



## Massachusetts Gaming Commission Meeting Minutes

**Date/Time:** November 21, 2019 – 10:00 a.m.

**Place:** Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

**Present:** Chair Cathy Judd-Stein  
Commissioner Eileen O'Brien  
Commissioner Bruce Stebbins  
Commissioner Enrique Zuniga  
Commissioner Gayle Cameron

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



**Call to Order**  
[See transcript](#) page 1

[10:04 a.m.](#) Chair Cathy Judd-Stein called to order public meeting #282 of the Massachusetts Gaming Commission.

**Approval of Minutes**  
See transcript page 1

[10:04 a.m.](#) *Commissioner Stebbins moved to approve the minutes from the Commission meeting of November 7, 2019, subject to correction for typographical errors and other nonmaterial matters. Commissioner Cameron seconded the motion. The motion passed unanimously.*

## **Administrative Update**

See transcript pages 1 – 3

10:05 a.m.

### **General Update**

Ed Bedrosian highlighted recent meetings that have taken place recently that both staff and commissioners attended. He stated that the Gaming Policy Advisory Committee (GPAC) meeting met on Tuesday, November 12<sup>th</sup> at the statehouse, where sports gambling, the status of Region C, and the Community Mitigation Fund were discussed. Also, the Public Health Trust Fund executive committee meeting took place on Monday, November 18<sup>th</sup> where there was a presentation on the Boston Chinatown study, as well as a gap analysis on gaming treatment services from the Cambridge Health Alliance, as well as a Department of Public Health (DPH) communications campaign presentation. Lastly, Mr. Bedrosian reported that both Local Community Mitigation Advisory Committee (LCMAC) meetings for Region A and Region B took place this week, where there were robust discussions about the guidelines for next year.

Mr. Bedrosian stated that the monthly [Gross Gaming Revenue \(GGR\)](#) was posted on the Commission's website on Friday the 15<sup>th</sup>. He then noted that he is working with Ombudsman John Ziemba on a letter to the legislature regarding both the Commission's bill for racing as well as the upcoming statutory deadline.

Due to the upcoming holiday, next week's Agenda Planning meeting will move from Wednesday morning to Tuesday afternoon, the notice of which will be posted in compliance with the Open Meeting Law.

Next, Mr. Bedrosian stated that next week is the last week of harness horse racing at Plainridge Park Casino (PPC). He noted the racing schedule for the Commission. He also recognized the seasonal staff and commended them on their performance.

Mr. Bedrosian made note that the eighth anniversary of the Expanded Gaming Law will be tomorrow, November 22, 2019.

Commissioner Stebbins stated that he would like Mr. Bedrosian's letter to the legislature on the Commission's racing bill be on the agenda for the next meeting for all of the commissioners to sign.

The Chair noted a change to the order of today's agenda. Encore Boston Harbor will present their report first, and MGM Springfield will follow once they arrive.

## **Ombudsman**

See transcript pages 3 – 35

### 10:12 a.m. **Encore Boston Harbor Quarterly Report**

Construction Project Oversight Manager Joe Delaney noted that he is filling in for Ombudsman Ziembra today. He introduced Encore Boston Harbor's first Quarterly report that deals solely with operations (instead of construction). Mr. Delaney also introduced the new president of Encore Boston Harbor, Brian Gullbrants, and Encore's Senior Vice President of Communications and Public Affairs Eric Kraus. He noted for the Commission that Encore will be providing some additional, supplementary information regarding vendor spending that was not available at the time the [Commissioner's Packet](#) was in production for this meeting.

The Chair and commissioners welcomed Mr. Gullbrants and Mr. Kraus, who then introduced themselves to the Commission and briefed them on their backgrounds and credentials. Mr. Gullbrants also noted another new addition to Encore's marketing team, Jenny Holaday.

He then reported changes that Encore is making to accommodate customers with parking, transportation, changes to the gaming floor, and other hospitality level adjustments. Encore Boston Harbor is positioning itself to become "Greater Boston's hometown casino."

10:16 a.m. The Commission reviewed a slide presentation, first describing the year's gaming revenue and taxes. Mr. Gullbrants stated that Encore will begin to bring in high-level and international customers that will grow revenues.

The Chair asked for an update on any potential business hosting conventions. Mr. Gullbrants stated that they are anticipating significant activity for 2021 and that there is substantial interest in booking catering and holiday parties currently.

10:25 a.m. Next, the Commission reviewed Encore's lottery sales. Encore added Keno in August, and they continue to work with the state lottery regarding Keno. Ms. Krum reported on compliance, describing security measures and adjustments that can be made. She also described a new system for verifying identification to avoid guests being carded multiple times in a night.

10:26 a.m. Ms. Krum then reported on initiatives that have been implemented to keep minors from entering the gaming floor. Commissioner O'Brien asked for the shortest, longest, and median time period that any minors were able to game, if and when they did make it onto the gaming floor. Ms. Krum stated that Encore has a full, segmented breakdown of that information, which she will supplement her filing to the Commission this week.

Detecting false identification presented by minors was also discussed. Encore is considering different technology to identify false IDs better.

The Commission then reviewed slides that illustrated marketing and entertainment statistics, and Mr. Gullbrants described Encore's current marketing programs.

[10:32 a.m.](#) Ms. Krum then reported on employment and spending statistics. She reviewed employment numbers with the Commission, stating that they recently held a two-day orientation and are continuing to recruit and hire. She also reported Encore's minority, veteran, women, and local employee numbers.

[10:38 a.m.](#) The Chair asked if there have been any financial barriers reported that may have deterred potential recruits from enrolling in Encore's training programs. Mr. Delaney stated that this has occurred in the western region of Massachusetts, but not in the eastern region at this time. Ms. Krum then stated that Encore is now offering leadership programs for managers and that they are focusing on women and minorities for available leadership roles.

[10:41 a.m.](#) Ms. Krum reported that Encore Boston Harbor has received their certificate of occupancy on the daycare center last week and are currently in the final stages of preparations to open at the beginning of the new year.

Mr. Gullbrants then reported on public promotions and marketing efforts, concerts, special public events, and invited special events. He emphasized that the new marketing initiative will be to present Encore as Boston's hometown casino, to shed any image of Encore being a Las Vegas casino that is situated in Boston.

[10:48 a.m.](#) Ms. Krum reviewed slides that highlighted initiatives that have had an impact on the local community. She described donations and other community relations efforts. Mr. Kraus stated that Encore is going to transition into a more strategic focus in areas throughout greater Boston instead of being exclusive to Everett. Commissioner Zuniga noted that he will be interested to see how much of the market is being re-captured, as well as overall market growth.

[10:53 a.m.](#) The Chair asked what Encore's anticipated number of employees was upon the time of their initial application. Mr. Delaney stated that the RFA2 listed approximately 4,300. The Chair then asked for any current or foreseeable numbers in terms of hotel and meal taxes. Ms. Krum will provide this information to the Commission as soon as the City of Everett submits their quarterly data on this as well.

[10:57 a.m.](#) **MGM Springfield (MGM) Quarterly Report**  
President of MGM Springfield Mike Mathis opened with a slide presentation, first reporting on MGM's first-anniversary celebration that took place on Saturday,

August 24, 2019. He went on to report on the stadium gaming section of MGM that is now open. Customers have responded very well to the stadium gaming, and it is doing well. Next, he reported on the VIP lounge and hotel lobby where there was a grand opening event this past weekend. He also reported that Wahlburger's is currently in the construction and permitting phase, and is scheduled to open in the summer of 2020.

He made specific note that in the third week of January 2020, MGM will host the Boston Red Sox Winter Weekend that is anticipated to have a significant impact on the community in terms of revenue, interest, and opportunity. This event, along with others that he described will have a region-wide impact in 2020.

[11:09 a.m.](#) Mr. Mathis reported MGM's figures for the meals and occupancy tax brought in from FY18 to FY19. Next, Mr. Mathis reported on the Q3 2019 gaming revenue, taxes and lottery performance.

Mr. Mathis addressed concerns that exist of licensees potentially cannibalizing the local economy. Analysis of the revenue numbers from 2018 – 2019 have yielded that the City of Springfield has in fact had a 30% increase in local meals and occupancy taxes in the 11 months following MGM Springfield's opening. Mr. Mathis stated that he estimates MGM is most likely responsible for 50% of that increase due to MGM's restaurants and hotel.

[11:18 a.m.](#) Mr. Mathis confirmed for the Chair that Keno sales are calculated into the lottery numbers that are reported to the Commission. He will verify whether lottery tickets that MGM buys themselves as a customer (for promotional giveaways) are included. The Chair asked Mr. Delaney to ensure that all casinos are uniformly measuring lottery revenues.

MGM's Director of Compliance Daniel Miller reported on compliance statistics, specifically regarding minors on the gaming floor and false identification. He described the new Veridocs system that is now installed in all the podiums at the main entrances to the gaming area that is used for scanning identification cards.

[11:21 a.m.](#) Commissioner O'Brien asked for the shortest, longest, and median time that any minors were able to game, if and when they did make it onto the gaming floor, as she had asked of Encore earlier. Mr. Miller replied that he will provide this specific information to the Commission.

[11:24 a.m.](#) MGM's Director of Finance Operations Ryan Geary presented slides illustrating the Q3 2019 Operating Spend with diverse suppliers. Commissioner Stebbins offered to help MGM in their effort to re-engage stakeholders that would assist with more spending with Minority Business Enterprises (MBE's). Commissioner Zuniga suggested that Ms. Griffin make a list available of all certified MBEs and WBEs that have done business with any of the licensees.

Next, Mr. Geary reported on local supplier spend, and western Massachusetts supplier spend. He introduced Rebeca Merigian, Owner and President of Park Cleaners for the Supplier Spotlight section of the presentation. Ms. Merigian provided the history of her company and described her working relationship with MGM. She reported that her sales have doubled and that her company has grown. Park Cleaners is in the process of registering as a WBE. Ms. Merigian said that it took her about 30 days to complete the application process and that she was very impressed with how simple it was.

Lastly, Mr. Geary reported on vendor outreach efforts, such as an annual expo and a vendor fair that generated interest in and highlighted local vendors.

[11:39 a.m.](#) MGM's Human Resource Director Jason Randall reviewed MGM's progress on hiring goals, employment numbers, recruitment efforts, workforce development initiatives, MGM's Hospitality Internship program, and open job positions.

Mr. Mathis then reviewed MGM's current marketing and promotions, as well as jackpot winners. He also reported on entertainment, stating that the plaza is closed due to the change in seasons, and the Armory is now open and preparing for a skating rink that will open this weekend. Mr. Mathis stated that the skating rink will remain open for Red Sox Winter Weekend. He then reviewed a calendar of upcoming events scheduled through to the end of the year.

MGM's Director of Government Affairs Jose Delgado reported on community engagement efforts made by MGM to engage with Springfield and western Massachusetts. He highlighted some opportunities that MGM had during the third quarter with employees to involve them in the community by volunteering.

[11:58 a.m.](#) Commissioner Zuniga asked if there was increased volume at MGM due to the Big E shuttle. Mr. Mathis stated that opportunities lie rather in cross-marketing efforts and that MGM is currently looking for a different way to engage customers.

Mr. Mathis then updated the Commission on the residential development at 31 Elm Street, stating that MGM has been distributing a master agreement between involved parties, and coordination of signing will begin next week. They are also expanding free valet parking in the garage. Lastly, Mr. Mathis reported that MGM continues to have good meetings with the legislature regarding sports wagering.

## **Investigations and Enforcement Bureau (IEB)**

See transcript pages 35 – 45

[12:13 a.m.](#)

### **Clarification of Regulation 205 CMR 134.09 Re: Sealed Records**

IEB Director Karen Wells requested input and clarification from the Commission regarding a provision in 205 CMR 134.09(1) relating to sealed adult criminal records.

Ms. Wells presented hypothetical examples that highlighted circumstances where information that may be relevant to suitability is obtained during the course of an investigation, apart from any sealed record. She then posed questions that arise from these examples for the Commission to consider. She then recommended that the Commission allow Ms. Griffin to contact community groups after this meeting to solicit feedback on the issue. This would ensure that the Commission has sufficient information to consider.

The IEB is requesting clear direction from the Commission that can be applied during investigations both fairly and consistently to ensure that similarly situated individuals are treated the same during the process.

[12:21 p.m.](#)

The Chair asked that Chief Enforcement Counsel Loretta Lillios explain the process regarding sealed records to the Commission, for the record. Counsel Lillios summarized that generally, there are statutory provisions that allow individuals who have been charged and/or convicted of criminal offenses to have their records sealed. Convictions may be sealed in an administrative process that does not go through a court, and there are time constraints and measures set out within the administrative sealing statute. She then provided examples of when an individual is entitled to having their records sealed, and stated that law enforcement agencies and courts have access to sealed records.

[12:26 p.m.](#)

There was discussion around information becoming public through various mediums (i.e., social media) in connection to a sealed court record for an applicant. The IEB is also seeking clarity on what the regulation allows investigators to consider sealed records under these circumstances.

[12:33 p.m.](#)

There was a discussion around the IEB having access to sealed records, and if the records should be used to analyze risk, as the IEB could then consider the totality of an applicant's record (i.e., identifying patterns of criminal behavior). There was also consideration given as to how the regulation's language should be interpreted.

[12:46 p.m.](#)

Commissioner O'Brien stated that it would also be helpful for the discussion if the IEB clarifies the distinction between the processes and standards that need to be reached for expungement versus sealing of records.

[12:47 p.m.](#) Commissioner Zuniga stated that he would like to hear from the workforce development world on this issue, as it has the potential to affect different applicants in different ways, depending on the position applied for and what it requires.

Ms. Wells stated that the IEB will move forward with the plan to collect feedback, and tentatively report back at the next Commission meeting. The Chair stated that once the Commission receives input from the public regarding today's discussion, it can be used to provide options to further clarify the discussion without necessarily making a formal recommendation. The Chair noted that one of the options could also be to amend the regulation.

### **Finance Division**

See transcript pages 45 – 51

[12:51 p.m.](#) **Massachusetts Gaming Commission FY20 1<sup>st</sup> Quarter Report**  
CFO Derek Lennon reported on spending for the first quarter of FY20 by department. He stated that staff does not recommend any changes to the budget at this time. Staff will continue to monitor all spending and revenue activity with a focus on litigation and Gaming Enforcement Unit (GEU) overtime costs.

[12:55 p.m.](#) Commissioner Cameron will be examining policy considerations around granting overtime for the GEU. She asked if the Commission should ask the nightclub to consider their staffing levels. The Chair then asked if Commissioner Cameron and Mr. Bedrosian would look into this issue further and report back to the Commission. Mr. Bedrosian replied that in connection to this issue, there also needs to be a conversation regarding Memoir's staffing levels.

The Chair asked Mr. Lennon to return to the Commission with a subreport on this issue. She clarified that she is asking for information regarding overtime cost, not regarding the amount of security staff that the licensee is providing.

[1:03 p.m.](#) Finance and Budget Office Manager Agnes Beaulieu reviewed with the Commission the Finance Division's discretionary budget and spending benchmark calculations. She explained that the staff is working diligently to raise VBE and WBE numbers. Ms. Beaulieu noted that the Finance Division has engaged the services of VeriCloud, who will be present at the next Commission meeting.

Revenue Manager Doug O'Donnell updated the Commission on a new methodology that the division is using to ease accounting procedures regarding taxes. The division returned to working directly with licensees, which has alleviated the issue. The finance division is working with the bank to formulate a lower cost for the licensee to process transactions.



## Legal Division

See transcript pages 51 – 54

[1:44 p.m.](#)

Associate General Counsel Carrie Torrisi stated that the Commission will not be voting on agenda item D, which is 205 CMR 138.05. This regulation will be voted on at a future meeting with proper notice.

### **Final Draft Versions of 205 CMR 134.01 and 134.06 Re: Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives, and Labor Organizations; and Amended Small Business Impact Statement**

Ms. Torrisi stated that 205 CMR 134.01 requires self-employed junket representatives to be licensed as gaming vendors. No public comments were received on this regulation. 205 CMR 134.06 also received no public comments; however, it does include one change from the IEB that would require that license applications include proof that the junket operator has a business relationship with the gaming licensee, and this is standard for all vendor applications.

[1:47 p.m.](#)

*Commissioner Stebbins moved that the Commission approve the amended small business impact statement for 205 CMR 134.01: Key Gaming Employee Licenses and 205 CMR 134.06: Junket Enterprises and Junket Representatives as included in the Commissioners' Packet. Commissioner Cameron seconded the motion. The motion passed unanimously.*

*Commissioner Stebbins further moved that the Commission approve the version of 205 CMR 134.01: Key Gaming Employee Licensees and 205 CMR 134.06: Junket Enterprises and Junket Representatives as included in the Commissioners' Packet and authorize the staff to take all steps necessary to finalize the regulation promulgation process. Commissioner Zuniga seconded the motion. The motion passed unanimously.*

### **Final Draft Version of an amendment to 205 CMR 133.05: Voluntary Self-Exclusion (VSE); and Amended Small Business Impact Statement**

The Commission reviewed this companion change to the junket regulations. Ms. Torrisi described that the amendment is to notify people involved in the VSE program that their information would be given out on an aggregated no-marketing list by the licensees. She further explained that the legal division is also updating the VSE application to include this language, as well.

[1:48 p.m.](#)

*Commissioner O'Brien moved that the Commission approve the amended small business impact statement for 205 CMR 133.05: Maintenance and Custody of the List as included in the Commissioners' Packet. Commissioner Stebbins seconded the motion. The motion passed unanimously.*

*Commissioner O'Brien further moved that the Commission approve the version of 205 CMR 133.05: Maintenance and Custody of the List as included in the Commissioners' Packet and authorize the staff to take all steps necessary to finalize the regulation promulgation process. Commissioner Stebbins seconded the motion.*  
*The motion passed unanimously.*

**Final Draft Version of several amendments to 205 CMR 134.00: Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives, and Labor Organizations; and Amended Small Business Impact Statement**

The Commission then reviewed administrative changes throughout 205 CMR 134.00. Ms. Torrisi noted that this final draft version is unchanged from the initial approval. She clarified for the Commission that the amended small business impact statement does still include a reference to the stricken item 205 CMR 138.05 and that the reference will be removed for the final filing upon approval.

[1:51 p.m.](#)

*Commissioner O'Brien moved that the Commission approve the amended small business impact statement for 205 CMR 134.00, specifically sections 134.07, 134.09, 134.10, 134.11, 134.13, and 134.14: Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives, and Labor Organizations as included in the Commissioners' Packet. Commissioner Stebbins seconded the motion.*  
*The motion passed unanimously.*

*Commissioner O'Brien further moved that the Commission approve the version of 205 CMR 134.00, specifically sections 134.07, 134.09, 134.10, 134.11, 134.13, and 134.14: Licensing and Registration of Employees, Vendors, Junket Enterprises and Representatives, and Labor Organizations as included in the Commissioners' Packet and authorize the staff to take all steps necessary to finalize the regulation promulgation process. Commissioner Stebbins seconded the motion.*  
*The motion passed unanimously.*

**Commission Matters**

See transcript pages 54 – 67

[1:53 p.m.](#)

**GameSense Procurement Report**

Commissioner Zuniga presented on the procurement of the GameSense program manager. The Commission's present contract with the Massachusetts Council on Compulsive Gambling is set to expire on November 30, 2019. Accordingly, an RFR seeking a program manager to continue the program was posted. After a procurement process in which the Council submitted the sole bid, the procurement review team recently elected to pass that bid along to the Commission for review

as the presumptive successful bidder. The Commission is now being asked to ratify the review team's selection.

The Chair stated that the commissioners all became aware that there was only one respondent and that it was the council. All five commissioners have made a Conflict of Interest disclosure with respect to this contract. Those disclosure statements are public documents and available through Elaine Driscoll, the Communications Director, and are also on file with the commissioner's appointing officials.

Next, Commissioner Zuniga and Ms. Beaulieu explained the timetable and the process for the procurement as well as the financial details of the contract.

[2:05 p.m.](#)

Commissioner Cameron asked if there has been any staffing analysis conducted for the program. Executive Director of the Massachusetts Council on Compulsive Gambling Marlene Warner responded that they are still working on this analysis as they determine the efficiencies of the program that may include increasing community outreach efforts and presence outside the casino.

[2:08 p.m.](#)

Concerning the terms of the contract, Commissioner O'Brien asked how the three-year option to extend will work. Ms. Beaulieu replied that it is at the Commission's discretion to handle as it sees fit. The initial contract will be for three years, with the budgets appropriately set aside, giving the Commission the option to consider whether to allow all three years at once or allow one year at a time. Ms. Beaulieu recommended that the Commission review six months before the expiration.

There was discussion around how the program will work, with regard to data collection, surveys, research, and salary. Commissioner Stebbins then nominated Ms. Beaulieu to serve as a contract manager, and Commissioner Zuniga to execute the contract.

[2:38 p.m.](#)

*Commissioner Stebbins moved that the Commission award a three-year contract to manage the GameSense program with an option to renew for up to three years as discussed here today, to the Massachusetts Council on Compulsive Gambling. Commissioner Cameron seconded. The motion passed unanimously.*

*Commissioner Stebbins further moved to designate Agnes Beaulieu, Finance and Budget Office Manager, as the contract manager on behalf of the Commission. Additionally, Commissioner Stebbins recommended that Commissioner Zuniga is authorized to execute the contract on behalf of the Commission after consultation with the Office of the General Counsel. Commissioner O'Brien seconded the motion. The motion passed unanimously.*

[2:40 p.m.](#)

**“Fostering Partnerships” Networking Forum**

Commissioner Stebbins directed the commissioners to a memo included in the Commissioners’ Packet that described the Fostering Partnerships program. He stated that last week, there was a networking forum of stakeholders who were excited about the future development opportunities focusing on MBE’s WBEs and VBEs as part of the casino projects. He discussed comments received early on from several these stakeholders asking with the Commission to explore additional development opportunities for these target business groups. He added that licensees and host communities made presentations at the forum and are on board.

[2:45 p.m.](#)

The Chair stated that she attended the recent Gaming Policy Advisory Committee (GPAC) meeting, and wanted to recognize Karen Sawyer-Conard, the chair of that committee who has stepped down to become the city manager of Portsmouth, New Hampshire. The Chair thanked her for her service on the GPAC.

**Workforce, Supplier and Diversity Development**

See transcript pages 67 – 76

[2:47 p.m.](#)

**[Build a Life That Works](#) Campaign – 2<sup>nd</sup> Anniversary**

Ms. Griffin announced that today is the second anniversary of the Build a Life That Works campaign. Presenting with her was Mary Vogel from Building Pathways and Kate Harrison Leon of the Northeast Center for Tradeswomen’s Equity (NCTE).

Ms. Vogel described the organizations that worked with them so that they could work with the Commission to launch this campaign. She noted another summit that took place in western Massachusetts recently contributed to this campaign as well. She thanked the Commission for hosting that summit.

Ms. Leon described the components of the Build a Life That Works campaign. She went through a slide presentation that explained why the program is essential, how it is advertised, how the website is utilized. She also described an outreach event called Tradeswomen Tuesday and discussed statistics gathered on women's interest in trade careers.

Next, Ms. Leon reviewed a slide that described how Massachusetts is leading the nation with women in apprenticeship for construction. She noted that as they create contacts, they need more staff, so they are hiring a new pipeline navigator.

[3:21 p.m.](#)

*With no further business, Commissioner Zuniga moved to adjourn the meeting. Commissioner Cameron seconded the motion. The motion passed unanimously.*

## **List of Documents and Other Items Used**

1. Notice of Meeting and Agenda dated November 21, 2019
2. Draft Commission Meeting Minutes dated November 7, 2019
3. MGM Springfield Q3 2019 Presentation dated November 21, 2019
4. Encore Boston Harbor Quarterly Report Presentation dated November 21, 2019
5. Memo Re: Clarification on 205 CMR 134.09 dated October 3, 2019
6. Memo Re: Fiscal Year 2020 (FY20) First Budget Update dated November 21, 2019
7. Attachment A: Actuals Spending and Revenue dated October 1, 2019
8. Worksheet 1: Discretionary Budget and Spending Benchmark Calculation
9. Draft Amended Small Business Impact Statement for 205 CMR 134.01 and 205 CMR 134.06
10. Cover Sheet for Final Version of 205 CMR 134.01
11. Final Draft Version of 205 CMR 134.01
12. Cover Sheet for Final Version of 205 CMR 134.06
13. Final Draft Version of 205 CMR 134.06
14. Amended Small Business Impact Statement for 205 CMR 133.05
15. Cover Sheet for Final Version of 205 CMR 133.05
16. Final Draft Version of 205 CMR 133.05
17. Amended Small Business Impact Statement for 205 CMR 134.00 and 205 CMR 138.00
18. Cover Sheet for Final Version of 205 CMR 134.00
19. Final Draft Version of 205 CMR 134.07
20. Final Draft Version of 205 CMR 134.09
21. Final Draft Version of 205 CMR 134.10
22. Final Draft Version of 205 CMR 134.11
23. Final Draft Version of 205 CMR 134.13
24. Final Draft Version of 205 CMR 134.14
25. Cover Sheet for Final Version of 205 CMR 138.05
26. Final Draft Version of 205 CMR 138.05
27. Memo Re: GameSense Program Manager Procurement dated November 21, 2019
28. Memo Re: “Fostering Partnerships” Networking Event
29. Build a Life That Works Celebrates 2-Year Anniversary Presentation dated November 18, 2019

/s/ Bruce Stebbins  
Secretary