



REVISED NOTICE OF MEETING AND AGENDA

Pursuant to the Massachusetts Open Meeting Law (G.L. c. 30A, §§ 18-25), and St. 2025, c. 2, notice is hereby given of a public meeting of the **Massachusetts Gaming Commission**. The meeting will take place:

Tuesday | July 1, 2025 | 10:00 a.m.
VIA REMOTE ACCESS: 1-646-741-5292
MEETING ID/ PARTICIPANT CODE: 112 636 5360
All meetings are streamed live at www.massgaming.com.

Please note that the Commission will conduct this public meeting remotely utilizing collaboration technology. Use of this technology is intended to ensure an adequate, alternative means of public access to the Commission's deliberations for any interested member of the public. If there is any technical problem with the Commission's remote connection, an alternative conference line will be noticed immediately on www.massgaming.com.

All documents and presentations related to this agenda will be available for your review on the morning of the meeting date by visiting our website and clicking on the News header, under the Meeting Archives drop-down.

PUBLIC MEETING - #557

1. Call to Order – Jordan Maynard, Chair
2. Meeting Minutes
 - a. February 21, 2024 **VOTE**
 - b. March 21, 2024 **VOTE**
 - c. May 22, 2025 **VOTE**
 - d. May 27, 2025 **VOTE**
3. Legislative Update – Commissioner Brad Hill
4. Administrative Update – Dean Serpa, Executive Director
 - a. **Discussion regarding Chief Information Officer and General Counsel staff vacancies**
 - b. **Update on weapons detection – Caitlin Monahan, Director of Investigations and Enforcement Bureau**



Massachusetts Gaming Commission

5. Succession of Officer Positions – All Commissioners **VOTE**
6. Racing Division – Dr. Alexandra Lightbown, Director of Racing
- a. Massasoit Greyhound Association, Inc. request to approve Churchill Downs Technology Initiatives Company platforms Twin Spires and DK Horse, LLC as Advance Deposit Wagering Providers in accordance with 205 CMR 6.20 - Justin Stempeck, Interim General Counsel **VOTE**
7. Sports Wagering Division – Carrie Torrisi, Division Chief, Sports Wagering
- a. House Rules Update – Fanatics **VOTE**
8. Research and Responsible Gaming – Mark Vander Linden, Director of Research and Responsible Gaming
- a. Presentation of report, “Diversity in Sports Wagering and Recommendations for Future Practices in the Massachusetts Industry,” Rachel Volberg, Research Professor at University of Massachusetts Amherst; Principal Investigator, Social and Economic Impacts of Gambling in Massachusetts (SEIGMA); Mark Melnik, Director, Economic and Public Policy Research, UMass Donahue Institute; Principal Investigator, SEIGMA
9. Legal – Justin Stempeck, Interim General Counsel
- a. 205 CMR 256 – Sports Wagering Advertising - Discussion and Review of Regulation Amendments and Small Business Impact Statement for authorization to finalize the promulgation process by Commission **VOTE**
10. Investigations and Enforcement Bureau – Caitlin Monahan, Director of Investigations and Enforcement Bureau
- a. Review of the IEB’s Recommendation of Assessment of a Civil Administrative Penalty pursuant to 205 CMR 232.02(2), regarding noncompliance with Knowledge Based Authentication requirements by American Wagering Inc., d/b/a Caesars Sportsbook - Zac Mercer, Sr. Enforcement Counsel **VOTE**
11. Finance – Derek Lennon, Chief Financial and Accounting Officer
- a. FY26 Budget Approval – John Scully, Finance and Budget Office Manager; Doug O’Donnell, Revenue Manager **VOTE**



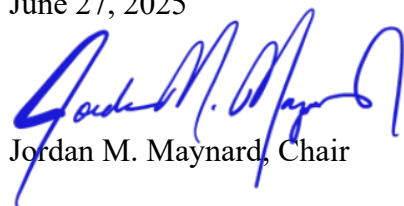
Massachusetts Gaming Commission

12. Commissioner Updates

13. Other Business - Reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that this Notice was posted as “Massachusetts Gaming Commission Meeting” at www.massgaming.com and emailed to regs@sec.state.ma.us. Posted to Website: June 27, 2025 | 10:00 a.m. EST | **REVISED: 6/27/25 @ 2:00 p.m.**

June 27, 2025



Jordan M. Maynard, Chair

*If there are any questions pertaining to accessibility and/or further assistance is needed,
please email Grace.Robinson@massgaming.gov.*



Massachusetts Gaming Commission

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Massachusetts Gaming Commission Meeting Minutes

Date/Time: February 21, 2024, 12:00 p.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 112 663 4777

The Commission conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Commission's deliberations for any interested member of the public.

Commissioners Present:

Chair Cathy Judd-Stein
Commissioner Eileen O'Brien
Commissioner Bradford Hill
Commissioner Nakisha Skinner
Commissioner Jordan Maynard

1. [Call to Order](#) (00:00)

Chair Judd-Stein called to order the 503rd Public Meeting of the Massachusetts Gaming Commission ("Commission"). Roll call attendance was conducted, and all five commissioners were present for the meeting.

2. [Sports Wagering Division Bruce Band, Director of Sports Wagering](#) (00:50)

a. [Sports Wagering 2023 Q4 Reports](#) (00:54)

Sports Wagering Business Manager Crystal Beauchemin stated that FanDuel, WynnBET, and BetMGM would present their Sports Wagering 2023 Q4 reports.

i. [FanDuel](#) (01:23)

FanDuel's Vice President of Product and New Market Compliance, Corey Fox; FanDuel's Senior Diversity Equity and Inclusion ("DEI") Director, Keita Young; and FanDuel's Senior Director of Responsible Gaming Strategy, Jill Watkins, presented FanDuel's Q4 report, with topics including revenue, compliance, workforce diversity, vendor diversity, responsible gaming, and charitable impact.

Commissioner Hill expressed concern that the numbers presented regarding underage users did not seem realistic. He stated that the Commission wanted to ensure that underage individuals were not accessing sports wagering sites and that operator data was accurate.

Commissioner Skinner commended FanDuel's intentionality with their DEI agenda. Chair Judd-Stein expressed appreciation for FanDuel's financial literacy collaboration with Operation Hope. Commissioner Skinner asked if there was an opportunity to expand the number of financial literacy coaches involved in that program. Ms. Watkins stated that the program would be reviewed after six months to determine whether there was a demand for such coaches who would be hired if so.

ii. [BetMGM](#) (29:19)

BetMGM's Director of Licensing, Josh Wyseman; BetMGM's Senior Director of Compliance, Sarah Brennan; BetMGM's Director of Responsible Gaming, Rich Taylor; BetMGM's Head of DEI, Jahleel Morton; and BetMGM's Senior Analyst of Regulatory Administration, Rich Ege, presented BetMGM's Q4 report, with topics including revenue, compliance, vendor diversity, employee diversity, responsible gaming, BetMGM's engagement with the Massachusetts Lottery, and community outreach.

Commissioner Maynard asked if it was standard practice to close an account when a parent reports that their underage child accessed the account. Mr. Taylor explained that closing the account eliminates the potential risk of underage access in the future. Commissioner Maynard expressed concern that parents will not report underage use if it risks their account being closed. Mr. Taylor stated that he would discuss this with BetMGM's suspicious activity team, as BetMGM did not want to disincentivize reporting.

Commissioner O'Brien noted that three suspected instances of underage activity were deemed to not be underage activity and asked what factors were considered in that conclusion. Mr. Taylor stated that BetMGM would prefer to discuss how it investigated such activity in executive session. Commissioner O'Brien asked that an executive session be added to the next quarterly report presentation.

Chair Judd-Stein inquired as to why an incident would be reported as underage use and then be deemed to not involve underage use. Mr. Taylor stated that following losses on wagers, players have requested refunds by claiming that their underage child accessed their account. He stated

that BetMGM reviews data to determine whether these incidents were legitimate underage access or a claim for recouping losses.

Commissioner Hill noted that the Massachusetts Legislature was considering permitting online lottery purchases. He stated that if approved, this could create opportunities for operator collaboration with the Massachusetts Lottery.

iii. [WynnBET](#) (55:02)

WynnBET's Vice President and General Counsel, Jennifer Roberts, presented WynnBET's Q4 report, with topics including revenue, workforce diversity, vendor diversity, compliance, responsible gaming, WynnBET's collaboration with the Massachusetts Lottery, and charitable impacts.

Chair Judd-Stein inquired about challenges in receiving diversity data from vendors. Sports Wagering Business Manager Beauchemin stated that smaller vendors might not have the capacity to identify diversity. She stated that there could also be a cultural component where the process is unfamiliar to vendors depending upon the vendors' location.

3. [Commissioner Update](#) (1:05:45)

The Commission did not have any updates.

4. [Other Business](#) (1:06:01)

Hearing no other business, Chair Judd-Stein requested a motion to adjourn.

Commissioner Hill moved to adjourn. The motion was seconded by Commissioner O'Brien.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda dated February 16, 2024](#)



Massachusetts Gaming Commission Meeting Minutes

Date/Time: March 21, 2024, 10:45 a.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 112 382 2756

The Commission conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Commission's deliberations for any interested member of the public.

Commissioners Present:

Chair Cathy Judd-Stein
Commissioner Eileen O'Brien
Commissioner Bradford Hill
Commissioner Nakisha Skinner
Commissioner Jordan Maynard

1. [Call to Order](#) (00:00)

Chair Judd-Stein called to order the 509th Public Meeting of the Massachusetts Gaming Commission ("Commission"). Roll call attendance was conducted, and all five commissioners were present for the meeting.

2. [Legal](#) (01:02)

a. [Review and Approval of Draft Licensing Decisions of Category 1 and Category 3 Sports Wagering Operators](#) (03:16)

Interim Executive Director and General Counsel Todd Grossman introduced Deputy General Counsel Justin Stempeck. Attorney Stempeck stated that this meeting was intended to finalize a number of draft licensing decisions on applicants awarded sports wagering licenses.

I. [American Wagering, Inc.](#) (06:02)

Commissioner O'Brien noted that some facts presented by the operators had changed between the time they presented and this meeting. Attorney Stempeck stated that a footnote would be added to the first page of each decision noting that the information was accurate at the time the decision was written.

Commissioner Hill moved that the Commission approve the written sports wagering licensing decision of American Wagering, Inc. d/b/a Caesars Sportsbook as included in the Commissioners' Packet and discussed here today. Commissioner O'Brien seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

II. [Bally's Interactive, LLC](#) (09:57)

Commissioner Maynard moved that the Commission adopt the decision deeming Bally's Interactive, LLC eligible to request a category three sports wagering operator license as included in the Commissioners' Packet and discussed here today. Commissioner Hill seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

III. [Betfair Interactive US LLC](#) (14:07)

Commissioner Hill moved that the Commission approve the written sports wagering licensing decision of Betfair Interactive US, LLC d/b/a FanDuel as included in the Commissioners' Packet and discussed here today. Commissioner O'Brien seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

*Chair Judd-Stein: Aye.
The motion passed unanimously, 5-0.*

IV. [BetMGM](#) (19:30)

Commissioner Skinner moved that the Commission approve the written sports wagering licensing decision of BetMGM as included in the Commissioners' Packet and discussed here today. Commissioner Maynard seconded the motion.

*Roll call vote:
Commissioner O'Brien: Aye.
Commissioner Hill: Aye.
Commissioner Skinner: Aye.
Commissioner Maynard: Aye.
Chair Judd-Stein: Aye.
The motion passed unanimously, 5-0.*

V. [Betr Holdings, Inc.](#) (22:59)

Attorney Stempeck noted that in the decision on Betr, Commissioner O'Brien's "nay" vote was reflected in the signature block. He explained that the document presented outlined the Commission's initial decision to allow Betr to be eligible to apply for a sports wagering license but further noted that Betr had since ceased operating in the Commonwealth.

Commissioner Hill moved that the Commission approve the written sports wagering licensing decision of Betr Holdings, Inc. as included in the Commissioners' Packet and discussed here today. Commissioner Skinner seconded the motion.

*Roll call vote:
Commissioner O'Brien: Aye.
Commissioner Hill: Aye.
Commissioner Skinner: Aye.
Commissioner Maynard: Aye.
Chair Judd-Stein: Aye.
The motion passed unanimously, 5-0.*

VI. [Digital Gaming Corporation USA](#) (26:35)

Attorney Stempeck explained that the decision for Digital Gaming Corporation USA ("DGC") reflected that DGC never operated in the Commonwealth and had subsequently withdrawn its application.

Commissioner O'Brien moved that the Commission approve the written sports wagering licensing decision of Digital Gaming Corporation USA as included in the Commissioners' Packet and discussed here today. Commissioner Hill seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

VII. [Crown MA Gaming LLC](#) (33:16)

Commissioner Maynard moved that the Commission adopt the written sports wagering licensing decision of Crown MA Gaming LLC d/b/a DraftKings as included in the Commissioners' Packet and discussed here today. Commissioner Skinner seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

VIII. [FBG Enterprises Opco LLC](#) (36:08)

Commissioner Skinner moved that the Commission approve the written sports wagering licensing decision of FBG Enterprises Opco LLC d/b/a Fanatics as included in the Commissioners' Packet and discussed here today. Commissioner Hill seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

IX. [Blue Tarp reDevelopment LLC](#) (37:53)

Attorney Stempeck noted that MGM Springfield was granted a durable finding of suitability as a category one sports wagering licensee.

Commissioner Hill moved that the Commission approve the written sports wagering licensing decision of Blue Tarp reDevelopment LLC d/b/a MGM Springfield as included in the Commissioners' Packet and discussed here today. Commissioner O'Brien seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

X. [Plainville Gaming Redevelopment LLC](#) (39:45)

Attorney Stempeck noted that this written decision memorialized that Plainridge Park Casino ("PPC") initially received a finding of preliminary suitability in 2022. He explained that PPC subsequently had an adjudicatory hearing on durable suitability on which a decision was still being drafted.

Commissioner O'Brien moved that the Commission approve the written sports wagering licensing decision of Plainville Gaming Redevelopment LLC d/b/a Plainridge Park Casino as included in the Commissioners' Packet and discussed here today. Commissioner Maynard seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

XI. [Penn Sports Interactive, LLC](#) (43:16)

Commissioner Hill moved that the Commission approve the written sports wagering licensing decision of Penn Sports Interactive, LLC as included in the Commissioners' Packet and discussed here today. Commissioner O'Brien seconded the motion.

Commissioner Maynard stated that there was a footnote on this decision that appeared to be a comment. Attorney Stempeck stated that the footnote would be removed.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.
Commissioner Maynard: Aye.
Chair Judd-Stein: Aye.
The motion passed unanimously, 5-0.

XII. [PointsBet](#) (45:08)

Attorney Stempeck explained that PointsBet was eligible to request a license, but that PointsBet had withdrawn from the Commonwealth before requesting a license.

Commissioner Maynard moved that the Commission adopt the written sports wagering licensing decision of PointsBet MA LLC d/b/a PointsBet as included in the Commissioners' Packet and discussed here today. Commissioner Hill seconded the motion.

Roll call vote:
Commissioner O'Brien: Aye.
Commissioner Hill: Aye.
Commissioner Skinner: Aye.
Commissioner Maynard: Aye.
Chair Judd-Stein: Aye.
The motion passed unanimously, 5-0.

XIII. [Encore Boston Harbor](#) (47:41)

Attorney Stempeck noted that Encore Boston Harbor received a durable finding of suitability as a category one sports wagering licensee.

Commissioner Hill moved that the Commission approve the written sports wagering licensing decision of Encore Boston Harbor as included in the Commissioners' Packet and discussed here today. Commissioner O'Brien seconded the motion.

Roll call vote:
Commissioner O'Brien: Aye.
Commissioner Hill: Aye.
Commissioner Skinner: Aye.
Commissioner Maynard: Aye.
Chair Judd-Stein: Aye.
The motion passed unanimously, 5-0.

XIV. [Wynn Sports Interactive, Ltd.](#) (49:14)

Attorney Stempeck noted that WynnBET had ceased operations in Massachusetts, and that a notation would be made in the decision listing the date that their decision to cease operations was approved.

Commissioner O'Brien moved that the Commission approve the written sports wagering licensing decision of Wynn Sports Interactive, Ltd. d/b/a WynnBET as included in the Commissioners' Packet and discussed here today. Commissioner Skinner seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

3. [Commissioner Updates](#) (51:52)

The Commission thanked Interim Executive Director Grossman for his work performed in the interim position. Commissioner Maynard noted that it was Chair Judd-Stein's final meeting as a commissioner and expressed appreciation for her work. Chair Judd-Stein thanked her fellow commissioners.

4. [Other Business](#) (55:44)

Hearing no other business, Chair Judd-Stein requested a motion to adjourn.

Commissioner Hill moved to adjourn. The motion was seconded by Commissioner O'Brien.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

List of Documents and Other Items Used

1. [Amended Notice of Meeting and Agenda dated March 19, 2024](#)



Massachusetts Gaming Commission

Meeting Minutes

Date/Time: May 22, 2025, 10:00 A.M.

Place: Massachusetts Gaming Commission

VIA CONFERENCE CALL NUMBER: 1-646-741-5292

PARTICIPANT CODE: 111 1538 4728

The Commission conducted this public meeting remotely utilizing collaboration technology. The use of this technology was intended to ensure an adequate, alternative means of public access to the Commission's deliberations for any interested member of the public.

Commissioners Present:

Chair Jordan Maynard
Commissioner Eileen O'Brien
Commissioner Bradford Hill
Commissioner Nakisha Skinner
Commissioner Paul Brodeur

1. [Call to Order](#) (00:00)

Chair Maynard called to order the 554th Public Meeting of the Massachusetts Gaming Commission ("Commission") at 10:00 a.m. Roll call attendance was conducted, and all five Commissioners were present for the meeting.

2. [Meeting Minutes](#) (00:39)

- a. January 19, 2023
- b. October 29, 2024
- c. April 24, 2025
- d. May 1, 2025

Commissioner Skinner moved that the Commission approve the minutes for the January 19, 2023 and October 29, 2024 meetings that are included in the Commissioners' Packet, subject to any necessary corrections for typographical errors or any other non-material matters. Commissioner Hill seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.
Commissioner Hill: Aye.
Commissioner Skinner: Aye.
Commissioner Brodeur: Abstain.
Chair Maynard: Aye.
The motion passed, 4-0 with one abstention.

Commissioner Skinner further moved that the Commission approve the minutes for the April 24, 2025 meeting that is included in the Commissioners' Packet, subject to any necessary corrections for typographical errors or any other non-material matters. Commissioner O'Brien seconded the motion.

Roll call vote:
Commissioner O'Brien: Aye.
Commissioner Hill: Aye.
Commissioner Skinner: Aye.
Commissioner Brodeur: Aye.
Chair Maynard: Aye.
The motion passed unanimously, 5-0.

Commissioner Skinner further moved that the Commission approve the minutes for the May 1, 2025 meeting that are included in the Commissioners' Packet, subject to any necessary corrections for typographical errors or any other non-material matters. Commissioner O'Brien seconded the motion.

Roll call vote:
Commissioner O'Brien: Aye.
Commissioner Hill: Aye.
Commissioner Skinner: Abstain.
Commissioner Brodeur: Aye.
Chair Maynard: Aye.
The motion passed, 4-0 with one abstention.

3. [Legislative Update](#) (03:00)

Commissioner Hill stated that they are continuing to follow the Senate budget, but he didn't have any other news to report.

4. [Administrative Update](#) (03:16)

Executive Director Dean Serpa updated the Commission that they are collaborating with the Massachusetts Supplier Diversity Office in co-hosting a Diverse and Small Vendor Opportunity Fair on Monday, June 16, 2025 from 1:00 PM to 3:00 PM at the Sheraton Framingham Hotel and Conference Center. He explained that this event is designed to connect Massachusetts certified

diverse and small businesses with our casino licensees, other state agencies, and small business resource providers to help them learn about doing business with the Commonwealth. Executive Director Serpa noted that they are expecting over 70 attendees.

Commissioner Skinner stated that she is proud of this initiative and asked how they are going to get the word out more formally about this event. Executive Director Serpa responded that the Massachusetts Supplier Diversity Office has pushed out a notification to their database. Commissioner Brodeur asked Executive Director Serpa if he had a single document or graphic which he could share with the commissioners to send out. Executive Director Serpa agreed to send the commissioners a graphic for the event and also noted that Tom Mills, Chief of the Communications Division, created a blog post about this event.

5. [Community Affairs Division](#) (08:22)

Chief of the Community Affairs Division Joseph Delaney stated that today the commissioners will hear quarterly reports from the three gaming establishments.

a. [MGM Springfield Quarterly Report](#) (09:13)

MGM Springfield presented their Q1 2025 Quarterly Report. *A copy of their presentation can be found in the Commissioners' Packet on pages 31 through 56.* Vice President of Finance Arlen Carballo reviewed MGM Springfield's Q1 2025 gaming and sports wagering revenue and tax amounts. She also discussed their 2025 year-over-year lottery sales. Vice President Carballo then reviewed their Q1 2025 diversity spend and Q1 procurement events.

Director of Compliance Dan Miller discussed MGM Springfield's Q1 2025 compliance data. He noted he is very happy with their access metrics and elaborated that they have continued to extend measures around the perimeters of the gaming area and trained security staff on the detection and removal of underage patrons.

Vice President Carballo then resumed speaking about MGM Springfield's 2025 employment numbers and highlighted their Q1 2025 workforce and hiring initiatives. After that, Director of Public Affairs Beth Ward, discussed MGM Springfield's Q1 2025 community outreach and special events. She mentioned that they have collectively logged 551 volunteer hours, which is nearly 200 more hours from Q1 2024, partnered with hunger relief organizations, donated technical equipment, created a community music school partnership, and hosted Springfield public school career fairs. Then she discussed MGM Springfield's Q1 entertainment events at MassMutual Center and Symphony.

b. [Encore Boston Harbor Quarterly Report](#) (27:15)

Encore Boston Harbor presented their Q1 2025 Quarterly Report. *A copy of their presentation can be found in the Commissioners' Packet on pages 57 through 82.* Executive Director of Legal Juliana Catanzariti presented on Encore Boston Harbor's Q1 2025 gaming revenue and taxes, including a year-over-year summary. She also discussed their Q1 2025 sports wagering revenue

and taxes and lottery sales, including a year-over-year summary. She then discussed their workforce composition and operating spend: diversity and local.

Regarding the lottery, Commissioner O'Brien asked why the numbers are trending the way reported by Encore Boston Harbor. Executive Director Catanzariti responded that they are a large lottery purchaser with monthly promotions and noted that they are going to switch to newer and more upgraded lottery machines, which will be a bigger draw.

Executive Director of Security and Investigations Tom Coffey reviewed compliance matters, including minors prevented from gaming on the floor. He highlighted that Encore Boston Harbor no longer allows anyone under 21 years of age to enter their Red 8 restaurant and have installed a new crash bar and upgraded the alarm system in the high limits slot area. Executive Director Coffey also noted that they have installed additional turn styles and railings at all entrances. Commissioner O'Brien asked about the average time of minors on the floor. Executive Director Coffey responded that the average time was about one hour. He then proceeded to discuss the addition of their new Evolv system which can accurately determine how many individuals access the floors and noted that an estimate of 1.5 million patrons have entered the gaming floor this quarter.

Executive Director Catanzariti discussed their human resource initiatives and spotlighted their Launch of the Climb Program, which is a 6-month professional development opportunity for ten high potential managers within Encore Boston Harbor. She explained that candidates are nominated by department leaders, and upon completion of the program, graduates receive a Certificate of Completion of the Executive Education Program from Boston University in partnership with Wynn University. Other highlights she mentioned included Encore's All-Star of the Year announcement, Stars Reception, Forbes Five-Star celebration, Problem Gaming Awareness Month with GameSense, and Employee Appreciation Day.

Executive Director Catanzariti then discussed Encore's Q1 2025 community relations activities.

c. [Plainridge Park Casino Quarterly Report](#) (40:38)

General Manager North Grounsell presented the Q1 2025 report for Plainridge Park Casino ("PPC"). *A copy of their presentation can be found in the Commissioners' Packet on pages 83 through 97.* He first discussed their retail sports wagering revenue and taxes and then moved on to discussing gaming revenue and taxes, followed by lottery sales. General Manager Grounsell then discussed PPC's spend by state, local spend, vendor diversity, and diverse spend. He then moved on to speaking about PPC's compliance and noted that they prevented 171 people from entering the gaming establishment, including 20 minors, 46 underage, and 96 patrons who had expired, invalid, or no identification. Additionally, he noted that PPC detected one fake ID and eight weapons using their weapons detection system. General Manager Grounsell mentioned that they had no instances of underage gaming, alcohol service, or sports wagering.

Vice President of Human Resources Kathy Lucas discussed PPC's employment numbers, noting that during Q1 2025, PPC had employed 439 team members, which is slightly lower than last quarter. However, she noted that they continue to exceed their diversity goals. Vice President

Lucas then shared some of the employee initiatives PPC is working on, including leadership training opportunities and opportunities for employees to volunteer with PPC.

6. [Research and Responsible Gaming](#) (56:16)

Director of Research and Responsible Gaming Mark Vander Linden introduced discussion on the Springfield Youth Health Survey and the Springfield Youth Risk Behavior Study which was conducted by the Public Health Institute of Western Massachusetts along with the Springfield Public School Districts with 8th, 10th, and 12th graders. He mentioned that the Commission previously provided funding for these studies through their annual research agenda back in 2019 after MGM Springfield opened in order to understand more about youth gambling behavior and its relationship to other health issues. Director Vander Linden explained that his guest speaker will share with the Commission some of the data collected from these two surveys.

a. [Springfield Youth Health Surveys: Understanding Youth Gambling Behavior in Springfield](#) (57:44)

Senior Director of Community Research and Evaluation at the Public Health Institute of Western Massachusetts, Kathleen Szegda, provided a brief overview of her organization. Then she discussed background information about the Springfield Youth Health Survey Initiative. Senior Director Szegda mentioned that this partnership effort started in 2014 and that their goal was to use data for action to support youth health in Springfield, Massachusetts. She outlined that the 8th graders took a modified version of the survey called the Youth Health Survey while the 10th and 12th graders took the Youth Risk Behavior Survey.

Senior Director Szegda discussed their interest in understanding the impact of a casino on youth gambling behavior and stated that they added gambling questions to the survey to understand the prevalence of gambling. Then she moved on to discussing their specific youth survey methods and participation rates over time and noted that they had better participation with the 8th graders versus the 10th and 12th graders. Senior Director Szegda continued to discuss the survey methodologies and the types of gambling included (lottery tickets, sports betting, card games, games of skill, loot box in a video game, online games without using money, online games with money, horse races, bingo, and slot machines/table games at a casino). Next, she discussed gambling prevalence over time and the most common types of gambling according to their survey results.

Commissioner O'Brien asked whether the disparity in responses from the different age groups can be attributed to how long gambling has been a part of mainstream culture. Senior Director Szegda noted that the data itself cannot give us an answer to that question. However, she noted she intends to bring Commissioner O'Brien's question back to the groups they are partnering with for further review and research. Commissioner Hill expressed his surprise at the decrease in 10th and 12th grade response levels and asked whether one reason could be that they are engaging in underage gambling and just not telling us. Senior Director Szegda agreed and responded that their participation rates are just not as high, noting that those who are at risk are likely not taking the survey. Commissioner Hill then asked if they have any data about how youth are engaging in underage sports betting (i.e. via parents or peers). Senior Director Szegda stated she would take

that question back for further research. Commissioner Brodeur expressed that youth risk behavior surveys have been the subject of some push back as of late and that this is short sighted because the data and engaging with youth at this stage is important. Commissioner Skinner joined Commissioner Brodeur in applauding the organization's work on this topic. Director Vander Linden underscored that these two surveys have been a significant undertaking and are filled with other important health data. He noted that they have multiple projects happening which touch on the topic of youth gambling and will hopefully answer some of the more qualitative questions the commissioners asked during this meeting.

Moving on to the next topic, Chair Maynard took the time to preface the discussion by reminding the public that the Commission prides itself on being educated and prudent when making decisions. He noted that discussion on the following topic is an opportunity to learn and prepare for certain realities and reminded the public that if they choose to wager, the safest place in the Commonwealth to do so is with their robustly regulated operators.

7. [Discussion of Predictable Markets](#) (1:29:03)

Deputy General Counsel Justin Stempeck introduced the topic of prediction markets. He noted that the goal of this presentation is to be educational and that he is not making any recommendations or asking for a vote. He explained that prediction markets are platforms where people can take a monetary position on a real-world future event. Deputy General Counsel Stempeck also noted that the type of future event can include everything from financial to political to entertainment to sport events or any other category. He noted that each event "contract" has a fundamental value of \$1.00 and involves a binary choice of something either happening or not happening. Deputy General Counsel Stempeck then explained that the Commodities Futures Trading Commission ("CFTC") regulates prediction markets. He also explained the similarities and differences between prediction markets and sports wagering. Deputy General Counsel Stempeck then discussed a current controversy involving the company Kalshi which offers sports events contracts on its exchange and noted that several gaming regulators have sent the company cease and desist letters. He further explained that the CFTC has been silent with respect to this ongoing legal battle and recently cancelled a planned roundtable with numerous parties interested in the impact on sports wagering.

Commissioner O'Brien asked that the Commission continue to be updated about the status of any pending litigation. Commissioner Brodeur asked whether it was correct that some of these operators also offered election contracts and that the CFTC initially objected but then dropped their objections. Deputy General Counsel Stempeck responded that Kalshi received a lot of press coverage in the Fall for offering election markets on the presidential election which the CFTC initially challenged but then in the last two or three weeks dropped the litigation. Commissioner Brodeur noted how this demonstrates the level of influx on this whole situation. Deputy General Counsel Stempeck noted that the CFTC leadership has changed which may have an effect as well.

8. [Discussion of Sports Wagering Advertising Research: Saturation Prohibitions in the US and Abroad](#) (1:41:59)

Associate General Counsel Judith Young introduced the next topic. She noted that she was appearing on behalf of the Legal Division and the Sports Wagering Division to share the results of their jurisdictional research about the saturation of advertisements during live sporting events and other relevant prohibitions. She provided an overview of G.L. c. 23N, § 4(c) and 205 CMR 256.00 which govern sports wagering advertising. Associate General Counsel Young started with a discussion of the specific regulations governing the volume or frequency of sports wagering advertisements at the federal level in the United States and then moved onto discussing regulations in the United Kingdom and Australia. She reviewed five categories of state regulations for sports wagering advertisements, which include (1) restrictions on targeting minors (restrictions on content, placement, and endorsement); (2) prohibitions on false, misleading or deceptive content (risk-free, can't lose, get rich); (3) required inclusion of responsible gaming messaging; (4) pre-approval by regulatory bodies; and (5) volume and frequency regulations (amount and frequency of ads). She concluded her presentation by stating that 205 CMR 256.08(2) provides a foundational standard by prohibiting advertisements presented "with such intensity and frequency that they represent saturation of that medium or become excessive." Associate General Counsel Young also stated that the Commission could consider issuing clarification to the public on what constitutes "saturation" through guidance, examples, or enforcement criteria that take into account the number of ads per event, timing, and audience composition.

Commissioner O'Brien stated that while the Commission has a statutory directive with regard to within the location of an event, taking into consideration any federal issues, she suggested that the Legal Division may want to look at examples of saturation outside of venues. She further asked whether the Commission wants to create a definition of saturation. Commissioner Brodeur commented that the data on this topic is going to be so important and asked whether First Amendment considerations would be a unique challenge here as compared to outside the United States. Associate General Counsel Young responded that while she didn't include First Amendment considerations within her research, it is something the Legal Division would consider.

Commissioner Brodeur also asked how difficult it is for a state to set up a set of rules that might impact the effectiveness of advertising given how media is structured nationally. Associate General Counsel Young provided the example of New York sports wagering advertisements and how they are subject to the approval of the New York regulatory body there but also must comply with FCC rules. Deputy General Counsel Justin Stempeck added that media buys, which are typically purchased for a region, makes things more complicated. Commissioner Brodeur noted that he thinks a national rule or protocol or practice might be helpful in this case.

Commissioner O'Brien commented that it may be helpful to get a sense of what the sports industry thinks is acceptable in terms of frequency of advertisements within a certain time period. Chair Maynard agreed and asked for data on how many ad buys per day are going out, if such data exists.

Transcriber's note: The Commission took a 10-minute break at 12:10 PM and reconvened the public session of the Commission meeting at the 2:16:00 time mark. A roll call was conducted with all five commissioners present.

9. [Finance](#) (2:17:22)

a. [3rd Quarter Budget Update](#) (2:17:41)

Finance and Budget Office Manager John Scully presented the FY25 third quarter budget update. He summarized that the Commission previously approved an FY25 budget of \$59.54 million for gaming, racing, community mitigation, sports wagering and research and responsible gaming. Manager Scully explained the adjustments the Finance Division made in the first two quarterly updates. He explained that the total budget for the Commission is now \$60.3 million. Manager Scully provided spending and revenue updates for both the Gaming Control Fund and the Racing Development and Oversight Trust. He concluded that the Commission has been made aware of several unanticipated costs in relation to the Attorney General's Office as well as the required move for the data center. He added that the Finance Division will continue to monitor any savings across applicable operational accounts and that the staff is pleased to report that there is currently no need for adjustments to assessments for the licensees.

10. [Investigations & Enforcement Bureau](#) (2:22:21)

Director of the Investigations and Enforcement Bureau Caitlin Monahan introduced the next agenda items and noted that some of these matters to be presented for discussion are standard sports wagering non-compliance incidents which are coming before the Commission for the first time and other matters are recommendations for civil administrative penalties for review and potential approval by the Commission. As a result, Director Monahan asked that they go out of order from what was set out in the agenda.

Transcriber's note: The IEB presented their agenda items in the following order: (a), (e), (f), (b), (c), and (d).

a. [Briefing on noncompliance matter related to Category 3 Sports Wagering Licensee FBG Enterprises Opco, LLC, d/b/a Fanatics Betting and Gaming and discussion regarding next steps. Alleged noncompliance relates to offering wagering on unauthorized event in violation of 205 CMR 247.01, 205 CMR 247.01\(2\)\(i\), and the Massachusetts Sports Wagering Catalog](#) (2:23:41)

Enforcement Counsel Nathaniel Kennedy reviewed a sports wagering non-compliance matter involving FBG Enterprises Opco, LLC, doing business as Fanatics Betting and Gaming ("Fanatics"). He explained that this matter involves Fanatics offering and accepting 36 wagers on the Heisman Trophy winner between January 22, 2025 and March 21, 2025 for a total stake of \$545.70. Counsel Kennedy explained that this is in contravention of 205 CMR 247.01, 205 CMR 247.01(2)(i), and the Massachusetts Sports Wagering Catalog. He asked the Commission for guidance on whether this matter should be returned to the IEB for further investigation and then a recommendation for a civil administrative penalty, set up for an adjudicatory hearing, or move forward under G.L. c. 23N, § 16A.

Commissioner Brodeur noted that this matter strikes him as not requiring more investigation and is a fairly low dollar value. He stated that he would like the IEB to work with the operator to

negotiate and get to an agreement on a civil administrative penalty and potentially other remedies. Commissioner Skinner agreed with Commissioner Brodeur that the matter be sent back to the IEB, but noted that she disagreed with him on whether further investigation was needed, which she believes is part of the process. Commissioner O'Brien agreed with Commissioner Skinner and added that she would like the investigation to include finding answers as to what sort of educational training has been done and what ameliorative steps they have taken. Commissioner Hill and Chair Maynard also agreed with the recommendation to send it back to the IEB for further investigation.

- b. [Review of the IEB's Recommendation of Assessment of a Civil Administrative Penalty pursuant to 205 CMR 232.02\(2\) regarding noncompliance with permissible sports wagering offerings by Category 3 Sports Wagering Licensee FBG Enterprises Opco, LLC, d/b/a Fanatics Betting and Gaming](#) (2:39:13)

Counsel Kennedy presented the IEB's recommendation that the Commission assess a civil administrative penalty in the amount of \$10,000 upon Fanatics for a non-compliance event that occurred between September 12, 2023 and March 22, 2024. He provided procedural background on this matter, noting that the IEB previously briefed the Commission on this non-compliance event on January 16, 2025 at which point the Commission decided to assign this matter to the IEB.

Counsel Kennedy summarized that this matter involved wagers placed on certain Belarusian soccer teams, specifically the Belarusian national team for the UEFA Euro Championship. He added that between September 12, 2023 and March 22, 2024, a total of 127 wagers were accepted for a total stake of \$968.12 and that all of the wagers were cancelled and the amounts refunded to patrons. Additionally, he noted that the patrons were allowed to keep any money that was considered on wagers that would have won on April 30, 2025.

Counsel Kennedy summarized IEB's finding that Fanatics had auto-authorized a setting on the event and that Fanatics had improperly believed that if a team typically had been permitted to participate in the Euro Championship, which is governed by the Union of European Football Association, it would be approved for sports wagering. He added that the UEFA had previously banned Russian and Belarusian teams from participating and then began allowing the teams to participate again. He noted that Fanatics had not individually confirmed that each team participating in the championship was approved for sports wagering in Massachusetts.

All commissioners agreed with the IEB's recommendation.

- c. [Review of the IEB's Recommendation of Assessment of a Civil Administrative Penalty pursuant to 205 CMR 232.02\(2\) regarding noncompliance with permissible sports wagering offerings by Temporary Category 3 Sports Wagering Licensee Betfair Interactive US, LLC, doing business as FanDuel](#) (2:43:29)

Counsel Kennedy presented the IEB's recommendation that the Commission assess a civil administrative penalty in the amount of \$20,000 upon Betfair Interactive LLC, doing business as FanDuel, for a non-compliance event occurring between March 20, 2023 and July 18, 2024. He reminded the Commission that this matter was previously before them on January 16, 2025 and that the Commission decided to assign this matter to the IEB.

Counsel Kennedy summarized the facts of this incident: wagers were permitted to be placed on certain Belarusian soccer teams in international play and then also the Belarusian Premier League teams in the UEFA Championship, which is governed by FIFA. He added that a total of 3,870 wagers on the Belarusian soccer teams were accepted for a total stake of \$11,792 and that subsequent to the discovery of those wagers, FanDuel also discovered wagers on the Belarusian Premier League team for an additional 178 wagers and a total stake of \$5,829. Counsel Kennedy noted that these wagers were refunded and that patrons were allowed to keep wagers that would have won.

All commissioners agreed with the IEB's recommendation.

- d. [Review of the IEB's Recommendation of Assessment of a Civil Administrative Penalty pursuant to 205 CMR 232.02\(2\), regarding noncompliance involving marketing to excluded individuals by Penn Sports Interactive \(2:48:46\)](#)

Senior Enforcement Counsel Zac Mercer presented the IEB's recommendation that the Commission assess a \$10,000 civil administrative penalty upon Penn Sports Interactive or PSI for a non-compliance event which occurred between April 2, 2024 and April 4, 2024. He summarized the facts of this incident which involved PSI transmitting promotional materials by way of email and push notification to eight self-excluded individuals in Massachusetts. Senior Counsel Mercer explained that this was the result of human error in the administration of PSI's marketing communications platform.

Commissioner O'Brien asked the IEB for their reasoning behind assessing \$10,000 versus \$20,000 as a civil administrative penalty. Senior Counsel Mercer explained that the recommendation was based on a combination of factors, including that this involved human error and that these were advertisements versus access to a platform. He added that PSI has undertaken remediation efforts and that they have since reported that around 16,000 marketing campaigns were transmitted without incident. Commissioner O'Brien expressed her dissatisfaction with the penalty amount given the lack of self-disclosure and noted that she would have gone higher than \$10,000.

Commissioner Skinner asked whether there have been any incidents since April 5, 2024 and also asked for further clarification about the facts surrounding this incident. She specifically wanted to know about the mechanisms behind why each individual received a different number of communications. Senior Counsel Mercer explained that someone from their marketing division must manually go into the system to check or uncheck the box that filters those self-excluded individuals from receiving anything from PSI. Commissioner Skinner asked if any of the eight individuals were people from Massachusetts and how only eight people were affected when Massachusetts has more than that on the voluntary self-exclusion list. Senior Counsel Mercer explained that it may have been due to the fact that not everyone had a PSI account.

Commissioner Skinner then asked for more specifics about remedial measures that PSI implemented. She added that she doesn't take issue with the IEB's proposed \$10,000 penalty but would like some additional information in order to weigh the options. Chair Maynard stated that such a discussion may be better suited for an adjudicatory hearing. He noted that he has a different opinion from Commissioner O'Brien and Commissioner Skinner and that he is comfortable accepting the IEB's recommendation. Commissioner Brodeur agreed that he is okay with accepting the IEB's recommended penalty amount. Commissioner Skinner requested that

the IEB still provide the information she requested. Commissioner Hill stated he would like to move forward with the IEB's recommendation.

- e. [Briefing on noncompliance related to Temporary Category 3 Sports Wagering Operator, Crown MA Gaming LLC, d/b/a DraftKings, and discussion regarding next steps. Alleged noncompliance relates to wagers on an impermissible market in violation of G.L. 23N, § 3, and 205 CMR 247.01\(2\)\(a\)\(1\) \(2:28:22\)](#)

Senior Counsel Mercer presented on a sports wagering non-compliance matter related to Crown MA Gaming LLC, doing business as DraftKings, which involved an impermissible market with an outcome dependent on the performance of an individual collegiate athlete being made available for wagering. He explained that DraftKings offered wagering on the points total of a player in the Oregon vs. Arizona NCAA Men's Basketball game which occurred on March 23, 2025 and accepted 89 wagers with a total handle of \$1,655.00. Senior Counsel Mercer noted that this is in contravention of G.L. 23N, § 3 and 205 CMR 247.01(2)(a)(1). He asked the Commission for guidance on next steps related to this matter.

Commissioner O'Brien asked whether this involved only one individual player bet. Senior Counsel Mercer confirmed that is correct. Commissioner O'Brien then asked for someone to explain to her how they just let one individual player prop bet get through. All of the commissioners agreed with sending this matter back to the IEB.

Chief Enforcement Counsel/Assistant Director of the IEB Kathleen Kramer noted that there have been a number of non-compliance matters of this nature which the Commission has referred back to the IEB. She asked if the Commission would like to hold any recommendations related to this particular type of violation until the June hearing has been completed and a decision has been rendered, as it involves similar subject matter, or if the Commission would prefer that the IEB present their recommendations in the normal course. Commissioner Hill responded that he would prefer the normal course. Commissioner O'Brien asked when the hearing will be. Enforcement Counsel Kennedy confirmed the hearing date of June 18, 2025. Commissioner O'Brien noted that the IEB may proceed but she doesn't see any reason to advance this before they have the hearing. Commissioner Skinner agreed with Commissioner O'Brien.

- f. [Review of the IEB's Recommendation of Assessment of a Civil Administrative Penalty Pursuant to 205 CMR 232.02\(2\) regarding noncompliance with permissible sports wagering offerings by BetMGM, LLC \(2:35:39\)](#)

Enforcement Counsel Diandra Franks presented the IEB's recommendation that the Commission assess a civil administrative penalty in the amount of \$10,000 upon Bet MGM LLC for a non-compliance event which occurred on March 20, 2023 through May 14, 2024. She summarized that this incident involved wagering on the Ladies Professional Golf Association (LPGA) which was previously not approved for wagering and resulted in 1,934 wagers accepted for a total handle of \$35,425. She noted that the IEB previously briefed the Commission on this non-compliance event on October 24, 2024 and that the Commission expressed an interest in finding out what caused this wagering to go undetected for the length of time that it did. Counsel Franks informed the Commission that BetMGM believed that the LPGA was a member of the International Federation of PGA Tours and thus approved under the Massachusetts Event Catalog. All commissioners agreed with the IEB's recommendation.

11. [Sports Wagering Division](#) (3:02:57)

a. [Update to House Rules](#) (3:03:40)

i. [Penn Sports Interactive](#) (3:03:40)

Compliance and Operations Manager Tom Lam discussed Penn Sports Interactive's ("PSI") requested changes to their Massachusetts online house rules. He summarized the changes they are requesting to the general rules, boxing, football, basketball, hockey, specials, and updated rule numbering in boxing and golf. Manager Lam concluded that the Sports Wagering Division confirmed that all requirements under 205 CMR 247.02 were met and recommended approving these changes.

Regarding the football rule changes, Commissioner Brodeur asked if turnovers are for offense only. Manager Lam explained that based on the house rules, turnovers can only be graded against the offensive team. Therefore, if a defensive player were to intercept the ball and later fumbled, that wouldn't be deemed a turnover. Commissioner Brodeur commented that he believes patrons would be surprised to learn that.

Commissioner Hill moved that the Commission approve the updates to PSI's house rules as included in the Commissioners' Packet and discussed here today. Commissioner Brodeur seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 5-0.

ii. [Fanatics](#) (3:13:43)

Compliance and Operations Manager Andrew Steffen discussed Fanatics' requested change to their Massachusetts online house rules. He explained that this requested change would allow bets on the under for Match Player Props to be graded as winners if the player starts but is subbed off in the first half and has not exceeded the prop total at that point. Manager Steffen concluded that the Sports Wagering Division confirmed that all requirements under 205 CMR 247.02 were met and recommended approving these changes.

Commissioner Hill moved that the Commission approve the updates to Fanatics' house rules as included in the Commissioners' Packet and discussed here today. Commissioner Brodeur seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 5-0.

b. [FanDuel Request for Waiver from Reporting Gender Information Required by 205 CMR 239.04\(6\) \(3:15:58\)](#)

Chief of the Sports Wagering Division Carrie Torrissi discussed FanDuel's request for permanent waiver from 205 CMR 239.04(6), which requires sports wagering operators to compile and maintain gender data. She explained that FanDuel's basis for the requested change is that FanDuel does not have any need for this data as an operator, customers may have concerns with providing this data, and gender data is sensitive personal information of which FanDuel would be required to disclose such collection to patrons.

Chief Torrissi then explained that the Sports Wagering Division, Research and Responsible Gaming Division, and Legal Division recommended denying FanDuel's waiver request. She elaborated that the Legal Division advised that there is no definition of "sensitive personal information" and that FanDuel did not provide an argument that gender would fall within such a category.

Chair Maynard asked if any of the other operators objected to providing this information. Chief Torrissi confirmed there were no other operators who objected.

Chief Torrissi then turned it over to the Research and Responsible Gaming Division to explain why there is a need for this data. Director Vander Linden explained that they believe gender is an important data point for the Commission to have access to for research and responsible gaming purposes.

Chief Torrissi again reiterated their recommendation to deny FanDuel's waiver request. Chair Maynard invited Director of Legal & Regulatory Affairs at FanDuel Joshua Mehta to provide additional comments. Director Mehta noted that the Commission was thoughtful about the information they required to be collected from customers when they created sports wagering in Massachusetts and that information is laid out in the account registration requirements in 205 CMR 248.03. He further commented that in reviewing 205 CMR 239.04, the other data points identified in that regulation are related to general corporate records and information that is readily available. Director Mehta noted that they try to balance these requirements with customer friction. He mentioned customer concern about the information that companies hold for them, especially gender data and that before 2025, they did not historically collect that information as part of their account registration process. Director Mehta also mentioned that New York recently made collection of gender data voluntary and that they have only received a 28% response rate from customers. He also noted that there has not been a request to date for this information, that to the extent this information is being purchased by third-party service providers, it would

require additional costs for the operators, and that he doesn't believe this data is something that is maintained in real time.

Chair Maynard stated that he believes that this data is important for the Commission's Research and Responsible Gaming Division and would be inclined to deny FanDuel's request. Commissioner Hill and Commissioner Skinner agreed with Chair Maynard.

Commissioner Hill moved that the Commission deny FanDuel's request for a waiver from the requirements in 205 CMR 239.04(6) with respect to gender data as included in the Commissioners' Packet and discussed here today. Commissioner O'Brien seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 5-0.

- c. [Bally's Request to Use an Alternate Method of KYC Identity Authentication at the Time of Sports Wagering Account Establishment Pursuant to 205 CMR 248.04\(4\)](#) (3:25:20)

- i. [Executive Session](#) (3:26:41)

Chair Maynard stated that the Commission anticipates that it will convene in an Executive Session in conjunction with its review of Bally's methods of KYC in accordance with G.L. c. 30A, § 21(a)(7) and G. L. c. 4, § 7(26)(n) to review certain materials in connection with the sports wagering operator's processes and parameters during account creation related to customer verification and authentication, as these matters relate to cyber security within the Commonwealth, and the public discussion or disclosure of which is likely to jeopardize public safety or cyber security.

Commissioner Brodeur moved that the Commission go into executive session for the reasons and on the matter just stated by Chair Maynard. Commissioner Hill seconded.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 5-0.

Transcriber's Note: The Commission entered executive session and reconvened the public session of this meeting at 3:38:26.

Commissioner Hill moved that the Commission approve Bally's alternate method of KYC identity authentication at the time of sports wagering account establishment as included in the Commissioners' Packet and discussed here today including both the method currently implemented and the method to be implemented by the end of the year. Commissioner Brodeur seconded.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 5-0.

Transcriber's Note: The Commission discussed agenda item #13 (Commissioner Updates) and #14 (Other Business) first before resuming agenda items #11(d) and #12.

- d. [BetMGM Request to Use an Alternate Method of KYC Identity Authentication at the Time of Sports Wagering Account Establishment Pursuant to 205 CMR 248.04\(4\)](#)
(3:41:08)

- i. [Executive Session](#) (3:41:08)

Chair Maynard stated that the Commission anticipates that it will convene in an Executive Session in conjunction with its review of BetMGM's methods of KYC in accordance with G.L. c. 30A, § 21(a)(7) and G. L. c. 4, § 7(26)(n) to review certain materials in connection with the sports wagering operator's processes and parameters during account creation related to customer verification and authentication, as these matters relate to cyber security within the Commonwealth, and the public discussion or disclosure of which is likely to jeopardize public safety or cyber security.

Commissioner Brodeur moved that the Commission go into executive session for the reasons and on the matter just stated by Chair Maynard. Commissioner Skinner seconded.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 5-0.

Transcriber's note: The Commission read the executive session language to discuss both agenda items #11(d) and #12 before entering into executive session. The Commission reconvened the public session at [3:54:34](#) to take a vote on agenda item #11(d).

Commissioner Hill moved that pursuant to 205 CMR 248.04(4), the Commission approve BetMGM's alternate method of KYC identity authentication at the time of sports wagering account establishment as included in the Commissioners' Packet and discussed here today including both the method currently implemented and the method to be implemented by the end of the year. Commissioner O'Brien seconded.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 5-0.

Transcriber's note: The Commission reentered the executive session at [3:56:29](#) to finish their discussion of agenda item #12 and noted that they will not reconvene in the public meeting.

12. [Executive Session Meeting Minutes](#) (3:42:25)

a. [Executive Session](#) (3:42:25)

- i. June 6, 2024
- ii. February 24, 2025 at 11:11AM
- iii. February 24, 2025 at 11:33AM
- iv. February 24, 2025 at 1:03PM
- v. March 11, 2025 at 11:18AM
- vi. March 11, 2025 at 12:35PM

Chair Maynard read the following language into the record: "The Commission anticipates that it will meet in executive session in conjunction with its review of minutes from previous executive sessions that were convened in accordance with G.L. c. 30A, § 21(a)(3) (February 14, 2023, May 23, 2024, June 17, 2024, and June 20, 2024); G.L. c. 30A, § 21(a)(7) and G.L. c. 4, § 7(26)(f) (May 23, 2024); G.L. c. 30A, § 21(a)(7) and G.L. c. 23N, § 6(i) (May 23, 2024); G.L. c. 30A, § 21(a)(7); and G. L. c. 4, § 7(26)(n) (April 29, 2024 at 1:23PM and April 29, 2024 at 2:12PM) as their discussion at an open meeting may frustrate the intended purpose for which the executive sessions were convened. The public session of the meeting will not reconvene at the conclusion of the executive session."

Commissioner Skinner moved that the Commission enter executive session for the reasons stated by the Chair. Commissioner Hill seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.
Commissioner Hill: Aye.
Commissioner Skinner: Aye.
Commissioner Brodeur: Aye.
Chair Maynard: Aye.

The motion passed unanimously, 5-0.

13. [Commissioner Updates](#) (3:40:15)

No commissioner updates were raised by the commissioners.

14. [Other Business](#) (3:40:58)

No other business was raised by the commissioners.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated May 20, 2025
2. [Commissioners' Packet](#) from the May 22, 2025 meeting (posted on massgaming.com)



Massachusetts Gaming Commission

Meeting Minutes

Date/Time: May 27, 2025, 11:30 a.m.

Place: Massachusetts Gaming Commission

VIA CONFERENCE CALL NUMBER: 1-646-741-5292

PARTICIPANT CODE: 112 234 9794

The Commission conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Commission's deliberations for any interested member of the public.

Commissioners Present:

Chair Jordan Maynard

Commissioner Bradford Hill

Commissioner Nakisha Skinner

Commissioner Paul Brodeur

1. [Call to Order](#) (00:06)

Interim Chair Maynard called to order the 555th Public Meeting of the Massachusetts Gaming Commission ("Commission"). Roll call attendance was conducted, and Commissioners Maynard, Hill, Skinner and Brodeur were present for the meeting.

2. [Community Mitigation Fund](#) (00:54)

a. Community Mitigation Fund Applications

Chair Maynard expressed that this was his favorite meeting of the year, as it fulfilled the statutory obligation of the Commission to expend monies in the Community Mitigation Fund to assist host and surrounding communities. Commissioner Hill echoed this sentiment, noting the seriousness with which communities and staff approach these requests, and added that the Fund was a lifeline for some important work.

Chair Maynard introduced Chief of the Community Affairs Division, Joe Delaney. Chief Delaney stated that today's meeting would be the first day of Community Mitigation Fund application reviews before the Commission. He stated that the applications were submitted for Fiscal Year 2026, and that the Community Affairs Division received 35 applications for a total of

nearly 25 million dollars. He stated that the Community Affairs Division assembled a staff review team to review the applications. He thanked the Review Team's members: Bonnie Andrews, Zac Mercer, Jaden O' Rourke-Nelson, Lily Wallace, Mary Thurlow, Jenna Hentoff and Judi Young for their hard work and thoughtful consideration of the applications. The team met with applicants, and some applications were modified during the review process. Chief Delaney also thanked Commissioner Hill and Commissioner Brodeur for their input during the application process.

Chief Delaney stated that today's meeting would focus on 23 applications, covering all regional agency grants (regional planning, public safety, workforce development) and a portion of the municipal block grants for Category 2 communities (around Plainridge Park Casino) and Region B communities (around MGM Springfield). The remaining applications will be presented at the June 17, 2025 meeting. Chief Delaney stated that many applications included waiver requests for funding that exceeded the established grant allotments. He explained that the Review Team assessed the eligibility of projects under these waiver requests, and had provided context, but the ultimate decision on granting waivers would rest with the Commission.

Chief Delaney stated that he would provide a brief overview of each application, and include any pertinent factors raised by the Review Team, as well as the details regarding a waiver request, if applicable. He would then yield for Commissioner discussion.

i. Regional Agency Grant Applications

I. [Regional Planning Grant Applications](#) (06:42)

Chief Delaney then introduced the first category of Regional Planning Grant Applications from specific agencies.

a. Metropolitan Area Planning Council

Starting first with the Metropolitan Area Planning Council (MAPC), Chief Delaney stated that the MAPC was seeking \$300,000 for the Chelsea Everett Greenway Connector Preliminary Design project, which exceeded their FY2026 allocation of \$250,000 from the Fund. Chief Delaney noted that the Review Team recommended full funding of \$300,000 if the waiver was approved by the Commissioners. *A summary of the MAPC Application was included on page 5 of the Commissioners' packet.* Chief Delaney explained that MAPC's request for an additional \$50,000 was to provide flexibility in planning and ensure meaningful stakeholder engagement in Chelsea and Everett.

Commissioner Skinner expressed concern about granting waivers for more than funding allocations; noting that it circumvented the intent of the block grant structure and may set a bad precedent going forward. She reflected that the total amount of potential waivers, approximately 5 million dollars, may go beyond what the Commission intended when considering the waiver program.

Chair Maynard noted that the statute, G.L. c. 23K, § 61B, gave the Commission a great deal of discretion to expend monies in the Fund. The Chair emphasized the need to get money from the Fund “out the door” and to communities. Commissioner Brodeur echoed this sentiment and stated that as a new Commissioner, he supported waivers if a good value was present, noting that the statute does not contemplate block grants or caps. He stated they should fund anything that presented a reasonable connection and nexus to casino gaming. Commissioner Hill also voiced his support for the project.

Commissioner Hill moved that the Commission approve the Regional Planning Grant Application from the Metropolitan Area Planning Commission for funding from the Community Mitigation Fund in the amount of \$300,000, including the amount of their waiver request, for the purposes described in the submitted applications and materials included in the Commissioners’ Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04. Commissioner Brodeur seconded the motion.

Roll call vote:

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 4-0.

b. [Pioneer Valley Planning Commission](#) (16:24)

Chief Delaney then introduced the application from the Pioneer Valley Planning Commission (PVPC). *A summary of the PVPC Application was included on page 6 of the Commissioners’ packet.* He stated that PVPC requested \$200,000 for a traffic study, which was less than their FY2026 allocation of \$250,000, so no waiver was needed for this grant request. The project aimed to provide comprehensive, updated traffic data and analysis related to the impacts of MGM Springfield on the city and surrounding communities. Chief Delaney explained that PVPC proposed partnering with the City of Springfield, which intended to contribute an additional \$120,000 towards the project. He stated that the Review Team recommended full funding of the requested amount.

c. [Southeast Regional Planning and Economic Development District](#) (17:20)

Chief Delaney then introduced the application from the Southeast Regional Planning and Economic Development District (SERPEDD). *A summary of the SERPEDD Application was included on page 7 of the Commissioners’ packet.* He stated that SERPEDD had requested \$235,000 for a traffic study, which was less than their FY2026 allocation of \$250,000, so no waiver was needed. Chief Delaney explained that the project involves a mobility and transportation analysis around the Plainridge Park Casino to understand regional commuting patterns and localized impacts on Category 2 communities (Attleboro, Foxborough, Mansfield,

North Attleboro, Plainville, Wrentham). He concluded by stating that the Review Team recommended full funding of the requested amount.

Commissioner Hill moved that the Commission approve the following Regional Planning Grant Applications for funding from the Community Mitigation Fund for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04:

- Pioneer Valley Planning Commission in the amount of \$200,000; and
- Southeastern Regional Planning and Economic Development District in the amount of \$235,000.

Commissioner Skinner seconded the motion.

Roll call vote:

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 4-0.

II. [Regional Public Safety Grant Applications](#) (19:08)

Prior to the discussion of the Regional Public Safety applications, Chief Delaney noted that Commissioner O'Brien had asked to be able to participate in the discussion and review of these applications, given her connection to the Attorney General's Office. He asked the Chair if he would like to review the applications now or wait until the June 17, 2025 public meeting. The Chair noted that Commissioner O'Brien had stated that she was comfortable if discussions proceeded in her absence but that she preferred that the Commission wait to vote upon the applications until she was present.

a. [Attorney General's Office](#) (19:47)

Chief Delaney then introduced the application from the Massachusetts Attorney General's Office (AGO). He stated that the AGO had requested \$259,800 as continuation of a grant from the previous year, aiming to address domestic violence, human trafficking, and sexual assault. He explained that funds would extend the employment of a specialized Assistant Attorney General, partially fund a Victim Witness Advocate, cover State Police overtime for AGO criminal investigations, and support a conference on the above impacts. *A summary of the AGO's Application was included on page 8 of the Commissioners' packet.* He concluded by stating that the Review Team recommended full funding of the requested amount.

b. [Hampden County District Attorney](#) (20:28)

Chief Delaney summarized the request from the Hampden County District Attorney's Office (HCDAO). The HCDAO requested \$75,000, which was less than their FY2026 allocation of \$100,000, so no waiver was required. Chief Delaney explained that the grant would partially fund the salaries of personnel who review, administratively manage, and work with victims on casino-related cases. He added that the project addresses the increase in criminal cases handled by the District Attorney due to the introduction of casinos and was recommended by the review team for full funding. *A summary of the HCDAO Application was included on page 9 of the Commissioners' packet.*

c. [Hampden County Sheriff's Department](#) (21:18)

Chief Delaney provided an overview of the application received from the Hampden County Sheriff's Department (HCSD). The HCSD was requesting \$400,000 for ongoing lease payments for the Western Massachusetts Recovery and Wellness Center (WMRWC). The funds addressed the impact of increased lease payments resulting from the WMRWC's relocation due to the MGM Springfield's development at its previous location. Chief Delaney explained that the Commission had consistently funded this project at \$400,000 per year since 2016. Commissioner Hill noted that the Commission attended a tour of the facility and recalled its unanimous funding in the previous year. Chief Delaney concluded by stating that the Review Team recommended full funding of the requested amount. *A summary of the HCSD Application was included on page 10 of the Commissioners' packet.*

d. [Suffolk County District Attorney](#) (22:31)

Chief Delaney provided an overview of the application submitted by the Suffolk County District Attorney's Office (SCDAO). *A summary of the SCDAO Application was included on page 11 of the Commissioners' packet.* SCDAO requested \$100,000 to establish a Safe Neighborhoods Initiative (SNI) prosecutor in Chelsea District Court to focus on priority prosecutions like narcotics trafficking, drug-related overdoses, illegal firearms, violent crimes, and gang-related activity, which have been exacerbated by the casino's presence. Chief Delaney stated that the Review Team recommended funding the project in the full amount requested.

The Chair noted to the public that these four applications would be held for a vote until the June 17, 2025 meeting when Commissioner O'Brien will be present given her appointment by the Attorney General.

III. [Regional Workforce Development Grant Applications](#) (23:59)

Chief Delaney then presented the two regional workforce development grant applications to the Commissioners.

a. Holyoke Community College/Springfield Technical
Community College/Springfield Public Schools

Starting first with the joint application from Holyoke Community College/Springfield Technical Community College/Springfield Public Schools (HCC/STCC/SPS) for their "WorkReady" program, Chief Delaney stated that the request from HCC/STCC/SPS was for \$807,600. Chief

Delaney explained that the project was a continuation of the "WorkReady" program that provided various services, including high school equivalency programs, English for Speakers of Other Languages (ESOL) classes, occupational training (e.g., Line Cook, Hotel Front Desk/Room Attendant), and digital literacy courses. The programs also include tours and interview workshops with MGM Springfield to facilitate employment at the property. Chief Delaney noted that their allotment was \$750,000, so the application also included a waiver request of \$57,600. This additional funding was sought by STCC Workforce Development to improve bilingual support by hiring bilingual instructors, developing multi-language materials and Spanish language high school equivalency test prep courses. He concluded by stating that the Review Team supported granting the request and the waiver in the full amount. *A summary of the Application from HCC/STCC/SPS was included on pages 12-13 of the Commissioners' packet.*

The Commissioners shared their perspectives on the waiver request from HCC/STCC/SPS. Commissioner Hill supported the waiver, emphasizing the critical need for bilingual education in the area. Commissioner Skinner shared her broader concerns about granting waivers but acknowledged that these specific requests by the applicant aligned with the Fund's purpose, stating her intention to vote with the majority. Commissioner Brodeur thanked Commissioner Skinner for noting her concerns and stated that he also supported the waiver, highlighting the necessity of cultural competence and bilingual support for the program's effectiveness, noting that workforce development is a core objective of the Fund. Chair Maynard echoed the sentiment of getting the funds to communities, highlighting the Commission's broad discretion under the relevant statute.

Commissioner Hill moved that the Commission approve the Regional Workforce Development Grant Application from Holyoke Community College for funding from the Community Mitigation Fund in the amount of \$807,600, including the amount of their waiver request, for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04. Commissioner Brodeur seconded the motion.

Roll call vote:

Commissioner Hill: *Aye.*

Commissioner Skinner: *Aye.*

Commissioner Brodeur: *Aye.*

Chair Maynard: *Aye.*

The motion passed unanimously, 4-0.

b. [MassHire Metro North](#) (30:18)

Chief Delaney then presented the application submitted by MassHire Metro North. He stated that the request for \$750,000 would allow the Metro Boston Regional Hospitality Consortium (MBRHC) to continue to provide workforce development programs in the greater Boston area. With nine partner organizations, the MBRHC aimed to serve at least 1,700 residents through offering services like ESOL training, job readiness, occupational skills training, digital literacy,

career counseling, and support services, utilizing a "funnel of services" approach. Partners include Action for Equity, Boston Chinatown Neighborhood Center, BEST Corporation, La Colaborativa, Community Work Services, International Institute of New England, Somerville Community Corporation, New England Culinary Arts Training, and YMCA of Greater Boston. *A summary of the Application from MassHire Metro North was included on page 14 of the Commissioners' packet.* Chief Delaney concluded by stating that the Review Team recommended full funding for the project.

Commissioner Skinner moved that the Commission approve the Regional Workforce Development Grant Application from MassHire Metro North for funding from the Community Mitigation Fund in the amount of \$750,000 for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04. Commissioner Hill seconded the motion.

Roll call vote:

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 4-0.

b. [Municipal Block Grant Applications](#) (31:57)

i. Category 2 Communities

Chief Delaney stated that the Commission would review municipal block grants from the Category 2 communities that were located near the Plainridge Park Casino (PPC).

I. [Attleboro](#) (31:59)

Chief Delaney stated that the City of Attleboro requested \$49,900 out of their \$60,700 allocation to purchase two Speed Radar Traffic Trailers to help control speeds on Routes 1 and 1A, major routes leading to PPC. He stated that the Review Team agreed this directly mitigated the identified impacts of the casino, noting that this type of equipment purchase was consistent with previous CMF grants. *A summary of the Application from the City of Attleboro was included on page 15 of the Commissioners' packet.*

II. [Foxborough](#) (32:53)

Chief Delaney reported that the Town of Foxborough had requested \$399,300 with an original allocation of \$64,500 from the Fund. He stated that the request included a waiver for \$334,800, representing a 67% increase over the entire Category 2 region's \$500,000 allocation. The project would be a continuation of the Regional Destination Marketing Initiative, aiming to boost tourism and economic activity in Foxborough, Plainville, and Wrentham through a comprehensive marketing strategy, especially ahead of the 2026 FIFA World Cup. He noted that

while the project could proceed without the waiver at a reduced scope, the request aimed to expand the audience reach to additional markets, which the applicant felt was critical given the upcoming FIFA World Cup. *A summary of the Application from the Town of Foxborough was included on pages 16 -17 of the Commissioners' packet.*

III. [Mansfield](#) (35:36)

Chief Delaney stated that the Town of Mansfield had requested \$147,700, including a waiver for \$84,700 beyond their \$63,000 allocation. The request covered three public safety projects: a continuation of a Hotel Call Reduction project for supplemental police patrols, officer training initiatives, including de-escalation, human trafficking, money laundering, and the purchase of Automatic External Defibrillators (AEDs) for police cruisers. The town cited a \$2 million budget deficit as the reason for the waiver request, stating all proposed projects relied entirely on CMF support. Chief Delaney stated that the Review Team did determine that each individual project was eligible under CMF guidelines, and ultimately did recommend the projects. *A summary of the Application from the Town of Mansfield was included on pages 18-20 of the Commissioners' packet.*

IV. [North Attleboro](#) (37:20)

Chief Delaney stated that the Town of North Attleboro requested \$1,572,350, including a very large waiver of \$1,490,650 beyond their \$81,700 allocation. He stated that the request detailed two projects: Police Traffic Mitigation (purchase of license plate recognition cameras, radar speed signs, and police training) and a major transportation project for the reconstruction of the Route 152/Route 106 intersection in North Attleboro and Plainville. He stated that the latter project was a \$7.5 million project with \$3.9 million stemming from a MassWorks grant. Chief Delaney acknowledged that the waiver request was deemed "very significant" as it was nearly three times the entire \$500,000 earmarked for the Category 2 region and over 18 times North Attleboro's base grant. *A summary of North Attleboro's Application was included on pages 21-22 of the Commissioners' packet.*

Commissioner Brodeur voiced his support of the large transportation project, emphasizing that transportation was a major impact of gaming development and that this project would have a regional effect with significant local contribution. Chair Maynard thanked Commissioner Brodeur for sharing his sentiments.

V. [Plainville](#) (40:48)

Chief Delaney stated that Plainville was requesting \$153,300 with no waiver needed. He noted that \$21,400 of this request would be transferred to Foxborough for the Regional Destination Marketing Initiative. He summarized that Plainville's identified projects included contributions to the Regional Destination Marketing Initiative, Active Attack Integrated Response (AAIR/ALERT) Training and Equipment for police, fire, and EMS, a Distracted and Impaired Driving Safety Education Initiative, and the installation of License Plate Readers (LPRs). He noted that the Review Team agreed all projects were eligible and would help mitigate identified

impacts, noting consistency with previous CMF funding. *A summary of the Application from the Town of Plainville was included on pages 23-24 of the Commissioners' packet.*

VI. [Wrentham](#) (42:15)

Chief Delaney stated that the Town of Wrentham had requested \$155,200, including a waiver for \$78,400 beyond their \$76,800 allocation. *A summary of the Application from the Town of Wrentham was included on pages 25-26 of the Commissioners' packet.* He noted that the application included funding for the Regional Destination Marketing Initiative and a public safety request for two mobile license plate readers, two mini message boards, and police traffic enforcement on routes to PPC. He added that if the full waiver was granted, \$76,800 would be transferred to Foxborough for the Regional Destination Marketing Initiative.

ii. [Region B Communities](#) (43:28)

I. Agawam

Chief Delaney then presented the Region B Community Block Grant Applications to the Commission. Starting first with the town of Agawam, Chief Delaney reported that the Town was requesting a total \$785,465, including a waiver request for \$428,065 beyond their \$357,400 allocation. He explained that their request covered multiple public safety and transportation projects, including Aerial Truck Response Training (\$44,300), Elevator Rescue Operations Training (\$19,500), purchase of Flock Falcon license plate recognition (LPR) cameras (\$57,900), and Advanced Vehicle Extrication Equipment (\$118,200). He noted that a request for an EMS vehicle was also requested but that the Review Team was only recommending 25% of that funding due to quantifying a direct casino impact. The transportation project involved an additional \$55,800 for the reconstruction of the Suffield-Cooper-Rowley intersection. This was a continuation of a project previously funded by the CMF. Chief Delaney stated that the Review Team found all proposed projects eligible as directly mitigating identified impacts, noting that equipment purchases were consistent with previous CMF funding initiatives. *A summary of the Application from the Town of Agawam was included on pages 27-30 of the Commissioners' packet.*

II. [Chicopee](#) (47:04)

Chief Delaney reported that the City of Chicopee had requested \$341,100, which matched their allocation. He noted that no waiver was needed for this request. The projects identified by the city included the purchase and installation of surveillance cameras and LPRs for public safety (\$75,000), Phase 2 of the Chicopee Center Streetscapes project (\$183,700), and the operation and administration of their participation in the regional ValleyBike Bikeshare Program (\$82,400). *A summary of the Application from the City of Chicopee was included on pages 31-32 of the Commissioners' packet.* Chief Delaney noted that the Review Team agreed that these projects address the identified impacts of the gaming establishment and recommended full funding for this request.

III. [East Longmeadow](#) (48:30)

Moving onto the Town of East Longmeadow, Chief Delaney stated that the Town had requested \$350,300 against their allocation of \$352,000. Accordingly, no waiver was requested. He reported that projects within the request included a conceptual design of the Center Town District for Economic Development (\$22,000), Ambulance Equipment Improvement (hydraulic rescue tools) (\$74,600), Lifepak35 Cardiac Monitor/Defibrillators (\$129,300), a Lighted Mobile Sign Trailer (\$19,000), Traffic Cameras (\$22,200), and a Rotary Redesign Feasibility Study for the East Longmeadow Rotary (\$60,000). Chief Delaney explained that the Town also requested seven Radar Units; however, the Review Team recommended partial funding for six units (\$20,100), including replacement of outdated units for consistency purposes as there were only six vehicles to equip. *A summary of the Application from the Town of East Longmeadow was included on pages 33-36 of the Commissioners' packet.*

IV. [Hampden](#) (51:37)

Chief Delaney reported that the Town of Hampden was requesting \$75,000, matching their yearly allocation from the fund. Accordingly, no waiver was requested for this project. The requested funds would be utilized for creation of an Outdoor Marketing Plan to promote Hampden's outdoor spaces and amenities to attract visitors and support local businesses. Chief Delaney explained that the Town's project aimed to capitalize on Hampden's proximity to MGM Springfield by attracting visitors to local commerce to address both the positive and negative economic impacts of the casino. *A summary of the Application from the Town of Hampden was included on page 37 of the Commissioners' packet.*

V. [Longmeadow](#) (52:15)

Chief Delaney stated that the Town of Longmeadow had requested \$324,000 against an allocation of \$324,800. The Review Team initially recommended partial funding of \$216,000 because one project was deemed ineligible. Chief Delaney noted that the Review Team reached out to representatives from Longmeadow to see if they could replace the ineligible sidewalk project (\$108,000) with another eligible one before the Commission's vote. He stated that the Team anticipated receiving an update from the Town tomorrow (May 28, 2025) and proposed deferring the vote on this application to the June 17th meeting if possible. He stated that he would walk the commissioners through the proposed projects. Projects that were recommended by the Review team included Increased Rescue Capability initiatives (new emergency medical equipment for \$108,000) and a Traffic Camera Project (\$108,000). *A summary of the Application from the Town of Longmeadow was included on pages 38-39 of the Commissioners' packet.*

Commissioners offered their perspectives on allowing an applicant to submit new projects or correct an application after the posted deadline and the implications of whether it was in contradiction of the intended Guidelines for the fiscal year grant cycle. Commissioner Skinner expressed reservations about accepting new projects after the application deadline. She stated that she viewed it as a new application, rather than a modification, and that the Town should wait for a future funding cycle. She stated that acceptance of a new project after the official deadline could potentially establish a bad precedent or an unwieldy expectation for future funding cycles.

Chair Maynard stated that he supported deferring the vote on this request. He stated that he was interpreting the situation as a modification of an application that came in a timely fashion, which he believed was consistent with past practices.

Commissioner Hill stated that he agreed with deferring the vote to prevent Longmeadow from being zeroed out and voiced his support to allow the Town to have another opportunity to receive funds.

Ultimately the Commissioners reached consensus to defer a vote on this application until the June 17th meeting.

VI. [Northampton](#) (59:51)

Chief Delaney stated that the City of Northampton requested \$75,000, matching their fiscal year allocation. He stated that the funds would be used for a Digital Marketing Campaign to expand the city's reach and strengthen the local economy. Chief Delaney explained that the project aimed to help Northampton compete with MGM Springfield in the hospitality and entertainment industries by attracting visitors and countering reallocated spending and marketing disadvantages. He noted that the Review Team agreed this effort would help Northampton compete effectively and recommended the project. *A summary of the Application from the Town of Longmeadow was included on page 40 of the Commissioners' packet.*

VII. [West Springfield](#) (1:00:29)

Chief Delaney reported that the Town of West Springfield requested full funding of \$518,300, matching their fiscal year allocation. He stated that their projects included Wayfinding signage in Downtown West Springfield (\$99,600), Fire Training (\$15,000), Police, Fire/EMS, and Dispatch Support (\$250,000), Traffic Enforcement (\$33,000), and Bike Share Program Expansion (\$100,400). Chief Delaney offered an explanation that the funding for Police, Fire/EMS, and Dispatch Support was a continuation of funding based on a prior "one-year look back study," with the Review Team noting a 47% increase in calls at local hotels/motels as continuing evidence of impact.

Chief Delaney noted that an initial request from the Town for EMS Response Bicycles (\$6,500) was withdrawn, with funds reallocated to the Bike Share Expansion project. A Prisoner Transport Vehicle was also requested, but the Review Team recommended only 25% funding (up to \$20,300) due to limited direct casino impact data. Chief Delaney stated that the Town accepted that feedback and reallocated the remaining funds to the Bike Share program. *A summary of the Application from the Town of West Springfield was included on pages 41-44 of the Commissioners' packet.*

VIII. [Wilbraham](#) (1:07:13)

Chief Delaney stated that the final application to review at today's meeting would be from the Town of Wilbraham. He stated that the town was requesting \$517,000, including a waiver for \$203,200 beyond their fiscal year allocation of \$313,800. He stated that their project detailed reconstruction of Springfield Street/Stony Hill Road intersection. He explained that this project addressed increased traffic congestion, accidents, and vehicular/bicycle/pedestrian conflicts on a major route (Springfield Street/Route 20) leading to the casino. The Review Team determined the project was eligible and met the minimum traffic requirements.

Chief Delaney stated that the waiver the Town was requesting was deemed to meet the intent of funding significant projects that could not otherwise be fully funded under the town's annual CMF allocation, as the project was eligible for a \$517,000 subsidy under CMF guidelines, but the town's base allocation was only \$313,800. *A summary of the Application from the Town of West Springfield was included on pages 41-44 of the Commissioners' packet.*

c. [Commissioner Discussion](#) (1:08:56)

After Chief Delaney concluded his presentation of all the Community Mitigation Fund (CMF) applications, the Commissioners engaged in a broader discussion about the overall process, particularly concerning waivers, replacing ineligible projects, and the interpretation of grant guidelines.

Commissioner Hill began by commending the review team for their excellent work and comprehensive presentation. He stated that he agreed with the recommendations and the proposed waivers, indicating his readiness to proceed with the motions for approval of the Category 2 and Region B applications.

Commissioner Skinner also expressed her deep appreciation for the review team's diligent work in reviewing all applications but reiterated her concern regarding the practice of allowing communities to submit new projects or replace ineligible ones after the initial application deadline, and after the review committee had already made its recommendations. She additionally raised concerns regarding the requirement in the guidelines that funds are to supplement, not supplant, existing funding initiatives. She expressed concern that some waivers, especially those requested due to budget deficits, could be seen as supplanting rather than supplementing. She noted it may also be setting aside the intention of the Guidelines. Commissioner Skinner emphasized the importance of explicit discussion and consistent application of guidelines, suggesting that if a "liberal interpretation" was intended, it should be formally stated, and discussed comprehensively by the Commission, rather than being an incidental outcome of application reviews. She worried that the failure to do so could threaten the credibility of the Commission. She concluded by affirming her support for funding communities and worthy projects but stressed the Commission's responsibility for diligence and consistency.

Chair Maynard thanked Commissioner Skinner for her statements. He reiterated the Commission's broad statutory discretion to expend monies in the fund to assist the host community and surrounding communities. He emphasized the need to get the money to communities, especially given the current financial climate, and expressed a desire to re-evaluate

how grants are structured in the future if the funding was restored to the Community Mitigation Fund. He stated that he interpreted today's discussion as a public conversation about how commissioners interpret the guidelines.

Commissioner Hill reiterated that, in his view, the Commission was not "setting aside guidelines" but rather operating within the rules they had already voted on, including the waiver process. He also confirmed that allowing towns to substitute projects during the review process has been consistent with past practices during his tenure on the Review Committee.

Commissioner Brodeur stated that as a newer member of the Commission, without prior experience in structuring the Guidelines, he focused on identifying a value proposition for each request. He asserted that the block grant structure, caps, and waivers were Commission-created and thus offered flexibility. He voiced his support for granting waivers if the value was present for the investment. Commissioner Brodeur also distinguished between simply filling budget gaps and addressing legitimate casino impacts that might require new funding due to changed financial circumstances.

Chief Delaney offered clarification surrounding the process for replacing or modifying projects. He explained that in previous years, the Review Team would inform communities if a project was unlikely to be recommended, and those communities would then proactively suggest replacements. This year, the team made a more concerted effort to actively work with communities to cure those problems to ensure more money was disbursed, given the current financial climate.

Commissioner Skinner differentiated the current approach in procedure by noting that this year, the Review Committee had explicitly told a community a project was not going to be recommended and to submit an alternative project after the Committee had already finalized its comprehensive recommendations for the Commission. She stated that she welcomed further discussion with Chief Delaney to understand the process, but from her viewpoint, there was a different approach being taken here than in years prior.

After concluding discussions, Commissioner Hill stated that this had been a very fruitful conversation and looked forward to continuing discussions in the future. He then stated he was ready to make a motion regarding the requests discussed previously in the meeting. The Chair stated he was ready to accept a motion.

Commissioner Hill moved that the Commission approve the following Municipal Block Grant Applications for funding from the Community Mitigation Fund for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04:

- City of Attleboro in the amount of \$49,900;
- Town of Plainville in the amount of \$153,300, of which \$21,400 will be transferred to the Town of Foxborough;

- City of Chicopee in the amount of \$341,100;
- Town of Hampden in the amount \$75,000;
- City of Northampton in the amount of \$75,000; and
- Town of West Springfield in the amount of \$518,300.

Commissioner Skinner seconded the motion.

Roll call vote:

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 4-0.

Commissioner Hill moved that the Commission approve the Municipal Block Grant Application from the Town of Foxborough for funding from the Community Mitigation Fund in the amount of \$399,300, including the amount of their waiver request, for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04.

Commissioner Hill further moved that the Commission approve the Municipal Block Grant Application from the Town of Mansfield for funding from the Community Mitigation Fund in the amount of \$147,700, including the amount of their waiver request, for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04.

Commissioner Hill further moved that the Commission approve the Municipal Block Grant Application from the Town of North Attleboro for funding from the Community Mitigation Fund in the amount of \$1,572,350, including the amount of their waiver request, for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04.

Commissioner Hill further moved that the Commission approve the Municipal Block Grant Application from the Town of Wrentham for funding from the Community Mitigation Fund in the amount of \$155,200, including the amount of their waiver request and of which \$76,800 will be transferred to the Town of Foxborough, for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04.

Commissioner Hill further moved that the Commission approve the Municipal Block Grant Application from the Town of Wilbraham for funding from the Community Mitigation Fund in the amount of \$517,000, including the amount of their waiver request, for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04. Commissioner Brodeur seconded the motions.

Roll call vote:

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motions passed unanimously, 4-0.

Commissioner Skinner moved that the Commission approve in part the following Municipal Block Grant Applications for funding from the Community Mitigation Fund for the purposes described in the submitted applications and materials included in the Commissioners' Packet and for the reasons described therein and as discussed here today; and further, that Commission staff be authorized to execute all necessary grant instruments commemorating these awards in accordance with 205 CMR 153.04:

- Town of Agawam in the amount of \$321,500; and
- Town of East Longmeadow in the amount of \$347,200.

Commissioner Brodeur seconded the motion.

Roll call vote:

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 4-0.

Chief Delaney offered his thanks to Mary Thurlow and Lily Wallace who were instrumental in preparing and evaluating the applications received this year. The Commissioners thanked staff, and each expressed their firm support for supporting the communities within the Commonwealth. The Chair thanked the commissioners for their contributions and praised them for their engagement on this very important issue.

3. Commissioner Updates

No Commissioner Updates were noted.

4. [Other Business](#) (1:54:08)

No other business was brought forward at this meeting.

Commissioner Brodeur moved to adjourn. Commissioner Skinner seconded the motion.

Roll call vote:

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Brodeur: Aye.

Chair Maynard: Aye.

The motion passed unanimously, 4-0. Meeting Adjourned.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#), dated May 22, 2025
2. [Commissioners' Packet](#) from the May 27, 2025 meeting (posted on massgaming.com)



TO: Chair Jordan Maynard
Commissioner Paul Brodeur
Commissioner Brad Hill
Commissioner Eileen O'Brien
Commissioner Nakisha Skinner

FROM: Dean Serpa, Executive Director

DATE: July 1, 2025

RE: Vacancy, Chief Information Officer (CIO)
Vacancy, General Counsel

BACKGROUND

The Agency is currently working to fill the recently vacated positions of **Chief Information Officer** and **General Counsel**.

Both positions, when filled, would be designated as a major policymaking position for the purposes of filing the Commonwealth's annual Statement of Financial Interest (SFI), and thus subject to the MGC Hiring Policy 1.03.01.

The position title Chief Information Officer (CIO) would be a Grade 8 position within the MGC Position Chart.

The position title General Counsel would be a Grade 8 position within the MGC Position Chart.



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HUMAN RESOURCES POLICY 1.03.01 Background:

Agency HR policy 1.03.01 – Hiring Authority was adopted by the Commission on January 22, 2022.

The policy states “if there is a vacancy in a position that has been designated as a major policymaking position, or other reason why a need arises to fill such a position, the Commission shall determine its level of involvement in the hiring process.

Such involvement may include, but not be limited to:

- a) the Chair’s designation of one or two commissioners to participate in the hiring process;
- b) notification and/or review of the job posting;
- c) implementation of notification requirements at key points of the hiring process;
- d) and/or delegation of the hiring process to the executive director under any conditions set by the Commission;”

Today’s discussion is to determine to what extent the Commission chooses to “determine its level of involvement” as allowed by policy for both the of **Chief Information Officer** and **General Counsel** positions.

Attached please find the full HR Policy 1.03.01- Hiring Authority, a full list of current Agency positions subject to HR 1.03.01, and the current job description for the **Chief Information Officer** and **General Counsel** positions.

END



Massachusetts Gaming Commission



1.03.01 Hiring Authority

Introduction

This policy relative to hiring authority is intended to be read in conjunction with section 1.03: *Hiring* of the Commission's Human Resources Policy Manual and intended to clarify the authority of the Executive Director to make certain hiring decisions. This policy shall also be read in harmony with the statutory hiring provisions contained in G.L. c. 23K, and not interpreted so as to create a conflict therewith. To the extent any conflict does arise, the relevant statutory provision shall govern.

Statutory authority

The hiring authority granted the Commission, and the executive director is described in G.L. c. 23K, § 3 and § 4. The following provisions relate to hiring authority:

- "The commission shall have all powers necessary or convenient to carry out and effectuate its purposes, including but not limited to, the power to appoint officers and hire employees." G.L. c. 23K, § 4(1)
- "The commission shall appoint an executive director. The executive director shall serve at the pleasure of the commission" G.L. c. 23K, § 3(i).
- "The executive director shall appoint and employ a chief financial and accounting officer and may, *subject to the approval of the commission*, employ other employees, consultants, agents and advisors, including legal counsel," G.L. c. 23K, § 3(i) (emphasis added).
- "The executive director may, from time to time and *subject to the approval of the commission*, establish within the commission such administrative units as may be necessary for the efficient and economical administration of the commission and, when necessary for such purpose, may abolish any such administrative unit or may merge any 2 or more units." G.L. c. 23K, § 3(j) (emphasis added).
- "The executive director may appoint such persons as the executive director shall consider necessary to perform the functions of the commission;" G.L. c. 23K, § 3(k).



Massachusetts Gaming Commission

Human Resources HR Policy 1.03.01 Continued:

Policy Statement

The Commission recognizes its authority to appoint officers and hire employees under Section 4 of Chapter 23K to carry out and effectuate its purposes. However, the Commission seeks to achieve efficiencies and grant the executive director proper authority to best advance the interests and operations of the Massachusetts Gaming Commission (the “MGC”).

Process

According to Section 3, the Commission has exclusive authority to appoint the executive director. Similarly, according to Section 3, the executive director has the exclusive authority to appoint the chief financial and accounting officer (“CFAO”). The employment of every other employee, consultant, agent, and advisor of the Commission is subject to the approval of the Commission. To create operational efficiencies, the Commission grants the executive director, subject to the conditions herein, the authority to appoint all MGC employees without such Commission approval, except those employees designated as holding a *“major policymaking position.”*

The term ‘major policymaking position’ is defined in G.L. c. 268B, § 1 as: the executive or administrative head of a governmental body, all members of the judiciary, any person whose salary equals or exceeds that of a state employee classified in step 1 of job group XXV of the general salary schedule contained in section 46 of chapter 30 and who reports directly to said executive or administrative head, the head of each division, bureau or other major administrative unit within such governmental body and persons exercising similar authority.

If there is a vacancy in a position that has been designated as a major policymaking position, or other reason why a need arises to fill such a position, the Commission shall determine its level of involvement in the hiring process. Such involvement may include, but not be limited to, the Chair’s designation of one or two commissioners to participate in the hiring process, notification and/or review of the job posting, implementation of notification requirements at key points of the hiring process, and/or delegation of the hiring process to the executive director under any conditions set by the Commission.

All employees, consultants, agents, and advisors of the Commission, other than the executive director and CFAO, who are not designated as holding a major policymaking position may be appointed at the sole discretion of the executive director that is consistent with MGC policies and regulations and all applicable law and the approved number of available positions determined by the Commission through the annual budget process or a supplemental public meeting.

Nothing in this policy waives the Commission’s authority to be involved in any particular hiring process, should it so choose.



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Positions identified as holding a “major policymaking position” subject to HR Policy 01.03.01:
[As of 02-01-2025]

Executive Director
Director, Investigations and Enforcement Bureau
Chief Information Officer
Chief Legal Counsel
Director, Research and Responsible Gaming
Director of Racing
Chief Enforcement Counsel
Chief of the Gaming Agents Division
Chief People and Diversity Officer
Division Chief, Communications
Division Chief, Community Affairs
Division Chief, Human Resources
Division Chief, IEB Financial Investigations
Division Chief, Licensing Division
Division Chief, Sports Wagering Division

MGC Position that file Statement of Financial Interest (SFI) [holding a major policymaking position] not subject to HR 01.03.01 due to statutory exemption:

Chief Finance and Accounting Officer



Massachusetts Gaming Commission



Massachusetts Gaming Commission

Chief Information Officer (CIO)

Massachusetts Gaming Commission (MGC)

Location: Boston, MA (Hybrid/On-site)

Reports to: Executive Director

Classification: Full-Time / Senior Management

Position Level: Grade 8

Position Summary

The Massachusetts Gaming Commission (MGC) is seeking an experienced and forward-thinking Chief Information Officer (CIO) to lead its information technology and security strategy and operations. Reporting to the Executive Director, the CIO is responsible for developing and implementing MGC's comprehensive technology plan, which supports daily agency operations, enhances regulatory compliance, ensures data integrity and protection and fosters innovation in a dynamic gaming, sports wagering and racing environment.

The CIO will oversee infrastructure across multiple sites, manage IT and technical compliance personnel, and serve as the agency's primary point of contact for technology issues involving licensees and vendors.

The CIO is responsible for Agency systems that support licensing, compliance monitoring, enforcement, data analytics, and public transparency for casino, sports wagering and racing operations.

A critical aspect of this role includes providing leadership and oversight for the Gaming Technical Compliance (GTC) function—ensuring that all gaming, sports wagering, and racing systems comply with the technical regulations and standards adopted by the Commission.

A successful candidate will build and lead a high-performing IT team and foster a collaborative culture that emphasizes innovation, accountability, and continuous improvement.



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Key Duties and Responsibilities

- Plan, organize, direct, and evaluate the MGC's IT functions and resources. Lead cross-functional IT projects, including modernization of legacy systems and adoption of advanced analytics tools to improve regulatory oversight.
- Oversee selection and management of IT vendors, consultants, and service providers. Negotiate and manage technology contracts to ensure value, compliance, and quality.
- Ensure the security, reliability, and regular backup of MGC data systems, with periodic testing of continuity and recovery plans.
- Establish and maintain robust cybersecurity and information technology policies, protocols, and incident response plans. Ensure compliance with state and federal IT security regulations and standards.
- Support and manage key agency systems such as the Central Monitoring System, Licensing Management System, Voluntary Self-Exclusion Database and various compliance tracking tools.
- Liaise with the Executive Office of Technology Services and Security and other state agencies, regulated entities, law enforcement, and external partners to ensure effective integration and compliance with technology systems.
- Establish and maintain productive relationships with gaming, sports wagering and racing licensees, vendors, and technology suppliers.
- Occasional out-of-state travel is necessary to attend industry conferences to keep current on gaming regulatory requirements.
- Lead the Gaming Technical Compliance (GTC) function and provide supervision, guidance, and support to the GTC Manager.
- Oversee the evaluation and certification of GTC software, hardware, gaming devices, and sports wagering technology to ensure compliance with MGC regulations and technical standards.
- Collaborate with other Commission divisions to ensure technical compliance by Licensees with all statutory and regulatory requirements.
- Establish and maintain strong relationships with independent testing laboratories to facilitate GTC testing, certification, and auditing processes.
- Ensure timely review and approval of changes, updates, or revocations of certified gaming and wagering technologies.



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- Provide oversight of the Commission's selected vendor for the Central Monitoring System, ensuring effective performance and regulatory integrity.
 - Collaborate with licensees to draft, update, or amend technical regulations and policies related to casino gaming, sports wagering, and horse racing in the Commonwealth.
 - Build and manage annual department budget and future fiscal year projected budgets.
 - Provide accurate and timely communication and consultation with the Executive Director and Commission on technology needs, risks, emerging technologies, vendor proposals, and communicate that information day-to-day and at public meetings.
 - Keep abreast of national and international trends in gaming technologies, including AI, cybersecurity threats, mobile gaming, and payment platforms.
-

Management Skills

- Demonstrated ability to lead diverse teams and foster a collaborative and innovative work environment.
 - Strong verbal and written communication skills with the ability to engage with internal and external stakeholders.
 - Proven ability to manage complex IT systems while prioritizing customer service and regulatory compliance.
 - Commitment to integrity, transparency, and public service.
 - Ability to work in a highly regulated, multi-stakeholder environment and to contribute meaningfully to an agency-wide risk and compliance culture.
-

Experience, Education and Training

- Bachelor's degree in Information Technology, Information Systems, Business Administration, Engineering or a related field.
- Minimum of 8 years of progressively responsible IT leadership experience, including 3+ years in a senior executive or CIO role.



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- At least four (4) years of experience managing complex IT systems within a medium to large organization or government agency.
- Experience in gaming, financial services, or another regulated industry strongly preferred. Strong understanding of regulatory environments.
- An advanced degree (e.g., MS, MBA, MPA) is preferred.
- Demonstrated experience managing enterprise IT systems, cybersecurity programs, and vendor contracts.
- Strong knowledge of cybersecurity practices, enterprise systems, and IT project management.
- Experience with technical certification processes, systems testing, and compliance frameworks.
- Experience working in a cloud environment.

Preferred:

- Experience in state or federal government operations, knowledge of Massachusetts open meeting and public records laws.
- Familiarity with gaming technology systems and compliance platforms.
- Knowledge of Massachusetts state IT regulations, data privacy laws, and cybersecurity frameworks (e.g., NIST, CIS).

END



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General Counsel

Massachusetts Gaming Commission (MGC)

Location: Boston, MA (Hybrid/On-site)

Reports to: Executive Director

Classification: Full-Time / Senior Management

Position Level: Grade 8

Position Summary

The General Counsel is a senior level manager within the Massachusetts Gaming Commission. This position oversees the legal department and provides direction and counsel on all legal matters related to the oversight, regulation and administration of casino gaming, sports wagering, horse racing, parimutuel and other related activities of the Commission.

The General Counsel advises the development of Commission policy initiatives as well as provides guidance for legal issues that arise daily and require technical and accurate, research analysis and expedient response. The General Counsel provides legal expertise in the development and implementation of new and existing regulations and policies pertaining to gaming licenses, regulating casinos and sports wagering initiatives. The General Counsel is responsible for the ongoing development and management of the Commission's legal team ensuring its commitment to providing sound, thoughtful, and ethical legal advice.



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Key Duties and Responsibilities:

- Advise the Commission in ensuring legal compliance with all state laws and regulations, specifically MGL chapter 23K (casino gaming), chapter 23N (sports wagering) chapter 128A (horse racing), and 205 CMR (the Commission's regulations), as well as open meeting laws; state conflict of interest and ethics laws; procurement rules and regulations; legislative process, state finance law and agency policies, and human resources.
- Establish, manage and oversee strategic and operational plans for the legal department to support the Commission's existing and expanding activities, and develop and manage systems for ensuring compliance with the Commission's statutory reporting requirements.
- Direct and oversee the delivery and management of all legal services, including analyzing laws, rules, regulations and existing and proposed legislation affecting the Commission relative to the Gaming, Sports Wagering and Racing industries; drafting and promulgating Commission regulations related to gaming, sports wagering, and racing; managing the Commission's adjudicatory hearing and public records programs; managing and consulting with private and public sector legal entities within and outside the Commonwealth who provide legal services for the Commission; and reviewing all significant transactions and contracts for compliance with Federal, State and Municipal laws and regulations.
- Manage and advise on litigation impacting the Commission in any venue, including administrative matters such as workers compensation, unemployment compensation and matters before the MCAD. This includes management of outside counsel as needed.
- Direct the development of budgets and prioritize expenditures for the delivery of legal services to the Commission, including internal staffing and outside counsel costs.
- Provide legal expertise and guidance concerning bargaining unit contracts, employee relations, progressive discipline and other personnel matters which may arise.
- Advise the Commission in interacting with other Commissions, agencies, and departments to coordinate common legal agreements, memoranda of understanding, interagency agreements, grants, commonwealth information statements and other common operating rules or practices.
- Advise the Commission on ethics compliance and assist in preparing and filing necessary disclosures.
- Advise the Commission on the evolving landscape of gaming, sports wagering, and horse racing laws both globally and domestically.



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Management Skills:

- Demonstrated ability to lead diverse teams and foster a collaborative and innovative work environment.
 - Strong verbal and written communication skills with the ability to engage with internal and external stakeholders.
 - Experience with and knowledge of administrative law, Massachusetts government/legislative process and investigations and litigation. Gaming industry experience a plus.
 - Demonstrated capacity for sound legal analysis, legal reasoning, problem solving, and legal research skills.
 - Ability to work in a highly regulated, multi-stakeholder environment and to contribute meaningfully to an agency-wide risk and compliance culture.
 - Experience with managing legal teams, developing and mentoring staff and providing direction to achieve organizational goals.
 - Commitment to integrity, transparency, and public service.
-

Experience and Education:

- A Juris Doctor Degree from an accredited law school and a current license to practice law in Massachusetts.
- At least ten years legal experience; in a regulatory, government, corporate legal department, or at a governmental agency.
- A minimum of five years of management experience is preferred.

END



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TO: Chair Jordan Maynard
Commissioner Eileen O'Brien
Commissioner Brad Hill
Commissioner Nakisha Skinner
Commissioner Paul Brodeur

FROM: Justin Stempeck, Interim General Counsel
Alex Lightbown, Director of Racing

DATE: June 24, 2025

RE: Massasoit Greyhound Association, Inc. Request for ADW Approval

On June 16, 2025, the Massasoit Greyhound Association, Inc. ("MGA"), filed a written request to the Commission requesting approval of Churchill Downs Technology Initiatives Company ("CDTIC") as an advance deposit wagering ("ADW") provider.

Advance deposit wagering is governed primarily by **G.L. c. 128A, § 5C**. This section provides:

each person licensed to conduct a running horse, harness horse or dog racing meeting . . . may establish and maintain betting accounts with individuals for use in connection with account wagering on races offered by the licensee, as the licensee is otherwise authorized to accept in accordance with this chapter and chapter 128C, including those fees, payments, commissions and premiums.

The statute clarifies that "account wagering" means

a form of pari-mutuel wagering in which an individual may deposit money to an account established through an agreement with a person licensed to conduct a running horse, harness horse or dog racing meeting and use the account balance to make and pay for wagers by the holder of the account which wagers may be made in person, by direct telephone call or by communication through other electronic media by the holder of the account to the licensee.

The details and potential limitations surrounding the MGA's simulcasting rights are set forth in **G.L. c. 128C, § 2(2)**:

The greyhound dog racing meeting licensee located in Bristol county shall have the right to simulcast at any location in Bristol county approved by the commission: (a) unlimited greyhound dog racing; (b) on any day of the calendar year, **unlimited running horse racing from and after 6:00 p.m.**, plus the entire racing cards from any 2 running horse racing meetings in the state of California; and simulcasts of the Suffolk county running horse racing meeting



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licensee's live races during its racing season and 2 so-called companion cards; and 6 interstate running horse simulcasts **prior to 4:00 p.m.** on any day the Suffolk county running horse racing meeting licensee does not conduct live races; and (c) a total of 4 harness horse racing performances on any day of the calendar year, provided, further, that the licensee shall (i) simulcast in a fair and equal manner the racing card from the harness horse racing meeting licensee located in Norfolk county and pay therefor at the rate of 11 per cent and (ii) simulcast a minimum of 3 interstate harness horse racing cards, if available, and pay to the harness horse racing meeting licensee located in Norfolk county a 3 per cent premium with respect to any interstate harness horse simulcasts received, over and above the cost of obtaining such simulcasts. (emphasis added)

G.L. c. 128C, § 2(5) goes on to explain that

All premiums received by a running horse racing meeting licensee, harness horse racing meeting licensee or greyhound racing meeting licensee pursuant to this section shall be paid into the purse accounts of the horsemen or dogmen, respectively, at the race track licensee where the premiums were received and paid to the horsemen or dogmen as purses or, with the approval of the appropriate horsemen's association representing the horse owners racing at that meeting, used for payment of administrative and horseracing operations; provided, however, that the premiums shall be in addition to all other amounts required to be paid into purses in accordance with chapter 128A and chapter 128C.

It is worth noting that there are no active horsemen or dogmen associated with the MGA at this time, thus no funds would flow to any purse accounts under this proposed change.

The Commission's regulations also address account wagering at 205 CMR 6.20, stating:

Associations may, either directly or through a service provider authorized and licensed by the Commission, offer a system of account wagering to its patrons whereby wagers are debited and payoffs credited to a sum of money, deposited in an account by the patron that is held by the association. The association shall notify the patron, at the time of opening the account, of any rules the association has made concerning deposits, withdrawals, average daily balance, user fees, interest payments and any other aspect of the operation of the account. The association shall notify the patron whenever the rules governing the account are changed, such notification occurring before the new rules are applied to the account and including the opportunity for the patron to close or cash-in the account. The patron shall be deemed to have accepted the rules of account operation upon opening or not closing the account. **The association shall annually request authorization from the Commission before a system of account wagering is offered.** Included in the associations' request shall be information related to any planned, non-monetary, incentive programs and account security plans. If a service provider is used, copies of any and all agreements between the service provider and the association regarding the services to be provided by the service provider to the association in respect to the association's account wagering operations will be given to the Commission. (emphasis added)



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June 16, 2025

Dr. Alexandra Lightbown
Director of Racing
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

RE: Massasoit Greyhound Association, Inc. Request for ADW Approval

Dear Dr. Lightbown:

In accordance with 205 CMR 6.20, Massasoit Greyhound Association, Inc. ("MGA") requests approval, by the Massachusetts Gaming Commission, to include Churchill Downs Technology Initiatives Company ("CDTIC" and its platforms known as TwinSpires and DK Horse) as an Advance Deposit Wagering (ADW) provider, beginning June 24, 2025 through December 31, 2025. This vendor has been previously approved, by the Commission. Although MGA and CDTIC have entered into an agreement, CDTIC accepts interstate horserace wagers pursuant to the federal Interstate Horseracing Act. MGA's agreement with CDTIC is to operate as an ADW provider, for parimutuel wagering only.

If you require any further information, please do not hesitate to contact me.

Sincerely,

Susan Rodrigues
Vice President of Operations
Massasoit Greyhound Association, Inc. d/b/a Raynham Park

1958 Broadway, P.O. Box 172, Raynham, MA 02767 ■ Website: raynhampark.com

Phone: (508) 824-4071 ■ Fax : (508) 821-3239



June 27, 2025

PRIVILEGED AND CONFIDENTIAL

VIA E-MAIL

Jusitn Stempeck, Interim General Counsel
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110
justin.stempeck@massgaming.gov

Re: Account Wagering Agreement between Massasoit Greyhound Association, Inc.
and Churchill Downs Technology Initiatives Company

Dear Mr. Stempeck:

On behalf of Churchill Downs Technology Initiatives Company (“CDTIC”) and with the approval of Massasoit Greyhound Association, Inc. (“MGA”), I write to respond to your June 23, 2025, email inquiry pertaining to the proposed account wagering agreement between CDTIC and MGA (“the Commission would appreciate submissions explaining your position with respect to the limitations surrounding simulcasting recited in G.L. c. 128C, section 2”).

Background on Account Wagering Pursuant to the Interstate Horseracing Act

As an initial matter and prior to responding to the Commission’s inquiry, CDTIC operates an advance deposit wagering (“ADW”) platform pursuant to a multi-jurisdictional simulcasting and interactive wagering hub license issued by the Oregon Racing Commission (“ORC”), which permits CDTIC to accept wagers placed by residents of multiple jurisdictions at its Oregon hub.

Pursuant to the federal Interstate Horseracing Act, 15 U.S.C. § 3001 *et seq.* (“IHA”), CDTIC can accept wagers from residents of one state on horseracing occurring in another state (“interstate wagers”) provided it obtains the consent of (1) the entity that “conducts the horserace[s]” (i.e., the out-of-state track where the race will be run); (2) the state that “host[s]” the horserace (i.e., the state in which the track is located); and (3) the agency “with jurisdiction to regulate off-track betting” in the state where the wager is accepted (i.e., the state agency that licenses the wagering system to accept interstate wagers—in CDTIC’s case, ORC). *See* 15 U.S.C. §§ 3002(9)-(11), 3004(a); *see also Sterling Suffolk Racecourse Ltd. P’ship v. Burrillville Racing Ass’n, Inc.*, 989 F.2d 1266, 1270 (1st Cir. 1993) (noting that the IHA alone establishes “the absolute condition precedent to off-track wagering across state lines”).

In other words, at least for the purpose of wagers by Massachusetts residents on racing taking place outside Massachusetts, CDTIC's compliance alone with the IHA is sufficient, and not only is approval from the Commission not required; the IHA preempts anyone other than the three groups identified in the preceding paragraph from imposing additional prerequisites on the acceptance of interstate horserace wagers. *See Churchill Downs Technology Initiatives Co. v. Michigan Gaming Control Board*, No. 1:25-CV-47, 2025 WL 539972 (W.D. Mich. Feb. 19, 2025).

Despite the above background, both in order to accept *intrastate* horserace wagers and to work collaboratively with state gaming regulators, CDTIC elects to adhere to state-specific requirements in several jurisdictions, even where such requirements may be preempted by the IHA. This includes Massachusetts, where CDTIC has for many years operated under an agreement with Suffolk Downs, and where it has now entered into an agreement with MGA. Thus, while as discussed below the agreement between CDTIC and MGA should be approved, and CDTIC is therefore not asking that the Commission agree with or accept its position in regard to its ability to accept interstate wagers pursuant to the IHA at its Oregon hub, CDTIC reserves all rights to assert its rights under the IHA, should it be appropriate to do so in the future.

Response to the Commission's Inquiry

The Commission has asked whether any "limitations surrounding simulcasting recited in G.L. c. 128C, section 2" are relevant to the agreement between CDTIC and MGA. For several reasons, we submit that no such limitations are relevant.

Initially, we note that it is not G.L. c. 128C, section 2 which authorizes account wagering in the Commonwealth. Rather, that authorization is found in G.L. c. 128A, section 5C, which states that racing licensees "may establish and maintain betting accounts with individuals for use in connection with account wagering on races offered by the licensee, as the licensee is otherwise authorized to accept in accordance with this chapter and chapter 128C, including those fees, payments, commissions and premiums." Section 5C states that racing licensees may "accept and maintain betting accounts directly, or through an agreement with an authorized and licensed service provider." There is no distinction in Section 5C or elsewhere in Massachusetts law between the authorization to conduct account wagering directly as opposed to via a "service provider" such as CDTIC.

We acknowledge that the text of Section 5C of chapter 128A contains the text "as the licensee is otherwise authorized to accept in accordance with this chapter and chapter 128C," and we assume that text forms the basis of the Commission's June 23 inquiry.¹ For several reasons, however, that text cannot be read to place any restrictions on the account wagering CDTIC intends to offer pursuant to its new agreement with MGC.

¹ To be clear, however, CDTIC and MGA are cognizant of the restriction in G.L. c. 128C, section 9 on the acceptance of wagers on greyhound racing. CDTIC does not currently accept wagers on greyhound racing from Massachusetts residents, and it would not do so pursuant to its agreement with MGA.

Any Limitations on Simulcasting Do Not Apply to Account Wagering

First, although G.L. c. 128C, section 2 places certain limitations surrounding “simulcasting,” those limitations do not extend to the “account wagering” authorized by G.L. c. 128A, section 5C. The relevant definitions of “simulcast” and “simulcast wager,” found in G.L. c. 128C, section 1, are as follows:

“Simulcast,” the broadcast, transmission, receipt or exhibition, by any medium or manner, of a live race, including but not limited to, a system, network, or programmer which transmits, or receives, television or radio signals by wire, satellite, or otherwise.

“Simulcast wager”, a wager taken at a guest track on a race conducted live at another track, whether inside or outside the commonwealth.

By contrast, G.L. c. 128A, section 5C defines “account wagering” as

a form of pari-mutuel wagering in which an individual may deposit money to an account established through an agreement with a person licensed to conduct a running horse, harness horse or dog racing meeting and use the account balance to make and pay for wagers by the holder of the account which wagers may be made in person, by direct telephone call or by communication through other electronic media by the holder of the account to the licensee.

Although G.L. c. 128C, section 2 places certain restrictions on “simulcasting,” no simulcasting is required in order for an account wager to be taken pursuant to the definition of “account wagering.” In other words, “simulcasting” focuses on the broadcast of a race, whereas “account wagering” refers to how wagers are made on racing, with no reference to simulcasting or any restrictions thereon. The definition of “simulcast wager” makes this even more clear, as it clarifies that such wagers are limited solely to “wager[s] taken at a guest track,” as opposed to via the other means by which account wagers can be taken. Simply put, the relevant definitions make clear that an account wager is not a simulcast wager and not subject to any statutory restrictions on simulcasting.²

The explanatory text in G.L. c. 128A, section 5C makes this even more clear, as it contains no indication that account wagers are to be construed as simulcast wagers and, rather, focuses on the need for account wagers to comply with any “fees, payments, commissions, and premiums” set forth in G.L. c. 128A, section 5C (stating that licensees “may establish and maintain betting accounts with individuals for use in connection with account wagering on races offered by the licensee, as the licensee is otherwise authorized to accept in accordance with this

² This is reinforced by the language of G.L. c. 128C, section 9, which states that licensees that racing meeting licenses shall not “simulcast **or** accept a wager” on greyhound dog racing. If “simulcast” referred to the acceptance wagers by means such as account wagering, there would be no need for the statute to contain the “or accept a wager” text.

chapter and chapter 128C, **including those fees, payments, commissions and premiums**") (emphasis added).

In short, any limitations on simulcasting in G.L. c. 128C, section 2 do not apply to account wagering, and the references to chapter 128C in G.L. c. 128A, section 5C solely exists to clarify that account wagering is subject to the various payments to which wagering authorized by chapter 128C are subject.

The Commission's Current and Historical Treatment of Account Wagering Reinforce that Limitations on Simulcasting Do Not Apply to Account Wagering

Next, although, as discussed in the preceding subsection, the relevant text of the statutes makes clear that any limitations on simulcasting in G.L. c. 128C, section 2 do not apply to the account wagering permitted by G.L. c. 128A, section 5C, this is reinforced by the Commission's actual current approach to account wagering. Although this approach is consistent as it pertains to all racing licensees, one need look no further than the Commission's current and historical authorization to MGA to conduct account wagering.

Namely, MGA is currently authorized to conduct wagering through Dial2Bet. Indeed, the Commission approved of MGA's "long-standing account wagering provider, Dial2Bet" by way of a unanimous vote on December 16, 2024.³ In fact, in Director of Racing Lightbown's letter presenting Dial2Bet to the Commission for consideration, it was noted that MGA's affiliation with Dial2Bet, for which MGA contracts with US Off-Track, L.L.C., has "been in place for approximately 20 years."⁴ The only restriction imposed on Dial2Bet has been the requirement to discontinue the acceptance of wagers on greyhound racing after July 31, 2023, pursuant to G.L. c. 128C, section 9.⁵ The Commission's consistent authorization of account wagering by Dial2Bet pursuant to a contract with MGA is a practical example of how any limitations on simulcasting in G.L. c. 128C, section 2 cannot possibly apply to account wagering. Thus, because there is no legal distinction to be made between the account wagering offered by

³ See Massachusetts Gaming Commission, Meeting Minutes, Dec. 16, 2024, at 11, *available at* <https://massgaming.com/wp-content/uploads/Meeting-Minutes-12.16.24-OPEN.pdf>. Please note that the Commission considered the approval of Dial2Bet as MGC's account wagering provider as a separate agenda item from its approval of MGC's simulcast import locations, further reinforcing the distinctiveness of account wagering from simulcast wagering. *See id.*

⁴ See Massachusetts Gaming Commission, Notice of Meeting and Agenda, Dec. 16, 2024, at page 102 of PDF packet, *available at* <https://massgaming.com/wp-content/uploads/Meeting-Materials-12.16.24-OPEN.pdf>; *see also*, e.g., Massachusetts Gaming Commission, Meeting Minutes, December 14, 2023, at 15-16 (pages 28-29 of PDF packet), *available at* <https://massgaming.com/wp-content/uploads/Meeting-Materials-01.09.25-OPEN.pdf> (unanimous approval of Dial2Bet for calendar year 2024).

⁵ Massachusetts Gaming Commission, Meeting Minutes, December 9, 2022, at 8-9, *available at* <https://massgaming.com/wp-content/uploads/Meeting-Minutes-12.9.22-OPEN.pdf> (unanimous approval of Dial2Bet for calendar year 2024, with note that MGA has been "using these services since account wagering entered the Commonwealth around 2001," and solely limiting Dial2Bet's authorization to the requirement to discontinue wagering on greyhound racing after July 31, 2023).

Dial2Bet and the account wagering offered by CDTIC, the agreement between MGA and CDTIC should be approved.

Further, just as G.L. c. 128C, section 2 contains limitations on simulcasting by dog racing meeting licensees, that same statute contains limitations on simulcasting by the harness horse racing meeting licensee, Plainridge Park Casino. And just as the Commission has consistently authorized account wagering by Dial2Bet through its affiliation with MGA, the Commission has likewise consistently authorized Plainridge Park Casino to conduct account wagering through an affiliation with Hollywood Races since 2016.⁶ As is the case with the Commission's consistent authorization of Dial2Bet, the Commission's consistent authorization of account wagering by Hollywood Races pursuant to a contract with Plainridge Park Casino is an additional illustration of how any limitations on simulcasting in G.L. c. 128C, section 2 cannot possibly apply to account wagering.

Additionally, and also similarly, Suffolk Downs has historically had account wagering agreements not only with CDTIC but several other providers.⁷ This authorization to Suffolk Downs' account wagering providers has persisted in spite of the fact that Suffolk Downs last conducted live racing in the Commonwealth in 2019.⁸ Further, just as G.L. c. 128C, section 2 contains limitations on simulcasting by dog racing meeting licensees and harness horse racing meeting licensees, the statute also imposes restrictions on simulcasting by horse racing meeting licensees. In spite of these restrictions, Suffolk Downs' several account wagering partners (including CDTIC) have consistently been authorized by the Commission, up to and including for the year 2025.

There is no basis in the statute to draw any distinction between the authorization to Suffolk Downs to conduct account wagering and the authorization that is afforded to both MGA and Plainridge Park Casino, which is reinforced by the fact that the Commission has consistently authorized the account wagering operators affiliated with all three racing licensees. In other words, if the Commission was to call into question the agreement between MGA and CDTIC based on any purported limitation in G.L. c. 128C, section 2, the exact same reasoning would call into question the viability of *all* account wagering in the Commonwealth.

Lastly, CDTIC is currently authorized by the Commission to operate pursuant to an agreement with Suffolk Downs. Other than changing its Massachusetts racing licensee partner to MGA, there will be no modifications to CDTIC's account wagering offering to Massachusetts residents. Thus, just as the authorization of CDTIC's account wagering agreement with Suffolk Downs is appropriate, the same rationale should apply to CDTIC's account wagering agreement with MGA.

⁶ See, e.g., Meeting Minutes, *supra* note 2, at 8-9.

⁷ See, e.g., *id.* at 10.

⁸ See Massachusetts Gaming Commission 2020 Annual Report, at 29, available at <https://massgaming.com/wp-content/uploads/MGC-Annual-Report-2020.pdf>.

Conclusion

CDTIC reserves all rights to further respond to the Commission or assert additional positions should the need arise. If CDTIC can answer any questions or provide any additional information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew Silver". The signature is stylized with a large "A" and "S".

Andrew Silver
Senior Counsel
andrew.silver@twinspires.com
(502) 678-5719

Cc: Alexandra Lightbown (alexandra.lightbown@massgaming.gov)
Susan Rodrigues (srodrigues@rtgp.com)



June 27, 2025

Via Email

Justin Stempeck, Interim General Counsel
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Mr. Stempeck:

Thank you for your June 23rd email inquiry concerning our request to include Churchill Downs Technology Initiatives Company (“CDTIC”), as an Advance Deposit Wagering (ADW) provider. Your specific question was to explain our “*position with respect to the limitations surrounding simulcasting recited in G.L. c. 128C, section 2*”. Please accept this letter as our promised submission.

The Commission has full authority under chapter 128C to authorize the Raynham Park licensees to receive an unlimited number of running horse and harness horse simulcast signals. Section 2 of chapter 128C does not limit the Commission’s authority to grant unlimited simulcast signals to Raynham Park.

The clear language in G.L. c. 128C, § 2(2), expresses that Raynham Park has the “*right to simulcast*” a minimum number of simulcast signals that the Commission must authorize, assuming all other statutory conditions are satisfied. Section 2(2) states in relevant part:

*“The greyhound dog racing meeting licensee located in Bristol County shall have the **right to simulcast** . . .”.*

Our statutory “right” to receive a minimum number of simulcast signals cannot be considered as a limitation on the maximum number of simulcast signals that the Commission can authorize. The Commission’s critical mission would not be well-served if it does not embrace its full authority, particularly when chapter 128C was enacted in 1992 to enhance live running horse racing which now suffers greatly in the Commonwealth. *See* sections 1 and 5 of chapter 101 of the Acts of 1992.

Section 2 in the original version of chapter 128C did limit the maximum number of simulcast signals that Raynham Park could receive:

*“All licensees licensed to conduct greyhound dog racing meetings, . . . , may simulcast **up to** fifty racing cards and **up to** fifteen special events of national significance . . .”.*

1958 Broadway, P.O. Box 172, Raynham, MA 02767 ■ Website: raynhampark.com

Phone: (508) 824-4071 ■ Fax : (508) 821-3239

In 2001, the Legislature reversed the “up to” limitation that it had established in the 1992 legislation by granting each licensee the “right” to receive a minimum number of simulcast signals. *See* section 17, of chapter 139, of the Acts of 2001. By doing so, the Legislature also removed the statutory limitation on the Commission’s authority to approve unlimited simulcast signals for all licensees. The Legislature’s reversal from an “up to” maximum number of simulcast signals, to a “right” to simulcast a minimum number, had followed several studies that the Legislature had ordered to find ways to enhance live horse racing. *See* section 13, of chapter 163, of the Acts of 1999. The Legislature’s reversal to a “right” to simulcast a minimum number of signals was also in recognition that live racing had suffered for decades, because racing meeting licensees had been unnecessarily forced to compete for live racing days from a limited pool. The 2001 overhaul of Chapter 128C solved that quandary for simulcast wagering by guaranteeing each licensee the “right” to a minimum number of simulcast signals.

We also note that account wagering under G.L. c. 128A, §5C, is not simulcast wagering under G.L. c. 128C. G.L. c. 128A, §5C, defines “account wagering” as wagering from a betting account where the individual may place their account wager at the licensee’s track, or remotely by telephone or other electronic media. But simulcast wagering must always be placed, at the licensee’s track. *See* the definition for simulcast wager at G.L. c. 128C, §1.

Lastly, we note that the Legislature mandated that Raynham Park engage in account wagering under G.L. c. 128A, §5C. That section expressly provides that all such licensees “ . . . **shall accept and maintain betting accounts directly, or through an agreement with an authorized and licensed service provider, . . .**”. Raynham Park seeks to comply with that legislative mandate by contracting with CDTIC, which has been an authorized and licensed service provider to Suffolk Downs. Raynham Park respectfully requests that the Commission allow it to conduct the same scope of account wagering, through CDTIC, that the Commission has repeatedly approved for Suffolk Downs. Specifically, it is our understanding that account wagering at Suffolk Downs is not limited by its number of daily simulcast signals, because Suffolk Downs’ account wagering occurs on days when Suffolk Downs is completely closed and has zero simulcast signals. On that basis, the number of Raynham Park’s daily simulcast signals should not restrict our account wagering activities through the same service provider that Suffolk Downs has been utilizing. If the Commission wishes, please also accept this submission as the Raynham Park licensees’ request for approval to receive unlimited, daily, running horse and harness horse simulcast signals from our list of host tracks that the Commission has already approved.

I trust this submission has adequately answered your inquiry. Should you require further information, please let me know.

Sincerely,

A handwritten signature in cursive script, reading "Susan J. Rodrigues". The signature is written in dark ink and is positioned below the word "Sincerely,".

Susan J. Rodrigues
Vice President of Operations
Raynham Park

From: McKenney, Lisa <Lisa.McKenney@pennentertainment.com>

Sent: Friday, June 27, 2025 2:32 PM

To: Lightbown, Alexandra <alexandra.lightbown@massgaming.gov>; Stempeck, Justin <justin.stempeck@massgaming.gov>

Cc: O'Toole, Steve <Steve.OToole@pennentertainment.com>; Grounsell, North <North.Grounsell@pennentertainment.com>; Haggerty, Samantha <Samantha.Haggerty@pennentertainment.com>

Subject: PPC Commentary: ADW statute and language for comment

Importance: High

Director Lightbown:

Plainridge Park offers the following public comment regarding Massasoit Greyhound Association, Inc's (Raynham Greyhound Park) request to add the Churchill Downs Technology Initiatives Company platforms Twin Spires and DK Horse ADW to their offering.

Raynham Greyhound Park's request to offer an Advanced Deposit Wagering (ADW) through Twin Spires/DK Horse is not permitted under currently existing Massachusetts law. MGL 128A Section 5C states that those licensed to conduct a racing meeting may "accept and maintain betting accounts directly, or through an agreement with an authorized and licensed service provider." At this time, Plainridge Park Casino (PPC), is the only licensed entity in the Commonwealth conducting a racing meeting. Should the Commission determine that Raynham Greyhound Park is permitted to enter this agreement, Raynham Greyhound Park should be subject to the restrictions listed in MGL 128C Sec 2 Sub-Sec 2.

Thank you for the opportunity to provide comment. Please feel free to reach out to us with any questions you may have.

Lisa K. McKenney, CIA

Compliance Manager

Plainridge Park Casino

Lisa.mckenney@pennentertainment.com

Office: 508.576.4409 / **Cell:** 860.235.3009

pennentertainment.com





NEW ENGLAND HBPA

Horsemen Helping Horsemen

June 27, 2025

Dear Commissioners

We are writing today over our concerns regarding the meeting on Tuesday (July 1st) regarding a proposed contract between Twin Spires and Raynham/Taunton Park for Advanced Deposit Wagering (ADW) without consent from the NEHBPA. Operating within the racing statutes the NEHBPA has held continuous contracts with Suffolk Sterling Racecourse (SSR) for ADW revenues.

When dog racing was banned many years ago at Raynham Park, the licensee was no longer obligated to pay the NEHBPA for the Thoroughbred racing signals. In retrospect, that was widely viewed as an oversight that has not been corrected. These are premiums legally due to the Horsemen, consistent with every other Horsemen's organization across the country. Loss of those premiums directly impacts our ability to maintain our organization and fulfill our statutory requirements.

It is now our understanding that the Twin Spires Platform will be handled by Raynham/Taunton. If the Commission approves the agreement between the two parties, it is effectively sanctioning a deal that intentionally bypasses the NEHBPA and releases not only Raynham from this obligation but will also lose revenue from SSR that we can't afford at this time.

Implicit in the 2011 legislation that established the Massachusetts Gaming Commission (MGC) is the preservation and advancement of horse racing in Massachusetts, both thoroughbreds and standardbreds.

We have previously communicated to MGC staff that NO Simulcast Licensee should be approved by the Commission without first verifying that the licensee has the NEHBPA consent to Simulcast. It should be fairly obvious to the MGC that if Raynham Dog track is permitted to go forward without that contract with the NEHBPA, they will not feel obligated to negotiate with us and can literally put our organization out of business.

If the commission approves their request, at a minimum the Commission should require Raynham to reach an agreement with the NEHBPA as a condition for receiving the license.

The gross revenue for simulcast fees was \$33 million in 2024 (Annual Report) and even at a reduced hosting fee of 2% that Raynham might negotiate; Raynham would receive \$600,000 with little or no cost while the Horsemen are pushed further to a financial cliff.

The Commission has to consider how its decisions will affect and reshape horse racing in Massachusetts, but sanctioning this proposed deal between Twin Spires and Raynham does nothing to promote the return of live racing in Massachusetts. What it does is provide a windfall to Twin Spires and Raynham while delivering another fatal blow to our industry .

We ask that the Commission to either deny this request or make its approval conditional upon it reaching an agreement with the NEHBPA. The Commission's legislative mandate is to protect and advance the horse racing industry, not racing licensees.

Thank you

Paul Umbrello,

Executive Director, The New England Horsemen's Benevolent and Protective Association

Board Member, The Massachusetts Thoroughbred Breeders Association



TO: Chair Jordan Maynard
Commissioner Eileen O'Brien
Commissioner Bradford Hill
Commissioner Nakisha Skinner
Commissioner Paul Brodeur

FROM: Andrew Steffen – Compliance Operations Manager, Sports Wagering

MEMO: 6/25/2025
MEETING: 7/1/2025

RE: Update to Fanatics Betting & Gaming House Rules

REGULATION BACKGROUND:

Pursuant to 205 CMR 247.02(4), a Sports Wagering Operator shall not change or modify the House Rules without prior written approval of the Commission.

EXECUTIVE SUMMARY:

Fanatics Betting & Gaming has requested changes to their Massachusetts online house rules. A full detailed summary of changes can be found in the attached redline exhibit.

The summary of changes are as follows:

1. **General Rules:** Teaser odds will no longer be derived from a fixed payout chart but rather calculated on alternate process of the individual selections.
2. **Baseball:** Slight adjustment to settlement clarification for matches scheduled for seven innings.
3. **Hockey:** Adjustment to settlement clarification excluding overtime and shootouts for 1st, Xth, and Next Goal markets.
4. **MMA:** Additional language to address new market type for Fight Spread.



Sports Wagering Division

CONCLUDING STATEMENT:

The Sports Wagering Division confirms all requirements have been met under 205 CMR 247.02 and recommends approving these changes.

General Betting Rules

Wager Type Calculations

- Teaser: [Odds will be calculated based on the alternate prices of the individual selections](#)~~Odds are derived from a fixed payout chart.~~

Baseball Market Rules

- [For games that are scheduled for 7 innings, the game must go at least 7 full innings \(6.5 innings if the home team is ahead resulting in the end of the game\), unless the result of the market is already determined, and the game result is declared official. In the event that the game does not go at least 7 full innings \(6.5 innings if the home team is ahead resulting in the end of the game\), bets will be void unless the result of the market is already determined](#)~~For games that are scheduled over 7 innings the game must go at least 7 full innings (6.5 innings if the home team is ahead resulting in the end of the game), unless the result of the market is already determined, and the game result is declared official. In the event that the game does not go at least 7 full innings (6.5 innings if the home team is ahead resulting in the end of the game), bets will be void unless the result of the market is already determined.~~

Ice Hockey Market Rules

1st Goal/Xth Goal/Next Goal

[This market allows betting on a team to score a nominated goal within the period of play. This market will not include overtime/shootouts unless stated otherwise in the market name](#)~~This market allows betting on a team to score a nominated goal within the period of play. This market is inclusive of overtime only, not shootouts.~~

- If the market is offered in play on 'Next Goal' and no further goals are scored then 'No Goal' will be settled as the winner.

MMA Market Rules

[Fight Spread](#)

If for any reason the number of rounds in a fight is changed, then all wagers will be deemed “no action” and bets will be Voided. Bets placed on a fighter who wins via KO, TKO, submission, or disqualification will be settled as a Win.

In the event of a fight going to a Decision based on judges’ scorecards, the specified points detailed on the Fighter Spread selection will be applied to the combined overall total points declared on the judges official scorecards. Example: If a 3 round fight goes to decision and all three judges score the fight 29-28 in favor of Fighter A (and Fighter A has a spread of -3.5 points), then this spread will be applied to the score (in this case deducted). Fighter A will be settled as a loser, and Fighter B (Fight Spread of +3.5 points) settled as a Win.



TO: Chair Maynard, Commissioners O'Brien, Hill, Skinner, and Brodeur

FROM: Mark Vander Linden, Director of Research and Responsible Gaming,
Bonnie Andrews, Research Manager

CC: Dean Serpa, Executive Director

DATE: July 1, 2025

RE: Diversity in Sports Wagering and Recommendations for Future Practices in the Massachusetts Industry

Section 25 of [House Bill 5164](#) requires the Massachusetts Gaming Commission (MGC) to conduct a study on the participation by minority business enterprises, women business enterprises and veteran business enterprise in the sports wagering industry in the Commonwealth.

The MGC contracted with the UMass Donahue Institute Economic and Public Policy Research Group in partnership with Gemini Research to conduct this study. Broadly, the study aims to inform the MGC of ways to expand employee and vendor diversity within the sports wagering sector, the newest area of gambling activity in the Commonwealth.

Attached are the final report, a research snapshot, and the presentation.



Massachusetts Gaming Commission

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

MGC Research Snapshot

Diversity in Sports Wagering and Recommendations for Future Practices in the Massachusetts Industry

May 2025

What you need to know

Sports wagering in Massachusetts is a relatively small industry in terms of employment and vendor spending. Across the United States, however, the industry employs more than ten thousand well-paid workers, engages nearly 1,200 vendors, and spends nearly \$1.75 billion a year on these vendors. Overall, a significant portion of the sports wagering industry workforce comes from diverse backgrounds, both in Massachusetts and in the U.S., and compares favorably to similar industries. The industry spent more than half a billion dollars per quarter on vendors across the U.S., five percent of which went to Massachusetts firms. However, participation and spending on diverse firms makes up a very small portion of engagement and spending for operators. The scarcity of certified diverse businesses generally and in the top spending sectors for sports wagering operators specifically provides an explanation for the very low levels of diverse business participation in the sports wagering industry. An additional barrier is the limited number of significant purchases, which are typically specialized and sole-sourced.

What is this research about?

As part of the legalization of sports wagering, the Massachusetts legislature required the Massachusetts Gaming Commission (MGC) to conduct a study concerning diverse participation within the sports wagering industry. In particular, this study provides findings about the participation of minority, women, and veteran business enterprises (MBE/WBE/VBE), and about the participation of minority, women, and veteran workers, in the sports wagering industry in the Commonwealth. The MGC contracted with the UMass Donahue Institute Economic & Public Policy Research Group in partnership with Gemini Research to conduct this study. Broadly, the study aims to inform the MGC of ways to expand employee and vendor diversity within the sports wagering sector, the newest area of gambling activity in the Commonwealth.

What did the researchers do?

The researchers examined conditions in the Massachusetts sports wagering industry for three different groups: 1) the operators who offer retail and online sports wagering activities; 2) the MGC in its role as a regulator of the industry; and 3) advertising, marketing, and promotional firms that provide a range of professional goods and services to the sports wagering industry.

To answer the research questions for this study, the team 1) researched the industry to clearly define its sectors to a structure for data collection and analysis, 2) collected and analyzed data to measure the sports wagering industry against comparison industries and conditions in the broader economy, 3) reviewed relevant policy reports and other literature to identify practices used to assess and set goals for employment

and vendor diversity programs, 4) collected quantitative and qualitative information from the operators running the new sports wagering activities and from the MGC as the regulator, and 5) conducted key informant interviews to obtain recommendations from knowledgeable stakeholders about ways to ensure and improve employment and vendor diversity.

What did the researchers find?

Industry Overview

- Sports wagering in Massachusetts is a relatively small industry in terms of employment and vendor spending in the state.
- While the Massachusetts footprint is relatively small, across the US the industry employs more than 10,000 workers, engages nearly 1,200 vendors, and spends nearly \$1.75 billion a year on these suppliers.

Workforce Diversity

- Overall, a significant portion of the sports wagering industry comes from diverse backgrounds, both in Massachusetts and in the U.S., and compares favorably to similar industries.
- Participation of minority workers tends to be higher, and participation of women and veterans tend to be lower.
- Compensation for jobs in retail sportsbook operations is lower than that of mobile operations due to the nature of the work and the occupations involved.

Programs and Policies

- All operators have programs, policies, and practices in place related to recruiting a diverse workforce, as well as training programs to promote retention and development.
- Operators universally offer programs to support career paths and monitor turnover of diverse employees. They do not offer targeted compensation or benefits policies.



Vendor Diversity

- Overall, sports wagering industry spending is large, with relatively modest levels of spending on Massachusetts firms. However, participation and spending with diverse firms makes up a very small portion of engagement and spending with operators.
- The scarcity of certified diverse businesses in the economy generally and in the top spending sectors for sports wagering operators provides an explanation for the very low levels of diverse business participation in the sports wagering industry.
- Spending on advertising and marketing firms by operators highlights an opportunity for increased spending with diverse firms.

Programs and Policies

- All license holders and the MGC have programs, policies, and practices in place related to solicitation of and contracting with minority, women, and veteran-owned business enterprises.
- Retail sportsbook operators and the MGC universally have programs and policies to increase levels of engagement, volume, and scale with these businesses, as do nearly all mobile sports wagering operators.
- Operators emphasized that vendor spending was generally limited to a few specialized companies and that there wasn't much opportunity to diversify their spending on diverse businesses.

MGC Vendor Spending

- The MGC far exceeded their FY2023 benchmarks for contracting with women- and minority-owned businesses but fell short on their veteran-owned business benchmark.

Recommendations

Workforce Diversity

- Encourage the development of workforce diversity goals and standardized metrics for the MGC and for mobile sports wagering operators.

Supplier Diversity

- Encourage operators to create structured strategies to increase the participation of diverse vendors.
- Partner with the Massachusetts Supplier Diversity Office to extend outreach resources to sports wagering operators who wish to reach diverse vendors in the state and promote procurement opportunities.

About the researchers

This study was conducted by the UMass Donahue Institute Economic & Public Policy Research Group and Gemini Research. For more information about this report, please contact Mark Melnik at mmelnik@donahue.umass.edu.

Sports Wagering Taxes

- Direct sports wagering tax revenue to support workforce development for the sports wagering workforce in Massachusetts.
- Direct sports wagering tax revenue towards organizations, programs, and initiatives that support and grow diverse-owned businesses in the Commonwealth.
- Use sports wagering taxes to create a permanent and significant funding stream for small business development technical assistance.

MGC Procedures

- Provide support for businesses to apply for Supplier Diversity Office (SDO) diverse business certification while registering as suppliers in the gaming industry.
- Provide support for businesses to register for the SDO's Small Business Purchasing Program (SBPP) while registering as suppliers in the gaming industry.
- Create and maintain a marketing directory to provide broader exposure for businesses with relationships to the industry, including those that have diverse ownership.
- Broaden diversity requirements to accept alternative types of diverse ownership certification.

Citation

UMass Donahue Institute Economic & Public Policy Research Group and Gemini Research (2025). *Diversity in Sports Wagering and Recommendations for Future Practices in the Massachusetts Industry*. Amherst MA.

<https://massgaming.com/about/research-agenda-search/?cat=social-impact>

Key Words

Economic Impact; Social Impact; Sports Wagering

Acknowledgments

Financial support for this study comes from the Massachusetts Gaming Commission.

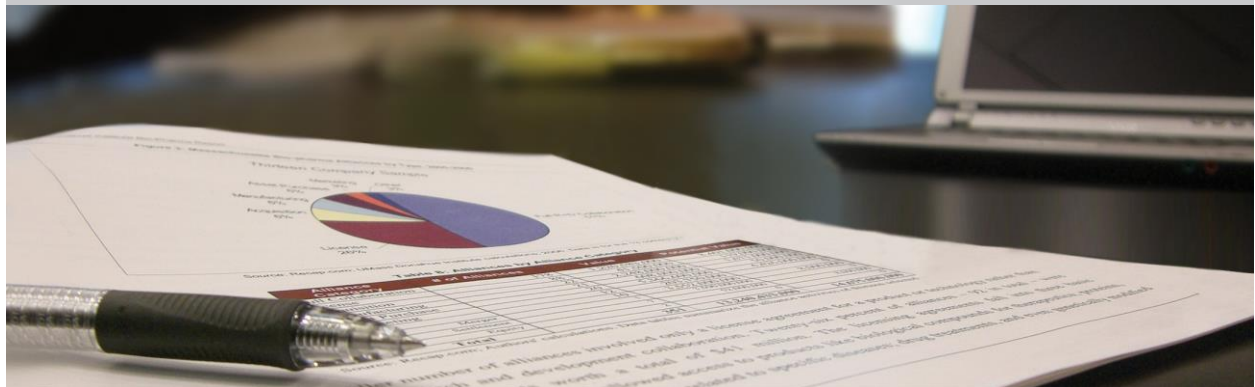
About this Snapshot

MGC Snapshots are intended to translate lengthy and sometimes technical reports into an easily understandable overview of the research. The findings and recommendations in the Snapshot are those of the researchers and do not necessarily reflect the position of the MGC.



Diversity in Sports Wagering and Recommendations for Future Practices in the Massachusetts Industry

May 1, 2025



UMassAmherst

Donahue Institute
Economic and
Public Policy Research

Diversity in Sports Wagering

Prepared by the UMass Donahue Institute Economic & Public Policy Research Group and Gemini Research

UMDI Economic & Public Policy Research

Mark Melnik, Ph.D., Director
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Executive Summary

The expanded gaming law, passed and signed in November 2011 directs the MGC to develop an annual research agenda to investigate the social and economic effects of expanded gaming. The sports wagering law signed in August 2022 expanded the scope of the agenda to include sports wagering, requiring that the MGC build upon the existing research. The law specified several topics of concern to include in the research agenda. This study addresses one of those mandated topics: a study of diverse participation within the sports wagering industry. In particular, this study provides findings about the participation of minority, women, and veteran business enterprises (MBE/WBE/VBE) and about the participation of minority, women, and veteran workers in the sports wagering industry in the Commonwealth.

While the term diversity can be defined more broadly, this study's operational definition of diversity refers to the three identities of interest specified in the legislation: racial and ethnic minority; women; and veteran status. When referring to these groups in the aggregate, we use the terms 'diverse.' For individual workers these identities are self-reported. For business enterprises, identities are officially assigned based on ownership of the business: after an application process presenting qualifying criteria, an enterprise can be awarded diverse certification status by one of the Commonwealth's supplier diversity programs.

The request for response for this study required that researchers examine conditions in the Massachusetts sports wagering industry for three different groups: (1) the operators who offer retail and online sports wagering activities (Category 1 and Category 3 licensees); (2) the Massachusetts Gaming Commission in its role as a regulator of the industry; and (3) advertising, marketing, and promotional firms that provide a range of professional goods and services to the sports wagering industry.

This study of diverse participation reflects the mission of the MGC to "provide the greatest possible economic development benefits and revenues to the people of the Commonwealth," and its work to ensure that the state's gaming industry is inclusive and provides opportunities that reflect the diversity of the Commonwealth. Broadly, the study aims to inform the MGC of ways to expand employee and vendor diversity within the sports wagering sector, the newest area of gambling activity in the Commonwealth. The work addresses specific research questions itemized and required by the request for response and these topics are reflected in the findings below. The research finds that diversity outcomes are different between casinos and sports wagering operators. The report attempts to make clear how differences in operating activities as well as operator agreements shape diversity outcomes across segments of the sports wagering industry.

SPORTS WAGERING INDUSTRY OVERVIEW

Sports Wagering in Massachusetts is a relatively small industry in terms of employment and vendor spending. Across the United States, however, the industry employs more than ten thousand well-paid workers, engages nearly 1,200 vendors, and spends nearly \$1.75 billion a year on these vendors. The nature and scale of sports wagering industry operations varies greatly across the two major licensee categories and the regulator, with differing levels of hiring and contracting with businesses for goods and services. The language of enabling legislation plays a role in these areas. Key differences are highlighted in the table below:

	Legislative directive for economic development and job creation?	Operations	Employment	Vendor Spending
Cat 1 Retail Sports Wagering Operators	Yes , casinos are subject to parameters and data collection set by the Expanded Gaming Act (EGA)*	Operating as retail sportsbooks within large, brick-and-mortar casino establishments in Massachusetts.	Employment related to sportsbooks alone is small compared to the casino. Typically sharing staff and expenses with casino operations.	Spending in the initial launch period tends to be concentrated on purchasing the necessary equipment needed for the sportsbook.
Cat 3 Mobile/ Online Sports Wagering Operators	Unclear , the sports wagering law does not specify parameters and data collection	Operating as companies or digital divisions of larger gaming enterprises. Managing digital gaming products, services, and platforms to engage patrons.	Employment in Massachusetts is relatively small while employment overall is expansive across the US.	Spending relative to Massachusetts operations primarily consists of setting up and maintaining data centers in a new location, including hardware costs and tech labor costs, and legal, government relations, and advertising and marketing.
MGC Regulatory Body monitoring Cat 1 & 3	No , but the MGC has voluntarily adopted parameters	Operating as a regulating agency which monitors sports wagering, casino gambling, and horse racing in Massachusetts.	Employment for the commission consists of part-time and full-time agency employees.	Spending consists of professional and technical services and operations-related goods and services such as office supplies and furnishings, IT hardware infrastructure and systems integration, and software.

*Note: for more information see Appendix E – The Massachusetts Expanded Gaming Act: economic development and job creation goals.

WORKFORCE DIVERSITY

Overall, a significant portion of the sports wagering industry comes from diverse background, both in Massachusetts and in the U.S., and compares favorably to similar industries. The national sports wagering workforce, however, is more diverse. Participation of minority workers tends to be higher, and participation of women and veterans tend to be lower. Compensation for jobs in Category 1 operations is lower than that of Category 3 operations due to the nature of the work and the occupations involved. Category-specific findings are as follows:

PARTICIPATION	
Cat 1	<i>A small but diverse group of Massachusetts workers are employed with opportunities across job levels</i>
	Employment: On average, 51 workers are employed across the industry in Massachusetts in any given quarter during 2023. All retail sports wagering employees are located in Massachusetts, within the Commonwealth’s casinos.
	Diversity: Of the 51 average employees across the industry per quarter, an average of 29.7 percent identify with racial minority groups, while 1.5 percent are veterans, and 27.2 percent identify as women.
	Compensation: Minority workers and women make slightly more than the overall average compensation for Category 1 workers per quarter, while veterans make a much lower than the average compensation per quarter.
	Job Levels: Minority workers tend to be overrepresented in entry-level positions compared to the sports wagering industry overall while veterans are represented at this level exclusively. Women are evenly represented between entry-level positions and higher-level positions.
	Compared to similar industries (gambling industries without hotels, travel and accommodations): participation of diverse employees varies, depending on the major occupations in the industry.
Cat 3	<i>A large, diverse group of workers are employed across the U.S. with some Massachusetts representation. Significant levels of compensation and opportunities for equitable representation across job levels.</i>
	Employment: On average, 10,265 workers are employed across the industry in the U.S. in any given quarter during 2023. Nearly 12 percent of those mobile sports wagering employees, an average of 1,185 in a quarter, live in Massachusetts. However, according to questionnaire results very few of these workers are involved in running operations specific to Massachusetts.
	Diversity (U.S.): Of all U.S. employees, about 36.1 percent of the workforce is made up of workers who identify with racial minority groups, while 0.9 percent are veterans, and 28.3 percent identify as women. Diversity (Massachusetts): In Massachusetts, minority workers make up a smaller share of the workforce at 16.8 percent, while 0.6 percent are veterans, and 24.3 percent identify as women.

	<p>Compensation (U.S.): Across the U.S., minority workers and women make slightly less than the overall average compensation for Category 3 workers per quarter, while veterans make higher than the average compensation per quarter.</p> <p>Compensation (Massachusetts): In Massachusetts, diverse workers fare better than the average Category 3 worker. All three groups of diverse workers make slightly or even well-above the overall average compensation with minority workers making above the average, veterans making well above the average, and women making slightly above the average</p>
	<p>Job Levels (Massachusetts): Minority workers are slightly overrepresented at the entry level and represented at similar levels to workers overall at the manager and supervisory level. Women tend to be slightly underrepresented at the entry level, and slightly overrepresented in manager or supervisory roles and at the executive level compared to the sports wagering industry overall. Veterans are heavily overrepresented at the manager or supervisor and executive levels.</p>
	<p>Compared to similar industries (gambling industries without hotels, software, fintech, advertising and marketing) participation of minority workers tends to be much higher, and participation of women tends to be lower.</p>

PROGRAMS AND POLICIES

We used questionnaires and stakeholder interviews to collect information on use of policies to promote employment diversity in three areas: **recruitment** of a diverse workforce; the presence of **training and other programs** to promote retention and development; and programs to support **inclusive outcomes** for women, minority and veteran employees in the areas of compensation, benefits, career trajectory, and turnover. Overall, all operators in both categories have workforce diversity initiatives in place.

PROGRAMS	
Recruitment	All operators have programs, policies, and practices in place related to recruitment.
Programs to promote	All operators also have training programs to promote retention and development of a diverse workforce.
Inclusive outcomes	Inclusive impact programs were widely adopted but not universally.

VENDOR DIVERSITY

Overall, sports wagering industry spending is large, with relatively modest levels of spending on Massachusetts firms. However, participation and spending with diverse firms makes up a very small portion of engagement and spending with both Category 1 and Category 3 operators. The scarcity of certified diverse businesses in the economy generally and in the top spending sectors for sports wagering operators provides an explanation for the very low levels of diverse business participation in the sports wagering industry. An additional barrier is the limited number of significant purchases, which are typically specialized and sole-sourced. Spending on advertising and marketing firms by both Category 1 and Category 3 operators highlights an opportunity for increased spending with diverse firms in these sectors. Category-specific findings are as follows:

PARTICIPATION	
Cat 1	<i>Spending across the U.S. and within Massachusetts goes almost entirely to non-diverse vendors and very few diverse vendors participate.</i>
	Category 1 spending across the U.S. is primarily to non-diverse firms and spending with Massachusetts firms is almost entirely non-diverse.
	There are no Minority Business Enterprise (MBE) or Veteran Business Enterprise (VBE) firms in the industry's Massachusetts contracts, and the average number of Women Business Enterprises (WBEs) is so low it appears to be negligible, making up 4.3 percent of all Massachusetts vendors.
	Spending on advertising and marketing firms comprises about 15 percent of All U.S. spending and about 90 percent of all spending in Massachusetts.
Cat 3	<i>Spending across the U.S. and within Massachusetts goes primarily to non-diverse vendors and relatively few diverse vendors participate.</i>
	Category 3 spending across the U.S. is primarily to non-diverse firms. Approximately 1.3 percent of vendors for the U.S. industry are registered as Minority Business Enterprises (MBEs), 1.1 percent are registered as Women Business Enterprises (WBEs), and only 0.2 percent are registered as Veteran Business Enterprises (VBEs)
	Although more than 12 percent of Category 3 spending in Massachusetts goes to minority-owned firms, diverse vendor participation is very low. While MBE firms garner proportionally more on average than other types of diverse vendors, less than five MBE vendors participate. Average quarterly spending on other diverse vendor types is lower than the average.
	Spending on advertising and marketing firms comprises about 65 percent of All U.S. spending and 50 percent of all spending in Massachusetts. However, no diverse vendors are represented in this Massachusetts spending.

PROGRAMS AND POLICIES

We used questionnaires and stakeholder interviews to catalogue the use of vendor diversity policies in two areas: policies and practices related to **solicitation of and contracting with** minority, women, and veteran business enterprises in the Commonwealth; and programs and policies to **increase levels of engagement, volume, and scale**. Overall, all operators in both categories have vendor diversity initiatives in place.

PROGRAMS	
Solicitation of DBEs	All Category 1 and Category 3 license holders as well as the MGC have programs, policies, and practices in place related to solicitation of and contracting with minority, women, and veteran-owned business enterprises.
Programs to increase levels of engagement, volume, and scale	Category 1 operators and the MGC universally have programs and policies to increase levels of engagement, volume, and scale with these businesses, as do nearly all Category 3 operators. Operators emphasized that vendor spending was generally limited to a few specialized companies and that there wasn't much opportunity to diversify their spending on diverse businesses.

SPENDING BY THE MASSACHUSETTS GAMING COMMISSION

Voluntarily, The MGC follows procurement guidelines established by the Massachusetts Supplier Diversity Office (SDO) through the Supplier Diversity Program (SDP). The SDO sets annual benchmark goals expressed as a percentage of each organization's discretionary budget (MBE 8%; WBE 14%; VBE/SDVOBE 3%) which apply to all procurements for goods and services exceeding \$150,000. The MGC far exceeded their FY2023 benchmarks for contracting with women- and minority-owned businesses but fell short on their veteran-owned business benchmark.

- **Non-profit services:** When it comes to spending on diverse firms by industry, Other Services, which includes non-profit services, are the largest spending area for the MGC. This spending is entirely concentrated in non-profit services and went to a women-owned business.
- **Information services:** The category of Information services is the other main area of spending with diverse firms, concentrated among IT services and software providers, both provided by minority- and women-owned businesses.
- **Professional, scientific, and technical services and administrative and support services:** The MGC also spends in these areas. Both have a medium level of spending.

CONCLUSIONS AND RECOMMENDATIONS

Workforce Diversity

- **Recommendation #1:** Encourage the development of workforce diversity goals and standardized metrics for the MGC and for Category 3 operators.

Supplier Diversity

- **Recommendation #2:** Encourage operators to create structured strategies to increase the participation of diverse vendors.
- **Recommendation #3:** Partner with the Massachusetts Supplier Diversity Office to extend outreach resources to sports wagering operators who wish to reach diverse vendors in the state and promote procurement opportunities.

Sports Wagering Taxes

- **Recommendation #4:** Direct sports wagering tax revenue to support workforce development for the sports wagering workforce in Massachusetts.
- **Recommendation #5:** Direct sports wagering tax revenue towards organizations, programs, and initiatives that support and grow diverse-owned businesses in the Commonwealth.
- **Recommendation #6:** Use sports wagering taxes to create a permanent and significant funding stream for small business development technical assistance.

Massachusetts Gaming Commission Procedures

- **Recommendation #7:** Provide support for businesses to apply for SDO diverse business certification while registering as suppliers in the gaming industry.
- **Recommendation #8:** Provide support for businesses to register for the SDO's Small Business Purchasing Program (SBPP) while registering as suppliers in the gaming industry.
- **Recommendation #9:** Create and maintain a marketing directory to provide broader exposure for businesses with relationships to the industry, including those that have diverse ownership.
- **Recommendation #10:** Broaden diversity requirements to accept alternative types of diverse ownership certification.

Introduction

Overview: Background to the Research Project

The expanded gaming law, passed and signed in November 2011, directs the Massachusetts Gaming Commission (MGC) to develop an annual research agenda to investigate the social and economic effects of expanded gaming.¹ The sports wagering law, signed in August 2022, expanded the scope of the agenda to include sports wagering-related issues.² The sports wagering law (G.L. c.23N, section 25) requires the MGC to build upon the existing research and specifies several studies to be carried out on topics of particular interest. This report, commissioned by the MGC, responds to one of those mandated topics: a study of the participation of minority, women, and veteran business enterprises (MBE/WBE/VBE) as well as the participation of minority, women, and veteran workers in the sports wagering industry in the Commonwealth.³

While the term diversity can be defined more broadly, this study's operational definition of diversity refers to the three identities of interest specified in the legislation: racial and ethnic minority; women; and veteran status. When referring to these groups in aggregate, we use the terms 'diverse.' For individual workers, these identities are self-reported within an operator's employment data system. For racial and ethnic minority status, the assignment is made through self-identification with racial and ethnic categories that include Black/African American; Hispanic or Latino; Asian; American Indian/Alaskan Native; Native Hawaiian or Other Pacific Islander; and two or more races. For women or gender minority status, the assignment is made for self-identified women.

For business enterprises, identities are officially assigned by a certifying entity based on the ownership of the business. A major criterion is that the business must be at least 51 percent owned, managed, and controlled by a qualified principal of the specified group (minority, woman, or veteran) who is also a U.S. citizen or lawful permanent resident. The Massachusetts Supplier Diversity Office (SDO) determines Minority Business Enterprise (MBE), Veteran Business Enterprise (VBE), and Women Business Enterprise (WBE) according to SDO certification regulations.⁴ According to this document,

- A Minority Owned Business Enterprise (MBE) is defined as a business that is at least 51 percent owned, operated and controlled by one or more individuals from a traditionally underrepresented or underserved group including African Americans, Cape Verdeans, Western Hemisphere Hispanics, Asians, American Indians, Eskimos, and Aleuts.
- A Women Business Enterprise (WBE) is defined as a business that is at least 51 percent owned, operated and controlled by one or more women.

¹ G.L.c. 23K, section 71.

² G.L. c. 23N, section 23.

³ When referring to these groups in aggregate, we will use the term diverse business enterprises and diverse employees.

⁴ The Massachusetts Supplier Diversity Office publishes SDO certification regulations in a document entitled: 425 CMR: Supplier Diversity Office, 425 CMR 2.00: Certification. <https://www.mass.gov/doc/certification-regulations/download>

- A Veteran Business Enterprise (VBE) is defined as a business that is at least 51% owned, operated, and controlled by U.S. military veterans. Veteran status is conferred to a person who is a veteran, as defined in M.G.L. c. 4 s. 7

After an application process presenting the qualifying criteria along with a range of required documentation about the business, a business can be awarded diverse certification status by a supplier diversity program. Supplier diversity program certifications obtained by vendors from their state supplier diversity offices are recognized by MGC licensees and used to categorize diverse spending. The Massachusetts Office of Supplier Diversity accepts supplier diversity certifications from other states.

DATA LIMITATIONS

The operational data obtained to measure the levels of participation of diverse workers and diverse-owned business enterprises enabled us to answer required questions for this study. However, we acknowledge several data limitations.

Since the diversity status of the workers and businesses studied in this report require self-declaration or formal certification, there is a risk of underrepresentation. This is particularly true among groups who may be hesitant to self-identify, or for businesses which do not have the resources to undertake the necessary certification and application process. These factors could result in an undercount of actual diverse employees and vendors and, therefore, is a limitation in this study.

An additional limitation is a lack of race and ethnicity detail for workers in Category 3 data. This obscures information about historically under-represented racial and ethnic groups in the workforce.

Also, there is an absence of data on the recruitment origins of sports wagering employees in Massachusetts (in-state vs out-of-state). The lack of data on whether diverse hires relocated to Massachusetts or were drawn from within the state's existing workforce limits insights into the industry's impact on local versus external recruitment of underrepresented groups. These gaps affect the strength of the recommendations that can be made regarding employment practices in the sports betting sector.

A data limitation related to business diversity is the potential for overlapping classification categories. Categories for diverse ownership are not mutually exclusive. Vendors may appear in more than one category (e.g. a firm could be counted both as woman-owned and minority-owned), although such instances are rare and unlikely to meaningfully affect the findings.

Objectives

As required by the Request for Response, the study examines conditions in the Massachusetts sports wagering industry among three different groups: (1) the operators who offer retail and online sports wagering activities (Category 1 and Category 3 licensees); (2) the MGC in its role as a regulator of the industry; and (3) advertising, marketing, and promotional firms that provide a range of services to the sports wagering industry.

This study of diverse participation reflects the mission of the MGC to "provide the greatest possible economic development benefits and revenues to the people of the Commonwealth," and its work to

ensure that the state's gaming industry is inclusive and provides opportunities that reflect the diversity of the Commonwealth. Broadly, the study aims to inform the MGC of ways to expand employee and vendor diversity within the sports wagering sector, the newest area of gambling activity in the Commonwealth. To this end, the work addresses specific research questions as itemized and required by the Request for Response:

- Participation of diverse business enterprises supplying goods and services to the sports wagering industry: relative participation levels; proportions of supplier spending; contract sizes; comparisons to similar industries; and the use of policies and programs to expand participation of and contracting with diverse businesses.
- Participation of diverse employees working within sports wagering: information on relative participation levels overall, as well as at various levels of employment within the organization; comparisons with participation levels in similar industries; and policies and practices in place related to recruit, retain, and support the development of these workers.
- Identification of barriers to attracting and contracting with diverse business enterprises, and barriers to recruiting and hiring diverse employees in the sports wagering industry. The discussion also provides examples of successful policies and practices which can increase racial and gender diversity.
- Finally, the study provides recommendations to increase the involvement of racial, gender and veteran-owned business enterprises in the sports wagering business and racial, gender, and veteran diversity in the sports wagering workforce.

Research activities and methods

To answer the research questions for this study several activities were undertaken. In Task One—Industry Definition and Methodology Development, the team researched the industry to clearly define its sectors, therefore creating a structure for data collection and analysis. In Task Two—Landscape Analysis, the team collected and analyzed data to enable us to measure the sports wagering industry against comparison industries and conditions in the broader economy. We also reviewed relevant policy reports and other literature to identify practices used to assess and set goals for employment and vendor diversity programs. In Task Three—Collection of Operator Data, data collection activities were designed to gather quantitative and qualitative information from the operators running the new sports wagering activities and from the MGC as the regulator. In Task Four—Key Informant Interviews were conducted to obtain recommendations from knowledgeable stakeholders about ways to ensure and improve employment and vendor diversity. Task Five involved data cleaning, coding and analysis, including operator data. The last task, Task Six, involved writing a summary report of findings and a final presentation.

TASKS ONE AND TWO: INDUSTRY DEFINITION AND LANDSCAPE ANALYSIS

Tasks One and Two involved literature scans and secondary data analysis to accomplish the following goals: 1) to define the sports wagering industry and the sectors involved using industry codes thus enabling it to be measured and compared; 2) to enable an understanding of the presence of diverse employees and vendor suppliers within the Massachusetts gaming industry, in the broader economy, and in related sectors; 3) to review practices for setting reasonable and appropriate goals and procedures for employment and vendor diversity programs.

Literature Review and Secondary Data Analysis

To better understand the sports wagering industry, characterize it using measurable industry codes, and to enable comparisons of the industry relative to other industries, we conducted scans of online reports, articles, and other materials which provided information about business activities across segments of the industry. Following from that literature scan, to better understand the occupational needs of sports wagering companies – and further characterize it as a sector - we assessed jobs postings data from Lightcast, a proprietary labor market analytics tool. To describe diverse employment levels in U.S. industries we used U.S. Bureau of the Census, Quarterly workforce indicators (QWI) data.

To study Massachusetts conditions related to supplier diversity, we adopted methodologies used for similar projects to assess spending on diverse businesses in the supply chain. We reviewed recent studies, reports and findings in that area. We also collected and analyzed public, secondary data to provide information about comparison industries and levels of diverse business ownership by sector in the broader economy. These data sets included U.S. Bureau of the Census Annual Business Survey data; Massachusetts Supplier Diversity Office business certification data; and Massachusetts Executive Office of Labor and Workforce Development ES-202 employment and wage data.

TASK THREE: COLLECTION OF OPERATOR DATA

Task Three involved collecting operating data for the four business segments to be considered in the sports wagering industry. The four areas included retail operations; online/mobile operations; the regulatory and licensing operation; and promotions and marketing companies. To collect data for this assessment, we submitted data requests to the MGC and to casinos and online operators (encompassing **sports wagering licensees and employers**). It was not possible to submit requests for data from businesses providing **promotion and marketing** as these companies are not organized as a group of licensees. Instead, we asked operators and the regulator to provide data about spending to promotional and marketing businesses involved in providing goods and services to the industry along with diversity certification information about these companies.

Collection of operating data

We requested aggregated operational data to measure levels of participation of minority-, women- and veteran workers and minority-, woman-, and veteran-owned business enterprises and other required questions of this study. The study team coordinated with the regular collection of casino data to collect Category 1 information for the project. The MGC has long collected operating data from casino licenses to research social and economic impacts including measures of diversity to describe workers and vendors. Data collection from Category 3 companies has been more limited, so a more extensive data collection process was initiated for this group. For the Category 3 licensees, the goal was to develop an operator data request to be aligned as much as possible with MGC's quarterly collection of aggregated operator data which includes diversity statistics. This would enable the analysis to be parallel to the quarterly reports while containing more detail. A data dictionary was used to specify definitions and parameters for reporting each measure along with a template providing a structure for providing the data.

Data collection parameters established with the group of sports wagering licensees require the research team to anonymize and aggregate all operator data into licensee groups, prohibiting the reporting of disaggregated results, or releasing original data sets in any way.

Written questionnaires

In addition to the initiatives to collect quantitative data, the research team created tools to gather qualitative information to enable us to understand more about hiring and spending decisions and about licensee practices to enhance diversity. We designed and distributed a set of nine questionnaires (one each for the three Category 1 and six Category 3 licensees) customized to the type of licensee (retail or mobile) to collect this additional information, including policies and programs to support and expand diversity. Questionnaires were sent to compliance officers for them to collect responses from staff data providers as needed. We then aggregated this data into multiple sets of anonymized tables which can be found in Appendices D and K.

TASK FOUR: KEY STAKEHOLDER INTERVIEWS

To obtain perspectives about successes and challenges related to the use of practices to support and expand diversity, we conducted 11 separate interviews with 10 organizations. Participating organizations included all three Category 1 licensees, a cross section of Category 3 licensees (five licensees representing both tethered and untethered types), and the MGC. For the interviews, we sought the participation of professionals who could provide a deeper and more informed perspective about the involvement of diverse employees and diverse business enterprises in the sports wagering industry, and how to strengthen conditions for these groups within the industry. In total, 22 sports wagering industry professionals participated in the interviews, 16 working for operators, and six employees of the regulator. For the interviews, we sought professionals with extensive familiarity with employment and vendor diversity-related practices. Those who participated in the interview sessions typically included a human resources or diversity, equity, and inclusion (DEI) officer, along with a compliance officer, legal counsel, or communications representative. Executives involved with finance, budgeting, and procurement also participated in the interview sessions.

Participants discussed conditions in the industry relative to diverse participation of vendors and workers; barriers to expanding diversity; successful approaches to improving conditions; and suggested recommendations. We hope that insights from the industry itself will help to inform the MGC about feasible ways to increase participation and better support conditions and prospects for diverse workers and business enterprises in the industry.⁵

TASK FIVE: OPERATOR DATA CLEANING, CODING AND ANALYSIS

Task Five involved data cleaning, coding and analysis of operator data collected for this project. Upon receipt of data submission packages, data are stored in a secure folder system according to their respective sports betting category (Category 1 and Category 3), the timeframe of the data, and the operator to whom the data belongs. These original datasets are referred to as raw data by the research team. In the same secure folder system, copies of the raw data are made and cleaned in terms of formatting to be integrated into the data analysis system, effectively known as working datasets. The working datasets are then combined into a single dataset, with the operator identity and timeframes preserved while the research team harmonizes variables across operators. This clean dataset is then

⁵ For more information on interview methodology and process see Appendix A: Key Stakeholder Interviews Methodology.

used to calculate counts, shares, and averages of employees, employee diversity categories, employee job levels, compensation⁶ for each group, vendors, vendor diversity categories, vendor industry categories, spending for each group, and other necessary variables for analysis. The final step in analysis is to aggregate these measures from each operator within their respective licensee category by quarter for the entire industry to maintain anonymity. Quarterly averages, and totals where appropriate, are then produced for report tables and figures.

TASK SIX: REPORT AND PRESENTATION

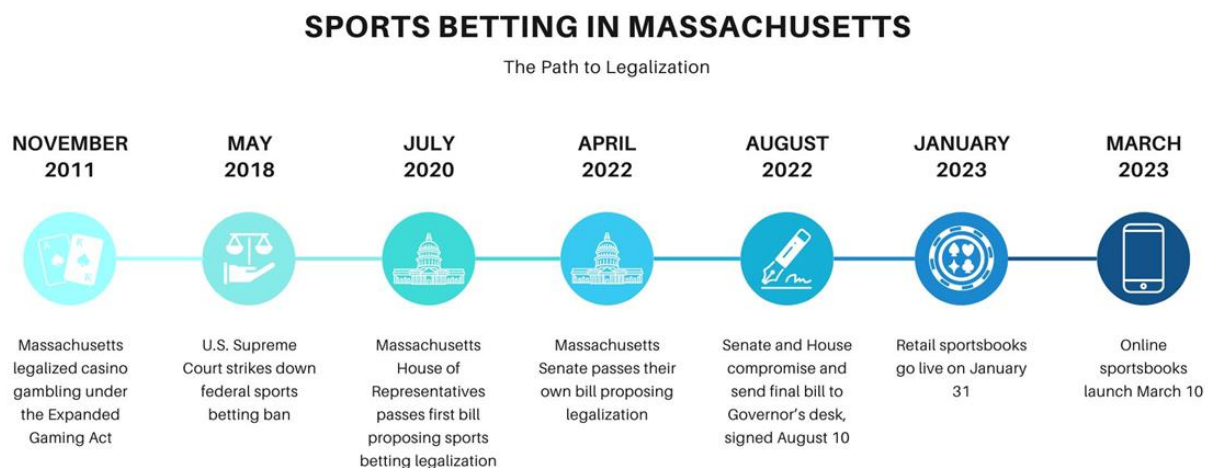
The last task involved preparing the deliverables required by the project. The preparation of the final report involved a series of internal reviews by the project team, followed by reviews by sports wagering operators to ensure data accuracy and anonymity. These steps were followed by a series of report reviews and revisions by the Research Review Committee of the MGC.

⁶ Category 3 operators reported Total Compensation, defined as (the total of wages, bonuses, etc.) paid to employees in each location, level, and category over the course of a quarter. Category 1 operators reported Wages, defined as the wages paid to that employee in that pay period, not including tips, gratuities, or bonuses, and Tips, defined as any tips or other gratuities that the employee received from customers in that pay period, which are combined to reflect total compensation.

Background: Massachusetts Sports Wagering Industry

This section provides a brief history of the legalization of sports wagering in Massachusetts and describes the industry based on the forms of sports wagering reflected in Massachusetts license categories. The potential for legalized sports wagering across the United States became possible in 2018 when the Supreme Court declared the Professional and Amateur Sports Protection Act of 1992 (PASPA) unconstitutional. This opened the door for individual states to pass legislation to introduce sports wagering, which 38 states and Washington, DC have done in the six years since the PASPA decision. Building on the 2011 Massachusetts Expanded Gaming Act, G.L.c.23K, the Commonwealth legalized sports wagering activities in 2022 through an Act to Regulate Sports Wagering (House Bill No. 5164). The MGC was tasked with overseeing the promulgation of the sports wagering industry in the state.

Figure 1: Timeline of Sports Wagering Legalization in Massachusetts



Current Operators

Massachusetts General Laws c.23N creates license categories for three distinct types of sports wagering operators based on modes of play: in-person gambling at casinos; in-person wagering at establishments that either conduct live horse racing or simulcast wagering on horse or greyhound racing; and online or mobile wagering.

Mass. General Laws c.23N categories of sports wagering licensees include:

- **Category 1** for licensed casinos to offer in-person sports wagering
 - The sports wagering operator licensing fee for a 5-year license is \$5 million. Category 1 Sports Wagering Licensees are taxed on 15 percent of gross sports wagering revenue.
- **Category 2** for racetracks and/or simulcast centers
 - Category 2 licenses are for in-person wagering at certain horse and greyhound racing sites. The Category 2 license also allows those racing facilities to host up to one

individually branded app or digital platform that obtains a Category 3 license. Category 2 Sports Wagering Licensees are taxed on 15 percent of gross sports wagering revenue.

- **Category 3** for online/mobile operators to offer online/mobile sports wagering
 - Tethered licensees contract with a Category 1 licensee to provide an online sports wagering platform. Untethered licensees run independent online sports wagering platforms.
 - The sports wagering operator licensing fee for a 1-year license is \$1 million. Category 3 Sports Wagering Licensees are taxed on 20 percent of gross sports wagering revenue.

More than 30 companies seeking to be prospective operators submitted requested documents and other pertinent materials to the MGC during the application process. The three licensed casinos in Massachusetts, Encore Boston Harbor, MGM Springfield, and Plainridge Park Casino were granted Category 1 licenses to offer in-person sports wagering. Category 1 licenses became effective at the end of January 2023. Eight operators were granted Category 3 licenses to offer mobile or online sports wagering. With licenses that rolled out starting in March 2023, the list initially included virtually all the major operators in the U.S. industry:

- BetMGM
- Caesars Sportsbook
- Fanatics Betting & Gaming
- Penn Sports Interactive
- DraftKings
- FanDuel
- Betr
- WynnBet

All Category 3 sports wagering operators who renewed their licenses in 2024—coinciding with the start of the data collection period for this study—were included in the analysis. The list of six licensees included BetMGM; Caesars Sportsbook; Fanatics Betting & Gaming; Penn Sports Interactive; DraftKings and FanDuel. Betr and WynnBet were not included in this study because these companies did not renew their Category 3 licenses in 2024 and no longer operate mobile sports wagering platforms in Massachusetts. Despite Betr and WynnBet not renewing their licenses in 2024, the six participating licensees accounted for over 90 percent of the national industry, making like for like comparison between the state and nation possible.⁷ Bally Bet was not included in the analysis for this study because the company opened its Massachusetts sportsbook on July 1, 2024, after data collection was completed. As of 2024, no Category 2 licenses had been awarded.

Policy Priorities for the Legalization of Sports Wagering

This section touches on the policy background that shapes expectations for sports betting industry operations in Massachusetts. Given the recent introduction of legal sports wagering in the gambling landscape of the U.S., and the speed with which this form of gambling has become available to consumers, the MGC has been keenly interested in research to monitor social and economic impacts

⁷ <https://www.casinoreports.com/us-sports-betting-market-stats-database/>

occurring with the introduction of legal sports wagering to Massachusetts. The MGC has been stewarding research on special topics of concern which were defined by the legislature in 2022 through Mass. General Laws c.23N § 23. These research interests included a study of participation by minority business enterprises, women business enterprises and veteran business enterprises in the sports wagering industry in the Commonwealth, the topic of this report.

Economic development goals

Sports betting was enabled for economic reasons. Lawmakers were concerned that Massachusetts was losing out on \$35-65 million⁸ in tax revenue per year as Massachusetts residents gambled on sports in neighboring states.⁹ Indeed, over the first 18 months of legalized sports wagering, almost \$160 million was collected in taxes by the Commonwealth. However, when it comes to expectations regarding economic impacts, there are major differences between the enabling legislation for casino gaming and for sports wagering in the Commonwealth. The 2011 Expanded Gaming Act established parameters to ensure that casino operations would generate positive employment impacts and broader economic benefits to the Commonwealth, including the hiring of a diverse workforce and a commitment to supplier diversity. However, these types of measures were not specified in the language of the 2022 enabling legislation for sports wagering operators.¹⁰

These differences have resulted in varying levels of expectation and monitoring of the two operator categories during the study period. Based on priorities outlined in the 2011 Expanded Gaming Act, casinos are required to establish goals and track outcomes for vendor spending, including local and diverse business enterprises. Similarly, they also have targets and track outcomes related to hiring a diverse and local workforce. Casino operators maintain policies and procedures to support their goals: to promote contracting with businesses and hiring of workers located in the surrounding region and to increase supplier diversity and workforce diversity. To reinforce the process, gaming establishments engage with the MGC on a regular basis, providing monitoring reports and data. Chapter 23K also outlines the role of the MGC in promoting diversity within the casino sector, which includes initiatives like the Vendor Advisory Committee and close collaboration with casinos to achieve diversity goals.

In contrast to the mandates for casinos, Chapter 23N did not outline economic development-related parameters for sports wagering operators nor did it direct the MGC to foster diversity initiatives or monitor them. Mobile/online operators are responsible for setting their own diversity goals within their businesses and are required only to report their diversity data to the Commission. On a quarterly basis, the MGC requires sports wagering operators to report statistics related to workforce diversity and spending on diverse business enterprises.

Despite the legislative differences, as discussed later in this report, there is widespread adoption of diversity policies and programs among Massachusetts sports wagering operators. Figures 3 and 4 in this report illustrate that all sports wagering licensees operating in Massachusetts maintain policies and

⁸ Colin Young, "Mass. Senate Tees Up Sports Bill for Vote This Week," *NBC 10 Boston*, April 25, 2022,

https://www.nbcboston.com/news/local/senate-tees-up-sports--bill-for-vote-this-week/2702410/?os=vb__&ref=app.

⁹ Depending on sports wagering legislation in these states.

¹⁰ See Appendix E for a review of the specifications in the Massachusetts Gaming Act to define required outcomes for economic and workforce development.

programs to promote workforce diversity and to promote supplier diversity. However, casino and sports wagering industry outcomes are different, driven in many cases by very different operating activities. The following section discusses how differences in business activities result in major differences in the hiring of workers and spending on goods and services across licensee types.

Sports Wagering Industry Segments: Hiring and Vendor Spending

This section discusses how the nature and scale of operations varies across the segments of the industry resulting in differing levels of hiring, and spending on goods and services. The language of enabling legislation also plays a role, with differing implications for the hiring of workers and contracting with businesses for goods and services.

Category 1 Operators: Casinos

Category 1 operators are gaming establishments which run retail sportsbooks in their facilities located in Massachusetts. Their operations are designed to be patron destinations, offering recreational activities and sometimes hotels and/or conference facilities. Depending on the presence of a hotel, they can be categorized as **Casinos** NAICS 713210 or **Casino Hotels** NAICS 721120. These operations contain many different departments and offer several types of gambling across the facility: table games, slot machines and in-person or ‘retail’ sportsbooks.

EMPLOYMENT

Very few workers are hired to work at retail sportsbooks and they are a part of a much larger workforce of casino employees. Overall, in 2023 there are approximately 7,400 people working in Massachusetts based casinos, with 85 percent of those jobs being held by Massachusetts residents.¹¹ Job opportunities at the casinos are plentiful with positions across a large spectrum of occupations, and many jobs are accessible to workers regardless of educational background or experience in the industry. Research on new casino hires in Massachusetts found between 76 and 86 percent of new hires had no previous experience in the industry.¹² On-the-job training is often provided with opportunities for cross-training and there is some opportunity for mobility across departments.

As one part of these large operations, a small group of employees is needed to run the sportsbook at the casino. Positions include clerks, cashiers, and writers as well as a few managers and supervisors. Casinos offer related amenities like sports bars and restaurants to serve sportsbook patrons. For the most part, however, employees in these retail operations are considered casino employees rather than sportsbook employees alone. As such, the number of workers employed by Category 1 licensees who are dedicated to retail sports-wagering activities is small, typically less than one percent of all employees. As of 2023, retail sportsbooks employed approximately 44 Massachusetts residents.¹³

¹¹ This number is based on total aggregate employment across the casino industry in 2023 rather than quarterly average employment which is used later in the study. From Peake et al., The Early Economic Impacts of Sports Wagering in Massachusetts. SEIGMA.2024.

¹² Details can be found in new employee survey reports on the SEIGMA website and on the MGC website.
<https://www.umass.edu/seigma/reports>; <https://massgaming.com/about/research-agenda-search/?cat=economic-impact>

¹³ Peake et al., The Early Economic Impacts of Sports Wagering in Massachusetts. SEIGMA.2024.

SPENDING ON GOODS AND SERVICES

Spending on vendors serving retail sportsbooks individually is minimal relative to total vendor spending at the casino. Spending during the first year of sportsbook operations tended to be concentrated in the opening period of the sportsbook, when new equipment needed to be purchased. Also, to help establish the new gambling activities professional and technical services firms were contracted for legal, marketing, and other services. In-state firms patronized for retail sports wagering operations included performing arts and spectator sports firms, and professional and technical services firms. Out-of-state purchases were made from companies selling gaming machines, financial services, and legal and consulting services, among others.¹⁴

Category 3 Operators: Sports-Tech Companies and Divisions

Category 3 operators can be categorized in the North American Industry Classification System (NAICS) as gambling companies (**Other Gambling Industries NAICS 713290**). However, operators of mobile and online sports wagering are very also tech operations. Category 3 operators develop and manage digital products, services, and platforms to engage patrons in online and mobile sportsbooks.

EMPLOYMENT

In 2023, mobile sports betting operators employed an average of 10,265 employees across the industry in a quarter. Nearly 12 percent of those employees, an average of 1,185 in a quarter, are employed in Massachusetts. Massachusetts is known as a strong location for technology firms in the U.S. so it is not surprising that more than 10 percent of the workforce in this technology-intensive industry is in Massachusetts. However, most of that employment either existed in Massachusetts prior to the legalization of sports betting or represented remote work that was not necessarily tied to the expansion of gambling in Massachusetts.

Mobile or online operators hire far fewer workers in Massachusetts than casinos because a dedicated physical presence is not required to offer mobile sports wagering in that state. Employees work on operations that are running in multiple states. Most Category 3 operators responded that they use a centralized team to manage new states, adding to existing employees' portfolios rather than hiring new people to work in a particular state. However, respondents indicated that in some cases they did hire new people when necessary to manage new high-value players in a state. The work of these companies requires highly trained employees with specialized skills in technology and business-related areas. Large numbers of software developers, marketing specialists, and customer service representatives are hired as a result. Operations that are similar in nature to those of software development companies and fintech firms running digital platforms.

SPENDING ON GOODS AND SERVICES

According to Category 3 licensee responses in the study questionnaire, when entering a new state market, spending tends to go for specialized suppliers and providers of information technology

¹⁴ Findings from the Early Impacts of Sports Wagering Report, 2023.

equipment and information services, and a range of professional technical services including legal, operational, and advertising, marketing and promotional services needed to enter the new market.¹⁵

Regulatory Activities: The Massachusetts Gaming Commission

As the regulatory agency which monitors casino gambling, sports wagering and horse racing in the Commonwealth, the MGC is categorized in the industry coding system as public administration, specifically as an administrator of economic programs (**NAICS 926150** - Regulation, Licensing, and Inspection of Miscellaneous Commercial Sectors). Although the MGC is a sports wagering regulator, the data and activities discussed in this report reflect all its regulatory activities, not just those related to sports wagering.

EMPLOYMENT

The MGC runs an operation of 970 employees under contract including part-time, part-time seasonal racing employees, and full-time agency employees. Like other state government agencies, the MGC hires a range of workers across departments, including Massachusetts residents. The MGC's regular activities include running licensing programs for gaming employees; licensing and registering vendors who conduct business with gaming establishments and sports wagering operators; licensing for all participants in the Massachusetts horse racing industry; and monitoring and regulating these industries according to Massachusetts rules and regulations.

SPENDING ON GOODS AND SERVICES

The involvement of diverse vendors with the MGC is shaped by the types of goods and services needed by the Commission and the availability of diverse vendors in those areas.¹⁶ Diverse businesses are most plentiful and engaged with the MGC to provide professional technical services and operations-related goods and services such as office supplies and furnishings, IT hardware infrastructure and systems integration, and software.¹⁷ For fiscal year 2023, the MGC met all of its benchmarks for spending on diverse vendors except for spending on veteran-owned businesses. Commission staff note that many of the vendors that are certified Veteran-owned provide services not currently utilized by the MGC such as construction services. The MGC reports that while adopting new benchmarks and goals has taken more time and costs, supplier relationships are growing.

As this overview shows, the various segments of the sports wagering industry offer quite different opportunities for workers and vendors based on the nature of their business activities. Additionally, aside from the regulator and one operator based in Massachusetts, sports wagering is a small industry relative to the number of employees that work within the Commonwealth, the number of vendors contracted for Massachusetts operations, and the amount of money spent on vendors located in the Commonwealth. In the following sections, we discuss findings based on operating data which distinguish the different segments of the industry. We first address employee diversity within the sports wagering industry. Next, we address diversity among vendors and other businesses that contract with sports

¹⁵ Findings from *Diversity in Sports Wagering* project questionnaire to Category 3 operators. March 2024.

¹⁶ We received detailed MGC spending information for diverse businesses only so that is the focus here.

¹⁷ Information from spending data and interviews.

wagering operators. In the last section of the report, we provide recommendations for improving diversity in the sports wagering industry.

Employee Diversity

Overview

This chapter presents data about employee diversity—specifically minority, women, and veteran workers—in the sports wagering industry segments in Massachusetts. Overall, a significant portion of the sports wagering industry comes from diverse background, both in Massachusetts and in the U.S., and compares favorably to similar industries. Minority workers are well represented compared to similar industries while women are slightly underrepresented. Veterans work in the industry, but data are limited for this population. Diverse Massachusetts employees tend to be compensated more than the industry average. However, compensation for jobs in Category 1 operations is lower than that of Category 3 operations due to the nature of the work and the different occupations involved.

The first part of the chapter analyzes diverse employees as a percentage of total employment and at various job levels within the organizations using quantitative operator data provided by Massachusetts licensees. Next, using data from similar industries, we compare workforce diversity in Massachusetts sports wagering companies to workforce diversity in comparison industries. Finally in this section, we discuss the use of organizational policies and practices to promote and enhance employee diversity using data from an operator questionnaire and in-depth interviews with operators. Barriers and examples of success are also presented.

Participation

This section assesses the level of participation of minority, women, and veteran employees working for sports wagering licensees and employers as a percentage of employees overall and at various job levels within the organizations. For this section, we analyze aggregated operator data provided by Category 1 and Category 3 licensees to discuss the participation of workers for both types of sports wagering operations.

Operator Data

The collection of employment data was specified to include only workers involved in sports wagering operations.¹⁸ On the retail side, the employment data includes workers staffing sports wagering retail operations, or sportsbooks, at the three Massachusetts casinos. On the mobile/online side, the data includes U.S. employees of sports-tech companies (Fanatics, FanDuel, DraftKings) and digital sports wagering divisions that are a part of larger gambling enterprises (Caesars Sportsbook; BetMGM; Penn Interactive). Defined this way, retail operators employ an average of 51 workers per quarter who are dedicated to retail sports wagering operations. Mobile operators licensed in Massachusetts employ an average of 10,265 workers across the U.S. and nearly 12 percent of these workers live in Massachusetts.

¹⁸ To obtain consistency between the industry data provided to the MGC on a regular basis, we asked operators to provide the same data provided to the MGC on a quarterly basis.

WORKFORCE DIVERSITY

As Table 1 shows, Category 3 sports wagering operators employ an average of 10,265 employees across the industry in a quarter. Nearly 12 percent of those employees, an average of 1,185 in a quarter, are employed in Massachusetts.¹⁹ Looking at diversity for all U.S. employees, about 36.1 percent of the Category 3 workforce is made up of workers who identify with racial minority groups, while 0.9 percent are veterans, and 28.3 percent identify as women. In Massachusetts, minority workers make up a smaller share of the workforce at 16.8 percent, while 0.6 percent are veterans, and 24.3 percent identify as women.

In terms of compensation, the average compensation per employee for Category 3 operators across the US is about \$34,000 per quarter. Minority workers and women make slightly less than the average at about \$32,000 and \$30,000 per quarter, while veterans make higher than average compensation at about \$38,000 per quarter. In Massachusetts, the average compensation per employee is just over \$36,000 per quarter. All diversity groups make above the overall average with minority workers making about \$45,000 per quarter and women making \$40,000 per quarter.

Table 1: Average Quarterly Employment and Compensation per Employee for Category 1 and Category 3 Employees across Diversity Categories, All US and Massachusetts

Massachusetts				
	Cat 3		Cat 1	
	Employment	Compensation per Employee	Employment	Compensation per Employee
All	1,185 (100.0%)	\$36,388 (100.0%)	51 (100.0%)	\$9,384 (100.0%)
Minority	199 (16.8%)	\$44,695 (122.8%)	15 (29.7%)	\$9,657 (102.9%)
Veterans	≤10 (0.6%)	Insf. Data	≤5 (1.5%)	Insf. Data
Women	288 (24.3%)	\$40,243 (110.6%)	14 (27.2%)	\$10,171 (108.4%)
All US				
	Cat 3		Cat 1	
	Employment	Compensation per Employee	Employment	Compensation per Employee
All	10,265 (100.0%)	\$33,577 (100.0%)	None reported	
Minority	3,704 (36.1%)	\$31,848 (94.9%)		
Veterans	87 (0.9%)	\$37,718 (112.3%)		
Women	2,905 (28.3%)	\$29,537 (88.0%)		

Source: Operator data collected from sports betting licensees by UMDI

Category 1 operators function differently than Category 3 operators primarily because of the nature of retail versus mobile/online sports wagering, and due to the operation being tethered to the casino operators. For Category 1 operators, the integration of sportsbooks looks more like the opening of a new department within the casino as operator data show that most of the sportsbook employees have

¹⁹ The following analysis will refer to quarterly averages across the industry, created by summing employment across the industry in a single quarter and averaging across the four quarters to get to a quarterly average.

been reassigned from other departments. Category 1 employment occurs in Massachusetts alone due to the physical location of the retail sportsbooks. Some casino employees have historically commuted from other states in New England, but the subset of casino workers who work at Category 1 sportsbook operations is from Massachusetts alone.

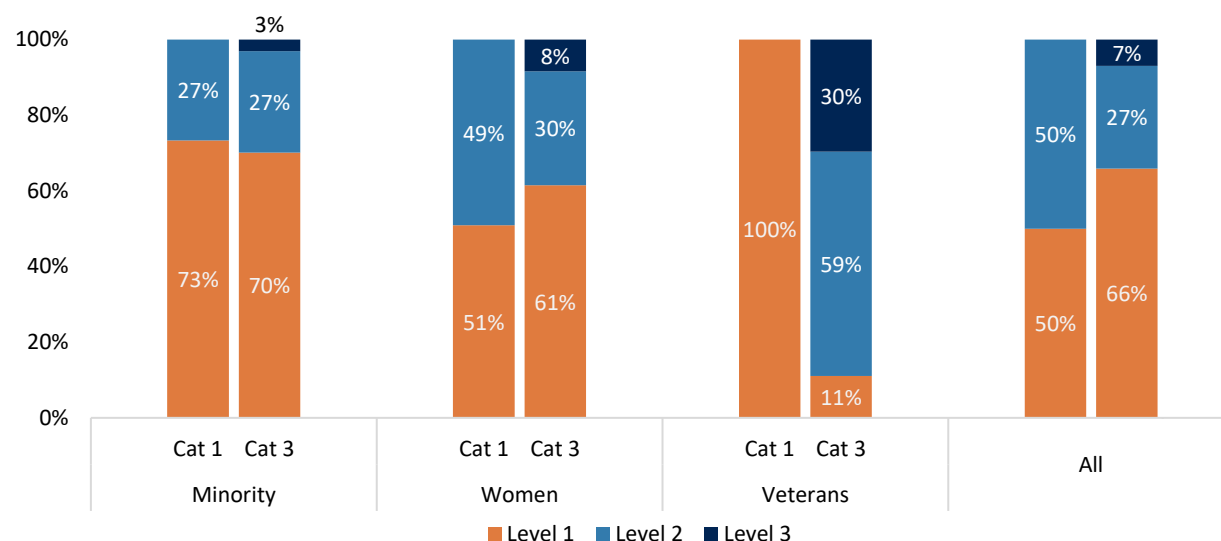
In Massachusetts, Category 1 sports wagering operators employ an average of fifty-one employees across the industry in a quarter. Of those employees, an average of 29.7 percent identify with racial minority groups, while 1.5 percent are veterans, and 27.2 percent identify as women.

In terms of compensation, the average compensation per employee for Category 1 operators in Massachusetts is about \$9,400 per quarter. Minority workers and women make slightly more than the average at about \$9,700 and \$10,100 per quarter. Due to the small number of veteran employees at Category 1 operators, the values for average quarterly compensation per employee have been suppressed. It is important to note that the compensation for jobs in Category 1 operations is expected to be lower than that of Category 3 operations due to the nature and level of job positions. At Category 1 operators, most employees are entry-level workers who work floor jobs at the casino, these jobs typically do not require a college degree and focus on customer service. At Category 3 operators, most jobs require a college degree and a certain level of experience in the tech industry as the job duties of many are like those of occupations in computer science and information technology, accounting and marketing. For comparison and evaluation purposes, the presence of diversity is compared to similar industries later in this report.

Overall, the Category 1 industry workforce is smaller and not as well compensated as the Category 3 industry. Both industries are made up of diverse workers at proportions that are not insignificant. Minority workers are well represented compared to similar industries while women are slightly under-represented. Diverse Massachusetts employees tend to be compensated more than the overall average. However, minority and women workers in the U.S. industry overall are compensated at lower rates than the overall average. While few in number, veteran workers in the U.S. industry are compensated at higher rates than the overall average.

DIVERSITY BY LEVEL OF EMPLOYMENT

Figure 2: Shares of Diverse Employees by Job Level in Category 1 and Category 3 Operations, Massachusetts, 2023



Source: Operator data collected from sports betting licensees by UMDI
 Note: analysis is limited to operators who provided employment counts by level.

To contextualize the diversity discussion above, Figure 2 above displays the share of workers in each diversity category who are employed in jobs at various levels of hierarchy. For comparison purposes, this analysis includes only Massachusetts employees. Level 1 refers to entry-level workers, while level 2 refers to managers and supervisors, and level 3 are executive positions. The shares in this figure refer to the number of workers in each diversity category who are employed at that level out of all employees in the same diversity category employed across all levels. Note that these numbers are based on percentages of average quarterly employment across the industry.

For all workers in Category 3 operations, 66 percent of employees on average hold entry-level positions, while 27 percent hold level 2 positions, and 7 percent hold top level positions. For all workers in Category 1 operations, half of the employees on average hold entry-level positions, and the other half hold manager or supervisor roles. There are no executives present in the Category 1 data, which is not surprising due to the nature of the department within casinos.

Looking at the population of minority workers in Category 3 operations, 70 percent hold entry level positions, while 27 percent are employed at level 2, and 3 percent are employed at level 3, similar proportions to that of all employees. At Category 1 operations, 73 percent of minority workers hold entry-level positions compared to 50 percent of the full population, while the remaining 27 percent hold level 2 positions.

For women in the Category 3 industry, 61 percent are employed in entry-level positions, just lower than the overall workforce, while 30 percent hold level 2 positions and 8 percent are employed at executive positions, slightly higher at both levels than the overall workforce. At Category 1 operations, just over

half of the women are employed in entry-level positions, while just under half are employed at level 2 positions, similar to the workforce overall.

The veteran population at Category 3 operations are employed at very low rates in entry-level positions, just 11 percent of all veterans, and 59 percent are employed at the second level. A sizable percentage of veterans are employed at the executive level, making up 30 percent of all veterans employed. At Category 1 operations, all veterans are employed at entry-level positions.

When compared to workers overall, Massachusetts minority workers tend to be overrepresented in entry-level positions at both Category 1 and Category 3 operations. Category 3 minority workers are represented similarly in manager/supervisor roles and slightly underrepresented as executives. Compared to Massachusetts industry workers overall, women are slightly underrepresented in entry level and slightly overrepresented in manager or supervisory roles and at the executive level. Veterans in Category 3 operations are heavily overrepresented at the manager or supervisor and executive levels, while in Category 1 they are exclusively represented at the entry level.

EMPLOYMENT DIVERSITY: COMPARISONS WITH SIMILAR INDUSTRIES

One of the requirements of the RFR is to compare levels of diverse workforce participation in the sports wagering industry with these populations in similar industries. To select comparison industries for Category 1 and Category 3 operators, we chose industries with similar business activities. We also examined job postings to choose industries with similar occupational compositions. Workforce diversity data for minority and female casino workers is available from casino operator data, and workforce diversity data for comparison industries is available from the U.S. Bureau of the Census.

Category 1

Category 1 operators primarily exist as casino and hotel operators, with retail sports wagering a small slice of their overall operations. The number of workers affiliated with retail sports wagering is very small when compared to the Massachusetts casino workforce overall. Furthermore, many of these workers also staff other casino departments so there is overlap with the rest of the casino workforce.

Employees affiliated with retail sports wagering are not as racially and ethnically diverse as the casino workforce overall (30% minority workers versus 56% in the Massachusetts casino workforce) and women represent 27 percent of the retail sports wagering workforce in contrast to 44 percent in the broader casino workforce. There are very low numbers of veteran employees on the retail side.

For Category 1 operators, we also include **Gambling Industries** as a comparison industry, which includes casinos without hotels, as seen in Table 2. When comparing Massachusetts retail operations with Gambling Industries without hotels, racial and ethnic diversity levels are higher (30% versus 19%) but there is a similar level of female workers (27% versus 33%). These rough comparisons suggest that Massachusetts retail operators are more successful at hiring minority workers but have slightly lower success rates hiring women than their gambling industries counterparts.

Outside of gambling industries, the Massachusetts retail sports wagering workforce has proportionally fewer minority and female workers than the Travel Accommodations industry (30% versus 49%; and 27% versus 53%). This is likely because workers are working in gaming departments rather than working across the facility in multiple occupations in the hotel, in restaurants and other types of services.

Table 2: Comparison Industries – Sports Wagering Workforce Diversity, 2022

Industries	Percent Minority	Percent Female
Retail operators (Category 1), Massachusetts	30%	27%
Mobile/online operators (Category 3), All U.S.	36%	28%
Comparison Industries - Massachusetts		
Accommodation and Food Services	38%	55%
Traveler Accommodation	49%	53%
Arts, Entertainment, and Recreation	18%	50%
Gambling Industries without Hotels	19%	33%
Information	23%	39%
Software Publishers (includes app developers)	26%	35%
Finance and Insurance	22%	53%
Activities Related to Credit Intermediation (includes fintech)	26%	44%
Professional, Scientific, and Technical Services	26%	46%
Advertising, Public Relations, and Related Services	18%	57%

Source: Quarterly workforce indicators (QWI), U.S. Bureau of the Census; *Mobile operator comparisons*

Category 3

Mobile operators can be compared with the broader gambling industry of which they are a part, as seen in Table 2. The racial and ethnic diversity of these operators is much higher when compared to Gambling Industries without hotels (36% compared to 19%) and the proportion of women in the industry is slightly lower (28% compared to 33%).

In contrast to many other gambling enterprises in that NAICS sector, Category 3 operators develop and manage digital products and services on online platforms while also managing associated revenues. These operations primarily do business through a mobile app.

We use Lightcast data to look at their hiring practices to further characterize these companies.²⁰ Mobile sports wagering companies hiring in Massachusetts post primarily software development roles, representing more than half of all job postings. This, combined with the fact that app development is so crucial to their day-to-day operations, led us to use **Software Publishers** as one of our comparison industries. Mobile operators with business in Massachusetts employ a much higher proportion of minority workers (36% versus 26%) and a slightly lower proportion of female employees (28% versus 35%) compared to the software industry.

To cover the financial side of their business operations, also a major activity, we use the NAICS sector called **‘Activities Related to Credit Intermediation’** which primarily represents fintech²¹ companies. As Category 3 operators managed nearly all of the almost \$9 billion worth of bets placed in Massachusetts during the first 18 months of sports wagering legalization, we wanted to capture industries that similarly

²⁰ Lightcast is a proprietary database providing detailed information on workforce characteristics and recruiting trends.

²¹ Financial technology (fintech) is used to describe new technology that seeks to improve and automate the delivery and use of financial services.

handle financial activities digitally. Mobile operators with business in Massachusetts employ a much higher proportion of minority workers (36% versus 26%) and a much lower percentage of female employees (28% versus 44%) than the fintech industry.

Finally for Category 3 operators, we can choose **Advertising, Public Relations, and Related Services** as a comparison industry. Marketing jobs are the second most posted position for Category 3 operators in our scan of job postings, and all companies have been running non-stop national advertising campaigns since the Supreme Court struck down restrictions on sports wagering. We chose this industry as a comparison primarily to complement software publishers and fintech, which, combined with advertising, cover a large proportion of the Category 3 workforce. Mobile operators with business in Massachusetts employ a much higher proportion of minority workers (36% versus 18%) and a much lower percentage of female employees (28% versus 57%) than the advertising and marketing industry.

In conclusion, when it comes to similar (comparison) industries, Massachusetts retail and mobile sports wagering operators are more successful at hiring minority employees compared to comparison industries. At the same time, these operators have been less successful than their comparison industry counterparts in employing women. A discussion of specific challenges and potential approaches to expanding the presence of female workers appears later in this chapter in the *industry perspectives* section.

Programs and Policies for Employment Diversity

In addition to analyzing operator data, we collected organizational data to determine the kinds of policies and practices in place in the industry to promote workforce diversity. We collected information through customized surveys sent to licensed operators and the MGC. We also conducted a stakeholder interview process, gathering information from industry professionals on the use of programs and policies to increase diversity; barriers to success; approaches that work; and recommendations.

As specified by the RFR, we collected information on the use of policies to promote employment diversity in three areas: **recruitment** of a diverse workforce; programs to support **inclusive outcomes** for women, minority and veteran employees in the areas of compensation, benefits, career trajectory, and turnover; and the presence of **training programs** to promote retention and development.

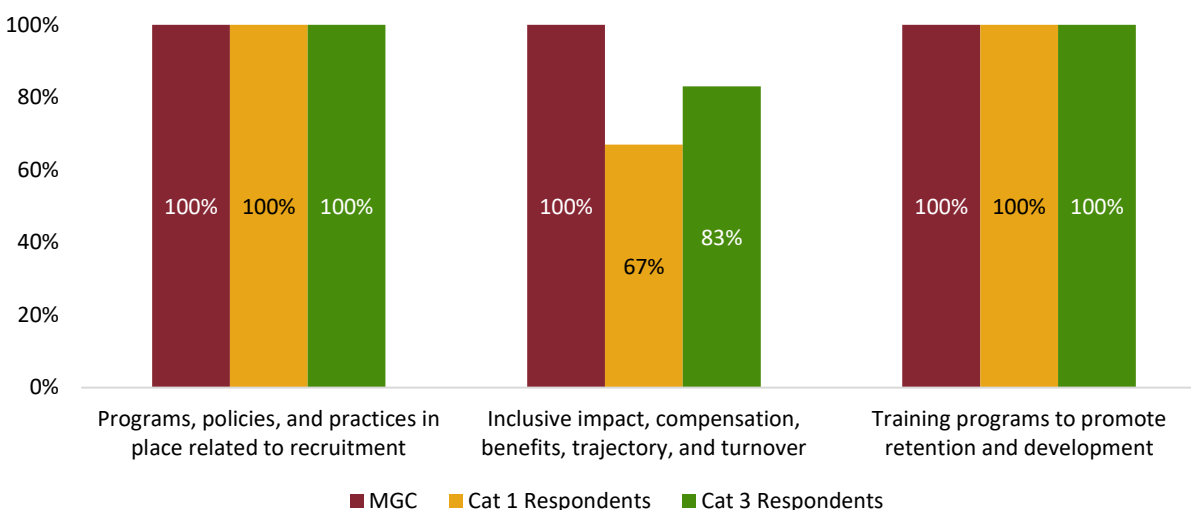
Operator Questionnaire

Through operator questionnaires, we found that all license holders as well as the MGC have programs, policies, and practices in place related to recruitment, and all operators also have training programs to promote retention and development of a diverse workforce. The third category, “inclusive impact” programs, are widely adopted but interpreted in various ways. Operators universally offer programs to support career paths and monitor turnover of diverse employees, but they do not offer targeted compensation or benefits policies. The MGC reported that it runs inclusive impact programs²² and a majority of both retail and mobile operators reported the same. However, two operators expressed that giving special consideration towards specific groups would not meet their goal of being an equal opportunity employer. While we do not report individually on operators in this report, we can say that

²² “Inclusive impact” refers to Diversity, Equity and Inclusion (DEI) programs in any number of areas.

we did not notice any difference in outcomes between these two operators and the rest in terms of the diversity of their workforce. Also, we noted that in some cases programs categorized by operators in the areas of recruitment and retainment nevertheless could be categorized as ‘inclusive impact’ programs.

Figure 3 Workforce diversity: participation in policies and programs



Sources: Operator questionnaires and stakeholder interviews, Spring 2024.

Each operation related to sports wagering in Massachusetts uses different strategies to accomplish their goals of increasing workforce diversity.²³ The MGC prioritizes equity and inclusion in recruitment by implementing diverse interview panels and slates, ensuring equitable hiring practices at each recruitment stage and hiring a dedicated employee to focus on advancing equity within the organization through initiatives like pay equity reviews, inclusive benefits, and career growth programs to foster a supportive work environment. Additionally, the MGC incorporates diversity training, leadership development, and employee-led groups aimed at retention and professional growth, enhancing internal mobility.

Category 1 operators work to increase recruitment of diverse employees by setting specific hiring targets to achieve gender parity and represent local veteran and minority populations, creating platforms and career resources to facilitate inclusive recruitment. Hiring managers are instructed to prioritize skills over credentials, and some employers provide free English for Speakers of Other Languages (ESOL), GED, and citizenship programs to increase accessibility. To retain their workforce, Category 1 operators offer growth-oriented programs, including women’s leadership development, diversity scholarships, and veteran ambassador roles, and integrate DEI training across development initiatives.

To boost workforce diversity during recruiting, Category 3 operators focus on early engagement with diverse candidates through partnerships with diverse organizations and recruitment events, using Employee Resource Groups (ERGs) and sponsoring conferences to attract talent from historically

²³ See Appendix D - Sports Wagering Operators Diversity Policies and Programs for additional details about programs used in the industry.

underrepresented groups. They retain employees through DEI-focused onboarding, D&I Committees, the Employee Resource Groups, and mentorship programs that foster community and skill-building.

To obtain a better understanding of the use of programs and policies to promote diversity and equitable workforce development, the study conducted In-depth interviews with a subset of professionals employed by the licensees and the regulator.²⁴ Twenty-two professionals involved with diversity programs and policies were interviewed, 16 working for operators, and 6 employees of the regulator. We sought the participation of professionals who could provide a deeper and more informed perspective about the involvement of diverse employees and diverse business enterprises in the sports wagering industry, and how to strengthen conditions for these groups within the industry. Participation in the interview sessions typically included a human resources or diversity, equity, and inclusion (DEI) officer, along with a compliance officer, legal counsel, or communications representative. Executives involved with finance, budgeting, and procurement also participated in the interview sessions. Their perspectives on the benefits and limitations of these programs based on their work in the industry are reflected in the following section of the report.

Industry Perspectives: Workforce Diversity

Respondents in the interview group noted that sports wagering is a new industry in the United States, particularly in Massachusetts, where legal operations began in 2023. Additionally, it is a small industry in terms of the number of employees that work within the Commonwealth, the number of vendors with which they contract, and the amount of money they spend on purchases in the Commonwealth. Thus, licensees are limited in the number of diversity initiatives and policies they can have at the employee and vendor level.

OVERVIEW

Compared with casino gambling, sports wagering does not employ many people in Massachusetts, and a few interviewees said that sports wagering is slightly less diverse than the casino industry. For Category 1 licensees, sports wagering employees represent a small fraction of the casino workforce. Most sports wagering occurs online, and only a few employees are needed to interact with customers directly. In many cases, employees working in sportsbooks are casino employees on assignment from the existing casino workforce. There are no specific policies to ensure diversity among sportsbook employees. However, diversity is an overall goal for casinos, with targets for hiring diverse applicants and applicants from the surrounding communities in their agreements with the MGC, host community, and often within their organization. These affect casino hiring strategies and inform HR's recommendations for hiring an employee. In our interviews with representatives, we were told that the percentage of women, minorities, and veteran employees tracked roughly with that of the entire casino.

In the case of tethered and untethered Category 3 licensees, most employees are based outside of Massachusetts. Much of the workforce is in technology, sales and marketing, or customer service - all

²⁴ In-depth interviews were conducted with industry representatives during the spring and summer of 2024. For more detail, see the methodology overview in Appendix A.

optionally situated in Massachusetts. Some interviewees mentioned that they may have several customer service representatives within the Commonwealth.

“Massachusetts resident employees represent a very small fraction for us in terms of [the total number of sports wagering employees].”

- **Category 3 tethered licensee representative**

“Our [Massachusetts] numbers aren't that large. But we do have individuals who are Massachusetts residents who work for the company.”

- **Category 3 untethered licensee representative**

Some roles are outsourced to other companies, often in different countries. For Category 3 licensees, the exception is DraftKings, which has a large footprint in Massachusetts, although it also has principal offices in other states. Despite their size, many of the Category 3 licensees' policies and approaches to diversity are similar to those of their peers based in different states. The MGC has policies and practices related to diversity for Category 3 licensees similar to those for Category 1 licensees, setting a goal for 25 percent ethnic diversity in their workforce.

All interviewees mentioned that diversity is an important principle in their organizations and that they were taking steps to increase diversity within their workforce. One Category 3 tethered interviewee said that the customer and employee base in sports wagering has become more racially diverse but is still predominantly male. Two Category 1 licensee representatives mentioned that they had substantially increased women's participation in the workforce at all levels. Category 1 licensees suggested that the proportional involvement of women, minorities, and veterans in sports wagering usually aligned with the proportion participating in the casino business overall, which was in line with that seen in other companies.

“If we look at our sports wagering team and compare it to the workforce as a whole, we're along pretty similar lines, although it is a smaller sample size.”

- **Category 1 licensee representative**

“The industry is probably dominated by White males... in terms of the type of industry that we are, and the customers and the people who engage with our products. History has been more of White males who have dominated this workforce.”

- **Category 3 untethered licensee representative**

INDUSTRY POLICIES

Programs, policies, and practices in place related to recruitment

According to operator data in the questionnaire, we note that all operators in the Massachusetts industry run programs to increase the recruitment of a diverse workforce. According to the operator questionnaire and industry representatives interviewed, the most significant effort by licensees to increase diversity in their workforce is through recruitment. Most interviewees mentioned engaging and participating in job fairs and using search firms, recruitment platforms, and websites (e.g., job boards) designed for specific categories of diverse applicants, such as job fairs for African Americans, women, or veterans. Some operators host diversity-focused recruitment job fairs (e.g., for veterans), and partner with diverse owned business and professional development organizations to attract a more diverse slate of applicants for open positions. Interviewees from Category 1 and Category 3 licensees pointed out that they partner with colleges and universities with a diverse student body (e.g., Historically Black Colleges and Universities) to recruit employees from diverse backgrounds.

Several interviewees mentioned that they actively encourage people from historically underrepresented groups to apply, as many potential employees often see sports wagering as a White male-dominated business. Some Category 1 licensees tried to recruit from diverse populations in the surrounding communities by recruiting through local organizations such as educational institutions or partnering with them to get referrals. Additionally, several interviewees mentioned internal referral programs that encourage and compensate veterans, minorities, and female employees for referring new employees, and multiple respondents in the operator questionnaire indicated that they encourage internal Employee Resource Groups (ERGs)²⁵ to attract and recruit applicants with similar life experiences to their own. Some operators have ambassadors in these programs who serve as liaisons to recruit diverse employees.

“We could probably say that the sportsbook industry mainly gets people through referrals. And so, with the referral-based system, most people in that industry are probably referring their friends, who are also excited about sports. So, the employee profiles kind of match up with our patrons.”

“Sports wagering industry employees reflect the people on the other side of the counter. Our employees reflect our guest base. We tend to have a larger population of non-diverse bettors in our marketplace. Our female, veteran, and diverse population mirrors the population working for us.”

- **Category 1 licensee representatives**

Category 1 licensees as a group have specific policies, measurable targets, and reporting requirements to provide accountability that they are committed to diversity in their industry. These policies and targets are in place because of requirements placed by the MGC on casino operators, which have been implemented throughout the organizations, including the sports wagering branch. The MGC has established its own goal as an organization of 25 percent for ethnic diversity but has not established

²⁵ Internal communities of workers with shared identities and interests.

specific objectives for hiring women and veterans. Even so, the fraction of female employees and veterans is similar to that of Category 1 licensees. Category 3 licensees, on the other hand, tended to have their own practices geared towards increasing diversity and mostly directed us to general statements of intent or corporate social responsibility reports. For example, one untethered Category 3 licensee noted that the recruitment team incorporates diversity and inclusion into their digital recruitment marketing tools, but they do not have specific guidelines. Most sports wagering operators' employee footprint in Massachusetts was small, which was used to explain the absence of policies and targets. Representatives from the MGC mentioned requiring all sports wagering licensees to report on diversity numbers in their quarterly reports. Still, they had no authority to compel non-casino licensees to foster diversity initiatives.

“We changed our job descriptions, ensuring they're more neutral in language... In the sports wagering field, many people think that either I have to be a sports fanatic or I have to be a male, and then it's wagering... So we've consciously tried to change our sourcing and hiring efforts.”

- **Category 3 untethered licensee representative**

Inclusive impact compensation, benefits, trajectory, and turnover

The term ‘inclusive impact’ refers to initiatives and practices that promote diversity, equity, and inclusion. The study sought to document the use of inclusive impact programs in worker compensation, benefits, work trajectory and turnover. According to operator data in the questionnaire, we note that the majority of Category 1 and Category 3 operators in the Massachusetts sports wagering industry run inclusive impact programs for workers, but they design these programs in implicit ways. These programs include skills-based rather than credentials-based recruiting, DEI and anti-harassment training for all employees, mentorship programs for ERG members, and leadership tracks for lower-level employees, who tend to be more diverse, to increase representation at higher levels of the organization.

None of the interviewees mentioned programs to support inclusive outcomes in the areas of compensation and benefits. Much of this was grounded in not wanting discriminatory or preferential policies for employees based on their background. Some of these practices are interpreted by companies to be unlawful. In general, the approach is to offer benefits that may be particularly useful to certain underrepresented employees but to offer them to everyone. For example, flexible working hours benefit families with young children. Another Category 1 licensee mentioned an ESOL training program that principally benefits recent immigrants who are often racial minorities.

Category 1 and Category 3 licensees often had employee mentoring programs and Employee Resource Groups (ERGs) to benefit minority employees, women, and veterans, and the MGC is also setting up such groups. Mentors, usually in middle management, were asked to participate in ERGs, where they could encourage and guide employees from historically underrepresented demographic groups to succeed and advance in their careers within the organization. Mentoring and ERGs are the operators' primary mechanisms to encourage staff retention and promote diverse employee career development.

“We are surveying and looking at the career progression of those individuals that have gone through those programs. Are they getting promoted? Are they considering top

talent? Are they getting the stretch assignments and making sure that the investment in these individuals is taken seriously, and the company acknowledges that these are the individuals we're invested in?"

- **Category 3 untethered licensee representative**

Interviewees noted that the industry has a relatively high turnover rate, which makes career advancement difficult. Operators are providing more benefits and flexibility to employees, using mentoring, training programs, and support groups to encourage employees to stay in the organization and advance within it. Representatives from the MGC also mentioned the importance of having mechanisms for regular employee feedback to better understand the specific challenges that diverse employees face and devise strategies for addressing them.

The MGC and some licensee representatives noted the importance of conducting pay audits and having transparent pay structures that would allow a team member involved in equity to see where more significant intervention is needed and where to direct their efforts. Many interviewees remarked on the importance of collecting data to evaluate performance, and as the MGC pointed out, that needs to be followed by transparency in the results and a dedicated effort by a person or group of people in the organization to address any shortcomings.

"We've got a transparent pay policy. We identify pay ranges for different roles, so there's no discrepancy in who's getting paid and what versus what. This allows for equity, visibility, or knowledge of what people are getting paid and where you fall. We're very conscious of ensuring that things are equitable and that those in underrepresented communities are not treated differently from others."

- **Category 3 untethered licensee representative**

Programs to promote retention and development

Programs to retain and develop a diverse workforce can be divided into two broad categories. On the one hand, there are programs to promote a more inclusive environment by creating a better work culture. These training programs are meant to reduce implicit bias, educate employees on non-discrimination, and foster tolerance and inclusivity. The bigger licensees often require all employees to attend these short sessions and may require managers to participate when entering that role. Most of these are one-off events offered when employees begin working with an operator, although some licensees mentioned that they encourage employees to take them more than once. More effort is needed to quantify the impact of these programs on employees.

"We have conscious inclusion training and general unbiased interview practices. Conscious inclusion training is completed by all managers and above and focuses on helping managers understand their unconscious bias and how they can move from unconscious bias to conscious inclusion."

- **Category 3 tethered licensee representatives**

The other category of training programs is professional development programs, which are meant to benefit employees and promote their advancement within the organization. These programs are usually open to all employees, but they may be sponsored by Employee Resource Groups (ERGs) so that most attendees are diverse members of the ERGs. In addition to the benefits of learning in the training programs, these often provide opportunities for diverse employees to find mentors and network within the organization. A few training programs target specific demographic groups, such as training programs designed for veterans or leadership programs for women. In this same category of programs are training programs geared towards diverse employees, such as the ESOL programs mentioned previously, and cross-functional training in operational areas with predominantly diverse employees. One example provided was training employees in the food and beverage sectors to learn sportsbook operational skills.

One Category 1 operator mentioned that they have twelve-week programs to train emerging leaders to move into management roles. Managers are encouraged to select diverse employees to participate in this program. After completing those programs, they are placed in development plans to get promoted and advance within the company. Additionally, they have leadership programs geared towards students that provide internships and encourage them to apply for organizational roles once they graduate.

Most interviewees pointed to Employee Resource Groups (ERG) as significant programs that promote a diverse workforce and encourage diverse employees to climb the corporate ladder. Managers were often encouraged to mentor and guide employees from diverse backgrounds to advance within the organization. The most common ERGs organized within sports wagering operators are those for women, people of color, and LGBTQI+ employees. Although there are programs that are designed specifically for veterans, there were fewer mentions of ERGs for them, although this may be due to the small fraction of the organization's employees represented by veterans. The success of ERGs in retaining diverse employees or promoting their advancement needs to be clarified. Although the researchers asked for contact information for participants in ERGs, none of the interviewees provided it.

Outside of dedicated training programs, examples of retainment and development practices given in the operator questionnaire include administrative work like regular reviews of employee engagement survey data and compensation by sex and race to ensure that employees feel valued and are not facing wage discrimination.

In the next sections, we present stakeholder perspectives on barriers to the employment of women, minorities and veterans in the sports wagering industry, examples of successful practices, and recommendations.

BARRIERS TO DIVERSE EMPLOYMENT

Various interviewees stated that the main barrier to diverse employment in the sports wagering industry is at the recruitment stage. Most applicants tend to be White males, possibly due to a perception that the sports wagering industry shares the demographic profile of its largest audience. Despite efforts to increase the recruitment of diverse employees by using targeted strategies mentioned above (e.g., job fairs for veterans), these are only sometimes successful as there is a small pool of candidates. Despite investment in diverse job fairs, most interviewees noted that there is still room to increase the proportion of diverse employees within their organizations.

“We spend a lot of time and finances looking for diverse candidates. But sometimes those arenas don’t give us results. So, we may spend \$3,000 for corporate sponsorship to be at a veteran’s job fair at Gillette Stadium, and we might only speak to four candidates. Of the four candidates, we may only have one to pass on to someone in our organization or team. So many folks are looking for diversity, veterans, and females, and there aren’t enough candidates for all of us from a recruitment perspective. The other piece is that because so many people are looking for diversity, females, and veterans, we may have a higher turnover rate because they’re often being recruited or snatched by other organizations.”

- **Category 1 licensee representative**

An additional barrier is the high turnover rate. Most diverse employees are recruited at lower-paying entry-level positions with the highest turnover. Often, there are structural barriers that limit the recruitment and retention of diverse employees. These include language barriers, the need for childcare and flexible work schedules, and State requirements of no previous criminal record for MGC and gambling employees. This last requirement entails a costly background check, which creates an additional financial barrier for diverse applicants. Representatives from the MGC and Category 3 licensees mentioned that many offered positions require specialized skills or degrees, such as computer programming expertise or law degrees. The proportion of diverse applicants to those positions is smaller than entry-level positions because the pool of diverse applicants is smaller in relative and absolute terms. Many people also have negative associations with gambling, which may deter them from applying to work in the industry.

“The sports wagering industry is very much technical. Those skills or roles were heavily male dominated for many years. And so, as with other underrepresented groups, it takes time to find those with the aptitude and get the skills development training to get them up to par for the positions.”

- **Category 3 tethered licensee representative**

“We do a lot of job fairs, and there’s a kind of stigma for the casino industry... that we are a bad industry... a seedy industry. That there is high crime in our industry.”

- **Category 1 licensee representative**

Category 1 licensees are more motivated to address these barriers and increase diversity within their workforce because these numbers are monitored by the MGC. Category 3 licensees, on the other hand, do not have that statutory obligation, and their efforts to ensure greater diversity are not easily monitored, though almost all Category 3 operators self-reported that they engage in a wide range of employee diversity practices.

SUCCESS EXAMPLES

As mentioned above, because they regularly report these numbers to the MGC and are compelled through legislation to implement diversity initiatives, Category 1 licensees have been more successful at recruiting a diverse workforce. As part of operations with intensive diversity programs, they are meeting or exceeding some of their targets for diverse employees, which has the additional benefit of creating a more varied pool of referrals. Some operators have succeeded in hiring and promoting more women, partly due to having more women in managerial positions. Seeing themselves represented at higher levels within the organization and being encouraged by female managers has increased the proportion of women working there.

“One of the most interesting anecdotes was when we trained people to work at the sports wagering windows. We were having problems training, so we administered a test. It was a test of the ability to take bets. It wasn't a test of sports knowledge. We found overwhelmingly that the women scored far higher on the test, and we ended up with a much larger percentage of women working in the sportsbook... and so when we opened the sports windows, I'd say 80 percent were women.”

- **Category 1 licensee representative**

“40 percent of our executive leadership team are women. This is something that is taken very seriously in terms of driving diversity.”

- **Category 3 untethered licensee representative**

Various interviewees mentioned that their efforts recruiting at job fairs for women, people of color, and veterans had yielded some success in hiring more diverse employees. Some Category 1 licensees mentioned that by working with the surrounding communities, they have built stronger relationships, which have motivated locals to apply for work there.

“From our external partnerships, one of the benefits is understanding best practices from other companies and what they are doing in that DEI space. One of the things we are very focused on with our external partners, and some of our other corporate partners, is sharing best practices and being heavily focused on collaboration.”

- **Category 3 tethered licensee representative**

Category 1 licensees readily shared their Corporate Social Responsibility reports, which show workforce diversity increasing over time, both overall and at the leadership level (managerial and above). Some organizations employed roughly the same number of men and women, although this did not hold for leadership positions. Larger and more established organizations have software and other tools to measure the diversity of their applicant pool and workforce, which would be helpful for all sports wagering organizations.

Interviewees from Category 1 and Category 3 licensees displayed pride in Employee Resource Groups, citing them often as one of the most important programs that supported diverse employees. ERGs provide professional development and mentoring opportunities that benefit people from historically underrepresented groups. These programs also encourage diverse employees to stay in their organization and reduce turnover.

RECOMMENDATIONS

When asked for recommendations on increasing diversity within the sports wagering industry, most interviewees said the biggest challenge is getting diverse employees to apply to positions within these organizations. Nonetheless, sports bettors are increasingly diverse, and there are now more women and minorities participating, which also translates into more diverse candidates applying for positions in the sports wagering industry. There is an assumption that engagement with sports wagering by diverse groups increases familiarity with the industry, making employment opportunities more visible. From this perspective, one Category 1 interviewee mentioned that they are focusing on new sports that may be more interesting to women or minorities, such as women's basketball and soccer. The idea is that with a more diverse clientele, they are more likely to have a more varied employee applicant pool. The MGC also noted that they are revising their recruitment strategy to include diverse interview panels and candidate slates when recruiting for new positions.

"When you have a situation where 80 percent of eligible candidates are all White males, it's easy to close the requisition and say, I have a candidate here that can serve the job. The process might be longer in terms of making sure that we are following the diverse slate philosophy. So, often, jobs might have to stay open longer than they would have."

- **Category 3 untethered licensee representative**

Comparing the responses between Category 1 and Category 3 licensees shows that requiring licensees to quantify their progress, implement diversity initiatives, and report these results to the MGC effectively motivates licensees to adopt more robust and more effective programs, policies, and practices. These programs, policies, and practices help as well as the types and sheer volume of jobs offered by casinos explain why Category 1 licensees have a diverse workforce. Representatives from the MGC noted that there needs to be a formal, structured recruitment strategy and mechanisms for measuring these approaches' effectiveness. Asking this of all licensees would increase workforce diversity across the sports wagering industry.

Vendor Diversity

Overview

This chapter discusses vendor diversity—specifically, the participation of minority-owned, veteran-owned, and women-owned businesses—among the firms providing goods and services to the sports wagering industry. It is important for diverse firms to establish business-to-business supplier relationships with large operators and government agencies such as those found in the sports wagering industry as these can be important stabilizing factors for a business. Suppliers for large operators and agencies can enjoy predictable, regular purchases and long-term business relationships with their customers.

Compared to national vendor spending, spending on Massachusetts firms is relatively modest given the strong presence of tech, financial services, and professional services firms in the state. During 2023, Category 3 operators contracted with nearly 1,200 vendors across the U.S, with whom they spent an average of \$558 million per quarter overall. More than 100 Massachusetts vendors were involved, averaging nearly \$30 million in sales each quarter. However, participation and spending on diverse firms makes up only a very small portion of engagement and spending for both Category 1 and Category 3 operators. In interviews, both Category 1 and 3 licensees emphasized that vendor spending was generally limited to a few specialized companies and that there wasn't much opportunity to diversify their spending on diverse businesses. The scarcity of certified diverse businesses in the economy generally and in the top spending sectors for sports wagering operators provides one explanation for the very low levels of diverse business participation in the sports wagering industry. Spending on advertising and marketing firms by both Category 1 and Category 3 operators highlights an opportunity for increased spending with diverse firms in these sectors.

Participation

This section uses operator spending data to assess the level of involvement of minority-, female-, and veteran-owned businesses providing services and supplies to the industry. Using the spending data, we analyze diverse businesses as a percentage of total participation, proportion of dollars spent on vendors, and mean and median annual spending on diverse vendors compared to all vendors. As specified by the RFR, in this analysis we isolate and discuss the involvement of firms that offer advertising, marketing and public relations services.

Operator Data

VENDOR DIVERSITY

The analysis in this section aims to measure the participation of diverse vendors among the spending or contracting practices of Category 1 and Category 3 operators.²⁶ The table below shows average quarterly counts and shares of vendors in each diversity category along with the average quarterly spending for each group.

Table 3: Average Quarterly Participation and Shares of Spending across Diversity Categories for Category 1 and Category 3 Operations, All US and Massachusetts

All US				
	Cat 3		Cat 1	
	Vendors	Spending	Vendors	Spending
All	1,187 (100.0%)	\$558,098,566 (100.0%)	26 (100.0%)	\$779,556 (100.0%)
MBE	15 (1.3%)	\$4,404,611 (0.8%)	≤5 (7.8%)	\$520 (0.1%)
VBE	≤5 (0.2%)	\$16,014 (<0.1%)	≤5 (3.9%)	\$8,428 (1.1%)
WBE	13 (1.1%)	\$1,201,012 (0.2%)	≤5 (5.9%)	\$1,393 (0.2%)
Massachusetts				
	Cat 3		Cat 1	
	Vendors	Spending	Vendors	Spending
All	103 (100.0%)	\$28,708,625 (100.0%)	6 (100.0%)	\$123,545 (100.0%)
MBE	≤5 (4.1%)	\$3,625,228 (12.6%)	0 (0.0%)	\$0 (0.0%)
VBE	0 (0.0%)	\$0 (0.0%)	0 (0.0%)	\$0 (0.0%)
WBE	≤5 (0.7%)	\$9,124 (<0.1%)	≤5 (4.3%)	\$325 (0.3%)

Source: Operator data collected from sports betting licensees by UMDI

During 2023, Category 3 operators contracted with an average of 1,187 vendors per quarter, with whom they spent an average of \$558 million per quarter. Of those vendors, 103 (8.6%) are Massachusetts firms, with whom the industry spent an average of \$28.8 million per quarter.

Looking at spending across the U.S., about 1.3 percent of contracted vendors are registered as Minority Business Enterprises (MBEs), while only 0.2 percent are registered as Veteran Business Enterprises (VBEs), and 1.1 percent are registered as Women Business Enterprises (WBEs). Though the 15 MBEs represent 1.3 percent of all vendors contracted, spending with MBEs represents even less, at 0.8 percent of all spending on average in a quarter. For the two VBEs making up 0.2 percent of vendors, less than 0.1 percent of overall spending goes to these firms. Finally, for the 13 WBEs making up 1.1 percent of vendors, only 0.2 percent of overall spending occurs in this category.

In Massachusetts, MBEs make up 4.1 percent of Massachusetts firms interacting with Category 3 operators. There are no contracts with VBE firms in 2023, and five or fewer WBE firms make up 0.7

²⁶ Given the data collected are provided in quarterly increments, this analysis was done by totaling vendors and spending across diversity categories and locations to get industry level averages for both Category 1 and Category 3 operators. These numbers are averages and also rounded, which may be misleading in some cases where the average is not a whole number or is less than 0.

percent of all Massachusetts firms. Spending to the five or fewer MBEs, however, makes up 12.7 percent of spending in Massachusetts. Less than a 0.1 percent of spending goes to Massachusetts WBEs.

Throughout 2023, Category 1 operators contracted with an average of 26 vendors per quarter, with whom they spent an average of \$780,000 per quarter. Six of those vendors, about 23 percent, are Massachusetts firms, with whom they spent an average of \$123,500 per quarter.

Spending across the U.S. at Category 1 operators is made up primarily of non-diverse firms, with 7.8 percent of vendors registered as MBEs, 3.9 percent as VBEs, and 5.9 percent as WBEs. Though five or fewer MBEs represent 7.8 percent of all vendors contracted, spending with MBEs represents only 0.1 percent of all spending on average in a quarter. For the five or fewer VBEs making up 3.9 percent of all vendors, 1.1 percent of overall spending went to these firms. Finally, for the five or fewer WBEs making up 5.9 percent of vendors, only 0.2 percent of overall spending is done in this category.

Category 1 spending with Massachusetts firms is almost entirely non-diverse. There is no presence of MBE or VBE firms in the industry's Massachusetts contracts, and the average number of WBEs is so low it appears negligible, making up 4.3 percent of all Massachusetts vendors. About 0.3 percent of Massachusetts vendor spending goes to these WBE firms, and the remainder is spent on non-diverse firms.

Overall, participation and spending with diverse firms makes up a very small portion of engagement and spending with both Category 1 and Category 3 operators. In Massachusetts, the participation of diverse firms is also low. Although more than 12 percent of Category 3 spending in Massachusetts goes to minority-owned firms, diverse vendor participation is very low. Only five diverse vendors of all categories in Massachusetts participate across both industries on average in a quarter.

To further understand the extent to which Category 1 and Category 3 operators contract with diverse firms, contract counts and sizes (dollar amounts) were requested in the data collection process. However, very few operators were able to provide contract data. As a substitute, this section analyzes quarterly average spending per vendor as a proxy for contract sizes.

Table 4: Average Quarterly Spending Per Vendor and Vendor Counts Across Diversity Categories for Category 1 and Category 3 Operators, All US and Massachusetts

All US		
	Cat 3	Cat 1
All	\$470,077 (1,187)	\$30,571 (26)
MBE	\$293,641 (15)	Insf. Data
VBE	Insf. Data	Insf. Data
WBE	\$96,081 (13)	Insf. Data
Massachusetts		
	Cat 3	Cat 1
All	\$280,084 (103)	\$21,486 (6)
MBE	Insf. Data	\$0 (0)
VBE	\$0 (0)	\$0 (0)

WBE	Insf. Data	Insf. Data
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Source: Operator data collected from sports betting licensees by UMDI

Table 4 above shows average quarterly spending per vendor as well as average quarterly vendor counts for Category 1 and Category 3 operators across the U.S. and Massachusetts. Due to the very small number of average quarterly contracts with diverse firms, the values for average quarterly spending per vendor for diversity categories with an average of five or fewer vendors per quarter have been suppressed. The following analysis will analyze the general direction of average quarterly spending per diverse vendor compared to the overall average quarterly spending per vendor, identifying whether the spending sizes are larger or smaller, accompanied by a percentage to indicate how much larger or smaller.

For Category 3 operators, average quarterly spending to the 1,187 firms across the U.S. was about \$470,000 per vendor. For MBEs, average quarterly spending per vendor is lower than the overall average, about 37.5 percent smaller per vendor, while spending to WBEs was much lower, about 79.6 percent smaller per WBE. Average quarterly spending per vendor for VBEs across the U.S. has been suppressed.

For Category 3 spending in Massachusetts, average quarterly spending per vendor was a bit higher than spending per vendor throughout the U.S., with quarterly averages of about \$280,000 per vendor to about 103 firms. Average quarterly spending for MBEs and WBEs in Massachusetts have been suppressed, and there was no spending with VBE firms in Massachusetts.

For Category 1 operators, average quarterly spending across the U.S. was about \$31,000 per vendor to about 26 firms. Spending per vendor to MBE and WBE firms have been suppressed, and there was no spending to VBE firms. In Massachusetts, average quarterly spending per vendor was \$21,500 to about 6 participating firms. Average quarterly spending per vendor for WBE's has been suppressed, and there is no spending to MBE and VBE firms.

Due to the very limited participation of diverse vendors in the sports betting industry, it is difficult to infer how average quarterly spending per diverse vendor compares to the overall average quarterly spending per vendor. For the instances in which average quarterly spending data have not been suppressed, sports betting operators tend to spend less per vendor on diverse firms.

ADVERTISING, MARKETING AND PROMOTIONAL SPENDING

The Advertising, Marketing and Promotional sector was of particular interest in our research relative to total spending, the participation of diverse firms, and spending to diverse firms. Through questionnaires and operator data we found that spending on advertising and marketing firms comprises a substantial portion of professional technical services spending in the sports wagering industry. Both Category 1 operators and Category 3 operators must invite customers to participate in their new business ventures, so promotional and advertising material is essential. For that reason, our data request included a breakdown of overall spending as well as spending to firms in the marketing, advertising, and promotional sector. The following section aims to analyze the extent to which operators contract with advertising and marketing firms, and the participation of diverse vendors in supplying these services.

Table 5: Average Quarterly Counts, Spending, and Shares of Marketing, Advertising, and Promotional Vendors vs All Vendors in Category 1 and Category 3 industries, All US and Massachusetts

All US				
	Cat 3		Cat 1	
	Vendors	Spending	Vendors	Spending
All	1,187 (100%)	\$558,098,566 (100%)	26 (100%)	\$779,556 (100%)
Marketing	358 (30.1%)	\$360,800,243 (64.6%)	≤5 (16.7%)	\$117,222 (15.0%)
Massachusetts				
	Cat 3		Cat 1	
	Vendors	Spending	Vendors	Spending
All	103 (100%)	\$28,708,625 (100%)	6 (100%)	\$123,545 (100%)
Marketing	29 (28.2%)	\$14,320,990 (49.9%)	≤5 (39.1%)	\$111,144 (90.0%)

Source: Operator data collected from sports betting licensees by UMDI

Category 3 operators work with an average of 358 vendors in the advertising and marketing sector per quarter, making up just over 30 percent of all vendors on average in a quarter. Spending with these firms is about \$361 million on average in a quarter, making up nearly 65 percent of all spending in the U.S.

In Massachusetts, 29 of the 103 firms that Category 3 operators contracted with are in the advertising and marketing sector, making up about 28 percent of all Massachusetts vendors on average in a quarter. Spending with marketing firms, however, makes up nearly half of all spending in Massachusetts, accounting for about \$14.3 million on average in a quarter.

Marketing firms represent a smaller share of Category 1 vendors overall, making up about 16.7 percent of vendors engaged in an average quarter. Spending with these firms makes up a similar proportion of spending, with about \$117,200 or 15 percent of spending going to marketing firms on average in a quarter.

In Massachusetts, five or fewer of the 6 firms that Category 1 operators engage with are in the marketing sector, which makes up just under 40 percent of all Massachusetts vendors on average in a quarter. Spending with these firms makes up a substantially large portion of average quarterly spending in Massachusetts, with about \$111,100 or 90 percent allocated to advertising and marketing firms on average in a quarter.

Table 6: Average Quarterly Counts, Spending, and Shares of Marketing, Advertising, and Promotional Vendors in Category 1 and Category 3 industries across Diversity Category, All US and Massachusetts

All US				
	Cat 3		Cat 1	
	Vendors	Spending	Vendors	Spending
All	358 (100.0%)	\$360,800,243 (100.0%)	≤5 (100.0%)	\$117,222 (100.0%)
MBE	≤5 (0.8%)	\$149,775 (<0.1%)	0 (0.0%)	\$0 (0.0%)
VBE	0 (0.0%)	\$0 (0.0%)	0 (0.0%)	\$0 (0.0%)
WBE	≤5 (1.3%)	\$86,685 (<0.1%)	≤5 (11.8%)	\$541 (0.5%)
Massachusetts				
	Cat 3		Cat 1	
	Vendors	Spending	Vendors	Spending
All	29 (100.0%)	\$14,320,990 (100.0%)	2 (100.0%)	\$111,144 (100.0%)
MBE	0 (0.0%)	\$0 (0.0%)	0 (0.0%)	\$0 (0.0%)
VBE	0 (0.0%)	\$0 (0.0%)	0 (0.0%)	\$0 (0.0%)
WBE	0 (0.0%)	\$0 (0.0%)	≤5 (11.1%)	\$325 (0.3%)

Source: Operator data collected from sports betting licensees by UMDI

Digging deeper to look at diverse vendor spending within the marketing sector, the levels of participation and spending with diverse marketing firms are low and insignificant across all Category 3 and Category 1 contracts.

For Category 3 operators, MBEs account for 0.8 percent of marketing vendors on average in a quarter, and less than 0.1 percent of average quarterly spending. WBEs account for 1.3 percent of marketing vendors on average in a quarter and less than 0.1 percent of spending on average in a quarter. In Massachusetts, none of the marketing vendors are diverse.

For Category 1 operators, WBEs account for 11.8 percent, or five or fewer marketing vendors on average in a quarter, and only 0.5 of spending is done with WBE marketing firms on average in a quarter. In Massachusetts, Category 1 operators contract with five or fewer WBE firms on average in a quarter. Average quarterly spending with WBEs makes up only 0.3 percent of average quarterly spending in Massachusetts to marketing firms. There is no contracting with MBE or VBE marketing firms for Category 1 operators.

Overall, marketing, advertising, and promotional spending makes up a substantial portion of spending by Category 1 and Category 3 operators. Spending on marketing firms comprises about 65 percent of All U.S. spending for Category 3 operators and about 15 percent for Category 1 operators on average. In Massachusetts, marketing spending accounts for 50 percent of all spending on average for Category 3 operators and about 90 percent for Category 1 operators (Table 5). The participation of diverse vendors in this sector, however, is very low. Given the nature of marketing and advertising, it is expected that these firms will continue to have a need for marketing firms. As such, there may be room for operators in both categories to intentionally increase contracts and spending with diverse firms in these sectors, both in and outside of Massachusetts.

Massachusetts Gaming Commission

The MGC follows procurement guidelines established by the Supplier Diversity Office through the Supplier Diversity Program (SDP). The SDO sets annual benchmark goals expressed as a percentage of each organization's discretionary budget (MBE 8%; WBE 14%; VBE/SDVOBE²⁷ 3%)²⁸ which apply to all procurements for goods and services exceeding \$150,000. Full participants in the SDO's procurement programs accept and track the benchmark goals, and report in a consistent manner. Some additional non-executive departments and quasi-public organizations receive resources and technical assistance from the SDO and voluntarily submit narratives to the SDO about their supplier diversity programs.

According to the SDP, participating organizations may use two types of spending to achieve program spending goals:

- Direct spending with MBE, WBE, VBE, SDVOBE, DOBE, and LGBTBE²⁹ prime contractors; and
- Indirect spending resulting from business partnerships between the organizations' contractors and MBE, WBE, VBE, SDVOBE, DOBE, or LGBTBE vendors used in the contractors' operations. This includes subcontracting, as well as other types of business-to-business relationships.

Through interviews, MGC staff made it clear that the approaches and tools they have adopted in following the SDP have played a critical role in increasing the volume of MGC relationships with and spending on diverse supplier businesses.

PARTICIPATION, BENCHMARKS, AND SPENDING

The MGC far exceeded their FY2023 benchmarks for contracting with women- and minority-owned businesses but fell short on their veteran-owned business benchmark. The MGC's latest spending ratio of 34 percent on minority-owned businesses is much higher than the percentage of minority-owned businesses in the state overall (13%), as shown in Table 11. Spending on women-owned businesses is much the same, significantly higher at 30 percent versus 18 percent of these businesses in the state overall. Veteran spending has room to improve, however, with 4 percent of Massachusetts businesses owned by veterans, compared to only making up 0.4 percent of MGC vendor spending.

Table 7: Vendor Diversity Benchmark Attainment, 2023

	FY2023 Discretionary Budget	FY2023 SDP Benchmark	FY2023 Actual Expenditure	% of Benchmark Met
Minority Business Enterprises (MBE)	\$6,965,934	\$557,275 (8%)	\$2,368,574 (34%)	425.0%
Women Business Enterprises (WBE)	\$6,965,934	\$975,231 (14%)	\$2,101,978 (30%)	215.5%
Veteran Business Enterprises (VBE)	\$6,965,934	\$208,978 (3%)	\$29,244 (0.4%)	14.0%

Source: Massachusetts Supplier Diversity Office, Annual Report FY2023

Note: Companies can be certified MBE, WBE and VBE so there may be overlap in the totals.

²⁷ Service-Disabled Veteran-Owned Business Enterprise

²⁸ Non-discretionary spending includes pension and insurance-related expenditures, payments of grants and subsidies, entitlement programs, and loans and special payments.

²⁹ DOBE stands for Disability-owned business enterprise; LGBTBE stands for Lesbian, Gay, Bisexual, and Transgender-owned business enterprise.

Spending by the MGC on minority- and women- owned businesses was relatively stable between FY2020 and FY2022, before nearly quadrupling in FY2023. This jump was concentrated in a few large contracts, rather than representing an increase in the number of vendors, so there may be a risk of regressing to the mean if the specific contracts are not renewed.

Table 8: Vendor Diversity Expenditures, MGC, FY2020-FY2023

	FY2020	FY2021	FY2022	FY2023	FY20 - FY23 %Change
Minority Business Enterprises (MBE)	\$484,953	\$359,657	\$400,417	\$2,368,574	388.4%
Women Business Enterprises (WBE)	\$490,775	\$388,790	\$428,036	\$2,101,978	328.3%
Veteran Business Enterprises (VBE)	\$48,366	\$51,792	\$72,139	\$29,244	-39.5%

Source: Massachusetts Supplier Diversity Office, Annual Report FY2023

Note: Companies can be certified MBE, WBE and VBE so there may be an overlap in the totals.

Table 9: Massachusetts Gaming Commission Spending on Diverse Vendors, Industries ranked

	MGC Spending
Other Services (especially Non-Profit)	High
Information	High
Professional, Scientific and Technical Services	Medium
Administrative and Support Services	Medium
Retail Trade	Low
Accommodation and Food Services	Low
Construction	Low
Manufacturing	Low
Wholesale Trade	Low

Source: MGC Data.

Note: Ranked in order of most to least spent in industry

When it comes to spending on diverse firms by industry, Other Services, particularly non-profit services, are the largest spending area for the MGC, though this spending is entirely concentrated among women-owned businesses.³⁰ The category of Information is the other main area of spending with diverse firms, concentrated among IT services and software providers, both provided by minority- and women-owned businesses. Professional, scientific, and technical services and administrative and support services both have a medium level of spending, mostly concentrated in advertising and marketing and travel expenses, respectively. Advertising and marketing is a particularly significant expenditure area, involving marketing consultants, branding, and promotional materials, making up essentially all professional technical services spending by the MGC. The MGC spends much less in the remaining industries, with spending spread fairly evenly between minority-owned and women-owned businesses. The only industry in which the MGC contracted with a veteran-owned business was retail trade, specifically for office supplies.

³⁰ Aee Table 19 in Appendix C for more detail.

Vendor Diversity: Comparisons With Similar Industries

The goal of this section is to compare levels of diverse vendor participation in the sports wagering industry with outcomes in similar industries, as a parallel to the previous section which compares diverse employment to similar industries.³¹ Unlike the employment analysis, however, an analysis of supplier diversity is limited by a lack of data sources that can be generalized to make comparisons. Data showing the extent to which diverse suppliers are being used by an organization are typically obtainable only through initiatives called *disparity studies*, which are designed to assess and advance equity within specific government agencies or businesses. However, disparity studies are customized to particular organizations, not to entire industries, and are typically not publicly released. For the purposes of this report, this section will touch on vendor diversity for Category 1 operators as a subset of casinos and ultimately focus on assessing the presence of diverse firms in the industries to which Category 3 operators spend the most.

Category 1

Because retail sports betting operations exist within casino operations, it follows that vendor spending for these operators mostly consists of the goods and services needed beyond what the casino covers. For example, janitorial or security expenses may be covered by the casino for the entire facility in which the operator exists, while expenses like sports betting kiosks or advertising fall to the sports betting operator. As a result, there are very few industries with which retail sports betting vendor participation can be compared, and very little data with which to make comparisons. Additionally, retail operational spending on diverse vendors is nearly non-existent, as discussed earlier in this report. Participation of diverse vendors at casinos in FY2023, used as a proxy for participation of diverse vendors at Category 1 operators, include: 5 percent MBE spending, 7 percent WBE spending, and 2 percent VBE spending.³²

Category 3

Mobile sports betting operators function similarly to software and fintech firms, though diverse business enterprise (DBE) spending data are not available for software and fintech industry sectors. Survey data collected from operators offer information on the primary types of products and services purchased by sports wagering operators. Using data on largest categories of spending to identify key industries utilized by Category 3 operators, we are able to check the availability of DBEs in those sectors and assess the degree to which DBEs may be able participate in contracts with mobile sports betting operators. According to the questionnaire, Category 3 operators tend to spend large amounts on **professional, scientific, and technical services** (consulting, R&D, legal services; accounting and payroll, computer systems design; advertising and marketing); **information services** (software publishers; telecommunications; data processing hosting and related services); and **wholesale distributors**, (durable goods - computers, electronics, technical equipment and infrastructure). Category 3 survey respondents indicated that the two most common new areas of spending after an expansion to a new state are advertising and marketing and legal services.

³¹ Our method for choosing comparison industries is discussed in the previous chapter, *Employment Diversity*.

³² Supplier diversity statistics are published in quarterly reports and annually in the MGC's annual report. These reports can be found on the MGC website.

With top spending sectors identified, two sources can be used to assess the participation of diverse vendors against the availability of diverse vendors. From Annual Business Survey data, presented in Table 11, we know that the presence of U.S. diverse businesses in these areas is significant. Looking at professional, information, and wholesale industries, minority-owned businesses comprise 17, 15, and 20 percent, respectively. Women-owned businesses total 23, 14, and 10 percent, respectively.

However, Table 12 shows that *certified* diverse-owned businesses in these areas make up a much lower percentage of their industries (1.8% at most), and operators universally look towards certified businesses when trying to boost diverse vendor engagement, potentially missing out on the vast majority of diverse-owned businesses. The scarcity of certified diverse businesses in the economy provides an explanation for the very low levels of diverse business participation in the sports wagering industry.

Some professional services subsectors like advertising and marketing have slightly higher rates of diverse certifications, with certified women owned businesses making up four percent of the industry in Massachusetts, more than twice the rate of the larger professional services sector. Given the relatively high presence of WBE's providing advertising and marketing services, it might be feasible to increase the presence of WBE contractors in this area.

Table 10: Top spending sectors for Category 3 Operators: high, medium, and low rankings

Industry Sector	Category 3 Operator Ranking
Professional, Scientific, and Technical Services	High
Information Services	High
Wholesalers	High
Finance and Insurance	Medium
Administrative and Support Services	Medium
Real Estate, Rental, and Leasing	Medium
Other Business Sectors	Low
Utilities	Low
Transportation and Warehousing	Low

Source: Sports wagering operator questionnaire, 2024.

Note: Survey respondents were asked to rank spending by industry as high, medium, or low. The above table reflects where the majority of responses for each industry fell.

Table 11: Diverse Business Ownership in Massachusetts and U.S., 2021

NAICS	Minority		Women		Veteran	
	MA	US	MA	US	MA	US
Utilities	3%	5%	3%	5%	Insf. Data	4%
Wholesale trade	Insf. Data	20%	10%	16%	5%	6%
Transportation and warehousing	13%	26%	17%	15%	Insf. Data	6%
Information	10%	15%	14%	15%	2%	4%
Finance and insurance	Insf. Data	13%	Insf. Data	17%	Insf. Data	7%

Real estate and rental and leasing	4%	14%	23%	27%	Insf. Data	5%
Professional, scientific, and technical services	9%	17%	23%	25%	6%	6%
Administrative and support services	11%	18%	Insf. Data	21%	6%	6%
Other services	24%	27%	30%	28%	Insf. Data	4%
All Industries	13%	21%	18%	21%	4%	5%

Source: US Census Bureau, Annual Business Survey 2022, Massachusetts and U.S.

Note: Top spending sectors for Category 3 operators appear in bold in this table.

Table 12: Certified Diverse Business Ownership in Massachusetts, 2022

NAICS	MBE	WBE	VBE
Utilities	0.5%	0.7%	Insf. Data
Wholesale trade	0.3%	0.5%	Insf. Data
Transportation and warehousing	1.6%	0.9%	Insf. Data
Information	0.4%	0.3%	Insf. Data
Finance and insurance	0.2%	0.2%	Insf. Data
Real estate and rental and leasing	0.6%	0.7%	Insf. Data
Professional, scientific, and technical services	1.0%	1.8%	0.1%
<i>Advertising, Public Relations, and Related Services</i>	<i>1.0%</i>	<i>4.1%</i>	<i>Insf. Data</i>
<i>Legal services</i>	<i>0.2%</i>	<i>0.5%</i>	<i>Insf. Data</i>
Administrative and support services	1.1%	1.4%	0.1%
Other services (except public administration)	0.1%	0.1%	Insf. Data

Source: Massachusetts Supplier Diversity Office and Massachusetts Executive Office of Labor and Workforce Development's ES-202 employment and wage reports.

Note 1: MBE + WBE rates remove the overlap of businesses that are both MBE and WBE. These rates are estimates and should be interpreted as such.

Note 2: Top spending sectors for Category 3 operators appear in bold in this table.

Programs and Policies for Vendor Diversity

We designed tools to identify the organizational policies and practices in place to promote supplier diversity in the sports wagering industry. We collected information on policies and programs through customized questionnaires sent to both types of licensed operators and the MGC. Additionally, through an intensive stakeholder interview process we gathered in-depth perspectives from industry professionals on the use of these programs and policies to increase diversity. We also collected information on barriers to success, approaches that work, and recommendations going forward.

As specified by the RFR, we discuss the use of vendor diversity policies in two areas: policies and practices related to **solicitation of and contracting with** minority, women, and veteran business enterprises in the Commonwealth; and programs and policies to **increase levels of engagement, volume, and scale**.

Operator Questionnaire

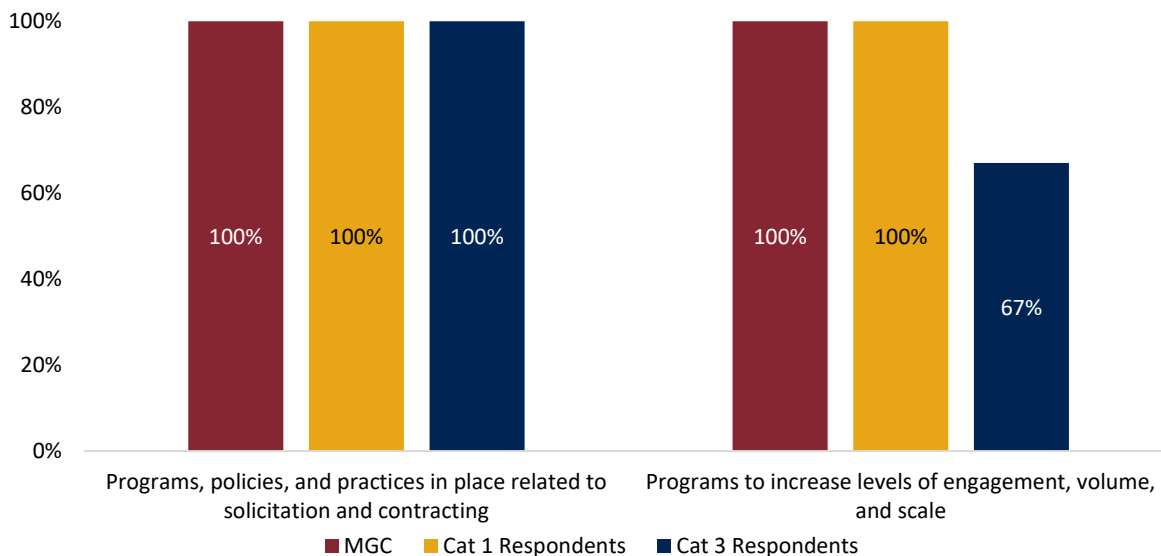
Through the operator questionnaires we found that all license holders as well as the MGC have programs, policies, and practices in place related to **solicitation of** and contracting with minority, women, and veteran-owned business enterprises. Category 1 operators and the MGC universally have programs and policies to **increase levels of engagement, volume, and scale** with these businesses, as do nearly all Category 3 operators.³³

The main ways that Category 1 operators actively recruit diverse vendors is by partnering with chambers of commerce and advisory groups to identify regional suppliers, providing a dedicated vendor website for updates and registrations, and hosting supplier networking events for direct engagement with casino departments. Some also support local economies by purchasing gift certificates from community businesses for loyalty and reward programs and leverage diversity databases to expand vendor partnerships with minority- and women-owned enterprises. Once connections with businesses are established, programs that Category 1 operators use to boost their level of engagement include mentorship and development programs with casino executives, quarterly best-practice seminars, and constructive feedback on proposal rejections. They also collaborate directly with certification bodies to promote RFP opportunities and encourage certification among eligible vendors, facilitate partnerships between small and large suppliers, and some have appointed a dedicated Procurement Diversity Manager to lead supplier diversity efforts.

Category 3 operators also prioritize diverse supplier spending and actively recruit diverse suppliers. Approaches include, for example, dedicating procurement roles to building relationships with historically underrepresented suppliers, partnering with diverse business organizations, and ensuring minority, women and disadvantaged business enterprises (MWDBEs) are included in competitive bids. These operators utilize supplier databases, integrate DEI requirements in contracts, train buyers on supplier diversity, and track diverse vendor spending to measure and reinforce their commitment to inclusive procurement practices. To increase volume with diverse vendors, program examples include an internal platform that tracks spending and identifies potential diverse vendors, focusing on local and regional relationships, along with programs to train buyers on the benefits of inclusive procurement.

³³ See Appendix D - Sports Wagering Operators Diversity Policies and Programs: detail for more program information.

Figure 4: Participation in Policies and Programs to Increase Supplier Diversity



Sources: Operator questionnaires and stakeholder interviews, Spring 2024.

Industry Perspectives: Vendor Diversity

This section provides industry perspectives on the use of programs and policies to promote vendor diversity, through a series of in-depth interviews with a subset of licensees and the MGC. We gathered information about the use of supplier diversity programs in two categories: policies and practices to **solicit and contract** with diverse business enterprises; and programs to **increase levels of engagement, volume, and scale of contracts** with these enterprises. This section provides findings, including perspectives on barriers, examples of success, and recommendations going forward.

OVERVIEW

Retail sports wagering operators spend relatively little on outside vendors and usually contract with only a few suppliers providing specialized products. Thus, there are few opportunities and not a large pool of businesses for them to diversify their purchases. Few of these specialized vendors are based in Massachusetts, and overall very few are certified as diverse businesses. While the perspectives in this section are from operator interviews, based on our analysis of secondary data we believe that very few diverse companies exist that can fulfill these specialized vendor roles.³⁴ The MGC mentioned that the most plentiful diversity-owned companies are women-owned, facilitating contracting with them.

The sports wagering purchasing needs of Category 1 licensees are usually only for specialized products, such as a specific type of paper or kiosks for them to place bets. These are often sole-sourced from a single specialized vendor. The companies that provide online wagering services for these licensees are

³⁴ Analysis of data on business ownership and certifications for this study confirms that diverse firms are less represented in the sectors where Category 3 operators make their largest purchases (see Tables 10 and 11), and on top of that very low proportions of businesses in these sectors are certified (see Table 12).

also sole-sourced, with an exclusivity agreement for a given casino. Many casino vendors are diverse businesses, but these contracts are not specifically for sports wagering.

“On the vendor side, in sports wagering, there's not a ton that we spend operationally. It's office supplies, toner, and things like that. There's not a lot of opportunity for diverse spend in the sports wagering area.”

- **Category 1 licensee representative**

Category 3 licensees also have very limited suppliers, and their needs are also highly specialized. Some of these include technological infrastructure for hosting sports wagering applications or processing payments. Professional technical services, including advertising and marketing, also represents a major area of spending. Since sports wagering is relatively new in the United States, especially compared with Europe, interviewees said that foreign companies provided some services.

One area where Category 1 and Category 3 licensees suggested there was room to increase diversity is when contracting with advertising and marketing businesses. These do not need to be as specialized as other gambling procurements, and there are many vendors who provide these services. Operators have more choices, including diverse vendors. Thus, they present an opportunity to contract with certified diverse businesses. This may also present an opportunity for licensees to contract with Massachusetts-based companies.

“The only opportunity for discretionary spending would be office supplies and marketing... That would be the biggest opportunity.”

- **Category 1 licensee representative**

INDUSTRY POLICIES

Programs, policies, and practices in place related to Solicitation and Contracting

All operators we surveyed reported that they maintain programs meant to increase diversity in solicitation and contracting, most commonly through partnerships with local and national business advocacy groups and building databases of diverse vendors. However, across the board Category 1 and 3 licensees emphasized that vendor spending was generally limited to a few specialized companies and that there wasn't much opportunity to diversify their spending on diverse businesses.

“The only vendor specific to sports wagering is a single supplier that supplies paper for the sports wagering kiosks. When we opened up sports wagering in 2023, we didn't know how many paper kiosk rolls we would need. We have about five years of inventory.”

- **Category 1 licensee representative**

Category 1 licensees, despite the small size of their sports wagering spending, have agreements with the MGC that date to the licenses given to operate a casino in Massachusetts. These agreements about diversity are understood to extend to sports wagering and were renewed recently. The agreements include plans that the Category 1 licensees submit to the MGC and are publicly available on the MGC website.³⁵ The plans include goals and targets for engaging with minority, women, and veteran-owned businesses. They also designate teams to address diversity in procurement and hiring in their organizations.

Operators often post statements committing to diversity on their websites and train employees who deal with procurement on the importance of diversity. Some interviewees mentioned a written commitment by procurement teams to seek diverse-certified businesses and that these teams also help guide companies to certify as diverse-owned if needed. Massachusetts has a Supplier Diversity Office, which has helped organizations find and contract diverse vendors and sets benchmarks that organizations can try to meet. The parent companies of Category 1 licensees usually have programs to increase supplier diversity led by a strategy team that engages with diverse trade organizations (e.g., the National Veteran-Owned Business Association). They actively seek diverse businesses through these and other business associations.

Programs to increase levels of engagement, volume, and scale

Even though sports wagering operators spend small amounts on diverse vendors, interviewees demonstrated a genuine interest in fostering their relationships with diverse vendors. Questionnaire results showed that operators have several programs in place to increase scale, most notably mentorship and feedback programs for smaller vendors who need guidance on how to meet operator standards. Operators often encouraged businesses to certify as diverse if they qualified and would guide them through the process, which can be lengthy and cumbersome.

“We work with many diverse businesses that may not have received their certification for one reason or another, and so we are very active in pushing them through the process or the resources to get it. We’re also developing some additional programs that will help support that.”

- **Category 3 tethered licensee representative**

According to the operator questionnaire, all Category 1 operators and the majority of Category 3 operators maintained policies aimed at increasing levels of engagement, volume, and scale from diverse contractors. Because of the small number of vendors engaged by Category 3 operators, it is possible the companies that do not maintain such policies have decided it is not worth the effort as they struggle to find diverse vendors to begin with.

However, Category 1 companies universally maintain policies to increase levels of engagement. The parent companies of Category 1 licensees often have policies explicitly considering diverse companies when they need a supplier. One interviewee mentioned that the procurement team is outstanding

³⁵ Diversity plans can be found on the following page: <https://massgaming.com/about/diversity/>

about contacting diverse suppliers when needed and considering diversity spending first. Nonetheless, the same interviewee noted that finding a replacement can be challenging when they lose a diverse supplier.

A Category 1 licensee representative mentioned that they often encourage diverse vendors to scale up, as the casinos frequently require suppliers who can provide products on a large scale. Nonetheless, this was usually challenging for smaller companies, as expansion requires significant capital investment. Licensees contract with diverse vendors for minor needs but rely on big, established companies for large, specialized purchases. The MGC noted that they have diversity benchmarks for large procurements and are also adapting those for smaller procurements. Even small procurements require Supplier Diversity Plans in public vendor bid proposal postings.

BARRIERS TO CONTRACTING WITH DIVERSE VENDORS

The primary barrier to contracting diverse vendors is the limited number of significant purchases, which are usually specialized and sole-sourced. Category 1 licensees often encounter this situation, requiring only a few specialty products, such as paper or kiosk manufacturers. Category 3 licensees have larger contracts with vendors, but these are usually specialized products, such as digital infrastructure or payment support, provided by few large, and specialized companies. Some vendors are not based in the United States and do not qualify as diverse companies. The MGC mentioned that it was particularly challenging to engage with veteran-owned businesses because very few of them provided the services they regularly used (research and legal services).

"[We can only do business] if diverse vendors can do the type of work we need. Otherwise, we won't be switching the vendors we have."

- Category 3 untethered licensee representative

Very few companies are diverse-owned and provide the specialty products and services the sports wagering industry needs. Thus, it is not easy to find and engage in business with diverse companies, and it is challenging to replace a diverse company if it loses its contract.

"When we started, we had a veteran-owned vendor, and they were fantastic. Then, they were purchased by a larger company with a national presence, and now they are no longer a diverse-owned business. That's happened three or four times now with some of our main suppliers."

- Category 1 licensee representative

Many interviewees mentioned an additional barrier: the cumbersome process of certifying as a diverse-owned company in Massachusetts. Although they try to encourage, guide, and help some companies through the process, some vendors do not find it worthwhile and do not undergo certification, even after efforts to convince them. Additionally, Category 1 licensees require all companies to register with the MGC as suppliers. This process is also a burden; some diverse vendors would rather not engage and avoid contracts with casino-based operators.

“Certification can be challenging. It can take a lot of resources that suppliers may not have available to them or understand how to navigate that process. We also see challenges with suppliers being able to scale up. They may be able to offer us a product or service for the sports wagering piece of our business in Massachusetts. Still, they can't offer that service to the entire sports wagering business... they have a product or service they can offer us in one location, but they can't scale across the company.”

- **Category 3 tethered licensee representative**

SUCCESS EXAMPLES

Most operators generally state that contracting with diverse vendors amounts to a tiny fraction of their overall spending. Nonetheless, there does seem to be great potential for an increase—at least for Category 3 licensees. One licensee mentioned that although less than 1 percent of their spending in the United States went to diverse businesses, that still amounted to millions of dollars spent on over one hundred companies in one year. Other Category 3 licensees could have at least comparable spending levels, which may provide opportunities to increase the proportion of expenditures that goes to diverse companies.³⁶ Further, only half of those companies were officially certified as diverse, which suggests that this fraction could also increase if there were incentives for companies to do so. One tethered Category 3 licensee representative said that for the parent company (which includes many land-based casinos), 12 percent of purchases were from diverse suppliers, which suggests that Category 1 licensees may be able to meet higher targets.

The parent companies of Category 1 licensees often have large company-wide programs to increase their diversity spending, which have been successful. For example, one company had a 70 percent increase in companywide diverse expenditure in three years. Tracking diverse spending is a relatively recent phenomenon that drives increased spending on diverse vendors. A couple of licensees from different categories mentioned having recently updated or planning on updating their tools for tracking diverse suppliers.

Licensee representatives said purchasing from diverse companies had helped foster mutually beneficial relationships. For Category 1 licensees, these relationships helped create rapport with the surrounding communities and encouraged other parts of the parent organization to engage with these vendors. Diversity is becoming increasingly important for bigger corporations, and there is a push to increase diversity on all levels.

“On a national level, diversity is becoming more of a mindset. And it's been pushed down across all avenues over the past four or five years.”

- **Category 1 licensee representative**

³⁶ We believe this example reflects enterprise-level spending rather than the more limited spending made by the digital group.

RECOMMENDATIONS

One area where licensee representatives suggested that there might be an opening to contract diverse vendors is marketing and advertising. Some interviewees indicated that there may be increased interest in this space, including from certified diverse-owned companies. Moreover, there may be an opportunity to encourage companies to contract with local vendors within the Commonwealth. Another interviewee mentioned that Massachusetts often has diverse vendors for office supplies and software resellers. One Category 3 licensee representative suggested that requiring procurement processes to have targets for diverse spending would help increase the volume and scale of business with diverse-owned vendors.

Category 1 licensee representatives noted that one way to increase purchases from diverse vendors is to lower the barriers for them to register as such and to register with the MGC. This latter process, in particular, can be an obstacle for smaller businesses. Interviewees noted that there needs to be an increase in the supply of diverse vendors to make it easier to engage with these companies.

Conclusions and Recommendations

Workforce Diversity

This section contains recommendations for increasing racial and gender diversity, as well as diversity in terms of veteran status in the workforce in the sports wagering industry.

As with the rest of the country, there has been a renewed focus on increasing diversity in Massachusetts since 2020, when national protests increased discussions around this topic. Interviewees noted that having a more diverse workforce helps boost employee engagement and morale, promotes more varied perspectives, and fosters innovation within their organizations.

Various operators from different categories have all increased their efforts to expand diversity in their workforce and have been successful to varying degrees. Category 1 licensees have been especially effective, as they were able to build upon their uniquely intensive diversity programs, which have been in place since casinos were legally allowed to operate in Massachusetts. Interviewees and a review of the documents shared suggest that, on the workforce side, the most significant gains over time have been with women, who are participating in increasing numbers in gambling and the sports wagering industry. There have been gains with other minority groups and veterans, but these have been smaller. Nevertheless, the 2023 operator data still show lower proportions of women in this industry than in all comparison industries.

Many of the interviewees emphasized that diversity was an essential pillar in their organizations and that they actively tried to recruit a more diverse workforce. A few interviewees noted that declaring a commitment to diversity, equity, and inclusion and assigning one or more employees to specifically address that within an organization was a signal to other industries and the public at large that this is an important matter, and this has led to positive change within institutions and the industry. Representatives from the MGC mentioned that creating a foundational work culture that supports DEI initiatives is the most critical step to enhancing these goals within their organization.

In contrast, Category 3 operators maintain a less structured approach to growing a diverse workforce. Most diversity commitments by Category 3 licensees are limited to statements of purpose and do not include actual policies with targets and measurable goals. The strategies were often limited to participating in diverse job fairs, posting on websites targeting historically underrepresented demographic groups, or supporting Employee Resource Groups (ERG). Evaluating how successful these strategies have been beyond anecdotal accounts is a challenge.

Recommendation #1: Encourage the development of workforce diversity goals and standardized metrics for the MGC and for Category 3 operators

Casino programs and policies are structured towards meeting workforce diversity goals for minority, women, and veteran participation and these programs measure progress with standardized metrics. The MGC could expand their approach for their own policies and programs to encompass all these types and establish helpful metrics for evaluating the success of their efforts. The MGC could recommend the

same approach for licensed Category 3 operators, particularly for their Massachusetts-related workforce.

A. Massachusetts Gaming Commission

As discussed in the industry perspectives section, the MGC already has specific ideas about how it can strengthen its workforce diversity policies. This concept of establishing goals and adopting metrics is already seen as an important step to strengthen its policies.

The Commission has established an official diversity goal of achieving 25 percent ethnic diversity. The agency has demonstrated consistency in meeting this target. However, the Commission does not have specific objectives for the inclusion of women or veterans and employs lower proportions of these workers compared to the state population. There are ongoing internal discussions about setting goals in these areas.

- Solidify target diversity goals for women and veteran workers so progress can be measured.

MGC professionals interviewed for this project also see the need to establish a clear, structured recruitment strategy—standard operating procedures—and to implement mechanisms including data collection for measuring the effectiveness of these strategies. According to the professionals interviewed, this type of structured system is currently lacking.

- Establish a clear, structured recruitment strategy—standard operating procedures—and implement mechanisms including data collection for measuring the effectiveness of these strategies.

B. Category 3 operators

Given the less structured approach to workforce diversity programs by mobile/online operators, the MGC could also recommend some basic, standardized approaches to promoting the workforce diversity of these operators.

- Encourage the development of workforce diversity goals for recruitment and hiring.
- Establish and standardize metrics to allow assessments of the effectiveness of programs and policies over time. It would be beneficial to use the same target areas and core metrics used by casinos, with goals established by each individual Category 3 operator, as they are very different companies compared to Category 1 operators (casinos).
- Ask operators to provide information on diversity initiatives, goals, and progress reports as with land-based casinos. This might help ensure that sports wagering operators implement effective strategies to increase diversity.

Supplier Diversity

This section contains recommendations for increasing the participation levels of diverse business enterprises providing goods and services to the sports wagering industry.

On the vendor side, Category 1 licensees had more robust programs and policies to increase purchases from diverse-owned businesses. These include plans, reports, goals, and targets they present to the MGC regularly. Doing business with diverse-owned vendors is seen as a valuable way for operators to engage with the local community, particularly for Category 1 licensees. Additionally, diverse-owned vendors can provide variety to specific sectors, such as food and beverages.

Category 3 licensees, lacking such comprehensive requirements, had fewer explicit policies and generally could not point to specific goals. Only two tethered Category 3 licensees provided us with documents about their institution's diversity policies and programs. At best, they pointed out one or two sentences on their website regarding a commitment to diversity. Untethered Category 3 licensees had little impetus to demonstrate a commitment to diversity in Massachusetts.

Recommendation #2: Encourage operators to create structured strategies to increase the participation of diverse vendors.

As discussed earlier, the MGC has a smaller role in regulating the sports wagering industry compared to their regulation of casino operations, due to an absence of legislation mandating operators to establish targets or implement diversity initiatives. Policies to increase diversity will only be implemented if the MGC can influence Category 3 operators. Sports wagering retail operators already work within the rubric of casino supplier diversity policies and programs. In spite of limitations, the MGC could actively encourage Category 3 operators to adopt approaches to increase supplier diversity related to their Massachusetts-specific operations. The MGC could offer recommendations and resources to operators who seek to promote opportunities for diverse businesses within the industry. Suggested policies:

- Recommend that all operators establish a **supplier diversity plan**³⁷ for their procurements. An approach to adopt a supplier diversity plan would go a long way to ensuring that licensees are making committed efforts to purchasing from diverse-owned businesses.
- Encourage operators to pursue supplier diversity goals in the same categories pursued by casinos, measuring progress with standardized metrics. Operators could adopt their own approaches as done by the non-executive departments and quasi-public organizations that voluntarily report each year to the SDO.³⁸
- Establish internal requirements for procurement processes and set targets and measurable **goals for diverse spending** which could help increase the volume and scale of business with diverse-owned vendors.
- Encourage operators to set targets and measurable goals for spending on Massachusetts businesses, including Massachusetts small business enterprises. A recommendation to promote spending on Massachusetts businesses appear as Recommendation 8 below.
- Encourage all licensees to update their tools for tracking diverse suppliers. While a few licensees mentioned that they are already upgrading their tools in this area, all organizations, including the MGC, would benefit from having **digital tools to measure diversity** in their workforce and

³⁷ A 'supplier diversity plan' is a business initiative that aims to include suppliers from historically underrepresented groups in a company's supply chain.

³⁸ The supplier diversity activities conducted by a range of organizations are described on pp. 53-68 of the Massachusetts SDO annual report.

among their suppliers. These tools would allow companies to compare milestones against goals to evaluate the success of strategies used to increase diversity.

- Recommend a set of standardized data metrics to track progress towards goals, based on the metrics used by casinos to track spending on diverse vendors.
 - Company databases could store the metrics for participating vendors to enable tracking of participation over time.
 - Metrics that have been recommended for other supplier diversity initiatives³⁹ include:
 - Name, address, phone number, and email address
 - Type of business/associated work
 - Expenditures
 - Ownership status (minority-, women-, veteran-owned)
 - Business certification status
 - Contractor or subcontractor status

Recommendation #3: Partner with the Massachusetts Supplier Diversity Office to extend outreach resources to sports wagering operators who wish to reach diverse vendors in the state and promote procurement opportunities.

Outreach efforts by sports wagering operators could be supported by resources and tools provided by the SDO, replicating some of the SDO's existing outreach initiatives in the state.⁴⁰ The SDO offers customized support for partner agencies and this support could be expanded to the MGC and its licensees. For example, the SDO works with the Cannabis Control Commission "to promote procurement opportunities to SDO-certified businesses."⁴¹ These types of SDO initiatives to expand outreach to SDO-certified business in the state could be extended to suppliers participating in the sports wagering industry.

- Work with the SDO to make affirmative marketing tools and other resources available to operators who want to reach Massachusetts diverse suppliers and encourage their participation.

Sports Wagering Taxes

An additional direction for recommendations has to do with sports wagering taxes and how they are allocated by the Commonwealth. The funding generated by sports wagering revenue taxes already provides significant support to Massachusetts municipalities and organizations through dedicated allocations to five different state funds. In FY 2024 alone, \$117.6 million was collected and distributed to these funds. The largest portion of sports wagering tax revenue is designated for the General Fund, to which 45 percent is allotted. The next biggest recipient is Local Aid to municipalities, into which 28 percent is allotted, then the Workforce Investment Trust Fund at 18 percent, an additional 9 percent is

³⁹ These metrics were provided as a recommendation to the City of Worcester in Spitzer et. al., *Diverse Businesses Goal Setting Analysis for the City of Worcester, Massachusetts*. UMass Donahue Institute. August 2022.

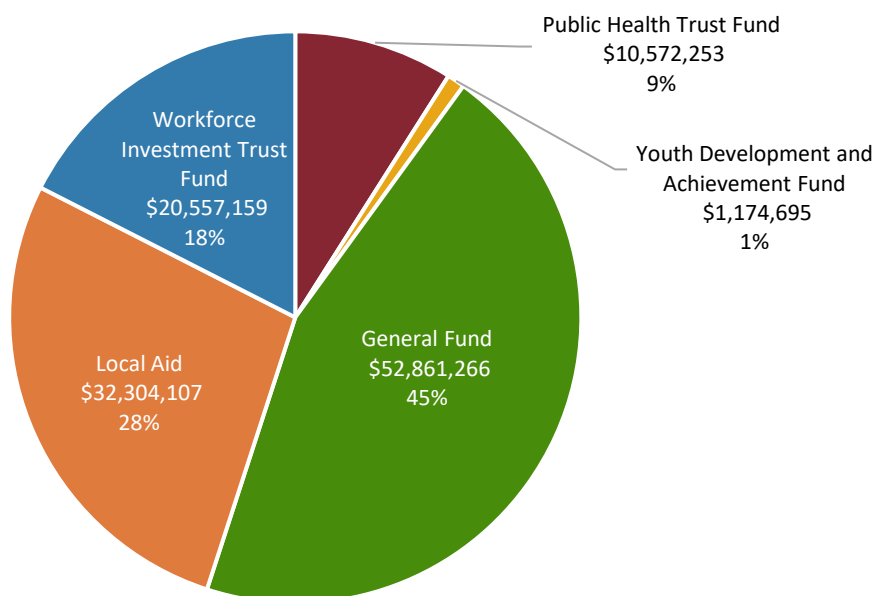
⁴⁰ Supplier Diversity Office *Program Outreach and Engagement* activities are described on pages 43 – 46 of the latest SDO annual report.

⁴¹ Supplier Diversity Office Comprehensive Annual Report Fiscal Year 2023. Page 46. <https://www.mass.gov/doc/sdo-fy23-annual-report/download>

allocated to the Public Health Trust Fund (PHTF), and 1 percent is allocated to the Youth Development and Achievement Fund, a financial assistance program that aims to support Massachusetts students in higher education at approved institutions.

Sports wagering tax revenues could be more intentionally focused towards programs that increase diversity in the sports wagering industry. Some sports wagering tax revenues could be allocated to decrease structural barriers facing the sports wagering workforce. Other funding could support the development of the small business community, including diversely owned enterprises that want to participate in the industry. We understand that recommendations concerning how to allocate sports wagering taxes collected may be difficult to implement, potentially involving legislative action. Given the current economic and fiscal climate new directions may not be feasible. Nevertheless, some ideas for how to focus sports wagering tax revenues are discussed below.

Figure 5: Sports Wagering Tax Distribution, FY 2024



Source: MGC

WORKFORCE SUPPORT

Recommendation #4: Direct sports wagering tax revenue to support workforce development for the sports wagering workforce in Massachusetts.

Through the Workforce Investment Trust Fund and the Youth Development and Achievement Fund, sports wagering tax revenue provides much needed support for workforce development programs in the Commonwealth. According to the legislation, money in the Workforce Investment Trust Fund “is competitively granted to develop and strengthen workforce opportunities for low-income communities and vulnerable youth and young adults in the commonwealth, including providing opportunities and

strategies to promote stable employment and wage growth.”⁴² We recommend that some of the funded programs address workforce issues in the sports wagering industry that were raised in this study. Through the interview process, stakeholders in the industry identified several structural barriers faced by diverse employees in the industry. Often, these are barriers that limit the recruitment and retention of diverse employees. For Category 1 operators utilizing a highly diverse workforce, these include language barriers, the need for childcare and flexible work schedules, and State requirements of no previous criminal record for MGC and gambling employees. This last requirement entails a costly background check, which creates an additional financial barrier for diverse applicants.

In contrast, much of the Category 3 workforce requires specialized, higher-level education and training in tech, sales and marketing, and other professional fields. Structural barriers to a more diverse workforce are related to limitations and barriers for students within the educational pipeline. It takes years of effort and tuition payments to obtain higher educational credentials.

In this context, the Commonwealth could consider better directing sports wagering tax revenue allocations through the Workforce Investment Trust Fund and the Youth Development and Achievement Fund to address known structural barriers limiting the sports wagering industry workforce in Massachusetts.

- Funding could be allocated to support ESOL programs and to subsidize childcare programming, especially in communities hosting retail sportsbooks.
- If possible, revenue tax funds could be earmarked to pay for or subsidize gaming employment background checks to eliminate financial barriers for diverse applicants residing in Massachusetts.
- Workforce Investment Trust Fund and Youth Development and Achievement Fund funds could be directed to support programs directly relevant to expanding workforce diversity in the Category 3 companies (mobile/online operators). This could include supporting students from historically underrepresented groups to obtain technology-related training and education, as well as business and marketing-related training.
 - Given the low levels of women in the sports wagering workforce as well as in tech occupations, special attention could be given to support female students.
 - Support for students from racial and ethnic groups that are underrepresented in technology-related fields could also be prioritized.

BUSINESS ENTERPRISE SUPPORT

Notably missing in sports wagering tax revenue allocations is any dedicated support for business development programs. According to the stakeholder interviews, many operators struggle to locate and engage with certified diverse vendors. We see an opportunity to use sports wagering revenue to help develop diverse-owned businesses who want to contract with sports wagering operators but face barriers to do so. Therefore, we recommend that in addition to the workforce funds already supported, the state channel a significant portion of the tax revenue in a new direction: to grow and develop

⁴² This and other language describing the two workforce-related funds can be found at <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter23N/Section18>

business capacity in the Commonwealth, including a focus on diversely owned businesses. Specific recommendations are presented below.

Recommendation #5: Direct sports wagering tax revenue towards organizations, programs, and initiatives that support and grow diverse-owned businesses in the Commonwealth.

Supplier diversity programs and policies alone cannot solve the broader structural issues and mismatches that constrain the capacity of minority-owned, woman-owned, and veteran-owned companies to engage with the industry. As discussed in the report, larger economic factors are at work when it comes to improving supplier diversity in the sports wagering industry. As discussed in the *industry perspectives* section, operators we surveyed report that they maintain programs meant to increase diversity in solicitation and contracting, most commonly through partnerships with local and national business advocacy groups and building databases of diverse vendors. However, across the board, Category 1 and 3 licensees emphasized that vendor spending was generally limited to a few specialized companies and that there was not much opportunity to diversify their spending on diverse businesses. This finding is especially clear in the analysis of operator vendor spending presented earlier in the report.

As discussed in earlier sections, economic data show that diversely owned firms represent only a fraction of companies in the broader economy. Moreover, as evidenced by Massachusetts Supplier Diversity Office data, very few of these companies are certified to do business as diverse-owned enterprises. The sectors represented and the smaller size of most diverse companies are also limiting factors because the sports wagering industry tends to purchase specialized goods and services at a large scale.

Within this broader context, programs to expand solicitation to diverse firms and policies to expand spending—including target goals for spending on diverse vendors—could help. But other avenues that support business development such as technical assistance training; flexible and affordable financing; commercial district revitalization; sector-specific coaching and networking groups; and other supportive programs and initiatives; could grow the number and strength of diverse small businesses in the Commonwealth.

In addition to better support for diverse-owned businesses, Massachusetts small businesses more generally need better support to grow their capacity.

Recommendation #6: Use sports wagering taxes to create a permanent and significant funding stream for small business development technical assistance.

Results of the questionnaire show that operators have several programs in place to increase the scale of spending with diverse businesses, most notably mentorship and feedback programs for smaller vendors who need guidance on how to meet operator standards. Beyond these efforts by operators is a system of organizations providing technical assistance to help small businesses grow in Massachusetts. However, funding for these programs and services is limited and this reduces availability and access.

A recent study of diverse businesses found significant demand for business development technical services, while at the same time funding for programs and infrastructure is stretched thin: “While there are dozens of organizations across the Commonwealth and Boston that offer services, competition for scarce resources, coordination, and information sharing can be barriers to ensuring that business

owners are able to access services that are appropriate for their size, stage of development, industry, cultural background, and neighborhood.”⁴³

Given the significant need to expand the capacity of diverse businesses to participate, known needs for technical assistance, and ongoing limitations of funding to support these services, it is important to consider how sports wagering tax revenue could be directed in new ways to support small business development services in a permanent and significant way. Recommendations include:

- Create a permanent and generous funding stream for existing small business development training and coaching programs offered by neighborhood development corporations, chambers of commerce, business associations, larger cities, and others.
- Ensure that funded programs reflect current needs of diverse-owned small businesses including: business technical assistance; coaching for obtaining business certification; sector-specific technical assistance in sectors most likely to obtain large contracts from government, large institutions, and the private sector; low-interest loans for businesses that have the required technical expertise but lack the capital to meet the scale required by sports wagering contracts; and others.⁴⁴
- Ensure that there is funding for regular surveys of the small business community, including diverse small businesses, to provide ongoing assessments of needs.⁴⁵

Massachusetts Gaming Commission Procedures

A final direction for recommendations has to do with ways the MGC could evolve its procedures and processes to make participation in the industry more accessible, including facilitating the participation of diverse-owned businesses.

Recommendation #7: Provide support for businesses to apply for SDO diverse business certification while registering as suppliers in the gaming industry.

Stakeholders interviewed noted that there needs to be an increase in the supply of certified diverse vendors to make it easier to engage with these companies. But for businesses to be counted as diverse, they must first be certified by the Supplier Diversity Office. The requirements for the process make this an involved and time-consuming process. Additionally, every non-gaming vendor wanting to work for a Massachusetts gaming licensee must register with the MGC prior to conducting business.

According to interviews, unfortunately, both requirements present hurdles for many diverse businesses. Both operators and the MGC have difficulties making sure that vendors get certified. According to the MGC, “some businesses may be diverse owned but if they are not certified as such the MGC does not receive credit for that spend. Also, businesses must be 51 percent owned in a particular category to get

⁴³ Kerry Spitzer et.al. *Supporting Diverse Small Business Owners in Boston*. UMass Donahue Institute. May 2024, p 18.
https://donahue.umass.edu/documents/JPMC_Report_Final_043024.pdf

⁴⁴ Spitzer, et. al.

⁴⁵ Statewide diverse small business surveys are regularly commissioned by Coalition for an Equitable Economy in partnership with The MassINC Polling Group and Mass Growth Capital Corporation. The latest poll results can be found here - <https://www.massincpolling.com/our-work/small-business-owners-report-challenges-hiring-seeking-capital>

the SDO Certification which can sometimes be a challenge.” According to stakeholder interviews, operators often encourage businesses to certify as diverse if they qualify and guide them through the process, which is lengthy and cumbersome. On top of that, the process of registering with the MGC to do business within the industry was named as a particular obstacle for smaller businesses.

Given the challenges presented by both procedures, the MGC could evolve its process to provide better support. The process could allow businesses to obtain technical assistance to become SDO certified and to become registered for participation in the sports wagering industry. Offering more support could assist in increasing the number of certified diverse suppliers available to contract with the industry.

- Create a streamlined process for businesses to obtain both SDO certification and registration to do business in the industry.
- Facilitate the provision of technical assistance services to aid businesses who have the capacity to obtain SDO certification as they obtain MGC registration to work within the gaming and sports wagering industries.
- Utilize technical assistance services from the Massachusetts Supplier Diversity Office which already provides these types of services to companies involved with the Cannabis Control Commission, and also to Third-Party Certification Partners.

However, even with technical assistance, many diverse-owned businesses will still find the process of becoming SDO-certified too complicated, labor-intensive, and expensive to undertake. Given the prohibitive obstacles for many small businesses, the MGC could consider new ways to enhance access for participation in the sports wagering industry.

Recommendation #8: Provide support for businesses to register for the SDO’s Small Business Purchasing Program (SBPP) while registering as suppliers in the gaming industry.

To enhance marketing opportunities, The MGC could support Massachusetts small businesses to register for the SBPP, while they register to become suppliers to the sports wagering industry. SBPP membership could serve as an accessible entry point to better marketing for diverse-owned businesses who do not have the capacity to become immediately SDO certified. Membership in the SBPP could become an additional marketing tool for businesses in addition to supplier diversity certification. New businesses interested in supplying the industry, as well as local suppliers already working with casinos, could be invited to register for SBPP membership. The MGC could maintain a database containing all suppliers and their various certifications and make it available to operators for marketing purposes. As a way to encourage contracting with Massachusetts small businesses, Category 3 operators could be encouraged to partner with companies who are SBPP members if an appropriate SDO-certified firm cannot be found.

- Encourage diverse-owned businesses that do not have the capacity to obtain SDO certification to apply for SBPP membership while registering with the MGC.
- SBPP membership could serve as an additional entry point to expanded marketing for diverse-owned businesses who do not have the capacity to become fully SDO certified.
- If appropriate, businesses could be encouraged and supported to work towards full SDO certification.

Recommendation #9: Create and maintain a marketing directory to provide broader exposure for businesses with relationships to the industry, including those that have diverse ownership.

The MGC registration process could gather information from industry suppliers to provide expanded marketing services. Businesses who elect to participate could provide information on business specialties, formal certifications, diverse business characteristics, and other criteria. Access to the directory could help operators identify appropriate businesses. The process could also help the MGC identify potential technical services needed by the applicants.

The directory could be used for marketing and solicitation of diverse vendors, whether or not they are SDO certified. One example of this strategy in use is the City of Worcester's Diverse Business Directory which was developed to expand information on diverse-owned businesses, regardless of SDO certification status.⁴⁶ The business directory includes businesses which are majority-owned in one of six diversity categories, and who elect to be listed.

Recommendation #10: Broaden diversity requirements to accept alternative types of diverse ownership certification.

New types of supplier diversity certifications are being developed to enable the business community to reach and purchase from certified diverse suppliers. One commonly mentioned example is Supplier Gateway's enhanced digital certification (EDC) service.⁴⁷ Articles about this certification describe the benefits of a faster, more affordable supplier certification process for eligible businesses.⁴⁸ The MGC could consider an alternative supplier diversity certification as an appropriate substitution for businesses who do not have the resources or capacity to become SDO-certified. If accepted, operator outreach efforts could be extended to EDC certified businesses in addition to SDO-certified suppliers. EDC certified businesses could be considered to provide goods and services in instances where SDO-certified suppliers cannot be found, including for smaller-scale spending on goods and services. In the benchmarking towards goals, operators could, ideally, obtain credit for purchasing from suppliers with EDC certification in addition to purchasing from SDO-certified suppliers.

- Adopt a third-party supplier diversity certification option for eligible diverse-owned businesses who do not have the capacity to apply for SDO certification.
- Choose an alternative supplier diversity certification option with an application process that is affordable, easy to accomplish, and can be combined with the process to register with the MGC to do business with the industry.
- Allow operators to benchmark progress towards supplier diversity goals through purchasing from suppliers with an alternative / EDC certification in addition to purchasing from SDO-certified suppliers.

⁴⁶ To review the Diverse Business Directory, see <https://www.worcesterma.gov/business-community-development/diverse-business-directory>

⁴⁷ This particular service certifies small, woman-owned, minority-owned, veteran-owned, disability-owned, LGBT+-owned, and HUBZone businesses. See <https://www.suppliergateway.com/suppliers/enhanced-digital-certification/>

⁴⁸ Strickler, Leanne. *Enhanced Digital Certification: A Fast, Easy, Affordable Small Business and Diversity Certification*. Supplier Gateway. June 10, 2021. <https://www.suppliergateway.com/2021/06/10/enhanced-digital-certification-fast-easy-and-affordable/>

Appendices

Appendix A – Massachusetts Sports Wagering Diversity Key Stakeholder Interviews

Methodology

As outlined in the research proposal's six core tasks, **Task Four** involved conducting key stakeholder interviews to understand diversity within the sports wagering industry. Specifically, during these interviews, our research team sought to speak with industry professionals about minorities, veterans, and women who participate in the industry as employees, vendors, and business owners and the barriers they face.

We set up a stakeholder research group, which established the categories of people to be interviewed and the questions that should be asked during the interviews. We determined that the team should interview representatives from the three major casinos in Massachusetts (Category 1 licensees), representatives from Category 3 licensees, including tethered and untethered licensees, and representatives from the MGC. Additionally, we tried to interview representatives from diverse vendor companies who interfaced with operators and with members of an employee representative group. Contact information for the latter two categories proved challenging to obtain, even though we asked all stakeholders for contact suggestions. The stakeholder research group developed an initial contact list of potential interviewees. Subsequently, an interview guide was created including questions covering the topics under study, an informed consent form for participants to sign before each interview, and an outreach letter and email to be sent for initial contact.

The researchers shared these documents with the MGC Research Division for review and received feedback and contact information for additional representatives. The research team then submitted these documents to the University of Massachusetts Amherst Institutional Review Board to approve this social/behavioral human subjects research protocol.⁴⁹ Upon approval, the research team contacted representatives from all the categories mentioned previously and scheduled and conducted interviews with representatives from various organizations.

Stakeholders' responsiveness varied significantly, and some contacts had to be frequently reminded of the request. Nonetheless, ultimately, all organizations that were invited participated in an interview or submitted a written response. Many of the original contacts redirected us to other people. We usually asked to speak with the person responsible for diversity programs internally (HR) and externally (purchases), but the company essentially decided who would participate. Altogether, thirty-six people were contacted, of which twenty-two people representing ten different organizations were interviewed for this section, with names, organizations, and interview dates are listed below. We tried

⁴⁹ Because the methodology and protocols for participation were approved by the University of Massachusetts Amherst Institutional Review Board, none of the materials from this process can be accessed through a FOIA request.

to use snowball sampling to interview diverse vendor companies or employee representative groups, but this was mostly unsuccessful (the interviewees never provided the contact information).

Before conducting an interview, the interview guide and informed consent form were shared with the participants, and all participants were required to read and sign the form before beginning an interview. By sending the questions in advance, the researchers hoped that interviewees would be better prepared to answer the questions with data from their organization. All but two interviews were conducted via Zoom and lasted 45-60 minutes. The interviews were audio and video recorded, and the interviews were automatically transcribed. The MGC representatives asked to submit written responses to the questions, as they required various persons to provide input for different sections. All interviews and responses were received and recorded between May and August 2024. A summary of the interviews and excerpts from some are found in the main report.

The stakeholders who participated in the interviews were directly involved in the sports wagering industry. Other than the MGC representatives, all interviewees were employees of operators involved in sports wagering (licensees). Most participants were either executives or subject matter specialists. Participation usually involved a Human Resources or Diversity, Equity, and Inclusion (DEI) officer, and the other was usually a Compliance Manager, Legal Counsel, or Communications Representative. Executives involved with Finance, Budgeting, and Procurement also participated.

Interviewees

- Plainridge Park Casino - business enterprises (Category 1)
 - Two participating executives / specialists
- Plainridge Park Casino - employees (Category 1)
 - Two participating executives / specialists
- MGM Springfield (Category 1)
 - Two participating executives / specialists
- Caesars (Category 3 - tethered)
 - Two participating executives / specialists
- FanDuel (Category 3 - untethered)
 - Two participating executives / specialists
- BetMGM (Category 3 - tethered)
 - Two participating executives / specialists
- Encore Boston Harbor (Category 1)
 - One participating executive / specialist
- Penn Sports Interactive / The Score (Category 3 - tethered)
 - Two participating executives / specialists
- Massachusetts Gaming Commission
 - Six participating executives / specialists
- DraftKings (Category 3 - untethered)
 - One participating executive / specialist

Interview Themes and Findings

The stakeholders who participated in the interviews were directly involved in the sports wagering industry. Other than the MGC representatives, all interviewees were employees of operators involved in sports wagering (licensees). Most of the interviews with sports wagering licensees involved two participants. One of the two participants was usually a Human Resources or Diversity, Equity, and Inclusion (DEI) Specialist, and the other was usually a Compliance Manager, Legal Counsel, or Communications Representative.

Respondents noted that sports wagering is a relatively new industry in the United States, particularly in Massachusetts, where legal operations began in 2023. Additionally, except for one operator based in Massachusetts, it is a small industry in terms of the number of employees that work within the Commonwealth, the number of vendors with which they contract, and the amount of money they spend on purchases in the Commonwealth. Thus, licensees are limited in the number of diversity initiatives and policies they can have at the employee and vendor level. In the following sections, we first address employee diversity within the sports wagering industry and then address diversity among vendors and other businesses that contract with sports wagering operators. Finally, we provide recommendations for improving diversity in the sports wagering industry.

Employee Diversity

OVERVIEW

Compared with casino gambling, sports wagering does not employ many people in Massachusetts, and a few interviewees said that sports wagering is slightly less diverse than the casino industry. For Category 1 licensees, sports wagering employees represent a small fraction of the casino workforce. Most sports wagering occurs online, and only a few employees are needed to interact with customers directly. In the case of tethered and untethered Category 3 licensees, most employees are based outside of Massachusetts. Much of the workforce is in technology, sales and marketing, or customer service - all optionally situated in Massachusetts. Some interviewees mentioned they may have several customer service representatives within the Commonwealth.

"Massachusetts resident employees represent a very small fraction for us in terms of [the total number of sports wagering employees]."

- **Category 3 tethered licensee representative**

"Our [Massachusetts] numbers aren't that large. But we do have individuals who are Massachusetts residents who work for the company."

- **Category 3 untethered licensee representative**

Some roles are outsourced to other companies, often in different countries. For example, one large Category 3 untethered licensee had more employees in total outside the United States than female employees in the United States. For Category 3 licensees, the exception is DraftKings, which has a large footprint in Massachusetts, although it also has principal offices in other states. Despite their size, many of the Category 3 licensees' policies and approaches to diversity are similar to those of their peers based in different states. The MGC has policies and practices related to diversity for Category 3 licensees similar to those for Category 1 licensees, setting policies and targets on diversity within the organization. However, these are less ambitious than the policies and targets set by the casino operators.

All interviewees mentioned that diversity is an important principle in their organizations and that they were taking steps to increase diversity within their workforce. One Category 3 tethered interviewee said that the customer and employee base in sports wagering has become more racially diverse but is still predominantly male. Two Category 1 licensee representatives mentioned that they had substantially increased women's participation in the workforce at all levels. Category 1 licensees suggested that the proportional involvement of women, minorities, and veterans in sports wagering usually aligned with the proportion participating in the casino business overall, which was in line with that seen in other companies.

"If we look at our sports wagering team and compare it to the workforce as a whole, we're along pretty similar lines, although it is a smaller sample size."

- **Category 1 licensee representative**

“The industry is probably dominated by White males... in terms of the type of industry that we are, and the customers and the people who engage with our products. History has been more of White males who have dominated this workforce.”

- **Category 3 untethered licensee representative**

PROGRAMS, POLICIES, AND PRACTICES IN PLACE RELATED TO RECRUITMENT

The most significant effort by licensees to increase diversity in their workforce is through recruitment. Most interviewees mentioned engaging and participating in job fairs and using search firms, recruitment platforms, and websites (e.g., job boards) designed for specific categories of diverse applicants, such as job fairs for African Americans, women, or veterans. Some operators host diversity recruitment job fairs (e.g., for veterans). Interviewees from Category 1 and Category 3 licensees pointed out that they partner with colleges and universities with a diverse student body (e.g., Historically Black Colleges and Universities) to recruit employees from diverse backgrounds. Several interviewees mentioned that they actively encourage people from underrepresented groups to apply, as many potential employees often see sports wagering as a White male-dominated business. Some Category 1 licensees tried to recruit from diverse populations in the surrounding communities by recruiting through local organizations such as educational institutions or partnering with them to get referrals. Additionally, several interviewees mentioned internal referral programs that encourage and compensate veterans, minorities, and female employees for referring new employees. Some operators have ambassadors in these programs who serve as liaisons to recruit diverse employees.

“We could probably say that the sportsbook industry mainly gets people through referrals. And so, with the referral-based system, most people in that industry are probably referring their friends, who are also excited about sports. So, the employee profiles kind of match up with our patrons.”

“Sports wagering industry employees reflect the people on the other side of the counter. Our employees reflect our guest base. We tend to have a larger population of non-diverse bettors in our marketplace. Our female, veteran, and diverse population mirrors the population working for us.”

- **Category 1 licensee representatives**

Category 1 licensees were the only group with specific policies, measurable targets, and reports to provide accountability that they were committed to diversity in their industry. These policies and targets are in place because of requirements placed by the MGC on casino operators, and they were implemented throughout the organization, including the sports wagering branch. The MGC has similar policies and targets for ethnic diversity but has no guidelines for hiring women and veterans in the sports betting arms of the retail licensees. Even so, the fraction of female employees and veterans is similar to that of other Category 1 licensees. Category 3 licensees, on the other hand, tended to have less specific practices geared towards increasing diversity and generally directed us to general

statements of intent or corporate social responsibility reports. For example, one untethered Category 3 licensee noted that the recruitment team incorporates diversity and inclusion into their digital recruitment marketing tools, but they do not have specific guidelines. Most sports betting operators' employee footprint in Massachusetts was small, which was used to explain the absence of policies and targets. Representatives from the MGC mentioned requiring all sports wagering licensees to report on diversity numbers in their quarterly reports. Still, they had no authority to compel non-casino licensees to foster diversity initiatives.

“We changed our job descriptions, ensuring they're more neutral in language... In the sports betting field, many people think that either I have to be a sports fanatic or I have to be a male, and then it's betting... So we've consciously tried to change our sourcing and hiring efforts.”

- **Category 3 untethered licensee representative**

INCLUSIVE IMPACT, COMPENSATION, BENEFITS, TRAJECTORY, AND TURNOVER

None of the interviewees mentioned any specific benefits or compensation explicitly offered to employees from diverse backgrounds. Much of this was grounded in not wanting discriminatory or preferential policies for employees based on their background. In general, the approach is to offer benefits that may be particularly useful to certain underrepresented employees but to offer them to everyone. For example, flexible working hours benefit women with young children. Another Category 1 licensee mentioned an English as a Second Language (ESL) training program that principally benefits recent immigrants who are often racial minorities.

Category 1 and Category 3 licensees often had employee mentoring programs and Employee Resource Groups (ERGs) to benefit minority employees, women, and veterans, and the MGC is also setting those up. Mentors, usually in middle management, were asked to participate in ERGs, where they could encourage and guide employees from underrepresented demographic groups to succeed and advance in their careers within the organization. Mentoring and ERGs are the operators' primary mechanisms to encourage staff retention and promote diverse employee career development.

“We are surveying and looking at the career progression of those individuals that have gone through those programs. Are they getting promoted? Are they considering top talent? Are they getting the stretch assignments and making sure that the investment in these individuals is taken seriously, and the company acknowledges that these are the individuals we're invested in?”

- **Category 3 untethered licensee representative**

Interviewees noted that the industry has a relatively high turnover rate, which makes career advancement difficult. Operators are providing more benefits and flexibility to employees, using mentoring, training programs, and support groups to encourage employees to stay in the organization and advance within it. Representatives from the MGC also mentioned the importance of having

mechanisms for regular employee feedback to better understand the specific challenges that diverse employees face and devise strategies for addressing them.

The MGC and some licensee representatives noted the importance of conducting pay audits and having transparent pay structures that would allow a team member involved in equity to see where more significant intervention is needed and where to direct their efforts. Many interviewees remarked on the importance of collecting data to evaluate performance, and as the MGC pointed out, that needs to be followed by transparency in the results and a dedicated effort by a person or group of persons in the organization to address any shortcomings.

“We’ve got a transparent pay policy. We identify pay ranges for different roles, so there’s no discrepancy in who’s getting paid and what versus what. This allows for equity, visibility, or knowledge of what people are getting paid and where you fall. We’re very conscious of ensuring that things are equitable and that those in underrepresented communities are not treated differently from others.”

- **Category 3 untethered licensee representative**

TRAINING PROGRAMS TO PROMOTE RETENTION AND DEVELOPMENT

Training programs to increase diversity can be divided into two broad categories. On the one hand, there are programs to promote a more inclusive environment by creating a better work culture. These training programs are meant to reduce implicit bias, educate employees on non-discrimination, and foster tolerance and inclusivity. The bigger licensees often require all employees to attend these short sessions and may require managers to participate when entering that role. Most of these are one-off events offered when employees begin working with an operator, although some licensees mentioned that they encourage employees to take them more than once. More effort is needed to quantify these programs' impact on employees.

“We have conscious inclusion training and general unbiased interview practices. Conscious inclusion training is completed by all managers and above and focuses on helping managers understand their unconscious bias and how they can move from unconscious bias to conscious inclusion.”

- **Category 3 tethered licensee representatives**

The other category of training programs is professional development programs, which are meant to benefit employees and promote their advancement within the organization. These programs are usually open to all employees, but they may be sponsored by Employee Resource Groups (ERGs) so that the majority of attendees are diverse members of the ERGs. In addition to the benefits of learning in the training programs, these often provide opportunities for diverse employees to find mentors and network within the organization. A few training programs target specific demographic groups, such as training programs designed for veterans or leadership programs for women. In this same category of programs are training programs geared towards diverse employees, such as the ESL programs mentioned previously, and cross-functional training in operational areas with predominantly diverse

employees. One example provided was training employees in the food and beverage sectors to learn sportsbook operational skills.

One Category 1 operator mentioned that they have twelve-week programs to train emerging leaders to move into management roles. Managers are encouraged to select diverse employees to participate in this program. After completing those programs, they are placed in development plans to get promoted and advance within the company. Additionally, they have leadership programs geared towards students that provide internships and encourage them to apply for organizational roles once they graduate.

Most interviewees pointed to Employee Resource Groups (ERG) as significant programs that promote a diverse workforce and encourage diverse employees to climb the corporate ladder. Managers were often encouraged to mentor and guide employees from diverse backgrounds to advance within the organization. The most common ERGs organized within sports wagering operators are those for women, people of color, and LGBTQI+ employees. Although there are programs that are designed specifically for veterans, there were fewer mentions of ERGs for them, and this may be due to the small fraction of the organization's employees represented by veterans. The success of ERGs in retaining diverse employees or promoting their advancement needs to be clarified. Although the researchers asked for contact information for participants in ERGs, the interviewees did not provide it.

BARRIERS TO DIVERSE EMPLOYMENT

Various interviewees stated that the main barrier to diverse employment is at the recruitment stage. Most applicants tend to be White males, possibly due to a perception that the sports betting industry shares that demographic profile. Despite efforts to increase the recruitment of diverse employees by using targeted strategies mentioned above (e.g., job fairs for veterans), these are only sometimes successful as there is a relatively small pool of candidates. Despite investment in diverse job fairs, most interviewees noted that there is still room to increase the fraction of diverse employees within their organizations.

"We spend a lot of time and finances looking for diverse candidates. But sometimes those arenas don't give us results. So, we may spend \$3,000 for corporate sponsorship to be at a veteran's job fair at Gillette Stadium, and we might only speak to four candidates. Of the four candidates, we may only have one to pass on to someone in our organization or team. So many folks are looking for diversity, veterans, and females, and there aren't enough candidates for all of us from a recruitment perspective. The other piece is that because so many people are looking for diversity, females, and veterans, we may have a higher turnover rate because they're often being recruited or snatched by other organizations."

- **Category 1 licensee representative**

An additional barrier is the high turnover rate. Most diverse employees are recruited at lower-paying entry-level positions with the highest turnover. Often, there are structural barriers that limit the recruitment and retention of diverse employees. These include language barriers, the need for childcare and flexible work schedules, and State requirements of no previous criminal record for MGC and gambling employees. This last requirement entails a costly background check, which creates an

additional financial barrier for diverse applicants. Representatives from the MGC and Category 3 licensees mentioned that many offered positions require specialized skills or degrees, such as computer programming expertise or law degrees. The proportion of diverse applicants to those positions is smaller than entry-level positions because the pool of diverse applicants is smaller in relative and absolute terms. Many people also have negative associations with gambling, which may deter them from applying to work in that industry.

“The sports wagering industry is very much technical. Those skills or roles were heavily male-dominated for many years. And so, as with other underrepresented groups, it takes time to find those with the aptitude and get the skills development training to get them up to par for the positions.”

- **Category 3 tethered licensee representative**

“We do a lot of job fairs, and there’s a kind of stigma for the casino industry... that we are a bad industry... a seedy industry. That there is high crime in our industry.”

- **Category 1 licensee representative**

Category 1 licensees are more motivated to address these barriers and increase diversity within their workforce because they present these numbers to the MGC. Category 3 licensees, on the other hand, do not have that statutory obligation, and their efforts to ensure greater diversity may not be as significant.

SUCCESS EXAMPLES AND RECOMMENDATIONS

As mentioned above, because they regularly report these numbers to the MGC and are compelled through legislation to implement diversity initiatives, Category 1 licensees have been more successful at recruiting a diverse workforce. As part of operations with intensive diversity programs, they are meeting or exceeding some of their targets for diverse employees, which has the additional benefit of creating a more varied pool of referrals. Some operators have succeeded in hiring and promoting more women, partly due to having more women in managerial positions. Seeing themselves represented at higher levels within the organization and being encouraged by female managers has increased the proportion of women working there.

“One of the most interesting anecdotes was when we trained people to work at the sports betting windows. We were having problems training, so we administered a test. It was a test of the ability to take bets. It wasn't a test of sports knowledge. We found overwhelmingly that the women scored far higher on the test, and we ended up with a much larger percentage of women working in the sports book... and so when we opened the sports windows, I'd say 80 percent were women.”

- **Category 1 licensee representative**

“40 percent of our executive leadership team are women. This is something that is taken very seriously in terms of driving diversity.”

- **Category 3 untethered licensee representative**

Various interviewees mentioned that their efforts recruiting at job fairs for women, people of color, and veterans had yielded some success in hiring more diverse employees. Some Category 1 licensees mentioned that by working with the surrounding communities, they have built stronger relationships, which have motivated locals to apply for work there.

“From our external partnerships, one of the benefits is understanding best practices from other companies and what they are doing in that DEI space. One of the things we are very focused on with our external partners, and some of our other corporate partners, is sharing best practices and being heavily focused on collaboration.”

- **Category 3 tethered licensee representative**

Category 1 licensees shared their Corporate Social Responsibility reports, which show workforce diversity increasing over time, both overall and at the leadership level (managerial and above). Some organizations employed roughly the same number of men and women, although this did not hold for leadership positions. Larger and more established organizations have software and other tools to measure the diversity of their applicant pool and workforce, which would be helpful for all sports betting organizations.

Interviewees from Category 1 and Category 3 licensees displayed pride in Employee Resource Groups, citing them often as one of the most important programs that supported diverse employees. ERGs provide professional development and mentoring opportunities that benefit people from underrepresented groups. These programs also encourage diverse employees to stay in their organization and reduce turnover.

When asked for recommendations on increasing diversity within the sports betting industry, most interviewees said the biggest challenge is getting diverse employees to apply to positions within these organizations. Nonetheless, sports bettors are increasingly diverse, and there are now more women and minorities participating, which also translates into more diverse candidates applying for positions in the sports betting industry. From this perspective, one Category 1 interviewee mentioned that they are focusing on new sports that may be more interesting to women or minorities, such as women’s basketball and soccer. The idea is that with a more diverse clientele, they are more likely to have a more varied employee applicant pool. The MGC noted that they are revising their recruitment strategy to include diverse interview panels and candidate slates when recruiting for new positions.

“When you have a situation where 80 percent of eligible candidates are all White males, it’s easy to close the requisition and say, I have a candidate here that can serve the job. The process might be longer in terms of making sure that we are following the diverse slate philosophy. So, often, jobs might have to stay open longer than they would have.”

- **Category 3 untethered licensee representative**

Comparing the responses between Category 1 and Category 3 licensees shows that requiring licensees to quantify their progress, implement diversity initiatives, and report these results to the MGC effectively motivates licensees to adopt more robust and more effective programs, policies, and practices. These programs, policies, and practices help explain why Category 1 licensees also have a more diverse workforce. Representatives from the MGC noted that there needs to be a formal, structured recruitment strategy and mechanisms for measuring these approaches' effectiveness. Asking this of all licensees would increase diversity across the sports betting industry.

Vendor Diversity

OVERVIEW

Sports betting operators spend relatively little on outside vendors and usually contract with only a few suppliers providing specialized products. Thus, there are few opportunities and not a large pool of businesses for them to diversify their purchases. Few of these vendors are based in Massachusetts, and only some are certified as diverse businesses. The MGC mentioned that the most plentiful diversity-owned companies are women-owned, facilitating contracting them.

The purchasing needs of Category 1 licensees are usually only for specialized products, such as a specific type of paper or kiosks for them to place bets. These are often sole-sourced from a single specialized vendor. The companies that provide online betting services for these licensees are also sole-sourced, with an exclusivity agreement for a given casino. Many casino vendors are diverse businesses, but these contracts are not specifically for sports wagering.

"On the vendor side, in sports wagering, there's not a ton that we spend operationally. It's office supplies, toner, and things like that. There's not a lot of opportunity for diverse spend in the sports wagering area."

- **Category 1 licensee representative**

Category 3 licensees also have very limited suppliers, and their needs are also highly specialized. Some of these include technological infrastructure for hosting sports betting applications or processing payments. Since sports betting is relatively new in the United States, especially compared with Europe, interviewees said that foreign companies provided some services.

One area where Category 1 and Category 3 licensees suggested there was room to increase diversity is when contracting with advertising and marketing businesses. These do not need to be as specialized as other gambling procurements, and there are many vendors who provide these services. Operators have more choices, including diverse vendors. Thus, they present an opportunity to contract with certified diverse businesses. This may also present an opportunity for licensees to contract with Massachusetts-based companies.

“The only opportunity for discretionary spending would be office supplies and marketing... That would be the biggest opportunity.”

- **Category 1 licensee representative**

PROGRAMS, POLICIES, AND PRACTICES IN PLACE RELATED TO SOLICITATION AND CONTRACTING

Across the board, Category 1 and 3 licensees emphasized that vendor spending was generally limited to a few specialized companies and that there wasn’t much opportunity to diversify their spending on diverse businesses.

“The only vendor specific to sports wagering is a single supplier that supplies paper for the sports wagering kiosks. When we opened up sports wagering in 2023, we didn’t know how many paper kiosk rolls we would need. We have about five years of inventory.”

- **Category 1 licensee representative**

Category 3 licensees, in particular, mentioned that they usually don’t have specific programs or policies for soliciting and contracting with diverse companies. Category 1 licensees, on the other hand, despite the small size of their sports betting spending, have agreements with the MGC that date to the licenses given to operate a casino in Massachusetts. These agreements about diversity are understood to extend to sports betting and were renewed recently. The agreements include plans that the Category 1 licensees submit to the MGC and are publicly available on the MGC website.⁵⁰ The plans include goals and targets for engaging with minority, women, and veteran-owned businesses. They also designate teams to address diversity in procurement and hiring in their organizations.

Operators often post statements committing to diversity on their websites and train employees who deal with procurement on the importance of diversity. Some interviewees mentioned a written commitment by procurement teams to seek diversity-certified businesses and that these teams also help guide companies to certify as diverse-owned if needed. Massachusetts has a Supplier Diversity Office, which has helped organizations find and contract diverse vendors and sets benchmarks that organizations can try to meet. The parent companies of Category 1 licensees usually have programs to increase supplier diversity led by a strategy team that engages with diverse trade organizations (e.g., the National Veteran-Owned Business Association). They actively seek diverse businesses through these chambers of commerce and other business associations.

PROGRAMS TO INCREASE LEVELS OF ENGAGEMENT, VOLUME, AND SCALE

Even though sports betting operators spend small amounts on diverse vendors, interviewees demonstrated a genuine interest in fostering their relationships with diverse vendors. Operators often

⁵⁰ Diversity plans can be found on the following page: <https://massgaming.com/about/diversity/>

encouraged businesses to certify as diverse if they qualified and would guide them through the process, which can be lengthy and cumbersome.

“We work with many diverse businesses that may not have received their certification for one reason or another, and so we are very active in pushing them through the process or the resources to get it. We’re also developing some additional programs that will help support that.”

- **Category 3 tethered licensee representative**

The parent companies of Category 1 licensees often have policies explicitly considering diverse companies when they need a supplier. One interviewee mentioned that the procurement team is outstanding about contacting diverse suppliers when needed and considering diversity spending first. Nonetheless, the same interviewee noted that finding a replacement can be challenging when they lose a diverse supplier.

A Category 1 licensee representative mentioned that they often encourage diverse vendors to scale up, as the casinos frequently require suppliers who can provide products on a large scale. Nonetheless, this was usually challenging for smaller companies, as expansion requires a significant capital investment. Licensees contract with diverse vendors for minor needs but rely on big, established companies for large, specialized purchases. The MGC noted that they have diversity benchmarks for large procurements and are also adapting those for smaller procurements. Even small procurements require Supplier Diversity Plans in public vendor bid proposal postings.

BARRIERS TO CONTRACTING DIVERSE VENDORS

The primary barrier to contracting diverse vendors is the limited number of significant purchases, which are usually specialized and sole-sourced. Category 1 licensees often encounter this situation, requiring only a few specialty products, such as paper or kiosk manufacturers. Category 3 licensees have larger contracts with vendors, but these are usually specialized products, such as digital infrastructure or payment support, provided by few, large, and specialized companies. Some vendors are not based in the United States and do not qualify as diverse companies. The MGC mentioned that it was particularly challenging to engage with veteran-owned businesses because very few of them provided the services they regularly used (research and legal services).

“[We can only do business] if diverse vendors can do the type of work we need. Otherwise, we won’t be switching the vendors we have.”

- **Category 3 untethered licensee representative**

Very few companies are diverse-owned and provide the specialty products and services the sports betting industry needs. Thus, it is not easy to find and engage in business with diverse companies, and it is challenging to replace a diverse company if it loses its contract.

“When we started, we had a veteran-owned vendor, and they were fantastic. Then, they were purchased by a larger company with a national presence, and now they are no longer a diverse-owned business. That’s happened three or four times now with some of our main suppliers.”

- **Category 1 licensee representative**

Many interviewees mentioned an additional barrier: the cumbersome process of certifying as a diverse-owned company in Massachusetts. Although they try to encourage, guide, and help some companies through the process, some vendors do not find it worthwhile and do not undergo certification, even after efforts to convince them. Additionally, Category 1 licensees require all companies to register with the MGC as suppliers. This process is also a burden; some diverse vendors would rather not engage and avoid contracts with casino-based operators.

“Certification can be challenging. It can take a lot of resources that suppliers may not have available to them or understand how to navigate that process. We also see challenges with suppliers being able to scale up. They may be able to offer us a product or service for the sports wagering piece of our business in Massachusetts. Still, they can't offer that service to the entire sports wagering business... they have a product or service they can offer us in one location, but they can't scale across the company.”

- **Category 3 tethered licensee representative**

SUCCESS EXAMPLES AND RECOMMENDATIONS

Most operators generally state that contracting with diverse vendors has had a minimal impact because this amounts to a tiny fraction of their overall spending. Nonetheless, there does seem to be great potential for an increase—at least for Category 3 licensees. One licensee mentioned that although less than 1 percent of their spending in the United States went to diverse businesses, that still amounted to millions of dollars spent on over one hundred companies in one year. Other Category 3 licensees could have at least comparable spending levels, which may provide opportunities to increase the proportion of expenditures that goes to diverse companies. Further, only half of those companies were officially certified as diverse, which suggests that this fraction could also increase if there were incentives for companies to do so. One tethered Category 3 licensee representative said that for the parent company (which includes many land-based casinos), 12 percent of purchases were from diverse suppliers, which suggests that Category 1 licensees may be able to meet higher targets.

The parent companies of Category 1 licensees often have large company-wide programs to increase their diversity spending, which have been successful. For example, one company had a 70 percent increase in companywide diverse expenditure in three years. Tracking diverse spending is a relatively recent phenomenon that drives increased spending on diverse vendors. A couple of licensees from different categories mentioned having recently updated or planning on updating their tools for tracking diverse suppliers.

Licensee representatives said purchasing from diverse companies had helped foster mutually beneficial relationships. For Category 1 licensees, these relationships helped create rapport with the surrounding communities and encouraged other parts of the parent organization to engage with these vendors. Diversity is becoming increasingly important for bigger corporations, and there is a push to increase diversity on all levels.

“On a national level, diversity is becoming more of a mindset. And it’s been pushed down across all avenues over the past four or five years.”

- **Category 1 licensee representative**

One area where licensee representatives suggested that there might be an opening to contract diverse vendors is marketing and advertising. Some interviewees indicated that there may be increased interest in this space, including from certified diverse-owned companies. Moreover, there may be an opportunity to encourage companies to contract with local vendors within the Commonwealth. Another interviewee mentioned that Massachusetts often has diverse vendors for office supplies and software resellers. One Category 3 licensee representative suggested that requiring procurement processes to have targets for diverse spending would help increase the volume and scale of business with diverse-owned vendors.

Category 1 licensee representatives noted that one way to increase purchases from diverse vendors is to lower the barriers for them to register as such and to register with the MGC. This latter process, in particular, can be an obstacle for smaller businesses. Interviewees noted that there needs to be an increase in the supply of diverse vendors to make it easier to engage with these companies.

Conclusions and Recommendations

As with the rest of the country, there has been a renewed focus on increasing diversity since 2020, when national protests increased discussions around this topic. Various operators from different categories have all increased their efforts to expand diversity in their workforce and have been successful to varying degrees. Category 1 licensees have been especially effective, as they were able to build upon their uniquely intensive diversity programs, which have been in place since casinos were legally allowed to operate in Massachusetts. Interviewees and a review of the documents shared suggest that the most significant gains have been with women, who are participating in increasing numbers in gambling and the sports betting industry. There have been gains with other minority groups and veterans, but these have been smaller.

Interviewees noted that having a more diverse workforce helped promote more varied perspectives and innovation within their organizations. One interviewee mentioned that fostering diversity and inclusion has increased employee engagement and morale. Doing business with diverse-owned vendors was also a valuable way for operators to engage with the local community, particularly for Category 1 licensees. Additionally, diverse-owned vendors could provide variety to specific sectors, such as food and beverages.

Many of the interviewees emphasized that diversity was an essential pillar in their organizations and that they actively tried to recruit a more diverse workforce. A few interviewees noted that declaring a commitment to diversity, equity, and inclusion and assigning one or more employees to specifically address that within an organization was a signal to other industries and the public at large that this is an important matter, and this has led to positive change within institutions and the industry. Representatives from the MGC mentioned that creating a foundational work culture that supports DEI initiatives is the most critical step to enhancing these goals within their organization.

Most diversity commitments by Category 3 licensees are limited to statements of purpose and do not include actual policies with targets and measurable goals. The strategies were often limited to participating in diversity job fairs, posting on websites targeting underrepresented demographic groups, or supporting Employee Resource Groups (ERG). Evaluating how successful these strategies have been beyond anecdotal accounts is a challenge. Establishing and standardizing metrics that assess these approaches' benefits is necessary. Asking operators to provide targets, progress reports, and diversity initiatives, as with land-based casinos, may help ensure that sports betting operators implement effective strategies to increase diversity.

On the vendor side, Category 1 licensees had more robust programs and policies to increase purchases from diverse-owned businesses. These include plans, reports, goals, and targets they present to the MGC regularly. Category 3 licensees, lacking such comprehensive requirements, had fewer explicit policies and generally could not point to specific targets. Only two tethered Category 3 licensees provided us with documents about their institution's diversity policies and programs. At best, they pointed us to one or two sentences on their website regarding a commitment to diversity. Untethered Category 3 licensees had little impetus to demonstrate a commitment to diversity in Massachusetts. The MGC's requirement that all procurements, big or small, follow a Supplier Diversity Plan would go a long way in ensuring that licensees are making committed efforts to purchasing from diverse-owned businesses. All organizations, including the MGC, would benefit from having digital tools to measure diversity in their workforce and suppliers and to evaluate the success of strategies used to increase diversity.

Policies to increase diversity will only be implemented if the MGC can influence operators. In a few instances, repeated prodding over various months, directly by the MGC, was necessary to obtain responses to requests from some licensees. Reluctant compliance may occur because there are no consequences for non-cooperation. Given that this was a low-stakes request for operators to implement diversity initiatives, it may be necessary for the MGC to sanction non-compliance if more extensive changes are requested. Nevertheless, representatives from the MGC noted that they have a minimal role in regulating the sports betting industry compared to their regulation of casino operations, and this was due to an absence of legislation mandating operators to meet targets or implement diversity initiatives.

Appendix B – Diversity Data from Comparison Industries

This section presents data from comparable industry sectors used to provide comparisons for workforce diversity and assess supplier diversity levels.

The following tables present workforce and supplier diversity in the Massachusetts casino industry, including goals and levels of attainment for fiscal years 2022, 2023 and 2024 (Represented by Q2 of each calendar year).

Massachusetts Casino Industry

Table 13: Casino Diversity Goals and Results FY2022

Employee	Minority		Veteran		Women	
	Goal	Result	Goal	Result	Goal	Result
Encore Boston Harbor	40%	51%	3%	2%	50%	45%
MGM Springfield	50%	50%	2%	6%	50%	40%
Plainridge Park	15%	22%	2%	5%	50%	42%
Supplier	MBE		VBE		WBE	
	Goal	Result	Goal	Result	Goal	Result
Encore Boston Harbor	8%	9%	3%	2%	14%	18%
MGM Springfield	10%	3%	2%	3%	15%	3%
Plainridge Park	6%	6%	3%	5%	12%	13%

Source: Massachusetts Gaming Commission Annual Report 2022

Table 14: Casino Diversity Goals and Results FY2023

Employee	Minority		Veteran		Women	
	Goal	Result	Goal	Result	Goal	Result
Encore Boston Harbor	40%	59%	3%	2%	50%	45%
MGM Springfield	50%	51%	2%	5%	50%	41%
Plainridge Park	15%	21%	2%	4%	50%	43%
Supplier	MBE		VBE		WBE	
	Goal	Result	Goal	Result	Goal	Result
Encore Boston Harbor	8%	8%	3%	2%	14%	11%
MGM Springfield	10%	8%	2%	3%	15%	8%
Plainridge Park	6%	5%	3%	6%	12%	12%

Source: Massachusetts Gaming Commission Annual Report 2023

Table 15: Casino Diversity Goals and Results FY2024

Employee	Minority		Veteran		Women	
	Goal	Result	Goal	Result	Goal	Result
Encore Boston Harbor	40%	61%	3%	2%	50%	45%
MGM Springfield	50%	52%	2%	4%	50%	41%
Plainridge Park	15%	29%	2%	4%	50%	46%
Supplier	MBE		VBE		WBE	
	Goal	Result	Goal	Result	Goal	Result
Encore Boston Harbor	8%	10%	3%	0%	14%	10%
MGM Springfield	10%	8%	2%	3%	15%	7%
Plainridge Park	6%	7%	3%	5%	12%	15%

Source: Massachusetts Gaming Commission, Quarterly Operator Reports, Q22024

Note: In FY23, casino industry diverse vendor spending was 5 percent MBE; 7 percent WBE; and 2 percent VBE.

Note: Casino employment overall: minority 56%; veteran 3%; women 44%

Table 16: Diversity in Comparable Industries

Industries (MA)	Minority	White Alone	Percent Female	Percent Male
Accommodation and Food Services	38%	62%	55%	45%
<i>Traveler Accommodation (Casinos and Casino Hotels)</i>	49%	51%	53%	47%
Administrative and Support and Waste Management and Remediation Services	44%	56%	43%	57%
Agriculture, Forestry, Fishing and Hunting	23%	77%	43%	57%
Arts, Entertainment, and Recreation	18%	82%	50%	50%
<i>Gambling Industries</i>	19%	81%	33%	67%
Construction	17%	83%	18%	82%
Educational Services	22%	78%	61%	39%
Finance and Insurance	22%	78%	53%	47%
<i>Activities Related to Credit Intermediation (FinTech)</i>	26%	74%	44%	56%
Health Care and Social Assistance	38%	62%	76%	24%
Information	23%	77%	39%	61%
<i>Software Publishers (App Developer)</i>	26%	74%	35%	65%
Management of Companies and Enterprises	28%	72%	55%	45%
Manufacturing	32%	68%	32%	68%
Mining, Quarrying, and Oil and Gas Extraction	7%	93%	14%	86%
Other Services (except Public Administration)	30%	70%	57%	43%
Professional, Scientific, and Technical Services	26%	74%	46%	54%
<i>Advertising, Public Relations, and Related Services</i>	18%	82%	57%	43%
Public Administration	22%	78%	55%	45%
Real Estate and Rental and Leasing	26%	74%	39%	61%
Retail Trade	30%	70%	48%	52%
Transportation and Warehousing	40%	60%	30%	70%
Utilities	16%	84%	29%	71%
Wholesale Trade	23%	77%	32%	68%

Source: Quarterly Workforce Indicators, US Census

Table 17: Ownership Diversity in Top Spending Sectors of Cat 1 and Cat 3

NAICS	MBE	Minority-Owned	WBE	Women-Owned	VBE	Veteran-Owned
Wholesale trade	0.3%	Insf. Data	0.5%	10%	Insf. Data	5%
Information	0.4%	10%	0.3%	14%	Insf. Data	2%
Finance and insurance	0.2%	Insf. Data	0.2%	Insf. Data	Insf. Data	Insf. Data
Professional, scientific, and technical services	1.0%	9%	1.8%	23%	0.1%	6%

Source: Supplier Diversity Office Certified Business Directory and US Census Annual Business Survey 2022

Appendix C – Regulatory Agency—Massachusetts Gaming Commission—Findings, Policies and Practices

We are separating the reporting on some MGC findings from the sports wagering licensee analysis because as a government regulator it is very different from the gambling industry sectors and the comparison industries which can be used to assess participation levels in those sectors.

Participation

EMPLOYMENT DIVERSITY

A comparison industry that can be used to assess MGC employment diversity is the sector measuring government agencies called Public Administration. Reflecting its official diversity goal of achieving 25 percent ethnic diversity, the MGC workforce has a slightly higher proportion of racial and ethnic minority workers than the U.S.-level Public Administration workforce (25.7% versus 22.0%). At the same time, the Commission has a lower proportion of female workers (45% versus 55%) than the U.S. Public Administration sector overall.

MGC employment diversity data can also be compared with Massachusetts population benchmarks, a practice adopted by the MGC to establish a target proportion for diverse employees. Detailed ethnic and racial diversity data show that the MGC has a slightly higher percentage of Asians (9.0% vs. 6.9%) and Blacks (8.0% vs. 7.3%) compared to the state, but a lower percentage of Hispanics (2.0% vs. 4.6%). The White population is similar (74.2% in the Commission vs. 74.54% statewide). Gender data show that the MGC has a higher proportion of men (55.0%) compared to the state (48.8%) and a lower proportion of women (45.0% vs. 51.2%). Veteran status data show that the MGC has a lower percentage of veterans (2.0%) compared to the state (4.3%).

Table 18: Massachusetts Gaming Commission Employment Diversity Measures, 2024

Category	MGC Count	MGC Proportion	Massachusetts Proportion
Gender			
Female	64	45.0%	48.8%
Male	79	55.0%	51.2%
Ethnic Breakdown			
White	103	74.2%	74.5%
Asian	13	9.0%	6.9%
Black	9	8.0%	7.3%
Hispanic	3	2.0%	4.6%
Two or more races	8	6.0%	6.5%
Total ethnic minority		25.7%	
Veteran Status			
Veterans	3	2.0%	4.3%

Source: Massachusetts Gaming Commission

Note: Employees are defined as individuals currently receiving a salary from the Massachusetts Gaming Commission, which includes 970 employees under contract part-time, part-time seasonal racing employees, and all full-time Agency employees

SUPPLIER DIVERSITY

Table 19: MGC Diverse Vendor Spending by Industry and SDO Certification, 2023

	MBE	WBE	VBE
Other Services	\$ -	\$ 1,824,045	\$ -
Information	\$ 632,834	\$ 493,645	\$ -
Professional Scientific and Technical Services	\$ 120,025	\$ 103,644	\$ -
Administrative and Support Services	\$ -	\$ 72,283	\$ -
Retail Trade	\$ 5,907	\$ 9,019	\$ 15,772
Manufacturing	\$ -	\$ 7,835	\$ -
Wholesale Trade	\$ -	\$ 7,780	\$ -
Construction	\$ 857	\$ 857	\$ -
Accommodation and Food Services	\$ 1,003	\$ -	\$ -
Grand Total	\$ 760,625	\$ 2,519,107	\$ 15,772

Source: Massachusetts Gaming Commission

Diversity Policies and Programs

Related to efforts to increase workforce diversity and supplier diversity at the MGC, we looked at employment policies to increase recruitment and retainment among employees along with efforts to identify and increase engagement among vendors. Due to the differences between the MGC and sports wagering operators, we kept this analysis separate from the discussion in Appendix D. As itemized in the table below, the MGC has programs in place to cover each of the RFR's areas of interest and has plans to significantly increase their employment diversity efforts through hiring a dedicated individual to focus on that area.

Table 20: MGC Policies and Practices to Increase Diversity

Employee	Vendor
The Massachusetts Gaming Commission has established an official diversity goal of achieving 25% ethnic diversity. This objective—equal to the proportion of minority residents in Massachusetts at the time the target goal was set—was formulated by the Equity and Inclusion Working Group, under the leadership of former Chairwoman Cathy Judd-Stein. The agency has demonstrated consistency in meeting this target. Currently, the Commission does not have specific objectives for the inclusion of women or veterans. However, there are ongoing discussions led by the Senior HR and DEI Program Manager, emphasizing the importance of setting goals in these areas.	The Massachusetts Gaming Commission adheres to the Commonwealth's procurement policies set by OSD and SDO. The MGC follows guidelines of 25% diversity score weighting in evaluation of its large procurements and even adopted that weighting for the majority of its small procurements. Furthermore, small procurements also require the need for Supplier Diversity Plans to be submitted in vendor bid proposals for public postings.

Establishment of diverse interview panels and a diverse candidate slate at every stage of the recruitment process.	In order for businesses to be counted as diverse they must be certified by the Supplier Diversity Office.
Agency has adopted the use of Circa, a recruitment platform designed to enhance diversity efforts by extending the reach to a broader pool of diverse candidates, including women and veterans.	The MGC established procurement guidelines used by the majority of Commonwealth Departments and also works to achieve diverse spending benchmarks set by the Supplier Diversity Office.
<p>Appointed a dedicated individual to lead efforts in promoting equity within our workforce. This role will focus on:</p> <p>Employment Impact: Identifying and mitigating biases in hiring and promotion practices.</p> <p>Compensation: Conducting pay audits and implementing transparent pay structures to ensure equity. For example, a pay equity audit was conducted in 2022.</p> <p>Benefits: Expanding benefits to include options such as parental leave, childcare support, mental health services, and veteran-specific resources.</p> <p>Career Trajectory: Developing clear career advancement pathways and offering tailored professional development opportunities.</p> <p>Turnover: Creating a supportive and inclusive work environment to enhance job satisfaction and reduce turnover.</p>	The Commonwealth of Massachusetts offers resources which positively influence the supply of diverse businesses. Vendors are able to independently reach out to the Supplier Diversity Office (SDO) for various diverse certifications. The SDO provides a database of diverse certified vendors and a hub for outreach. The Operational Service Division (OSD) in its management of Statewide Contracts has worked with the Supplier Diversity Office to help identify diverse businesses for Commonwealth Agencies. Also, another positive influence are the target benchmarks for diverse spend set by the SDO and the Commissions dedication to these requirements.
In the process of establishing employee-led working groups to further explore these areas, collect data, and develop strategies to address any identified disparities.	

<p>Both of the above groups will work to develop and implement retention and development programs, including:</p> <p>Diversity and Inclusion Training: Implementing bias awareness and cultural competency programs to foster an inclusive workplace.</p> <p>Leadership Development: Creating mentorship programs and leadership workshops to support the growth of women, minority, and veteran employees.</p> <p>Skill Development: Providing access to professional certifications and continuous learning opportunities.</p> <p>Career Pathways: Developing defined career progression pathways and facilitating internal mobility to help employees gain diverse experiences.</p> <p>Retention Programs: Introducing recognition and rewards programs and creating channels for regular feedback to address employee needs.</p>	
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Source: MGC Interview

Appendix D – Sports Wagering Operators Policies and Practices to Increase Diversity

This appendix provides additional detail on the types of policies and programs in use among Massachusetts sports wagering license holders. A questionnaire sent to all licensees allowed us to determine the extent to which sports wagering license holders maintain policies and programs to increase contracting with diverse business enterprises and employment diversity.

The questionnaire, written interviews, and key informant interviews allowed us to gather more specific examples of the types of activities in use.

Supplier Diversity

Related to supplier diversity, we looked for information on programs and policies in two areas: organizational policies and practices in place related to solicitation of and contracting with minority, women, and veteran business enterprises in the Commonwealth; and programs to increase levels of engagement, volume, and scale with minority, women, and veteran business enterprises.

As discussed above, we found that license holders universally practice at least one program in each of the two areas. The following table provides specific examples of supplier diversity programs within each type, policies or practices related to spending on contracting with diverse vendors, and programs to increase levels of engagement, volume, and scale:

Table 21: Policies or Practices Related to Spending on Contracting with Diverse Vendors

Category 1	Category 3
Establishing strong relationships with local chambers of commerce, diversity advisory groups, and other community organizations. These partnerships help identify qualified diverse vendors and businesses in the region and ensure that these vendors are included in supply chains.	A dedicated team member within the procurement team focuses on sourcing and building relationships with diverse suppliers. This role helps ensure the company is actively identifying and supporting businesses owned by historically underrepresented groups.
Creating a dedicated website that allows vendors to register, receive updates on upcoming events, and learn about specific procurement opportunities.	Maintaining strong relationships with national organizations of diverse business owners. These partnerships broaden the company's access to certified diverse vendors.
Vendor Fairs and Supplier Networking Events where local and diverse suppliers have opportunities to meet with casino departments. These fairs include one-on-one meetings, helping diverse businesses establish relationships and pursue contracting opportunities.	Requiring that all competitive bids include at least two vendors classified as Minority, Women, or Disadvantaged Business Enterprises (MWDBEs). This ensures that diverse vendors are consistently included in the procurement process.

Purchasing gift certificates or vouchers from businesses in its Host and Surrounding Communities on an annual basis. These purchases are integrated into guest loyalty and employee reward programs, generating economic benefits for local businesses. The Chambers of Commerce will collaborate with EBH to determine which businesses will benefit from these purchases, ensuring that funds are directed where they are most needed.	The company has onboarded supplier database platforms to identify potential diverse vendors. These databases help expand relationships with diverse suppliers, allowing the company to continually improve its supplier diversity efforts.
Using the diversity databases of the Supplier Diversity Office (SDO), Greater New England Minority Supplier Development Council (GNEMSDC), and the Center for Women & Enterprise (CWE) to identify new vendor partners.	Request for Proposal (RFP) templates have been updated to require suppliers to outline their commitment to Diversity, Equity, and Inclusion (DEI). Additionally, diversity and inclusion language are incorporated into vendor contract templates to ensure adherence to the company's DEI policies and goals.
	The supplier diversity team provides ongoing training to regional and local buyers to promote the inclusion of diverse-owned businesses in procurement processes. This ensures that internal teams are equipped to prioritize diverse suppliers and understand the business case for doing so.
	Tracking spending with diverse vendors to build awareness and create business cases around the importance and value of supplier diversity. This tracking system enables the organization to measure progress and hold itself accountable for increasing its use of diverse suppliers.

Source: Category 1 and Category 3 Operator Questionnaires

Table 22: Programs to increase levels of engagement, volume, and scale

Category 1	Category 3
Mentorship and Development Programs supporting the long-term growth of smaller, diverse, and local vendors through structured mentorship and training programs. These programs will pair vendors with casino executives to provide regular feedback and counsel on business strategies, helping them "scale up" to attract more commercial clients.	Creating an internal platform that provides visibility into its spending and allows the company to identify potential diverse vendors for collaboration. This tool is key in helping the operator strategically target vendors in the regions it operates, allowing it to foster ongoing relationships with these businesses.
Quarterly seminars to guide diverse and local vendors on best practices for working with casinos. These sessions will cover essential criteria such as quality, cost, and delivery capabilities, helping vendors understand the	Supplier Diversity program that focuses on training regional and local buyers to promote the inclusion of diverse-owned businesses. This ongoing training aims to increase awareness of the value of working with

specific qualifications required to secure business opportunities.	diverse vendors and ensures that procurement decisions are inclusive.
When certified MWVBEs are not selected for an award, casinos will provide detailed written feedback explaining why they were not chosen. This will include reasons such as price competitiveness, specification mismatches, or the vendor's inability to meet volume requirements, among others. This feedback is designed to help vendors improve their future proposals.	Tracks diverse vendor spend to build business cases for increasing the inclusion of diverse businesses. This data-driven approach helps promote the importance of working with minority-owned, women-owned, and veteran-owned businesses, encouraging their growth within the company's supply chain.
Work closely with diversity certification bodies to provide visibility into its ongoing RFP schedule, which will help these organizations encourage more eligible businesses to seek certification. This advance visibility will also serve as a recruitment tool for certifying new diverse firms.	
Assisting certifying bodies in expanding their vendor pools and by providing smaller diverse vendors with opportunities to collaborate with larger primary vendors.	
Recruiting a Procurement Diversity Manager to lead all aspects of this supplier diversity initiative, further demonstrating the company's commitment to ongoing support for diverse businesses.	

Source: Category 1 and Category 3 Operator Questionnaires

Employment Diversity

Related to workforce diversity, the RFR asked for information on programs and policies in three areas: recruitment and retention of a diverse workforce; programs to promote inclusivity related to employment impact, compensation, benefits, trajectory, and turnover for women, minority, and veteran employees; and training and education to promote retention and professional development. Because inclusive impact programs overlap significantly with both policies for recruitment and policies for retention, we did not provide a table for that category. Instead, they are included in both tables.

Table 23: Programs, policies, and practices in place related to recruitment

Category 1	Category 3
Diversity is an overall goal, but not specific to sportsbooks. Hiring targets are based on reaching gender parity and matching the percentage of the local population for both veterans and minority populations	Create equal opportunities at the “top of the funnel” for historically underrepresented and disenfranchised groups.
Establishing a platform that allows job seekers to explore available careers and see if their skills match, while also connecting users with resources they can use to acquire necessary skills. The same platform will allow users to receive updates on job opportunities, career fairs, and training programs. An in-person version of these services will be set up in local career centers and libraries to provide a broader range of user access.	Work with partners to build opportunities for as many groups as possible to ensure the candidate pool is as diverse as possible. Partners include organizations for Black professionals in the tech sector, women in tech, organizations that provide mentorship to marginalized youth, LGBTQ+ recruitment hubs, and Native American job recruiters, as well as working with DEI networks that specifically focus on high impact roles.
Participating in and hosting career fairs and information centers alongside local organizations.	Participate in recruiting events at HBCUs, engaging with diverse-owned professional development organizations focused on placing diverse talent in the sports industry.
Provide free ESOL training for over 900 positions that do not require fluent English, providing those workers the opportunity to potentially move onto higher paying roles that do require English skills	Educating the recruitment team to expand consideration of diverse backgrounds and experiences to reach talent that would otherwise be overlooked.
Using skills-based rather than credentials-based hiring unless a credential is absolutely essential. Do not require a high school degree or equivalent for any jobs up to supervisor level and offer free GED classes.	Hiring managers are briefed to select candidates based on unique skills and benefits they would bring to the role rather than formal education or qualifications.
Established a clear pathway for referrals from local Career Centers and diverse community partners.	Set percentage goals for female and non-white employees by certain years.
All hiring managers will undergo training in behavioral interviewing, diversity and inclusion, unconscious bias mitigation, and recognizing transferable skills to ensure a better job fit and reduce turnover.	Sponsor conferences to develop and attract diverse employees. Includes Women in tech, African Americans in Tech, Black cultural events, LGBTQ undergrad recruiting events.
	Taking advantage of strong Business Resource Groups to drive attraction and recruitment efforts of employees that match the constituent groups.

Source: Category 1 and Category 3 Operator Questionnaires

Table 24: Training programs to promote retention and development

Category 1	Category 3
ESOL (English for Speakers of Other Languages) Classes and Leadership Training provide opportunities for employees to enhance their language skills and leadership capabilities, promoting both personal and professional growth within the organization.	Diversity & Inclusion (D&I) Committees and Affinity Groups help create meaningful relationships within a diverse workforce, offering employees opportunities to connect, collaborate, and feel empowered
Women's Leadership Programs focused on the retention and development of women in the workforce, encouraging their growth into leadership roles and ensuring gender diversity at all levels.	Employee Resource Groups (ERGs) provide a platform where employees, particularly those from historically underrepresented backgrounds, can voice their opinions, align their passions with business goals, and contribute to organizational diversity and inclusion efforts. Mentorship programs within ERGs offer skill-building opportunities for career progression.
Diversity Scholarships available to current employees and their dependents, aimed at furthering their education, which supports both career development and personal growth while promoting a culture of continuous learning.	Regular reviews of engagement survey data by demographics, as well as calibration and compensation by sex and race, help ensure equitable practices across the organization.
Veteran Ambassadors Program, a group of veteran employees who serve as ambassadors involved in community events, helping to market and develop opportunities for veterans within and outside the organization.	Leadership Development Programs like a two-year summit for high-potential managers provide training opportunities through in-person summits, leadership panels, e-learning, and mentorship, enabling employees to grow into leadership roles within the company.
Consistent DEI Training and Development is integrated into all development plans and leadership programs to ensure that leaders at all levels are equipped to foster an inclusive workplace and align with the organization's diversity goals.	New hires are provided orientation with DEI-focused content, and all employees are required to undergo annual anti-harassment training to ensure a respectful and safe work environment.

<p>A variety of training programs are delivered through online and in-person environments, offering flexibility and accessibility. As part of a larger organization, these programs encourage and support career growth, helping employees advance in their roles while fostering a culture of continuous development.</p>	<p>Supervisor-level employees undergo extensive leadership training focused on developing leaders aligned with the organization's leadership principles.</p>
<p>Citizenship and GED Programs: Free courses are offered to help team members obtain their GED or citizenship, promoting personal and professional growth for employees from diverse backgrounds.</p>	<p>Dedicated platforms provide employees with access to DEI resources, volunteering opportunities, educational materials, and networking events that enhance engagement and inclusivity.</p>

Source: Category 1 and Category 3 Operator Questionnaires

Appendix E – The Massachusetts Expanded Gaming Act: Economic Development and Job Creation Goals

The material in this appendix is taken directly from the Expanded Gaming Act to summarize expectations in the law related to economic development and job creation. The material includes parameters for casino employment and workforce conditions as well as the utilization of Massachusetts business, including business enterprises with minority, women and veteran owners. We reference Chapter 23K – The Massachusetts Gaming Commission.⁵¹

Chapter 23K - The Massachusetts Gaming Commission

Section 1. The General Court finds and declares that:

....

(4) enhancing and supporting the performance of the state lottery and continuing the commonwealth's dedication to local aid is imperative to the policy objectives of this chapter;

(5) the commonwealth must provide for new employment opportunities in all sectors of the economy, particularly opportunities for the unemployed, and shall preserve jobs in existing industries in the commonwealth; this chapter sets forth a robust licensing process whereby an applicant for a gaming license shall submit a comprehensive plan for operating a gaming establishment which includes how the applicant will foster and encourage new construction through capital investment and provide permanent employment opportunities to residents of the commonwealth;

(6) promoting local small businesses and the tourism industry, including the development of new and existing small business and tourism amenities such as lodging, dining, retail and cultural and social facilities, is fundamental to the policy objectives of this chapter;

....

Section 15. No applicant shall be eligible to receive a gaming license unless the applicant meets the following criteria and clearly states as part of an application that the applicant shall:

(6) demonstrate to the commission how the applicant proposes to address lottery mitigation, compulsive gambling problems, workforce development and community development and host and surrounding community impact and mitigation issues as set forth in the memoranda of understanding required under this chapter;

(15) formulate for commission approval and abide by a marketing program by which the applicant shall identify specific goals, expressed as an overall program goal applicable to the total dollar amount of

⁵¹ *Chapter 194, An Act Establishing Expanded Gaming in the Commonwealth*, <https://malegislature.gov/Laws/SessionLaws/Acts/2011/Chapter194>

contracts, for utilization of: (i) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the design of the gaming establishment; (ii) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the construction of the gaming establishment; and (iii) minority business enterprises, women business enterprises and veteran business enterprises to participate as vendors in the provision of goods and services procured by the gaming establishment and any businesses operated as part of the gaming establishment;

....

Section 18. In determining whether an applicant shall receive a gaming license, the commission shall evaluate and issue a statement of findings of how each applicant proposes to advance the following objectives:

(4) implementing a workforce development plan that utilizes the existing labor force, including the estimated number of construction jobs a proposed gaming establishment will generate, the development of workforce training programs that serve the unemployed and methods for accessing employment at the gaming establishment;

(5) building a gaming establishment of high caliber with a variety of quality amenities to be included as part of the gaming establishment and operated in partnership with local hotels and dining, retail and entertainment facilities so that patrons experience the diversified regional tourism industry;

(9) establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce and access to promotion opportunities through a workforce training program that: (i) establishes transparent career paths with measurable criteria within the gaming establishment that lead to increased responsibility and higher pay grades that are designed to allow employees to pursue career advancement and promotion; (ii) provides employee access to additional resources, such as tuition reimbursement or stipend policies, to enable employees to acquire the education or job training needed to advance career paths based on increased responsibility and pay grades; and (iii) establishes an on-site child day-care program;

(10) contracting with local business owners for the provision of goods and services to the gaming establishment, including developing plans designed to assist businesses in the commonwealth in identifying the needs for goods and services to the establishment;

(11) maximizing revenues received by the commonwealth;

(12) providing a high number of quality jobs in the gaming establishment;

(15) purchasing, whenever possible, domestically manufactured slot machines for installation in the gaming establishment;

(16) implementing a marketing program that identifies specific goals, expressed as an overall program goal applicable to the total dollar amount of contracts, for the utilization of: (i) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the design of the gaming establishment; (ii) minority business enterprises, women business

enterprises and veteran business enterprises to participate as contractors in the construction of the gaming establishment; and (iii) minority business enterprises, women business enterprises and veteran business enterprises to participate as vendors in the provision of goods and services procured by the gaming establishment and any businesses operated as part of the gaming establishment;

(17) implementing a workforce development plan that: (i) incorporates an affirmative action program of equal opportunity by which the applicant guarantees to provide equal employment opportunities to all employees qualified for licensure in all employment categories, including persons with disabilities; (ii) utilizes the existing labor force in the commonwealth; (iii) estimates the number of construction jobs a gaming establishment will generate and provides for equal employment opportunities and which includes specific goals for the utilization of minorities, women and veterans on those construction jobs; (iv) identifies workforce training programs offered by the gaming establishment; and (v) identifies the methods for accessing employment at the gaming establishment;

Other documents

Massachusetts Gaming Commission publication

In addition to the material above taken directly from the General Law, the MGC provides an overview of the employment goals of the Massachusetts Gaming Act in a publication entitled *Resort Casino and Slots Workforce and Employment: Frequently Asked Questions*. The report states: "In November of 2011, the Legislature passed, and Governor Deval Patrick signed "An Act Establishing Expanded Gaming in the Commonwealth," (the Act) which established Casino Gaming in Massachusetts. The legislation was designed to stimulate economic development and job creation, including private investment and new state and local tax revenue.... The legislation also calls for a net job-gain for the Commonwealth and for the creation of new career and job opportunities for the unemployed or underemployed with opportunity for personal growth and career advancement."⁵²

⁵² *Resort Casino and Slots Workforce and Employment*. Massachusetts Gaming Commission. <http://massgaming.com/wp-content/uploads/Resort-Casino-and-Slots-Workforce-and-Employment.pdf>

Appendix F – Massachusetts Supplier Diversity Program - Background

The primary responsibility of the Massachusetts Supplier Diversity Office (SDO) is to certify diverse and small businesses at the state level which enables them to participate in certain procurements for goods and services or non-federally funded construction procurements. The SDO manages several programs through which it works to build a more inclusive supplier base:

- State Certification Program
- Supplier Diversity Program (SDP)
- Small Business Purchasing Program (SBPP)
- Commonwealth and Municipal Construction Affirmative Marketing Programs (MCAMP)
- Individuals with Disabilities in State Procurement and Contracting Program

According to their annual report, in FY2023, the SDO expanded its mission statement to more intentionally promote diversity, equity and inclusion in state contracting by certifying diverse and small Massachusetts-based businesses; connecting these companies with business opportunities and resources to enhance their marketability; and collaborating with government agencies and public organizations to identify and remove barriers and increase diverse and small business spending.⁵³

State Certification Program:

The mechanism for becoming certified to obtain contracts as minority business enterprises (MBE), woman business enterprises (WBE), or veteran business enterprises (VBE) is certification through the SDO's State Certification Program.

- Firms are certified and decertified weekly. In FY2023 there were 5,669 certified diverse firms available to do business with the Commonwealth and its prime contractors, a 25 percent increase over FY2022. This total includes the 7 types of diverse businesses certified by the SDO as well as 8 types of Third-Party Certified Businesses. Much of the growth in SDO program businesses was due to growth in the numbers of third party-certified businesses.
- At the end of FY2023 there was a total of 3,796 SDO-certified businesses (3,549 for-profit and 162 nonprofit firms), some of which are both minority- and women-owned/controlled (M/WBE and M/W/NPO).
- The state certification unit accepts applications, conducts investigations and site visits, and issues certifications for diverse businesses.
- Third-party certifications are recognized and accepted such as:
 - VBE and SDVOBE certified by VetBiz/U.S. Department of Veterans Affairs
 - SDVOBE and DOBE certifications issued by Disability: IN
 - LGBTBE certifications issued by National LGBT Chamber of Commerce

⁵³ *Supplier Diversity Office Comprehensive Annual Report, Fiscal Year 2023*. Commonwealth of Massachusetts Supplier Diversity Office. 2024. <https://www.mass.gov/doc/sdo-fy23-annual-report/download>

Table 25: Types of Certifications

Certification Category	Certifications Issued by the SDO	Third-Party Certifications Recognized by the SDO
Minority Business Enterprises (MBE)	Yes	<ul style="list-style-type: none"> • The City of Boston • The Greater New England Minority Supplier Development Council
Women Business Enterprises (WBE)	Yes	<ul style="list-style-type: none"> • The City of Boston • The Center for Women and Enterprise (New England WBENC)
Veteran Business Enterprises (VBE)	Yes	<ul style="list-style-type: none"> • VetBiz/U.S. Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization (OSDBU)
Service-Disabled Veteran-Owned Business Enterprises (SDVOBE)	-	<ul style="list-style-type: none"> • VetBiz/U.S. Department of Veterans Affairs Office of Small and Disadvantaged Business Utilization (OSDBU) • Disability:IN
Disability -Owned Business Enterprises (DOBE)	-	<ul style="list-style-type: none"> • Disability:IN
LGBT Business Enterprises (LGBTBE)	-	<ul style="list-style-type: none"> • The National LGBT Chamber of Commerce (NGLCC)
Minority Nonprofit Organization (M/NPO)	Yes	
Women Nonprofit Organization (W/NPO)	Yes	
Portuguese Business Enterprise (PBE)	Yes	

- The term Minority Business Enterprise or MBE is defined in statute as a business that is owned by a racially or ethnically diverse individual. The terms Minority and MBE are meant to define an ethnically or racially diverse individual or business respectively.
- The SDO issues Minority and Women Nonprofit Organization (M/NPO and W/NPO) certifications to tax-exempt non-profit organizations that meet the following requirements: (1) at least 51 percent of the organization's Board of Directors and Voting Membership must be women and/or members of a minority group; (2) the same Board of Directors and Voting Membership must control the NPO's daily and long-term operations; (3) the organization must be regularly and actively engaged in business activity; (4) the organization cannot be dependent upon or influenced by another non-eligible person or organization.

Table 26: Diverse Businesses in the SDO Directory, 2023

Certification Type	FY2021	FY2022	FY2023	FY2022 vs FY2023 Change (%)
Minority Business Enterprises (MBE)	1,540	1,717	1,919	12%
Women Business Enterprises (WBE)	2,362	2,455	2,633	7%
Portuguese Business Enterprise (PBE)	126	85	81	-5%
Disability -Owned Business Enterprises (DOBE)	54	85	113	33%
Veteran Business Enterprises (VBE)	171	186	192	3%
Service-Disabled Veteran-Owned Business Enterprises (SDVOBE)	176	223	242	9%
LGBT Business Enterprises (LGBTBE)	210	375	1,176	214%
TOTAL	4,084	4,520	5,669	25%

Source: Supplier Diversity Office Comprehensive Annual Report, Fiscal Year 2023. <https://www.mass.gov/doc/sdo-fy23-annual-report/download>

Table 27: Third-Party Certified Businesses in the SDO Directory, 2023

Certification Type	FY2021	FY2022	FY2023	FY2022 vs FY2023 Change (%)
Disability-Owned Business Enterprise (DOBE)	54	85	113	33%
Veteran-Owned Business Enterprise (VBE)	87	84	82	-2%
Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)	176	223	242	9%
LGBT-Owned Business Enterprise (LGBTBE)	210	375	1,176	214%
City of Boston MBE	9	30	50	67%
City of Boston WBE	≤5	45	77	71%
Greater New England Minority Supplier Development Council MBE	30	29	34	17%
Center for Women and Enterprise (New England WBENC) WBE	58	100	99	-1%
TOTAL	628	767	1,613	110%

Source: Supplier Diversity Office Comprehensive Annual Report, Fiscal Year 2023. <https://www.mass.gov/doc/sdo-fy23-annual-report/download>

Key Policy Documents (ordered by date effective):

- Feb 16, 2006
 - 425 CMR: State Office of Minority and Women Business Assistance
 - 425 CMR 2.00: Certification
- May 1, 2011
 - Executive order 524: Establishing the Massachusetts Supplier Diversity Program (revoking and superseding executive order No. 390)
- May 8, 2013
 - Executive order 546: Establishing the Service-Disabled Veteran Owned Business Enterprise Program
- Oct 7, 2015
 - Executive order 523: Establishing the Massachusetts small business purchasing program
- Nov 3, 2015
 - Executive order 565: Reaffirming and Expanding the Massachusetts Supplier Diversity Program (revoking and superseding executive order No's. 524 and 546)

The Supplier Diversity Program

The Supplier Diversity Program (SDP) promotes equity of opportunity in state government by extending to a variety of supplier diversity groups the prospect of full participation in all areas of state procurement by all Agencies. Executive order 565 affirmed expanded spending goals for Massachusetts-based small businesses, as well as for Minority Business Enterprises, Women Business Enterprises, and Veteran Business Enterprises. The executive order further committed to coordinated capacity development for certified businesses across the state. The SDO, Office of Access and Opportunity ("OAO") and the Executive Office for Housing and Economic Development in coordination were directed to:

- Make available to all categories of certified businesses under the Executive Order capacity development programming and coordinate and expand statewide capacity building efforts.
- Collaborate with partners and entities in the public and private sector to adopt best practices for capacity building; and
- Leverage the state's rigorous certification process and convene public and private entities...to expand and promote opportunities for all certified entities to compete for business throughout the Commonwealth.

The program institutes policies to encourage participating organizations and their contractors to use SDO-certified MBEs, WBEs, VBEs, SDVOBEs, DOBEs, and LGBTBEs in their contracts for goods and services. In 2023, seventy-three organizations participated in the SDP, falling into three groups:

- Executive branch departments in all secretariats;
- Non-executive departments and constitutional offices (for example, Office of the Governor, the Massachusetts Gaming Commission, the Commission Against Discrimination, and the Disabled Persons Protection Commission); and

- Quasi-public entities (for example, the Massachusetts Convention Center Authority and the Massachusetts Housing Finance Agency).

Only executive departments are required to participate in the SDO's procurement programs to encourage contracting with diverse and small businesses through the SDP and SBPP: "Agencies must continue their commitment to achieve best value for the Commonwealth by working to promote diversity in the Commonwealth's supply chain."⁵⁴

The SDO sets annual benchmark goals expressed as a percentage of each organization's discretionary budget (MBE 8%; WBE 14%; VBE/SDVOBE 3%).⁵⁵ The SDP applies to all executive department procurements for goods and services exceeding \$150,000. Full participants accept and track the benchmark goals, and report in a consistent manner. Some non-executive departments and quasi-public organizations participate in the SDP only and do so voluntarily.

According to the latest SDO report, **seven** quasi-public organizations fully participate in the SDP with goal setting, tracking, and reporting consistent with procedures used by executive branch departments:

- Office of the Governor
- Massachusetts Commission Against Discrimination
- Disabled Persons Protection Commission
- Massachusetts Convention Center Authority (MCCA)
- Massachusetts Gaming Commission
- Massachusetts Housing Finance Agency (MassHousing)
- Cannabis Control Commission

Participating organizations may use two types of spending to achieve program spending goals:

- Direct spending with MBE, WBE, VBE, SDVOBE, DOBE, and LGBTBE prime contractors; and
- Indirect spending resulting from business partnerships between the organizations' contractors and MBE, WBE, VBE, SDVOBE, DOBE, or LGBTBE vendors used in the contractors' operations. This includes subcontracting, as well as other types of business-to-business relationships.

Indirect spending can be further subdivided into the following types:

- Subcontracting, defined as a partnership in which the SDP partner is involved in the provision of products and/or services to the Commonwealth. Such relationships typically, but not always, involve a formal written agreement between the SDP partner and the prime contractor.

⁵⁴ Executive Order No. 565: Reaffirming and Expanding the Massachusetts Supplier Diversity Program. Nov 13, 2015.

<https://www.mass.gov/executive-orders/no-565-reaffirming-and-expanding-the-massachusetts-supplier-diversity-program>

⁵⁵ Non-discretionary spending includes pension and insurance-related expenditures, payments of grants and subsidies, entitlement programs, and loans and special payments.

- Ancillary Products and Services, defined as a business relationship in which the SDP partner provides the prime contractor products or services that are not directly related to the prime contractor's contract with the Commonwealth. In most cases, this type of partnership is related to the prime contractor's general business operations and may or may not involve a formal written agreement with the SDP partner. It is also recognized that, in some cases, products and/or services provided by the SDP partner may contribute to both subcontracting (when used by the Commonwealth) and ancillary (when used by other customers) spending.

Eleven additional quasi-public and non-executive organizations submit narrative program reports for inclusion in the SDO's annual report:

- Commonwealth Corporation
- Massachusetts Bay Transportation Authority (MBTA)
- Massachusetts Growth Capital Corporation (MGCC)
- Massachusetts Water Resources Authority (MWRA)
- Massachusetts School Building Authority (MSBA)
- Massachusetts State College Building Authority (MSCBA)
- MassDevelopment
- Massport
- Office of the Inspector General
- UMass Building Authority (UMBA)
- University of Massachusetts (UMass)

The FY2023 SBO annual report shows that these quasi-public and non-executive organizations have adopted a variety of strategies to increase contracting and spending with diverse businesses. They have developed their own supplier diversity programs for contracting, including establishing their own internal commitment levels and creating their own best practices and strategies to enhance contracting with MBE's, WBE's, VBE's and others.⁵⁶

Diverse Business Definitions

Minority Business Enterprise (MBE): An organization that is: at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged and whose management and daily business operation is controlled by one or more such individuals. In the case of a publicly owned business, at least 51 percent of its stock must be unconditionally owned by one or more socially and economically disadvantaged individuals.

The following groups are considered minorities:

- Native Americans, including American Indians, Eskimos, Aleuts and native Hawaiians.

⁵⁶ *Supplier Diversity Office Comprehensive Annual Report, Fiscal Year 2023*. Commonwealth of Massachusetts Supplier Diversity Office. 2024. Pages 53-68.

- Asian Pacific Americans, including all persons having origins in Japan, China, Philippines, Vietnam, Korea,
- Samoa, Guam, the U.S. Trust Territory of the Pacific Islands (Republic of Palau), the Northern Mariana
- Islands, Laos, Kampuchea (Cambodia), Taiwan, Burma, Thailand, Malaysia, Indonesia, Singapore, Brunei,
- Republic of the Marshall Islands, or the Federated States of Micronesia.
- Asian Indian Americans, including all persons having origins in India, Pakistan, Bangladesh, Sri Lanka, Bhutan or Nepal.
- African Americans, including all persons having origin in the Black racial groups of Africa.
- Hispanic Americans, including all persons having origins in Mexico, Puerto Rico, Cuba, Central or South
- America, or other Spanish culture origins.

Woman-Owned Business Enterprise (WBE): An organization that is at least 51 percent owned, controlled and administered by a woman or women who are U.S. citizens. (Note: Controlled is defined as exercising the power to make policy decisions. Operated is defined as actively involved in day-to-day management.)

Veteran-Owned Business Enterprise (VBE): A VBE is defined as a veteran who has served in the active military, naval or air services and who was discharged or released under conditions other than dishonorable. Active-duty service is defined as active duty in the United States Army, Air Force, Navy, Marine Corps, or Coast Guard for any length of time and at place home and abroad. A veteran or group of veterans must have 51 percent ownership and control of the business.

Service-Disabled Veteran-Owned Business Enterprise (SDVOBE): A Service-Disabled Veteran Business (SDVOBE) must be at least 51 percent owned, operated and controlled by a veteran with a service-connected disability of at least 10 percent and must be certified by the U. S. Department of Veteran Affairs or the Department of Defense.

Small Business Enterprise (SBE): A business independently owned, operated and in accordance with the definitions and size standards established by the SBA, available at <http://www.sba.gov/size>. The most common size standards are listed in the following section.

Appendix G: Diversity-Related Programs and Policies of Category 1 Operators

Diversity and Affirmative Marketing Program as Adopted by Blue Tarp reDevelopment LLC. Springfield, MA: Blue Tarp reDevelopment LLC, 2015. (MGM Springfield Opened Later)

Diversity, Equity, Inclusion: MGM Springfield 2022. Springfield, MA: MGM Springfield, 2022.

Diversity Plan for the Design and Construction Phase of Plainridge Park Casino. Plainville, MA: Plainridge Park Casino, 2014.

Encore Boston Harbor Workforce Development & Diversity Plan. Boston, MA: Encore Boston Harbor, 2018.

People Planet Play Caesars Entertainment: Position on Diversity, Equity, and Inclusion. Reno, NV: Caesars Entertainment, 2022.

Plainridge Park Casino Purchasing Practices Plan for Local and Traditionally Disadvantaged & Diverse Businesses. Plainville, MA: Plainridge Park Casino, November 2020.

Wynn, MA LLC Diversity Strategy Design & Construction. Everett, MA: Wynn MA LLC, 2015.

2023 Corporate Social Responsibility Report: Penn Cares For our People, our communities, and our Planet. Wyomissing, PA: Penn Entertainment Inc, 2024.

Appendix H: Key Informant Interview Guide

INTRODUCTION

Based on Section 25 of the 2022 Act to Regulate Sports Wagering (House Bill No. 5164), the Massachusetts Gaming Commission is tasked with conducting a study focused on diversity in the sports wagering industry and developing recommendations to ensure diversity, equity and inclusion are included in this method of sports wagering. The Commission has engaged the Donahue Institute, based at the University of Massachusetts, Amherst to carry out this project. The Sports Wagering Diversity Research Services project is tasked with conducting a study on the participation by minority, women, and veteran business enterprises and workers in the sports wagering industry. Our team is conducting key informant interviews with representatives like yourself to obtain recommendations about ensuring and improving employment and vendor diversity.

LOGISTICS

Interviews will be recorded, to ensure accuracy, and transcribed. These interviews **will not** be confidential as officials/representatives will be speaking in their professional capacity and in their area of expertise. Excerpts from the interview may be used in reported findings. However, we will not attribute statements or quotes directly to an individual or organization, but rather mention only the typology of work (e.g., untethered licensee representative). The interview will take approximately 45 to 60 minutes. Further information is detailed in the Consent Form.

This document serves as an interview guide, but questions may be modified slightly to take advantage of the expertise of each key informant, as they will be speaking in their professional capacity when commenting on impact. Additional questions may emerge during the interview as they pertain to the scope of this study.

Introduction (5 minutes)

1. Please confirm that you have received the informed consent form and agree to it.
2. Tell us your name, job title, and describe your current work as it relates to the gambling industry.

Employees (15 minutes)

3. We wanted to start by asking about diversity as it relates to the sports wagering workforce. How diverse would you say the workforce within your institution is? When thinking about diversity, please include gender, race/ethnicity, and veteran status.
4. How diverse would you say the workforce within the sports wagering industry is? When thinking about diversity, please include gender, race/ethnicity, and veteran status.
5. What organizational programs, policies and practices are in place related to recruitment of a diverse workforce in your institution, or in the institutions you work with?
6. Can you describe some of the positive and negative outcomes that have come from these programs, practices, and policies?

7. What considerations are there related to employment impact, compensation, benefits, trajectory, and turnover for women, minority, and veteran employees compared to employees from other groups?
8. What workforce training programs are in place to promote the retention and development of a skilled and diverse workforce and to provide access to promotion opportunities?

Business enterprises (10 minutes)

9. We are also interested in diversity as it relates to businesses that contract with or provide services to sports wagering licensees and employers. Approximately what share of total contracts awarded are held by diverse vendors? When thinking about diverse vendors, please include minority-owned, veteran-owned, and women-owned businesses.
10. Are these businesses certified as such? In what business areas are diverse businesses most plentiful and engaged with your institution?
11. What organizational policies and practices are in place related to solicitation of and contracting with minority, women, and veteran business enterprises in the Commonwealth?
12. Can you describe some of the positive and negative outcomes that have come from these programs, practices, and policies?

Evaluation (15 minutes)

13. Regarding the employees in your institution and in the sports wagering industry more broadly, can you please answer the following questions:
 - a. Can you give an assessment about the current levels of engagement and **the barriers** to hiring and employment of women, minorities, and veterans in your institution and in the sports wagering industry?
 - b. Please share some of the challenges / difficulties and some successes you have encountered in the attempts to increase diversity in your institution and in the sports wagering industry.
14. Regarding the vendors who work with the sports wagering industry, please answer the following questions:
 - a. Can you give us an assessment about current levels of engagement and **the barriers** to contracting with diverse business enterprises in the Commonwealth?
 - b. Please share some of the challenges / difficulties and successes you have encountered in the attempts to increase diversity in terms of vendors who work with the sports wagering industry.
15. What are the main barriers to employment of women, minorities, and veterans in your institution and in the sports wagering industry?

16. Do you have any documents about your institution's diversity policies and programs which you could share with us? These could be documents about employee or vendor diversity policies.

Recommendations (10 minutes)

17. Can you give some recommendations as to how to improve diversity, equity, and inclusion in the sports wagering industry?
18. In what ways can the sports wagering industry enhance the workforce success of minority, female, and veteran employees?
19. Can you share some thoughts on how to increase the levels of engagement and the volume and scale of business contracting with minority, female, and veteran-owned enterprises in the sports wagering industry?
20. Do you have additional perspectives and suggestions about designing best programs, policies, and practices to increase racial, gender and veteran diversity in the workforce and among the business enterprises engaged for contracting?

Final Request (5 minutes)

21. Is there anyone else you think we should interview or speak with to find out more about diversity in the sports wagering industry? Specifically, can you recommend someone from:
- a. A diversity owned business, such as a black owned or hispanic owned business.
 - b. A spokesperson from a BIPOC or woman employee affinity group at a casino.
 - c. A union representative for employees in the sports wagering industry.
22. Can you serve in an advisory capacity for recommendations on improving diversity (advisory role)?
23. Do you have any questions for us?

Appendix I: Questionnaire for the Massachusetts Gaming Commission

INTRODUCTION

Based on Section 25 of the 2022 Act to Regulate Sports Wagering (House Bill No. 5164), the Massachusetts Gaming Commission is tasked with conducting a study focused on diversity in the sports wagering industry and developing recommendations to ensure diversity, equity and inclusion are included in this method of sports wagering. The Commission has engaged the Donahue Institute, based at the University of Massachusetts, Amherst to carry out this project. The Sports Wagering Diversity Research Services project is tasked with conducting a study on the participation by minority, women, and veteran business enterprises and workers in the sports wagering industry. Our team is conducting key informant interviews with representatives like yourself to obtain recommendations about ensuring and improving employment and vendor diversity.

LOGISTICS

Based on conversations with members of the Massachusetts Gaming Commission (MGC), it was agreed that for the MGC, a questionnaire will be sent, and written responses will be provided by the MGC in lieu of in person interviews. These questionnaires **will not** be confidential as officials/representatives will be participating in their professional capacity and in their area of expertise. Excerpts from the responses may be used in reported findings. However, we will not attribute statements or quotes directly to an individual or organization.

Introduction

1. For all participants answering, can you please share your name, job title, and describe your current work as it relates to the gambling industry?
2. Who are the professionals within your organization that are involved in diversity planning and policies? In what capacities do they work?

Employees

3. How diverse would you say the workforce within your institution is? When thinking about diversity, please include gender, race/ethnicity, and veteran status.
4. What organizational programs, policies and practices are in place related to recruitment of a diverse workforce in your institution, or in the institutions you work with?
5. Can you describe some of the positive and negative outcomes that have come from these programs, practices, and policies?
6. What considerations are there related to employment impact, compensation, benefits, trajectory, and turnover for women, minority, and veteran employees compared to employees from other groups?
7. What workforce training programs are in place to promote the retention and development of a skilled and diverse workforce and to provide access to promotion opportunities?

Business enterprises

8. We are also interested in diversity as it relates to businesses that contract with or provide services to the Massachusetts Gaming Commission, specifically, minority-owned, veteran-owned, and women-owned businesses.
 - a. Which of these types of diverse businesses are most plentiful and engaged in contracting with your institution? What are the factors at play which positively influence the supply of these businesses? What are the factors at play which create challenges to the supply and engagement of these businesses?
 - b. Are these businesses certified as such? In what business areas are diverse businesses most plentiful and engaged with your institution?
 - c. What organizational policies and practices are in place related to solicitation of and contracting with minority, women, and veteran business enterprises in the Commonwealth?
 - d. Can you describe some of the positive and negative outcomes that have come from these programs, practices, and policies?

Evaluation

9. Regarding the employees in your institution, can you please answer the following questions:
 - a. Can you give an assessment about the current levels of engagement and **the barriers** to hiring and employment of women, minorities, and veterans in your institution?
 - b. What are the main barriers to employment of women, minorities, and veterans in your institution and in state regulatory agencies?
 - c. In contrast to barriers, what are the main factors that encourage greater diversity in the employment of women, minorities, and veterans in your institution and in state regulatory agencies?
 - d. Please share some of the challenges / difficulties and some successes you have encountered in the attempts to increase diversity in your institution.
10. Regarding the vendors who work with the Massachusetts Gaming Commission (MGC), please answer the following questions:
 - a. Can you give us an assessment about current levels of engagement and **the barriers** to contracting with diverse business enterprises in the Commonwealth?
 - b. Please share some of the challenges / difficulties and successes you have encountered in the attempts to increase diversity in terms of vendors who work with the MGC.
11. Regarding the role of the Massachusetts Gaming Commission (MGC) in regulating the sports wagering industry, please answer the following questions:

- a. What is the role of the MGC in fostering diversity among sports books licensees and sports books vendors?
 - b. How is this role different from the MGC's role regulating diversity among casino operators and their vendors?
 - c. What accountability procedures are in place to promote and encourage diversity among sports books employees and vendors?
12. Do you have any documents about your institution's diversity policies and programs which you could share with us? These could be documents about employee or vendor diversity policies.

Recommendations

This section is intended to collect final / definitive thoughts on the most effective policies and recommendations to increase the participation of diverse employees and vendors in state regulatory agencies.

13. Can you define the most critical recommendations as to how to improve diversity, equity, and inclusion in your organization?
14. In what ways can your organization enhance the workforce success of minority, female, and veteran employees?
15. Can you define the most critical policies or approaches to increase the levels of engagement and the volume and scale of business contracting with minority, female, and veteran-owned enterprises in your organization?
16. Do you have additional perspectives and suggestions about designing best programs, policies, and practices to increase racial, gender and veteran diversity in the workforce and among the business enterprises engaged for contracting?

Final Request

17. Is there anyone else you think we should interview or speak with to find out more about diversity in state regulatory agencies? Specifically, can you recommend someone from:
 - a. A diversity owned business, such as a black owned or hispanic owned business.
 - b. A spokesperson from a BIPOC or woman employee affinity group.
 - c. A union representative for employees in state regulatory agencies.

Appendix J: Operator Questionnaires

Category 1

Sports Betting Impacts

Start of Block: Welcome

Welcome!

At the direction of the Massachusetts Gaming Commission, we are seeking information related to your company's sports betting operation in Massachusetts. If you're receiving this survey, we ask that you answer some questions about employment, vendor spending, diversity efforts, fiscal impacts, and consumer behavior in light of the introduction of retail sports betting at the casino.

The goal of this survey is to obtain information critical for research for the Massachusetts Gaming Commission. The questions are mostly qualitative in nature; a few require numeric estimates. In these cases, we ask that you answer them to the best of your ability, consulting with other staff if necessary. The survey should take between 20 and 30 minutes to complete and contains four parts:

- Payroll and Employment - including Employee Diversity Programs
- Vendor Spending - including Vendor Diversity Programs
- Government Spending
- Patron Behavior

If you have any questions, please reach out to Kassie Breest <kbreest@donahue.umass.edu>

Thank you for your time. We appreciate your help!

Page Break

Q1.3 Please provide your name, title, and email.

☐ Name (1) _____

☐ Title (3) _____

☐ Email (4) _____

Q1.4 Which casino are you affiliated with?

☐ Encore Boston Harbor (1)

☐ MGM Springfield (2)

☐ Plainridge Park Casino (3)

End of Block: Welcome

Start of Block: Part 1: Payroll and Employment

Part 1: Payroll and Employment

Q2.2 Is the payroll information on sports betting-related employees included in the operator dataset that UMDI collects from the casino on a regular basis? In other words, do checks cut for sports betting related employees appear in the casino payroll?

☐ Yes (1)

☐ No (2)

Q2.3 What company is responsible for paying wages for retail sports betting employees at the casino?

Q2.4 How is this company related to the casino operator?

- ☐ Shared parent company/corporate, tethered (1)
- ☐ Unrelated company, tethered (5)
- ☐ Other (please describe the nature of the company below) (6)

Q2.5 Please provide the name and title of the primary contact that you will work with to fulfill the payroll data request (for retail sports betting), similar to the one asked bi-annually of the casinos. This question for informational purposes only.

Q2.6 We will need to clearly distinguish sports betting employees in the payroll data. Please provide the information (such as departments names/codes or occupation titles/codes) that can be used to clearly identify sports wagering operations employees in the payroll data.

End of Block: Part 1: Payroll and Employment

Start of Block: Payroll and Employment: Impacts

Payroll and Employment: Impacts

Q3.2 While we realize that this may be difficult to quantify, please do your best to estimate the impact that the introduction of sports betting has had on operational employment at the casino in the following questions.

Q3.3

To what extent has the casino increased employment or added hours **in other departments** to meet the

demands of sports betting customers? To the best of your ability, estimate the scale to which sports betting customers have increased the need for additional staff hours **in other departments**.

- ☐ Not at all increased (5)
- ☐ Slightly increased (6)
- ☐ Moderately increased (7)
- ☐ Significantly increased (8)

Q3.4

In what ways has the expansion of sports betting impacted employment at the casino in other departments (outside of those directly related to sports betting such as food service or hospitality) to meet additional demand for sports betting?

- ☐ Additional employees hired (1)
- ☐ New administrative or fiscal positions created (2)
- ☐ Hours increased for existing employees (3)
- ☐ Employees reassigned to different/new departments (4)
- ☐ Hours decreased for existing employees (6)
- ☐ Layoffs or terminations (8)
- ☐ No new hiring/no new replacements (9)
- ☐ Other (please specify) (5) _____

Q3.5

Please click and drag a department from the list on the left to a box on the right to reflect employment impacts.

Growing	Shrinking	Unchanged
_____ General & Administrative (2)	_____ General & Administrative (2)	_____ General & Administrative (2)
_____ Gaming & Recreation (NOT including sports betting) (3)	_____ Gaming & Recreation (NOT including sports betting) (3)	_____ Gaming & Recreation (NOT including sports betting) (3)
_____ Food & Beverage (4)	_____ Food & Beverage (4)	_____ Food & Beverage (4)
_____ Hotel (5)	_____ Hotel (5)	_____ Hotel (5)
_____ Entertainment (6)	_____ Entertainment (6)	_____ Entertainment (6)
_____ Retail (7)	_____ Retail (7)	_____ Retail (7)
_____ Maintenance & Facilities (8)	_____ Maintenance & Facilities (8)	_____ Maintenance & Facilities (8)
_____ Other (9)	_____ Other (9)	_____ Other (9)

End of Block: Payroll and Employment: Impacts

Start of Block: Payroll and Employment: Diversity Programs

Employee Diversity Programs

Q4.2 Is the retail sports betting operation at the casino included as a part of casino **employee diversity** programs or initiatives related to minority, female, and veteran employees?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I don't know (3)

Q4.3

What kinds of organizational policies and practices are in place related to **recruitment of a diverse workforce**? Please describe the major policies and practices.

Q4.4

What kinds of **special considerations** are there related to compensation, benefits, career trajectory, and turnover for minority, women, and veteran employees compared to employees in other groups? Please describe the major policies and practices.

Q4.5

What kinds of **workforce training programs** are in place to promote the retention and development of a skilled and diverse workforce **and** to provide access to promotion opportunities? Please describe the major policies and practices.

Q4.6 Please provide the name, title, and email of a contact who can provide information on employee diversity policies and practices if necessary.

☐ Name (1) _____

☐ Title (2) _____

☐ Email (3) _____

End of Block: Payroll and Employment: Diversity Programs

Start of Block: Part 2: Vendor Spending (business-to-business)

Part 2: Vendor (business-to-business) Spending

Q5.2 Are the purchases of goods and services related to retail sports betting included in the regular operator dataset that UMDI collects from the casino on a regular basis? In other words, do the businesses that the casino solicits for retail sports betting goods or services appear in the casino's business-to-business spending data?

☐ Yes (1)

☐ No (2)

Q5.3 What company is responsible for maintaining vendor spending data related to retail sports betting operations at the casino?

Q5.4 How is this company related to the casino operator?

☐ Parent company/corporate (1)

☐ Tethered operator (2)

☐ Some combination of the two (3)

☐ Other (please describe the nature of the company below) (4)

Q5.5 Please provide the name and title of the primary contact that you will work with to fulfill the vendor spending data request (for retail sports betting), similar to the one asked bi-annually of the casinos. This question for informational purposes only.

Page Break

We will need to clearly distinguish sports betting related vendors IF those vendors appear in the regular, casino vendor spending data.

Q5.7 Please identify any businesses that provide advertising, marketing, or promotional services **exclusively or primarily to the retail sports betting** part of your operation IF those businesses appear in your casino vendor spending data. (List name(s) of business(es))

Q5.8 Please identify any other vendors that provide goods and services **exclusively or primarily to the retail sports betting** part of your operation IF those vendors appear in your casino vendor spending data. (List name(s) of business(es))

End of Block: Part 2: Vendor Spending (business-to-business)

Start of Block: Vendor Spending: Impacts

Vendor (business-to-business) Spending: Impacts

Q6.2 Are there any departments outside of sports betting within the casino operation where spending has **increased** to accommodate an increase in patronage (e.g. food and beverage service) or employees (e.g. uniforms) due to sports betting?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I don't know (3)

Q6.3 Please list departments of the casino operation where spending has increased

Q6.4 To what extent has spending **increased** across these departments? To the best of your ability, estimate the scale to which spending has **increased** overall.

- ☐ Not at all increased (1)
- ☐ Slightly increased (2)
- ☐ Moderately increased (3)
- ☐ Significantly increased (4)

Q6.5 Are there any departments within the casino operation where spending has **decreased** as a result of changes in patron spending or because those costs are now covered by an outside operator?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I don't know (3)

Q6.6 Please list areas of the casino operation where spending has **decreased**

Q6.7 To what extent has spending **decreased** across these departments? To the best of your ability, estimate the scale to which spending has **decreased** overall.

- ☐ Not at all decreased (1)
- ☐ Slightly decreased (2)
- ☐ Moderately decreased (3)
- ☐ Significantly decreased (4)

Q6.8 Did the casino hire any outside vendors/personnel to facilitate the integration of the sports betting operation? (e.g. construction/architecture firms to manage renovations or legal, consulting, or advertising/marketing/promotional services)

- ☐ Yes (1)
- ☐ No (2)
- ☐ I don't know (3)

End of Block: Vendor Spending: Impacts

Start of Block: Vendor Spending: Diversity Programs

Vendor Diversity Programs

Q7.2 Is the retail sports betting operation at the casino included as a part of casino **vendor diversity** programs or initiatives to promote and increase contracting with minority-, woman-, and veteran-owned businesses?

- ☐ Yes (1)
- ☐ No (4)
- ☐ I don't know (5)

Q7.3 What kinds of organizational policies and practices are in place related to **solicitation of and increasing the number of contracts** with minority-, woman-, and veteran-owned enterprises located in the Commonwealth? Please describe the major policies and practices.

Q7.4 What kinds of organizational policies and practices are in place related to **increasing the size** (dollar value) of contracts with minority-, woman-, and veteran-owned enterprises located in the Commonwealth? Please describe the major policies and practices.

Q82 Please provide the name, title, and email of a contact who can provide information on vendor diversity policies and practices if necessary.

☐ Name (1) _____

☐ Title (2) _____

☐ Email (3) _____

End of Block: Vendor Spending: Diversity Programs

Start of Block: Part 3: Government Spending

Part 3: Government Spending

Q8.2 Are there any one-time or recurring payments to state or local government entities in Massachusetts, other than the assessment on gross gaming revenue, that are directly related to the expansion of retail sports betting? Choose all that apply.

☐ Yes, paid by casino. (1)

☐ Yes, paid by tethered operator. (5)

☐ No (2)

☐ I don't know (4)

Q8.3 Please list the Massachusetts state or local government entities **and** type of payment that the casino paid/pays directly related to the expansion of retail sports betting.

Q8.4 Do these government payments related to sports betting appear in the regular vendor spending dataset that UMDI collects from the casino on a regular basis, as requested?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I don't know (3)

Q8.5 Will these government payments related to sports betting appear in the vendor spending dataset that UMDI will collect from the tethered operator on a regular basis, as requested?

- ☐ Yes (1)
- ☐ No (2)
- ☐ I don't know (3)

Q8.6 To the best of your ability, please estimate the **total annual dollar amount** of any sports betting-related payments made to state or local government entities in Massachusetts (other than the assessment on gross gaming revenue) that are **not** included in the vendor data.

End of Block: Part 3: Government Spending

Start of Block: Part 4: Patron Behavior

Part 4: Patron Behavior

Q9.2 To the best of your ability, please estimate the breakdown in patronage between the following groups of retail sports betting patrons. Input a number in the box that corresponds to each group of patrons totaling to 100.

New patrons, those who did not previously visit the casino, but now do : _____ (1)

Existing casino patrons, those who have increased their gambling spending to include retail sports betting : _____ (2)

Existing casino patrons, who have shifted their casino spending away from other gambling activities and to retail sports betting : _____ (3)

Other, not specified above : _____ (4)

Total : _____

Category 3

Sports Betting Impacts - Online/Mobile Operators

Welcome!

Sports betting has been expanding across many U.S. states. Our team at the UMass Donahue Institute (UMDI) leads the Massachusetts Gaming Commission (MGC) research agenda aimed at understanding the social and economic impacts of gambling in Massachusetts. Our current research projects include a study of the early impacts of sports wagering and a study examining diversity within the industry.

We are using this questionnaire to gather data to answer research questions in studies for the MGC. The answers will help us gain a better understanding of what moving into a new state means for Category 3 sports betting licensees. We want to understand how (if at all) your organization increases your economic activity (new hiring or spending) in the course of doing business in a new state. In addition to these economic questions, we also want to get a general idea of your business' approach to diversity in hiring and in spending on outside firms. We plan to report the data in the most aggregated way possible which still allows us to answer the required research questions. We will report observed trends in responses (e.g. "X percent of operators indicated"). Results may be reported using categories such as 'all mobile operators,' 'in-state headquarters,' 'out-of-state headquarters,' etc. Operators will also have the opportunity to review our work prior to its release and provide feedback.

We ask that you answer these questions to the best of your ability, consulting with other staff if necessary. The survey should take between 10 and 20 minutes to complete.

If you have any questions, please reach out to Tom Peake <tpeake@donahue.umass.edu>

Thank you for your time. We appreciate your help!

Page Break

Q0.1 Please provide your name, title, and email.

☐ Name (1) _____

☐ Title (3) _____

☐ Email (4) _____

Q0.2 Which online/mobile sports betting operator are you affiliated with?

☐ Bally Bet (2)

☐ BetMGM (3)

☐ Caesar's Sportsbook (5)

☐ DraftKings (6)

☐ ESPN Bet (7)

☐ Fanatics (8)

☐ FanDuel (9)

End of Block: Welcome

Start of Block: Part 1: Economic Activity - Operating in a New State

Part 1: Economic Activity: Operating in a New State

The questions in this section are focused on how your economic activity changes when you move into **any new state**.

Q1.1 When a new state legalizes gambling, what are the strategic factors that inform whether your organization will operate in that state, if any? In other words, what factors influence your organization's decision to operate in a particular state?

Q1.2 When your organization chooses to operate in a new state, is that decision generally accompanied by any additional **hiring** within your organization?

☐ Yes (1)

☐ No (2)

Q1.3 What departments or occupations tend to see increased hiring in response to your organization operating in a new state? For example, does the choice to move into a new market generally prompt your organization to hire additional marketing, customer support, or legal staff?

Q1.4 Are there any types of workers who you tend to hire within a state when your organization chooses to begin operating in that state?

Q1.5 Are there any staff in your organization who are assigned a portfolio of work which is specific to a particular state? For example, are there employees who specifically focus on customers or other stakeholders in a particular state?

Q1.6 When your organization chooses to operate in a new state, is that decision generally accompanied by additional **spending** to other firms?

☐ Yes (1)

☐ No (2)

Q1.7 What sorts of goods, services, or firms does your company tend to purchase or hire in the course of moving into a new state? For example, does the labor involved with moving into a new state require your organization to spend additional money on vendors, consultants, lawyers, or advertisers?

Q1.8 Are there any types of firms that you tend to hire within a state (in-state vendors) when your organization chooses to begin operating within that state? Please list the types.

End of Block: Part 1: Economic Activity - Operating in a New State

Start of Block: Part 2: Economic Activity - Operating in Massachusetts

Part 2: Economic Activity: Operating in Massachusetts

The previous questions were focused on how your economic activity changes when you move into *any* new state. Next, we want to specifically ask about your organization's choice to move into **Massachusetts**.

Q2.2 What factors led you to make the decision to begin doing business in Massachusetts specifically?

Q2.3 Did your organization hire any additional staff specifically as a result of Massachusetts opting to legalize sports betting?

☐ Yes (4)

☐ No (5)

Q2.4 Do any of those employees work in jobs that require them to live or perform their work in Massachusetts? In other words, do you have any employees who live or work in Massachusetts, and who would not be able to perform their tasks remotely or in an out-of-state office? If yes, please describe.

Q2.5 Did your organization spend any new money on goods and/or services from other firms (such as vendors of IT products, consultants, lawyers, advertisers, etc.) specifically as a result of Massachusetts opting to legalize sports betting?

☐ Yes (4)

☐ No (5)

Q2.6 In the course of expanding into Massachusetts, did your organization purchase any of these goods and/or services from firms located in Massachusetts?

☐ Yes (1)

☐ No (2)

Q2.7 Did any of these firms perform work that requires them to be located in Massachusetts? If yes, please describe.

End of Block: Part 2: Economic Activity - Operating in Massachusetts

Start of Block: Part 3: Diversity Policies

Part 3: Diversity Policies

Q3.1 Does your organization have any specific policies or practices related to diversity and inclusion in *hiring*? Please describe.

Q3.2 Does your organization have any specific policies or practices related to diversity and inclusion in *employee retention*? Please describe.

Q3.3 Does your organization have any specific policies or practices related to spending on or contracting with diverse vendors/outside firms (i.e. minority-, women-, and veteran-owned firms)? Please describe.

Q3.4 Is there anything else you would like to share with us around your organization's approach towards diversity?

Q3.5 Please provide the name, title, and email of a contact who can provide information on diversity policies and practices if necessary.

☐ Name (1) _____

☐ Title (2) _____

☐ Email (3) _____

End of Block: Part 3: Diversity Policies

Start of Block: Part 4: General Operational Spending

Q4.1 Spending to Outside Vendors

To the best of your ability, please drag and drop each business sector into the box which indicates the relative level of spending to outside vendors by your organization each year (High, Medium, Low or None).

High	Medium	Low	None
_____ Utilities Electric; Water (1)	_____ Utilities Electric; Water (1)	_____ Utilities Electric; Water (1)	_____ Utilities Electric; Water (1)
_____ Wholesalers Durable Goods - Computers, Electronics, Technical Equipment and Infrastructure; Other Equipment (4)	_____ Wholesalers Durable Goods - Computers, Electronics, Technical Equipment and Infrastructure; Other Equipment (4)	_____ Wholesalers Durable Goods - Computers, Electronics, Technical Equipment and Infrastructure; Other Equipment (4)	_____ Wholesalers Durable Goods - Computers, Electronics, Technical Equipment and Infrastructure; Other Equipment (4)
_____ Transportation and Warehousing Couriers and Messengers; Warehousing and Storage (6)	_____ Transportation and Warehousing Couriers and Messengers; Warehousing and Storage (6)	_____ Transportation and Warehousing Couriers and Messengers; Warehousing and Storage (6)	_____ Transportation and Warehousing Couriers and Messengers; Warehousing and Storage (6)
_____ Information Services Software Publishers; Telecommunications; Data Processing Hosting	_____ Information Services Software Publishers; Telecommunications; Data Processing Hosting	_____ Information Services Software Publishers; Telecommunications; Data Processing Hosting	_____ Information Services Software Publishers; Telecommunications; Data Processing Hosting

and Related Services; Other (8)	and Related Services; Other (8)	and Related Services; Other (8)	and Related Services; Other (8)
_____ Finance and Insurance Insurance Carriers and Related Activities Funds, Trusts, and Other Financial Vehicles and Services (2)	_____ Finance and Insurance Insurance Carriers and Related Activities Funds, Trusts, and Other Financial Vehicles and Services (2)	_____ Finance and Insurance Insurance Carriers and Related Activities Funds, Trusts, and Other Financial Vehicles and Services (2)	_____ Finance and Insurance Insurance Carriers and Related Activities Funds, Trusts, and Other Financial Vehicles and Services (2)
_____ Real Estate, Rental, and Leasing Real Estate Purchases Rentals and Leases (9)	_____ Real Estate, Rental, and Leasing Real Estate Purchases Rentals and Leases (9)	_____ Real Estate, Rental, and Leasing Real Estate Purchases Rentals and Leases (9)	_____ Real Estate, Rental, and Leasing Real Estate Purchases Rentals and Leases (9)
_____ Professional, Scientific, and Technical Services Consulting Services Research and Development Services; Legal Services; Accounting and Payroll Services; Specialized Design Services; Computer Systems Design Services; Advertising and Marketing Services (10)	_____ Professional, Scientific, and Technical Services Consulting Services Research and Development Services; Legal Services; Accounting and Payroll Services; Specialized Design Services; Computer Systems Design Services; Advertising and Marketing Services (10)	_____ Professional, Scientific, and Technical Services Consulting Services Research and Development Services; Legal Services; Accounting and Payroll Services; Specialized Design Services; Computer Systems Design Services; Advertising and Marketing Services (10)	_____ Professional, Scientific, and Technical Services Consulting Services Research and Development Services; Legal Services; Accounting and Payroll Services; Specialized Design Services; Computer Systems Design Services; Advertising and Marketing Services (10)
_____ Administrative and Support Services Employment Services (including Temp Agencies); Travel Arrangement and Reservation Services; Investigation and Security Services; Services to Buildings and Dwellings; Other Support Services (3)	_____ Administrative and Support Services Employment Services (including Temp Agencies); Travel Arrangement and Reservation Services; Investigation and Security Services; Services to Buildings and Dwellings; Other Support Services (3)	_____ Administrative and Support Services Employment Services (including Temp Agencies); Travel Arrangement and Reservation Services; Investigation and Security Services; Services to Buildings and Dwellings; Other Support Services (3)	_____ Administrative and Support Services Employment Services (including Temp Agencies); Travel Arrangement and Reservation Services; Investigation and Security Services; Services to Buildings and Dwellings; Other Support Services (3)
_____ Other Business Sectors Construction; Manufacturing;	_____ Other Business Sectors Construction; Manufacturing; Retailers;	_____ Other Business Sectors Construction; Manufacturing;	_____ Other Business Sectors Construction; Manufacturing;

Retailers; Educational Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; Accommodation and Food Services; Etc. (11)

Educational Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; Accommodation and Food Services; Etc. (11)

Retailers; Educational Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; Accommodation and Food Services; Etc. (11)

Retailers; Educational Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; Accommodation and Food Services; Etc. (11)

End of Block: Part 4: General Operational Spending

DIVERSITY IN SPORTS BETTING

A study for the Massachusetts Gaming Commission

University of
Massachusetts
Amherst



Presented by Mark Melnik, Ph.D. and Rachel Volberg, Ph.D.
2025

July 1,

Sports Betting Legalization in Massachusetts

NOVEMBER
2011



Massachusetts legalized casino gambling under the Expanded Gaming Act

MAY
2018



U.S. Supreme Court strikes down federal sports betting ban

JULY
2020



Massachusetts House of Representatives passes first bill proposing sports betting legalization

APRIL
2022



Massachusetts Senate passes their own bill proposing legalization

AUGUST
2022



Senate and House compromise and send final bill to Governor's desk, signed August 10

JANUARY
2023



Retail sportsbooks go live on January 31

MARCH
2023



Online sportsbooks launch March 10

What is this research about?

- The Massachusetts legislature required the MGC to conduct a study concerning diverse participation within the sports wagering industry
- This study provides findings about the participation of MBE, WBE, and VBE, and about the participation of minority, women, and veteran workers, in the sports wagering industry in the Commonwealth
- The purpose of this research is to inform the MGC of ways to expand employee and vendor diversity within the industry

What did the researchers do?

Defining key players in the space



Operators

- Offer retail and online sports wagering activities
 - Category 1: Retail Operators
 - Category 3: Mobile/Online Operators



Massachusetts Gaming Commission

- Regulate the industry



Advertising and Marketing Firms

- Provide a range of professional goods and services to the sports wagering industry

Operator License Types

Mass. General Laws c.23N created three different license categories based on the type of operator

Category 1

for licensed casinos to offer in-person sports wagering

Encore Boston Harbor

MGM Springfield

Plainridge Park Casino

Category 2

for certain racetracks and/or simulcast centers to offer in-person sports wagering

No licensees

Category 3

for online/mobile operators to offer online sports wagering

BetMGM

Caesars Sportsbook

Fanatics Betting & Gaming

ESPN Bet

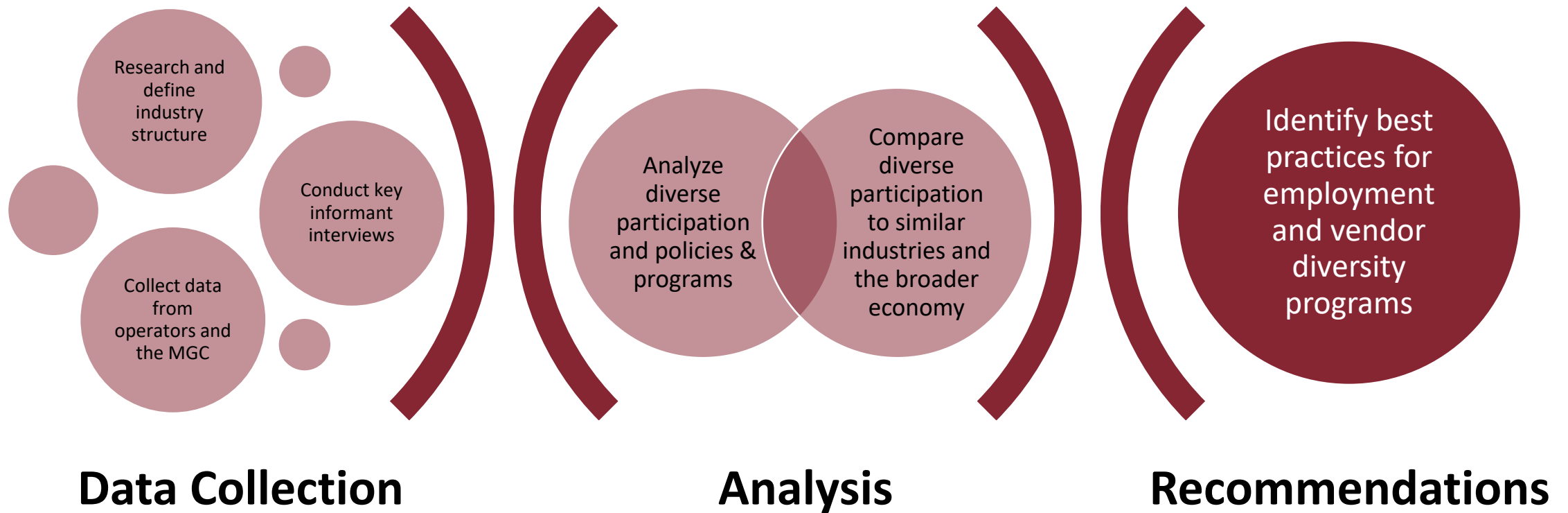
DraftKings

FanDuel

Betr

WynnBet

Research Strategy



Data Collection

Qualitative

- Operator questionnaire
 - Informs programs and policies regarding workforce and vendor diversity, spending related to expansion into Massachusetts, and assumptions regarding the mobile sports betting industry
- Key industry informant interviews
 - Informs strategies and implementation of diversity programs and policies and industry perspectives

Quantitative

- Workforce demographic and payroll data
 - Informs participation of diverse employees, compensation, job levels and geographic location
- Vendor spending data
 - Informs participation of diverse vendors, spending to diverse vendors, and spending on advertising and marketing

What did the researchers find?

Qualitative Findings

- The small size of the sports wagering industry in Massachusetts limits the number of diversity initiatives and policies at both employee and vendor levels
- Popular perceptions of the industry as oriented toward young, White male customers limits recruitment and retention of diverse employees
 - Employee resource groups that promote a diverse workforce and encourage advancement may contribute to retention of diverse employees
- The primary barrier to contracting with diverse vendors is the limited number of significant purchases, which beyond advertising and marketing tend to be specialized and sole-sourced
- Additional barriers to contracting with diverse vendors are the cumbersome processes of certifying as a diverse-owned company in Massachusetts and as a licensed MGC vendor

Quantitative Findings

- Sports wagering in Massachusetts is a relatively small industry in terms of employment and vendor spending in the state
- The national industry compares well to similar industries in terms of diversity and average compensation though the industry is comparatively less diverse within Massachusetts
 - Women and minority workers and vendors participate at higher rates than veterans
- Despite operators and the MGC maintaining policies to build and maintain a diverse supplier base, vendor spending with diverse firms is very small

Industry Overview

Programs, Policies & Perspectives

Programs and Policies

- All license holders and the MGC have programs, policies, and practices in place related to solicitation of and contracting with minority, women, and veteran-owned business enterprises
- Retail sportsbook operators and the MGC universally have programs and policies to increase levels of engagement, volume, and scale with these businesses, as do nearly all mobile sports wagering operators

Industry Perspectives

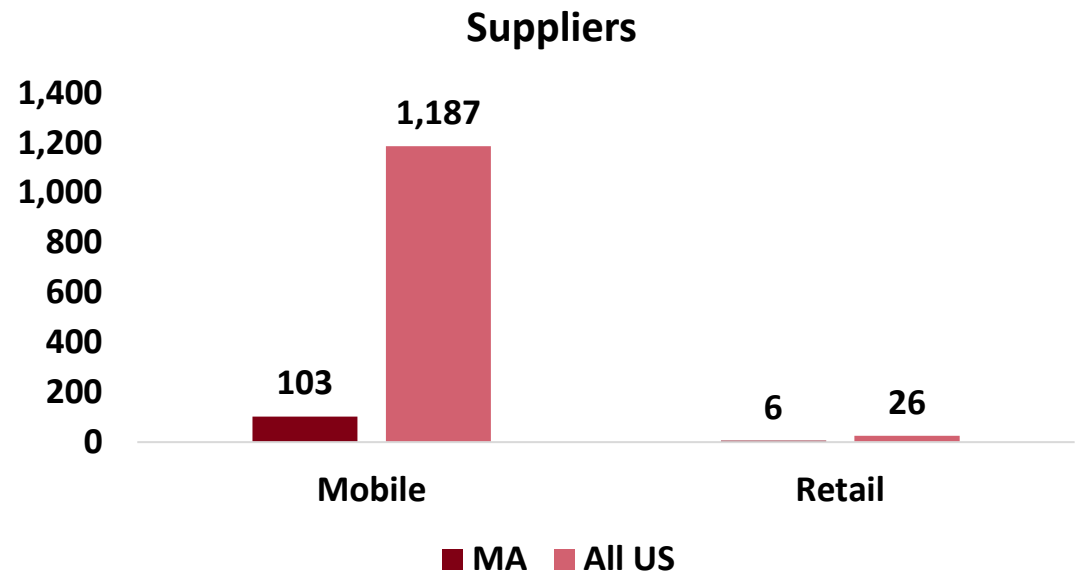
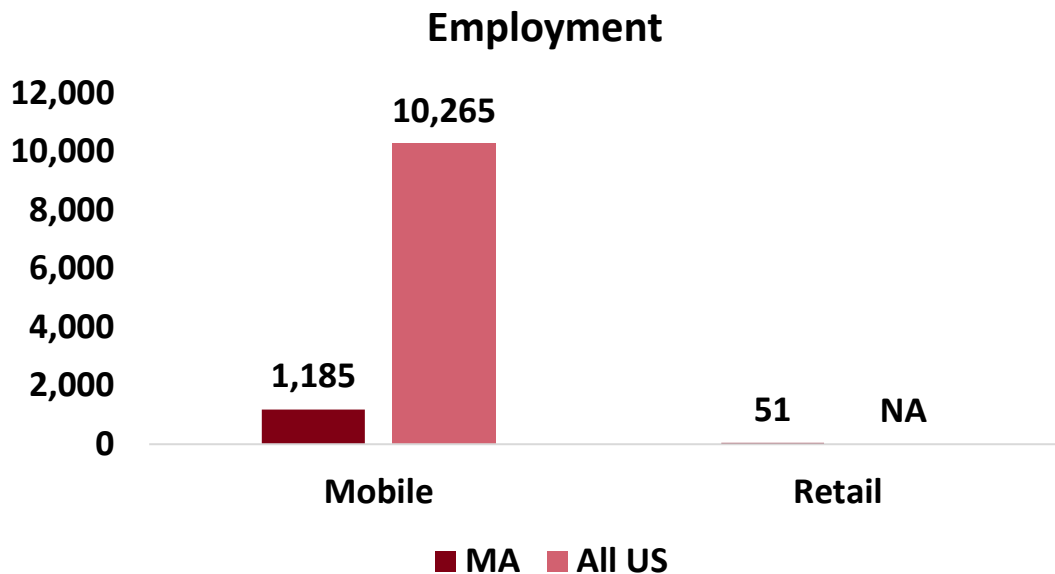
- Regarding low vendors spending with diverse firms, operators emphasized that vendor spending was generally limited to a few specialized companies and that there wasn't much opportunity to diversify their spending on diverse businesses

Industry Overview

Participation – Average Quarterly Employment and Suppliers

Mobile operators have much higher employment in the state than retail operators, most of which predate legalization of sports betting due to the presence of a large operator headquartered in the state.

Mobile operators contract with MA vendors at a much higher rate, paying nearly \$30m to over 100 vendors in an average quarter. Across the US, spending increases to nearly \$560m to just under 1,200 vendors.

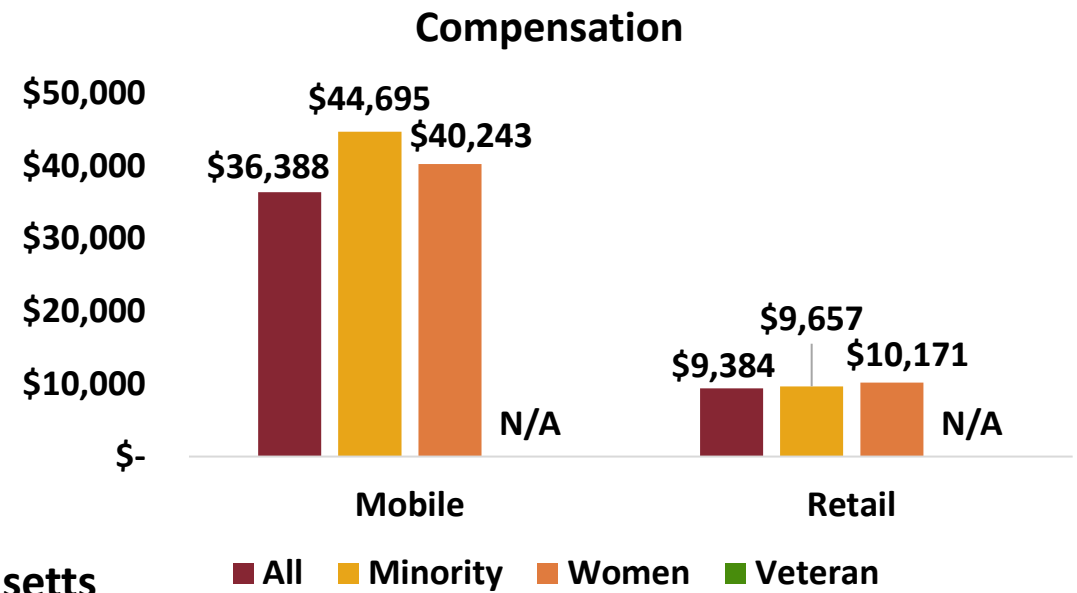
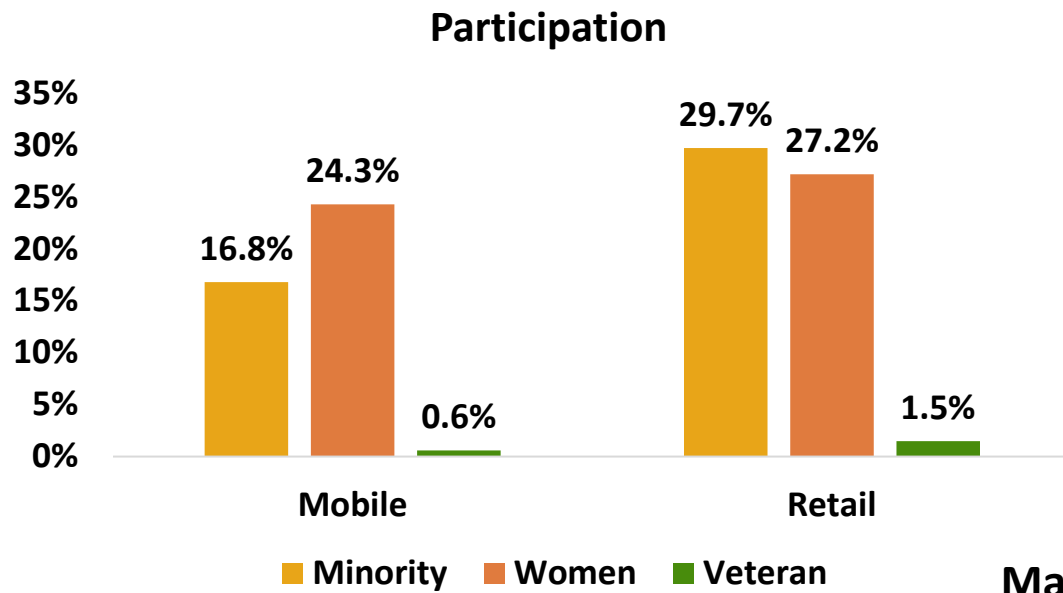


Workforce Diversity

Participation and Compensation

Women and minority workers participate at higher rates than veteran workers in both mobile and retail operations, though women participate at higher rates for mobile operators

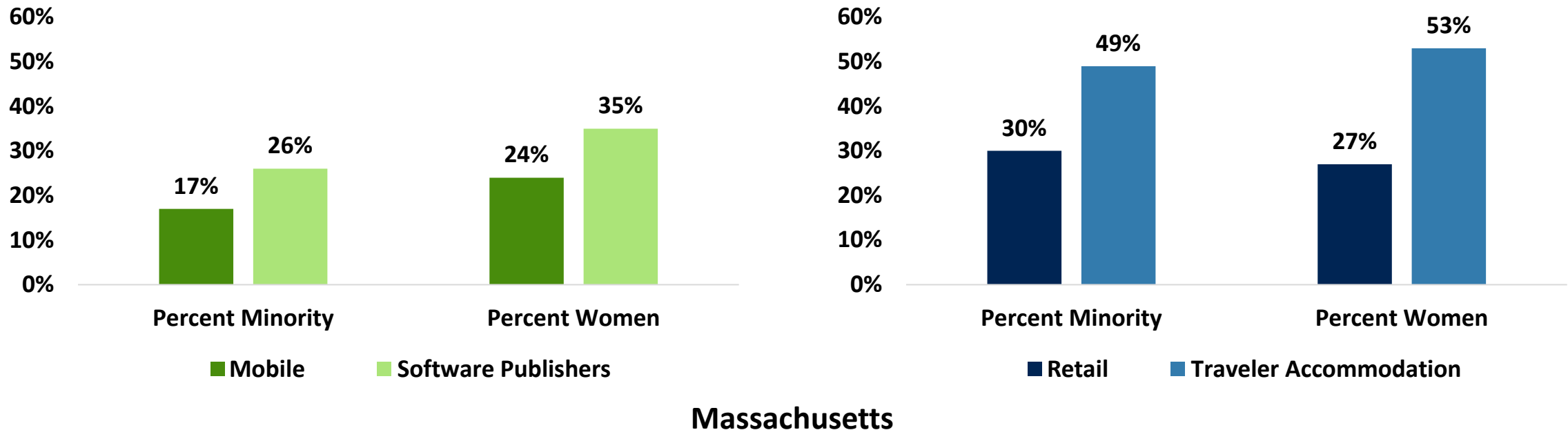
Compensation for jobs in retail sportsbook operations is lower than that of mobile operations due to the nature of the work and the occupations involved



Workforce Diversity

Comparison to Similar Industries

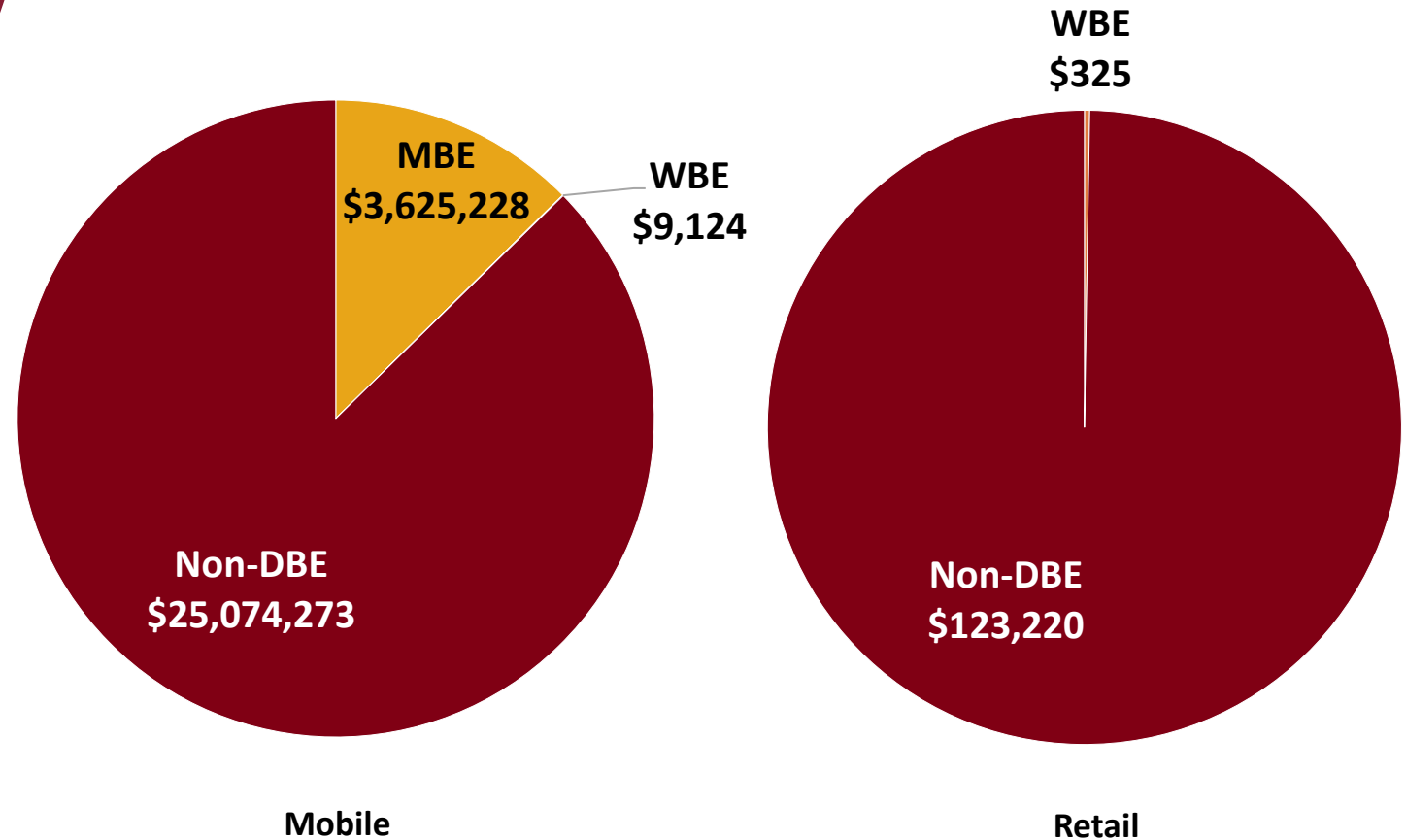
A significant portion of the Massachusetts sports wagering industry comes from diverse backgrounds but lags behind similar industries in the state for both mobile and retail operators



Vendor Diversity

Participation and Spending

The scarcity of certified diverse businesses in the economy generally, and in the top spending sectors for sports wagering operators, provides an explanation for the low levels of diverse business participation in the sports wagering industry



Massachusetts Spending

Vendor Diversity

Advertising and Marketing

Just under 40 percent of retail vendors are Marketing and Advertising firms...



...but they account for 90 percent of spending



Just under 30 percent of mobile vendors are Marketing and Advertising firms...

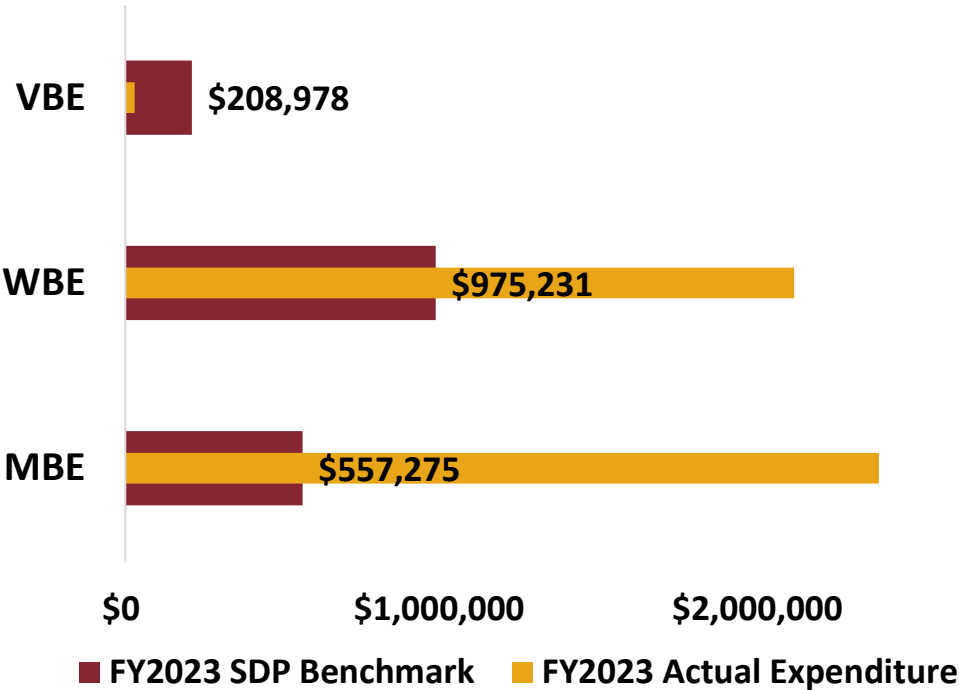
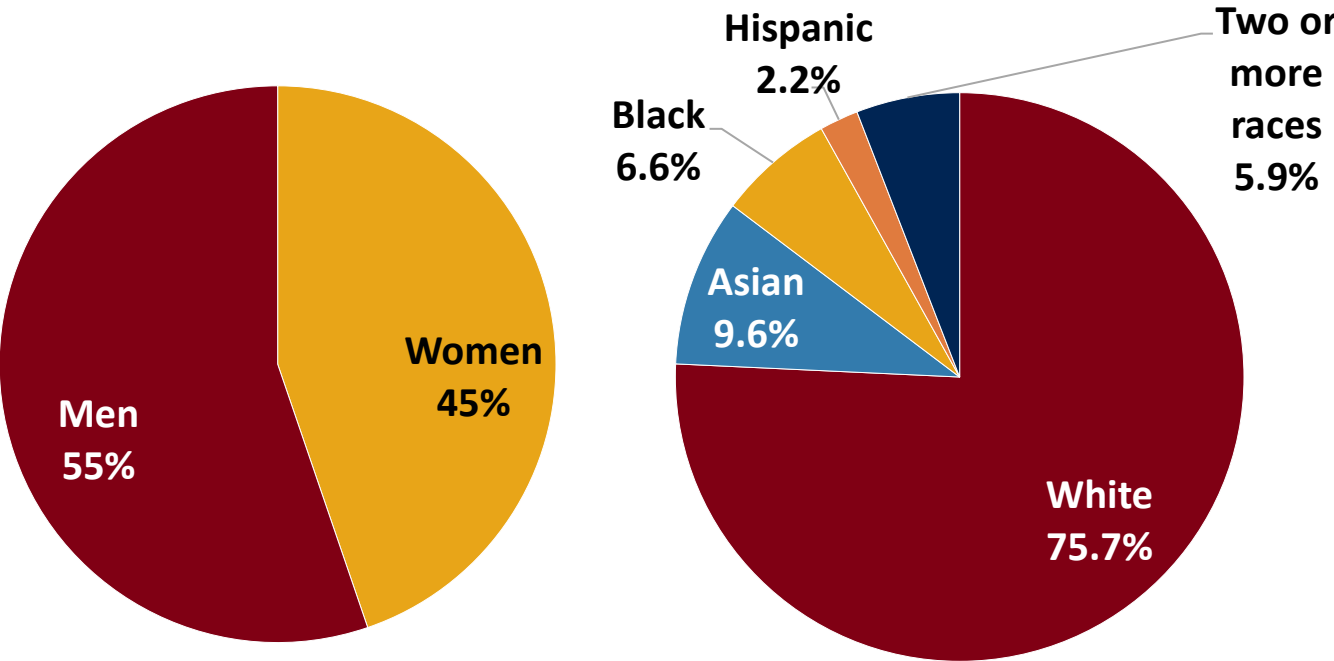


...but they account for 50 percent of spending



MGC Diversity

Workforce and Vendor Diversity



Recommendations

Recommendations for Operators

Workforce Diversity

1. Encourage development of workforce diversity goals and standardized metrics for mobile sports wagering operators

Supplier Diversity

1. Encourage operators to create strategies and measurable targets to increase the participation of diverse vendors
2. Partner with the Massachusetts Supplier Diversity Office (SDO) to extend outreach resources to sports wagering operators

Recommendations for the MGC

Diverse Business Support

1. Support businesses to apply for SDO diverse business certification and Small Business Purchasing Program while registering as suppliers in the gaming industry
2. Create and maintain a marketing directory to provide broader exposure for businesses with relationships to the industry, including those that have diverse ownership
3. Broaden diversity requirements to accept alternative types of diverse ownership certification

Recommendations for State Government

Sports Wagering Taxes

1. Direct sports wagering tax revenue to support workforce development
2. Direct sports wagering tax revenue towards organizations, programs, and initiatives that support diverse-owned businesses
3. Use sports wagering taxes to create a permanent and significant funding stream for small business development technical assistance

Thank you

UMass Donahue Institute, Economic and Public Policy Research

Gemini Research

University of
Massachusetts
Amherst



Legal Division

TO: Jordan Maynard, Chair
Eileen O'Brien, Commissioner
Brad Hill, Commissioner
Nakisha Skinner, Commissioner
Paul Brodeur, Commissioner

FROM: Justin Stempeck, Interim General Counsel
Carrie Torrisi, Director Sports Wagering Division

DATE: June 23, 2025

RE: 205 CMR 256.04 False or Misleading Advertising
205 CMR 256.02(1) Scope Change

During the March 27, 2025, public meeting the Commission reviewed proposed changes to 205 CMR 256 to both clarify the scope of the regulation and to add language requiring marketing and advertising disclosures.

The suggested change to 205 CMR 256.02 is set forth here:

- (1) The provisions of 205 CMR 256.0200 **Sports Wagering Advertising** shall apply to all advertising, marketing, and branding for Sports Wagering aimed at, published, aired, displayed, disseminated, or distributed in the Commonwealth. Nothing in 205 CMR 256.02 shall be construed as limiting a Person's obligations to comply with any other federal, state or local law applicable to advertising, marketing and branding, nor shall anything herein be construed as modifying or limiting in any way any more stringent or additional requirement applicable to advertising, marketing and branding.

This minor change simply clarifies that all of 205 CMR 256 applies to all advertising, marketing and branding and clarifies the extent of regulation.

The change to 205 CMR 256.04(4) is more substantive and adds the following subpart (a):

All marketing or advertising by or on behalf of a Sports Wagering Operator must include a clear and conspicuous disclosure describing the financial, employment, personal, or other relationship with the Sports Wagering Operator. Inclusion of this disclosure shall not operate as a waiver of the prohibition against advising or encouraging patrons to place a specific wager as outlined in 205 CMR 256.04(4).



Massachusetts Gaming Commission

In response to this proposed change, we received public comments from IC360, Fanatics, BetMGM and FanDuel which are attached hereto. We do not recommend adoption of the suggested changes.



Massachusetts Gaming Commission

205 CMR: MASSACHUSETTS GAMING COMMISSION

205 CMR 256.00: SPORTS WAGERING ADVERTISING

Section

256.02: Application

(1) The provisions of 205 CMR 256.00: *Sports Wagering Advertising* shall apply to all advertising, marketing, and branding for Sports Wagering aimed at, published, aired, displayed, disseminated, or distributed in the Commonwealth. Nothing in 205 CMR 256.00 shall be construed as limiting a Person's obligations to comply with any other federal, state or local law applicable to advertising, marketing and branding, nor shall anything herein be construed as modifying or limiting in any way any more stringent or additional requirement applicable to advertising, marketing and branding.

(2) Sports Wagering advertisements may only be published, aired, displayed, disseminated, or distributed in the Commonwealth by or on behalf of Sports Wagering Operators licensed to offer Sports Wagering in the Commonwealth, unless the advertisement clearly states that the offerings are not available in the Commonwealth or otherwise makes clear that the offerings are not intended for use in the Commonwealth. Sports Wagering Operators and their agents, employees, or any third party conducting advertising or marketing on their behalf shall not advertise forms of illegal gambling in the Commonwealth.

(3) No Sports Wagering Operator shall allow, conduct, or participate in any advertising, marketing, or branding for Sports Wagering on any billboard, or other public signage, which fails to comply with any federal, state or local law.

256.04: False or Misleading Advertising

(1) No Sports Wagering Operator shall allow, conduct, or participate in any unfair or deceptive advertising, marketing, or branding for Sports Wagering.

(2) No Sports Wagering Operator shall obscure or fail to disclose any material fact in its advertising, marketing, or branding for sports wagering or use any type, size, location lighting, illustration, graphic, depiction or color resulting in the obscuring of or failure to disclose any material fact in any advertising, marketing, or branding.

(3) All Sports Wagering advertisements must clearly convey the material conditions under which Sports Wagering is being offered, including information about the cost to participate and the nature of any promotions, to assist patrons in understanding the odds of winning. Any material conditions or limiting factors must be clearly and conspicuously specified in the advertisement. Additional, non-material terms and conditions may be otherwise made available on a website or application if an advertisement is not of sufficient size or duration to permit inclusion of the additional information.

(4) No Sports Wagering Operator, Sports Wagering Vendor, or third party marketing or advertising entity required to be licensed or registered pursuant to 205 CMR 234.00: *Sports Wagering Vendors*, nor any employee of any of the foregoing, may advise or encourage patrons to place a specific wager of any specific type, kind, subject, or amount. This restriction does not prohibit general advertising or promotional activities which may notify a patron of the need to place a specific wager type, kind, subject, or amount in order for patron to receive a promotional benefit.

(a) All marketing or advertising by or on behalf of a Sports Wagering Operator must include a clear and conspicuous disclosure describing the financial, employment, personal, or other relationship with the Sports Wagering Operator. Inclusion of this disclosure shall not operate as a waiver of the prohibition against advising or encouraging patrons to place a specific wager as outlined in 205 CMR 256.04(4).

(5) A Sports Wagering Operator that engages in any promotion related to Sports Wagering shall clearly and concisely explain the terms of the promotion and adhere to such terms. If a Sports Wagering Operator offers complimentary items or promotional credit that are subject to terms, conditions or limitations in order to claim the item or redeem the item or credit, the Operator shall fully disclose all material terms, conditions or limitations through the following methods, provided that additional, non-material terms and conditions, may be otherwise made available on a website or application if an advertisement is not of sufficient size or duration to permit inclusion of the non-material information.

(a) In all advertisements or inducements where the complimentary item or promotion are advertised;

(b) If being added to a Sports Wagering Account, through the use of a pop-up message either while the complimentary item or promotional credit is being added or when the patron next logs in to the Account, whichever is earlier; and

(c) If the offer requires the patron to Wager a specific dollar amount to receive the complimentary item or promotional credit, the amount that the patron is required to Wager of the patron's own funds shall be disclosed in the same size and style of font as the amount of the complimentary item or promotional credit, and the complimentary item or promotional credit shall not be described as free.

(6) No advertising, marketing, branding, and other promotional materials published, aired, displayed, disseminated, or distributed by or on behalf of any Sports Wagering Operator shall:

(a) Promote irresponsible or excessive participation in Sports Wagering;

(b) Suggest that social, financial, or personal success is guaranteed by engaging in event wagering;

(c) Imply or promote Sports Wagering as free of risk in general or in connection with a particular promotion or Sports Wagering offer;

(d) Describe Sports Wagering as "free", "cost free" or "free of risk" if the player needs to incur any loss or risk their own money to use or withdraw winnings from the Wager;

205 CMR: MASSACHUSETTS GAMING COMMISSION

256.04: continued

- (e) Encourage players to "chase" losses or re-invest winnings;
- (f) Suggest that betting is a means of solving or escaping from financial, personal, or professional problems;
- (g) Portray, suggest, condone or encourage Sports Wagering behavior as a rite of passage or signifier of reaching adulthood or other milestones;
- (h) Portray, suggest, condone or encourage Sports Wagering behavior that is socially irresponsible or could lead to financial, social or emotional harm;
- (i) Imply that the chances of winning increase with increased time spent on Sports Wagering or increased money wagered;
- (j) Be placed on any website or printed page or medium devoted primarily to responsible gaming;
- (k) Offer a line of credit to any consumer; or
- (l) Use individuals to provide purported expertise or Sports Wagering advice who are employed by, contracted with, or otherwise compensated by a Sports Governing Body, team, club or athlete on which a wager may be placed.

REGULATORY AUTHORITY

205 CMR 256.00: M.G.L. c. 23N, § 4.

205 CMR: MASSACHUSETTS GAMING COMMISSION

205 CMR 256.00: SPORTS WAGERING ADVERTISING

Section

256.02: Application

- (1) The provisions of 205 CMR 256.00: *Sports Wagering Advertising* 02 shall apply to all advertising, marketing, and branding for Sports Wagering aimed at, published, aired, displayed, disseminated, or distributed in the Commonwealth. Nothing in 205 CMR 256.02-00 shall be construed as limiting a Person's obligations to comply with any other federal, state or local law applicable to advertising, marketing and branding, nor shall anything herein be construed as modifying or limiting in any way any more stringent or additional requirement applicable to advertising, marketing and branding.
- (2) Sports Wagering advertisements may only be published, aired, displayed, disseminated, or distributed in the Commonwealth by or on behalf of Sports Wagering Operators licensed to offer Sports Wagering in the Commonwealth, unless the advertisement clearly states that the offerings are not available in the Commonwealth or otherwise makes clear that the offerings are not intended for use in the Commonwealth. Sports Wagering Operators and their agents, employees, or any third party conducting advertising or marketing on their behalf shall not advertise forms of illegal gambling in the Commonwealth.
- (3) No Sports Wagering Operator shall allow, conduct, or participate in any advertising, marketing, or branding for Sports Wagering on any billboard, or other public signage, which fails to comply with any federal, state or local law.

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256.04: False or Misleading Advertising

- (1) No Sports Wagering Operator shall allow, conduct, or participate in any unfair or deceptive advertising, marketing, or branding for Sports Wagering.
- (2) No Sports Wagering Operator shall obscure or fail to disclose any material fact in its advertising, marketing, or branding for sports wagering or use any type, size, location lighting, illustration, graphic, depiction or color resulting in the obscuring of or failure to disclose any material fact in any advertising, marketing, or branding.
- (3) All Sports Wagering advertisements must clearly convey the material conditions under which Sports Wagering is being offered, including information about the cost to participate and the nature of any promotions, to assist patrons in understanding the odds of winning. Any material conditions or limiting factors must be clearly and conspicuously specified in the advertisement. Additional, non-material terms and conditions may be otherwise made available on a website or application if an advertisement is not of sufficient size or duration to permit inclusion of the additional information.

(4) No Sports Wagering Operator, Sports Wagering Vendor, or third party marketing or ~~advertising~~advertising entity required to be licensed or registered pursuant to 205 CMR 234.00: *Sports Wagering Vendors*, nor any employee of any of the foregoing, may advise or encourage patrons to place a specific wager of any specific type, kind, subject, or amount. This restriction does not prohibit general advertising or promotional activities which may notify a patron of the need to place a specific wager type, kind, subject, or amount in order for patron to receive a promotional benefit.

~~(4)~~(a) All marketing or advertising by or on behalf of a Sports Wagering Operator must include a clear and conspicuous disclosure describing the financial, employment, personal, or other relationship with the Sports Wagering Operator. Inclusion of this disclosure shall not operate as a waiver of the prohibition against advising or encouraging patrons to place a specific wager as outlined in 205 CMR 256.04(4).

- (5) A Sports Wagering Operator that engages in any promotion related to Sports Wagering shall clearly and concisely explain the terms of the promotion and adhere to such terms. If a Sports Wagering Operator offers complimentary items or promotional credit that are subject to terms, conditions or limitations in order to claim the item or redeem the item or credit, the Operator shall fully disclose all material terms, conditions or limitations through the following methods, provided that additional, non-material terms and conditions, may be otherwise made available on a website or application if an advertisement is not of sufficient size or duration to permit inclusion of the non-material information.
 - (a) In all advertisements or inducements where the complimentary item or promotion are advertised;
 - (b) If being added to a Sports Wagering Account, through the use of a pop-up message either while the complimentary item or promotional credit is being added or when the patron next logs in to the Account, whichever is earlier; and
 - (c) If the offer requires the patron to Wager a specific dollar amount to receive the complimentary item or promotional credit, the amount that the patron is required to Wager of the patron's own funds shall be disclosed in the same size and style of font as the amount of the complimentary item or promotional credit, and the complimentary item or promotional credit shall not be described as free.
- (6) No advertising, marketing, branding, and other promotional materials published, aired, displayed, disseminated, or distributed by or on behalf of any Sports Wagering Operator shall:
 - (a) Promote irresponsible or excessive participation in Sports Wagering;
 - (b) Suggest that social, financial, or personal success is guaranteed by engaging in event wagering;
 - (c) Imply or promote Sports Wagering as free of risk in general or in connection with a particular promotion or Sports Wagering offer;
 - (d) Describe Sports Wagering as "free", "cost free" or "free of risk" if the player needs to incur any loss or risk their own money to use or withdraw winnings from the Wager;

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205 CMR: MASSACHUSETTS GAMING COMMISSION

256.04: continued

- (e) Encourage players to "chase" losses or re-invest winnings;
- (f) Suggest that betting is a means of solving or escaping from financial, personal, or professional problems;
- (g) Portray, suggest, condone or encourage Sports Wagering behavior as a rite of passage or signifier of reaching adulthood or other milestones;
- (h) Portray, suggest, condone or encourage Sports Wagering behavior that is socially irresponsible or could lead to financial, social or emotional harm;
- (i) Imply that the chances of winning increase with increased time spent on Sports Wagering or increased money wagered;
- (j) Be placed on any website or printed page or medium devoted primarily to responsible gaming;
- (k) Offer a line of credit to any consumer; or
- (l) Use individuals to provide purported expertise or Sports Wagering advice who are employed by, contracted with, or otherwise compensated by a Sports Governing Body, team, club or athlete on which a wager may be placed.

REGULATORY AUTHORITY

205 CMR 256.00: M.G.L. c. 23N, § 4.



AMENDED SMALL BUSINESS IMPACT STATEMENT

The Massachusetts Gaming Commission (“Commission”) hereby files this amended Small Business Impact Statement in accordance with G.L. c. 30A, § 5 relative to the proposed adoption of **205 CMR 256.00: Sports Wagering Advertising, specifically, 205 CMR 256.02: Application, and 256.04: False or Misleading Advertising** for which a public hearing was held on May 27, 2025.

205 CMR 256.00.00 is governed largely by G.L. c. 23N, § 4. 205 CMR 256.00 pertains to the promotional communications and advertisements produced by Sports Wagering Operators licensed by the Commission. Accordingly, this regulation is unlikely to have an impact on small businesses.

In accordance with G.L. c. 30A, § 5, the Commission offers the following responses on whether any of the following methods of reducing the impact of the proposed regulation on small businesses would hinder achievement of the purpose of the proposed regulation:

1. Establishing less stringent compliance or reporting requirements for small businesses:

As a general matter, the Commission does not anticipate that small businesses will be negatively impacted by this regulation. As a result, less stringent compliance or reporting requirements for small businesses have not been established.

2. Establishing less stringent schedules or deadlines for compliance or reporting requirements for small businesses:

There are no schedules or deadlines for compliance or reporting requirements within this regulation that would pertain to small businesses.

3. Consolidating or simplifying compliance or reporting requirements for small businesses:

This regulation does not impose any reporting requirements upon small businesses.

4. Establishing performance standards for small businesses to replace design or operational standards required in the proposed regulation:

The proposed regulation prescribes performance-based standards.

5. An analysis of whether the proposed regulation is likely to deter or encourage the formation of new businesses in the Commonwealth:



Massachusetts Gaming Commission

The promulgation of this regulation is not likely to deter nor encourage the formation of new businesses in the Commonwealth.

6. Minimizing adverse impact on small businesses by using alternative regulatory methods:

The Commission does not anticipate that small businesses will be impacted by this regulation, however, alternative regulatory methods have been heavily discussed by the Commission, and relevant stakeholders. The provisions of the final regulations are intended to produce a minimal adverse impact or hardship on small businesses.

Massachusetts Gaming Commission
By:

/s/ Judith A Young
Judith A. Young
Associate General Counsel

Dated: July 1, 2025



Massachusetts Gaming Commission

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

From: [Aymen Boulmedais](#)
To: [Young, Judith](#)
Subject: Regulation Comment (256.04)
Date: Monday, May 26, 2025 4:25:14 AM

You don't often get email from aymen@ic360.io. [Learn why this is important](#)

Dear Mrs Young,

Firstly, I would like to salute the inspiring proposed changes set at bolstering transparency and widening accountability, beyond the typical #ad model - in US, Europe and elsewhere.

Please, allow me to submit some of my own personal comments for your consideration.

1. "**conspicuous**" ought to be defined very clearly, particularly in terms of visibility since some content may be on assets rather than plain text, or during streams/podcasts/etc; of course, this may come as additional guidance.
 - For example:
Visual content: disclosure must appear in the same font size as the main message or minimum 12-point font, whichever is larger, and be visible for the entire duration of the content. Audio content: disclosure must be spoken clearly at normal pace for minimum 3 seconds at the beginning of the content. Social media: disclosure must appear in the first line of any post and in the user's bio if they regularly post about sports wagering. Video content: disclosure must appear as both audio and visual text overlay for minimum 5 seconds at the beginning.
 - On disclosure:
Required disclosure language must use specific terminology such as "Paid Partnership with [Sports Wagering Operator Name]," "I am employed by [Sports Wagering Operator Name]," or "I receive compensation from [Sports Wagering Operator Name]." Vague terms such as "working with," "partnering with," or "affiliated with" are prohibited.
2. "**Financial, employment, personal, or other relationship**" may benefit from some extended scope, or at least a further defined range.
 - For example:
Financial, employment, personal, or other relationship includes but is not limited to: current or former employment (within 24 months), independent contractor arrangements, sponsorship agreements, affiliate marketing relationships, equity ownership of any amount, compensation or benefits exceeding \$500 in the preceding 12 months, immediate family relationships with employees or owners, or any other arrangement providing monetary or non-monetary value.
3. Any governance/compliance-committed sports wagering operator would maintain a database of its third parties; such DB ought to be maintained and shared with Massgaming for the purpose of ensuring the operator is deploying every means to positively monitor compliance.
4. Violations in case of non-compliance ought to be specifically stated as fully endorsed by the sports wagering operator.

Thank you for perusing my humble two cents on the topic.

Best regards,

--

Aymen Boulmedais

Email: aymen@ic360.io

Website: www.ic360.io

2470 Saint Rose Parkway, Suite 214, Henderson, NV 89074



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June 13, 2025

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

RE: Amendment to 205 CMR 256.00

FBG Enterprises Opco, LLC ("FBG") supports the Massachusetts Gaming Commission's continued commitment towards transparency in marketing and advertising and appreciates the opportunity to comment on the proposed amendment to 205 CMR 256.00. Where applicable, FBG adheres to the Federal Trade Commission's Guides Concerning the Use of Endorsements and Testimonials in Advertising (the "Guides") and it believes that disclosure requirements within the Guides address the concerns of the proposed amendment.

As such, we have prepared suggested edits to this proposed amendment and have mirrored a similar requirement in Rule 256.09(3) that also references the Guides.

Rule 256.04: False or Misleading Advertising

(4) No Sports Wagering Operator, Sports Wagering Vendor, or third party marketing or advertising entity required to be licensed or registered pursuant to 205 CMR 234.00: Sports Wagering Vendors, nor any employee of any of the foregoing, may advise or encourage patrons to place a specific wager of any specific type, kind, subject, or amount. This restriction does not prohibit general advertising or promotional activities which may notify a patron of the need to place a specific wager type, kind, subject, or amount in order for patron to receive a promotional benefit.

(a) All marketing or advertising by or on behalf of a Sports Wagering Operator must **comply with the Federal Trade Commission's Guides Concerning the Use of Endorsements and Testimonials in Advertising, 16 CFR Part 255.** ~~[include a clear and conspicuous disclosure describing the financial, employment, personal, or other relationship with the Sports Wagering Operator. Inclusion of this disclosure shall not operate as a waiver of the prohibition against advising or encouraging patrons to place a specific wager as outlined in 205 CMR 256.04(4).]~~

We appreciate your consideration of our comments in advance.

Sincerely,

Fanatics Betting & Gaming



From: [MGC Website](#)
To: [Young, Judith](#)
Subject: Regulations Public Comment Submission
Date: Thursday, June 12, 2025 12:57:50 PM

Submitted By

Operator (Applicant or Licensed)

Business/Entity Name

BetMGM

Name

Jess Panora

Email

jess.panora@betmgm.com

Regulation

256 Sports Wagering Advertising

Subsection

256.04: False or Misleading Advertising

Comments

In regard to the proposed redlines to section 256.04(4)(a), BetMGM is seeking additional clarification regarding the specific disclosure requirements that may need to be included in advertising materials. BetMGM remains committed to ensuring the space in the advertising assets, i.e TV commercials, radio, digital, social, and more, contains conspicuous RG helpline information all patrons have access to. However, adding additional language to the advertisement could pose hardship due to spatial constraints.



Cory Fox
Cory.Fox@fanduel.com

June 13, 2025

Via Email to judith.young@massgaming.gov
Dean Serpa, Executive Director
Massachusetts Gaming Commission
101 Federal St., 12th Floor
Boston, MA 02110

Re: FanDuel comments on proposed amendment to 205 CMR 256.04

Dear Executive Director Serpa:

I write to provide comments on behalf of FanDuel Group, Inc. (“FanDuel”) regarding the Massachusetts Gaming Commission’s (the “Commission”) proposed amendments to 205 CMR 256.04 – False or Misleading Advertising (the “Rule”). Based on our extensive experience as an operator in the sports betting industry and a collaborator with sports wagering regulators in many states in the development of their regulations, we offer constructive feedback for the Commission’s consideration of this Rule.

FanDuel appreciates the Commission’s commitment to transparency by ensuring that customers are aware of the relationship between influencers and an operator through a clear and conspicuous disclosure of such relationship during advertisements and marketing. However, we are concerned that the proposed language in the Rule goes beyond the Commission’s intent, as outlined during the Open Meeting of the Gaming Commission on March 27, 2025. During that meeting, Deputy General Counsel Stempeck gave a detailed overview of the proposed regulation, including that the purpose of the change is “...*intended to alleviate confusion regarding advertisements, particularly those involving influencers.*” FanDuel supports the spirit of the Rule that any advertisement involving an influencer should clearly and conspicuously disclose the relationship between the operator and influencer.

Our concern is with the proposed lead-in language, “*All marketing or advertising,*” which appears to extend beyond advertisements involving influencers. As written, this language appears to require operators to disclose the relationships of all the individuals involved in any advertisement, including general advertising. FanDuel believes that providing this level of disclosure on all advertisements is counter-productive to the Commission’s efforts for transparency on advertisements involving influencers. We appreciate that the discussion in the Open Meeting referred to a staff-prepared guidance document which may provide clarity for the industry. However, without having the benefit of seeing that guidance document at the time the Rule is open for public comment, we are left to consider the text that is available.



Given these concerns, FanDuel respectfully requests the Commission include the below language to 205 CMR 256.04(4)(a) to clarify that the disclosures would not be required on operators' general advertisements and limit the scope to influencer advertising. Additionally, we believe it would be beneficial for the Commission to define the term "influencer" to capture its stated intent as discussed in the Open Meeting. The suggested definition proposed below is a modified version of a definition used in the Maryland Statutes¹. Alternatively, FanDuel would recommend the Commission include clarifying language on the disclosure requirements in the Commission's guidance document. For the sake of clarity, proposed additions will be shown in **bold and underlined** text.

205 CMR 256.04(4)(a):

(4) (a) All **influencer** marketing or advertising by or on behalf of a Sports Wagering Operator must include a clear and conspicuous disclosure describing the financial, employment, personal, or other relationship with the Sports Wagering Operator. Inclusion of this disclosure shall not operate as a waiver of the prohibition against advising or encouraging patrons to place a specific wager as outlined in 205 CMR 256.04(4). **Nothing in this requirement shall be construed to require a Sports Wagering Operator to include disclosures describing the financial, employment, personal, or other relationship with the Sports Wagering Operator on general advertisements which do not advise or encourage patrons to place a specific wager as outlined in 205 CMR 256.04(4). As used in this section, "influencer" means a person who creates and appears in sports wagering content for any marketing or advertising purposes on behalf of a Sports Wagering Operator, a third-party, or the person's own benefit.**

We appreciate your time and consideration of our comments and would be happy to discuss them at your convenience.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Cory Fox', written over a light blue horizontal line.

Cory Fox
Public Policy and Sustainability Senior Vice President

¹ Maryland Statutes, §9-1E-17(a)(4)



MASSACHUSETTS GAMING COMMISSION

To: Jordan Maynard, Chair
Paul Brodeur, Commissioner
Brad Hill, Commissioner
Eileen O'Brien, Commissioner
Nakisha Skinner, Commissioner

From: Dean Serpa, Executive Director
Douglas O'Donnell, Revenue Manager
John Scully, Finance and Budget Manager
Derek Lennon, CFAO

Date: July 1, 2025

Re: Fiscal Year 2026 (FY26) Budget Recommendations

Summary

Staff are recommending a FY26 operational budget of \$63.96M for consideration by the Commission. The operational budget recommendations comprise spending and revenue estimates in the Gaming Control Fund, the Racing Oversight and Development Fund, administrative costs for the Community Mitigation Fund, the Commission's allocation from the Public Health Trust Fund, and the Sports Wagering Control Fund.

- **Gaming Control Fund**
 - \$40.8M for Regulatory and Statutorily Required Costs
 - Funds 85.52 FTEs and 3 Contract Employees
 - Requires an Assessment of \$36.97M
- **Racing**
 - \$2.09M for Regulating Racing
 - Funds 5.39 FTEs
- **Community Mitigation Fund**
 - \$533.55K for Grant Review and Sub-Recipient Monitoring
 - Funds 2.75 FTEs
- **Sports Wagering Control Fund**
 - \$13.91M for Regulatory and Statutorily Required Costs
 - Funds 46.04 FTEs and 4 Contract Positions
 - An assessment of \$12.87M
- **Public Health Trust Fund**
 - \$6.62M for the MGC's Office of Research and Responsible Gaming



Massachusetts Gaming Commission

- Funds 4 FTEs

Fiscal Year 2026 Massachusetts Gaming Commission Budget Development Overview

The MGC's annual budget building process begins in February and concludes once the Commission approves a budget in June. The MGC Office of Finance met with each division/bureau head within the MGC and developed spending and revenue projections. These projections are best estimate representations of what will be needed in FY26 to operate the Commission, as well as what can be expected for revenue based on the Commission's current fee structures. All requests were then reviewed by the CFAO, the Executive Director, and the Treasurer of the Commission. A third review was conducted by representatives of both the gaming licensees and sports wagering operators in a virtual meeting on May 20, 2025. The meeting included a comprehensive review of the Commission's budget and staffing levels.

The Commission's Office of Finance developed a cost allocation method for charging the costs of staff that work across programs in racing, gaming, and/or sports wagering at the beginning of FY25. The method used took the positions that work directly on racing, sports wagering, and gaming as a subset, and then determined each fund's share of that subset. Those percentages were then applied to staff that are not directly assigned to a given fund. The distribution arrived at 65% to the gaming control fund, 28.5% to the sports wagering control fund, and 6.5% to the racing oversight and development fund. However, due to declining revenue streams in racing we had to decrease the allocation to racing to 3%, revise the allocation to gaming to 67% and 30% to sports wagering.

In FY26, the MGC will continue allocating funds to each division/bureau and tracking contractual commitments, expenditures, and salaries, against each division/bureau budget. The Commission will be using the expense budget feature in the Massachusetts Management and Accounting Reporting System (MMARS) to establish these budgets and automate the process of tracking each budget to actual expenditures and commitments.

FY26 Total Budget

The total budget presented today, excluding racing capital and promotional trust funds that benefit licensees and grants from the Community Mitigation Fund, is \$63.96M and funds 143.7 FTEs and 8 contract employees. The Commission approved an initial FY25 budget funding 140.62 FTEs and 8 contractors. As of the writing of this memorandum, the Commission has increased the approved FY25 FTEs to 143.62 with three (3) additional positions added during the FY25 midyear review. In FY26, we are keeping staffing levels flat at 143.7 FTEs and eight (8) contractors. The table below demonstrates how the Commission has allocated its positions to each fund under its control.

Appropriation	FY25 Initial FTEs	FY25 Initial Contractors	FY25 Current FTEs	FY25 Current Contractors	FY26 FY26 FTEs	FY26 Contractors
Gaming Control Fund 10500001	86.19	3.00	87.19	3.00	85.52	3.00
Racing Development and Oversight Fund 10500003	5.48	-	5.48	-	5.39	-
Community Mitigation Fund 10500004	2.63	-	2.63	-	2.75	-
Sports Wagering Control Fund 10501384	43.32	5.00	45.32	5.00	46.04	5.00
Public Health Trust Fund 40001101	3.00	-	3.00	-	4.00	-
Grand Total	140.62	8.00	143.62	8.00	143.70	8.00



Massachusetts Gaming Commission

The table below compares the Commission's FY26 budget proposal to FY25's currently approved budget and explains any variances of over 15% or over \$100K by spending category. This year's proposal is growing salaries by \$511.5K, which includes 3% COLA and budgeted turnover savings of 7.5%. Pension and benefits are going down by \$964K because of the Commonwealth projecting an ~8% decrease in the federally negotiated fringe benefit rate. Indirect cost recoupment (a statutorily required cost) is increasing by \$621.5K, as it is calculated at 10% of AA, CC, HH, JJ, and UU object class expenditures. The lease category is increasing by \$465K; FY25 was a renewal year of our lease, therefore, we received 3 free months of rent. FY26 has 12 months of lease costs built in. Consultant costs are increasing by \$678K due to a rebranding initiative for our Game Sense program, as well as rolling out an annual audit program for our sports wagering licensees. Our GEU costs are increasing by \$684.8K, because of approved salary increases included in collective bargaining agreements for our law enforcement personnel of between 4% and 5%. The OO object class is where we track our agreements with the Attorney General's Office. This item is increasing because the AGO's budget has been held flat since the law was enacted in 2011 at \$3M. This level of funding is no longer sufficient. Our grants item is increasing by \$202K for community driven research and the MODE data project. Finally, our IT expenses are decreasing by \$365.3K due to the one-time costs of migrating our data centers in FY25.

Object Class	Object Class Name	FY25	FY26	Variance	% Variance	Variance Explanation of >15% or over >\$100K
AA	REGULAR EMPLOYEE COMPENSATION	\$14,611,661.03	\$15,123,207.28	\$511,546.25	3.50%	3% COLA
BB	REGULAR EMPLOYEE RELATED EXPEN	\$132,744.50	\$148,993.75	\$16,249.25	12.24%	
CC	SPECIAL EMPLOYEES	\$833,880.00	\$868,068.60	\$34,188.60	4.10%	
DD	PENSION & INSURANCE RELATED EX	\$6,470,563.89	\$5,506,453.21	(\$964,110.68)	-14.90%	Reduction of Federally approved fringe rate from 43.44% to 35.6%
EE	ADMINISTRATIVE EXPENSES	\$4,568,454.24	\$5,334,315.13	\$765,860.89	16.76%	Indirect Costs @ 10% of AA, CC, HH, JJ, and UU
FF	FACILITY OPERATIONAL EXPENSES	\$33,000.00	\$33,000.00	\$0.00	0.00%	
GG	ENERGY COSTS AND SPACE RENTAL	\$1,128,588.68	\$1,593,734.75	\$465,146.07	41.21%	FY25 was a renewal year for our lease and we received 3 months for free. FY26 has a full year lease costs included.
HH	CONSULTANT SVCS (TO DEPTS)	\$6,445,308.75	\$7,123,406.00	\$678,097.25	10.52%	Additional Costs for rebranding of GameSense, review of vendor suitability in sports wagering, additional sports wagering audits.
JJ	OPERATIONAL SERVICES	\$14,850,534.59	\$15,535,346.93	\$684,812.34	4.61%	GEU collective bargaining costs
KK	EQUIPMENT PURCHASE	\$62,000.00	\$62,000.00	\$0.00	0.00%	
LL	EQUIPMENT LEASE-MAINTAIN/REPAR	\$66,522.90	\$71,522.90	\$5,000.00	7.52%	
MM	PURCHASED CLIENT/PROGRAM SVCS	\$155,000.00	\$155,000.00	\$0.00	0.00%	
NN	INFRASTRUCTURE:	\$30,000.00	\$30,000.00	\$0.00	0.00%	
OO	(blank)	\$3,502,384.00	\$5,075,000.00	\$1,572,616.00	44.90%	AGO gaming criminal enforcement activities
PP	STATE AID/POL SUB	\$1,410,000.00	\$1,612,000.00	\$202,000.00	14.33%	Community driven research and MODE
UU	IT Non-Payroll Expenses	\$6,051,580.77	\$5,686,253.73	(\$365,327.04)	-6.04%	One time cost of migration of data centers and new licensing database development costs
Grand Total		\$60,352,223.35	\$63,958,302.28	\$3,606,078.93	5.98%	

Regulatory vs. Statutory Costs

It is important to distinguish between the different components of the proposed budget for FY26 and understand the difference between regulatory and statutory costs. The composition of the Commission's budget can be divided into two areas. The first area comprises the regulatory costs of the Massachusetts Gaming Commission. These regulatory costs are directly within control of the Gaming Commission. The second area comprises statutory costs that are assessments and Research and Player Health initiatives contained in the Commission's enabling legislation but are not within the budgetary discretion of the Gaming Commission. The statutory costs are the responsibility of our licensees to pay. Most of this memorandum focuses on the regulatory costs of the MGC. The \$63.96M



Massachusetts Gaming Commission

is divided into \$47.24M for regulatory costs and \$16.72M in statutorily required costs. Below is a breakout by appropriation of our regulatory and statutorily required costs:

Grouping Name	FY25	FY26	Variance	% Variance
MGC Regulatory Costs	\$46,358,860.38	\$47,241,773.40	\$882,913.02	1.90%
Statutorily Required Costs				
Indirect	\$3,312,401.89	\$3,933,950.56	\$621,548.67	18.76%
Research and Responsible Gaming/PHTF	\$6,107,866.84	\$6,622,522.21	\$514,655.37	8.43%
Office of Attorney General and AGO MSP	\$4,498,094.24	\$6,085,056.11	\$1,586,961.87	35.28%
Alcohol and Beverage Control Commission	\$75,000.00	\$75,000.00	\$0.00	0.00%
Statutorily Required Costs Total	\$13,993,362.97	\$16,716,528.88	\$2,723,165.91	19.46%
Total Budget	\$60,352,223.35	\$63,958,302.28	\$3,606,078.93	5.98%

The table above demonstrates that the FY26 budget prepared by staff includes a 1.9% regulatory cost increase (funding 13 divisions) from FY25 to FY26, while statutorily required costs are increasing by 19.46%.

The remainder of this memorandum will discuss the Commission's regulatory costs, and the Commission's share of the Public Health Trust Fund.

Gaming Control Fund 1050-0001

The MGC's currently approved FY25 budget for the Gaming Control Fund is \$40.02M. The MGC is recommending an FY26 budget of \$40.81M, which is a 1.98% increase over the currently approved FY25 budget. The MGC's regulatory costs funded by the Gaming Control Fund decreased by 2.73% from \$33.27M in FY25 to \$32.36M in FY26, the statutorily required costs increased by 25.28% from \$6.74M in FY25 to \$8.44M in FY26. The table below summarizes significant changes in our regulatory costs by spending category between fiscal years:

Appropriation	Appropriation Name	Grouping Name	Object Class	Object Class Name	FY25	FY26	Variance	% Variance	Variance Explanation of >\$100K or >15%
10500001	Mass. Gaming Commission	MGC Regulatory Costs	AA	REGULAR EMPLOYEE COMPENSATION	\$8,757,314.97	\$8,773,670.66	\$16,355.69	0.19%	
			BB	REGULAR EMPLOYEE RELATED EXPEN	\$95,994.50	\$85,993.75	(\$10,000.75)	-10.42%	
			CC	SPECIAL EMPLOYEES	\$192,640.00	\$198,419.20	\$5,779.20	3.00%	
			DD	PENSION & INSURANCE RELATED EX	\$3,837,195.60	\$3,157,783.90	(\$679,411.70)	-17.71%	Reduction of Federally approved fringe rate from 43.44% to 35.6%
			EE	ADMINISTRATIVE EXPENSES	\$708,291.92	\$696,991.92	(\$11,300.00)	-1.60%	
			FF	FACILITY OPERATIONAL EXPENSES	\$20,000.00	\$20,000.00	\$0.00	0.00%	
			GG	ENERGY COSTS AND SPACE RENTAL	\$817,235.42	\$1,142,798.06	\$325,562.64	39.84%	FY25 was a renewal year for our lease and we received 3 months for free. FY26 has a full year lease costs included.
			HH	CONSULTANT SVCS (TO DEPTS)	\$957,922.29	\$939,450.00	(\$18,472.29)	-1.93%	
			JJ	OPERATIONAL SERVICES	\$12,912,229.07	\$12,671,596.82	(\$240,632.25)	-1.86%	Shift of GEU Boston office costs to sports wagering for suitability reviews.
			KK	EQUIPMENT PURCHASE	\$62,000.00	\$62,000.00	\$0.00	0.00%	
			LL	EQUIPMENT LEASE-MAINTAIN/REPAIR	\$65,607.90	\$70,607.90	\$5,000.00	7.62%	
			NN	INFRASTRUCTURE:	\$30,000.00	\$30,000.00	\$0.00	0.00%	
			PP	STATE AID/POL SUB	\$90,000.00	\$90,000.00	\$0.00	0.00%	
			UU	IT Non-Payroll Expenses	\$4,725,628.83	\$4,424,888.27	(\$300,740.56)	-6.36%	Data center migration one time costs
		MGC Regulatory Costs Total			\$33,272,060.50	\$32,364,200.48	(\$907,860.02)	-2.73%	
		Statutorily Required Costs							
		Indirect	EE	ADMINISTRATIVE EXPENSES	\$2,670,864.03	\$2,782,091.25	\$111,227.22	4.16%	
		Indirect Total			\$2,670,864.03	\$2,782,091.25	\$111,227.22	4.16%	
		Office of Attorney General and AGO MSP	JJ	OPERATIONAL SERVICES	\$1,070,710.24	\$1,085,056.11	\$14,345.87	1.34%	
			OO	(blank)	\$2,927,384.00	\$4,500,000.00	\$1,572,616.00	53.72%	
		Office of Attorney General and AGO MSP Total			\$3,998,094.24	\$5,585,056.11	\$1,586,961.87	39.69%	
		Alcohol and Beverage Control Commission	OO	(blank)	\$75,000.00	\$75,000.00	\$0.00	0.00%	
		Alcohol and Beverage Control Commission Total			\$75,000.00	\$75,000.00	\$0.00	0.00%	
		Statutorily Required Costs Total			\$6,743,958.27	\$8,442,147.36	\$1,698,189.09	25.18%	
	Mass. Gaming Commission Total				\$40,016,018.77	\$40,806,347.84	\$790,329.07	1.98%	



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The MGC Regulatory portion of the Gaming Control Trust supports 10 divisions/bureaus. The table below shows each division's/bureau's costs of providing regulatory oversight to expanded gaming in FY25 and FY26. In FY26, we are requesting funding for 85.52 FTEs and 3 contract positions. Overall regulatory spending decreased by 2.73% or \$907.86K from FY25 current projections.

Below is a table that compares each division by the currently approved FY25 budget and the proposed FY26 budget, for the Regulatory portion of the Gaming Control Fund along with a brief explanation for any significant funding variances. Further details for budgets by each division are provided in attachments B and C:

Appropriation	Appropriation Name	Unit	Unit Name	FY25	FY26	Variance	% Variance	Variance Explanation >15% or >\$100K
Mass. Gaming								
10500001	Commission	1000	Finance and Administration	\$2,003,432.24	\$2,257,407.06	\$253,974.82	12.68%	FY26 Lease Escalator
		1100	Human Resources	\$1,443,070.55	\$1,268,836.16	(\$174,234.39)	-12.07%	Reduction of 1 FTE
		1200	Legal	\$1,577,499.23	\$1,577,319.96	(\$179.27)	-0.01%	
		1300	Executive Director	\$581,787.24	\$651,476.04	\$69,688.80	11.98%	
		1400	Information Technology	\$6,083,316.53	\$6,054,169.37	(\$29,147.16)	-0.48%	
		1500	Commissioners	\$1,152,679.01	\$1,134,439.49	(\$18,239.52)	-1.58%	
		1800	Communications	\$361,969.78	\$378,379.39	\$16,409.61	4.53%	
		1900	Community Affairs	\$85,666.01	\$56,646.95	(\$29,019.06)	-33.87%	
			Investigations and Enforcement					Shift of GEU suitability investigative
		5000	Bureau	\$19,185,484.14	\$18,755,938.70	(\$429,545.44)	-2.24%	costs to sports wagering
		7000	Licensing Division	\$1,500,980.15	\$1,156,253.82	(\$344,726.33)	-22.97%	Y2 costs of new licensing system
		All	All Divisions	(\$703,824.38)	(\$926,666.46)	(\$222,842.08)	31.66%	Turnover projections increased from 5% to 7.5%
10500001	Regulatory							
Totals				\$33,272,060.50	\$32,364,200.48	(\$907,860.02)	-2.73%	

Racing Development and Oversight Trust Fund 1050-0003

This item funds the operations of the Racing division. Most of the funding from this appropriation is payroll, seasonal payroll, and fringe related costs. Costs of the division are payroll (seasonal and full time), fringe costs, drug and laboratory testing, ISA to DPH, purchased client services for economic hardship payments, and the jockey guild. As was reported in FY24 and FY25, racing revenues are down. We are keeping an eye on this item and this year's budget reflects that. This item is proposed to fund 3 full-time racing employees, as well as 3% of MGC staff supporting racing operations.

Below is a table that compares the currently approved FY25 budget and the proposed FY26 budget for the Racing Oversight and Development Fund, along with a brief explanation for any large variances. Of importance is the fact that we have maintained funding levels for all object classes within racing. We had made a request of the Legislature to amend the language of the Race Horse Development Fund, to allow us to spend some of the fund for administrative purposes given that racing revenue streams are declining. That request was not adopted in this year's budget cycle; however, it is an item we would like to continue to discuss with the Legislature in the coming year. Further details for budgets by each division funded from the Racing Development and Oversight Trust fund are provided in attachments B and C:



Massachusetts Gaming Commission

Appropriation	Appropriation Name	Grouping Name	Object Class	Object Class Name	FY25	FY26	Variance	% Variance	Variance Explanation of >\$100K or >15%
10500003	MGC Mass Racing Development and Oversight Trust	MGC Regulatory Costs	AA	REGULAR EMPLOYEE COMPENSATION	\$611,888.13	\$603,157.16	(\$8,730.97)	-1.43%	
			BB	REGULAR EMPLOYEE RELATED EXPEN	\$6,000.00	\$6,000.00	\$0.00	0.00%	
			CC	SPECIAL EMPLOYEES	\$487,240.00	\$487,360.00	\$120.00	0.02%	
			DD	PENSION & INSURANCE RELATED EX	\$306,251.90	\$240,138.31	(\$66,113.59)	-21.59%	Reduction of Federally approved fringe rate from 43.44% to 35.6%
			EE	ADMINISTRATIVE EXPENSES	\$27,060.00	\$27,060.00	\$0.00	0.00%	
			FF	FACILITY OPERATIONAL EXPENSES	\$12,000.00	\$12,000.00	\$0.00	0.00%	
			HH	CONSULTANT SVCS (TO DEPTS)	\$10,000.00	\$10,000.00	\$0.00	0.00%	
			JJ	OPERATIONAL SERVICES	\$391,000.00	\$391,000.00	\$0.00	0.00%	
			LL	EQUIPMENT LEASE-MAINTAIN/REPAIR	\$915.00	\$915.00	\$0.00	0.00%	
			MM	PURCHASED CLIENT/PROGRAM SVCS	\$155,000.00	\$155,000.00	\$0.00	0.00%	
			UU	IT Non-Payroll Expenses	\$4,000.00	\$4,000.00	\$0.00	0.00%	
		MGC Regulatory Costs Total			\$2,011,355.03	\$1,936,630.47	(\$74,724.56)	-3.72%	
		Indirect	EE	ADMINISTRATIVE EXPENSES	\$111,802.56	\$150,137.40	\$38,334.84	34.29%	
		Indirect Total			\$111,802.56	\$150,137.40	\$38,334.84	34.29%	
	MGC Mass Racing Development and Oversight Trust Total				\$2,123,157.59	\$2,086,767.87	(\$36,389.72)	-1.71%	

Community Mitigation Fund 1050-0004

205 CMR 153.05 allows the Commission to expend funds for the administration and oversight of the Community Mitigation grant program. The regulation requires the Commission to annually approve a budget not to exceed 10% of the funds available in the account for the fiscal year. The proposed budget, as shown in the table below, would fund 2.75 FTEs, in-state travel for subrecipient monitoring purposes, and the maintenance of a grant management database. This fund increased by 10.37%, but that is mainly because of budgeting indirect costs here this year, which was an oversight in previous years.

Appropriation	Appropriation Name	Grouping Name	Object Class	Object Class Name	FY25	FY26	Variance	% Variance	Variance Explanation of >\$100K or >15%
10500004	Community Mitigation	MGC Regulatory Costs	AA	REGULAR EMPLOYEE COMPENSATION	\$294,181.02	\$325,132.75	\$30,951.73	10.52%	
			BB	REGULAR EMPLOYEE RELATED EXPEN	\$5,000.00	\$5,000.00	\$0.00	0.00%	
			DD	PENSION & INSURANCE RELATED EX	\$131,735.34	\$119,352.13	(\$12,383.21)	-9.40%	
			EE	ADMINISTRATIVE EXPENSES	\$2,500.00	\$34,066.27	\$31,566.27	1262.65%	Indirect budgeted here this year.
			UU	IT Non-Payroll Expenses	\$50,000.00	\$50,000.00	\$0.00	0.00%	
		MGC Regulatory Costs Total			\$483,416.36	\$533,551.15	\$50,134.79	10.37%	
	Community Mitigation Total				\$483,416.36	\$533,551.15	\$50,134.79	10.37%	
10500004 Total					\$483,416.36	\$533,551.15	\$50,134.79	10.37%	

Sports Wagering Control Fund 1050-1384

In August of 2022 the MA Legislature and Governor approved a bill that legalized sports betting in the Commonwealth. The Gaming Commission was designated as the regulator. Included in that bill was a sports wagering control fund to provide a means for the Commission to spend money on regulating the industry. The Commission approved an FY25 sports wagering budget of \$11.62M which included the continued the work on initial suitability reviews and vendor suitability reviews, and funding for the second full year of regulating the sports wagering industry in MA. In FY26 staff are recommending a budget of \$13.91M, which represents a 19.67% increase. Most of the increase is composed of the revised allocations of GEU investigative Boston office staff, and consulting costs for additional audits, year 2 vendor suitability costs, and a realignment of shared costs to actual utilization in sports wagering. The table below shows the changes from FY25 to FY26 by spending category.



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Appropriation	Appropriation Name	Grouping Name	Object Class	Object Class Name	FY25	FY26	Variance	% Variance	Variance Explanation of >\$100K or >15%
10501384	Sports Wagering Control Fund	MGC Regulatory Costs	AA	REGULAR EMPLOYEE COMPENSATION	\$4,579,772.42	\$4,868,926.07	\$289,153.65	6.31%	Annualization of hires approved in FY25
			BB	REGULAR EMPLOYEE RELATED EXPEN	\$18,500.00	\$41,500.00	\$23,000.00	124.32%	Midyear update
			CC	SPECIAL EMPLOYEES	\$154,000.00	\$182,289.40	\$28,289.40	18.37%	Budgeting travel for departments other than Sports Wagering Division
			DD	PENSION & INSURANCE RELATED EX	\$2,031,485.99	\$1,784,666.87	(\$246,819.12)	-12.15%	Move of some contract employee staff from gaming
			EE	ADMINISTRATIVE EXPENSES	\$92,350.00	\$184,300.00	\$91,950.00	99.57%	Reduction of Federally approved fringe rate from 43.44% to 35.6%
			GG	ENERGY COSTS AND SPACE RENTAL	\$311,353.26	\$450,936.69	\$139,583.43	44.83%	Revised allocation of training and professional development costs.
			HH	CONSULTANT SVCS (TO DEPTS)	\$1,822,386.46	\$2,415,386.00	\$592,999.54	32.54%	FY25 was a renewal year for our lease and we received 3 months for free. FY26 has a full year lease costs included.
			JJ	OPERATIONAL SERVICES	\$461,595.28	\$1,372,694.00	\$911,098.72	197.38%	Increase for Y2 of vendor suitability reviews, audit of sports book licenses, revised allocation of insurance policy and outside counsel to sports wagering from gaming.
			OO	(blank)	\$0.00	\$0.00	\$0.00	#DIV/0!	Shift of GEU Boston office costs to sports wagering for suitability reviews.
			UU	IT Non-Payroll Expenses	\$1,109,851.94	\$1,095,265.46	(\$14,586.48)	-1.31%	
		MGC Regulatory Costs Total			\$10,581,295.35	\$12,395,964.49	\$1,814,669.14	17.15%	
		Indirect	EE	ADMINISTRATIVE EXPENSES	\$529,735.30	\$1,001,721.91	\$471,986.61	89.10%	
		Indirect Total			\$529,735.30	\$1,001,721.91	\$471,986.61	89.10%	
		Research and Responsible Gaming/PHTF	UU	IT Non-Payroll Expenses	\$12,100.00	\$12,100.00	\$0.00	0.00%	
		Research and Responsible Gaming/PHTF Total			\$12,100.00	\$12,100.00	\$0.00	0.00%	
		Office of Attorney General and AGO MSP	OO	(blank)	\$500,000.00	\$500,000.00	\$0.00	0.00%	
		Office of Attorney General and AGO MSP Total			\$500,000.00	\$500,000.00	\$0.00	0.00%	
	Sports Wagering Control Fund Total				\$11,623,130.65	\$13,909,786.40	\$2,286,655.75	19.67%	

Public Health Trust Fund 4000-1101

The Research and Responsible Gaming (RRG) office is a statutorily required component of the MGC and was funded from the Public Health Trust Fund, beginning in FY20. Through a collaborative process with DPH and EOHHS, the MGC's RRG division will continue to be funded from the PHTF in FY26. Funding for the office has been increased by ~8.44% from an approved FY25 budget of \$6.1M to an FY26 proposal of \$6.62M. Below is a table comparing FY25 to the FY26 proposal.

Appropriation	Appropriation Name	Grouping Name	Object Class	Object Class Name	FY25	FY26	Variance	% Variance	Variance Explanation of >\$100K or >15%
40001101	Public Health Trust Fund	MGC Regulatory Costs	AA	REGULAR EMPLOYEE COMPENSATION	\$10,733.14	\$11,426.81	\$693.67	6.46%	
		MGC Regulatory Costs Total			\$10,733.14	\$11,426.81	\$693.67	6.46%	
		Research and Responsible Gaming/PHTF	AA	REGULAR EMPLOYEE COMPENSATION	\$357,771.35	\$540,893.83	\$183,122.48	51.18%	Addition of one FTE and COLAs
			BB	REGULAR EMPLOYEE RELATED EXPEN	\$7,250.00	\$10,500.00	\$3,250.00	44.83%	
			DD	PENSION & INSURANCE RELATED EX	\$163,895.06	\$204,512.00	\$40,616.94	24.78%	Addition of one FTE and COLAs
			EE	ADMINISTRATIVE EXPENSES	\$425,850.43	\$457,946.38	\$32,095.95	7.54%	Indirect budgeted here.
			FF	FACILITY OPERATIONAL EXPENSES	\$1,000.00	\$1,000.00	\$0.00	0.00%	
			HH	CONSULTANT SVCS (TO DEPTS)	\$3,655,000.00	\$3,758,570.00	\$103,570.00	2.83%	Rebranding of GameSense
			JJ	OPERATIONAL SERVICES	\$15,000.00	\$15,000.00	\$0.00	0.00%	
			PP	STATE AID/POL SUB	\$1,320,000.00	\$1,522,000.00	\$202,000.00	15.30%	Community driven research study and MODE implementation
			UU	IT Non-Payroll Expenses	\$150,000.00	\$100,000.00	(\$50,000.00)	-33.33%	
		Research and Responsible Gaming/PHTF Total			\$6,095,766.84	\$6,610,422.21	\$514,655.37	8.44%	
	Public Health Trust Fund				\$6,106,499.98	\$6,621,849.02	\$515,349.04	8.44%	
40001101	Total				\$6,106,499.98	\$6,621,849.02	\$515,349.04	8.44%	

Exposures in the FY26 Budget Proposal

FY26 was another challenging budget to develop. While the Commission has established much of the framework for regulating sports wagering, we are still working through many of the day-to-day elements of being a mature and robust sports wagering regulator, as well as the proper allocation and alignment of costs between sports wagering and gaming. The FY26 budget does have some recurring gaming exposures, as well as some new sports wagering exposures. The following are a brief list of exposures:



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- Funds the minimum required by our insurance policy for litigation costs in the legal budget.
- Funds MSP overtime at consistent levels and only increased for the CBA rate adjustments.
- Includes only 12 months of outside CPA assistance for reviewing sports wagering vendor applications.
- Revenue streams and funding for racing continue to be an item of concern for FY26 and moving forward.
- Built in 50% of the total anticipated costs of the new licensing system.

Assessments on Licensees

Gaming Control Fund Assessment:

Chapter 23K §56 (a)-(c) defines how the MGC will fund its annual costs related to regulating gaming activities. This chapter was further defined through 205 CMR 121.00. Section 56 (a) requires that the Commission assess a \$600 per machine fee to each licensee for every slot machine approved to be used in the facility on July 1. Staff would then combine the slot fees with any other fees we were projecting to generate in the fiscal year (primarily licensing fees) to determine the total fee revenue for the Gaming Control Fund. Section 56 (c) directs the Commission to determine the difference between the projected budget and the projected fees and assess that difference on licensees in proportion to each licensee's share of the total gaming positions.

The finance staff is currently working with licensees to determine the anticipated number of gaming positions on July 1, 2025. Any adjustments for actual slot machine and gaming position counts will be updated in FY26's first quarter budget update to the Commission. After accounting for anticipated revenues from licensing fees and the annual slot fee, we are projecting an assessment of \$36.97M. The tables below represent estimates based on the information as of 5/30/2025.

Licensee	Slot Machines	Table Games	Table Gaming Positions	Total Gaming Positions	Percentage of Gaming Positions	FY25 Slot Fee
MGM	1,526	60	386	1,912	27.71%	\$915,600.00
Encore	2,716	196	1,298	4,014	58.17%	\$1,629,600.00
Penn	919			974	14.12%	\$551,400.00
TOTAL	5,161	256	1,684	6,900	100.00%	\$3,096,600.00

Licensee	Percentage of Gaming Positions	Licensee's Allocation of Assessment
MGM	27.71%	\$10,244,647.81
EBH	58.17%	\$21,507,330.70
PPC	14.12%	\$5,218,769.33
TOTAL	100.00%	\$36,970,747.84

Public Health Trust Fund Assessment from Gaming Operators:

C. 23K Section 56 (e) requires the Commission to annually assess a minimum of \$5M on licensees to be deposited into the Public Health Trust Fund, in the same proportion as the annual assessment for the Gaming Control Fund. The table below demonstrates each licensee's share of the assessment based on gaming positions as of 5/30/2025.



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Licensee	Percentage of Gaming Positions	PHTF Allocation of Assessment
MGM	27.71%	\$1,385,507.25
EBH	58.17%	\$2,908,695.65
PPC	14.12%	\$705,797.10
TOTAL	100.00%	\$5,000,000.00

Sports Wagering Control Fund Assessment:

205 CMR 221.00 describes how the Commission shall assess its operational costs on Sports Wagering licensees, including any increases or decreases that are the result of over or under-spending. 205 CMR 221.01, paragraph 4(a) specifically states:

- (a) An Annual Assessment as provided by M.G.L. c. 23N, § 15(c), to be determined by the Commission and calculated in accordance with M.G.L. c. 23N, § 15(c) to cover costs of the Commission necessary to maintain control over Sports Wagering, in proportion to each licensee's actual or projected Adjusted Gross Sports Wagering receipts; provided, however, that such assessment may be adjusted by the Commission at any time after payment is made where required to reflect the actual Adjusted Gross Sports Wagering Receipts, and accordingly, the payment of additional funds may be required or a credit may be issued towards the payment due the following year;

For the purposes of the FY26 assessment, we recommend using the actual adjusted gross wagering receipt (AGSWR) figures of licensees from July 1, 2024, to May 31, 2025. This will allow the Commission to assess costs and begin regulating sports wagering in FY26 and then revise for actual performance through June 30th (the end of the state fiscal year) when staff provides its first FY26 quarterly update to the Commission.

We are estimating spending of \$13.9M and revenue from fees of \$1.03M, which would result in an assessment of \$12.87M to be divided between the sports wagering licensees. The table below shows each licensee's initial assessment based on actuals from July 1, 2024 through May 31, 2025.

Operator	FY25 Adjusted Gross SW Revenue thru 5/31	Assessment % based on FY25 AGSWR	Assessment \$ amount owed
Bally's	\$3,182,787.63	0.520%	\$66,909.69
Espn/PSI	\$17,157,885.40	2.803%	\$360,699.13
BetMGM	\$41,298,048.00	6.747%	\$868,182.16
Caesars - AWI	\$10,785,492.00	1.762%	\$226,736.43
DraftKings-Crown MA	\$327,635,339.85	53.527%	\$6,887,665.92
Fanatics-FBG	\$23,584,530.84	3.853%	\$495,802.34
FanDuel-Betfair	\$183,780,986.49	30.025%	\$3,863,508.86
EBH SB	\$2,524,457.00	0.412%	\$53,070.03
MGM SB	\$117,765.00	0.019%	\$2,475.70
PPC SB	\$2,028,134.00	0.331%	\$42,636.15
TOTAL	\$612,095,426.21	100.00%	\$12,867,686.40



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Public Health Trust Fund Assessment from Sports Wagering Operators:

C. 23N Section 15(e) requires the Commission to annually assess \$1M on sports wagering to be deposited into the Public Health Trust Fund. This \$1M fee is to be distributed proportionately across all sports wagering licensees who are not issued a category 1 sports wagering license. 205 CMR 221.01, paragraph 4(b) specifically states:

- (a) An annual fee, as provided by M.G.L. c. 23N, § 15(e) reflecting each Operator that is not a Category 1 Sports Wagering Licensee's share of \$1,000,000 to be deposited into the Public Health Trust Fund; provided, however, that the Commission shall determine each Operator's share as their proportional share of anticipated or actual Adjusted Gross Sports Wagering Receipts; provided further, however, that such assessment may be adjusted by the Commission at any time after payment is made where required to reflect the actual adjusted gross sports wagering revenue;

Based on the above regulatory requirements, as well as our recommendation for the annual assessment to the Sports Wagering Control Fund, we will use the licensees' AGSWR from July 1, 2024, through May 31, 2025, to determine each licensee's proportional share of the annual \$1M deposit to the Public Health Trust Fund. This assessment will be distributed across the licensees who are not category 1 sports wagering license holders. The table below shows each Operator's share of the \$1M assessment.

Operator	FY25 Adjusted Gross SW Revenue thru 5/31	PHTF %	PHTF amount owed
Bally's	\$3,182,787.63	0.524%	\$ 5,239.80
ESPN - PSI	\$17,157,885.40	2.825%	\$ 28,246.92
BetMGM	\$41,298,048.00	6.799%	\$ 67,988.71
Caesars - AWI	\$10,785,492.00	1.776%	\$ 17,756.09
DraftKings-Crown MA	\$327,635,339.85	53.938%	\$ 539,383.96
Fanatics-FBG	\$23,584,530.84	3.883%	\$ 38,827.06
FanDuel-Betfair	\$183,780,986.49	30.256%	\$ 302,557.46
TOTAL	\$607,425,070.21	100.00%	\$ 1,000,000.00

Conclusion

We are proposing a FY26 Gaming Control Fund budget of \$40.81M, a Research and Responsible Gaming budget funded from the Public Health Trust Fund of \$6.62M, a Community Mitigation Fund administration and oversight budget of \$533.55K, a Sports Wagering Control Fund budget of \$13.91M, and a Racing Oversight and Development Fund budget of \$2.09M. Staff reviewed the proposed budget in a public meeting on June 17, 2025. Staff posted the budget documents to the MGC public website requesting public comments from June 18, 2025, through June 27, 2025. There were no public comments submitted. We are requesting approval of the submitted FY26 budget.

Attachments:

Attachment A: FY26 Listing of Accounts Spending and Revenue

Attachment B: Next Year Budget All Departments for Commission

Attachment C: Next Year Budget by Object Class for Commission



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Attachment A FY26 Listing of Accounts Spending and Revenue

2025		Budget Projections
Row Labels		Initial Projection
10500001--Gaming Control Fund		
MGC Regulatory Cost		
AA REGULAR EMPLOYEE COMPENSATION	\$	8,773,670.66
BB REGULAR EMPLOYEE RELATED EXPEN	\$	85,993.75
CC SPECIAL EMPLOYEES	\$	198,419.20
DD PENSION & INSURANCE RELATED EX	\$	3,157,783.90
EE ADMINISTRATIVE EXPENSES	\$	696,991.92
FF PROGRAM, FACILITY, OPERATIONAL SUPPIES	\$	20,000.00
GG ENERGY COSTS AND SPACE RENTAL	\$	1,142,798.06
HH CONSULTANT SVCS (TO DEPTS)	\$	939,450.00
JJ OPERATIONAL SERVICES	\$	12,671,596.82
KK Equipment Purchase	\$	62,000.00
LL EQUIPMENT LEASE-MAINTAIN/REPAR	\$	70,607.90
NN NON-MAJOR FACILITY MAINTENANCE REPAIR	\$	30,000.00
PP STATE AID/POL SUB/OSD	\$	90,000.00
TT PAYMENTS & REFUNDS	\$	-
UU IT Non-Payroll Expenses	\$	4,424,888.27
MGC Regulatory Cost Subtotal:	\$	32,364,200.48
EE--Indirect Costs	\$	2,782,091.25
Office of Attorney General		
ISA to AGO	\$	4,500,000.00
TT Reimbursement for AGO 0810-1024	\$	-
AGO State Police	\$	1,085,056.11
Office of Attorney General Subtotal:	\$	5,585,056.11
ISA to ABCC	\$	75,000.00
Gaming Control Fund Total Costs	\$	40,806,347.84
		Revenue Projections
Revenues		Initial Projection
Gaming Control Fund Beginning Balance 0500	\$	-
EBH Security fees 0500/Independent Monitor	\$	-
ENHANCED EBH Security fees	\$	75,000.00
Category/Region Collection Fees 0500	\$	-
Prior Year Independent Monitory Fees 500	\$	-
IEB background / investigative collections 0500	\$	75,000.00
Phase 1 Refunds 0500	\$	-
Phase 2 Category 1 Collections (restricted) 0500	\$	-
Region C Phase 1 Investigation Collections 0500	\$	-
Region C Phase 2 Category 1 Collections 0500	\$	-
Grant Collections (restricted) 0500	\$	-
Region A slot Machine Fee 0500	\$	1,629,600.00

Attachment A FY26 Listing of Accounts Spending and Revenue

Region B Slot Machine Fee 0500	\$	915,600.00
Slots Parlor Slot Machine Fee 0500	\$	551,400.00
Gaming Employee License Fees (GEL) 3000	\$	200,000.00
Key Gaming Executive (GKE) 3000	\$	20,000.00
Key Gaming Employee (GKS) 3000	\$	75,000.00
Non-Gaming Vendor (NGV) 3000	\$	40,000.00
Vendor Gaming Primary (VGP) 3000	\$	150,000.00
Vendor Gaming Secondary (VGS) 3000	\$	-
Gaming School License (GSB)/LIQ	\$	-
Gaming Service Employee License (SER) 3000	\$	75,000.00
Subcontractor ID Initial License (SUB) 3000	\$	15,000.00
Temporary License Initial License (TEM) 3000	\$	2,000.00
Assessment for PHTF	\$	5,000,000.00
Transfer PHTF Assessment to PHTF	\$	(5,000,000.00)
Veterans Initial License (VET) 3000	\$	-
Transfer of Licensing Fees to CMF 0500	\$	-
Assessment 0500	\$	36,970,747.84
Misc/MCC Grant	\$	-
Miscellaneous 0500	\$	5,000.00
Bank Interest 2700	\$	7,000.00
Grand Total	\$	40,806,347.84

2025		Budget Projections
Row Labels		Initial Projection
4000-1101 Research and Responsible Gaming/Public Health Trust Fund		
AA REGULAR EMPLOYEE COMPENSATION	\$	552,320.64
BB REGULAR EMPLOYEE RELATED EXPEN	\$	10,500.00
CC SPECIAL EMPLOYEES	\$	-
DD PENSION & INSURANCE RELATED EX	\$	204,512.00
EE ADMINISTRATIVE EXPENSES	\$	457,946.38
FF PROGRAMMATIC FACILITY OPERATONAL SUPPLIES	\$	1,000.00
HH CONSULTANT SVCS (TO DEPTS)	\$	3,758,570.00
JJ OPERATIONAL SERVICES	\$	15,000.00
MM PURCHASED CLIENT/PROGRAM SVCS	\$	-
PP STATE AID/POL SUB	\$	1,522,000.00
UU IT Non-Payroll Expenses	\$	100,000.00
ISA to DPH	\$	-
Research and Responsible Gaming/Public Health Trust Fund Subtotal:	\$	6,621,849.02
		Revenue Projections
Revenues		Initial Projection

Attachment A FY26 Listing of Accounts Spending and Revenue

Public Health Trust Fund ISA		\$ 6,621,849.02
		Budget Projections
Row Labels		Initial Projection
1050003		
AA REGULAR EMPLOYEE COMPENSATION	\$	603,157.16
BB REGULAR EMPLOYEE RELATED EXPEN	\$	6,000.00
CC SPECIAL EMPLOYEES	\$	487,360.00
DD PENSION & INSURANCE RELATED EX	\$	240,138.31
EE ADMINISTRATIVE EXPENSES	\$	27,060.00
FF PROGRAMMATIC FACILITY OPERATONAL SUPPLIES	\$	12,000.00
HH CONSULTANT SVCS (TO DEPTS)	\$	10,000.00
JJ OPERATIONAL SERVICES	\$	391,000.00
KK EQUIPMENT PURCHASES	\$	-
LL EQUIPMENT LEASE-MAINTAIN/REPAR	\$	915.00
MM PURCHASED CLIENT/PROGRAM SVCS	\$	85,000.00
NN INFRASTRUCTURE:	\$	-
TT LOANS AND SPECIAL PAYMENTS	\$	-
UU IT Non-Payroll Expenses	\$	4,000.00
EE --Indirect Costs	\$	150,137.40
ISA to DPH	\$	70,000.00
Grand Total	\$	2,086,767.87
		Revenue Projections
Revenues		Initial Projection
Racing Oversight and Development Balance Forward		
0131	\$	-
Plainridge Assessment 4800	\$	70,000.00
Plainridge Daily License Fee 3003	\$	110,000.00
Plainridge Occupational License 3003/3004	\$	50,000.00
Plainridge Racing Development Oversight Live 0131	\$	15,000.00
Plainridge Racing Development Oversight Simulcast 0131	\$	60,000.00
Raynham Assessment 4800	\$	40,000.00
Raynham Daily License Fee 3003	\$	63,000.00
Raynham Racing Development Oversight Simulcast 0131	\$	25,000.00
Suffolk Assessment 4800	\$	650,000.00
Suffolk Commission Racing Development Oversight		
Simulcast 0131	\$	60,000.00
Suffolk Daily License Fee 3003	\$	63,000.00
Suffolk Occupational License 3003/3004	\$	-
Suffolk Racing Development Oversight Live 0131	\$	-
Suffolk TVG Commission Live 0131	\$	-
Suffolk TVG Commission Simulcast 0131	\$	375,000.00
Suffolk Twin Spires Commission Live 0131	\$	-

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Suffolk Twin Spires Commission Simulcast 0131	\$	175,000.00
Suffolk Xpress Bet Commission Live 0131	\$	-
Suffolk Xpress Bet Commission Simulcast 0131	\$	65,000.00
Suffolk NYRA Bet Commission Live 0131	\$	-
Suffolk NYRA Bet Commission Simulcast 0131	\$	90,000.00
Transfer to General Fund 10500140 0000	\$	-
Wonderland Assessment 4800	\$	-
Wonderland Daily License Fee 3003	\$	-
Wonderland Racing Development Oversight Simulcast 0131	\$	40,000.00
Plainridge fine 2700	\$	-
Suffolk Fine 2700	\$	-
Plainridge Unclaimed wagers 5009	\$	-
Suffolk Unclaimed wagers 5009	\$	-
Raynham Unclaimed wagers 5009	\$	-
Wonderland Unclaimed wagers 5009	\$	-
Return of Unclaimed wagers	\$	-
Misc/Bank Interest 0131	\$	500.00
Grand Total	\$	1,951,500.00

		Budget Projections
Row Labels		Initial Projection
10500004		
AA REGULAR EMPLOYEE COMPENSATION	\$	325,132.75
BB REGULAR EMPLOYEE RELATED EXPEN	\$	5,000.00
DD PENSION & INSURANCE RELATED EX	\$	119,352.13
EE ADMINISTRATIVE EXPENSES	\$	34,066.27
GG ENERGY COSTS AND SPACE RENTAL	\$	-
HH CONSULTANT SVCS (Grant)	\$	-
UU IT Non-Payroll Expenses	\$	50,000.00
Grand Total	\$	533,551.15

		Budget Projections
Row Labels		Initial Projection
10501384		
AA REGULAR EMPLOYEE COMPENSATION	\$	4,868,926.07
BB REGULAR EMPLOYEE RELATED EXPEN	\$	41,500.00
CC SPECIAL EMPLOYEES	\$	182,289.40
DD PENSION & INSURANCE RELATED EX	\$	1,784,666.87
EE ADMINISTRATIVE EXPENSES	\$	184,300.00
FF PROGRAMMATIC FACILITY OPERATONAL SUPPLIES	\$	-
GG ENERGY COSTS AND SPACE RENTAL	\$	450,936.69
HH CONSULTANT SVCS (TO DEPTS)	\$	2,415,386.00
JJ OPERATIONAL SERVICES	\$	1,372,694.00
KK EQUIPMENT PURCHASES	\$	-
LL EQUIPMENT LEASE-MAINTAIN/REPAR	\$	-

Attachment A FY26 Listing of Accounts Spending and Revenue

NN INFRASTRUCTURE:	\$	-
OO--ISA AGO	\$	500,000.00
TT LOANS AND SPECIAL PAYMENTS	\$	-
UU IT Non-Payroll Expenses	\$	1,095,265.46
EE --Indirect Costs	\$	1,001,721.91
Grand Total	\$	13,897,686.40

	Revenue Projections	
	Revenues	Initial Projection
BALANCE FORWARD PRIOR YEAR	\$	-
CATERGORY 1	\$	-
CATERGORY 2	\$	-
CATEROGRY 3 (TETHERED)	\$	-
CATERGORY 3 (UNTETHERED)	\$	-
SW GAMING CONTROL FUND BALANCE 0500	\$	-
EMPLOYEE LICENSING FEES 3000	\$	300,000.00
VENDOR SW FEES 3000	\$	100,000.00
FANTASY FEES 3000	\$	-
ASSESSMENT 0500	\$	12,867,686.40
FINES & PENALTIES 2700	\$	-
MISC 0500	\$	25,000.00
IEB BACKGROUND/INVESTIGATIVE FEES 3000	\$	600,000.00
BANK INTEREST SW	\$	5,000.00
Grand Total		\$13,897,686.40

Attachment B: Next Year Budget All Departments for Commission

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1000	Finance and Administration							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Employee Salaries	\$536,457.62	\$585,819.68	\$49,362.06	9.20%
					Salary		\$8,125.00	\$0.00	(\$8,125.00)	-100.00%
			Obj Class Totals:				\$544,582.62	\$585,819.68	\$41,237.06	7.57%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel	Out of State Travel	\$3,000.00	\$0.00	(\$3,000.00)	-100.00%
		B02	In-State Travel		Travel	In-State Travel	\$3,000.00	\$3,000.00	\$0.00	0.00%
			Obj Class Totals:				\$6,000.00	\$3,000.00	(\$3,000.00)	-50.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$3,722.06	\$0.00	(\$3,722.06)	-100.00%
					Fringe	Fringe Rate of 35.60%	\$232,608.03	\$208,551.81	(\$24,056.22)	-10.34%
					Taxes	Tax rate of 2.21%	\$13,143.21	\$12,946.61	(\$196.60)	-1.50%
			Obj Class Totals:				\$249,473.30	\$221,498.42	(\$27,974.88)	-11.21%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies		Supplies	Adoni Spring Water/Milhench	\$4,000.00	\$4,000.00	\$0.00	0.00%
					Supplies	Cam Office Supplies Increased \$2,500	\$12,000.00	\$12,000.00	\$0.00	0.00%
					Supplies	W.B. Mason/Veteran's Business Supply	\$40,000.00	\$40,000.00	\$0.00	0.00%
		E02	Printing Expenses & Supplies		Printing	Millenium/RazzMTazz/MG Products	\$2,500.00	\$2,500.00	\$0.00	0.00%
		E05	Postage Chargeback		Postage	ITD PAD Chargeback for postal Services	\$2,743.92	\$2,743.92	\$0.00	0.00%
		E06	Postage		Postage	Postage for Ashburton Mail Room	\$2,400.00	\$2,400.00	\$0.00	0.00%
					Postage	Postage for Pitney Bowes, Fed Ex, UPS	\$3,000.00	\$3,000.00	\$0.00	0.00%
		E15	Bottled Water		Water	Quench	\$1,500.00	\$1,500.00	\$0.00	0.00%
		E18	State Single Audit Chargeback		Chargeback	Chargeback Single State Audit	\$500.00	\$500.00	\$0.00	0.00%
		E19	Fees, Fines, Licenses, Permits & Chargebacks		Fees, Fines, Licensed, Chargebakcs	EZ Pass/Occupancy/Commissions	\$1,700.00	\$1,700.00	\$0.00	0.00%
		E20	Motor Vehicle Chargeback			Telemetrics, OVM Management, Leases Split with SW	\$0.00	\$11,200.00	\$11,200.00	#Div/0!
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees		Laz Parking/VPNE	moved 24K to SW Parking at 33 Arch St.	\$54,000.00	\$30,000.00	(\$24,000.00)	-44.44%
		E30	Credit Card Purchases		Credit Card	Credit Card Incidental Purchases	\$2,000.00	\$2,000.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel	Travel Agency Fees	\$2,500.00	\$2,500.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1000	Finance and Administration							
		EE2	Conference, Training and Registration Fees	Conference Registrations	Registration Fees		\$1,125.00	\$1,125.00	\$0.00	0.00%
			Obj Class Totals:				\$129,968.92	\$117,168.92	(\$12,800.00)	-9.85%
		GG	ENERGY COSTS AND SPACE RENTAL							
		G01	Space Rental	Office Lease	Increase for new lease In FY25 we received 3 months of free rent plus 6 months at ~\$50/sq ft. If FY26 6 months at ~\$50/sq ft and 6 months at ~\$79/sq ft. --70% of annual lease to Gaming 30% to Sports Wagering		\$692,100.16	\$1,014,997.14	\$322,896.98	46.65%
		G03	Electricity	Electricity	increase for inflation 101 Federal St. 12 months		\$23,334.34	\$26,000.00	\$2,665.66	11.42%
		G05	Fuel For Vehicles	Gas	Wex Bank/Gulf		\$3,000.00	\$3,000.00	\$0.00	0.00%
			Obj Class Totals:				\$718,434.50	\$1,043,997.14	\$325,562.64	45.32%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services	Insurance	split between sports wagering Comprehensive Insurance Policy		\$163,500.00	\$114,450.00	(\$49,050.00)	-30.00%
		H19	Management Consultants	Outside Consultant	CPA Firm for Annual Audits consistent with Generally Accepted Auditing Standards		\$70,000.00	\$70,000.00	\$0.00	0.00%
			Obj Class Totals:				\$233,500.00	\$184,450.00	(\$49,050.00)	-21.01%
		JJ	OPERATIONAL SERVICES							
		J10	Auxiliary Financial Services	Auxiliary Financial Services	Credit Card Fees/BillMatrix		\$200.00	\$200.00	\$0.00	0.00%
		JJ2	Auxiliary Services	Courier	USA Couriers		\$300.00	\$300.00	\$0.00	0.00%
				Shredding	ProShred		\$1,615.00	\$1,615.00	\$0.00	0.00%
			Obj Class Totals:				\$2,115.00	\$2,115.00	\$0.00	0.00%
		LL	EQUIPMENT LEASE-MAINTAIN/REPAR							
		L24	Motorized Vehicle Equipment Rental or Lease	Rental Cars	Enterprise Car Rental		\$500.00	\$500.00	\$0.00	0.00%
		L25	Office Equipment Rental or Lease	Printing	Pitney Bowes		\$607.90	\$607.90	\$0.00	0.00%
		L26	Printing/Photocopy & Micrographics Equip Rent/Lease	Copier	increase of 3K Canon Financial Services Recurring Payments for 13th floor and IEB Per Click costs of \$2.5K		\$12,000.00	\$15,000.00	\$3,000.00	25.00%
		L46	Print, Photocopying & Micrograph Equipment Maint/Repair	Copier	Canon USA/Maintenance & Repair--Initial Contract Rate Ended		\$5,000.00	\$5,000.00	\$0.00	0.00%
				Xerox Leases	increase of 2K 6 Machines average \$300 per month Xerox Leases Recurring Payments of \$11.1K for 3 machines Per Click costs of \$3.2K (avg of this year) Increase \$400		\$22,000.00	\$24,000.00	\$2,000.00	9.09%
			Obj Class Totals:				\$40,107.90	\$45,107.90	\$5,000.00	12.47%
		NN	INFRASTRUCTURE:							

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1000	Finance and Administration							
		N50	Non-Major Facility Infrastructure Maintenance and Repair		Repairs	Office/Building Repairs	\$5,000.00	\$5,000.00	\$0.00	0.00%
			Obj Class Totals:				\$5,000.00	\$5,000.00	\$0.00	0.00%
		UU	IT Non-Payroll Expenses							
		U03	Software & Information Technology Licenses (IT)		Software	Software - LinkSquares CLM	\$35,750.00	\$35,750.00	\$0.00	0.00%
		U05	Information Technology (IT) Temp Staff Augmentation Profs		IT Consultants	diversity moved to HR Diversity Consultants	\$25,000.00	\$0.00	(\$25,000.00)	-100.00%
					IT Consultants	Web penetration Testing	\$8,000.00	\$8,000.00	\$0.00	0.00%
		U10	Information Tech (IT) Equipment Maintenance & Repair		Cable	Cable/Comcast	\$5,500.00	\$5,500.00	\$0.00	0.00%
			Obj Class Totals:				\$74,250.00	\$49,250.00	(\$25,000.00)	-33.67%
			Division/Bureau Totals:				\$2,003,432.24	\$2,257,407.06	\$253,974.82	12.68%
		1100	Human Resources							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	additional HR Post Retiree Employee Salaries	\$416,703.07	\$319,491.93	(\$97,211.14)	-23.33%
					Merit Increases	Intern Program that Could Provide Up to 2 regular and 1 graduate intern	\$87,500.00	\$87,500.00	\$0.00	0.00%
					Raises	3% COLA/Incentives/Equity Agency Wide	\$281,184.27	\$255,520.83	(\$25,663.44)	-9.13%
			Obj Class Totals:				\$785,387.34	\$662,512.76	(\$122,874.58)	-15.65%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel	Other Out of State Travel-Inclusive Airfare, Hotel, Lodging Gaming Conference	\$500.00	\$500.00	\$0.00	0.00%
		B02	In-State Travel		Travel	In-state Travel AOC as well as site visits of licensees	\$5,985.00	\$5,985.00	\$0.00	0.00%
			Obj Class Totals:				\$6,485.00	\$6,485.00	\$0.00	0.00%
		CC	SPECIAL EMPLOYEES							
		C23	Management, Business Professionals & Admin Services		Contract Employee	3% cost escalation Administrative Help	\$62,640.00	\$64,519.20	\$1,879.20	3.00%
			Obj Class Totals:				\$62,640.00	\$64,519.20	\$1,879.20	3.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$162,348.98	\$113,739.13	(\$48,609.85)	-29.94%
					Taxes	Tax rate of 2.21%	\$10,209.23	\$5,580.07	(\$4,629.16)	-45.34%
		D15	Workers' Compensation Chargebacks		Worker's Comp Chargeback	Worker's Comp Chargeback	\$10,000.00	\$10,000.00	\$0.00	0.00%
			Obj Class Totals:				\$182,558.21	\$129,319.20	(\$53,239.01)	-29.16%
		EE	ADMINISTRATIVE EXPENSES							

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission			MGC Regulatory Costs						
		1100	Human Resources							
		E02	Printing Expenses & Supplies		Printing	Printing of Reports and Best Practices	\$5,000.00	\$5,000.00	\$0.00	0.00%
		E12	Subscriptions, Memberships & Licensing Fees		Administrative Expenses	Marketing Sponsorships of Diversity and Opportunity Events GNEMSCD, UMASS, Circa	\$15,000.00	\$15,000.00	\$0.00	0.00%
					Subscriptions	decrease 5K and move to travel and conference Pcard Human Resource Information System	\$5,000.00	\$0.00	(\$5,000.00)	-100.00%
					Subscriptions	Subscriptions, Memberships & Licensing Fees SHRM, NEHRA, The Partnership	\$20,000.00	\$20,000.00	\$0.00	0.00%
		E19	Fees, Fines, Licenses, Permits & Chargebacks		Licenses	Fees, Fines, Licenses, Permits & Chargebacks for HRCMS and HRD	\$9,000.00	\$9,000.00	\$0.00	0.00%
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees		Conference Incidentals	Conference Incidentals	\$5,000.00	\$5,000.00	\$0.00	0.00%
					Conferences	Workforce/Diversity Meetings--Digital also	\$7,000.00	\$7,000.00	\$0.00	0.00%
		E30	Credit Card Purchases		Credit Card Charges	increased 3K from HR Systems FIA Card	\$3,000.00	\$6,000.00	\$3,000.00	100.00%
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel	Increased 2K from HRSYSTEMS Travel Agent	\$1,000.00	\$3,000.00	\$2,000.00	200.00%
		EE2	Conference, Training and Registration Fees		Conference, Training Registration Fees	GNEMSDC, Umass, Diversity Conferences	\$5,500.00	\$5,500.00	\$0.00	0.00%
					Training	Conference, Training and Registration Fees	\$500.00	\$500.00	\$0.00	0.00%
		EE9	Employee Recognition Chargeback		Employee Morale	Employee Recognition Program	\$5,000.00	\$5,000.00	\$0.00	0.00%
		Obj Class Totals:					\$81,000.00	\$81,000.00	\$0.00	0.00%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services		Legal Consultants	Employment Laywers	\$5,000.00	\$5,000.00	\$0.00	0.00%
					Worker's Comp	Workers Comp Litigation Fees	\$5,000.00	\$5,000.00	\$0.00	0.00%
		H23	Program Coordinators		Consultants	Moved \$20K to Strategice Consultant, FY25 RSM and Training but in FY26 used for additional DEI training	\$110,000.00	\$90,000.00	(\$20,000.00)	-18.18%
					Strategic Consultant	took 20,000 from consultant line 3 year study left out last year split between gaming and sports wagering Strategic Organizational Consult and Compensation	\$0.00	\$20,000.00	\$20,000.00	#Div/0!
		Obj Class Totals:					\$120,000.00	\$120,000.00	\$0.00	0.00%
		JJ	OPERATIONAL SERVICES							
		J46	Temporary Help Services		Temp Help	Temp help/interns/diversity	\$75,000.00	\$75,000.00	\$0.00	0.00%
		JJ2	Auxiliary Services		HR Investigations	HR Investigations	\$10,000.00	\$10,000.00	\$0.00	0.00%
					Testing	Workcare Health Resouces	\$3,000.00	\$3,000.00	\$0.00	0.00%
		Obj Class Totals:					\$88,000.00	\$88,000.00	\$0.00	0.00%
		PP	STATE AID/POL SUB							

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1100	Human Resources							
			P01	Grants To Public Entities	Grants	Workforce Development and Diversity Grants Reduced \$60,000 moved to H23	\$90,000.00	\$90,000.00	\$0.00	0.00%
			Obj Class Totals:				\$90,000.00	\$90,000.00	\$0.00	0.00%
		UU	IT Non-Payroll Expenses							
			U03	Software & Information Technology Licenses (IT)	Software	Cornerstone HR Employee Performance Review Software Increased to \$16,275	\$27,000.00	\$27,000.00	\$0.00	0.00%
			Obj Class Totals:				\$27,000.00	\$27,000.00	\$0.00	0.00%
		Division/Bureau Totals:					\$1,443,070.55	\$1,268,836.16	(\$174,234.39)	-12.07%
		1200	Legal							
		AA	REGULAR EMPLOYEE COMPENSATION							
			A01	Salaries: Inclusive	Employee Compensation	Employee Salaries	\$640,612.40	\$655,482.15	\$14,869.75	2.32%
			Obj Class Totals:				\$640,612.40	\$655,482.15	\$14,869.75	2.32%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
			B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	Out of State Travel and Training	\$6,250.00	\$6,250.00	\$0.00	0.00%
			B02	In-State Travel	Travel	In State Travel	\$2,400.00	\$2,400.00	\$0.00	0.00%
			B05	Conference, Training, Registration and Membership Dues and L	Professional Licenses	Professional and Bar Licenses	\$6,000.00	\$6,000.00	\$0.00	0.00%
			Obj Class Totals:				\$14,650.00	\$14,650.00	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
			D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.60%	\$277,769.54	\$233,351.65	(\$44,417.89)	-15.99%
					Taxes	Tax rate of 2.21%	\$15,695.00	\$14,486.16	(\$1,208.84)	-7.70%
			Obj Class Totals:				\$293,464.54	\$247,837.81	(\$45,626.73)	-15.55%
		EE	ADMINISTRATIVE EXPENSES							
			E01	Office & Administrative Supplies	Supplies	Office Supplies	\$5,000.00	\$5,000.00	\$0.00	0.00%
			E12	Subscriptions, Memberships & Licensing Fees	Subscription	Legal Subscription - Law360	\$3,700.00	\$3,700.00	\$0.00	0.00%
					Subscriptions	Subscriptions and Memberships Westlaw ABA Increase \$4k for Thomson Reuters	\$19,000.00	\$19,000.00	\$0.00	0.00%
					Subscriptions	nstatrac Subscription	\$4,650.00	\$4,650.00	\$0.00	0.00%
			E13	Advertising Expenses	Reg Advertising	Advertising of Regs and Meetings Increase \$5k for Racing	\$15,000.00	\$15,000.00	\$0.00	0.00%
			E30	Credit Card Purchases	Credit Card	Credit Card Purchases	\$5,000.00	\$5,000.00	\$0.00	0.00%
			E41	Out Of State Travel Expen on Behalf of State Employ	Conference, Training, Registion Fees	Conference, Training, Registion Fees \$1,750 Increase for more conferences	\$8,000.00	\$8,000.00	\$0.00	0.00%
					Travel	Conference/Trainings Travel and Lodging for FTEs Increase \$2,500 for more travel	\$5,000.00	\$5,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1200	Legal							
				Obj Class Totals:			\$65,350.00	\$65,350.00	\$0.00	0.00%
		HH		CONSULTANT SVCS (TO DEPTS)						
		H09		Attorneys/Legal Services	Consultant		(\$30,577.71)	\$0.00	\$30,577.71	-100.00%
					Litigation Defense	Check with Todd on Lit Minimum per policy decrease and moved 40K to hearing officers for one case pending dismissal Outside Counsel Litigation Defense	\$400,000.00	\$360,000.00	(\$40,000.00)	-10.00%
					Outside Counsel	General Practice, Regulations, Laws, etc.	\$75,000.00	\$75,000.00	\$0.00	0.00%
					Outside Counsel	Increase for Consultation for New Union Initiative Labor Employment Law	\$50,000.00	\$50,000.00	\$0.00	0.00%
		H19		Management Consultants	Hearing Officer	Increase of 40K for usage Hearing Officer Increased \$25,000 volume of cases	\$65,000.00	\$105,000.00	\$40,000.00	61.54%
				Obj Class Totals:			\$559,422.29	\$590,000.00	\$30,577.71	5.47%
		JJ		OPERATIONAL SERVICES						
		JJ1		Legal Support Services	Operational Services	Offsite Storage - \$50 per month charge if boxes are pulledIncreased GRM Usage Increased for more digitization of files	\$4,000.00	\$4,000.00	\$0.00	0.00%
				Obj Class Totals:			\$4,000.00	\$4,000.00	\$0.00	0.00%
				Division/Bureau Totals:			\$1,577,499.23	\$1,577,319.96	(\$179.27)	-0.01%
		1300	Executive Director							
		AA		REGULAR EMPLOYEE COMPENSATION						
		A01		Salaries: Inclusive	Employee Compensation	Employee Salaries	\$375,463.96	\$447,828.74	\$72,364.78	19.27%
				Obj Class Totals:			\$375,463.96	\$447,828.74	\$72,364.78	19.27%
		BB		REGULAR EMPLOYEE RELATED EXPEN						
		B01		Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	Conferences Out of State	\$4,500.00	\$4,500.00	\$0.00	0.00%
		B02		In-State Travel	Travel	In-State Mileage and Reimbursements	\$4,023.25	\$4,023.25	\$0.00	0.00%
				Obj Class Totals:			\$8,523.25	\$8,523.25	\$0.00	0.00%
		DD		PENSION & INSURANCE RELATED EX						
		D09		Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.60%	\$162,801.17	\$159,427.03	(\$3,374.14)	-2.07%
					Taxes	Tax rate of 2.21%	\$9,198.86	\$9,897.02	\$698.16	7.59%
				Obj Class Totals:			\$172,000.03	\$169,324.05	(\$2,675.98)	-1.56%
		EE		ADMINISTRATIVE EXPENSES						
		E12		Subscriptions, Memberships & Licensing Fees	Memberships	NAGR increased \$300 for costs	\$800.00	\$800.00	\$0.00	0.00%
		E30		Credit Card Purchases	Credit Card	Credit Card Purchases	\$5,000.00	\$5,000.00	\$0.00	0.00%
		EE2		Conference, Training and Registration Fees	Travel and Conf	Conference, Training and Registration Fees	\$5,000.00	\$5,000.00	\$0.00	0.00%
				Obj Class Totals:			\$10,800.00	\$10,800.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
	1300	Executive Director								
		HH	CONSULTANT SVCS (TO DEPTS)							
		H19	Management Consultants		Strategic Consultant	General Consultant needs for Commissioners or Executive Director	\$10,000.00	\$10,000.00	\$0.00	0.00%
		Obj Class Totals:					\$10,000.00	\$10,000.00	\$0.00	0.00%
		JJ	OPERATIONAL SERVICES							
		J50	Instructors/Lecturers/Trainers		Training	Upper Management Training	\$5,000.00	\$5,000.00	\$0.00	0.00%
		Obj Class Totals:					\$5,000.00	\$5,000.00	\$0.00	0.00%
	Division/Bureau Totals:						\$581,787.24	\$651,476.04	\$69,688.80	11.98%
	1400	Information Technology								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Employee Salaries	\$1,291,486.17	\$1,333,469.54	\$41,983.37	3.25%
		Obj Class Totals:					\$1,291,486.17	\$1,333,469.54	\$41,983.37	3.25%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel	Out of State Travel G2E/Gartner increase for more FTE by \$3,125	\$5,000.00	\$5,000.00	\$0.00	0.00%
		B02	In-State Travel		Travel	In-state travel increase for more FTEs by \$1,250	\$5,000.00	\$5,000.00	\$0.00	0.00%
		Obj Class Totals:					\$10,000.00	\$10,000.00	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$559,988.40	\$474,715.16	(\$85,273.24)	-15.23%
					Taxes	Tax rate of 2.21%	\$31,641.41	\$29,469.68	(\$2,171.73)	-6.86%
		Obj Class Totals:					\$591,629.81	\$504,184.84	(\$87,444.97)	-14.78%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies		Supplies	Office and Administrative Supplies increase by \$1,500	\$1,800.00	\$1,800.00	\$0.00	0.00%
		E02	Printing Expenses & Supplies		Printers	Printers @\$250/printer Decrease by 300	\$0.00	\$0.00	\$0.00	#Num!
		E12	Subscriptions, Memberships & Licensing Fees		Subscriptions	Increase 5K for Vixio Gaming Compliance increase for more FTEs and subscription	\$28,890.00	\$33,890.00	\$5,000.00	17.31%
		E30	Credit Card Purchases		Credit Card	Credit Card Purchases; \$400 Domain GOV Renewal	\$1,000.00	\$1,000.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ		Out of State Travel	Travel Agent - Travel Leaders Additional FTEs budgeting for Travel	\$20,000.00	\$20,000.00	\$0.00	0.00%
		EE2	Conference, Training and Registration Fees		Conference	Conference, Training and Registrations Fees Increase for more FTEs by \$2,473	\$4,973.00	\$4,973.00	\$0.00	0.00%
		Obj Class Totals:					\$56,663.00	\$61,663.00	\$5,000.00	8.82%
		GG	ENERGY COSTS AND SPACE RENTAL							

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1400	Information Technology							
			G01	Space Rental	Data Center	Data Center Costs (Rack Space, maintenance for 2 Data Centers)	\$85,158.72	\$85,158.72	\$0.00	0.00%
			Obj Class Totals:				\$85,158.72	\$85,158.72	\$0.00	0.00%
		JJ	OPERATIONAL SERVICES							
			J46	Temporary Help Services	TEMPORARY HELP SERVICES	SevenStep or other Temp Help	\$30,000.00	\$30,000.00	\$0.00	0.00%
			J50	Instructors/Lecturers/Trainers	Training	Technical Training not available on LinkedIn	\$5,000.00	\$5,000.00	\$0.00	0.00%
			Obj Class Totals:				\$35,000.00	\$35,000.00	\$0.00	0.00%
		KK	EQUIPMENT PURCHASE							
			K07	Office Furnishings	Office Equipment	Creative Office Pavillion	\$5,000.00	\$5,000.00	\$0.00	0.00%
			Obj Class Totals:				\$5,000.00	\$5,000.00	\$0.00	0.00%
		LL	EQUIPMENT LEASE-MAINTAIN/REPAR							
			L24	Motorized Vehicle Equipment Rental or Lease	MOTORIZED VEHICLE EQUIPMENT RENTAL OR LEASE	Enterprise Rental rental for conferences travel	\$500.00	\$500.00	\$0.00	0.00%
			Obj Class Totals:				\$500.00	\$500.00	\$0.00	0.00%
		NN	INFRASTRUCTURE:							
			N50	Non-Major Facility Infrastructure Maintenance and Repair	Facilities Maintenance	\$4,450 Annual Main & Support, Parts/HVAC monitoring; Viscom \$1,500 Building Security	\$10,000.00	\$10,000.00	\$0.00	0.00%
			Obj Class Totals:				\$10,000.00	\$10,000.00	\$0.00	0.00%
		UU	IT Non-Payroll Expenses							
			U01	Telecommunications Services Data	TELECOMMUNICAT IONS SERVICES DATA	Surveillance, CMS Primary/Backup Circuits, Lab Line, Windstream Services (VPN, LAN, WAN redundancy) etc	\$227,750.00	\$227,750.00	\$0.00	0.00%
			U02	Telecommunications Services - Voice	TELECOMMUNICAT IONS SERVICES - VOICE	OfficeSuite (Voice, HD Meeting, WeConnect), Verizon Wireless, Multi-location fax lines	\$133,010.00	\$133,010.00	\$0.00	0.00%
			U03	Software & Information Technology Licenses (IT)	SOFTWARE & INFORMATION TECHNOLOGY LICENSES (IT)	Azure Sentinel, M365 G5 Compliance, M365 G5 Security Adobe, Sharepoint, O365, Azure, JIRA, MDM etc	\$331,387.30	\$331,387.30	\$0.00	0.00%
			U04	Information Technology Chargeback	INFORMATION TECHNOLOGY CHARGEBACK	decrease -\$40,794.56 EOTSS LMS HRCMS MMARS	\$65,000.00	\$24,205.44	(\$40,794.56)	-62.76%
			U05	Information Technology (IT) Temp Staff Augmentation Profs	CMS - \$2,484,206.46	CMS - IGT Intelligen (PPC, MGM, EBH) IGT move adjusted costs down 39,127.83	\$2,287,240.44	\$2,287,240.44	\$0.00	0.00%
					CONSULTING - \$50,000	IT Consulting Support (TBD)	\$50,000.00	\$50,000.00	\$0.00	0.00%
					IGT NOC Migration	Increase for data center move and for parts IGT NOC Migration Removed	\$0.00	\$0.00	\$0.00	#Num!

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1400	Information Technology							
			U05	Information Technology (IT) Temp Staff Augmentation Profs	IT Staff Augment	Contract Systems Admin eDiscovery Specialist	\$80,000.00	\$80,000.00	\$0.00	0.00%
					IT Staff Augment	Talent Burst It Staff Augment	\$39,750.00	\$39,750.00	\$0.00	0.00%
					Staff Augmentations Professionals	McInnis Consulting Jira Expert Removed	\$0.00	\$0.00	\$0.00	#Num!
			U06	Information Technology (IT) Cabling	IT Cabling	Runs/Cabling	\$3,000.00	\$3,000.00	\$0.00	0.00%
			U07	Information Technology (IT) Equipment	IT Equipment	decrease of \$75K IT Equipment, emergency replacements (switches, routers, firewalls) etc	\$195,000.00	\$120,000.00	(\$75,000.00)	-38.46%
			U09	Information Technology (IT) Equip Rental Or Lease	INFORMATION TECHNOLOGY (IT) EQUIP RENTAL OR LEASE	increased \$7,009 for ACS Leases Refresh lease	\$112,891.00	\$120,000.00	\$7,109.00	6.30%
			U10	Information Tech (IT) Equipment Maintenance & Repair	IT Maintenance and Repair	Annual M&S Equipment/Services	\$77,633.09	\$77,633.09	\$0.00	0.00%
			U11	Information Technology (IT) Contract Services	IT Contract Services	LMS, Gartner, Tallan Servicese incrase of \$120K for Tier Point. Includes Xfact for Licensing Maintenance	\$395,217.00	\$515,217.00	\$120,000.00	30.36%
			Obj Class Totals:				\$3,997,878.83	\$4,009,193.27	\$11,314.44	0.28%
			Division/Bureau Totals:				\$6,083,316.53	\$6,054,169.37	(\$29,147.16)	-0.48%
		1500	Commissioners							
			AA	REGULAR EMPLOYEE COMPENSATION						
			A01	Salaries: Inclusive	Employee Compensation	Employee Compensation	\$698,593.14	\$747,149.91	\$48,556.77	6.95%
					Salary		\$11,500.00	\$0.00	(\$11,500.00)	-100.00%
			Obj Class Totals:				\$710,093.14	\$747,149.91	\$37,056.77	5.22%
			BB	REGULAR EMPLOYEE RELATED EXPEN						
			B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel Reimbursements	Decreased 7K moved to 1050-1384 Travel Reimbursements --In State (6 Commission Meetings a Year, Site Visits) --Out of Pocket Out of State Expenses	\$18,000.00	\$11,000.00	(\$7,000.00)	-38.89%
			Obj Class Totals:				\$18,000.00	\$11,000.00	(\$7,000.00)	-38.89%
			DD	PENSION & INSURANCE RELATED EX						
			D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.60%	\$5,268.15	\$0.00	(\$5,268.15)	-100.00%
					Fringe	Fringe Rate of 35.60%	\$302,909.99	\$265,985.37	(\$36,924.62)	-12.19%
					Taxes	Tax rate of 2.21%	\$17,115.53	\$16,512.01	(\$603.52)	-3.53%
			Obj Class Totals:				\$325,293.67	\$282,497.38	(\$42,796.29)	-13.16%
			EE	ADMINISTRATIVE EXPENSES						
			E02	Printing Expenses & Supplies	Office Supplies	Lane Printing, etc.	\$200.00	\$200.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
	1500	Commissioners								
		E12	Subscriptions, Memberships & Licensing Fees		Subscriptions	Trade Journals	\$5,950.00	\$5,950.00	\$0.00	0.00%
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees		Meeting Space	Temporary Space @ 6mtgs - \$2K meeting space 6 mtgs and \$5k to stream for 4 of the meetings	\$32,000.00	\$32,000.00	\$0.00	0.00%
					Team Building	Team Building, Agency Conferences	\$8,000.00	\$8,000.00	\$0.00	0.00%
		E30	Credit Card Purchases		Credit Card	decrease \$1.5 Allowable Credit Card Expenses	\$7,500.00	\$6,000.00	(\$1,500.00)	-20.00%
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel Agency Fees	decrease 2K moved to 1050-1384 Travel	\$10,000.00	\$8,000.00	(\$2,000.00)	-20.00%
		EE2	Conference, Training and Registration Fees		Registration Fees	decrease 2K moved to 1050-1384Conference/Trainings	\$7,000.00	\$5,000.00	(\$2,000.00)	-28.57%
		Obj Class Totals:					\$70,650.00	\$65,150.00	(\$5,500.00)	-7.78%
	GG	ENERGY COSTS AND SPACE RENTAL								
	G01	Space Rental			75-101 Parking Garage	Parking 75-101--5 spaces. Two of the spaces are included in the lease. This item pays for 3 of the spaces.	\$13,642.20	\$13,642.20	\$0.00	0.00%
		Obj Class Totals:					\$13,642.20	\$13,642.20	\$0.00	0.00%
	HH	CONSULTANT SVCS (TO DEPTS)								
	H09	Attorneys/Legal Services			Consultant	N/A	\$0.00	\$0.00	\$0.00	#Num!
	H23	Program Coordinators			Consultant	General Consulting	\$10,000.00	\$10,000.00	\$0.00	0.00%
		Obj Class Totals:					\$10,000.00	\$10,000.00	\$0.00	0.00%
	KK	EQUIPMENT PURCHASE								
	K07	Office Furnishings			Office Equipment	Office Furnishings	\$5,000.00	\$5,000.00	\$0.00	0.00%
		Obj Class Totals:					\$5,000.00	\$5,000.00	\$0.00	0.00%
	Division/Bureau Totals:						\$1,152,679.01	\$1,134,439.49	(\$18,239.52)	-1.58%
	1800	Communications								
	AA	REGULAR EMPLOYEE COMPENSATION								
	A01	Salaries: Inclusive			Employee Compensation	Regular Salaries	\$180,187.25	\$203,404.06	\$23,216.81	12.88%
		Obj Class Totals:					\$180,187.25	\$203,404.06	\$23,216.81	12.88%
	BB	REGULAR EMPLOYEE RELATED EXPEN								
	B02	In-State Travel			Travel Reimbursement	In-State Travel Reimbursement	\$4,488.75	\$4,488.00	(\$0.75)	-0.02%
		Obj Class Totals:					\$4,488.75	\$4,488.00	(\$0.75)	-0.02%
	DD	PENSION & INSURANCE RELATED EX								
	D09	Fringe Benefit Cost Recoupment			Fringe	Fringe Rate of 35.60%	\$78,129.19	\$72,411.85	(\$5,717.34)	-7.32%
					Taxes	Tax rate of 2.21%	\$4,414.59	\$3,325.48	(\$1,089.11)	-24.67%
		Obj Class Totals:					\$82,543.78	\$75,737.33	(\$6,806.45)	-8.25%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		1800	Communications							
		EE	ADMINISTRATIVE EXPENSES							
		E02	Printing Expenses & Supplies		Printing	Printing	\$6,100.00	\$6,100.00	\$0.00	0.00%
		E12	Subscriptions, Memberships & Licensing Fees		Subscriptions	moved 2,500 to travel and 1000 conferences Subscriptions, Licensing, Memberships	\$35,650.00	\$32,150.00	(\$3,500.00)	-9.82%
		E42	In-State Travel & Related Expen on Behalf of State Employees		Travel Agent	moved 2.5K from subscription cost, travel for upcoming year	\$0.00	\$2,500.00	\$2,500.00	#Div/0!
		EE2	Conference, Training and Registration Fees		Conference Registration	moved 1K from subscription cost conference registrations	\$0.00	\$1,000.00	\$1,000.00	#Div/0!
		Obj Class Totals:					\$41,750.00	\$41,750.00	\$0.00	0.00%
		HH	CONSULTANT SVCS (TO DEPTS)							
		HH3	Media Design, Editorial and Communication		Website Design	Marketing & Website Design	\$25,000.00	\$25,000.00	\$0.00	0.00%
		Obj Class Totals:					\$25,000.00	\$25,000.00	\$0.00	0.00%
		JJ	OPERATIONAL SERVICES							
		JJ2	Auxiliary Services		Streaming	Streaming & Production of Public Meetings	\$23,000.00	\$23,000.00	\$0.00	0.00%
		Obj Class Totals:					\$23,000.00	\$23,000.00	\$0.00	0.00%
		KK	EQUIPMENT PURCHASE							
		K05	Office Equipment		Equipment Purchases	Increased to purchase additional Photography/Streaming Equipment Net Zero Purchase	\$5,000.00	\$5,000.00	\$0.00	0.00%
		Obj Class Totals:					\$5,000.00	\$5,000.00	\$0.00	0.00%
		Division/Bureau Totals:					\$361,969.78	\$378,379.39	\$16,409.61	4.53%
		1900	Community Affairs							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Regular Employees	\$56,699.47	\$38,933.64	(\$17,765.83)	-31.33%
		Obj Class Totals:					\$56,699.47	\$38,933.64	(\$17,765.83)	-31.33%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B02	In-State Travel		In State Travel Reimbursement	In-State Travel Reimbursement and Out of State --Visits to Other Licensee Sites	\$2,992.50	\$2,992.50	\$0.00	0.00%
		Obj Class Totals:					\$2,992.50	\$2,992.50	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$24,584.90	\$13,860.38	(\$10,724.52)	-43.62%
					Taxes	Tax rate of 2.21%	\$1,389.14	\$860.43	(\$528.71)	-38.06%
		Obj Class Totals:					\$25,974.04	\$14,720.81	(\$11,253.23)	-43.32%
		Division/Bureau Totals:					\$85,666.01	\$56,646.95	(\$29,019.06)	-33.87%
		5000	Investigations and Enforcement Bureau							

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		5000	Investigations and Enforcement Bureau							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Employee Salaries	\$4,078,309.25	\$4,099,093.51	\$20,784.26	0.51%
		A08	Overtime Pay		Overtime	Overtime for Gaming Agents.	\$0.00	\$105,000.00	\$105,000.00	#Div/0!
		Obj Class Totals:					\$4,078,309.25	\$4,204,093.51	\$125,784.26	3.08%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel	Out of state travel reimbursements for gaming enforcement agents and non-state police staff	\$15,000.00	\$15,000.00	\$0.00	0.00%
		B02	In-State Travel		Travel	In-state-travel reimbursements for gaming enforcement agents and non-state police staff	\$7,980.00	\$7,980.00	\$0.00	0.00%
		Obj Class Totals:					\$22,980.00	\$22,980.00	\$0.00	0.00%
		CC	SPECIAL EMPLOYEES							
		C23	Management, Business Professionals & Admin Services		Contract Employee	COLA 3% Contracted Civilian Investigators	\$130,000.00	\$133,900.00	\$3,900.00	3.00%
		Obj Class Totals:					\$130,000.00	\$133,900.00	\$3,900.00	3.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$1,768,354.90	\$1,459,277.29	(\$309,077.61)	-17.48%
					Taxes	Tax rate of 2.21%	\$99,918.57	\$90,589.97	(\$9,328.60)	-9.34%
					Taxes	Taxes on CC Employees 2.45%	\$2,697.35	\$2,506.11	(\$191.24)	-7.09%
		Obj Class Totals:					\$1,870,970.82	\$1,552,373.37	(\$318,597.45)	-17.03%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies		Supplies	Supplies	\$5,000.00	\$5,000.00	\$0.00	0.00%
		E12	Subscriptions, Memberships & Licensing Fees		Subscriptions	West Clear Law,Hire Authority, Nat.Student Loan Increase of \$500/month for GOLD Subscription Service	\$101,000.00	\$101,000.00	\$0.00	0.00%
		E20	Motor Vehicle Chargeback		Motor Vehcile Lease	OVM Chargeback	\$6,110.00	\$6,110.00	\$0.00	0.00%
		E30	Credit Card Purchases		Credit Card	Credit Card Purchases	\$15,000.00	\$15,000.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel Agent	Travel Agent for Trainings and Investigations Decrease of \$20K for costs shared with Sports Wagering	\$80,000.00	\$80,000.00	\$0.00	0.00%
		EE2	Conference, Training and Registration Fees		Registrations	Training/Conference Registration Fees. Decreased \$5k for costs shared with Sports Wagering	\$25,000.00	\$25,000.00	\$0.00	0.00%
		Obj Class Totals:					\$232,110.00	\$232,110.00	\$0.00	0.00%
		FF	FACILITY OPERATIONAL EXPENSES							

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		5000	Investigations and Enforcement Bureau							
		F09	Clothing & Footwear		Programatic Supplies	Clothing and Footwear	\$20,000.00	\$20,000.00	\$0.00	0.00%
			Obj Class Totals:				\$20,000.00	\$20,000.00	\$0.00	0.00%
		JJ	OPERATIONAL SERVICES							
		J25	Laboratory & Pharmaceutical Services		Everett Police	EPEverett Police GEU 7FTE's Increase of 5% year over year, 4% for salaries	\$1,748,361.00	\$1,839,482.00	\$91,121.00	5.21%
					Finger Prints State Police	Chargeback for Finger Print Costs for Licenses \$50/set and ~4.5K prints	\$50,000.00	\$50,000.00	\$0.00	0.00%
					GEU--Boston		\$142,000.00	\$0.00	(\$142,000.00)	-100.00%
					Plainville Police Salaries	Plainville Local Police Increase 3% for salaries as well as \$17.29k for operational equipment portable radios and body cameras	\$441,055.27	\$669,449.45	\$228,394.18	51.78%
					Springfield Police Salaries	SPDSpringfield Police GEU 7 FTEs Increase of 3% on updated FY24 Budget	\$1,207,684.31	\$1,256,196.67	\$48,512.36	4.02%
					State Police	MSP MGC Salaries for MGC Investigations and Background Unit 3% increase plus taxes	\$1,012,733.60	\$1,421,492.36	\$408,758.76	40.36%
					State Police	3% COLA plus Taxes Racing Troopers Shifted Costs to Gaming	\$443,340.30	\$427,045.84	(\$16,294.46)	-3.68%
					State Police	MSPMGC Staff Costs at MGM 16 FTEs 4% Increase plus taxes	\$2,062,795.61	\$2,041,912.20	(\$20,883.41)	-1.01%
					State Police	MSPMGC State Police Troopers Plainville Straight Time and Payroll Taxes 3% increase plus taxes	\$1,531,220.58	\$1,522,084.68	(\$9,135.90)	-0.60%
					State Police	MSPMGC State Troopers Everett 3% increase plus taxes	\$1,923,570.47	\$1,979,258.97	\$55,688.50	2.90%
					State Police OT & Travel	moved 925k in investigation OT to Sports Wagering OT and Travel for Troopers assigned to MGC GEU Increase 4% plus taxes	\$2,183,475.54	\$1,298,682.26	(\$884,793.28)	-40.52%
		J28	Law Enforcement		Lease Vehicles	Plainville Law Enforcement Vehicles	\$8,877.39	\$8,877.39	\$0.00	0.00%
			Obj Class Totals:				\$12,755,114.07	\$12,514,481.82	(\$240,632.25)	-1.89%
		KK	EQUIPMENT PURCHASE							
		K07	Office Furnishings		Office Equipment	Patrol Rifles/Active Shooter Gear-- Replacement/Upgrade of Fingerprint Machines to be Windows Compliant	\$47,000.00	\$47,000.00	\$0.00	0.00%
			Obj Class Totals:				\$47,000.00	\$47,000.00	\$0.00	0.00%
		NN	INFRASTRUCTURE:							
		N50	Non-Major Facility Infrastructure Maintenance and Repair		Non-Major Facility Maintenance & Repair	Office Reconfiguration	\$15,000.00	\$15,000.00	\$0.00	0.00%
			Obj Class Totals:				\$15,000.00	\$15,000.00	\$0.00	0.00%
		UU	IT Non-Payroll Expenses							

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		5000	Investigations and Enforcement Bureau							
			U03	Software & Information Technology Licenses (IT)	Software	ITRACK- OmnigolIncrease \$1k for costs	\$14,000.00	\$14,000.00	\$0.00	0.00%
			Obj Class Totals:				\$14,000.00	\$14,000.00	\$0.00	0.00%
			Division/Bureau Totals:				\$19,185,484.14	\$18,755,938.70	(\$429,545.44)	-2.24%
		7000	Licensing Division							
			AA	REGULAR EMPLOYEE COMPENSATION						
			A01	Salaries: Inclusive	Employee Compensation	Regular Employee Salaries	\$577,193.03	\$567,399.91	(\$9,793.12)	-1.70%
			Obj Class Totals:				\$577,193.03	\$567,399.91	(\$9,793.12)	-1.70%
			BB	REGULAR EMPLOYEE RELATED EXPEN						
			B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	Out-of State Travel Reimbursements	\$1,875.00	\$1,875.00	\$0.00	0.00%
			B02	In-State Travel	Travel	In-State Travel Reimbursements--Fingerprinting Reimbursements	\$0.00	\$0.00	\$0.00	#Num!
			Obj Class Totals:				\$1,875.00	\$1,875.00	\$0.00	0.00%
			DD	PENSION & INSURANCE RELATED EX						
			D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.60%	\$250,270.89	\$201,994.37	(\$48,276.52)	-19.29%
					Taxes	Tax rate of 2.21%	\$14,141.23	\$12,539.54	(\$1,601.69)	-11.33%
			Obj Class Totals:				\$264,412.12	\$214,533.91	(\$49,878.21)	-18.86%
			EE	ADMINISTRATIVE EXPENSES						
			E02	Printing Expenses & Supplies	Supplies	Supplies	\$7,500.00	\$7,500.00	\$0.00	0.00%
			E06	Postage	Postage	increase Federal Express Charges	\$1,500.00	\$3,500.00	\$2,000.00	133.33%
			E41	Out Of State Travel Expen on Behalf of State Employ	Travel Agent	Travel Leaders G2E for meetings with Vendors and Licensing of Primaries	\$7,000.00	\$7,000.00	\$0.00	0.00%
			EE2	Conference, Training and Registration Fees	Conferences	Conference, Training & Registration.	\$4,000.00	\$4,000.00	\$0.00	0.00%
			Obj Class Totals:				\$20,000.00	\$22,000.00	\$2,000.00	10.00%
			LL	EQUIPMENT LEASE-MAINTAIN/REPAR						
			L26	Printing/Photocopy & Micrographics Equip Rent/Lease	Equipment Leases	Increased for Idemia Scanner Maintenance	\$25,000.00	\$25,000.00	\$0.00	0.00%
			Obj Class Totals:				\$25,000.00	\$25,000.00	\$0.00	0.00%
			UU	IT Non-Payroll Expenses						
			U03	Software & Information Technology Licenses (IT)	Software	Plus SWC Costs Licensing System Software	\$350,000.00	\$158,445.00	(\$191,555.00)	-54.73%
			U11	Information Technology (IT) Contract Services	IT Consultant	Plus SWC Costs and implementations costs spread to FY27 Licensing System Implementation	\$262,500.00	\$167,000.00	(\$95,500.00)	-36.38%
			Obj Class Totals:				\$612,500.00	\$325,445.00	(\$287,055.00)	-46.87%
			Division/Bureau Totals:				\$1,500,980.15	\$1,156,253.82	(\$344,726.33)	-22.97%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		All	All Divisions							
			AA	REGULAR EMPLOYEE COMPENSATION						
			A01	Salaries: Inclusive	Employee Compensation	N/A	\$0.00	\$0.00	\$0.00	#Num!
					Regular Employee Compensation	Turnover Savings 7.5% of payroll	(\$482,699.66)	(\$672,423.24)	(\$189,723.58)	39.30%
			Obj Class Totals:				(\$482,699.66)	(\$672,423.24)	(\$189,723.58)	39.30%
			DD	PENSION & INSURANCE RELATED EX						
			D09	Fringe Benefit Cost Recoupment	Fringe and Payroll Taxes	Fringe and Payroll Taxes on Turnover Savings (45.81%)	(\$221,124.72)	(\$254,243.22)	(\$33,118.50)	14.98%
					Fringe and Taxes	N/A	\$0.00	\$0.00	\$0.00	#Num!
			Obj Class Totals:				(\$221,124.72)	(\$254,243.22)	(\$33,118.50)	14.98%
			Division/Bureau Totals:				(\$703,824.38)	(\$926,666.46)	(\$222,842.08)	31.66%
	MGC Regulatory Costs		Totals:				\$33,272,060.50	\$32,364,200.48	(\$907,860.02)	-2.73%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	Indirect									
		2000	MGC Indirect							
			EE	ADMINISTRATIVE EXPENSES						
			E16	Indirect Cost Recoupment	Indirect		\$812.50	\$0.00	(\$812.50)	-100.00%
					Indirect		\$1,150.00	\$0.00	(\$1,150.00)	-100.00%
					Indirect Agency Wide	Indirect at 10% of AA, CC, HH, JJ and UU excluding U07	\$0.00	\$0.00	\$0.00	#Num!
					Indirect Agency Wide	Indirect at 10% of AA, CC, HH, JJ and UU excluding U07	\$2,668,901.53	\$2,782,091.25	\$113,189.72	4.24%
			Obj Class Totals:				\$2,670,864.03	\$2,782,091.25	\$111,227.22	4.16%
			Division/Bureau Totals:				\$2,670,864.03	\$2,782,091.25	\$111,227.22	4.16%
	Indirect		Totals:				\$2,670,864.03	\$2,782,091.25	\$111,227.22	4.16%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	Alcohol and Beverage Control Commission									
	9001									
		00								
		001			ISA with ABCC	ABCC	\$75,000.00	\$75,000.00	\$0.00	0.00%
		Obj Class Totals:					\$75,000.00	\$75,000.00	\$0.00	0.00%
		Division/Bureau Totals:					\$75,000.00	\$75,000.00	\$0.00	0.00%
	Alcohol and Beverage Control Commission	Totals:					\$75,000.00	\$75,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
Appropriation Totals							\$40,016,018.77	\$40,806,347.84	\$790,329.07	1.98%
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	1000	Finance and Administration								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Admin Employees Salaries	\$90,663.52	\$91,396.73	\$733.21	0.81%
		Obj Class Totals:					\$90,663.52	\$91,396.73	\$733.21	0.81%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$39,311.70	\$32,537.24	(\$6,774.46)	-17.23%
					Taxes	Tax rate of 2.21%	\$2,221.26	\$2,019.87	(\$201.39)	-9.07%
		Obj Class Totals:					\$41,532.96	\$34,557.11	(\$6,975.85)	-16.80%
	Division/Bureau Totals:						\$132,196.48	\$125,953.84	(\$6,242.64)	-4.72%
	1100	Human Resources								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	HR Employees Salaries	\$13,561.75	\$6,458.38	(\$7,103.37)	-52.38%
					Raises	3% COLA/Incentives/Equity Agency Wide	\$18,910.14	\$17,957.46	(\$952.68)	-5.04%
		Obj Class Totals:					\$32,471.89	\$24,415.84	(\$8,056.05)	-24.81%
		CC	SPECIAL EMPLOYEES							
		C23	Management, Business Professionals & Admin Services		Contract Employee	Administrative Help	\$5,200.00	\$5,320.00	\$120.00	2.31%
		Obj Class Totals:					\$5,200.00	\$5,320.00	\$120.00	2.31%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$5,880.37	\$3,367.18	(\$2,513.19)	-42.74%
					Taxes	Tax rate of 2.21%	\$332.26	\$142.73	(\$189.53)	-57.04%
		Obj Class Totals:					\$6,212.63	\$3,509.91	(\$2,702.72)	-43.50%
	Division/Bureau Totals:						\$43,884.52	\$33,245.75	(\$10,638.77)	-24.24%
	1200	Legal								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Legal Employees Salaries	\$28,684.14	\$29,349.96	\$665.82	2.32%
		Obj Class Totals:					\$28,684.14	\$29,349.96	\$665.82	2.32%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$12,437.44	\$10,448.59	(\$1,988.85)	-15.99%
					Taxes	Tax rate of 2.21%	\$702.76	\$648.63	(\$54.13)	-7.70%
		Obj Class Totals:					\$13,140.20	\$11,097.22	(\$2,042.98)	-15.55%
	Division/Bureau Totals:						\$41,824.34	\$40,447.18	(\$1,377.16)	-3.29%
	1300	Executive Director								

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	1300	Executive Director								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Exec. Dir. Employees Salaries	\$16,174.31	\$20,052.04	\$3,877.73	23.97%
		Obj Class Totals:					\$16,174.31	\$20,052.04	\$3,877.73	23.97%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$7,013.19	\$7,138.53	\$125.34	1.79%
					Taxes	Tax rate of 2.21%	\$396.27	\$443.15	\$46.88	11.83%
		Obj Class Totals:					\$7,409.46	\$7,581.68	\$172.22	2.32%
		Division/Bureau Totals:					\$23,583.77	\$27,633.72	\$4,049.95	17.17%
	1400	Information Technology								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	IT Employees Salaries	\$50,863.65	\$51,027.64	\$163.99	0.32%
		Obj Class Totals:					\$50,863.65	\$51,027.64	\$163.99	0.32%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$22,054.48	\$18,165.84	(\$3,888.64)	-17.63%
					Taxes	Tax rate of 2.21%	\$1,246.15	\$1,127.71	(\$118.44)	-9.50%
		Obj Class Totals:					\$23,300.63	\$19,293.55	(\$4,007.08)	-17.20%
		Division/Bureau Totals:					\$74,164.28	\$70,321.19	(\$3,843.09)	-5.18%
	1500	Commissioners								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Commissioners Employees Salaries	\$31,280.31	\$33,454.49	\$2,174.18	6.95%
		Obj Class Totals:					\$31,280.31	\$33,454.49	\$2,174.18	6.95%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$13,563.14	\$11,909.80	(\$1,653.34)	-12.19%
					Taxes	Tax rate of 2.21%	\$766.37	\$739.34	(\$27.03)	-3.53%
		Obj Class Totals:					\$14,329.51	\$12,649.14	(\$1,680.37)	-11.73%
		Division/Bureau Totals:					\$45,609.82	\$46,103.63	\$493.81	1.08%
	1800	Communications								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Communications Employees Salaries	\$7,183.75	\$7,278.92	\$95.17	1.32%
		Obj Class Totals:					\$7,183.75	\$7,278.92	\$95.17	1.32%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$3,114.87	\$2,582.30	(\$532.57)	-17.10%
					Taxes	Tax rate of 2.21%	\$176.00	\$108.49	(\$67.51)	-38.36%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversigh									
	MGC Regulatory Costs									
	1800	Communications								
		Obj Class Totals:					\$3,290.87	\$2,690.79	(\$600.08)	-18.23%
		Division/Bureau Totals:					\$10,474.62	\$9,969.71	(\$504.91)	-4.82%
	3000	Racing Division								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Regular Employee Salaries	\$361,690.94	\$372,541.67	\$10,850.73	3.00%
		Obj Class Totals:					\$361,690.94	\$372,541.67	\$10,850.73	3.00%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel	Out of State Travel Reimbursement Reduced \$6k	\$4,000.00	\$4,000.00	\$0.00	0.00%
		B02	In-State Travel		Travel	In State Travel Reimbursement Reduced 1K	\$2,000.00	\$2,000.00	\$0.00	0.00%
		Obj Class Totals:					\$6,000.00	\$6,000.00	\$0.00	0.00%
		CC	SPECIAL EMPLOYEES							
		C04	Contracted Seasonal Employees		Seasonals	Seasonal Employees	\$482,040.00	\$482,040.00	\$0.00	0.00%
		Obj Class Totals:					\$482,040.00	\$482,040.00	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$156,829.20	\$132,624.83	(\$24,204.37)	-15.43%
					Taxes	Tax rate of 2.21%	\$8,861.42	\$8,233.17	(\$628.25)	-7.09%
		Obj Class Totals:					\$165,690.62	\$140,858.00	(\$24,832.62)	-14.99%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies		Supplies	W.B. Mason moved to Finance	\$0.00	\$0.00	\$0.00	#Num!
		E02	Printing Expenses & Supplies		Printing	Millineum Printing moved to Finance	\$0.00	\$0.00	\$0.00	#Num!
		E12	Subscriptions, Memberships & Licensing Fees		Memberships	AA Dority/Organization of Racing Investigators not renewing would fall under IEB	\$0.00	\$0.00	\$0.00	#Num!
					Memberships	Assoc. of Racing Regulators	\$18,700.00	\$18,700.00	\$0.00	0.00%
		E13	Advertising Expenses		Public Hearing Notices	Boston Globe moved to Legal	\$0.00	\$0.00	\$0.00	#Num!
					Public Hearing Notices	Boston Herald moved to Legal	\$0.00	\$0.00	\$0.00	#Num!
		E15	Bottled Water		Water	Belmont Springs/DS Waters of America	\$360.00	\$360.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel Agent	Travel	\$5,000.00	\$5,000.00	\$0.00	0.00%
		EE2	Conference, Training and Registration Fees		Conferences	Assoc. of Racing Comm./Louisiana Racing/Thoroughbred Racing	\$3,000.00	\$3,000.00	\$0.00	0.00%
		Obj Class Totals:					\$27,060.00	\$27,060.00	\$0.00	0.00%
		FF	FACILITY OPERATIONAL EXPENSES							
		F05	Laboratory Supplies		Vet Supplies	Gloves, scrubs etc.	\$2,000.00	\$2,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	3000	Racing Division								
		F09	Clothing & Footwear		Equipment	Misc Facility Equipment Removed from Budget	\$0.00	\$0.00	\$0.00	#Num!
					Uniforms	Racing Uniforms for Seasonal Employees Reduced \$15K	\$10,000.00	\$10,000.00	\$0.00	0.00%
		Obj Class Totals:					\$12,000.00	\$12,000.00	\$0.00	0.00%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H19	Management Consultants		Hearing Officer	Hearing Officer for Racing Appeals	\$10,000.00	\$10,000.00	\$0.00	0.00%
		Obj Class Totals:					\$10,000.00	\$10,000.00	\$0.00	0.00%
		JJ	OPERATIONAL SERVICES							
		J10	Auxiliary Financial Services		Credit Cards	Bank of America credit card terminal fees	\$1,000.00	\$1,000.00	\$0.00	0.00%
		J25	Laboratory & Pharmaceutical Services		Testing	Workcare Reduced \$500	\$1,500.00	\$1,500.00	\$0.00	0.00%
		J28	Law Enforcement		State Police	MSP Racing Straight Time Moved to IEB	\$0.00	\$0.00	\$0.00	#Num!
					State Police	N/A	\$0.00	\$0.00	\$0.00	#Num!
		JJ1	Legal Support Services		Stenographer	Hardeman RealTime Moved to Legal	\$0.00	\$0.00	\$0.00	#Num!
		JJ2	Auxiliary Services		Autopsies	Uconn Pathology	\$6,000.00	\$6,000.00	\$0.00	0.00%
					Testing Lab	Industrial Laboratories or alternate lab	\$382,500.00	\$382,500.00	\$0.00	0.00%
		Obj Class Totals:					\$391,000.00	\$391,000.00	\$0.00	0.00%
		LL	EQUIPMENT LEASE-MAINTAIN/REPAR							
		L46	Print, Photocopying & Micrograph Equipment Maint/Repair		Maintenance Contract	K & A Industries--Badge Printer	\$915.00	\$915.00	\$0.00	0.00%
		Obj Class Totals:					\$915.00	\$915.00	\$0.00	0.00%
		MM	PURCHASED CLIENT/PROGRAM SVCS							
		M03	Purchased Human & Social Services For Clients/Non Medical		Hardship Payments	Economic Hardship Payments--Statutorily Required	\$20,000.00	\$20,000.00	\$0.00	0.00%
					Legislative Mandate	Jockey's Guild--Statutory Requirement	\$65,000.00	\$65,000.00	\$0.00	0.00%
		M04	Services Purch Support of Human/Social Services for Clients		ISA	ISA with DPH Compulsive Gambling--Statutory Requirement	\$70,000.00	\$70,000.00	\$0.00	0.00%
		Obj Class Totals:					\$155,000.00	\$155,000.00	\$0.00	0.00%
		UU	IT Non-Payroll Expenses							
		U02	Telecommunications Services - Voice		Phones	Verizon/AT&T Reduced \$3,000 removed phone lines	\$2,000.00	\$2,000.00	\$0.00	0.00%
		U05	Information Technology (IT) Temp Staff Augmentation Profs		Database	Racing Licensing System Reduced \$3,000	\$2,000.00	\$2,000.00	\$0.00	0.00%
		Obj Class Totals:					\$4,000.00	\$4,000.00	\$0.00	0.00%
	Division/Bureau Totals:						\$1,615,396.56	\$1,601,414.67	(\$13,981.89)	-0.87%
	5000	Investigations and Enforcement Bureau								
		AA	REGULAR EMPLOYEE COMPENSATION							

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	5000	Investigations and Enforcement Bureau								
		A01	Salaries: Inclusive		Employee Compensation	Admin Employees Salaries	\$20,233.39	\$19,097.24	(\$1,136.15)	-5.62%
		Obj Class Totals:					\$20,233.39	\$19,097.24	(\$1,136.15)	-5.62%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$20,233.39	\$6,798.62	(\$13,434.77)	-66.40%
					Taxes	Tax rate of 2.21%	\$8,773.20	\$422.05	(\$8,351.15)	-95.19%
		Obj Class Totals:					\$29,006.59	\$7,220.67	(\$21,785.92)	-75.11%
	Division/Bureau Totals:						\$49,239.98	\$26,317.91	(\$22,922.07)	-46.55%
	7000	Licensing Division								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Regular Employee Salaries	\$5,104.63	\$1,799.09	(\$3,305.54)	-64.76%
		Obj Class Totals:					\$5,104.63	\$1,799.09	(\$3,305.54)	-64.76%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$2,213.37	\$640.48	(\$1,572.89)	-71.06%
					Taxes	Tax rate of 2.21%	\$125.06	\$39.76	(\$85.30)	-68.21%
		Obj Class Totals:					\$2,338.43	\$680.24	(\$1,658.19)	-70.91%
	Division/Bureau Totals:						\$7,443.06	\$2,479.33	(\$4,963.73)	-66.69%
	All	All Divisions								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	N/A	\$0.00	\$0.00	\$0.00	#Num!
					Regular Employee Compensation	Turnover Savings 5% of payroll	(\$32,462.40)	(\$47,256.46)	(\$14,794.06)	45.57%
		Obj Class Totals:					(\$32,462.40)	(\$47,256.46)	(\$14,794.06)	45.57%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe and Taxes	N/A	\$0.00	\$0.00	\$0.00	#Num!
		Obj Class Totals:					\$0.00	\$0.00	\$0.00	#Num!
	Division/Bureau Totals:						(\$32,462.40)	(\$47,256.46)	(\$14,794.06)	45.57%
	MGC Regulatory Costs		Totals:				\$2,011,355.03	\$1,936,630.47	(\$74,724.56)	-3.72%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight Indirect									
		2000	MGC Indirect							
			EE	ADMINISTRATIVE EXPENSES						
			E16	Indirect Cost Recoupment	Indirect	N/A	\$0.00	\$0.00	\$0.00	#Num!
					Indirect Agency Wide	Indirect at 10% of AA, CC, HH, JJ and UU excluding U07	\$111,802.56	\$150,137.40	\$38,334.84	34.29%
			Obj Class Totals:				\$111,802.56	\$150,137.40	\$38,334.84	34.29%
			Division/Bureau Totals:				\$111,802.56	\$150,137.40	\$38,334.84	34.29%
	Indirect		Totals:				\$111,802.56	\$150,137.40	\$38,334.84	34.29%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
Appropriation Totals							\$2,123,157.59	\$2,086,767.87	(\$36,389.72)	-1.71%
10500004	Community Mitigation									
	MGC Regulatory Costs									
	1100	Human Resources								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Raises	3% COLA/Incentives/Equity Agency Wide	\$6,612.05	\$9,469.89	\$2,857.84	43.22%
		Obj Class Totals:					\$6,612.05	\$9,469.89	\$2,857.84	43.22%
		Division/Bureau Totals:					\$6,612.05	\$9,469.89	\$2,857.84	43.22%
	1900	Community Affairs								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Regular Employee Salaries	\$287,568.97	\$315,662.86	\$28,093.89	9.77%
		Obj Class Totals:					\$287,568.97	\$315,662.86	\$28,093.89	9.77%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel		In-State Travel	\$5,000.00	\$5,000.00	\$0.00	0.00%
		Obj Class Totals:					\$5,000.00	\$5,000.00	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	Fringe		Fringe Rate of 35.60%	\$124,689.90	\$112,375.98	(\$12,313.92)	-9.88%
				Taxes		Tax rate of 2.21%	\$7,045.44	\$6,976.15	(\$69.29)	-0.98%
		Obj Class Totals:					\$131,735.34	\$119,352.13	(\$12,383.21)	-9.40%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies	Supplies		Supplies Binders	\$2,500.00	\$2,500.00	\$0.00	0.00%
		E16	Indirect Cost Recoupment	Indirect		Indirect Rate of 10%	\$0.00	\$31,566.27	\$31,566.27	#Div/0!
		Obj Class Totals:					\$2,500.00	\$34,066.27	\$31,566.27	1262.65%
		UU	IT Non-Payroll Expenses							
		U07	Information Technology (IT) Equipment	Database		Services Maintenance/Upgrades to Database	\$50,000.00	\$50,000.00	\$0.00	0.00%
		Obj Class Totals:					\$50,000.00	\$50,000.00	\$0.00	0.00%
	Division/Bureau Totals:						\$476,804.31	\$524,081.26	\$47,276.95	9.92%
MGC Regulatory Costs			Totals:				\$483,416.36	\$533,551.15	\$50,134.79	10.37%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500004	Community Mitigation									
Appropriation Totals							\$483,416.36	\$533,551.15	\$50,134.79	10.37%
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
	1000	Finance and Administration								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Admin Employees Salaries	\$295,541.82	\$308,693.04	\$13,151.22	4.45%
					Salary		\$8,125.00	\$0.00	(\$8,125.00)	-100.00%
		Obj Class Totals:					\$303,666.82	\$308,693.04	\$5,026.22	1.66%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$3,722.06	\$0.00	(\$3,722.06)	-100.00%
					Fringe	Fringe Rate of 35.60%	\$128,146.93	\$109,894.72	(\$18,252.21)	-14.24%
					Taxes	Tax rate of 2.21%	\$7,240.78	\$6,822.12	(\$418.66)	-5.78%
		Obj Class Totals:					\$139,109.77	\$116,716.84	(\$22,392.93)	-16.10%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies		Supplies	for admin expenses racing and other divsions W.B. Mason/Veteran's Business Supply	\$0.00	\$25,000.00	\$25,000.00	#Div/0!
		E20	Motor Vehicle Chargeback			Telemetrics, OVM Management, Leases Split with Gaming	\$0.00	\$4,800.00	\$4,800.00	#Div/0!
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees		Laz Parking/VPNE	moved 24K from Gaming Parking at 33 Arch St.	\$0.00	\$24,000.00	\$24,000.00	#Div/0!
		Obj Class Totals:					\$0.00	\$53,800.00	\$53,800.00	#Div/0!
		GG	ENERGY COSTS AND SPACE RENTAL							
		G01	Space Rental		Office Lease	increase for new lease increase In FY25 we received 3 months of free rent plus 6 months at ~\$50/sq ft. If FY26 6 months at ~\$50/sq ft and 6 months at ~\$79/sq ft. --70% of annual lease to Gaming 30% to Sports Wagering	\$296,614.36	\$434,998.89	\$138,384.53	46.65%
		G03	Electricity		Electricity	\$1,199 increase for inflation split between accounts @101 Federal St. 12 months	\$9,301.10	\$10,500.00	\$1,198.90	12.89%
		Obj Class Totals:					\$305,915.46	\$445,498.89	\$139,583.43	45.63%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services		Insurence	split from gaming insurance costs	\$0.00	\$49,050.00	\$49,050.00	#Div/0!
		H19	Management Consultants		Outside Consultant	work related to sportsbook CPA Firm for Annual Audits consistent with Generally Accepted Auditing Standards	\$0.00	\$50,000.00	\$50,000.00	#Div/0!
		Obj Class Totals:					\$0.00	\$99,050.00	\$99,050.00	#Div/0!
		UU	IT Non-Payroll Expenses							
		U03	Software & Information Technology Licenses (IT)		Software	Software - LinkSquares CLM	\$14,250.00	\$14,250.00	\$0.00	0.00%
		Obj Class Totals:					\$14,250.00	\$14,250.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
		1000	Finance and Administration							
		Division/Bureau Totals:					\$762,942.05	\$1,038,008.77	\$275,066.72	36.05%
		1100	Human Resources							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensatio	HR Employees Salaries	\$212,887.49	\$172,838.65	(\$40,048.84)	-18.81%
					Merit Increases	Intern Program that Could Provide Up to 2 regular and 1 graduate intern	\$37,500.00	\$37,500.00	\$0.00	0.00%
					Raises	3% COLA/Incentives/Equity Agency Wide	\$113,569.85	\$144,823.22	\$31,253.37	27.52%
		Obj Class Totals:					\$363,957.34	\$355,161.87	(\$8,795.47)	-2.42%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B02	In-State Travel		Travel	added for HR conferences In and Out of state Travel AOC as well as site visits of licensees	\$0.00	\$6,000.00	\$6,000.00	#Div/0!
		Obj Class Totals:					\$0.00	\$6,000.00	\$6,000.00	#Div/0!
		CC	SPECIAL EMPLOYEES							
		C23	Management, Business Professionals & Admin Services		Contract Employee	3% cost escalation Administrative Help	\$24,000.00	\$48,389.40	\$24,389.40	101.62%
		Obj Class Totals:					\$24,000.00	\$48,389.40	\$24,389.40	101.62%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$92,308.02	\$72,210.55	(\$20,097.47)	-21.77%
					Taxes	Tax rate of 2.21%	\$5,215.74	\$3,819.73	(\$1,396.01)	-26.77%
		Obj Class Totals:					\$97,523.76	\$76,030.28	(\$21,493.48)	-22.04%
		EE	ADMINISTRATIVE EXPENSES							
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees		Conference Incidentals	Conference Incidentals	\$0.00	\$5,000.00	\$5,000.00	#Div/0!
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel	Travel Agent	\$0.00	\$5,000.00	\$5,000.00	#Div/0!
		Obj Class Totals:					\$0.00	\$10,000.00	\$10,000.00	#Div/0!
		UU	IT Non-Payroll Expenses							
		U03	Software & Information Technology Licenses (IT)		Software	Additional Cornerstone Module LMS Software - HR, Cornerstone LMS	\$0.00	\$27,000.00	\$27,000.00	#Div/0!
		Obj Class Totals:					\$0.00	\$27,000.00	\$27,000.00	#Div/0!
		Division/Bureau Totals:					\$485,481.10	\$522,581.55	\$37,100.45	7.64%
		1200	Legal							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Legal Employees Salaries	\$286,841.38	\$293,499.46	\$6,658.08	2.32%
		Obj Class Totals:					\$286,841.38	\$293,499.46	\$6,658.08	2.32%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
	1200	Legal								
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other	Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	moved 10K from software Out of State Travel and Training	\$0.00	\$10,000.00	\$10,000.00	#Div/0!
		Obj Class Totals:					\$0.00	\$10,000.00	\$10,000.00	#Div/0!
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$124,374.42	\$104,485.81	(\$19,888.61)	-15.99%
					Taxes	Tax rate of 2.21%	\$7,027.61	\$6,486.34	(\$541.27)	-7.70%
		Obj Class Totals:					\$131,402.03	\$110,972.15	(\$20,429.88)	-15.55%
		EE	ADMINISTRATIVE EXPENSES							
		E41	Out Of State Travel Expen on Behalf of State Employ		Conference, Training, Registion Fees	moved 5K from software Conference, Training, Registion Fees \$1,750 Increase for more conferences	\$0.00	\$5,000.00	\$5,000.00	#Div/0!
					Travel	moved 5K from software Conference/Trainings Travel and Lodging for FTEs Increase \$2,500 for more travel	\$0.00	\$5,000.00	\$5,000.00	#Div/0!
		Obj Class Totals:					\$0.00	\$10,000.00	\$10,000.00	#Div/0!
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services		Outside Counsel	Outside Counsel - A&K	\$200,000.00	\$240,000.00	\$40,000.00	20.00%
					Outside Counsel	move 40k from software Increase for Consultation for New Union Initiative Labor Employment Law	\$0.00	\$40,000.00	\$40,000.00	#Div/0!
		Obj Class Totals:					\$200,000.00	\$280,000.00	\$80,000.00	40.00%
		UU	IT Non-Payroll Expenses							
		U03	Software & Information Technology Licenses (IT)		Software	decrease 100K Relativity Document Search and PIR Tool Replacement for Relativity	\$155,000.00	\$55,000.00	(\$100,000.00)	-64.52%
		Obj Class Totals:					\$155,000.00	\$55,000.00	(\$100,000.00)	-64.52%
		Division/Bureau Totals:					\$773,243.41	\$759,471.61	(\$13,771.80)	-1.78%
	1300	Executive Director								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Exec. Dir. Employees Salaries	\$161,743.18	\$200,520.34	\$38,777.16	23.97%
		Obj Class Totals:					\$161,743.18	\$200,520.34	\$38,777.16	23.97%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$86,117.44	\$71,385.24	(\$14,732.20)	-17.11%
					Taxes	Tax rate of 2.21%	(\$12,022.90)	\$4,431.50	\$16,454.40	-136.86%
		Obj Class Totals:					\$74,094.54	\$75,816.74	\$1,722.20	2.32%
		OO								

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
	1300	Executive Director								
		O99			Consulting and Payroll	N/A	\$0.00	\$0.00	\$0.00	#Num!
					Consulting and Payroll	Sports Wagering Set Aside for FY24 Build Out of SW Regulatory Environment	\$0.00	\$0.00	\$0.00	#Num!
		Obj Class Totals:					\$0.00	\$0.00	\$0.00	#Num!
		Division/Bureau Totals:					\$235,837.72	\$276,337.08	\$40,499.36	17.17%
	1400	Information Technology								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	IT Employees Salaries	\$809,995.31	\$839,930.66	\$29,935.35	3.70%
		Obj Class Totals:					\$809,995.31	\$839,930.66	\$29,935.35	3.70%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$351,213.97	\$299,015.31	(\$52,198.66)	-14.86%
					Taxes	Tax rate of 2.21%	\$19,844.89	\$18,562.47	(\$1,282.42)	-6.46%
		Obj Class Totals:					\$371,058.86	\$317,577.78	(\$53,481.08)	-14.41%
		UU	IT Non-Payroll Expenses							
		U02	Telecommunications Services - Voice		TELECOMMUNICAT IONS SERVICES - VOICE	OfficeSuite (Voice, HD Meeting, WeConnect), Verizon Wireless, Multi-location fax lines	\$32,122.38	\$32,122.38	\$0.00	0.00%
		U03	Software & Information Technology Licenses (IT)		SOFTWARE & INFORMATION TECHNOLOGY LICENSES (IT)	Increase \$86,671.56 for Azure Sentinel, M365 G5 Compliance, M365 G5 Security Adobe, Sharepoint, O365, Azure, JIRA, MDM etc	\$154,464.88	\$154,464.88	\$0.00	0.00%
		U06	Information Technology (IT) Cabling		IT Cabling	Raynham Build out	\$54,531.48	\$54,531.48	\$0.00	0.00%
					IT Cabling	Suffolk Build out new \$26,050.08 in one time costs Suffolk Build out	\$54,531.48	\$0.00	(\$54,531.48)	-100.00%
		U07	Information Technology (IT) Equipment		IT Equipment	IT Equipment, emergency replacements (switches, routers, firewalls) etc	\$41,325.00	\$41,325.00	\$0.00	0.00%
		U09	Information Technology (IT) Equip Rental Or Lease		INFORMATION TECHNOLOGY (IT) EQUIP RENTAL OR LEASE	ACS Leases (Refresh)	\$35,823.08	\$35,823.08	\$0.00	0.00%
		U10	Information Tech (IT) Equipment Maintenance & Repair		IT Maintenance and Repair	Annual M&S Equipment/Services	\$37,563.79	\$37,563.79	\$0.00	0.00%
		U11	Information Technology (IT) Contract Services		IT Contract Services	LMS, Gartner, Tallan Services	\$77,239.85	\$77,239.85	\$0.00	0.00%
		Obj Class Totals:					\$487,601.94	\$433,070.46	(\$54,531.48)	-11.18%
		Division/Bureau Totals:					\$1,668,656.11	\$1,590,578.90	(\$78,077.21)	-4.68%
	1500	Commissioners								

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
	1500	Commissioners								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Commissioners Employees Salaries	\$312,802.90	\$334,544.73	\$21,741.83	6.95%
					Salary		\$11,500.00	\$0.00	(\$11,500.00)	-100.00%
			Obj Class Totals:				\$324,302.90	\$334,544.73	\$10,241.83	3.16%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel Reimbursements	7K moved from1050-0001 Travel Reimbursements --In State (6 Commission Meetings a Year, Site Visits)	\$0.00	\$7,000.00	\$7,000.00	#Div/0!
			Obj Class Totals:				\$0.00	\$7,000.00	\$7,000.00	#Div/0!
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$5,268.15	\$0.00	(\$5,268.15)	-100.00%
					Fringe	Fringe Rate of 35.60%	\$135,631.34	\$119,097.92	(\$16,533.42)	-12.19%
					Taxes	Tax rate of 2.21%	\$7,663.67	\$7,393.44	(\$270.23)	-3.53%
			Obj Class Totals:				\$148,563.16	\$126,491.36	(\$22,071.80)	-14.86%
		EE	ADMINISTRATIVE EXPENSES							
		E30	Credit Card Purchases		Credit Card	\$500 new and \$1.5K moved from 1050-0001 Allowable Credit Card Expenses	\$0.00	\$2,000.00	\$2,000.00	#Div/0!
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel	5K new and 2K moved from 1050-0001 Travel	\$0.00	\$7,000.00	\$7,000.00	#Div/0!
		EE2	Conference, Training and Registration Fees		Registration Fees	2K new and 2K moved from 1050-0001 Conference/Trainings	\$0.00	\$4,000.00	\$4,000.00	#Div/0!
			Obj Class Totals:				\$0.00	\$13,000.00	\$13,000.00	#Div/0!
		GG	ENERGY COSTS AND SPACE RENTAL							
		G01	Space Rental		75-101 Parking Garage	Parking 75-101--5 spaces. Two of the spaces are included in the lease. This item pays for 3 of the spaces.	\$5,437.80	\$5,437.80	\$0.00	0.00%
			Obj Class Totals:				\$5,437.80	\$5,437.80	\$0.00	0.00%
			Division/Bureau Totals:				\$478,303.86	\$486,473.89	\$8,170.03	1.71%
	1800	Communications								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Communications Employees Salaries	\$91,587.60	\$113,630.70	\$22,043.10	24.07%
			Obj Class Totals:				\$91,587.60	\$113,630.70	\$22,043.10	24.07%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$39,712.37	\$40,452.53	\$740.16	1.86%
					Taxes	Tax rate of 2.21%	\$2,243.90	\$1,987.47	(\$256.43)	-11.43%
			Obj Class Totals:				\$41,956.27	\$42,440.00	\$483.73	1.15%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
		1800	Communications							
		Division/Bureau Totals:					\$133,543.87	\$156,070.70	\$22,526.83	16.87%
		5000	Investigations and Enforcement Bureau							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Employee Compensation	Admin Employees Salaries	\$1,120,577.07	\$1,437,036.47	\$316,459.40	28.24%
		Obj Class Totals:					\$1,120,577.07	\$1,437,036.47	\$316,459.40	28.24%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI		Travel	Out of State Travel Costs for Sports Wagering	\$10,000.00	\$10,000.00	\$0.00	0.00%
		Obj Class Totals:					\$10,000.00	\$10,000.00	\$0.00	0.00%
		CC	SPECIAL EMPLOYEES							
		C23	Management, Business Professionals & Admin Services		Contract Employee	3% COLA Civilian Investigators	\$130,000.00	\$133,900.00	\$3,900.00	3.00%
		Obj Class Totals:					\$130,000.00	\$133,900.00	\$3,900.00	3.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment		Fringe	Fringe Rate of 35.60%	\$485,882.22	\$511,584.98	\$25,702.76	5.29%
					Taxes	Tax rate of 2.21%	\$27,454.14	\$31,758.51	\$4,304.37	15.68%
					Taxes	Tax rate of 2.45% on Civilian Investigators	\$2,697.35	\$2,506.11	(\$191.24)	-7.09%
		Obj Class Totals:					\$516,033.71	\$545,849.60	\$29,815.89	5.78%
		EE	ADMINISTRATIVE EXPENSES							
		E41	Out Of State Travel Expen on Behalf of State Employ		Travel Agent	Travel for Sports Wagering	\$35,000.00	\$35,000.00	\$0.00	0.00%
		EE2	Conference, Training and Registration Fees		Conferences	Conferences for Sports Wagering	\$15,000.00	\$15,000.00	\$0.00	0.00%
		Obj Class Totals:					\$50,000.00	\$50,000.00	\$0.00	0.00%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services		Consultant		(\$124,758.80)	\$0.00	\$124,758.80	-100.00%
		HH1	Financial Services		Consultants	Consultants -RSM--Vendor License Reviews for Sports Wagering	\$1,242,214.29	\$1,725,000.00	\$482,785.71	38.86%
					Consultants	Consultants -RSM	\$0.00	\$0.00	\$0.00	#Num!
					Consultants-RSM		\$438,264.30	\$0.00	(\$438,264.30)	-100.00%
		Obj Class Totals:					\$1,555,719.79	\$1,725,000.00	\$169,280.21	10.88%
		JJ	OPERATIONAL SERVICES							
		J25	Laboratory & Pharmaceutical Services		State Police	4 FTE related to Sports Wagering	\$461,595.28	\$447,694.00	(\$13,901.28)	-3.01%
					State Police	shifted costs to 4 additional trooper for Sports Wagering	\$0.00	\$0.00	\$0.00	#Num!
					State Police OT & Travel	OT and Travel for Troopers related to background investigations assigned to MGC GEU Increase 3% plus taxes	\$0.00	\$925,000.00	\$925,000.00	#Div/0!

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
	5000	Investigations and Enforcement Bureau								
				Obj Class Totals:			\$461,595.28	\$1,372,694.00	\$911,098.72	197.38%
				Division/Bureau Totals:			\$3,843,925.85	\$5,274,480.07	\$1,430,554.22	37.22%
	5500	Sports Wagering								
		AA		REGULAR EMPLOYEE COMPENSATION						
		A01		Salaries: Inclusive	Employee Compensation	N/A	\$0.00	\$0.00	\$0.00	#Num!
					Employee Compensation	Regular Employee Salaries	\$937,652.92	\$966,707.22	\$29,054.30	3.10%
					Salary		\$27,500.00	\$0.00	(\$27,500.00)	-100.00%
				Obj Class Totals:			\$965,152.92	\$966,707.22	\$1,554.30	0.16%
		BB		REGULAR EMPLOYEE RELATED EXPEN						
		B01		Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Out of State Travel	Out of State Licensee Visits and Conferences increase for extra FTEs	\$5,500.00	\$5,500.00	\$0.00	0.00%
		B02		In-State Travel	In-State Travel	Licensee visits, in-state meetings and conferences Mileage Reimbursements	\$3,000.00	\$3,000.00	\$0.00	0.00%
				Obj Class Totals:			\$8,500.00	\$8,500.00	\$0.00	0.00%
		DD		PENSION & INSURANCE RELATED EX						
		D09		Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.60%	\$12,597.75	\$0.00	(\$12,597.75)	-100.00%
					Fringe	Fringe Rate of 35.60%	\$406,566.31	\$344,147.77	(\$62,418.54)	-15.35%
					Fringe and Taxes	N/A	\$0.00	\$0.00	\$0.00	#Num!
					Taxes	Tax rate of 2.21%	\$22,972.50	\$21,364.23	(\$1,608.27)	-7.00%
				Obj Class Totals:			\$442,136.56	\$365,512.00	(\$76,624.56)	-17.33%
		EE		ADMINISTRATIVE EXPENSES						
		E02		Printing Expenses & Supplies	Printing & Administrative Supplies	SW Reports and Ad Hoc Reports Additional \$500 for Reporting	\$2,000.00	\$2,000.00	\$0.00	0.00%
		E12		Subscriptions, Memberships & Licensing Fees	Subscriptions, Memberships & Licensing Fees	SBRA membership, trade journals other subscriptions	\$7,500.00	\$7,500.00	\$0.00	0.00%
		E30		Credit Card Purchases	Credit Card Purchases	Credit Card Purchases	\$5,000.00	\$6,000.00	\$1,000.00	20.00%
		E41		Out Of State Travel Expen on Behalf of State Employ	Travel Agent	Travel Agency Fees increase for additional FTEs	\$13,000.00	\$16,000.00	\$3,000.00	23.08%
		EE2		Conference, Training and Registration Fees	Conference, Training and Registration Fees	UNLV; G2E; NAGRA or SBRA meeting, GLI Roundtables Increase 2,000 for additional FTEs	\$14,850.00	\$16,000.00	\$1,150.00	7.74%
				Obj Class Totals:			\$42,350.00	\$47,500.00	\$5,150.00	12.16%
		HH		CONSULTANT SVCS (TO DEPTS)						

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
		5500	Sports Wagering							
			H09	Attorneys/Legal Services	Consultant	includes but not limited to new for sports wagering consultant services for 8 months, data analysis, policy and research	\$46,666.67	\$119,000.00	\$72,333.33	155.00%
			H19	Management Consultants	Outside Consultant	Eide Bailly SW Auditing for Operators and related services	\$0.00	\$152,336.00	\$152,336.00	#Div/0!
			H23	Program Coordinators	Consultant	20K for market review consultant	\$20,000.00	\$40,000.00	\$20,000.00	100.00%
					Consultants	N/A	\$0.00	\$0.00	\$0.00	#Num!
			Obj Class Totals:				\$66,666.67	\$311,336.00	\$244,669.33	367.00%
		UU	IT Non-Payroll Expenses							
			U03	Software & Information Technology Licenses (IT)	software	Incident Tracker Increase for actual cost of @5,000 plus additional modifications	\$10,500.00	\$10,500.00	\$0.00	0.00%
			U05	Information Technology (IT) Temp Staff Augmentation Profs	IT Consultant	increase 120K for full year IT Consultant - GLI	\$60,000.00	\$180,000.00	\$120,000.00	200.00%
					IT Consultant	K IT Consultant - GLI - ICS	\$40,000.00	\$50,000.00	\$10,000.00	25.00%
					IT Consultants		\$80,000.00	\$0.00	(\$80,000.00)	-100.00%
			Obj Class Totals:				\$190,500.00	\$240,500.00	\$50,000.00	26.25%
		Division/Bureau Totals:					\$1,715,306.15	\$1,940,055.22	\$224,749.07	13.10%
		7000	Licensing Division							
		AA	REGULAR EMPLOYEE COMPENSATION							
			A01	Salaries: Inclusive	Employee Compensation	Regular Employee Salaries	\$346,909.48	\$400,315.33	\$53,405.85	15.39%
			Obj Class Totals:				\$346,909.48	\$400,315.33	\$53,405.85	15.39%
		DD	PENSION & INSURANCE RELATED EX							
			D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.60%	\$150,419.95	\$142,512.26	(\$7,907.69)	-5.26%
					Taxes	Tax rate of 2.21%	\$8,499.28	\$8,846.97	\$347.69	4.09%
			Obj Class Totals:				\$158,919.23	\$151,359.23	(\$7,560.00)	-4.76%
		UU	IT Non-Payroll Expenses							
			U03	Software & Information Technology Licenses (IT)	Software	Plus SWC Costs Licensing System Software	\$150,000.00	\$158,445.00	\$8,445.00	5.63%
			U11	Information Technology (IT) Contract Services	IT Consultant	Plus SWC Costs and implementations costs spread to FY27 Licensing System Implementation	\$112,500.00	\$167,000.00	\$54,500.00	48.44%
			Obj Class Totals:				\$262,500.00	\$325,445.00	\$62,945.00	23.98%
		Division/Bureau Totals:					\$768,328.71	\$877,119.56	\$108,790.85	14.16%
		All	All Divisions							
		AA	REGULAR EMPLOYEE COMPENSATION							
			A01	Salaries: Inclusive	Employee Compensation	N/A	\$0.00	\$0.00	\$0.00	#Num!

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	Indirect									
		2000	MGC	Indirect						
			EE	ADMINISTRATIVE EXPENSES						
			E16	Indirect Cost Recoupment	Indirect		\$812.50	\$0.00	(\$812.50)	-100.00%
					Indirect		\$1,150.00	\$0.00	(\$1,150.00)	-100.00%
					Indirect		\$2,750.00	\$0.00	(\$2,750.00)	-100.00%
					Indirect		\$4,666.67	\$0.00	(\$4,666.67)	-100.00%
					Indirect	Commonwealth Required Indirect Cost Recoupment	\$520,356.13	\$1,001,721.91	\$481,365.78	92.51%
					Indirect	N/A	\$0.00	\$0.00	\$0.00	#Num!
			Obj Class Totals:				\$529,735.30	\$1,001,721.91	\$471,986.61	89.10%
			Division/Bureau Totals:				\$529,735.30	\$1,001,721.91	\$471,986.61	89.10%
	Indirect			Totals:			\$529,735.30	\$1,001,721.91	\$471,986.61	89.10%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	Research and Responsible Gaming/PHTF									
	1700	Problem Gambling								
		UU	IT Non-Payroll Expenses							
		U03	Software & Information Technology Licenses (IT)		software	100 VSE database licenses	\$12,100.00	\$12,100.00	\$0.00	0.00%
		Obj Class Totals:					\$12,100.00	\$12,100.00	\$0.00	0.00%
		Division/Bureau Totals:					\$12,100.00	\$12,100.00	\$0.00	0.00%
	Research and Responsible Gaming/PHTF	Totals:					\$12,100.00	\$12,100.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	Office of Attorney General and AGO MSP									
		9000	Office of the Attorney General							
			00							
			099		Attorney General	SW ISA with AGO for Enforcement Activities	\$500,000.00	\$500,000.00	\$0.00	0.00%
			Obj Class Totals:				\$500,000.00	\$500,000.00	\$0.00	0.00%
			Division/Bureau Totals:				\$500,000.00	\$500,000.00	\$0.00	0.00%
	Office of Attorney General and AGO MSP		Totals:				\$500,000.00	\$500,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
Appropriation Totals							\$11,623,130.65	\$13,909,786.40	\$2,286,655.75	19.67%
40001101										
	MGC Regulatory Costs									
	1100	Human Resources								
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive		Raises	3% COLA/Incentives/Equity Agency Wide	\$10,733.14	\$11,426.81	\$693.67	6.46%
		Obj Class Totals:					\$10,733.14	\$11,426.81	\$693.67	6.46%
		Division/Bureau Totals:					\$10,733.14	\$11,426.81	\$693.67	6.46%
	MGC Regulatory Costs			Totals:			\$10,733.14	\$11,426.81	\$693.67	6.46%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
40001101										
				Research and Responsible Gaming/PHTF						
			1700	Problem Gambling						
			AA	REGULAR EMPLOYEE COMPENSATION						
			A01	Salaries: Inclusive	Employee Compensation	additional FTE for FY26 Employee Salaries	\$357,771.35	\$540,893.83	\$183,122.48	51.18%
				Obj Class Totals:			\$357,771.35	\$540,893.83	\$183,122.48	51.18%
			BB	REGULAR EMPLOYEE RELATED EXPEN						
			B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	Travel	increase \$3,250 for additional travel needs Out of State Travel	\$1,250.00	\$4,500.00	\$3,250.00	260.00%
			B02	In-State Travel	Travel	In-State-Travel Reimbursements	\$6,000.00	\$6,000.00	\$0.00	0.00%
				Obj Class Totals:			\$7,250.00	\$10,500.00	\$3,250.00	44.83%
			DD	PENSION & INSURANCE RELATED EX						
			D09	Fringe Benefit Cost Recoupment	Fringe	Fringe Rate of 35.60%	\$155,129.66	\$192,558.24	\$37,428.58	24.13%
					Taxes	Tax rate of 2.21%	\$8,765.40	\$11,953.76	\$3,188.36	36.37%
				Obj Class Totals:			\$163,895.06	\$204,512.00	\$40,616.94	24.78%
			EE	ADMINISTRATIVE EXPENSES						
			E02	Printing Expenses & Supplies	Printing Expenses and Supplies	Printed Materials for Game Sense	\$6,000.00	\$6,000.00	\$0.00	0.00%
			E12	Subscriptions, Memberships & Licensing Fees	Memberships	Memberships - NAADGS, NCPG	\$6,000.00	\$6,000.00	\$0.00	0.00%
			E16	Indirect Cost Recoupment	Indirect Charges	Indirect to EHHS	\$403,850.43	\$427,946.38	\$24,095.95	5.97%
			EE2	Conference, Training and Registration Fees	Conferences	Conference, Training & Registration Fees	\$10,000.00	\$10,000.00	\$0.00	0.00%
					Travel	increased travel need for Game Sense	\$0.00	\$8,000.00	\$8,000.00	#Div/0!
				Obj Class Totals:			\$425,850.43	\$457,946.38	\$32,095.95	7.54%
			FF	FACILITY OPERATIONAL EXPENSES						
			F16	Library & Teaching Supplies & Materials	Books	Library/reference books Increase as needed for research	\$1,000.00	\$1,000.00	\$0.00	0.00%
				Obj Class Totals:			\$1,000.00	\$1,000.00	\$0.00	0.00%
			HH	CONSULTANT SVCS (TO DEPTS)						
			H09	Attorneys/Legal Services	Public Safety Research	Public Safety and Human Trafficking Research	\$115,000.00	\$100,000.00	(\$15,000.00)	-13.04%
			H23	Program Coordinators	Branding	Initial set up costs for Creation of Player Health Brand Development	\$0.00	\$125,000.00	\$125,000.00	#Div/0!
					Branding	Marketing media buys etc. ASG	\$150,000.00	\$150,000.00	\$0.00	0.00%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
40001101										
				Research and Responsible Gaming/PHTF						
			1700	Problem Gambling						
		H23		Program Coordinators	Player Health Services	decrease \$21,430 for .5 year of Mass Council and .5 year of Player Health Services@ on Gaming & Health including employees to man Game Sense booth at PPC EBH and MGM --Staffed 16 hrs per day PPC and MGM, and 24 Hrs/day EBH --VSE --Play My Way --Requi	\$3,148,000.00	\$3,126,570.00	(\$21,430.00)	-0.68%
					PNAS Study	PNAS Study	\$0.00	\$25,000.00	\$25,000.00	#Div/0!
					Program manager	RG Evaluation including GameSense	\$125,000.00	\$100,000.00	(\$25,000.00)	-20.00%
					Research Consultant	Research Review Committee	\$30,000.00	\$45,000.00	\$15,000.00	50.00%
					Translations	Knowledge Translation and Exchange	\$25,000.00	\$25,000.00	\$0.00	0.00%
					VSE Resource Liaison	VSE Resource Liaison	\$62,000.00	\$62,000.00	\$0.00	0.00%
				Obj Class Totals:			\$3,655,000.00	\$3,758,570.00	\$103,570.00	2.83%
		JJ		OPERATIONAL SERVICES						
		JJ2		Auxiliary Services	Translations	Document Translations Increase due to greater need for translation and diversity	\$15,000.00	\$15,000.00	\$0.00	0.00%
				Obj Class Totals:			\$15,000.00	\$15,000.00	\$0.00	0.00%
		PP		STATE AID/POL SUB						
		P01		Grants To Public Entities	Community Driven Research	increased 155k for ongoing projects Community Driven Research	\$210,000.00	\$365,000.00	\$155,000.00	73.81%
					Data Storage Grant	increase of \$152K for initial setup costs Data Storage Project/MODE moved to UMASS	\$75,000.00	\$227,000.00	\$152,000.00	202.67%
					SEIGMA	Social & Economic Research(SEIGMA) Follow-up General Population Study	\$995,000.00	\$900,000.00	(\$95,000.00)	-9.55%
		PP1		Grants To Non-Public Entities	PMW	Play My Way Incentives	\$40,000.00	\$30,000.00	(\$10,000.00)	-25.00%
				Obj Class Totals:			\$1,320,000.00	\$1,522,000.00	\$202,000.00	15.30%
		UU		IT Non-Payroll Expenses						
		U07		Information Technology (IT) Equipment	Software	Software for self-exclusion across sports wagering operators	\$150,000.00	\$100,000.00	(\$50,000.00)	-33.33%
				Obj Class Totals:			\$150,000.00	\$100,000.00	(\$50,000.00)	-33.33%
				Division/Bureau Totals:			\$6,095,766.84	\$6,610,422.22	\$514,655.38	8.44%
				Research and Responsible Gaming/PHTF Totals:			\$6,095,766.84	\$6,610,422.22	\$514,655.38	8.44%

Approp	Budget Grouping	Division/ Bureau	Object Class	Object_name	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
40001101										
Appropriation Totals							\$6,106,499.98	\$6,621,849.03	\$515,349.05	8.44%

Attachment C: Next Year Budget By Object Class for Commission

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	1000	Employee Compensation	Employee Salaries	\$536,457.62	\$585,819.68	\$49,362.06	9.20%
				1000	Salary		\$8,125.00	\$0.00	(\$8,125.00)	-100.00%
				1100	Employee Compensation	additional HR Post Retiree Employee Salaries	\$416,703.07	\$319,491.93	(\$97,211.14)	-23.33%
				1100	Merit Increases	Intern Program that Could Provide Up to 2 regular and 1 graduate intern	\$87,500.00	\$87,500.00	\$0.00	0.00%
				1100	Raises	3% COLA/Incentives/Equity Agency Wide	\$281,184.27	\$255,520.83	(\$25,663.44)	-9.13%
				1200	Employee Compensation	Employee Salaries	\$640,612.40	\$655,482.15	\$14,869.75	2.32%
				1300	Employee Compensation	Employee Salaries	\$375,463.96	\$447,828.74	\$72,364.78	19.27%
				1400	Employee Compensation	Employee Salaries	\$1,291,486.17	\$1,333,469.54	\$41,983.37	3.25%
				1500	Employee Compensation	Employee Compensation	\$698,593.14	\$747,149.91	\$48,556.77	6.95%
				1500	Salary		\$11,500.00	\$0.00	(\$11,500.00)	-100.00%
				1800	Employee Compensation	Regular Salaries	\$180,187.25	\$203,404.06	\$23,216.81	12.88%
				1900	Employee Compensation	Regular Employees	\$56,699.47	\$38,933.64	(\$17,765.83)	-31.33%
				5000	Employee Compensation	Employee Salaries	\$4,078,309.25	\$4,099,093.51	\$20,784.26	0.51%
				7000	Employee Compensation	Regular Employee Salaries	\$577,193.03	\$567,399.91	(\$9,793.12)	-1.70%
				All	Employee Compensation	N/A	\$0.00	\$0.00	\$0.00	#Num!
				All	Regular Employee Compensation	Turnover Savings 7.5% of payroll	(\$482,699.66)	(\$672,423.24)	(\$189,723.58)	39.30%
		A08	Overtime Pay	5000	Overtime	Overtime for Gaming Agents.	\$0.00	\$105,000.00	\$105,000.00	#Div/0!
			Obj Class Totals:				\$8,757,314.97	\$8,773,670.66	\$16,355.69	0.19%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	1000	Travel	Out of State Travel	\$3,000.00	\$0.00	(\$3,000.00)	-100.00%
				1100	Travel	Other Out of State Travel-Inclusive Airfare, Hotel, Lodging Gaming Conference	\$500.00	\$500.00	\$0.00	0.00%
				1200	Travel	Out of State Travel and Training	\$6,250.00	\$6,250.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	1300	Travel	Conferences Out of State	\$4,500.00	\$4,500.00	\$0.00	0.00%
				1400	Travel	Out of State Travel G2E/Gartner increase for more FTE by \$3,125	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1500	Travel Reimbursements	Decreased 7K moved to 1050-1384 Travel Reimbursements --In State (6 Commission Meetings a Year, Site Visits) --Out of Pocket Out of State Expenses	\$18,000.00	\$11,000.00	(\$7,000.00)	-38.89%
				5000	Travel	Out of state travel reimbursements for gaming enforcement agents and non-state police staff	\$15,000.00	\$15,000.00	\$0.00	0.00%
				7000	Travel	Out-of State Travel Reimbursements	\$1,875.00	\$1,875.00	\$0.00	0.00%
		B02	In-State Travel	1000	Travel	In-State Travel	\$3,000.00	\$3,000.00	\$0.00	0.00%
				1100	Travel	In-state Travel AOC as well as site visits of licensees	\$5,985.00	\$5,985.00	\$0.00	0.00%
				1200	Travel	In State Travel	\$2,400.00	\$2,400.00	\$0.00	0.00%
				1300	Travel	In-State Mileage and Reimbursements	\$4,023.25	\$4,023.25	\$0.00	0.00%
				1400	Travel	In-state travel increase for more FTEs by \$1,250	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1800	Travel Reimbursement	In-State Travel Reimbursement	\$4,488.75	\$4,488.00	(\$0.75)	-0.02%
				1900	In State Travel Reimbursement	In-State Travel Reimbursement and Out of State --Visits to Other Licensee Sites	\$2,992.50	\$2,992.50	\$0.00	0.00%
				5000	Travel	In-state-travel reimbursements for gaming enforcement agents and non-state police staff	\$7,980.00	\$7,980.00	\$0.00	0.00%
				7000	Travel	In-State Travel Reimbursements--Fingerprinting Reimbursements	\$0.00	\$0.00	\$0.00	#Num!
		B05	Conference, Training, Registration and Membership Dues and L	1200	Professional Licenses	Professional and Bar Licenses	\$6,000.00	\$6,000.00	\$0.00	0.00%
		Obj Class Totals:					\$95,994.50	\$85,993.75	(\$10,000.75)	-10.42%
		CC	SPECIAL EMPLOYEES							
		C23	Management, Business Professionals & Admin Services	1100	Contract Employee	3% cost escalation Administrative Help	\$62,640.00	\$64,519.20	\$1,879.20	3.00%
				5000	Contract Employee	COLA 3% Contracted Civilian Investigators	\$130,000.00	\$133,900.00	\$3,900.00	3.00%
		Obj Class Totals:					\$192,640.00	\$198,419.20	\$5,779.20	3.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	1000	Fringe	Fringe Rate of 35.60%	\$3,722.06	\$0.00	(\$3,722.06)	-100.00%
				1000	Fringe	Fringe Rate of 35.60%	\$232,608.03	\$208,551.81	(\$24,056.22)	-10.34%
				1000	Taxes	Tax rate of 2.21%	\$13,143.21	\$12,946.61	(\$196.60)	-1.50%
				1100	Fringe	Fringe Rate of 35.60%	\$162,348.98	\$113,739.13	(\$48,609.85)	-29.94%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		D09	Fringe Benefit Cost Recoupment	1100	Taxes	Tax rate of 2.21%	\$10,209.23	\$5,580.07	(\$4,629.16)	-45.34%
				1200	Fringe	Fringe Rate of 35.60%	\$277,769.54	\$233,351.65	(\$44,417.89)	-15.99%
				1200	Taxes	Tax rate of 2.21%	\$15,695.00	\$14,486.16	(\$1,208.84)	-7.70%
				1300	Fringe	Fringe Rate of 35.60%	\$162,801.17	\$159,427.03	(\$3,374.14)	-2.07%
				1300	Taxes	Tax rate of 2.21%	\$9,198.86	\$9,897.02	\$698.16	7.59%
				1400	Fringe	Fringe Rate of 35.60%	\$559,988.40	\$474,715.16	(\$85,273.24)	-15.23%
				1400	Taxes	Tax rate of 2.21%	\$31,641.41	\$29,469.68	(\$2,171.73)	-6.86%
				1500	Fringe	Fringe Rate of 35.60%	\$5,268.15	\$0.00	(\$5,268.15)	-100.00%
				1500	Fringe	Fringe Rate of 35.60%	\$302,909.99	\$265,985.37	(\$36,924.62)	-12.19%
				1500	Taxes	Tax rate of 2.21%	\$17,115.53	\$16,512.01	(\$603.52)	-3.53%
				1800	Fringe	Fringe Rate of 35.60%	\$78,129.19	\$72,411.85	(\$5,717.34)	-7.32%
				1800	Taxes	Tax rate of 2.21%	\$4,414.59	\$3,325.48	(\$1,089.11)	-24.67%
				1900	Fringe	Fringe Rate of 35.60%	\$24,584.90	\$13,860.38	(\$10,724.52)	-43.62%
				1900	Taxes	Tax rate of 2.21%	\$1,389.14	\$860.43	(\$528.71)	-38.06%
				5000	Fringe	Fringe Rate of 35.60%	\$1,768,354.90	\$1,459,277.29	(\$309,077.61)	-17.48%
				5000	Taxes	Tax rate of 2.21%	\$99,918.57	\$90,589.97	(\$9,328.60)	-9.34%
				5000	Taxes	Taxes on CC Employees 2.45%	\$2,697.35	\$2,506.11	(\$191.24)	-7.09%
				7000	Fringe	Fringe Rate of 35.60%	\$250,270.89	\$201,994.37	(\$48,276.52)	-19.29%
				7000	Taxes	Tax rate of 2.21%	\$14,141.23	\$12,539.54	(\$1,601.69)	-11.33%
				All	Fringe and Payroll Taxes	Fringe and Payroll Taxes on Turnover Savings (45.81%)	(\$221,124.72)	(\$254,243.22)	(\$33,118.50)	14.98%
				All	Fringe and Taxes	N/A	\$0.00	\$0.00	\$0.00	#Num!
		D15	Workers' Compensation Chargebacks	1100	Worker's Comp Chargeback	Worker's Comp Chargeback	\$10,000.00	\$10,000.00	\$0.00	0.00%
			Obj Class Totals:				\$3,837,195.60	\$3,157,783.90	(\$679,411.70)	-17.71%
	EE		ADMINISTRATIVE EXPENSES							
	E01		Office & Administrative Supplies	1000	Supplies	Adoni Spring Water/Milhench	\$4,000.00	\$4,000.00	\$0.00	0.00%
				1000	Supplies	Cam Office Supplies Increased \$2,500	\$12,000.00	\$12,000.00	\$0.00	0.00%
				1000	Supplies	W.B. Mason/Veteran's Business Supply	\$40,000.00	\$40,000.00	\$0.00	0.00%
				1200	Supplies	Office Supplies	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1400	Supplies	Office and Administrative Supplies increase by \$1,500	\$1,800.00	\$1,800.00	\$0.00	0.00%
				5000	Supplies	Supplies	\$5,000.00	\$5,000.00	\$0.00	0.00%
		E02	Printing Expenses & Supplies	1000	Printing	Millenium/RazzMTazz/MG Products	\$2,500.00	\$2,500.00	\$0.00	0.00%
				1100	Printing	Printing of Reports and Best Practices	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1400	Printers	Printers @\$250/printer Decrease by 300	\$0.00	\$0.00	\$0.00	#Num!
				1500	Office Supplies	Lane Printing, etc.	\$200.00	\$200.00	\$0.00	0.00%
				1800	Printing	Printing	\$6,100.00	\$6,100.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		E02	Printing Expenses & Supplies	7000	Supplies	Supplies	\$7,500.00	\$7,500.00	\$0.00	0.00%
		E05	Postage Chargeback	1000	Postage	ITD PAD Chargeback for postal Services	\$2,743.92	\$2,743.92	\$0.00	0.00%
		E06	Postage	1000	Postage	Postage for Ashburton Mail Room	\$2,400.00	\$2,400.00	\$0.00	0.00%
				1000	Postage	Postage for Pitney Bowes, Fed Ex, UPS	\$3,000.00	\$3,000.00	\$0.00	0.00%
				7000	Postage	increase Federal Express Charges	\$1,500.00	\$3,500.00	\$2,000.00	133.33%
		E12	Subscriptions, Memberships & Licensing Fees	1100	Administrative Expenses	Marketing Sponsorships of Diversity and Opportunity Events GNEMSCD, UMASS, Circa	\$15,000.00	\$15,000.00	\$0.00	0.00%
				1100	Subscriptions	decrease 5K and move to travel and conference Pcard Human Resource Information System	\$5,000.00	\$0.00	(\$5,000.00)	-100.00%
				1100	Subscriptions	Subscriptions, Memberships & Licensing Fees SHRM, NEHRA, The Partnership	\$20,000.00	\$20,000.00	\$0.00	0.00%
				1200	Subscription	Legal Subscription - Law360	\$3,700.00	\$3,700.00	\$0.00	0.00%
				1200	Subscriptions	Subscriptions and Memberships Westlaw ABA Increase \$4k for Thomson Reuters	\$19,000.00	\$19,000.00	\$0.00	0.00%
				1200	Subscriptions	nstatrac Subscription	\$4,650.00	\$4,650.00	\$0.00	0.00%
				1300	Memberships	NAGR increased \$300 for costs	\$800.00	\$800.00	\$0.00	0.00%
				1400	Subscriptions	Increase 5K for Vixio Gaming Compliance increase for more FTEs and subscription	\$28,890.00	\$33,890.00	\$5,000.00	17.31%
				1500	Subscriptions	Trade Journals	\$5,950.00	\$5,950.00	\$0.00	0.00%
				1800	Subscriptions	moved 2,500 to travel and 1000 conferences Subscriptions, Licensing, Memberships	\$35,650.00	\$32,150.00	(\$3,500.00)	-9.82%
				5000	Subscriptions	West Clear Law,Hire Authority, Nat.Student Loan Increase of \$500/month for GOLD Subscription Service	\$101,000.00	\$101,000.00	\$0.00	0.00%
		E13	Advertising Expenses	1200	Reg Advertising	Advertising of Regs and Meetings Increase \$5k for Racing	\$15,000.00	\$15,000.00	\$0.00	0.00%
		E15	Bottled Water	1000	Water	Quench	\$1,500.00	\$1,500.00	\$0.00	0.00%
		E18	State Single Audit Chargeback	1000	Chargeback	Chargeback Single State Audit	\$500.00	\$500.00	\$0.00	0.00%
		E19	Fees, Fines, Licenses, Permits & Chargebacks	1000	Fees, Fines, Licensed, Chargebakcs	EZ Pass/Occupancy/Commissions	\$1,700.00	\$1,700.00	\$0.00	0.00%
				1100	Licenses	Fees, Fines, Licenses, Permits & Chargebacks for HRCMS and HRD	\$9,000.00	\$9,000.00	\$0.00	0.00%
		E20	Motor Vehicle Chargeback	1000		Telemetrics, OVM Management, Leases Split with SW	\$0.00	\$11,200.00	\$11,200.00	#Div/0!
				5000	Motor Vehcile Lease	OVM Chargeback	\$6,110.00	\$6,110.00	\$0.00	0.00%
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees	1000	Laz Parking/VPNE	moved 24K to SW Parking at 33 Arch St.	\$54,000.00	\$30,000.00	(\$24,000.00)	-44.44%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		E22	Temp Use Space/Confer-Incidental Includes Reservation Fees	1100	Conference Incidentals	Conference Incidentals	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1100	Conferences	Workforce/Diversity Meetings--Digital also	\$7,000.00	\$7,000.00	\$0.00	0.00%
				1500	Meeting Space	Temporary Space @ 6mtgs - \$2K meeting space 6 mtgs and \$5k to stream for 4 of the meetings	\$32,000.00	\$32,000.00	\$0.00	0.00%
				1500	Team Building	Team Building, Agency Conferences	\$8,000.00	\$8,000.00	\$0.00	0.00%
		E30	Credit Card Purchases	1000	Credit Card	Credit Card Incidental Purchases	\$2,000.00	\$2,000.00	\$0.00	0.00%
				1100	Credit Card Charges	increased 3K from HR Systems FIA Card	\$3,000.00	\$6,000.00	\$3,000.00	100.00%
				1200	Credit Card	Credit Card Purchases	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1300	Credit Card	Credit Card Purchases	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1400	Credit Card	Credit Card Purchases; \$400 Domain GOV Renewal	\$1,000.00	\$1,000.00	\$0.00	0.00%
				1500	Credit Card	decrease \$1.5 Allowable Credit Card Expenses	\$7,500.00	\$6,000.00	(\$1,500.00)	-20.00%
				5000	Credit Card	Credit Card Purchases	\$15,000.00	\$15,000.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ	1000	Travel	Travel Agency Fees	\$2,500.00	\$2,500.00	\$0.00	0.00%
				1100	Travel	Increased 2K from HRSystems Travel Agent	\$1,000.00	\$3,000.00	\$2,000.00	200.00%
				1200	Conference, Training, Registion Fees	Conference, Training, Registion Fees \$1,750 Increase for more conferences	\$8,000.00	\$8,000.00	\$0.00	0.00%
				1200	Travel	Conference/Trainings Travel and Lodging for FTEs Increase \$2,500 for more travel	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1400	Out of State Travel	Travel Agent - Travel Leaders Additional FTEs budgeting for Travel	\$20,000.00	\$20,000.00	\$0.00	0.00%
				1500	Travel Agency Fees	decrease 2K moved to 1050-1384 Travel	\$10,000.00	\$8,000.00	(\$2,000.00)	-20.00%
				5000	Travel Agent	Travel Agent for Trainings and Investigations Decrease of \$20K for costs shared with Sports Wagering	\$80,000.00	\$80,000.00	\$0.00	0.00%
				7000	Travel Agent	Travel Leaders G2E for meetings with Vendors and Licensing of Primaries	\$7,000.00	\$7,000.00	\$0.00	0.00%
		E42	In-State Travel & Related Expen on Behalf of State Employees	1800	Travel Agent	moved 2.5K from subscription cost, travel for upcoming year	\$0.00	\$2,500.00	\$2,500.00	#Div/0!
		EE2	Conference, Training and Registration Fees	1000	Conference Registrations	Registration Fees	\$1,125.00	\$1,125.00	\$0.00	0.00%
				1100	Conference, Training Registration Fees	GNEMSDC, Umass, Diversity Conferences	\$5,500.00	\$5,500.00	\$0.00	0.00%
				1100	Training	Conference, Training and Registration Fees	\$500.00	\$500.00	\$0.00	0.00%
				1300	Travel and Conf	Conference, Training and Registration Fees	\$5,000.00	\$5,000.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		EE2	Conference, Training and Registration Fees	1400	Conference	Conference, Training and Registrations Fees Increase for more FTEs by \$2,473	\$4,973.00	\$4,973.00	\$0.00	0.00%
				1500	Registration Fees	decrease 2K moved to 1050-1384Conference/Trainings	\$7,000.00	\$5,000.00	(\$2,000.00)	-28.57%
				1800	Conference Registration	moved 1K from subscription cost conference registrations	\$0.00	\$1,000.00	\$1,000.00	#Div/0!
				5000	Registrations	Training/Conference Registration Fees. Decreased \$5k for costs shared with Sports Wagering	\$25,000.00	\$25,000.00	\$0.00	0.00%
				7000	Conferences	Conference, Training & Registration.	\$4,000.00	\$4,000.00	\$0.00	0.00%
		EE9	Employee Recognition Chargeback	1100	Employee Morale	Employee Recognition Program	\$5,000.00	\$5,000.00	\$0.00	0.00%
			Obj Class Totals:				\$708,291.92	\$696,991.92	(\$11,300.00)	-1.60%
		FF	<i>FACILITY OPERATIONAL EXPENSES</i>							
		F09	Clothing & Footwear	5000	Programatic Supplies	Clothing and Footwear	\$20,000.00	\$20,000.00	\$0.00	0.00%
			Obj Class Totals:				\$20,000.00	\$20,000.00	\$0.00	0.00%
		GG	<i>ENERGY COSTS AND SPACE RENTAL</i>							
		G01	Space Rental	1000	Office Lease	Increase for new lease In FY25 we received 3 months of free rent plus 6 months at ~\$50/sq ft. If FY26 6 months at ~\$50/sq ft and 6 months at ~\$79/sq ft. --70% of annual lease to Gaming 30% to Sports Wagering	\$692,100.16	\$1,014,997.14	\$322,896.98	46.65%
				1400	Data Center	Data Center Costs (Rack Space, maintenance for 2 Data Centers)	\$85,158.72	\$85,158.72	\$0.00	0.00%
				1500	75-101 Parking Garage	Parking 75-101--5 spaces. Two of the spaces are included in the lease. This item pays for 3 of the spaces.	\$13,642.20	\$13,642.20	\$0.00	0.00%
		G03	Electricity	1000	Electricity	increase for inflation 101 Federal St. 12 months	\$23,334.34	\$26,000.00	\$2,665.66	11.42%
		G05	Fuel For Vehicles	1000	Gas	Wex Bank/Gulf	\$3,000.00	\$3,000.00	\$0.00	0.00%
			Obj Class Totals:				\$817,235.42	\$1,142,798.06	\$325,562.64	39.84%
		HH	<i>CONSULTANT SVCS (TO DEPTS)</i>							
		H09	Attorneys/Legal Services	1000	Insurance	split between sports wagering Comprehensive Insurance Policy	\$163,500.00	\$114,450.00	(\$49,050.00)	-30.00%
				1100	Legal Consultants	Employment Laywers	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1100	Worker's Comp	Workers Comp Litigation Fees	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1200	Consultant		(\$30,577.71)	\$0.00	\$30,577.71	-100.00%
				1200	Litigation Defense	Check with Todd on Lit Minimum per policy decrease and moved 40K to hearing officers for one case pending dismissal Outside Counsel Litigation Defense	\$400,000.00	\$360,000.00	(\$40,000.00)	-10.00%
				1200	Outside Counsel	General Practice, Regulations, Laws, etc.	\$75,000.00	\$75,000.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		H09	Attorneys/Legal Services	1200	Outside Counsel	Increase for Consultation for New Union Initiative Labor Employment Law	\$50,000.00	\$50,000.00	\$0.00	0.00%
				1500	Consultant	N/A	\$0.00	\$0.00	\$0.00	#Num!
		H19	Management Consultants	1000	Outside Consultant	CPA Firm for Annual Audits consistent with Generally Accepted Auditing Standards	\$70,000.00	\$70,000.00	\$0.00	0.00%
				1200	Hearing Officer	Increase of 40K for usage Hearing Officer Increased \$25,000 volume of cases	\$65,000.00	\$105,000.00	\$40,000.00	61.54%
				1300	Strategic Consultant	General Consultant needs for Commissioners or Executive Director	\$10,000.00	\$10,000.00	\$0.00	0.00%
		H23	Program Coordinators	1100	Consultants	Moved \$20K to Strategice Consultant, FY25 RSM and Training but in FY26 used for additional DEI training	\$110,000.00	\$90,000.00	(\$20,000.00)	-18.18%
				1100	Strategic Consultant	took 20,000 from consultant line 3 year study left out last year split between gaming and sports wagering Strategic Organizational Consult and Compensation	\$0.00	\$20,000.00	\$20,000.00	#Div/0!
				1500	Consultant	General Consulting	\$10,000.00	\$10,000.00	\$0.00	0.00%
		HH3	Media Design, Editorial and Communication	1800	Website Design	Marketing & Website Design	\$25,000.00	\$25,000.00	\$0.00	0.00%
			Obj Class Totals:				\$957,922.29	\$939,450.00	(\$18,472.29)	-1.93%
		JJ	OPERATIONAL SERVICES							
		J10	Auxiliary Financial Services	1000	Auxiliary Financial Services	Credit Card Fees/BillMatrix	\$200.00	\$200.00	\$0.00	0.00%
		J25	Laboratory & Pharmaceutical Services	5000	Everett Police	EPDEverett Police GEU 7FTE's Increase of 5% year over year, 4% for salaries	\$1,748,361.00	\$1,839,482.00	\$91,121.00	5.21%
				5000	Finger Prints State Police	Chargeback for Finger Print Costs for Licenses \$50/set and ~4.5K prints	\$50,000.00	\$50,000.00	\$0.00	0.00%
				5000	GEU--Boston		\$142,000.00	\$0.00	(\$142,000.00)	-100.00%
				5000	Plainville Police Salaries	Plainville Local Police Increase 3% for salaries as well as \$17.29k for operational euipment portable radios and body cameras	\$441,055.27	\$669,449.45	\$228,394.18	51.78%
				5000	Springfield Police Salaries	SPDSpringfield Police GEU 7 FTEs Increase of 3% on updated FY24 Budget	\$1,207,684.31	\$1,256,196.67	\$48,512.36	4.02%
				5000	State Police	MSP MGC Salaries for MGC Investigations and Background Unit 3% increase plus taxes	\$1,012,733.60	\$1,421,492.36	\$408,758.76	40.36%
				5000	State Police	3% COLA plus Taxes Racing Troopers Shifted Costs to Gaming	\$443,340.30	\$427,045.84	(\$16,294.46)	-3.68%
				5000	State Police	MSPMGC Staff Costs at MGM 16 FTEs 4% Increase plus taxes	\$2,062,795.61	\$2,041,912.20	(\$20,883.41)	-1.01%
				5000	State Police	MSPMGC State Police Troopers Plainville Straight Time and Payroll Taxes 3% increase plus taxes	\$1,531,220.58	\$1,522,084.68	(\$9,135.90)	-0.60%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		J25	Laboratory & Pharmaceutical Services	5000	State Police	MSPMGC State Troopers Everett 3% increase plus taxes	\$1,923,570.47	\$1,979,258.97	\$55,688.50	2.90%
				5000	State Police OT & Travel	moved 925k in investigation OT to Sports Wagering OT and Travel for Troopers assigned to MGC GEU Increase 4% plus taxes	\$2,183,475.54	\$1,298,682.26	(\$884,793.28)	-40.52%
		J28	Law Enforcement	5000	Lease Vehicles	Plainville Law Enforcement Vehicles	\$8,877.39	\$8,877.39	\$0.00	0.00%
		J46	Temporary Help Services	1100	Temp Help	Temp help/interns/diversity	\$75,000.00	\$75,000.00	\$0.00	0.00%
				1400	TEMPORARY HELP SERVICES	SevenStep or other Temp Help	\$30,000.00	\$30,000.00	\$0.00	0.00%
		J50	Instructors/Lecturers/Trainers	1300	Training	Upper Management Training	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1400	Training	Technical Training not available on LinkedIn	\$5,000.00	\$5,000.00	\$0.00	0.00%
		JJ1	Legal Support Services	1200	Operational Services	Offsite Storage - \$50 per month charge if boxes are pulledIncreased GRM Usage Increased for more digitization of files	\$4,000.00	\$4,000.00	\$0.00	0.00%
		JJ2	Auxiliary Services	1000	Courier	USA Couriers	\$300.00	\$300.00	\$0.00	0.00%
				1000	Shredding	ProShred	\$1,615.00	\$1,615.00	\$0.00	0.00%
				1100	HR Investigations	HR Investigations	\$10,000.00	\$10,000.00	\$0.00	0.00%
				1100	Testing	Workcare Health Resouces	\$3,000.00	\$3,000.00	\$0.00	0.00%
				1800	Streaming	Streaming & Production of Public Meetings	\$23,000.00	\$23,000.00	\$0.00	0.00%
		Obj Class Totals:					\$12,912,229.07	\$12,671,596.82	(\$240,632.25)	-1.86%
		KK	EQUIPMENT PURCHASE							
		K05	Office Equipment	1800	Equipment Purchases	Increased to purchase additional Photography/Streaming Equipment Net Zero Purchase	\$5,000.00	\$5,000.00	\$0.00	0.00%
		K07	Office Furnishings	1400	Office Equipment	Creative Office Pavillion	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1500	Office Equipment	Office Furnishings	\$5,000.00	\$5,000.00	\$0.00	0.00%
				5000	Office Equipment	Patrol Riffls/Active Shooter Gear-- Replacement/Upgrade of Fingerprint Machines to be Windows Compliant	\$47,000.00	\$47,000.00	\$0.00	0.00%
		Obj Class Totals:					\$62,000.00	\$62,000.00	\$0.00	0.00%
		LL	EQUIPMENT LEASE-MAINTAIN/REPAR							
		L24	Motorized Vehicle Equipment Rental or Lease	1000	Rental Cars	Enterprise Car Rental	\$500.00	\$500.00	\$0.00	0.00%
				1400	MOTORIZED VEHICLE EQUIPMENT RENTAL OR LEASE	Enterprise Rental rental for conferences travel	\$500.00	\$500.00	\$0.00	0.00%
		L25	Office Equipment Rental or Lease	1000	Printing	Pitney Bowes	\$607.90	\$607.90	\$0.00	0.00%
		L26	Printing/Photocopy & Micrographics Equip Rent/Lease	1000	Copier	increase of 3K Canon Financial Services Recurring Payments for 13th floor and IEB Per Click costs of \$2.5K	\$12,000.00	\$15,000.00	\$3,000.00	25.00%
				7000	Equipment Leases	Increased for Idemia Scanner Maintenance	\$25,000.00	\$25,000.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		L46	Print, Photocopying & Micrograph Equipment Maint/Repair	1000	Copier	Canon USA/Maintenance & Repair--Initial Contract Rate Ended	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1000	Xerox Leases	increase of 2K 6 Machines average \$300 per month Xerox Leases Recurring Payments of \$11.1K for 3 machines Per Click costs of \$3.2K (avg of this year) Increase \$400	\$22,000.00	\$24,000.00	\$2,000.00	9.09%
		Obj Class Totals:					\$65,607.90	\$70,607.90	\$5,000.00	7.62%
		NN	INFRASTRUCTURE:							
		N50	Non-Major Facility Infrastructure Maintenance and Repair	1000	Repairs	Office/Building Repairs	\$5,000.00	\$5,000.00	\$0.00	0.00%
				1400	Facilities Maintenance	\$4,450 Annual Main & Support, Parts/HVAC monitoring; Viscom \$1,500 Building Security	\$10,000.00	\$10,000.00	\$0.00	0.00%
				5000	Non-Major Facility Maintenance & Repair	Office Reconfiguration	\$15,000.00	\$15,000.00	\$0.00	0.00%
		Obj Class Totals:					\$30,000.00	\$30,000.00	\$0.00	0.00%
		PP	STATE AID/POL SUB							
		P01	Grants To Public Entities	1100	Grants	Worforce Development and Diversity Grants Reduced \$60,000 moved to H23	\$90,000.00	\$90,000.00	\$0.00	0.00%
		Obj Class Totals:					\$90,000.00	\$90,000.00	\$0.00	0.00%
		UU	IT Non-Payroll Expenses							
		U01	Telecommunications Services Data	1400	TELECOMMUNICAT IONS SERVICES DATA	Surveillance, CMS Primary/Backup Circuits, Lab Line, Windstream Services (VPN, LAN, WAN redundancy) etc	\$227,750.00	\$227,750.00	\$0.00	0.00%
		U02	Telecommunications Services - Voice	1400	TELECOMMUNICAT IONS SERVICES - VOICE	OfficeSuite (Voice, HD Meeting, WeConnect), Verizon Wireless, Multi-location fax lines	\$133,010.00	\$133,010.00	\$0.00	0.00%
		U03	Software & Information Technology Licenses (IT)	1000	Software	Software - LinkSquares CLM	\$35,750.00	\$35,750.00	\$0.00	0.00%
				1100	Software	Cornerstone HR Employee Performance Review Software Increased to \$16,275	\$27,000.00	\$27,000.00	\$0.00	0.00%
				1400	SOFTWARE & INFORMATION TECHNOLOGY LICENSES (IT)	Azure Sentinel, M365 G5 Compliance, M365 G5 Security Adobe, Sharepoint, O365, Azure, JIRA, MDM etc	\$331,387.30	\$331,387.30	\$0.00	0.00%
				5000	Software	ITRACK- OmnigoIncrease \$1k for costs	\$14,000.00	\$14,000.00	\$0.00	0.00%
				7000	Software	Plus SWC Costs Licensing System Software	\$350,000.00	\$158,445.00	(\$191,555.00)	-54.73%
		U04	Information Technology Chargeback	1400	INFORMATION TECHNOLOGY CHARGEBACK	decrease -\$40,794.56 EOTSS LMS HRCMS MMARS	\$65,000.00	\$24,205.44	(\$40,794.56)	-62.76%
		U05	Information Technology (IT) Temp Staff Augmentation Profs	1000	IT Consultants	diversity moved to HR Diversity Consultants	\$25,000.00	\$0.00	(\$25,000.00)	-100.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	MGC Regulatory Costs									
		U05	Information Technology (IT) Temp Staff Augmentation Profs	1000	IT Consultants	Web penetration Testing	\$8,000.00	\$8,000.00	\$0.00	0.00%
				1400	CMS - \$2,484,206.46	CMS - IGT Intelligen (PPC, MGM, EBH) IGT move adjusted costs down 39,127.83	\$2,287,240.44	\$2,287,240.44	\$0.00	0.00%
				1400	CONSULTING - \$50,000	IT Consulting Support (TBD)	\$50,000.00	\$50,000.00	\$0.00	0.00%
				1400	IGT NOC Migration	Increase for data center move and for parts IGT NOC Migration Removed	\$0.00	\$0.00	\$0.00	#Num!
				1400	IT Staff Augment	Contract Systems Admin eDiscovery Specialist	\$80,000.00	\$80,000.00	\$0.00	0.00%
				1400	IT Staff Augment	Talent Burst It Staff Augment	\$39,750.00	\$39,750.00	\$0.00	0.00%
				1400	Staff Augmentations Professionals	McInnis Consulting Jira Expert Removed	\$0.00	\$0.00	\$0.00	#Num!
		U06	Information Technology (IT) Cabling	1400	IT Cabling	Runs/Cabling	\$3,000.00	\$3,000.00	\$0.00	0.00%
		U07	Information Technology (IT) Equipment	1400	IT Equipment	decrease of \$75K IT Equipment, emergency replacements (switches, routers, firewalls) etc	\$195,000.00	\$120,000.00	(\$75,000.00)	-38.46%
		U09	Information Technology (IT) Equip Rental Or Lease	1400	INFORMATION TECHNOLOGY (IT) EQUIP RENTAL OR LEASE	increased \$7,009 for ACS Leases Refresh lease	\$112,891.00	\$120,000.00	\$7,109.00	6.30%
		U10	Information Tech (IT) Equipment Maintenance & Repair	1000	Cable	Cable/Comcast	\$5,500.00	\$5,500.00	\$0.00	0.00%
				1400	IT Maintenance and Repair	Annual M&S Equipment/Services	\$77,633.09	\$77,633.09	\$0.00	0.00%
		U11	Information Technology (IT) Contract Services	1400	IT Contract Services	LMS, Gartner, Tallan Servicese increase of \$120K for Tier Point. Includes Xfact for Licensing Maintenance	\$395,217.00	\$515,217.00	\$120,000.00	30.36%
				7000	IT Consultant	Plus SWC Costs and implementations costs spread to FY27 Licensing System Implementation	\$262,500.00	\$167,000.00	(\$95,500.00)	-36.38%
Obj Class Totals:							\$4,725,628.83	\$4,424,888.27	(\$300,740.56)	-6.36%
MGC Regulatory Costs Totals:							\$33,272,060.50	\$32,364,200.48	(\$907,860.02)	-2.73%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	Office of Attorney General and AGO MSP									
		JJ	OPERATIONAL SERVICES							
		J25	Laboratory & Pharmaceutical Services	9000	State Police	MSPAGO Straight Time Troopers 3% increase including Payroll Taxes	\$687,879.43	\$682,026.00	(\$5,853.43)	-0.85%
				9000	State Police	3% COLA plus taxes MSPAGO State Police OT 3% increase plus taxes	\$382,830.81	\$403,030.11	\$20,199.30	5.28%
			Obj Class Totals:				\$1,070,710.24	\$1,085,056.11	\$14,345.87	1.34%
		OO								
		O99		9000	Attorney General	Funds FTEs assigned to the unit, various percentages of FTEs of support, and management positions, office space, travel, conferences, and investigative costs.	\$2,927,384.00	\$4,500,000.00	\$1,572,616.00	53.72%
			Obj Class Totals:				\$2,927,384.00	\$4,500,000.00	\$1,572,616.00	53.72%
	Office of Attorney General and AGO MSP		Totals:				\$3,998,094.24	\$5,585,056.11	\$1,586,961.87	39.69%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
	Alcohol and Beverage Control Commission									
		00								
		001		9001	ISA with ABCC	ABCC	\$75,000.00	\$75,000.00	\$0.00	0.00%
		Obj Class Totals:					\$75,000.00	\$75,000.00	\$0.00	0.00%
	Alcohol and Beverage Control Commission	Totals:					\$75,000.00	\$75,000.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500001	Mass. Gaming Commission									
Appropriation Totals							\$40,016,018.77	\$40,806,347.84	\$790,329.07	1.98%
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
	AA	REGULAR EMPLOYEE COMPENSATION								
	A01	Salaries: Inclusive	1000	Employee Compensation	Admin Employees Salaries		\$90,663.52	\$91,396.73	\$733.21	0.81%
			1100	Employee Compensation	HR Employees Salaries		\$13,561.75	\$6,458.38	(\$7,103.37)	-52.38%
			1100	Raises	3% COLA/Incentives/Equity Agency Wide		\$18,910.14	\$17,957.46	(\$952.68)	-5.04%
			1200	Employee Compensation	Legal Employees Salaries		\$28,684.14	\$29,349.96	\$665.82	2.32%
			1300	Employee Compensation	Exec. Dir. Employees Salaries		\$16,174.31	\$20,052.04	\$3,877.73	23.97%
			1400	Employee Compensation	IT Employees Salaries		\$50,863.65	\$51,027.64	\$163.99	0.32%
			1500	Employee Compensation	Commissioners Employees Salaries		\$31,280.31	\$33,454.49	\$2,174.18	6.95%
			1800	Employee Compensation	Communications Employees Salaries		\$7,183.75	\$7,278.92	\$95.17	1.32%
			3000	Employee Compensation	Regular Employee Salaries		\$361,690.94	\$372,541.67	\$10,850.73	3.00%
			5000	Employee Compensation	Admin Employees Salaries		\$20,233.39	\$19,097.24	(\$1,136.15)	-5.62%
			7000	Employee Compensation	Regular Employee Salaries		\$5,104.63	\$1,799.09	(\$3,305.54)	-64.76%
			All	Employee Compensation	N/A		\$0.00	\$0.00	\$0.00	#Num!
			All	Regular Employee Compensation	Turnover Savings 5% of payroll		(\$32,462.40)	(\$47,256.46)	(\$14,794.06)	45.57%
		Obj Class Totals:					\$611,888.13	\$603,157.16	(\$8,730.97)	-1.43%
	BB	REGULAR EMPLOYEE RELATED EXPEN								
	B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	3000	Travel	Out of State Travel Reimbursement Reduced \$6k		\$4,000.00	\$4,000.00	\$0.00	0.00%
	B02	In-State Travel	3000	Travel	In State Travel Reimbursement Reduced 1K		\$2,000.00	\$2,000.00	\$0.00	0.00%
		Obj Class Totals:					\$6,000.00	\$6,000.00	\$0.00	0.00%
	CC	SPECIAL EMPLOYEES								
	C04	Contracted Seasonal Employees	3000	Seasonals	Seasonal Employees		\$482,040.00	\$482,040.00	\$0.00	0.00%
	C23	Management, Business Professionals & Admin Services	1100	Contract Employee	Administrative Help		\$5,200.00	\$5,320.00	\$120.00	2.31%
		Obj Class Totals:					\$487,240.00	\$487,360.00	\$120.00	0.02%
	DD	PENSION & INSURANCE RELATED EX								
	D09	Fringe Benefit Cost Recoupment	1000	Fringe	Fringe Rate of 35.60%		\$39,311.70	\$32,537.24	(\$6,774.46)	-17.23%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversigh									
	MGC Regulatory Costs									
		D09	Fringe Benefit Cost Recoupment	1000	Taxes	Tax rate of 2.21%	\$2,221.26	\$2,019.87	(\$201.39)	-9.07%
				1100	Fringe	Fringe Rate of 35.60%	\$5,880.37	\$3,367.18	(\$2,513.19)	-42.74%
				1100	Taxes	Tax rate of 2.21%	\$332.26	\$142.73	(\$189.53)	-57.04%
				1200	Fringe	Fringe Rate of 35.60%	\$12,437.44	\$10,448.59	(\$1,988.85)	-15.99%
				1200	Taxes	Tax rate of 2.21%	\$702.76	\$648.63	(\$54.13)	-7.70%
				1300	Fringe	Fringe Rate of 35.60%	\$7,013.19	\$7,138.53	\$125.34	1.79%
				1300	Taxes	Tax rate of 2.21%	\$396.27	\$443.15	\$46.88	11.83%
				1400	Fringe	Fringe Rate of 35.60%	\$22,054.48	\$18,165.84	(\$3,888.64)	-17.63%
				1400	Taxes	Tax rate of 2.21%	\$1,246.15	\$1,127.71	(\$118.44)	-9.50%
				1500	Fringe	Fringe Rate of 35.60%	\$13,563.14	\$11,909.80	(\$1,653.34)	-12.19%
				1500	Taxes	Tax rate of 2.21%	\$766.37	\$739.34	(\$27.03)	-3.53%
				1800	Fringe	Fringe Rate of 35.60%	\$3,114.87	\$2,582.30	(\$532.57)	-17.10%
				1800	Taxes	Tax rate of 2.21%	\$176.00	\$108.49	(\$67.51)	-38.36%
				3000	Fringe	Fringe Rate of 35.60%	\$156,829.20	\$132,624.83	(\$24,204.37)	-15.43%
				3000	Taxes	Tax rate of 2.21%	\$8,861.42	\$8,233.17	(\$628.25)	-7.09%
				5000	Fringe	Fringe Rate of 35.60%	\$20,233.39	\$6,798.62	(\$13,434.77)	-66.40%
				5000	Taxes	Tax rate of 2.21%	\$8,773.20	\$422.05	(\$8,351.15)	-95.19%
				7000	Fringe	Fringe Rate of 35.60%	\$2,213.37	\$640.48	(\$1,572.89)	-71.06%
				7000	Taxes	Tax rate of 2.21%	\$125.06	\$39.76	(\$85.30)	-68.21%
				All	Fringe and Taxes	N/A	\$0.00	\$0.00	\$0.00	#Num!
		Obj Class Totals:					\$306,251.90	\$240,138.31	(\$66,113.59)	-21.59%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies	3000	Supplies	W.B. Mason moved to Finance	\$0.00	\$0.00	\$0.00	#Num!
		E02	Printing Expenses & Supplies	3000	Printing	Millineum Printing moved to Finance	\$0.00	\$0.00	\$0.00	#Num!
		E12	Subscriptions, Memberships & Licensing Fees	3000	Memberships	AA Dority/Organization of Racing Investigators not renewing would fall under IEB	\$0.00	\$0.00	\$0.00	#Num!
				3000	Memberships	Assoc. of Racing Regulators	\$18,700.00	\$18,700.00	\$0.00	0.00%
		E13	Advertising Expenses	3000	Public Hearing Notices	Boston Globe moved to Legal	\$0.00	\$0.00	\$0.00	#Num!
				3000	Public Hearing Notices	Boston Herald moved to Legal	\$0.00	\$0.00	\$0.00	#Num!
		E15	Bottled Water	3000	Water	Belmont Springs/DS Waters of America	\$360.00	\$360.00	\$0.00	0.00%
		E41	Out Of State Travel Expen on Behalf of State Employ	3000	Travel Agent	Travel	\$5,000.00	\$5,000.00	\$0.00	0.00%
		EE2	Conference, Training and Registration Fees	3000	Conferences	Assoc. of Racing Comm./Louisiana Racing/Thoroughbred Racing	\$3,000.00	\$3,000.00	\$0.00	0.00%
		Obj Class Totals:					\$27,060.00	\$27,060.00	\$0.00	0.00%
		FF	FACILITY OPERATIONAL EXPENSES							

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	MGC Regulatory Costs									
		F05	Laboratory Supplies	3000	Vet Supplies	Gloves, scrubs etc.	\$2,000.00	\$2,000.00	\$0.00	0.00%
		F09	Clothing & Footwear	3000	Equipment	Misc Facility Equipment Removed from Budget	\$0.00	\$0.00	\$0.00	#Num!
				3000	Uniforms	Racing Uniforms for Seasonal Employees Reduced \$15K	\$10,000.00	\$10,000.00	\$0.00	0.00%
		Obj Class Totals:					\$12,000.00	\$12,000.00	\$0.00	0.00%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H19	Management Consultants	3000	Hearing Officer	Hearing Officer for Racing Appeals	\$10,000.00	\$10,000.00	\$0.00	0.00%
		Obj Class Totals:					\$10,000.00	\$10,000.00	\$0.00	0.00%
		JJ	OPERATIONAL SERVICES							
		J10	Auxiliary Financial Services	3000	Credit Cards	Bank of America credit card terminal fees	\$1,000.00	\$1,000.00	\$0.00	0.00%
		J25	Laboratory & Pharmaceutical Services	3000	Testing	Workcare Reduced \$500	\$1,500.00	\$1,500.00	\$0.00	0.00%
		J28	Law Enforcement	3000	State Police	MSP Racing Straight Time Moved to IEB	\$0.00	\$0.00	\$0.00	#Num!
				3000	State Police	N/A	\$0.00	\$0.00	\$0.00	#Num!
		JJ1	Legal Support Services	3000	Stenographer	Hardeman RealTime Moved to Legal	\$0.00	\$0.00	\$0.00	#Num!
		JJ2	Auxiliary Services	3000	Autopsies	Uconn Pathology	\$6,000.00	\$6,000.00	\$0.00	0.00%
				3000	Testing Lab	Industrial Laboratories or alternate lab	\$382,500.00	\$382,500.00	\$0.00	0.00%
		Obj Class Totals:					\$391,000.00	\$391,000.00	\$0.00	0.00%
		LL	EQUIPMENT LEASE-MAINTAIN/REPAR							
		L46	Print, Photocopying & Micrograph Equipment Maint/Repair	3000	Maintenance Contract	K & A Industries--Badge Printer	\$915.00	\$915.00	\$0.00	0.00%
		Obj Class Totals:					\$915.00	\$915.00	\$0.00	0.00%
		MM	PURCHASED CLIENT/PROGRAM SVCS							
		M03	Purchased Human & Social Services For Clients/Non Medical	3000	Hardship Payments	Economic Hardship Payments--Statutorily Required	\$20,000.00	\$20,000.00	\$0.00	0.00%
				3000	Legislative Mandate	Jockey's Guild--Statutory Requirement	\$65,000.00	\$65,000.00	\$0.00	0.00%
		M04	Services Purch Support of Human/Social Services for Clients	3000	ISA	ISA with DPH Compulsive Gambling--Statutory Requirement	\$70,000.00	\$70,000.00	\$0.00	0.00%
		Obj Class Totals:					\$155,000.00	\$155,000.00	\$0.00	0.00%
		UU	IT Non-Payroll Expenses							
		U02	Telecommunications Services - Voice	3000	Phones	Verizon/AT&T Reduced \$3,000 removed phone lines	\$2,000.00	\$2,000.00	\$0.00	0.00%
		U05	Information Technology (IT) Temp Staff Augmentation Profs	3000	Database	Racing Licensing System Reduced \$3,000	\$2,000.00	\$2,000.00	\$0.00	0.00%
		Obj Class Totals:					\$4,000.00	\$4,000.00	\$0.00	0.00%
	MGC Regulatory Costs		Totals:				\$2,011,355.03	\$1,936,630.47	(\$74,724.56)	-3.72%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
	Indirect									
		EE	ADMINISTRATIVE EXPENSES							
		E16	Indirect Cost Recoupment	2000	Indirect	N/A	\$0.00	\$0.00	\$0.00	#Num!
				2000	Indirect Agency Wide	Indirect at 10% of AA, CC, HH, JJ and UU excluding U07	\$111,802.56	\$150,137.40	\$38,334.84	34.29%
			Obj Class Totals:				\$111,802.56	\$150,137.40	\$38,334.84	34.29%
	Indirect		Totals:				\$111,802.56	\$150,137.40	\$38,334.84	34.29%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500003	MGC Mass Racing Development and Oversight									
Appropriation Totals							\$2,123,157.59	\$2,086,767.87	(\$36,389.72)	-1.71%
10500004	Community Mitigation									
	MGC Regulatory Costs									
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	1100	Raises	3% COLA/Incentives/Equity Agency Wide	\$6,612.05	\$9,469.89	\$2,857.84	43.22%
				1900	Employee Compensation	Regular Employee Salaries	\$287,568.97	\$315,662.86	\$28,093.89	9.77%
		Obj Class Totals:					\$294,181.02	\$325,132.75	\$30,951.73	10.52%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	1900	Travel	In-State Travel	\$5,000.00	\$5,000.00	\$0.00	0.00%
		Obj Class Totals:					\$5,000.00	\$5,000.00	\$0.00	0.00%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	1900	Fringe	Fringe Rate of 35.60%	\$124,689.90	\$112,375.98	(\$12,313.92)	-9.88%
				1900	Taxes	Tax rate of 2.21%	\$7,045.44	\$6,976.15	(\$69.29)	-0.98%
		Obj Class Totals:					\$131,735.34	\$119,352.13	(\$12,383.21)	-9.40%
		EE	ADMINISTRATIVE EXPENSES							
		E01	Office & Administrative Supplies	1900	Supplies	Supplies Binders	\$2,500.00	\$2,500.00	\$0.00	0.00%
		E16	Indirect Cost Recoupment	1900	Indirect	Indirect Rate of 10%	\$0.00	\$31,566.27	\$31,566.27	#Div/0!
		Obj Class Totals:					\$2,500.00	\$34,066.27	\$31,566.27	1262.65%
		UU	IT Non-Payroll Expenses							
		U07	Information Technology (IT) Equipment	1900	Database	Services Maintenance/Upgrades to Database	\$50,000.00	\$50,000.00	\$0.00	0.00%
		Obj Class Totals:					\$50,000.00	\$50,000.00	\$0.00	0.00%
MGC Regulatory Costs			Totals:				\$483,416.36	\$533,551.15	\$50,134.79	10.37%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10500004	Community Mitigation									
Appropriation Totals							\$483,416.36	\$533,551.15	\$50,134.79	10.37%
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
	AA	REGULAR EMPLOYEE COMPENSATION								
	A01	Salaries: Inclusive	1000	Employee Compensation	Admin Employees Salaries		\$295,541.82	\$308,693.04	\$13,151.22	4.45%
			1000	Salary			\$8,125.00	\$0.00	(\$8,125.00)	-100.00%
			1100	Employee Compensation	HR Employees Salaries		\$212,887.49	\$172,838.65	(\$40,048.84)	-18.81%
			1100	Merit Increases	Intern Program that Could Provide Up to 2 regular and 1 graduate intern		\$37,500.00	\$37,500.00	\$0.00	0.00%
			1100	Raises	3% COLA/Incentives/Equity Agency Wide		\$113,569.85	\$144,823.22	\$31,253.37	27.52%
			1200	Employee Compensation	Legal Employees Salaries		\$286,841.38	\$293,499.46	\$6,658.08	2.32%
			1300	Employee Compensation	Exec. Dir. Employees Salaries		\$161,743.18	\$200,520.34	\$38,777.16	23.97%
			1400	Employee Compensation	IT Employees Salaries		\$809,995.31	\$839,930.66	\$29,935.35	3.70%
			1500	Employee Compensation	Commissioners Employees Salaries		\$312,802.90	\$334,544.73	\$21,741.83	6.95%
			1500	Salary			\$11,500.00	\$0.00	(\$11,500.00)	-100.00%
			1800	Employee Compensation	Communications Employees Salaries		\$91,587.60	\$113,630.70	\$22,043.10	24.07%
			5000	Employee Compensation	Admin Employees Salaries		\$1,120,577.07	\$1,437,036.47	\$316,459.40	28.24%
			5500	Employee Compensation	N/A		\$0.00	\$0.00	\$0.00	#Num!
			5500	Employee Compensation	Regular Employee Salaries		\$937,652.92	\$966,707.22	\$29,054.30	3.10%
			5500	Salary			\$27,500.00	\$0.00	(\$27,500.00)	-100.00%
			7000	Employee Compensation	Regular Employee Salaries		\$346,909.48	\$400,315.33	\$53,405.85	15.39%
			All	Employee Compensation	N/A		\$0.00	\$0.00	\$0.00	#Num!
			All	Regular Employee Compensation	Turnover Savings 7.5% of payroll		(\$194,961.58)	(\$381,113.75)	(\$186,152.17)	95.48%
	Obj Class Totals:						\$4,579,772.42	\$4,868,926.07	\$289,153.65	6.31%
	BB	REGULAR EMPLOYEE RELATED EXPEN								
	B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	1200	Travel	moved 10K from software Out of State Travel and Training		\$0.00	\$10,000.00	\$10,000.00	#Div/0!
			1500	Travel Reimbursements	7K moved from1050-0001 Travel Reimbursements --In State (6 Commission Meetings a Year, Site Visits)		\$0.00	\$7,000.00	\$7,000.00	#Div/0!

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	5000	Travel	Out of State Travel Costs for Sports Wagering	\$10,000.00	\$10,000.00	\$0.00	0.00%
				5500	Out of State Travel	Out of State Licensee Visits and Conferences increase for extra FTEs	\$5,500.00	\$5,500.00	\$0.00	0.00%
		B02	In-State Travel	1100	Travel	added for HR conferences In and Out of state Travel AOC as well as site visits of licensees	\$0.00	\$6,000.00	\$6,000.00	#Div/0!
				5500	In-State Travel	Licensee visits, in-state meetings and conferences Mileage Reimbursements	\$3,000.00	\$3,000.00	\$0.00	0.00%
		Obj Class Totals:					\$18,500.00	\$41,500.00	\$23,000.00	124.32%
		CC	SPECIAL EMPLOYEES							
		C23	Management, Business Professionals & Admin Services	1100	Contract Employee	3% cost escalation Administrative Help	\$24,000.00	\$48,389.40	\$24,389.40	101.62%
				5000	Contract Employee	3% COLA Civilian Investigators	\$130,000.00	\$133,900.00	\$3,900.00	3.00%
		Obj Class Totals:					\$154,000.00	\$182,289.40	\$28,289.40	18.37%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	1000	Fringe	Fringe Rate of 35.60%	\$3,722.06	\$0.00	(\$3,722.06)	-100.00%
				1000	Fringe	Fringe Rate of 35.60%	\$128,146.93	\$109,894.72	(\$18,252.21)	-14.24%
				1000	Taxes	Tax rate of 2.21%	\$7,240.78	\$6,822.12	(\$418.66)	-5.78%
				1100	Fringe	Fringe Rate of 35.60%	\$92,308.02	\$72,210.55	(\$20,097.47)	-21.77%
				1100	Taxes	Tax rate of 2.21%	\$5,215.74	\$3,819.73	(\$1,396.01)	-26.77%
				1200	Fringe	Fringe Rate of 35.60%	\$124,374.42	\$104,485.81	(\$19,888.61)	-15.99%
				1200	Taxes	Tax rate of 2.21%	\$7,027.61	\$6,486.34	(\$541.27)	-7.70%
				1300	Fringe	Fringe Rate of 35.60%	\$86,117.44	\$71,385.24	(\$14,732.20)	-17.11%
				1300	Taxes	Tax rate of 2.21%	(\$12,022.90)	\$4,431.50	\$16,454.40	-136.86%
				1400	Fringe	Fringe Rate of 35.60%	\$351,213.97	\$299,015.31	(\$52,198.66)	-14.86%
				1400	Taxes	Tax rate of 2.21%	\$19,844.89	\$18,562.47	(\$1,282.42)	-6.46%
				1500	Fringe	Fringe Rate of 35.60%	\$5,268.15	\$0.00	(\$5,268.15)	-100.00%
				1500	Fringe	Fringe Rate of 35.60%	\$135,631.34	\$119,097.92	(\$16,533.42)	-12.19%
				1500	Taxes	Tax rate of 2.21%	\$7,663.67	\$7,393.44	(\$270.23)	-3.53%
				1800	Fringe	Fringe Rate of 35.60%	\$39,712.37	\$40,452.53	\$740.16	1.86%
				1800	Taxes	Tax rate of 2.21%	\$2,243.90	\$1,987.47	(\$256.43)	-11.43%
				5000	Fringe	Fringe Rate of 35.60%	\$485,882.22	\$511,584.98	\$25,702.76	5.29%
				5000	Taxes	Tax rate of 2.21%	\$27,454.14	\$31,758.51	\$4,304.37	15.68%
				5000	Taxes	Tax rate of 2.45% on Civilian Investigators	\$2,697.35	\$2,506.11	(\$191.24)	-7.09%
				5500	Fringe	Fringe Rate of 35.60%	\$12,597.75	\$0.00	(\$12,597.75)	-100.00%
				5500	Fringe	Fringe Rate of 35.60%	\$406,566.31	\$344,147.77	(\$62,418.54)	-15.35%
				5500	Fringe and Taxes	N/A	\$0.00	\$0.00	\$0.00	#Num!
				5500	Taxes	Tax rate of 2.21%	\$22,972.50	\$21,364.23	(\$1,608.27)	-7.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
		D09	Fringe Benefit Cost Recoupment	7000	Fringe	Fringe Rate of 35.60%	\$150,419.95	\$142,512.26	(\$7,907.69)	-5.26%
				7000	Taxes	Tax rate of 2.21%	\$8,499.28	\$8,846.97	\$347.69	4.09%
				All	Fringe and Payroll Taxes	Fringe and Payroll Taxes on Turnover Savings (45.81%)	(\$89,311.90)	(\$144,099.11)	(\$54,787.21)	61.34%
				All	Fringe and Taxes	N/A	\$0.00	\$0.00	\$0.00	#Num!
		Obj Class Totals:					\$2,031,485.99	\$1,784,666.87	(\$246,819.12)	-12.15%
	EE	ADMINISTRATIVE EXPENSES								
	E01	Office & Administrative Supplies	1000	Supplies	for admin expenses racing and other divisions W.B. Mason/Veteran's Business Supply		\$0.00	\$25,000.00	\$25,000.00	#Div/0!
	E02	Printing Expenses & Supplies	5500	Printing & Administrative Supplies	SW Reports and Ad Hoc Reports Additional \$500 for Reporting		\$2,000.00	\$2,000.00	\$0.00	0.00%
	E12	Subscriptions, Memberships & Licensing Fees	5500	Subscriptions, Memberships & Licensing Fees	SBRA membership, trade journals other subscriptions		\$7,500.00	\$7,500.00	\$0.00	0.00%
	E20	Motor Vehicle Chargeback	1000		Telemetrics, OVM Management, Leases Split with Gaming		\$0.00	\$4,800.00	\$4,800.00	#Div/0!
	E22	Temp Use Space/Confer-Incidental Includes Reservation Fees	1000	Laz Parking/VPNE	moved 24K from Gaming Parking at 33 Arch St.		\$0.00	\$24,000.00	\$24,000.00	#Div/0!
			1100	Conference Incidentals	Conference Incidentals		\$0.00	\$5,000.00	\$5,000.00	#Div/0!
	E30	Credit Card Purchases	1500	Credit Card	\$500 new and \$1.5K moved from 1050-0001 Allowable Credit Card Expenses		\$0.00	\$2,000.00	\$2,000.00	#Div/0!
			5500	Credit Card Purchases	Credit Card Purchases		\$5,000.00	\$6,000.00	\$1,000.00	20.00%
	E41	Out Of State Travel Expen on Behalf of State Employ	1100	Travel	Travel Agent		\$0.00	\$5,000.00	\$5,000.00	#Div/0!
			1200	Conference, Training, Registration Fees	moved 5K from software Conference, Training, Registration Fees \$1,750 Increase for more conferences		\$0.00	\$5,000.00	\$5,000.00	#Div/0!
			1200	Travel	moved 5K from software Conference/Trainings Travel and Lodging for FTEs Increase \$2,500 for more travel		\$0.00	\$5,000.00	\$5,000.00	#Div/0!
			1500	Travel	5K new and 2K moved from 1050-0001 Travel		\$0.00	\$7,000.00	\$7,000.00	#Div/0!
			5000	Travel Agent	Travel for Sports Wagering		\$35,000.00	\$35,000.00	\$0.00	0.00%
			5500	Travel Agent	Travel Agency Fees increase for additional FTEs		\$13,000.00	\$16,000.00	\$3,000.00	23.08%
	EE2	Conference, Training and Registration Fees	1500	Registration Fees	2K new and 2K moved from 1050-0001 Conference/Trainings		\$0.00	\$4,000.00	\$4,000.00	#Div/0!
			5000	Conferences	Conferences for Sports Wagering		\$15,000.00	\$15,000.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
		EE2	Conference, Training and Registration Fees	5500	Conference, Training and Registration Fees	UNLV; G2E; NAGRA or SBRA meeting, GLI Roundtables Increase 2,000 for additional FTEs	\$14,850.00	\$16,000.00	\$1,150.00	7.74%
		Obj Class Totals:					\$92,350.00	\$184,300.00	\$91,950.00	99.57%
	GG	ENERGY COSTS AND SPACE RENTAL								
		G01	Space Rental	1000	Office Lease	increase for new lease increase In FY25 we received 3 months of free rent plus 6 months at ~\$50/sq ft. If FY26 6 months at ~\$50/sq ft and 6 months at ~\$79/sq ft. --70% of annual lease to Gaming 30% to Sports Wagering	\$296,614.36	\$434,998.89	\$138,384.53	46.65%
				1500	75-101 Parking Garage	Parking 75-101--5 spaces. Two of the spaces are included in the lease. This item pays for 3 of the spaces.	\$5,437.80	\$5,437.80	\$0.00	0.00%
		G03	Electricity	1000	Electricity	\$1,199 increase for inflation split between accounts @101 Federal St. 12 months	\$9,301.10	\$10,500.00	\$1,198.90	12.89%
		Obj Class Totals:					\$311,353.26	\$450,936.69	\$139,583.43	44.83%
	HH	CONSULTANT SVCS (TO DEPTS)								
		H09	Attorneys/Legal Services	1000	Insurence	split from gaming insurance costs	\$0.00	\$49,050.00	\$49,050.00	#Div/0!
				1200	Outside Counsel	Outside Counsel - A&K	\$200,000.00	\$240,000.00	\$40,000.00	20.00%
				1200	Outside Counsel	move 40k from software Increase for Consultation for New Union Initiative Labor Employment Law	\$0.00	\$40,000.00	\$40,000.00	#Div/0!
				5000	Consultant		(\$124,758.80)	\$0.00	\$124,758.80	-100.00%
				5500	Consultant	includes but not limited to new for sports wagering consultant services for 8 months, data analysis, policy and research	\$46,666.67	\$119,000.00	\$72,333.33	155.00%
		H19	Management Consultants	1000	Outside Consultant	work related to sportsbook CPA Firm for Annual Audits consistent with Generally Accepted Auditing Standards	\$0.00	\$50,000.00	\$50,000.00	#Div/0!
				5500	Outside Consultant	Eide Bailly SW Auditing for Operators and related services	\$0.00	\$152,336.00	\$152,336.00	#Div/0!
		H23	Program Coordinators	5500	Consultant	20K for market review consultant	\$20,000.00	\$40,000.00	\$20,000.00	100.00%
				5500	Consultants	N/A	\$0.00	\$0.00	\$0.00	#Num!
		HH1	Financial Services	5000	Consultants	Consultants -RSM--Vendor License Reviews for Sports Wagering	\$1,242,214.29	\$1,725,000.00	\$482,785.71	38.86%
				5000	Consultants	Consultants -RSM	\$0.00	\$0.00	\$0.00	#Num!
				5000	Consultants-RSM		\$438,264.30	\$0.00	(\$438,264.30)	-100.00%
		Obj Class Totals:					\$1,822,386.46	\$2,415,386.00	\$592,999.54	32.54%
	JJ	OPERATIONAL SERVICES								
		J25	Laboratory & Pharmaceutical Services	5000	State Police	4 FTE related to Sports Wagering	\$461,595.28	\$447,694.00	(\$13,901.28)	-3.01%
				5000	State Police	shifted costs to 4 additional trooper for Sports Wagering	\$0.00	\$0.00	\$0.00	#Num!

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	MGC Regulatory Costs									
		J25	Laboratory & Pharmaceutical Services	5000	State Police OT & Travel	OT and Travel for Troopers related to background investigations assigned to MGC GEU Increase 3% plus taxes	\$0.00	\$925,000.00	\$925,000.00	#Div/0!
Obj Class Totals:							\$461,595.28	\$1,372,694.00	\$911,098.72	197.38%
		OO								
		O99		1300	Consulting and Payroll	N/A	\$0.00	\$0.00	\$0.00	#Num!
				1300	Consulting and Payroll	Sports Wagering Set Aside for FY24 Build Out of SW Regulatory Environment	\$0.00	\$0.00	\$0.00	#Num!
Obj Class Totals:							\$0.00	\$0.00	\$0.00	#Num!
		UU	IT Non-Payroll Expenses							
		U02	Telecommunications Services - Voice	1400	TELECOMMUNICATIONS SERVICES - VOICE	OfficeSuite (Voice, HD Meeting, WeConnect), Verizon Wireless, Multi-location fax lines	\$32,122.38	\$32,122.38	\$0.00	0.00%
		U03	Software & Information Technology Licenses (IT)	1000	Software	Software - LinkSquares CLM	\$14,250.00	\$14,250.00	\$0.00	0.00%
				1100	Software	Additional Cornerstone Module LMS Software - HR, Cornerstone LMS	\$0.00	\$27,000.00	\$27,000.00	#Div/0!
				1200	Software	decrease 100K Relativity Document Search and PIR Tool Replacement for Relativity	\$155,000.00	\$55,000.00	(\$100,000.00)	-64.52%
				1400	SOFTWARE & INFORMATION TECHNOLOGY LICENSES (IT)	Increase \$86,671.56 for Azure Sentinel, M365 G5 Compliance, M365 G5 Security Adobe, Sharepoint, O365, Azure, JIRA, MDM etc	\$154,464.88	\$154,464.88	\$0.00	0.00%
				5500	software	Incident Tracker Increase for actual cost of @5,000 plus additional modifications	\$10,500.00	\$10,500.00	\$0.00	0.00%
				7000	Software	Plus SWC Costs Licensing System Software	\$150,000.00	\$158,445.00	\$8,445.00	5.63%
		U05	Information Technology (IT) Temp Staff Augmentation Profs	5500	IT Consultant	increase 120K for full year IT Consultant - GLI	\$60,000.00	\$180,000.00	\$120,000.00	200.00%
				5500	IT Consultant	K IT Consultant - GLI - ICS	\$40,000.00	\$50,000.00	\$10,000.00	25.00%
				5500	IT Consultants		\$80,000.00	\$0.00	(\$80,000.00)	-100.00%
		U06	Information Technology (IT) Cabling	1400	IT Cabling	Raynham Build out	\$54,531.48	\$54,531.48	\$0.00	0.00%
				1400	IT Cabling	Suffolk Build out new \$26,050.08 in one time costs Suffolk Build out	\$54,531.48	\$0.00	(\$54,531.48)	-100.00%
		U07	Information Technology (IT) Equipment	1400	IT Equipment	IT Equipment, emergency replacements (switches, routers, firewalls) etc	\$41,325.00	\$41,325.00	\$0.00	0.00%
		U09	Information Technology (IT) Equip Rental Or Lease	1400	INFORMATION TECHNOLOGY (IT) EQUIP RENTAL OR LEASE	ACS Leases (Refresh)	\$35,823.08	\$35,823.08	\$0.00	0.00%
		U10	Information Tech (IT) Equipment Maintenance & Repair	1400	IT Maintenance and Repair	Annual M&S Equipment/Services	\$37,563.79	\$37,563.79	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	Indirect									
		EE	ADMINISTRATIVE EXPENSES							
		E16	Indirect Cost Recoupment	2000	Indirect		\$812.50	\$0.00	(\$812.50)	-100.00%
				2000	Indirect		\$1,150.00	\$0.00	(\$1,150.00)	-100.00%
				2000	Indirect		\$2,750.00	\$0.00	(\$2,750.00)	-100.00%
				2000	Indirect		\$4,666.67	\$0.00	(\$4,666.67)	-100.00%
				2000	Indirect	Commonwealth Required Indirect Cost Recoupment	\$520,356.13	\$1,001,721.91	\$481,365.78	92.51%
				2000	Indirect	N/A	\$0.00	\$0.00	\$0.00	#Num!
			Obj Class Totals:				\$529,735.30	\$1,001,721.91	\$471,986.61	89.10%
	Indirect		Totals:				\$529,735.30	\$1,001,721.91	\$471,986.61	89.10%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	Research and Responsible Gaming/PHTF									
		UU	IT Non-Payroll Expenses							
		U03	Software & Information Technology Licenses (IT)	1700	software	100 VSE database licenses	\$12,100.00	\$12,100.00	\$0.00	0.00%
		Obj Class Totals:					\$12,100.00	\$12,100.00	\$0.00	0.00%
	Research and Responsible Gaming/PHTF	Totals:					\$12,100.00	\$12,100.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
	Office of Attorney General and AGO MSP									
		00								
		099		9000	Attorney General	SW ISA with AGO for Enforcement Activities	\$500,000.00	\$500,000.00	\$0.00	0.00%
		Obj Class Totals:					\$500,000.00	\$500,000.00	\$0.00	0.00%
	Office of Attorney General and AGO MSP	Totals:					\$500,000.00	\$500,000.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
10501384	Sports Wagering Control Fund									
Appropriation Totals							\$11,623,130.65	\$13,909,786.40	\$2,286,655.75	19.67%
40001101	MGC Regulatory Costs									
	AA	REGULAR EMPLOYEE COMPENSATION								
	A01	Salaries: Inclusive	1100	Raises	3% COLA/Incentives/Equity Agency Wide		\$10,733.14	\$11,426.81	\$693.67	6.46%
	Obj Class Totals:						\$10,733.14	\$11,426.81	\$693.67	6.46%
MGC Regulatory Costs			Totals:				\$10,733.14	\$11,426.81	\$693.67	6.46%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
40001101										
			Research and Responsible Gaming/PHTF							
		AA	REGULAR EMPLOYEE COMPENSATION							
		A01	Salaries: Inclusive	1700	Employee Compensation	additional FTE for FY26 Employee Salaries	\$357,771.35	\$540,893.83	\$183,122.48	51.18%
			Obj Class Totals:				\$357,771.35	\$540,893.83	\$183,122.48	51.18%
		BB	REGULAR EMPLOYEE RELATED EXPEN							
		B01	Other Out Of State Travel - INCLUSIVE: AIRFARE, HOTEL, LODGI	1700	Travel	increase \$3,250 for additional travel needs Out of State Travel	\$1,250.00	\$4,500.00	\$3,250.00	260.00%
		B02	In-State Travel	1700	Travel	In-State-Travel Reimbursements	\$6,000.00	\$6,000.00	\$0.00	0.00%
			Obj Class Totals:				\$7,250.00	\$10,500.00	\$3,250.00	44.83%
		DD	PENSION & INSURANCE RELATED EX							
		D09	Fringe Benefit Cost Recoupment	1700	Fringe	Fringe Rate of 35.60%	\$155,129.66	\$192,558.24	\$37,428.58	24.13%
				1700	Taxes	Tax rate of 2.21%	\$8,765.40	\$11,953.76	\$3,188.36	36.37%
			Obj Class Totals:				\$163,895.06	\$204,512.00	\$40,616.94	24.78%
		EE	ADMINISTRATIVE EXPENSES							
		E02	Printing Expenses & Supplies	1700	Printing Expenses and Supplies	Printed Materials for Game Sense	\$6,000.00	\$6,000.00	\$0.00	0.00%
		E12	Subscriptions, Memberships & Licensing Fees	1700	Memberships	Memberships - NAADGS, NCPG	\$6,000.00	\$6,000.00	\$0.00	0.00%
		E16	Indirect Cost Recoupment	1700	Indirect Charges	Indirect to EHHS	\$403,850.43	\$427,946.38	\$24,095.95	5.97%
		EE2	Conference, Training and Registration Fees	1700	Conferences	Conference, Training & Registration Fees	\$10,000.00	\$10,000.00	\$0.00	0.00%
				1700	Travel	increased travel need for Game Sense	\$0.00	\$8,000.00	\$8,000.00	#Div/0!
			Obj Class Totals:				\$425,850.43	\$457,946.38	\$32,095.95	7.54%
		FF	FACILITY OPERATIONAL EXPENSES							
		F16	Library & Teaching Supplies & Materials	1700	Books	Library/reference books Increase as needed for research	\$1,000.00	\$1,000.00	\$0.00	0.00%
			Obj Class Totals:				\$1,000.00	\$1,000.00	\$0.00	0.00%
		HH	CONSULTANT SVCS (TO DEPTS)							
		H09	Attorneys/Legal Services	1700	Public Safety Research	Public Safety and Human Trafficking Research	\$115,000.00	\$100,000.00	(\$15,000.00)	-13.04%
		H23	Program Coordinators	1700	Branding	Initial set up costs for Creation of Player Health Brand Development	\$0.00	\$125,000.00	\$125,000.00	#Div/0!
				1700	Branding	Marketing media buys etc. ASG	\$150,000.00	\$150,000.00	\$0.00	0.00%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
40001101										
			Research and Responsible Gaming/PHTF							
		H23	Program Coordinators	1700	Player Health Services	decrease \$21,430 for .5 year of Mass Council and .5 year of Player Health Services@ on Gaming & Health including employees to man Game Sense booth at PPC EBH and MGM --Staffed 16 hrs per day PPC and MGM, and 24 Hrs/day EBH --VSE --Play My Way --Requi	\$3,148,000.00	\$3,126,570.00	(\$21,430.00)	-0.68%
				1700	PNAS Study	PNAS Study	\$0.00	\$25,000.00	\$25,000.00	#Div/0!
				1700	Program manager	RG Evaluation including GameSense	\$125,000.00	\$100,000.00	(\$25,000.00)	-20.00%
				1700	Research Consultant	Research Review Committee	\$30,000.00	\$45,000.00	\$15,000.00	50.00%
				1700	Translations	Knowledge Translation and Exchange	\$25,000.00	\$25,000.00	\$0.00	0.00%
				1700	VSE Resource Liaison	VSE Resource Liaison	\$62,000.00	\$62,000.00	\$0.00	0.00%
			Obj Class Totals:				\$3,655,000.00	\$3,758,570.00	\$103,570.00	2.83%
	JJ		OPERATIONAL SERVICES							
	JJ2		Auxiliary Services	1700	Translations	Document Translations Increase due to greater need for translation and diversity	\$15,000.00	\$15,000.00	\$0.00	0.00%
			Obj Class Totals:				\$15,000.00	\$15,000.00	\$0.00	0.00%
	PP		STATE AID/POL SUB							
	P01		Grants To Public Entities	1700	Community Driven Research	increased 155k for ongoing projects Community Driven Research	\$210,000.00	\$365,000.00	\$155,000.00	73.81%
				1700	Data Storage Grant	increase of \$152K for initial setup costs Data Storage Project/MODE moved to UMASS	\$75,000.00	\$227,000.00	\$152,000.00	202.67%
				1700	SEIGMA	Social & Economic Research(SEIGMA) Follow-up General Population Study	\$995,000.00	\$900,000.00	(\$95,000.00)	-9.55%
	PP1		Grants To Non-Public Entities	1700	PMW	Play My Way Incentives	\$40,000.00	\$30,000.00	(\$10,000.00)	-25.00%
			Obj Class Totals:				\$1,320,000.00	\$1,522,000.00	\$202,000.00	15.30%
	UU		IT Non-Payroll Expenses							
	U07		Information Technology (IT) Equipment	1700	Software	Software for self-exclusion across sports wagering operators	\$150,000.00	\$100,000.00	(\$50,000.00)	-33.33%
			Obj Class Totals:				\$150,000.00	\$100,000.00	(\$50,000.00)	-33.33%
			Research and Responsible Gaming/PHTF Totals:				\$6,095,766.84	\$6,610,422.22	\$514,655.38	8.44%

Approp	Budget Grouping	Obj Class	Object_name	Unit	Item Short Name	New Description	Current Year Amount	Next Year Amount	Variance	Percent Change
40001101										
Appropriation Totals							\$6,106,499.98	\$6,621,849.03	\$515,349.05	8.44%