



MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #254

October 25, 2018
10:00 AM

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



Massachusetts Gaming Commission



**NOTICE OF MEETING and AGENDA
October 25, 2018**

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

**Thursday, October 25, 2018
10:00 a.m.
101 Federal Street, 12th Floor
Boston, MA**

PUBLIC MEETING - #254

1. Call to order
2. Approval of Minutes
 - a. October 11, 2018 – **VOTE**
3. Administrative Update – Ed Bedrosian, Executive Director
 - a. General Update
 - b. Massachusetts Gaming Commission Fiscal Year 2018 Budget Closeout – Commissioner Zuniga - **VOTE**
4. Research and Responsible Gaming – Mark Vander Linden, Director
 - a. Springfield Baseline Public Safety and Crime Report – Christopher Bruce, Crime Analyst
5. Workforce, Supplier and Diversity Development – Jill Griffin, Director
 - a. Encore Boston Harbor Affirmative Marketing and Local Vendor Plans – **VOTE**
 - b. Veteran Business Event Update
6. Ombudsman – John Ziemba
 - a. Draft 2019 Community Mitigation Fund Applications Guidelines
 - b. Region A Local Community Mitigation Advisory Committee Appointments – **VOTE**
 - c. Legislative Filings/Priorities



Massachusetts Gaming Commission

7. Commissioner's Updates

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

I certify that on this date, this Notice was posted as "Massachusetts Gaming Commission Meeting" at www.massgaming.com and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us.

10/22/16
Date

Gayle Cameron
Gayle Cameron, Commissioner

Date Posted to Website: October 23, 2018 at 10:00 a.m.



Massachusetts Gaming Commission

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

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Massachusetts Gaming Commission Meeting Minutes

Date/Time: October 11, 2018 – 10:00 a.m.

Place: Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Present: Commissioner Enrique Zuniga
Commissioner Gayle Cameron
Commissioner Bruce Stebbins
Commissioner Eileen O'Brien

**Time entries are linked to
corresponding section in
Commission meeting video, now with
closed-captioning.**



Call to Order

See transcript page 1

[10:00 a.m.](#) Executive Director Ed Bedrosian called to order public meeting #253 of the Massachusetts Gaming Commission.

Approval of Minutes

See transcript page 1

[10:00 a.m.](#) *Commissioner Stebbins moved to approve the minutes from the September 27th Commission Meeting, subject to correction for typographical errors and other nonmaterial matters. Commissioner Stebbins noted that there was one correction needed at the 12:01 p.m. mark where the word “by” should be replaced with “in”, to correct the context of the statement. Commissioner Zuniga seconded the motion. The motion was approved 4 – 0.*

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Administrative Update

See transcript pages 1 - 2

10:12 a.m. **General Update**

Executive Director Bedrosian updated the Commission on the status of the Commission's Year-End Financial Closeout Report, as well as the Annual Report. He then made necessary adjustments to this meeting's agenda.

10:02 a.m. **Confirmation of Interim Chair**

The Commission affirmed the designation of Commissioner Gayle Cameron as the interim chair of the Commission until the Governor designates a permanent chair.

10:03 a.m. *Commissioner Zuniga moved that the Commission designate Commissioner Cameron as interim chair until a permanent chair is appointed by Governor Baker. Commissioner Stebbins seconded the motion. The motion was approved 3 – 0 with Commissioner Cameron abstaining.*

Workforce, Supplier and Diversity Development

See transcript pages 2 – 5

10:04 a.m. **Encore Boston Harbor Vendor Plan Comment Period**

Jill Griffin, Director of Workforce, Supplier and Diversity Development presented a memo for the Commission's review regarding the Encore Boston Harbor – Affirmative Action Program for Equal Opportunity / Plan to Identify Local Vendors for Goods and Services. It was noted that it is posted for the public to comment. Encore Boston Harbor representatives will present the plan to the Commission for approval on Thursday, October 26, 2018.

10:12 a.m. **Workforce Update**

Jill Griffin, Director of the Workforce, Supplier and Diversity Development Division reported that on the previous day, she and colleagues attended the Access and Opportunity Committee meeting. This was MGM Springfield's last meeting to present their final diversity statistics regarding both workforce and supplier diversity. She stated that MGM had surpassed all of its goals for workforce, supplier diversity. Director Griffin went on to report other workforce statistics for MGM.

Research and Responsible Gaming

See transcript pages 5 - 19

10:21 a.m. **Two-Year Real Estate Impact Report**

The Commission reviewed a slide presentation, introduced by Mark Vander Linden, Director of Research and Responsible Gaming, from UMass Amherst and the Donahue Institute covering the real estate impacts of the Plainridge Park Casino on the region. This was the first follow-up report since the

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implementation of the study. Dr. Henry Rensky, PhD, UMass Amherst reported the main study areas and the team's findings that were contained in the report.

11:20 a.m. **Gaming Research Update**

Director Mark Vander Linden provided the Commission with an update on the status of the Research and Responsible Gaming Division's research. The Commission reviewed a memo which outlined current reports, studies, data, and research deliverables added for fiscal year 2019.

Director Vander Linden and Rachel Volberg, PhD, UMass Amherst reviewed fact sheets with the Commission that they developed. They reported the status of the Massachusetts Gambling Impact Cohort study (MAGIC), as well as the status of Social and Economic Impacts of Gambling in Massachusetts study (SEIGMA).

Commissioner's Updates

See transcript pages 19 – 23

11:34 p.m. Commissioner Stebbins echoed the sentiments made by Director Jill Griffin regarding the Access and Opportunity Committee meeting. He added that it was gratifying to see the results, as well as the positive attitude of the tradespeople and, contractors. He also expressed kudos to the team at MGM.

11:35 a.m. *Having no further business, a motion to adjourn was made by Commissioner Cameron. Commissioner Zuniga seconded the motion. The motion passed unanimously.*

List of Documents and Other Items Used

1. Notice of Meeting and Agenda, dated October 11, 2018
2. Meeting Minutes Draft, dated September 27, 2018
3. SEIGMA Real Estate Impacts of the Plainridge Park Casino – slide presentation
4. SEIGMA Real Estate Impacts of the Plainridge Park Casino on Plainville and Surrounding Communities- slide presentation
5. SEIGMA MAGIC Fact Sheets
6. Gaming Research Update Memo, dated October 11, 2018
7. Encore Boston Harbor Vendor Plan Memo dated October 4, 2018
8. Encore Boston Harbor Supplier diversity and Local Vendor Plan Letter dated September 21, 2018
9. Initial Impacts of the Plainridge Park Casino (PPC) PowerPoint Presentation
10. Gaming Research Update Memo dated October 11, 2018

/s/ Catherine Blue
Assistant Secretary

MASSACHUSETTS GAMING COMMISSION

MEMORANDUM

To: Interim Chairwoman Cameron and Commissioners, O'Brien, Stebbins and Zuniga
From: Derek Lennon, Chief Financial and Accounting Officer
Date: 10/25/2018
Re: Fiscal Year 2018 (FY18) Budget Closeout

Summary:

The Massachusetts Gaming Commission approved a FY18 budget for the Gaming Control Fund of \$29.15M which required an initial assessment of \$24.45M on licensees. After three quarters of adjustments, and increases for hiring related to the opening for MGM, the MGC's revised final budget was \$30.96M and the revenue projections were \$30.36M, which included a \$24.52M assessment on licensees. The Commission was relying on at least \$600K in reversions to bridge the gap between anticipated spending and anticipated revenues.

Actual spending for FY18 in the gaming control fund was \$29.59M and revenues (after balancing forward \$2.6M of FY19 slot fees received in FY18) were \$30.54M. The result is a \$947K excess of revenue in FY18, which will be a credit towards the FY19 assessment on licensees.

FY18 Closeout:

Gaming Control Fund 1050-0001

The Massachusetts Gaming Commission FY18 approved budget for the Gaming Control Fund was 30.96M. The budget was composed of the following areas:

- \$20.48M for gaming regulatory costs;
- \$1.65M assessment from the Commonwealth indirect costs;
- \$3.7M assessment for the Office of the Attorney General's (AGO) gaming operations inclusive of Massachusetts State Police (MSP) assigned to the AGO;
- \$5.05M assessment for the research and responsible gaming agenda inclusive of DPH costs which will be funded from the Public Health Trust Fund in future years; and,
- \$75K for the Alcohol and Beverage Control Commission (ABCC)

FY18 Final Spending:

The Gaming Control Fund spending for FY18 was \$29.59M, which was \$1.36M less than the approved spending level. MGC Regulatory costs underspent by \$1.02M, Indirect spending was \$69K less than budgeted, Office of the Attorney General underspent by \$309.4K,

Research and Responsible Gaming underspent its budget by \$177.8K, and ABCC overspent its budget by \$206.3K. The chart below shows final spending and variance to budgeted amount by budget areas of the Gaming Control Fund, as well as brief explanations for large discrepancies.

10500001--Gaming Control Fund	Budget	Spending	Variance (Budget- Spending)	% Variand	Explanation
MGC Regulatory Cost					
AA REGULAR EMPLOYEE COMPENSATION	\$ 6,148,831.97	\$ 5,853,402.60	\$ 295,429.37	5%	Delays in hiring and backfilling IEB
BB REGULAR EMPLOYEE RELATED EXPEN	\$ 78,400.00	\$ 67,613.54	\$ 10,786.46	14%	
CC SPECIAL EMPLOYEES	\$ 43,250.00	\$ 25,927.50	\$ 17,322.50	40%	
DD PENSION & INSURANCE RELATED EX	\$ 2,274,415.41	\$ 2,085,374.05	\$ 189,041.36	8%	Fringe on delayed hires
EE ADMINISTRATIVE EXPENSES	\$ 661,723.64	\$ 406,046.74	\$ 255,676.90	39%	
FF PROGRAM, FACILITY, OPERATIONAL SUPPLIES	\$ -	\$ 1,679.74	\$ (1,679.74)		
GG ENERGY COSTS AND SPACE RENTAL	\$ 1,247,229.38	\$ 1,282,797.72	\$ (35,568.34)	-3%	
HH CONSULTANT SVCS (TO DEPTS)	\$ 1,382,756.00	\$ 1,950,892.95	\$ (568,136.95)	-41%	Additional Legal Bills
JJ OPERATIONAL SERVICES	\$ 4,591,189.01	\$ 3,825,125.97	\$ 766,063.04	17%	Underspending in State Police chargebacks.
KK Equipment Purchase	\$ 78,444.00	\$ 20,867.52	\$ 57,576.48	73%	Delay in purchasing additional fingerprint machines
LL EQUIPMENT LEASE-MAINTAIN/REPAR	\$ 32,106.80	\$ 26,952.19	\$ 5,154.61	16%	
NN NON-MAJOR FACILITY MAINTENANCE REPAIR	\$ 1,500.00	\$ 1,363.14	\$ 136.86	9%	
PP STATE AID/POL SUB/OSD	\$ 114,244.00	\$ 144,263.36	\$ (30,019.36)	-26%	
TT PAYMENTS & REFUNDS	\$ 50,000.00	\$ -	\$ 50,000.00	100%	
UU IT Non-Payroll Expenses	\$ 3,776,876.68	\$ 3,772,467.48	\$ 4,409.20	0%	
MGC Regulatory Cost Subtotal:	\$20,480,966.89	\$ 19,464,774.50	\$ 1,016,192.39	5%	
EE--Indirect Costs	\$ 1,648,870.20	\$ 1,579,832.03	\$ 69,038.17	4%	
Office of Attorney General					
ISA to AGO	\$ 2,633,904.66	\$ 2,386,077.26	\$ 247,827.40		Combined underspending of \$156K due to delay of the planned construction project
TT Reimbursement for AGO 0810-1024	\$ -	\$ 91,694.27	\$ (91,694.27)		
AGO State Police	\$ 1,068,416.98	\$ 915,149.33	\$ 153,267.65	14%	Underspending of MSP straight time
Office of Attorney General Subtotal:	\$ 3,702,321.64	\$ 3,392,920.86	\$ 309,400.78	8%	
Research and Responsible Gaming/Public Health Trust Fund					
AA REGULAR EMPLOYEE COMPENSATION	\$ 205,317.50	\$ 206,689.71	\$ (1,372.21)	-1%	
BB REGULAR EMPLOYEE RELATED EXPEN	\$ 6,000.00	\$ 5,433.48	\$ 566.52	9%	
CC SPECIAL EMPLOYEES	\$ -	\$ -	\$ -		
DD PENSION & INSURANCE RELATED EX	\$ 74,591.84	\$ 74,028.85	\$ 562.99	1%	
EE ADMINISTRATIVE EXPENSES	\$ 8,000.00	\$ 9,598.10	\$ (1,598.10)	-20%	
FF PROGRAMMATIC FACILITY OPERATONAL SUPPLIES	\$ 500.00	\$ 33.95	\$ 466.05	93%	
HH CONSULTANT SVCS (TO DEPTS)	\$ 1,444,351.50	\$ 1,478,104.08	\$ (33,752.58)	-2%	
JJ OPERATIONAL SERVICES	\$ -	\$ 11,265.63	\$ (11,265.63)		
MM PURCHASED CLIENT/PROGRAM SVCS	\$ 25,000.00	\$ -	\$ 25,000.00	100%	This cost was carried in the HH object class
PP STATE AID/POL SUB	\$ 2,074,723.00	\$ 2,007,939.61	\$ 66,783.39	3%	Underspending of research agenda.
UU IT Non-Payroll Expenses	\$ 75,000.00	\$ 11,080.00	\$ 63,920.00	85%	
ISA to DPH	\$ 1,140,197.00	\$ 1,071,694.06	\$ 68,502.94	6%	
Research and Responsible Gaming/Public Health Trust Fund Subtotal:	\$ 5,053,680.84	\$ 4,875,867.47	\$ 177,813.37	4%	
ISA to ABCC	\$ 75,000.00	\$ 281,331.18	\$ (206,331.18)	-275%	
Gaming Control Fund Total Costs	\$ 30,960,839.57	\$ 29,594,726.04	\$ 1,366,113.53	4%	

Final FY18 Revenue:

The Commission’s revenue is generated from a daily fee for slot machines, licensing revenues, and an assessment on licensees. Revenue projections for FY18 were \$30.36M. After balancing forward \$2.65M in FY19 slot fees that were received in FY18, the Gaming Control Fund final revenues were \$30.54M, which was \$174.6K higher than projections.

Assessment on Licensees:

205 CMR 121.00 describes how the commission shall assess its operational costs on casino licensees including any increases or decreases that are the result of over or under spending. 205 CMR 121.05 paragraph (2) specifically states:

“(2) In the event that actual revenues exceed actual costs for a given fiscal year, the commission, in its sole discretion may either return any excess revenue (Excess Assessment) in the same manner in which Excess Assessment was assessed or the commission may credit such Excess Assessment to the Annual Assessment due for the next fiscal year..”

The impact of final spending in the Gaming Control Fund of \$29.59M and final revenue of \$30.54M resulted in a \$947.3K excess assessment to licensees. The surplus FY18 revenue will be credited to the FY19 assessment on licensees. A chart of the credit to each licensee is below:

Licensee	Slots	Table Games	Table Gaming Positions*	Total Gaming Positions*	Percentage of Gaming Positions	Credit to FY19 Assessment
MGM	3,000	100	600	3,600	38.99%	\$369,376.14
Wynn	3,242	168	1,008	4,250	46.03%	\$436,070.37
Penn	1,250	-	-	1,383	14.98%	\$141,914.71
	7,492	268	1,608	9,233	100.00%	\$947,361.22

Appendix A to this document is the budget to actual spending and revenue for The Gaming Control Fund for FY18.

Conclusion:

After the third quarterly update for FY18, the Gaming Control fund was carrying a \$600K deficit. The Gaming Control Fund final spending for FY18 was \$29.59M, which was \$1.36M less than the approved spending level. FY18, Gaming Control Fund final revenue was \$30.54M, which was \$174.6K higher than projections. The net impact of the \$600K deficit of projected spending to projected revenue, the \$1.36M underspending, and the \$174.6K additional revenues resulted in a \$947.3K FY18 surplus in the Gaming Control Fund. The surplus will be credited to licensees’ FY19 assessments.

Attachment
Appendix A: Final FY18 Spending and Revenue

2018		Budget Projections				Actuals To Date		% BFY
10500001--Gaming Control Fund	Initial Projection	FY18 Balance Forward	Approved Adjustments	Proposed Adjustments	Current Budget (Initial+Apvd Adjmts)	Total	%Spent	Passed
MGC Regulatory Cost								
AA REGULAR EMPLOYEE COMPENSATION	\$ 5,950,131.49		\$ 198,700.48	\$ -	\$ 6,148,831.97	\$ 5,853,402.60	95%	100%
BB REGULAR EMPLOYEE RELATED EXPEN	\$ 78,400.00		\$ -	\$ -	\$ 78,400.00	\$ 67,613.54	86%	100%
CC SPECIAL EMPLOYEES	\$ -		\$ 43,250.00	\$ -	\$ 43,250.00	\$ 25,927.50	60%	100%
DD PENSION & INSURANCE RELATED EX	\$ 2,208,049.76		\$ 66,365.65	\$ -	\$ 2,274,415.41	\$ 2,085,374.05	92%	100%
EE ADMINISTRATIVE EXPENSES	\$ 647,723.64		\$ 14,000.00	\$ -	\$ 661,723.64	\$ 406,046.74	61%	100%
FF PROGRAM, FACILITY, OPERATIONAL SUPPLIES	\$ -		\$ -	\$ -	\$ -	\$ 1,679.74	#DIV/0!	100%
GG ENERGY COSTS AND SPACE RENTAL	\$ 1,247,229.38		\$ -	\$ -	\$ 1,247,229.38	\$ 1,282,797.72	103%	100%
HH CONSULTANT SVCS (TO DEPTS)	\$ 727,000.00		\$ 655,756.00	\$ -	\$ 1,382,756.00	\$ 1,950,892.95	141%	100%
JJ OPERATIONAL SERVICES	\$ 3,847,785.01		\$ 743,404.00	\$ -	\$ 4,591,189.01	\$ 3,825,125.97	83%	100%
KK Equipment Purchase	\$ 78,444.00		\$ -	\$ -	\$ 78,444.00	\$ 20,867.52	27%	100%
LL EQUIPMENT LEASE-MAINTAIN/REPAR	\$ 32,106.80		\$ -	\$ -	\$ 32,106.80	\$ 26,952.19	84%	100%
NN NON-MAJOR FACILITY MAINTENANCE REPAIR	\$ 1,000.00		\$ 500.00	\$ -	\$ 1,500.00	\$ 1,363.14	91%	100%
PP STATE AID/POL SUB/OSD	\$ 150,000.00		\$ (35,756.00)	\$ -	\$ 114,244.00	\$ 144,263.36	126%	100%
TT PAYMENTS & REFUNDS	\$ 175,000.00		\$ (125,000.00)	\$ -	\$ 50,000.00	\$ -		100%
UU IT Non-Payroll Expenses	\$ 3,616,713.68		\$ 160,163.00	\$ -	\$ 3,776,876.68	\$ 3,772,467.48	100%	100%
MGC Regulatory Cost Subtotal:	\$ 18,759,583.76	\$ -	\$ 1,721,383.13	\$ -	\$ 20,480,966.89	\$ 19,464,774.50	95%	100%
EE--Indirect Costs	\$ 1,659,949.80	\$ -	\$ (5,800.00)	\$ -	\$ 1,648,870.20	\$ 1,579,832.03	96%	100%
Office of Attorney General								
ISA to AGO	\$ 2,600,000.00		\$ 33,904.66	\$ -	\$ 2,633,904.66	\$ 2,386,077.26	91%	100%
TT Reimbursement for AGO 0810-1024					\$ -	\$ 91,694.27		100%
AGO State Police	\$ 1,068,416.98				\$ 1,068,416.98	\$ 915,149.33	86%	100%
Office of Attorney General Subtotal:	\$ 3,668,416.98	\$ -	\$ 33,904.66	\$ -	\$ 3,702,321.64	\$ 3,392,920.86	92%	100%
Research and Responsible Gaming/Public Health Trust Fund								
AA REGULAR EMPLOYEE COMPENSATION	\$ 205,317.50		\$ -	\$ -	\$ 205,317.50	206,689.71	101%	100%
BB REGULAR EMPLOYEE RELATED EXPEN	\$ 6,000.00		\$ -	\$ -	\$ 6,000.00	5,433.48	91%	100%
CC SPECIAL EMPLOYEES	\$ -		\$ -	\$ -	\$ -	-		100%
DD PENSION & INSURANCE RELATED EX	\$ 74,591.84		\$ -	\$ -	\$ 74,591.84	74,028.85	99%	100%
EE ADMINISTRATIVE EXPENSES	\$ 8,000.00		\$ -	\$ -	\$ 8,000.00	9,598.10	120%	100%
FF PROGRAMMATIC FACILITY OPERATIONAL SUPPLIES	\$ 500.00		\$ -	\$ -	\$ 500.00	33.95	7%	100%
HH CONSULTANT SVCS (TO DEPTS)	\$ 1,380,000.00		\$ 64,351.50	\$ -	\$ 1,444,351.50	1,478,104.08	102%	100%
JJ OPERATIONAL SERVICES	\$ -		\$ -	\$ -	\$ -	11,265.63	#DIV/0!	100%
MM PURCHASED CLIENT/PROGRAM SVCS	\$ 25,000.00		\$ -	\$ -	\$ 25,000.00	-	0%	100%
PP STATE AID/POL SUB	\$ 2,075,000.00		\$ (277.00)	\$ -	\$ 2,074,723.00	\$ 2,007,939.61	97%	100%
UU IT Non-Payroll Expenses	\$ 75,000.00		\$ -	\$ -	\$ 75,000.00	\$ 11,080.00	15%	100%
ISA to DPH	\$ 1,140,197.00		\$ -	\$ -	\$ 1,140,197.00	\$ 1,071,694.06	94%	100%
Research and Responsible Gaming/Public Health Trust Fund Subtotal:	\$ 4,989,606.34	\$ -	\$ 64,074.50	\$ -	\$ 5,053,680.84	\$ 4,875,867.47	96%	100%
ISA to ABCC	\$ 75,000.00				\$ 75,000.00	\$ 281,331.18	375%	100%
Gaming Control Fund Total Costs	\$ 29,152,556.88	\$ -	\$ 1,813,562.29	\$ -	\$ 30,960,839.57	\$ 29,594,726.04	96%	100%

		Revenue Projections				Actuals Total	
Revenues	Initial Projection	Approved Adjustments	Proposed Adjustments	Current Budget (Initial+Apvd Adjmts)	Actuals Total		
Gaming Control Fund Beginning Balance 0500	\$ -	\$ 879,065.67	\$ -	\$ 879,065.67	\$ 879,065.67		
Phase 1 Collections (restricted) 0500	\$ -	\$ 121,806.21	\$ -	\$ 121,806.21	\$ 142,966.46		
Phase 1 Refunds 0500	\$ -	\$ -	\$ -	\$ -	\$ -		
Phase 2 Category 1 Collections (restricted) 0500	\$ -	\$ 4,559.10	\$ -	\$ 4,559.10	\$ 4,559.10		
Region C Phase 1 Investigation Collections 0500	\$ -	\$ -	\$ -	\$ -	\$ -		
Region C Phase 2 Category 1 Collections 0500	\$ -	\$ -	\$ -	\$ -	\$ -		
Grant Collections (restricted) 0500	\$ -	\$ -	\$ -	\$ -	\$ -		
Region A slot Machine Fee 0500	\$ 1,945,200.00	\$ -	\$ -	\$ 1,945,200.00	\$ 1,945,200.00		
Region B Slot Machine Fee 0500	\$ 1,800,000.00	\$ -	\$ -	\$ 1,800,000.00	\$ 1,800,000.00		
Slots Parlor Slot Machine Fee 0500	\$ 750,000.00	\$ -	\$ -	\$ 750,000.00	\$ 750,000.00		
Gaming Employee License Fees (GEL) 3000	\$ 30,000.00	\$ -	\$ -	\$ 30,000.00	\$ 98,140.00		
Key Gaming Executive (GKE) 3000	\$ 35,000.00	\$ -	\$ -	\$ 35,000.00	\$ 8,700.00		
Key Gaming Employee (GKS) 3000	\$ 20,000.00	\$ -	\$ -	\$ 20,000.00	\$ 26,225.00		
Non-Gaming Vendor (NGV) 3000	\$ 30,000.00	\$ -	\$ -	\$ 30,000.00	\$ 42,100.00		
Vendor Gaming Primary (VGP) 3000	\$ 45,000.00	\$ 90,000.00	\$ -	\$ 135,000.00	\$ 209,986.00		
Vendor Gaming Secondary (VGS) 3000	\$ 40,000.00	\$ -	\$ -	\$ 40,000.00	\$ 5,000.00		
Gaming School License (GSB)	\$ -	\$ -	\$ -	\$ -	\$ 100.00		
Gaming Service Employee License (SER) 3000	\$ -	\$ 5,400.00	\$ -	\$ 5,400.00	\$ 13,425.00		
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	\$ 24,457,356.87	\$ 61,039.81	\$ -	\$ 24,518,396.68	\$ 24,518,396.68		
Misc/Bank Interest 0500	\$ -	\$ 52,981.70	\$ -	\$ 52,981.70	\$ 98,223.35		
FY19 Slot Assessments Received in FY18	\$ -	\$ -	\$ -	\$ -	\$ 2,695,200.00		
Grand Total	\$ 29,152,556.87	\$ 1,214,852.49	\$ -	\$ 30,367,409.36	\$ 33,237,287.26		
FY19 Slots Fees Received in FY18					\$ (2,695,200.00)		
FY18 Actual Revenue					\$ 30,542,087.26		
FY18 Actual Fund Balance (Spending - Revenue--to be credited to FY19 assessment)					\$ 947,361.22		

Assessing the Impact of Gambling on Public Safety in Massachusetts

THE PRESENT AND FUTURE OF THE
MGM SPRINGFIELD AREA

Christopher W. Bruce

Crime analysis consultant



Today's agenda

Purpose and scope of this report

Methodology

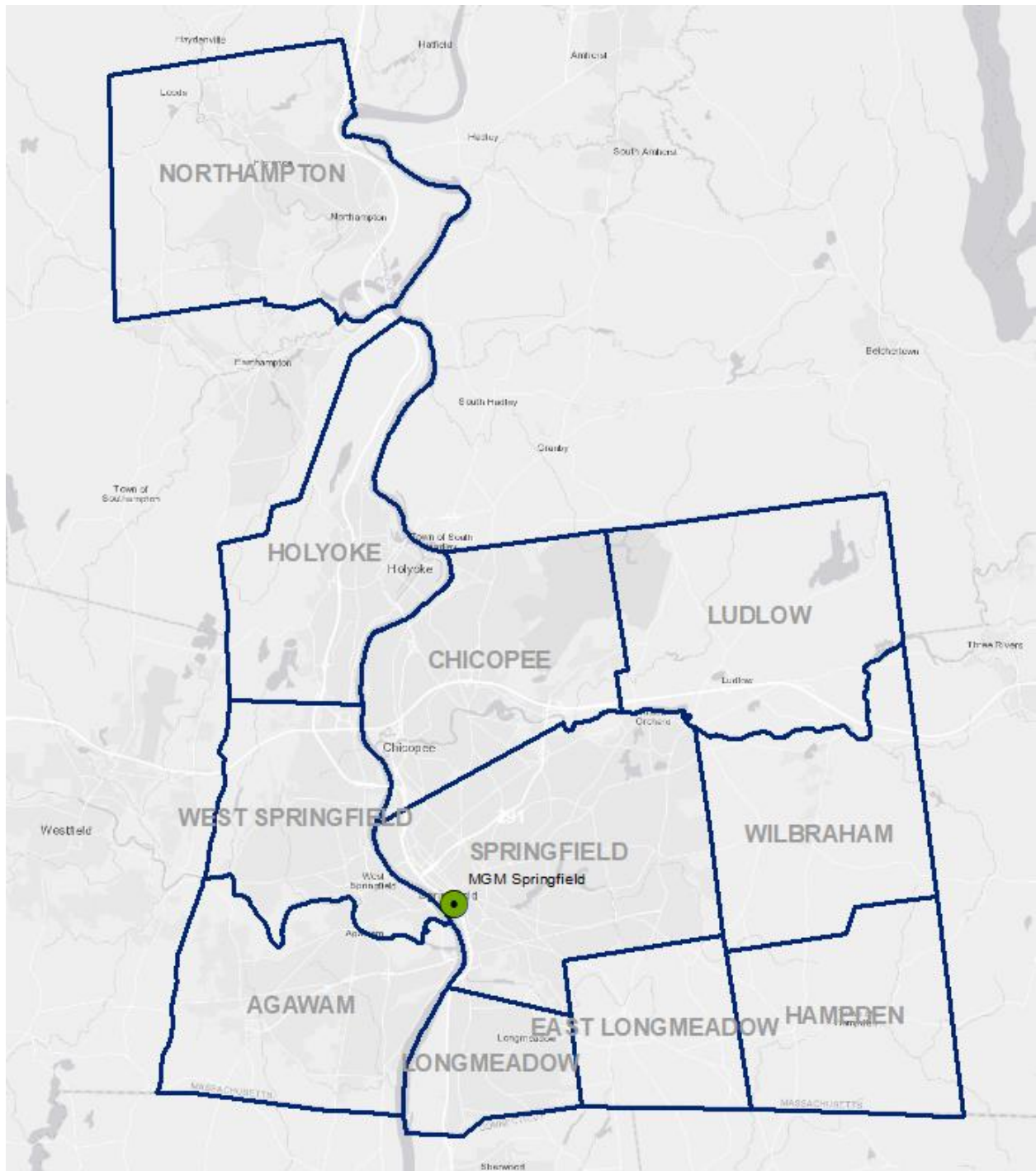
The baseline dataset

Interpreting the baseline statistics

Historic crime statistics and trends

Matters of geography

Future plan



NORTHAMPTON

HOLYOKE

LUDLOW

CHICOPEE

WEST SPRINGFIELD

SPRINGFIELD

WILBRAHAM

AGAWAM

EAST LONGMEADOW

HAMPDEN

LONGMEADOW

MGM Springfield

**Asses
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first six
Casino*

**Assessing the Impact of Gambling on Public
Safety in Massachusetts Cities and Towns**

*Analysis of changes in police data after the
first year of operation at Plainridge Park
Casino*

Christopher W. Bruce

Consultant to the Massachusetts Gaming Commission

December 12, 2016

v. 1.1

Methodology

Established an ODBC connection to each agency's IMC RMS/CAD

Copied database to local computers to extract data (**no PII**)

Copied database back to my computer

Merged all agencies' datasets into common "master" database

Translated calls for service to common code library

Deconflicted IMC arrests/offenses/warrants

Used master to generate statistics and maps

Future updates will have to occur on-location at each agency

File Home Create External Data Database Tools Help Fields Table Tell me what you want to do

Calibri 11

All Access Objects

Search...

Tables

- LibAddresses
- LibCADTypes
- LibCollisionEvents
- LibIBRConversion
- NotFac
- RightAround
- Temp
- ArrestsMaster
- CADIncTypeConversion
- CADMaster**
- CollisionsMaster
- FinalIncPool
- IncidentsMaster
- LibAgencies
- OffensesMaster

GR

Queries

- CallCrosstab
- ColAldInvCrosstab
- CollisionCrosstab
- CrimeCrosstab
- Query4
- Query6
- CallCheck
- Crashes
- Crime
- ImArea
- Pawn
- Query1
- Query2

CallNum	Agency	CallIDT	IncType	ReasonText	PoliceYN	FireYN	EMSYN	StreetNum	StreetName	Streetsuf	Location	ReportingTy	Address
01-9633	HO	03/10/2110 17:45:00	Armed Theft	LARCENY	Y	N	N	2	MALL RING	RD		P	2 MALL RING RD
13-87236	SP	07/01/2072 06:23:00	Domestic Dispi	DOMESTIC DIST	Y	N	N	72	HILLTOP	ST			72 HILLTOP ST
03-3253	EL	04/20/2065 01:22:00	General Service	ASSISTANCE-T	Y	N	N	65	COOLEY	AVE	TANNEN, ALICI		65 COOLEY AVE
18-46187	SP	03/03/2029 19:04:00	911 Hangup or	911 HANG UP	Y	N	N	2988	MAIN	ST	1ST FLOOR		2988 MAIN ST
15-198337	SP	12/18/2020 11:17:00	Disorderly	DISTURBANCE Y	Y	N	N	489	STATE	ST	BURGER KING #		489 STATE ST
14-165100	SP	11/19/2020 08:12:00	Medical	ASSIST AMBUL	Y	N	N	25	POMONA	ST	FLR E911		25 POMONA ST
16-167247	SP	09/13/2020 00:16:00	Suspicious Acti	SUSPICIOUS PE	Y	N	N	492	LIBERTY	ST			492 LIBERTY ST
11-121787	SP	08/26/2020 00:28:00	Suspicious Acti	SUSPICIOUS PE	Y	N	N		NAVAJO	RD			NAVAJO RD
13-107109	SP	08/07/2020 14:33:00	Suspicious Acti	SUSPICIOUS AC	Y	N	N	1277	LIBERTY	ST			1277 LIBERTY ST
13-107018	SP	08/07/2020 10:27:00	Suspicious Acti	SUSPICIOUS AC	Y	N	N	123	CHESTNUT	ST			123 CHESTNUT
17-156216	SP	07/22/2020 22:00:00	Domestic Dispi	DOMESTIC DIST	Y	N	N	46	RINGGOLD	ST	NW SECTOR		46 RINGGOLD S
17-152305	SP	07/18/2020 06:03:00	Well-Being Ch	WELL BEING CH	Y	N	N	78	FRONT	ST			78 FRONT ST
10-90204	SP	07/03/2020 03:48:00	Weapons	GUN CALL	Y	N	N	1229	PARKER	ST			1229 PARKER S
12-86569	SP	06/30/2020 20:02:00	Medical	ASSIST AMBUL	Y	N	N		MAIN	ST			MAIN ST
10-86649	SP	06/26/2020 16:39:00	Medical	ASSIST AMBUL	Y	N	N	133	MASSACHUSET	AVE			133 MASSACHU
13-77111	SP	06/12/2020 10:44:00	Traffic Enforce	TRAFFIC CONTI	Y	N	N		EAST COLUMBL	AVE	BOLAND WY		EAST COLUMBL
13-59995	SP	05/10/2020 09:09:00	Traffic Collision	ACCIDENT WITI	Y	N	N		OAKLAND	ST			OAKLAND ST
16-76365	SP	05/09/2020 08:43:00	Burglary	REPORT ON BR	Y	N	N	19	SAAB	CT	CMCS APT 206		19 SAAB CT
12-58404	SP	05/04/2020 23:41:00	Disorderly	UNNECESSARY	Y	N	N	29	SPRING	ST			29 SPRING ST
16-6640	AG	04/25/2020 13:39:00	Administrative	Patrol Informa	Y	N	N	59	S WESTFIELD	ST			59 S WESTFIELD
15-52390	SP	04/11/2020 17:27:00	Fire	FIRE, BRUSH	Y	N	N	309	SUMNER	AVE			309 SUMNER A
17-74184	SP	04/10/2020 05:52:00	Medical	ASSIST AMBUL	Y	N	N	66	FOSTER	ST			66 FOSTER ST
17-67320	SP	04/01/2020 01:46:00	Suspicious Acti	SUSPICIOUS MI	Y	N	N	117	WINTON	ST			117 WINTON S
18-31917	SP	02/12/2020 22:26:00	Disorderly	UNNECESSARY	Y	N	N	107	KENSINGTON	AVE			107 KENSINGTC
12-19082	SP	02/11/2020 13:57:00	Assault	REPORT ON SIM	Y	N	N	17	WOODSIDE	TER			17 WOODSIDE
13-18019	SP	02/09/2020 21:49:00	All Other	UNKNOWN TR	Y	N	N	1037	ST JAMES	AVE			1037 ST JAMES
17-30081	SP	02/09/2020 15:41:00	Weapons	Knife Incident	Y	N	N	105	MALDEN	ST	FLR 1		105 MALDEN ST
18-24360	SP	02/02/2020 12:48:00	Traffic Collision	PROPERTY DAM	Y	N	N	11	TAPLEY	ST	IRVING GAS ST.		11 TAPLEY ST
18-4733	SP	01/07/2020 14:40:00	Well-Being Ch	WELL BEING CH	Y	N	N	17	SAAB	CT	E SECTOR		17 SAAB CT
18-64632	SP	03/29/2018 11:59:00	Burglary	BREAKING & EN	Y	N	N	56	DEARBORN	ST			56 DEARBORN :
18-64629	SP	03/29/2018 11:54:00	Burglary	BREAKING & EN	Y	N	N	56	DEARBORN	ST	ABANDON HOU		56 DEARBORN :
18-64628	SP	03/29/2018 11:54:00	Auto Theft	REPORT ON ST	Y	N	N	33	FRESNO	ST			33 FRESNO ST
18-64624	SP	03/29/2018 11:48:00	Crime Enforcer	DIRECTIVE PAT	Y	N	N	77	KNOX	ST		P	77 KNOX ST
18-64626	SP	03/29/2018 11:48:00	Disorderly	DISTURBANCE Y	Y	N	N	86	WEST ALVORD	ST			86 WEST ALVOI
18-64625	SP	03/29/2018 11:48:00	Warrant Servic	WARRANT SER	Y	N	N	1360	ALLEN	ST	GOLD TRADER	P	1360 ALLEN ST
18-64622	SP	03/29/2018 11:45:00	Vehicle Stop	TRAFFIC STOP	Y	N	N		CHESTNUT	ST		P	CHESTNUT ST
18-64623	SP	03/29/2018 11:44:00	Medical	ASSIST AMBUL	Y	N	N	910	CAREW	ST			910 CAREW ST

Record: 14 of 3116235 No Filter Search

Dataset figures

11 agencies

Total population of 410,424 (2016)

Total area of 250.3 square miles

103,822 arrests

353,866 non-arrest incidents

3,116,235 calls for service

89,412 traffic collisions

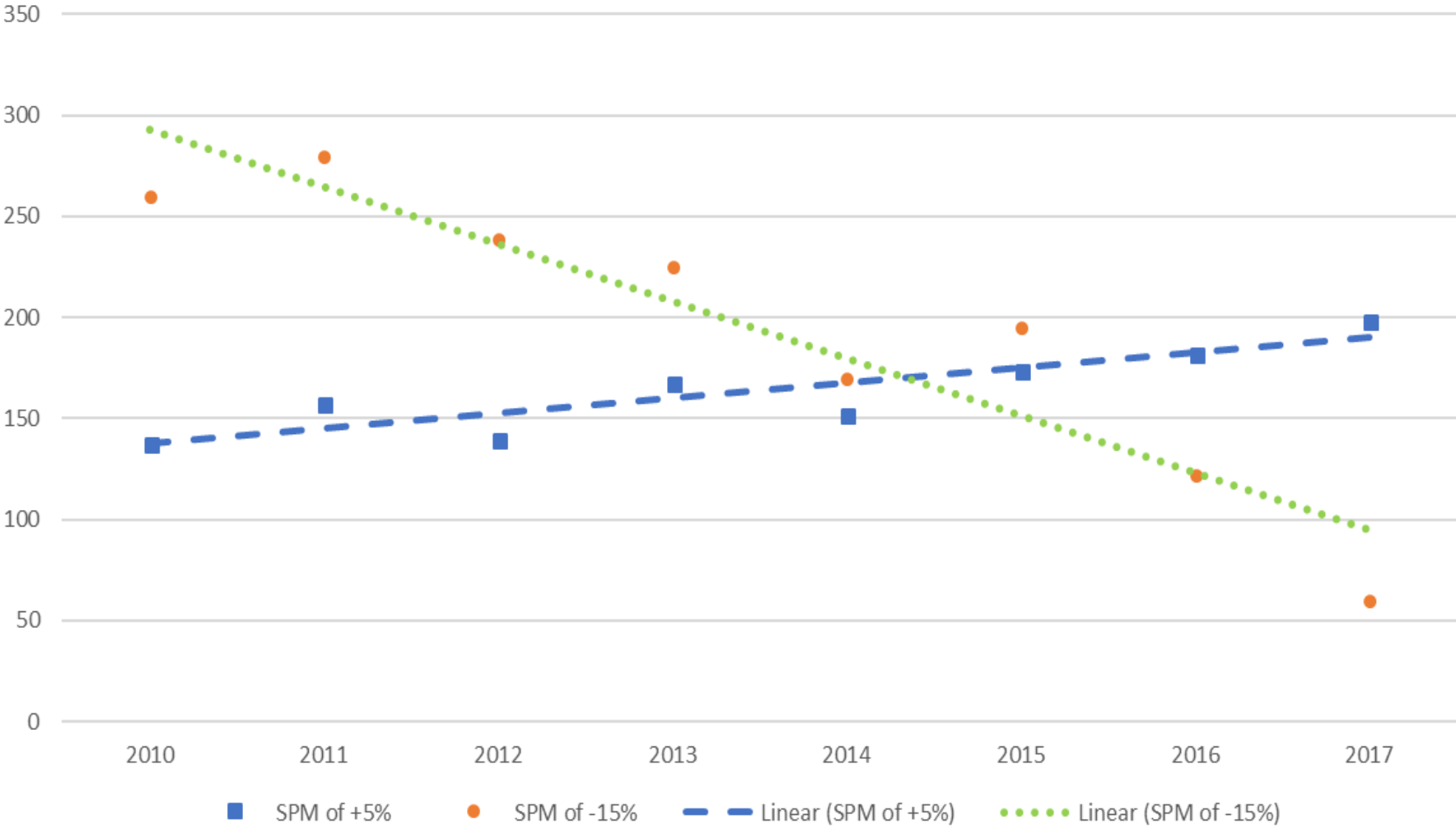
187,618 unique addresses (90% geocoded)

Interpreting Statistics

Average, Standard Deviation, Coefficient of Variation (c.v.), SPM

Category	2017	Avg.	St. Dev.	C.V.	SPM
Robbery	574	724.1	67.26	0.09	-2.61%
Burglary	2230	3348.6	694.09	0.21	-9.18%
Thefts from Vehicles	1442	1650.4	275.32	0.17	-6.82%
Auto Theft	865	1041.9	150.07	0.14	-6.21%
Traffic Complaints	4789	4272.5	427.40	0.10	+3.31%
Vagrancy	575	416.9	79.38	0.19	+5.39%
Traffic Collisions	12801	11348.3	820.50	0.07	+2.07%

Trendlines with SPMs of +5% and -15%



Overall 7-year averages

City	Violent	Property	Total	Crashes
Springfield	4383.6	8287.6	15240.1	4330.6
Agawam	112.0	448.9	679.9	529.8
Chicopee	773.6	2039.8	3258.9	1623.1
East Longmeadow	71.4	425.4	635.1	540.1
Hampden	7.5	78.8	111.0	67.4
Holyoke	1044.8	2779.9	4692.4	1666.9
Longmeadow	21.5	272.3	338.5	386.5
Ludlow	67.0	433.8	601.8	540.1
Northampton	23.0	552.3	1686.1	596.1
West Springfield	374.5	1629.9	2257.5	705.3
Wilbraham	42.8	256.8	416.5	342.1

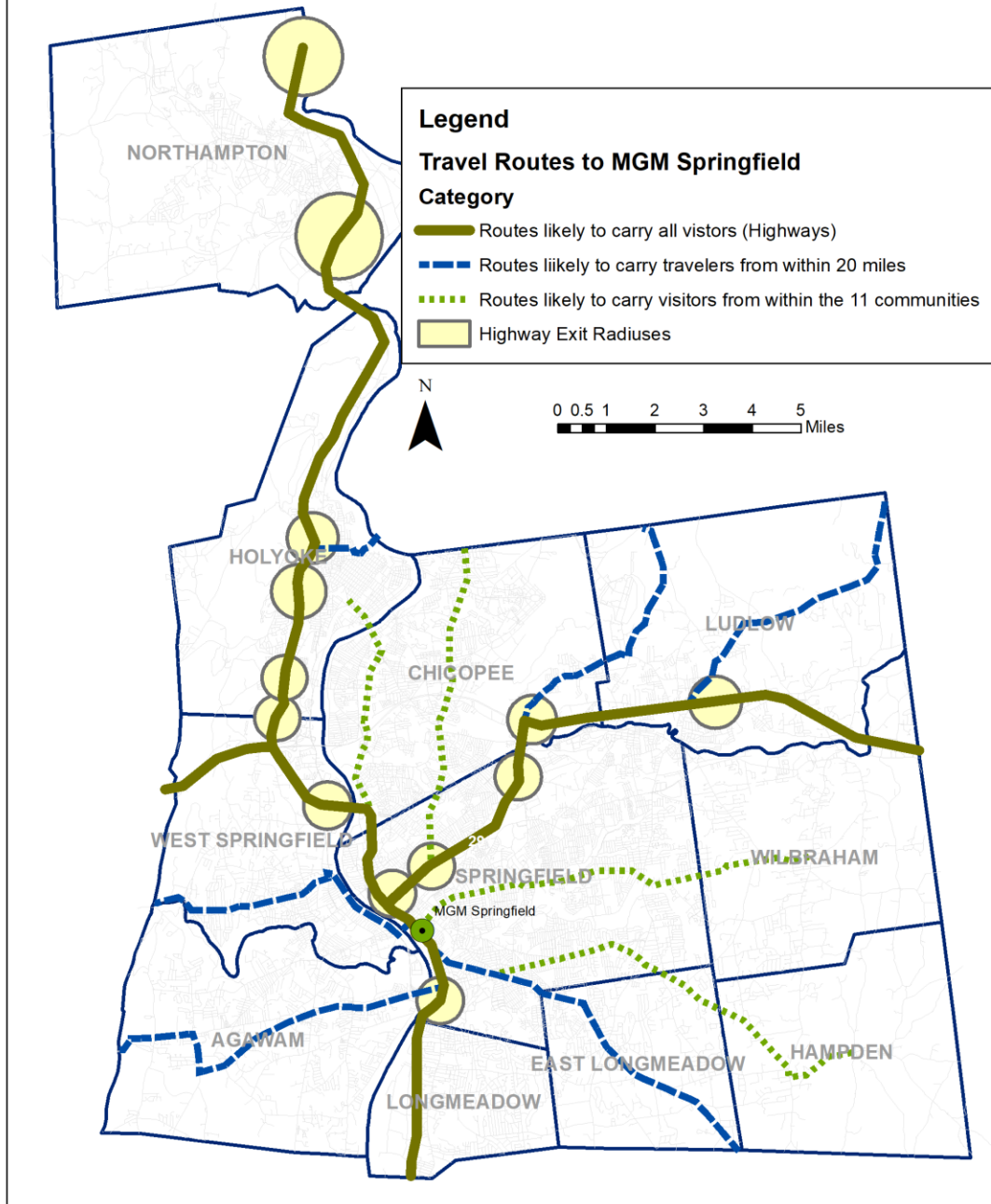


Crashes on state roads

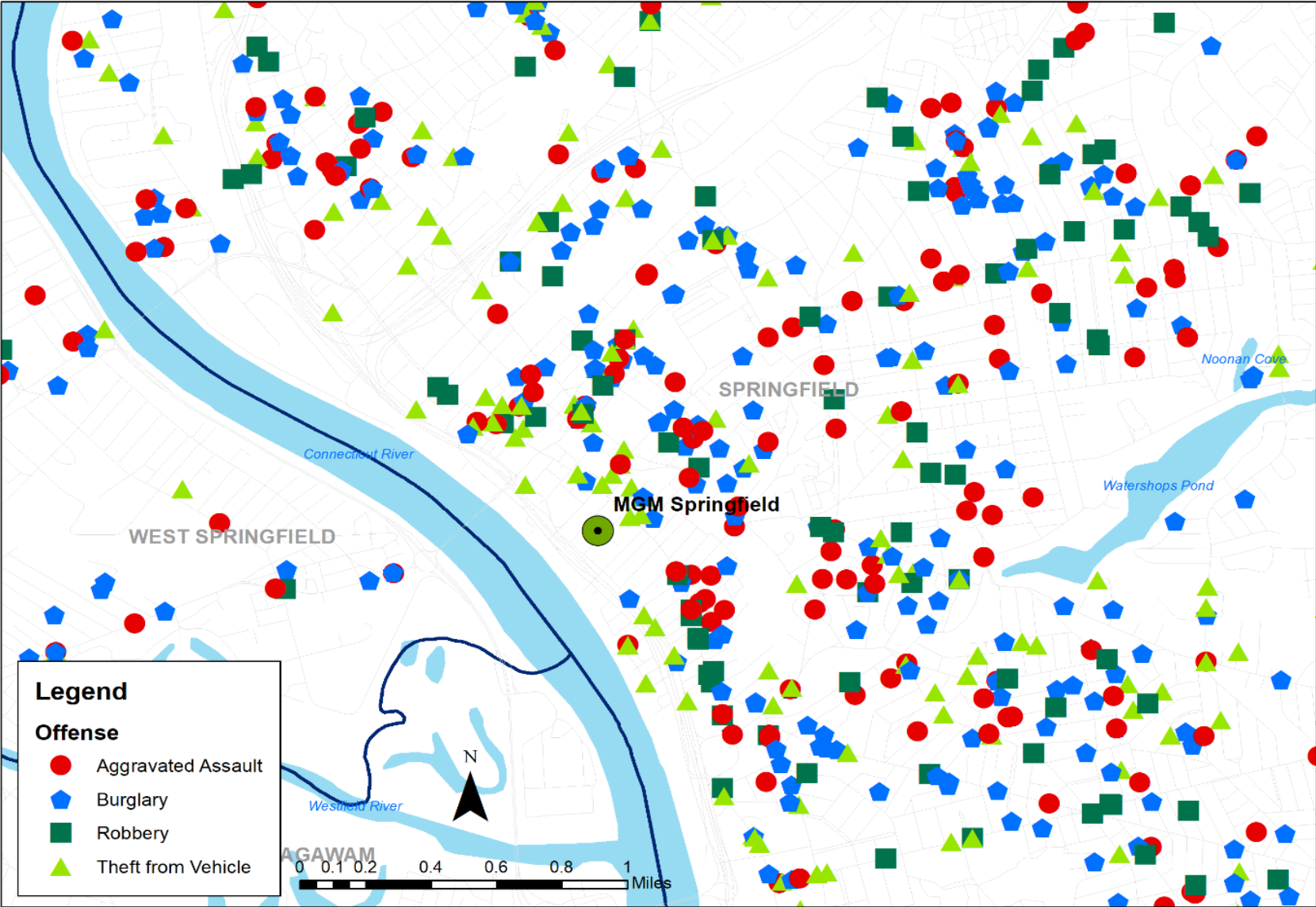
Activity	2016	2017	2010– 2017 Avg.	St. Dev.	C.V.	SPM
I-90	303	283	281.5	29.99	0.11	+2.61%
I-91	1107	1158	961.1	105.03	0.11	+3.57%
I-291	216	217	218.4	26.62	0.12	+1.44%
I-391	161	172	156.4	19.40	0.12	+4.13%
Hwy 5	119	126	109.8	15.46	0.14	-0.37%
Hwy 57	80	70	62.8	9.76	0.16	+4.74%

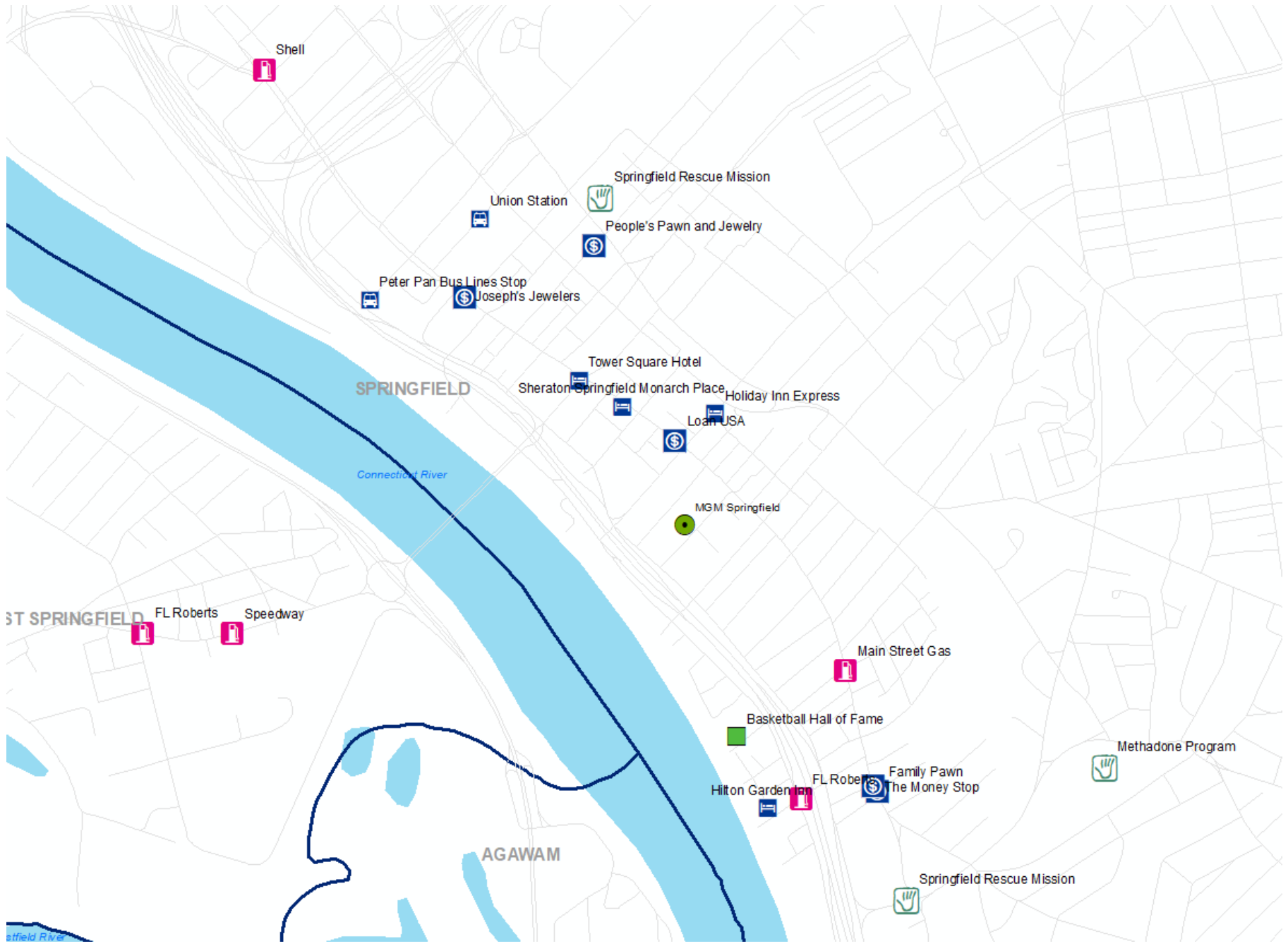
Travel Routes Likely to be Affected by MGM Springfield

Based on Google Maps(R) recommendations from 38 origin points



Crimes in the Area of MGM Springfield, October-December 2017





Shell



Springfield Rescue Mission

Union Station



People's Pawn and Jewelry



Peter Pan Bus Lines Stop



Joseph's Jewelers



Tower Square Hotel



Sheraton Springfield Monarch Place



Holiday Inn Express



Loan USA



MGM Springfield



ST SPRINGFIELD

FL Roberts



Speedway



Main Street Gas



Basketball Hall of Fame



Methadone Program



Hilton Garden Inn



FL Roberts



Family Pawn
The Money Stop



AGAWAM

Springfield Rescue Mission



Evaluation plan

Settle on method for flagging casino-related incidents

Collect post-casino data

- December 2018 (3-month)
- March 2019 (6-month)
- September 2019 (1-year)

Compare post-casino figures with pre-casino averages and trends

Try to sort out casino-related changes from non-casino related

Look for new patterns, trends, and hot spots

Work closely with GEU and Springfield Crime Analysis Center

Thank You!

Christopher W. Bruce

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Assessing the Impact of Gambling on Public Safety in Massachusetts Cities and Towns

Baseline analysis of crime, call-for-service, and collision data in the communities near MGM Springfield

Christopher W. Bruce

Crime Analysis Consultant to the Massachusetts Gaming Commission

18 October 2018

v. 1.6

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Executive summary

This report is part of a series of studies commissioned by the Massachusetts Gaming Commission to determine the effects of Massachusetts' new casinos on the public safety of the surrounding regions. A crime analyst with expertise in police data systems and police data analysis was contracted to extract data and provide before-and-after comparisons of crime, calls for service, and traffic collisions.

This is the first report concerning the Springfield-area agencies likely to be affected by the opening of MGM Springfield in the summer of 2018. It is baseline report, and as such, there are no particular "findings" in relation to any changes in public safety issues caused by the casino. Those will be covered in a series of 2019 reports. The most important points covered in this report are:

- Springfield, Agawam, Chicopee, East Longmeadow, Hampden, Holyoke, Longmeadow, Ludlow, Northampton, West Springfield, and Wilbraham all contributed data to this report.
- Statistics were calculated by fusing data on crimes, calls for service, and collisions extracted from each participating agency's records management system (RMS) and computer-aided dispatch (CAD) system.
- All 11 participating agencies use the same RMS and CAD.
- There are means by which its presence could cause crime to increase (e.g. a larger population of visitors and vehicles providing more opportunities for offenders) and there are means by which it could decrease (e.g., by supplying more law enforcement presence, economic development, and legitimate activity in the area). We are prepared to analyze either possibility.
- Full statistics for crimes, calls for service, and traffic collisions are given for each participating agency from the 2010-2017 period. The data tables indicate how much the categories typically fluctuate from year to year and how the trend has been progressing over time. Potential errors and pitfalls are noted. No agency has data so poor that it cannot be effectively used to compare changes after MGM opens.
- An analysis of likely travel routes to and from MGM shows several routes and exit areas that will be analyzed in-depth for changes.
- Analysis will need to consider the presence of several existing types of facilities have seen increased traffic and usage in other communities across the nation with new casinos, including hotels, gas stations, convenience stores, transportation centers, pawn shops, and social service agencies.
- Local police agencies supply most of the actual crime data from the region, but State Police data was collected primarily to determine patterns on state roadways. Crashes have been on an upward trend (as they have for many area communities), which may be accelerated with extra traffic in the area.
- Future evaluation of changes will have to use multiple analytical models, in particular depending on whether the crime was already showing an increasing or decreasing trend.
- There were many possible statistics from the collected data that this report does not cover, but that does not necessarily mean that such statistics will not be used in subsequent evaluations. The importance of this process is less this baseline *report* and more in having a baseline *dataset*, a process that went relatively smoothly.

Background and methodology

Background

In 2014, the Massachusetts Gaming Commission, in an effort to better assess the impacts of new gaming facilities across the state, commissioned a series of efforts to study, assess, and prepare for the social and economic impacts of gambling. Primary work in this area is being done by the Social and Economic Impacts of Gambling in Massachusetts (SEIGMA) study at the University of Massachusetts Amherst School of Public Health & Health Sciences, drawing upon research and experiences in many other states. For public safety issues specifically, however, the MGC felt it best to contract with someone with direct experience analyzing the crime, call-for-service, and collision records collected daily by Commonwealth police agencies.

While many studies had attempted to study the effects of gambling on overall rates for serious crimes, aggregated annually, hardly any studies have attempted to analyze more specific and minute changes in public safety activity following the opening of casinos, including variations by hour, month, and season, changes in patterns and hot spots, and changes in non-crime activity such as traffic collisions and calls for service. The MGC was interested in the answers to these questions—in analyzing public safety at a level of detail that would actually help police agencies anticipate and respond to emerging and changing problems.

In 2014, the MGC contracted with a career crime analyst, the author of this report, to extract data from the agencies likely to be affected by the opening of Massachusetts’s new casinos, and to design a process for assessing changes in those agencies’ activity on a periodic basis. Work began in 2015 with baseline and first-quarter analyses of the Plainville area, where Plainridge Park opened in June. This is the first report to look at the Springfield area, where MGM is set to open in August of 2018.

Publicly-issued and planned reports on changes in crime and police activity from this project

Issued	Report	Notes
August 2015	Report on baseline activity at Plainville area agencies	Established statistical measures for post-casino comparison
November 2015	Evaluation of change in police data after the first three months of Plainridge Park	Few changes discernible in immediate 3 months.
April 2016	Analysis of changes in police data after the first six months of operation at Plainridge Park Casino	Identified traffic-related calls for service as likely related to PPC. Noted increases in fraud-related crimes.
December 2016	Analysis of changes in police data after the first year of operation at Plainridge Park Casino	Continued to note increases in traffic-related calls; established credit card fraud increases as “likely related.”
December 2017	Analysis of changes in police data after the first 2 years of operation at Plainridge Park Casino	Most comprehensive report so far. Included comparative analysis of control areas.
June 2018	Report on baseline activity in Springfield-area agencies	First report in preparation for MGM casino.
December 2018	Three-year analysis of Plainridge Park area.	Will include comprehensive traffic study.
February 2019	Three-month analysis of MGM Springfield	

Methodology

The data used in this report was extracted from the individual records management systems of the Springfield, Agawam, Chicopee, East Longmeadow, Hampden, Holyoke, Longmeadow, Ludlow, Northampton, West

Springfield, and Wilbraham Police Departments. I established an ODBC connection to each of these agencies' records management and computer-aided dispatch databases, connected to the databases via Microsoft Access, and used a series of "make table" queries to copy the data into Access data tables. I then copied the Access databases to my own computer, password-protecting them in the process, but leaving the originals on the agencies' networks so they could be updated by designated agency members when necessary. No information specific enough to identify any person (offender or victim) was collected, and I complied with various agency requests to exclude particular data elements of concern to them. These requests did not affect the integrity and completeness of the overall dataset.

After extracting the data from each individual system, I combined each table into a series of "master" tables. This required translating each dataset into a common set of codes. The uniformity imposed by the NIBRS reporting system (and the fact that all 11 agencies use the same records management and computer-aided dispatch systems) made the translation fairly easy for crime tables; it was a bit more difficult for CAD tables, which have no uniform coding even among agencies using the same system.

The resulting *baseline dataset* supplied the data organized in this report. It is important to recognize that any complex dataset is capable of generating statistics, maps, and charts in a near-infinite number of ways. The metrics offered in this report represent my assessment of the most important figures and indexes against which to measure activity after MGM opens. In some cases, I will probably *not* be using the specific figures in this report. For instance, I offer annual breakdowns and averages for crimes and calls for service, but it is more likely that I will take quarterly slices of this data to compare to activity post-casino (otherwise, we would have to wait an entire year to measure changes). I do not offer quarterly breakdowns of activity simply in the interests of space.

Nor do I offer many statistics involving multiple variables, such as crimes committed by juveniles on weekends, or property stolen at nighttime from newer-model vehicles. There are innumerable ways to slice data this way, and some of them might turn out to be important in analysis of data after MGM opens. Until we have this post-casino data, however, we don't know what will be important, and at the present time it would simply waste everyone's time if I tried to slice the data too thinly. In this regard, the data tables and figures in this report are best regarded as examples of *the types of outputs possible from the baseline dataset*. The dataset itself, rather than this report, is the true "baseline" against which changes in any combination of factors can be measured.

Case#	ReportDT	Agency	IBR	Street1	LocType	Weapon
17-4793-	12/31/2017 22:37:00	SP	13A	KENSINGTON A	Residence	Knife/Cutting
17-1377-	12/31/2017 22:30:00	SP	13A	LIBERTY ST	Bar	Handgun
17-1540-	12/31/2017 19:08:00	SP	13A	CHESTNUT ST	Other/Unknow	Personal
17-5419-	12/31/2017 18:42:00	SP	120	WALDEN ST	Street	Blunt Object
17-1539-	12/31/2017 15:07:00	SP	13A	WEST ALVORD	Residence	Firearm
17-2072-	12/31/2017 14:44:00	WS	120	ELM ST	Residence	Personal
17-5412-	12/31/2017 13:17:00	HO	13A	NEWTON ST	Residence	None
17-5411-	12/31/2017 12:59:00	HO	13A	ADAMS ST	Street	Firearm
17-2071-	12/31/2017 08:52:00	WS	13A	ELM ST	Other/Unknow	Knife/Cutting
17-2071-	12/31/2017 08:32:00	WS	13A	BALDWIN ST	Other/Unknow	Personal
17-1538-	12/30/2017 22:19:00	SP	120	WALNUT ST	Convenience S	Handgun
17-2067-	12/30/2017 15:00:00	WS	120	ELM ST	Gas Station	Knife/Cutting
17-6478-	12/29/2017 23:55:00	HO	120	SOUTH ST	Street	Knife/Cutting
17-5383-	12/29/2017 20:41:00	SP	13A	HOPE ST	Residence	Knife/Cutting
17-4770-	12/29/2017 19:59:00	SP	13A	WORCESTER ST	Residence	Knife/Cutting

Figure 1: The result of a query using the combined dataset.

Threats to validity

The primary threat to the validity of the statistics in this report is the data structure of the TriTech/IMC records management system, which makes it difficult to calculate precise crime statistics. All of the participating agencies use this system.

Almost every other commercial records management system on the market stores crime incidents and their associated offenses in a master table. All crimes, whether they result in an arrest, go into the same table. If an arrest accompanies the incident, immediately or sometime after, additional data elements specific to the arrest are entered in supplemental arrest tables that link to the master tables. Crime statistics are calculated from the master tables.

The IMC system, in contrast, stores criminal incidents in two separate tables: arrests and non-arrests. (There is technically a third table, storing warrants, but agencies that use this table seem to duplicate those crimes in the incidents table.) Some incidents appear in only one table; an arrest made at the time that an incident is reported, for instance, goes in the arrest table.

This immediately creates a problem when multiple individuals are arrested for the same incident. Two offenders arrested for a single robbery "incident" should count as a single robbery, but there no unique index that ties two arrest records to the same crime.

Accurate statistics cannot be calculated by simply adding the two tables, as it is possible for a single incident to appear in *both* tables. For instance, an incident may be reported on Monday. Lacking any evidence to make an arrest or issue a warrant, the reporting officer enters data into the incident table. On Tuesday, evidence points to a particular offender, he is arrested, and the officer enters the data into the arrest table.

To account for such situations, the records system contains a field in the arrest table for the original incident number. Both the arrest and incident tables also contain the original call number, which should help deconflict duplications. However, in practice, few agencies use these fields with any fidelity. Moreover, different crime types can appear associated with the same incident in each of the two tables.

Finally, the TriTech/IMC system does not appear to enforce National Incident-Based Reporting System (NIBRS) standards when it comes to the recording of secondary offenses. NIBRS recognizes "natural included offenses." For instance, it is assumed that every robbery is accompanied by an assault and a theft, and that almost every burglary is accompanied by a theft and a vandalism. Thus, no single crime should report both a burglary and a theft nor a robbery and an assault. Such extraneous offenses co-exist frequently in the IMC/TriTech system. Indeed, by failing to distinguish between *arrest charges* and *incident offense codes*, the system creates a situation in which multiple extraneous charges often accompany an arrest.

To account for these problems, the statistics in this report adopt the following conventions:

1. Arrests and non-arrests are combined into a single record when the proper cross-indexing values were entered by the reporting officer in the system.
2. Even in absence of the index value entries, arrests and non-arrests are assumed to be part of the same incident if the reporting date/time and address are the same.
3. Multiple arrests are combined into the same "incident" if they happened at the same location and time.
4. Only the most serious offense code is counted with each incident. This is in contrast with the reports previously written on the Plainridge Park Casino area, where I counted all offenses associated with each crime.

Because rule #4 essentially mimics the “hierarchy rule” of the pre-NIBRS Uniform Crime Reporting (UCR) system, we should expect these rules to produce statistics identical or at least similar to what the participating agencies have reported to the UCR program. (The exception is for aggravated assault, where the UCR counts each *victim* and this report counts each *incident*.)

UCR Part 1 crime statistics reported by the participating agencies

Crime	2015		2016	
	Calculated for this report	Reported to UCR	Calculated for this report	Reported to UCR
Murder	22	22	18	17
Rape	210	225	225	223
Robbery	693	714	708	737
Aggravated Assault	1427	1838	1450	1814
Burglary	2597	2739	2682	2733
Theft	7644	8129	7326	7815
Auto Theft	936	1013	923	993

In fact, this report’s statistics are almost universally lower than the UCR, though always (again excepting aggravated assault) within 10%. I’m convinced this is because many of the participating agencies have been systematically over-reporting certain crimes by failing to account for duplication among the various master tables. This, I should emphasize, is not the fault of the agencies, who are at the mercy of the crime reporting processes of a records system from which this poor approach to data structuring results.

The IMC/TriTech system also makes a mistake—although this one is replicated among many RMS vendors—of trying to resolve Massachusetts General Law codes directly to NIBRS incident type codes. This allows officers to enter the statute violated by the offender (a code list with which they are familiar because of training and practice) and have the system itself convert it to the appropriate NIBRS code. While this seems a valuable shortcut, in truth there is a poor relationship between statutes and NIBRS codes, and such a system ensures that many crime types—principally in the theft category—will be under-reported and a few crime types will be consistently over-reported. Throughout this report, I have measured these errors by the percentage of thefts coded as “Other Theft,” meaning it is not coded in one of the more specific theft categories. Use of this “other” code ranges from 76% (Agawam) to 24% (Northampton) and should rarely top 40% when crimes are coded accurately.

The IMC/TriTech system does enforce some NIBRS validation rules, and to that extent it is common for police officers in some agencies to “solve” error messages by changing the NIBRS code for a crime to goZ (“All Other”). “All Other” is a perfectly valid code for some crimes, but an excessive percentage of crimes using this code raises the possibility that other crimes are being under-reported. (This is not an inevitability, however, as another common misuse of “All Other” is to record non-crimes with that code.) Among the participating agencies, the percentage of crimes coded “All Other” ranged from 2% to 33%.

The only other major threat to validity is if agencies significantly change their reporting processes during the evaluation period, perhaps in response to my analysis of their statistics below. In the end, of course, I would rather the participating agencies record crimes accurately than maintain consistent-but-inaccurate statistics.

Interpreting the statistics in this report

This report looks at crime, calls-for-service, and collision statistics for each of 11 participating agencies. In doing so, it attempts to assess, qualitatively and quantitatively, any errors and oddities in the data that might affect future evaluation reports. To assist with this analysis, each data table offers a common set of statistical measures:

- Actual values for the two most recent full years, 2016 and 2017.
- The simple mean of the seven years between 2010 and 2017.
- The standard deviation for the same time period, which indicates how much the category typically deviates from its mean from year to year.
- The *coefficient of variation* (c.v.), which is calculated by dividing the standard deviation by the mean. The c.v. indicates how reliable, predictable, or consistent the category is across time, with 0 indicating no variance at all and scores close to 1 indicating a extreme amount of variance. Lower c.v. scores make it easier to detect changes in the category after a new element—such as a nearby casino—is introduced. In categories with high coefficients, new patterns may go undetected because they get lost in the overall volume and variance of the category. However, note that it is also common to find high coefficients of variation with small numbers, and that high coefficients can indicate inconsistency in reporting int hat category. High coefficients are flagged in yellow for each agency.
- The *slope as a percentage of the mean* (SPM). The SPM assesses the overall trendline of the category for the past 7 years, with the steepness of the line (slope) divided by the mean to generate a percentage. Crimes that are naturally increasing or decreasing over time must be evaluated differently that crimes that maintain a consistent average. After all, a 20% increase in a crime after MGM opens is hardly significant if the crime was increasing by 20% every year anyway. Think of the SPM as the “grade” of the trendline through the past seven years.

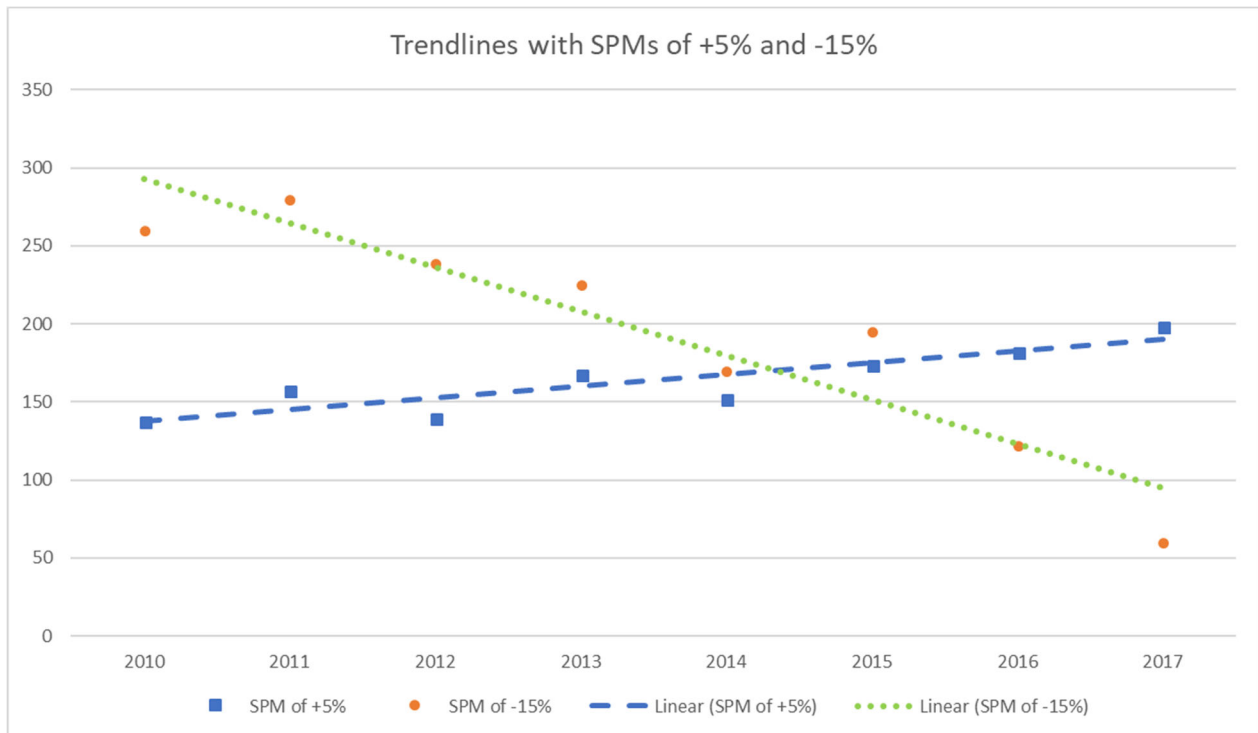


Figure 2: The SPM helps determine the steepness of the 7-year trend. The higher or lower the SPM, the steeper the trend.

It is finally important to note the nature of the three tables. *Crimes* are actual offenses of the law for which a police officer wrote a full report after speaking with victims and witnesses. They may or may not have resulted in arrests.

Calls for service represent the initial “incident” that summoned police officers to a scene. Such events can be both criminal and noncriminal. I have selected noncriminal events for the tables, since the criminal event codes would

simply duplicate (though less accurately) the data offered in the crime tables. The remaining noncriminal events in the table still represent significant issues that affect residents' quality of life.

Collisions are those traffic collisions that meet the threshold to be reported to the state Department of Transportation—namely, those that involve injury, or that occur on public property and involve damage in excess of \$1,000. Many minor “fender-benders” do not meet this threshold and will thus not appear in these statistics. The “traffic collision” call for service category does include such minor incidents and will therefore usually be higher than the collision figures.

About the author

Christopher W. Bruce is a career crime analyst with previous service at the Cambridge Police Department (1994–2001) and the Danvers Police Department (2001–2010). He was president of the Massachusetts Association of Crime Analysts from 2000 to 2004 and president of the International Association of Crime Analysts from 2007 to 2012; he currently serves as vice president of membership for the IACA. He has served as an instructor in criminal justice and crime analysis topics at Suffolk University (2001–2010), Westfield State University (2009–2010), the University of Massachusetts Lowell (2009–2010), Middlesex Community College (2007–2011), Western Oregon University (2012–2016), and Tiffin University (2006–present).

Christopher is an internationally-recognized expert in police data systems and police data analysis. He currently trains, consults, and provides technical assistance for various programs of the U.S. Department of Justice, Bureau of Justice Assistance; the U.S. Department of Transportation, National Highway Traffic Safety Administration; the Texas Department of Transportation; the U.S. Department of Justice, International Criminal Investigative Training Assistance Program; and the International Association of Directors of Law Enforcement Standards and Training. He lives in Maine.

Analysis of baseline activity: All Agencies

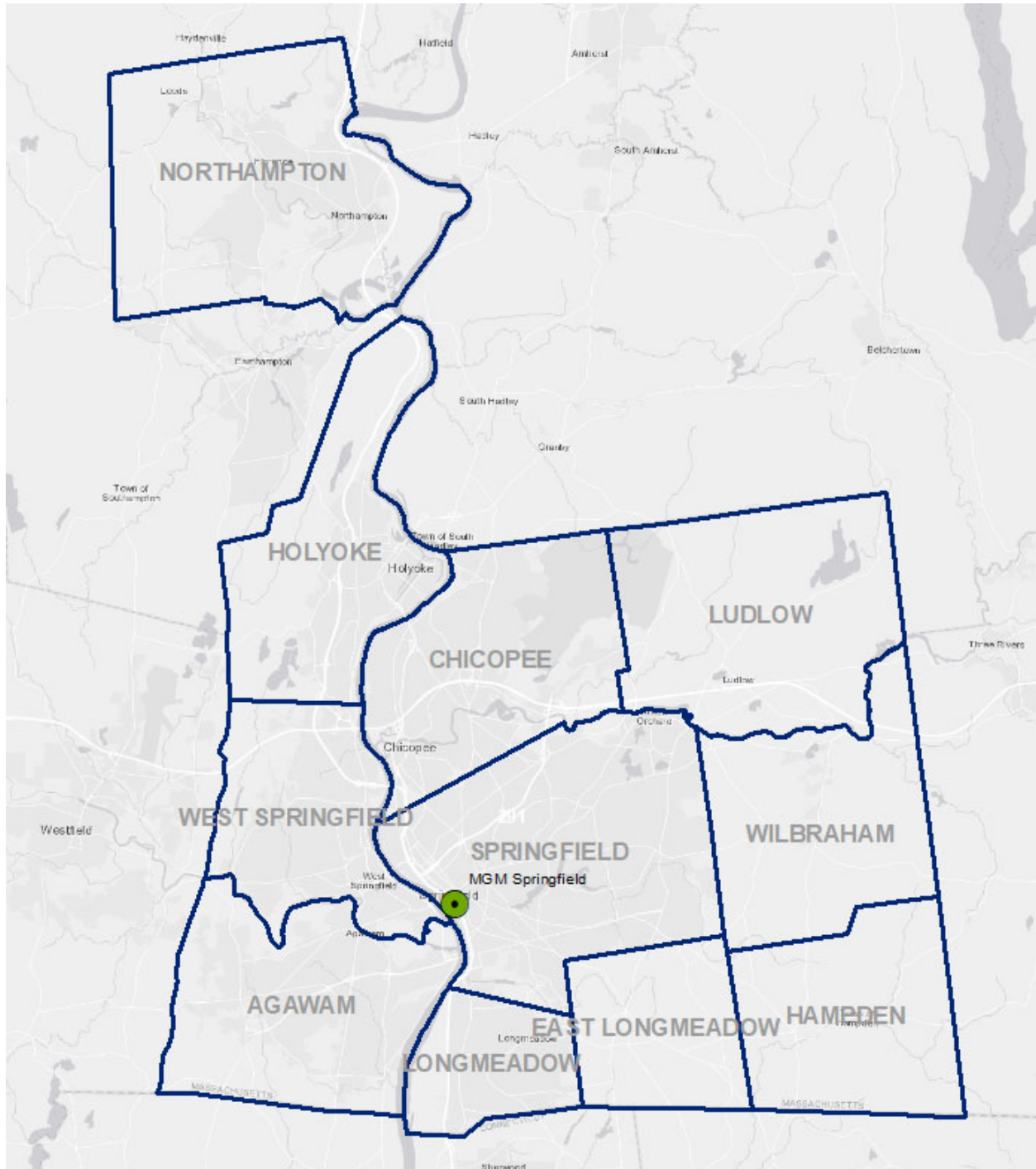


Figure 3: Agencies contributing to this report.

Figure 3 shows a map of contributing agencies. The agencies either share a border with Springfield, and thus a proximity to the new casino, or one of the major interstate travel routes leading to and from the casino. All have at least some probability of seeing changes in crime after MGM opens.

Crimes in all 11 participating communities

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	20	21	21.4	4.32	0.20	-2.06%
Sexual Assault	337	329	342.8	22.06	0.06	-2.32%
Kidnapping	72	94	88.0	10.30	0.12	-2.71%
Robbery	708	574	724.1	67.26	0.09	-2.61%
Aggravated Assault	1450	1482	1427.4	107.97	0.08	-0.66%
Simple Assault	4374	4537	4625.3	391.46	0.08	-3.00%
Threats	2087	2014	2278.5	262.59	0.12	-4.75%
Arson	72	54	76.3	15.70	0.21	-7.77%
Burglary	2682	2230	3348.6	694.09	0.21	-9.18%
Thefts from Persons	58	50	53.0	8.72	0.16	-0.09%
Purse Snatching	22	20	33.4	10.25	0.31	-10.66%
Shoplifting	1382	1401	1245.8	119.88	0.10	+4.11%
Thefts from Buildings	1244	1157	1015.5	148.54	0.15	+1.40%
Thefts from Machines	9	16	3.9	5.02	1.29	+39.38%
Thefts from Vehicles	1404	1442	1650.4	275.32	0.17	-6.82%
Thefts of Vehicle Parts	495	470	396.6	167.48	0.42	-2.85%
Other Thefts	2712	2878	3857.9	608.11	0.16	-5.71%
Auto Theft	923	865	1041.9	150.07	0.14	-6.21%
Forgery/Counterfeiting	226	262	241.9	14.35	0.06	-0.02%
Fraud/Con Games	478	512	468.4	32.41	0.07	+2.23%
Credit Card Fraud	181	187	140.1	33.60	0.24	+9.03%
Identity Theft	496	502	607.4	75.94	0.13	-1.69%
Employee Theft	40	65	43.8	11.53	0.26	+5.33%
Extortion	9	12	8.5	4.76	0.56	+12.89%
Stolen Property	124	153	144.4	13.65	0.09	+0.21%
Vandalism	3073	2887	3350.8	419.70	0.13	-5.25%
Drug Offenses	1036	1247	1128.4	71.13	0.06	-0.50%
Drug Equipment	0	1	0.9	0.57	0.63	-9.26%
Statutory Rape	52	38	40.4	7.61	0.19	+0.21%
Pornography	44	48	32.0	9.39	0.29	+12.28%
Prostitution	33	44	62.0	33.21	0.54	-21.04%
Gambling Offenses	1	1	1.6	1.70	1.06	-21.58%
Weapon Offenses	212	225	172.5	37.46	0.22	+9.16%
Bad Checks	39	22	50.8	13.69	0.27	-11.81%
Disorderly Conduct	214	308	361.9	108.98	0.30	-12.28%
Drunk Driving	287	385	280.6	40.89	0.15	+3.35%
Drunkenness	159	209	197.3	44.00	0.22	-6.54%
Family Offenses	127	227	75.8	72.65	0.96	+39.92%
Liquor Laws	49	61	73.1	21.44	0.29	-11.61%
Trespassing	203	277	227.6	53.64	0.24	-4.67%
Violent Crime	6961	7037	7228.9	475.95	0.07	-2.46%
Property Crime	15558	15109	17652.0	1801.61	0.10	-4.63%
Total Crime	27136	27308	29947.3	2612.78	0.09	-3.85%

Most traditional violent and property crimes show consistent and predictable values throughout the participating area, making it easier to evaluate changes. There are a few exceptions. Burglary has plummeted in the past two years (mirroring statewide trends), so even slight increases in 2019 and beyond may be significant. I am slightly

skeptical of the low number of thefts from vehicles, thefts of vehicle parts, and thefts from persons—crimes that I suspect are being miscoded by many agencies as “other thefts.” Any changes in reporting practices in these areas, while desirable, may confound attempts to analyze changes in these categories.

Most of the values indicating steep trends or unusual inconsistency are among the NIBRS “Group B” offenses, but these are believably low. Drug equipment violations are rarely recorded as a primary crime. Gambling offenses are more typically investigated by state agencies. A decrease in liquor-related arrests and disorderly conduct, which also seems to mirror statewide trends, may have to do with increased public scrutiny of police authority.

“Family offenses” was a category that we saw increase in the Plainridge Park area. It has recently been increasing in the Springfield area; whether this is a result of better coding or an actual increase remains to be seen. If the former, it will be difficult to analyze post-casino changes except among the agencies with more consistent reporting practices.

Selected calls for service in all 11 participating communities

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned Vehicle	699	756	485.6	150.62	0.31	+13.36%
Disabled Vehicle	2410	3007	2563.1	226.21	0.09	+0.72%
Disturbance	25648	26452	24374.4	1124.32	0.05	+1.12%
Domestic Dispute	13286	14074	13026.6	484.86	0.04	+0.61%
Gunshots	967	914	1120.9	208.10	0.19	-3.91%
Hunting	19	27	28.4	6.90	0.24	-5.91%
Liquor	523	390	477.6	63.18	0.13	-4.10%
Lost Property	649	702	673.8	39.12	0.06	+0.61%
Medical	24244	24216	21630.1	1693.96	0.08	+2.86%
Overdose	269	528	119.8	166.01	1.39	+52.65%
Psychological	3259	3918	1745.4	1267.47	0.73	+32.07%
Suspicious Activity	20154	19323	18529.9	1010.13	0.05	+0.29%
Traffic Collision	16600	18121	15940.4	1079.20	0.07	+1.50%
Traffic Complaint	4929	4789	4272.5	427.40	0.10	+3.31%
Vagrancy	465	575	416.9	79.38	0.19	+5.39%

Providing call-for-service sums for the area is a bit misleading because not all agencies have codes that correspond with all categories. Despite this problem, the summation creates surprisingly consistent categories. The major exceptions are in overdose and psychological calls. Few agencies had any way of tracking these growing problems in 2010; most introduced call codes to deal with them between 2014 and 2017, accounting for the wild variances and steep upward trends. Since we lack good baselines for these call types, changes will be hard to detect from police datasets, and the large SEIGMA project should look into medical datasets to compensate.

We will be keeping a particular eye on call types that fluctuate with a large visiting population. These include disturbance, medical aids, suspicious activity, traffic collisions, traffic complaints, and lost property.

Collisions in all participating communities

Collision Category	2016	2017	2011–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	7832	8519	7499.3	595.94	0.08	+2.02%
Parked Vehicle	1698	1819	1637.4	123.37	0.08	+1.61%
Pedestrian	291	306	285.4	20.27	0.07	-0.54%
Bicyclist	141	140	143.4	9.42	0.07	-0.65%
Animal	120	196	121.0	31.99	0.26	+9.39%
Fixed Object	969	1017	860.7	121.91	0.14	+6.71%
Curb/Barrier/Embankment	473	487	454.3	25.94	0.06	+1.68%
Rollover/Non-Collision	51	50	50.6	4.03	0.08	-0.64%
Other/Unknown	241	267	296.1	37.09	0.13	-5.80%
Total	11816	12801	11348.3	820.50	0.07	+2.07%

Collision figures are only calculated from 2011, since Springfield did not record collisions in 2010.

Although some agencies increased and some decreased during this period, the area in general has highly-predictable annual collision totals with only a small upward trend. That trend has grown more notable since 2014, however, and an analysis of changes post-MGM should take the upward trend into account.

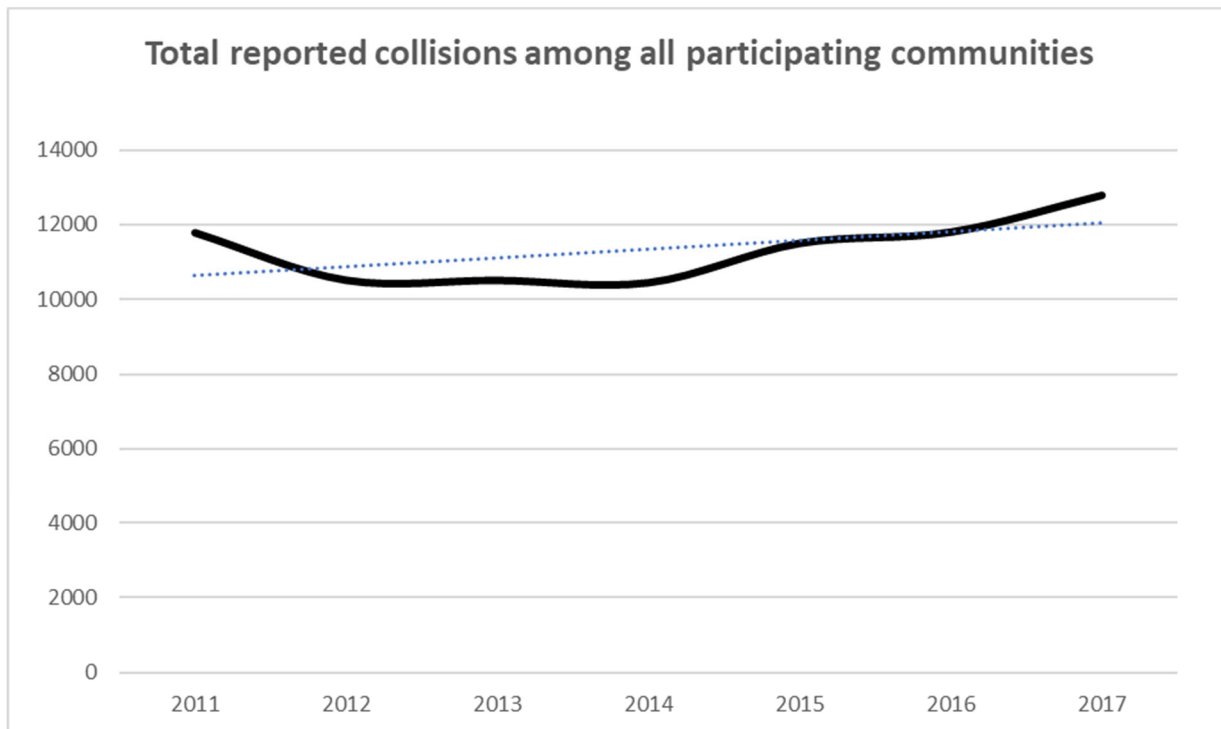
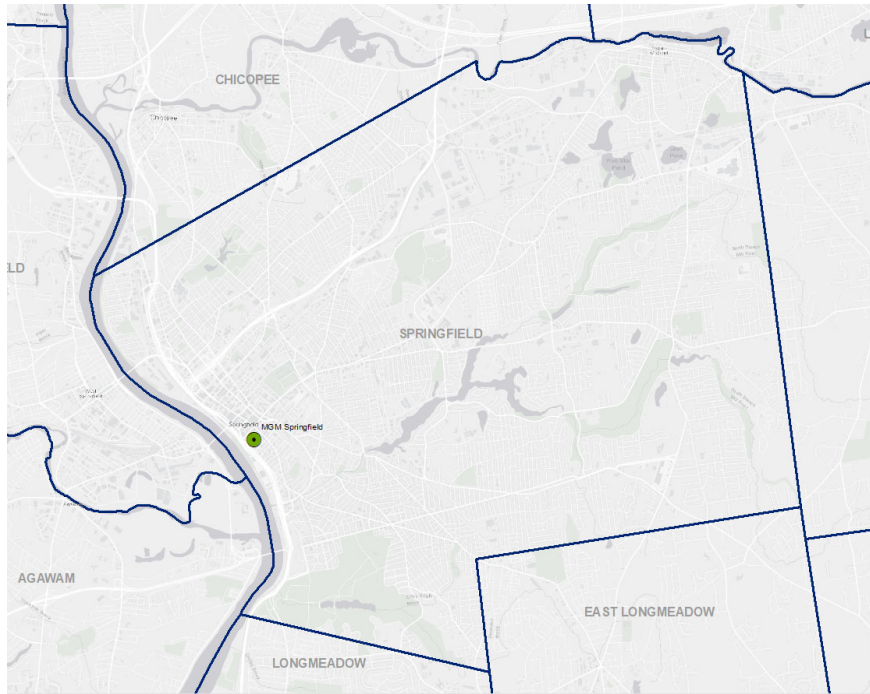


Figure 4: Collisions have seen an increasing trend since 2014 in the Springfield area.

Analysis of baseline activity: Springfield



Population (est. 2016): 154,758
Area: 33.1 square miles
Police officers: 504
City center distance from MGM: 2.77 miles

The host agency, Springfield is the third-largest city in Massachusetts and fourth-largest in New England. Dense, urban, impoverished, and historically reporting a higher-than-average rate of crime and violence, Springfield is poised to see numerous changes from the MGM Springfield casino. The first of those—an additional 59 police officers—has already taken place (and is reflected in the total above).

MGM Springfield will bring thousands of legitimate visitors per day, with attendant law enforcement presence, to an area that has historically faced challenges with economics and crime. The city thus stands to see significant decreases around the Metro Center and South End, as MGM contributes to a larger revitalization project. At the same time, an increase in people and vehicles traveling to and from the casino (as it does to any location) may increase some types of victimization as well as calls for service related to visitors and traffic. We will have to carefully monitor activity on major travel routes, along PVTA bus routes, at local businesses, and in residential areas abutting the downtown such as Six Corners, Maple Heights, and Old Hill.

Springfield has a robust crime analysis program ready to participate in this project. The department’s analysts work out of a Real-Time Analysis Center with access to real-time crime data, surveillance cameras, license plate readers, and a wide variety of information and intelligence sources. It is likely that they will be able to detect changes in crime and other public safety patterns long before the Gaming Commission’s contracted analyst. As such, the agency’s crime analysts are vital partners in this evaluation project.

Crimes in Springfield

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	13	13	15.8	3.26	0.21	-4.52%
Sexual Assault	168	142	177.5	25.29	0.14	-5.84%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Kidnapping	50	49	59.1	9.18	0.16	-5.66%
Robbery	510	370	519.9	60.74	0.12	-3.53%
Aggravated Assault	805	751	839.1	94.76	0.11	-3.34%
Simple Assault	2579	2578	2772.3	261.18	0.09	-3.67%
Threats	1329	1335	1492.3	177.36	0.12	-5.00%
Arson	42	33	47.4	10.11	0.21	-7.96%
Burglary	1457	1106	1880.0	482.57	0.26	-11.39%
Thefts from Persons	35	36	36.3	10.17	0.28	-0.46%
Purse Snatching	7	2	13.1	6.81	0.52	-22.99%
Shoplifting	340	288	214.4	57.88	0.27	+7.47%
Thefts from Buildings	668	694	417.8	160.04	0.38	+8.62%
Thefts from Machines	9	16	3.3	5.31	1.61	+54.11%
Thefts from Vehicles	775	767	868.0	139.52	0.16	-5.03%
Thefts of Vehicle Parts	348	356	191.4	151.04	0.79	+11.69%
Other Thefts	689	641	1669.6	564.54	0.34	-12.03%
Auto Theft	549	494	636.1	96.71	0.15	-6.92%
Forgery/Counterfeiting	113	118	98.6	11.89	0.12	+3.30%
Fraud/Con Games	199	160	146.5	22.59	0.15	+4.23%
Credit Card Fraud	91	98	45.0	28.85	0.64	+26.51%
Identity Theft	240	216	385.6	88.84	0.23	-8.36%
Employee Theft	21	36	17.9	8.46	0.47	+8.85%
Extortion	4	9	4.9	2.81	0.57	+15.79%
Stolen Property	61	66	57.4	7.16	0.12	-0.85%
Vandalism	1497	1457	1601.9	120.03	0.07	-3.01%
Drug Offenses	539	471	417.5	66.05	0.16	+2.34%
Drug Equipment	0	0	0.4	0.46	1.15	-20.83%
Statutory Rape	6	7	10.5	3.65	0.35	-6.58%
Pornography	10	13	8.8	3.15	0.36	+9.74%
Prostitution	28	42	57.9	33.45	0.58	-22.51%
Gambling Offenses	0	0	0.1	0.31	3.10	-35.71%
Weapon Offenses	149	157	115.6	31.64	0.27	+10.91%
Bad Checks	11	5	17.3	6.63	0.38	-13.21%
Disorderly Conduct	83	116	182.1	83.18	0.46	-19.37%
Drunk Driving	30	28	42.1	11.68	0.28	-11.45%
Drunkenness	3	2	6.9	4.95	0.72	-28.12%
Family Offenses	108	219	41.4	71.44	1.73	+59.15%
Liquor Laws	18	17	18.5	7.76	0.42	-10.30%
Trespassing	123	179	110.3	31.53	0.29	+4.53%
Violent Crime	4125	3903	4383.6	369.21	0.08	-3.71%
Property Crime	7103	6560	8287.6	1073.11	0.13	-5.87%
Total Crime	13707	13087	15240.1	1624.13	0.11	-4.82%

This data table illustrates some of Springfield’s successes over the last decade in reducing its violent and property crime rates. Aggressive policing models, a partnership with the State Police, strong investment in crime analysis, and economic development of the city have come together to produce consistent reductions in violent and property crime. The figures for 2017 are the lowest in several decades.

Among the individual categories, we can detect some results of improved coding starting in about 2015. Many “Other Thefts” were properly redistributed among the correct categories, causing artificial increases and

decreases accordingly. “Family Offenses” were not properly coded at all until 2016. Our comparative analysis post-MGM will have to consider the missing data of the past as well as the overall decreasing trends.

Selected calls for service in Springfield

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned Vehicle	532	568	291.8	169.05	0.58	+26.05%
Disabled Vehicle	649	838	665.4	74.89	0.11	+1.65%
Disturbance	13633	14650	11707.0	1435.03	0.12	+5.04%
Domestic Dispute	9957	9881	9805.6	278.22	0.03	-0.33%
Gunshots	837	790	962.9	192.16	0.20	-3.80%
Medical	10381	10662	9921.5	631.57	0.06	+0.82%
Overdose	0	248	NA	NA	NA	NA
Psychological	3131	3288	NA	NA	NA	NA
Suspicious Activity	8692	8184	7457.8	582.55	0.08	+2.46%
Traffic Collision	6520	7505	6070.5	615.58	0.10	+2.86%

Springfield’s CAD incident type coding system makes it hard to distinguish certain categories that are useful to analyze post-casino. These include lost property calls and traffic complaints. The agency did not start recording overdose calls as a unique category until 2017 and psychological calls as a unique category until late 2013. Hence, it will be difficult to see changes in these categories.

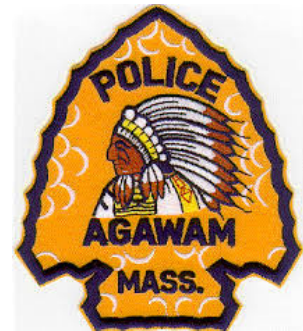
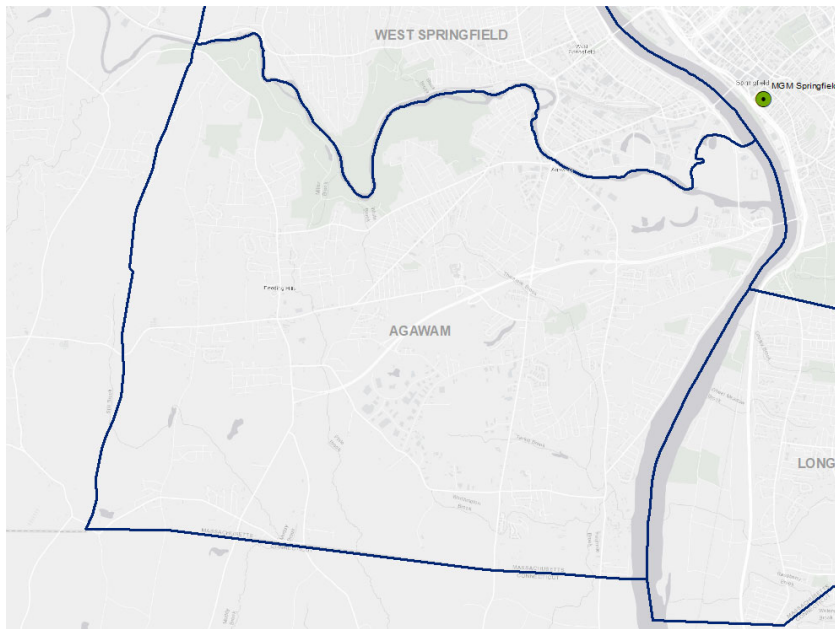
Collisions in Springfield

Collision Category	2016	2017	2011–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	3129	3513	2965.9	276.40	0.09	+9.08%
Parked Vehicle	570	716	555.7	70.23	0.13	+10.47%
Pedestrian	150	170	155.3	11.26	0.07	+6.78%
Bicyclist	76	70	73.0	6.80	0.09	+9.10%
Animal	10	12	7.7	3.49	0.45	+19.17%
Fixed Object	366	391	323.7	58.01	0.18	+12.50%
Curb/Barrier/Embankment	179	177	152.9	20.01	0.13	+10.93%
Rollover/Non-Collision	17	11	15.7	2.81	0.18	+4.09%
Other/Unknown	78	58	80.7	12.79	0.16	+2.12%
Total	4575	5118	4330.6	384.51	0.09	+9.36%

Springfield did not start collecting collision data in its records management system until late in 2010, so the average and standard deviation are calculated using 2011–2017 figures only.

Springfield’s collision totals have been on a clear increasing trend since 2015, and 2017 was the highest year by far among the past seven. The increase is reflected in a few categories in particular, and the total increase is high enough that comparison of post-MGM activity will have to consider the trendline rather than the historical mean and variance alone.

Analysis of baseline activity: Agawam



Population (est. 2016): 28,718

Area: 24.2 square miles

Police officers: 47

City center distance from MGM:
7.97 miles

Just across the river from the new casino, Agawam’s northeast corner practically touches MGM Springfield. The city is serviced by a bus loop directly out of Springfield’s downtown. State Route 57 (Bodurtha Highway) may deliver much of the traffic from southwest of Springfield and northwest of Hartford to the casino. 57 is an isolated highway for most of its length, and patrolled by the State Police, but its few exits may deliver visitors to a handful of restaurants and gas stations in the area. The terminus of the isolated part of the highway in west Agawam may offer opportunities for traffic issues if travel on this route is heavy.

To non-residents, Agawam is probably best known as the location of Six Flags New England and the associated nearby restaurants and shopping. Six Flags is currently the Agawam Police Department’s top crime and call for service location, reporting just under 100 crimes per year. Whether MGM Springfield brings additional traffic to Six Flags remains to be seen.

Agawam’s bridge connection with Springfield, the South End Bridge, does not offer pedestrian access, limiting the likelihood of foot traffic despite the technical proximity. The city also has no hotels; Enfield, Connecticut offers the closest hotel cluster for Six Flags visitors.

Crimes in Agawam

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	0	0	0.1	0.31	3.10	-59.52%
Sexual Assault	12	6	12.0	3.09	0.26	-3.37%
Kidnapping	0	1	0.3	0.41	1.37	+0.00%
Robbery	7	9	4.8	1.93	0.40	+14.38%
Aggravated Assault	38	44	23.5	11.29	0.48	+20.57%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Simple Assault	103	158	71.4	38.85	0.54	+22.59%
Threats	29	41	17.5	11.77	0.67	+27.48%
Arson	3	2	2.8	2.04	0.73	-17.01%
Burglary	167	179	120.3	44.56	0.37	+15.54%
Thefts from Persons	1	0	0.4	0.66	1.65	+20.83%
Purse Snatching	0	0	1.0	0.94	0.94	-26.19%
Shoplifting	26	30	12.3	10.60	0.86	+36.20%
Thefts from Buildings	19	33	19.0	8.60	0.45	+16.04%
Thefts from Machines	0	0	0.0	0.00	NC	NC
Thefts from Vehicles	1	3	11.4	11.03	0.97	-37.70%
Thefts of Vehicle Parts	8	3	2.8	2.53	0.90	+28.91%
Other Thefts	218	244	149.4	60.92	0.41	+17.62%
Auto Theft	32	26	26.3	3.88	0.15	+1.99%
Forgery/Counterfeiting	12	7	7.8	3.26	0.42	+11.90%
Fraud/Con Games	18	32	19.4	7.51	0.39	+13.93%
Credit Card Fraud	9	4	6.3	4.02	0.64	+13.98%
Identity Theft	23	38	16.0	14.25	0.89	+35.86%
Employee Theft	1	1	1.0	1.25	1.25	+30.95%
Extortion	1	2	0.6	0.81	1.35	+41.67%
Stolen Property	7	9	5.4	2.62	0.49	+9.04%
Vandalism	77	100	49.9	27.04	0.54	+21.02%
Drug Offenses	14	18	17.0	4.47	0.26	-4.06%
Drug Equipment	0	1	0.1	0.31	3.10	+83.33%
Statutory Rape	12	7	5.1	3.38	0.66	+15.17%
Pornography	3	3	1.5	1.15	0.77	+20.63%
Prostitution	1	0	0.3	0.41	1.37	+31.75%
Gambling Offenses	0	0	0.0	0.00	NC	NC
Weapon Offenses	3	5	2.4	1.41	0.59	+18.35%
Bad Checks	1	2	2.1	1.20	0.57	-5.10%
Disorderly Conduct	10	14	13.0	2.98	0.23	-0.73%
Drunk Driving	14	21	18.8	4.80	0.26	-2.03%
Drunkenness	6	4	3.1	3.18	1.03	+32.64%
Family Offenses	12	2	26.6	42.96	1.62	+23.32%
Liquor Laws	0	4	3.4	1.82	0.54	-10.15%
Trespassing	7	6	5.4	2.00	0.37	+10.80%
Violent Crime	160	218	112.0	50.01	0.45	+18.92%
Property Crime	620	711	448.9	167.69	0.37	+15.85%
Total Crime	895	1059	679.9	251.49	0.37	+15.38%

Notable in Agawam is the increasing trend in almost all of its crime figures, particularly property crimes, since 2015. Total crimes increased 39% in that year alone. The increase seems to be legitimate—not simply a result of improved coding—and it is centered almost entirely at Six Flags. I have not yet been able to determine what changed at the park between 2014 and 2015 that would cause such an increase in crime. It is likely that new attractions drew greater park attendance. Either way, analysis of changes in Agawam will have to consider these existing trends or (more likely) analyze Six Flags separately from the rest of the city.

Agawam has the highest percentage of theft calls coded as “Other Theft” (76%), which is worthy of investigation. Theft-from-vehicle crimes, in particular, are probably not that low. Its use of the “All Other” category, on the other hand, is equal with regional averages.

Selected calls for service in Agawam

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned Vehicle	0	0	0.1	0.31	3.10	-35.71%
Disabled Vehicle	313	462	317.0	56.46	0.18	+3.85%
Disturbance	451	425	434.8	42.39	0.10	+1.37%
Domestic Dispute	255	299	338.1	63.65	0.19	-7.86%
Hunting	16	15	20.9	5.74	0.27	-5.53%
Liquor	2	2	2.3	1.22	0.53	-7.25%
Lost Property	28	9	11.8	7.71	0.65	+19.98%
Medical Aid	1873	1756	1571.9	219.45	0.14	+4.13%
Psychological	16	20	14.3	4.47	0.31	+11.99%
Suspicious Activity	1529	1493	1291.6	139.83	0.11	+3.03%
Traffic Collision	876	979	808.8	83.14	0.10	+3.74%
Traffic Complaint	371	389	353.4	18.62	0.05	+1.50%

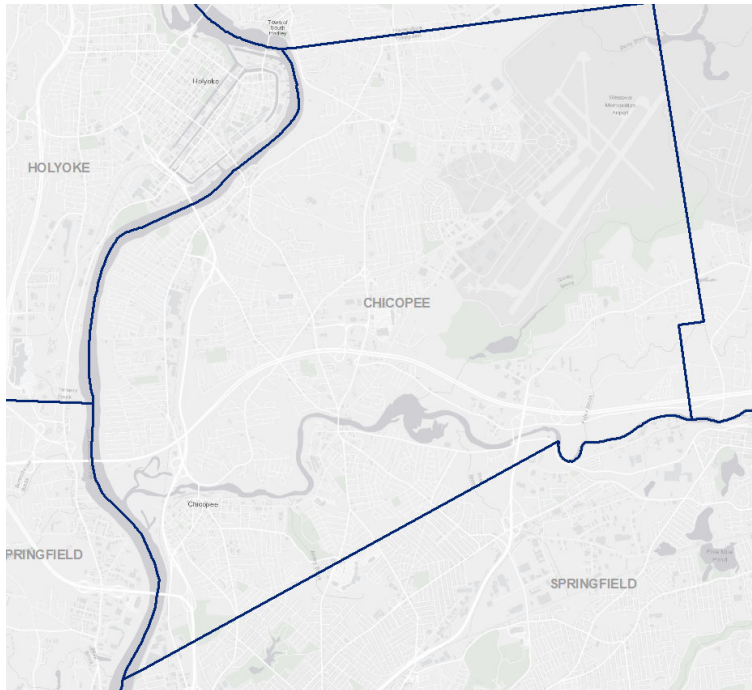
Agawam has codes for abandoned vehicles and liquor law violations but rarely uses them, making these categories unhelpful for analyzing the town's activity in these areas. The town uses an explicit "DOMESTIC DISPUTE" code making it easier to see changes in this important activity. Lost property calls are erratic from year to year and seem under-coded. Traffic calls, disturbances, and suspicious activity are at expected levels and are highly predictable from year to year, making changes easy to note. "Psychological" calls will be hard to measure because the agency only has a couple of explicit codes related to suicide. A generic "MEDICAL/MENTAL" call code makes it impossible to determine the nature of the call.

Collisions in Agawam

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	406	425	371.9	34.17	0.09	+2.39%
Parked Vehicle	51	46	43.8	8.01	0.18	+2.23%
Pedestrian	6	9	9.0	2.12	0.24	-3.17%
Bicyclist	5	7	5.6	2.55	0.46	-3.19%
Animal	7	3	4.6	2.29	0.50	+4.92%
Fixed Object	53	74	49.3	12.75	0.26	+7.68%
Curb/Barrier/Embankment	30	43	28.4	7.18	0.25	+6.33%
Rollover/Non-Collision	1	7	4.3	1.85	0.43	-3.32%
Other/Unknown	10	24	13.0	4.64	0.36	+9.52%
Total	569	638	529.8	56.82	0.11	+3.08%

Only a few low-volume collision categories pose any validity issues. Most categories including total collisions, are relatively predictable from year to year, and the overall trend line shows only a slight upward trend. Major changes post-MGM will be relatively easy to detect.

Analysis of baseline activity: Chicopee



Population (est. 2016): 55,991

Area: 23.9 square miles

Police officers: 132

City center distance from MGM:
5.52 miles

In some ways a northern extension of Springfield, Chicopee has long experienced higher-than-average crimes rates, although the city saw a significant reduction in crimes in the 2000s and has maintained that reduction through the 2010s. With many streets, highways, and bus routes heading directly to downtown Springfield, Chicopee will be likely to share in any trends that affect the region as a whole. Specific places to watch include business around the I-90/I-291 interchange, businesses and restaurants along Memorial Drive, and in particular the hotel cluster off I-90 at Memorial Drive.

Crimes in Chicopee

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	2	3	1.0	0.94	0.94	+21.43%
Sexual Assault	53	67	51.4	7.84	0.15	+2.43%
Kidnapping	7	18	9.8	3.42	0.35	+10.93%
Robbery	45	52	53.1	9.04	0.17	-0.52%
Aggravated Assault	125	160	125.8	17.81	0.14	+1.17%
Simple Assault	573	594	532.6	49.20	0.09	+0.00%
Threats	282	220	223.0	41.30	0.19	-0.11%
Arson	2	0	2.4	1.49	0.62	-18.35%
Burglary	320	284	412.0	80.68	0.20	-7.67%
Thefts from Persons	11	1	4.1	2.81	0.69	+6.10%
Purse Snatching	4	8	5.6	2.79	0.50	+3.19%
Shoplifting	100	130	111.3	10.92	0.10	+2.44%
Thefts from Buildings	193	105	178.0	27.67	0.16	-3.20%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Thefts from Machines	0	0	0.0	0.00	NC	NC
Thefts from Vehicles	142	151	150.0	17.98	0.12	-2.73%
Thefts of Vehicle Parts	126	91	143.0	43.75	0.31	-12.29%
Other Thefts	270	430	293.4	52.65	0.18	+4.19%
Auto Theft	87	116	105.4	13.63	0.13	-2.25%
Forgery/Counterfeiting	25	33	39.4	8.14	0.21	-6.86%
Fraud/Con Games	102	101	127.6	18.30	0.14	-4.21%
Credit Card Fraud	10	8	11.3	3.49	0.31	-6.32%
Identity Theft	98	73	59.6	18.74	0.31	+11.96%
Employee Theft	4	7	8.0	3.40	0.43	+0.30%
Extortion	1	0	0.3	0.41	1.37	+15.87%
Stolen Property	10	12	14.6	4.29	0.29	-0.57%
Vandalism	325	309	376.3	70.49	0.19	-7.71%
Drug Offenses	47	68	63.8	11.60	0.18	-3.55%
Drug Equipment	0	0	0.0	0.00	NC	NC
Statutory Rape	8	6	7.5	2.16	0.29	+1.27%
Pornography	7	9	5.0	2.45	0.49	+17.14%
Prostitution	2	0	0.9	0.74	0.82	+9.26%
Gambling Offenses	0	0	0.0	0.00	NC	NC
Weapon Offenses	16	14	10.3	3.88	0.38	+14.33%
Bad Checks	5	3	5.6	2.79	0.50	-13.82%
Disorderly Conduct	16	23	19.5	4.22	0.22	-5.37%
Drunk Driving	34	34	26.1	5.78	0.22	+2.78%
Drunkenness	39	69	64.5	13.11	0.20	-5.83%
Family Offenses	1	0	0.8	0.91	1.14	+0.00%
Liquor Laws	0	6	3.1	1.52	0.49	-3.46%
Trespassing	12	18	13.1	2.77	0.21	-1.54%
Violent Crime	805	894	773.6	67.89	0.09	+0.48%
Property Crime	1828	1859	2039.8	179.21	0.09	-3.76%
Total Crime	3104	3223	3258.9	234.66	0.07	-2.41%

Chicopee’s overall crime has seen a decreasing trend during the last seven years, though violent crime specifically has been flat. As with many departments contributing to this project, I am concerned about the agency’s use of the 90Z (“All Other”) NIBRS code, which accounts for 33% of its total crimes, three times as high as the next highest agency in the region. Thefts, however, specifically seem to be coded correctly, with low uses (33%) of the “Other Theft” category.

Selected calls for service in Chicopee

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned Vehicle	40	49	40.3	9.00	0.22	-1.83%
Disabled Vehicle	389	463	379.5	39.31	0.10	+2.01%
Disturbance	3332	3110	3281.1	175.28	0.05	-0.85%
Domestic Dispute	1728	2457	1764.4	266.05	0.15	+2.90%
Medical Aid	1883	1709	1502.6	265.98	0.18	+5.92%
Overdose	131	130	NA	NA	NA	NA
Psychological	0	191	NA	NA	NA	NA

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Suspicious Activity	1847	1765	1644.9	130.47	0.08	+2.33%
Traffic Collision	2300	2377	2153.0	157.23	0.07	+1.54%
Traffic Complaint	2162	1887	1523.0	324.06	0.21	+8.14%

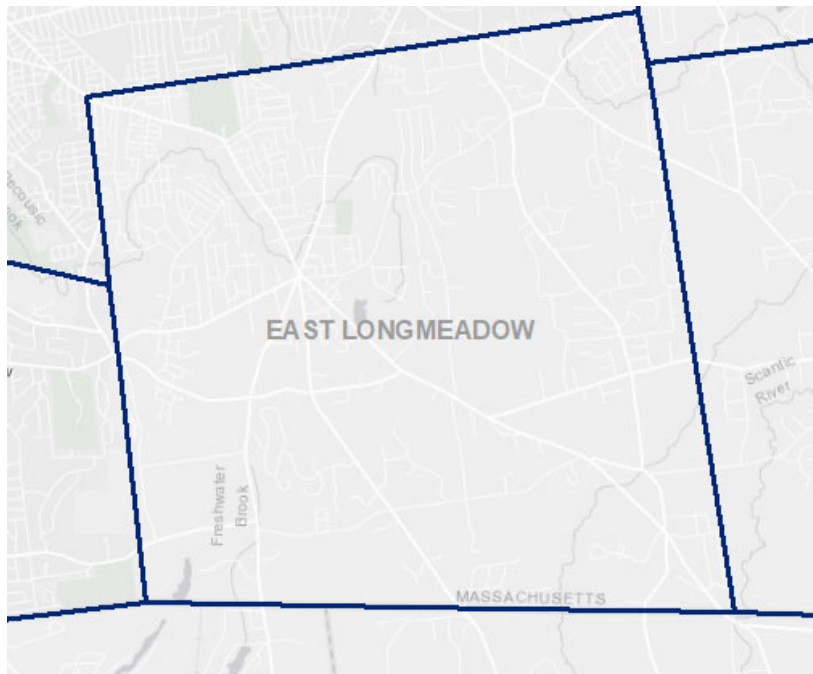
Chicopee did not introduce an “overdose” category until 2015 or a “psychological” category until 2017, so it will be difficult to evaluate changes in these categories without a more consistent historical norm. Other high-volume categories, on the other hand, are consistent and predictable.

Collisions in Chicopee

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	1139	1228	1024.1	119.95	0.12	+3.50%
Parked Vehicle	332	316	306.9	27.09	0.09	+0.30%
Pedestrian	36	34	33.9	3.18	0.09	-1.30%
Bicyclist	20	17	16.6	2.29	0.14	+2.80%
Animal	3	12	5.3	2.86	0.54	+11.23%
Fixed Object	124	130	116.5	18.41	0.16	+4.07%
Curb/Barrier/Embankment	65	60	66.1	4.81	0.07	-0.05%
Rollover/Non-Collision	10	13	8.9	2.67	0.30	+9.50%
Other/Unknown	39	41	44.9	7.66	0.17	-4.96%
Total	1768	1851	1623.1	149.93	0.09	+2.51%

Like many agencies, Chicopee has seen a slight upward trend in collisions, although its trend goes back a bit further (to 2012) than the other surrounding communities. Its total in 2017 was the highest on record. Despite the increase, yearly variances have been moderate. There are no validity concerns, and it should be possible to identify any major changes to the overall trend.

Analysis of baseline activity: East Longmeadow



Population (est. 2016): 16,267

Area: 13.0 square miles

Police officers: 26

City center distance from MGM:
5.28 miles

Though immediately adjacent to Springfield, East Longmeadow benefits from limited major travel routes and thus manages to keep a low (and decreasing) crime total. Still, the north part of the city, lacking a hard border, sees some spillover from some of Springfield's hot spots, and its northwest corner is close enough to MGM Springfield that it might share in any crime increases, if any, that may radiate from the casino.

Route 83 East Longmeadow is likely to serve as a travel route for some Connecticut points, and we may see some increased activity at a small number of service stations and restaurants northwest of downtown.

Crimes in East Longmeadow

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	0	0	0.0	0.00	NC	NC
Sexual Assault	8	2	4.8	1.99	0.41	+3.47%
Kidnapping	1	1	0.9	0.74	0.82	-6.61%
Robbery	1	3	2.9	2.51	0.87	-20.11%
Aggravated Assault	10	16	13.0	5.03	0.39	-0.92%
Simple Assault	23	53	49.9	11.59	0.23	-6.18%
Threats	20	20	51.1	23.28	0.46	-19.36%
Arson	0	2	1.1	0.74	0.67	-3.25%
Burglary	33	51	53.4	14.97	0.28	-9.47%
Thefts from Persons	1	1	1.0	1.25	1.25	-2.38%
Purse Snatching	3	2	2.5	1.89	0.76	+13.33%
Shoplifting	36	44	42.5	8.49	0.20	-0.50%
Thefts from Buildings	20	30	25.0	5.42	0.22	-2.86%
Thefts from Machines	0	0	0.0	0.00	NC	NC

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Thefts from Vehicles	19	25	40.9	16.02	0.39	-14.47%
Thefts of Vehicle Parts	0	1	8.4	6.56	0.78	-31.60%
Other Thefts	68	114	100.8	18.50	0.18	-4.72%
Auto Theft	3	9	7.9	2.47	0.31	-2.86%
Forgery/Counterfeiting	4	5	4.8	1.99	0.41	+0.50%
Fraud/Con Games	19	25	29.5	7.77	0.26	-1.21%
Credit Card Fraud	8	11	8.8	3.64	0.41	+4.06%
Identity Theft	13	10	10.1	3.28	0.32	+2.00%
Employee Theft	3	4	2.3	1.55	0.67	+11.39%
Extortion	0	1	0.1	0.31	3.10	+83.33%
Stolen Property	2	7	5.4	2.71	0.50	-9.04%
Vandalism	54	54	82.3	26.46	0.32	-13.19%
Drug Offenses	10	11	28.1	14.69	0.52	-10.63%
Drug Equipment	0	0	0.3	0.41	1.37	+0.00%
Statutory Rape	4	3	1.9	1.20	0.63	+11.90%
Pornography	4	0	2.4	1.24	0.52	-1.49%
Prostitution	1	0	0.1	0.31	3.10	+59.52%
Gambling Offenses	0	0	0.0	0.00	NC	NC
Weapon Offenses	2	6	3.5	2.67	0.76	+13.61%
Bad Checks	3	0	2.6	1.82	0.70	-5.95%
Disorderly Conduct	6	6	13.4	5.81	0.43	-19.28%
Drunk Driving	6	27	11.0	6.20	0.56	+14.07%
Drunkenness	0	6	2.8	2.35	0.84	+19.56%
Family Offenses	0	0	1.1	0.99	0.90	-27.06%
Liquor Laws	8	11	8.3	1.99	0.24	-0.86%
Trespassing	9	19	10.8	4.37	0.40	+0.66%
Violent Crime	43	75	71.4	13.79	0.19	-5.15%
Property Crime	286	394	425.4	81.23	0.19	-7.05%
Total Crime	402	580	635.1	129.15	0.20	-7.37%

East Longmeadow has seen significant reductions over the last seven years, in both overall crime and in many individual categories.

Selected calls for service in East Longmeadow

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Disabled Vehicle	59	67	61.0	9.18	0.15	-0.04%
Disturbance	51	81	56.0	13.22	0.24	+3.49%
Domestic Dispute	93	170	55.8	56.18	1.01	+42.80%
Lost Property	36	28	39.0	5.62	0.14	-5.25%
Medical	1890	2053	1674.9	177.47	0.11	+4.40%
Psychological	12	29	6.9	9.29	1.35	+52.28%
Suspicious Activity	1056	1137	1028.3	72.38	0.07	+0.91%
Traffic Collision	505	559	533.4	23.26	0.04	+0.12%

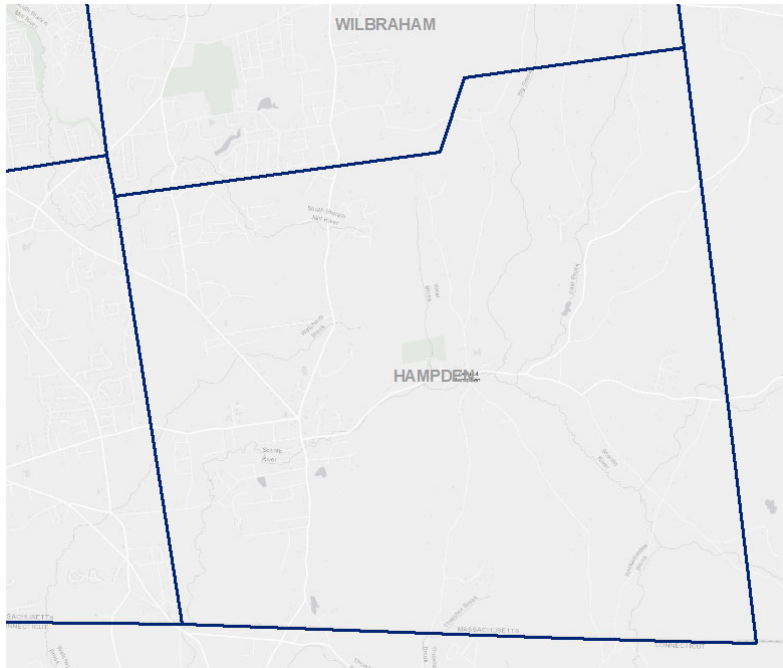
East Longmeadow added a domestic dispute code in 2014 and a psychological call code in 2015, which accounts for the erratic values and trends. Other categories are mostly consistent and valid.

Collisions in East Longmeadow

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	314	345	327.6	18.54	0.06	+0.29%
Parked Vehicle	68	77	83.0	10.87	0.13	-4.39%
Pedestrian	6	5	5.4	1.49	0.28	-0.66%
Bicyclist	1	2	3.6	2.64	0.73	-22.82%
Animal	29	26	25.0	5.24	0.21	-1.43%
Fixed Object	51	46	43.1	5.97	0.14	+3.67%
Curb/Barrier/Embankment	14	23	19.6	5.15	0.26	-2.49%
Rollover/Non-Collision	2	6	2.5	2.12	0.85	+12.38%
Other/Unknown	11	18	30.3	13.51	0.45	-11.24%
Total	496	548	540.1	32.24	0.06	-1.10%

East Longmeadow's vehicle (in traffic and parked) and total collisions have low variances and only a slight decreasing trend. Yearly totals for non-vehicle collisions are surprisingly low and variable from year to year, but not so much that they will confound analysis of changes.

Analysis of baseline activity: Hampden



Population (est. 2016): 5,227

Area: 19.7 square miles

Police officers: 11

City center distance from MGM:
9.06 miles

Hampden is the most isolated agency in this study. It has no highways or major state routes, nor is it near any, and it is the only surrounding community with no PVRTA bus routes. Criminals are unlikely to travel so far afield from major getaway routes. However, it is not impossible that the town will see some increased traffic from the south and east, which would most likely manifest in greater activity around Reid’s Corner, with its concentration of shops and its single gas station. With its existing crime totals so low, any changes will, of course, be readily noticeable.

Crimes in Hampden

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	0	0	0.1	0.31	3.10	-83.33%
Sexual Assault	1	0	0.4	0.46	1.15	+8.93%
Kidnapping	0	0	0.0	0.00	NC	NC
Robbery	0	0	0.4	0.46	1.15	-14.88%
Aggravated Assault	1	3	1.5	1.05	0.70	+12.70%
Simple Assault	3	8	5.1	2.81	0.55	+1.17%
Threats	3	1	5.4	2.58	0.48	-20.50%
Arson	0	0	0.0	0.00	NC	NC
Burglary	18	4	14.3	5.53	0.39	-10.66%
Thefts from Persons	0	0	0.0	0.00	NC	NC
Purse Snatching	0	0	0.0	0.00	NC	NC
Shoplifting	0	0	0.3	0.41	1.37	+0.00%
Thefts from Buildings	1	4	5.6	3.68	0.66	-16.37%
Thefts from Machines	0	0	0.0	0.00	NC	NC

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Thefts from Vehicles	10	12	6.0	3.06	0.51	+16.27%
Thefts of Vehicle Parts	0	0	0.0	0.00	NC	NC
Other Thefts	19	17	20.3	4.76	0.23	-3.28%
Auto Theft	8	5	2.9	2.23	0.77	+22.58%
Forgery/Counterfeiting	1	0	0.6	0.66	1.10	-17.86%
Fraud/Con Games	2	3	2.1	0.87	0.41	-2.83%
Credit Card Fraud	0	1	0.4	0.46	1.15	+2.98%
Identity Theft	3	5	3.3	1.13	0.34	+9.38%
Employee Theft	0	0	0.0	0.00	NC	NC
Extortion	0	0	0.0	0.00	NC	NC
Stolen Property	1	0	0.5	0.67	1.34	-4.76%
Vandalism	19	16	22.6	8.81	0.39	-13.64%
Drug Offenses	1	3	2.6	1.94	0.75	-20.60%
Drug Equipment	0	0	0.0	0.00	NC	NC
Statutory Rape	0	0	0.0	0.00	NC	NC
Pornography	0	1	0.6	0.66	1.10	+5.95%
Prostitution	0	0	0.0	0.00	NC	NC
Gambling Offenses	0	0	0.0	0.00	NC	NC
Weapon Offenses	0	0	0.3	0.41	1.37	-47.62%
Bad Checks	1	0	1.1	1.10	1.00	-31.39%
Disorderly Conduct	1	0	1.3	1.03	0.79	-25.64%
Drunk Driving	3	11	6.4	2.26	0.35	+1.67%
Drunkenness	0	1	1.0	1.05	1.05	-4.76%
Family Offenses	0	0	0.0	0.00	NC	NC
Liquor Laws	2	1	2.9	1.97	0.68	-17.65%
Trespassing	1	2	3.3	1.68	0.51	-9.38%
Violent Crime	5	11	7.5	3.23	0.43	+1.90%
Property Crime	82	67	78.8	14.24	0.18	-5.62%
Total Crime	99	98	111.0	21.37	0.19	-6.74%

As these statistics show, Hampden is an extremely low-crime community, offering by far the lowest crime totals of any of the participating agencies. Because of this, practically any crime—particularly in the violence category—is unusual, creating such variances from the norm that nearly every single category seems “unusually erratic.” There is no particular reason to doubt any of the numbers, however, except perhaps “other thefts,” which accounts for 63% of all Hampden thefts against a regional average of 48%.

Selected calls for service in Hampden

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned Vehicle	5	1	2.6	1.41	0.54	+5.95%
Disabled Vehicle	31	35	39.9	11.26	0.28	-8.92%
Disturbance	30	35	44.0	9.19	0.21	-6.33%
Domestic Dispute	29	24	27.8	5.57	0.20	-4.80%
Medical	323	333	300.9	27.71	0.09	-0.34%
Suspicious Activity	219	178	212.8	32.30	0.15	-4.93%
Traffic Collision	81	96	85.9	10.46	0.12	-0.29%
Traffic Complaint	17	23	12.8	6.01	0.47	+10.04%

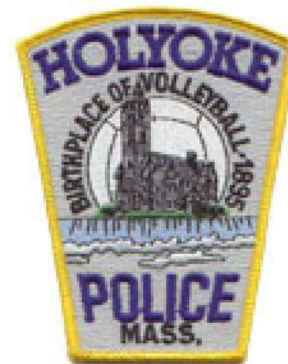
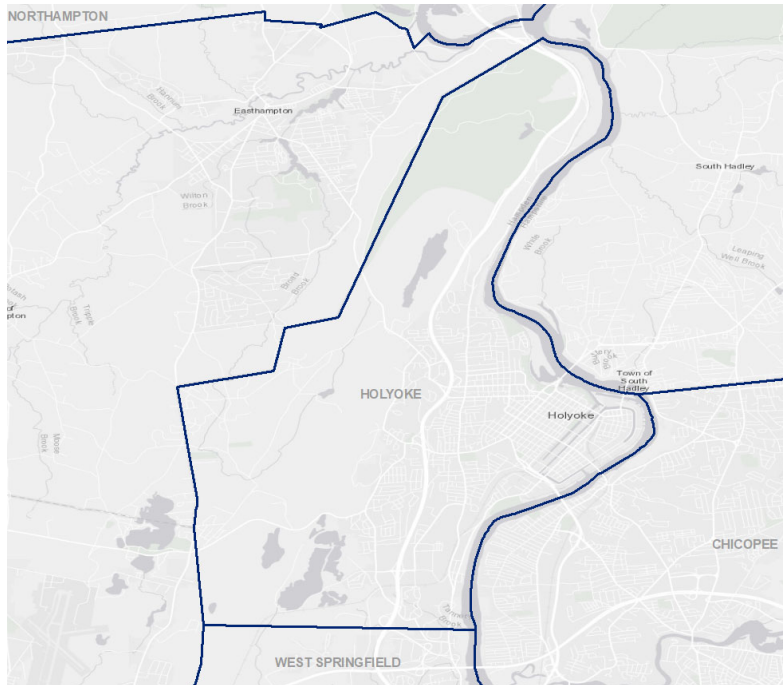
Hampden's call-for-service totals are lower than most agency's crime totals, and the town does not experience (or does not track) several of the categories I typically evaluate for change. The categories it does report have relatively consistent figures. Traffic complaints have shown an upward trend (among admittedly low numbers) since 2015, but with numbers this low, a single address could account for such an increase.

Collisions in Hampden

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	22	21	18.0	5.92	0.33	+4.37%
Parked Vehicle	10	8	7.5	2.60	0.35	+5.08%
Pedestrian	1	1	0.5	0.50	1.00	+14.29%
Bicyclist	0	0	0.9	0.78	0.87	-11.90%
Animal	11	28	13.4	6.63	0.49	+10.57%
Fixed Object	17	17	15.9	3.59	0.23	+2.62%
Curb/Barrier/Embankment	2	3	5.1	2.93	0.57	-7.70%
Rollover/Non-Collision	2	0	0.8	0.97	1.21	-8.93%
Other/Unknown	3	3	5.4	2.00	0.37	-14.77%
Total	68	81	67.4	10.62	0.16	+2.53%

With few heavily-trafficked routes, Hampden has the lowest collision totals of the contributing communities. Although the small numbers cause large coefficients of variation and trends, they also mean that any significant changes in collision totals will stand out in the coming years.

Analysis of baseline activity: Holyoke



Population (est. 2016): 40,341

Area: 22.8 square miles

Police officers: 124

City center distance from MGM:
7.97 miles

Although Holyoke is one of the furthest-removed jurisdictions, in distance, from MGM Springfield, almost all traffic coming from the north will inevitably pass through Holyoke on Interstate 91 or local roads. Numerous restaurants, gas stations, hotels, convenience stores, and retail shops off I-91 may see increased activity from travelers, and we will have to monitor the Holyoke Mall and the Holyoke Shopping Center for increases in retail or vehicle crime. Northampton Street, Main Street, and other roads adjacent to I-91 may see increased traffic and thus traffic-related calls for service, including collisions. Downtown Holyoke is densely served by the Pioneer Valley Transit Authority bus system, and we will monitor activity around bus stops as well.

Crimes in Holyoke

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	3	3	3.1	1.20	0.39	-1.15%
Sexual Assault	20	32	31.1	5.74	0.18	-4.48%
Kidnapping	8	5	8.4	3.23	0.38	-10.91%
Robbery	92	95	88.3	9.57	0.11	+1.32%
Aggravated Assault	243	258	229.9	19.27	0.08	+0.32%
Simple Assault	664	647	684.0	61.10	0.09	-3.32%
Threats	301	269	318.5	28.72	0.09	-3.20%
Arson	11	8	12.0	3.06	0.26	-7.94%
Burglary	306	292	379.3	74.49	0.20	-7.75%
Thefts from Persons	0	1	0.1	0.31	3.10	+83.33%
Purse Snatching	0	1	0.6	0.81	1.35	-1.98%
Shoplifting	359	377	418.6	46.87	0.11	-1.65%
Thefts from Buildings	1	3	6.8	5.79	0.85	-14.36%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Thefts from Machines	0	0	0.0	0.00	NC	NC
Thefts from Vehicles	211	214	254.9	56.01	0.22	-8.67%
Thefts of Vehicle Parts	0	4	16.3	12.51	0.77	-33.30%
Other Thefts	798	836	883.6	61.49	0.07	-2.36%
Auto Theft	119	103	123.1	34.27	0.28	-9.08%
Forgery/Counterfeiting	15	21	25.1	7.82	0.31	-9.44%
Fraud/Con Games	3	5	3.5	0.82	0.23	+7.48%
Credit Card Fraud	17	26	27.1	7.85	0.29	-6.63%
Identity Theft	0	0	0.0	0.00	NC	NC
Employee Theft	0	0	0.8	0.78	0.98	-17.86%
Extortion	2	0	1.3	1.22	0.94	+0.00%
Stolen Property	21	31	29.8	4.54	0.15	-4.87%
Vandalism	577	506	609.1	109.86	0.18	-6.43%
Drug Offenses	255	446	355.8	52.86	0.15	+2.55%
Drug Equipment	0	0	0.0	0.00	NC	NC
Statutory Rape	0	0	0.0	0.00	NC	NC
Pornography	0	6	2.4	1.56	0.65	+11.41%
Prostitution	0	1	0.6	1.24	2.07	-9.92%
Gambling Offenses	1	0	1.4	1.49	1.06	-28.06%
Weapon Offenses	27	30	26.6	5.16	0.19	+2.73%
Bad Checks	0	0	0.3	0.41	1.37	-7.94%
Disorderly Conduct	53	89	83.4	15.87	0.19	-5.50%
Drunk Driving	30	30	29.5	8.50	0.29	-7.59%
Drunkenness	0	0	0.0	0.00	NC	NC
Family Offenses	0	0	0.8	0.78	0.98	-29.76%
Liquor Laws	3	1	3.3	1.99	0.60	-17.32%
Trespassing	0	1	33.4	32.88	0.98	-37.25%
Violent Crime	1030	1040	1044.8	75.30	0.07	-2.22%
Property Crime	2429	2420	2779.9	331.16	0.12	-5.09%
Total Crime	4140	4341	4692.4	440.75	0.09	-3.97%

Holyoke shows a lot of variance in certain offense types, but fortunately most are low-volume, thus still ensuring that significant changes will be identifiable. My primary concerns are in the categories of thefts from persons, thefts from buildings, thefts from machines, thefts of vehicle parts, employee theft, and identity theft. None of the extremely low values in these categories are credible for a city of Holyoke's size, and the overwhelming likelihood is that all of these offense types are being erroneously coded as "Other Thefts," as the city's use of this category for thefts (56%) is among the highest in the region. Thus, any improvement in reporting practices will undoubtedly cause these categories to skyrocket, and their increases will have to be considered against decreases in the "Other Theft" category.

I am also concerned at the relatively low coding of NIBRS Group B crimes, including drunkenness, family offenses, liquor law violation, and trespassing. Given averages from other agencies, it seems likely that Holyoke had more of these arrests than are reflected in these totals. I suspect the missing reports will be found within the goZ ("All Other") category, which account for 14% of the department's crimes, against a agency average of around 8%. Finally, the sudden drop off in trespassing crimes makes little sense unless the agency simply isn't coding them anymore.

Selected calls for service in Holyoke

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned Vehicle	94	100	109.9	19.59	0.18	-6.86%
Disabled Vehicle	266	319	313.4	34.88	0.11	-1.26%
Disturbance	3459	3405	3684.6	227.62	0.06	-2.63%
Domestic Dispute	437	421	399.8	48.63	0.12	-0.23%
Gunshots	111	99	135.9	21.53	0.16	-6.63%
Liquor	112	100	107.1	4.79	0.04	-0.28%
Lost Property	93	83	106.1	12.04	0.11	-4.84%
Medical	2231	1823	1598.5	325.99	0.20	+7.85%
Overdose	98	92	34.6	34.75	1.00	+41.32%
Psychological	94	368	113.6	94.56	0.83	+27.38%
Suspicious Activity	1293	1383	1335.0	152.80	0.11	-2.56%
Traffic Collision	2023	2144	2010.5	115.91	0.06	+0.55%
Traffic Complaint	163	180	233.8	54.86	0.23	-9.34%
Vagrancy	401	460	373.9	64.89	0.17	+3.06%

Analyzing calls for service in Holyoke posed a particular challenge, as the agency had 8,888 unique call-for-service incident codes, each of which had to be assigned to a common category. (The average number of unique type codes among other agencies was 257.) Holyoke’s CAD system is apparently set up to allow its users to type a free-text code for each incident. Because of this sheer volume, I am less confident in the validity of the above statistics than I am with most agencies, although most of them are remarkably consistent.

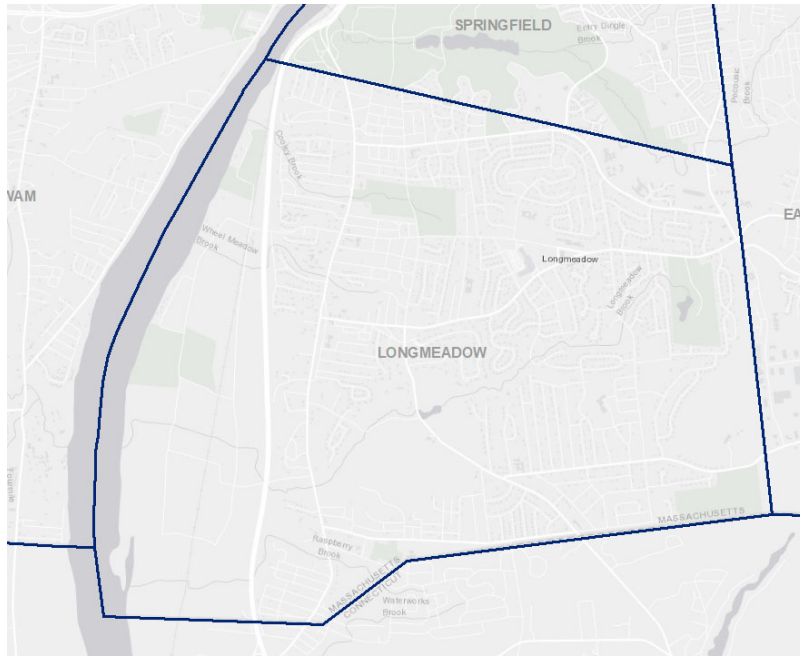
An increase in overdose calls starting in 2015 seems to be related to more accurate coding of the call type. On the other hand, the increase in “psychological” calls seems to be more of a gradual but legitimate rise.

Collisions in Holyoke

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	1100	1234	1114.1	96.47	0.09	0.42%
Parked Vehicle	361	354	335.1	27.58	0.08	1.93%
Pedestrian	45	40	34.4	6.42	0.19	3.84%
Bicyclist	10	12	13.1	2.62	0.20	-1.18%
Animal	9	9	5.9	2.89	0.49	15.54%
Fixed Object	86	90	72.9	13.35	0.18	6.58%
Curb/Barrier/Embankment	47	46	47.1	8.68	0.18	1.29%
Rollover/Non-Collision	6	2	5.6	3.37	0.60	-2.65%
Other/Unknown	33	42	39.4	10.15	0.26	-7.28%
Total	1697	1829	1666.9	126.52	0.08	0.95%

Holyoke’s collision totals have been relatively consistent over the historical period. Only a few low-volume categories show any unusual statistics. Changes should be relatively easy to detect, and very slight upward trend poses no challenges to validity.

Analysis of baseline activity: Longmeadow



Population (est. 2016): 15,876

Area: 9.7 square miles

Police officers: 26

City center distance from MGM:
3.67 miles

Longmeadow is physically quite close to MGM Springfield, though somewhat insulated by Forest Park and limited travel routes. Though it has no exits off I-91, traffic coming from the hotels in the Enfield, Connecticut area may choose to use Route 5 through the city, which has one restaurant and two gasoline stations.

We will be watching carefully for additional activity along this travel route, as well as displacement in general coming across the Springfield border and into the northern part of the city.

Crimes in Longmeadow

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	0	0	0.0	0.00	NC	NC
Sexual Assault	3	3	1.5	0.94	0.63	+25.40%
Kidnapping	0	0	0.4	0.46	1.15	-20.83%
Robbery	2	2	2.5	1.05	0.42	-11.43%
Aggravated Assault	7	2	5.4	2.05	0.38	+1.98%
Simple Assault	14	8	11.8	2.66	0.23	-6.26%
Threats	9	9	15.0	4.00	0.27	-11.43%
Arson	0	0	0.8	1.22	1.53	-35.71%
Burglary	40	39	32.9	8.43	0.26	-2.93%
Thefts from Persons	1	1	1.1	0.87	0.79	-11.90%
Purse Snatching	0	1	1.0	0.82	0.82	+4.76%
Shoplifting	7	11	9.3	2.53	0.27	-3.07%
Thefts from Buildings	27	25	24.9	6.82	0.27	+4.35%
Thefts from Machines	0	0	0.0	0.00	NC	NC
Thefts from Vehicles	22	29	38.6	15.58	0.40	-15.27%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Thefts of Vehicle Parts	0	0	0.8	1.31	1.64	-44.64%
Other Thefts	35	37	56.0	23.00	0.41	-16.62%
Auto Theft	11	4	4.1	2.77	0.68	+7.84%
Forgery/Counterfeiting	3	7	6.1	3.07	0.50	-16.20%
Fraud/Con Games	24	25	19.1	4.20	0.22	+6.54%
Credit Card Fraud	6	5	5.4	2.00	0.37	+3.75%
Identity Theft	23	34	20.8	7.83	0.38	+15.11%
Employee Theft	1	0	0.9	0.99	1.10	-33.07%
Extortion	0	0	0.0	0.00	NC	NC
Stolen Property	0	3	1.0	1.05	1.05	+30.95%
Vandalism	41	35	50.4	14.54	0.29	-10.75%
Drug Offenses	3	6	4.3	1.93	0.45	+9.41%
Drug Equipment	0	0	0.0	0.00	NC	NC
Statutory Rape	3	2	1.0	0.94	0.94	+26.19%
Pornography	3	0	0.8	0.91	1.14	+14.88%
Prostitution	0	0	0.0	0.00	NC	NC
Gambling Offenses	0	0	0.0	0.00	NC	NC
Weapon Offenses	1	1	1.0	0.82	0.82	+0.00%
Bad Checks	3	0	3.3	2.10	0.64	-20.92%
Disorderly Conduct	1	1	0.6	0.46	0.77	+1.98%
Drunk Driving	8	17	10.0	4.78	0.48	+6.67%
Drunkenness	0	1	0.8	0.78	0.98	-8.93%
Family Offenses	0	1	0.1	0.31	3.10	+83.33%
Liquor Laws	1	1	4.4	3.40	0.77	-33.82%
Trespassing	3	2	2.9	1.73	0.60	-6.16%
Violent Crime	26	15	21.5	3.23	0.15	-2.88%
Property Crime	241	256	272.3	46.50	0.17	-6.35%
Total Crime	302	312	338.5	53.84	0.16	-6.14%

Longmeadow's low crime rate creates large variances when a handful of crimes do appear, but despite the large coefficients and trends, any major changes in the next few years will still stand out against the small baseline. Classic theft-related property crimes have decreased significantly in the past few years from an already-low total.

The data quality seems strong among the Longmeadow reports. The agency has the lowest use of the "All Other" category among the participating agencies (2%), and its use of "Other Theft" in contrast to total thefts is average and credible.

Selected calls for service in Longmeadow

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Disabled Vehicle	97	117	125.1	18.34	0.15	-4.50%
Disturbance	115	118	134.8	30.40	0.23	-8.73%
Domestic Dispute	58	73	67.6	10.24	0.15	-0.23%
Medical	1012	1096	1018.3	46.36	0.05	+1.13%
Suspicious Activity	554	515	546.3	37.05	0.07	-2.32%
Traffic Collision	355	381	387.1	19.03	0.05	-0.68%
Traffic Complaint	183	147	144.0	21.06	0.15	+2.79%

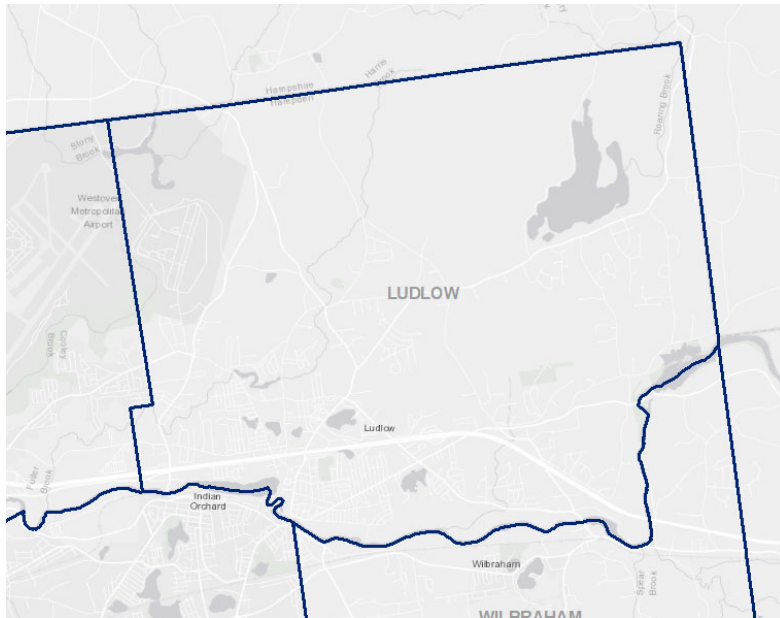
Longmeadow has specific call-for-service codes tracking the fewest of the relevant categories—which makes sense given its low crime rate and probable lack of need for calls related to gunshots and overdoses. The remaining categories listed above are highly consistent, with only noise and disturbance calls showing any major trend over the seven years.

Collisions in Longmeadow

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	229	230	243.9	17.45	0.07	-0.32%
Parked Vehicle	68	69	76.4	11.52	0.15	-4.16%
Pedestrian	2	5	2.5	1.41	0.56	+4.76%
Bicyclist	3	4	3.6	1.58	0.44	+0.99%
Animal	8	26	14.3	6.40	0.45	+11.16%
Fixed Object	29	29	26.9	5.25	0.20	-0.31%
Curb/Barrier/Embankment	8	13	10.1	1.96	0.19	+0.35%
Rollover/Non-Collision	0	0	0.1	0.33	3.30	-35.71%
Other/Unknown	7	6	8.8	2.28	0.26	-7.85%
Total	354	382	386.5	19.84	0.05	-0.77%

Longmeadow has a very consistent collision total with only a small decreasing trend. Although some categories have seen interesting swings, overall there are no validity or reliability concerns with this dataset.

Analysis of baseline activity: Ludlow



Population (est. 2016): 21,484

Area: 28.2 square miles

Police officers: 38

City center distance from MGM:
9.55 miles

Although somewhat distant from the casino, Ludlow has several travel routes that serve Springfield-area visitors from the north, northeast, and east, including a Massachusetts Turnpike exit. Shops, restaurants, and gas stations off the Turnpike on Route 21 may see extra activity, and its one hotel (the Holiday Inn Express) may see increased occupancy. The police department will want to monitor its one pawn shop, and we will of course pay close attention to changes in the town's low crime rate.

Crimes in Ludlow

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	1	0	0.1	0.31	3.10	+59.52%
Sexual Assault	7	4	3.8	2.30	0.61	+12.53%
Kidnapping	1	2	0.9	0.74	0.82	+11.90%
Robbery	5	3	6.1	2.23	0.37	-12.30%
Aggravated Assault	24	33	13.5	9.44	0.70	+30.16%
Simple Assault	41	55	42.6	10.81	0.25	-2.26%
Threats	23	22	32.3	9.80	0.30	-8.48%
Arson	1	1	0.6	0.94	1.57	+5.95%
Burglary	64	43	67.8	18.95	0.28	-6.92%
Thefts from Persons	1	2	1.0	0.67	0.67	+21.43%
Purse Snatching	1	1	1.6	1.24	0.78	-14.14%
Shoplifting	14	26	18.5	4.69	0.25	-1.16%
Thefts from Buildings	37	20	30.5	7.35	0.24	-3.59%
Thefts from Machines	0	0	0.0	0.00	NC	NC
Thefts from Vehicles	46	24	39.3	7.57	0.19	-1.03%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Thefts of Vehicle Parts	0	1	0.1	0.31	3.10	+83.33%
Other Thefts	76	68	102.0	20.19	0.20	-7.54%
Auto Theft	22	21	16.1	5.88	0.37	-0.96%
Forgery/Counterfeiting	10	20	11.4	3.40	0.30	+6.58%
Fraud/Con Games	17	35	20.8	7.68	0.37	+10.42%
Credit Card Fraud	11	3	7.5	3.46	0.46	+7.30%
Identity Theft	20	33	19.9	8.23	0.41	+15.85%
Employee Theft	1	2	1.9	1.20	0.63	-3.13%
Extortion	1	0	0.4	0.66	1.65	+20.83%
Stolen Property	1	1	1.3	1.03	0.79	-16.48%
Vandalism	77	70	93.9	24.33	0.26	-9.57%
Drug Offenses	12	36	19.5	7.85	0.40	+6.11%
Drug Equipment	0	0	0.0	0.00	NC	NC
Statutory Rape	7	2	1.5	2.05	1.37	+31.75%
Pornography	1	4	1.0	1.15	1.15	+42.86%
Prostitution	0	0	0.0	0.00	NC	NC
Gambling Offenses	0	1	0.1	0.31	3.10	+83.33%
Weapon Offenses	1	6	2.0	1.76	0.88	+21.43%
Bad Checks	3	4	4.5	1.41	0.31	-7.94%
Disorderly Conduct	6	10	5.9	2.68	0.45	+16.34%
Drunk Driving	25	44	19.4	9.68	0.50	+17.24%
Drunkenness	2	8	5.4	2.05	0.38	-5.95%
Family Offenses	1	1	0.4	0.46	1.15	+14.88%
Liquor Laws	6	7	3.6	2.00	0.56	+19.51%
Trespassing	7	7	4.9	2.85	0.58	+0.24%
Violent Crime	79	97	67.0	14.41	0.22	+4.48%
Property Crime	399	370	433.8	38.29	0.09	-3.86%
Total Crime	573	620	601.8	34.38	0.06	-1.57%

Ludlow's crime figures are small enough that even a few incidents per year can cause large variances and steep trends. Its totals, however, remain pleasingly flat. Statistics for drug, liquor, and disorder-related offenses suggest either a recent increase in such activity or a recent commitment to better coding in those categories. I am slightly concerned about a high percentage of thefts in the "all other" category (53%), which exceeds the local average.

Selected calls for service in Ludlow

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned Vehicle	8	5	6.4	1.56	0.24	-4.28%
Disabled Vehicle	140	193	164.5	19.60	0.12	+0.46%
Disturbance	810	835	1021.9	147.56	0.14	-5.95%
Domestic Dispute	149	153	157.1	13.51	0.09	+0.95%
Lost Property	8	3	3.1	1.97	0.64	+8.06%
Medical	1794	1763	1603.4	146.28	0.09	+4.09%
Overdose	0	11	1.4	3.43	2.45	+65.48%
Psychological	4	9	7.3	3.88	0.53	+1.30%
Suspicious Activity	784	686	567.5	117.40	0.21	+8.81%
Traffic Collision	540	650	543.8	45.41	0.08	+2.31%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Traffic Complaint	53	85	18.6	28.60	1.54	+56.64%

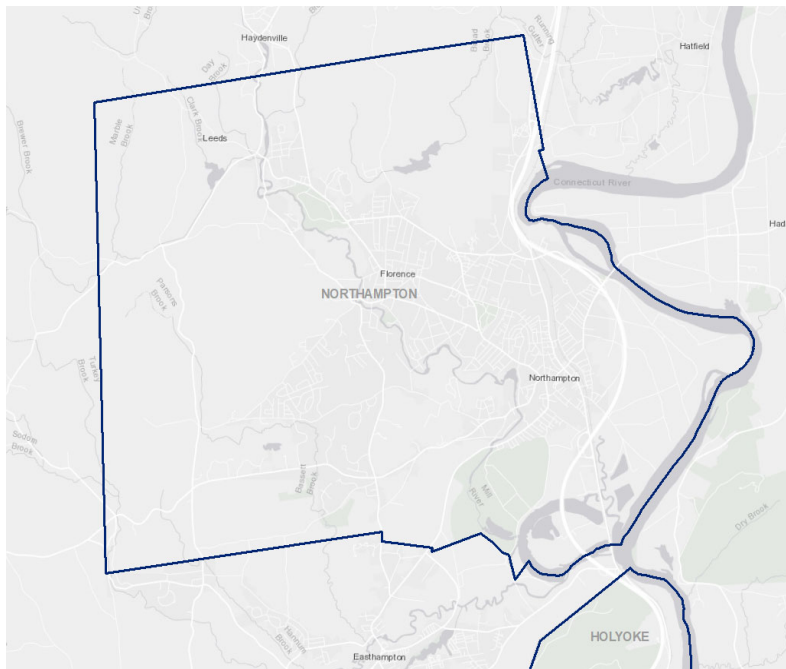
Most of Ludlow’s call-for-service statistics are even and predictable, but the agency did not begin explicitly coding traffic-related complaints until late 2015 or overdoses until 2017, so changes in these categories will be difficult to assess with no baseline average.

Collisions in Ludlow

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	358	431	325.1	50.84	0.16	+4.80%
Parked Vehicle	95	104	79.1	12.95	0.16	+5.55%
Pedestrian	8	5	7.5	3.28	0.44	-9.21%
Bicyclist	3	3	3.1	1.36	0.44	-8.06%
Animal	6	19	7.8	4.76	0.61	+16.48%
Fixed Object	73	84	58.5	14.13	0.24	+10.09%
Curb/Barrier/Embankment	24	27	26.1	3.79	0.15	+1.69%
Rollover/Non-Collision	5	7	4.9	1.54	0.31	+3.16%
Other/Unknown	25	25	28.0	4.58	0.16	-4.08%
Total	597	705	540.1	77.70	0.14	+4.76%

Ludlow’s total collisions and most voluminous categories are consistent and thus easy to compare new activity against. Its major variances are primarily in low-volume categories, and its overall trend is slight. The exception is in the “fixed object” category, which spiked in 2016 and 2017.

Analysis of baseline activity: Northampton



Population (est. 2016): 28,549

Area: 35.8 square miles

Police officers: 63

City center distance from MGM:
16.70 miles

Northampton is an outlier in this analysis. Farthest in distance from MGM Springfield, it shares no contiguous border with Springfield nor with any other jurisdiction participating in this study. However, it sits along the same major northern travel routes as Holyoke, with both I-91 and U.S. Route 5 cutting through the eastern part of the city and offering several hotels, service stations, and other amenities for motorists. PVTa also loops through the city, linking Springfield with Northampton’s vibrant cultural and counter-cultural institutions. MGM could easily add to the heavy visiting traffic that Northampton already experiences.

Crimes in Northampton

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	0	0	0.3	0.41	1.37	-23.81%
Sexual Assault	28	34	31.1	5.61	0.18	+0.88%
Kidnapping	2	6	3.3	1.39	0.42	+7.22%
Robbery	10	19	12.8	3.46	0.27	+7.81%
Aggravated Assault	69	99	65.5	13.99	0.21	+7.96%
Simple Assault	182	234	217.4	28.79	0.13	-3.59%
Threats	31	35	50.8	13.73	0.27	-10.78%
Arson	7	2	3.5	1.94	0.55	+15.65%
Burglary	84	75	127.8	38.03	0.30	-12.71%
Thefts from Persons	2	3	3.1	0.99	0.32	-7.30%
Purse Snatching	1	2	1.1	1.20	1.09	+7.58%
Shoplifting	133	130	114.9	27.93	0.24	+8.73%
Thefts from Buildings	135	123	193.9	45.09	0.23	-9.03%
Thefts from Machines	0	0	0.5	0.67	1.34	-33.33%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Thefts from Vehicles	72	64	68.6	23.03	0.34	-9.94%
Thefts of Vehicle Parts	12	12	29.5	16.49	0.56	-24.21%
Other Thefts	121	118	127.3	20.80	0.16	-1.12%
Auto Theft	11	12	20.4	7.16	0.35	-13.71%
Forgery/Counterfeiting	14	17	19.5	5.37	0.28	+1.22%
Fraud/Con Games	37	49	37.9	4.46	0.12	+3.30%
Credit Card Fraud	15	16	13.3	4.24	0.32	+3.22%
Identity Theft	36	29	44.1	10.20	0.23	-3.37%
Employee Theft	1	3	2.5	1.33	0.53	-2.86%
Extortion	0	0	0.0	0.00	NC	NC
Stolen Property	6	8	7.0	1.76	0.25	-0.68%
Vandalism	166	121	187.9	47.76	0.25	-10.90%
Drug Offenses	51	53	74.9	24.20	0.32	-11.08%
Drug Equipment	0	0	0.0	0.00	NC	NC
Statutory Rape	6	3	3.4	1.82	0.54	-0.35%
Pornography	8	9	4.8	2.48	0.52	+19.35%
Prostitution	0	0	0.1	0.31	3.10	+11.90%
Gambling Offenses	0	0	0.0	0.00	NC	NC
Weapon Offenses	5	1	4.8	3.15	0.66	+1.98%
Bad Checks	6	2	3.8	2.15	0.57	-5.64%
Disorderly Conduct	18	23	23.4	5.87	0.25	-4.83%
Drunk Driving	90	113	65.5	23.91	0.37	+15.30%
Drunkenness	100	106	104.4	27.30	0.26	-7.33%
Family Offenses	0	0	0.5	0.94	1.88	+19.05%
Liquor Laws	7	8	16.8	8.27	0.49	-20.12%
Trespassing	0	0	0.4	0.46	1.15	-44.64%
Violent Crime	21	23	23.0	6.39	0.28	-7.45%
Property Crime	541	593	552.3	48.78	0.09	-1.03%
Total Crime	1466	1529	1686.1	187.03	0.11	-4.64%

Among the agencies, Northampton has some of the widest year-to-year variances and some of the starkest trends over the last seven years, both of which will pose problems (though not unsurmountable ones) for analysis of change. Despite all these variances, their coding systems seem more accurate than the typical agency's. Among the departments, Northampton had the lowest percentage of thefts in the "other" category (24%) and one of the lowest uses of the goZ ("All Other") NIBRS code (7%).

The city's existing decreasing trends in burglary, thefts, auto thefts, vandalisms, and many other crimes will have to be considered when assessing change.

Selected calls for service in Northampton

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned Vehicle	13	22	23.8	6.66	0.28	-10.00%
Disabled Vehicle	259	326	317.3	35.12	0.11	-2.09%
Disturbance	1773	1751	1758.5	91.01	0.05	-0.26%
liquor	406	286	361.3	58.77	0.16	-5.07%
Lost Property	440	511	465.4	40.33	0.09	+1.38%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Medical	1834	1959	1576.5	201.72	0.13	+5.33%
Overdose	40	47	15.6	16.98	1.09	+46.63%
Psychological	1	13	209.3	159.60	0.76	-28.44%
Suspicious Activity	1909	1806	2254.9	494.22	0.22	-8.76%
Traffic Collision	1347	1308	1307.5	68.42	0.05	+0.03%
Traffic Complaint	859	903	937.5	53.92	0.06	-1.11%
Vagrancy	53	32	18.9	19.21	1.02	+40.25%

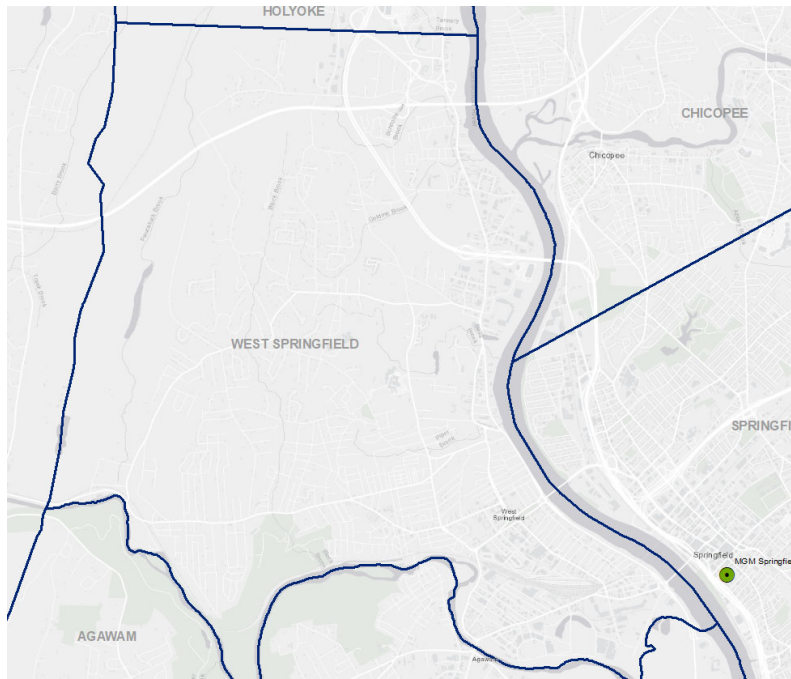
Northampton is used to a high visiting population and thus high traffic-based call-for-service totals. A few of the categories will unfortunately be unusable for comparison. The department didn't create special categories for overdoses and vagrancy-related calls until 2014, and it stopped using its categories denoting psychological calls for service the same year. Traffic-related categories are consistent and steady.

Collisions in Northampton

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	416	384	405.8	28.10	0.07	-1.53%
Parked Vehicle	39	40	57.4	14.85	0.26	-5.41%
Pedestrian	16	13	15.1	2.71	0.18	-3.55%
Bicyclist	12	13	15.0	2.18	0.15	-4.29%
Animal	10	20	12.1	3.55	0.29	+6.00%
Fixed Object	52	48	48.5	7.71	0.16	+1.33%
Curb/Barrier/Embankment	32	30	25.6	5.02	0.20	+2.93%
Rollover/Non-Collision	1	1	3.5	1.73	0.49	-7.48%
Other/Unknown	12	16	13.1	2.20	0.17	+2.09%
Total	590	565	596.1	33.36	0.06	-1.40%

Collision totals for Northampton are consistent for a town with such a large visiting population. It is one of the few in the area to show an overall decrease, though not particularly steep, and its pedestrian and bicycle collisions are low given the foot traffic in the area. This consistent dataset will be very easy to analyze for changes.

Analysis of baseline activity: West Springfield



Population (est. 2016): 28,529

Area: 17.5 square miles

Police officers: 84

City center distance from MGM:
3.83 miles

With its eastern border just across the river from MGM Springfield, West Springfield is practically the co-host of the casino. As the home of the Eastern States Exposition, the Century Shopping Center, and the Riverdale Center, and several major PVT bus routes from the north and west, the city is no stranger to a high volume of visiting traffic, all of which is likely to be boosted by the presence of MGM Springfield. It may even see an increase in foot traffic over the Memorial Bridge to the Century Shopping Center.

The primary concern for West Springfield is hotels. Travelers who eschew the more expensive hotels in the immediate vicinity of MGM are likely to stay at one of the Big E area hotels or one of the lower-cost establishments of Highway 5. Restaurants, gas stations, and other stores near these hotels are likely to be affected by additional traffic.

Crimes in West Springfield

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	1	2	0.9	0.99	1.10	+27.78%
Sexual Assault	31	32	24.8	4.71	0.19	+5.47%
Kidnapping	3	11	4.4	2.83	0.64	+12.18%
Robbery	36	19	32.1	5.36	0.17	-4.26%
Aggravated Assault	121	109	101.5	13.95	0.14	+2.70%
Simple Assault	168	160	210.9	45.01	0.21	-9.06%
Threats	40	40	44.0	13.21	0.30	-9.69%
Arson	3	5	4.4	1.88	0.43	-9.47%
Burglary	143	126	214.9	51.11	0.24	-9.01%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Thefts from Persons	6	5	5.3	2.97	0.56	-0.45%
Purse Snatching	6	2	6.4	2.40	0.38	-10.60%
Shoplifting	351	321	282.9	56.05	0.20	+8.31%
Thefts from Buildings	130	107	97.3	20.39	0.21	+2.57%
Thefts from Machines	0	0	0.1	0.31	3.10	-83.33%
Thefts from Vehicles	81	134	140.5	38.24	0.27	-9.66%
Thefts of Vehicle Parts	1	0	3.6	4.24	1.18	-42.00%
Other Thefts	374	329	398.9	33.18	0.08	-2.67%
Auto Theft	70	64	88.9	15.09	0.17	-5.69%
Forgery/Counterfeiting	26	31	24.6	3.40	0.14	+4.60%
Fraud/Con Games	48	66	54.1	9.18	0.17	+3.06%
Credit Card Fraud	10	13	12.3	3.70	0.30	+6.19%
Identity Theft	29	47	38.9	9.09	0.23	+5.60%
Employee Theft	7	10	7.0	1.76	0.25	+7.82%
Extortion	0	0	1.0	1.05	1.05	-14.29%
Stolen Property	12	11	19.5	5.01	0.26	-11.11%
Vandalism	205	199	233.9	36.45	0.16	-6.45%
Drug Offenses	72	111	106.0	35.02	0.33	-10.74%
Drug Equipment	0	0	0.0	0.00	NC	NC
Statutory Rape	4	5	6.3	2.30	0.37	-13.23%
Pornography	8	2	3.5	2.40	0.69	+0.68%
Prostitution	1	1	2.0	1.83	0.92	-5.95%
Gambling Offenses	0	0	0.0	0.00	NC	NC
Weapon Offenses	5	5	4.3	1.81	0.42	-6.64%
Bad Checks	6	4	9.0	3.16	0.35	-10.85%
Disorderly Conduct	14	18	15.5	3.97	0.26	-6.14%
Drunk Driving	16	17	27.1	11.85	0.44	-12.87%
Drunkenness	4	2	3.3	4.44	1.35	-33.91%
Family Offenses	5	4	4.0	2.54	0.64	-3.57%
Liquor Laws	1	1	5.5	2.75	0.50	-9.96%
Trespassing	16	16	18.4	6.45	0.35	-9.77%
Violent Crime	360	333	374.5	41.02	0.11	-4.16%
Property Crime	1499	1465	1629.9	90.16	0.06	-2.21%
Total Crime	2054	2029	2257.5	176.95	0.08	-3.45%

West Springfield's size and demographics result in low crime totals and thus sometimes erratic coefficients of variation. My primary concern is a disproportionately-high "other theft" category, which may be concealing thefts from buildings, vehicles, and other thefts that should have been coded in a more specific category. The figure for "family offenses" also seems low, and I would ask the police department to verify that it is coding restraining order violations and child neglect cases with the "90F" code.

Selected calls for service in West Springfield

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Disturbance	1865	1896	2108.8	300.82	0.14	-5.68%
Domestic Dispute	386	447	272.1	132.55	0.49	+20.12%
Suspicious Activity	1226	1276	1269.5	119.97	0.09	-2.53%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Traffic Collision	1659	1690	1640.6	112.73	0.07	-1.27%
Traffic Complaint	870	932	831.5	115.86	0.14	+2.25%

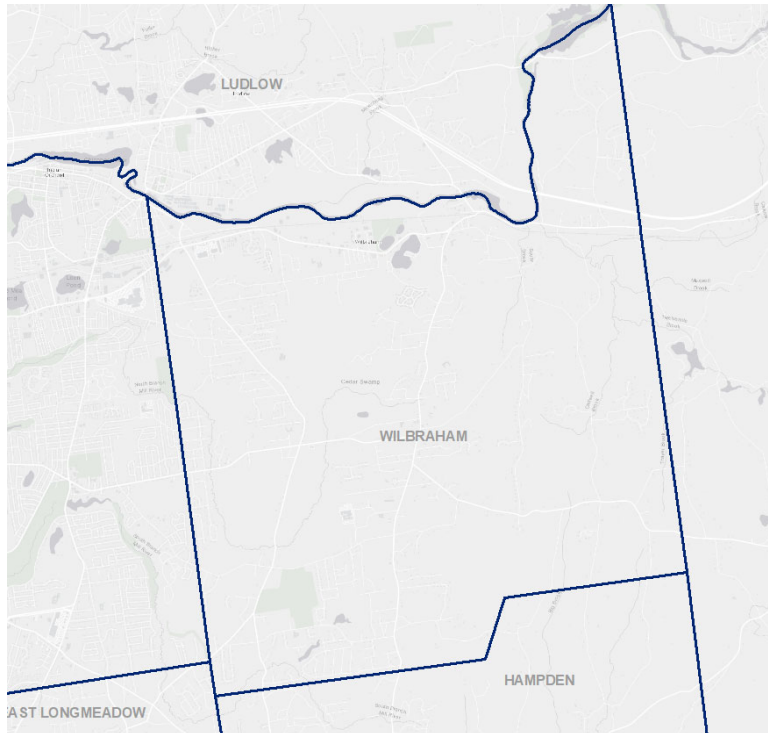
West Springfield uses fairly broad offense codes; at 53 unique codes between 2015 and 2017, it has the smallest number of any of the participating agencies. This makes it more difficult than in other agencies to find particular patterns within more specific codes. Even among this small list, “domestic dispute” did not appear as a code type until late in 2011.

Collisions in West Springfield

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	521	511	489.6	45.57	0.09	+0.33%
Parked Vehicle	69	54	57.5	10.74	0.19	-0.95%
Pedestrian	20	22	19.5	2.78	0.14	+1.22%
Bicyclist	10	9	7.4	2.55	0.34	+0.16%
Animal	3	2	2.6	1.49	0.57	-2.29%
Fixed Object	63	52	56.4	7.33	0.13	-3.19%
Curb/Barrier/Embankment	52	41	47.6	3.90	0.08	-0.88%
Rollover/Non-Collision	5	1	2.6	1.41	0.54	-2.29%
Other/Unknown	15	17	22.0	4.95	0.23	-2.27%
Total	758	709	705.3	57.40	0.08	-0.21%

There are very consistent totals and patterns in West Springfield’s collisions, with hardly any long-term trend. Any significant changes post-MGM should be easy to detect.

Analysis of baseline activity: Wilbraham



Population (est. 2016): 14,684

Area: 22.4 square miles

Police officers: 27

City center distance from MGM:
8.36 miles

Despite its physical proximity, Wilbraham is least likely to be affected by traffic patterns to MGM Springfield. Only travelers from Wilbraham itself, and a few areas of Monson, are likely to cut through the town. It has a small portion of the Massachusetts Turnpike but no exits. However, the string of restaurants and a single hotel off Route 20 may see some additional traffic, and it is served by two major PVTA bus routes from downtown Springfield. And of course we'll be monitoring any changes in crime in the town's primarily-residential areas.

Crimes in Wilbraham

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Murder	0	0	0.0	0.00	NC	NC
Sexual Assault	6	7	4.5	1.94	0.43	+5.82%
Kidnapping	0	1	0.8	0.62	0.78	+8.93%
Robbery	0	2	1.4	0.94	0.67	-7.65%
Aggravated Assault	7	7	8.8	4.42	0.50	-7.58%
Simple Assault	24	42	27.4	5.85	0.21	+4.65%
Threats	20	22	28.8	6.63	0.23	-9.67%
Arson	3	1	1.4	1.05	0.75	-9.35%
Burglary	50	31	46.3	11.69	0.25	-6.79%
Thefts from Persons	0	0	0.6	0.94	1.57	-17.86%
Purse Snatching	0	1	0.4	0.46	1.15	-2.98%
Shoplifting	16	44	21.0	10.07	0.48	+9.75%
Thefts from Buildings	13	13	16.9	7.55	0.45	-9.09%
Thefts from Machines	0	0	0.0	0.00	NC	NC

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Thefts from Vehicles	25	19	32.3	18.81	0.58	-20.86%
Thefts of Vehicle Parts	0	2	0.9	1.10	1.22	+11.90%
Other Thefts	44	44	56.8	9.40	0.17	-4.99%
Auto Theft	11	11	10.8	4.24	0.39	-3.75%
Forgery/Counterfeiting	3	3	4.0	1.33	0.33	-5.36%
Fraud/Con Games	9	11	7.9	2.47	0.31	+9.49%
Credit Card Fraud	4	2	3.0	1.70	0.57	+1.59%
Identity Theft	11	17	9.1	3.84	0.42	+17.66%
Employee Theft	1	2	1.6	1.24	0.78	+11.16%
Extortion	0	0	0.0	0.00	NC	NC
Stolen Property	3	5	2.6	1.56	0.60	+14.19%
Vandalism	35	20	42.8	14.52	0.34	-14.52%
Drug Offenses	32	24	39.0	17.03	0.44	+0.31%
Drug Equipment	0	0	0.1	0.31	3.10	-83.33%
Statutory Rape	2	3	3.3	0.78	0.24	-6.49%
Pornography	0	1	1.4	1.33	0.95	+9.35%
Prostitution	0	0	0.1	0.31	3.10	-83.33%
Gambling Offenses	0	0	0.0	0.00	NC	NC
Weapon Offenses	3	0	1.9	1.73	0.91	-0.63%
Bad Checks	0	2	1.3	0.91	0.70	-5.49%
Disorderly Conduct	6	8	3.9	2.13	0.55	+14.96%
Drunk Driving	31	43	24.8	8.93	0.36	+15.75%
Drunkenness	5	10	5.3	1.93	0.36	+8.54%
Family Offenses	0	0	0.1	0.31	3.10	+11.90%
Liquor Laws	3	4	3.5	1.05	0.30	-7.48%
Trespassing	4	4	2.4	1.15	0.48	+14.38%
Violent Crime	37	59	42.8	8.26	0.19	+1.95%
Property Crime	225	225	256.8	46.32	0.18	-6.27%
Total Crime	371	406	416.5	43.39	0.10	-3.21%

Wilbraham's crime dataset is clean and consistent, although at times its low crime totals make for erratic trends. Its commercial corridor along Route 20 is responsible for more than half of the recorded offenses, and shifting businesses and store policies can create inconsistent reporting from year to year. Almost all of the city's crimes show fairly steep increasing or decreasing trends during the seven-year period.

Selected calls for service in Wilbraham

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned Vehicle	7	11	10.5	2.79	0.27	-1.81%
Disabled Vehicle	207	187	180.1	18.99	0.11	+3.70%
Disturbance	129	146	143.0	13.06	0.09	-0.83%
Domestic Dispute	194	149	138.4	25.63	0.19	+6.53%
Gunshots	19	25	22.0	7.53	0.34	+8.77%
Lost Property	42	55	44.8	6.63	0.15	+3.03%
Medical Aid	1023	1062	861.8	118.45	0.14	+2.77%
Psychological	40	46	29.9	963	0.32	+14.21%
Suspicious Activity	1045	900	921.5	106.62	0.12	+2.19%

Crime	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Traffic Collision	394	432	399.4	30.24	0.08	+0.30%
Traffic Complaint	250	242	213.0	27.82	0.13	+5.31%

Wilbraham's calls for service are mostly consistent and exhibit only mild trends. The exception is in the "psychological" category, which has seen a sharp increase since 2014, mirroring a regional trend.

Collisions in Wilbraham

Collision Category	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Vehicle in Traffic	198	197	198.1	11.34	0.06	+0.04%
Parked Vehicle	35	35	32.3	2.99	0.09	+2.36%
Pedestrian	1	2	2.6	0.99	0.38	-14.19%
Bicyclist	1	3	2.0	0.71	0.36	+0.00%
Animal	24	39	20.4	8.08	0.40	+8.58%
Fixed Object	55	56	48.0	8.86	0.18	+3.47%
Curb/Barrier/Embankment	20	24	22.3	5.14	0.23	-1.39%
Rollover/Non-Collision	2	2	2.0	1.00	0.50	-9.52%
Other/Unknown	8	17	14.5	4.30	0.30	-4.27%
Total	344	375	342.1	21.54	0.06	+0.81%

Wilbraham offers a very consistent dataset with low collision totals and almost no long-term trend. Changes on local roads are likely to stand out.

Spatial patterns of activity

Traditional crimes within the participating communities follow several broad patterns. Namely:

- For almost all crimes, Springfield's Metro Center, Six Corners, Old Hill, Memorial Square, McKnight, and Bay neighborhoods show the highest density. MGM Springfield is on the western edge of this large hot spot.
- Springfield's Indian Orchard neighborhood often appears as a hot spot for property crime, but not violent crime.
- Violent crime in Chicopee is relegated to a few concentrated neighborhoods.
- Property crime patterns extend away from Springfield's center along Highway 5 to the west, Route 33 to the north (extending into Chicopee), and Boston Road/Route 20 to the northeast.
- Holyoke's Downtown frequently shows up as a secondary hot spot.
- Northampton sees small concentrations around Smith College and the Main Street downtown
- Southeast Springfield, Agawam, western West Springfield, western Holyoke, Ludlow, Wilbraham, East Longmeadow, Longmeadow, and Hampden are mostly insulated from Springfield's major crime patterns despite proximity.
- Collision hot spots naturally appear at major travel routes and intersections for all communities.

As we analyze changes in crime after the opening of MGM, it will be important to determine if crime disperses or displaces from the downtown to other areas, or if current areas with low crime volume start seeing new spatial patterns. To assist with this analysis, we will create a series of "analytical zones" based on existing geography and hypothetical anticipation of crime patterns. Although the boundaries will be drawn in consultation with the participating agencies, a logical set of zones will include:

- Immediate region of MGM Springfield, to include Metro Center and river frontage.
- A larger radius around the first zone to cover residential neighborhoods adjacent to the Metro Center
- Northwest Springfield
- Northeast Springfield
- Central Springfield
- Southwestern Springfield
- Southeastern Springfield
- Northern section of Longmeadow, along Springfield border
- Western half of Longmeadow, to include travel routes to Springfield
- Eastern half of Longmeadow
- Northern East Longmeadow
- Southern East Longmeadow
- Hampden
- Western Wilbraham
- Eastern Wilbraham
- Southern Ludlow
- Northern Ludlow
- South Chicopee
- Northwest Chicopee
- Northeast Chicopee
- West Springfield Hwy 5 corridor
- Remainder of West Springfield
- Northeast Agawam
- Remainder of Agawam
- Eastern Holyoke
- Western Holyoke
- Northampton

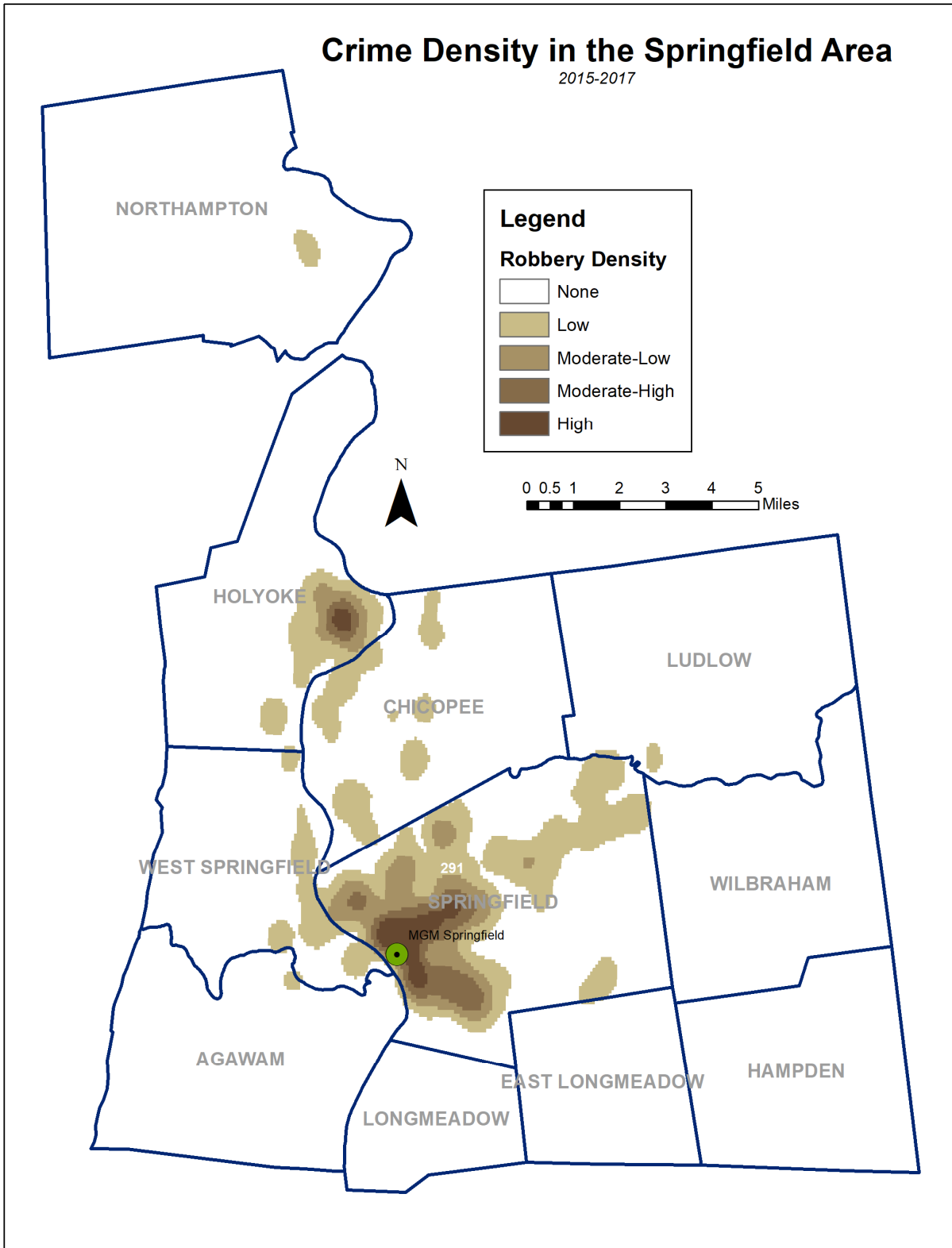


Figure 5: Density of robberies among the participating communities

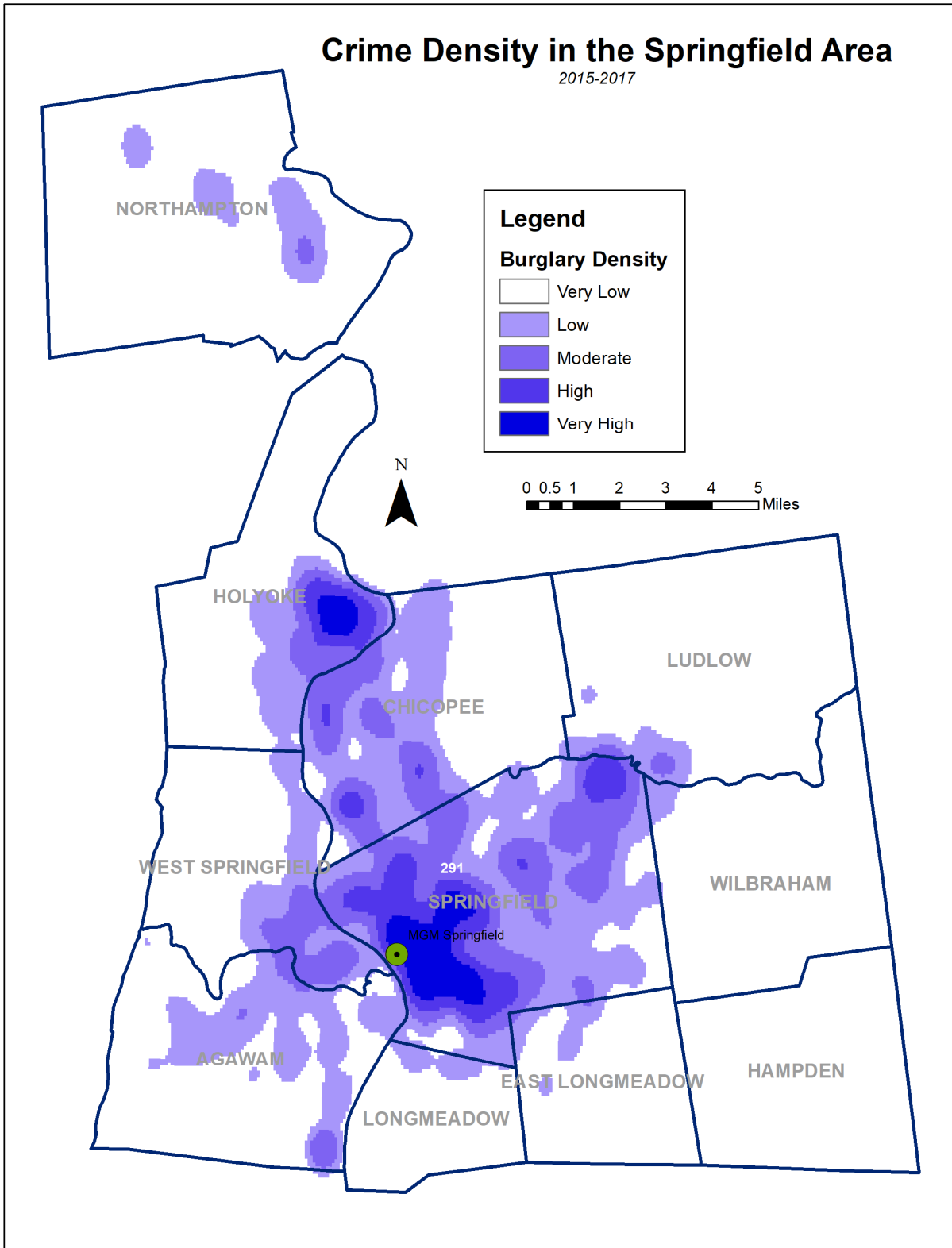


Figure 6: Density of burglaries among the participating communities

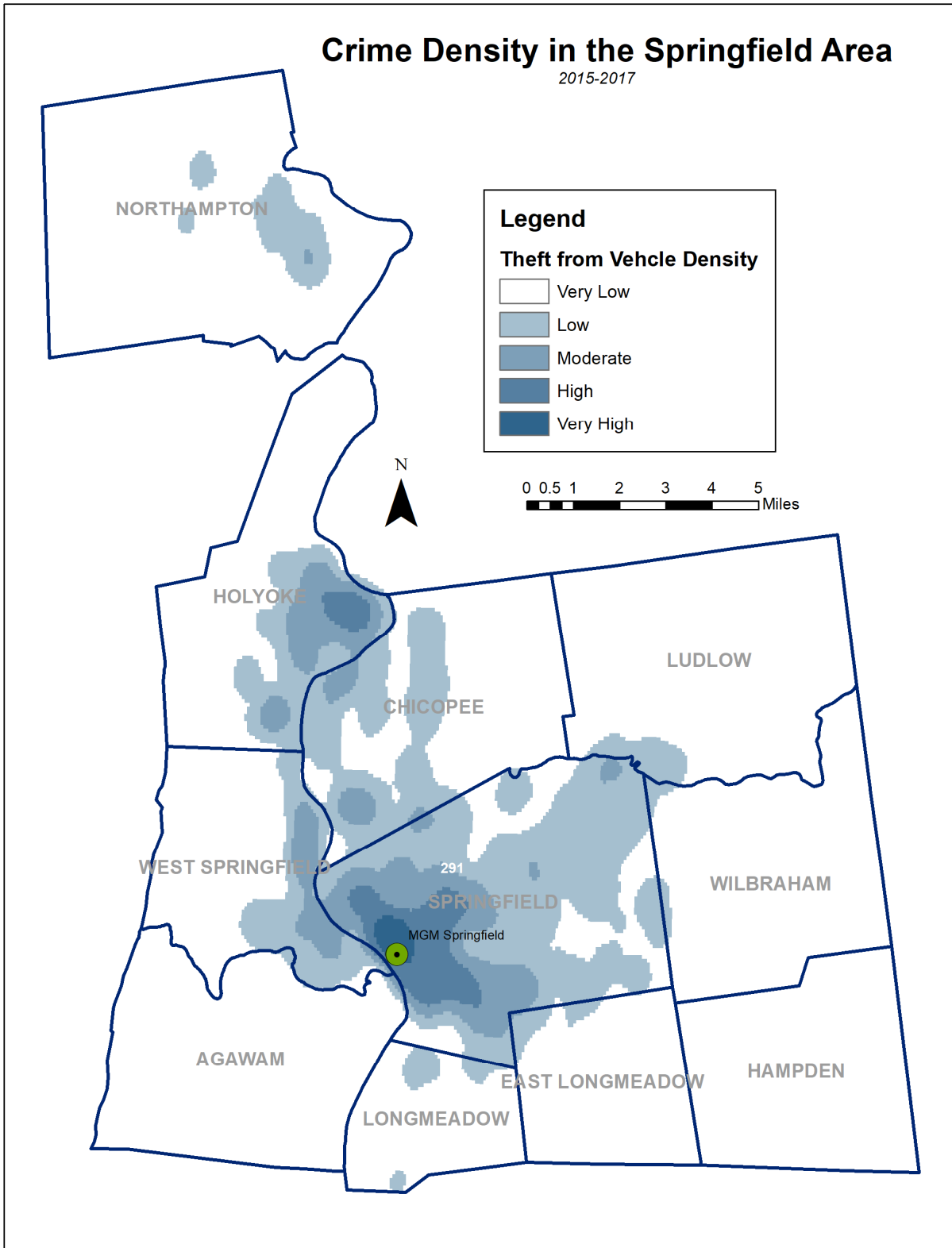


Figure 7: Density of thefts from vehicles among the participating communities

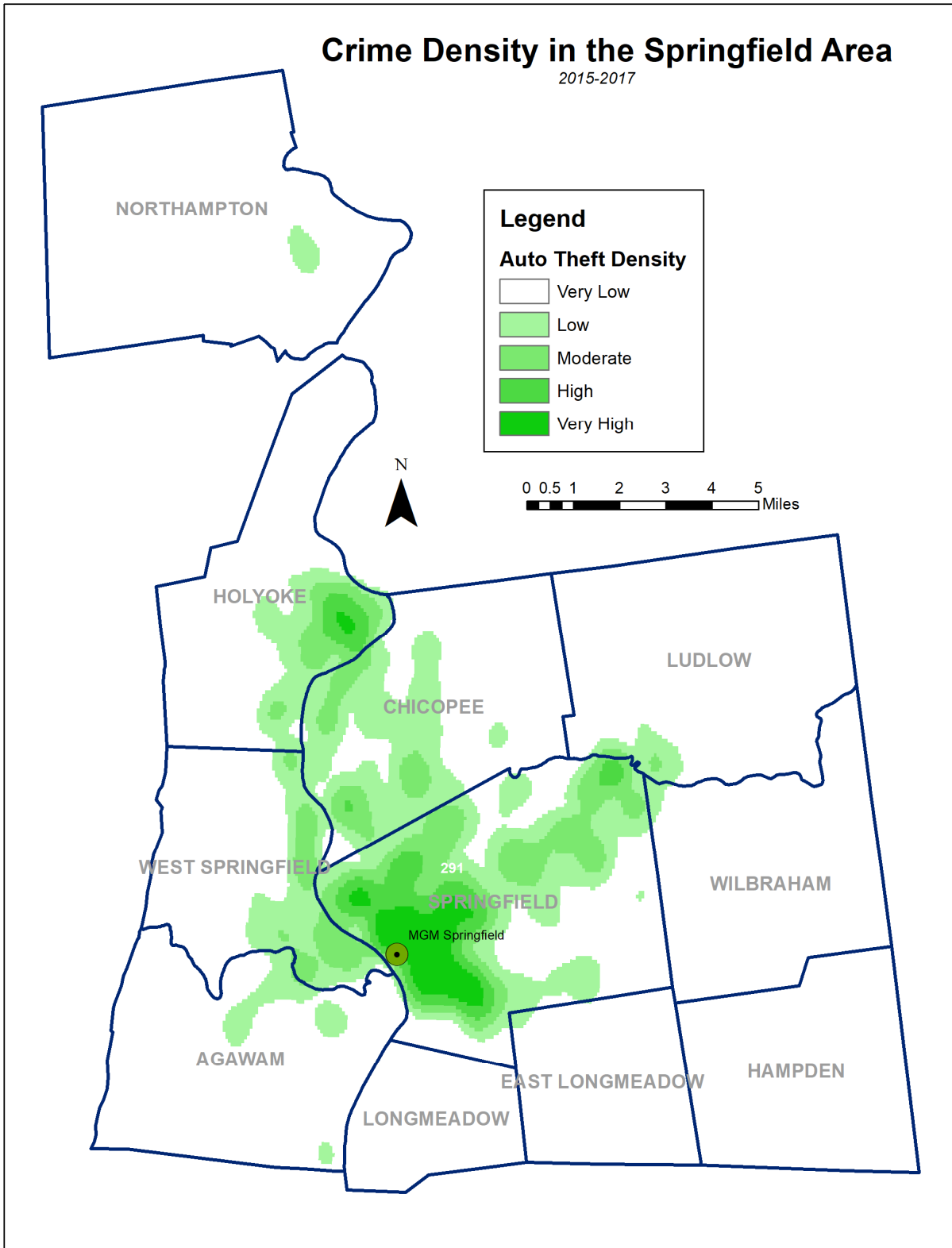


Figure 8: Density of auto theft among the participating communities.

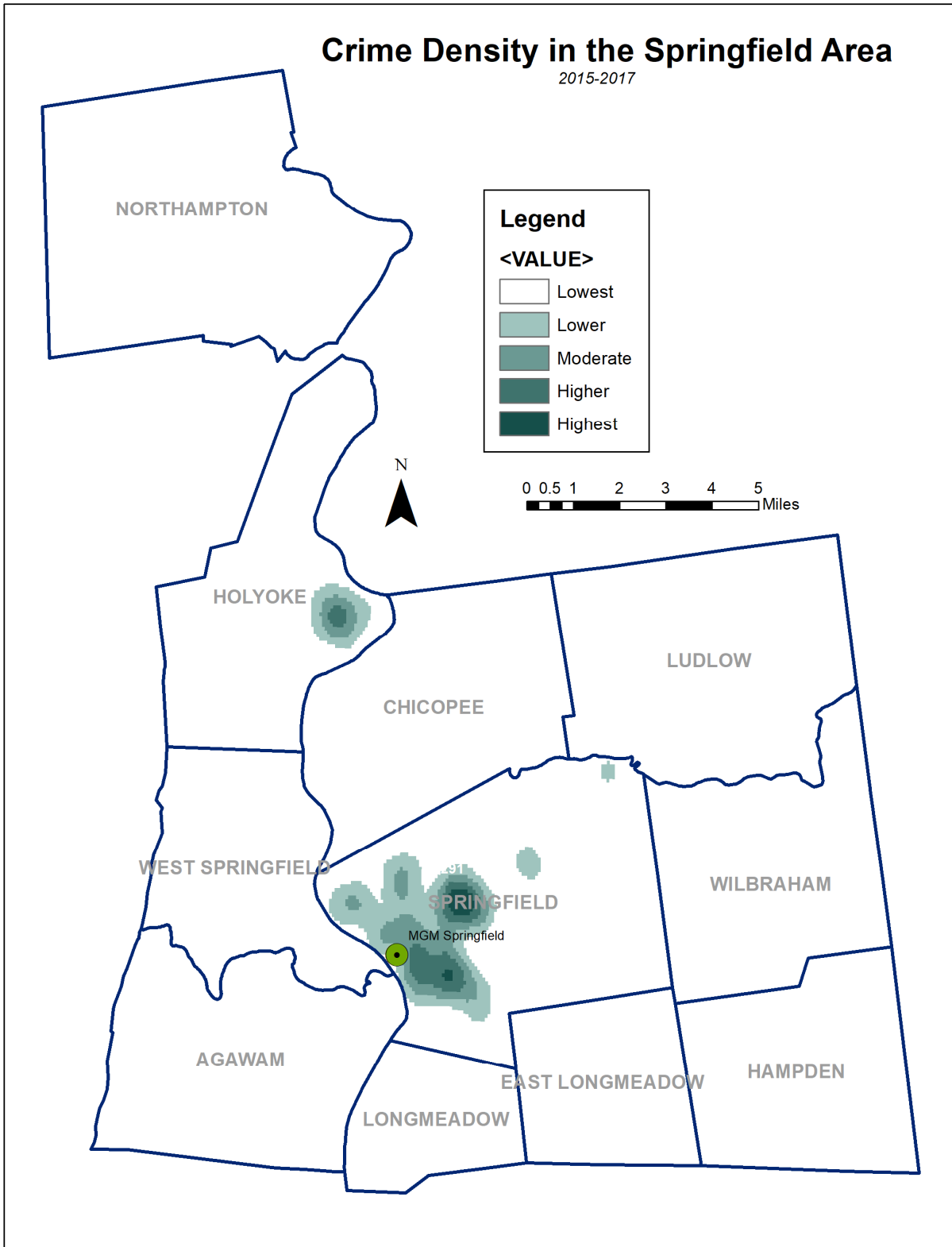


Figure 9: Density of gun violence (robberies and assaults) among the participating communities.

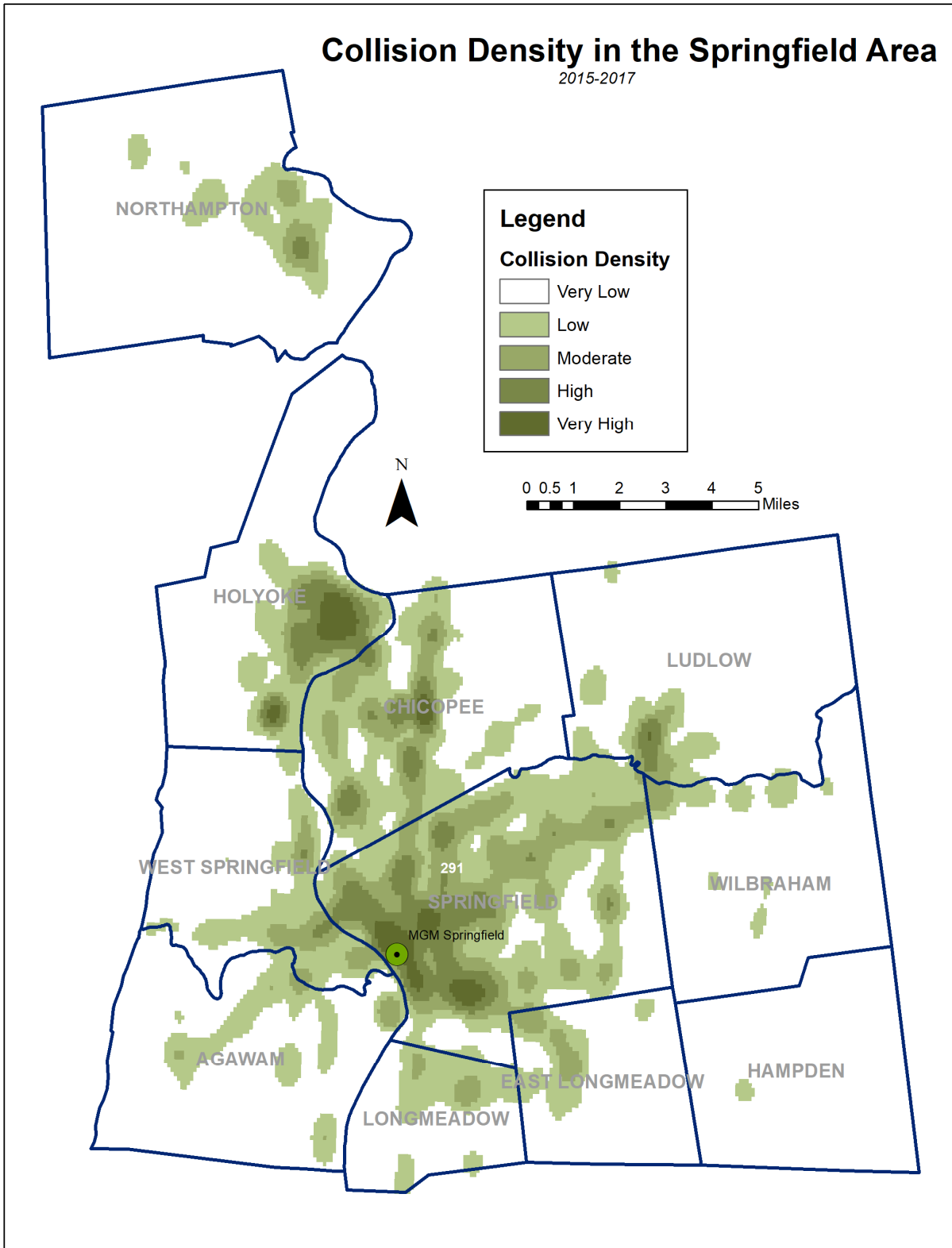


Figure 10: Density of vehicle collisions among the participating communities.

Possible effects based on travel patterns

The primary concern that many surrounding communities will face is a simple increase in traffic. Even without any criminal intent, a traffic increase brings traffic collisions, traffic complaints, disabled vehicles, medical issues, lost property, suspicious activity complaints, disturbances, and a variety of other calls for service related to the sheer number of people in an area.

As MGM Springfield is right off I-91, most traffic from out of town, particularly far out of town, will arrive on one of four routes:

From the north: I-91 southbound to MGM.

From the south: I-91 northbound to MGM

From the east: I-90 westbound to I-291 to I-91 southbound to MGM

From the west: I-90 eastbound to I-91 southbound to MGM

Extra traffic on these routes—which might be scarcely noticeable given the volume the highways already support—will mostly impact the State Police. Local communities will have to be concerned with travelers using their exits for food, gas, lodging, and shopping, and thus it will be important to analyze changes in activity within a certain radius of those exits. Holyoke and Springfield have four such exits, Northampton three, and Ludlow, Chicopee, and West Springfield one each. Wilbraham, Hampden, Longmeadow, East Longmeadow, and Agawam are least likely to be affected by heavy long-distance traffic.

The pattern changes a bit when we consider traveler from within a 20-mile area of each cardinal direction. There are some travelers from within this radius who will be routed to the major highways, but others will take local routes for at least part of the way. Based on my analysis of Google Maps[®] recommendations from three dozen origin points, I believe that such travelers are most likely to affect Route 32 in Ludlow, Route 21 in Ludlow and Chicopee, Route 20 in West Springfield, Highway 57 in Agawam, and Route 83 in East Longmeadow and Springfield.

Finally, there are a few roads likely to carry travelers from within surrounding cities only. Again, based on an analysis of Google Maps recommendations from scattered population-weighted origin points within the local area, the affected routes include Main Street and Allen Street in Hampden and Springfield, Springfield Road in Wilbraham, Wilbraham Road in Springfield, Route 33 in Chicopee, and I-391 in Chicopee. Most other travelers were routed to one of the major out-of-town arteries even if a local route was technically shorter.

It is beyond the scope of this report to estimate the actual traffic volume on these routes, and of course any individual traveler may have reasons for ignoring his GPS; traffic is likely to increase in general on other local roads. Nonetheless, it will be important to analyze changes in activity on likely travel routes in particular.

Travel Routes Likely to be Affected by MGM Springfield

Based on Google Maps(R) recommendations from 38 origin points

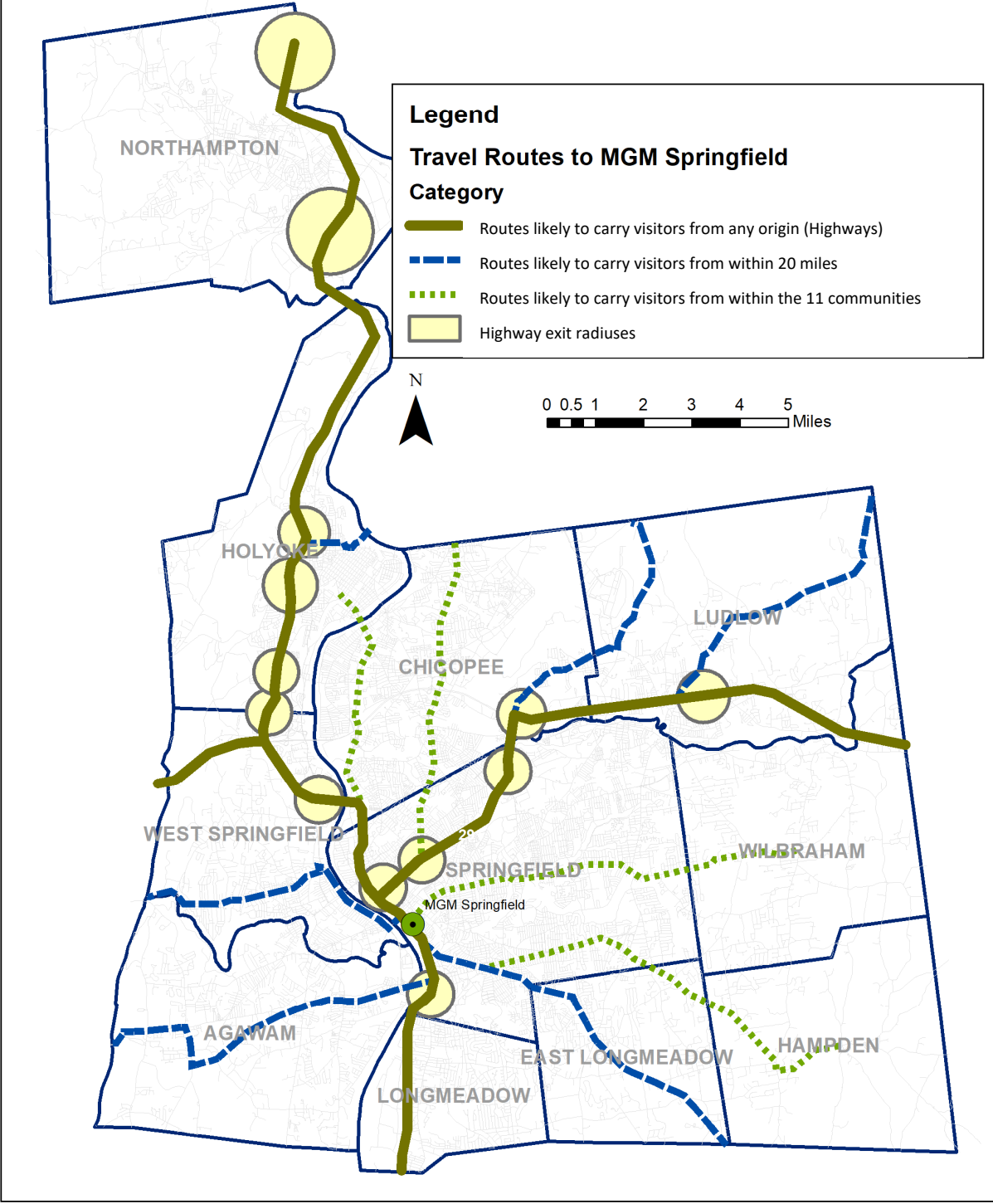


Figure 11: Major travel routes to and from MGM Springfield.

Possible effects based on outlets for sale

One factor that separates the Springfield area from the Plainridge Park area—which saw no increase in thefts, burglaries, or classic profit-motivated crimes—is that the Plainville area had no existing outlets for sale of stolen property. The closest pawn shops and used jewelry shops to Plainridge Park were in Central Falls, Rhode Island, and Taunton. Because there were no outlets for sale within the Plainville area, thieves had no incentive to commit thefts in the area immediately surrounding the new casino.

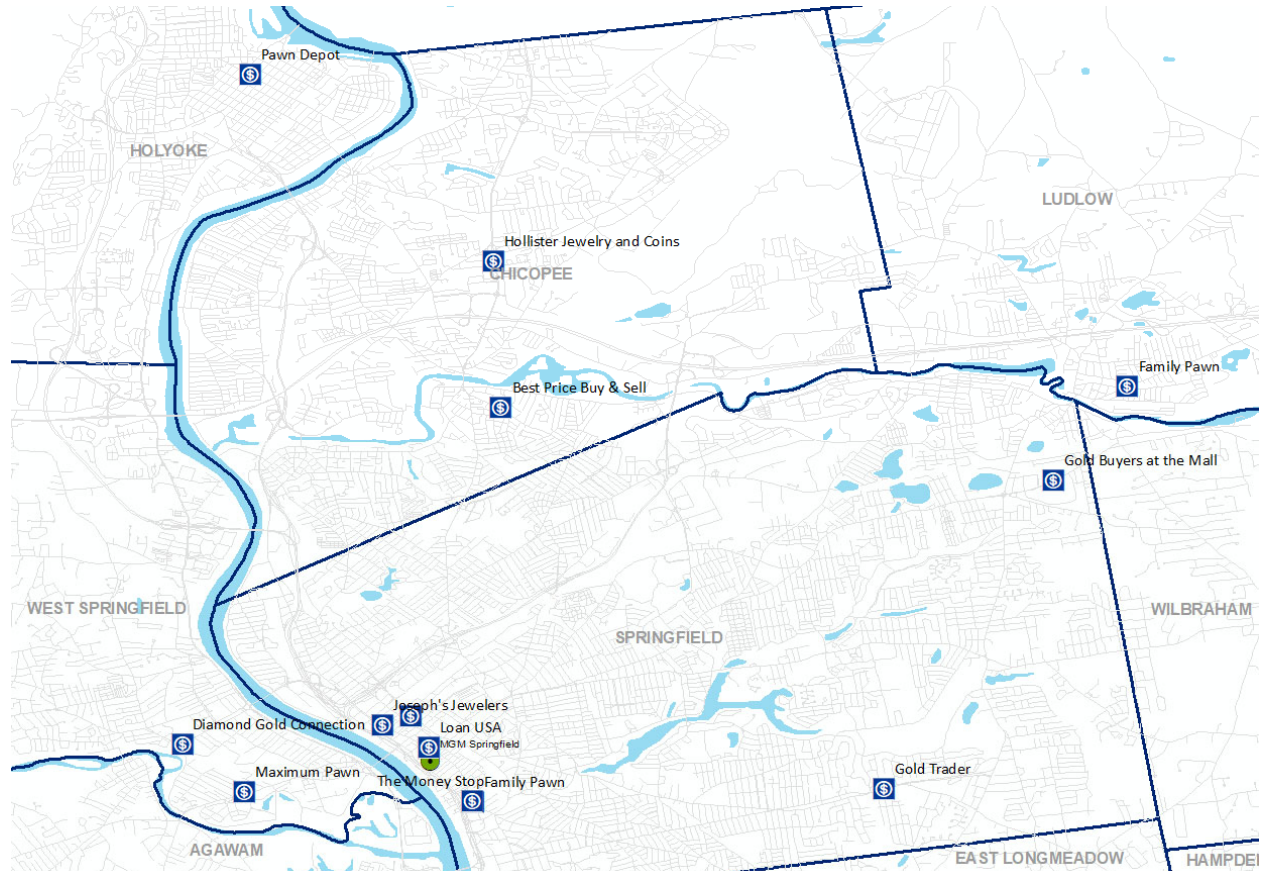


Figure 12: Pawn and jewelry shops within the Springfield area may offer a quick outlet for sale of stolen goods.

The same is not true of Springfield, where numerous pawn and used jewelry stores (amid other used goods stores) pepper the area, including a large cluster on the same block as the casino. The Springfield Police report the occasional sale of stolen property at these shops (which record sales and report them to the police), so it will be extra important to monitor such activity with new people and vehicles in the area.

Possible effects in immediate casino area

As noted previously, MGM Springfield is opening in an area with something of an existing crime rate. Even if we consider just the last three months of 2017, and just four crimes—robbery, aggravated assault, burglary, and thefts from vehicles—incidents overwhelm the map. Many of these crimes are committed between people who know each other, and that their presence alone does not make the area inherently unsafe. Nonetheless, the volume is considerable.

Crimes in the Area of MGM Springfield, October-December 2017

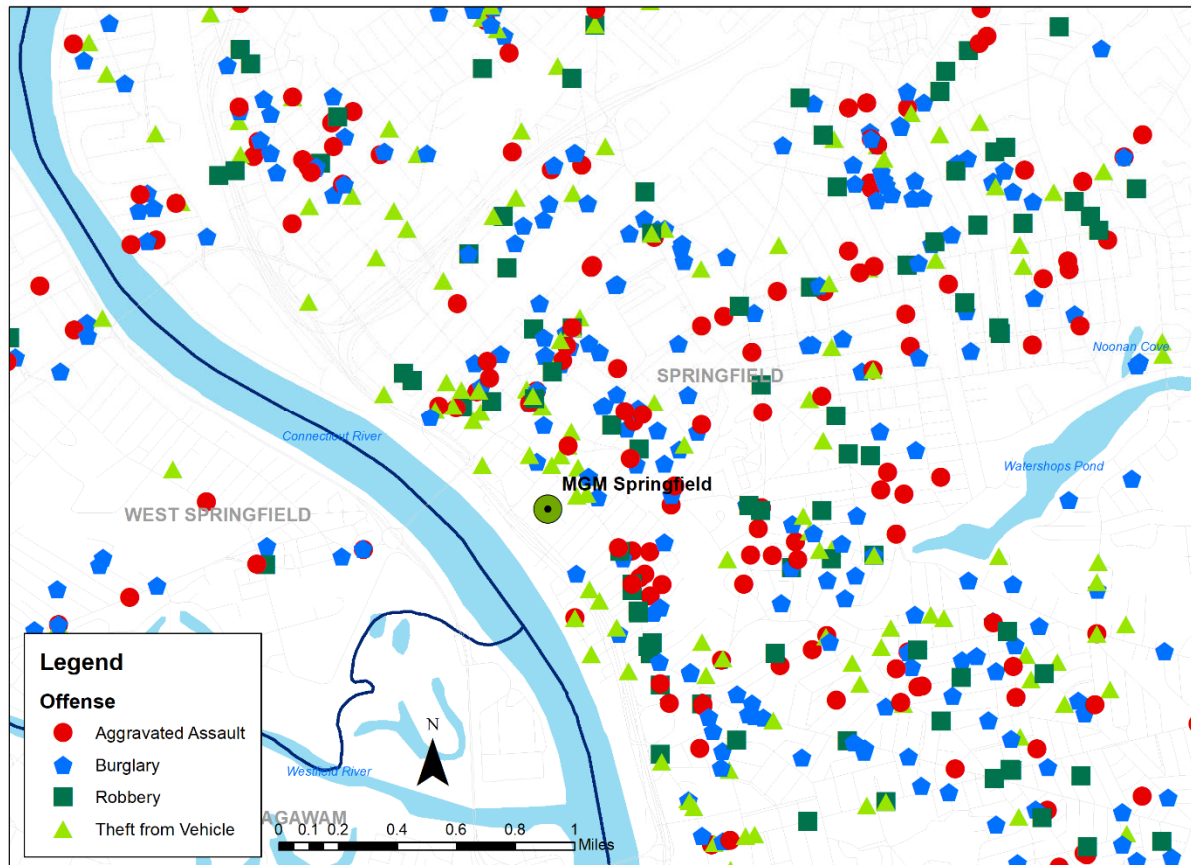


Figure 13: Numerous crimes already surround the MGM Springfield area. Please note that this is a standard GIS symbology set for these crime types, and the symbols do not necessarily denote the specific weapon or modus operandi.

It is possible that MGM Springfield will exacerbate this existing hotspot. However, it is equally possible that an increase in legitimate traffic, consequent economic revitalization, and extra law enforcement presence will have the opposite effect, with benefits for patrons and non-patrons alike.

The river between Springfield and West Springfield serves as a real barrier, with few crimes spilling over except occasional burglaries. Again, this may change either way, complicated by the possibility of increased foot traffic over Memorial Bridge.

In both cases, we will monitor crime, call-for-service, and crash volume in the immediate area around the casino separately from general increases and decreases in the participating agencies.

We lack formal, citable research on the specific types of facilities likely to see increased activity in the area surrounding the casino. However, testimonials from crime analysts in communities with recently-constructed casinos suggest that we should keep an eye on gasoline stations on major travel routes to and from the casino, hotels, transit centers, pawn shops, entertainment centers, and social service providers. (Such activity is not necessarily illegitimate, but increases in visiting population invariably lead to increases in calls for service.) Figure 14 shows some of these facilities in the immediate area of MGM Springfield.

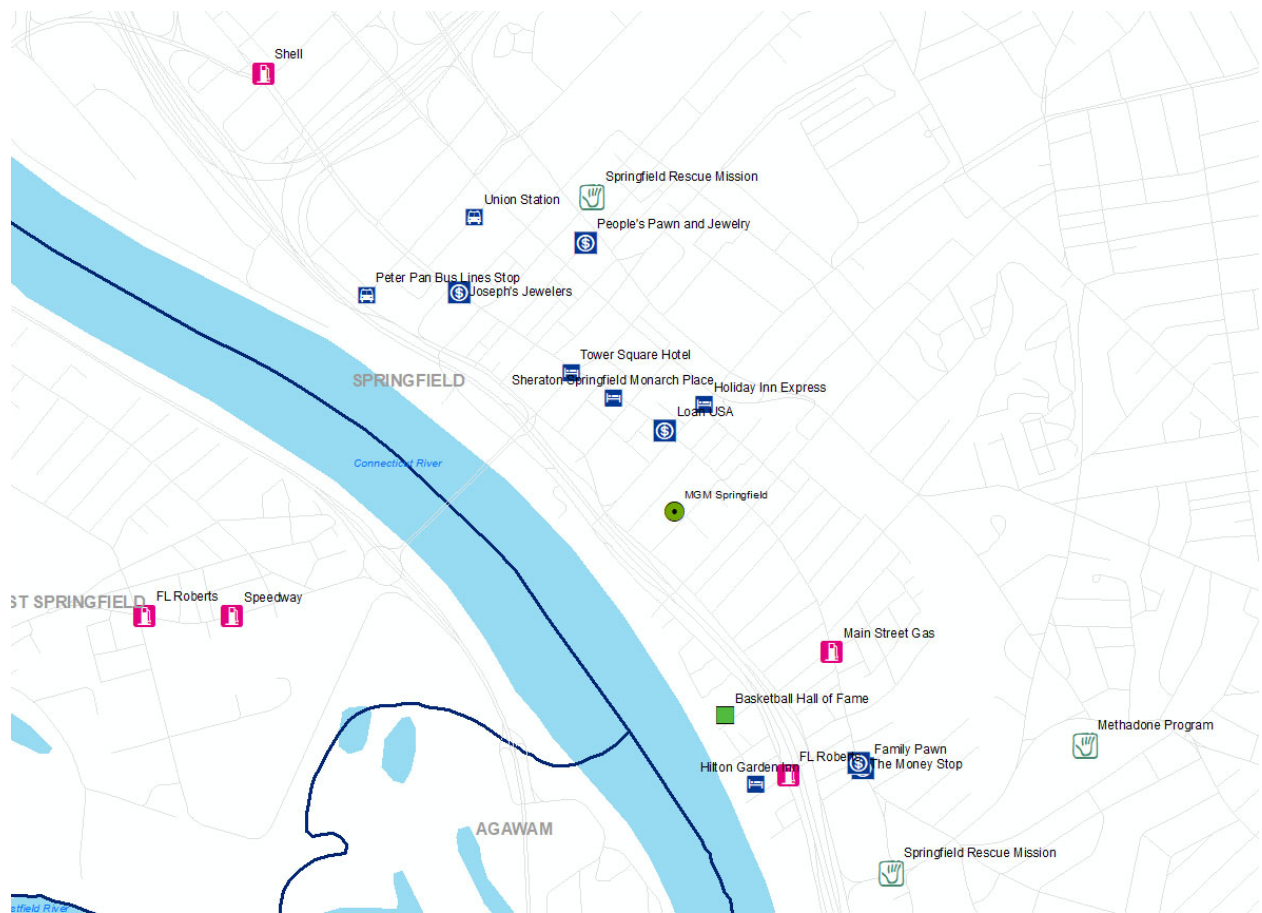


Figure 14: A number of specific locations in the MGM Springfield area are likely to see increased activity.

Location type

If crimes do increase in the areas surrounding MGM Springfield, we might expect them to increase particularly at the types of establishments frequented by users of a casino (or any entertainment venue), particularly hotels, restaurants, bars, and transit hubs. Calculating baseline volumes by type of location allows us to measure these specific changes.

Location type codes are based on IBR definitions. See the appendix for a list of crimes in each category.

Average annual crimes by category at selected location types, all participating agencies

Location Type	Violent Crimes	Property Crimes	Drug/Alcohol Crimes	Societal Crimes	Other Crimes
Air/bus/train terminal	28.9	31.9	3.0	5.3	9.3
Bank	35.7	187.9	3.4	1.7	32.1
Bar	147.6	154.7	30.1	18.0	60.9
Church	20.4	92.0	5.4	2.6	17.3
Construction site	2.9	47.9	0.9	1.0	5.6
Convenience store	171.9	366.0	35.0	15.4	105.4
Department store	131.3	1092.9	11.6	11.4	125.6
Doctor/hospital/drug store	137.4	267.7	21.3	18.7	93.7
Field/woods	63.9	77.6	17.6	14.1	58.6
Gas station	77.7	211.9	17.3	8.9	65.3
Government/public building	204.3	251.3	24.3	23.0	312.3

Location Type	Violent Crimes	Property Crimes	Drug/Alcohol Crimes	Societal Crimes	Other Crimes
Grocery store	50.6	396.4	10.3	4.3	58.3
Hotel/motel	85.3	139.3	19.4	8.7	89.4
Liquor store	20.9	76.0	7.9	6.4	22.1
Office	163.9	673.1	47.0	17.7	175.7
Park	20.6	15.6	3.9	2.4	7.7
Parking lot/garage	241.0	1175.9	64.7	25.7	189.0
Residence	5617.0	9214.7	278.9	218.7	3127.0
Restaurant	168.0	357.1	40.4	13.3	128.1
School	640.3	355.4	40.4	111.9	285.0
Specialty store	86.4	464.9	18.4	8.1	86.1
Street	1982.9	2544.4	997.4	349.3	3444.3

State police data



Figure 15: A network of State Police-patrolled highways and routes feeds the MGM Springfield area.

State Police patrol state highways (principally I-90, I-91, I-291, and I-391) in the Springfield area, plus state properties and parks. They assist local police in response to some crime issues, and in particular have a longstanding partnership with the Springfield Police to patrol hot spots and reduce street violence and gang

activity. The State Police Gaming Enforcement Unit will soon take over primary enforcement responsibilities at MGM Springfield.

The Massachusetts State Police operate a records system with different conventions and reporting rules than the local agencies, so the categories and totals are not directly compatible. In some cases, where both agencies responded to an incident, the two systems may duplicate each other.

Naturally, the State Police are poised to see an increase in traffic on state roads that feed MGM Springfield as well as at the casino itself. This will primarily be reflected in traffic-related calls for service and crimes, including collisions, drug possession, and drunk driving.

The data below comes from a combination of multiple State Police stations, including B-3 (Springfield), B-6 (Northampton), several sections of Troop E eliminated and re-allocated in 2018, and various mobile statewide units such as headquarters units, canine units, and investigators.

Selected activity

Activity	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
Abandoned vehicle	18	35	14.3	9.02	0.63	-20.98%
Aggressive driver	42	51	58.8	12.08	0.21	-6.96%
Assaults	15	14	14.3	2.49	0.17	+1.83%
Burglary	9	3	12.4	5.96	0.48	-15.65%
Collision	2128	2188	1962.8	136.22	0.07	+2.31%
Disturbance	16	16	16.9	7.01	0.41	+8.38%
Disabled vehicle	2294	2408	2714.1	273.01	0.10	-4.05%
Drugs	37	26	51.4	24.97	0.49	-6.60%
Erratic operation	380	341	394.6	35.17	0.09	-2.53%
Medical	101	85	95.6	18.14	0.19	-3.37%
Pedestrian on highway	179	164	227.1	46.73	0.21	-7.48%
Robbery	6	1	10.1	4.31	0.43	-13.55%
Sexual Assault	0	3.0	6.9	2.59	0.38	-15.32%
Suspicious activity	43	42	47.1	9.17	0.19	-4.32%
Vehicle stop	3662	3230	3913.9	618.84	0.16	-4.58%

In situations where local police usually handle the report, as in most crimes, State Police activity varies considerably from year to year, though maintaining low numbers overall. But for highway-specific activity such as aggressive driving, disabled vehicles, erratic driving, vehicle stops, and traffic collisions, the figures are more consistent and predictable and thus will make it easier to note changes occasioned by the extra traffic in the area.

Note that these categories are based on the initial circumstances of the call and not necessarily the final criminal charges. The number of drug arrests is likely far higher than indicated here, as they would have initially been coded as vehicle stops, suspicious activity, or some similar call type.

Crashes on state roadways

Activity	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
I-90	303	283	281.5	29.99	0.11	+2.61%
I-91	1107	1158	961.1	105.03	0.11	+3.57%

Activity	2016	2017	2010–2017 Avg.	St. Dev.	C.V.	SPM
I-291	216	217	218.4	26.62	0.12	+1.44%
I-391	161	172	156.4	19.40	0.12	+4.13%
Hwy 5	119	126	109.8	15.46	0.14	-0.37%
Hwy 57	80	70	62.8	9.76	0.16	+4.74%

Most of the state routes in the area have shown remarkable consistency in crash volume (at least as represented by calls for service) over the past 7 years. There is a very slight upward trend during the period that will have to be accounted for in any change analysis.

Conclusion and planned analysis of changes

Springfield is a dense, urban area with a relatively high existing crime total. Its surrounding agencies exhibit a wide range of sharing and not sharing Springfield's existing patterns, but all of them have at least some probability of seeing increases in criminal and non-criminal activity if based on nothing but travel routes.

Although there are some concerns with data validity in particular communities and categories, no participating agency has done such a poor job that its changes will be undetectable. Increases and decreases in most traditional crimes and traffic collisions, if not calls for service, will be detectable with the right techniques.

MGM Springfield is set to open on 24 August 2018, and we will have three months of post-casino data at the end of November 2018. Shortly after the beginning of 2019, I will perform another extract from each of the participating agencies' records management systems and compare activity in previous September–November or December periods to what happened after the opening of MGM. I will:

- Assess in overall volume of crimes, calls for service, and collisions in this period
- Analyze for patterns in any categories that did experience significant change
- Look for changes in hot spots and temporal patterns, including those immediately around the casino
- Study changes in offender and victim demographics, including journey to crime
- Flag emerging problems involving particular types of crime, properties, or offenders

Unlike my evaluations of the Plainridge Park area, where crime had been relatively consistent over the previous five years before the casino, the analysis of the MGM Springfield area will have to use multiple methods of looking at change, some to account for trends that were already increasing or decreasing before the casino was built. This will bring a greater statistical complexity to the MGM Springfield evaluations.

I will work with the agencies and the IMC vendor to find a standardized method for flagging incidents that have a known relationship to the casino. While this will not provide a comprehensive statistical measure of casino-related crimes (particularly since the offender is unknown in most incidents), it will help identify casino-specific trends.

In all my work, of course, I will work closely with each of the participating agencies, and particularly the Springfield crime analysis unit, to achieve their perspectives and additional data elements.

I will repeat this analysis in the spring of 2019, after which the Massachusetts Gaming Commission and the participating agencies will help determine if continual three-month reports are needed or whether we can move to a 6-month report cycle.

Appendix: Abbreviations and definitions

Acronyms and abbreviations

CAD	Computer-aided Dispatch (system)	A police database that holds information about police dispatches to calls for service, including incidents discovered by police officers. Some but not all of the incidents reported in CAD are crimes and have longer records in the RMS.
IBR	Incident-based reporting	See NIBRS.
MGC	Massachusetts Gaming Commission	The commonwealth agency charged with overseeing and regulating gaming in Massachusetts
FBI	Federal Bureau of Investigation	National investigative agency, part of the U.S. Department of Justice, in charge of collecting national crime statistics.
IACA	International Association of Crime Analysts	A global nonprofit professional association that provides training, literature, and networking to individuals who analyze crime data.
MACA	Massachusetts Association of Crime Analysts	A nonprofit professional association that provides training, literature, and networking to individuals who analyze crime data in New England.
NIBRS	National Incident-based Reporting System	FBI program for data collection that supersedes UCR. Collects more specific data about a wider variety of crimes. With only a few exceptions, all Massachusetts agencies report to NIBRS and all Massachusetts RMS vendors have implemented NIBRS coding standards.
ODBC	Open Database Connectivity	A technology developed by Microsoft that allows any application that uses a database to connect to any database source. The primary mechanism by which we can extract data from police CAD and RMS databases.
PVTA	Pioneer Valley Transit Authority	The organization that operates bus service and other public transportation in western Massachusetts.
RMS	Records Management System	A police data system that stores information about crimes and offenders. See also CAD.
SEIGMA	Social and Economic Impacts of Gaming in Massachusetts	A multi-year research project hosted by the University of Massachusetts Amherst School of Public and Health Sciences. The SEIGMA project has a much broader mandate for its study than just crime.
UCR	Uniform Crime Reporting (program)	National program for the reporting of crime statistics to the FBI. Captures only summary data about a limited number of crime types. Contrast with NIBRS.

Crime definitions

The following are definitions of the crime categories used in this report. These are mostly drawn without modification from the FBI's definitions for NIBRS crime categories. In almost all cases, *attempts* to commit these crimes are counted equally with completed offenses. These crimes must, of course, be reported to the police to be included in this report.

Aggravated Assault: An attack by one person upon another for the purpose of inflicting severe bodily injury. Aggravated assault is either accompanied by the use of a deadly weapon (e.g., gun, knife, club) or some mechanism that would result in serious harm (e.g., pushing someone down a staircase), or by serious injury even with a weapon that isn't normally "deadly" (e.g., punching someone and breaking his jaw). If the incident involved neither a deadly weapon nor serious injury, it's coded as a simple assault instead.

Arson: Intentional burning of a structure, vehicle, or personal property.

Auto theft: Thefts of vehicles capable of operating under their own power, including automobiles, trucks, buses, motorcycles, and snowmobiles.

Bad checks: The issuance of checks on accounts with insufficient funds. This type of crime is typically only reported by police when an arrest is made or an individual is charged.

Burglary: Unlawful entry of a structure, including residences, commercial buildings, and government buildings. The entry does not have to occur by force (e.g., a "break-in"). The usual motive for burglary is to steal something inside, but this isn't a necessary part of the definition.

Counterfeiting/forgery: Use or possession of an altered, copied, or imitated negotiable or non-negotiable instrument, including U.S. currency, checks, and money orders.

Credit card fraud: Use of a stolen credit card or credit card data to obtain goods or services.

Disorderly: Disorderly conduct that rises to the level of a criminal charge.

Drug offenses: Manufacturing, sale, trafficking, transporting, or possession of controlled substances. Typically, "incidents" of such crime are arrests, as the only way such incidents are reported is when they are discovered by the police.

Drunk driving: Operation of a motor vehicle while intoxicated; usually while above a state-designated legal blood alcohol level. As with many of the drug and alcohol categories, such incidents are only reported when discovered by the police, usually resulting in an arrest.

Drunkness: Naturally, not all incidents of intoxication are a police matter. Police incidents that fall into this category are usually incidents of either public intoxication or individuals so dangerously intoxicated that they are placed into protective custody until sober.

Employee theft: Also, "embezzlement." Theft of an employer's property by an employee.

Extortion: Theft or attempted theft of money, goods, or services through non-violent coercion.

Family offenses: Unlawful, nonviolent acts by a family member that threaten the physical, mental, or economic well-being of another family member and are not classified under any other category. This category is only reported when someone is charged, and it almost always involves violations of restraining orders or child neglect.

Forgery: Forgery of personal checks, business checks, U.S. currency, or similar negotiable and nonnegotiable documents.

Fraud. Theft of property by lying in such a way that convinces a victim to surrender money or goods. It is theft through some kind of scheme, "con game," or ruse.

Gambling offenses: Crimes related to illegal gambling, promoting gambling, operating gambling machines, bookmaking, and sports tampering.

Identity theft: Representation of oneself as another (actual) person or use of another person's identifying information to obtain goods or services, housing, medical care, or status.

Kidnapping: The abduction of one person by another, whether through force or guile. Most incidents coded as such as "custodial" kidnappings involving a parent taking a child in violation of a custodial agreement.

Liquor law violations: Illegal manufacturing, sale, possession, or consumption of intoxicating drinks, often because the offender is below the legal age.

Murder: the killing of one person by another, including non-negligent homicides.

Other thefts: A general category that includes thefts of services (e.g., gas drive-offs), thefts from persons (e.g., pocket-picking), thefts from outdoor public areas. Essentially, any non-burglary, non-robbery theft that is not covered in one of the "theft" or "shoplifting" categories (below) is categorized here.

Pornography: Possession, sale, or manufacturing of illegal pornography. Since pornography is legal in Massachusetts, such incidents generally involve minors, either as the subjects or recipients of the pornography.

Property crime: An aggregate category that sums the totals of arson, burglary, thefts from persons, purse snatching, shoplifting, thefts from buildings, thefts from machines, thefts from vehicles, thefts of vehicle parts, other theft, auto theft, forgery, fraud, credit card fraud, identity theft, employee theft, extortion, stolen property, and vandalism.

Prostitution: Promotion or participation of sexual activities for profit. As with drug offenses, most "incidents" of prostitution are arrests, as the crime is rarely reported except when discovered by the police.

Purse snatching: A theft in which an offender grabs a purse off the arm of the victim. If any significant force, violence, or threats are employed, this crime becomes a robbery.

Robbery: Taking or attempting to take anything of value from another person by force or violence or threat of force or violence. "Muggings" and "hold-ups" are examples of robberies. A robbery requires a direct confrontation between the offender and victim; houses and buildings cannot be "robbed."

Sexual assault: Any sexual act directed against another person (of either sex), either by force or otherwise against the person's will, or non-forcibly but when the victim is incapable of giving consent because of temporary or permanent mental or physical incapacity. This category combines rapes, indecent assaults, molestation, and sexual penetration with an object.

Shoplifting: Thefts of items offered for sale at retail establishments.

Simple assault: An assault that does not involve a dangerous weapon and does not result in significant injury.

Statutory rape: Consensual sexual activity with an individual who is unable to give legal consent because of age.

Stolen property offenses: Possession or sale of property previously stolen including motor vehicles and personal property. Often, the person possessing the property is the one who stole it in the first place, but this category is used when the actual thief cannot be determined.

Thefts from buildings: Thefts of items from commercial or government buildings open to the public, where such entry does not constitute burglary. This often takes the form of thefts of employees' property at businesses open to the public.

Thefts from machines: Thefts from coin-operated machines, either for the coins or for the products inside.

Thefts from persons: Thefts of personal property from the direct control of the owner. These often take the form of pocket-pickings or thefts of or from diners' purses at restaurants. If any force, violence, or threats are employed, this crime becomes a robbery.

Thefts from vehicles: Thefts of items from motor vehicles. The category includes breaking into vehicles (e.g., smashing a window), unlocked entry, and thefts of items from a vehicle's exterior, such as pickup truck beds. Note that thefts of vehicle parts are in a separate category.

Thefts of vehicle parts: Theft of parts or accessories from motor vehicles, including wheels, license plates, and engine parts.

Threats: Threats to commit physical violence by one person against another. If any weapon is actually displayed or employed, or if an assault is actually attempted, the crime is categorized as a simple or aggravated assault instead.

Trespassing: Illegal entry to a non-public part of a residence or business. Such entry is rarely to the *interior* of the property, or it would be coded as burglary instead. Most reportable incidents of trespassing are either after notice (e.g., a repeat shoplifter who is ordered not to return to a store) or at posted locations (e.g., construction sites, abandoned buildings).

Vandalism: Destruction or defacement of public property, buildings, vehicles, or personal property.

Violent crime: An aggregate category that sums totals for murder, sexual assault, kidnapping, robbery, aggravated assault, simple assault, and threats.

Weapon offenses: Possession, sale, or manufacturing of illegal weapons. This is often an additional offense discovered by police during arrests for other crimes.

Call for service definitions

Calls for service include both criminal and noncriminal police incidents and activities. In the case of criminal activities, such incidents receive a longer, more detailed report in the police records management system, and it so it makes more sense to analyze them using the crime categories above than in their original call-for-service form. Thus, the only incident types we have selected for analysis in this report are noncriminal. Definitions of those types appear below. Because the police officer does not usually write a full report for calls for service, the dataset available for analysis is more limited.

Administrative: A wide variety of call types that have to do with the administration of a police department, such as delivery of documents to businesses or other government facilities, attendance at meetings, vehicle maintenance, or even meal breaks. Agencies use their call-for-service systems to document such activities so that, later, they can determine what a particular officer or unit was doing at a particular time, although the incidents

are not truly "calls for service." Practices differ significantly between police agencies as to what is reported under this category, and it is generally not useful for analysis.

Alarm: A burglar, panic, or medical alarm that required a response but (probably) turned out to be false or would have a different final code.

Animal complaint: Calls involving sick, dangerous, or wild animals, animals in danger (e.g., left in a hot or cold car), or loose or noisy pets.

Assist other agency: A call type that involves rendering aid to a neighboring police or other government agency for any number of purposes, including serious crimes, fire and medical issues, and traffic issues.

Crime enforcement: Any number of pro-active police activities meant to deter crime, generally taking the form of a "directed patrol" to a particular location during a peak time for criminal activity (based either on citizen complaints or internal analysis). Though not a technical "call for service," such incidents are recorded in the CAD database to document the officer's activity.

Disabled vehicle: A call for service for a vehicle suffering physical or mechanical trouble, usually broken down in an active roadway.

Disturbance: Any of a variety of types of disorderly conduct, disputes, fights, and excessive noise.

Domestic dispute: A dispute between family members, spouses, or intimate partners that has not risen to the level of physical violence.

General service: Minor calls for service that involve rendering aid to residents and visitors for a variety of issues such as giving directions, installing car seats, dealing with lockouts, and providing physical aid.

Gunshots: Reports of gunshots fired, whether phoned in by a resident or received from automatic detection services.

Hunting: Reports of hunters hunting off-season, in protected areas, with illegal gear, or in an unsafe manner.

Lost property: Calls for service involving lost personal property such as wallets and mobile phones. If there is any indication of theft, these incidents are typically reported under the appropriate crime category.

Medical aid: All calls for medical aids except unattended deaths and overdoses. Police responses only are included in the figures in this report.

Missing person: a runaway or other missing person.

Prisoner transport: documentation of a police agency transporting an arrested person from one facility to another.

Psychological issue: Calls for service involving individuals with mental health issues.

Suspicious activity: Any suspicious person, vehicle, or other activity, whether identified by an officer or citizen.

Traffic collision: A collision involving at least one motor vehicle.

Traffic complaint: Complaint about reckless driving, illegal or unsafe parking, or other traffic issues.

Trespassing: Trespassing on private or public property.

Vehicle stop: An officer pulls over a vehicle for a moving or equipment violation.

Warrant service: a call type that documents the service, or attempted service, of an arrest warrant or search warrant. The category is entirely police-directed.

Youth disorder: Disorderly incidents involving youths congregating, skateboarding, making noise, and so forth.

Offense types by associated crime category

Offense	Category
Aggravated Assault	Violent Crime
All Other	Other Crime
Arson	Property Crime
Auto Theft	Property Crime
Bad Checks	Property Crime
Burglary	Property Crime
Credit Card Fraud	Property Crime
Disorderly	Societal Crime
Drug Equipment Offense	Drug/Alcohol Crime
Drug Offense	Drug/Alcohol Crime
Drunk Driving	Drug/Alcohol Crime
Drunkenness	Drug/Alcohol Crime
Employee Theft	Property Crime
Extortion	Property Crime
Family Offenses	Other Crime
Forgery	Property Crime
Fraud/Con Games	Property Crime
Gambling	Societal Crime
Identity Theft	Property Crime
Kidnapping	Violent Crime

Offense	Category
Liquor Law Violations	Drug/Alcohol Crime
Murder	Violent Crime
Other Thefts	Property Crime
Peeping Tom	Other Crime
Pornography	Societal Crime
Prostitution	Societal Crime
Robbery	Violent Crime
Runaway	Other Crime
Sexual Assault	Violent Crime
Shoplifting	Property Crime
Simple Assault	Violent Crime
Statutory Rape	Other Crime
Stolen Property Offense	Property Crime
Thefts from Buildings	Property Crime
Thefts from Vehicles	Property Crime
Thefts of Vehicle Parts	Property Crime
Threats	Violent Crime
Trespassing	Other Crime
Vandalism	Property Crime
Weapon Offenses	Societal Crime

Introduction

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, an 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 Harbor Walk, an events lawn, public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water. EBH is currently under construction with an opening anticipated for June 2019.

This Supplier Diversity & Local Commitments Plan (the “Plan”) outlines our ongoing strategy to engage with local communities and businesses pre- and post-opening to:

1. Identify qualified diverse, local, and Massachusetts-based firms to conduct business with EBH;
2. Solicit those firms through EBH’s Request-for-Proposal (“RFP”) process; and
3. Award meaningful and ongoing business to those firms at no less than the levels detailed herein.

The Plan’s objectives listed immediately above are discussed in more detail below in the section entitled “Plan Objectives”, while the business award levels are detailed below in the section entitled “Spend Objectives”.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, our Surrounding Communities of Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the greater-region local farms and agricultural community, and the entire Commonwealth.

To date we have held numerous meetings and received constructive feedback and ideas from many stakeholders, including the Chambers of Commerce of Everett, Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the Hispanic American Institute, The Commonwealth’s Supplier Diversity Office (“SDO”), the North Shore Latino Business Association, the Greater New England Minority Supplier Development Council (“GNEMSDC”), the Women’s Business Enterprise National Council (“WBENC”), their affiliate the Center for Women & Enterprise (“CWE”), and many local business leaders.

This Plan reflects those conversations and the feedback and comments received. We are grateful to our stakeholders for their interest in the Plan and the time spent providing feedback.

Spend Objectives

EBH has established the following spend goals to create economic opportunity and business awards in the following areas:

Diversity:

- Minority Business Enterprises (MBEs) – ~~78~~% of Discretionary Spend
- Women Business Enterprises (WBEs) – ~~13~~14% of Discretionary Spend
- Veteran Business Enterprises (VBEs) – 3% of Discretionary Spend

EBH will utilize the Commonwealth of Massachusetts’ definition of MBE, WBE, and VBE. A more detailed description of EBH’s discretionary spend is attached hereto as Exhibit A.

Host and Surrounding Communities:

- Everett based vendors - \$10 million annually
- Boston based vendors - \$20 million annually
- Somerville based vendors - \$10 million annually
- Malden based vendors - \$10 million annually
- Medford based vendors - \$10 million annually
- Chelsea based vendors - \$2.5 million annually

Plan Objectives

The following objectives form the basis for this Plan and detail our ongoing strategy for meeting the Spend Objectives:

1. Objective 1: Identify Qualified Diverse/Local/Mass.-Based Firms

Beginning with the design and construction phases of our project and continuing through today, EBH has developed strong relationships within its Host and Surrounding Communities, their respective Chambers, and with many diversity advisory groups within the region.

EBH's community outreach programs involve partnering with those organizations to engage their vendor bases and assist in identifying qualified firms. These activities are in addition to our own direct engagement activities within the communities.

Community Outreach Activities To-Date:

To create initial awareness relating to the business opportunities with EBH, our initial activities in both direct vendor engagement as well as in collaboration with our partner organizations have included:

- A. Creation of EBH's "Vendor Opportunities" website which is located at <https://encorebostonharbor.com/careers/operations-vendors/>. The site allows vendors to register with us (over to 500 to-date), join our distribution list for upcoming events, and details specific upcoming RFPs (see "Opportunities Matrix" below).
- B. Wide distribution of our "Opportunities Matrix" (a sample of which is attached hereto as **Exhibit A**) which details across 76 different commodities the specific criteria required of each provider as well as the anticipated timing for each RFP (<https://encorebostonharbor.com/files/WBHSupplierOpportunitiesMatrix.pdf>). In addition to being available online, this document has been handed-out at all outreach events that EBH has hosted or attended and has been well-received within the business community.
- C. Bi-monthly meetings with The Hispanic American Institute which includes a revolving attendee list of its member base to meet with each EBH management team to discuss their firm's qualifications as well as upcoming award opportunities.
- D. Ongoing meetings with each of the Host and Surrounding Community Chambers of Commerce. Most recently, we hosted all seven Chambers to solicit their ideas and feedback in a round-table format on the planning, timing, and agendas for EBH's upcoming Vendor Fairs. We will continue these regular meetings post opening.
- E. Co-Hosting with the Urban League of Eastern Massachusetts a recurring Black Community

Update meeting. While the initial emphasis for these meetings has been workforce development, we will now be adding vendor opportunities to each agenda moving forward.

- F. Hosted an “all commodities” Vendor Fair in Malden attended by approximately 350 local vendors, 182 of whom came from our Host or Surrounding Communities. Vendors were given dedicated scheduled timeslots for one-on-one meetings with the respective EBH department heads. Invitees included representatives of the MGC, GNEMSDC, CWE, the SDO, the Initiative for a Competitive Inner City (“ICIC”), the Small Business Administration (“SBA”), the Urban League of Eastern Massachusetts, the seven local Chambers plus the Chambers of Lynn, Revere, and Salem, and several local lending institutions.
- G. Presentation to the North Shore Latino Business Association and its member base in Lynn.
- H. Attendance and a booth staffed by EBH’s Procurement team at Northeastern University’s 6th Annual Supplier Diversity Networking Event co-hosted by the SDO and Northeastern.

Upcoming Community Outreach Activities:

The following is a list of several key events that EBH is hosting or attending in the coming months:

- A. Attendance and a speaking engagement on September 25th in Peabody to discuss [EBH award opportunities with residents and business owners on the membership of North Shore. The event was co-hosted by Salem State University’s Enterprise Center and the North Shore Career Center.](#)
- B. Platinum sponsorship and attendance on October 19th in Framingham at the CWE’s Women Business Leaders Conference networking event.
- C. Participation in two upcoming GNEMSDC events; their MBE to MBE Match Making event on November 15th in Boston, and their Forum for Inorganic Growth Strategies event in Boston on November 20th.
- D. A Vendor Fair hosted by EBH on September 26th at the Charlestown Knights of Columbus covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Materials	Carpeting/Fabric/Upholstery
	Cleaning & Janitorial Supplies
	Electrical Supplies
	Glass, Marble, Tile & Metal
	HVAC Parts & Supplies
	Lumber - Rough & Millwork
	Paints & Stains
	Plants, Trees, & Flowers
	Plumbing Supplies & Fittings
	Propane, Gases, & Diesel
	Safety & Protective Equipment
	Signage

	Tools & Hardware
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- E. A Vendor Fair hosted by EBH on October 1 at the Medford AC Marriott covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

F&B Beverages	Beer, Wine, & Spirits
F&B Beverages	Soda, Juice, & Water
F&B Food	Bread
F&B Food	Dairy
F&B Food	Fruit & Produce
F&B Food	Grocery Items
F&B Food	Meat (Beef/Pork/Poultry/Lamb)
F&B Food	Seafood
F&B Food	Specialty Foods
F&B Products	China, Glass, Silver, Small-wares
F&B Products	Kitchen Equipment & Parts
F&B Products	Paper & Disposable Goods

- F. A Vendor Fair hosted by EBH on October 9 at the Chelsea Homewood Suites covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Event Services	Audio Visual Equip. & Services
Event Services	Destination Management Companies
Event Services	Entertainment - Bands, DJs
Event Services	Exhibition Services Companies
Event Services	Photographers & Videographers
Event Services	Promotional & Gift Items
Event Services	Stage & Lighting Rigging Equipment
Marketing	Direct Mail Fulfillment
Marketing	Graphic Design Services
Marketing	Print Services (Brochures/Tags/Receipts/Forms)

- G. A Vendor Fair hosted by EBH on October 11 at the Somerville Holiday Inn covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Services	Carpentry Services
	Carpet Cleaning & Installation
	Cleaning - General Janitorial Services
	Cleaning - Specialty (Duct, Grease etc.)

Electrical - High Voltage
Electrical - Low Voltage
Fire Detection & Suppression
Glass & Mirror Work
HVAC Repair Services
Landscaping Services
Locksmithing
Manufacturer Maintenance Contracts
Marble Cleaning & Installation
Masonry Work
Painting Services
Pest Control Services
Plumbing Services
Roofing Services
Snow Removal
Vertical Lift Maintenance
Waste Removal - Hazardous & Regulated
Waste Removal - Recycling & Trash
Water Treatment - Chilling/Spa/Systems
Window Washing - High Rise

H. A Vendor Fair hosted by EBH on October 24 at the Cambridge Royal Sonesta covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

General Ops	Car Washing & Detailing
General Ops	Copier Equipment & Maintenance
General Ops	Furniture
General Ops	Medical Supplies & Equipment
General Ops	Office Supplies & Equipment
Hotel Ops	Hotel Room Amenity Products
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)
Hotel Ops	Room Keys (Logo'd Magnetic Cards)
Hotel Ops	Spa & Salon Products
Retail	Display Cases, Racks, Hangers
Retail	Retail Bags, Paper, Plastic, Tissue
Transportation	Coach Bus Services
Transportation	Limousine Services
Transportation	Luxury Ferry Services
Transportation	Maintenance Services - Fleet & Equipment

Transportation	Other Vehicles/Lifts/Hoists/Jacks
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- I. In conjunction with the Vendor Fairs listed above, EBH will be promoting these events via:
 - a. Email blasts to our database of vendors;
 - b. Announcements through our partner organizations and the Host and Surrounding Community Chambers of Commerce; and
 - c. Advertising campaigns in local newspapers.

- J. In addition to the Vendor Fairs that we will be hosting in the coming weeks, EBH is currently finalizing calendars with the teams at CWE and the GNEMSDC for our attendance at several additional upcoming membership events. A partial list of those events includes:

The GNEMSDC’s December 4th Quarterly Meeting, the CWE’s January Corporate Council Meeting for all CWE-WBENC Corporate Members, their April annual Auction & Gala, their May Small Business Expo, and the Federal Reserve Bank of Boston’s “Engage & Connect” Vendor Fair also in May.

Ongoing Community Engagement:

EBH’s community outreach activities will continue post opening. Our bi-monthly meetings with the Hispanic American Institute began several years ago as a combined workforce development and supplier development summit meeting between EBH’s executive team and various business leaders in the Latino community. As both initiatives have grown, we’ve now split those meetings into separate workforce and supplier summit meetings, and both will continue well into the future as an ongoing and valuable way to remain aligned. ~~We also intend to continue our similar meetings with our other diversity partners and continue our attendance at their membership events.~~

We also intend to continue the similar meetings we’ve been hosting with our other diversity partners and continue our attendance at their membership events as well.

EBH’s regular meetings with the Chambers of our Host and Surrounding Communities will also continue ~~as well~~. The Chambers have been an incredibly valuable partner not only in engaging their vendor bases and making them aware of our events and RFP schedules, but also in sourcing vendors and introducing EBH to them when we have struggled to find a specific product or service during our pre-opening and pre-RFP phase.

Finally, we look forward to joining the MGC’s Vendor Advisory Team and participating in those ongoing discussions with the Commission and other business and diversity leaders from the region.

2. Objective 2: Solicit Diverse/Local Firms Through EBH’s Request-for-Proposal (RFP) Process

EBH’s outreach activities have led us to quite a few diverse and local firms. While we are still nine months away from our anticipated opening and have not yet begun our RFP and business award processes, those outreach activities have led to our registering close to 100 vendors from our Host and Surrounding Communities alone since we’ve identified those firms as partners we intend to do business with or have already done so.

In addition to those vendors, we have collected an additional database of 600 vendor contacts and email addresses through our outreach, website, and Vendor Fair activities. We expect our database to grow significantly within the next 30 – 90 days as we continue our Vendor Fair calendar and our

collaboration with the diversity advisory groups.

Those vendors meeting the stated selection criteria as detailed in the vendor “Opportunities Matrix” (above) will be included in EBH’s formal RFPs commencing Q4 2018. That process is described in more detail in the following section.

Additionally, the EBH Procurement team is using the diversity databases of the SDO, the GNEMSDC, and the CWE in our search for new vendor partners. For those smaller day-to-day business award opportunities not typically sourced via a full and formal RFP process, EBH commits that we will use these databases and other resources at our disposal to continuously solicit diverse and local firms who provide those goods and services being sourced within those smaller awards. To our best ability, each solicitation will include one or more such firms.

3. Objective 3: Award Meaningful & Ongoing Business to Diverse/Local Firms

It is our belief that to generate true economic opportunity (i.e., bona fide business awards), it is essential that the Procurement Team at EBH use innovation and technology to provide both visibility and access to our RFPs to as many qualified diverse and local firms as we can source.

Eliminating Traditional Barriers

In many enterprise Procurement organizations, the number of vendors solicited for any one RFP is typically limited to the number of RFP responses that a staff member leading the RFP can reasonably assess, compare, communicate with respondents, and, ultimately, award.

This is a limitation that can be overcome by technology thereby giving significantly greater access across a much larger vendor base to the business opportunities at EBH. Our proposed solution to this limitation is described below in the section entitled, “The Barrier Solution”.

Greater Visibility Leads to Greater Business Awards

Business awards are a direct result of RFP proposals, and those proposals can only be solicited if the diverse and local business communities have both the visibility into and the access to EBH’s RFP solicitations. Removing the barrier that limits the number of participants, targeting preferred diverse and local vendors, and broadcasting the RFPs to a dramatically wider vendor base will increase the awards proportionately.

The Encore Boston Harbor RFP Network

EBH has already had discussions with the SDO, CWE, and the GNEMSDC to ~~link~~explore linking EBH’s online RFP platform to the online platforms of those diversity partners. Each RFP issued by EBH would be delivered directly to those member bases.

One potential solution is using portlets and other web technologies to simply provide a “landing page” for EBH RFPs on each partner’s website. This, or a link on our partners’ websites to our RFP page. Either alternative would create a simple mechanism on each partner’s site for their membership to see which RFPs are being issued by EBH along with details on how to participate.

A second potential solution without linking one network to another is to simply open up EBH’s existing online RFP platform to our targeted vendor base of diverse and local vendors. EBH would issue its RFPs publicly on our own website. Certified diverse firms and those based in our Host and Surrounding Communities who express interest in submitting a proposal would then be given a link and authentication credentials to our platform where RFP submissions must be submitted.

EBH commits to providing the assistance and resources to our partners to create such an integrated

platform. Further, it is our intent to grow this network beyond those initial three partner organizations. Our ultimate objective is to create a pipeline of business opportunities directly to the vendors we desire to conduct business with.

The “Barrier Solution”

The approach above will generate many more RFP responses than a traditional Procurement Team could reasonably and fairly assess, compare, reply to, and award.

However, EBH will use a “templated” approach in its outgoing RFP solicitations which will require RFP responses to be submitted by vendors in that very same specific format.

By using such an approach, we can use our technology to quickly compare, analyze and rank the responses in accordance with those proposals’ commercial value, the MWVBE status of each respondent, and their locale.

By linking networks and then “templating” the outgoing and incoming RFP communications, we remove the limitation of only soliciting the limited number of vendors that a Buyer could reasonably manage for each RFP. While our Procurement Team will still review the results and make the final awards, our RFP platform will assist us with much of the “heavy lifting”.

Again, in our view, greater access leads to greater awards, and it all begins with a 21st Century approach to how we conduct our business.

Organizational Support

This Plan is led by EBH’s Director of Procurement, David Granata and Procurement Manager, Nadia Ballard, with the full and active support of our senior leadership team comprised of President, Robert DeSalvio, General Counsel, Jacqui Krum, Executive Vice President of Operations, Brian Gullbrants, and Chief Financial Officer, Frank Cassella. This group will comprise the organizational Steering Committee.

The mandate of our Steering Committee quite simply is to ensure that the commitments we’ve made in this Plan have the highest visibility within our organization, and to take the necessary steps as needed to ensure that the Plan’s Objectives are achieved.

As we are still nine months away from our anticipated opening, EBH’s Procurement team is still in its recruitment and hiring phase. We anticipate a total team of 10 – 15 before the conclusion of Q4 2018. Further, we are recruiting a Procurement Diversity Manager to directly lead all aspects of this Plan.

Diversity Development Assistance

There are three specific areas that EBH feels we can have an immediate and positive impact on the region’s diversity community:

- In meetings and discussions with the supplier diversity certifying bodies, EBH found that several of those organizations have the ongoing challenge of convincing firms that otherwise meet the criteria for certification to go through with the process of formally certifying. In part, this hesitation has been attributed to eligible firms not having clear visibility into near-term revenue opportunities.

Our partners have advised that a significant recruitment tool for them would be advance visibility into EBH’s ongoing RFP schedule. As such, we commit to doing so on an ongoing basis for any of the certifying bodies that seek such assistance, and we have included that full initial

RFP schedule herein in our “Opportunities Matrix” (described in more detail in the section entitled “Plan’s Objectives” above, and a sample of which is attached hereto as **Exhibit A**).

- Similar to our workforce development efforts in conjunction with the MGC, the city of Everett, and the New England Center for Arts & Technology (NECAT), EBH intends to develop mentoring programs with smaller, diverse, and local vendors to assist and advise them as they grow their businesses to “scale up” to attract commercial clients in the region beyond simply EBH. These programs would include pairing firms with key EBH executives who would periodically meet with them and otherwise provide counsel and feedback on their business plans and go-to-market approach.
- As part of our ~~overall~~ diversity development assistance efforts, the ~~next~~ section below ~~also details~~ Ongoing Organizational Visibility describes EBH’s approach to RFP respondents and ~~our approach to writing contracts with the contractual requirements we place on our partners and the requirement for them to meet~~ meeting specified MWVBE utilization goals.

By assisting smaller MWVBEs by partnering them with larger primary vendors, by providing them with advice and feedback, and by assisting the certifying bodies in their efforts to create a larger and more impactful diverse business community, EBH hopes that these and future efforts by us provide true momentum for the diversity initiative in this region. We will continue to be receptive to new ideas and will also continue to offer creative solutions in the pursuit of a stronger and deeper diverse vendor base for our region.

Ongoing Organizational Visibility

The full details of this Plan will be presented to the EBH executive team and all department heads. Additionally, to ensure continued visibility across all business disciplines in tracking EBH’s performance against this Plan, EBH commits to:

- Weekly President’s Executive Staff Meetings with all department heads to discuss, among other things, the Plan’s weekly forecast versus actual status across the key business disciplines.
- Monthly department head meetings with the Procurement and Diversity Team to discuss the Plan’s monthly forecast versus actual status for that specific business unit.
- Executive intervention as required.
- Weekly Procurement staff meetings to discuss vendor base development, forecast versus actuals, and planning for upcoming diverse and local vendor calendar events.

Above and beyond executive visibility and closely tracking our performance versus the plan, EBH requires all partners and all RFP respondents to contractually agree to active and meaningful initiatives towards supplier diversity. Every EBH RFP document contains the following language as well as a more detailed RFP diversity exhibit attached to each RFP (which is attached hereto as **Exhibit B**): Our RFP language:

“Encore is committed to creating opportunities for certified Minority, Woman, and Veteran-Owned Businesses (collectively, “MWVBEs”). We encourage our suppliers to certify themselves as, or to subcontract with, MWVBEs for goods or services provided in the performance of their agreements with us. Accordingly, supplier agrees to use best efforts to provide MWVBEs with meaningful and equitable economic opportunities under any agreement that may result from this RFP.

Specific MWVBE utilization goals will be determined under any such agreement and shall require formal certification. Please see attached hereto as Addendum C for a detailed description of our

MWVBE program.

In your RFP response, please include an MWVBE utilization plan that names specific MWVBEs with whom subcontracts are anticipated as well as the expected scope-of-work and spend.”

Plan’s Performance Tracking

EBH uses several technologies to ensure accurate tracking and reporting. Among those technologies are:

- Oracle’s PeopleSoft Vendor Files and Accounts Payable Disbursements. Oracle allows a client such as EBH to attach diversity certificates and other documents to its vendor files, and it allows the client to input, track and report on other key diversity data such as ethnicity/status, certifying agency, certification number, and certificate start and end dates. A sample of the vendor file is attached hereto as **Exhibit C**.
- Oracle interfaces with BirchStreet which is where EBH’s RFP Network and Purchase Orders reside. BirchStreet will contain all the relevant diversity data stored in Oracle and will allow us to target our preferred vendor base during the RFP “broadcast” process described above.
- Use of subscription services such as IVS Solutions or similar services to both “scrub” internal data as well as source new potential partners. These subscription services typically will accept from a client such as EBH their vendor data files (usually in ASCII or CSV format) and then cross reference those vendor details across many national databases to confirm or reconfirm their certified status. In some instances, that process also advises clients such as EBH that their vendor base already contains certain certified diverse firms that we ourselves did not know held certifications. These 3rd party subscriptions are a valuable and simple tool to ensure ongoing data integrity.

Reporting

EBH proposes to report to the MGC as follows:

Frequency:

- Quarterly formal reports as part of EBH’s regularly scheduled presentations to the MGC.

Format and level of detail for reports:

- A description of the outreach initiatives and events conducted by EBH over the previous 90-day period.
- A listing of the diverse contracts and purchase orders awarded over the previous 90-day period segregated by certification category (MBE/WBE/VBE) and further segregated by direct spend (“First Tier”) vs. indirect spend (“Second Tier”).
- A listing of the Host and Surrounding Community contracts and purchase orders awarded over the previous 90-day period segregated by community.
- A listing of the contracts and purchase orders awarded over the previous 90-day period for all other Massachusetts-based firms; i.e. those not located in the Host or Surrounding Communities.
- The report will also list each segment’s annual goal and the year-to-date planned versus actual variance (prorated for the quarter being reported).

Advertising Plan

EBH will launch periodic and targeted advertising and marketing campaigns to ensure that diverse and local firms are aware of opportunities as they are made available with EBH. We will also ask our Chamber and diversity partners to use their various channels and newsletters to communicate our events and initiatives to their member bases.

Timelines

	2018:												2019:											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Procurement Recruiting & Hiring																								
Vendor Fairs & Partnership Events																								
Vendor Meetings & MGC Registration																								
RFPs & Business Awards																								

Conclusion

Through our ongoing outreach events and community engagement activities and our plans to significantly broaden the scope of RFP solicitations to target our desired vendor demographic, we are confident that EBH will be a source of continued economic growth and opportunity for our region. With the full and ongoing support of our executive Steering Committee, we will continue to enthusiastically pursue the key mandates of this Plan which is to find, solicit, and award business to diverse and local firms.

We thank the many community, diverse, and government partners that have supported our efforts to-date, and we look forward to furthering those partnerships in the months and years to come.

Exhibit A:
Sample Opportunities Matrix

Ongoing Supplier Opportunities - Encore Boston Harbor: (see note 1 below)

Category	Commodity	Supplier Criteria: see note 2 below				Opportunity Timing: see note 3 below							
		On-Call	Avail. 24x7	Trade Licensed	OEM Auth.	'18 Q1	'18 Q2	'18 Q3	'18 Q4	'19 Q1	'19 Q2	'19 Q3	'19 Q4
Event Services	Audio Visual Equip. & Services (Supplemental)				Yes					X			
Event Services	Destination Management Companies (DMC)			Yes							X		
Event Services	Entertainment - Bands, DJs, etc.										X		
Event Services	Photographers & Videographers										X		
Event Services	Promotional & Gift Items						X						
Event Services	Stage & Lighting Rigging Equipment			Yes							X		
F&B Beverages	Beer, Wine, & Spirits			Yes							X		
F&B Beverages	Soda, Juice, & Water			Yes							X		
F&B Food	Bread			Yes							X		
F&B Food	Dairy			Yes							X		
F&B Food	Fruit & Produce			Yes							X		
F&B Food	Grocery Items			Yes							X		
F&B Food	Meat (Beef/Pork/Poultry/Lamb)			Yes							X		
F&B Food	Seafood			Yes							X		
F&B Food	Specialty Foods			Yes							X		
F&B Products	China, Glass, Silver, Smallwares				Yes				X				
F&B Products	Kitchen Equipment & Parts				Yes				X				
F&B Products	Paper & Disposable Goods										X		
General Ops	Car Washing & Detailing										X		
General Ops	Copier Equipment & Maintenance	Yes			Yes					X			
General Ops	Furniture (Replenishment Only)				Yes					X			
General Ops	Medical Supplies & Equipment				Yes						X		
General Ops	Office Supplies & Equipment				Yes						X		
Hotel Ops	Hotel Room Amenity Products				Yes					X			
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)		Yes							X			
Hotel Ops	Room Keys (Logo'd Mag Cards)				Yes					X			
Hotel Ops	Spa & Salon Products				Yes					X			
Maint. Materials	Carpeting/Fabric/Upholstery (Replenish. Only)				Yes						X		
Maint. Materials	Cleaning & Janitorial Supplies				Yes					X			
Maint. Materials	Electrical Supplies				Yes						X		
Maint. Materials	Glass, Marble, Tile & Metal				Yes						X		
Maint. Services	Fire Detection & Supression	Yes	Yes	Yes	Yes					X			
Maint. Services	Glass & Mirror Work	Yes	Yes	Yes							X		
Maint. Services	HVAC Repair Services	Yes	Yes	Yes	Yes						X		
Maint. Services	Landscaping Services	Yes									X		
Maint. Services	Locksmithing	Yes	Yes								X		
Maint. Services	Water Treatment - Chilling/Spa/Systems	Yes	Yes	Yes						X			
Maint. Services	Window Washing - High Rise			Yes							X		
Marketing	Direct Mail Fulfillment								X				
Marketing	Graphic Design Services									X			
Marketing	Print Services (Brochures/Tags/Receipts/Forms)									X			
Retail	Display Cases, Racks, Hangers									X			
Retail	Retail Bags, Paper, Plastic, Tissue										X		
Transportation	Coach Bus Services	Yes	Yes	Yes					X				
Transportation	Limousine Services (Supplemental)	Yes	Yes	Yes					X				
Transportation	Luxury Ferry Services	Yes	Yes	Yes					X				

Note 1: Prior to executing a purchasing agreement with Encore Boston Harbor, all vendors must be registered with both the Massachusetts Gaming Commission as well as with Wynn.

Note 2: Above criteria is in addition to the following criteria; **a)** quality of product or service; **b)** cost; and **c)** scale of supplier's operation; i.e. ability to deliver product or service in required volume and at required frequency. Additional details:
 "On-Call" = Capable of responding to service requirements within an agreed timeframe (typically within hours).
 "24x7" = Services must be available 24 hours per day/365 days per year.
 "Trade Licensed" = Properly licensed if required by necessary authorities to provide the goods or services listed.
 "OEM Authorized" = Must be a certified reseller or service provider of the manufacturer.

Note 3: "Opportunity Timing" indicates the calendar quarter that we anticipate delivery of goods or commencement of services to begin. Typically, the Request For Proposal process (RFP) will occur one calendar quarter prior to these anticipated start dates.

Exhibit B:
Diversity Exhibit Attached to All EBH RFP Documents

Minority/Woman/Veteran-Owned Business Enterprises

The Massachusetts Gaming Commission has placed special emphasis on creating casino resort procurement for certified women-owned business enterprises (WBEs), minority-owned business enterprises (MBEs), and Veteran-owned business enterprises (VBEs). Encore is working to ensure that all of our vendors are aware of this focus and have the opportunity to formally register as a WBE, MBE, or VBE, should they meet the qualifications.

If you are a business owned 51% or more woman, minority, or veteran-owned, we would appreciate your efforts in becoming formally certified as such. There are several avenues for certification, outlined below. Encore will provide special consideration for procurement, to the extent permissible by law, to certified MBEs, WBEs, and VBEs. The certification options are as follows:

MBE, WBE, or WVBE: Massachusetts Supplier Diversity Office (SDO)

The SDO provides a free-of-charge ~~M~~AWBEMWVBE certification that will allow a business to be recognized for both the Encore Boston Harbor project and any Massachusetts State Government projects. Recommended for Massachusetts-based businesses. To register, visit the [SDO website](#)

MBE: National Minority Supplier Development Council (NMSDC)

The National Minority Supplier Development Council offers a paid certification (\$300-\$500) that is recognized nationally and provides MBEs with access to events and a network of companies and other MBEs. The certification process can take up to three months, following submission of a complete application. An expedited certification process is available for an additional fee.

To certify your business with NMSDC, contact the appropriate regional affiliate office of the [National Minority Supplier Development Council](#)

WBE: Women's Business Enterprise National Council (WBENC)

The WBENC offers a paid WBE certification (fee varies depending on region) that is recognized nationally by many private procurers and some state offices. Benefits of certifying through WBENC include access to a national network, mentoring, education and capacity development. To certify your business with WBENC, visit: <http://www.wbenc.org/certification/>

VBE: United States Department of Veterans Affairs

The VA provides a VBE certification that is recognized by federal and state governments and by many private entities. The certification process can take 3 – 9 months to complete. To certify your business with the VA, visit: <http://www.vetbiz.gov/>.

~~VBE: Massachusetts Gaming Commission (MGC) Licensing Division~~

~~As an alternative to the process provided by the VA and vetbiz.gov, the Massachusetts Gaming Commission has created a streamlined VBE certification process. Note that this certification is only recognized by Massachusetts Gaming licensees and cannot be used to identify as a VBE for other private or government projects. The process is brief (1 page form + DD form 214) and can be completed within a few weeks.~~

~~To certify your business with the Mass Gaming Commission, visit the MGC's licensing site, print and complete the VBE certification form, and submit the MGC as instructed on the licensing website.~~

Exhibit C: Sample Oracle Vendor Master File

The screenshot displays the Oracle Supplier Master File interface. The browser address bar shows the URL: `psfin.wynnresorts.com/psp/PSFIN/EMPLOYEE/ERP/c/MAINTAIN_VENDORS.VNDR_ID.GBL?FolderPath=PORTAL_ROOT_OBJECT.EPCO_VENDORS.EPAP_VENDORS.EPAP_VENDORS_ADDVNDRS.EP_VNDR_ID_...`

The Oracle logo is visible in the top left corner of the application window. The breadcrumb navigation path is: `Suppliers > Supplier Information > Add/Update > Supplier`. The top right navigation bar includes links for `Home`, `Worklist`, `Performance Trace`, `Add to Favorites`, and `Sign out`.

The main content area is divided into several sections:

- Government Classifications:** Includes fields for `EEO Certification Date` and `HUB Zone`. A table titled `Government Sources` contains one entry:

Certification Source	Effective Date	Certification Number
Government Classifications	09/19/2018	
- Standard Industry Codes:** A table titled `Standard Industrial Classification Codes` with columns: `SIC Type`, `SIC Code`, `Parent SIC Code`, and `Description`. The table is currently empty.
- Additional Reporting Elements:** A list of checkboxes for reporting categories:
 - Common Parent's TIN
 - Type of Contractor
 - SDB Program
 - Other Preference Programs
 - Ethnicity
 - Emerging Small Business
 - Women-Owned Business
 - Veteran
 - Disabled
 - Common Parent's Name
 - HUBZone Program
 - Size of Small Business
 - VOSB

At the bottom of the main content area, there is a `Comments` section with `Expand All` and `Collapse All` buttons.

The Windows taskbar at the bottom shows the system clock as 12:26 PM on 9/19/2018, along with icons for various applications like Outlook, Word, and PowerPoint.

Introduction

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, an 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 Harbor Walk, an events lawn, public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water. EBH is currently under construction with an opening anticipated for June 2019.

This Supplier Diversity & Local Commitments Plan (the “Plan”) outlines our ongoing strategy to engage with local communities and businesses pre- and post-opening to:

1. Identify qualified diverse, local, and Massachusetts-based firms to conduct business with EBH;
2. Solicit those firms through EBH’s Request-for-Proposal (“RFP”) process; and
3. Award meaningful and ongoing business to those firms at no less than the levels detailed herein.

The Plan’s objectives listed immediately above are discussed in more detail below in the section entitled “Plan Objectives”, while the business award levels are detailed below in the section entitled “Spend Objectives”.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, our Surrounding Communities of Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the local farms and agricultural community, and the entire Commonwealth.

To date we have held numerous meetings and received constructive feedback and ideas from many stakeholders, including the Chambers of Commerce of Everett, Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the Hispanic American Institute, The Commonwealth’s Supplier Diversity Office (“SDO”), the North Shore Latino Business Association, the Greater New England Minority Supplier Development Council (“GNEMSDC”), the Women’s Business Enterprise National Council (“WBENC”), their affiliate the Center for Women & Enterprise (“CWE”), and many local business leaders.

This Plan reflects those conversations and the feedback and comments received. We are grateful to our stakeholders for their interest in the Plan and the time spent providing feedback.

Spend Objectives

EBH has established the following spend goals to create economic opportunity and business awards in the following areas:

Diversity:

- Minority Business Enterprises (MBEs) – 8% of Discretionary Spend
- Women Business Enterprises (WBEs) – 14% of Discretionary Spend
- Veteran Business Enterprises (VBEs) – 3% of Discretionary Spend

EBH will utilize the Commonwealth of Massachusetts’ definition of MBE, WBE, and VBE. A more detailed description of EBH’s discretionary spend is attached hereto as **Exhibit A**.

Host and Surrounding Communities:

- Everett based vendors - \$10 million annually
- Boston based vendors - \$20 million annually
- Somerville based vendors - \$10 million annually
- Malden based vendors - \$10 million annually
- Medford based vendors - \$10 million annually
- Chelsea based vendors - \$2.5 million annually

Plan Objectives

The following objectives form the basis for this Plan and detail our ongoing strategy for meeting the Spend Objectives:

1. Objective 1: Identify Qualified Diverse/Local/Mass.-Based Firms

Beginning with the design and construction phases of our project and continuing through today, EBH has developed strong relationships within its Host and Surrounding Communities, their respective Chambers, and with many diversity advisory groups within the region.

EBH's community outreach programs involve partnering with those organizations to engage their vendor bases and assist in identifying qualified firms. These activities are in addition to our own direct engagement activities within the communities.

Community Outreach Activities To-Date:

To create initial awareness relating to the business opportunities with EBH, our initial activities in both direct vendor engagement as well as in collaboration with our partner organizations have included:

- A. Creation of EBH's "Vendor Opportunities" website which is located at <https://encorebostonharbor.com/careers/operations-vendors/>. The site allows vendors to register with us (over to 500 to-date), join our distribution list for upcoming events, and details specific upcoming RFPs (see "Opportunities Matrix" below).
- B. Wide distribution of our "Opportunities Matrix" (a sample of which is attached hereto as **Exhibit A**) which details across 76 different commodities the specific criteria required of each provider as well as the anticipated timing for each RFP (<https://encorebostonharbor.com/files/WBHSupplierOpportunitiesMatrix.pdf>). In addition to being available online, this document has been handed-out at all outreach events that EBH has hosted or attended and has been well-received within the business community.
- C. Bi-monthly meetings with The Hispanic American Institute which includes a revolving attendee list of its member base to meet with each EBH management team to discuss their firm's qualifications as well as upcoming award opportunities.
- D. Ongoing meetings with each of the Host and Surrounding Community Chambers of Commerce. Most recently, we hosted all seven Chambers to solicit their ideas and feedback in a round-table format on the planning, timing, and agendas for EBH's upcoming Vendor Fairs. We will continue these regular meetings post opening.
- E. Co-Hosting with the Urban League of Eastern Massachusetts a recurring Black Community

Update meeting. While the initial emphasis for these meetings has been workforce development, we will now be adding vendor opportunities to each agenda moving forward.

- F. Hosted an “all commodities” Vendor Fair in Malden attended by approximately 350 local vendors, 182 of whom came from our Host or Surrounding Communities. Vendors were given dedicated scheduled timeslots for one-on-one meetings with the respective EBH department heads. Invitees included representatives of the MGC, GNEMSDC, CWE, the SDO, the Initiative for a Competitive Inner City (“ICIC”), the Small Business Administration (“SBA”), the Urban League of Eastern Massachusetts, the seven local Chambers plus the Chambers of Lynn, Revere, and Salem, and several local lending institutions.
- G. Presentation to the North Shore Latino Business Association and its member base in Lynn.
- H. Attendance and a booth staffed by EBH’s Procurement team at Northeastern University’s 6th Annual Supplier Diversity Networking Event co-hosted by the SDO and Northeastern.

Upcoming Community Outreach Activities:

The following is a list of several key events that EBH is hosting or attending in the coming months:

- A. Attendance and a speaking engagement on September 25th in Peabody to discuss EBH award opportunities with residents and business owners on the North Shore. The event was co-hosted by Salem State University’s Enterprise Center and the North Shore Career Center.
- B. Platinum sponsorship and attendance on October 19th in Framingham at the CWE’s Women Business Leaders Conference networking event.
- C. Participation in two upcoming GNEMSDC events; their MBE to MBE Match Making event on November 15th in Boston, and their Forum for Inorganic Growth Strategies event in Boston on November 20th.
- D. A Vendor Fair hosted by EBH on September 26th at the Charlestown Knights of Columbus covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Materials	Carpeting/Fabric/Upholstery
	Cleaning & Janitorial Supplies
	Electrical Supplies
	Glass, Marble, Tile & Metal
	HVAC Parts & Supplies
	Lumber - Rough & Millwork
	Paints & Stains
	Plants, Trees, & Flowers
	Plumbing Supplies & Fittings
	Propane, Gases, & Diesel
	Safety & Protective Equipment
	Signage

	Tools & Hardware
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- E. A Vendor Fair hosted by EBH on October 1 at the Medford AC Marriott covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

F&B Beverages	Beer, Wine, & Spirits
F&B Beverages	Soda, Juice, & Water
F&B Food	Bread
F&B Food	Dairy
F&B Food	Fruit & Produce
F&B Food	Grocery Items
F&B Food	Meat (Beef/Pork/Poultry/Lamb)
F&B Food	Seafood
F&B Food	Specialty Foods
F&B Products	China, Glass, Silver, Small-wares
F&B Products	Kitchen Equipment & Parts
F&B Products	Paper & Disposable Goods

- F. A Vendor Fair hosted by EBH on October 9 at the Chelsea Homewood Suites covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Event Services	Audio Visual Equip. & Services
Event Services	Destination Management Companies
Event Services	Entertainment - Bands, DJs
Event Services	Exhibition Services Companies
Event Services	Photographers & Videographers
Event Services	Promotional & Gift Items
Event Services	Stage & Lighting Rigging Equipment
Marketing	Direct Mail Fulfillment
Marketing	Graphic Design Services
Marketing	Print Services (Brochures/Tags/Receipts/Forms)

- G. A Vendor Fair hosted by EBH on October 11 at the Somerville Holiday Inn covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

Maintenance Services	Carpentry Services
	Carpet Cleaning & Installation
	Cleaning - General Janitorial Services
	Cleaning - Specialty (Duct, Grease etc.)

Electrical - High Voltage
Electrical - Low Voltage
Fire Detection & Suppression
Glass & Mirror Work
HVAC Repair Services
Landscaping Services
Locksmithing
Manufacturer Maintenance Contracts
Marble Cleaning & Installation
Masonry Work
Painting Services
Pest Control Services
Plumbing Services
Roofing Services
Snow Removal
Vertical Lift Maintenance
Waste Removal - Hazardous & Regulated
Waste Removal - Recycling & Trash
Water Treatment - Chilling/Spa/Systems
Window Washing - High Rise

H. A Vendor Fair hosted by EBH on October 24 at the Cambridge Royal Sonesta covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

General Ops	Car Washing & Detailing
General Ops	Copier Equipment & Maintenance
General Ops	Furniture
General Ops	Medical Supplies & Equipment
General Ops	Office Supplies & Equipment
Hotel Ops	Hotel Room Amenity Products
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)
Hotel Ops	Room Keys (Logo'd Magnetic Cards)
Hotel Ops	Spa & Salon Products
Retail	Display Cases, Racks, Hangers
Retail	Retail Bags, Paper, Plastic, Tissue
Transportation	Coach Bus Services
Transportation	Limousine Services
Transportation	Luxury Ferry Services
Transportation	Maintenance Services - Fleet & Equipment

Transportation	Other Vehicles/Lifts/Hoists/Jacks
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- I. In conjunction with the Vendor Fairs listed above, EBH will be promoting these events via:
 - a. Email blasts to our database of vendors;
 - b. Announcements through our partner organizations and the Host and Surrounding Community Chambers of Commerce; and
 - c. Advertising campaigns in local newspapers.

- J. In addition to the Vendor Fairs that we will be hosting in the coming weeks, EBH is currently finalizing calendars with the teams at CWE and the GNEMSDC for our attendance at several additional upcoming membership events. A partial list of those events includes:

The GNEMSDC’s December 4th Quarterly Meeting, the CWE’s January Corporate Council Meeting for all CWE-WBENC Corporate Members, their April annual Auction & Gala, their May Small Business Expo, and the Federal Reserve Bank of Boston’s “Engage & Connect” Vendor Fair also in May.

Ongoing Community Engagement:

EBH’s community outreach activities will continue post opening. Our bi-monthly meetings with the Hispanic American Institute began several years ago as a combined workforce development and supplier development summit meeting between EBH’s executive team and various business leaders in the Latino community. As both initiatives have grown, we’ve now split those meetings into separate workforce and supplier summit meetings, and both will continue well into the future as an ongoing and valuable way to remain aligned.

We also intend to continue the similar meetings we’ve been hosting with our other diversity partners and continue our attendance at their membership events as well.

EBH’s regular meetings with the Chambers of our Host and Surrounding Communities will also continue. The Chambers have been an incredibly valuable partner not only in engaging their vendor bases and making them aware of our events and RFP schedules, but also in sourcing vendors and introducing EBH to them when we have struggled to find a specific product or service during our pre-opening and pre-RFP phase.

Finally, we look forward to joining the MGC’s Vendor Advisory Team and participating in those ongoing discussions with the Commission and other business and diversity leaders from the region.

2. Objective 2: Solicit Diverse/Local Firms Through EBH’s Request-for-Proposal (RFP) Process

EBH’s outreach activities have led us to quite a few diverse and local firms. While we are still nine months away from our anticipated opening and have not yet begun our RFP and business award processes, those outreach activities have led to our registering close to 100 vendors from our Host and Surrounding Communities alone since we’ve identified those firms as partners we intend to do business with or have already done so.

In addition to those vendors, we have collected an additional database of 600 vendor contacts and email addresses through our outreach, website, and Vendor Fair activities. We expect our database to grow significantly within the next 30 – 90 days as we continue our Vendor Fair calendar and our collaboration with the diversity advisory groups.

Those vendors meeting the stated selection criteria as detailed in the vendor “Opportunities Matrix” (above) will be included in EBH’s formal RFPs commencing Q4 2018. That process is described in more detail in the following section.

Additionally, the EBH Procurement team is using the diversity databases of the SDO, the GNEMSDC, and the CWE in our search for new vendor partners. For those smaller day-to-day business award opportunities not typically sourced via a full and formal RFP process, EBH commits that we will use these databases and other resources at our disposal to continuously solicit diverse and local firms who provide those goods and services being sourced within those smaller awards. To our best ability, each solicitation will include one or more such firms.

3. Objective 3: Award Meaningful & Ongoing Business to Diverse/Local Firms

It is our belief that to generate true economic opportunity (i.e., bona fide business awards), it is essential that the Procurement Team at EBH use innovation and technology to provide both visibility and access to our RFPs to as many qualified diverse and local firms as we can source.

Eliminating Traditional Barriers

In many enterprise Procurement organizations, the number of vendors solicited for any one RFP is typically limited to the number of RFP responses that a staff member leading the RFP can reasonably assess, compare, communicate with respondents, and, ultimately, award.

This is a limitation that can be overcome by technology thereby giving significantly greater access across a much larger vendor base to the business opportunities at EBH. Our proposed solution to this limitation is described below in the section entitled, “The Barrier Solution”.

Greater Visibility Leads to Greater Business Awards

Business awards are a direct result of RFP proposals, and those proposals can only be solicited if the diverse and local business communities have both the visibility into and the access to EBH’s RFP solicitations. Removing the barrier that limits the number of participants, targeting preferred diverse and local vendors, and broadcasting the RFPs to a dramatically wider vendor base will increase the awards proportionately.

The Encore Boston Harbor RFP Network

EBH has already had discussions with the SDO, CWE, and the GNEMSDC to explore linking EBH’s online RFP platform to the online platforms of those diversity partners. Each RFP issued by EBH would be delivered directly to those member bases.

One potential solution is using portlets and other web technologies to simply provide a “landing page” for EBH RFPs on each partner’s website, or a link on our partners’ websites to our RFP page. Either alternative would create a simple mechanism on each partner’s site for their membership to see which RFPs are being issued by EBH along with details on how to participate.

A second potential solution without linking one network to another is to simply open up EBH’s existing online RFP platform to our targeted vendor base of diverse and local vendors. EBH would issue its RFPs publicly on our own website. Certified diverse firms and those based in our Host and Surrounding Communities who express interest in submitting a proposal would then be given a link and authentication credentials to our platform where RFP submissions must be submitted.

EBH commits to providing the assistance and resources to our partners to create such an integrated platform. Further, it is our intent to grow this network beyond those initial three partner

organizations. Our ultimate objective is to create a pipeline of business opportunities directly to the vendors we desire to conduct business with.

The “Barrier Solution”

The approach above will generate many more RFP responses than a traditional Procurement Team could reasonably and fairly assess, compare, reply to, and award.

However, EBH will use a “templated” approach in its outgoing RFP solicitations which will require RFP responses to be submitted by vendors in that very same specific format.

By using such an approach, we can use our technology to quickly compare, analyze and rank the responses in accordance with those proposals’ commercial value, the MWVBE status of each respondent, and their locale.

By linking networks and then “templating” the outgoing and incoming RFP communications, we remove the limitation of only soliciting the limited number of vendors that a Buyer could reasonably manage for each RFP. While our Procurement Team will still review the results and make the final awards, our RFP platform will assist us with much of the “heavy lifting”.

Again, in our view, greater access leads to greater awards, and it all begins with a 21st Century approach to how we conduct our business.

Organizational Support

This Plan is led by EBH’s Director of Procurement, David Granata and Procurement Manager, Nadia Ballard, with the full and active support of our senior leadership team comprised of President, Robert DeSalvio, General Counsel, Jacqui Krum, Executive Vice President of Operations, Brian Gullbrants, and Chief Financial Officer, Frank Cassella. This group will comprise the organizational Steering Committee.

The mandate of our Steering Committee quite simply is to ensure that the commitments we’ve made in this Plan have the highest visibility within our organization, and to take the necessary steps as needed to ensure that the Plan’s Objectives are achieved.

As we are still nine months away from our anticipated opening, EBH’s Procurement team is still in its recruitment and hiring phase. We anticipate a total team of 10 – 15 before the conclusion of Q4 2018. Further, we are recruiting a Procurement Diversity Manager to directly lead all aspects of this Plan.

Diversity Development Assistance

There are three specific areas that EBH feels we can have an immediate and positive impact on the region’s diversity community:

- In meetings and discussions with the supplier diversity certifying bodies, EBH found that several of those organizations have the ongoing challenge of convincing firms that otherwise meet the criteria for certification to go through with the process of formally certifying. In part, this hesitation has been attributed to eligible firms not having clear visibility into near-term revenue opportunities.

Our partners have advised that a significant recruitment tool for them would be advance visibility into EBH’s ongoing RFP schedule. As such, we commit to doing so on an ongoing basis for any of the certifying bodies that seek such assistance, and we have included that full initial RFP schedule herein in our “Opportunities Matrix” (described in more detail in the section

entitled “Plan’s Objectives” above, and a sample of which is attached hereto as **Exhibit A**).

- Similar to our workforce development efforts in conjunction with the MGC, the city of Everett, and the New England Center for Arts & Technology (NECAT), EBH intends to develop mentoring programs with smaller, diverse, and local vendors to assist and advise them as they grow their businesses to “scale up” to attract commercial clients in the region beyond simply EBH. These programs would include pairing firms with key EBH executives who would periodically meet with them and otherwise provide counsel and feedback on their business plans and go-to-market approach.
- As part of our diversity development assistance efforts, the section below entitled Ongoing Organizational Visibility describes EBH’s approach to RFP respondents and the contractual requirements we place on our partners for meeting specified MWVBE utilization goals.

By assisting smaller MWVBEs by partnering them with larger primary vendors, by providing them with advice and feedback, and by assisting the certifying bodies in their efforts to create a larger and more impactful diverse business community, EBH hopes that these and future efforts by us provide true momentum for the diversity initiative in this region. We will continue to be receptive to new ideas and will also continue to offer creative solutions in the pursuit of a stronger and deeper diverse vendor base for our region.

Ongoing Organizational Visibility

The full details of this Plan will be presented to the EBH executive team and all department heads. Additionally, to ensure continued visibility across all business disciplines in tracking EBH’s performance against this Plan, EBH commits to:

- Weekly President’s Executive Staff Meetings with all department heads to discuss, among other things, the Plan’s weekly forecast versus actual status across the key business disciplines.
- Monthly department head meetings with the Procurement and Diversity Team to discuss the Plan’s monthly forecast versus actual status for that specific business unit.
- Executive intervention as required.
- Weekly Procurement staff meetings to discuss vendor base development, forecast versus actuals, and planning for upcoming diverse and local vendor calendar events.

Above and beyond executive visibility and closely tracking our performance versus the plan, EBH requires all partners and all RFP respondents to contractually agree to active and meaningful initiatives towards supplier diversity. Every EBH RFP document contains the following language as well as a more detailed RFP diversity exhibit attached to each RFP (which is attached hereto as **Exhibit B**): Our RFP language:

“Encore is committed to creating opportunities for certified Minority, Woman, and Veteran-Owned Businesses (collectively, “MWVBEs”). We encourage our suppliers to certify themselves as, or to subcontract with, MWVBEs for goods or services provided in the performance of their agreements with us. Accordingly, supplier agrees to use best efforts to provide MWVBEs with meaningful and equitable economic opportunities under any agreement that may result from this RFP.

Specific MWVBE utilization goals will be determined under any such agreement and shall require formal certification. Please see attached hereto as Addendum C for a detailed description of our MWVBE program.

In your RFP response, please include an MWVBE utilization plan that names specific MWVBEs with whom subcontracts are anticipated as well as the expected scope-of-work and spend.”

Plan’s Performance Tracking

EBH uses several technologies to ensure accurate tracking and reporting. Among those technologies are:

- Oracle’s PeopleSoft Vendor Files and Accounts Payable Disbursements. Oracle allows a client such as EBH to attach diversity certificates and other documents to its vendor files, and it allows the client to input, track and report on other key diversity data such as ethnicity/status, certifying agency, certification number, and certificate start and end dates. A sample of the vendor file is attached hereto as **Exhibit C**.
- Oracle interfaces with BirchStreet which is where EBH’s RFP Network and Purchase Orders reside. BirchStreet will contain all the relevant diversity data stored in Oracle and will allow us to target our preferred vendor base during the RFP “broadcast” process described above.
- Use of subscription services such as IVS Solutions or similar services to both “scrub” internal data as well as source new potential partners. These subscription services typically will accept from a client such as EBH their vendor data files (usually in ASCII or CSV format) and then cross reference those vendor details across many national databases to confirm or reconfirm their certified status. In some instances, that process also advises clients such as EBH that their vendor base already contains certain certified diverse firms that we ourselves did not know held certifications. These 3rd party subscriptions are a valuable and simple tool to ensure ongoing data integrity.

Reporting

EBH proposes to report to the MGC as follows:

Frequency:

- Quarterly formal reports as part of EBH’s regularly scheduled presentations to the MGC.

Format and level of detail for reports:

- A description of the outreach initiatives and events conducted by EBH over the previous 90-day period.
- A listing of the diverse contracts and purchase orders awarded over the previous 90-day period segregated by certification category (MBE/WBE/VBE) and further segregated by direct spend (“First Tier”) vs. indirect spend (“Second Tier”).
- A listing of the Host and Surrounding Community contracts and purchase orders awarded over the previous 90-day period segregated by community.
- A listing of the contracts and purchase orders awarded over the previous 90-day period for all other Massachusetts-based firms; i.e. those not located in the Host or Surrounding Communities.
- The report will also list each segment’s annual goal and the year-to-date planned versus actual variance (prorated for the quarter being reported).

Advertising Plan

EBH will launch periodic and targeted advertising and marketing campaigns to ensure that diverse and

local firms are aware of opportunities as they are made available with EBH. We will also ask our Chamber and diversity partners to use their various channels and newsletters to communicate our events and initiatives to their member bases.

Timelines

	2018:												2019:											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Procurement Recruiting & Hiring																								
Vendor Fairs & Partnership Events																								
Vendor Meetings & MGC Registration																								
RFPs & Business Awards																								

Conclusion

Through our ongoing outreach events and community engagement activities and our plans to significantly broaden the scope of RFP solicitations to target our desired vendor demographic, we are confident that EBH will be a source of continued economic growth and opportunity for our region. With the full and ongoing support of our executive Steering Committee, we will continue to enthusiastically pursue the key mandates of this Plan which is to find, solicit, and award business to diverse and local firms.

We thank the many community, diverse, and government partners that have supported our efforts to date, and we look forward to furthering those partnerships in the months and years to come.

Exhibit A:
Sample Opportunities Matrix

Ongoing Supplier Opportunities - Encore Boston Harbor: (see note 1 below)

Category	Commodity	Supplier Criteria: see note 2 below				Opportunity Timing: see note 3 below							
		On-Call	Avail. 24x7	Trade Licensed	OEM Auth.	'18 Q1	'18 Q2	'18 Q3	'18 Q4	'19 Q1	'19 Q2	'19 Q3	'19 Q4
Event Services	Audio Visual Equip. & Services (Supplemental)				Yes					X			
Event Services	Destination Management Companies (DMC)			Yes							X		
Event Services	Entertainment - Bands, DJs, etc.										X		
Event Services	Photographers & Videographers										X		
Event Services	Promotional & Gift Items						X						
Event Services	Stage & Lighting Rigging Equipment			Yes							X		
F&B Beverages	Beer, Wine, & Spirits			Yes							X		
F&B Beverages	Soda, Juice, & Water			Yes							X		
F&B Food	Bread			Yes							X		
F&B Food	Dairy			Yes							X		
F&B Food	Fruit & Produce			Yes							X		
F&B Food	Grocery Items			Yes							X		
F&B Food	Meat (Beef/Pork/Poultry/Lamb)			Yes							X		
F&B Food	Seafood			Yes							X		
F&B Food	Specialty Foods			Yes							X		
F&B Products	China, Glass, Silver, Smallwares				Yes				X				
F&B Products	Kitchen Equipment & Parts				Yes				X				
F&B Products	Paper & Disposable Goods										X		
General Ops	Car Washing & Detailing										X		
General Ops	Copier Equipment & Maintenance	Yes			Yes					X			
General Ops	Furniture (Replenishment Only)				Yes					X			
General Ops	Medical Supplies & Equipment				Yes						X		
General Ops	Office Supplies & Equipment				Yes						X		
Hotel Ops	Hotel Room Amenity Products				Yes					X			
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)		Yes							X			
Hotel Ops	Room Keys (Logo'd Mag Cards)				Yes					X			
Hotel Ops	Spa & Salon Products				Yes					X			
Maint. Materials	Carpeting/Fabric/Upholstery (Replenish. Only)				Yes						X		
Maint. Materials	Cleaning & Janitorial Supplies				Yes					X			
Maint. Materials	Electrical Supplies				Yes						X		
Maint. Materials	Glass, Marble, Tile & Metal				Yes						X		
Maint. Services	Fire Detection & Supression	Yes	Yes	Yes	Yes					X			
Maint. Services	Glass & Mirror Work	Yes	Yes	Yes							X		
Maint. Services	HVAC Repair Services	Yes	Yes	Yes	Yes						X		
Maint. Services	Landscaping Services	Yes									X		
Maint. Services	Locksmithing	Yes	Yes								X		
Maint. Services	Water Treatment - Chilling/Spa/Systems	Yes	Yes	Yes						X			
Maint. Services	Window Washing - High Rise			Yes							X		
Marketing	Direct Mail Fulfillment									X			
Marketing	Graphic Design Services									X			
Marketing	Print Services (Brochures/Tags/Receipts/Forms)									X			
Retail	Display Cases, Racks, Hangers									X			
Retail	Retail Bags, Paper, Plastic, Tissue										X		
Transportation	Coach Bus Services	Yes	Yes	Yes						X			
Transportation	Limousine Services (Supplemental)	Yes	Yes	Yes						X			
Transportation	Luxury Ferry Services	Yes	Yes	Yes						X			

Note 1: Prior to executing a purchasing agreement with Encore Boston Harbor, all vendors must be registered with both the Massachusetts Gaming Commission as well as with Wynn.

Note 2: Above criteria is in addition to the following criteria; **a)** quality of product or service; **b)** cost; and **c)** scale of supplier's operation; i.e. ability to deliver product or service in required volume and at required frequency. Additional details:
 "On-Call" = Capable of responding to service requirements within an agreed timeframe (typically within hours).
 "24x7" = Services must be available 24 hours per day/365 days per year.
 "Trade Licensed" = Properly licensed if required by necessary authorities to provide the goods or services listed.
 "OEM Authorized" = Must be a certified reseller or service provider of the manufacturer.

Note 3: "Opportunity Timing" indicates the calendar quarter that we anticipate delivery of goods or commencement of services to begin. Typically, the Request For Proposal process (RFP) will occur one calendar quarter prior to these anticipated start dates.

Exhibit B:
Diversity Exhibit Attached to All EBH RFP Documents

Minority/Woman/Veteran-Owned Business Enterprises

The Massachusetts Gaming Commission has placed special emphasis on creating casino resort procurement for certified women-owned business enterprises (WBEs), minority-owned business enterprises (MBEs), and Veteran-owned business enterprises (VBEs). Encore is working to ensure that all of our vendors are aware of this focus and have the opportunity to formally register as a WBE, MBE, or VBE, should they meet the qualifications.

If you are a business owned 51% or more woman, minority, or veteran-owned, we would appreciate your efforts in becoming formally certified as such. There are several avenues for certification, outlined below. Encore will provide special consideration for procurement, to the extent permissible by law, to certified MBEs, WBEs, and VBEs. The certification options are as follows:

MBE, WBE, or VBE: Massachusetts Supplier Diversity Office (SDO)

The SDO provides a free-of-charge MWVBE certification that will allow a business to be recognized for both the Encore Boston Harbor project and any Massachusetts State Government projects. Recommended for Massachusetts-based businesses. To register, visit the [SDO website](#)

MBE: National Minority Supplier Development Council (NMSDC)

The National Minority Supplier Development Council offers a paid certification (\$300-\$500) that is recognized nationally and provides MBEs with access to events and a network of companies and other MBEs. The certification process can take up to three months, following submission of a complete application. An expedited certification process is available for an additional fee.

To certify your business with NMSDC, contact the appropriate regional affiliate office of the [National Minority Supplier Development Council](#)

WBE: Women's Business Enterprise National Council (WBENC)

The WBENC offers a paid WBE certification (fee varies depending on region) that is recognized nationally by many private procurers and some state offices. Benefits of certifying through WBENC include access to a national network, mentoring, education and capacity development. To certify your business with WBENC, visit: <http://www.wbenc.org/certification/>

VBE: United States Department of Veterans Affairs

The VA provides a VBE certification that is recognized by federal and state governments and by many private entities. The certification process can take 3 – 9 months to complete. To certify your business with the VA, visit: <http://www.vetbiz.gov/>.

Exhibit C: Sample Oracle Vendor Master File

The screenshot displays the Oracle Supplier Master File interface. The browser address bar shows the URL: `psfin.wynnresorts.com/psp/PSFIN/EMPLOYEE/ERP/c/MAINTAIN_VENDORS.VNDR_ID.GBL?FolderPath=PORTAL_ROOT_OBJECT.EPCO_VENDORS.EPAP_VENDORS.EPAP_VENDORS_ADDVNDRS.EP_VNDR_ID...`. The Oracle logo is visible in the top left corner of the application window.

Government Classifications

EEO Certification Date HUB Zone

Government Sources Find | View All | First 1 of 1 Last

Certification Source		Find View All First 1 of 1 Last	
Government Classifications	Effective Date	09/19/2018	Certification Number
	Certificate Begin Date		Certificate Expiration
	Government Classification		

Standard Industry Codes

Standard Industrial Classification Codes Personalize | Find | View All | First 1 of 1 Last

SIC Type	SIC Code	Parent SIC Code	Description

Additional Reporting Elements

Common Parent's TIN	Common Parent's Name
Type of Contractor	HUBZone Program
SDB Program	Size of Small Business
Other Preference Programs	VOSB
Ethnicity	
<input type="checkbox"/> Emerging Small Business	
<input type="checkbox"/> Women-Owned Business	
<input type="checkbox"/> Veteran	
<input type="checkbox"/> Disabled	

Comments

Expand All Collapse All

System tray: 12:26 PM, 9/19/2018

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

October 11, 2018

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

Dear Commissioners:

On behalf of the City of Everett, I am submitting this letter relative to the draft Encore Boston Harbor Diversity and Local Vendor Plan. I am pleased with the care and consideration that both Encore and the Gaming Commission are affording this important topic.

Encore has committed to spending \$10 million each year for goods and services from vendors based in Everett, and I believe this level of spending can truly foster growth within these businesses. It is my strong hope that the resort not only meets, but exceeds this goal. I am partnering with them to ensure that Everett-based vendors are aware of the opportunities and understand the processes required to access them. I look forward to the resort facilitating economic growth not just in Everett, but also in the larger region.

Thank you very much for your consideration.

Sincerely,

Carlo DeMaria
Mayor



Center for Women & Enterprise
Your Vision. Our Mission.

CWE Eastern MA
24 School Street, Suite 700
Boston, MA 02108
617.536.0700

CWE Central MA
69 Milk St., Suite 217
Westborough, MA 01581
508.363.2300

CWE Rhode Island
132 George M. Cohan Boulevard
Providence, RI 02903
401.277.0800

CWE New Hampshire
30 Temple Street, Suite 700
Nashua, NH 03060
603.318.7580

CWE Vermont
431 Pine Street, Suite 101
Burlington, VT 05401
802.391.4870

**Veterans Business Outreach
Center (VBOC) of New England**
132 George M. Cohan Boulevard
Providence, RI 02903
844.404.2171

www.CWEonline.org

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Debra B. Thomas, Esq.

Lisa Wood
oley Hoag LLP

Constance S. Wright
Charlet River C/O

October 12, 2018

Massachusetts Gaming Commission

101 Federal Street, 12th Floor

Boston, MA 02108

To Whom It May Concern:

In consideration of **Encore Boston Harbor's Diversity and Local Vendor Plan**, the Center for Women & Enterprise would like to give our endorsement of the proposal put forth.

Since the onset of their endeavors, we have found Encore Boston Harbor's procurement team to be pro-active and inclusive. They solicited our input prior to this proposal, and we find this proposal addresses what we consider the key issues pertaining to opportunities for our diverse WBE vendors, namely: visibility of opportunities; transparency and communication with vendors; and opportunities for vendors to meet directly with decision makers. We believe this plan sets up a path for positive economic impact in the region, and that it conveys a genuine effort towards support of our local and diverse vendors.

Further, we believe the goals set forth in the proposal are in keeping with other efforts within the state:

- Minority Business Enterprises (MBEs) – 8% of Discretionary Spend
- Women Business Enterprises (WBEs) – 14% of Discretionary Spend
- Veteran Business Enterprises (VBEs) – 3% of Discretionary Spend

Encore Boston Harbor's procurement team has demonstrated their ability to be collaborators and allies in support of diversity, and we fully support this proposal. We are grateful to be able to facilitate these upcoming and ongoing opportunities for our WBEs in the region, and we are happy to do our part in making this project a success.

Sincerely,

A handwritten signature in black ink, appearing to read "Susan Rittscher", with a stylized flourish at the end.

Susan Rittscher

President & CEO

Center for Women & Enterprise

Blue, Catherine (MGC)

From: niagara949 <niagara949@gmail.com>
Sent: Sunday, October 07, 2018 8:27 AM
To: MGCcomments (MGC)
Subject: Encore Boston Diversity & Local Vendor Plan

In Response to :
REQUEST FOR PUBLIC COMMENT

- 1) The negative environment has allowed for spotlight on EBH (encore boston). Increased visibility produces BOTH
 - a) a level of inquiry over their plans
 - b) increased onus on EBH to approximate " The Perfect Strategy" in their diversity and vendor plans
 - c) EBH 's frequent use of the word " Ongoing " work as opposed to the transitory or impermanent kind.
 - d) The idea that [the' Devil You Know' and have an increased amount of influence with] EBH is in the position of being under perpetual scrutiny .
 - e) and that this ' perpetual scrutiny ' will probably be Good for Everybody

thanks
Michael Commito
10 Copeland Street
Quincy ,Mass

Sent via the Samsung Galaxy S7, an AT&T 4G LTE smartphone

FORWARDED TO JAMIE ENNIS



VETERANS DOING BUSINESS WITH CASINOS



A special event in tandem with National Veterans Small Business Week
November 5, 2018, 1:30pm - 3:00pm
Presented by the Massachusetts Gaming Commission
101 Federal Street, 12th Floor, Boston, MA

MGC, all three Massachusetts casinos, and the Massachusetts Office of Supplier Diversity (OSD) will highlight veteran business opportunities in the Commonwealth's new expanded gaming industry!

The program will feature a 10-15 minute presentation from each casino licensee including a brief overview of the Commonwealth's Supplier Diversity Office VBE certification process. Attendees will learn about each casino's procurement goals for working with veteran-owned businesses, find out about upcoming supplier opportunities and vendor fairs, hear success stories, and get an overview of the licensing and registration process.

Veteran partners will leave empowered to educate their veteran clients, partners and neighbors about opportunities with not only the casinos, but all Commonwealth contracts.

There will also be an opportunity for networking and a resource fair.

The event is aimed at organizations that provide services for veterans, and government or community agencies interested in opportunities for veterans, and veteran entrepreneurs. Anyone who works with a veteran audience, or could potentially identify veteran business owners is invited to attend and share the information with their larger networks and communities. Veteran-owned businesses are also encouraged to attend.



TO: MGC Commissioners

FROM: John Ziemba
Mary Thurlow

CC: Ed Bedrosian
Catherine Blue

DATE: October 23, 2018

RE: 2019 Community Mitigation Fund Draft Guidelines

In September the Commission received its first set of policy questions regarding the establishment of the 2019 Community Mitigation Fund (“CMF”). These were forwarded to all the committees and subcommittees under the Gaming Policy Advisory Committee. To date, the staff has met with the Region B LCMAC members to introduce new and old issues for consideration in the 2019 Guidelines. Both Regions are scheduled for meetings in the beginning of November subject to quorum. The staff is looking forward to meeting with the Subcommittee for Community Mitigation and the Gaming Policy Advisory Committee at the end of November. In addition to these meetings, we recommend, consistent with past practice, that the Commission ask for public comments on these draft Guidelines.

Consistent with the statements the Commission made in the 2018 CMF Guidelines, for the 2019 year, staff recommends that the Commission allocate the approximately \$5.2 million remaining CMF funds equally between the two regions, Region A and Region B, after accounting for grants that will be made for Category 2 impacts. In addition to the funds remaining in the account, it is expected that MGM Springfield may generate an additional \$1.5 million by December 31, 2018. It is the staff’s recommendation that the Commission allocate these MGM Springfield generated funds to Region B, subject to further comment during the upcoming review and comment period.

Below please find recommendations and options based on the Commission staff review and the input received to date.



Massachusetts Gaming Commission

Recommendations and Options for the 2019 Discussion Draft Guidelines

Grant Type	Proposed 2019 Per Grant Amounts	Per Grant Amounts in 2018 Guidelines
Specific Impact Grants	\$500,000	\$500,000
Workforce Pilot Program	\$300,000 per region	\$300,000 per region
Transportation Planning	\$200,000	\$200,000
Transit Projects of Regional Significance Grant [potential new grant type]	TBD	TBD
Joint Transportation Grants	\$200,000 each community plus incentive	\$200,000 each community plus incentive
Tribal Impact Grant	\$200,000	\$200,000
Non-Transportation Planning Grant	\$50,000	\$50,000

In addition to the eligible purposes we recommend in the 2019 Guidelines, we recommend that the Commission solicit comments on a proposal to create a new category of grant, the 2019 Transit Project of Regional Significance grant. This grant, if included in the final Guidelines, would be available for no more than one project in each Category 1 region and one project in the Category 2 facility that offer significant transit benefits. It is the staff recommendation that any CMF assistance provided would only be for a percentage of the costs of any such project and that significant other federal, state, local and other funding would need to be available to pay for the costs of any such projects.

In addition to the new category, we recommend that the Commission:

- Continue a target limit of \$200,000 per Transportation Planning Grant with a total allocation target of no more than \$1M, a target of \$500,000 per Specific Impact Grant, limited to one per community; and a target of \$300,000 per Workforce Development Pilot Program region (Region A & Region B) for a total allocation target of \$600,000 statewide.
- Continue the use of the Community Mitigation Fund to mitigate operational impacts relating to the Plainridge Park facility with a limit of \$500,000.
- Continue the use of the Community Mitigation Fund to mitigate Specific Impacts related to the construction of Encore Boston Harbor. In Region B, both operational and construction impacts will be considered as a result of the opening of MGM Springfield.
- Authorizes a grant for police training costs in Region A, similar to that of Region B (in the 2018 Guidelines).
- Automatically preserve unused 2015/2016 One-Time Reserve Fund grant for those communities awarded Reserves in 2015 or 2016.

- Continue to support regional approaches to mitigation needs in recognition that that some mitigation requires the commitment of more than one community.
- Continue Non-Transportation Planning Grants in 2019 but specify that such funds may be used for technical assistance or for promotion for groups of businesses.
- Allow the Hampden County Sheriff's Department to apply for lease assistance funding as specified in the Commission's determination in 2016.
- Require certain limitations and specific requirements on planning applications. For example, applicants should provide detail regarding consultations with nearby communities to determine the potential for cooperative regional efforts regarding planning activities; and
- Stipulate that the Commission may in its discretion waive or grant a variance from any provision or requirement contained in these Guidelines.

DRAFT



2019 COMMUNITY MITIGATION FUND
BD-19-1068-1068C-1068L-_____

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Massachusetts Gaming Commission



2019 COMMUNITY MITIGATION FUND GUIDELINES

BD-19-1068-1068C-1068L-_____

What is the Community Mitigation Fund?

The Expanded Gaming Act, M.G.L. c. 23K, created the Community Mitigation Fund (“CMF”) to help entities offset costs related to the construction and operation of a gaming establishment.

When Is the Application Deadline?

February 1, 2019. M.G.L. c. 23K, § 61 states that “parties requesting appropriations from the fund shall submit a written request for funding to the Commission by February 1.”

Who Can Apply?

M.G.L. c. 23K, § 61 states the Commission shall expend monies in the fund to assist the host and surrounding communities ... “including, but not limited to, communities and water and sewer districts in the vicinity of a gaming establishment, local and regional education, transportation, infrastructure, housing, environmental issues and public safety, including the office of the county district attorney, police, fire, and emergency services.” The Commission may also distribute funds to a governmental entity or district other than a single municipality in order to implement a mitigation measure that affects more than one community.

Applications involving a mitigation measure impacting only one community shall only be submitted by the authorized representatives of the community itself. Governmental entities within communities such as redevelopment authorities or non-regional school districts shall submit applications through such community rather than submitting applications independent of the community.

Private non-governmental parties may not apply for Community Mitigation Funds. Governmental entities may apply to the Commission for funds to mitigate impacts provided that the funding is used for a “public purpose” and not the direct benefit or maintenance of a private party or private parties.

The Community Mitigation Fund may be used to offset costs related to both Category 1 full casino facilities (MGM Springfield and Encore Everett), the state’s Category 2 slots-only facility (Plainridge Park), and may be utilized, pursuant to these Guidelines, for a program of technical assistance for communities that may be impacted by the potential Tribal gaming facility in Taunton.

Does a Community Need to Be a Designated Host or Surrounding Community to Apply?

No. The Commission’s regulations and M.G.L. c. 23K, § 61 do not limit use of Community Mitigation Funds to only host or surrounding communities. The Commission’s regulation,



Massachusetts Gaming Commission

205 CMR 125.01(4), states that “[a]ny finding by the commission that a community is not a surrounding community for purposes of the RFA-2 application shall not preclude the community from applying to and receiving funds from the Community Mitigation Fund established by M.G.L. c. 23K, § 61....”

What Cannot Be Funded?

2019 Community Mitigation Fund may not be used for the mitigation of:

Category 1 Gaming Facilities:

- Any operational related impacts in Region A except Police Training Costs;
- impacts that are projected or predicted but that are not occurring or have not occurred by February 1, 2019;**
- impacts that are the responsibility (e.g. contractual, statutory, regulatory) of parties involved in the construction of gaming facilities (such as damage caused to adjoining buildings by construction equipment, spills of construction-related materials outside of work zones, personal injury claims caused by construction equipment or vehicles);
- the cost of the preparation of a grant application;
- requests related to utility outages, such as the mitigation of business interruptions;
- Police Training Costs in Region B; and
- other impacts determined by the Commission.

Category 2 Gaming Facilities:

- impacts that are projected or predicted but that are not occurring or have not occurred by February 1, 2019;**
- impacts that are the responsibility (e.g. contractual, statutory, regulatory) of parties involved in the construction of gaming facilities (such as damage caused to adjoining buildings by construction equipment, spills of construction-related materials outside of work zones, personal injury claims caused by construction equipment or vehicles);
- the cost of the preparation of a grant application; and
- requests related to utility outages, such as the mitigation of business interruptions.
- Police Training Costs; and
- other impacts determined by the Commission

**These limitations do not apply to transportation planning grants, non-transportation planning grants, workforce development pilot program grants, tribal gaming technical assistance grants, and grants for police training costs.

Please note that the Commission may determine to expand the eligible uses of funds for the 2019 program or other future programs when impacts are more clearly identifiable. The Commission will also consult with mitigation advisory committees established in M.G.L. c. 23K in determining such uses.

Guidance to Ensure Funding is Used for Public Purposes Related to Gaming Facility Impacts

The Commission strongly encourages applicants to ensure that the impacts are directly related to the gaming facility and that the public purpose of such mitigation is readily apparent. The Commission will not fund any applications for assistance for non-governmental entities.

Please note that as stated by the Commonwealth's Comptroller's Office: "The Anti-Aid Amendment of the Massachusetts Constitution prohibits 'public money or property' from aiding non-public institutions.... Article 46 has been interpreted to allow the expenditure of public funds to non-public recipients solely for the provision of a 'public purposes' [sic] and not for the direct benefit or maintenance of the non-public entity."

Any governmental entity seeking funding for mitigation is required to ensure that any planned use of funding is in conformity with the provisions of the Massachusetts Constitution and with all applicable laws and regulations, including but not limited to, Municipal Finance Law and public procurement requirements.

How Much Funding Is and Will Be Available?

In sum, a total of \$17.5 million from the current licensees was deposited in the Community Mitigation Fund for use until Category 1 gross gaming revenues are generated, or thereafter (if all such funds are not used prior to that date). After the deduction of purposes approved in 2015, 2016, 2017, and 2018 the fund has approximately \$5.2 million available after accounting for potential future awards of previously authorized grants.¹

This is the first year the Community Mitigation Fund will be receiving 6.5% of the revenues from the tax on gross gaming revenues from the Region B Category 1 (full casino) licensee, MGM Springfield. MGM Springfield is now operational and will generate new funds into the CMF. Encore Boston Harbor is not scheduled to open until mid-2019. The Commission is

¹These Guidelines do not describe revenue estimates from the potential Tribal facility in Taunton or the participation of a Region C facility, as no Region C license or Tribal facility has yet been fully authorized. Further, after the initial deposit, no further contributions from the Slots licensee will be made to the fund. As of the date of these Guidelines, the total may or may not be reduced based on a pending decision on a City of Springfield application that was placed on hold in 2018.

conservatively anticipating that an additional \$1.5M will be placed in the CMF from MGM Springfield revenues by December 31, 2018.

Once both the MGM Springfield and Encore Boston Harbor facilities are operational, and their marketing plans are optimized approximately \$18 million generated by these two facilities may be annually deposited into the Community Mitigation Fund using a conservative estimate provided by the Commission’s financial consultants.

Amount Remaining	\$5.2M
New CMF funding for Region B - MGM Springfield - Western Massachusetts	Estimate of \$1.5 (the Commission plans to use the actual amount of new funds placed in the CMF by December 31, 2018 capped @ \$1.5M)
Total Amount Available for 2019	\$6.7 Million

Allocation by Region

The Commission intends to allocate 2019 CMF funding based on need in the regions that reflects the proportion of funds paid into the Community Mitigation Fund from the taxes generated by the MGM Springfield or Encore Boston Harbor facilities. This allocation takes into account mitigation needs outside Region A and Region B, and includes a method to utilize unspent allocations.

For the 2019 year, the Commission plans to allocate the \$5.2 million remaining CMF funds equally between the two regions, Region A and Region B, after accounting for grants that will be made for Category 2 impacts. Thus, by way of example, if the Commission awards \$200,000 for Category 2 impacts in 2019, \$5 million would be available to be split equally between Region A and Region B (i.e. \$2.5million for each region). Please note that these Guidelines establish a maximum target of \$500K for Category 2 impacts. Therefore, for another example, at the Category 2 maximum, approximately \$4.7 million would be available to be split between Region A and B (\$5.2 million - \$500K Category 2 impacts = \$4.7 million (\$2.35 million for Region A and \$2.35 million for Region B)).

In addition to the funds remaining in the account, as noted, it is expected that MGM Springfield will generate an additional \$1.5 million by December 31, 2019. It is the Commission’s intention to allocate these MGM Springfield generated funds to Region B. It is the Commission’s further intention that any unused funds allocated to each Region will be set aside for that Region for a period of three years. After the three-year period, the funds shall be allocated back into a combined general fund for all regions and for Category 2 impacts.

Joint Applications

The Commission continues to support regional approaches to mitigation needs and recognizes that some mitigation requires the commitment of more than one community. The 2019 Guidelines for the Community Mitigation Fund allow multiple communities to submit a joint application. In the event that any of the applicant communities has not expended its One-Time 2015/2016 Reserve (“reserve” or “reserves”), the application must detail how the reserves will be allocated between the applicant communities to meet any reserve expenditure requirement. For example, transportation planning grants require that reserves be used prior to the receipt of new planning funds. In the event of a joint application for a \$200,000 planning grant, the joint application shall specify how the applicant communities will allocate/use a total of \$100,000 in reserves between the communities. The application must specify which community will be the fiscal agent for the grant funds. All communities will be held responsible for compliance with the terms contained in the grant.

In order to further regional cooperation the applications for transportation planning grants and non-transportation planning grants that involve more than one community for the same planning projects may request grant assistance that exceeds the limits specified in these guidelines (\$200,000 for transportation planning grants and \$50,000 for non-transportation planning grants). The additional funding may be requested only for the costs of a joint project being proposed by more than one community, not similar projects. Eligible communities may request additional funding for joint projects based on the below table.

	Base Funding	Regional Planning Incentive Award	Total Allowable Request
Non-Transportation Planning Projects Involving Two (2) Communities	\$50,000 for each community	\$5,000	\$50,000 X <u>2 communities</u> \$ <u>100,000</u> + \$5,000 = <u>\$105,000</u>
Non-Transportation Program Involving Three (3) or More	\$50,000 for each community	\$10,000	\$50,000 X* <u>3 communities</u> \$ <u>150,000</u> + \$10,000 = <u>\$160,000</u>
Transportation Planning Projects Two (2) Communities	\$200,000 for each community	\$25,000	\$200,000 X <u>2 communities</u> \$ <u>400,000</u> + \$25,000 = <u>\$425,000</u>
Transportation Planning Projects Three (3) or more	\$200,000 for each community	\$50,000	\$200,000 X * <u>3 communities</u> \$ <u>600,000</u> + \$50,000 <u>\$650,000</u>

*Although the base amount for such grants would increase with applications involving four or more communities (e.g. \$200,000 Transportation Planning Grant per community X 4 communities = \$800,000) the amount of the Regional Planning Incentive Award will not exceed \$50,000 (e.g. 4 community transportation planning grants would not exceed \$850,000 = 4 x \$200,000 base award plus \$50,000 Regional Planning Incentive Award).

Please note that communities can apply for a portion of the planning grants for single community applications while allocating a portion for joint projects. For example, a community could apply for one \$100,000 base Transportation Planning Grant leaving \$100,000 for a joint application involving another community. In this example the community could be eligible for \$100,000 for the single community project, \$100,000 for a joint project, and a \$25,000 Regional Planning Incentive Award amount shared with a second community.

Applications seeking a Regional Planning Incentive Award amount shall allocate at least fifty percent (50%) of the base funding level towards a joint project. For example, at least \$100,000 of a \$200,000 Transportation Planning Grant seeking an additional Regional Planning Incentive Award amount shall be for the joint project with another community. No community is eligible for more than one Transportation Regional Planning Incentive Award. No community is eligible for more than one Non-Transportation Regional Planning Incentive Award.

Limitations

Because the Community Mitigation Fund needs to be available until all the facilities are operational, the Commission anticipates authorizing no more than \$6.7 million in awards out of the 2019 Community Mitigation Fund, including potential future awards of previously authorized grants. No application for a Specific Impact Grant shall exceed \$500,000, unless a waiver has been granted by the Commission. No community is eligible for more than one Specific Impact Grant, unless a waiver has been granted by the Commission. However, communities may apply for multiple purposes in one application.

Of that amount, for 2019, no more than \$500,000 may be expended for operational impacts related to the Category 2 gaming facility, unless otherwise determined by the Commission.

One-Time 2015/2016 Reserves

In 2015 and 2016, a Reserve Fund was established for communities that may not have been able to demonstrate significant impacts by the submittal deadline date. The Commission reserved \$100,000 for the following communities which were either a host community, designated surrounding community, a community which entered into a nearby community agreement with a licensee, a community that petitioned to be a surrounding community to a gaming licensee, or a community that is geographically adjacent to a host community:

Region A: Boston, Cambridge, Chelsea, Everett, Lynn, Malden, Medford, Melrose, Revere, Saugus, Somerville

Region B: Agawam, Chicopee, East Longmeadow, Hampden, Holyoke, Longmeadow, Ludlow, Northampton, Springfield, West Springfield, Wilbraham

Category 2 – Slots: Attleboro, Foxboro, Mansfield, North Attleboro, Plainridge, Wrentham

In many cases, communities may not be in a position to access their 2015/2016 Reserves by the February 1, 2019 deadline. Therefore, the Commission has extended such reserves for the 2019 Community Mitigation Fund Program. Communities may continue to access whatever portion of the original \$100,000 that remains unexpended. **The above communities do not need to submit any new application to keep their reserves. These reserves have automatically been extended by action of the Commission.**

The criteria for the use of the reserve remain the same. This reserve can be used to cover impacts that may arise in 2019 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.

Funds will be distributed as the needs are identified. Communities that utilize the reserve are not prohibited from applying for funding for any specific mitigation request.

What are the Reserve Amounts?

Can a community apply for mitigation of a specific impact even though it has not fully utilized its One-Time 2015/2016 Reserve?

Yes. However, if a Specific Impact Grant application is successful, a portion of the One-Time Reserve will be used as an offset against the amount requested for the specific impact. The reserve amount will be reduced by fifty thousand dollars (\$50,000.00) assuming the specific impact request is at least that amount.

Specific Impact Grants - What Specific Impacts Can Be Funded?

The 2019 Community Mitigation Fund for mitigation of specific impacts may be used only to mitigate impacts that either have occurred or are occurring as of the February 1, 2019 application date and police training costs in Region A that occur prior to the opening of both Category 1 facilities. Although the definition in the Commission's regulations (for the purpose of determining which communities are surrounding communities) references predicted impacts, the 2019 program is limited to only those impacts that are being experienced or were experienced by the time of the February 1, 2019 application date and police training costs in Region A that occur prior to the opening of both Category 1 facilities.

The Commission has determined that the funding of unanticipated impacts will be a priority under the annual Community Mitigation Fund. Thus the Commission will review funding requests in the context of any host or surrounding community agreement to help determine

funding eligibility.² The Community Mitigation Fund is not intended to fund the mitigation of specific impacts already being funded in a Host or Surrounding Community Agreement.

No application for the mitigation of a specific impact shall exceed \$500,000. However, communities and governmental entities may ask the Commission to waive this funding cap. Any community and governmental entity seeking a waiver should include a statement in its application specifying the reason for its waiver request, in accordance with the waiver guidance included in these Guidelines.

Allowable impacts for funding are as follows:

Category 1 Gaming Facility (Region A): In recognition that no Category 1 gaming facility will be operational by February 1, 2019 in Region A, the Commission has determined that the 2019 Community Mitigation Fund is available only to mitigate impacts related to the construction of Category 1 gaming facilities. This limitation does not apply to planning activities funded under the 2015/2016 One-Time Reserve Grant, 2018 Non-Transportation Planning Grant, 2018 Transportation Planning Grant, Transit Projects of Regional Significance or the 2018 Workforce Development Pilot Program Grant, or police training costs. No application for police training costs shall include costs for personnel while such personnel are serving in a gaming enforcement unit. No application for police training costs shall include costs for overtime incurred to backfill a position due to a transfer of personnel to a gaming enforcement unit.

The Commission's regulation 205 CMR 125.07 defines construction period impacts as:

“The community will be significantly and adversely affected by the development of the gaming establishment prior to its opening taking into account such factors as noise and environmental impacts generated during its construction; increased construction vehicle trips on roadways within the community and intersecting the community; and projected increased traffic during the period of construction.”

Category 2 Gaming Facility and Region B Category 1 Gaming Facility: In recognition that the Category 2 gaming facility in Plainville opened during calendar year 2015 and the MGM Springfield Category 1 facility opened during calendar year 2018, the Commission will make available funding to mitigate operational related impacts that are being experienced or were experienced from that facility by the February 1, 2019 date. The Commission will make available up to \$500,000 in total for applications for the mitigation of operational impacts relating to the Plainridge facility.

The Commission's regulation 205 CMR 125.01 2(b)4 defines operational impacts as:

² The Commission is aware of the difference in bargaining power between host and surrounding communities in negotiating agreements and will take this into account when evaluating funding applications.

“The community will be significantly and adversely affected by the operation of the gaming establishment after its opening taking into account such factors as potential public safety impacts on the community; increased demand on community and regional water and sewer systems; impacts on the community from storm water runoff, associated pollutants, and changes in drainage patterns; stresses on the community's housing stock including any projected negative impacts on the appraised value of housing stock due to a gaming establishment; any negative impact on local, retail, entertainment, and service establishments in the community; increased social service needs including, but not limited to, those related to problem gambling; and demonstrated impact on public education in the community.”

Although these definitions include the types of operational impacts that may be funded, it is not limited to those. The determination will be made by the Commission after its review.

The Commission notes that it plans to fund grants only for operational impacts that can be determined to result directly from the facility, that can be demonstrated to be likely to be longstanding and non-temporary without any such mitigation, and whose impacts can be demonstrated or documented with significant evidence.

Hampden County Sheriff's Department – Specific Impact Grant

In 2016 the Commission awarded the Hampden County Sheriff's Department (“HCSD”) funds to offset increased rent for the Western Massachusetts Correctional Alcohol Center (“WMCAC”). In providing assistance, the Commission stated that the amount of assistance shall not exceed \$2,000,000 in total for five years or \$400,000 per fiscal year. A provision in the grant required HCSD to reapply each year. Each grant application may not exceed \$400,000 per year. Any such lease assistance shall be included in the Region B allocation of funds.

2019 Non-Transportation Planning Grant

The Commission will make available funding for certain planning activities for all communities that previously qualified to receive funding from the One-Time 2015/2016 Reserve Fund, and have already allocated and received Commission approval of the use of its reserve. No application for this 2019 Non-Transportation Planning Grant shall exceed Fifty Thousand Dollars (\$50,000). Applications involving transportation planning or design are not eligible for the 2019 Non-Transportation Planning Grant. Communities requesting transportation planning should instead apply for Transportation Planning Grant funds.

Eligible planning projects must have a defined area or issue that will be investigated as well as a clear plan for implementation of the results. The planning project must be clearly related to addressing issues or impacts directly related to the gaming facility. Applicants will be required to submit a detailed scope, budget, and timetable for the planning effort prior to funding being awarded. Each community applying for a 2019 Non-Transportation Planning Grant will also

need to provide detail on what it will contribute to the project such as in-kind services or planning funds. Planning projects may include programs created by communities to provide technical assistance and promotion for groups of area businesses.

Communities that utilize this 2019 Non-Transportation Planning Grant are not prohibited from applying for funding for any specific mitigation request.

Transportation Planning Grants

The Commission will make available funding for certain transportation planning activities for all communities eligible to receive funding from the Community Mitigation Fund in Regions A & B and for the Category 2 facility, including each Category 1 and Category 2 host community and each designated surrounding community, each community which entered into a nearby community agreement with a licensee, and any community that petitioned to be a surrounding community to a gaming licensee, each community that is geographically adjacent to a host community.

The total funding available for Transportation Planning Grants will likely not exceed \$1,000,000. No application for a Transportation Planning Grant shall exceed \$200,000.

Eligible transportation planning projects must have a defined area or issue that will be investigated as well as a clear plan for implementation of the results. 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.

Eligible transportation planning projects must have a defined area or issue that will be investigated as well as a clear plan for implementation of the results.

Eligible expenses to be covered by the Transportation Planning Grant include, but not necessarily limited to:

- Planning consultants/staff
- Data gathering/surveys
- Data analysis
- Design
- Engineering review/surveys
- Public meetings/hearings
- Final report preparation

The transportation planning projects must be clearly related to addressing transportation issues or impacts directly related to the gaming facility. Applicants will be required to submit a detailed scope, budget, and timetable for the transportation planning effort prior to funding being awarded.

Communities that requested and received the One-Time 2015/2016 Reserve Grant must first expend those funds before accessing any Transportation Planning Grant funds. 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.

In addition to the specific impact grant factors further defined in section “[How Will the Commission Decide on Applications?](#)”, the Commission will also consider whether the applicant demonstrates the potential for such transportation project that is the subject of a CMF application to compete for state or federal transportation funds.

Applicants may, but are not required, to include a description of how the project meets the evaluation standards for the Fiscal Year 2019 TIP criteria for the Boston MPO Region or the Pioneer Valley Planning Commission’s transportation evaluation criteria, or other regional transportation project evaluation standard, whichever may be most applicable.

Transit Projects of Regional Significance - [PLACEHOLDER FOR DISCUSSION]

Although the Commission intends to continue authorizing grants for transportation planning and design through its transportation planning grants, the Commission does not intend to expand these grants to include the cost of the construction of transportation projects in the 2019 CMF. Instead, the Commission intends to consider such expansion once more funding is placed into the fund from the taxes on the gaming revenue for Region A and Region B licensees once they both are operational. However, in 2019, the Commission will consider funding no more than one project in each Region A and Region B Category 1 facility and one project in the Category 2 facility that offers significant regional transit benefits. Applicants should demonstrate how the funds will be used to expand regional transit connections. The Commission intends that any CMF assistance provided will only be for a percentage of the costs of any such project and that significant other federal, state, local and other funding will be available to pay for the costs of any such project.

Such project may anticipate contributions from the CMF in future rounds. However, applicants should understand that any future year awards shall be at the discretion of the Commission in future years. Given the likely complexity of any such transit project applications, applicants may consult with Commission staff before and during the CMF review on such projects. The Commission anticipates authorizing no more than **\$ X** in grants for Transit Projects of Regional Significance. Applicants may include a request to use funding from previously awarded CMF Reserves in any description of significant other federal, state, local, or private contributions. Similarly, applicants may include contributions from gaming licensees and private contributions.

Limitations/Specific Requirements on Planning Applications

The Commission will fund no application for more than two years for any municipal employee. The CMF will not pay the full cost of any municipal employee. The municipality would need to provide the remaining amount of any employee cost and certify that all such expenses are

casino related. For non-personnel costs, each community applying for planning funds will also need to provide detail on what it will contribute to the planning project such as in-kind services or planning funds.

Pursuant to the Guidelines, the Commission will evaluate requests for planning funds (including the use of One-Time 2015-2016 Reserve, Non-Transportation Planning Grant, and Transportation Planning Grant Funds and Transit Projects of Regional Significance) after taking into consideration input the applicant has received from the local Regional Planning Agency ("RPA") or any such interested parties. Although there is no prerequisite for using RPA's for planning projects, consultation with RPA's is required to enable the Commission to better understand how planning funds are being used efficiently across the region of the facility. Please provide details about the applicant's consultation with the RPA or any such interested parties. Applicants should provide detail regarding consultations with nearby communities to determine the potential for cooperative regional efforts regarding planning activities.

Tribal Gaming Technical Assistance Grant

The Commission may 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. Said technical assistance funding may be made through Southeastern Regional Planning and Economic Development District ("SRPEDD"), the regional planning agency that services such communities or a comparable regional entity. Such 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 2020. Any such application by SRPEDD or a comparable regional entity must demonstrate that any studies of impacts will address the technical assistance needs of the region which may include but not be limited to the communities that are geographically adjacent to Taunton. Such funding shall not be used to study impacts on or provide technical assistance to Taunton, as funding has been provided in the Intergovernmental Agreement By and Between the Mashpee Wampanoag Tribe and the City of Taunton. Any such program of technical assistance may be provided by SRPEDD itself or through a contract with SRPEDD.

Workforce Development Pilot Program Grant

For fiscal year 2020, the Commission will make available funding for certain career pathways workforce development pilot programs in Regions A and B for service to residents of communities of such Regions, including each Category 1 host community and each designated surrounding community, each community which entered into a nearby community agreement with a licensee, any community that petitioned to be a surrounding community to a gaming licensee, and each community that is geographically adjacent to a host community.

The total funding available for grants will likely not exceed \$600,000. No application for a grant in each Region shall exceed \$300,000 unless otherwise determined by the Commission. One grant will be considered for each Region. Each 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.

Eligible career pathways workforce development proposals must include a regional consortium approach to improve the skills, knowledge, and credential attainment of each Region A and Region B residents interested in a casino career, focusing on increasing 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. This could include a focus on hospitality, culinary, cash handling, or customer service, etc.

Goals include:

- To help low-skilled adults earn occupational credentials, obtain well-paying jobs, and sustain rewarding careers in sectors related to hospitality and casino careers.
- To get students with low basic skills into for-credit career and technical education courses to improve their educational and employment outcomes.
- To deliver education and career training programs that can be completed in two years or less and prepare program participants for employment in high-wage, high-skill occupations related to the casino.
- To 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.

Eligible activities include: a program in Region A or Region B that structures intentional connections among adult basic education, occupational training, and post-secondary education programs designed to meet the needs of both adult learners and employers, post-secondary vocational programs, registered apprenticeships, courses leading to college credits or industry-recognized certificates, Adult Basic Education (“ABE”) and vocationally based English for Speakers of Other Languages (“ESOL”) training programs, Contextualized Learning, Integrated Education & Training, and Industry-recognized Credentials.

- **A consortium application is required.** However, governmental entities eligible to receive funds would include but not be limited to: host communities, communities which were each either a designated surrounding community, a community which entered into a nearby community agreement with a licensee, a community that is geographically adjacent to the host community of a gaming licensee, a community that

petitioned to be a surrounding community to a gaming licensee state agencies, state agencies, and Regional Employment Boards. The Commission shall evaluate the use of host community agreement funds in evaluating funding requests for workforce development pilot program grant funds. Applicants should consider leveraging other funding resources.

What Should Be Included in the Applications?

- ★ Applicants are required to complete the 2019 Specific Impact Grant Application, the 2019 Transportation Planning Grant Application, the 2019 Workforce Development Pilot Program Grant Application or the 2019 Non-Transportation Planning Grant Application, 2019 Transit Projects of Regional Significance, 2019 Reserve Planning Application/Tribal Gaming Technical Assistance Application, and may also submit additional supporting materials of a reasonable length.
- ★ Applicants will need to describe how the specific mitigation, planning, or workforce development pilot program request will address any claimed impacts and provide justification of any funds requested. Unlike existing surrounding community agreements which were based on anticipated impacts, any Specific Impact Grant will be based on impacts that have occurred or are occurring, as described previously.
- ★ Applicants will need to describe if and how such impacts were addressed or not addressed in any host or surrounding community agreements. Applicants may include a letter of support from the applicable gaming licensee. However, this is not necessary, as the Commission will request the licensee's opinion regarding each application.

How Will the Commission Decide on Applications?

Similar to the Commission's surrounding community review process, the Commission will ask each licensee to review and comment on any requests for funding.

The Commission will evaluate the submittal by the community, any input received from the community and interested parties (such as Regional Planning Agencies), the responses of the licensee, Commission consultant reviews, and any other sources determined by the Commission. Commission Staff may consider information from the report issued by the Lower Mystic Regional Workforce Group in its evaluation of transportation planning grants.

The Commission will evaluate any funding requests in the context of any host or surrounding community agreements. Factors used by the Commission to evaluate grant applications may include but not be limited to:

- 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.

Additionally, the Workforce Development Pilot Programs evaluation

Supplemental Guidelines Used To Evaluate Workforce Development Applications

- ❖ Does it develop a pilot program that will address any claimed impacts?
- ❖ A program in Region A or Region B that structures intentional connections among adult basic education, occupational training, and post-secondary education programs
- ❖ 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?
- ❖ Does the application address the anticipated goals of the program (see page 15 of the Guidelines)?
- ❖ 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
- ❖ 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
- ❖ Does the application include a regional consortium approach?

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

The Commission may ask applicants for supplementary materials, may request a meeting with applicants, and reserves the ability to host a hearing or hearings on any application.

The Commission's deliberations on Community Mitigation Fund policies will also be aided through input from the Gaming Policy Advisory Committee, the Community Mitigation Subcommittee, and any Local Community Mitigation Advisory Committees, as established pursuant to M.G.L. c. 23K.

The Commission reserves the ability to determine a funding limit below what is detailed in these Guidelines, as only Region B contributions to the Community Mitigation Fund are currently being made until the Region A facility is operational. The Commission also reserves the ability to determine a funding limit above what is detailed in these Guidelines. The Commission notes that it plans to target its funding decisions based on the regional allocations described earlier. However, the Commission reserves the right to make determinations that do not strictly adhere or adhere to such targets. In the event the Commission awards are not in such adherence, the Commission may make appropriate adjustments in future guidelines to bring regional allocations into more congruity with such targets.

The Commission reserves the ability to fund only portions of requested projects and to fund only a percentage of amounts requested. The Commission also reserves the ability to place conditions on any award.

- **There is limited funding available. The Commission therefore reserves the right to determine which requests to fund based on its assessment of a broad range of factors including the extent of public benefit each grant is likely to produce.**

When Will the Commission Make Decisions?

The Commission anticipates making funding decisions on any requests for grant assistance before July 2019, after a comprehensive review and any additional information requests.

Is There a Deadline for the Use of the One-Time 2015/2016 Reserve?

There is no deadline. Funds may be used on a rolling basis when specific impacts are determined or the specific planning activity is determined. Once known, communities should contact the Ombudsman's Office, which will assist the community in providing the needed information. Communities with specific impacts will, at the time the impacts are known, complete the Specific Impact Grant Application or the Planning Project Grant Application in its

entirety. Communities with requests for planning funds will provide similar information to the Commission: a description of the planning activity, how the planning activity relates to the development or operation of the gaming facility, how the planning funds are proposed to be used, consultation with the Regional Planning Agency, other funds being used, and how planning will help the community determine how to achieve further benefits from a facility or to avoid or minimize any adverse impacts. The Commission will fund no application for more than two years for any municipal employee. The CMF will not pay the full cost of any municipal employee. The municipality would need to provide the remaining amount of any employee cost and certify that all such expenses are casino related. Each Community applying for planning funds will also need to provide detail on what it will contribute to the planning project such as in-kind services or planning funds. Please note that such details do not need to be determined by the February 1, 2019 application date. Commission approvals of the use of the One-Time 2015/2016 Reserve will also be on a rolling basis corresponding to the rolling determinations of use by communities.

Waivers and Variances

(a) General. The Commission may in its discretion waive or grant a variance from any provision or requirement contained in these Guidelines, not specifically required by law, where the Commission finds that:

1. Granting the waiver or variance is consistent with the purposes of M.G.L. c. 23K;
2. Granting the waiver or variance will not interfere with the ability of the Commission to fulfill its duties;
3. Granting the waiver or variance will not adversely affect the public interest; and
4. Not granting the waiver or variance would cause a substantial hardship to the community, governmental entity, or person requesting the waiver or variance.

(b) Filings. All requests for waivers or variances shall be in writing, shall set forth the specific provision of the Guidelines to which a waiver or variance is sought, and shall state the basis for the proposed waiver or variance.

(c) Determination. The Commission may grant a waiver or variance, deny a waiver or variance, or grant a waiver or variance subject to such terms, conditions and limitations as the commission may determine.

Who Should Be Contacted for Any Questions?

As the 2019 Community Mitigation Fund program is just in the fifth year of the program for the Commission, communities and other parties may have a number of questions. They are encouraged to contact the Commission's Ombudsman with any questions or concerns. The Commission's Ombudsman will regularly brief the Commission regarding the development of Community Mitigation Fund policies.

The Commission's Ombudsman, John Ziemba, can be reached at (617) 979-8423 or via e-mail at john.s.ziemba@state.ma.us. The Commission's address is 101 Federal Street, 12th Floor, Boston, MA 02110.

Where Should the Application Be Sent?

Applications **must be sent to** www.commbuys.com. An application received by COMMBUYS by February 1, 2019 will meet the application deadline. Applicants that are not part of the COMMBUYS system should contact Mary Thurlow of the Commission's Ombudsman's Office well in advance of the February 1, 2019 deadline to make arrangements for submission of the application by the deadline. Mary Thurlow can be contacted at (617) 979-8420 or at mary.thurlow@state.ma.us.

If you have any questions or concerns contact the COMMBUYS Help Desk at COMMBUYS@state.ma.us or during normal business hours (8am - 5pm ET Monday - Friday) at 1-888-627-8283 or 617-720-3197.



TO: MGC Commissioners

FROM: John Ziemba, Ombudsman
Mary Thurlow, Program Manager

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

DATE: October 23, 2018

RE: Recommendations for Region A Local Community Mitigation Advisory Committee Membership

Recently the Commission made several one-year appointments to the Local Community Mitigation Advisory Committees (“LCMAC”). The Commission may appoint a Chamber of Commerce and Economic Development representative to the LCMAC. At the September 13th Commission meeting the Commission appointed Colin Kelly as the Chamber of Commerce Representative to Region A. Unfortunately, due to work commitments, Colin Kelly needed to step down as the Chamber of Commerce representative for Region A. We greatly appreciate Mr. Kelly’s participation on the committee and wish him well. Another vacancy in Region A is the Economic Development representative position. Mr. David Bancroft, who is currently with MassDevelopment, has been proposed. In an effort to fill these positions, we recommend that the following applicants be appointed to serve at on the Region A LCMAC at the pleasure of the Commission.

Local Community Mitigation Advisory Committees (“LCMAC”)

The purpose of these subcommittees are to provide information and develop recommendations for the Community Mitigation Advisory Subcommittee on issues related to the gaming facilities in each region and present information to the Commission on any issues related to the gaming establishment located in each region. Below are the biographies of two new potential members.

Region A LCMAC

Vincent P. Panzini - Chamber of Commerce Representative

Mr. Panzini was born and raised in Everett and graduated Everett High school. He began working right out of high school in the banking and related technical areas and did so for 21 years. He was educated at Bentley University with a Bachelor's degree in Management.

In 1987 Mr. Panzini opened up a Financial Advisor practice in Everett and began a 31 year career in that field while becoming very active in community organizations. He later moved his office to Danvers MA as his client base was moving north of Boston. He has been particularly active in the Everett Chamber of Commerce and this year he is the President.



Massachusetts Gaming Commission

101 Federal Street, 23rd Floor, Boston, Massachusetts 02110 | TEL 617.979.8400 | FAX 617.725.0258 | www.massgaming.com

Mr. Panzini has a keen interest in the Everett area and the effects of gaming and is interested in participating in activities that will make this a successful venture for the community.

David Bancroft – Regional Economic Development Organization

David Bancroft is the Senior Vice President of Community Development for MassDevelopment. In this position he works in the Agency's Greater Boston region. He is responsible for the Agency's Brownfields, Predevelopment, Co-Working and Transformative Development initiatives.

He joined MassDevelopment in July 1999. He has worked with a large number of for-profit, non-profit and municipal agencies involved in economic and transformative development issues. This includes the development of affordable housing, environmental assessment and clean-up, redevelopment and expansion of many of cultural and tourism institutions as well as the local community and neighborhood based projects in many of the gateway cities and neighborhoods in the region.

Prior to joining MassDevelopment, he was employed for eight years with the Massachusetts Department of Housing and Community Development where he managed the Housing Innovations Fund and Facilities Consolidation Fund. He was also a Financial Analyst for Bank of Boston.

He graduated from Northeastern University in Boston with a degree in Business Administration & Finance. In 1996, he was chosen for the Commonwealth Fellowship Award from Suffolk University and earned a Master's in Public Administration in 1998.

He has served on the past as the President of the Board of Victory Programs, a non-profit human service provider that provides housing and support services to homeless individuals and families impacted by substance abuse and chronic illnesses like HIV/AIDS. Victory Programs also operates one the largest urban farms in the City of Boston.

We respectfully request the Commission consider these applicants to these LCMAC seats.



October 23, 2018

Mr. Steven T. James, House Clerk
Office of the Clerk of the House
State House, Room 145
Boston, MA 02133

Re: Filings for consideration in the 191st General Court

Dear Mr. James:

Pursuant to the provisions of Section 33 of Chapter 30 of the General Laws, I hereby submit the attached legislative recommendations from the Massachusetts Gaming Commission for consideration during the 2018-2019 legislative session.

The two proposed bills are:

1. AN ACT RELATIVE TO HORSE RACING AND WAGERING

This bill would repeal M.G.L. c. 128A and M.G.L. c.128C, which regulate horse racing, wagering on horse races and simulcasting in the Commonwealth and would repeal sections 7 and 60 of M.G.L. c. 23K, which govern simulcasting by gaming licensees and former racing licensees and the race horse development fund. The bill replaces those chapters and sections with a consolidated new M.G.L. c. 128D that places responsibility for the regulation of all matters related to horse racing with the Massachusetts Gaming Commission.

The legislation would direct the Gaming Commission to create regulations in accordance with the bill that support the racing industry in the Commonwealth. It would grant the Gaming Commission greater flexibility to determine the use of the Race Horse Development Fund, which is funded through revenues generated by the category 1 and category 2 gaming licensees. It further would grant the Gaming Commission the authority to regulate racing licensees on matters pertaining to safety and internal controls.

The Gaming Commission is seeking to repeal M.G.L. c. 128A, M.G.L. c. 128C, and sections 7 and 60 of M.G.L. c. 23K and replace it with M.G.L. c. 128D so that it can create regulations that modernize the regulation of racing and support its growth in the Commonwealth.

Mr. Steven T. James, House Clerk

October 23, 2018

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2. AN ACT TO ENABLE MUNICIPAL AND REGIONAL PLANNING AGENCY
EMPLOYEES TO FULLY PARTICIPATE IN GAMING POLICY ADVISORY
COMMITTEES

This legislation would exempt municipal and regional planning employees who are members of the Gaming Policy Advisory Committee (GPAC), its Subcommittees and Local Community Mitigation Advisory Committees (or LCMACs) from Section 4 of the state's Conflict of Interest Law. M.G.L. c. 23K, §68 created the GPAC, subcommittees (including a Subcommittee on Community Mitigation) and LCMACs to provide advice to the Commission on gaming policy and related mitigation matters. By statute the LCMACs include appointees from the host and surrounding communities to the gaming facilities. It is likely municipal and regional planning agency employees that are familiar with how gaming facilities are being developed and operated in their communities are in the best position to provide informed input in many of these advisory roles. However, it has been determined that municipal and regional employees may be in violation of the State's Conflict of Interest Law (M.G.L. c. 268A) if they provide advice to the Gaming Commission while also performing their local duties involving gaming related matters. The Gaming Commission worked closely with the State Ethics Commission to craft language to allow municipal and regional planning employees to provide advice to the Gaming Commission while also meeting their gaming-related local and regional duties.

Mr. Clerk, attached are the two pieces of legislation on separate pages incorporating these recommendations. Please feel free to contact me if you have any questions about the content of these bills or need any additional information. Thank you for your assistance.

Very truly yours,

Edward R. Bedrosian, Jr.
Executive Director

Attachments

cc: Catherine Blue, General Counsel
John S. Ziemba, Ombudsman

AN ACT RELATIVE TO HORSE RACING AND WAGERING

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Section 7 of chapter 4 of the General Laws, as appearing in the 2014 Official Edition, is hereby amended by striking out clause Tenth and inserting in place thereof the following clause:

Tenth, "Illegal Gaming", a banking or percentage game played with cards, dice, tiles or dominoes or an electronic, electrical or mechanical device or machine for money, property, checks, credit or any representative of value, but excluding: (i) a lottery game conducted by the state lottery commission under sections 24, 24A and 27 of chapter 10; (ii) a game conducted under chapter 23K; (iii) pari-mutuel wagering on horse races and greyhound races under chapter 128D; (iv) a game of bingo conducted under chapter 271; and (v) charitable gaming conducted under said chapter 271.

SECTION 2. Chapter 128A of the General Laws is hereby repealed.

SECTION 3. Said chapter 128C is hereby repealed.

SECTION 4. Section 7 of chapter 23K of the General Laws is hereby repealed.

SECTION 5. Section 60 of chapter 23K of the General laws is hereby repealed.

SECTION 6. Notwithstanding any general or special law or rule or regulation to the contrary, all existing general and special laws, licenses, authorizations or approvals relative to horse racing, simulcasting or wagering thereon are sunset on July 31, 2018.

SECTION ~~6~~7. The General Laws are hereby amended by inserting after chapter 128C the following chapter:-

CHAPTER 128D.
HORSE RACING AND WAGERING.

Section 1. Preamble. It is the intent of this chapter to grant the Massachusetts Gaming Commission all necessary authority to oversee and regulate all aspects of horse racing and simulcasting in the Commonwealth with the object of promoting its efficient operation, and the honesty and integrity of the wagering process related to it. It is the further intent of this chapter that the Commission utilize best efforts to ensure that the horse racing industry be preserved and sustained for, amongst other reasons, the preservation of open space, the agricultural benefits associated with horse racing, and the creation and preservation of jobs and businesses associated with horse racing.

Section 2. Terms used in this chapter shall, unless the context otherwise requires, be construed as follows:

“Advance Deposit Wagering”, a form of pari-mutuel wagering in which an individual may deposit money to an account established through an agreement with a holder of a racing meeting license or simulcasting license and use the account balance to make and pay for wagers by the holder of the account which wagers may be made in person, by direct telephone call or by communication through other electronic media by the holder of the account.

“Breaks”, in the case of live horse racing meetings conducted in the commonwealth by a racing meeting licensee, the odd cents over any multiple of 10 cents of winnings per \$1 wagered; provided however, that in the case of live horse racing meeting conducted at a race track outside the commonwealth, the amount of the breaks shall be determined in accordance with the laws of the state in which the race track is located.

"Commission", the Massachusetts gaming commission established in chapter 23K.

“Exotic wager” a bet on the speed or ability of a combination of more than 1 horse in a single race.

“Guest track” a racing meeting licensee or an out-of-state pari-mutuel wagering facility which accepts a simulcast wager on a live race conducted at another track which is presented by simulcast at the facility of the racing meeting licensee or the out-of-state pari-mutuel wagering facility.

“Host track”, a racing meeting licensee or an out-of-state track which conducts a live race which is the subject of intertrack simulcasting and simulcast wagering.

“Pari-mutuel wagering”, a form of wagering on the outcome of an event in which all wagers are pooled and held by an association for distribution of the total amount, less the deductions authorized by law, to holder of tickets on the winning contestants.

"Premium", the amount paid to a racing meeting licensee in addition to a host track fee for purposes of providing a simulcast signal.

“Race track”, a track where live horse racing meetings are held, including but not limited to, grounds, auditoriums, amphitheaters and bleachers, if any, and adjacent places used in connection therewith.

“Racing license”, an authorization awarded by the commission, under specified conditions, to accept wagers on live horse racing conducted on licensed premises in the commonwealth.

“Racing licensee”, is a person who holds a racing license.

"Rebate" a portion of pari-mutuel wagers, otherwise payable to a racing licensee, that is paid to a holder of a pari-mutuel wagering ticket and that reduces the amount otherwise payable to such

licensee, including, but not limited to, refunds to holders of pari-mutuel wagering tickets of any portion or percentage of the full face value of a pari-mutuel wager, paying a bonus on a winning pari-mutuel ticket, awards of merchandise, services such as meals, parking, admission, seating and programs, free or reduced cost pari-mutuel wagers, monetary awards, or any other benefit that the commission deems appropriate to reward horse racing patrons for their patronage.

"Simulcast", the broadcast, transmission, receipt or exhibition, by any medium or manner, of a live race conducted live at a race track other than the one at which it is being exhibited at, whether inside or outside the commonwealth, including but not limited to, a system, network, or programmer which transmits, or receives, television or radio signals by wire, satellite, or otherwise.

"Simulcasting license", is an authorization awarded to a person by the commission under specified conditions, to accept simulcast wagers.

"Simulcast licensee", a person who holds a simulcasting license.

"Simulcast wager", a wager taken by a simulcast licensee on a race that is simulcast.

"Takeout", monies deducted from a pari-mutuel wager as required by the commission prior to payment of winnings.

Section 2. The commission shall have all powers necessary or convenient to effectively regulate horse racing, simulcasting and pari-mutuel wagering including, but not limited to, the power to adopt, amend or repeal regulations for the implementation, administration and enforcement of this chapter. The commission shall not issue a prohibition on horse racing or simulcasting or related wagering thereon; provided, however, that the commission may use its powers to act on each individual licensing decision or in all other decisions in the best interest of horse racing with the object of promoting its efficient operation and the honesty and integrity of the wagering process related to it.

The commission shall administer and enforce any general and special law related to pari-mutuel wagering and simulcasting. The commission shall serve as a host racing commission and an off-track betting commission for the purposes of 15 U.S.C. 3001 et seq. The commission shall have all requisite powers afforded in accordance with section 4 of chapter 23K. The power and authority granted to the commission shall be construed as broadly as necessary for the implementation, administration and enforcement of this chapter.

Section 3. (a) The commission shall promulgate regulations for the implementation, administration and enforcement of this chapter including, without limitation, regulations that:

(i) prescribe the application process and criteria for evaluation of the application and renewal for a racing license; provided, however, in determining whether to award or renew a racing license the commission shall take into consideration the physical location of the race track as it relates other proposed and licensed tracks, whether the race track will maximize benefits to

the commonwealth, the support or opposition to each applicant from the public, and any other considerations deemed relevant by the commission;

(ii) prescribe the process and criteria for evaluation of the application and renewal of a simulcasting license, provided, however that a simulcasting license shall be limited to a race meeting licensee, a gaming licensee pursuant to chapter 23K or an entity licensed under chapters 128A or 128C to conduct simulcasting as of June 1, 2016 and in granting a simulcasting license to a gaming licensee, the commission shall take into consideration the impact on existing facilities previously licensed pursuant to said chapters 128A and 128C;

(iii) prescribe the minimum number of live racing days required to be held by a racing licensee;

(iv) prescribe rules governing live horse racing, pari-mutuel wagering, simulcasting and simulcast wagering;

(v) prescribe requirements that may direct a percentage of wagering received on in-state and out-of-state horse races to the Race Horse Development Fund established in section 8 to support purse assistance and breeding programs;

(vi) prescribe the amount and manner that premiums, if any, will be assessed upon the racing meeting and/or simulcasting licensees;

(vii) prescribe the amount and manner of takeouts;

(viii) prescribe procedures and requirements for the use of breaks and unclaimed wagers;

(ix) establish uniform standards and requirements for horse racing including, but not limited to, safety standards for horses, jockeys, drivers, and other participants, and for the drug testing of horses and jockeys and drivers;

(x) prescribe the types of allowable wagers;

(xi) prescribe procedures for the use of advance deposit wagering accounts including electronic components of advance deposit wagering account, rebates and rewards;

(xii) prescribe the manner in which judges, stewards and race officials will be qualified and appointed;

(xiii) develop procedures for the voluntary and involuntary exclusion of patrons from a race track in a manner consistent with section 45 of chapter 23K;

(xiv) require racing meeting licensees and simulcasting licensees to develop protocols to prevent underage wagering and establish security procedures for ensuring the safety of minors at race tracks;

- (xv) prescribe the minimum internal control procedures for racing meeting licensees and simulcasting licensees including those for effective control over the internal fiscal affairs of a licensee, including provisions for implementation of a uniform standard of accounting, the safeguarding of assets and revenues, the recording of cash and evidence of indebtedness and the maintenance of reliable records, accounts and reports of transactions, operations and events, including reports to the commission;
 - (xvi) establish licensure and registration procedures for employees of racing meeting licensees and simulcasting licensees not working at a gaming establishment pursuant to chapter 23K;
 - (xvii) establish licensure and registration provisions for veterinarians, blacksmiths, owners, trainers, jockeys and stable employees performing work at race tracks;
 - (xviii) require that all employees of a racing meeting licensee and simulcasting licensee who have racing or simulcasting responsibilities, be properly trained in their respective professions;
 - (xix) establish procedures governing the operation of the Racehorse Development Fund established pursuant to section 8 of this chapter;
 - (xx) prescribe grounds and procedures for the revocation, termination or suspension of licenses and registrations issued by the commission, and for the issuance of discipline or fines to persons holding licenses and registrations granted by the commission;
 - (xxi) prescribe the allocation of funds from racing meeting licensees and simulcast licensees for the purpose of funding the activities of the commission relative to racing; and
 - (xxii) prescribe any other issues related to the honest conduct of horse racing, simulcasting and wagering related to horse racing and simulcasting.
- (b) The commission may, pursuant to section 2 of chapter 30A, promulgate, amend or repeal any regulation promulgated under this chapter as an emergency regulation if such regulation is necessary to protect the interests of the commonwealth in regulating horse racing.

Section 4. The commission may inspect and shall have access to the entire race track and premises associated therewith upon which activity is conducted pursuant to a racing meeting license or a simulcasting license issued in accordance with this chapter or chapter 23K including all records, documents, systems, equipment, and supplies on the premises.

Section 5. The commission may audit as often as the commission determines necessary the accounts, programs, activities, and functions of all racing meeting licensees and simulcasting licensees. To conduct the audit, authorized officers and employees of the commission or consultants contracted by the commission shall have access to such accounts at reasonable times, upon reasonable notice and the commission may require the production of books, documents, vouchers and other records relating to any matter within the scope of the audit.

Section 6. Each racing meeting licensee and simulcasting licensee shall make readily available to the commission all documents, materials, equipment, personnel and any other items requested during an investigation; provided, however, that material that a racing meeting licensee or simulcasting licensee considers a trade secret may, with the commission's approval, be protected from public disclosure and the licensee may require nondisclosure agreements with the commission before disclosing such material.

Section 7. The commission shall establish application fees for all licenses, approvals, and renewals awarded under this chapter which shall include costs incurred for conducting a background investigation into an applicant. The commission may seek reimbursement from an applicant for any costs of investigation in excess of the initial application or renewal fee.

Section 8. (a) There shall be a Race Horse Development Fund to be administered by the commission which shall be used to support the best interest of the horse racing industry. The fund shall consist of monies deposited under subsection (c) of section 55 of chapter 23K, subclause (l) of clause (2) of section 59 of said chapter 23K and any money and any monies credited to or transferred to the fund from any other fund or source, including gifts, grants and donations. Amounts credited to the fund ~~shall may~~ be expended: in the commission's discretion

- (i) to fund purses for live horse racing meetings;
- (ii) to support the general welfare of the horse racing and simulcasting industry in the commonwealth;
- (iii) for a commission program that supports health, pension, life insurance and other benefits deemed appropriate by the commission for owners, trainers, breeders, jockeys, drivers and other associated with horse racing;

(iv) to support the equine economy which ~~shall may~~ include but not be limited to commonwealth bred thoroughbred and Standardbred horses and veterinary medicine including but not limited to Tufts University School of Veterinary Medicine, equine care, open space preservation and equestrian sport and therapeutic programs.

(b) The commission shall ensure that not less than 50 per cent of amounts credited to the fund are available for purses under clause (i) in any year where live horse racing is conducted in the commonwealth and is sufficient to sustain those purse funds. No expenditure from the fund shall cause it to be in deficiency at the close of a fiscal year.

(c) All monies in the Race Horse Development Fund on the effective day of this chapter pursuant to section 60 of chapter 23K of the General Laws shall be transferred to the Race Horse Development Fund established in section 8 of this chapter 128D of the General Laws. On and after the effective date of this chapter, all funds directed by any general or special law to be deposited in the Race Horse Development Fund established in section 60 of chapter 23K shall be deposited into the Race Horse Development Fund established in said section 8 of this chapter 128D.

Section 9. (a) A racing meeting licensee that conducts pari-mutuel betting on horse races conducted on a licensed race track, shall distribute all sums deposited in any pari-mutuel pool to the holders of winning tickets therein less any takeouts as determined by the commission.

(b) A simulcasting licensee acting as a guest track shall return to the winning patrons wagering on such simulcast races all sums so deposited as an award or dividend, less any takeouts as determined by the commission.

Section 10. Notwithstanding this chapter or any general or special law to the contrary, no live dog racing meeting or live racing meeting where any form of betting or wagering on the speed or ability of dogs occurs shall be conducted or permitted in this commonwealth and the commission is hereby prohibited from accepting or approving any application or request for racing dates for live dog racing.

Any person who violates this section relative to live dog racing shall be subject to a civil penalty of not less than \$20,000 which shall be payable to the commission and used for administrative purposes of the commission.

Section 11. Any person who accepts or pays out a wager or bet on the results of any horse race or dog race, or aids or abets any of the foregoing types of wagering or betting, except as permitted by this chapter, shall for a first offence be punished by a fine of not more than \$2000 and imprisonment in the house of correction for not more than 1 year, and for a subsequent offence by a fine of not more than \$10,000 and imprisonment in the house of correction for not more than 2 years or both such fine or imprisonment.

Section 12. The commission shall provide an annual report of activity conducted pursuant to this chapter. The report shall include, but not be limited to, an analysis of commission activities designed to further the race horse industry and equine economy; a full and complete statement of revenues, expenditures and the balance of the Race Horse Development Fund; an accounting of funds received from racing meeting licensees and simulcast licensees for the purpose of funding the activities of the commission; and an accounting of projected expenditures from the Race Horse Development Fund in the next year. The report shall be made available on the commission's website and filed annually with the clerks of the house of representatives and the senate, the chairs of the house and senate committees on ways and means and the chairs of the joint committee on economic development and emerging technologies not later than March 1 of each calendar year.

**AN ACT TO ENABLE MUNICIPAL AND REGIONAL PLANNING AGENCY
EMPLOYEES TO FULLY PARTICIPATE IN GAMING POLICY ADVISORY
COMMITTEES**

*Be it enacted by the Senate and House of Representatives in General Court
assembled, and by the authority of the same, as follows:*

Section 1. Section 68 of chapter 23K of the General Laws, as appearing in the 2014 Official Edition, is hereby amended by inserting at the end the following paragraph:

(f) A municipal employee serving as a member of an advisory committee or subcommittee created by this section shall not violate section 4 of Chapter 268A by expressing the views of the employing municipality or regional planning agency during committee or subcommittee meetings or by receiving usual compensation as a municipal employee or by performing the usual duties of municipal employment, including acting as an agent or attorney for the municipality or regional planning agency, in relation to particular matters in which the employee participated or which are, or in the prior year have been a subject of official responsibility as a member of the advisory committee or subcommittee or which are pending before the advisory committee or subcommittee.