years. We provide many services and programs including, workplace education, family and community outreach, ESOL, youth and mentoring, and major cultural events.

In the meantime, we launched a new program, Workforce Enterprise, in January 2018 and partnered with MBTA/MassDOT in the Wollaston station closing project. The program provides community workforce with linguistic and cultural competencies to companies and organizations for serving the rapidly growing Asian population. We are in discussion with several large organizations and companies to expand the program into various sectors. We would like to learn more about the Plan and be interested in becoming one of the selected agencies to participate in this workforce initiative.

Here are [the recent newsletter](#) and the program information. Thank you and I look forward to hearing from you.

Sincerely,

Philip Chong
CEO, Quincy Asian Resources, Inc.
1509 Hancock Street, Suite 209
Quincy, MA 02169
Phone: (617) 472-2200
Cell: (857) 719-3595
Fax: (617) 472-2299
[Website](#) | [Facebook](#) | [Twitter](#)
[A Quincy We All Can Call Home](#)

Griffin, Jill (MGC)

From: William Watkins <wwatkins@ulem.org>
Sent: Wednesday, May 30, 2018 11:40 AM
To: MGCcomments (MGC); Griffin, Jill (MGC)
Cc: Darnell Williams; Darnell Williams; Peterson, Jennie; Tocco, John
Subject: Encore Workforce Development & Diversity Plan

Importance: High

Dear Gaming Commission:

I hope you receive this letter of support for Encore Workforce Development & Diversity Plan in good spirits and health. We have convened several meetings with Encore Boston Harbor and Black leaders from national organizations with over 100-year history in MA. The meetings have been informational and fruitful for all involved. Encore has worked in good faith with us to make sure our voices were a part of the document. We are confident in their approach to diversity in making sure the constituencies represented around the table are reflective of their workplace.

We are aware that this document is a living and breathing one that will be shaped by the opportunities and labor market. Encore has done a great job in bringing veterans, Asians, Latinos and Black groups together; this shows that they're very intentional in creating a diverse workforce that the Commonwealth can use as a model for future projects.

Thank you for your time and consideration.

William Watkins

Director for Workforce Development
Urban League of Eastern Massachusetts
88 Warren Street | Roxbury, MA 02119
(O) 617.442.4519 ext.237 | (F) 617.442.0562

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Urban League of
Eastern Massachusetts



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TO: Chairman Crosby, Commissioner Cameron, Commissioner O'Brien,
Commissioner Stebbins, Commissioner Zuniga

FROM: Paul Connelly, Director of Licensing

DATE: June 4, 2018

RE: Plainridge Park Casino: Gaming Beverage License – Renewal

The Division of Licensing is forwarding Plainridge Park Casino’s (PPC) application for renewal of their Gaming Beverage License – per 205 CMR 136.03(3) – with a recommendation that it be approved by the Commission.

PPC has submitted an application for renewal of their Gaming Beverage License that contains nine distinct Licensed Areas:

LICENSED AREA		REQUESTED HOURS OF OPERATION
1	Casino Gaming Floor*	8AM – 1AM
2	Flutie’s	11AM – 1AM
3	Slack’s	11AM – 1AM
4	Revolution 1776 Bar	8AM – 1AM
5	Food Court (Slice, b.good)	8AM – 1AM
6	Dark Horse Bar	11AM – 1AM
7	Mountain Skipper Express	11AM – 9PM
8	Racing Apron	8AM – 1AM
9	Banquet Event Space	8AM – 1AM

* Includes additional “High Limit Lounge Area”.

The renewal application mirrors the conditions of PPC’s existing alcohol license but also includes the addition of a new “High Limit Lounge Area” on the gaming floor. This area was previously occupied by a retail shop not included in PPC’s gaming floor Licensed Area application. That shop is being relocated and PPC is requesting that the High Limit Lounge along with a separate, adjoining alcohol storage area be added to the gaming floor Licensed



Massachusetts Gaming Commission

Area. The High Limit Lounge will have a portable bar serving beer, wine, and liquor. There will be no bottle service. The adjoining liquor storage area will be locked at all times.

The Division of Licensing has reviewed the application and determined that it contains all of the elements required in accordance with 205 CMR 136.04 and adequate liquor liability insurance as required by 205 CMR 136.07(1). Additionally, PPC submitted the renewal application fee as required by 205 CMR 136.05.

The Division of Licensing also consulted with the Investigation and Enforcement Bureau (IEB) regarding PPC's renewal application and compliance history pertaining to the sale and storage of alcoholic beverages. The IEB took no issue with the renewal application and recognized PPC's strong compliance history.

Therefore, the Division of Licensing is forwarding this application to the Commission with a recommendation that it be approved.



Massachusetts Gaming Commission



GAMING BEVERAGE LICENSE RENEWAL FORM

REASON FOR FILING APPLICATION

NAME OF GAMING LICENSEE

Plainville Gaming and Redevelopment, LLC

ADDRESS OF GAMING ESTABLISHMENT

Plainridge Park Casino
301 Washington Street,
Plainville, MA, 02762

NAME OF CONTACT INDIVIDUAL FOR PURPOSES OF THE RENEWAL PROCESS

Charles Glaeser

CONTACT INDIVIDUAL TELEPHONE NUMBER AND EMAIL ADDRESS

508-576-4440, chip.glaeser@pngaming.com

RENEWAL OF LICENSE

To ensure uninterrupted use of the gaming beverage license, the gaming beverage licensee shall submit an application for renewal of license at least 45 days prior to expiration.

The fee for a renewal of the gaming beverage license is **\$15,000**.

LICENSED AREAS

A licensed area is a specific, limited and defined space within a gaming establishment wherein the sale, distribution, or storage of alcoholic beverages to be drunk on the premises is permitted pursuant to a gaming beverage license. A licensed area application on page 2 must be submitted for each area of the gaming establishment that the gaming licensee desires to have designated as a licensed area.

A floor plan of the gaming establishment indicating the location of each licensed area identified below, and a diagram of each licensed area, must accompany the submission of this application. If alcoholic beverages will be stored outside of a licensed area, storage areas must be identified on the floor plan.

PROOF OF INSURANCE

Please attach proof of insurance to this renewal of license demonstrating liquor liability insurance for bodily injury or death for a minimum amount of \$250,000 on account of injury to or death of 1 person, and \$500,000 on account of any 1 accident resulting in injury to or death of more than 1 person. The policy shall have no annual aggregate limit.

IMPORTANT INFORMATION

The Massachusetts Public Records Law (Law), <http://www.sec.state.ma.us/pre/preidx.htm> found in Chapter 66, Section 10 of the Massachusetts General Laws, applies to records made or received by a Massachusetts governmental entity. Unless the requested records fall under an exemption to the Law, the responsive documents must be made available to the requester. A list of exemptions may be found in Chapter 4, Section 7(26) of the Massachusetts General Laws.

LICENSED AREA RENEWAL APPLICATION

Please use a separate LICENSED AREA RENEWAL APPLICATION form for each licensed area and attach each sheet, along with a floor plan and licensed area diagrams to this application.

NAME OF LICENSED AREA (e.g. – function hall, XYZ Restaurant, gaming area, etc.)

Banquet Event Space (East Side Racing Building 2nd Floor)

DESCRIPTION OF LICENSED AREA

DESCRIPTION OF THE LICENSED AREA INCLUDING BUT NOT LIMITED TO: BUSINESS CONCEPT, DESCRIPTION OF AREA INCLUDING WHETHER THE AREA IS CLOSED OR OPEN SPACE, NUMBER AND LOCATION OF ALCOHOLIC BEVERAGE DISPENSING AREAS, AND PLACEMENT OF EXITS.

(NOTE: A FLOOR PLAN OF THE LICENSED AREA DEPICTING THESE INDIVIDUAL ELEMENTS SHALL BE ATTACHED).

NUMBER AND/OR COLOR OF AREA ON FLOOR PLAN:

Banquet event space is used for meetings, social events and business events. Portable bars will be set up in these locations when they are required by the clients. We will give the guest options of hosted bars, cash bars, or inclusive price bars. Bottle Service will not be offered in these rooms. There are 3 main exits out of the area and 2 secondary exits, highlighted in red. Portable bars will be placed as the guest request it. The room has an air-wall to separate the 2 rooms.

HOURS OF OPERATION

8:00 AM to 1:00 AM

CAPACITY OF LICENSE AREA

500 Occupants / 7,534 sq ft

WILL YOU PROVIDE BOTTLE SERVICE? YES NO IF YES, PLEASE ELABORATE

Banquets

ALCOHOL STORAGE

DESCRIBE THE MANNER IN WHICH ALCOHOLIC BEVERAGES WILL BE STORED AND SECURED WHEN LICENSED AREA IS NOT IN USE. (IF STORAGE AREA IS OUTSIDE OF LICENSED AREA, THIS STORAGE AREA SHALL BE DEPICTED ON THE FLOOR PLAN).

Alcohol will be brought to the venue when needed and immediately after event is finished will be returned to a designated liquor storage area.

NAME AND EMPLOYEE LICENSE/REGISTRATION NUMBER OF MANAGER OF LICENSED AREA

Charles Glaeser - Food and Beverage Director- GKS0001275

JOINTLY RESPONSIBLE PERSON

IDENTIFY THE JOINTLY RESPONSIBLE PERSON (IF ANY) FOR THE LICENSED AREA BY NAME, CONTACT INFORMATION, VENDOR LICENSE OR REGISTRATION NUMBER, AND ATTACH EVIDENCE THAT THE LICENSEE MAINTAINS AUTHORITY OVER THE JOINTLY RESPONSIBLE PERSON.

ATTESTATION

I Charles Glaeser, hereby affirm under the pains and penalties of perjury that the information contained in this application, including all attachments, is true and accurate to the best of my knowledge and understanding.

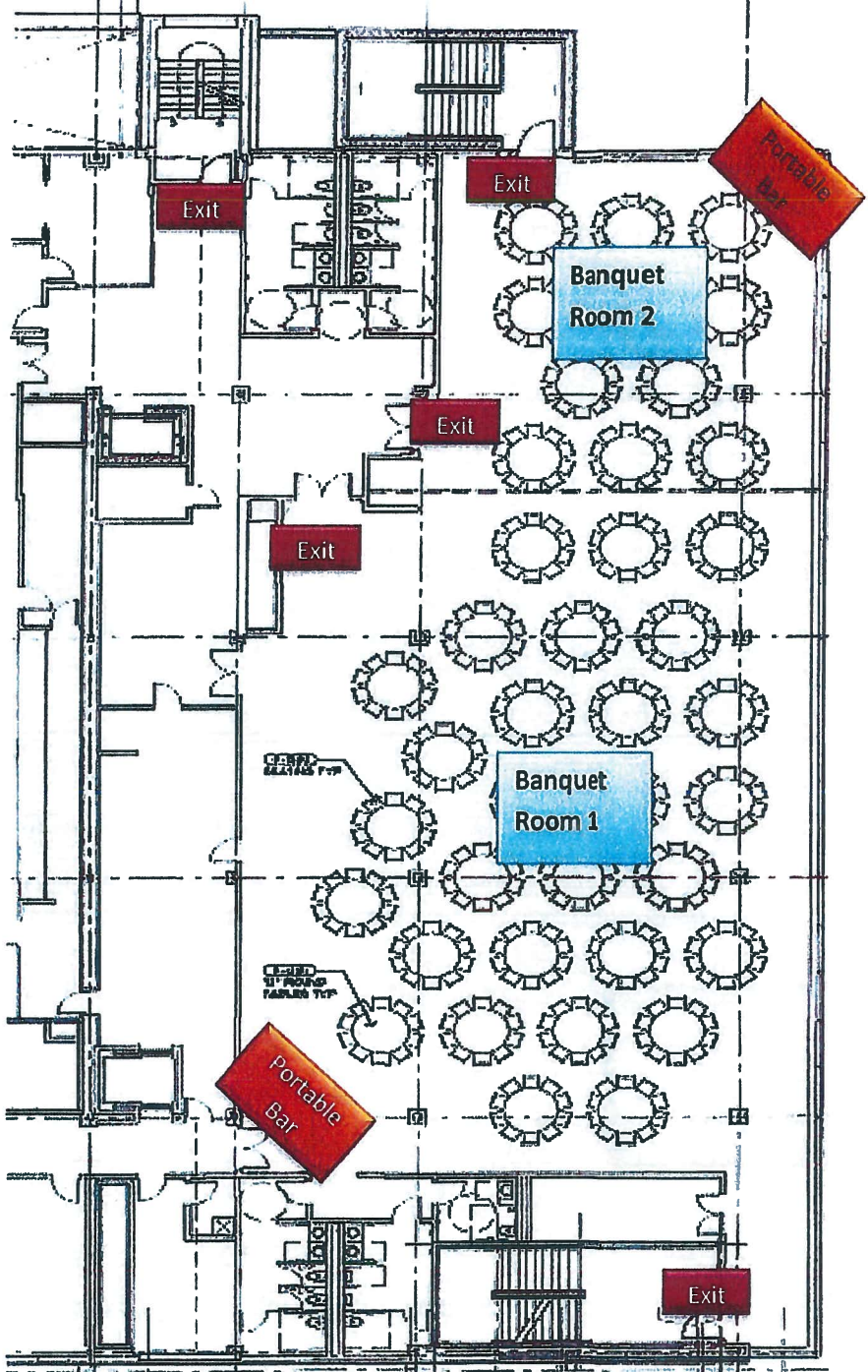
Charles Glaeser
Signature

Charles Glaeser
Print Name

Director of F+B
Title

5-30-18
Date

Banquet Event Space





GAMING BEVERAGE LICENSE RENEWAL FORM

REASON FOR FILING APPLICATION

NAME OF GAMING LICENSEE

Plainville Gaming and Redevelopment, LLC

ADDRESS OF GAMING ESTABLISHMENT

Plainridge Park Casino
301 Washington Street,
Plainville, MA, 02762

NAME OF CONTACT INDIVIDUAL FOR PURPOSES OF THE RENEWAL PROCESS

Charles Glaeser

CONTACT INDIVIDUAL TELEPHONE NUMBER AND EMAIL ADDRESS

508-576-4440, chip.glaeser@pngaming.com

RENEWAL OF LICENSE

To ensure uninterrupted use of the gaming beverage license, the gaming beverage licensee shall submit an application for renewal of license at least 45 days prior to expiration.

The fee for a renewal of the gaming beverage license is **\$15,000**.

LICENSED AREAS

A licensed area is a specific, limited and defined space within a gaming establishment wherein the sale, distribution, or storage of alcoholic beverages to be drunk on the premises is permitted pursuant to a gaming beverage license. A licensed area application on page 2 must be submitted for each area of the gaming establishment that the gaming licensee desires to have designated as a licensed area.

A floor plan of the gaming establishment indicating the location of each licensed area identified below, and a diagram of each licensed area, must accompany the submission of this application. If alcoholic beverages will be stored outside of a licensed area, storage areas must be identified on the floor plan.

PROOF OF INSURANCE

Please attach proof of insurance to this renewal of license demonstrating liquor liability insurance for bodily injury or death for a minimum amount of \$250,000 on account of injury to or death of 1 person, and \$500,000 on account of any 1 accident resulting in injury to or death of more than 1 person. The policy shall have no annual aggregate limit.

IMPORTANT INFORMATION

The Massachusetts Public Records Law (Law), <http://www.sec.state.ma.us/pre/preidx.htm> found in Chapter 66, Section 10 of the Massachusetts General Laws, applies to records made or received by a Massachusetts governmental entity. Unless the requested records fall under an exemption to the Law, the responsive documents must be made available to the requester. A list of exemptions may be found in Chapter 4, Section 7(26) of the Massachusetts General Laws.

LICENSED AREA RENEWAL APPLICATION

Please use a separate LICENSED AREA RENEWAL APPLICATION form for each licensed area and attach each sheet, along with a floor plan and licensed area diagrams to this application.

NAME OF LICENSED AREA (e.g. – function hall, XYZ Restaurant, gaming area, etc.)

Dark Horse Bar 1st Floor Racing Building

DESCRIPTION OF LICENSED AREA

DESCRIPTION OF THE LICENSED AREA INCLUDING BUT NOT LIMITED TO: BUSINESS CONCEPT, DESCRIPTION OF AREA INCLUDING WHETHER THE AREA IS CLOSED OR OPEN SPACE, NUMBER AND LOCATION OF ALCOHOLIC BEVERAGE DISPENSING AREAS, AND PLACEMENT OF EXITS.

(NOTE: A FLOOR PLAN OF THE LICENSED AREA DEPICTING THESE INDIVIDUAL ELEMENTS SHALL BE ATTACHED).

NUMBER AND/OR COLOR OF AREA ON FLOOR PLAN:

[Empty box for floor plan details]

Dark Horse Bar is located on the First Floor of the Racing Building highlighted red in the exhibit below. It is a full service open air bar in the middle of the live racing building. There are 12 beer taps, liquor is measured using jiggers. There is a second location in this area called Trackside and it currently does not serve any alcoholic beverages highlighted with the blue square below. There is no bottle service in this venue. There are 5 exits highlighted in red boxes below.

HOURS OF OPERATION

11am to 1am

CAPACITY OF LICENSE AREA

593 Occupants / 7,400 sq ft

WILL YOU PROVIDE BOTTLE SERVICE? YES NO IF YES, PLEASE ELABORATE

[Empty box for elaboration on bottle service]

DARK HORSE

ALCOHOL STORAGE

DESCRIBE THE MANNER IN WHICH ALCOHOLIC BEVERAGES WILL BE STORED AND SECURED WHEN LICENSED AREA IS NOT IN USE. (IF STORAGE AREA IS OUTSIDE OLF LICENSED AREA, THIS STORAGE AREA SHALL BE DEPICTED ON THE FLOOR PLAN).

Beer bottles are secured in the bar in locked refrigerators. The Liquor is removed from the bar and secured in the area marked in yellow in the exhibit below.

NAME AND EMPLOYEE LICENSE/REGISTRATION NUMBER OF MANAGER OF LICENSED AREA


Charles Glaeser - Food and Beverage Director- GKS0001275

JOINTLY RESPONSIBLE PERSON

IDENTIFY THE JOINTLY RESPONSIBLE PERSON (IF ANY) FOR THE LICENSED AREA BY NAME, CONTACT INFORMATION, VENDOR LICENSE OR REGISTRATION NUMBER, AND ATTACH EVIDENCE THAT THE LICENSEE MAINTAINS AUTHORITY OVER THE JOINTLY RESPONSIBLE PERSON.

ATTESTATION

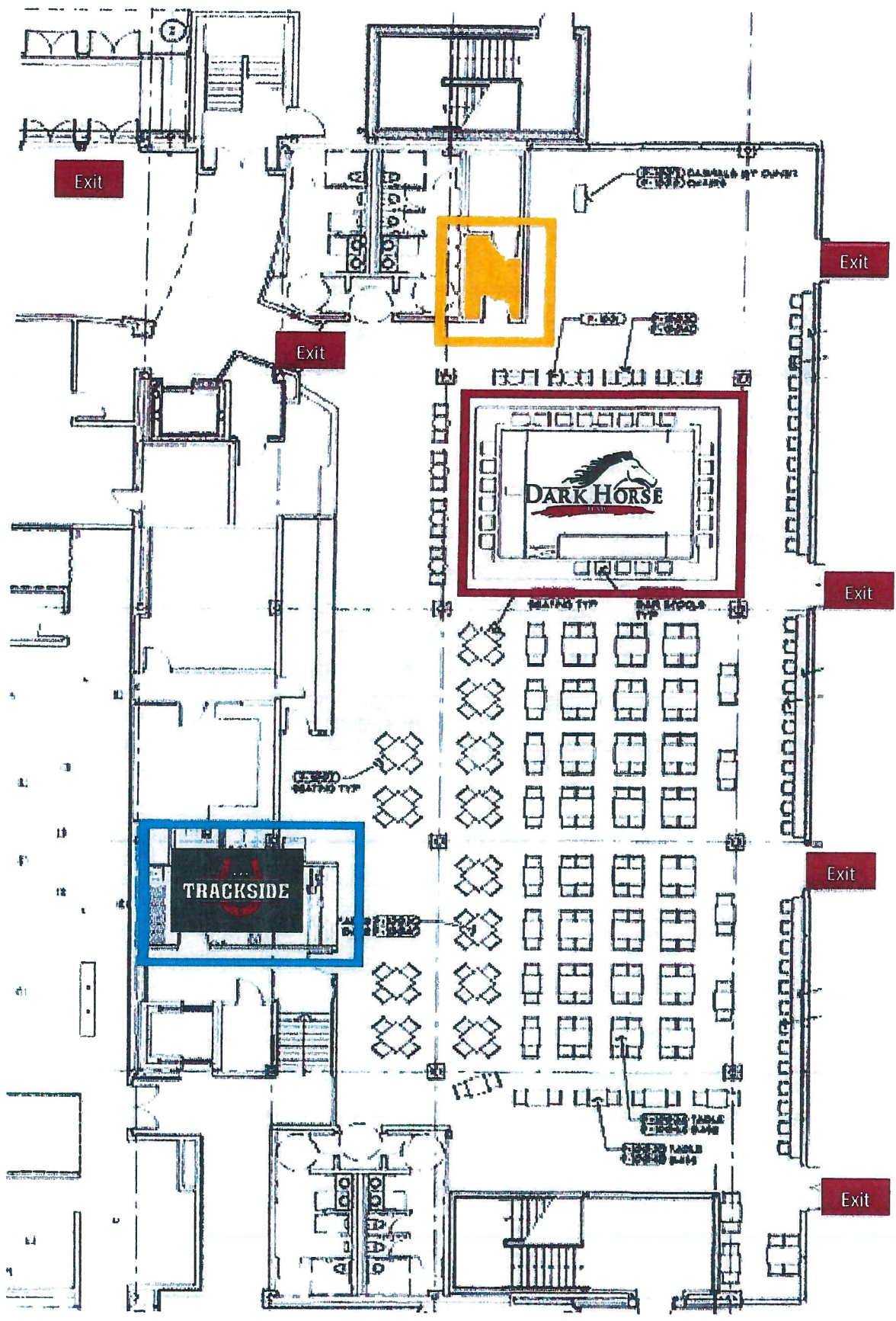
I, Charles Glaeser, hereby affirm under the pains and penalties of perjury that the information contained in this application, including all attachments, is true and accurate to the best of my knowledge and understanding.


Signature

Charles Glaeser
Print Name

Director of Food & Beverage
Title

5-30-18
Date





GAMING BEVERAGE LICENSE RENEWAL FORM

REASON FOR FILING APPLICATION

NAME OF GAMING LICENSEE

Plainville Gaming and Redevelopment, LLC

ADDRESS OF GAMING ESTABLISHMENT

Plainridge Park Casino
301 Washington Street,
Plainville, MA, 02762

NAME OF CONTACT INDIVIDUAL FOR PURPOSES OF THE RENEWAL PROCESS

Charles Glaeser

CONTACT INDIVIDUAL TELEPHONE NUMBER AND EMAIL ADDRESS

508-576-4440, chip.glaeser@pngaming.com

RENEWAL OF LICENSE

To ensure uninterrupted use of the gaming beverage license, the gaming beverage licensee shall submit an application for renewal of license at least 45 days prior to expiration.

The fee for a renewal of the gaming beverage license is **\$15,000**.

LICENSED AREAS

A licensed area is a specific, limited and defined space within a gaming establishment wherein the sale, distribution, or storage of alcoholic beverages to be drunk on the premises is permitted pursuant to a gaming beverage license. A licensed area application on page 2 must be submitted for each area of the gaming establishment that the gaming licensee desires to have designated as a licensed area.

A floor plan of the gaming establishment indicating the location of each licensed area identified below, and a diagram of each licensed area, must accompany the submission of this application. If alcoholic beverages will be stored outside of a licensed area, storage areas must be identified on the floor plan.

PROOF OF INSURANCE

Please attach proof of insurance to this renewal of license demonstrating liquor liability insurance for bodily injury or death for a minimum amount of \$250,000 on account of injury to or death of 1 person, and \$500,000 on account of any 1 accident resulting in injury to or death of more than 1 person. The policy shall have no annual aggregate limit.

IMPORTANT INFORMATION

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LICENSED AREA RENEWAL APPLICATION

Please use a separate LICENSED AREA RENEWAL APPLICATION form for each licensed area and attach each sheet, along with a floor plan and licensed area diagrams to this application.

NAME OF LICENSED AREA (e.g. – function hall, XYZ Restaurant, gaming area, etc.)

Flutie's Sports Pub

DESCRIPTION OF LICENSED AREA

DESCRIPTION OF THE LICENSED AREA INCLUDING BUT NOT LIMITED TO: BUSINESS CONCEPT, DESCRIPTION OF AREA INCLUDING WHETHER THE AREA IS CLOSED OR OPEN SPACE, NUMBER AND LOCATION OF ALCOHOLIC BEVERAGE DISPENSING AREAS, AND PLACEMENT OF EXITS.

(NOTE: A FLOOR PLAN OF THE LICENSED AREA DEPICTING THESE INDIVIDUAL ELEMENTS SHALL BE ATTACHED).

NUMBER AND/OR COLOR OF AREA ON FLOOR PLAN:

Flutie's is an open space sports themed restaurant with a full service bar. There are 146 seats in the Venue. There will be Bartenders and Food Servers serving both food and beverages in the venue. Servers will send their drink orders through the point of sale system. This will be printed out at the bar and prepared for the server to pick up. There are 48 tables 146 seats and 1 bar. The bar area is highlighted blue on the drawing. Liquor is primarily dispensed through a measured gun system connected to the point of sale system. Free pour liquor will be measured with a Jigger device. There are 20 draft beer taps in the venue. Bottle service will not be offered in this venue. There are 3 points of exit in the restaurant marked in red below.

HOURS OF OPERATION

11am to 1am

CAPACITY OF LICENSE AREA

177 occupants / 6,088 sq ft

WILL YOU PROVIDE BOTTLE SERVICE? YES NO IF YES, PLEASE ELABORATE

Flutie's

ALCOHOL STORAGE

DESCRIBE THE MANNER IN WHICH ALCOHOLIC BEVERAGES WILL BE STORED AND SECURED WHEN LICENSED AREA IS NOT IN USE. (IF STORAGE AREA IS OUTSIDE OF LICENSED AREA, THIS STORAGE AREA SHALL BE DEPICTED ON THE FLOOR PLAN).

Liquor will be removed from the bar on a nightly basis and be secured in the liquor storage that is located in the hallway at the rear of the restaurant highlighted light blue after hours liquor storage exhibit. Beer tap will be locked with a tap lock device.

NAME AND EMPLOYEE LICENSE/REGISTRATION NUMBER OF MANAGER OF LICENSED AREA


Charles Glaeser - Food and Beverage Director- GKS0001275

JOINTLY RESPONSIBLE PERSON

IDENTIFY THE JOINTLY RESPONSIBLE PERSON (IF ANY) FOR THE LICENSED AREA BY NAME, CONTACT INFORMATION, VENDOR LICENSE OR REGISTRATION NUMBER, AND ATTACH EVIDENCE THAT THE LICENSEE MAINTAINS AUTHORITY OVER THE JOINTLY RESPONSIBLE PERSON.

ATTESTATION

I, Charles Glaeser, hereby affirm under the pains and penalties of perjury that the information contained in this application, including all attachments, is true and accurate to the best of my knowledge and understanding.


Signature

Charles Glaeser
Print Name

Director of F+B
Title

5-30-18
Date



11

12

13

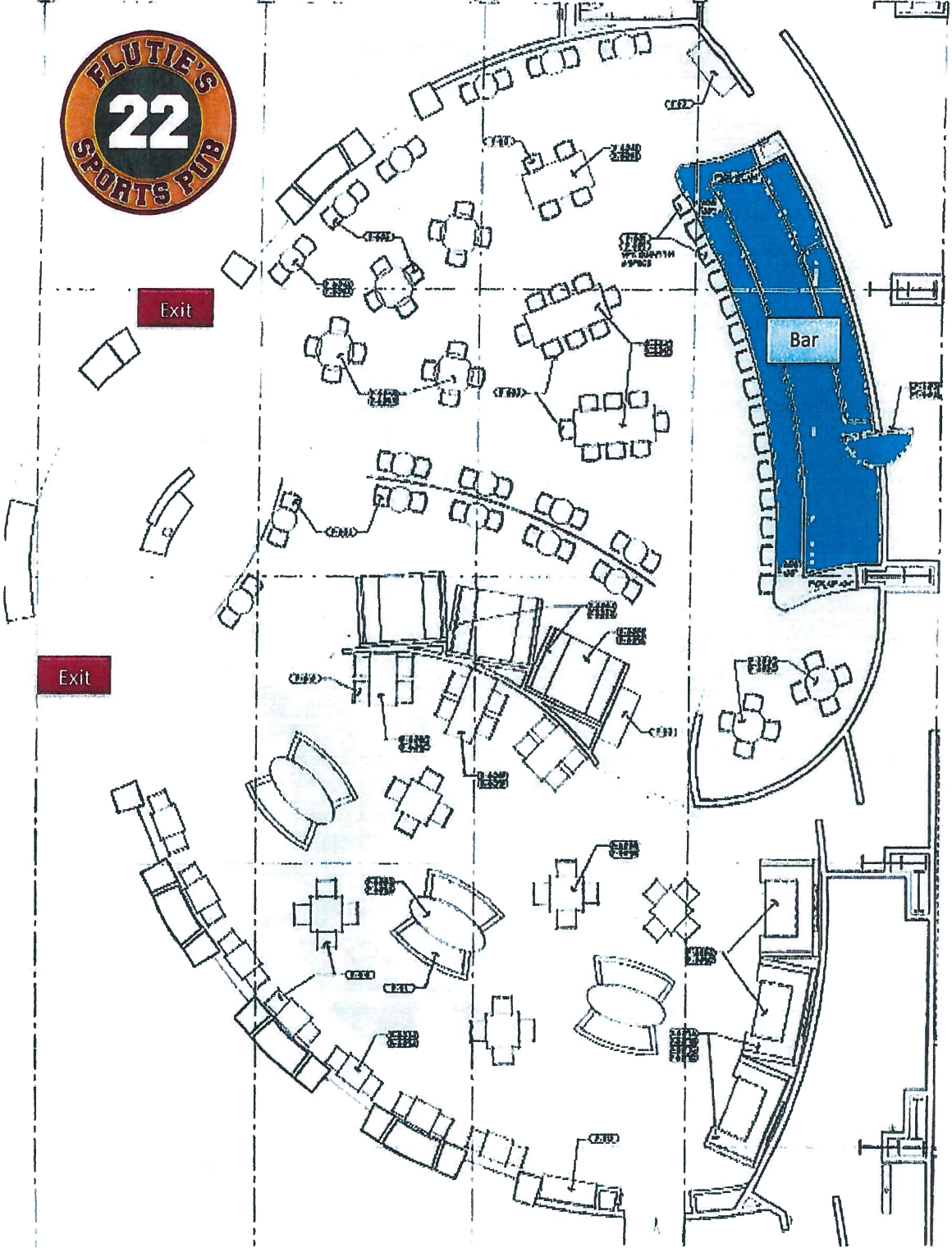
14

Exit

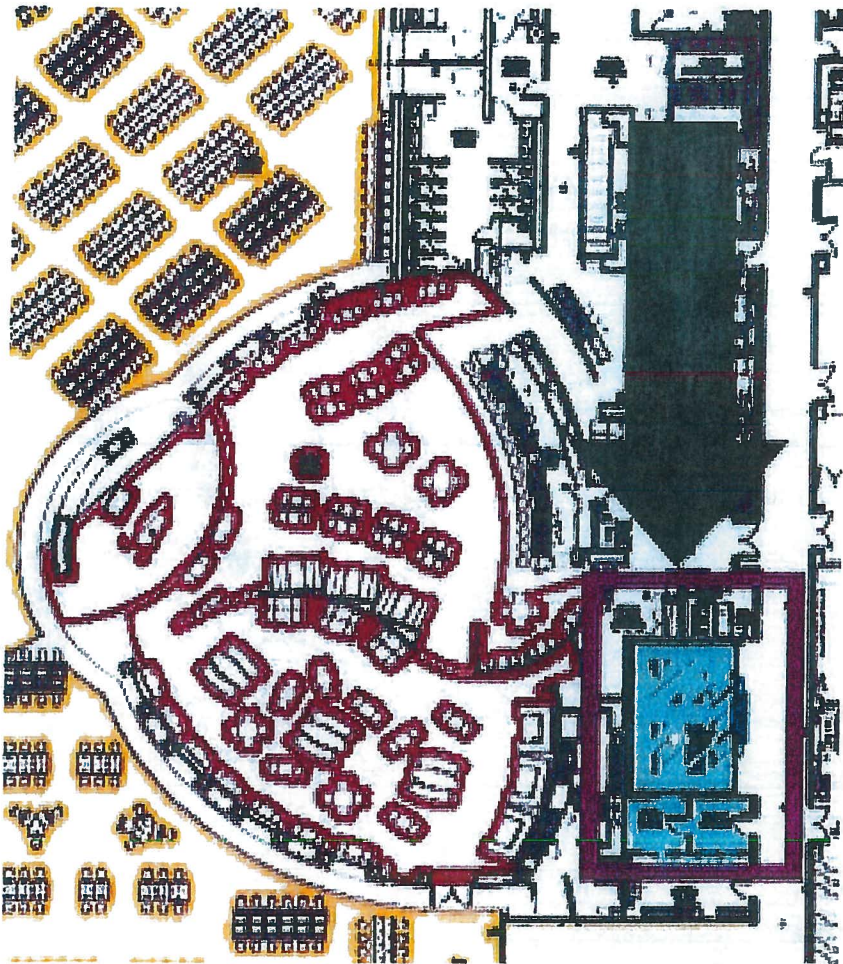
Exit

Exit

Bar



After Hours Liquor Storage





GAMING BEVERAGE LICENSE RENEWAL FORM

REASON FOR FILING APPLICATION

NAME OF GAMING LICENSEE

Plainville Gaming and Redevelopment, LLC

ADDRESS OF GAMING ESTABLISHMENT

Plainridge Park Casino
301 Washington Street,
Plainville, MA, 02762

NAME OF CONTACT INDIVIDUAL FOR PURPOSES OF THE RENEWAL PROCESS

Charles Glaeser

CONTACT INDIVIDUAL TELEPHONE NUMBER AND EMAIL ADDRESS

508-576-4440, chip.glaeser@pngaming.com

RENEWAL OF LICENSE

To ensure uninterrupted use of the gaming beverage license, the gaming beverage licensee shall submit an application for renewal of license at least 45 days prior to expiration.

The fee for a renewal of the gaming beverage license is **\$15,000**.

LICENSED AREAS

A licensed area is a specific, limited and defined space within a gaming establishment wherein the sale, distribution, or storage of alcoholic beverages to be drunk on the premises is permitted pursuant to a gaming beverage license. A licensed area application on page 2 must be submitted for each area of the gaming establishment that the gaming licensee desires to have designated as a licensed area.

A floor plan of the gaming establishment indicating the location of each licensed area identified below, and a diagram of each licensed area, must accompany the submission of this application. If alcoholic beverages will be stored outside of a licensed area, storage areas must be identified on the floor plan.

PROOF OF INSURANCE

Please attach proof of insurance to this renewal of license demonstrating liquor liability insurance for bodily injury or death for a minimum amount of \$250,000 on account of injury to or death of 1 person, and \$500,000 on account of any 1 accident resulting in injury to or death of more than 1 person. The policy shall have no annual aggregate limit.

IMPORTANT INFORMATION

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LICENSED AREA RENEWAL APPLICATION

Please use a separate LICENSED AREA RENEWAL APPLICATION form for each licensed area and attach each sheet, along with a floor plan and licensed area diagrams to this application.

NAME OF LICENSED AREA (e.g. – function hall, XYZ Restaurant, gaming area, etc.)

Food Court - (Slice, B.Good)

DESCRIPTION OF LICENSED AREA

DESCRIPTION OF THE LICENSED AREA INCLUDING BUT NOT LIMITED TO: BUSINESS CONCEPT, DESCRIPTION OF AREA INCLUDING WHETHER THE AREA IS CLOSED OR OPEN SPACE, NUMBER AND LOCATION OF ALCOHOLIC BEVERAGE DISPENSING AREAS, AND PLACEMENT OF EXITS.

(NOTE: A FLOOR PLAN OF THE LICENSED AREA DEPICTING THESE INDIVIDUAL ELEMENTS SHALL BE ATTACHED).

NUMBER AND/OR COLOR OF AREA ON FLOOR PLAN: Slice-Orange, B.Good -Green

The food court is a 115 seat restaurant with 33 tables. It has 2 unique food outlets. Slice is a pizza, grab and go outlet. B.Good is a burger, salads and sandwiches theme restaurant. Beer service in this restaurant will be bottles only purchased from the Food Attendants. There will not be bottle service. Exits are red boxes on the exhibit.

HOURS OF OPERATION

8:00 AM to 1:00 AM

CAPACITY OF LICENSE AREA

146 occupants / 4,377 sq ft

WILL YOU PROVIDE BOTTLE SERVICE? YES NO IF YES, PLEASE ELABORATE

Food Court

ALCOHOL STORAGE

DESCRIBE THE MANNER IN WHICH ALCOHOLIC BEVERAGES WILL BE STORED AND SECURED WHEN LICENSED AREA IS NOT IN USE. (IF STORAGE AREA IS OUTSIDE OF LICENSED AREA, THIS STORAGE AREA SHALL BE DEPICTED ON THE FLOOR PLAN).

Liquor will be secured in lockable coolers.

NAME AND EMPLOYEE LICENSE/REGISTRATION NUMBER OF MANAGER OF LICENSED AREA

Charles Glaeser - Food and Beverage Director- GKS0001275

JOINTLY RESPONSIBLE PERSON

IDENTIFY THE JOINTLY RESPONSIBLE PERSON (IF ANY) FOR THE LICENSED AREA BY NAME, CONTACT INFORMATION, VENDOR LICENSE OR REGISTRATION NUMBER, AND ATTACH EVIDENCE THAT THE LICENSEE MAINTAINS AUTHORITY OVER THE JOINTLY RESPONSIBLE PERSON.

ATTESTATION

I, Charles Glaeser, hereby affirm under the pains and penalties of perjury that the information contained in this application, including all attachments, is true and accurate to the best of my knowledge and understanding.

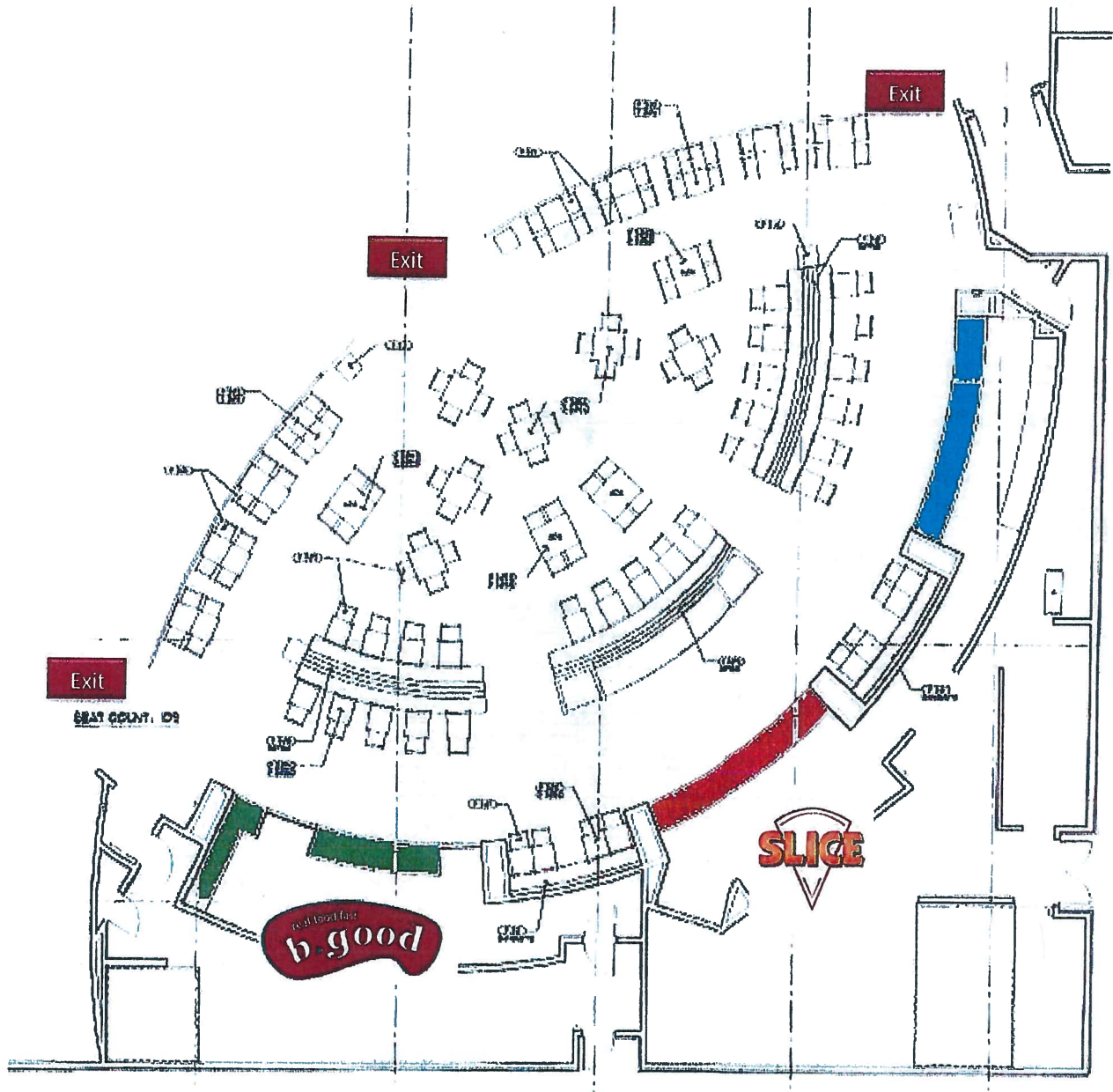

Signature

Charles Glaeser
Print Name

Director of F&B
Title

5-30-18
Date

FOOD COURT





GAMING BEVERAGE LICENSE RENEWAL FORM

REASON FOR FILING APPLICATION

NAME OF GAMING LICENSEE

Plainville Gaming and Redevelopment, LLC

ADDRESS OF GAMING ESTABLISHMENT

Plainridge Park Casino
301 Washington Street,
Plainville, MA, 02762

NAME OF CONTACT INDIVIDUAL FOR PURPOSES OF THE RENEWAL PROCESS

Charles Glaeser

CONTACT INDIVIDUAL TELEPHONE NUMBER AND EMAIL ADDRESS

508-576-4440, chip.glaeser@pngaming.com

RENEWAL OF LICENSE

To ensure uninterrupted use of the gaming beverage license, the gaming beverage licensee shall submit an application for renewal of license at least 45 days prior to expiration.

The fee for a renewal of the gaming beverage license is **\$15,000**.

LICENSED AREAS

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PROOF OF INSURANCE

Please attach proof of insurance to this renewal of license demonstrating liquor liability insurance for bodily injury or death for a minimum amount of \$250,000 on account of injury to or death of 1 person, and \$500,000 on account of any 1 accident resulting in injury to or death of more than 1 person. The policy shall have no annual aggregate limit.

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LICENSED AREA RENEWAL APPLICATION

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NAME OF LICENSED AREA (e.g. – function hall, XYZ Restaurant, gaming area, etc.)

Mountain Skipper Express (Racing Building 2nd floor West Side)

DESCRIPTION OF LICENSED AREA

DESCRIPTION OF THE LICENSED AREA INCLUDING BUT NOT LIMITED TO: BUSINESS CONCEPT, DESCRIPTION OF AREA INCLUDING WHETHER THE AREA IS CLOSED OR OPEN SPACE, NUMBER AND LOCATION OF ALCOHOLIC BEVERAGE DISPENSING AREAS, AND PLACEMENT OF EXITS.

(NOTE: A FLOOR PLAN OF THE LICENSED AREA DEPICTING THESE INDIVIDUAL ELEMENTS SHALL BE ATTACHED).

NUMBER AND/OR COLOR OF AREA ON FLOOR PLAN: Red Box

Mountain Skipper Express is a Concession Stand area on the Second floor West of the Racing Building. This is a grab and go, outlet, serving snacks, hot dogs, beverages, where the customer comes to the counter, orders and sits at the racing carols. Bottled beer is sold and secured in a lockable cooler. Bottle Service is not offered in this area. There are 3 exits routes from this room. There is another exhibit below of the entire racing second floor.

HOURS OF OPERATION

11am to 9pm

CAPACITY OF LICENSE AREA

198 Occupants / 5559 sq ft

WILL YOU PROVIDE BOTTLE SERVICE? YES NO IF YES, PLEASE ELABORATE

Mountain Skipper

ALCOHOL STORAGE

DESCRIBE THE MANNER IN WHICH ALCOHOLIC BEVERAGES WILL BE STORED AND SECURED WHEN LICENSED AREA IS NOT IN USE. (IF STORAGE AREA IS OUTSIDE OF LICENSED AREA, THIS STORAGE AREA SHALL BE DEPICTED ON THE FLOOR PLAN).

Beer bottles are secured in the bar in locked refrigerators.

NAME AND EMPLOYEE LICENSE/REGISTRATION NUMBER OF MANAGER OF LICENSED AREA

Charles Glaeser - Food and Beverage Director- GKS0001275

JOINTLY RESPONSIBLE PERSON

IDENTIFY THE JOINTLY RESPONSIBLE PERSON (IF ANY) FOR THE LICENSED AREA BY NAME, CONTACT INFORMATION, VENDOR LICENSE OR REGISTRATION NUMBER, AND ATTACH EVIDENCE THAT THE LICENSEE MAINTAINS AUTHORITY OVER THE JOINTLY RESPONSIBLE PERSON.

ATTESTATION

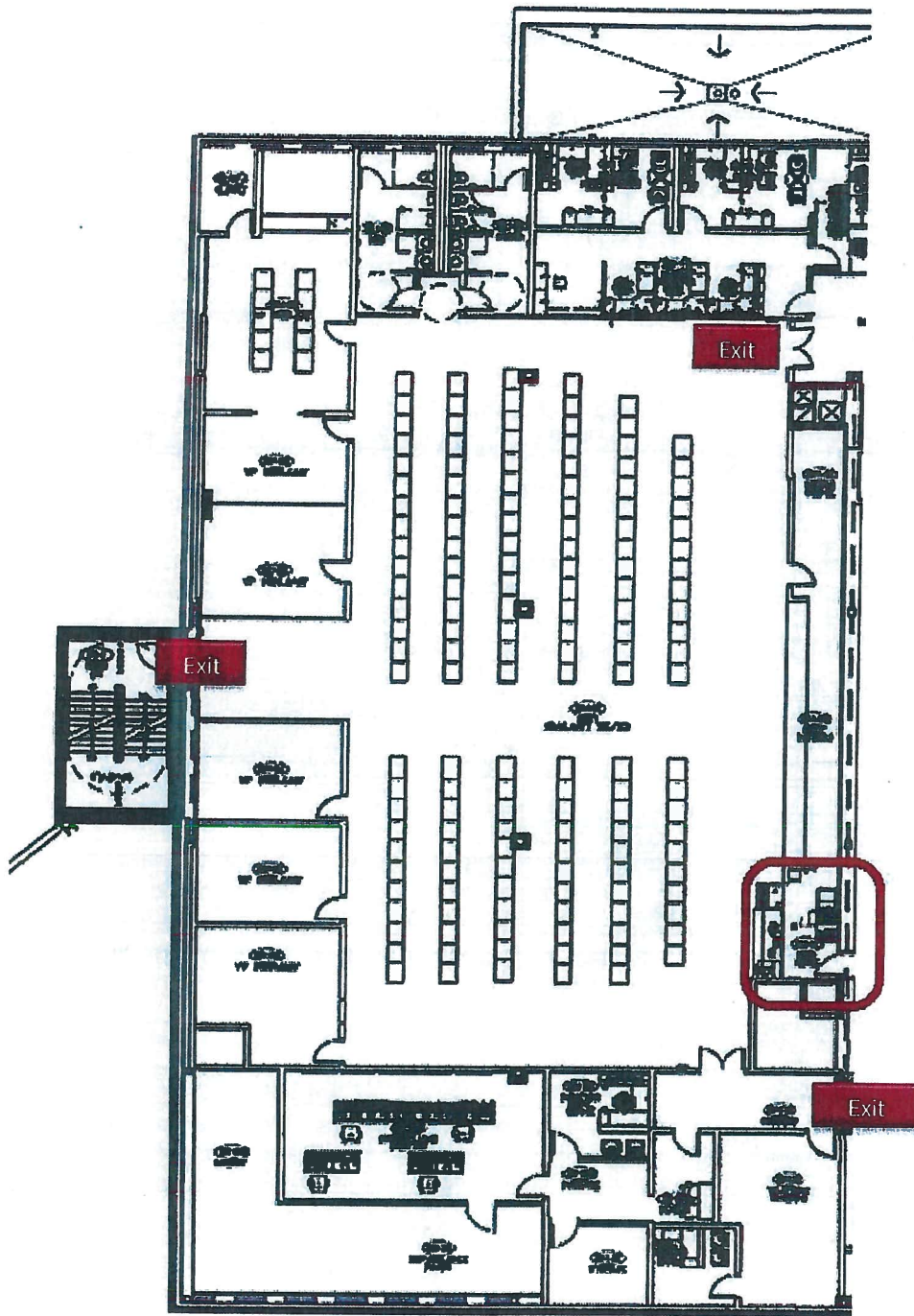
I Charles Glaeser, hereby affirm under the pains and penalties of perjury that the information contained in this application, including all attachments, is true and accurate to the best of my knowledge and understanding.

Charles Glaeser
Signature

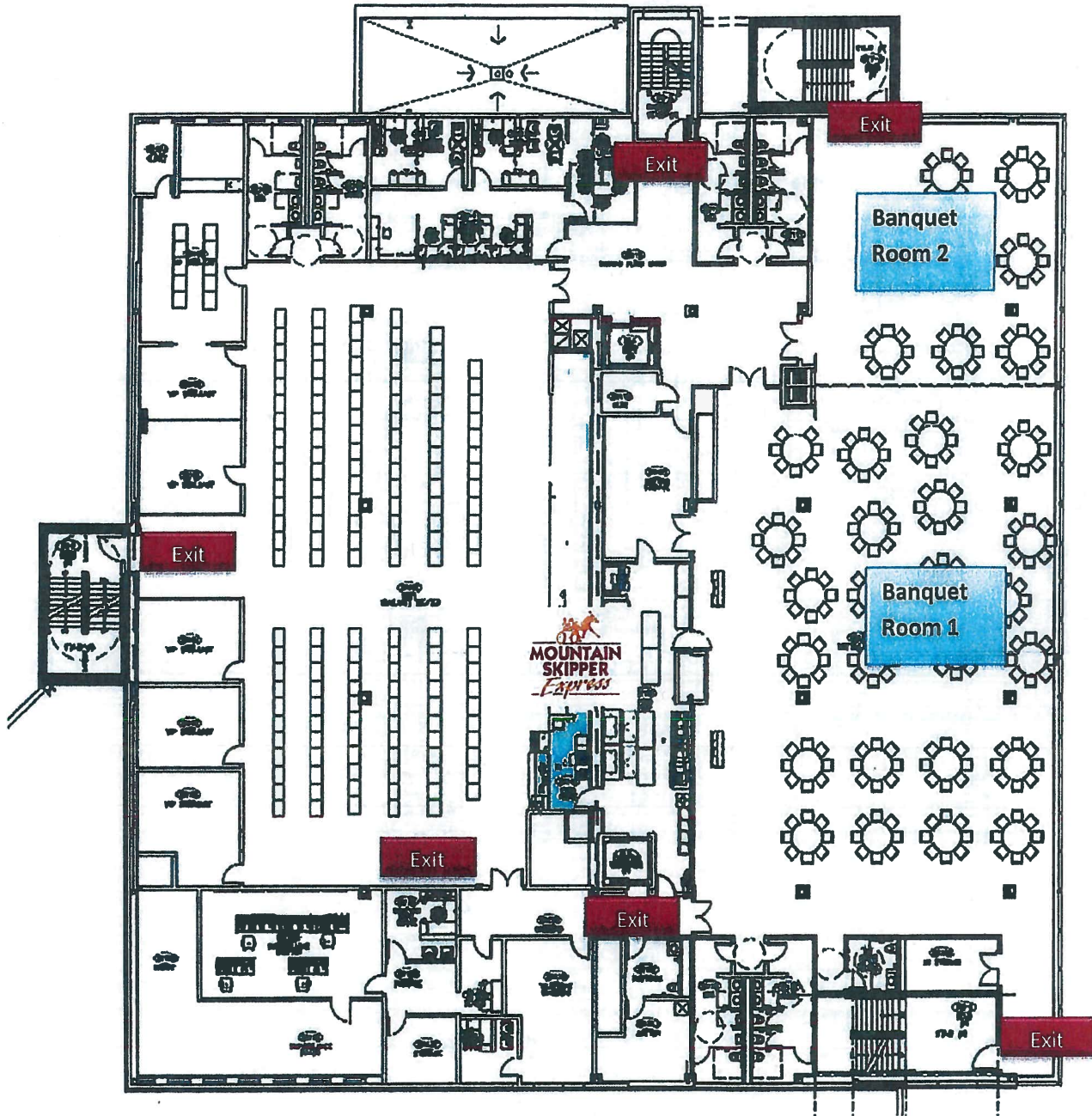
Charles Glaeser
Print Name

Director of F&B
Title

5-30-18
Date



Racing Building 2nd Floor





GAMING BEVERAGE LICENSE RENEWAL FORM

REASON FOR FILING APPLICATION

NAME OF GAMING LICENSEE

Plainville Gaming and Redevelopment, LLC

ADDRESS OF GAMING ESTABLISHMENT

Plainridge Park Casino
301 Washington Street,
Plainville, MA, 02762

NAME OF CONTACT INDIVIDUAL FOR PURPOSES OF THE RENEWAL PROCESS

Charles Glaeser

CONTACT INDIVIDUAL TELEPHONE NUMBER AND EMAIL ADDRESS

508-576-4440, chip.glaeser@pngaming.com

RENEWAL OF LICENSE

To ensure uninterrupted use of the gaming beverage license, the gaming beverage licensee shall submit an application for renewal of license at least 45 days prior to expiration.

The fee for a renewal of the gaming beverage license is **\$15,000**.

LICENSED AREAS

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PROOF OF INSURANCE

Please attach proof of insurance to this renewal of license demonstrating liquor liability insurance for bodily injury or death for a minimum amount of \$250,000 on account of injury to or death of 1 person, and \$500,000 on account of any 1 accident resulting in injury to or death of more than 1 person. The policy shall have no annual aggregate limit.

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NAME OF LICENSED AREA (e.g. – function hall, XYZ Restaurant, gaming area, etc.)

Racing Apron Outside Bar

DESCRIPTION OF LICENSED AREA

DESCRIPTION OF THE LICENSED AREA INCLUDING BUT NOT LIMITED TO: BUSINESS CONCEPT, DESCRIPTION OF AREA INCLUDING WHETHER THE AREA IS CLOSED OR OPEN SPACE, NUMBER AND LOCATION OF ALCOHOLIC BEVERAGE DISPENSING AREAS, AND PLACEMENT OF EXITS.

(NOTE: A FLOOR PLAN OF THE LICENSED AREA DEPICTING THESE INDIVIDUAL ELEMENTS SHALL BE ATTACHED).

NUMBER AND/OR COLOR OF AREA ON FLOOR PLAN: Apron in Orange, Bar highlighted in Yellow.

Racing Apron and Outside Bar is a located in front of and to the side of the Live racing building. This area would be used on large race days or banquet events, or comfortable weather days. We would use the outside bar to service the area. There are 2 exits listed on the exhibit highlighted in red. The existing fence (marked as \ \ \ \ on map) separating the Concrete Patio and the dirt apron abutting the parking lot will be made permanent and will not contain any exits.

HOURS OF OPERATION

8:00 AM to 1:00 AM

CAPACITY OF LICENSE AREA

963 occupants / 8000 sq ft

WILL YOU PROVIDE BOTTLE SERVICE? YES NO IF YES, PLEASE ELABORATE

RACING APRON / OUTSIDE BAR

ALCOHOL STORAGE

DESCRIBE THE MANNER IN WHICH ALCOHOLIC BEVERAGES WILL BE STORED AND SECURED WHEN LICENSED AREA IS NOT IN USE. (IF STORAGE AREA IS OUTSIDE OF LICENSED AREA, THIS STORAGE AREA SHALL BE DEPICTED ON THE FLOOR PLAN).

Alcohol will be brought out for event and then immediately removed after event has taken place, Alcohol may be secured in the outside bar behind locked doors.

NAME AND EMPLOYEE LICENSE/REGISTRATION NUMBER OF MANAGER OF LICENSED AREA

Charles Glaeser - Food and Beverage Director- GKS0001275

JOINTLY RESPONSIBLE PERSON

IDENTIFY THE JOINTLY RESPONSIBLE PERSON (IF ANY) FOR THE LICENSED AREA BY NAME, CONTACT INFORMATION, VENDOR LICENSE OR REGISTRATION NUMBER, AND ATTACH EVIDENCE THAT THE LICENSEE MAINTAINS AUTHORITY OVER THE JOINTLY RESPONSIBLE PERSON.

ATTESTATION

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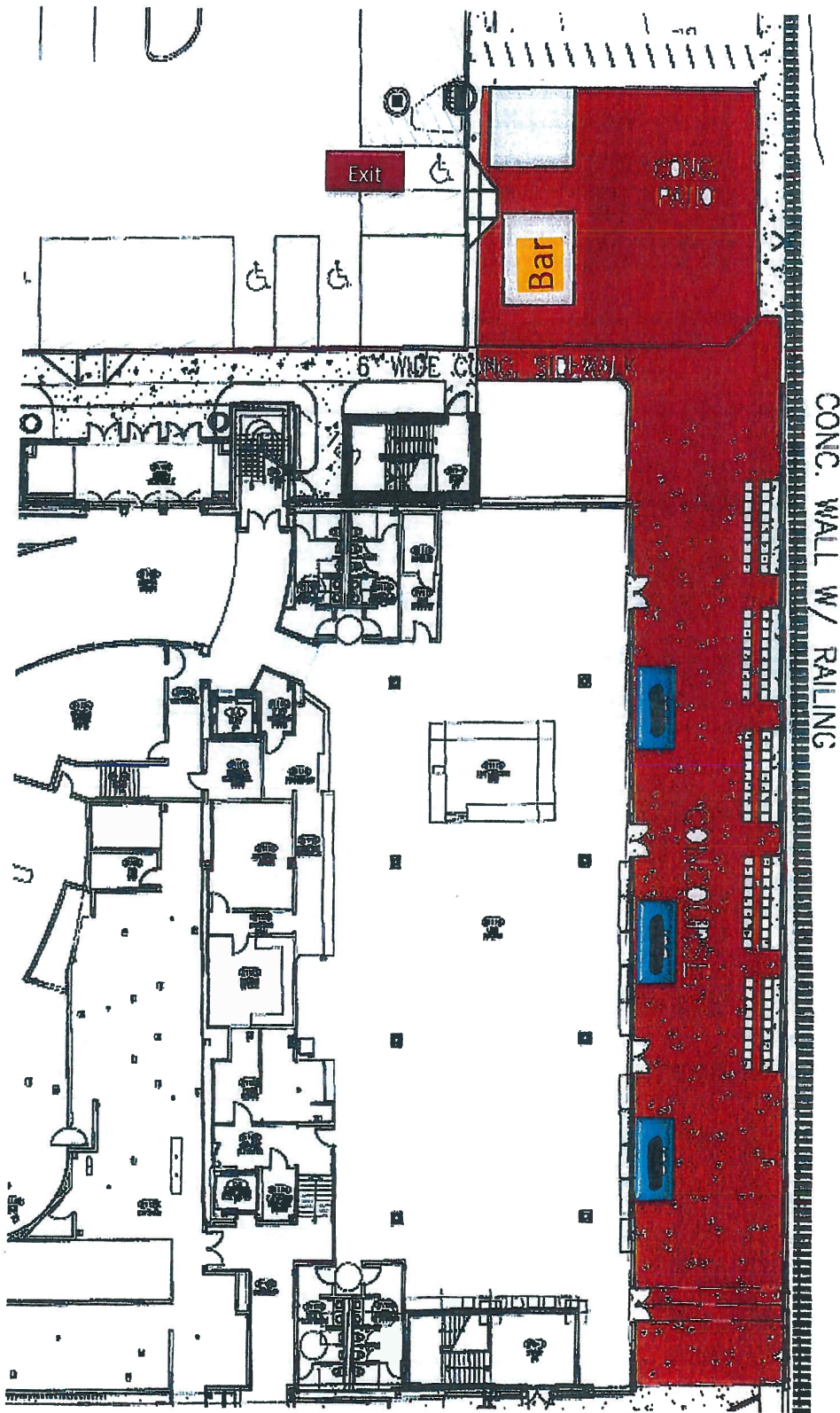

Signature

Charles Glaeser
Print Name

Director of F&B
Title

5-30-18
Date

RACING APRON OUTDOOR BAR



Exit



GAMING BEVERAGE LICENSE RENEWAL FORM

REASON FOR FILING APPLICATION

NAME OF GAMING LICENSEE

Plainville Gaming and Redevelopment, LLC

ADDRESS OF GAMING ESTABLISHMENT

Plainridge Park Casino
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NAME OF CONTACT INDIVIDUAL FOR PURPOSES OF THE RENEWAL PROCESS

Charles Glaeser

CONTACT INDIVIDUAL TELEPHONE NUMBER AND EMAIL ADDRESS

508-576-4440, chip.glaeser@pngaming.com

RENEWAL OF LICENSE

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PROOF OF INSURANCE

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NAME OF LICENSED AREA (e.g. – function hall, XYZ Restaurant, gaming area, etc.)

Revolution 1776 Lounge

DESCRIPTION OF LICENSED AREA

DESCRIPTION OF THE LICENSED AREA INCLUDING BUT NOT LIMITED TO: BUSINESS CONCEPT, DESCRIPTION OF AREA INCLUDING WHETHER THE AREA IS CLOSED OR OPEN SPACE, NUMBER AND LOCATION OF ALCOHOLIC BEVERAGE DISPENSING AREAS, AND PLACEMENT OF EXITS.

(NOTE: A FLOOR PLAN OF THE LICENSED AREA DEPICTING THESE INDIVIDUAL ELEMENTS SHALL BE ATTACHED).

NUMBER AND/OR COLOR OF AREA ON FLOOR PLAN: Yellow

Revolution 1776 Lounge is a full service open plan bar. There will be live entertainment from the stage highlighted yellow on the exhibit below. The bar area is highlighted blue on the drawing. Liquor is primarily dispensed through a measured gun system connected to the point of sale system. Free pour liquor will be measured with a Jigger device. There are 18 draft beer taps in the venue. Bottle service will not be offered in this venue. There are 2 area highlighted in red where there will be pick up service for servers on the casino floor or servers working the tables in front of the bar. There are 4 points of exit in the restaurant marked in red below.

HOURS OF OPERATION

8am to 1am

CAPACITY OF LICENSE AREA

169 Occupants / 2351 sq ft

WILL YOU PROVIDE BOTTLE SERVICE? YES NO IF YES, PLEASE ELABORATE

Revolution

ALCOHOL STORAGE

DESCRIBE THE MANNER IN WHICH ALCOHOLIC BEVERAGES WILL BE STORED AND SECURED WHEN LICENSED AREA IS NOT IN USE. (IF STORAGE AREA IS OUTSIDE OF LICENSED AREA, THIS STORAGE AREA SHALL BE DEPICTED ON THE FLOOR PLAN).

Liquor will be removed from the bar on a nightly basis and be secured in locked cabinets below the bar, or in the liquor storage that is located in the hallway at the rear of the bar highlighted light blue after hours liquor storage exhibit. Beer tap will be locked with a tap lock device

NAME AND EMPLOYEE LICENSE/REGISTRATION NUMBER OF MANAGER OF LICENSED AREA


Charles Glaeser - Food and Beverage Director- GKS0001275

JOINTLY RESPONSIBLE PERSON

IDENTIFY THE JOINTLY RESPONSIBLE PERSON (IF ANY) FOR THE LICENSED AREA BY NAME, CONTACT INFORMATION, VENDOR LICENSE OR REGISTRATION NUMBER, AND ATTACH EVIDENCE THAT THE LICENSEE MAINTAINS AUTHORITY OVER THE JOINTLY RESPONSIBLE PERSON.

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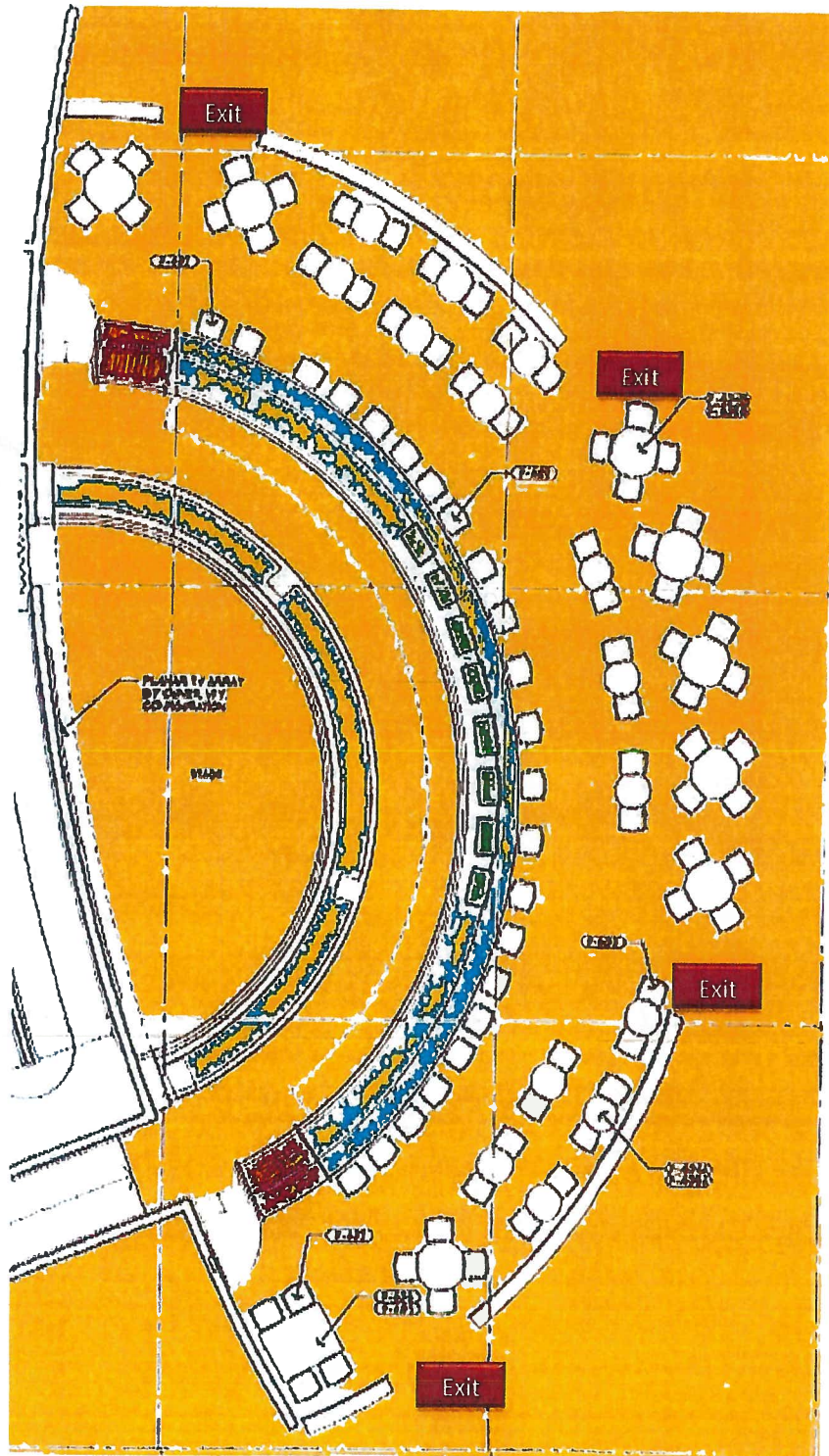

Signature

Charles Glaeser
Print Name

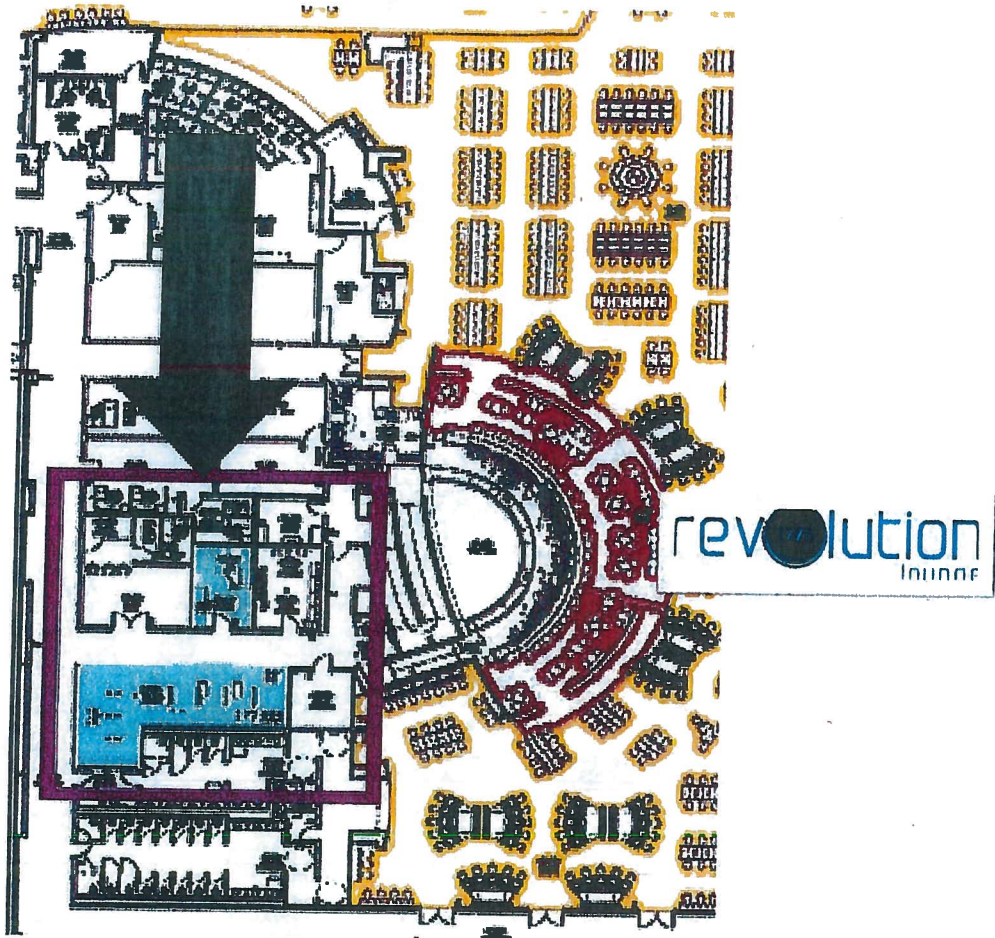
Director of F&B
Title

5-30-18
Date

revolution lounge



After Hours Liquor Storage





GAMING BEVERAGE LICENSE RENEWAL FORM

REASON FOR FILING APPLICATION

NAME OF GAMING LICENSEE

Plainville Gaming and Redevelopment, LLC

ADDRESS OF GAMING ESTABLISHMENT

Plainridge Park Casino
301 Washington Street,
Plainville, MA, 02762

NAME OF CONTACT INDIVIDUAL FOR PURPOSES OF THE RENEWAL PROCESS

Charles Glaeser

CONTACT INDIVIDUAL TELEPHONE NUMBER AND EMAIL ADDRESS

508-576-4440, chip.glaeser@pngaming.com

RENEWAL OF LICENSE

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LICENSED AREA RENEWAL APPLICATION

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NAME OF LICENSED AREA (e.g. – function hall, XYZ Restaurant, gaming area, etc.)

Slacks Oyster House & Grill

DESCRIPTION OF LICENSED AREA

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(NOTE: A FLOOR PLAN OF THE LICENSED AREA DEPICTING THESE INDIVIDUAL ELEMENTS SHALL BE ATTACHED).

NUMBER AND/OR COLOR OF AREA ON FLOOR PLAN:

[Empty box for floor plan details]

Slacks Oyster House and Grill is a closed space, fine dining seafood restaurant that contains a seafood action station. It has 125 seats, 25 at the bar, the bar area is highlighted in blue. Patrons are able to sit at the bar and dine. There is wine storage as you enter the restaurant, marked with red squares, which are only accessible from within the restaurant. Liquor is primarily dispensed through a measured gun system connected to the point of sale system. Free pour liquor will be measured with a Jigger device. There are 12 draft beer taps in the venue. Bottle service will not be offered in this area. There are three (3) exits from the restaurant, red filled boxes on the exhibit.

HOURS OF OPERATION

11am to 1am

CAPACITY OF LICENSE AREA

230 occupants / 3,407 sq ft

WILL YOU PROVIDE BOTTLE SERVICE? YES NO IF YES, PLEASE ELABORATE

[Empty box for elaboration on bottle service]

Slacks

ALCOHOL STORAGE

DESCRIBE THE MANNER IN WHICH ALCOHOLIC BEVERAGES WILL BE STORED AND SECURED WHEN LICENSED AREA IS NOT IN USE. (IF STORAGE AREA IS OUTSIDE OF LICENSED AREA, THIS STORAGE AREA SHALL BE DEPICTED ON THE FLOOR PLAN).

This venue has lockable doors for when the venue is closed. All liquor will remain out on the bar.

NAME AND EMPLOYEE LICENSE/REGISTRATION NUMBER OF MANAGER OF LICENSED AREA


Charles Glaeser - Food and Beverage Director- GKS0001275

JOINTLY RESPONSIBLE PERSON

IDENTIFY THE JOINTLY RESPONSIBLE PERSON (IF ANY) FOR THE LICENSED AREA BY NAME, CONTACT INFORMATION, VENDOR LICENSE OR REGISTRATION NUMBER, AND ATTACH EVIDENCE THAT THE LICENSEE MAINTAINS AUTHORITY OVER THE JOINTLY RESPONSIBLE PERSON.

ATTESTATION

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Signature

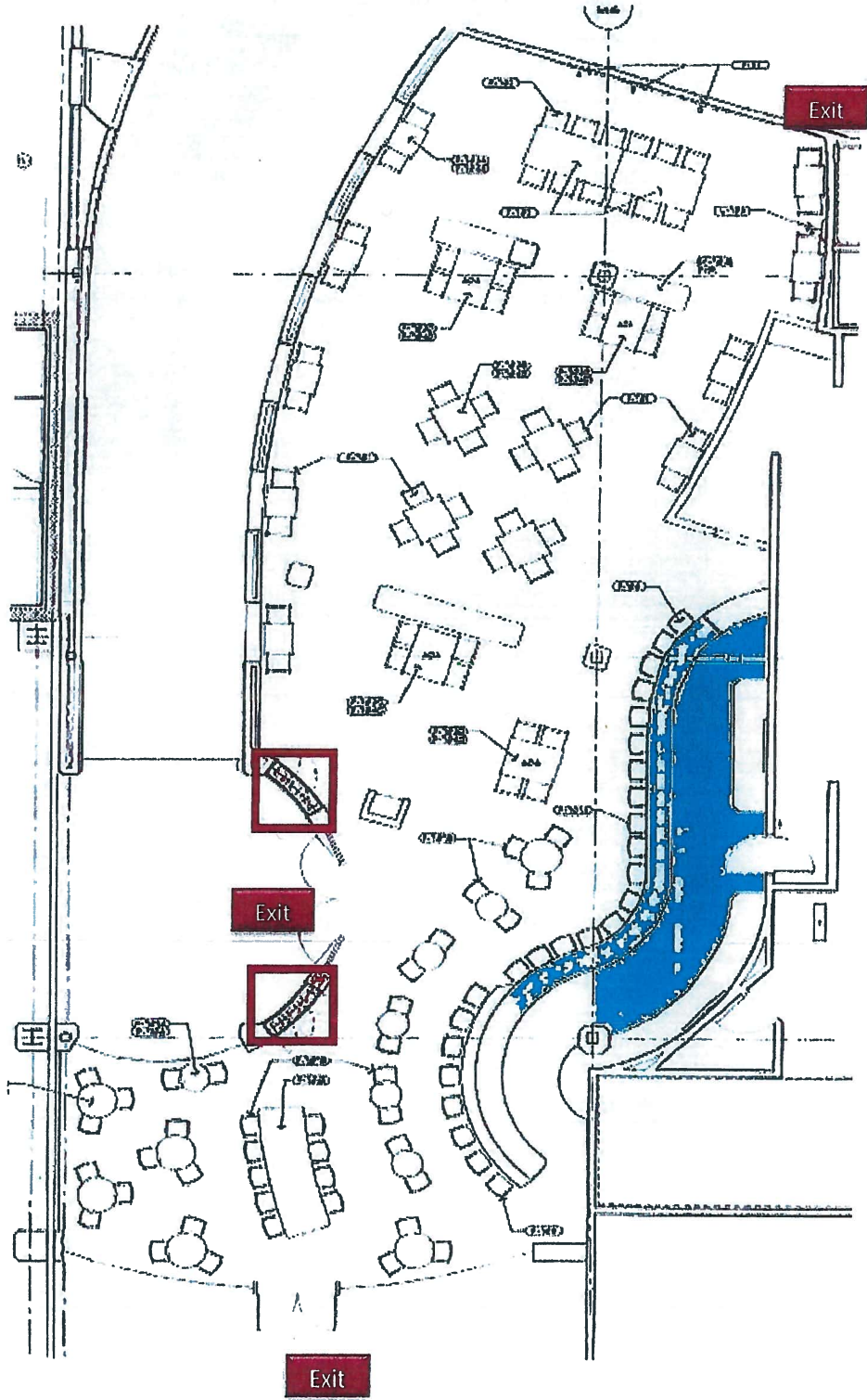
Charles Glaeser
Print Name

Director of F&B
Title

5-30-18
Date

SLACK'S

OYSTER HOUSE GRILL





BRAND ACTIVATION

WHAT'S POSSIBLE

GAMESENSE BRAND RELAUNCH

Updated June 4, 2018

Our campaign objectives for Phase 1

Relaunch GameSense at Plainridge Park

Evolve with the BCLC GameSense brand refresh and focus on how to make it work harder to support the GameSense Info Center and Advisors.



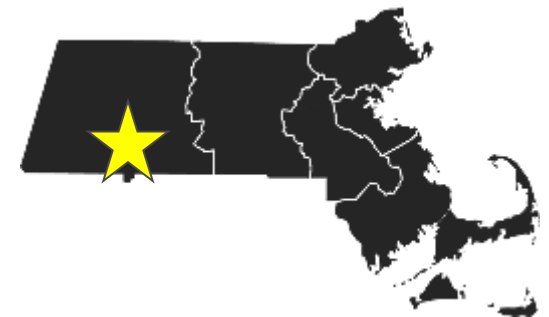
Launch GameSense at MGM

Create a successful launch coinciding with the opening of MGM in Springfield in Aug 24, 2018.



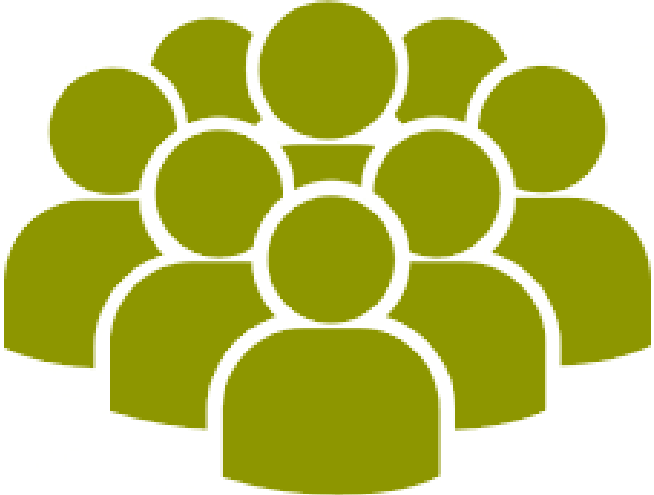
Introduce GameSense to Western MA

Drive awareness of GameSense as a responsible gambling resource for Western MA.



Our strategy

Recreational Gamblers



At Risk



Problem Gamblers



Address the continuum of gamblers and mindsets

Our discovery and input to date



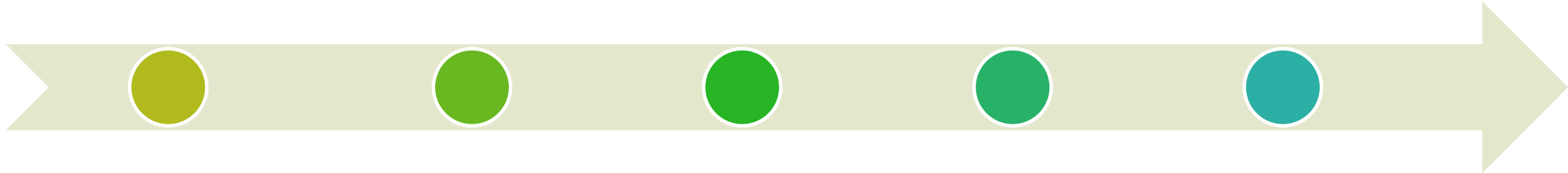
MassGaming
Commission Strategy
and Input session
2/6



Plainridge Park
Casino Site Visit
3/16



BCLC Final Brand
Book
4/17



BCLC Branding
Update
3/14



Meeting with
MGM Springfield
4/5



Review audience research and materials from February through April

Key creative elements

- **GameSense Info Center:**
 - Environmental branding within the Info Center
 - Signage throughout the casinos/resorts to drive to the Info Center
- **GameSense Advisor support:**
 - Branded shirts to encourage conversations
 - Swag to attract and give away to casino attendees
- **Promotional and interactive:**
 - Myths or facts printed on table top flip pieces
 - On digital screens
- **Website for awareness, education and engagement**

khj

BRAND ACTIVATION

GAMESENSE CREATIVE



BRAND ACTIVATION

ENVIRONMENTAL BRANDING







IS THIS SLOT MACHINE READY TO PAY OFF?
Look for a GameSense advisor and find out. **GameSense**

"I GAMBLERD MY BUDGET, NOW I'M LEAVING."

"Good attitude. That's gambling like a winner."

GameSense

Ask a GameSense advisor for gambling tips.

gamesensema.com

"HEY, IS BLACKJACK ALL SKILL?"

"There are no guarantees in life, Jack."

GameSense

Ask a GameSense advisor for gambling tips.

gamesensema.com

"TIME FLIES WHEN YOU'RE HAVING FUN."

"That's why it's good set a time limit."

GameSense

Ask a GameSense advisor for gambling tips.

gamesensema.com



BRAND ACTIVATION

RESTAURANT AND BAR

“DON'T WAKE UP WITH A GAMBLING HANGOVER.”
Know your limits.

GameSense

Ask a GameSense advisor for gambling tips.

“DON'T WIND UP ON THE ROCKS. PLAY FOR FUN, NOT MONEY.”

GameSense

Ask a GameSense advisor for gambling tips.

“HERE'S TO SETTING A BUDGET AND STICKING TO IT.”

GameSense

Ask a GameSense advisor for gambling tips.



GameSense Info Center









BRAND ACTIVATION

UNIFORMS







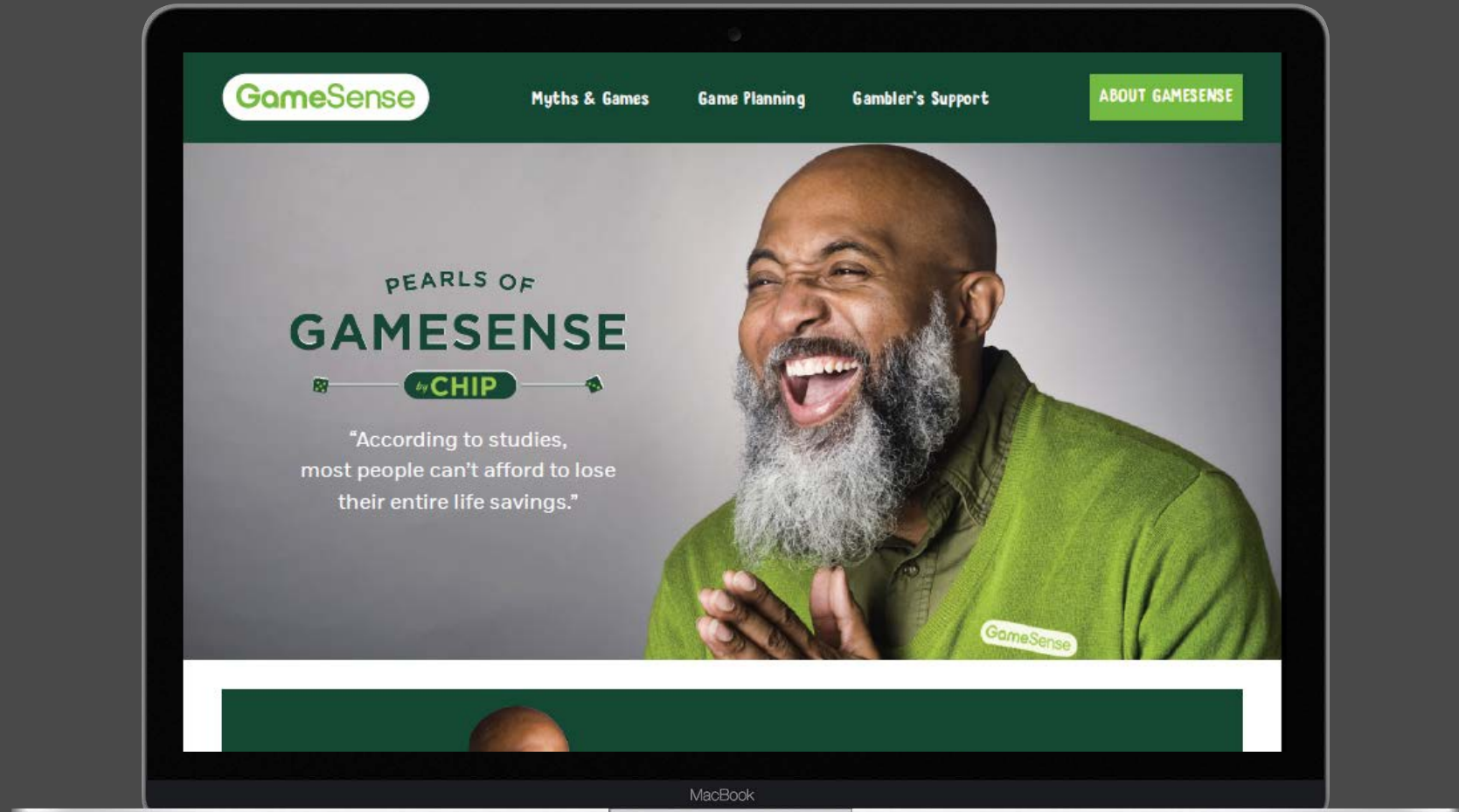
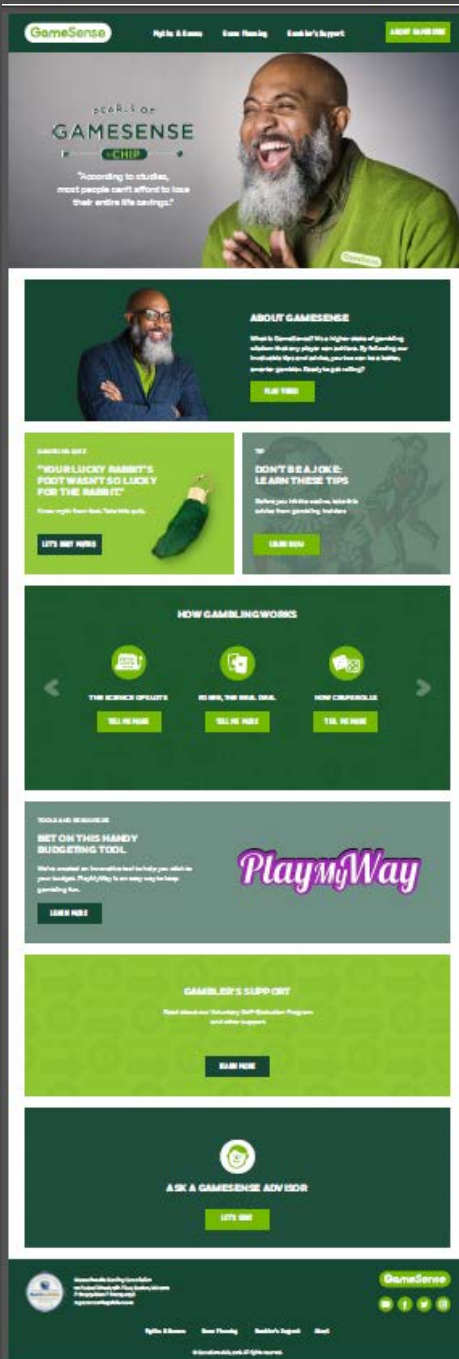






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MYTHS AND GAMES

You may have a lucky shirt, but it won't keep you from losing it. Only the facts will.

DICE BLOWING

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PEARLS

As many as 5 out of 100 gamblers struggle with a gambling addiction.



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PEARLS

"Bluffing is the fastest way to reveal just how clueless you are about poker."

BLUFFING

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HOT SLOTS

PLAY VIDEO



PEARLS

"YOUR SLOT MACHINE DOES NOT OWE YOU A WIN OUT. NO MATTER HOW LONG YOU SIT THERE WHISPERING SWEET NOTHING TO IT."



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PROJECT PLAN



Project plan

	April				May					June				July				August				
	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	
Campaign Development																						
Plainridge Park Concept and Production																						
Outreach Planning																						
Develop plan																						
Assets																						
Website Design and Development																						
MGM Casino Material Design and Production																						
Media in Western MA begins																						



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THANK YOU!

Questions?



MASSACHUSETTS GAMING COMMISSION

MEMORANDUM

To: Chairman Crosby and Commissioners Cameron, O'Brien, Stebbins and Zuniga
From: Edward Bedrosian, Jr. and Derek Lennon
Date: 6/7/2018
Re: Fiscal Year 2019 (FY19) Budget Recommendations (VOTE)

Summary

The Massachusetts Gaming Commission's (MGC) initial Fiscal Year 2019 (FY19) budget and assessment projections are composed of the following:

Gaming

- \$22.6M for gaming regulatory costs including funding for 84.3 full-time equivalents (FTEs), 1 of which is a new position funded in FY19 and 2 contract positions;
- \$2.04M assessment from the Commonwealth indirect costs;
- \$3.85M assessment for the Office of the Attorney General's (AGO) gaming operations inclusive of Massachusetts State Police (MSP) assigned to the AGO;
- \$4.82M assessment for the research and responsible gaming agenda inclusive of 2 FTEs, which does not include DPH costs. The costs of DPH will be funded from the Public Health Trust Fund for the first time in FY19;
- \$75K for the Alcohol and Beverage Control Commission (ABCC); resulting in,
- \$33.4M total funding of the Gaming Control Fund.

Racing

- \$2.52M for racing regulatory costs including funding for 7.7 FTEs;
- \$202.7K assessment from the Commonwealth for indirect costs;
- \$2.72M combined total of regulated racing costs.

Total

- \$36.1M – Total Gaming Fund Costs (\$33.4M) plus Total Racing Costs (\$2.72M).
- This funds ~94 FTEs and 2 contract positions.

A list of the MGC's spending and revenue projections by appropriation is attached to this document (Attachment A).

The MGC, under 205 CMR 121.00 will assess gaming licensees the difference between its Gaming Control Fund (1050-0001) budget and anticipated revenues in FY19. The MGC's gaming regulatory



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costs combined with the statutorily required assessments are projected to be \$33.4M, and revenues are anticipated to be ~\$5.08M, which would leave an assessment of \$28.32M to be divided up among the licensees.

The Racing Division's budget is funded through a portion of wagering as stipulated in statute. While the landscape of thoroughbred racing in Massachusetts is not stable, the Division's budget was built using prior year revenue projections revised based on the experienced from FY16-FY17.

Regulatory vs. Statutory Costs

It is important to distinguish among the different components of the proposed Gaming Control Fund for FY19 and understand the difference between regulatory and statutory costs. The composition of the \$33.4M can be broken up into two areas. The first area comprises the regulatory costs of the Massachusetts Gaming Commission to regulate category 1 and 2 facilities. The regulatory costs are directly within control of the Gaming Commission. The second area, comprises statutory costs that are assessments contained in the Expanded Gaming Act but are not within the budgetary discretion of the Gaming Commission. The statutory costs are the responsibility of our licensees to pay. The break out of regulatory versus statutorily required costs is illustrated in the chart below:

Item	Amount	Notes
Regulatory Costs		
MGC Regulatory Costs	22,605,257.67	Costs of MGC to Regulate Category 1 and 2 facilities.
Statutorily Required		
Office of the Attorney General	3,856,997.20	Up to \$3M for AGO operations (~\$2.76M in FY19) and a separate reimbursement for their share of MSP costs.
Research and Responsible Gaming	4,825,981.00	Does not include DPH responsible gaming costs. Those will be funded by PHTF in this and future years.
Commonwealth Assessed Indirect Costs	2,037,294.23	Governor's office of Administration and Finance assesses these costs and they go directly to the MA General Fund.
Alcohol Beverage Control Commission	75,000.00	
Total Statutory Costs	10,795,272.00	

The statutorily required costs in FY19 are projected to be \$10.79M and include

- \$3.85M for the costs of the Attorney General's Office (C. 12 § 11M),
- \$4.82M for the Research and Responsible Gaming office, which will be funded from the Public Health Trust Fund in subsequent years (C. 23K § 56(e), 58, and 71),
- \$75K for the Alcoholic Beverage Control Commission (C. 10 § 72A), and
- \$2.04M for Commonwealth of Massachusetts Assessed Indirect Costs (ANF Bulletin 5).

The Commission's regulatory FY19 budget projections total \$22.6M, and fund 11 divisions. The funding level of each division along with the change from the previous year is laid out in further detail later in this memorandum.

Gaming Control Budget FY19 Compared to FY18

The MGCs currently approved FY18 budget for the Gaming Control Fund is \$31.08M. The MGC is recommending an FY19 budget of \$33.4M that includes both regulatory and statutory costs. The



Massachusetts Gaming Commission

Gaming Control Fund's total budget increase is ~7.5%. The MGC's regulatory costs grew by ~9.77% from \$20.6M in FY18 to \$22.6M in FY19 while the statutorily required costs grew by ~2.9% from \$10.49M in FY18 to \$10.8M in FY19. The table below explains significant changes by regulatory vs statutorily required costs between fiscal years.

Fund	Grouping Name	Current Amount	Year	Next Year Amount	Variance	% Change	Explanation
Gaming Control Fund-10500001							
	MGC Regulatory Costs	20,593,675.81		22,605,257.67	2,011,581.86	9.77%	Annualization of MGM Springfield Costs
Statutorily Required Costs							
	Indirect	1,693,854.46		2,037,294.23	343,439.77	20.28%	Annualization of MGM Springfield Costs
	Research and Responsible Gaming/PHTF	5,053,957.84		4,825,981.00	(227,976.84)	-4.51%	Costs of DPH no longer funded from here.
	Office of Attorney General and AGO MSP	3,668,416.98		3,856,997.20	188,580.22	5.14%	Annualization of MGM Springfield Costs
	Alcohol and Beverage Control Commission	75,000.00		75,000.00	-	0.00%	
Statutorily Required Costs Total		10,491,229.28		10,795,272.43	304,043.15	2.90%	
Gaming Control Fund Total		31,084,905.09		33,400,530.10	2,315,625.01	7.45%	

The chart below breaks the costs above out in a little more detail by object class within each grouping:

Fund	Grouping Name	Obj Class	Obj Class Name	Current Year Amount	Next Year Amount	Variance	% Change	Explanation
Gaming Control Fund-10500001								
	MGC Regulatory Costs							
		AA	REGULAR EMPLOYEE COMPENSATION	6,206,831.99	7,301,056.69	1,094,224.70	17.63%	Annualization of MGM hires.
		BB	REGULAR EMPLOYEE RELATED EXPEN	78,400.00	89,400.00	11,000.00	14.03%	Additional in-state travel and training for category 1 Casinos
		CC	SPECIAL EMPLOYEES	43,250.00	135,000.00	91,750.00	212.14%	Annualization of MGM hires.
		DD	PENSION & INSURANCE RELATED EX	2,295,124.31	2,674,809.96	379,685.65	16.54%	Annualization of MGM hires.
		EE	ADMINISTRATIVE EXPENSES	653,223.64	601,607.48	(51,616.16)	-7.90%	
		GG	ENERGY COSTS AND SPACE RENTAL	1,247,229.38	1,271,894.58	24,665.20	1.98%	Lease escalator
		HH	CONSULTANT SVCS (TO DEPTS)	1,487,756.00	750,644.48	(737,111.52)	-49.55%	Decrease of legal costs to minimum required for insurance
		JJ	OPERATIONAL SERVICES	4,595,689.01	5,643,125.02	1,047,436.01	22.79%	Annualization of MGM public safety costs
		KK	EQUIPMENT PURCHASE	78,944.00	96,000.00	17,056.00	21.61%	Start-up equipment for MGM Springfield
		LL	EQUIPMENT LEASE-MAINTAIN/REPAR	32,106.80	36,824.00	4,717.20	14.69%	Introductory period for new copier leases expired and will have to pay per click copy costs
		NN	INFRASTRUCTURE:	1,000.00	2,500.00	1,500.00	150.00%	
		PP	STATE AID/POL SUB				31.30%	Additional WFSD grants



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		114,244.00	150,000.00	35,756.00		
						Refresh of equipment, and anticipated costs of opening category 1 facilities
	UU	IT Non-Payroll Expenses	3,759,876.68	3,852,395.46	92,518.78	2.46%
	MGC Regulatory Costs Total		20,593,675.81	22,605,257.67	2,011,581.86	9.77%
	Indirect					
	EE	ADMINISTRATIVE EXPENSES	1,693,854.46	2,037,294.23	343,439.77	20.28%
	Annualization of MGM costs					
	Research and Responsible Gaming/PHTF					
	AA	REGULAR EMPLOYEE COMPENSATION	205,317.50	201,973.00	(3,344.50)	-1.63%
	BB	REGULAR EMPLOYEE RELATED EXPEN	6,000.00	6,000.00	-	0.00%
	DD	PENSION & INSURANCE RELATED EX	74,591.84	75,012.77	420.93	0.56%
	EE	ADMINISTRATIVE EXPENSES	18,000.00	32,995.23	14,995.23	83.31%
	FF	FACILITY OPERATIONAL EXPENSES	500.00	1,000.00	500.00	100.00%
	HH	CONSULTANT SVCS (TO DEPTS)	1,419,351.50	2,454,000.00	1,034,648.50	72.90%
	Increase in GameSense advisors for MGM opening					
	JJ	OPERATIONAL SERVICES	15,000.00	-	(15,000.00)	100.00%
	MM	PURCHASED CLIENT/PROGRAM SVCS	25,000.00	10,000.00	(15,000.00)	-60.00%
	PP	STATE AID/POL SUB	3,215,197.00	2,045,000.00	(1,170,197.00)	-36.40%
	DPH costs will be against PHTF this year. Not included in this item in FY19					
	UU	IT Non-Payroll Expenses	75,000.00	-	(75,000.00)	100.00%
	No IT development costs anticipated this year.					
	Research and Responsible Gaming/PHTF Total		5,053,957.84	4,825,981.00	(227,976.84)	-4.51%
	Office of Attorney General and AGO MSP					
	JJ	OPERATIONAL SERVICES	1,068,416.98	1,096,997.20	28,580.22	2.68%
	Annualization of trooper class					
	OO	(blank)	2,600,000.00	2,760,000.00	160,000.00	6.15%
	Annualization of MGM hires.					
	Office of Attorney General and AGO MSP Total		3,668,416.98	3,856,997.20	188,580.22	5.14%
	Alcohol and Beverage Control Commission					
	OO	(blank)	75,000.00	75,000.00	-	0.00%
	10500001 Total		31,084,905.09	33,400,530.10	2,315,625.01	7.45%

FY19 Regulatory Budget Development Process and Recommendations

In FY19, the MGC will continue allocating funds to each division/bureau and tracking contractual commitments, expenditures and salaries against each division/bureau budget. The Commission will be using the expense budget feature in the Massachusetts Management and Accounting Reporting System (MMARS) to establish these budgets and automate the process of keeping track of budget to actual expenditures and commitments.

The MGC's office of finance met with each division/bureau head within the MGC and developed spending and revenue projections that are realistic representations of what will be needed in FY19 to operate the Commission, as well as what can be expected for revenue based on the Commission's current fee structures. These requests were then reviewed by the CFAO, the Executive Director, and the Treasurer of the Commission. A third review was conducted by representatives of the current gaming licensees (Penn, Encore and MGM) at a meeting on May 11, 2018 at the MGC office.



Massachusetts Gaming Commission

The meeting included a comprehensive review of the Commission's budget at a line item level, as well as a review of each division's staffing levels by employee and anticipated hires.

The following section of this memorandum is a summary by appropriation of spending anticipated for the MGC Regulatory costs of the Gaming Control Fund and the Racing Oversight and Development Fund. Immediately following each summary is a chart that demonstrates significant variances between FY18 and FY19 for each division/bureau. Attachment B to this document provides a view of each division's budget by object class, object code and then specific budget item. This same information can be found in Attachment C but the view is ordered first by object class, then object code, then division and finally by specific budget item.

10500001 Gaming Control Trust Fund

The MGC Regulatory portion of the Gaming Control Trust funds 11 divisions/bureaus. Each division's/bureau's costs of providing regulatory oversight to expanded gaming are built into the spending figures in the table below, which represents, at a macro level, the anticipated spending. This item funds 84.3 FTEs. The FY19 recommended spending level includes funding for 1 new IT position, as well as funding for the positions approved in the FY18 spending plan. While we determine the Research and Responsible Gaming/Public Health Trust Fund (PHTF) component of the Gaming Control Fund to be a statutorily required funding source, 2 MGC FTEs in that unit are not included in the 84.3 regulatory FTE count, but are included in the 96 overall FTE count. The majority of the increased costs are from annualizing the hiring and public safety costs that were partially funded in FY18 to support the opening of the MGM Springfield facility.

Below is a chart that shows the FY18 currently approved budget by division compared to FY19 proposed budget for the Regulatory portion of the Gaming Control Fund with a brief explanation for any large discrepancies. Further details for budgets by each division are provided in attachments B and C:

The Research and Responsible Gaming/PHTF budget is considered a Statutorily required component of the Gaming Control Fund due to the fact that it will be funded from the Public Health Trust Fund (PHTF) once category 1 facilities become operational and taxes from gross gaming revenue begin to fund the PHTF. However, I have included a brief chart of that budget comparing FY18 to FY19 below because 2 MGC employees are funded from that budget.

Fund	Grouping Name	Division	Division Name	Current Year Amount	Next Year Amount	Variance	% Change	Explanation
Gaming Control Fund-10500001								
	MGC Regulatory Costs							
		1000	Finance and Administration	2,057,570.73	2,107,937.82	50,367.09	2.45%	
		1100	Human Resources	515,643.51	659,838.34	144,194.83	27.96%	Annualization of a new hire, raises on higher total salary, and increased workers comp
		1200	Legal	1,923,859.30	1,223,585.71	(700,273.59)	-36.40%	Reduce litigation costs to minimum required by insurance
		1300	Executive Director	876,698.44	862,101.87	(14,596.57)	-1.66%	
		1400	Information Technology	4,602,230.02	4,967,360.61	365,130.59	7.93%	Annualization of 2 new hires
		1500	Commissioners	882,570.81	886,684.93	4,114.12	0.47%	
		1600	Workforce and Supplier Diversity	440,261.41	481,792.46	41,531.05	9.43%	Annualization of new hire
		1800	Communications	358,654.82	379,186.94	20,532.12	5.72%	New intern
		1900	Ombudsman				1.38%	



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			442,378.19	448,478.49	6,100.30		
	5000	Investigations and Enforcement Bureau	7,836,453.82	9,801,338.50	1,964,884.68	25.07%	Annualization of MGM hires and public safety costs associated with MGM
	7000	Licensing Division	657,354.76	786,952.00	129,597.24	19.71%	Annualization of new hires
	MGC Regulatory Costs Total		20,593,675.81	22,605,257.67	2,011,581.86	9.77%	
	Research and Responsible Gaming/PHTF						
	1700	Problem Gambling	5,053,957.84	4,825,981.00	(227,976.84)	-4.51%	

10500003 Racing Development and Oversight Trust Fund

This item funds the operations of the Racing division. The majority of funding from this appropriation is payroll, seasonal payroll, and fringe related costs. Costs of the division are payroll, drug and laboratory testing, ISA to DPH, and purchased client services for economic hardship payments, eighth pole payments, and the jockey guild.

Below is a chart that shows the FY18 currently approved budget by division compared to FY19 proposed budget for the Racing Oversight and Development Fund with a brief explanation for any large discrepancies. Further details for budgets by each division are provided in attachments B and C:

Fund	Grouping Name	Division	Division Name	Current Year Amount	Next Year Amount	Variance	% Change	Explanation
	Racing Oversight and Development Trust Fund-10500003					-		
	MGC Regulatory Costs					-		
		1000	Finance and Administration	223,481.41	283,090.19	59,608.78	26.67%	
		1100	Human Resources	114,220.90	99,382.99	(14,837.91)	-12.99%	
		1200	Legal	49,773.57	50,173.52	399.95	0.80%	
		1300	Executive Director	48,957.77	49,426.05	468.28	0.96%	
		1400	Information Technology	46,744.56	104,063.51	57,318.95	122.62%	
		1500	Commissioners	73,473.01	58,411.22	(15,061.79)	-20.50%	
		1800	Communications	15,367.26	15,458.57	91.31	0.59%	
		3000	Racing Division	1,854,555.21	1,853,098.17	(1,457.04)	-0.08%	
		7000	Licensing Division	1,349.76	5,197.02	3,847.26	285.03%	
	MGC Regulatory Costs Total			2,427,923.45	2,518,301.24	90,377.79	3.72%	
				2,427,923.45	2,518,301.24	90,377.79	3.72%	

Funding Exposures not Included in FY19 Budget Proposal

FY19 was another challenging budget year given the opening of MGM Springfield in August of 2018, less than 90 days into FY19 and the projected opening of the Encore facility in Everett in June of 2019, just days before the close of the fiscal year. In addition to the anticipated openings of the two category 1 casinos, we have built in the minimum required by our insurance policy for litigation costs in the legal budget. Staff anticipates the figure to grow above the amount funded in this budget



Massachusetts Gaming Commission

It is important for the Commission to be aware that there are both regulatory and public safety costs that are anticipated for the FY19 budget year that are not included in this proposal. The costs of both public safety personnel as well as gaming agents for the Everett category 1 facility are not included in this budget. That facility is anticipated to open in June of 2019. The costs not included in this budget have been discussed with our licensees, as well as the rationale for not including the costs. Staff intends on returning to the Commission between the end of the first quarter of FY19 and end of calendar year 2018 to address both the public safety and regulatory funding exposures as the landscape and timeline for the opening of Everett facility becomes more concrete and better estimates are available. This is similar to the process used for funding the MGM start-up costs in the last budget cycle.

Assessment on Licensees

Chapter 23K §56 (a)-(c) define how the MGC will fund its annual costs related to Gaming/non-racing activities. This chapter was further defined through 205 CMR 121.00. By taking the projected spending less the net revenues projected for FY19, the commission will utilize 205 CMR 121.01 3(c) to assess ~\$28.3M on licensees as shown in the chart below:

Licensee	Slots	Table Games	Table Gaming Positions*	Total Gaming Positions*	Percentage of Gaming Positions	Annual Assessment
MGM	3,000	100	600	3,600	38.99%	\$11,042,096.71
Encore	3,242	168	1,008	4,250	46.03%	\$13,035,847.95
Penn	1,250	-	-	1,383	14.98%	\$4,242,385.45
	7,492	268	1,608	9,233	100.00%	\$28,320,330.10

*Table gaming positions, slots and table gaming positions are derived by using the HLT figures from Finance Plan section of the Presentation under 2.3 the table titled Proposed Facility Suitability. For estimating gaming positions from table games, a multiplier of 6 for each table game is used. For PPC, it is the amount approved as of June 2017.

Conclusion

Staff is proposing an FY19 Gaming Control Fund budget of \$33.4M for Regulatory and Statutorily Required Costs and an FY19 Racing Oversight and Development Fund budget of \$2.72M for Regulatory and Statutorily Required Costs. The budget presentation from May 24, 2018 was posted to the Commission's website for a public comment period of May 25th through June 5th. Staff seeks a vote to either approve the budget proposed by staff, or make changes and approve a modified version of the budget.

Staff would like to remind the Commissioners that there are both public safety and regulatory funding exposures not built into this budget that will need to be addressed prior to the end of calendar year 2018.

Attachments:

Attachment A: FY19 Listing of Accounts Spending and Revenue

Attachment B: Next Year Budget All Departments for Commission

Attachment C: Next Year Budget by Object Class for Commission



Massachusetts Gaming Commission

2019		Budget Projections
Row Labels		Initial Projection
10500001--Gaming Control Fund		
MGC Regulatory Cost		
AA REGULAR EMPLOYEE COMPENSATION	\$	7,301,056.69
BB REGULAR EMPLOYEE RELATED EXPEN	\$	89,400.00
CC SPECIAL EMPLOYEES	\$	135,000.00
DD PENSION & INSURANCE RELATED EX	\$	2,674,809.96
EE ADMINISTRATIVE EXPENSES	\$	601,607.48
FF PROGRAM, FACILITY, OPERATIONAL SUPPIES	\$	-
GG ENERGY COSTS AND SPACE RENTAL	\$	1,271,894.58
HH CONSULTANT SVCS (TO DEPTS)	\$	750,644.48
JJ OPERATIONAL SERVICES	\$	5,643,125.02
KK Equipment Purchase	\$	96,000.00
LL EQUIPMENT LEASE-MAINTAIN/REPAR	\$	36,824.00
NN NON-MAJOR FACILITY MAINTENANCE REPAIR	\$	2,500.00
PP STATE AID/POL SUB/OSD	\$	150,000.00
TT PAYMENTS & REFUNDS	\$	-
UU IT Non-Payroll Expenses	\$	3,852,395.46
MGC Regulatory Cost Subtotal:	\$	22,605,257.67
EE--Indirect Costs	\$	2,037,294.23
Office of Attorney General		
ISA to AGO		\$2,760,000.00
TT Reimbursement for AGO 0810-1024	\$	-
AGO State Police	\$	1,096,997.20
Office of Attorney General Subtotal:	\$	3,856,997.20
Research and Responsible Gaming/Public Health Trust Fund		
AA REGULAR EMPLOYEE COMPENSATION	\$	201,973.00
BB REGULAR EMPLOYEE RELATED EXPEN	\$	6,000.00
CC SPECIAL EMPLOYEES		
DD PENSION & INSURANCE RELATED EX	\$	75,012.77
EE ADMINISTRATIVE EXPENSES	\$	32,995.23
FF PROGRAMMATIC FACILITY OPERATONAL SUPPLIES	\$	1,000.00
HH CONSULTANT SVCS (TO DEPTS)	\$	2,454,000.00
JJ OPERATIONAL SERVICES	\$	-
MM PURCHASED CLIENT/PROGRAM SVCS	\$	10,000.00
PP STATE AID/POL SUB	\$	2,045,000.00
UU IT Non-Payroll Expenses	\$	-
ISA to DPH	\$	-
Research and Responsible Gaming/Public Health Trust Fund Subtotal:	\$	4,825,981.00
ISA to ABCC	\$	75,000.00
Gaming Control Fund Total Costs	\$	33,400,530.10
		Revenue Projections
	Revenues	Initial Projection
Gaming Control Fund Beginning Balance 0500	\$	-
Phase 1 Collections (restricted) 0500	\$	-
Phase 1 Refunds 0500	\$	-
Phase 2 Category 1 Collections (restricted) 0500	\$	-
Region C Phase 1 Investigation Collections 0500	\$	-
Region C Phase 2 Category 1 Collections 0500	\$	-
Grant Collections (restricted) 0500	\$	50,000.00
Region A slot Machine Fee 0500	\$	1,945,200.00
Region B Slot Machine Fee 0500	\$	1,800,000.00
Slots Parlor Slot Machine Fee 0500	\$	750,000.00
Gaming Employee License Fees (GEL) 3000	\$	300,000.00
Key Gaming Executive (GKE) 3000	\$	15,000.00
Key Gaming Employee (GKS) 3000	\$	20,000.00
Non-Gaming Vendor (NGV) 3000	\$	25,000.00
Vendor Gaming Primary (VGP) 3000	\$	75,000.00
Vendor Gaming Secondary (VGS) 3000	\$	25,000.00
Gaming School License (GSB)	\$	-
Gaming Service Employee License (SER) 3000	\$	75,000.00
Subcontractor ID Initial License (SUB) 3000	\$	-

Temporary License Initial License (TEM) 3000	\$	-
Veterans Initial License (VET) 3000	\$	-
Transfer of Licensing Fees to CMF 0500	\$	-
Assessment 0500	\$	28,320,330.10
Misc/Bank Interest 0500	\$	-
Grand Total	\$	33,400,530.10

		Budget Projections
Row Labels		Initial Projection
1050003		
AA REGULAR EMPLOYEE COMPENSATION	\$	779,111.86
BB REGULAR EMPLOYEE RELATED EXPEN	\$	12,000.00
CC SPECIAL EMPLOYEES	\$	425,000.00
DD PENSION & INSURANCE RELATED EX	\$	279,030.65
EE ADMINISTRATIVE EXPENSES	\$	42,485.00
FF PROGRAMMATIC FACILITY OPERATONAL SUPPLIES	\$	2,000.00
HH CONSULTANT SVCS (TO DEPTS)	\$	25,000.00
JJ OPERATIONAL SERVICES	\$	727,758.73
KK EQUIPMENT PURCHASES	\$	915.00
LL EQUIPMENT LEASE-MAINTAIN/REPAR	\$	155,000.00
MM PURCHASED CLIENT/PROGRAM SVCS	\$	-
NN INFRASTRUCTURE:	\$	-
TT LOANS AND SPECIAL PAYMENTS	\$	-
UU IT Non-Payroll Expenses	\$	70,000.00
EE --Indirect Costs	\$	202,687.10
ISA to DPH	\$	-
Grand Total	\$	2,720,988.34

		Revenue Projections
Revenues		Initial Projection
Plainridge Assessment 4800	\$	121,200.00
Plainridge Daily License Fee 3003	\$	108,600.00
Plainridge Occupational License 3003/3004	\$	55,000.00
Plainridge Racing Development Oversight Live 0131	\$	25,000.00
Plainridge Racing Development Oversight Simulcast 0131	\$	135,000.00
Racing Oversight and Development Balance Forward 0131	\$	400,000.00
Raynham Assessment 4800	\$	96,150.00
Raynham Daily License Fee 3003	\$	108,600.00
Raynham Racing Development Oversight Simulcast 0131	\$	133,000.00
Suffolk Assessment 4800	\$	526,650.00
Suffolk Commission Racing Development Oversight Simulcast 0131	\$	140,000.00
Suffolk Daily License Fee 3003	\$	78,000.00
Suffolk Occupational License 3003/3004	\$	33,000.00
Suffolk Racing Development Oversight Live 0131	\$	22,000.00
Suffolk TVG Commission Live 0131	\$	18,000.00
Suffolk TVG Commission Simulcast 0131	\$	125,000.00
Suffolk Twin Spires Commission Live 0131	\$	15,000.00
Suffolk Twin Spires Commission Simulcast 0131	\$	97,000.00
Suffolk Xpress Bet Commission Live 0131	\$	13,000.00
Suffolk Xpress Bet Commission Simulcast 0131	\$	45,000.00
Suffolk NYRA Bet Commission Live 0131	\$	7,500.00
Suffolk NYRA Bet Commission Simulcast 0131	\$	22,000.00
Transfer to General Fund 10500140 0000		
Wonderland Assessment 4800	\$	6,000.00
Wonderland Daily License Fee 3003	\$	78,000.00
Wonderland Racing Development Oversight Simulcast 0131	\$	10,000.00
Plainridge fine 2700	\$	25,000.00
Suffolk Fine 2700	\$	4,500.00
Plainridge Unclaimed wagers 5009	\$	168,000.00
Suffolk Unclaimed wagers 5009	\$	250,000.00
Raynham Unclaimed wagers 5009	\$	160,000.00
Wonderland Unclaimed wagers 5009	\$	15,000.00
Misc/Bank Interest 0131	\$	500.00
Grand Total	\$	\$3,041,700.00

Next Year Budget All Departments for Commission

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1000	Finance and Administration							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	New Hires for MGM Opening	\$35,961.55	\$0.00	(\$35,961.55)	-100.00%
					Employee Compensation	Salaries	\$364,080.20	\$404,322.01	\$40,241.81	11.05%
			Obj Class Totals:				\$400,041.75	\$404,322.01	\$4,280.26	1.07%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel	Out of State Travel	\$2,000.00	\$2,000.00	\$0.00	0.00%
		B02	In-State Travel		Travel	In-State Travel	\$1,000.00	\$1,000.00	\$0.00	0.00%
			Obj Class Totals:				\$3,000.00	\$3,000.00	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe on New Hires for MGM	\$12,543.39	\$0.00	(\$12,543.39)	-100.00%
					Fringe	Fringe rate of 35.41%	\$126,991.17	\$143,170.42	\$16,179.25	12.74%
					Payroll Taxes	Payroll Taxes on New Hires for MGM	\$521.44	\$0.00	(\$521.44)	-100.00%
					Taxes	Tax rate of 1.73%	\$5,279.16	\$6,994.77	\$1,715.61	32.50%
			Obj Class Totals:				\$145,335.16	\$150,165.19	\$4,830.03	3.32%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies		Supplies	Adoni Spring Water/Milhench	\$2,500.00	\$2,500.00	\$0.00	0.00%
					Supplies	Cam Office Supplies	\$10,000.00	\$8,500.00	(\$1,500.00)	-15.00%
					Supplies	W.B. Mason	\$25,000.00	\$23,500.00	(\$1,500.00)	-6.00%
		E02	Printing Expenses & Supplies		Printing	Millenium/RazzMTazz/MG Products	\$3,950.00	\$3,500.00	(\$450.00)	-11.39%
		E05	Postage Chargeback		Postage	ITD PAD Chargeback for postal Services	\$2,664.00	\$2,743.92	\$79.92	3.00%
		E06	Postage		Postage	Postage for Ashburton Mail Room	\$2,400.00	\$2,400.00	\$0.00	0.00%
					Postage	Postage for Pitney Bowes, Fed Ex, UPS	\$1,500.00	\$1,500.00	\$0.00	0.00%
		E12	Subscriptions, Memberships & Licensing Fees		Subscriptions	Go To Meeting	\$0.00	\$6,400.00	\$6,400.00	#Div/0!
		E15	Bottled Water		Water	Quench	\$684.00	\$1,254.00	\$570.00	83.33%
		E18	State Single Audit Chargeback		FY 17 Chargeback Single State Audit	Chargeback	\$300.00	\$500.00	\$200.00	66.67%
		E19	Fees, Fines, Licenses, Permits & Chargebacks		Fees, Fines, Licensed, Chargebakcs	EZ Pass	\$300.00	\$1,000.00	\$700.00	233.33%
		E20	Motor Vehicle Chargeback		OVM	Motorized Vehicle Chargeback--Leases of ford fusion and ford escape	\$12,689.64	\$12,689.64	\$0.00	0.00%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1000	Finance and Administration							
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees	Laz Parking	Parking at 33 Arch St. 13 spaces		\$54,000.00	\$54,000.00	\$0.00	0.00%
		E30	Credit Card Purchases	Credit Card	Credit Card Incidental Purchases		\$500.00	\$2,000.00	\$1,500.00	300.00%
		E41	Out Of State Travel Expen on Behalf of State Employ	Travel	Travel Agency Fees		\$5,000.00	\$5,000.00	\$0.00	0.00%
		EE2	Conference, Training and Registration Fees	Conference Registrations	Registration Fees		\$5,000.00	\$0.00	(\$5,000.00)	-100.00%
			Obj Class Totals:				\$126,487.64	\$127,487.56	\$999.92	0.79%
		GG	ENERGY COSTS AND SPACE RENTAL							
		G01	Space Rental	Office Lease	101 Federal St. 12 months		\$1,182,473.94	\$1,195,969.14	\$13,495.20	1.14%
				Rent	Umass Office Rent		\$2,540.00	\$2,540.00	\$0.00	0.00%
		G03	Electricity	Electricity	101 Federal St. 12 months		\$32,635.44	\$32,635.44	\$0.00	0.00%
		G05	Fuel For Vehicles	Gas	Wex Bank/Gulf		\$1,500.00	\$5,000.00	\$3,500.00	233.33%
			Obj Class Totals:				\$1,219,149.38	\$1,236,144.58	\$16,995.20	1.39%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services	Insurance	Comprehensive Insurance Policy		\$86,450.00	\$95,094.48	\$8,644.48	10.00%
		H19	Management Consultants		CPA Firm for Annual Audits consistent with Generally Accepted Auditing Standards		\$38,550.00	\$38,550.00	\$0.00	0.00%
			Obj Class Totals:				\$125,000.00	\$133,644.48	\$8,644.48	6.92%
		JJ	OPERATIONAL SERVICES							
		J10	Auxiliary Financial Services	Auxiliary Financial Services	Credit Card Fees/BillMatrix		\$0.00	\$300.00	\$300.00	#Div/0!
		JJ2	Auxiliary Services	Courier	USA Couriers		\$200.00	\$200.00	\$0.00	0.00%
				Shredding	ProShred		\$750.00	\$850.00	\$100.00	13.33%
			Obj Class Totals:				\$950.00	\$1,350.00	\$400.00	42.11%
		LL	EQUIPMENT LEASE-MAINTAIN/REPAR							
		L24	Motorized Vehicle Equipment Rental or Lease	Rental Cars	Enterprise Car Rental		\$500.00	\$500.00	\$0.00	0.00%
		L25	Office Equipment Rental or Lease	Printing	Pitney Bowes		\$532.80	\$750.00	\$217.20	40.77%
		L26	Printing/Photocopy & Micrographics Equip Rent/Lease	Copier	Canon Financial Services Recurring Payment of \$5.4K for 13th floor Recurring Payment of \$4.8K IEB Per Click costs of \$2.5K		\$12,738.00	\$12,738.00	\$0.00	0.00%
		L46	Print, Photocopying & Micrograph Equipment Maint/Repair	Copier	Canon USA/Maintenance & Repair--Initial Contract Rate Ended		\$3,000.00	\$7,500.00	\$4,500.00	150.00%
				Xerox Leases	Xerox Leases Recurring Payments of \$11.1K for 3 machines Per Click costs of \$4.2K (avg of this year)		\$15,336.00	\$15,336.00	\$0.00	0.00%
			Obj Class Totals:				\$32,106.80	\$36,824.00	\$4,717.20	14.69%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change	
10500001	Mass. Gaming Commission										
	MGC Regulatory Costs										
		1000	Finance and Administration								
			NN	INFRASTRUCTURE:							
			N50	Non-Major Facility Infrastructure Maintenance and Repair	Repairs	Office/Building Repairs	\$1,000.00	\$2,500.00	\$1,500.00	150.00%	
			Obj Class Totals:					\$1,000.00	\$2,500.00	\$1,500.00	150.00%
			UU	IT Non-Payroll Expenses							
			U05	Information Technology (IT) Temp Staff Augmentation Profs	IT Consultants	Web penetration Testing	\$0.00	\$8,000.00	\$8,000.00	#Div/0!	
			U10	Information Tech (IT) Equipment Maintenance & Repair	Cable	Cable/Comcast	\$4,500.00	\$4,500.00	\$0.00	0.00%	
			Obj Class Totals:					\$4,500.00	\$12,500.00	\$8,000.00	177.78%
			Division/Bureau Totals:					\$2,057,570.73	\$2,107,937.82	\$50,367.09	2.45%
		1100	Human Resources								
			AA	REGULAR EMPLOYEE COMPENSATION							
			A01	Salaries: Inclusive	Employee Compensation	Employee Salaries	\$157,680.34	\$200,955.72	\$43,275.38	27.45%	
					Employee Compensation	New Hires for MGM Opening	\$19,615.37	\$0.00	(\$19,615.37)	-100.00%	
					Raises	2.0% COLA/Bonus Incentives Agency Wide	\$121,971.16	\$168,097.61	\$46,126.45	37.82%	
			Obj Class Totals:					\$299,266.87	\$369,053.33	\$69,786.46	23.32%
			BB	REGULAR EMPLOYEE RELATED EXPEN							
			B02	In-State Travel	Travel	In State Travel	\$1,000.00	\$2,000.00	\$1,000.00	100.00%	
			Obj Class Totals:					\$1,000.00	\$2,000.00	\$1,000.00	100.00%
			DD	PENSION & INSURANCE RELATED EX							
			D09	Fringe Benefit Cost Recoupment	Fringe	Fringe on New Hires for MGM 35.41%	\$6,841.84	\$0.00	(\$6,841.84)	-100.00%	
					Fringe	Fringe rate of 35.41%	\$54,998.90	\$71,172.58	\$16,173.68	29.41%	
					Payroll Taxes	Payroll Taxes on New Hires for MGM 1.73%	\$284.42	\$0.00	(\$284.42)	-100.00%	
					Payroll Taxes & Fringe on Raises	Payroll Taxes & Fringe on Raises	\$44,312.12	\$62,435.41	\$18,123.29	40.90%	
					Taxes	Tax rate of 1.73%	\$2,286.36	\$3,477.02	\$1,190.66	52.08%	
			D15	Workers' Compensation Chargebacks	Worker's Comp Chargeback	Worker's Comp Chargeback	\$50,000.00	\$75,000.00	\$25,000.00	50.00%	
			Obj Class Totals:					\$158,723.64	\$212,085.01	\$53,361.37	33.62%
			EE	ADMINISTRATIVE EXPENSES							
			E12	Subscriptions, Memberships & Licensing Fees	Subscriptions	Subscriptions, Memberships & Licensing Fees SHRM, NEHRA, The Partnership	\$2,000.00	\$5,000.00	\$3,000.00	150.00%	
			E19	Fees, Fines, Licenses, Permits & Chargebacks	Licenses	Fees, Fines, Licenses, Permits & Chargebacks for HRCMS and HRD	\$2,653.00	\$9,000.00	\$6,347.00	239.24%	
			E22	Temp Use Space/Confer-Incidental Includes Reservation Fees	Conference Incidentals	Conference Incidentals	\$0.00	\$3,700.00	\$3,700.00	#Div/0!	

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1100	Human Resources							
		E30	Credit Card Purchases		Credit Card Charges	FIA Card	\$0.00	\$1,000.00	\$1,000.00	#Div/0!
		EE2	Conference, Training and Registration Fees		ISA with EOHHS	EOHHS Professional Development (MasSP Trainings)	\$12,000.00	\$12,000.00	\$0.00	0.00%
					Training	Conference, Training and Registration Fees	\$13,000.00	\$1,000.00	(\$12,000.00)	-92.31%
		EE9	Employee Recognition Chargeback		Employee Morale	Employee Recognition Program	\$5,000.00	\$5,000.00	\$0.00	0.00%
			Obj Class Totals:				\$34,653.00	\$36,700.00	\$2,047.00	5.91%
		HH	<i>CONSULTANT SVCS (TO DEPTS)</i>							
		H09	Attorneys/Legal Services		Legal Consultants	Employment Laywers	\$0.00	\$5,000.00	\$5,000.00	#Div/0!
					Worker's Comp	Workers Comp Litigation Fees	\$5,000.00	\$5,000.00	\$0.00	0.00%
			Obj Class Totals:				\$5,000.00	\$10,000.00	\$5,000.00	100.00%
		JJ	<i>OPERATIONAL SERVICES</i>							
		J46	Temporary Help Services		Temp Help	Resource Connection--Possibly for IEB or Licensing	\$0.00	\$15,000.00	\$15,000.00	#Div/0!
		JJ2	Auxiliary Services		EAP	Crisis Management EAP program	\$2,000.00	\$2,000.00	\$0.00	0.00%
					HR Investigations	HR Investigations	\$10,000.00	\$10,000.00	\$0.00	0.00%
					Testing	All One Health Resouces	\$5,000.00	\$3,000.00	(\$2,000.00)	-40.00%
			Obj Class Totals:				\$17,000.00	\$30,000.00	\$13,000.00	76.47%
			Division/Bureau Totals:				\$515,643.51	\$659,838.34	\$144,194.83	27.96%
		1200	Legal							
		AA	<i>REGULAR EMPLOYEE COMPENSATION</i>							
		A01	Salaries: Inclusive		Employee Compensation	Employee Salaries	\$479,248.37	\$486,791.39	\$7,543.02	1.57%
			Obj Class Totals:				\$479,248.37	\$486,791.39	\$7,543.02	1.57%
		BB	<i>REGULAR EMPLOYEE RELATED EXPEN</i>							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel	Out of State Travel and Training	\$5,000.00	\$5,000.00	\$0.00	0.00%
		B02	In-State Travel		Travel	In State Travel	\$2,000.00	\$2,000.00	\$0.00	0.00%
		B05	Conference, Training, Registration and Membership Dues and L		Professional Licenses	Professional and Bar Licenses	\$2,000.00	\$2,000.00	\$0.00	0.00%
			Obj Class Totals:				\$9,000.00	\$9,000.00	\$0.00	0.00%
		DD	<i>PENSION & INSURANCE RELATED EX</i>							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe rate of 35.41%	\$167,161.83	\$172,372.83	\$5,211.00	3.12%
					Taxes	Tax rate of 1.73%	\$6,949.10	\$8,421.49	\$1,472.39	21.19%
			Obj Class Totals:				\$174,110.93	\$180,794.32	\$6,683.39	3.84%
		EE	<i>ADMINISTRATIVE EXPENSES</i>							
		E01	Office & Administrative Supplies		Supplies	Office Supplies	\$5,000.00	\$5,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1200	Legal							
		E12	Subscriptions, Memberships & Licensing Fees	Subscriptions	Subscriptions	Subscriptions and Memberships Westlaw ABA	\$7,000.00	\$11,000.00	\$4,000.00	57.14%
		E13	Advertising Expenses	Reg Advertising	Advertising	Advertising of Regs and Meetings	\$5,000.00	\$10,000.00	\$5,000.00	100.00%
		E41	Out Of State Travel Expen on Behalf of State Employ	Travel	Travel	Conference/Trainings	\$10,000.00	\$10,000.00	\$0.00	0.00%
		EE		Conference, Training, Registion Fees	Conference, Training, Registion Fees	Conference, Training, Registion Fees	\$0.00	\$4,000.00	\$4,000.00	#Div/0!
			Obj Class Totals:				\$27,000.00	\$40,000.00	\$13,000.00	48.15%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services	Litigation Defense	Litigation Defense	Outside Counsel Litigation Defense	\$1,100,000.00	\$400,000.00	(\$700,000.00)	-63.64%
				Outside Counsel	Outside Counsel	General Practice, Regulations, Laws, etc.	\$80,000.00	\$50,000.00	(\$30,000.00)	-37.50%
				Outside Counsel	Outside Counsel	Labor Employment Law	\$20,000.00	\$20,000.00	\$0.00	0.00%
		H19	Management Consultants	Hearing Officer	Hearing Officer	Hearing Officer	\$32,000.00	\$32,000.00	\$0.00	0.00%
			Obj Class Totals:				\$1,232,000.00	\$502,000.00	(\$730,000.00)	-59.25%
		JJ	OPERATIONAL SERVICES							
		JJ1	Legal Support Services	Operational Services	Operational Services	Offsite Storage	\$2,500.00	\$2,500.00	\$0.00	0.00%
			Obj Class Totals:				\$2,500.00	\$2,500.00	\$0.00	0.00%
		UU	IT Non-Payroll Expenses							
		U07	Information Technology (IT) Equipment	IT Equipment Purchase	IT Equipment Purchase	Encrypted Flash Drives	\$0.00	\$2,500.00	\$2,500.00	#Div/0!
			Obj Class Totals:				\$0.00	\$2,500.00	\$2,500.00	#Div/0!
			Division/Bureau Totals:				\$1,923,859.30	\$1,223,585.71	(\$700,273.59)	-36.40%
		1300	Executive Director							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	Employee Compensation	Employee Compensation	Employee Salaries	\$589,524.27	\$584,513.54	(\$5,010.73)	-0.85%
			Obj Class Totals:				\$589,524.27	\$584,513.54	(\$5,010.73)	-0.85%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	Travel	Two conferences Out of State	\$6,000.00	\$6,000.00	\$0.00	0.00%
		B02	In-State Travel	Travel	Travel	In-State Mileage and Rental Cars	\$2,000.00	\$4,000.00	\$2,000.00	100.00%
			Obj Class Totals:				\$8,000.00	\$10,000.00	\$2,000.00	25.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	Fringe	Fringe	Fringe rate of 35.41%	\$211,446.64	\$205,598.90	(\$5,847.74)	-2.77%
				Taxes	Taxes	Tax rate of 1.73%	\$2,727.53	\$11,489.43	\$8,761.90	321.24%
			Obj Class Totals:				\$214,174.18	\$217,088.33	\$2,914.15	1.36%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1300	Executive Director							
		EE	ADMINISTRATIVE EXPENSES							
		E12	Subscriptions, Memberships & Licensing Fees	Memberships	NAGR		\$0.00	\$500.00	\$500.00	#Div/0!
		E30	Credit Card Purchases	Credit Card	Credit Card Purchases		\$15,000.00	\$10,000.00	(\$5,000.00)	-33.33%
		EE2	Conference, Training and Registration Fees	Gaming Forum	Gaming Forum TBD		\$10,000.00	\$10,000.00	\$0.00	0.00%
			Obj Class Totals:				\$25,000.00	\$20,500.00	(\$4,500.00)	-18.00%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H19	Management Consultants	Strategic Consultant	General Consultant needs for Commissioners or Executive Director		\$40,000.00	\$20,000.00	(\$20,000.00)	-50.00%
			Obj Class Totals:				\$40,000.00	\$20,000.00	(\$20,000.00)	-50.00%
		JJ	OPERATIONAL SERVICES							
		J50	Instructors/Lecturers/Trainers	Training	Catalant Jira Training		\$0.00	\$10,000.00	\$10,000.00	#Div/0!
			Obj Class Totals:				\$0.00	\$10,000.00	\$10,000.00	#Div/0!
			Division/Bureau Totals:				\$876,698.45	\$862,101.87	(\$14,596.58)	-1.66%
		1400	Information Technology							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	Employee Compensation	Employee Salaries		\$560,397.81	\$813,313.08	\$252,915.27	45.13%
			Obj Class Totals:				\$560,397.81	\$813,313.08	\$252,915.27	45.13%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	Out of State Travel G2E/Gartner		\$4,000.00	\$4,000.00	\$0.00	0.00%
		B02	In-State Travel	Travel	In-state travel		\$2,000.00	\$2,000.00	\$0.00	0.00%
			Obj Class Totals:				\$6,000.00	\$6,000.00	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	Fringe	Fringe rate of 35.41%		\$195,466.76	\$265,910.67	\$70,443.91	36.04%
				Taxes	Tax rate of 1.73%		\$8,125.77	\$12,991.40	\$4,865.63	59.88%
			Obj Class Totals:				\$203,592.53	\$278,902.07	\$75,309.54	36.99%
		EE	ADMINISTRATIVE EXPENSES							
		E02	Printing Expenses & Supplies	Printers	Printers @\$250/printer		\$2,000.00	\$2,000.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ	Travel	Travel Agent Expenses		\$6,000.00	\$6,000.00	\$0.00	0.00%
		E56	Secretariat Central Services Chargeback	IT Support	ANF Chargeback for IT services (Help Desk Charges \$659.79 per desktop)		\$52,783.00	\$0.00	(\$52,783.00)	-100.00%
			Obj Class Totals:				\$60,783.00	\$8,000.00	(\$52,783.00)	-86.84%
		GG	ENERGY COSTS AND SPACE RENTAL							

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1400	Information Technology							
		G01	Space Rental		Data Center	Markley Data Center Costs (Rack Space \$10.8K, Electricity \$13.2K, and Fiber \$4K)	\$28,080.00	\$35,750.00	\$7,670.00	27.31%
			Obj Class Totals:				\$28,080.00	\$35,750.00	\$7,670.00	27.31%
		UU	IT Non-Payroll Expenses							
		U01	Telecommunications Services Data		Cable	Comcast Internet (Gaming Lab) and Cable Service (Meeting Rooms)	\$4,800.00	\$4,800.00	\$0.00	0.00%
					Plainridge Video	Video Circuit for Boston & Plainville for Surveillance and CMS	\$76,500.00	\$76,500.00	\$0.00	0.00%
					VPN	VPN Accounts	\$8,100.00	\$8,100.00	\$0.00	0.00%
		U02	Telecommunications Services - Voice		Cellular Service	Cell Phone Service	\$65,985.00	\$65,985.00	\$0.00	0.00%
					Phone Lines	Conference Bridge Lines	\$1,980.00	\$1,500.00	(\$480.00)	-24.24%
					Phone Lines	DSCI phone services	\$9,000.00	\$7,000.00	(\$2,000.00)	-22.22%
					Phone Lines	MCI Fax Line	\$500.00	\$500.00	\$0.00	0.00%
					Phone Lines	Measured Business Lines	\$6,550.00	\$6,550.00	\$0.00	0.00%
		U03	Software & Information Technology Licenses (IT)		Software	Adobe, Sharepoint, Office 365, Project, Vizio, Dragon, Winzip	\$50,000.00	\$50,000.00	\$0.00	0.00%
					Software	CodeGuard MGC Website Backup Service	\$2,000.00	\$5,000.00	\$3,000.00	150.00%
					Software	Insight/Jira	\$0.00	\$23,000.00	\$23,000.00	#Div/0!
					Software	Kobitron - GLI Testing Platform	\$1,500.00	\$2,500.00	\$1,000.00	66.67%
					Software	Prezi Software	\$3,300.00	\$3,300.00	\$0.00	0.00%
		U04	Information Technology Chargeback		Internet	MAGNET (Internet Access -2x50Mbps @\$3,686/month, 1x20Mbps @\$3138/month, 1x0.06units @\$105.30/month)	\$118,454.00	\$118,454.00	\$0.00	0.00%
					IT Support	ANF Chargeback for Space at Chelsea and Springfield	\$89,000.00	\$89,000.00	\$0.00	0.00%
					Mobile Devices	Mobile Device Management (@ \$3.95/year/unit)	\$4,000.00	\$4,000.00	\$0.00	0.00%
					On Base	Chargeback for electronics record management system--OnBase	\$0.00	\$90,000.00	\$90,000.00	#Div/0!
					OSC Chargeback	MMARS Chargeback	\$10,000.00	\$5,000.00	(\$5,000.00)	-50.00%
					Phone Lines	Windstream WAN for Data Connection \$1.5K/month	\$18,000.00	\$18,000.00	\$0.00	0.00%
		U05	Information Technology (IT) Temp Staff Augmentation Profs		CMS	CMS - IGT Intelligen--Includes start-up for Everett and Springfield locations	\$2,262,544.68	\$2,484,206.46	\$221,661.78	9.80%
					CMS	CMS change orders	\$0.00	\$20,000.00	\$20,000.00	#Div/0!
					CMS	CMS Intelligen--Increase for shot clock	\$14,500.00	\$0.00	(\$14,500.00)	-100.00%
					Consultant	IT Consultants Gartner	\$30,000.00	\$30,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1400	Information Technology							
		U05	Information Technology (IT) Temp Staff Augmentation Profs	Consulting		IT Consulting Support @ \$100/hr (Advizex and Soltrix) \$25K for GLI Testing	\$75,000.00	\$75,000.00	\$0.00	0.00%
					EOPS Network Connection	Needed to interface LMS with EOPS CJIS Network--Firewalls and equipment	\$130,663.00	\$50,000.00	(\$80,663.00)	-61.73%
					LMS	Licensing System Continual Upgrades to Phase 1 and Phase 2 Development	\$500,000.00	\$350,000.00	(\$150,000.00)	-30.00%
					Training	Technical Training	\$10,000.00	\$10,000.00	\$0.00	0.00%
		U06	Information Technology (IT) Cabling	Phone		FTG Phone lines maintenance etc.	\$14,000.00	\$20,000.00	\$6,000.00	42.86%
		U07	Information Technology (IT) Equipment	Hardware		Gaming Technology Laboratory Equipment	\$5,000.00	\$5,000.00	\$0.00	0.00%
					Miscellaneous	Miscellaneous Equipment--Equipment for new troopers and gaming agents	\$30,000.00	\$50,000.00	\$20,000.00	66.67%
					Servers	Servers and Storage	\$40,000.00	\$40,000.00	\$0.00	0.00%
		U09	Information Technology (IT) Equip Rental Or Lease	Leases		HP Leases	\$89,500.00	\$89,500.00	\$0.00	0.00%
		U10	Information Tech (IT) Equipment Maintenance & Repair	Maintenance		Aruba Maintenance	\$1,000.00	\$1,000.00	\$0.00	0.00%
					Maintenance	EMC Maintenance	\$50,000.00	\$0.00	(\$50,000.00)	-100.00%
					Maintenance	Printer Maintenance	\$500.00	\$500.00	\$0.00	0.00%
					Maintenance	VMWare Maintenance	\$21,000.00	\$21,000.00	\$0.00	0.00%
						Obj Class Totals:	\$3,743,376.68	\$3,825,395.46	\$82,018.78	2.19%
						Division/Bureau Totals:	\$4,602,230.02	\$4,967,360.61	\$365,130.59	7.93%
		1500	Commissioners							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	Employee Compensation		Employee Compensation	\$558,769.76	\$575,926.01	\$17,156.25	3.07%
						Obj Class Totals:	\$558,769.76	\$575,926.01	\$17,156.25	3.07%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel Reimbursements		Travel Reimbursements --In State (6 Commission Meetings a Year, Site Visits) --Out of Pocket Out of State Expenses	\$10,000.00	\$15,000.00	\$5,000.00	50.00%
						Obj Class Totals:	\$10,000.00	\$15,000.00	\$5,000.00	50.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	Fringe		Fringe Rate of 35.41%	\$194,898.89	\$203,935.40	\$9,036.51	4.64%
				Taxes		Tax rate of 1.73%	\$8,102.16	\$9,963.52	\$1,861.36	22.97%
						Obj Class Totals:	\$203,001.05	\$213,898.92	\$10,897.87	5.37%
		EE	ADMINISTRATIVE EXPENSES							
		E02	Printing Expenses & Supplies	Office Supplies		Lane Printing, etc.	\$0.00	\$200.00	\$200.00	#Div/0!

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1500	Commissioners							
		E12	Subscriptions, Memberships & Licensing Fees	Subscriptions	Trade Journals		\$3,000.00	\$5,460.00	\$2,460.00	82.00%
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees	75-101 Parking Garage	Parking 75-101		\$28,200.00	\$28,200.00	\$0.00	0.00%
				Meeting Space	Temporary Space \$1.2/mtg @ 6mtgs		\$7,500.00	\$7,500.00	\$0.00	0.00%
		E30	Credit Card Purchases	Credit Card	Allowable Credit Card Expenses		\$12,500.00	\$7,500.00	(\$5,000.00)	-40.00%
		EE2	Conference, Training and Registration Fees	Registration Fees	Conference/Trainings		\$5,000.00	\$5,000.00	\$0.00	0.00%
			Obj Class Totals:				\$56,200.00	\$53,860.00	(\$2,340.00)	-4.16%
		JJ	OPERATIONAL SERVICES							
		J33	Photographic & Micrographic Services	Stenographer	Court Reports and Stenography \$2.1K/mtg		\$54,600.00	\$25,000.00	(\$29,600.00)	-54.21%
			Obj Class Totals:				\$54,600.00	\$25,000.00	(\$29,600.00)	-54.21%
		KK	EQUIPMENT PURCHASE							
		K07	Office Furnishings	Office Equipment	Display Cases Display Cases		\$0.00	\$3,000.00	\$3,000.00	#Div/0!
			Obj Class Totals:				\$0.00	\$3,000.00	\$3,000.00	#Div/0!
			Division/Bureau Totals:				\$882,570.81	\$886,684.93	\$4,114.12	0.47%
		1600	Workforce and Supplier Diversity							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	Employee Compensation	Employee Salaries		\$187,317.58	\$187,613.00	\$295.42	0.16%
				Salaries	Salaries--Delayed hires		(\$9,615.38)	\$0.00	\$9,615.38	-100.00%
			Obj Class Totals:				\$177,702.20	\$187,613.00	\$9,910.80	5.58%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	Other Out of State Travel-Inclusive Airfare, Hotel, Lodging --Las Vegas Gaming Conference G2E		\$1,000.00	\$1,000.00	\$0.00	0.00%
		B02	In-State Travel	Travel	In-state Travel AOC as well as site visits of licensees		\$3,000.00	\$6,000.00	\$3,000.00	100.00%
			Obj Class Totals:				\$4,000.00	\$7,000.00	\$3,000.00	75.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	Fringe	Fringe rate of 35.41%		\$65,336.37	\$66,433.76	\$1,097.39	1.68%
				Fringe	Fringe--Delayed hires		(\$3,353.84)	\$0.00	\$3,353.84	-100.00%
				Payroll Taxes	Payroll Taxes--Delayed Hires		(\$139.42)	\$0.00	\$139.42	-100.00%
				Taxes	Tax rate of 1.73%		\$2,716.10	\$3,245.70	\$529.60	19.50%
			Obj Class Totals:				\$64,559.21	\$69,679.46	\$5,120.25	7.93%
		EE	ADMINISTRATIVE EXPENSES							
		E02	Printing Expenses & Supplies	Printing	Flyer printing/Workforce Development		\$10,000.00	\$10,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1600	Workforce and Supplier Diversity							
		E12	Subscriptions, Memberships & Licensing Fees		Administrative Expenses	Marketing Sponsorships of Diversity and Opportunity Events	\$25,000.00	\$2,500.00	(\$22,500.00)	-90.00%
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees		Conferences	Access Opportunity Meetings	\$7,000.00	\$7,000.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel	Travel Agent	\$2,000.00	\$2,000.00	\$0.00	0.00%
		EE2	Conference, Training and Registration Fees		Conference, Training Registration Fees	GNEMSDC, Umass, Colette Phillips	\$0.00	\$11,000.00	\$11,000.00	#Div/0!
			Obj Class Totals:				\$44,000.00	\$32,500.00	(\$11,500.00)	-26.14%
		HH	CONSULTANT SVCS (TO DEPTS)							
		HH3	Media Design, Editorial and Communication		CONSULTANTS	AOC Outreach Campaign/ net zero change	\$35,756.00	\$0.00	(\$35,756.00)	-100.00%
					Media Design	KHJ	\$0.00	\$35,000.00	\$35,000.00	#Div/0!
			Obj Class Totals:				\$35,756.00	\$35,000.00	(\$756.00)	-2.11%
		PP	STATE AID/POL SUB							
		P01	Grants To Public Entities		Grants	Worforce Development and Diversity Grants --Women In construction Outreach --WF Coordinator Community Colleges --Gaming Training Schools --Regional WF Collaborations	\$150,000.00	\$150,000.00	\$0.00	0.00%
					STATE AID/POL SUB	Grants to Public Entities/ net zero change	(\$35,756.00)	\$0.00	\$35,756.00	-100.00%
			Obj Class Totals:				\$114,244.00	\$150,000.00	\$35,756.00	31.30%
			Division/Bureau Totals:				\$440,261.41	\$481,792.46	\$41,531.05	9.43%
		1800	Communications							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Regular Salaries	\$197,428.90	\$198,950.66	\$1,521.76	0.77%
			Obj Class Totals:				\$197,428.90	\$198,950.66	\$1,521.76	0.77%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B02	In-State Travel		Travel Reimbursement	In-State Travel Reimbursement	\$3,900.00	\$3,900.00	\$0.00	0.00%
			Obj Class Totals:				\$3,900.00	\$3,900.00	\$0.00	0.00%
		CC	SPECIAL EMPLOYEES							
		C05	Contracted Student Interns		Intern	Student Intern-Co-op	\$0.00	\$20,000.00	\$20,000.00	#Div/0!
			Obj Class Totals:				\$0.00	\$20,000.00	\$20,000.00	#Div/0!
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe rate of 35.41%	\$68,863.20	\$70,448.43	\$1,585.23	2.30%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1800	Communications							
		D09	Fringe Benefit Cost Recoupment		Taxes	Tax rate of 1.73%	\$2,862.72	\$3,787.85	\$925.13	32.32%
			Obj Class Totals:				\$71,725.92	\$74,236.28	\$2,510.36	3.50%
		EE	ADMINISTRATIVE EXPENSES							
		E02	Printing Expenses & Supplies		Printing	Printing	\$6,100.00	\$6,100.00	\$0.00	0.00%
		E12	Subscriptions, Memberships & Licensing Fees		Administrative Expenses	Subscriptions Net Zero Adjustment	\$3,500.00	\$0.00	(\$3,500.00)	-100.00%
					Subscriptions	Subscriptions, Licensing, Memberships	\$25,000.00	\$27,000.00	\$2,000.00	8.00%
			Obj Class Totals:				\$34,600.00	\$33,100.00	(\$1,500.00)	-4.34%
		HH	CONSULTANT SVCS (TO DEPTS)							
		HH3	Media Design, Editorial and Communication		Website Design	Marketing & Website Design	\$25,000.00	\$25,000.00	\$0.00	0.00%
			Obj Class Totals:				\$25,000.00	\$25,000.00	\$0.00	0.00%
		JJ	OPERATIONAL SERVICES							
		JJ2	Auxiliary Services		Operational Services/Streaming	Net Zero Adjustment to EE and KK	(\$4,500.00)	\$0.00	\$4,500.00	-100.00%
					Streaming	Streaming & Production of Public Meetings	\$30,000.00	\$23,000.00	(\$7,000.00)	-23.33%
			Obj Class Totals:				\$25,500.00	\$23,000.00	(\$2,500.00)	-9.80%
		KK	EQUIPMENT PURCHASE							
		K05	Office Equipment		Equipment Purchases	Photography/Streaming Equipment Net Zero Purchase	\$500.00	\$1,000.00	\$500.00	100.00%
			Obj Class Totals:				\$500.00	\$1,000.00	\$500.00	100.00%
			Division/Bureau Totals:				\$358,654.82	\$379,186.94	\$20,532.12	5.72%
		1900	Ombudsman							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Regular Employees	\$313,488.00	\$317,105.50	\$3,617.50	1.15%
			Obj Class Totals:				\$313,488.00	\$317,105.50	\$3,617.50	1.15%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B02	In-State Travel		In State Travel Reimbursement	In-State Travel Reimbursement and Out of State --Visits to Other Licensee Sites	\$4,000.00	\$4,000.00	\$0.00	0.00%
			Obj Class Totals:				\$4,000.00	\$4,000.00	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.41%	\$109,344.61	\$112,287.06	\$2,942.45	2.69%
					Taxes	Tax rate of 1.73%	\$4,545.58	\$5,485.93	\$940.35	20.69%
			Obj Class Totals:				\$113,890.19	\$117,772.99	\$3,882.80	3.41%
		EE	ADMINISTRATIVE EXPENSES							

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1900	Ombudsman							
		E12	Subscriptions, Memberships & Licensing Fees	Subscriptions/Memberships	Instatrac subscription		\$5,000.00	\$4,600.00	(\$400.00)	-8.00%
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees	Conferences and Incidentals	Gaming Policy Advisory Committee		\$6,000.00	\$5,000.00	(\$1,000.00)	-16.67%
			Obj Class Totals:				\$11,000.00	\$9,600.00	(\$1,400.00)	-12.73%
			Division/Bureau Totals:				\$442,378.19	\$448,478.49	\$6,100.30	1.38%
		5000	Investigations and Enforcement Bureau							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	Employee Compensation	New Hires for MGM Opening		\$201,488.96	\$0.00	(\$201,488.96)	-100.00%
				Employee Compensation	Placeholder for potential additional hires (FI, Attorney, Civilian Investigator, etc)		\$0.00	\$0.00	\$0.00	#Num!
				Employee Compensation	Regular Salaries		\$2,012,550.36	\$2,851,916.70	\$839,366.34	41.71%
				Salaries	Salaries--Delayed hires		(\$23,230.77)	\$0.00	\$23,230.77	-100.00%
		A07	Shift Differential Pay	Employee Compnesation	Shift Differential for Gaming agents		\$18,750.00	\$0.00	(\$18,750.00)	-100.00%
		A08	Overtime Pay	Overtime	Overtime for Gaming Agents.		\$10,000.00	\$42,000.00	\$32,000.00	320.00%
			Obj Class Totals:				\$2,219,558.55	\$2,893,916.70	\$674,358.15	30.38%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	Out of state travel reimbursements for gaming enforcement agents and non-state police staff		\$15,000.00	\$15,000.00	\$0.00	0.00%
		B02	In-State Travel	Travel	In-state-travel reimbursements for gaming enforcement agents and non-state police staff		\$8,000.00	\$8,000.00	\$0.00	0.00%
			Obj Class Totals:				\$23,000.00	\$23,000.00	\$0.00	0.00%
		CC	SPECIAL EMPLOYEES							
		C23	Management, Business Professionals & Admin Services		Contracted Civilian Investigators		\$27,000.00	\$50,000.00	\$23,000.00	85.19%
			Obj Class Totals:				\$27,000.00	\$50,000.00	\$23,000.00	85.19%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	Fringe	Fringe on New Hires for MGM 35.41		\$70,279.35	\$0.00	(\$70,279.35)	-100.00%
				Fringe	Fringe Rate of 35.41% on AA		\$701,977.57	\$930,784.95	\$228,807.38	32.59%
				Fringe	Fringe--Delayed hires 35.41%		(\$8,102.89)	\$0.00	\$8,102.89	-100.00%
				Payroll Taxes	Payroll Taxes on New Hires for MGM 1.73%		\$391.50	\$0.00	(\$391.50)	-100.00%
				Payroll Taxes	Payroll Taxes--Delayed Hires		(\$336.84)	\$0.00	\$336.84	-100.00%
				Taxes	Payroll Taxes on New Hires for MGM 1.73%		\$2,921.59	\$0.00	(\$2,921.59)	-100.00%
				Taxes	Tax rate of 1.73% on AA		\$29,181.98	\$54,136.91	\$24,954.93	85.51%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission			MGC Regulatory Costs						
		5000	Investigations and Enforcement Bureau							
		D09	Fringe Benefit Cost Recoupment		Taxes	Taxes on CC Employees 1.73%	\$0.00	\$865.00	\$865.00	#Div/0!
			Obj Class Totals:				\$796,312.26	\$985,786.86	\$189,474.60	23.79%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies		Supplies	Supplies	\$5,000.00	\$5,000.00	\$0.00	0.00%
		E12	Subscriptions, Memberships & Licensing Fees		Subscriptions	Lexis Nexis,Hire Authority, Nat.Student Loan Increase of \$500/month for GOLD Subscription Service	\$55,000.00	\$57,250.00	\$2,250.00	4.09%
		E20	Motor Vehicle Chargeback		Motor Vehicle Lease	OVM Chargeback	\$0.00	\$6,109.92	\$6,109.92	#Div/0!
		E30	Credit Card Purchases		Credit Card	Credit Card Purchases	\$15,000.00	\$15,000.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel Agent	Travel Agent for Trainings and Investigations	\$100,000.00	\$100,000.00	\$0.00	0.00%
		EE2	Conference, Training and Registration Fees		Registrations	Training/Conference Registration Fees.	\$30,000.00	\$30,000.00	\$0.00	0.00%
			Obj Class Totals:				\$205,000.00	\$213,359.92	\$8,359.92	4.08%
		JJ	OPERATIONAL SERVICES							
		J25	Laboratory & Pharmaceutical Services		Finger Prints State Police	Chargeback for Finger Print Costs for Licenses @ \$50/set and ~4.5K prints	\$175,000.00	\$50,000.00	(\$125,000.00)	-71.43%
					Finger Prints State Police	ISA Finger Print--Decrease for actual amount ISA drafted for	(\$125,000.00)	\$0.00	\$125,000.00	-100.00%
					Plainville Police Salaries	Plainville Police Salaries	\$273,000.00	\$273,000.00	\$0.00	0.00%
					Springfield Police Salaries	Springfield Police GEU 6 FTEs	\$0.00	\$609,248.00	\$609,248.00	#Div/0!
					State Police	83rd RTT costs not funded by Community Mitigation Fund	\$702,404.00	\$0.00	(\$702,404.00)	-100.00%
					State Police	MGC Salaries for MGC Investigations and Background Unit	\$969,003.97	\$865,211.33	(\$103,792.64)	-10.71%
					State Police	MGC State Police Troopers Plainville Straight Time and Payroll Taxes	\$1,283,085.53	\$1,340,281.04	\$57,195.51	4.46%
					State Police	MSP Staff Costs at MGM 13 FTEs	\$448,768.12	\$1,644,657.26	\$1,195,889.14	266.48%
					State Police OT & Travel	OT and Travel for Troopers assigned to MGC GEU	\$750,000.00	\$750,000.00	\$0.00	0.00%
		J28	Law Enforcement		Lease Vehicles	Plainville Law Enforcement Vehicles	\$8,877.39	\$8,877.39	\$0.00	0.00%
			Obj Class Totals:				\$4,485,139.01	\$5,541,275.02	\$1,056,136.01	23.55%
		KK	EQUIPMENT PURCHASE							
		K07	Office Furnishings		Gaming Equipment	2 electronic fingerprint machines and 4 kobetron units	\$53,444.00	\$72,000.00	\$18,556.00	34.72%
					Office Equipment	Patrol Rifles/Active Shooter Gear	\$15,000.00	\$10,000.00	(\$5,000.00)	-33.33%
			Obj Class Totals:				\$68,444.00	\$82,000.00	\$13,556.00	19.81%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		5000	Investigations and Enforcement Bureau							
		UU	IT Non-Payroll Expenses							
		U02	Telecommunications Services - Voice		Mobile Devices	Wifi Cards for Staff \$50/month	\$12,000.00	\$12,000.00	\$0.00	0.00%
			Obj Class Totals:				\$12,000.00	\$12,000.00	\$0.00	0.00%
			Division/Bureau Totals:				\$7,836,453.82	\$9,801,338.50	\$1,964,884.68	25.07%
		7000	Licensing Division							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	New Hires for Everett Opening	\$13,730.77	\$0.00	(\$13,730.77)	-100.00%
					Employee Compensation	Regular Employee Salaries	\$397,674.74	\$469,551.47	\$71,876.73	18.07%
			Obj Class Totals:				\$411,405.51	\$469,551.47	\$58,145.96	14.13%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel	Out-of State Travel Reimbursements	\$2,500.00	\$2,500.00	\$0.00	0.00%
		B02	In-State Travel		Travel	MGM Opening/Hiring Events	\$4,000.00	\$4,000.00	\$0.00	0.00%
			Obj Class Totals:				\$6,500.00	\$6,500.00	\$0.00	0.00%
		CC	SPECIAL EMPLOYEES							
		C05	Contracted Student Interns			Contract Employee for MGM Springfield	\$16,250.00	\$65,000.00	\$48,750.00	300.00%
			Obj Class Totals:				\$16,250.00	\$65,000.00	\$48,750.00	300.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe on New Hires for MGM 35.41%	\$4,789.29	\$0.00	(\$4,789.29)	-100.00%
					Fringe	Fringe Rate of 35.41%	\$138,708.95	\$166,268.18	\$27,559.23	19.87%
					Payroll Taxes	Payroll Taxes on New Hires for MGM 1.73%	\$199.10	\$0.00	(\$199.10)	-100.00%
					Payroll Taxes	Payroll Taxes on New Hires for MGM 1.73%	\$235.63	\$0.00	(\$235.63)	-100.00%
					Taxes	Tax Rate of 1.73%%	\$5,766.28	\$8,132.35	\$2,366.07	41.03%
			Obj Class Totals:				\$149,699.25	\$174,400.53	\$24,701.28	16.50%
		EE	ADMINISTRATIVE EXPENSES							
		E02	Printing Expenses & Supplies		Supplies	Supplies for new employees and temporary operations in Springfield	\$10,000.00	\$10,000.00	\$0.00	0.00%
		E06	Postage		Postage	Federal Express Charges	\$1,500.00	\$1,500.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel Agent	Travel Leaders G2E for meetings with Vendors and Licensing of Primaries	\$12,000.00	\$10,000.00	(\$2,000.00)	-16.67%
		EE2	Conference, Training and Registration Fees		Conferences	Conference, Training & Registration.	\$5,000.00	\$5,000.00	\$0.00	0.00%
			Obj Class Totals:				\$28,500.00	\$26,500.00	(\$2,000.00)	-7.02%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services		Temp Help	Temp Help for Everett Opening	\$25,000.00	\$25,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		7000	Licensing Division							
			Obj Class Totals:				\$25,000.00	\$25,000.00	\$0.00	0.00%
		JJ	OPERATIONAL SERVICES							
		J46	Temporary Help Services		Temp Help Services	Temp Help to assist with processing application during MGM opening	\$10,000.00	\$10,000.00	\$0.00	0.00%
			Obj Class Totals:				\$10,000.00	\$10,000.00	\$0.00	0.00%
		KK	EQUIPMENT PURCHASE							
		K07	Office Furnishings		Equipment Purchases	Equipment for new employees	\$10,000.00	\$10,000.00	\$0.00	0.00%
			Obj Class Totals:				\$10,000.00	\$10,000.00	\$0.00	0.00%
			Division/Bureau Totals:				\$657,354.76	\$786,952.00	\$129,597.24	19.71%
	MGC Regulatory Costs		Totals:				\$20,593,675.82	\$22,605,257.67	\$2,011,581.85	9.77%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	Indirect									
		2000	MGC	Indirect						
			EE	ADMINISTRATIVE EXPENSES						
			E16	Indirect Cost Recoupment	Indirect	Indirect on MGM Opening Costs from Midyear Presentation	\$33,904.66	\$0.00	(\$33,904.66)	-100.00%
					Indirect Agency Wide	Indirect at 10% of AA, CC, HH, JJ and UU excluding U07	\$1,659,949.80	\$2,037,294.23	\$377,344.43	22.73%
			Obj Class Totals:				\$1,693,854.46	\$2,037,294.23	\$343,439.77	20.28%
			Division/Bureau Totals:				\$1,693,854.46	\$2,037,294.23	\$343,439.77	20.28%
	Indirect			Totals:			\$1,693,854.46	\$2,037,294.23	\$343,439.77	20.28%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
				Research and Responsible Gaming/PHTF						
			1700	Problem Gambling						
		AA		REGULAR EMPLOYEE COMPENSATION						
		A01		Salaries: Inclusive	Employee Compensation	Employee Salaries	\$205,317.50	\$201,973.00	(\$3,344.50)	-1.63%
				Obj Class Totals:			\$205,317.50	\$201,973.00	(\$3,344.50)	-1.63%
		BB		REGULAR EMPLOYEE RELATED EXPEN						
		B01		Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	Out of State Travel	\$3,000.00	\$3,000.00	\$0.00	0.00%
		B02		In-State Travel	Travel	In-State-Travel Reimbursements	\$3,000.00	\$3,000.00	\$0.00	0.00%
				Obj Class Totals:			\$6,000.00	\$6,000.00	\$0.00	0.00%
		DD		PENSION & INSURANCE RELATED EX						
		D09		Fringe Benefit Cost Recoupment	Fringe	Fringe rate of 35.41%	\$71,614.74	\$71,518.64	(\$96.10)	-0.13%
					Taxes	Tax rate of 1.73%	\$2,977.10	\$3,494.13	\$517.03	17.37%
				Obj Class Totals:			\$74,591.84	\$75,012.77	\$420.93	0.56%
		EE		ADMINISTRATIVE EXPENSES						
		E12		Subscriptions, Memberships & Licensing Fees	ADMINISTRATIVE EXPENSES	MEMBERSHIPS/CREDIT CARD EXPENSES NET ZERO CHANGE	\$10,000.00	\$25,995.23	\$15,995.23	159.95%
		E41		Out Of State Travel Expen on Behalf of State Employ	Travel Agency Fees	Travel Leaders	\$4,000.00	\$2,000.00	(\$2,000.00)	-50.00%
		EE2		Conference, Training and Registration Fees	Conferences	Conference, Training & Registration Fees	\$4,000.00	\$5,000.00	\$1,000.00	25.00%
				Obj Class Totals:			\$18,000.00	\$32,995.23	\$14,995.23	83.31%
		FF		FACILITY OPERATIONAL EXPENSES						
		F16		Library & Teaching Supplies & Materials	Books	Library/reference books	\$500.00	\$1,000.00	\$500.00	100.00%
				Obj Class Totals:			\$500.00	\$1,000.00	\$500.00	100.00%
		HH		CONSULTANT SVCS (TO DEPTS)						
		H09		Attorneys/Legal Services	Crime Analysis	Crime Analyst	\$50,000.00	\$30,000.00	(\$20,000.00)	-40.00%
					Research	Strategic Planning	\$0.00	\$15,000.00	\$15,000.00	#Div/0!
		H19		Management Consultants	CONSULTANT SVCS	Mass Council MGM additional staff	\$64,351.50	\$0.00	(\$64,351.50)	-100.00%
		H23		Program Coordinators	Branding	GameSense media buys etc. KHJ	\$150,000.00	\$200,000.00	\$50,000.00	33.33%
					CONSULTANT SVCS (TO DEPTS)	PROGRAM COORDINATORS NET ZERO CHANGE	(\$25,000.00)	\$0.00	\$25,000.00	-100.00%
					Consultants	Cambridge Health Alliance contract costs	\$400,000.00	\$150,000.00	(\$250,000.00)	-62.50%
					GRAC/RDASC/Research Consultants	Bruce Cohen--\$20K/Joel Weissman/Jeff Moratta/Anthony Roman Other Consultants on Stipends max of \$20K Peer Review process for research agenda	\$40,000.00	\$45,000.00	\$5,000.00	12.50%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
				Research and Responsible Gaming/PHTF						
			1700	Problem Gambling						
			H23	Program Coordinators	Mass Council	Mass Council on Compulsive Gambling including employees to man Game Sense booth at Penn and MGM --Staffed 16 hrs per day --VSE --Play My Way --Required by Statute Chapter 194, Section 9	\$640,000.00	\$1,835,000.00	\$1,195,000.00	186.72%
					Research Consultant/ Umass	Tom Land--Need Better Description	\$0.00	\$79,000.00	\$79,000.00	#Div/0!
					Special Study	Public Health Trust Fund requested study of a sub-population	\$100,000.00	\$100,000.00	\$0.00	0.00%
					Obj Class Totals:		\$1,419,351.50	\$2,454,000.00	\$1,034,648.50	72.90%
			JJ	OPERATIONAL SERVICES						
			J62	Contracted (Non-employees) Advisory Board or Commission Mem	PROGRAMATIC SERVICES	BOARD MEMBER STIPENDS NET ZERO CHANGE	\$15,000.00	\$0.00	(\$15,000.00)	-100.00%
					Obj Class Totals:		\$15,000.00	\$0.00	(\$15,000.00)	-100.00%
			MM	PURCHASED CLIENT/PROGRAM SVCS						
			M04	Services Purch Support of Human/Social Services for Clients	PPC reimbursements for Play My Way Incentives	PPC reimbursements for Play My Way Incentives	\$15,000.00	\$10,000.00	(\$5,000.00)	-33.33%
					Problem Gambling	Problem Gambling Solutions--Jeff Marotta reviewing applications and consultations	\$10,000.00	\$0.00	(\$10,000.00)	-100.00%
					Obj Class Totals:		\$25,000.00	\$10,000.00	(\$15,000.00)	-60.00%
			PP	STATE AID/POL SUB						
			P01	Grants To Public Entities	Data Storage Grant	Final Component of Research Agenda data storage of player data to not-for-profit entity	\$75,000.00	\$50,000.00	(\$25,000.00)	-33.33%
					DPH ISA	DPH ISA for operations and grants from public health trust fund. Balance remaining from \$5M after research agenda is accounted for.	\$1,140,197.00	\$0.00	(\$1,140,197.00)	-100.00%
					Umass	Magic Core/Optional--Cohort Study	\$1,200,000.00	\$815,000.00	(\$385,000.00)	-32.08%
			P06	Other Financial Assistance to State Authorities	Umass	Seigma/Umass core--Baseline Study on-going	\$800,000.00	\$1,180,000.00	\$380,000.00	47.50%
			PP1	Grants To Non-Public Entities		Play My Way Incentives				
					Obj Class Totals:		\$3,215,197.00	\$2,045,000.00	(\$1,170,197.00)	-36.40%
			UU	IT Non-Payroll Expenses						
			U07	Information Technology (IT) Equipment	ITRAK	Development of ITRAK and Migration from Current Process	\$10,000.00	\$0.00	(\$10,000.00)	-100.00%
					Play Management	Development of Play Management Software	\$65,000.00	\$0.00	(\$65,000.00)	-100.00%
					Obj Class Totals:		\$75,000.00	\$0.00	(\$75,000.00)	-100.00%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	Research and Responsible Gaming/PHTF									
		1700	Problem Gambling							
		Division/Bureau Totals:					\$5,053,957.84	\$4,825,981.00	(\$227,976.84)	-4.51%
	Research and Responsible Gaming/PHTF				Totals:		\$5,053,957.84	\$4,825,981.00	(\$227,976.84)	-4.51%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change	
10500001	Mass. Gaming Commission										
				Office of Attorney General and AGO MSP							
			9000	Office of the Attorney General							
				JJ	OPERATIONAL SERVICES						
				J25	Laboratory & Pharmaceutical Services	State Police	AGO State Police OT	\$350,000.00	\$350,000.00	\$0.00	0.00%
						State Police	AGO Straight Time Troopers and Payroll Taxes 6FTEs for FY18	\$501,256.98	\$746,997.20	\$245,740.22	49.02%
						State Police	MSP Staff Costs at AGO for 2 additional troopers for 26 pay periods in FY18 bringing total for the MSP AGO Gaming Unit to 6 FTEs	\$217,160.00	\$0.00	(\$217,160.00)	-100.00%
				Obj Class Totals:				\$1,068,416.98	\$1,096,997.20	\$28,580.22	2.68%
				OO							
				O99		Attorney General	Funds 18 FTEs assigned to the unit, various percentages of~ 5.5FTEs of support, and management positions, office space, travel, conferences, and investigative costs.	\$2,600,000.00	\$2,760,000.00	\$160,000.00	6.15%
				Obj Class Totals:				\$2,600,000.00	\$2,760,000.00	\$160,000.00	6.15%
			Division/Bureau Totals:					\$3,668,416.98	\$3,856,997.20	\$188,580.22	5.14%
			Office of Attorney General and AGO MSP Totals:					\$3,668,416.98	\$3,856,997.20	\$188,580.22	5.14%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001		Mass. Gaming Commission								
		Alcohol and Beverage Control Commission								
		9001								
			00							
			001		ISA with ABCC	ABCC	\$75,000.00	\$75,000.00	\$0.00	0.00%
			Obj Class Totals:				\$75,000.00	\$75,000.00	\$0.00	0.00%
		Division/Bureau Totals:					\$75,000.00	\$75,000.00	\$0.00	0.00%
		Alcohol and Beverage Control Commission	Totals:				\$75,000.00	\$75,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
Appropriation Totals							\$31,084,905.10	\$33,400,530.10	\$2,315,625.00	7.45%
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	1000	Finance and Administration								
	AA	REGULAR EMPLOYEE COMPENSATION								
	A01	Salaries: Inclusive			Employee Compensation	Admin Employees Salaries	\$163,926.80	\$206,424.23	\$42,497.43	25.92%
	Obj Class Totals:						\$163,926.80	\$206,424.23	\$42,497.43	25.92%
	DD	PENSION & INSURANCE RELATED EX								
	D09	Fringe Benefit Cost Recoupment			Fringe	Fringe Rate of 35.41%	\$57,177.67	\$73,094.82	\$15,917.15	27.84%
					Taxes	Tax Rate of 1.73%	\$2,376.94	\$3,571.14	\$1,194.20	50.24%
	Obj Class Totals:						\$59,554.61	\$76,665.96	\$17,111.35	28.73%
	Division/Bureau Totals:						\$223,481.41	\$283,090.19	\$59,608.78	26.67%
	1100	Human Resources								
	AA	REGULAR EMPLOYEE COMPENSATION								
	A01	Salaries: Inclusive			Employee Compensation	HR Employees Salaries	\$83,782.66	\$72,468.28	(\$11,314.38)	-13.50%
	Obj Class Totals:						\$83,782.66	\$72,468.28	(\$11,314.38)	-13.50%
	DD	PENSION & INSURANCE RELATED EX								
	D09	Fringe Benefit Cost Recoupment			Fringe	Fringe Rate of 35.41%	\$29,223.39	\$25,661.01	(\$3,562.38)	-12.19%
					Taxes	Tax Rate of 1.73%	\$1,214.85	\$1,253.70	\$38.85	3.20%
	Obj Class Totals:						\$30,438.24	\$26,914.71	(\$3,523.53)	-11.58%
	Division/Bureau Totals:						\$114,220.90	\$99,382.99	(\$14,837.91)	-12.99%
	1200	Legal								
	AA	REGULAR EMPLOYEE COMPENSATION								
	A01	Salaries: Inclusive			Employee Compensation	Legal Employees Salaries	\$36,509.62	\$36,585.62	\$76.00	0.21%
	Obj Class Totals:						\$36,509.62	\$36,585.62	\$76.00	0.21%
	DD	PENSION & INSURANCE RELATED EX								
	D09	Fringe Benefit Cost Recoupment			Fringe	Fringe Rate of 35.41%	\$12,734.56	\$12,954.97	\$220.41	1.73%
					Taxes	Tax Rate of 1.73%	\$529.39	\$632.93	\$103.54	19.56%
	Obj Class Totals:						\$13,263.95	\$13,587.90	\$323.95	2.44%
	Division/Bureau Totals:						\$49,773.57	\$50,173.52	\$399.95	0.80%
	1300	Executive Director								
	AA	REGULAR EMPLOYEE COMPENSATION								
	A01	Salaries: Inclusive			Employee Compensation	Exec. Dir. Employees Salaries	\$35,911.23	\$36,040.58	\$129.35	0.36%
	Obj Class Totals:						\$35,911.23	\$36,040.58	\$129.35	0.36%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change	
10500003	MGC Mass Racing Development and Oversight										
	MGC Regulatory Costs										
	1300	Executive Director									
	DD	PENSION & INSURANCE RELATED EX									
	D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.41%			\$12,525.83	\$12,761.97	\$236.14	1.89%	
			Taxes	Tax Rate of 1.73%			\$520.71	\$623.50	\$102.79	19.74%	
		Obj Class Totals:						\$13,046.54	\$13,385.47	\$338.93	2.60%
		Division/Bureau Totals:						\$48,957.77	\$49,426.05	\$468.28	0.96%
	1400	Information Technology									
	AA	REGULAR EMPLOYEE COMPENSATION									
	A01	Salaries: Inclusive	Employee Compensation	IT Employees Salaries			\$34,287.81	\$75,881.22	\$41,593.41	121.31%	
		Obj Class Totals:						\$34,287.81	\$75,881.22	\$41,593.41	121.31%
	DD	PENSION & INSURANCE RELATED EX									
	D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.41%			\$11,959.58	\$26,869.54	\$14,909.96	124.67%	
			Taxes	Tax Rate of 1.73%			\$497.17	\$1,312.75	\$815.58	164.04%	
		Obj Class Totals:						\$12,456.75	\$28,182.29	\$15,725.54	126.24%
		Division/Bureau Totals:						\$46,744.56	\$104,063.51	\$57,318.95	122.62%
	1500	Commissioners									
	AA	REGULAR EMPLOYEE COMPENSATION									
	A01	Salaries: Inclusive	Employee Compensation	Commissioners Employees Salaries			\$53,893.50	\$55,487.25	\$1,593.75	2.96%	
		Obj Class Totals:						\$53,893.50	\$55,487.25	\$1,593.75	2.96%
	DD	PENSION & INSURANCE RELATED EX									
	D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.41%			\$18,798.05	\$1,964.04	(\$16,834.01)	-89.55%	
			Taxes	Tax Rate of 1.73%			\$781.46	\$959.93	\$178.47	22.84%	
		Obj Class Totals:						\$19,579.51	\$2,923.97	(\$16,655.54)	-85.07%
		Division/Bureau Totals:						\$73,473.01	\$58,411.22	(\$15,061.79)	-20.50%
	1800	Communications									
	AA	REGULAR EMPLOYEE COMPENSATION									
	A01	Salaries: Inclusive	Employee Compensation	Communications Employees Salaries			\$11,272.11	\$11,272.11	\$0.00	0.00%	
		Obj Class Totals:						\$11,272.11	\$11,272.11	\$0.00	0.00%
	DD	PENSION & INSURANCE RELATED EX									
	D09	Fringe Benefit Cost Recoupment	Fringe	Fringe rate of 35.41%			\$3,931.71	\$3,991.45	\$59.74	1.52%	
			Taxes	Tax rate of 1.73%			\$163.44	\$195.01	\$31.57	19.32%	
		Obj Class Totals:						\$4,095.15	\$4,186.46	\$91.31	2.23%
		Division/Bureau Totals:						\$15,367.26	\$15,458.57	\$91.31	0.59%
	3000	Racing Division									

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	3000	Racing Division								
	AA	REGULAR EMPLOYEE COMPENSATION								
	A01	Salaries: Inclusive	Employee Compensation	Regular Employee Salaries			\$293,177.00	\$281,163.00	(\$12,014.00)	-4.10%
	Obj Class Totals:						\$293,177.00	\$281,163.00	(\$12,014.00)	-4.10%
	BB	REGULAR EMPLOYEE RELATED EXPEN								
	B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	Out of State Travel Reimbursement			\$10,000.00	\$10,000.00	\$0.00	0.00%
	B02	In-State Travel	Travel	In State Travel Reimbursement			\$2,000.00	\$2,000.00	\$0.00	0.00%
	Obj Class Totals:						\$12,000.00	\$12,000.00	\$0.00	0.00%
	CC	SPECIAL EMPLOYEES								
	C04	Contracted Seasonal Employees	Seasonals	Seasonal salaries for Plainridge at 35 weeks			\$360,000.00	\$425,000.00	\$65,000.00	18.06%
	Obj Class Totals:						\$360,000.00	\$425,000.00	\$65,000.00	18.06%
	DD	PENSION & INSURANCE RELATED EX								
	D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.41%			\$102,260.14	\$99,559.82	(\$2,700.32)	-2.64%
			Taxes	Tax Rate of 1.73%			\$4,251.07	\$4,864.12	\$613.05	14.42%
			Taxes for Seasonals	Taxes for Seasonals @1.73%			\$6,012.00	\$7,352.50	\$1,340.50	22.30%
	Obj Class Totals:						\$112,523.21	\$111,776.44	(\$746.77)	-0.66%
	EE	ADMINISTRATIVE EXPENSES								
	E01	Office & Administrative Supplies	Supplies	W.B. Mason			\$6,000.00	\$7,600.00	\$1,600.00	26.67%
	E02	Printing Expenses & Supplies	Printing	Sir Speedy			\$500.00	\$500.00	\$0.00	0.00%
	E12	Subscriptions, Memberships & Licensing Fees	Memberships	AA Dority/Organization of Racing Investigators			\$1,005.00	\$5,625.00	\$4,620.00	459.70%
			Memberships	Assoc. of Racing Regulators			\$18,700.00	\$18,700.00	\$0.00	0.00%
	E13	Advertising Expenses	Public Hearing Notices	Boston Globe			\$1,000.00	\$1,000.00	\$0.00	0.00%
			Public Hearing Notices	Boston Herald			\$700.00	\$700.00	\$0.00	0.00%
			Public Hearing Notices	Dow Jones/Cape Cod Times			\$150.00	\$0.00	(\$150.00)	-100.00%
			Public Hearing Notices	Sun Chronical			\$300.00	\$0.00	(\$300.00)	-100.00%
	E15	Bottled Water	Water	Belmont Springs/DS Waters of America			\$200.00	\$360.00	\$160.00	80.00%
	E41	Out Of State Travel Expen on Behalf of State Employ	Travel Agent	Travel			\$3,000.00	\$5,000.00	\$2,000.00	66.67%
	EE2	Conference, Training and Registration Fees	Conferences	Assoc. of Racing Comm./Delaware Racing/Thoroughbred Racing			\$3,000.00	\$3,000.00	\$0.00	0.00%
	Obj Class Totals:						\$34,555.00	\$42,485.00	\$7,930.00	22.95%
	FF	FACILITY OPERATIONAL EXPENSES								

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	3000	Racing Division								
	F05	Laboratory Supplies	Vet Supplies	Gloves, scrubs etc.			\$2,000.00	\$2,000.00	\$0.00	0.00%
	Obj Class Totals:						\$2,000.00	\$2,000.00	\$0.00	0.00%
	HH	CONSULTANT SVCS (TO DEPTS)								
	H19	Management Consultants	Hearing Officer	David Murray			\$25,000.00	\$25,000.00	\$0.00	0.00%
	Obj Class Totals:						\$25,000.00	\$25,000.00	\$0.00	0.00%
	JJ	OPERATIONAL SERVICES								
	J10	Auxiliary Financial Services	Credit Cards	Bank of America credit card terminal fees			\$1,000.00	\$1,000.00	\$0.00	0.00%
	J25	Laboratory & Pharmaceutical Services	Testing	Health Resources Corp.			\$1,800.00	\$1,800.00	\$0.00	0.00%
	J28	Law Enforcement	State Police	Mass State Police Straight and OT			\$465,000.00	\$368,958.73	(\$96,041.27)	-20.65%
	JJ1	Legal Support Services	Stenographer	Catuagno Court Reporting			\$6,500.00	\$6,500.00	\$0.00	0.00%
	JJ2	Auxiliary Services	Autopsies	Trustees of Tufts College			\$22,000.00	\$22,000.00	\$0.00	0.00%
			Testing Lab	HFL Sports Science			\$7,000.00	\$7,500.00	\$500.00	7.14%
			Testing Lab	Industrial Laboratories			\$312,000.00	\$320,000.00	\$8,000.00	2.56%
	Obj Class Totals:						\$815,300.00	\$727,758.73	(\$87,541.27)	-10.74%
	LL	EQUIPMENT LEASE-MAINTAIN/REPAR								
	L46	Print, Photocopying & Micrograph Equipment Maint/Repair	Maintenance Contract	K & A Industries			\$2,000.00	\$915.00	(\$1,085.00)	-54.25%
	Obj Class Totals:						\$2,000.00	\$915.00	(\$1,085.00)	-54.25%
	MM	PURCHASED CLIENT/PROGRAM SVCS								
	M03	Purchased Human & Social Services For Clients/Non Medical	Hardship Payments	Economic Hardship Payments			\$20,000.00	\$20,000.00	\$0.00	0.00%
			Legislative Mandate	Jockey's Guild			\$65,000.00	\$65,000.00	\$0.00	0.00%
	M04	Services Purch Support of Human/Social Services for Clients	ISA	ISA with DPH Compulsive Gambling			\$70,000.00	\$70,000.00	\$0.00	0.00%
	Obj Class Totals:						\$155,000.00	\$155,000.00	\$0.00	0.00%
	UU	IT Non-Payroll Expenses								
	U02	Telecommunications Services - Voice	Phones	Verizon/AT&T			\$15,000.00	\$5,000.00	(\$10,000.00)	-66.67%
	U05	Information Technology (IT) Temp Staff Augmentation Profs	Chrims	Arthur Evans			\$16,000.00	\$15,000.00	(\$1,000.00)	-6.25%
	U09	Information Technology (IT) Equip Rental Or Lease	Computer Leases	Ontario Investments			\$12,000.00	\$0.00	(\$12,000.00)	-100.00%
	U10	Information Tech (IT) Equipment Maintenance & Repair	Security & Surveillance	Test Barn				\$50,000.00		
	Obj Class Totals:						\$43,000.00	\$70,000.00	\$27,000.00	62.79%
	Division/Bureau Totals:						\$1,854,555.21	\$1,853,098.17	(\$1,457.04)	-0.08%
	7000	Licensing Division								
	AA	REGULAR EMPLOYEE COMPENSATION								

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	7000	Licensing Division								
	A01	Salaries: Inclusive	Employee Compensation	Regular Employee Salaries			\$0.00	\$3,789.57	\$3,789.57	#Div/0!
	Obj Class Totals:						\$0.00	\$3,789.57	\$3,789.57	#Div/0!
	DD	<i>PENSION & INSURANCE RELATED EX</i>								
	D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 34.88%			\$1,295.88	\$1,341.89	\$46.01	3.55%
			Taxes	Tax Rate of 1.45%			\$53.88	\$65.56	\$11.68	21.68%
	Obj Class Totals:						\$1,349.76	\$1,407.45	\$57.69	4.27%
	Division/Bureau Totals:						\$1,349.76	\$5,197.02	\$3,847.26	285.03%
	MGC Regulatory Costs	Totals:					\$2,427,923.45	\$2,518,301.24	\$90,377.79	3.72%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	Indirect									
		2000	MGC Indirect							
			EE	ADMINISTRATIVE EXPENSES						
			E16	Indirect Cost Recoupment	Indirect Agency Wide	Indirect at 10% of AA, CC, HH, JJ and UU excluding U07	\$163,398.45	\$202,687.10	\$39,288.65	24.04%
			Obj Class Totals:				\$163,398.45	\$202,687.10	\$39,288.65	24.04%
			Division/Bureau Totals:				\$163,398.45	\$202,687.10	\$39,288.65	24.04%
	Indirect		Totals:				\$163,398.45	\$202,687.10	\$39,288.65	24.04%

Approp	Budget Grouping	Division/Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
Appropriation Totals							\$2,591,321.90	\$2,720,988.34	\$129,666.44	5.00%

Next Year Budget By Object Class for Commission

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
			MGC Regulatory Costs							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	1000	Employee Compensation	New Hires for MGM Opening	\$35,961.55	\$0.00	(\$35,961.55)	-100.00%
				1000	Employee Compensation	Salaries	\$364,080.20	\$404,322.01	\$40,241.81	11.05%
				1100	Employee Compensation	Employee Salaries	\$157,680.34	\$200,955.72	\$43,275.38	27.45%
				1100	Employee Compensation	New Hires for MGM Opening	\$19,615.37	\$0.00	(\$19,615.37)	-100.00%
				1100	Raises	2.0% COLA/Bonus Incentives Agency Wide	\$121,971.16	\$168,097.61	\$46,126.45	37.82%
				1200	Employee Compensation	Employee Salaries	\$479,248.37	\$486,791.39	\$7,543.02	1.57%
				1300	Employee Compensation	Employee Salaries	\$589,524.27	\$584,513.54	(\$5,010.73)	-0.85%
				1400	Employee Compensation	Employee Salaries	\$560,397.81	\$813,313.08	\$252,915.27	45.13%
				1500	Employee Compensation	Employee Compensation	\$558,769.76	\$575,926.01	\$17,156.25	3.07%
				1600	Employee Compensation	Employee Salaries	\$187,317.58	\$187,613.00	\$295.42	0.16%
				1600	Salaries	Salaries--Delayed hires	(\$9,615.38)	\$0.00	\$9,615.38	-100.00%
				1800	Employee Compensation	Regular Salaries	\$197,428.90	\$198,950.66	\$1,521.76	0.77%
				1900	Employee Compensation	Regular Employees	\$313,488.00	\$317,105.50	\$3,617.50	1.15%
				5000	Employee Compensation	New Hires for MGM Opening	\$201,488.96	\$0.00	(\$201,488.96)	-100.00%
				5000	Employee Compensation	Placeholder for potential additional hires (FI, Attorney, Civilian Investigator, etc)	\$0.00	\$0.00	\$0.00	#Num!
				5000	Employee Compensation	Regular Salaries	\$2,012,550.36	\$2,851,916.70	\$839,366.34	41.71%
				5000	Salaries	Salaries--Delayed hires	(\$23,230.77)	\$0.00	\$23,230.77	-100.00%
				7000	Employee Compensation	New Hires for Everett Opening	\$13,730.77	\$0.00	(\$13,730.77)	-100.00%
				7000	Employee Compensation	Regular Employee Salaries	\$397,674.74	\$469,551.47	\$71,876.73	18.07%
		A07	Shift Differential Pay	5000	Employee Compnesation	Shift Differential for Gaming agents	\$18,750.00	\$0.00	(\$18,750.00)	-100.00%
		A08	Overtime Pay	5000	Overtime	Overtime for Gaming Agents.	\$10,000.00	\$42,000.00	\$32,000.00	320.00%
			Obj Class Totals:				\$6,206,831.99	\$7,301,056.69	\$1,094,224.70	17.63%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	1000	Travel	Out of State Travel	\$2,000.00	\$2,000.00	\$0.00	0.00%
				1200	Travel	Out of State Travel and Training	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1300	Travel	Two conferences Out of State	\$6,000.00	\$6,000.00	\$0.00	0.00%
				1400	Travel	Out of State Travel G2E/Gartner	\$4,000.00	\$4,000.00	\$0.00	0.00%
				1500	Travel Reimbursements	Travel Reimbursements --In State (6 Commission Meetings a Year, Site Visits) --Out of Pocket Out of State Expenses	\$10,000.00	\$15,000.00	\$5,000.00	50.00%
				1600	Travel	Other Out of State Travel-Inclusive Airfare, Hotel, Lodging --Las Vegas Gaming Conference G2E	\$1,000.00	\$1,000.00	\$0.00	0.00%
				5000	Travel	Out of state travel reimbursements for gaming enforcement agents and non-state police staff	\$15,000.00	\$15,000.00	\$0.00	0.00%
				7000	Travel	Out-of State Travel Reimbursements	\$2,500.00	\$2,500.00	\$0.00	0.00%
		B02	In-State Travel	1000	Travel	In-State Travel	\$1,000.00	\$1,000.00	\$0.00	0.00%
				1100	Travel	In State Travel	\$1,000.00	\$2,000.00	\$1,000.00	100.00%
				1200	Travel	In State Travel	\$2,000.00	\$2,000.00	\$0.00	0.00%
				1300	Travel	In-State Mileage and Rental Cars	\$2,000.00	\$4,000.00	\$2,000.00	100.00%
				1400	Travel	In-state travel	\$2,000.00	\$2,000.00	\$0.00	0.00%
				1600	Travel	In-state Travel AOC as well as site visits of licensees	\$3,000.00	\$6,000.00	\$3,000.00	100.00%
				1800	Travel Reimbursement	In-State Travel Reimbursement	\$3,900.00	\$3,900.00	\$0.00	0.00%
				1900	In State Travel Reimbursement	In-State Travel Reimbursement and Out of State --Visits to Other Licensee Sites	\$4,000.00	\$4,000.00	\$0.00	0.00%
				5000	Travel	In-state-travel reimbursements for gaming enforcement agents and non-state police staff	\$8,000.00	\$8,000.00	\$0.00	0.00%
				7000	Travel	MGM Opening/Hiring Events	\$4,000.00	\$4,000.00	\$0.00	0.00%
		B05	Conference, Training, Registration and Membership Dues and L	1200	Professional Licenses	Professional and Bar Licenses	\$2,000.00	\$2,000.00	\$0.00	0.00%
			Obj Class Totals:				\$78,400.00	\$89,400.00	\$11,000.00	14.03%
		CC	SPECIAL EMPLOYEES							
		C05	Contracted Student Interns	1800	Intern	Student Intern-Co-op	\$0.00	\$20,000.00	\$20,000.00	#Div/0!
				7000		Contract Employee for MGM Springfield	\$16,250.00	\$65,000.00	\$48,750.00	300.00%
		C23	Management, Business Professionals & Admin Services	5000		Contracted Civilian Investigators	\$27,000.00	\$50,000.00	\$23,000.00	85.19%
			Obj Class Totals:				\$43,250.00	\$135,000.00	\$91,750.00	212.14%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	1000	Fringe	Fringe on New Hires for MGM	\$12,543.39	\$0.00	(\$12,543.39)	-100.00%
				1000	Fringe	Fringe rate of 35.41%	\$126,991.17	\$143,170.42	\$16,179.25	12.74%
				1000	Payroll Taxes	Payroll Taxes on New Hires for MGM	\$521.44	\$0.00	(\$521.44)	-100.00%
				1000	Taxes	Tax rate of 1.73%	\$5,279.16	\$6,994.77	\$1,715.61	32.50%
				1100	Fringe	Fringe on New Hires for MGM 35.41%	\$6,841.84	\$0.00	(\$6,841.84)	-100.00%
				1100	Fringe	Fringe rate of 35.41%	\$54,998.90	\$71,172.58	\$16,173.68	29.41%
				1100	Payroll Taxes	Payroll Taxes on New Hires for MGM 1.73%	\$284.42	\$0.00	(\$284.42)	-100.00%
				1100	Payroll Taxes & Fringe on Raises	Payroll Taxes & Fringe on Raises	\$44,312.12	\$62,435.41	\$18,123.29	40.90%
				1100	Taxes	Tax rate of 1.73%	\$2,286.36	\$3,477.02	\$1,190.66	52.08%
				1200	Fringe	Fringe rate of 35.41%	\$167,161.83	\$172,372.83	\$5,211.00	3.12%
				1200	Taxes	Tax rate of 1.73%	\$6,949.10	\$8,421.49	\$1,472.39	21.19%
				1300	Fringe	Fringe rate of 35.41%	\$211,446.64	\$205,598.90	(\$5,847.74)	-2.77%
				1300	Taxes	Tax rate of 1.73%	\$2,727.53	\$11,489.43	\$8,761.90	321.24%
				1400	Fringe	Fringe rate of 35.41%	\$195,466.76	\$265,910.67	\$70,443.91	36.04%
				1400	Taxes	Tax rate of 1.73%	\$8,125.77	\$12,991.40	\$4,865.63	59.88%
				1500	Fringe	Fringe Rate of 35.41%	\$194,898.89	\$203,935.40	\$9,036.51	4.64%
				1500	Taxes	Tax rate of 1.73%	\$8,102.16	\$9,963.52	\$1,861.36	22.97%
				1600	Fringe	Fringe rate of 35.41%	\$65,336.37	\$66,433.76	\$1,097.39	1.68%
				1600	Fringe	Fringe--Delayed hires	(\$3,353.84)	\$0.00	\$3,353.84	-100.00%
				1600	Payroll Taxes	Payroll Taxes--Delayed Hires	(\$139.42)	\$0.00	\$139.42	-100.00%
				1600	Taxes	Tax rate of 1.73%	\$2,716.10	\$3,245.70	\$529.60	19.50%
				1800	Fringe	Fringe rate of 35.41%	\$68,863.20	\$70,448.43	\$1,585.23	2.30%
				1800	Taxes	Tax rate of 1.73%	\$2,862.72	\$3,787.85	\$925.13	32.32%
				1900	Fringe	Fringe Rate of 35.41%	\$109,344.61	\$112,287.06	\$2,942.45	2.69%
				1900	Taxes	Tax rate of 1.73%	\$4,545.58	\$5,485.93	\$940.35	20.69%
				5000	Fringe	Fringe on New Hires for MGM 35.41	\$70,279.35	\$0.00	(\$70,279.35)	-100.00%
				5000	Fringe	Fringe Rate of 35.41% on AA	\$701,977.57	\$930,784.95	\$228,807.38	32.59%
				5000	Fringe	Fringe--Delayed hires 35.41%	(\$8,102.89)	\$0.00	\$8,102.89	-100.00%
				5000	Payroll Taxes	Payroll Taxes on New Hires for MGM 1.73%	\$391.50	\$0.00	(\$391.50)	-100.00%
				5000	Payroll Taxes	Payroll Taxes--Delayed Hires	(\$336.84)	\$0.00	\$336.84	-100.00%
				5000	Taxes	Payroll Taxes on New Hires for MGM 1.73%	\$2,921.59	\$0.00	(\$2,921.59)	-100.00%
				5000	Taxes	Tax rate of 1.73% on AA	\$29,181.98	\$54,136.91	\$24,954.93	85.51%
				5000	Taxes	Taxes on CC Employees 1.73%	\$0.00	\$865.00	\$865.00	#Div/0!
				7000	Fringe	Fringe on New Hires for MGM 35.41%	\$4,789.29	\$0.00	(\$4,789.29)	-100.00%
				7000	Fringe	Fringe Rate of 35.41%	\$138,708.95	\$166,268.18	\$27,559.23	19.87%
				7000	Payroll Taxes	Payroll Taxes on New Hires for MGM 1.73%	\$199.10	\$0.00	(\$199.10)	-100.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change	
10500001	Mass. Gaming Commission										
	MGC Regulatory Costs										
		D09	Fringe Benefit Cost Recoupment	7000	Payroll Taxes	Payroll Taxes on New Hires for MGM 1.73%	\$235.63	\$0.00	(\$235.63)	-100.00%	
				7000	Taxes	Tax Rate of 1.73%%	\$5,766.28	\$8,132.35	\$2,366.07	41.03%	
		D15	Workers' Compensation Chargebacks	1100	Worker's Comp Chargeback	Worker's Comp Chargeback	\$50,000.00	\$75,000.00	\$25,000.00	50.00%	
		Obj Class Totals:						\$2,295,124.32	\$2,674,809.96	\$379,685.64	16.54%
		EE	ADMINISTRATIVE EXPENSES								
		E01	Office & Administrative Supplies	1000	Supplies	Adoni Spring Water/Milhench	\$2,500.00	\$2,500.00	\$0.00	0.00%	
				1000	Supplies	Cam Office Supplies	\$10,000.00	\$8,500.00	(\$1,500.00)	-15.00%	
				1000	Supplies	W.B. Mason	\$25,000.00	\$23,500.00	(\$1,500.00)	-6.00%	
				1200	Supplies	Office Supplies	\$5,000.00	\$5,000.00	\$0.00	0.00%	
				5000	Supplies	Supplies	\$5,000.00	\$5,000.00	\$0.00	0.00%	
		E02	Printing Expenses & Supplies	1000	Printing	Millenium/RazzMTazz/MG Products	\$3,950.00	\$3,500.00	(\$450.00)	-11.39%	
				1400	Printers	Printers @\$250/printer	\$2,000.00	\$2,000.00	\$0.00	0.00%	
				1500	Office Supplies	Lane Printing, etc.	\$0.00	\$200.00	\$200.00	#Div/0!	
				1600	Printing	Flyer printing/Workforce Development	\$10,000.00	\$10,000.00	\$0.00	0.00%	
				1800	Printing	Printing	\$6,100.00	\$6,100.00	\$0.00	0.00%	
				7000	Supplies	Supplies for new employees and temporary operations in Springfield	\$10,000.00	\$10,000.00	\$0.00	0.00%	
		E05	Postage Chargeback	1000	Postage	ITD PAD Chargeback for postal Services	\$2,664.00	\$2,743.92	\$79.92	3.00%	
		E06	Postage	1000	Postage	Postage for Ashburton Mail Room	\$2,400.00	\$2,400.00	\$0.00	0.00%	
				1000	Postage	Postage for Pitney Bowes, Fed Ex, UPS	\$1,500.00	\$1,500.00	\$0.00	0.00%	
				7000	Postage	Federal Express Charges	\$1,500.00	\$1,500.00	\$0.00	0.00%	
		E12	Subscriptions, Memberships & Licensing Fees	1000	Subscriptions	Go To Meeting	\$0.00	\$6,400.00	\$6,400.00	#Div/0!	
				1100	Subscriptions	Subscriptions, Memberships & Licensing Fees SHRM, NEHRA, The Partnership	\$2,000.00	\$5,000.00	\$3,000.00	150.00%	
				1200	Subscriptions	Subscriptions and Memberships Westlaw ABA	\$7,000.00	\$11,000.00	\$4,000.00	57.14%	
				1300	Memberships	NAGR	\$0.00	\$500.00	\$500.00	#Div/0!	
				1500	Subscriptions	Trade Journals	\$3,000.00	\$5,460.00	\$2,460.00	82.00%	
				1600	Administrative Expenses	Marketing Sponsorships of Diversity and Opportunity Events	\$25,000.00	\$2,500.00	(\$22,500.00)	-90.00%	
				1800	Administrative Expenses	Subscriptions Net Zero Adjustment	\$3,500.00	\$0.00	(\$3,500.00)	-100.00%	
				1800	Subscriptions	Subscriptions, Licensing, Memberships	\$25,000.00	\$27,000.00	\$2,000.00	8.00%	
				1900	Subscriptions/Memberships	Instatrac subscription	\$5,000.00	\$4,600.00	(\$400.00)	-8.00%	
				5000	Subscriptions	Lexis Nexis,Hire Authority, Nat.Student Loan Increase of \$500/month for GOLD Subscription Service	\$55,000.00	\$57,250.00	\$2,250.00	4.09%	

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		E13	Advertising Expenses	1200	Reg Advertising	Advertising of Regs and Meetings	\$5,000.00	\$10,000.00	\$5,000.00	100.00%
		E15	Bottled Water	1000	Water	Quench	\$684.00	\$1,254.00	\$570.00	83.33%
		E18	State Single Audit Chargeback	1000	FY 17 Chargeback Single State Audit	Chargeback	\$300.00	\$500.00	\$200.00	66.67%
		E19	Fees, Fines, Licenses, Permits & Chargebacks	1000	Fees, Fines, Licensed, Chargebakcs	EZ Pass	\$300.00	\$1,000.00	\$700.00	233.33%
				1100	Licenses	Fees, Fines, Licenses, Permits & Chargebacks for HRCMS and HRD	\$2,653.00	\$9,000.00	\$6,347.00	239.24%
		E20	Motor Vehicle Chargeback	1000	OVM	Motorized Vehicle Chargeback--Leases of ford fusion and ford escape	\$12,689.64	\$12,689.64	\$0.00	0.00%
				5000	Motor Vehcile Lease	OVM Chargeback	\$0.00	\$6,109.92	\$6,109.92	#Div/0!
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees	1000	Laz Parking	Parking at 33 Arch St. 13 spaces	\$54,000.00	\$54,000.00	\$0.00	0.00%
				1100	Conference Incidentals	Conference Incidentals	\$0.00	\$3,700.00	\$3,700.00	#Div/0!
				1500	75-101 Parking Garage	Parking 75-101	\$28,200.00	\$28,200.00	\$0.00	0.00%
				1500	Meeting Space	Temporary Space \$1.2/mtg @ 6mtgs	\$7,500.00	\$7,500.00	\$0.00	0.00%
				1600	Conferences	Access Opportunity Meetings	\$7,000.00	\$7,000.00	\$0.00	0.00%
				1900	Conferences and Incidentals	Gaming Policy Advisory Committee	\$6,000.00	\$5,000.00	(\$1,000.00)	-16.67%
		E30	Credit Card Purchases	1000	Credit Card	Credit Card Incidental Purchases	\$500.00	\$2,000.00	\$1,500.00	300.00%
				1100	Credit Card Charges	FIA Card	\$0.00	\$1,000.00	\$1,000.00	#Div/0!
				1300	Credit Card	Credit Card Purchases	\$15,000.00	\$10,000.00	(\$5,000.00)	-33.33%
				1500	Credit Card	Allowable Credit Card Expenses	\$12,500.00	\$7,500.00	(\$5,000.00)	-40.00%
				5000	Credit Card	Credit Card Purchases	\$15,000.00	\$15,000.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ	1000	Travel	Travel Agency Fees	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1200	Travel	Conference/Trainings	\$10,000.00	\$10,000.00	\$0.00	0.00%
				1400	Travel	Travel Agent Expenses	\$6,000.00	\$6,000.00	\$0.00	0.00%
				1600	Travel	Travel Agent	\$2,000.00	\$2,000.00	\$0.00	0.00%
				5000	Travel Agent	Travel Agent for Trainings and Investigations	\$100,000.00	\$100,000.00	\$0.00	0.00%
				7000	Travel Agent	Travel Leaders G2E for meetings with Vendors and Licensing of Primaries	\$12,000.00	\$10,000.00	(\$2,000.00)	-16.67%
		E56	Secretariat Central Services Chargeback	1400	IT Support	ANF Chargeback for IT services (Help Desk Charges \$659.79 per desktop)	\$52,783.00	\$0.00	(\$52,783.00)	-100.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		EE		1200	Conference, Training, Registration Fees	Conference, Training, Registration Fees	\$0.00	\$4,000.00	\$4,000.00	#Div/0!
		EE2	Conference, Training and Registration Fees	1000	Conference Registrations	Registration Fees	\$5,000.00	\$0.00	(\$5,000.00)	-100.00%
				1100	ISA with EOHHS	EOHHS Professional Development (MasSP Trainings)	\$12,000.00	\$12,000.00	\$0.00	0.00%
				1100	Training	Conference, Training and Registration Fees	\$13,000.00	\$1,000.00	(\$12,000.00)	-92.31%
				1300	Gaming Forum	Gaming Forum TBD	\$10,000.00	\$10,000.00	\$0.00	0.00%
				1500	Registration Fees	Conference/Trainings	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1600	Conference, Training Registration Fees	GNEMSDC, Umass, Colette Phillips	\$0.00	\$11,000.00	\$11,000.00	#Div/0!
				5000	Registrations	Training/Conference Registration Fees.	\$30,000.00	\$30,000.00	\$0.00	0.00%
				7000	Conferences	Conference, Training & Registration.	\$5,000.00	\$5,000.00	\$0.00	0.00%
		EE9	Employee Recognition Chargeback	1100	Employee Morale	Employee Recognition Program	\$5,000.00	\$5,000.00	\$0.00	0.00%
			Obj Class Totals:				\$653,223.64	\$601,607.48	(\$51,616.16)	-7.90%
	<i>GG</i>		<i>ENERGY COSTS AND SPACE RENTAL</i>							
		G01	Space Rental	1000	Office Lease	101 Federal St. 12 months	\$1,182,473.94	\$1,195,969.14	\$13,495.20	1.14%
				1000	Rent	Umass Office Rent	\$2,540.00	\$2,540.00	\$0.00	0.00%
				1400	Data Center	Markley Data Center Costs (Rack Space \$10.8K, Electricity \$13.2K, and Fiber \$4K)	\$28,080.00	\$35,750.00	\$7,670.00	27.31%
		G03	Electricity	1000	Electricity	101 Federal St. 12 months	\$32,635.44	\$32,635.44	\$0.00	0.00%
		G05	Fuel For Vehicles	1000	Gas	Wex Bank/Gulf	\$1,500.00	\$5,000.00	\$3,500.00	233.33%
			Obj Class Totals:				\$1,247,229.38	\$1,271,894.58	\$24,665.20	1.98%
	<i>HH</i>		<i>CONSULTANT SVCS (TO DEPTS)</i>							
		H09	Attorneys/Legal Services	1000	Insurance	Comprehensive Insurance Policy	\$86,450.00	\$95,094.48	\$8,644.48	10.00%
				1100	Legal Consultants	Employment Lawyers	\$0.00	\$5,000.00	\$5,000.00	#Div/0!
				1100	Worker's Comp	Workers Comp Litigation Fees	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1200	Litigation Defense	Outside Counsel Litigation Defense	\$1,100,000.00	\$400,000.00	(\$700,000.00)	-63.64%
				1200	Outside Counsel	General Practice, Regulations, Laws, etc.	\$80,000.00	\$50,000.00	(\$30,000.00)	-37.50%
				1200	Outside Counsel	Labor Employment Law	\$20,000.00	\$20,000.00	\$0.00	0.00%
				7000	Temp Help	Temp Help for Everett Opening	\$25,000.00	\$25,000.00	\$0.00	0.00%
		H19	Management Consultants	1000		CPA Firm for Annual Audits consistent with Generally Accepted Auditing Standards	\$38,550.00	\$38,550.00	\$0.00	0.00%
				1200	Hearing Officer	Hearing Officer	\$32,000.00	\$32,000.00	\$0.00	0.00%
				1300	Strategic Consultant	General Consultant needs for Commissioners or Executive Director	\$40,000.00	\$20,000.00	(\$20,000.00)	-50.00%
		HH3	Media Design, Editorial and Communication	1600	CONSULTANTS	AOC Outreach Campaign/ net zero change	\$35,756.00	\$0.00	(\$35,756.00)	-100.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		HH3	Media Design, Editorial and Communication	1600	Media Design	KHJ	\$0.00	\$35,000.00	\$35,000.00	#Div/0!
				1800	Website Design	Marketing & Website Design	\$25,000.00	\$25,000.00	\$0.00	0.00%
			Obj Class Totals:				\$1,487,756.00	\$750,644.48	(\$737,111.52)	-49.55%
		JJ	OPERATIONAL SERVICES							
		J10	Auxiliary Financial Services	1000	Auxiliary Financial Services	Credit Card Fees/BillMatrix	\$0.00	\$300.00	\$300.00	#Div/0!
		J25	Laboratory & Pharmaceutical Services	5000	Finger Prints State Police	Chargeback for Finger Print Costs for Licenses @ \$50/set and ~4.5K prints	\$175,000.00	\$50,000.00	(\$125,000.00)	-71.43%
				5000	Finger Prints State Police	ISA Finger Print--Decrease for actual amount ISA drafted for	(\$125,000.00)	\$0.00	\$125,000.00	-100.00%
				5000	Plainville Police Salaries	Plainville Police Salaries	\$273,000.00	\$273,000.00	\$0.00	0.00%
				5000	Springfield Police Salaries	Springfield Police GEU 6 FTEs	\$0.00	\$609,248.00	\$609,248.00	#Div/0!
				5000	State Police	83rd RTT costs not funded by Community Mitigation Fund	\$702,404.00	\$0.00	(\$702,404.00)	-100.00%
				5000	State Police	MGC Salaries for MGC Investigations and Background Unit	\$969,003.97	\$865,211.33	(\$103,792.64)	-10.71%
				5000	State Police	MGC State Police Troopers Plainville Straight Time and Payroll Taxes	\$1,283,085.53	\$1,340,281.04	\$57,195.51	4.46%
				5000	State Police	MSP Staff Costs at MGM 13 FTEs	\$448,768.12	\$1,644,657.26	\$1,195,889.14	266.48%
				5000	State Police OT & Travel	OT and Travel for Troopers assigned to MGC GEU	\$750,000.00	\$750,000.00	\$0.00	0.00%
		J28	Law Enforcement	5000	Lease Vehicles	Plainville Law Enforcement Vehicles	\$8,877.39	\$8,877.39	\$0.00	0.00%
		J33	Photographic & Micrographic Services	1500	Stenographer	Court Reports and Stenography \$2.1K/mtg	\$54,600.00	\$25,000.00	(\$29,600.00)	-54.21%
		J46	Temporary Help Services	1100	Temp Help	Resource Connection--Possibly for IEB or Licensing	\$0.00	\$15,000.00	\$15,000.00	#Div/0!
				7000	Temp Help Services	Temp Help to assist with processing application during MGM opening	\$10,000.00	\$10,000.00	\$0.00	0.00%
		J50	Instructors/Lecturers/Trainers	1300	Training	Catalant Jira Training	\$0.00	\$10,000.00	\$10,000.00	#Div/0!
		JJ1	Legal Support Services	1200	Operational Services	Offsite Storage	\$2,500.00	\$2,500.00	\$0.00	0.00%
		JJ2	Auxiliary Services	1000	Courier	USA Couriers	\$200.00	\$200.00	\$0.00	0.00%
				1000	Shredding	ProShred	\$750.00	\$850.00	\$100.00	13.33%
				1100	EAP	Crisis Management EAP program	\$2,000.00	\$2,000.00	\$0.00	0.00%
				1100	HR Investigations	HR Investigations	\$10,000.00	\$10,000.00	\$0.00	0.00%
				1100	Testing	All One Health Resouces	\$5,000.00	\$3,000.00	(\$2,000.00)	-40.00%
				1800	Operational Services/Streaming	Net Zero Adjustment to EE and KK	(\$4,500.00)	\$0.00	\$4,500.00	-100.00%
				1800	Streaming	Streaming & Production of Public Meetings	\$30,000.00	\$23,000.00	(\$7,000.00)	-23.33%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
			Obj Class Totals:				\$4,595,689.01	\$5,643,125.02	\$1,047,436.01	22.79%
		KK	EQUIPMENT PURCHASE							
		K05	Office Equipment	1800	Equipment Purchases	Photography/Streaming Equipment Net Zero Purchase	\$500.00	\$1,000.00	\$500.00	100.00%
		K07	Office Furnishings	1500	Office Equipment	Display Cases Display Cases	\$0.00	\$3,000.00	\$3,000.00	#Div/0!
				5000	Gaming Equipment	2 electronic fingerprint machines and 4 kobetron units	\$53,444.00	\$72,000.00	\$18,556.00	34.72%
				5000	Office Equipment	Patrol Rifles/Active Shooter Gear	\$15,000.00	\$10,000.00	(\$5,000.00)	-33.33%
				7000	Equipment Purchases	Equipment for new employees	\$10,000.00	\$10,000.00	\$0.00	0.00%
			Obj Class Totals:				\$78,944.00	\$96,000.00	\$17,056.00	21.61%
		LL	EQUIPMENT LEASE-MAINTAIN/REPAR							
		L24	Motorized Vehicle Equipment Rental or Lease	1000	Rental Cars	Enterprise Car Rental	\$500.00	\$500.00	\$0.00	0.00%
		L25	Office Equipment Rental or Lease	1000	Printing	Pitney Bowes	\$532.80	\$750.00	\$217.20	40.77%
		L26	Printing/Photocopy & Micrographics Equip Rent/Lease	1000	Copier	Canon Financial Services Recurring Payment of \$5.4K for 13th floor Recurring Payment of \$4.8K IEB Per Click costs of \$2.5K	\$12,738.00	\$12,738.00	\$0.00	0.00%
		L46	Print, Photocopying & Micrograph Equipment Maint/Repair	1000	Copier	Canon USA/Maintenance & Repair--Initial Contract Rate Ended	\$3,000.00	\$7,500.00	\$4,500.00	150.00%
				1000	Xerox Leases	Xerox Leases Recurring Payments of \$11.1K for 3 machines Per Click costs of \$4.2K (avg of this year)	\$15,336.00	\$15,336.00	\$0.00	0.00%
			Obj Class Totals:				\$32,106.80	\$36,824.00	\$4,717.20	14.69%
		NN	INFRASTRUCTURE:							
		N50	Non-Major Facility Infrastructure Maintenance and Repair	1000	Repairs	Office/Building Repairs	\$1,000.00	\$2,500.00	\$1,500.00	150.00%
			Obj Class Totals:				\$1,000.00	\$2,500.00	\$1,500.00	150.00%
		PP	STATE AID/POL SUB							
		P01	Grants To Public Entities	1600	Grants	Worforce Development and Diversity Grants --Women In construction Outreach --WF Coordinator Community Colleges --Gaming Training Schools --Regional WF Collaborations	\$150,000.00	\$150,000.00	\$0.00	0.00%
				1600	STATE AID/POL SUB	Grants to Public Entities/ net zero change	(\$35,756.00)	\$0.00	\$35,756.00	-100.00%
			Obj Class Totals:				\$114,244.00	\$150,000.00	\$35,756.00	31.30%
		UU	IT Non-Payroll Expenses							
		U01	Telecommunications Services Data	1400	Cable	Comcast Internet (Gaming Lab) and Cable Service (Meeting Rooms)	\$4,800.00	\$4,800.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		U01	Telecommunications Services Data	1400	Plainridge Video	Video Circuit for Boston & Plainville for Surveillance and CMS	\$76,500.00	\$76,500.00	\$0.00	0.00%
				1400	VPN	VPN Accounts	\$8,100.00	\$8,100.00	\$0.00	0.00%
		U02	Telecommunications Services - Voice	1400	Cellular Service	Cell Phone Service	\$65,985.00	\$65,985.00	\$0.00	0.00%
				1400	Phone Lines	Conference Bridge Lines	\$1,980.00	\$1,500.00	(\$480.00)	-24.24%
				1400	Phone Lines	DSCI phone services	\$9,000.00	\$7,000.00	(\$2,000.00)	-22.22%
				1400	Phone Lines	MCI Fax Line	\$500.00	\$500.00	\$0.00	0.00%
				1400	Phone Lines	Measured Business Lines	\$6,550.00	\$6,550.00	\$0.00	0.00%
				5000	Mobile Devices	Wifi Cards for Staff \$50/month	\$12,000.00	\$12,000.00	\$0.00	0.00%
		U03	Software & Information Technology Licenses (IT)	1400	Software	Adobe, Sharepoint, Office 365, Project, Vizio, Dragon, Winzip	\$50,000.00	\$50,000.00	\$0.00	0.00%
				1400	Software	CodeGuard MGC Website Backup Service	\$2,000.00	\$5,000.00	\$3,000.00	150.00%
				1400	Software	Insight/Jira	\$0.00	\$23,000.00	\$23,000.00	#Div/0!
				1400	Software	Kobitron - GLI Testing Platform	\$1,500.00	\$2,500.00	\$1,000.00	66.67%
				1400	Software	Prezi Software	\$3,300.00	\$3,300.00	\$0.00	0.00%
		U04	Information Technology Chargeback	1400	Internet	MAGNET (Internet Access -2x50Mbps @ \$3,686/month, 1x20Mbps @ \$3138/month, 1x0.06units @ \$105.30/month)	\$118,454.00	\$118,454.00	\$0.00	0.00%
				1400	IT Support	ANF Chargeback for Space at Chelsea and Springfield	\$89,000.00	\$89,000.00	\$0.00	0.00%
				1400	Mobile Devices	Mobile Device Management (@ \$3.95/year/unit)	\$4,000.00	\$4,000.00	\$0.00	0.00%
				1400	On Base	Chargeback for electronics record management system--OnBase	\$0.00	\$90,000.00	\$90,000.00	#Div/0!
				1400	OSC Chargeback	MMARS Chargeback	\$10,000.00	\$5,000.00	(\$5,000.00)	-50.00%
				1400	Phone Lines	Windstream WAN for Data Connection \$1.5K/month	\$18,000.00	\$18,000.00	\$0.00	0.00%
		U05	Information Technology (IT) Temp Staff Augmentation Profs	1000	IT Consultants	Web penetration Testing	\$0.00	\$8,000.00	\$8,000.00	#Div/0!
				1400	CMS	CMS - IGT Intelligen--Includes start-up for Everett and Springfield locations	\$2,262,544.68	\$2,484,206.46	\$221,661.78	9.80%
				1400	CMS	CMS change orders	\$0.00	\$20,000.00	\$20,000.00	#Div/0!
				1400	CMS	CMS Intelligen--Increase for shot clock	\$14,500.00	\$0.00	(\$14,500.00)	-100.00%
				1400	Consultant	IT Consultants Gartner	\$30,000.00	\$30,000.00	\$0.00	0.00%
				1400	Consulting	IT Consulting Support @ \$100/hr (Advizex and Soltrix) \$25K for GLI Testing	\$75,000.00	\$75,000.00	\$0.00	0.00%
				1400	EOPS Network Connection	Needed to interface LMS with EOPS CJIS Network--Firewalls and equipment	\$130,663.00	\$50,000.00	(\$80,663.00)	-61.73%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change	
10500001	Mass. Gaming Commission										
	MGC Regulatory Costs										
		U05	Information Technology (IT) Temp Staff Augmentation Profs	1400	LMS	Licensing System Continual Upgrades to Phase 1 and Phase 2 Development	\$500,000.00	\$350,000.00	(\$150,000.00)	-30.00%	
				1400	Training	Technical Training	\$10,000.00	\$10,000.00	\$0.00	0.00%	
		U06	Information Technology (IT) Cabling	1400	Phone	FTG Phone lines maintenance etc.	\$14,000.00	\$20,000.00	\$6,000.00	42.86%	
		U07	Information Technology (IT) Equipment	1200	IT Equipment Purchase	Encrypted Flash Drives	\$0.00	\$2,500.00	\$2,500.00	#Div/0!	
				1400	Hardware	Gaming Technology Laboratory Equipment	\$5,000.00	\$5,000.00	\$0.00	0.00%	
				1400	Miscellaneous	Miscellaneous Equipment--Equipment for new troopers and gaming agents	\$30,000.00	\$50,000.00	\$20,000.00	66.67%	
				1400	Servers	Servers and Storage	\$40,000.00	\$40,000.00	\$0.00	0.00%	
		U09	Information Technology (IT) Equip Rental Or Lease	1400	Leases	HP Leases	\$89,500.00	\$89,500.00	\$0.00	0.00%	
		U10	Information Tech (IT) Equipment Maintenance & Repair	1000	Cable	Cable/Comcast	\$4,500.00	\$4,500.00	\$0.00	0.00%	
				1400	Maintenance	Aruba Maintenance	\$1,000.00	\$1,000.00	\$0.00	0.00%	
				1400	Maintenance	EMC Maintenance	\$50,000.00	\$0.00	(\$50,000.00)	-100.00%	
				1400	Maintenance	Printer Maintenance	\$500.00	\$500.00	\$0.00	0.00%	
				1400	Maintenance	VMWare Mainteance	\$21,000.00	\$21,000.00	\$0.00	0.00%	
		Obj Class Totals:						\$3,759,876.68	\$3,852,395.46	\$92,518.78	2.46%
	MGC Regulatory Costs	Totals:						\$20,593,675.82	\$22,605,257.67	\$2,011,581.85	9.77%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	Indirect									
		EE	ADMINISTRATIVE EXPENSES							
		E16	Indirect Cost Recoupment	2000	Indirect	Indirect on MGM Opening Costs from Midyear Presentation	\$33,904.66	\$0.00	(\$33,904.66)	-100.00%
				2000	Indirect Agency Wide	Indirect at 10% of AA, CC, HH, JJ and UU excluding U07	\$1,659,949.80	\$2,037,294.23	\$377,344.43	22.73%
			Obj Class Totals:				\$1,693,854.46	\$2,037,294.23	\$343,439.77	20.28%
	Indirect		Totals:				\$1,693,854.46	\$2,037,294.23	\$343,439.77	20.28%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
			Research and Responsible Gaming/PHTF							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	1700	Employee Compensation	Employee Salaries	\$205,317.50	\$201,973.00	(\$3,344.50)	-1.63%
			Obj Class Totals:				\$205,317.50	\$201,973.00	(\$3,344.50)	-1.63%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	1700	Travel	Out of State Travel	\$3,000.00	\$3,000.00	\$0.00	0.00%
		B02	In-State Travel	1700	Travel	In-State-Travel Reimbursements	\$3,000.00	\$3,000.00	\$0.00	0.00%
			Obj Class Totals:				\$6,000.00	\$6,000.00	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	1700	Fringe	Fringe rate of 35.41%	\$71,614.74	\$71,518.64	(\$96.10)	-0.13%
				1700	Taxes	Tax rate of 1.73%	\$2,977.10	\$3,494.13	\$517.03	17.37%
			Obj Class Totals:				\$74,591.84	\$75,012.77	\$420.93	0.56%
		EE	ADMINISTRATIVE EXPENSES							
		E12	Subscriptions, Memberships & Licensing Fees	1700	ADMINISTRATIVE EXPENSES	MEMBERSHIPS/CREDIT CARD EXPENSES NET ZERO CHANGE	\$10,000.00	\$25,995.23	\$15,995.23	159.95%
		E41	Out Of State Travel Expen on Behalf of State Employ	1700	Travel Agency Fees	Travel Leaders	\$4,000.00	\$2,000.00	(\$2,000.00)	-50.00%
		EE2	Conference, Training and Registration Fees	1700	Conferences	Conference, Training & Registration Fees	\$4,000.00	\$5,000.00	\$1,000.00	25.00%
			Obj Class Totals:				\$18,000.00	\$32,995.23	\$14,995.23	83.31%
		FF	FACILITY OPERATIONAL EXPENSES							
		F16	Library & Teaching Supplies & Materials	1700	Books	Library/reference books	\$500.00	\$1,000.00	\$500.00	100.00%
			Obj Class Totals:				\$500.00	\$1,000.00	\$500.00	100.00%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services	1700	Crime Analysis	Crime Analyst	\$50,000.00	\$30,000.00	(\$20,000.00)	-40.00%
				1700	Research	Strategic Planning	\$0.00	\$15,000.00	\$15,000.00	#Div/0!
		H19	Management Consultants	1700	CONSULTANT SVCS	Mass Council MGM additional staff	\$64,351.50	\$0.00	(\$64,351.50)	-100.00%
		H23	Program Coordinators	1700	Branding	GameSense media buys etc. KHJ	\$150,000.00	\$200,000.00	\$50,000.00	33.33%
				1700	CONSULTANT SVCS (TO DEPTS)	PROGRAM COORDINATORS NET ZERO CHANGE	(\$25,000.00)	\$0.00	\$25,000.00	-100.00%
				1700	Consultants	Cambridge Health Alliance contract costs	\$400,000.00	\$150,000.00	(\$250,000.00)	-62.50%
				1700	GRAC/RDASC/Research Consultants	Bruce Cohen--\$20K/Joel Weissman/Jeff Moratta/Anthony Roman Other Consultants on Stipends max of \$20K Peer Review process for research agenda	\$40,000.00	\$45,000.00	\$5,000.00	12.50%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
			Research and Responsible Gaming/PHTF							
		H23	Program Coordinators	1700	Mass Council	Mass Council on Compulsive Gambling including employees to man Game Sense booth at Penn and MGM --Staffed 16 hrs per day --VSE --Play My Way --Required by Statute Chapter 194, Section 9	\$640,000.00	\$1,835,000.00	\$1,195,000.00	186.72%
				1700	Research Consultant/ Umass	Tom Land--Need Better Description	\$0.00	\$79,000.00	\$79,000.00	#Div/0!
				1700	Special Study	Public Health Trust Fund requested study of a sub-population	\$100,000.00	\$100,000.00	\$0.00	0.00%
			Obj Class Totals:				\$1,419,351.50	\$2,454,000.00	\$1,034,648.50	72.90%
	JJ		OPERATIONAL SERVICES							
	J62		Contracted (Non-employees) Advisory Board or Commission Mem	1700	PROGRAMATIC SERVICES	BOARD MEMBER STIPENDS NET ZERO CHANGE	\$15,000.00	\$0.00	(\$15,000.00)	-100.00%
			Obj Class Totals:				\$15,000.00	\$0.00	(\$15,000.00)	-100.00%
	MM		PURCHASED CLIENT/PROGRAM SVCS							
	M04		Services Purch Support of Human/Social Services for Clients	1700	PPC reimbursements for Play My Way Incentives	PPC reimbursements for Play My Way Incentives	\$15,000.00	\$10,000.00	(\$5,000.00)	-33.33%
				1700	Problem Gambling	Problem Gambling Solutions--Jeff Marotta reviewing applications and consultations	\$10,000.00	\$0.00	(\$10,000.00)	-100.00%
			Obj Class Totals:				\$25,000.00	\$10,000.00	(\$15,000.00)	-60.00%
	PP		STATE AID/POL SUB							
	P01		Grants To Public Entities	1700	Data Storage Grant	Final Component of Research Agenda data storage of player data to not-for-profit entity	\$75,000.00	\$50,000.00	(\$25,000.00)	-33.33%
				1700	DPH ISA	DPH ISA for operations and grants from public health trust fund. Balance remaining from \$5M after research agenda is accounted for.	\$1,140,197.00	\$0.00	(\$1,140,197.00)	-100.00%
				1700	Umass	Magic Core/Optional--Cohort Study	\$1,200,000.00	\$815,000.00	(\$385,000.00)	-32.08%
	P06		Other Financial Assistance to State Authorities	1700	Umass	Seigma/Umass core--Baseline Study on-going	\$800,000.00	\$1,180,000.00	\$380,000.00	47.50%
	PP1		Grants To Non-Public Entities	1700		Play My Way Incentives				
			Obj Class Totals:				\$3,215,197.00	\$2,045,000.00	(\$1,170,197.00)	-36.40%
	UU		IT Non-Payroll Expenses							
	U07		Information Technology (IT) Equipment	1700	ITRAK	Development of ITRAK and Migration from Current Process	\$10,000.00	\$0.00	(\$10,000.00)	-100.00%
				1700	Play Management	Development of Play Management Software	\$65,000.00	\$0.00	(\$65,000.00)	-100.00%
			Obj Class Totals:				\$75,000.00	\$0.00	(\$75,000.00)	-100.00%
			Research and Responsible Gaming/PHTF Totals:				\$5,053,957.84	\$4,825,981.00	(\$227,976.84)	-4.51%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change	
10500001	Mass. Gaming Commission										
			Office of Attorney General and AGO MSP								
		JJ	OPERATIONAL SERVICES								
		J25	Laboratory & Pharmaceutical Services	9000	State Police	AGO State Police OT	\$350,000.00	\$350,000.00	\$0.00	0.00%	
				9000	State Police	AGO Straight Time Troopers and Payroll Taxes 6FTEs for FY18	\$501,256.98	\$746,997.20	\$245,740.22	49.02%	
				9000	State Police	MSP Staff Costs at AGO for 2 additional troopers for 26 pay periods in FY18 bringing total for the MSP AGO Gaming Unit to 6 FTEs	\$217,160.00	\$0.00	(\$217,160.00)	-100.00%	
			Obj Class Totals:					\$1,068,416.98	\$1,096,997.20	\$28,580.22	2.68%
		OO									
		O99		9000	Attorney General	Funds 18 FTEs assigned to the unit, various percentages of~ 5.5FTEs of support, and management positions, office space, travel, conferences, and investigative costs.	\$2,600,000.00	\$2,760,000.00	\$160,000.00	6.15%	
			Obj Class Totals:					\$2,600,000.00	\$2,760,000.00	\$160,000.00	6.15%
			Office of Attorney General and AGO MSP	Totals:			\$3,668,416.98	\$3,856,997.20	\$188,580.22	5.14%	

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	Alcohol and Beverage Control Commission									
		00								
		001		9001	ISA with ABCC	ABCC	\$75,000.00	\$75,000.00	\$0.00	0.00%
		Obj Class Totals:					\$75,000.00	\$75,000.00	\$0.00	0.00%
	Alcohol and Beverage Control Commission	Totals:					\$75,000.00	\$75,000.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
Appropriation Totals							\$31,084,905.10	\$33,400,530.10	\$2,315,625.00	7.45%
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	AA		REGULAR EMPLOYEE COMPENSATION							
	A01		Salaries: Inclusive	1000	Employee Compensation	Admin Employees Salaries	\$163,926.80	\$206,424.23	\$42,497.43	25.92%
				1100	Employee Compensation	HR Employees Salaries	\$83,782.66	\$72,468.28	(\$11,314.38)	-13.50%
				1200	Employee Compensation	Legal Employees Salaries	\$36,509.62	\$36,585.62	\$76.00	0.21%
				1300	Employee Compensation	Exec. Dir. Employees Salaries	\$35,911.23	\$36,040.58	\$129.35	0.36%
				1400	Employee Compensation	IT Employees Salaries	\$34,287.81	\$75,881.22	\$41,593.41	121.31%
				1500	Employee Compensation	Commissioners Employees Salaries	\$53,893.50	\$55,487.25	\$1,593.75	2.96%
				1800	Employee Compensation	Communications Employees Salaries	\$11,272.11	\$11,272.11	\$0.00	0.00%
				3000	Employee Compensation	Regular Employee Salaries	\$293,177.00	\$281,163.00	(\$12,014.00)	-4.10%
				7000	Employee Compensation	Regular Employee Salaries	\$0.00	\$3,789.57	\$3,789.57	#Div/0!
			Obj Class Totals:				\$712,760.73	\$779,111.86	\$66,351.13	9.31%
	BB		REGULAR EMPLOYEE RELATED EXPEN							
	B01		Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	3000	Travel	Out of State Travel Reimbursement	\$10,000.00	\$10,000.00	\$0.00	0.00%
	B02		In-State Travel	3000	Travel	In State Travel Reimbursement	\$2,000.00	\$2,000.00	\$0.00	0.00%
			Obj Class Totals:				\$12,000.00	\$12,000.00	\$0.00	0.00%
	CC		SPECIAL EMPLOYEES							
	C04		Contracted Seasonal Employees	3000	Seasonals	Seasonal salaries for Plainridge at 35 weeks	\$360,000.00	\$425,000.00	\$65,000.00	18.06%
			Obj Class Totals:				\$360,000.00	\$425,000.00	\$65,000.00	18.06%
	DD		PENSION & INSURANCE RELATED EX							
	D09		Fringe Benefit Cost Recoupment	1000	Fringe	Fringe Rate of 35.41%	\$57,177.67	\$73,094.82	\$15,917.15	27.84%
				1000	Taxes	Tax Rate of 1.73%	\$2,376.94	\$3,571.14	\$1,194.20	50.24%
				1100	Fringe	Fringe Rate of 35.41%	\$29,223.39	\$25,661.01	(\$3,562.38)	-12.19%
				1100	Taxes	Tax Rate of 1.73%	\$1,214.85	\$1,253.70	\$38.85	3.20%
				1200	Fringe	Fringe Rate of 35.41%	\$12,734.56	\$12,954.97	\$220.41	1.73%
				1200	Taxes	Tax Rate of 1.73%	\$529.39	\$632.93	\$103.54	19.56%
				1300	Fringe	Fringe Rate of 35.41%	\$12,525.83	\$12,761.97	\$236.14	1.89%
				1300	Taxes	Tax Rate of 1.73%	\$520.71	\$623.50	\$102.79	19.74%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change	
10500003	MGC Mass Racing Development and Oversight										
	MGC Regulatory Costs										
	D09		Fringe Benefit Cost Recoupment	1400	Fringe	Fringe Rate of 35.41%	\$11,959.58	\$26,869.54	\$14,909.96	124.67%	
				1400	Taxes	Tax Rate of 1.73%	\$497.17	\$1,312.75	\$815.58	164.04%	
				1500	Fringe	Fringe Rate of 35.41%	\$18,798.05	\$1,964.04	(\$16,834.01)	-89.55%	
				1500	Taxes	Tax Rate of 1.73%	\$781.46	\$959.93	\$178.47	22.84%	
				1800	Fringe	Fringe rate of 35.41%	\$3,931.71	\$3,991.45	\$59.74	1.52%	
				1800	Taxes	Tax rate of 1.73%	\$163.44	\$195.01	\$31.57	19.32%	
				3000	Fringe	Fringe Rate of 35.41%	\$102,260.14	\$99,559.82	(\$2,700.32)	-2.64%	
				3000	Taxes	Tax Rate of 1.73%	\$4,251.07	\$4,864.12	\$613.05	14.42%	
				3000	Taxes for Seasonals	Taxes for Seasonals @1.73%	\$6,012.00	\$7,352.50	\$1,340.50	22.30%	
				7000	Fringe	Fringe Rate of 34.88%	\$1,295.88	\$1,341.89	\$46.01	3.55%	
				7000	Taxes	Tax Rate of 1.45%	\$53.88	\$65.56	\$11.68	21.68%	
			Obj Class Totals:					\$266,307.72	\$279,030.65	\$12,722.93	4.78%
	EE	ADMINISTRATIVE EXPENSES									
	E01		Office & Administrative Supplies	3000	Supplies	W.B. Mason	\$6,000.00	\$7,600.00	\$1,600.00	26.67%	
	E02		Printing Expenses & Supplies	3000	Printing	Sir Speedy	\$500.00	\$500.00	\$0.00	0.00%	
	E12		Subscriptions, Memberships & Licensing Fees	3000	Memberships	AA Dority/Organization of Racing Investigators	\$1,005.00	\$5,625.00	\$4,620.00	459.70%	
				3000	Memberships	Assoc. of Racing Regulators	\$18,700.00	\$18,700.00	\$0.00	0.00%	
	E13		Advertising Expenses	3000	Public Hearing Notices	Boston Globe	\$1,000.00	\$1,000.00	\$0.00	0.00%	
				3000	Public Hearing Notices	Boston Herald	\$700.00	\$700.00	\$0.00	0.00%	
				3000	Public Hearing Notices	Dow Jones/Cape Cod Times	\$150.00	\$0.00	(\$150.00)	-100.00%	
				3000	Public Hearing Notices	Sun Chronical	\$300.00	\$0.00	(\$300.00)	-100.00%	
	E15		Bottled Water	3000	Water	Belmont Springs/DS Waters of America	\$200.00	\$360.00	\$160.00	80.00%	
	E41		Out Of State Travel Expen on Behalf of State Employ	3000	Travel Agent	Travel	\$3,000.00	\$5,000.00	\$2,000.00	66.67%	
	EE2		Conference, Training and Registration Fees	3000	Conferences	Assoc. of Racing Comm./Delaware Racing/Thoroughbred Racing	\$3,000.00	\$3,000.00	\$0.00	0.00%	
			Obj Class Totals:					\$34,555.00	\$42,485.00	\$7,930.00	22.95%
	FF	FACILITY OPERATIONAL EXPENSES									
	F05		Laboratory Supplies	3000	Vet Supplies	Gloves, scrubs etc.	\$2,000.00	\$2,000.00	\$0.00	0.00%	
			Obj Class Totals:					\$2,000.00	\$2,000.00	\$0.00	0.00%
	HH	CONSULTANT SVCS (TO DEPTS)									
	H19		Management Consultants	3000	Hearing Officer	David Murray	\$25,000.00	\$25,000.00	\$0.00	0.00%	
			Obj Class Totals:					\$25,000.00	\$25,000.00	\$0.00	0.00%
	JJ	OPERATIONAL SERVICES									

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change	
10500003	MGC Mass Racing Development and Oversight										
	MGC Regulatory Costs										
		J10	Auxiliary Financial Services	3000	Credit Cards	Bank of America credit card terminal fees	\$1,000.00	\$1,000.00	\$0.00	0.00%	
		J25	Laboratory & Pharmaceutical Services	3000	Testing	Health Resources Corp.	\$1,800.00	\$1,800.00	\$0.00	0.00%	
		J28	Law Enforcement	3000	State Police	Mass State Police Straight and OT	\$465,000.00	\$368,958.73	(\$96,041.27)	-20.65%	
		JJ1	Legal Support Services	3000	Stenographer	Catuagno Court Reporting	\$6,500.00	\$6,500.00	\$0.00	0.00%	
		JJ2	Auxiliary Services	3000	Autopsies	Trustees of Tufts College	\$22,000.00	\$22,000.00	\$0.00	0.00%	
				3000	Testing Lab	HFL Sports Science	\$7,000.00	\$7,500.00	\$500.00	7.14%	
				3000	Testing Lab	Industrial Laboratories	\$312,000.00	\$320,000.00	\$8,000.00	2.56%	
		Obj Class Totals:						\$815,300.00	\$727,758.73	(\$87,541.27)	-10.74%
		LL	<i>EQUIPMENT LEASE-MAINTAIN/REPAR</i>								
		L46	Print, Photocopying & Micrograph Equipment Maint/Repair	3000	Maintenance Contract	K & A Industries	\$2,000.00	\$915.00	(\$1,085.00)	-54.25%	
		Obj Class Totals:						\$2,000.00	\$915.00	(\$1,085.00)	-54.25%
		MM	<i>PURCHASED CLIENT/PROGRAM SVCS</i>								
		M03	Purchased Human & Social Services For Clients/Non Medical	3000	Hardship Payments	Economic Hardship Payments	\$20,000.00	\$20,000.00	\$0.00	0.00%	
				3000	Legislative Mandate	Jockey's Guild	\$65,000.00	\$65,000.00	\$0.00	0.00%	
		M04	Services Purch Support of Human/Social Services for Clients	3000	ISA	ISA with DPH Compulsive Gambling	\$70,000.00	\$70,000.00	\$0.00	0.00%	
		Obj Class Totals:						\$155,000.00	\$155,000.00	\$0.00	0.00%
		UU	<i>IT Non-Payroll Expenses</i>								
		U02	Telecommunications Services - Voice	3000	Phones	Verizon/AT&T	\$15,000.00	\$5,000.00	(\$10,000.00)	-66.67%	
		U05	Information Technology (IT) Temp Staff Augmentation Profs	3000	Chrims	Arthur Evans	\$16,000.00	\$15,000.00	(\$1,000.00)	-6.25%	
		U09	Information Technology (IT) Equip Rental Or Lease	3000	Computer Leases	Ontario Investments	\$12,000.00	\$0.00	(\$12,000.00)	-100.00%	
		U10	Information Tech (IT) Equipment Maintenance & Repair	3000	Security & Surveillance	Test Barn		\$50,000.00			
		Obj Class Totals:						\$43,000.00	\$70,000.00	\$27,000.00	62.79%
	MGC Regulatory Costs	Totals:						\$2,427,923.45	\$2,518,301.24	\$90,377.79	3.72%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	Indirect									
		EE	ADMINISTRATIVE EXPENSES							
		E16	Indirect Cost Recoupment	2000	Indirect Agency Wide	Indirect at 10% of AA, CC, HH, JJ and UU excluding U07	\$163,398.45	\$202,687.10	\$39,288.65	24.04%
			Obj Class Totals:				\$163,398.45	\$202,687.10	\$39,288.65	24.04%
	Indirect		Totals:				\$163,398.45	\$202,687.10	\$39,288.65	24.04%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
Appropriation Totals							\$2,591,321.90	\$2,720,988.34	\$129,666.44	5.00%



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 amendment of **205 CMR 138.15: Internal Control Procedures for Access Badge System and Issuance of Temporary License Credentials, and Restricted Areas**; notice of which was filed with the Secretary of the Commonwealth. This regulation was developed as part of the process of promulgating regulations governing the operation of gaming establishments in the Commonwealth, and is largely governed by G.L. c. 23K §§ 4(28), and 5. The proposed amendment to the regulation updates the provisions related to credentials for key gaming employees, gaming employees, and gaming service employees.

This regulation and the proposed amendment therein apply solely to licensees and their employees. Therefore, it will not impact any small businesses. In accordance with G.L. c.30A, §2, the Commission offers the following responses to the statutory questions:

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

There are no small businesses that will be impacted by this regulation or the proposed amendment therein, as it applies to licensees and their employees only.

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

There are no reporting, recordkeeping or administrative costs created by this regulation, nor by the proposed amendment to this regulation that do not already exist at this time.

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

The proposed amendment is intended to update the protocol for compliance with the regulation. A performance standard is necessary to describe the intent of this amendment.

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.



Massachusetts Gaming Commission

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

As this amendment to the regulation is directed at licensees and employees, it is unlikely that it will deter or encourage the formation of new businesses in the Commonwealth.

Massachusetts Gaming Commission

By:

Shara Bedard

Paralegal

Dated: _____



Massachusetts Gaming Commission

205 CMR: MASSACHUSETTS GAMING COMMISSION
205 CMR 138: UNIFORM STANDARDS OF ACCOUNTING PROCEDURES AND
INTERNAL CONTROLS

138.15: Internal Control Procedures for Access Badge System and Issuance of Temporary License Credentials, and Restricted Areas

(1) A system of internal controls submitted by a gaming licensee in accordance with 205 CMR 138.02 shall include provisions related to credentials. All key gaming employees, gaming employees, and gaming service employees, while engaged in the performance of their duties on the premises of the gaming establishment, shall visibly display a credential issued by the gaming licensee on his or her person at all times, ~~and have in their possession their commission issued identification~~. The system of internal controls related to credentials shall at a minimum incorporate the following credentialing system:

~~(2) The commission shall issue an official credential that shall bear the inscription "Massachusetts Gaming Commission", the official seal of the commission, the signature of the chair of the commission or his or her designee, as well as a photograph of the licensee or registrant and specific identification information for the person to whom the credential is issued. The information shall include:~~

- ~~(a) License or registration number;~~
- ~~(b) Name; and~~
- ~~(c) Access code.~~

(RESERVED)

(3) The credential format shall be in a shape and legibility that will enhance surveillance capability and visual acuity. **The final design shall be subject to approval by the IEB. The credential shall include, at a minimum:**

- (a) A unique number or code identifying the employee (e.g.- gaming service employee registration number);**
- (b) Employee's name; and**
- (c) Access code letter in accordance with 205 CMR 138.15(1).**

(4) Notwithstanding 205 CMR 138.15(1), the Director of the IEB or his or her designee, may, upon written request by a gaming licensee, and upon a showing of good cause, exempt certain positions, titles, or persons from the requirements of 205 CMR 138.15(1).

(5) Commission employees, agents or contractors or employees of agencies authorized to conduct regulatory or regulatory related activities pursuant to M.G.L. c. 23K at a gaming establishment shall carry their agency credentials on their person at all times while engaged in the performance of their duties. Credentials may not be utilized for unofficial, social, or non-employment related access, purpose, or presence within any gaming establishment.

(6) A temporary credential shall only be issued by the security department if the following criteria are verified:

(a) The employee to whom the credential is to be issued is listed in the gaming licensee's current employee status report;

(b) The employee ~~holds a current license or registration issued~~ is properly licensed or registered in accordance with 205 CMR 134.00: *Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives, and Labor Organizations*, as applicable;

(c) The employee is authorized by his or her supervisor to possess the specific credential to be working in the designated or restricted area authorized by such credential; and

(d) The employee has not been issued more than 12 temporary credentials within the preceding 12 month period from the issuance of the first temporary credential.

(7) The temporary credentials may be issued to an employee only for a 24 hour period and shall contain the following information:

(a) A prominent space to allow the insertion of the name of the specific employee to whom it is issued;

(b) The date and time of issuance by the security department;

(c) Name and credential number of issuing security officer;

(d) The conspicuous notation that the credential is "VOID AFTER 24 HOURS"; and

(e) A sequential number reflecting the number of temporary credentials issued at that gaming establishment that is to be recorded in both an onsite IEB and security department bound log book or database.

(8) The IEB shall approve the design of the temporary credentials. The gaming licensee's security department shall secure the temporary credentials until needed for issuance in compliance with 205 CMR 138.15(7). The security department shall provide a monthly report to the IEB identifying the number, names, departments and frequency of temporary credentials issued as well as any missing, stolen, destroyed, or replaced credentials. The IEB may require additional information regarding any credential issuance or utilization and the gaming licensee shall provide all such information in a timely fashion.



MASSACHUSETTS GAMING COMMISSION

PLEASE SUBMIT THIS FORM TO:
MASSACHUSETTS GAMING COMMISSION
ATTENTION: OFFICE OF THE GENERAL COUNSEL
101 FEDERAL STREET, 13TH FLOOR
BOSTON, MA 02110

OR VIA EMAIL TO: catherine.blue@state.ma.us and todd.grossman@state.ma.us

REQUEST FOR NON-DISCLOSURE AGREEMENT (NDA)

Pursuant to 205 CMR 139.02 a gaming licensee may request that the Commission enter into a written NDA under the terms of which the Commission agrees not to release specified material or information publicly, in response to a request for public records or otherwise, and will assert the statutory exemption, M.G.L. c.4, §7(26)(a), and/or any other applicable exemptions, and withhold the applicable materials in response to any request for such record or information. Upon review of the gaming licensee's request, the Commission may execute such an agreement in its discretion. A specific request and rationale must be provided for each piece of information or category of information for which an NDA is sought. Please complete the following.

BACKGROUND INFORMATION

1. NAME OF GAMING LICENSEE Blue Tarp reDevelopment LLC
2. NAME AND TITLE OF INDIVIDUAL SUBMITTING REQUEST FOR NDA
Seth Stratton Vice President and Legal Counsel
3. PHONE # AND EMAIL ADDRESS OF INDIVIDUAL SUBMITTING REQUEST FOR NDA
413.273.5333 sstratton@mgmspringfield.com

IDENTIFICATION OF INFORMATION

Please complete the following for each document, report, piece of information, or category thereof for which you seek a NDA:

1. IDENTIFY INFORMATION (MAY BE A SPECIFIC DOCUMENT, REPORT, PIECE OF INFORMATION, OR CATEGORIES THEREOF) (e.g.- the quarterly report describing the gaming licensee's financial position including key performance measures, narrative commentary on operating results, and where applicable, the capital reserve account contributions) MGM Resorts International Compliance Bidner (See Attachment).
2. IDENTIFY SECTION OF 205 CMR 139.00 THAT REQUIRES SUBMISSION OF THE SUBJECT MATERIAL Requested by the IEB. See Attachment.
3. EXPLAIN HOW YOU BELIEVE THE SUBJECT MATERIAL CONTAINS A TRADE SECRET(S) OR WOULD BE DETRIMENTAL TO THE GAMING LICENSEE IF IT WERE MADE PUBLIC: See Attachment.

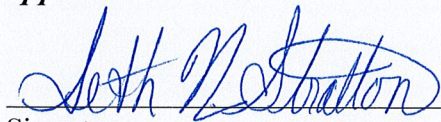
4. FREQUENCY INFORMATION IS REQUIRED TO BE SUBMITTED: Quarterly

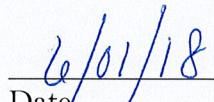
5. SEEKING NDA ON ONE-TIME OR CONTINUING BASIS? one time continuing

6. IS THERE A WAY TO REDACT THE DOCUMENT OR AGGREGATE THE INFORMATION THAT WOULD ALLOW FOR PUBLIC RELEASE OF REMAINDER OF DOCUMENT? No. See Attachment.

CERTIFICATION

On behalf of the aforementioned gaming licensee, I hereby certify under the pains and penalties of perjury that all information contained in this application or attached hereto is accurate to the best of my knowledge and understanding. Further, I represent that I have actual authority to submit this application.


Signature


Date

FOR COMMISSION USE ONLY

REVIEWED BY: _____

DATE REVIEWED: _____

APPROVED

DENIED

APPROVED IN PART

NOTES/EXPLANATION:

Supplemental Attachment No. 1
Blue Tarp redevelopment, LLC
MGM Springfield NDA

Request #	Document or Report Type	Regulation Section	Reason for Non-disclosure	Frequency of Submission	One-time or continuing	Subject to Redaction (Y/N)	Previously Approved by Commission
31	MGMRI Compliance Binder	115.01(4)	<p>The MGM Resorts International (MGMRI) Compliance Binder is prepared by MGMRI Compliance, pursuant to the MGMRI Compliance Plan (Plan), and tracks all known and/or reportable matters under the Plan from inception until closure, including regulatory matters involving the gaming licensee, a qualifier, licensed employee, subsidiary or any gaming entity owned or operated by MGMRI. The Compliance Binder is a confidential, internal set of documents distributed to the Compliance Committee, Legal and other members of executive and senior management that may attend the quarterly Compliance Committee meetings. The Compliance Binder is created for internal use and is reviewed by the Compliance Committee as part of its regular duties at each quarterly meeting. It contains assessments and summaries of potential and actual regulatory violations and measures to address and continually improve regulatory compliance. The Binder is iterative and updated each quarter as matters are tracked from inception to conclusion. While some material in the Compliance Binder may be subject to the Commission’s Continuing Duty reporting regulation, 205 CMR 115.01(4), other material is not. For example, the Compliance Binder includes <u>all</u> known potential and actual regulatory violations regardless of whether the outcome may involve a fine of \$50,000 or greater. Access to the Compliance Binder will provide the Investigations and Enforcement Bureau a complete and timely picture of all known and reportable compliance matters under the Plan. Similar to the Compliance Committee notes, the confidential nature of the Compliance Binder ensures that it is prepared in the most complete manner and that compliance matters are documented openly. Matters in the Compliance Binder may not result in formal action by a regulator or other government agency. While created for internal purposes, the Compliance Binder is voluntarily distributed to each gaming regulator where MGMRI or a subsidiary is licensed [process in MA pending approval of the NDA]. The Compliance Binder is treated as confidential in all jurisdictions where it is currently submitted to gaming regulators. Public disclosure of such materials would harm the Company by placing internal, commercially sensitive information into the marketplace and would discourage voluntarily providing the Compliance Binder to regulators in the first instance. Voluntarily providing the Compliance Binder as part of the Company’s continuing duty obligations will comprehensively address many of Section 115.01(4)’s requirements such as 115.01(4)(e),(f) and (g) but will not be a substitute for reporting public matters required in other sections.</p>	Quarterly	Continuing	(N)	N/A

ADDENDUM A

This Addendum (hereinafter, “Addendum”) is incorporated by reference into the existing Nondisclosure Agreement (hereinafter, “NDA”) now in effect dated January 10, 2018, made and entered into by and between Blue Tarp reDevelopment, LLC (hereinafter, “Blue Tarp”) and the Massachusetts Gaming Commission (hereinafter, “Commission”)(collectively, the “parties”). All terms and conditions of the existing NDA shall remain in full force and effect and shall be made applicable to the information and materials identified below.

Whereas, the Commission determined at a public meeting on June 7, 2018 that the requisite legal standard has been satisfied, the request by Blue Tarp to amend the existing NDA in the manner indicated below was approved. By this Addendum, the information and materials identified below shall be effectively attached to the list contained in the existing NDA and made subject to all terms and conditions contained therein:

#	INFORMATION/MATERIAL (including any limits on non-disclosure)	AUTHORITY (205 CMR, license condition, etc.)
31	Compliance Binder. Typically updated quarterly, the binder is prepared on a corporate-wide basis by MGM Resorts International pursuant to its Compliance Plan for the corporate compliance committee members and other associated executives, and is comprised of documents containing assessments, summaries, and action items relative to potential and actual regulatory and legal issues. (Blue Tarp shall remain responsible for ensuring all information required to be submitted in accordance with 205 CMR 115.01(4) and other applicable sources be submitted under separate cover as otherwise required.).	205 CMR 115.01(d) for certain parts.

IN WITNESS WHEREOF, the parties hereto have caused this instrument to be duly executed effective June 7, 2018.

<u>BLUE TARP reDEVELOPMENT, LLC</u>	<u>MASSACHUSETTS GAMING COMMISSION</u>
By:	By:
Print name:	Print Name: Edward Bedrosian, Jr.
Title:	Title: Executive Director