

MASSACHUSETTS GAMING COMMISSION  
MEETING  
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>> CHAIR JUDD-STEIN: Good morning. We're calling to order Commission meeting number 290 of the Massachusetts Gaming Commission on Thursday, February 27, 2020, at 10:00 a.m. here at the MassMutual Center at 1277 Main Street in Springfield. Thank you, everyone, for coming this morning. We appreciate the hospitality. We'll begin with item number 2, Commissioner Stebbins, please.

>> COMMISSIONER STEBBINS: Thank you, Madam Chair. In your packet you have the meeting minutes from the February 13th, 2020, Commission meeting. I'd move their approval, as always, subject to correction for any typographical errors and other nonmaterial matters.

>> CHAIR JUDD-STEIN: Any edits, suggested comments?

>> COMMISSIONER ZUNIGA: I second the motion.

>> CHAIR JUDD-STEIN: All right. Without any further -- did you have an edit?

>> COMMISSIONER CAMERON: Did we have a motion?

>> CHAIR JUDD-STEIN: Yes. Commissioner Stebbins made the motion.

>> COMMISSIONER CAMERON: Oh, okay. I'm sorry. I missed that.

>> CHAIR JUDD-STEIN: No. No problem. Any comments? Edits?

>> COMMISSIONER CAMERON: No.

>> CHAIR JUDD-STEIN: All right. All those in favor.

[ Vote taken ]

Opposed? 5-0. Thank you. Moving on to item number 3, our interim Executive Director, direct of our IEB, Karen Wells.

>> MS. WELLS: Good morning, Madam Chair, members of the Commission.

>> CHAIR JUDD-STEIN: One minute.

>> COMMISSIONER STEBBINS: Good morning, Karen.

>> MS. WELLS: Is that all right? There we go. As a housekeeping matter, on the agenda, we are striking item 6b, the Springfield lottery impact study. We expect to have that back on the agenda on March 26th. That just needs to be confirmed with the lead researcher so we can confirm the date and the lottery has been notified of the date change.

I'd also like to remind the Commissioners and the public that the responses for the RFI and public comment on Region C are due on March 16th. As I mentioned at the last meeting, we've had a good response from the media who's been cooperating in getting the word out, and our communications team has done an excellent job with that.

I also want to just to give the Commissioners just a brief overview of the outage that happened at EBH on Friday night. I am not the technical expert on the I.T. part of the issue, but I just wanted to give you an overview of what happened. So Friday night there was an issue with the slot machines at Encore Boston Harbor at approximately 7:15, the TITO ticket printing and ticket redemption stopped working on the IGT platform. So the team went in at Encore Boston Harbor, and the initial troubleshooting determined that the IGT translator, the software web page, was in what's called a hung state. So basically it had files that were building up and were jammed. At about 8:00, the translator was rebooted, and it still didn't work. So at 8:05 they tried rebooting the EZ Pay. That controls the TITO tickets. That didn't fix the problem. And then at 8:45, they again rebooted the translator a second time. And about 15 minutes later, the tickets began processing. And at about 9:45, the queue cleared due to the stuck messages. And at 9:50 P.M., the outage was closed. So the process did result in the casino having to hand-pay the patrons, and there were complaints about the timeframe because people did have to wait, so there were some unhappy customers about that. EBH has indicated they are working with IGT, the vendor, to do a root cause analysis to identify preventative steps and faster steps to recovery if this does happen again. And based on the finding, they will also set up monitoring to identify ways they can see if this kind of issue is going to happen again, so they can fix that before it impacts the system and the guests. So that's the timeframe and basically what happens. The bottom line, it was an I.T. issue with the technology that runs the sheet machines at the casino. I don't know if you have any questions on that, but that's generally an overview.

>> COMMISSIONER ZUNIGA: This was a house system that --

>> MS. WELLS: Correct.

>> COMMISSIONER ZUNIGA: It was not the system, our central monitoring system?

>> MS. WELLS: Correct. So I did confirm that with our CIO that this had nothing to do with our system that has a monitoring platform over all the machines, and it wasn't an anticipated or planned kind of reboot or anything that was going on that we approved. It was just a general function issue at the casino. You know, we've all dealt with I.T. problems, you know, in business, and it was an I.T. problem that they had to rectify. And it took a couple hours.

The other thing I just wanted to mention from the IEB side of the house is we are coming up on a second renewal for certain vendors that have -- were licensed way back when before PPC opened. So procedurally, as I've mentioned to you before, when we do initial licensing, we do a deep dive into the investigation process. The second -- the first renewal that we had already done with these vendors. We do that somewhat abbreviated process. We'll be repeating that a second time for these vendors going through. And then we will make a determination about when we would want to do some kind of deeper dive into these vendors. That decision was made based on resourced, expediency and just practicality as well as seeing what's best practices across the country as far as when you go back and take a deeper look. So I looked

into that way back when we were doing that initial deep dive. I got some general information that about ten years after you do the initial licensing, you potentially go back and re-look. So that would be a nine-year timeframe. We'll look at that again at that timeframe. And the reason I'm comfortable with that is we have this ongoing relationship and ongoing monitoring, and they have to affirmatively report to us. So given that we've already done the deep dive, I feel very comfortable with that process is effective. So that's sort of where we are on that. Any questions on that process?

And then I just wanted to indicate for the administrative update, as I've said before, we're trying to circle through different leadership within the organization to give you an update what's going on within their divisions. And today we have Mark Vander Linden. And given that March is coming up as problem gambling awareness month, I'm just going to have Mark give an overview of what's going on in his shop and things that are going on particularly for the gambling awareness month.

>> CHAIR JUDD-STEIN: Thank you, Karen.

>> MR. VANDER LINDEN: Great. Good morning. Madam Chair, Commissioners. I'm thrilled to come before you for a couple different reasons. I really want to -- we're excited to kick off Problem Gambling Awareness Month, the month of March, and I'm also excited to talk about some of the other activities that are under way in the area of Research and Responsible Gaming with the Commission.

So the Problem Gambling Awareness Month has been around for a number of years. It's led by the national council on problem gambling. It's a month that allows us to kind of take a step back, think about what we're doing, and highlight the extent of the services that are available. It also is a month that allows us to reflect on what are the consequences of -- what are the potential consequences of gambling. I feel incredibly fortunate that we -- I work for a Commission that recognizes that there are individuals, there are families that have seen the devastating consequences of problem gambling and that this Commission is willing to look at this issue and think about it strategically as we move forward in overseeing casino gambling in the state.

So as I said, the theme of the month is awareness plus action. We are incredibly fortunate, and I am incredibly grateful to have the assistance of Governor Baker and Lieutenant Governor Polito to declare March as problem gambling awareness month. They signed a proclamation saying such. I think that this is a great opportunity to get their support to raise awareness of this issue to bring attention to the month. So thank you to Chair Judd-Stein for your assistance in working with the Governor's office and gaining their support for this month. We have a number of activities that are scheduled throughout this month. Kind of covering in four key areas that we've been focusing on now over time

The first is education and outreach. The MGC encourages casino employees and patrons to engage with us and responsible gaming through our GameSense program. Our GameSense advisers at all three casinos will be hosting a series of educational activities for casino employees and patrons at each of the -- at each of the properties.

Starting on Monday, we are working with KHJ, our marketing company, to launch a new wave of paid advertising and marketing and digital campaign to educate the public about GameSense but also to highlight the availability of the voluntary self-exclusion program, among other resources and tools at the casino properties.

The second key area is prevention. Problem gambling awareness month gives us a valuable opportunity to highlight the prevention-related initiatives including the upcoming expansion of PlayMyWay. As you know, PlayMyWay has been available at Plainridge Park Casino now for -- I want to say roughly 3 1/2 years, possibly coming up on 4. We're pleased with that tool as a GameSense tool and the resource that it is for patrons at Plainridge Park Casino and a partnership with Encore Boston Harbor and MGM Springfield will be expanding that program to those properties later this year.

The third key area is research. As you know and as has been highlighted numerous times before the Commission, we have a groundbreaking research agenda to understand what are the true social, economic, public safety impacts or effects of casino gambling in Massachusetts. A couple pieces that we'll be rolling out later this month. First we'll be unveiling a new research hub. So from our website, massgaming.com, there is a research page. We've taken a very close look at that page and tried to move in the direction of making it more accessible, making it more usable for persons that are visiting that page.

The second area that we will be launching is a new data storage warehouse and access program. The name of which will be forthcoming later this month. But this is an unprecedented program in the United States. Nowhere will there be a larger dataset of gambling-related data available for researchers for research purposes. We see this as a win-win. We will be allowing researchers from around the country, from around the globe to access the data that we've invested and acquiring through our research partners, most of which comes from our partners at the University of Massachusetts Amherst, Dr. Rachel Volberg and her team through the SEIGMA project. On the other hand, it really helps us. If we have researchers from around the world lending their talents and using our datasets, we then benefit from a better understanding of gambling impacts through the -- through their work. So we provide them with data. They provide us with additional research.

And then finally, the fourth key here is collaboration and support. We collaborate with a number of partners, but what I wanted to highlight today is the Cambridge health alliance's problem gambling or gambling disorder screening day which will be on March 10th. Our GameSense advisers in the GameSense program will be spending a significant amount of time back of house screening casino employees. Casino employees, among many other groups, are considered at higher risk of developing a gambling disorder. So they will be working with each of our casino operators as partners to roll this out back of house. So that generally highlights the events over the next 30 days. I also wanted to -- I think our slides moved forward here.

Provide a general update on what's happening with Research and Responsible Gaming. Some of the other details. First, who is our team? We obviously -- I'm the director of Research and Responsible Gaming. Teresa Fiore is a program manager that works closely with me and leads a number of different projects, namely the voluntary self-exclusion program. She works very closely with the GameSense program as well. She does a fantastic job of heading those specific areas. We're in the process of hiring. We've extended an offer to a research manager. The research manager will help us as we roll out our research strategic plan that was adopted last year. A couple key initiatives in there, we're looking to expand the knowledge mobilization, the transfer of the research that we have to assure that it's used, that it's

effective, and that it makes a difference.

We have two key areas that we provide oversight of. The first is the research agenda. This is clearly defined in statute in Section 71 of the Expanded Gaming Act. We are taking a look at a number of different social impacts, a number of different economic impacts. You'll see next on the agenda how we examine public safety impacts of casinos in Massachusetts. We have a line of research that began a few years ago that's the community-driven research. And most recently we had Dr. Carolyn Wong and Giles Lee present a study examining gambling behaviors among persons living in Boston Chinatown.

We coordinate and we facilitate a research review committee to assure that we have the highest quality of research that is available. And as I said before, we're currently working on dissemination and mobilization, and a new staff will help us with that. You'll see there are other ways in which we're doing that currently through -- in your packet you'll see the research update including ways in which we're mobilizing the research through the research snapshots in cooperation with the gaming research exchange of Ontario Grio.

On responsible gaming. This is also driven by statute, thanks to the legislature who had the foresight to recognize that we really do need to pay attention to this area. We have an on-site resource called GameSense. This is the centerpiece of our responsible gaming efforts to promote a comprehensive approach to responsible gaming through activities at the casino, through a number of different Commission activities, through community engagement. We oversee the development and expansion of PlayMyWay that I just mentioned. And finally, while we feel we have a comprehensive responsible gaming plan, we continuously look to the future to ask how can we possibly improve what we do, and I'll highlight that here in just a moment of some of the ways that we're doing that.

So GameSense advisers work in three specific ways. They promote positive play, working with patrons. They work with casino employees to foster RG or responsible gaming-enabled workforce and to overall change the culture to support this at casinos, and they work to mitigate problem gambling. I mentioned the importance and the central role of the voluntary self-exclusion program at each of our casinos. The GameSense advisers also do a significant amount of community outreach, specifically targeting groups that -- we look to partner with organizations that serve groups that would be considered at greater risk of developing a gambling-related problem or experiencing gambling-related harm. We'll cover some of those engagements when we do a GameSense update later on in the meeting.

We have some emerging trends that we look forward to in the next 12 months. One is veterans outreach. You'll see in one of the snapshots, Grio snapshots that I gave you, that veterans are at greater risk. Recognizing that -- recognizing we actually have two studies out now that highlight this. We look to use the resources of our GameSense advisers, a few of which are veterans themselves, have a passion about the work that they do and extensive knowledge about gambling to reach out to different veterans service organizations to bring that message to them.

We will be launching a positive play initiative. So I've talked a lot about positive play. We'll be working with the individual that really developed this concept, Dr. Richard Wood, to develop a positive play scale. All players are not the same. And

part of positive -- the positive play initiative is to look at segmenting players to specifically align a strategy with different types of players so that we can assure that the message that is being delivered is important and relevant to that specific group.

We have a VSE resource liaison. We have roughly 700 people in the voluntary self-exclusion list. About 20% of those individuals have asked for additional help. I think that we could probably do a better job of increasing that number. Part of the role of the VSE resource liaison is to elevate that window of opportunity to connect more people with additional help once they leave the casino.

The piece about looking at how can we leverage technology, how can we improve what we're doing? This shows through in a new initiative that we're doing with the GameSense program through the mass council on compulsive gambling, looking at how we can use augmented reality. Much like PlayMyWay, it leverages technology to work with patrons to create informed player choice, giving them more information. We believe that the use of augmented reality can do the same. It's another way of using technology to engage with patrons, to provide them with relevant information so they can -- when they enter the gaming floor, can make an informed choice about their gambling. There's much more to come with this.

And finally, we recognize that at Encore Boston Harbor is unique. As we take a look at the data, we recognize that there is a potential need to extend the hours of operation at that property specifically. Currently GameSense advisers that operate between -- I think it's 9:00 a.m. and 1:00 a.m., 16-hour stretch of every day, seven days a week, we're going to extend services at Encore Boston Harbor to 24 hours a day, 7 days a week. We're not extending -- we're not using overtime. We're not increasing a budget. But we're just looking at how we staff that specific GameSense information center. If there are -- Encore Boston Harbor seems to be busier after 1:00 a.m. than the other casinos, we want to make sure that we have GameSense advisers there to provide that service.

So for research update. You see many of the research reports that come to you. Behind each of those research reports is an enormous amount of work. We recently reprocurd the SEIGMA program, so the research that we do with the University of Massachusetts, looking at the social and economic impacts. Over the past several months there's been a number -- we're working on a number of priorities including looking at new employees coming into our casinos and what inspires them to come to work for our casinos and what they were doing beforehand. We take a look at what is the overall impact? What are the direct impacts of our casinos? What are the indirect impacts and ripple effect across the communities of operating casinos in Massachusetts? So we have ongoing data collection in that way.

Later this spring we will be releasing a follow-up targeted population survey of Springfield. How has the opening of MGM Springfield over their first year of operation changed how people gamble? How has it changed their gambling behavior? How has it changed their attitudes about gambling? How has it changed the prevalence of problem gambling in this community and as well as at-risk gamblers? That report is due to be out to the Commission on June 30th.

The MGM patron data collection. Where are patrons coming to MGM casino coming from, and how are they spending their time in Springfield and the surrounding area? And then finally, we'll be wrapping up our MAGIC project, the Massachusetts

gaming impact cohort. We've been doing that for roughly five years now. The contract is coming to an end. And our research team is working on a large wrap-up report examining all five waves of that study.

Knowledge mobilization I mentioned before is incredibly important. A couple areas that we have here. We released, I believe, two months ago in January, so last month, the report talking about casino gambling, community voices from Boston Chinatown. We've worked with the principal investigators on that to translate that to Chinese so that it can do a better job of reaching out into the community, to the community and community leaders with the findings of that report.

The research snapshots are in your packets. Another great way of synthesizing some very complex, very in-depth research into easy-to-digest ways. And then finally, the data storage and access project that I mentioned will be released later this month.

A lot of the research that -- we have tried to present as much of the research as we can before the Commission so that you have the benefit of that. There are certain publications, certain work that comes from this that doesn't come before the Commission, and I think it's incredibly important. When the research agenda was launched, there was the -- the goal that we would be looking towards publications. Our research has been featured in eight different publications and academic journals including the international journal Of Mental Health and Addiction, the American Journal of Addiction, the Journal of Gambling Studies, the Journal of Addiction Medicine, and the Journal of Behavioral Addiction. To be published in each of these journals is an incredibly high honor for our research team, and it's a way in which the work that is being done in Massachusetts is seeing -- is being seen and used across the country. We had two journal publications in 2019. Dr. Rachel Volberg was a part of both of those. You can see those two studies there. One focusing on veterans and one focusing on differences in gender and gambling behaviors.

We're also looking at other ways beyond our research that we can both learn and share with what's happening in Massachusetts. So in just a couple weeks, a team of us including myself, Teresa Fiore, Katrina and Scott from our I.T. department, and Carrie from legal will be going to the New Horizons Conference in Vancouver. Recognizing the commitment of this Commission to say that responsible gaming doesn't just lie with the five of you and the Responsible Gaming Program. We see this as an organizational commitment to promoting and fostering a culture of responsible gaming that extends into our legal department, that extends into our I.T. department as we look at how we use technology to create new programs and to support the development of PlayMyWay.

March 13th through 17th, I'm on the International Advisory Committee for the National Council on Problem Gambling, which is part of the Secretary of Health in Singapore. I will be traveling there to talk about our communication plan, how we roll out GameSense and PlayMyWay in such a way that it gains the attention that it does. I'll be talking about the MAGIC study and the evaluation of our different responsible gaming programs.

And then on May 29th, we are sponsoring a conference in Natick, trends in reducing gambling-related harm and promoting positive play. There's more information on that to come. We have conference submissions to the International Association of Gaming Regulators which will host its conference here in August?

>> COMMISSIONER CAMERON: September.

>> MR. VANDER LINDEN: September. I just submitted a proposal to the American Public Health Association, and we expect a presentation at the National Council on Problem Gambling in Washington, D.C., later this summer.

>> COMMISSIONER ZUNIGA: Mark, can I just mention? Because I think you mentioned it very quickly. But I would note that these are examples of our team presenting either the work that has been done, because we've been submitting a proposal or because we have been invited to come in and talk to a larger group. This is not necessarily just us attending conferences, which is also an important part of what we do, but this speaks to how the work that you are helping us here do is being perceived around -- outside of Massachusetts.

>> MR. VANDER LINDEN: Right. Great. Thank you for the clarification.

We are in the midst of setting our budget for fiscal year '21. Funding for all of our Research and Responsible Gaming efforts comes from the Public Health Trust Fund, which is Chapter 23K, Section 58 outlines the source of those fundings. It's 5% of gross gaming revenue or the tax gross gaming revenue at our Category 1 casinos in addition to a \$5 million assessment across all three properties based on the number of gaming positions they have.

The budget priorities are established. We recommend budget priorities. The public health trust fund executive committee determines the overall priorities in the budget that supports those priorities. The fiscal year '21 budget that has been proposed to the Public Health Trust Fund Executive Committee in January was roughly \$400,000 less than what we have approved for this fiscal year. So the fiscal year '21 budget is \$6,149,000. In the month of March during the next meeting of the Public Health Trust Fund Executive Committee, that conversation about the budget and priorities will be resumed. We hope to have a final budget at that meeting or shortly thereafter. That's my program update. I'm very happy to take questions about Problem Gambling Awareness Month, about any of the activities associated with the area of Research and Responsible Gaming for the Commission.

>> COMMISSIONER ZUNIGA: Well, I will just -- just a comment, I think. Thank you for -- this is a great overview. You did mention also quickly, but I would also emphasize the work, even though the team looks small in the org chart, it's about to get bigger with the research manager position that we'll be adding. There's a number of people that work and have helped us quite a bit in the research review committee, the research -- the Gaming Research Advisory Committee, some of them retired DPH professionals and other researchers from around like Harvard Medical School who are really just generally interested in what we are doing, our important stakeholders and many of them volunteer their time or receive a very modest stipend to come to and advise us on what we do. So it's been a really good effort, good process and a team effort that I think is very important as well.

>> MR. VANDER LINDEN: Can I just highlight -- build on that? I feel that every division within the Commission has lent support and has contributed to this -- to the Research and Responsible Gaming efforts. Our communication department, we would not have the program we have if it wasn't for the talents of our communication department. The IEB and gaming agents on the gaming floor supporting the GameSense program looking to use it, use -- referring patrons to the GameSense



program helping support the work that they do. Our I.T. department, in looking at how we use technology to advance these causes, Workforce Development and looking at how we need to take a look at the casino workforce and what is important as we try to measure that. The five Commissioners. Your support is incredibly important to this work. This is not an isolated unit. It doesn't set to the side. And that is incredibly important to the breadth of the work that I just reviewed with you.

>> COMMISSIONER CAMERON: I'd like to comment on that as well with regard to the research. I've said this before, but I'm always, because of the crime research that we're doing with our crime analyst, Christopher Bruce, who will be presenting today, to watch the synergy, to watch meetings with police chiefs from around the region with our Gaming Enforcement Unit members and how much they care about keeping the area safe. Springfield PD is here today to listen to the efforts that go into whether it be traffic, whether it be crime, whether it be drunk driving, and the research that we do helps all of those communities be better informed. We hear about community leaders who come to a meeting with health and express an interest that information gets back to us. The group is so willing to take a look and make sure they're doing everything they can, so I've been incredibly impressed with the -- certainly we were mandated to do this research, but how it's a two-way street and it's helping the police do a much better job, and they are informing the research of what's really happening out there which helps our crime analyst make sure his conclusions are sound and based on what's really going on, not just the statistics. So I would concur that that research is -- it's not something that sits in a book that a researcher might look at once in a while. It's being used in a practice way in realtime, and that's really impressive.

>> COMMISSIONER STEBBINS: I would just add to that. Some of the additional work that you're doing that you look at the research update, looking at the new employee survey, understanding where workers are coming from, what training they might have gotten along the way, whether they were underemployed or unemployed prior to working at one of our gaming licensees, you know, is a big snapshot of what, I think, the legislature was looking at, which was creating job opportunities. But having somebody on your team who's going to focus on the research and focus on the dissemination of the research, especially when you look at patron survey data, which can be critical to the City of Springfield, to the local tourism bureau, to find out -- and to MGM -- but to find out why people are coming here? What are they enjoying? What are they doing afterwards? What drew them to the region is all great economic data for them to have a chance to look at and to kind of build their own strategies off of. I know, Mark, you've focused on this, and having somebody on your team who's going to help the communities themselves translate what the research can mean I think is a valuable step, as Commissioner Cameron just talked about. It's not research that's sitting on a shelf. It's being used and finding more stakeholders to take advantage of it, I think, is critical.

>> CHAIR JUDD-STEIN: Any further questions or comments? Only a question I had, Mark -- first I endorse the comments from my fellow Commissioners. This is definitely a team effort. We would be remiss not to mention our partner of DPH. We work closely with them and the treatment that they make available is the link to finalizing our work if we identify someone on site as a legislature required by statute to provide services on site. We have the obligation to make sure that they are referred to services

that will make a difference. So we are fortunate that we have a relationship with DPH to work on making sure that the work done by GameSense advisers and all the other efforts through VSE are finalized through this partnership with DPH.

But I did have a question that you referred to a new initiative with respect to the veterans. I think we have evidence that veterans are at additional risk for problem gambling. And you mentioned that the GameSense advisers will be working directly with the vets. GameSense advisers typically are on site, but they will be going out to the community. Can you just elaborate on that?

>> MR. VANDER LINDEN: Yeah. So the Mass Council who oversees the GameSense -- Mass Council on Compulsive Gambling who we have a contract with to operate the GameSense program, the GameSense information, they oversee the GameSense advisers, we will be working with them to build connections with the veterans -- there's over 200 veteran service organizations around the state. We have met with Secretary Ureno of the VA, and we're working to bring information about positive play, about the resources that are available on site to these veteran service organizations. Veterans are at greater risk of developing a gambling problem. If we can provide the information that we would normally provide at the casinos within the community to veteran service organizations directly to veterans, to equip them so that when they do gamble, whether it's in a casino, whether it's in -- whether it's lottery, whether it's sitting at a card table, if we can provide them with information to increase their awareness of the risks of gambling, of the whole host of information that is provided by our GameSense advisers, we believe that this works -- it's a prevention initiative that will move from the casino and into the community.

>> CHAIR JUDD-STEIN: Thank you. I'm looking forward to hearing more about that. That's such an important outreach, so thanks.

>> MR. VANDER LINDEN: Yeah. It really is. You know, and it's the outreach to groups that we identify are at greater risk is important. We just think that this is an especially important one that we're excited to roll out.

>> CHAIR JUDD-STEIN: Thank you, Mark. Any further questions, Commissioner? Okay. Well, I know that your topic is of such great import. It's particularly meaningful today as March approaches with respect to Problem Gambling Awareness Month. We could go on forever, but I know Maryann is probably concerned about our time line.

>> MR. VANDER LINDEN: Right.

>> CHAIR JUDD-STEIN: So we'll continue on. And thank you for the good work and thanks to Teresa. We appreciate all that she does.

All right. Moving on, then, to your second item -- no, I guess we're going straight now to -- oh, I'm sorry, to Christopher Bruce's report. Item 4a.

>> MR. BRUCE: Hi, everybody.

>> CHAIR JUDD-STEIN: Good morning.

>> MR. VANDER LINDEN: Christopher Bruce, the MGC crime analyst, consultant, is joining us as well as our Lieutenant Brian Connors, to discuss the one-year public safety impact report of MGM Springfield. So this report is of particular interest. This is taking a look at how has the presence of MGM Springfield, opening up a largely outward-facing casino in the city of Springfield affected public safety? How has it affected crime? How has it affected calls for service and collisions around the community -- around the casino and in the region? This builds on a baseline, taking a

look at five to seven years before the casino ever opened. It considers a report that we did at four months as well as eight months. So here we are at 12 months, taking a look at a full year of evidence.

It draws upon a collaborative relationship that largely led by Christopher with support of Commissioners O'Brien and Cameron to partner with 11 surrounding communities to draw in specifically all of their data, working directly with these agencies to tap into their data systems to gather this information. It's an interesting look. So one year after the opening of a casino, you should begin to see trends. You should begin to have an understanding of what is happening.

Christopher is going to go into much greater detail. My overall analysis of this is that it's generally good news. That despite hypothesis before the casino opened, that so far there's no sign of the presence of -- that the casino has increased crime or call for service at hotels or at restaurants or bars or gas stations with the exception of one in the area. It doesn't mean that there's all good news that is here to report. There's crime at the casino, as we would expect. There were 208 total arrests at the casino during the first year. So that's something to pay attention to, but it's also important to understand in the context that, as Christopher points out, that this is roughly what you would expect to see at other venues that attract the number of visitors that MGM Casino offers.

So I'll turn it over to Christopher to go into a lot of the detail of the findings of the report. Before I do so, I want to, again, just recognize the incredible cooperation that we have of the 11 communities that contributed to this report. It's not just looking at data. It's looking at their feedback. We met with them a couple weeks ago to ask them to review the data and to ask if the data is reflective of their experience in their communities. Their feedback in this process is absolutely important.

This is an ongoing commitment. While we look at four months, eight months and now 12 months, we'll continue to evaluate public safety impacts of MGM Springfield, of Plainridge Park Casino, and of Encore Boston Harbor. This is an important piece of the research agenda, and I'm excited for Christopher to talk to you more about that.

>> MR. BRUCE: It's good to be back here.

>> COMMISSIONER STEBBINS: Morning.

>> MR. BRUCE: I would agree with Mark that the news is mostly good. The Springfield area has had significant decreases in crime over the last decade and in the year since MGM opened, it's safe to say that those decreases continued mostly unimpeded in terms of the broad categories. The casino itself added about 1 to 1.5% to Springfield's crime totals and calls for service totals. If you just consider what happened at the facility itself. But the crimes decreased more than that citywide during the same period, so the trend has still been downward. There are a few specific areas that I think there's a casino relationship, but in terms of, you know, did it increase crime or has crime turned around or anything, it definitely hasn't. I would echo what Mark said about the police department's been very cooperative, and they've done a lot of innovative things over the last decade in response to the casino itself. They have an excellent crime analysis unit that keeps on top of the latest trends and patterns, and so it's been a pleasure to work with that agency. I think they've done a great job anticipating what might happen in the downtown area and responding effectively even

before the trends have begun to emerge.

A couple of the things we have to talk about are the casino itself, of course. It's had the impact and has the crime totals about the same as the Holyoke Mall. It's had an impact roughly of a shopping mall, which, you know, it has similar characteristics to one in some ways. I'm still waiting to get national -- good national data on crime volume at other casinos so I could do a comparative study of the figures at the facilities themselves. There's issues with the way that crime is reported and the categories that are used that I have to work out before I can do anything legitimate with that. So I know I've said -- I keep telling you that's coming. Well, it's still coming, but it's hopefully going to be within the next couple of reports that I'm able to offer that.

I think there are some impacts directly around the casino that are measurable in terms of crime -- rather crashes and calls for service. The types of calls for service that you would expect to increase with a large volume of people coming to an area. There are a few property crime patterns that we have no explicit links to the casino yet, but it's just worth noting them. If they're not related to the casino, it's still something that, you know, the agencies will want to know about so they can intercede if we ever do identify more explicit links. There is a logical relationship between them. And then there's some drunk driving statistics that I want to cover at the end that are important. Some data just coming in about that that -- what I put ominous trends on the slide there.

I don't know that I need to go through the methodology again. I think you've all heard me talk about that a dozen times by now. The Commissioners haven't changed. So I'll just -- I'll just point out or I'll reiterate that basically what I'm doing is comparing a predicted volume of each type of crime to what actually happened. The predictive volume being based on a number of potential different calculations depending on whether the crime was showing a trend before MGM opened or whether it was kind of flat before MGM opened. And in this area, most of the crimes and calls for service were showing a downward trend. It even creates a weird paradox in the case, say, of Springfield's total property crimes where my report shows that they're higher than expected, but it's a record low for the last ten years. But it was still slightly higher than the trend predicted, if that makes sense. So you have some odd paradoxes like that when crime has been decreasing so much.

But basically I tried to predict an 85% confidence window and then see what happened in the actual post MGM period to try to detect crimes and calls for service that might be increasing because of some external factor influencing them or some new factor influencing them, I should say, one of which may be the casino, but there could be any number of other things at work as well.

And so, again, here is an example of where right around MGM, you can see the influence of extra traffic and therefore extra traffic collisions. A lot of the street segments immediately adjacent to MGM that feed roads going into MGM both in Springfield and over in West Springfield and Agawam have seen an increase in collisions. Mostly vehicles in traffic involving minor injuries or no injuries. And even though most of those segments that are highlighted there are in Springfield, actually Springfield's totals didn't significantly increase. Even though you can see the influence directly on certain segments, the overall citywide total wasn't significantly high. But it was for Agawam and West Springfield. And I think there's probably a casino relationship to that given that a lot of the segments that increased go right to the bridges

in those two communities coming over to MGM.

And we see that same type of volume-based increase in certain types of calls for service. Here is a map of suspicious activities in calls for service in West Springfield where they're highly clustered in commercial areas just across the bridges. We don't have any particular smoking gun evidence that, you know, there's extra people there because of MGM. These are calls for service. You don't get much documentation with them anyway. There's no report with these. But geographically, it makes sense. It just makes sense with extra people in the area. Anecdotally we're hearing from West Springfield there's a lot of extra panhandling going on in these two commercial areas. So there's a potential relationship there. And then just a variety of other calls for service like lost property call increases, traffic complaints, that's people calling the police to complain about erratic drivers or blocked driveways or other types of traffic and parking issues, abandoned vehicles, left in communities from out of town, disturbance calls, general service which could be just about anything from giving directions to providing escorts and so forth and assist motors, which is like a disabled vehicle call reported to the State Police. I've collected a few of those on the slide there. I'd feel better about attributing them to the casino if there was more consistency across multiple agencies reporting the same increases. In this case they're mostly isolated to one or two communities. But all of these have some plausible relationship to extra people in the area and probably some of them are at least partly related to those extra visitors that we've seen because of MGM.

And here's a chart showing traffic -- erratic driver and other traffic complaints on area highways which saw a fairly large increase on certain highway segments after MGM opened. Again, something that it makes sense with extra volume that you'd see these extra complaints. When it comes to crime, there aren't very many crime increases that I can say have a direct relationship in the sense that we've identified offenders who are here specifically for casino purposes. So there are a few patterns in property crime that have increased in the area. Purse snatchings, we've seen a complimentary increase in three communities, all in their respective downtown areas -- I'm sorry, not in Chicopee. Chicopee's is -- Chicopee Marketplace, I think, is the major commercial center there. Springfield and Holyoke are both in their downtown areas. We've seen a theft for vehicle increase in east Springfield and Holyoke. None of these have any of the agencies suggested they're related to MGM. And in none of these do we have an offender who we know specifically had anything to do with MGM. But you have to understand most of the time we don't know who the offender is. So it's possible there is a relationship. There's a logical relationship between these types of crimes and a cash-based facility, and there are -- where it's happening in multiple communities, that's something I always like to see is comparable -- I don't like to see it but you get the idea -- complimentary increases in multiple communities, but I don't have a smoking gun yet that ties them directly. But, for instance, this pattern here of thefts from vehicles at residences, we're seeing at nighttime, late at night in the Forest Park area of Springfield, northwestern, East Longmeadow and Northern Longmeadow, their cars being broken into in their driveways in the middle of the night and anything, purses, cell phones, cash, et cetera being stolen from them. It started fairly quickly after the casino opened. It was dormant for the period of the eight-month report, but then it came back again for the final four months of the 12-month period. And this is

something -- it's not a crime type that's terribly uncommon to the area. It's just increased in intensity since MGM opened. Again, we don't have any specific evidence that it's related, but it's certainly worth pointing out for the three agencies to watch and to collect as much evidence as we can.

On the other hand, there's some patterns that have increased in the area that are clearly just not related or probably not related. That includes increases in domestic assaults and domestic disputes in a few communities. Pornography increases, which, you know, if there had been an actual increase in trading of pornography in the area, that would be of concern. But most of these seem to be teenagers largely sending underaged sexts and selfies to each other and not something that seems to have anything to do with MGM. Liquor law violations in a couple of communities come back to vehicle stops for open containers which points more to proactive police activity than anything that's a real trend. Holyoke had gunshot complaints that didn't seem to result in any extra shootings, so that was good news. And Northampton saw an auto theft increase, but that's the furthest community from MGM, and it doesn't have complimentary increases anywhere else. So those are the types of things that we -- I like to notify the communities they're happening and hopefully you know, my analysis can help them with their own response, but it doesn't have anything to do with the casino.

Where we didn't see any increases at all -- Mark pointed this out earlier -- are in hotels, restaurants, gas stations, convenience stores, places that I actually really thought we would see an increase because as people travel to and from MGM, they have to stop at various service locations, and I thought that would increase calls for service at those locations. But nothing so far. I mapped a radius around every highway exit in the region and measured what happened specifically in those exit radiuses. We didn't see any increase there at all. Around MGM itself, violent crime was unusually low in the metro center. Property crime held even. And you've got to keep in mind there's an extra half a million visitors coming in here a year, so you would think that that would provide opportunities for thieves and robbers and so forth, but none of that has taken place. I think that, as I said in the previous report, all of that extra natural guardianship that people have for each other, plus the extra law enforcement presence in the area has sort of canceled out the effects of the increasing population, so to speak.

The only thing really in the direct MGM area that seems to have increased is at the Pride gas station directly across the street from the casino, which is open 24 hours, having some issues late at night. They had a little auto theft pattern and some disturbance calls and a few other things, but just at that one facility. I didn't see anything else at any other hotel or other service facility in the area.

Finally, it's worth talking about drunk driving because some data came in late to this report that concerned me a little bit. I got some data from the ABCC about last drink locations based on adjudications. And MGM was the top location in Massachusetts for the time period represented by the data, which was July 1st, 2019, to January 31st, 2020. Of course, that's cases adjudicated during that period. So there are lots more, you know, where arrests were made during that period that haven't been adjudicated yet, so we might expect that number to rise.

Not only -- and by top location, seven incidents. If you combine all the separate

bars at Patriot Place and Foxboro, it's technically higher, but in terms of individual addresses, it was the top place. Yes.

>> COMMISSIONER CAMERON: Could you clarify that, please?

>> MR. BRUCE: Yeah.

>> COMMISSIONER CAMERON: So we're talking about seven reports of last drink at MGM in a six-month period, and that's the entire region, correct?

>> MR. BRUCE: That's the entire state.

>> COMMISSIONER CAMERON: That's the -- but, I mean, those reports come from Springfield and the surrounding communities.

>> MR. BRUCE: Yes.

>> COMMISSIONER CAMERON: So you're looking at all of the surrounding communities as well as Springfield?

>> MR. BRUCE: Yeah.

>> COMMISSIONER CAMERON: So there are seven in a six-month period.

>> MR. BRUCE: Seven adjudicated during the period.

>> COMMISSIONER CAMERON: I understand. But that's -- although we are concerned and the team is already putting a strategy in place --

>> MR. BRUCE: You're right.

>> COMMISSIONER CAMERON: -- that is not overly alarming, seven in a six-month period in the entire region, would you agree with that?

>> MR. BRUCE: I apologize. I misunderstood what you were asking. No, that's not for the entire region. The seven is from MGM specifically.

>> COMMISSIONER CAMERON: So anywhere they were in the state, but they reported --

>> MR. BRUCE: Exactly.

>> COMMISSIONER CAMERON: Okay. Thank you for that clarification.

>> MR. BRUCE: No, I agree with you, seven even from one facility isn't an alarmingly high number by itself. But it caused me to take a look at a couple other things. And I found a way that I hadn't thought of before. So drunk driving increased in both Agawam and Chicopee in terms of the arrests that they were making. But when I see a police -- police data reporting an increase in drunk driving, that doesn't necessarily set off a lot of alarm bells because the police themselves basically control how many drunk driving arrests they make. And so if they just enforce a little bit of extra intensity, they can make the numbers go up or down when the opposite happens, it's a very proactive crime type. But then I thought, what if I looked at just drunk driving incidents that resulted from calls for service that were originally reported as traffic collisions? So it's not based on any proactive police activity. It's based on a reactive call to a crash. And that's where I see the statistic where there was an average in this 11-community region of 22 incidents before MGM and there were 53 in the year ending July 31st, 2019. So that's a pretty big increase in collisions that involve drunk driving. So if that holds, that's an alarming trend.

At the same time, however, we thought -- I thought I saw the same thing in Encore, in the Encore area, and you were there just a couple of days ago when the Everett analyst reported she looked at all of the individual drunk driving arrests, and even though they were clustered near Encore and there had been that increase, their last drinks that they were reporting and their arrests, only one had taken place at

Encore. The rest were Boston and other locations. So what I want to do is replicate that with these communities and look at their drunk driving arrests and see what they said for their last drink locations in the police reports. You know, I don't get --

>> CHAIR JUDD-STEIN: In other words, this is the important fact that you set out, the third one, that was --

>> MR. BRUCE: Yeah.

>> CHAIR JUDD-STEIN: You used the word "ominous." If we looked at that in a vacuum, that does seem to be ominous. But what you're saying is that we don't have the data to know where their last drink was.

>> MR. BRUCE: Exactly. We don't have that yet because I don't get narrative data from these agencies. I'm sorry, go ahead.

>> CHAIR JUDD-STEIN: And I understand the next point is you're trying to get drinks. And what I'm assuming is that our very cooperative community of law enforcement officers are going to try to be able to ask that proactively when there is a crash site or when there is an arrest of drunk driving to figure out where did you get your last drink?

>> MR. BRUCE: It's actually a fairly usual practice to do that. So I'm guessing that the data is within those narratives for a decent percentage of the report. So what I have to do is take a sample and then ask the communities to go through their own narratives and report back to me what the data shows.

>> CHAIR JUDD-STEIN: And just to follow up on your point, if I understood correctly that at Encore, you're finding that -- as I sit here and look at that ominous third bullet, excuse me for backing up, logic might dictate that the last drinks were at MGM Springfield.

>> MR. BRUCE: Yes.

>> CHAIR JUDD-STEIN: But early data review at Encore surprised you because the last drink wasn't --

>> MR. BRUCE: Exactly.

>> CHAIR JUDD-STEIN: -- as prominently indicating that it had occurred at the casino.

>> MR. BRUCE: Yeah. It was very surprising because geographically, a lot of the collisions had happened along Broadway, and it was an increase in drunk driving crashes, and Encore was the only major new thing in the area. So all the circumstantial evidence seemed to be pointing to it. But when we actually looked at the last drink locations, that evaporated. So it may happen here as well. So it's a little bit too soon to get too alarmed. But, you know --

>> CHAIR JUDD-STEIN: But it's really important to get to the bottom of it because it truly would be ominous.

>> MR. BRUCE: It wouldn't be ominous. It would be conclusive at that point.

>> CHAIR JUDD-STEIN: That's right. So --

>> MR. BRUCE: So that's something for the next report that I'll make sure that we're able to study.

>> CHAIR JUDD-STEIN: Yeah. And you think you'll be able to get the data on last drinks?

>> MR. BRUCE: The agencies have been cooperative enough so far with everything else. I can't imagine it would be too much -- I'd be asking too much for them to look at



a dozen drunk driving arrests and just tell me where the last drinks were, yeah.

>> COMMISSIONER STEBBINS: Christopher, is it fair to ask not only where they got the last drink but time of last drink?

>> MR. BRUCE: I don't -- if it's already part of the report, I think it would be fine for them to provide that. I don't know that that's often asked. So it may not be part of the dataset that they have.

>> COMMISSIONER CAMERON: So Christopher, our crime analyst bill Schwartz is shaking his yes, he will work with you to get that information.

>> MR. BRUCE: I was looking for Bill earlier. I wasn't sure if he was here.

>> COMMISSIONER CAMERON: He's year. And I would point out that we have two others from Springfield PD. We have members of the Gaming Enforcement Unit, and they are interested in this work. And just being here today demonstrates to me that they are really interested, and I'm sure heads are already spinning about proactive steps that will be taken.

>> MR. BRUCE: So I think that was my last slide.

>> CHAIR JUDD-STEIN: Could I just ask one clarifying point?

>> MR. BRUCE: Sure.

>> CHAIR JUDD-STEIN: On Agawam and Chicopee?

>> MR. BRUCE: Yes.

>> CHAIR JUDD-STEIN: That they've had significant increases in drunk driving arrests.

>> MR. BRUCE: Yeah.

>> CHAIR JUDD-STEIN: Could that be attributed to more police vigilance?

>> MR. BRUCE: Yes.

>> CHAIR JUDD-STEIN: Okay. Thank you.

>> MR. BRUCE: Yeah. It's kind of like all of these things coming together is what I titled ominous, right? If I had just seen that by itself, I would have thought, well, that's just probably them doing extra enforcement. But that was the other data.

>> CHAIR JUDD-STEIN: The third one.

>> MR. BRUCE: Exactly, yeah.

>> CHAIR JUDD-STEIN: Thank you.

>> MR. BRUCE: So in the future report, obviously, the drunk driving's going to be a priority. I should, for the next report, have enough data from the state on other communities to be able to do some control area comparison to the MGM area. And I want to dig a little bit deeper into those fraud cases because we're seeing fraud increases in all of the three areas. But I think that it's just a statewide problem that's going up at the same time. But I should be able to offer that a little bit more. I'm sorry, do you have a question?

>> CHAIR JUDD-STEIN: No. I would wonder if that's a statewide trend.

>> MR. BRUCE: Yeah.

>> CHAIR JUDD-STEIN: I'm looking at Detective Connors if that's a statewide trend in terms of the fraud cases, if you have any --

>> LT. CONNORS: I think what the crime analysts have seen across the region, there are a number of specific fraud schemes going on that make up a large volume of these fraud cases.

>> CHAIR JUDD-STEIN: I should point out, in other words, it's fraud that's occurring

over the phone --

>> LT. CONNORS: Yeah.

>> CHAIR JUDD-STEIN: It's not fraud that's occurring on the gambling floor.

>> MR. BRUCE: No, no. There are some of those, but they're reported as separate statistics. Most of what we're seeing in the region is, yeah, telephone-related scams and online fraud. I think it's possible that it's just a coincidence that they're happening in the casino regions because they're also happening regionwide. But I should have better statistics on that with again, comparative data from the rest of the state's communities for the next report.

And again, I'm really hoping to get some better data on other casinos around the country, look at their crimes versus their number of visitors in the same way that we can look at ours and being able to answer conclusively, is there any concern that any of our casinos have higher than average crime at the facility itself. That's all coming up. Any other questions for me?

>> COMMISSIONER CAMERON: No. It's always helpful that you present this information and that we understand and, again, the thing I'm most interested in is, okay, we have data. How are we using it to make sure we're maximizing our efforts to keep the facility safe? Detective Lieutenant Connors, I know you have firsthand information about training and some examples of some of the work being done by the Gaming Enforcement Unit members when it comes to drunk driving. And if I could ask Captain Tardiff to come up as well and join Detective Lieutenant. I'd love to hear a little bit while we have you here and thank you for coming. Some of the work the metro is doing. And in particular I was very interested at our meeting with the chiefs and other members about the huge weekend, the Red Sox Weekend, and the work that was done for that weekend because that's -- that was a big deal for MGM Springfield to take that huge event and move it to Massachusetts and have all of those folks, and if you don't mind just talking a little bit about those numbers of people and the efforts that were made to make sure everybody was safe for that. You know, I watched all the news clips, and I was -- wow! The numbers were astronomical. I know that there are a lot of rabid Red Sox fans. I also was just interested in the work that was done by your unit, sir. Why don't we start with you, and then if you don't mind, Detective Lieutenant Connors, you can talk a little bit about the efforts with drunk driving. Sorry to put you on the spot. He had no idea I'd be calling him up here, but I know he can handle this.

>>CAPTAIN TARDIFF: Oh, absolutely.

>> CHAIR JUDD-STEIN: And it's still good morning, so that's good.

>> CAPTAIN TARDIFF: Yes. Good morning. Good morning. A lot of planning went into this for the Red Sox Weekend. I have three sergeants that work for me at the time. And we did a lot, a lot of work. We used our crime analysis unit. We used Brick out of Boston to gather information. It was a great cooperative effort with the State Police and everybody. So after we got all of the information together, we sat down and put together an operations plan, and we utilized three different plans. One for traffic and pedestrian. Another one for safety for inside the building, emergency plans, and we got nothing but compliments at the end. Our goal was to make sure everyone was safe. Any incident that came out that we addressed it right away. We were ready for everything. We have standard plans now for, based on this, for concerts and everything that's going on with MGM.

>> COMMISSIONER CAMERON: Captain, how many folks came up for that weekend? Do you have an estimate?

>> CAPTAIN TARDIFF: Sergeant Elliott, would you happen to know?

>> (Inaudible).

>> COMMISSIONER CAMERON: Wow.

>> (Inaudible).

>> COMMISSIONER CAMERON: And no arrests? Incidents? Everything was handled, correct?

>> CAPTAIN TARDIFF: Everything was handled perfectly, even the owner of the Red Sox said, this was one of the best events he's ever been to.

>> COMMISSIONER CAMERON: That's --

>> CAPTAIN TARDIFF: We escorted him from the airport right here, and he was so happy with the whole --

>> COMMISSIONER CAMERON: Terrific. Great work by everyone.

>> CAPTAIN TARDIFF: -- scenario.

>> COMMISSIONER CAMERON: I was listening and I was, like, wow! Because I know what it's like to have big events like that and how much work goes into it. But the fact that everybody loved the weekend and came up and they were safe, you know, treated professionally by the police. That's really important, and I just commend you for the work. Thank you.

>> CAPTAIN TARDIFF: Thank you very much.

>> COMMISSIONER CAMERON: Sorry to put you on the spot, Captain.

>> CAPTAIN TARDIFF: No. That's okay. We hope we have big events like this that keep coming.

>> COMMISSIONER CAMERON: Great. And Detective Lieutenant Connors is very accustomed to me putting him on the spot. So if you don't mind speaking to some of the details around some of the work being done -- you know, we have a report like this, so we do pay -- I know you really pay attention. Could you just give me a little idea of the work that's being done?

>> LT. CONNORS: Absolutely. Good morning, Madam Chair, Commissioners.

>> COMMISSIONER STEBBINS: Good morning.

>> LT. CONNORS: This does highlight a particular area that, you know, we kind of -- we have monitored from day one. And it's not just at MGM Springfield. It's at the other two locations as well as far as procedures that we put in place and even the working and collaborative effort that we have with each of the properties, security, surveillance and valet staff. Specifically in this area to try and intercept impaired drivers before they get out on the road, before they get out on the highway, particularly challenging at MGM Springfield where you have the close proximity to the highway ramps and to get off into the city and across the bridge into West Springfield. So a key component -- and this can't be understated in my opinion -- is the 24/7 law enforcement presence on site at these facilities for this particular area which is obviously a significant public safety issue that we have to deal with. Having that presence on site that we can immediately respond to an incident or a report from, and a lot of these reports come from security surveillance and valet that have that interaction with a driver that they may feel is impaired. They call us. We come down, intercede, make an assessment, and oftentimes it's getting them some other arrangements to get them home safely.

Whether it's a sober driver, rideshare, taxi, things of that nature. And that happens quite routinely and has since even Plainridge opened up in 2015. So our staff is trained in that way to watch for that as are the property staffs to look at the patrons as they're leaving, particularly we often will stage even our personnel at certain areas at critical times of the night to watch the crowd leaving and intercede whenever we feel we need to proactively or at the request of any of the employees at any of these facilities. The 24/7 presence, again, is something that is absolutely critical to try and shortstop some of these. And I think in preparation for perhaps future meetings, we'll come back maybe with a little bit of -- a little more clarity on the numbers as to how many of those incidents take place. I can tell and I can speak for some of the other agencies and our personnel to the facilities that it's a fairly consistent occurrence of intercepting these impaired drivers and convincing them, this isn't a good idea. Let's give you a plan B so you can get home safely, and it seems to be working. So we'll put some effort into drilling down on some of these numbers and reporting further.

>> COMMISSIONER CAMERON: So you've used casino security and valet as a force multiplier.

>> LT. CONNORS: Absolutely.

>> COMMISSIONER CAMERON: And they are part of the plan. They've been trained, and they know to get on the radio, get on the phone, and your personnel, both Springfield PD or State Police from the unit report, and make sure that folks are not getting behind the wheel drunk.

>> LT. CONNORS: Absolutely. And just that timely response also would limit the exposure to any type of confrontation with the staff with somebody that may be impaired that is insistent upon driving away. So our interceding as quickly as possible for the most part results in an amicable resolution. Not always but sometimes.

>> COMMISSIONER CAMERON: Yes.

>> LT. CONNORS: Most of the time.

>> COMMISSIONER CAMERON: Thank you for that report.

>> MR. BRUCE: I would just point out the logical thing so it doesn't seem like any -- there's any blame placed on the casino or their efforts there. They obviously can't control people walking out the door and going to cars that are parked in the area that aren't parked in the facility itself. So it's possible that everything being done that could be done at the casino while still people are still finding ways to leave and drive away when they shouldn't be.

>> CHAIR JUDD-STEIN: What we can see, though, is that it does take a village. And we have here, as Detective Lieutenant Connors said, the 24/7-hour presence of the State Police coupled with the phenomenal partnership that Commissioner O'Brien, Commissioner Cameron have worked with and cultivated, the 11 communities here, the representation of the law enforcement, all of that engagement coupled with the expertise that you bring, Professor Bruce, that's what's allowing us to know, going ahead, we'll have real data. We'll have -- and with that, we'll have the enforcement that it takes to make this a safe venue for all. I'm looking forward to getting the clarification. But with that said, I understand why you don't have it here today. You know, this is incremental gathering, and we appreciate all of your work and the vigilance and look forward to getting that clarification.

>> COMMISSIONER CAMERON: Captain, can I ask you one more question in

regards to the metro unit? Which if you don't mind explaining exactly what the Metro Unit is, their responsibilities are around the casino property? And the question really is about we love to hear from community members about concerns, whether it be crime, drug dealings, prostitution, anything that may or may not be happening but that people are concerned about. And I know that we had a good conversation at our meeting a couple of weeks ago. I actually think it was a deputy chief who was informing us at the meeting about the work that's done and then the work that's done at the crime analysis unit to really look at trends, neighborhoods surrounding and just proactive ways to keep it safe, or if something does emerge, the steps that are taken immediately to put a strategy in place to combat that. So I think that would be interesting. I know there were some concerns about maybe surrounding areas and some crime that may be going on. Could you just speak to the work that's done by the Metro Unit?

>> CAPTAIN TARDIFF: Sure. Absolutely. We are partners with the South End Community Center and all of the neighbors and businesses in the area. The vast majority of the officers utilize the C3 method. So, you know, we make contacts. We deal with, you know, all the different issues. We use crime analysis to go ahead and do our directed patrols. We address everything from homeless. We actually have a hope detail that we do twice a week where we get homeless into a shelter. We get them into services. We do that twice a week. So everything from fighting crime -- everything is directed for us through crime analysis. We also have our partners within the casino who give us ideas, what's going on in there and out, and right now we have a small rash of car breaks. So we have car break details that are setting up surveillance. We do traffic. We do, you know, everything related to our area. So we're basically a small police department within a police department. Our area is at 75 Dwight Street, and officers, you know, they ride bikes. They gather information. We work with detectives. Whenever there's a drug-related problem, we gather the information from informants. We turn it over to our narcotics bureau, and they jump right on it. And we do this on a daily basis.

>> COMMISSIONER CAMERON: And you meet with community leaders that may have concerns, and you respond to their concerns?

>> CAPTAIN TARDIFF: Yes.

>> COMMISSIONER CAMERON: Is there a way for a community member to have a direct access if there is a concern to get that information over to the Metro Unit?

>> CAPTAIN TARDIFF: Yes, ma'am. We have our number that's always out there. Our phone number. We get a lot of calls on a daily basis. Also through the South End Citizen Council, they pass out our numbers. We have a meeting once a week during the day and then once a week at night. And we attend all the meetings. We gather all the information. We have three or four particular officers that go every week. And every once in a while myself or the sergeants will go, and it works out great. So it's all -- policing is all about information gathering and then sharing it with other agencies, ourselves, and doing the investigations and taking care of a problem. We're very, very proactive in the Metro Division.

>> COMMISSIONER CAMERON: Thank you.

>> CAPTAIN TARDIFF: Thank you.

>> COMMISSIONER CAMERON: Really appreciate it.

>> CHAIR JUDD-STEIN: Any further questions?

>> COMMISSIONER CAMERON: No.

>> CHAIR JUDD-STEIN: Thank you for spontaneously coming forward, Captain.  
And thank you for the report. Great work.

>> MR. BRUCE: Thank you. Always happy to be here.

>> COMMISSIONER CAMERON: Thank you.

>> COMMISSIONER STEBBINS: Thank you.

>> COMMISSIONER ZUNIGA: Thank you.

>> CHAIR JUDD-STEIN: Moving on to Ombudsman John Ziemba.

[ Livestream stopped ]

>> MR. DELANEY: The Commission has followed this item closely and has been very supportive of this endeavor throughout. In your packets is a memo that goes into significant details on the particulars of 31 Elm Street. I won't go into all of that but I did want to give you a little background of the project before we get into the motions. By way of background, starting with the RFA2, that's where the genesis of the MGM commitment to providing 54 units of housing started. As the development of the MGM site proceeded, the City of Springfield and their development team approached MGM to ask for their participation in the 31 Elm Street project in lieu of constructing housing units themselves. Fast forwarding to April of 2018, the Commission dealt with this change in the development scheme at that Commission meeting in the approval of the final construction schedule for the MGM project, which included the construction of 54 units of housing to be completed by March of 2020. So this approval established some interim deadlines as well as a number of conditions on the housing development.

Just about a year after that in March of 2019, the Commission granted an extent of one of the interim deadlines in that original approval to allow the 31 Elm Street project to keep moving forward. At that time things weren't ready to proceed so we gave them an extension to do that. Just a few weeks ago representatives of the developer came before the commission to present a status report. So as of today, the development team has prepared a series of documents that provide the framework to allow the project to move forward. So the first one is the fifth amendment to the host community agreement. The City approved this amendment on February 24th which replaces the required construction of 54 housing units with the requirements that MGM enter into a cooperative agreement with the various parties associated with the development, contribute \$16 million towards the project cost, and to enter into a grant agreement with the City of Springfield to provide funds for the development of market-rate housing, should certain events happen.

So the second document is the one we talked about here, the cooperative agreement. This agreement is between MGM, the City of Springfield, Mass Housing, and the various development partners. What this document does is it establishes a development fund for the contribution of monies towards the project to be administered by Mass Housing. Right now Mass Housing is in the process of having this document signed by all of the relevant parties.

So under this agreement MGM is required to make two payments. The first one is a \$4 million payment that's to be made at the property conveyance from the City of Springfield to the developer, and a \$12 million payment not later than January 8th, 2021. So in addition to Mass Housing's particular expertise in the development and administration of housing construction, there are also a number of backstops such as

bond requirements and so on that will help ensure the timely completion of the project.

And the third document is the grant agreement with the City. So the agreement is between the City of Springfield and MGM, which requires MGM to make a financial contribution to a market-rate housing fund in the event that the Mass Housing administer development fund is not fully funded by MGM or if the development fund is terminated and money is returned to MGM. So in the event that any of these things were to happen, it is then MGM's responsibility for making a payment to the market-rate housing fund of up to \$11 million plus interest.

The way we're looking at this is this is sort of the last backstop if something goes seriously wrong with the 31 Elm street development after all of the monies have been contributed, if something goes wrong with that project, the money has to get returned, the money goes to the City for this market-rate housing fund. This is sort of the last backstop.

So with all of that said, in order for the 31 Elm street project to go forward, the Commission essentially has to agree to remove the housing commitment from MGM and replace it with the financial contribution that MGM is making towards the 31 Elm Street project. So in order to do that, we've prepared a series of motion that will allow that to happen.

So the first motion that you have in front of you essentially replaces the 54-unit requirement with the \$16 million payment from MGM. It also provides some ability for the Commission to provide further review, if necessary, and revert back to the 54-unit requirement if the necessary payments are not made by MGM.

The second motion amends the construction schedule provided by MGM that was approved by the Commission back in April of 2018. It removes the March 2020 date from -- for the completion of the housing units from that requirement, and it also modifies footnotes and conditions in there of that approval to reflect what the current proposal is.

The third motion is with respect to the bond that MGM posted for the construction of the Wahlburgers building as well as the housing units. This bond runs through the end of December of 2020 and will expire at that point. The motion you have requires that the bond be maintained through that expiration date. There is actually a small gap between that date and the January 8th date that MGM has to make their payments to. We'd just cover that by saying that, you know, should that payment not be made, you can reinstate the bond requirement as necessary. And then the last motion just allows the Commission to revisit these items in the future at any point if it becomes necessary.

So the early estimates on the project have indicated that the project will take about 18 to 24 months to construct. And published reports indicate that the project may start construction this fall. So going forward, we'll continue to work closely with MGM, the City of Springfield, and the development team to monitor the construction of 31 Elm Street and report back to the Commission on progress. And with that, I will open it up for any questions.

>> COMMISSIONER STEBBINS: Quick question. I think it was in some of the details, but the original housing project on State Street, further up State Street, can you talk about what happens to that now subject to this agreement?

>> MR. DELANEY: Sure. Initially when MGM was going to develop the housing units themselves, they purchased 195 State Street from the City of Springfield to build a

portion of those units. I think it was around 30, 32 of those units and then they were looking elsewhere for the other units. That property will be turned back over to the City at no cost to the City. Once this is all done.

>> COMMISSIONER ZUNIGA: I think it's a dollar, right, Seth?

>> MR. STRATTON: Nominal consideration.

>> COMMISSIONER CAMERON: Well, I appreciate that update. You know, we've been spending a good -- well, over the many months, we've been getting updates about this project. I know how important it is to the City. But I want to thank city officials. We actually had the opportunity to tour that facility this morning at 31 Elm, go up in a hard hat and take a look, and the views are gorgeous. Really, really nice. You can actually see the potential, and I understand clearly why it's such an important project for everyone involved. So I commend the group for working so hard. I know it's not easy with, you know, historical concerns as well as financing and every other piece that goes into a project of this magnitude. So it was really an opportunity to kind of see it and understand it better. So I want to thank everybody for that opportunity.

>> COMMISSIONER STEBBINS: I would just echo that Commissioner Cameron has already picked out her apartment on the fourth floor. No deposit check yet, but I would recognize two members of the Springfield City Council who I know over the years have been focused on this, Councilor Fenton, Councilor Allen who I had a chance to work with in my days at City Hall who I know that moving this project forward was a big priority for the two of them. So welcome and thank you for the work that the city council has done getting the project to this point as well. I'm happy to make -- move motion number 1 which seems to be the longest, if there are no other questions.

>> CHAIR JUDD-STEIN: I think it's fair to say, while we have detailed motions, the memoranda -- the memorandum that we have is the background that supports these motions. For instance, John, there's a -- on motion number 2, there's a reference to footnote on number 17 of the agreement. I don't think we have that language, or do we and I missed it?

>> MR. ZIEMBA: That was previously approved by the Commission. And I think we did include reference to the language.

>> CHAIR JUDD-STEIN: Yeah. I just want to make sure.

>> MR. ZIEMBA: In one of the footnotes.

>> CHAIR JUDD-STEIN: The language is in --

>> MR. ZIEMBA: Yep.

>> CHAIR JUDD-STEIN: Do you know which one?

>> MR. ZIEMBA: We detailed when it was approved by the Commission, we included specific language. We didn't repeat all the previous documents that we reviewed, says but there's specific reference to every one of those approvals in the memo.

>> COMMISSIONER O'BRIEN: Is your question specifically what is the reference language?

>> CHAIR JUDD-STEIN: Because it asks us to change footnote 17.

>> MR. ZIEMBA: It says the following words: HCA amendment date.

>> CHAIR JUDD-STEIN: Right.

>> MR. ZIEMBA: And so what that references was the date at which the construction of the units was meant to be completed pursuant to the host community agreement.



That has since been amended by City Council as of the other night. But that footnote, that was included in the construction schedule, it was approved by the Commission in April of 2018.

>> CHAIR JUDD-STEIN: Right.

>> MR. ZIEMBA: And those are the three words that it's referenced.

>> CHAIR JUDD-STEIN: And if my fellow Commissioners remember that footnote, then I'm fine with it. It's just a little particular. I think just before we go into the motions, because they are detailed, and my point is that we have been briefed along the way. We understand the complexities of the finance and appreciate all the individuals it took to reach what is now an agreement to go forward on 31 Elm, and that included the State. Springfield should be so proud of its leadership. And MGM Springfield and its leadership. And all the other stakeholders including your efforts. You know, we've been partnering also with folks at Mass Housing and folks at the Executive Office of Administration and Finance. It has taken truly so many -- so much leadership but also so much work to get to this point, and really over a rapid amount of time when everything started to solidify. Seth is nodding his head because he appreciates it. So when we hear -- when we make these motions, they will sound very technical, but they are, in fact, based on the briefings that we had. So if my fellow Commissioners appreciate that, then I'm comfortable with these motions. I just wanted to make sure --

>> COMMISSIONER O'BRIEN: I think having jumped into the game a little bit late, I do think this has been going on for a while and I think persistence would be the word I would use to describe it on the part of everyone involved. I think having seen the building and again, the views, et cetera, it's pretty amazing to think with all the work and the persistence it took to get here that you are finally at the point that you are. And technicalities aside, it's an impressive feat, I think, to collaborate with that many different agencies and parties to get to where we are.

>> COMMISSIONER STEBBINS: It's -- just to echo that -- it's a big milestone. That building has sat boarded up, you know, a home for rodents and vermin and a lot of water for almost the past 30 years. So it has been no small feat. I think the meetings that we've had to adjust the construction schedule, we've noted that this was not going to be an easy project to get done. So to thank MGM, thank the City of Springfield, says thank Mass Housing, and thank, you know, the two developers and all the work that they've had to do, Winn Development and Opal, it's a milestone to be at this point.

>> MR. STRATTON: If I could briefly, Madam Chair, echo that, and there are so many parties involved. I've been at this a while and it would be impossible to thank them all. Everyone deserves credit and without any one of those parties, it probably wouldn't have happened. It wasn't until the highest levels of government, in particular the Governor and Lieutenant Governor really indicated that it was a personal priority of theirs and asked their administration both A&F and Mass Housing to become directly involved and really bring the parties together and through their stewardship, I think that's what really ultimately made this happen. And so I think real credit is deserved in the Governor's office and his administration for really seeing this as transformative for Springfield and participating with all the other parties who were already at the table really was the glue that brought it together.

>> COMMISSIONER ZUNIGA: Yeah. I would only note that -- and I'm all in agreement, of course, and I think the motions are appropriate. It's a great combination

of the effort to this day. With this vote, we're the last party to relieve MGM of the commitment that they made regarding the units. And I think it's only fair, given that they are supplying the money the way they are, and it's a big part of the puzzle. Of course, now the requirement now shifts to other parties, and that's part of the deal. Mass Housing, Winn Development and et cetera. And they will have bonds in terms of completion time, et cetera. I think, again, it's only fair. You've done a lot, MGM, to contribute. It's not the only piece of the puzzle. There were many other pieces. But I'm in favor with relieving them of this commitment that we'll be doing today because that really moves the project forward.

>> CHAIR JUDD-STEIN: We're looking forward to seeing residences there. So with patience, we have technical motions to make sure -- to enforce and finalize this arrangement and to recognize that MGM Springfield has met its obligations. So thank you. Do I have a motion?

>> COMMISSIONER STEBBINS: Sure, Madam Chair. I move that the Commission eliminate the reference to the construction of the 54 units of residential housing from the construction time line as approved by the Commission on April 12th, 2018, and that MGM's payment of \$16 million to Mass Housing by January 8th, 2021, in accordance with the schedule outlined in the cooperative agreement satisfies the housing commitment established in the RFA2 and gaming license. Any changes to the dates in the cooperative agreement, should they occur, should be further reviewed and approved by the Commission. Additionally, if the required payments are not made by MGM to Mass Housing, then MGM will be required to construct the 54 market-rate housing units as envisioned in the RFA2 and the third amendment to the host community agreement unless otherwise determined by the Commission.

>> COMMISSIONER ZUNIGA: Second.

>> CHAIR JUDD-STEIN: Any further discussion? All those in favor.

[ Vote taken ]

Opposed? 5-0.

>> COMMISSIONER STEBBINS: Madam Chair, I'd further move that the Commission shall eliminate the date on line 17 from the MGM construction schedule and change the footnote on number 17 to the residential requirement shall be satisfied by compliance with the provisions of the fifth amendment to the host community agreement, cooperative agreement, and grant agreement as applicable and eliminate condition numbers 2 and 3 of the approved time line and replace them with in lieu of providing 54 units of housing, MGM shall comply with the provisions of the fifth amendment to the host community agreement, cooperative agreement, and grant agreement as applicable regarding payments to the Mass Housing Development Fund for the downtown Springfield market-rate housing fund.

>> COMMISSIONER ZUNIGA: Second.

>> CHAIR JUDD-STEIN: Any questions? All those in favor.

[ Vote taken ]

Opposed? 5-0.

>> COMMISSIONER STEBBINS: Madam Chair, I'd move that the Commission hereby approves an amendment to condition number 5 of the April 12th, 2018, construction time line to add this security mechanism will be maintained through December 31st, 2020. I further move that if MGM Springfield does not make its final

payment to Mass Housing by January 8th of 2021, the Commission shall, subject to further review by the Commission, require the posting of a new bond.

>> COMMISSIONER ZUNIGA: Second.

>> CHAIR JUDD-STEIN: Any questions? All those in favor.

[ Vote taken ]

Opposed? 5-0.

>> COMMISSIONER STEBBINS: Madam Chair, I'd finally move that the Commission may make further adjustments as circumstances warrant and as deemed necessary by the Commission to effectuate the original purposes of providing residential housing near the MGM Springfield Casino. .

>> COMMISSIONER O'BRIEN: Second.

>> CHAIR JUDD-STEIN: Any questions? All those in favor.

[ Vote taken ]

Opposed? 5-0. I said it before. It's a testament to the strength of collaboration, innovation and in this case true vision. We are excited to be a part of it. So we look forward to the final congratulations.

>> MR. STRATTON: Thank you.

>> COMMISSIONER CAMERON: Thank you.

>> COMMISSIONER STEBBINS: Congratulations.

>> MR. ZIEMBA: Commissioners, up next is a presentation by Tim Sheehan, Springfield's Chief Development Officer, regarding economic development strategies. Springfield is in the process of implementing. As you recall at the last Commission meeting here in Springfield, Tim gave the Commission an excellent update regarding Springfield's economic development efforts. And Tim also appeared before you at the last Commission meeting on the 31 Elm Street project. We are pleased to see Tim so often these days. So with that, let me turn it over to Tim.

>> MR. SHEEHAN: Madam Chair, Commissioners, it's great to be with you again, especially here in Springfield. Moving right along from 31 Elm, we're not clearly resting on our laurels as we're advancing that project forward into construction. So my objective here this morning is basically to inform the Commission about the City's priorities and activities as it relates to the real estate footprint surrounding the casino overlay district. Please feel free, if you have any questions, as I go through this to stop me and ask them.

So as the casino was being developed and advancing towards the opening, the City of Springfield and MGM Springfield participated in a planning effort and brought in the Chicago Consulting Studio to basically develop a very high-level plan that looked at, you know, how the City could leverage additional economic development opportunity out of the MGM investment in downtown Springfield. And that plan ultimately focused on four specific areas. It identified key strategic development opportunities. It was suggesting that the Springfield area be the region's convention, meeting and entertainment center. It also indicated that the City needed to grow its market-rate housing in the downtown, and we needed to expand the entrepreneurial infrastructure to attract downtown employers and businesses. Those were the four focuses. The plan extended from a little bit beyond the casino district to the south and went all the way down to Union Station. So it was a pretty big comprehensive area that it was taking in.

So moving forward, MGM has been open for a year, a little over a year.

Obviously, they've delivered a major investment that both is providing revenue to the state and the city and clearly bringing new markets into downtown Springfield. Below I've highlighted a host of issues in terms of the level of the investment, the visitors per day. One important issue to note is the increase in the hotel room tax and also the growing regional tourism impact is up 40% from 2013 to 2019.

So as the casino project was advancing through development, the casino itself was rightfully the driver of that development project. But now we're looking at the real estate that's surrounding the casino area and the vitality of that real estate. And at this point it's clear that the City ultimately needs to be the driver into what that next phase of development needs to be in and around the casino area.

The reason that -- so we've taken that very broad comprehensive plan, and we really narrowed it down because we believe that there's some issues that are impacting the real estate around the casino. And it's somewhat obvious in terms of the activation level of that real estate. On one side of Main Street, you have a vibrant, energetic casino that's happening. On the direct opposite side of Main Street, there's vacant ground-floor space, and the utilization of the property is subpar.

So one of the issues that we're a little concerned about is some of the strong initial development interest that was in that area has kind of waned to more speculative investment. And there's a perceived uncertainty in the market as to where the casino might be expanding to even though the casino has put a message forward very clearly and specifically indicated, it is not. Its footprint is fixed at this point and, you know, it is what it is.

So ultimately it's come to us, from the City's perspective, that we really need to galvanize and guide and facilitate the development and investment that happens within that area. So we've really honed in the geography of the broader plan and using the mitigation funding that we had, we brought back the Chicago consulting group, and we're creating an economic overlay strategy for the area. That particular strategy is focusing on a development framework for the area around the casino, looking at amending the zoning using an overlay and getting some regulatory controls and guidelines as to uses that we want to promote in that area and also looking at incentives and assistance to make that development feasible.

The blocks that we're looking at are the Main Street blocks, especially the recently -- the properties that have been put into bankruptcy. We're clearly focused on that ground-floor activation. We're looking and having discussions with the casino and development interest around 101 State Street. We're looking at the court square redevelopment, obviously 31 Elm Street is a driver in that but we're also looking at old first church and the Shean Building. And then as the third phase of this, we're looking at the Convention Center as a major driver in terms of the economic success of the area. So those are our focus points in the plan.

>> COMMISSIONER ZUNIGA: Tim?

>> MR. SHEEHAN: Yes.

>> COMMISSIONER ZUNIGA: And I don't know if you're going to get into this later, but to the extent you can, can you be more -- can you tell us more a little bit about the bankruptcy parcels?

>> MR. SHEEHAN: Yes.

>> COMMISSIONER ZUNIGA: What that may be or in the future or --

>> MR. SHEEHAN: So on the next slide, there's a visual. So the Masonic Temple, which is the building that has the clock tower on it, that property is one of the properties that's in bankruptcy. You can see the close proximity to 101. The next block up going south, that tan building, that's also in bankruptcy. And then there's a smaller structure that's behind that that is the third piece of the bankruptcy portfolio.

>> MR. STRATTON: And if I could just clarify. My understanding is I think that when you say "bankruptcy," they've actually been foreclosed.

>> MR. SHEEHAN: Foreclosed, I'm sorry. Yes. It's foreclosed.

>> COMMISSIONER ZUNIGA: Okay.

>> MR. SHEEHAN: My correction. Thank you for the correction, Seth.

>> COMMISSIONER ZUNIGA: You know, in your prior slide you mentioned something that maybe there was some speculation that, you know, MGM would expand their footprint. Were you referring to something like that or --

>> MR. SHEEHAN: I think with that particular owner?

>> COMMISSIONER ZUNIGA: Yeah.

>> MR. SHEEHAN: There was an expectation that there was potential of expansion relative to the casino itself. There were a whole host of opportunities that were brought to that particular owner.

>> COMMISSIONER ZUNIGA: Yeah.

>> MR. SHEEHAN: They were not explored or advanced.

>> COMMISSIONER ZUNIGA: Okay.

>> MR. SHEEHAN: And there was also, over time, there was a lack of investment returned into the property. Therefore, there are a whole host of code enforcement issues associated with the property in terms of needing to be upgraded.

>> COMMISSIONER ZUNIGA: Thank you.

>> MR. SHEEHAN: Yes. So with that particular area in terms of the Main Street blocks, we're looking at the issue of needing to facilitate negotiations on parcels, looking again at, you know, what particular incentives might be helpful to realize the type of development that we want and the potential to guide development, especially with city-controlled property with RFPs.

The foreclosed properties present an opportunity. It's a unique assembly of properties. There's the potential to work with the bank on a range of options to facilitate the control and the ultimate redevelopment of them. As I indicated, we're very focused on trying to activate the ground-floor uses. We see that as a real near-term priority and then going up above and figuring out how the redevelopment of the upper floors is going to work.

We also see, with the issue of 113 State, which is one of the foreclosed properties, and the potential relative to 101 State, as creating -- coming back to that particular photograph -- the potential of creating a real gateway between Main and State to the casino itself and the Convention Center. So by enhancing that intersection to become much more pedestrian friendly, we're in discussions with the Convention Center about creating a more significant entrance to the south portion of their site so that there's better connectivity between the casino itself and the Convention Center.

>> COMMISSIONER ZUNIGA: So 113 is the one with the clock tower?

>> MR. SHEEHAN: Yes.

>> COMMISSIONER ZUNIGA: The one you mentioned? Yeah.

>> MR. SHEEHAN: So then coming into Court Square, obviously the Commission's fully aware of what we're doing with regards to 31. But the Old First Church is also controlled by the City of Springfield, and there's interest in terms of -- planning interest with regards to how that could be reused to activate residential uses and potentially an art-contributing use as well. And that residential use ultimately would look to expand upon the synergies associated with 31. We're also looking at the Shean block as an issue in terms of that corner clearly needs to be made better with regards to the flow of traffic and the perception of that going to and from the casino and the Convention Center. Again, ground-floor activation becomes a major priority associated with that.

And then the real estate that's associated with the two parcels that are adjacent to it as well. So that block needs to be made stronger and more contributing to the whole environment, creating a better pathway for pedestrians going back and forth between the Convention Hall -- Center and the casino.

So with the Shean block, we're looking at, you know, how we can work to -- in the near term to try to get to stabilization of that facade and improve the exterior presentation of it. Redevelopment of additional mixed uses associated with that in terms of 101 and the discussions that we've had there. What ultimately could happen with that corner if 101 actually went into development as a potential hospitality use.

Old First Church, we talked about that. We're considering that as a potential for additional residential development with artistic uses as well. And then the restoration of the perimeter streets for access to address the parking.

And that brings us to the Convention Center. In the overall plan, it was always contemplated that there would be discussions as to what improvements could be brought to bear relative to the convention facilities in Springfield and how they could be made more competitive with those in Hartford. Springfield should be at a much more competitive level with Hartford than it currently is. Some of that has to do with breakout space that's existing within the facility and the need to actually increase that breakout space. We believe that 113 State can potentially offer some of that opportunity for breakout space, albeit not directly connected but directly across State Street.

There's also discussion about the need for additional hotel rooms that are in close proximity to the Center to make it more competitive for convention and meetings. And obviously, we're dealing with the issue relative to the Civic Center parking garage, which has outlived its useful life at this point.

So the work that's being advanced at this point, as I indicated, we're doing a casino impact zone development district that's focused on the four original objectives that we were looking at. We're doing the exploration of constraints and looking at opportunities. We're assessing the zoning controls and the incentives needed to facilitate the types of development that we want in this area. We're implementing -- the implementation of alternatives and strategies to help deal with developers that are trying to bring new development into the area. We're engaging with the city leaders, civic businesses, and the investment community as well. We're anticipating that the final development -- or the final plan will be brought to the common council for approval because we believe that the legislative approval of the document will provide the development community with clarity and some level of certainty as to what can and can't be done within the district.

I provided you a list of what the overlay is likely to include. So it's basically

dealing with land use controls. What we're looking for in terms of complimentary ground-floor uses. We're recommending dealing with special permits prior to any demolition of historic resource. We're also looking at special permits with regards to reviewing certain uses within the district so that we have some continuity. We're looking at fast-track approvals, and we're looking to have consistency with regards to signage. And that work is currently being done with the OPED office and the Chicago consulting group. And with that I'm happy to take any questions you might have.

>> CHAIR JUDD-STEIN: Before we take questions, I just wanted to acknowledge that the Mayor did stop by. I believe he may have left. But I regret that I didn't have the opportunity to acknowledge him. I think he was here to see your work.

>> COMMISSIONER ZUNIGA: He's looking over your shoulder.

>> CHAIR JUDD-STEIN: Yes. And I think his exit was because he was pleased. So -- but please let him know that I'm sorry that I couldn't acknowledge him and, of course, we earlier acknowledged his leadership.

>> MR. SHEEHAN: He regretted that he couldn't meet with you this morning at the tour. He had an appointment that he couldn't cancel.

>> CHAIR JUDD-STEIN: That's too bad because it was a great tour. Again, thank you.

>> MR. SHEEHAN: Any questions?

>> CHAIR JUDD-STEIN: Questions?

>> COMMISSIONER ZUNIGA: Well, just a brief comment. I think it's great that the City is taking the proactive role of looking at the very targeted points that you make here in terms of the zone and the strategies and tactics. I've seen, you know, I think it's not hard to imagine the potential on a lot of those buildings, the ones that you mentioned are foreclosed upon and the neighborhood around it. And I think we're all hoping that those tactics pay off for the City.

>> COMMISSIONER CAMERON: It's exciting. It really is, to think about what you're trying to accomplish there and what a difference it will make to the City.

>> MR. SHEEHAN: Thank you, Commissioners.

>> COMMISSIONER CAMERON: Thank you.

>> CHAIR JUDD-STEIN: Ombudsman Ziemba I'm just noting that miraculously, we are on time. Am I correct? I think that our MGM quarterly report is scheduled for 12:10. We appreciate everyone's patience as we caught up on our schedule. Do you wish to go forward?

>> MR. ZIEMBA: Thank you very much. So Commissioners, our final matter today is MGM Springfield's quarterly report for the fourth quarter, which ended on December 31st of 2019. I'm soon going to vacate my seat for Seth. Prior to presenting on the fourth quarter report on MGM Springfield, Seth is going to introduce the new MGM Springfield President and Chief Operating Officer, Chris Kelley. And then with that, let me just turn it over to Seth, and he will be joined by the MGM team.

>> CHAIR JUDD-STEIN: Thank you, John. Good afternoon, everyone.

>> MR. STRATTON: Good afternoon, Commissioners.

>> COMMISSIONER CAMERON: Good afternoon.

>> MR. STRATTON: I have the easy job today of, one, introducing our new President, Chris Kelley, and then passing off to my colleagues who are going to give all of the substantive presentation, and then I may be asked to tag back in for any tough

questions you have.

Without further ado, I will introduce our new President of MGM Springfield, Chris Kelley. I'll give you a bit of his background, and then we'll turn it over to Chris to have a few remarks. And I will let you know that Chris was gracious and spent some time with us today. He's still hard at work understanding the property and, you know, rolling his sleeves up. So after he makes remarks, he's going to excuse himself and go back across the street and keep working.

Chris is a native of New England. He spent time living in Massachusetts, Rhode Island and Connecticut. He began his career in the gaming industry in 1998 at Viejas casino in San Diego. He held various positions there over 18 years including as Chief Financial Officer and ultimately as the General Manager of that property. In 2017, Chris joined MGM Resorts as a CFO of MGM Detroit in Michigan. He subsequently moved to -- after MGM acquired North Hill Park, he moved to that property and took on the role as President and COO of North Biel Park outside of Cleveland, Ohio, where we were lucky to have him only have a brief tenure there and join us as of a few weeks ago take on the role of President and CEO. He has a bachelor's and master's from the University of North Carolina at Chapel Hill. We and the team are all very excited to have Chris with us, and we are excited to introduce him to you here today.

>> CHAIR JUDD-STEIN: Thank you.

>> MR. KELLEY: Thank you, Seth. Good morning/afternoon. I appreciate the opportunity to speak with you today. As Seth mentioned, I grew up in New England, and one of the best things about coming back to New England after being away for a little while is I don't have to apologize anymore or leave the room when I announce that I'm a Patriots fan.

>> COMMISSIONER CAMERON: I love that.

>> MR. KELLEY: There's a lot of jealousy out there around the country. I'll just leave it at that. But I've been coming, you know, to this area my whole life. My parents lived just down the road in Connecticut, and my brother just outside of Boston. So it's wonderful to be back. It's a privilege to be back.

As Seth mentioned, I've worked in regional gaming my entire career. Now, 22, 23 years long. And there's a lot of different things that I enjoy about that work. But one of the things -- and we talked a little bit about it today -- that motivates me the most is that positive catalyst for growth, for partnership, for collaboration that businesses like this, that properties like MGM Springfield can create. And I know it inspires me personally, as it does the leaders at this table.

When we think about the area that we're in right now in the room that we're sitting in today, it's impossible not to see the potential that the City of Springfield has in the surrounding communities. I consider myself very fortunate now here today to be able to be a part of the team that collectively works towards that renaissance. So I am grateful to be here. I'm energized at the challenges ahead and very thankful for the time this morning.

>> COMMISSIONER CAMERON: Thank you. Appreciate -- nice meeting you. We're happy you're a Patriots fan.

>> MR. KELLEY: Yeah!

>> CHAIR JUDD-STEIN: Well, we appreciate it also that you made the trek to Boston at our last Commission meeting to really hear from your team, and we were



delighted that we could have the formal introduction here on your home turf. So thank you for coming this morning and waiting and being part of our early meeting and now I guess that you, as I said to Seth, he gets to exit left or exit right.

>> MR. KELLEY: Yes, yes.

>> CHAIR JUDD-STEIN: And thank you so much for being part of today's presentation.

>> MR. KELLEY: Thank you.

>> CHAIR JUDD-STEIN: Something to look forward to.

>> MR. STRATTON: Thanks, Chris.

>> CHAIR JUDD-STEIN: Oh, Mr. Mayor.

>> MAYOR SARNO: Thank you.

>> CHAIR JUDD-STEIN: Good afternoon. Come forward just so that we can hear from you, Mayor. And thank you to my fellow Commissioners. I lost track of you.

>> MAYOR SARNO: Duty calls out there.

>> CHAIR JUDD-STEIN: Oh, good, good. Well, we missed you this morning for the tour. It was tremendous. We see the -- we knew about the potential, but it was really illustrative to be, I think, as you heard Commissioner Cameron already identified the unit she's buying, so. . . Tremendous.

>> MAYOR SARNO: I've been in there a number of times and I thank you for taking the time to tour it, and I assume you wore the proper footwear, too, also there.

>> COMMISSIONER CAMERON: We did.

>> MAYOR SARNO: But I wanted to thank you. I wanted to run over from City Hall to thank the Mass. Gaming Commission, each and every one of you, for your continued belief and investment here in the City of Springfield. This is a major, major development, and with MGM and all my partners in this, including on the City side including on the State side with Governor Baker including private, Opal, MassMutual, you name it. This was a project that we never gave up and speaks to the transformative aspect of an MGM, world-renowned MGM, being here for 30 -- the 35 years that property has languished, mainly vacant. Once very, very historic. Now it's going to be saved, brought back to its grandeur. It was also the ULI report, the Urban Land Institute report that made it a number one priority. Bruce knows that. Commissioner Stebbins. Not only for economic development in housing aspects but for the psyche of the City. And my team or my administration, we've been able to do projects that people said would never get done here in the city of Springfield.

So Tim Sheehan just spoke. What happens now is a domino effect, the plan that we already had in mind. Old First Church now becomes very, very attractive, and we put an RFP out for that. Across the street, Tim had told you about reactivating those properties, State and Main. That is no fault, no fault of the City, nor MGM. We gave plenty of opportunities at former ownership there to make that a vibrant building. I think that former ownership thought that MGM was going to buy them out, and there was no intentions of doing that. Now the properties have been foreclosed. We are working very closely with the financial houses on that and working closely with private developers to come in and enhance possibly working with MGM so that there's connectivity there, that it's conducive. So that reinvigorates that.

Again, Governor Baker has been a great friend and partner. He's a new Civic City garage is going to be built, and that's going to enhance the Convention business

and enhances MGM. He's also committed -- he was here for the American International AIC hockey game which we're going to the tournament again, the D1 turn amount, enhancements here in the MassMutual Center which helps out for the Convention business and helps out MGM. So all these pieces of the puzzle are falling into place. And on a side note, you know, our neighborhoods, we're pursuing the opportunity zones for our continued neighborhood improvements. But the bottom line here is I'm very thankful that you hung in there with us, and I want to thank you because we never gave up on this project. It just was mind boggling that we have a billion-dollar entity, world-renowned MGM, and have that monstrosity being left there. It wasn't good for anybody. So your patience, everybody hanging in there, and the investments that were made are just going to create a huge domino effect. So I just -- I wanted to make sure I ran over from City Hall to say thank you, thank you, thank you, and to all the partners. And we're looking forward to an official groundbreaking or ribbon cutting hopefully sometime in March with all the players being involved. But this could not have happened -- I'm not saying somehow we could have not gotten it done, but let's be honest. Without having MGM here, that project has languished for 30-something years. So it's really an historic day. And again, we've always had a great working relationship with the Mass. Gaming Commission, and I deeply appreciate that. So with that, I'll just shut up, okay?

>> COMMISSIONER ZUNIGA: Mayor, thank you. Thank you for that. We have a very easy job, and that's just really to turn it over to -- and take the lead from what the City has been doing. I'll make a comment that I made, and I believe you had stepped out just earlier. But it's really good. It's really very comforting that the City is taking a very proactive role.

>> MAYOR SARNO: Yes.

>> COMMISSIONER ZUNIGA: In all of this specifically on all those properties, having a very targeted approach, and the tactics, seeing that they're going to be paying off very soon, and that's also very good to see and corroborate.

>> MAYOR SARNO: And when we do this, Commissioner Zuniga, we make sure that all the players are at the table, and we're all in agreement how we're going to move forward on this course. You know, again, I wanted to state because people would say, what's going on or not going on across the street? It was no fault of the City, nor of MGM. Now finally we're going to be diplomatically aggressive, and I would say once the financial suitors are appeased, you're going to see that blossom over there.

Public/private partnerships have worked very, very well with my team and my administration. We found that sometimes you have to put some public money in, and that spurs private development 10, 12, 100 fold at the time, and that's worked well. I thank you -- I can't thank you all enough that you stayed patient and hung in there and that MGM stayed patient. And I also want to thank -- I know a couple city Councilors are here, Attorney Mike Fenton who chaired the casino review, the committee worked hand in hand with me and Councilor Tim Allen.

They stayed very, very patient. And Mike we cued in all the time about here's our end game. And there was many of times that we thought we were there, and then a cross of the T and a dot of the I had to occur. But people are excited about it. I mean, it's just a beautiful view from the MassMutual Center when you look out the glass frontage here. So it's exciting times, and MGM's been a good corporate citizen and created a

lot of jobs, a lot of economic development spin-off, a lot of vendor, supplies and material spin-offs, too. Mr. Kelley, Chris Kelley, has now come in, and I appreciate all the efforts of Mike Mathis. And I wish Jim the best and Bill Hornbuckle, we speak. And he comes in from Detroit, and he comes in from Ohio. And I remember speaking with Mayor Dennis Archer who was the Mayor at the time in Detroit and how they worked hand in hand. So Chris comes in with nuts and bolts, and he has a vision and working hand in hand with us. So there's a lot of synergy. I think that's key. They're not an island to themselves, and we're all working together for a good four-letter word. And for skiers I know that's snow, but I don't want any snow. Jobs, j-o-b-s.

>> COMMISSIONER ZUNIGA: You and your team deserve a lot of the credit, Mr. Mayor.

>> MAYOR SARNO: Thank you.

>> COMMISSIONER CAMERON: Thanks for stopping. It's important. It's exciting, what you're doing.

>> MAYOR SARNO: Thank you. And will you be putting a down payment on that?

>> COMMISSIONER CAMERON: I already committed.

>> MAYOR SARNO: Thank you.

>> COMMISSIONER CAMERON: I already committed.

>> CHAIR JUDD-STEIN: Mr. Mayor, before you leave --

>> MAYOR SARNO: Yes, Madam Chairwoman.

>> CHAIR JUDD-STEIN: On all the Fenway faithful who invaded your city, and we heard from the Metro Police Department on how things went so smoothly.

>> MAYOR SARNO: Yeah.

>> CHAIR JUDD-STEIN: I see a statistic that I like, that 20% increase in your rooms and hotel tax.

>> MAYOR SARNO: I like that, too.

>> CHAIR JUDD-STEIN: Yeah. I'm glad to see it. You know, I was hoping that that would be a positive, and it's happening. So anything you want to report on Fenway faithful?

>> MAYOR SARNO: That was absolutely the Fenway leadership from John Henry down and President Kennedy which we have a great relationship. Good, good young man. They had contacted me and during the event saying, wow. This really went off extremely well. We partnered with MGM, and we worked in tandem. And the MassMutual Center here was just -- 7,000 people when they did the evening event and with all the players and some of the Hall of Fame players, too. And activation, Mr. Baseball, everywhere you walked, there was interactive stuff. We did the tenting. We even had snow, my DPH, we had no problem dealing with the snow. There was about 4 inches of snow. There was no public safety issues whatsoever. People raved a lot about -- the big thing here is I feel very confident from what the Red Sox have said to me and with the juggernaut of MGM, two world-class, that they'll be back. They'll be back next year. And it was great spin-off effects for the city. A lot of logistic work goes behind getting this done, and it ran very, very smoothly. I have a great team that's been tested not only for entertainment venue events but unfortunately we've been tested with natural and manmade disasters, too. But the Red Sox Weekend was great.

>> CHAIR JUDD-STEIN: And I think surrounding communities benefited, too.

>> MAYOR SARNO: Yeah. They certainly did. They certainly did. So it's

spreading -- obviously I'm parochial. Springfield's number one for me. But the surrounding communities have benefited by MGM of being here. And again, they've been a good corporate citizen.

>> CHAIR JUDD-STEIN: Yeah. Well, we like that January in Springfield can attack -- can attract over 10,000 folks. Just imagine what can happen in beautiful July. So we wish you continued success. And we noted your vision, you know, and MGM's vision, and we noted yours.

>> MAYOR SARNO: They are also bringing, Madam Chairwoman and the Commissioners, the pace will pick up very quickly on entertainment that is going to be coming. You know, very well-known entertainment that's going to be coming not only MGM but the MassMutual Center and Symphony Hall, beautiful majestic Symphony Hall. And about had we have big shows or very attractive shows, says not only is that good for MGM, it's very good for my city as far as the restaurateurs and the bar owners, but the hotel rooms have spin-off effects and thousands and thousands of people being downtown. So things have worked out very well. We are not perfect. We're always making, you know, readjustments here and there, but it's been very, very positive.

>> COMMISSIONER CAMERON: Thanks.

>> MAYOR SARNO: Thank you very much.

>> CHAIR JUDD-STEIN: And thanks again for stopping by. We appreciate it.

>> MAYOR SARNO: See, you're all set. You're done now.

>> MR. STRATTON: I was going to say that. I think with all this praise, we can dispense with the quarterly report.

>> CHAIR JUDD-STEIN: Seth. Thank you.

>> MR. STRATTON: Thank you. And the Mayor -- we'll touch on it at the end of our presentation -- but the Mayor was kind enough to join us last night for a tasting and verified that the gravy was how his mom used to make it, so we're excited.

So I will pass off to Saverio Mancini, our Director of Communications, the first portion of the presentation, and then we'll proceed down the line with the team topically and we're happy to answer any questions, as always, as we go through. So Saverio?

>> MR. MANCINI: Thank you, Seth. Good afternoon, Madam Chair and Commissioners. To start things off, we thought we'd go through some highlights of the quarter. One of our proudest moments from the quarter came with our reveal and the unveiling of our solar canopy on the roof of the parking garage. It was one of our proudest accomplishments. It was really the crowning achievement to our lead platinum certification. You know, it's a significant milestone for us. It's -- we're the first and only in the industry to achieve that. So it's a crowning moment for us and the City. That parking garage is one of the greenest structures, one of the ecofriendly structures in downtown and in western Massachusetts with not only the solar canopy but also 50 electric car charging stations. So it's a really great accomplishment. So the structure is fully complete. We're working right now on some technical capabilities, so it should be fully charged -- we're looking at, like, mid-March for that.

New Traditions, it's something that we've committed to from the beginning, and we're proud to say that in the quarter we capitalized on that. Hundreds of people showed up for our tree lighting ceremony and we brought ice skating back to downtown Springfield.

>> MR. STRATTON: Thank you, Saverio. We'll introduce our Director of Finance,

Ryan Geary, to cover revenue.

>> MR. GEARY: Good afternoon, Madam Chair and Commissioners. Once again, welcome back to Springfield. I'll cover our gaming revenue and taxes. We had another great quarter with revenue of just over \$60 million. And quarterly Massachusetts tax contributions of just over \$15 million, which capped off 2019 with a total contribution of \$63.2 million in state tax revenues.

Moving on to lottery revenues. Again, lottery had another great quarter at MGM. I'm pleased to report our total lottery revenue of \$390,000 for the quarter brought our year-to-date fiscal '20 totals up 70% year over year. So it's a great story for the lottery. We're, I think, just enhancing the state lottery activity in the state. So we look to see that moving forward and actually that number to go up as we finish out fiscal year '20.

>> COMMISSIONER CAMERON: Quick question about the lottery. Huge difference between October and November. Is there any reason for that or?

>> MR. GEARY: I know we've been doing promotional events, casino marketing promotional events so that does contribute to the volumes. We've been giving away, on average, I think 25 to -- 2500 to 3,000 tickets a week when we are doing the promotions.

>> COMMISSIONER CAMERON: So maybe you had a promotion in November?

>> MR. GEARY: Correct.

>> COMMISSIONER CAMERON: Thank you.

>> MR. STRATTON: And we're a customer. We buy the tickets from the lottery.

>> COMMISSIONER CAMERON: I see. Okay. Thanks.

>> MR. GEARY: You got it. With that I'll pass it to our Director of Compliance, Daniel Miller.

>> MR. MILLER: Good afternoon, Commissioners, and Lady Chair.

>> CHAIR JUDD-STEIN: Thank you.

>> MR. MILLER: Once again, reporting on the underage people that managed to make it onto our gaming floor did game or consume any alcohol. The first column, you can see October and November were pretty much the same, leveling out there, and then we had the spike in December, up to 203, which I think is another piece of evidence to what we were saying last year regarding the summer months and people being out of school, holidays, more family-oriented entertainment. So that number is more reflective of the fact that we were detecting more and preventing them from gambling or consuming alcohol, and that really was the Christmas period that made that number jump up.

When we move over into the minors gaming where the numbers are relatively similar. I know we need to split that up because the focus was it a table game or was it a slot gaming? The only table game-related happened in October. That was two people at the same table. They happened to make up two of the three people that consumed alcohol as well. So basically one incident, the same two gentlemen, that both were found to be in custody of fake IDs that were then turned back over to GEU. And the third alcohol consumption in that month was also another fake ID. As we go down into November and December, like I say, no table games in those two months. And I'm happy to say in January again, no table games, even though we're not quite there yet.

The number regarding the consumption of alcohol there appearing higher than

most, four of those incidents were family members or team of age giving a friend or family member a bottle of beer or a sip of something. We did not serve it to them. And then the other two, again, were fake IDs. It was sad for me to be able to see those numbers go up there, especially the six in December, but knowing that we didn't directly give this to anybody under the age of 21 was slightly more comforting.

>> COMMISSIONER CAMERON: How is your technology to take a look at those IDs? I know that that gets better all the time.

>> MR. MILLER: Yes. So as we said last year, we did instigate at our three new podiums at the main entrances to the casino floor, create -- or put in place the Veridocs system that will detect. In fact, one of the incidents I'll bring up from December was a gentleman -- he consumed alcohol with a fake ID at the Chandler restaurant. The reason we ended up finding out that it was a fake ID is because he was prevented from getting access to the casino floor when he went through our checkpoint.

>> COMMISSIONER CAMERON: I see.

>> MR. MILLER: So he didn't actually end up getting on the casino floor. He's not one of the 203, so he didn't make it there. But he had used that ID obviously in a different setting, and the server took it as being very real, you know, and used it. Something I will add to this, though, working with security, they're looking into potential mobile options of a Veridocs system or a document verification system that would allow for our roving-dedicated security officers that move between the casino floor to have something they could test it there then as well. Because currently there isn't something that is accurate enough. That's still being worked on.

>> COMMISSIONER CAMERON: We've heard that as well, that the stationary is much bigger. It's nice that you're drilling down on that so you're really not just collecting data. You're looking at it, you're analyzing it and figuring out what you can do better.

So that's a really good point.

>> MR. MILLER: Definitely. Something I'd like to add as well that I don't think we've mentioned previously in these quarterly meetings is weekly, and I'll just go through here. HR legal, food and beverage security, surveillance gaming compliance and our president meet every Wednesday to go over any of these potential egregious minor, you know, violations. If there really is some kind of misconduct that could be laid on an employee's feet, that's why HR is there. We work with them for the correct discipline. And we're making sure that we commit to that weekly regardless of the outcome.

>> And just one more thing about that. We do talk about progressive diffs but it's also about providing tools and resources for our employees to train them up. There's opportunity for alcohol awareness and TIPS and we do have plans, we're going to expand that to all of our table game supervisors and pit managers, says not only just our dealers to really get a full breadth and coverage of the floor as we move forward in 2020.

>> MR. MILLER: If I may just finish with two more things. I know we can't go too far into January because then that would spoil for our next meeting, but I'm going to take a leaf out of your book, Commissioner Cameron, and talk about Winter Weekend. You know, you've already heard some of the physical numbers, the volumes of 10,000 people, conservatively of that, we'll say 3,000 to 4,000 were children, and that weekend alone, we had no true spike or incidence that would have told us that that many people

had gone through our facility and therefore children were on the gaming floor or using the gaming floor in any way. It was just like a regular Friday or Saturday night. And our security did a fantastic job of preventing that from happening as well.

>> COMMISSIONER CAMERON: Yeah. We appreciate that you're taking this so seriously and really looking at every possible way to keep those numbers down.

>> MR. MILLER: Thank you. Unless you have any other questions. Sorry.

>> MR. STRATTON: Thank you, Daniel. We'll pass it back to Ryan to discuss the operational spend and our vendor spend statistics.

>> MR. GEARY: All right. Hello again. So Q4 diversity spend is what we'll lead with. We have some pretty positive trends, as you can see, for women-owned businesses this quarter as well as minority-owned businesses. Those upticks in diversity spend for those two categories were mainly driven by the completion of some significant capital improvements in the fourth quarter. So projects like our casino bar, our VIP lounge, things of that nature. We were able to utilize our diverse supply base for construction and design-type activities. And that's why we experienced that significant spike in Q4.

Conversely, in VBE, you can see this is the first quarter where we dipped just below that 2% goal. As I've spoken about previously, we really have a very thin vendor pool in terms of veteran-owned businesses. So that's really driven by one to two suppliers. One of which supplies our in-room paper products. And so any little disruption in that supply base causes a pretty significant swing. So what happened in the fourth quarter is that we actually did have a slight disruption in the products that this supplier provides for us. We actually changed products. And so we had to wait for some of that supply to come in before we could order it. And so it was about a 90% swing or decrease in spend with that one vendor for this quarter which we anticipate to swing back the other way in Q1. So I think that's a temporary dip, if you will, in the VBE category.

And then overall, we had \$12.5 million in biddable spend, which is about on par with previous quarters. And 2.3 of which were made to diversity suppliers, which accounts for 18.7%. Capping a year in which we spent 70 -- or excuse me, \$7 million with diversity suppliers. Any questions?

>> CHAIR JUDD-STEIN: I just wonder -- I think the increase for the WBE is remarkable, and I understand what I'm hearing is that had to do with construction and design primarily associated with some capital improvements?

>> MR. GEARY: Correct.

>> CHAIR JUDD-STEIN: One, was it mainly design? Do you know -- and mainly design and then second, do you know how many WBEs that increase represents in terms of real numbers?

>> MR. GEARY: I think that represents probably 3 to 4 WBEs, if I'm thinking about our architectural firms that we use, our contractors, things of that nature for those types of projects.

>> CHAIR JUDD-STEIN: And were they designed -- or did you have also any construction WBEs or design WBEs?

>> MR. GEARY: It was more on the design.

>> CHAIR JUDD-STEIN: That's what I thought.

>> MR. GEARY: Yeah, on the design side and architecture.

>> CHAIR JUDD-STEIN: In architecture, sure.

>> MR. GEARY: Yep.

>> CHAIR JUDD-STEIN: Thank you.

>> MR. GEARY: All right. Moving on to our local spend. So we changed up the graphical representation this quarter because we thought this was easier to digest and to look at the data. So you'll see the bars are now horizontal, representing each quarter of 2019. And then the different colors are now our segments that we've all become accustomed to. So Commonwealth, Springfield, surrounding communities, and Western Massachusetts respectively. Our -- you can see the Springfield segment really has had some significant growth over the course of 2019, which we're very proud of as well as surrounding communities is really starting to gain some traction. Our total payments to Massachusetts suppliers came out to \$6.6 million, or right at that 50% mark, which we've been kind of hovering at or above over the last year.

And then if you break that out further, 5 million of that was payments to Western Massachusetts suppliers specifically or 38.1%. So Western Mass, again, represents the Springfield, surrounding community and Western Mass segments that you see in the chart above. Any questions?

>> MR. GEARY: And lastly, we just wanted to, as we always do, take a moment to talk about the outreach that we continue to do and that we're continuing to commit to both our local and diverse supply base. In the fourth quarter we had two events that we attended. As you can see, Eddie, if he's still here. Eddie is making his rounds, as usual, to all these events. So he made his way out to Fenway in November for a GNEMSDC matchmaking event which was pretty cool. The event was literally held, as you can see, in Fenway Park. We also attended a food show locally hosted by PFG.

>> COMMISSIONER CAMERON: Is that the cake?

>> CHAIR JUDD-STEIN: Cheeses, right?

>> MR. GEARY: Oh, yeah. The cake in the picture. Sorry.

>> COMMISSIONER STEBBINS: Eddie's got one of the best jobs around.

>> MR. GEARY: He sure does. He sure does. And then the other thing I wanted to mention before we move on is our continued partnership with Commissioner Stebbins and Jill Griffin and her team to really try and, you know, find ways to continue to establish this local pipeline of suppliers. And so one of the meetings -- and I think you'll hear about this a little bit later, according to the agenda -- we are working with her team to really connect with some of our local in-state technical assistance firms, and we're really looking forward to the type of opportunities, that relationships or those relationships will bring to fruition here in the coming year and beyond. So we're really excited about that.

>> COMMISSIONER STEBBINS: Ryan, I had a question. It goes back to the VBEs. And I know --

>> MR. GEARY: Sure.

>> COMMISSIONER STEBBINS: -- you continue to work on this. Do you ever find yourself coming across a vendor that doesn't fit into the other categories and just say, hey, does your boss or CEO happen to be a veteran? I mean, do you engage in that kind of conversation to -- because they may not know. I mean, as much as we've been putting the word out, you've been putting the word out.

>> MR. GEARY: Yes.



>> COMMISSIONER STEBBINS: Somebody still doesn't know.

>> MR. GEARY: I mean, that is a -- that's a question we ask in every conversation. If we're meeting a new supplier and obviously we're not at a veteran-owned business or diversity event, we're asking that question. That is a staple in any conversation we have with a supplier.

>> COMMISSIONER STEBBINS: Okay. Thank you.

>> MR. GEARY: Yep.

>> MR. STRATTON: Thanks, Ryan, and we'll pass the mic to Marikate Murren, Vice President of Human Resources, to cover employment.

>> MS. MURREN: Thank you. Madam Chair, Commissioners, it's a pleasure to have you back in Springfield and a privilege to be here. I know Jason Randall, my Director of Human Resources, has been presenting to you recently. And Commissioners Stebbins, I'm going to argue that I have the best job because with respect, you know, we get to hire the people who are working in that building across the street. And as Mayor Sarno said, you know, changing lives through jobs is our commitment from the City and from MGM. So we'll have that conversation, Ryan, Eddie and I after we leave here.

>> COMMISSIONER STEBBINS: I said Eddie had a great job. I didn't say Ryan.

>> MS. MURREN: Okay. Yeah. I think Ryan might say the same, too, Commissioner.

So just to really talk about the progress on our hiring goals, once again, you can see our chart. We continue to exceed the Springfield resident goal of 35%, a slight dip from last quarter, down .5 at 39.9%. You know, that has really been something that's really been in my -- kind of my front line here. As the Mayor said is really ensuring that this onion, we're looking at Springfield and then building that out. Women, we tend -- we still are lagging a little bit behind in that 50%. Always a little bit of a harder number to grab ahold of, continuing to work on that and some of the other workforce development opportunities we have out.

Minority is still wonderful at 53.2%, and of course, our veteran, really, really continue to exceed that. You'll see the number, right, of our ending employees of Q4 of 2,004. I think the last time I was here in front of you, I did commit to a hiring event. We just finished that on Monday. We offered 76 individuals positions. There are another 21 that are going out later this week. So that number together is 97. We'll take a little time to get them through our processes and get them into gaming licenses, if required. But the anticipated start date of those close to 100 people is March 16th. Will be the new hire event.

I want to talk to you a little bit about what we're seeing. I know, Commissioners Stebbins, you were with us January 24th at a meeting with Jill Griffin and this phenomenon of ghosting. This was an invite-only hiring event on Monday. We sent invitation and called 394 individuals who applied for positions. 52% of them did not get back to us. And so of the people who did make appointments, we had a no-show rate of 42%. So it's not just us as MGM Springfield. You know, I'm hearing from my colleagues across other cities, across Springfield, across other states, this is a commonality that is happening. And, you know, we talked about this a little bit, Commissioner Stebbins, and I don't know the reason why. I think we need to really dig in. We did the outreach from text, phone calls, emails. So we're trying to figure out

what this is about. And as you look at the numbers, we probably have another head count open seats of about 200. But the pipeline, we continue to work with our partners at STICC, Holyoke, all of our community-based partners, to really try to grow that pipeline. So it's something that the team is very focused on, especially Jennifer Russell, who is our Director of Talent Acquisition. You can see slides further in the presentation of the continued outreach that we're doing. And I know during that campaign phase, we talked about workforce development never ending.

You know, this is going to probably switch a little bit more to talent acquisition and recruitment. And it's a slight nuance, but we've got to find people and get the response coming across into the application.

>> COMMISSIONER CAMERON: When you do reach people that decide not to take a position, do they give you a reason why?

>> MS. MURREN: Sometimes it's about the compensation. Sometimes it's about -- some of the positions now we have ratified CBAs, collective bargaining agreements. But the majority of the time, ma'am, it's just people are not getting back to us. You know, the people who do come to our events managed by HR. We seem to have a little bit better response rate and kind of holding hands a little bit more which we need to do with applicants. So unfortunately I've told the talent acquisition team, we're going to have hiring events at least twice a year to plan for these bigger times. So we had one this past week. They'll be ready for the spring. We'll have one late summer, and they'll be ready for the holidays and that turnover, and then we'll continue to reevaluate and assess, depending on what the needs of our operators are.

>> COMMISSIONER ZUNIGA: Marikate, I was going to ask you about the numbers, those numbers that you mentioned, again, about the rate of nonresponse or nonattendance. Can you tell those again relative to the last hiring event?

>> MS. MURREN: Sure. 394 people applied for positions. So we either texted, called or emailed every single person, sometimes multiple times. Of that, 52% of those individuals did not get back to us, return calls or return emails. Of the people who did attend, which was, I think, 169, agreed to come to an interview. 42% did not show up to the event on Monday. Very, very -- that old adage ghosting. That's a new thing. And those are huge numbers.

>> COMMISSIONER ZUNIGA: So you end up with only 25% or so, a quarter, half and half.

>> MS. MURREN: Correct. And then you're halving and halving and then they're going through the interview process.

And what we did, too, is that if people applied for a certain position and we thought they were a better fit somewhere else, of course, we would then transition that person to the hiring manager, move their application, and then offer. So that was -- the real goal was to get people jobs but to also fill those seats.

>> CHAIR JUDD-STEIN: Marikate, I think in connection with Commissioner Cameron's question, if I interpreted it right, could you say what the rate -- the percentage rate of acceptance of an offer is?

>> MS. MURREN: That's close to 90%.

>> CHAIR JUDD-STEIN: Okay. So --

>> MS. MURREN: Especially on Monday because we ended up moving and talking to our candidates about other opportunities that might have been filled, if someone

shows an interview a little bit later in the day, some of those head counts and those seats might have been filled in the morning so we transition them. So we get a 90%.

>> CHAIR JUDD-STEIN: To 42% of 169 didn't even show, though they were supposed to for an interview.

>> MS. MURREN: Correct.

>> CHAIR JUDD-STEIN: Remarkable. And so you have about -- that's where you get your 80 something offers.

>> MS. MURREN: That's correct.

>> CHAIR JUDD-STEIN: That's a lot of work.

>> MS. MURREN: It is a lot of work and I think we're going to continue to reach out to our community partners, our faith-based partners, the colleges. We just need to really dig into this a little bit more. You know, when we don't hear from people, it's extremely hard to really find out those answers of why they didn't come. And so we've got to continue to fill that pipeline. We're going to have to do probably four, five, six X to fill a seat. That was not the case with the excitement as when we opened in 2018. So we're going to really have to dig in a little bit more.

>> CHAIR JUDD-STEIN: I think you're probably competing, too, with the unemployment rate.

>> MS. MURREN: Yes.

>> CHAIR JUDD-STEIN: But of the folks who are not getting back to you, were you able to look back or could you look back to see, were those folks already gainfully employed?

>> MS. MURREN: You know, we'd have to do that applicant by applicant and really kind of -- there's not a report that comes out of our Workday system. So we'd have to really dig in and see where that information is coming and that information is only as good as our applicant puts in the system, whether uploading their resume or filling in past experience. But anecdotally, I can have that for our next meeting.

>> CHAIR JUDD-STEIN: You understand why I'm asking.

>> MS. MURREN: Agreed, yes.

>> MR. STRATTON: And I think it's important as we have these numbers up here, as you mentioned, Madam Chair, that's a lot of work to get 80 people, at the same time we've got natural attrition going on all the time. So you're almost one for one. It's hard to move the needle, as Marikate mentioned, we have several hundred positions open, and we want more employees. But we're trying to backfill attrition that's always ongoing, and it's challenging to do that. So, you know, it remains an ongoing challenge. More seats.

>> CHAIR JUDD-STEIN: That attrition rate is consistent with your industry or bigger challenge here?

>> MS. MURREN: It's a little bit higher here.

>> CHAIR JUDD-STEIN: That's what I wondered.

>> MS. MURREN: And so I think it's people becoming accustomed to the 24/7, seven days a week environment. And so we're working through that. And we talked a little bit earlier, spending time with employees, mentoring, coaching, providing additional tools, additional refreshers with training, and really concentrating on the difference between employee recognition and employee engagement. Right? Those are two different animals. And so when an employee really feels that their manager is -- cares

about them, knows something about them, wants what's best from a career perspective, we're more likely to hold on to our employees. And so now that we've been open this 18, 19, 20 months, we really want to spend more time in that area. Though also always focusing on the business and the operation, but working with our employees a little bit more in depth.

>> COMMISSIONER STEBBINS: Marikate, as the chair just highlighted, this is a good time in Massachusetts if you're looking for work, you'll be able to find work. How do you treat an individual who has ghosted you, if they pop up again later again? Now they're really interested in a job. What's the corporate approach to an individual like that?

>> MS. MURREN: We will still welcome them. You know, we might not always know, Commissioner, that they've done that. We don't do any type of identification in the system at all.

>> COMMISSIONER STEBBINS: Okay.

>> MS. MURREN: You know, someone on the team might just remember. But we'll still work with someone if they're still interested. Maybe something happened, right? And maybe there was a family or some type of situation beyond their control. We'll still welcome them to the family if we can and get them a position within the company.

>> COMMISSIONER STEBBINS: You talked about the invites you've gone out, the more that are going to follow. I looked at your website last night. You have about 25 positions posted. They're all in the key areas that you and I have talked about before.

>> MS. MURREN: Mm-hmm.

>> COMMISSIONER STEBBINS: It's culinary. It's gaming.

>> MS. MURREN: Yes.

>> COMMISSIONER STEBBINS: And the 200 open in the pipeline. Does that -- looking at your employment numbers -- does that get you from your Q4 number back to where you want to be and where you were in your Q1 number?

>> MS. MURREN: I don't necessarily think all the way to Q1. It will get us back there as long as, as Seth said, we don't have the represented attrition, right? It becomes a leaky bucket. To your point with -- what you saw on the website, our requisitions. And as part of every requisition, that has multiple seats. That's what that's accounting for. There does continue to be urgency with cooks, says not just with our property but with the area and some of our other restaurants in other towns and, of course, gaming. Table games, we still are recovering from the loss of Encore. And so we're working diligently with HTC and STCC to really create that urgency from those two key positions but there's many more on that list that you did see.

>> COMMISSIONER STEBBINS: Okay. Do you have -- you've talked about this at some of our previous quarterly updates, and I don't know if you know the number off the top of your head. Any last quarter number of promotions that you've given?

>> MS. MURREN: We just did that in the QLM. Was that 27? I want to say -- and we just had a quarterly leaders meeting, so I apologize for the acronym. We just had that last week, and I believe there were anywhere from 25 to 27 internal promotions in Q4.

>> COMMISSIONER STEBBINS: Okay.

>> MS. MURREN: Mm-hmm. And that's probably something we should -- right here. And we'll make sure we share that in future presentations for your edification.

>> CHAIR JUDD-STEIN: On the culinary -- the needs for cooks, the culinary background -- this is strictly out of curiosity because we have such a strong tech high school program -- are you able to hire from the high school level, or do they need additional training?

>> MS. MURREN: We are hiring from Putnam and some of the other tech schools. We've been there. Jennifer Russell's been there. Our chefs have been there. Anthony, our Vice President, has also been there. We will hire them right out of school as long as they are at least 18 years old. And so that has been extremely successful, and we're trying to work with our community colleges and colleges to have quicker programs. So you're talking about one or two weeks for knife skills instead of one or two months and/or degrees, right? And so I think there's an opportunity -- we have a very, very robust tuition reimbursement program. Come to us. Work part time, full time, and if you can handle it, we'll support you going to school too. So I think there's some additional opportunities to provide the work experience that someone might need but also the time to probably get a degree and move up within the company.

What is still not approved yet is our under 21. I know, Karen, looking at you, for table games dealers. That's more of an internal decision that has not been shifted from an enterprise perspective. We'll continue to look at that because that is an opportunity and a very robust pipeline if we were to make that decision down the road. Just heads-up.

>> COMMISSIONER CAMERON: I think we just got lobbied.

>> MS. MURREN: Great. Thank you so much.

>> CHAIR JUDD-STEIN: Thank you, Marikate.

>> COMMISSIONER CAMERON: Thank you.

>> MR. STRATTON: Now I'll pass it back to Saverio.

>> MR. MANCINI: M.K. does have the most challenging job but at times the most rewarding, right? I get to do the fun stuff now. Entertainment and special events. When we talk about the plaza and Army activations, as you know, one of our most competitive advantages for the property is our outdoor space, right? It's what makes us unique above the competition. In the summer we activate with MGM Live and summer concert series during the winter months especially in the fourth quarter we activated with our winter programming with the holiday lighting and then the ice skating rink that opens up. So one new and different thing that we did this year, pretty unique, we called it base camp. You guys can cue the video. It just gives you a snapshot as to what base camp was all about this year.

[ Music playing ]

So what it was was basically we set up almost like a ski chalet outside of Taps sports bar right in front of Armory. We had igloos to rent with cocktails with foodservice. We set up a little shed. We got sponsorships involved there. Again, it was just another way for us to activate that outdoor space there.

We also activated the ice skating rink with mascots events with some of the local sporting teams. We brought in professional skaters. Again, always doing something different in the outdoors to generate more visitors to the property.

>> COMMISSIONER CAMERON: Were the igloos, like, tents?

>> MR. MANCINI: Yeah, like little tents.

>> COMMISSIONER CAMERON: Were they heated?

>> MR. MANCINI: They were heated.

>> MR. STRATTON: Apparently they're very popular. Occasionally -- you know, I'm from the area. I know a lot of people. People say can you get me a reservation? I contacted one of my managers. I said in a couple weeks, can you get me a reservation for the igloo? He said, says sorry, they're booked out for the rest of the winter. We've got nothing.

>> COMMISSIONER CAMERON: Big hit.

>> MR. STRATTON: You can't pull a favor for me? I said, I'm sorry. They're fully booked as of the first week we put them out there.

>> COMMISSIONER CAMERON: So a group of people would rent the igloo, and they had colorful drinks.

>> MR. STRATTON: Yeah. They have blankets and chairs. Yeah. They do s'mores. It's kind of neat.

>> COMMISSIONER CAMERON: Oh.

>> CHAIR JUDD-STEIN: They are not out now. So we can't go by and see them.

>> MR. MANCINI: I think the shed will still be there --

>> I think they go through to March.

>> MR. STRATTON: Yeah, they're right there on the plaza outside of Taps.

>> CHAIR JUDD-STEIN: We can take a look, Commissioner.

>> MR. MANCINI: Roar is still active with a lot of comics. I mentioned the ice skating rink with skaters. We did a series of events with mascots with the Springfield Thunderbirds and the Yard Goats. That was there. Night life and entertainment. We are still very fun for us on the property. The story line here, it's an eclectic mix for us. But then the big story line for us is what we're proud of is that we not only activated the property, but we activated downtown Springfield with the Slayer show. Seth's neck still hurts from that. Cabrera, Lewis Black. We opened it up to a Vietnamese show with diversity. Symphony Hall. There was a lot of activations throughout.

This is just a quick snapshot of some of the stuff that's coming up. It's in your packet there. And I'll turn it over to Jose to talk a little bit about our community engagement.

>> MR. DELGADO: Thank you. Good afternoon, Madam Chair and Commissioners. Springfield. While Marikate, Eddie and Ryan argue about who has the best job, I will say my role does afford me the opportunity to do fun things particularly in the community as it does various executives. So I'm here to highlight the community engagement section.

The first picture you see there is a picture of our display at the Bright Nights at Forest Park. As many of you guys know, Bright Nights was, I think, number four in the USA Today in terms of best light displays in the country. So we were super excited to continue that partnership and relationship with Bright Nights. Moving down to the picture on the bottom left. We had the great opportunity to have Commissioner Stebbins grace us with his presence as we were able to showcase the \$1.8 million that we were giving out to the surrounding communities. As many of you guys know, we have relationships and contracts with the surrounding communities where annually we have, you know, annual payments to them. And so we were able to get some of the local Mayors and select men and women to join us for that event, which was nice. And they also got to see the VIP Lounge. That was new at the point.

Top middle, YWCA of Western Massachusetts. We were particularly proud to support that organization. Not only for their efforts on women and girls and domestic violence survivors, but one of the things that MGM Springfield has been involved in lately is the businesses against human trafficking. And that's one of the things that, you know, we've taken a stance in collaboration with local other businesses in the hospitality industry and other folks to kind of really highlight the realness of that -- of human trafficking. I know myself was pretty naive to what human trafficking was all about. And so we really got a great education on it. And so we were proud to support the YWCA for that and the Hampden County Sheriff's Department. Our participation with the Food Bank of Western Mass. Every year Congressman McGovern and Chairman Neal take part in this march that happens in the fall. And what they do is they take a march from Springfield and they march all the way up to Greenfield which for those of you who are not familiar that's a 43-mile march. And all that is done in an effort to really fight against hunger and making sure that they raise dollars to be able to feed folks in Western Massachusetts. So again, another opportunity to really showcase our involvement in the community.

Obviously, the Christmas tree on the right was our beautifully designed Christmas tree as part of the Festival of Trees, annual event that happens with The Boys and Girls Club, and so we were super excited again to participate in that. So these are just some of the highlights of some of the things we did in Q4. One of the things I did want to mention is we also were recognized by AIM, associated industries of Massachusetts, as next-century award recipients for the work that we're doing with the project here in Massachusetts. And an interesting one that kind of caught me out of left field, but we were also recognized in Connecticut by the U.S. Green Building Council, their Connecticut chapter recognized us as their out-of-state award of merit, and particularly in terms of our design and green building to some of the points that Saverio touched on on the lead certification. So I wanted to make sure we highlighted that as well, one of the things we're proud and honored to have been recognized for.

>> MR. STRATTON: Thanks, Jose. I'll cover the last few topics. While we still have the Christmas tree image on, in true MGM fashion, I actually came to the Festival of Trees and the MGM tree was about four times the size of any other tree in the room, which was pretty funny to see.

So brief development update. I think we all heard about the 31 Elm residential update this morning. I don't need to go into more detail there. Wahlburgers, you'll see the photo in the middle. For a while we were talking about the schedule and when it would start. It has started, as represented in that photo. There are trucks and earth movers there as we speak. We are presently on schedule. The construction schedule we currently have. We do anticipate a summer 2020 opening. And we're excited about the energy that that will bring as well as the additional jobs when that opens.

The Armory continues to be a -- at the same time, it's a resounding success, it also continues to be a work in progress and something we're always thinking about what's next. The Roar comedy series which is the primary function right now has been and continues to be very successful. It's well received in the community. We also hold the various community events in that facility. We're always considering what might be -- what the future of that building looks like and what might be next. We often have discussions with parties, some of which are subject to nondisclosure agreements,

but we have had recent discussions with third parties around what, you know, what the future of that building might bring. So we're always engaged in those discussions, and we'll continue to keep the Commission posted of any firm proposals for future use of that building beyond how we're currently using it.

And then I'd just like to close on an exciting development, which is the rebranding of our Italian restaurant, which was formerly known as Cal Mare. We recently decided to go in a different direction to be responsive to customer feedback and the taste of the community. We had an exciting tasting just last evening. You may have seen reference to it in the media. Mayor Sarno was able to attend along with a select group of south end restaurant owners and members of the community. We gave them a taste of the new menu. It was very well received. Mayor Sarno tasted the gravy and gave us the thumbs up. It's similar -- it's an Italian concept, but it's more traditional Italian, red sauce, meatballs, chicken parm, pastas, as you see represented in the photos. We had a nice turnout last night. There was a lot of excitement around that, and that opens officially Friday evening, which will be a very busy evening around here with a Thunderbirds game and Bernie Sanders rally in this building. So I may try and leave early on Friday, but. . . So it's going to be a busy night. It's going to be a busy night on Friday and a very busy weekend, and we're really excited with the Costa concept and based on the feedback we received last night, it's really going to resonate well in the Western Mass community.

>> COMMISSIONER STEBBINS: Seth, any worries that the new concept will offer some competition to some of the existing restaurants in the area?

>> MR. STRATTON: No. Our perspective is the more, the merrier, and that's one of the reasons we invited a lot of the south end restaurateurs including the proprietors of Red Rose which you may be alluding to, and wanted their opinion. You know, one thing we learned and one of the reasons we're going in this direction is apparently you can never have too many traditional Italian restaurants in the greater Springfield area because they're all very successful. We think -- we're realizing why all those restaurants are very successful. There's a huge demand. And so the more, the merrier from our standpoint.

>> COMMISSIONER CAMERON: Looks good, food.

>> MR. STRATTON: Thanks. Unless there are further questions, that ends our presentation.

>> COMMISSIONER CAMERON: Great. Thanks.

>> MR. STRATTON: Thank you for having us.

>> COMMISSIONER CAMERON: Very informative.

>> CHAIR JUDD-STEIN: Thank you, everyone. Are we going to visit the igloos after the meeting?

>> COMMISSIONER CAMERON: Yeah. Why not?

>> CHAIR JUDD-STEIN: I know that we had expected to go perhaps with our next presentation, but my fellow Commissioners are asking for a lunch break, and I am going to allow that to happen. So it is now 1:14. What time do you want to reconvene?

>> COMMISSIONER STEBBINS: 1:45?

>> CHAIR JUDD-STEIN: In a half an hour, we'll reconvene. So quarter of 2:00. Thank you, everyone.

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[ A lunch break was taken at 1:15 P.M. ]

>> CHAIR JUDD-STEIN: Thank you. We are reconvening the Mass. Gaming Commission's public meeting number 290 today here at the MassMutual Center. We are now turning to item number 6a on our agenda. Research and Responsible Gaming. Again, Mark, welcome back.

>> MR. VANDER LINDEN: We're really kicking off national problem gambling awareness month. Thank you and good afternoon, Madam Chair and Commissioners. I'm joined, you all know Teresa Fiore. We have Israel Rosario-Garcia, Amy Gabriela and Chelsea Turner. Chelsea, I must announce that Chelsea just started with the Mass Council on Compulsive Gambling as their Director of Responsible Gaming overseeing the GameSense operation across all three properties. And so we're thrilled to have Chelsea here. I've known Chelsea through the National Council on Problem Gambling. She was on -- or is or was on their board of directors for a number of years.

>> Was.

>> MR. VANDER LINDEN: She brings a great resume with her and commitment to this issue.

So we -- this is our first time that we're bringing this presentation to you. It dawned on us a while ago that there is a lot that happens at our GameSense Information Center. 16 hours a day, 7 days a week, we have staff at the casinos providing an incredible service to the patrons, to the casino staff, working tirelessly to promote positive play, helping individuals that are experiencing gambling-related harm. And I felt like it needed to be -- I wanted this to be reflected in the record. We have our operator quarterly reports, reporting out also very impressive information about what they're bringing to their communities, what the industry is bringing. The same, I felt, needed to happen with our GameSense information program that's happening alongside the casino operations.

And in fact, I've had conversations with each operator, and the role of the GameSense program is integral to the casino operations. So it felt all that much more fitting that we would include a quarterly GameSense update that would be site specific, tell us what's happening when we're in Springfield and MGM is providing us with a quarterly report of their operations. Let's have a complimentary report of what's happening at the GameSense Information Center and the GameSense operation in Western Massachusetts.

So I will then turn it over to Chelsea to kind of kick off, let us know what they're up to. Thank you.

>> MS. TURNER: Good afternoon, Chairman Judd-Stein and other Commissioners and other members of the audience that were kind enough to stay. I'm really happy to be here today. Thank you for the welcome, Mark. A couple things about myself that you may not know is I worked for the past 20 years. I've done a lot in government relations, including in the public health arena. And for the last nine years, I worked at the Connecticut lottery corporation. And while I was there, probably the thing that I was most proud of was overseeing all of their corporate responsibility initiatives. The keystone to our program was, of course, responsible gambling. And we were the first U.S. lottery in the country to adopt GameSense. We actually adopted it ahead of MGM. So it's a program that I feel passionately about. And I have really enjoyed,

over the first two weeks that I've been here, seeing how it's implemented and integrated into the casino setting. And I'm looking -- I'm really excited about seeing where we can take the program, you know, over the next few years.

The other thing I'd say is one of my other passions was supplier diversity. So I was actually also on the board of the Greater New England Minority Supplier Development Council which is based out of Boston. So being here earlier today, it was very intriguing and interesting to me to see what a priority that is for the gaming Commission and the state of Massachusetts. I think that dovetails with a lot of the community engagement work that the GameSense program is about to engage in.

And then lastly, the other little nugget of information I wanted to share is I was actually born in Springfield. My family lives -- my parents are still in East Longmeadow. I take my kids to the Forest Park Zoo. I used to when they were smaller. It's really familiar and really nice to be back in the area that I grew up. As Mark said, I'm joined here today by two of our awesome GameSense advisers, Amy's our senior GSA here at the MGM property. And Izzi is part of our dynamic team. They do a tremendous job and I'm looking forward to highlighting some of their work today.

Some of my presentation will probably overlap with Mark's earlier today, so I hope it doesn't -- you don't find it too redundant, but I think it helps to augment some of his comments and will hopefully help to illustrate some of the great work of my team. In regards to the GameSense center, I would assume that all of you have probably had an opportunity to visit the GameSense center here at MGM. But I just wanted to say thanks to MGM for providing us with that space. I have been to the three casino properties already. And by far probably MGM is the best. It's the best for a couple of reasons, I think. I think it's the best in terms of location. It's right there when you exit or enter from the parking lot onto the casino area. So it's heavily trafficked. And also about it's a little bit larger than the spaces that are provided at the other two properties, which really allows the GameSense advisers the opportunity to engage in various activities, to conduct a VSA that can be a pretty private and personal experience. So we're appreciative of that, of that space, and very grateful for it.

As you all know, the GameSense advisers work, as Mark said earlier today, from 9:00 a.m. to 1:00 P.M. in the evening -- sorry, 1:00 a.m. in the evening. I did that in my warm-up practice, too. And they do that 365 days a year regardless of whether it's a holiday or there's a snowstorm. So their commitment level is pretty high. There's a number of ways we engage in ongoing professional development for our team, and that's something that we're going to continue to explore. But what I will say is the GSA team here and at the other centers are always looking at different ways and exciting ways to engage with both patrons and casino staff about responsible gambling.

GameSense advisers come from a variety of backgrounds. They are a really diverse group of professionals. A lot of them have gaming backgrounds. I say that because we have found that that is an excellent way for them to gain the trust of casino staff and build relationships, engage more seamlessly with players. They are oftentimes the go-to experts in the casino. And it can be -- I've noticed that already -- simple things from, you know, where is the craps table located? And that might be the beginning of a more interesting conversation, to, you know, somebody -- somebody I know has a problem, whether that's coming from a patron themselves or one of the staff. The advisers here speak, some of them -- all of them

speak English. Some of them also speak Spanish which is, I think, very important to this region. They are incredible trainers. And they have developed a number of activities that at some point I'd like to sort of share with you if you've never seen them before. I don't know if that's been done, but we'll make a plan to do that in the future. Because some of the things that they taught me were refreshing and surprising and helpful in terms of my own knowledge base.

GameSense advisers are experts in a variety of things. They understand the odds of winning and losing. They know how table games work and slot machines work. They help to set win and loss limits. They help to connect people to harm reduction programs. So if a player, for example, doesn't want to receive marketing messages anymore from MGM, they can help to make that happen. Or if a player is -- doesn't want -- or their line of credit or their cash -- there are checks to be cashed, they can help make those connections happen.

They conduct the vast majority of the voluntary self-exclusions. They conduct well over 85% of the voluntary self-exclusions. And they also train designated agents in conducting VSEs, whether those are the folks that work for the Mass. Gaming Commission and they're conducting them between the hours of 1:00 a.m. and 9:00 a.m., or their folks out in the field, says in case it's a player that might not want to come to the property for whatever reason.

They are also able to make self-help meeting referrals. Those are things like gamblers anonymous, game Anon, et cetera. They have a list of providers that are trained in treating people that have problems with gambling and are able to make those referrals. And then they also can make community-based referrals, which are things like if somebody needs perhaps a pro bono lawyer and they're in a financial mess and they're really in distress. They really are the point person for people that are struggling with gambling.

One of the things that I've learned is that the GameSense here in Massachusetts is really viewed through what's called a logic model, which is a public health model. And it's a symbiotic relationship between the -- enabling the casino workforce on responsible gambling, promoting positive play, and reducing gambling-related harm. Everything we do, whether it's our inputs or outputs, are measured through this GameSense logic model. And I'm going to use that to help guide sort of the rest of the conversation today.

First in regards to developing a responsible gambling-enabled casino workforce, our GameSense advisers conduct regular trainings with casino staff. Approximately twice a month are training new hires, and they also are available to help with the more customized trainings in the back of the house. For table games and those kinds of things. There's a ratio of about one GameSense adviser to approximately 293 casino staff. So I would say they're pretty effective and efficient.

In addition, there's a newsletter that we use quarterly that MGM properties are kind enough to share. We send that out to compliance, and that gets pushed out. And I'm told that if there's something critical or a really important message, that the supervisors will share that pre or post-shift, if necessary. But better than me sort of giving you data or those kinds of details, I wanted to turn it over to Amy for a second and let her share with you a couple of real examples that I think are most illustrative of how we empower the casino workforce to be ambassadors of our program.

>> MS. GABRILA: Thank you for allowing me to be here. It's always an honor and a privilege to talk with you guys about something I am very passionate about. So I never mind doing it. And I like how she said Amy for a second. Trying to pretend that I won't hog this mic for the next -- anyway. So I will try to keep this brief.

So on this cold, blustery day, I want to fill you, I guess, with some warm fuzzies. So magic moments are interactions we have with either patrons and/or casino employees or potentially could be vendors. Basically any people that work at MGM Springfield that are kind of a little bit out of the ordinary. Maybe a little bit more special in some way. Maybe there was a deeper connection of that sort. They are all special and magic but there are ones that definitely stick out and the ones that when you drive home at night, you can't help but smile because you realize that's why you do the job.

So given talking about enabling the workforce, I'm going to do a couple examples in that realm. So we have an EVS employee here at MGM that -- and I think this is important, guys, because we know we're going to get connections and referrals from gaming staff, meaning table games, slot personnel. So folks that every day are engaging in folks that are actually in the act of gaming, that they're going to know those people. They're going to see signs and symptoms a lot easier than, say, certain departments that maybe don't have that every day in the moment with these folks when they're gambling. So to me, highlighting some of these folks that aren't necessarily that front line on the gambling floor but understanding that they do understand GameSense and have been enabled -- and not only become knowledgeable but buy into this to the point where they are making those connections with us I think is also important to highlight.

So we have an EVS employee at MGM who moonlights as an Uber when she gets off her shift. She does a lot of Uber rides. And she lives in this area. So a lot of those rides end up being to and from the casino. So she has referred multiple folks to us. You know, when she gets in the car, she'll have a conversation with folks, and many times people have been very distraught as they've been leaving the casino, and they've opened up to her. She's opened up the conversation. She very much understands GameSense -- as a matter of fact, she's one of our GameSense champion awards. And she will very easily transition them into, hey, you know, I know this group of great people. And you seem like you're in distress. I think it would be great. They'll talk to you. You're not going to have to do anything, even if it's just somebody to listen to. So she has referred multiple people, but one did end up two weeks after she spoke with him as a voluntary self-exclusion that we did. And he told me, I came because I spoke with so and so in an Uber. So we got the full story. So again, those connections. So this is an employee not around gaming all day. But is able to make that connection so that we can help somebody get the help that they need.

We also have an MGM vendor, all right? So not even necessarily part of the MGM workforce, but it is in the building and part of that collective culture who developed a close relationship with a player who ended up developing a problem. He opened up to her. They sat and talked for about 45 minutes, and she ended up walking him over. They came together to the GameSense Center. And we ended up doing an exclusion for this gentleman and then ended up talking to her after for about 45 minutes, highlighting that we're not just here for the person that has the gambling problem. This affected this vendor greatly. She cared about this patron, and she was very

concerned. She was crying. So to be able to help her and reach out to her as well as somebody affected by somebody with a gambling problem is also part of what we do that sometimes might get a little overlooked. So, again, a vendor choosing to bring somebody over to help him caring enough to do that, understanding what GameSense is, and allowing us to make that connection.

>> COMMISSIONER ZUNIGA: That's a great story. Amy, what does EVS stand for?

>> MS. GABRILA: I'm sorry. I forget that people don't know all of the --

>> COMMISSIONER ZUNIGA: Acronyms.

>> MS. GABRILA: Environmental services.

>> COMMISSIONER ZUNIGA: So back of the house-type employee.

>> MS. GABRILA: Cleaners.

>> COMMISSIONER ZUNIGA: Cleaners, right.

>> MS. GABRILA: They can be front of the house but they don't necessarily have that direct contact floor on the gaming floor with folks.

>> COMMISSIONER ZUNIGA: Right. But presumably you had spoken with him or her in some capacity training or in the multiple interactions that you yourselves have with employees?

>> MS. GABRILA: Right. And at GameSense, we are always making sure. We're lucky enough to already have relationships with a lot of the gaming employees because we either -- it's a small industry in the end. We've worked with a lot of them someplace else which certainly helps with that relationship. But we make sure we talk to everybody, department. We talk to people in facilities, EVS, culinary, wardrobe. We talk to everybody so that everybody just knows us and is comfortable with us and understands what we do. And it really does pay off, and people really do understand and are willing to help us reach out to people.

>> COMMISSIONER ZUNIGA: Great story.

>> CHAIR JUDD-STEIN: Thank you, Amy.

>> MS. GABRILA: You are always welcome.

>> MS. TURNER: All right. Moving along. The second pillar of our model is promoting positive play. And this essentially means that we want people who gamble to make healthy and informed choices. This means things like setting time limits and spend limits and sticking to a budget. The majority of players, as you all know, already do this. They're not necessarily at risk or struggling, but we want to keep those folks in this category. We know from research that approximately 10% of the population is at risk or is struggling. And in a casino environment, this is typically even more concentrated. The GameSense team works with the MGC team and researchers to help with the data collection. Mark talked a lot earlier about things like the SEIGMA study, which as you probably know, stands for social and economic impact of gambling in Massachusetts, but that was new to me. This is a huge study that's being conducted by Dr. Volberg from UMass. And as part of this study, there's actually a patron intercept component that helps to critically evaluate patron behavior. So we'll be looking forward to sharing that work with you at a later date.

Additionally, Dr. Richard Wood who's a researcher out of Canada and has expertise in problem gambling and developing harm reduction tools is going to be studying the GameSense program and its activities across Massachusetts. And

further, MGM Corporate is working with the University of Las Vegas to conduct a companywide evaluation of GameSense which will include a special focus on how the MGM Springfield program, which is unique because it has the centers compares. So, again, that's going to be really exciting data to be able to share with you in the future.

And before we move on to our third pillar, another element of promoting positive play is the PlayMyWay program that Mark created. Currently PlayMyWay is a tool that's only used at Plainridge Park, but we are hopeful that in the fall, we'll be able to incorporate this here at MGM as well as at Encore.

And as you probably are aware, this is a tool that players can use to help them to stick to a budget and discretely monitor their spend as they're playing. I actually had the opportunity to see it in person at Plainridge Park just two days ago, I think. And it was pretty amazing. And the GameSense staff there actually even -- are really proud of the work they do with the PlayMyWay tool. They find that it's very effective. And once they get players signed up, it's been helpful. And it also helps to provide a continued way to engage with those patrons because they sometimes will come back and say, oh, I set my budget at \$100. I should have set it at \$300. Well, we might not necessarily want them to be pushing their budgets up. At the same time, all of those engagements provide ways to interact with those patrons.

The final goal of the GameSense logic model is to reduce gambling harm. There are two primary ways that our GameSense team achieves this. First, interbeing as with patrons and staff. During the second half of 2019, so July 1 through the end of December, GameSense advisers here at MGM alone conducted an average of 7100 simple interactions, 960 intensive interactions and 11 VSEs every month. I think this is pretty incredible for a team of just seven people. When you multiply that out, you know, they're literally reaching thousands and thousands of people over the course of their visits here at MGM.

The second part of the reducing gambling harm pillar is our community outreach efforts. And I heard a lot of you ask some great questions about that earlier. We're really in the beginning phase of -- we do community outreach in terms of having a speaker's bureau and that type of thing. But we're in the beginning phase of developing a program that will have customized materials as well as an evaluation tool to reach priority populations that were identified as part of the SEIGMA study as well as the veterans community. So we will have concrete goals that we're going to try to hit, and we're a little bit behind now, but I'm optimistic that by the end of this fiscal year, we'll be able to achieve those.

Before wrapping up, Amy's going to share just a couple of other interactions about her efforts and her team's efforts in reducing gambling harm.

>> MS. GABRILA: Because I know you guys love my stories, right?

>> COMMISSIONER CAMERON: We do.

>> MS. GABRILA: All right. So, I mean, honestly, guys, I could talk about these all day long. We could go -- and I could probably write a book at the end of my gaming career that would probably sell. So lots of stuff to choose from. I'll do a couple here for you. Which one do I want to start with? So we did an exclusion -- the exclusion itself was actually about a year and a half ago. But -- so we did an exclusion for a gentleman who was having difficulty with his gambling and it was starting to cause trouble in his family. He was a young kid with a young wife who happened to also be

pregnant. So he definitely was getting into some stuff where he really wanted to make a change. We helped him do the VSE and connected some resources.

Well, about a year or so later, it was actually technically after his exclusion had technically -- he was eligible to come off but had not come back to do that paperwork. My adviser that did the exclusion for him saw him. Well, actually, the gentleman saw him and yelled out, "Yo, GameSense!" So this was not on the casino floor. And Ken went up to him and was, like, oh, my God! And they shook hands and they talked. This is somebody we didn't know what happened to him. It had been over a year. And he came up and gave him a hug and introduced him to his wife and his new son who was only less than a year old and just kind of thanked Ken and said, you know, oh, my God, thank you. This is what happened after I got connected to a clinician. I've gone to some meetings. Everything's great. You know, that really -- that day changed the whole path of my life. A few minutes later the wife came up to Ken, gave him the baby. He's holding the baby. And she said to him, listen. I want you to know, you guys helping him that day and at least being part of him starting this journey to recovery is the only reason he knows his son. She was planning on leaving him. And it was a couple days away from happening, probably. And she just made it a point to go to Ken and say, listen. The help you started to provide, sending him on this path and giving him, you know, not only giving him the compassion and the empathy but also the resources to help him with this are the reason we're a family today. So that's one that definitely -- I won't lie. I cried, you know. But it's ones like that that go, this is why I do this, that we are helping people in concrete ways. We're only a small part of it. You know, the path is different for everybody and they have to get connected as well. But to be a part of that, even, is I feel blessed to do.

Do we have time for one more, or have I eaten enough of your time?

>> COMMISSIONER CAMERON: One more.

>> COMMISSIONER STEBBINS: One more, sure.

>> MS. GABRILA: One more? Okay. So I had a gentleman come in about three months ago, came up to the desk when I was standing there, and he looked at me and he said, do you remember me? And I said, quite frankly, I don't. I said, unfortunately I have the privilege of talking with and speaking with and meeting a lot of people, so please don't be offended, but I don't remember. He proceeded to tell me that the first or second week we had opened here in 2018, he had come up to the desk and asked, just like thousands of other people when we first opened, hey, what's GameSense? I talked to him about it, started talking about what GameSense does. And he was not a fan. He -- you know, he didn't really understand the validity of the program, didn't understand why the state would pay for something like that, was kind of of the mindset of people should be able to take care of themselves, you know, this is their issue. We shouldn't be interfering with that. And, okay. Everybody is entitled to their opinion and I let him speak and didn't escalate.

As he's telling me, I do remember and I kind of start Chuckling. Okay, I remember you. So he said he came by for two reasons. Number one, he wanted to apologize. He said, you know, I kind of talked pretty gruff with you that day when I met you, and that was uncalled for, you know, because I'm being nice, there was some language involved in this. I'm toning it down. But he said, I apologize for that. That was uncalled for, and even though I had an opinion, I shouldn't have spoken to you like

that. And I told him, listen, I really do appreciate that, unnecessary, but I understand everybody has their opinion, but thank you very much. I do appreciate that.

And he said the second reason he came was because apparently I had done an exclusion for his brother, but he didn't know about it. His brother kept it from him for a year -- yeah, a year. Never spoke to him about it, got help, but he had almost lost his house, was having trouble with his business, was definitely having problems. But he never opened up to his brother until after his exclusion time was up, and he had gotten help. And then when his brother told him, his response was, why wouldn't you tell me, you know? Obviously as a family member, you are going through something. Why wouldn't you talk to me? And his response was, because I didn't think you'd be supportive. I was afraid. I know how you feel about these kind of things and I was afraid that you would just think I was weak. And that really got to this guy. He felt horrible that his brother didn't feel like he could come to him. And, you know, he talked about how GameSense really helped him out and get connected. You know, it really enabled him to get the help he needed. And he really wanted to come back and say, I'm sorry. You know, not only, you know, do I now think that this can be a very valuable tool to people, but I support it and will tell people about it. If gambling can affect my brother, it can affect anyone, and I know my brother's not weak. So I have changed my opinion, at least to some degree, on not only gambling addiction but programs available to help it. So to me, that was a huge one because it's real easy to talk to the choir, you know. I can talk to folks all day that agree with me, and that's fun because nobody disagrees, to be able to have somebody come back and say, this has affected me and I see this now, and I see the value in this now is a much bigger thing for me. So again, just some of the ways, you know, reaching out to folks that maybe you didn't think would happen and making those connections. And thank you guys for letting me tell my stories.

>> COMMISSIONER ZUNIGA: Thank you.

>> CHAIR JUDD-STEIN: Thank you.

>> COMMISSIONER CAMERON: Thank you.

>> COMMISSIONER STEBBINS: Amy or Israel or Teresa, Amy, one of your stories you talked about the young man who came up. Is there a typical VSE or GameSense patron by age, or do you see it across all age groups? Over 21, obviously?

>> Hi. Thank you for letting me speak. Yeah, so over 21, they have all sorts of ages, in my experience here. So the oldest person I've done is probably, like, in their 80s, which I try to talk to this person and see what was the situation. This person, they were coming here with their Social Security check every month. They weren't getting anywhere. They were just coming to the casino, and it happens when this person is from -- a local. So it started happening once the casino opened. So I had seen this person in the casino before but never approached me. Actually, I think that person knew what GameSense was, but he was embarrassed to come over and speak to me until that moment. So, you know, I talked to that person, you know, and explained to her what it was and definitely did the VSE. Yeah, that's the oldest I've seen, but I've seen, you know, all ages.

>> MS. GABRILA: I would say all demographics get crossed.

>> And a lot of times, like, I have a lot of patrons come over, and they don't do it right away. So I have some people I'm building this relationship with them. And eventually



end up doing it, but they start trusting in us and telling us their story, so. . . At least my specialty is going out to the casino and scanning out the people, especially in the slot machines. If I see in their faces that they're not having fun anymore, I try to approach them and, you know, try to start a conversation, bring them over to the center, and that's how I start the relationships out there, show them how those slot machines work, why are they losing, why are they winning. So actually, one of my favorites is that 60-sided dice. I'm sure you guys seen it. You know, and I show them, and then they start, oh, so that's how it works. So I don't really have any control by going -- so, I mean, but, yeah. I mean, I love what I do right now and like Amy says, you go home happy after knowing that you made an effect on that person.

>> MS. TURNER: Another thing just to dovetail on Amy and Izzi's remarks, you may or may not know -- not a lot -- but some of the casino workers have actually self-excluded as well. I know that's true at least here at MGM and as well as at Encore. You know, Mark talked earlier about how people who work in the gaming industry have a higher propensity to develop a problem. So reaching those folks and having them, you know, at a comfort level where they can come and enter a VSE, I think, is really important.

So just to wrap up, we will continue to provide you with this type of data going forward, and we'll build on this. I've only been here, again, for about two weeks. Special thanks to Teresa for helping me put this presentation together today. We'll be building on it and adding to it. We have a huge amount of activities planned for Problem Gambling Awareness Month, and we'll look forward to sharing those results with you at the next quarter. And, again, thank you to the Mass. Gaming Commission, to all the legislators that had the foresight to plan. I think you guys are pioneers in the gaming industry, and I think a lot of other states are looking at Massachusetts as a way to develop their programs, particularly as we look towards things like sports betting. So thank you very much for your time. I'm happy to answer any questions. And also if you have any suggestions, please don't be shy.

>> COMMISSIONER ZUNIGA: I had a couple of comments. It's great -- you know, great to hear you guys always about these anecdotes. Every new one that you tell is perhaps a different color but a really good example of -- or a different version of what you all deal with but a very good example of how meaningful these interactions can be, especially over time as we move forward.

Some of this takes me back to the evaluation of the program that we did maybe now two years ago and some of the lessons I think I learned from that. And one of them was that perhaps it was a little too early. It was necessary and we did it. We are planning a second evaluation of the program. But hearing you tell some of these anecdotes today, I think they're very illustrative of the power of the network that you are clearly building by just the repeated interactions. A number of simple interactions lead to more meaningful interactions and eventually a breakthrough conversation and eventually perhaps a voluntary self-exclusion. So time is really on the side of the program here, and it's corroborated by what you are experiencing now, people making referrals to you because they know you, and they see you, how you're interacting with others. And I'm very optimistic that, of course, that will continue, and it's only because we're patient and consistent and will continue to do this.

We have plans to have another evaluation of this. For whatever reason, the first

one was a little too focused on the number of interactions. The quality is one that really is at the center of this program that I think was not really captured as well in the first one, and I think that we have learned a lot more, and that would be a big focus. Just personally -- I'm familiar with Chelsea from all her work at the Connecticut Lottery and the National Council on Problem Gambling. When I learned that you were coming to be the director of the program, you know, the Director of responsible gaming programs for the council, I was very excited. I know you're very committed to these issues, Chelsea, and I think you bring the operator's perspective, albeit with the lottery, but it's an important perspective, and it's at the center, I think, of what we are here doing. There's responsibilities that the operators have. You know, there's other key things that we have to do. But as the statute suggests, directs us to do, contract with a third party who's going to administer the program I think is really a good basis for how the program can be then recognized as being there for the benefits of the Commonwealth or of the patrons, not just those from the Commonwealth, as I think it was intended. And as I see you guys now really effectuating. So it's really good to have you and hear from you.

>> MS. TURNER: Thank you so much. And you know, you mentioned a really good point. It's not the number of interactions as much as the quality of interactions. I love problem gambling awareness month. I was jumping in at the right time and I was trying to think about ways that I might be able to bring something new to the program. And coming from the lottery, bottom-line driven and everything's about numbers, whether it's month over month or year over year. Oh, we should have a contest to see which center can increase their interactions, whether it's month over month or year over year. I quickly learned that that's a bad idea because it's not about the number of interactions but the quality of interactions. We'll come up with anything else. I don't want to get too far ahead of myself, but you raised a very good point.

>> CHAIR JUDD-STEIN: The quantity is helpful to understand just sort of the enormous impact you have or the potential for impact with just the touch, you could really change someone's direction. So that's -- it's a big number, but the stories of the quality --

>> MS. TURNER: Mark or Teresa, correct me if I'm wrong, I think in behavioral health, oftentimes it takes 10, 12, 15 touches --

>> CHAIR JUDD-STEIN: Gain confidence and trust.

>> MS. TURNER: That special moment.

>> MR. VANDER LINDEN: There's a number of programs that use that same type of approach of exposure to the service.

>> COMMISSIONER CAMERON: I just want to thank you. I always enjoy when I see this on the schedule that you're coming in to talk with us. Your experiences are really meaningful, and your passion and commitment come across loud and clear, and I think we're happy to have -- we are fortunate to have all of you here working in Massachusetts and to be part of that is really -- it means a lot. So thanks for coming in and sharing those experiences with us.

>> MS. GABRILA: Thank you guys for your support, always. I mean, you say you're great. I mean, it is a blessing to be able to work with this Commission, this operator, the whole thing. I love my job. And that's not just because I love what I do. It's because of the people I get to collaborate with that support us the whole way through.

>> CHAIR JUDD-STEIN: Izzi, thank you too.

>> Thank you.

>> CHAIR JUDD-STEIN: Amy, thank you.

>> MS. GABRILA: Thank you.

>> CHAIR JUDD-STEIN: Moving on to item number 7. Director Griffin?

>> COMMISSIONER STEBBINS: How are you?

>> CHAIR JUDD-STEIN: Good afternoon.

>> MS. GRIFFIN: Good afternoon.

>> COMMISSIONER CAMERON: Good afternoon.

>> MS. GRIFFIN: I have some special guests, but I'm going to give you a little bit of background before I introduce them. So as you read in my memo, we had an express purpose of ensuring that local and certified minority women, veteran-owned businesses had continued success as vendors to the casinos. And also an interest in opening up and improving opportunities for other businesses in the expanded gaming industry. So the MGC's Workforce, Supplier and Diversity Development department conceived a program to provide targeted, one-on-one technical assistance expertise to small and medium-sized companies. And through this pilot program, the grantees are going to be working directly with these current vendors and potential vendors to one of the state's three casinos. They're going to aid in capacity building, scaling the business to meet the casino's procurement needs, and provide other solutions for technical business challenges that may include expertise around finance, capital management, Human Resources, a lot of back-office infrastructure.

They'll also work with the casino procurement representatives to identify Massachusetts-based and diverse businesses in the procurement categories that are identified as a need by the licensee. So you'll remember that in December we reviewed the RFR with you and released it I think a day or two after the presentation. We had seven applicants. It was a very rigorous process. I'd like to actually, before we go on, thank the review committee for their time and dedication, program manager Crystal Howard, Assistant General Counsel Carrie Torrisi, CAFO Derek Lennon and Commissioner Bruce Stebbins were also very helpful with this process. We also had Naught Lee from the Commonwealth's office who added her technical expertise. So without further ado, we selected in January of this year two qualifying entities to receive a \$75,000 grant. And I'd like to introduce the two grant recipients, John Waite who is to my far right, representing Franklin County Community Development Corporation, and Amine Benali of the local enterprise assistance fund, LEAF, and I'll allow him to introduce his league as well. So we're going to first turn to John to just say a few words about the Franklin County CDC.

>> MR. WAITE: Good afternoon. Thanks for inviting us and thanks to Jill for organizing this. Organizations, I think we basically split this grant so we're kind of equal on it. I think how we're doing it is if we're in western Mass, I get to go first. Kind of splitting the state a little bit. Again, my name is John Waite, Executive Director of the Franklin County Community Development Corporation. Franklin County is just up the road here. That's still our name but we work all over Western Mass. And for 40 years we've been helping small businesses. That's what we do. We provide technical assistance, trainings, workshops, one on one with small businesses to help them start and grow. And then we also have a loan fund as well as, you know, helping with the

business plan, the marketing plan, their financials at some point a lot of businesses need funding as well. Capital. So we have some alternative -- we call them alternative loan funds if they can't get a loan from a bank, they'll come to us. We can be more flexible than a bank can. And then many of the businesses we work with end up growing and going to a bank later on. We also have a venture center, an incubator up in Greenfield where we've helped about 60 businesses start and launch their business and grow.

And then 20 years ago we started the Western Mass Food Processing Center. So it's a big commercial kitchen, food processing place. We've had over -- about 500 businesses have started in that facility making some kind of food product. So when we saw this grant -- when we saw this application to help businesses get into some of the casinos, we really thought we could help. When the -- especially when MGM was just thinking about coming here, they came up, you know, in the region and said oh, we want to buy a lot of products from local vendors and everything. And I think they've done, you know, a good job at that but we know there's a lot of local vendors, local businesses, that could get in there. And part of them is scaling them up not only part of it is their inventory and their production, make sure that's large enough, but as Jill mentioned, it seems like bookkeeping, finance, some of those are really some of our small businesses just aren't at the point where even invoicing and things like that to some of these larger institutions is a little challenging. So what's what some of the work that we can help these businesses do. So we're excited to be part of this.

>> MS. GRIFFIN: And Amine, do you want to talk about LEAF?

>> MR. BENALI: Yes, of course. Thank you very much and it's a pleasure to speak with you. And thank you, Jill, for inviting us. We represent the local enterprise assistance fund, LEAF. It's been around since 1983. Operating nationally but based in Massachusetts. We offer financing solutions, cooperatives to small businesses. We also offer technical assistance in business management and financial management to local small businesses in the state that are either owned by minorities and women or operate in areas that have traditionally been disadvantaged as in like access to financial resources, financial advice and capital, especially.

We felt that there was a very strong tie between what we have done traditionally and the program. We work with businesses in and around Boston and in the state. Small entrepreneurs that have been building scale for some time and get to a place where they need to supply larger contracts. And with that comes some requirements and comes some needed capacity that perhaps they don't have, especially when negotiating with large wholesalers or large supermarkets. You know, they didn't like my price or I don't like their price, and I don't know that my cost structure can support what they're asking me to do. So we tend to intervene at that moment and help the business on a one-on-one basis, you know, take apart their operations and then put them back together in a way that reflects the new environment and the new contract environments that they're facing. So obviously if you're going for volume and scale, then you're pricing from last year is no longer sufficient to prepare you for the next stage. And we tried to take all of that and present it in kind of an easily digestible format but also one that does not dilute the financial management content of our solution. So we felt that there was really strong -- there is a lot of overlap between what we do and what the program seeks to do so we're very privileged to have been

invited to be part of this program.

You know, Chris Hunter is, you know, a member of our technical assistance team. And since the few meetings that Jill has set up already for us with some of the operations here in Massachusetts, we have already started the conversations, and I would like to invite him to perhaps discuss briefly the first interactions with one of the businesses.

>> MR. HUNTER: Yeah, thank you. We had the opportunity to meet with the procurement staff at the Encore casino in Everett, and they were -- they kindly referred us to one of their vendors that they've been using for uniform custom embroidering. And, you know, we set up an initial meeting to hear a bit more about the business and see what the owner's needs were. You know, really much in the same way that the GameSense staff were describing their operation, it's a relationship that is developed over multiple touches and to really get to true effectiveness. We work on developing trust but really it's all organized around this idea of you'd like to do more business with the casino. So we'll look through your capacity, look through your fulfillment policies and managerial capacity and look to develop a strategy that will enable you to do more. So we're extremely excited to continue working with local businesses, particularly those that are located right around the casino and to bring more of those clients that are of the licensing category, minorities, veterans and women-owned businesses.

>> MR. BENALI: Thank you.

>> COMMISSIONER ZUNIGA: So I have a question for any one of our guests. What -- you know, going forward based on this, what is the mix of work that you expect to do with existing businesses that are doing already some relationship with the casino in order to scale up or technical assistance, et cetera? Or developing businesses that might then later on go on to form a relationship with the casino?

>> MR. WAITE: I can say, as Chris mentioned, so we're starting with the ones that MGM and Encore have said that they're already working with but have some challenges. So that's kind of the first ones we're going to go with. But I think we know that they're both, you know, all the casinos are still new. So they did some -- you know, they did a little research. They put in some advertising out there but a lot of businesses didn't even get in their queue yet. At the same time, because we are connected with a lot of businesses, we're going to keep informing new businesses that there might be new opportunities and seeing if they can get in there. And just talking to the procurement person here at MGM, obviously they want more than one option for some of their things as well. And what we've been sort of told, sometimes their second option is kind of go to their headquarters and they can get stuff through that. But we'd rather have them -- have a second or third choice right here in the region. So that's really what -- so, you know, part of this is -- this first few months work with as many existing, maybe get a few new ones in there. They talked about they do a lot of promotional. They spend millions of dollars on promotional items. We right away, you know, we have this person up in Greenfield who has a pretty good-sized business, does a lot of that kind of -- can supply them with a lot of that at a pretty good scale. And it's a woman-owned business. And I think she never approached them sort of it two or three years ago. She just thought, that seems like a headache. But when we started talking to her, she's, like, yeah, that would be a great opportunity. She works with a lot of universities and colleges so does large scale already. So can jump right in there.

>> MR. BENALI: If I may add to that. I think the advantage to working with institutions such as Franklin county corporation and LEAF, we already have been working with local businesses for a very long time, so we have strong relationships. The sweet spot for us is when a small business feels that they have the ability to scale up, to supply larger enterprises. For us in the past it's been generally large wholesale institutions or supermarkets, et cetera. So to the extent that the casinos or the operations themselves can look become large absorbers of some of these businesses, it fits with the dynamics of how we have approached this before. Certainly we do have a pipeline that we'd like to contribute and add to the bench that the operations we have to supply from. But at the same time, you know, there are existing businesses that some of them do need some intervention and capacity building, we'd be happy to do.

>> MS. GRIFFIN: One of the things that I found interesting was the business referrals from each of the casinos are in areas where they say we value this relationship, but we think we could do more. Should this business gain some capacity. So I think that's really, you know, encouraging.

>> CHAIR JUDD-STEIN: That was my question. You had mentioned at the casino, and Encore had really identified the company for you to work with. Did they give you a hint as to the criteria? Are they looking at WBEs and MBEs first or VBEs, or is it scale? Did you have a sense of what they're -- in other words, we really like this company. We really like what they're doing, but they do have to scale up in order really to meet our needs? Do you have a sense of --

>> MR. BENALI: Yes. So it was clear to us from the meeting with the casino that they are looking at the metrics, and they do want to make sure that they're procuring from the communities and that they need to.

>> CHAIR JUDD-STEIN: The goal.

>> MR. BENALI: My read from the meeting was that this was not just a statistics checking of the box that, in fact, this provider was providing them with a good service. They would like for them to continue to, but scaling would require, you know, would require some adjustments, whether they're financial adjustments or whether they're infrastructure-type adjustments. But it seemed to us that they already had a very positive relationship that they wanted to sustain. You know, the possibility that the future of that relationship would materialize itself in very, very large contracts and volumes that perhaps might, you know, might make the person with this business feel excluded. And so to prevent some of that, maybe there's a way to prepare them to that future. That was my sense, and I don't know if, Chris, you have something to add.

>> MR. HUNTER: No, I don't think so. I think the key piece of maintenance in a procurement operation is just ensuring that your fulfillment is there and that the quality control is there. And I think that my interpretation is that that always has been the top priority and that, you know, as the casino's operations have sort of continued, you know, they're moving out of the start-up and ramp-up phase and into thinking about, you know, we can achieve the same quality control criteria using, you know, a wider bench of vendors that's three or four deep in the local area where, you know, initially up front, maybe we weren't able to do that because, you know, it's a ramp-up phase.

>> MR. WAITE: One of the other examples that we talked about, you know, they all purchase a lot of food. We've got a lot of people growing food in Massachusetts. But, like, some farmers can't supply directly to MGM. So we're also talking about how to

aggregate some of the distributors, food distributors, that they use. If we know who they are, we can put the farmers in touch with them. So it could be 12 farms end up benefiting from this. They don't sell directly but they sell through someone else. And so figuring out these kind of -- you know, sort of complicated factors, and it takes a little extra work. And I think, you know, even if the procurement people at the casinos want to do it, they only have so much time. So I think we'll be able to add some value there as well. We've already talked about setting up a farmers' market. I think they did a little one last year. But, you know, we could do this great, you know, local farmers' market right at the casino sites. It would be exciting.

>> MS. GRIFFIN: So I'd really just like to thank the casinos, Encore and MGM's procurement teams for the initial meetings and for embracing this program. We're in the process of setting up a follow-up meeting or next meeting with Plainridge Park Casino as well.

>> COMMISSIONER STEBBINS: And Jill, thank you because I know you have fielded some of these calls from small businesses that were trying to wrestle with an issue whether it was billing or something, and thanks for seeing that this was a bigger issue and maybe confronting a number of small businesses and putting out the RFR. So good work. And you guys have been great to jump in feet first already.

>> MR. BENALI: Thanks for the opportunity. Thank you.

>> CHAIR JUDD-STEIN: Thank you. Thank you so much.

>> COMMISSIONER CAMERON: Thank you. Great work.

>> CHAIR JUDD-STEIN: Thank you.

>> COMMISSIONER O'BRIEN: We're going into --

>> COMMISSIONER CAMERON: Regulations?

>> MS. WELLS: I'll first hand it over to Mr. Grossman, but also the responsible gaming team.

>> CHAIR JUDD-STEIN: Is your mic on? Maybe bring it closer. So we're turning to you first and then you're going to present.

>> MS. WELLS: Correct.

>> MR. GROSSMAN: We have it all planned out. Good afternoon.

>> CHAIR JUDD-STEIN: Yeah. So we're on item number 8. We're now turning to Interim General Counsel Todd Grossman on our regulatory amendments.

>> MR. GROSSMAN: Thank you very much. The first item up for review are proposed amendments to Section 133.04 that pertain to the voluntary self-exclusion list. I want to turn over the substance of the presentation to Teresa and Mark. Before we do that, I just wanted to position this procedurally. This is the first public review. So after the substantive presentation, if you're comfortable with it, we'll ask that you approve moving forward with this and allow us to take this through the promulgation process.

Before we do that, though, I just wanted to note that the draft that you have before you reflects the way the language would look if approved. It does not include the deletions that would come out of the existing language. Those were omitted from here, and they are logically excluded. It wouldn't make sense if that language were included. I can go through that with you if that would be helpful.

The other only point is that there's some language at the bottom of paragraph 6 here that you'll see has already been stricken. That language doesn't exist in the

present regs that was part of a draft. So that was never in. It's really just not going in to begin with, if that makes any sense. But otherwise all the red language you see would reflect the new language to the existing draft.

So with that, why don't I turn it over to Teresa and Mark, and then we can come back to what the language would look like and perhaps what language was omitted, just for clarification.

>> MS. FIORE: Good afternoon, Commissioners. We know from our 2018 evaluation of the voluntary self-exclusion program that we have a very solid program that has shown to be very effective for persons who enroll in that program. That being said, we want to be responsive to any points of confusion or criticisms of the program. So the changes that we are proposing today are a direct response to those. So the first item that you will see in red throughout the regulations would be updating the term exit session to reinstatement session. And what that is is when a person decides that they are ready to come off of the voluntary self-exclusion list, their term would have expired, their predetermined term, would have expired. They're required to go through the session which is held typically with a GameSense adviser, and it's not a determining session but rather a point in which they can review the possible consequences or challenges they may face in returning to gambling and also just to let them know, hey, if you need any additional support, we are here for you.

So that's what goes into the reinstatement session. Now, in this reinstatement process, the petitioner fills out what we call a petition for removal form. That form is sent to me. And because I do not work around the clock, it would take up to a week to officially remove the person from the voluntary self-exclusion program list. So essentially individuals reviewing that is a barrier to come off of the list. My time is up. Now I have to go through this reinstatement session. In addition to that, I have to wait another week before I can return to gambling.

So what we are proposing here is that once they are complete with their reinstatement session, they are given what we call a confirmation of removal receipt, which allows them to return immediately to gaming. We ask that they keep that receipt on them for seven days, allowing me time on the back end to actually update their records. And should they be found on the floor during that time if they were approached by, say, a member of security or a member of IEB, they would have that to say I've gone through this reinstatement session. I am able to game.

So that's just a quick summary of the changes that we are proposing here, and I would love to answer any questions you may have on that, anything around the particular language, I would be able to answer as well as Todd.

>> COMMISSIONER ZUNIGA: So effectively, the language added allows the petitioner to be reinstated as soon as they complete the reinstatement session, and it would effectively work, like, when you get a temporary license?

>> MS. FIORE: Exactly.

>> COMMISSIONER ZUNIGA: That your real license comes in the mail later, but you are effectively with that receipt, if you will, you are already reinstated.

>> MS. FIORE: That's exactly right. So initially in order for that sort of -- the administrative process to be completed, I was actually sending individuals a letter in the mail or via email confirming that they are removed from the list. That is some of the language that has since been deleted from here. So now this receipt serves as that



confirmation for that individual.

>> COMMISSIONER ZUNIGA: And they can complete that reinstatement session right before or soon after the period ends? We're not --

>> MS. FIORE: Yep.

>> COMMISSIONER ZUNIGA: You just have to have completed both steps. It doesn't matter which one first.

>> MS. FIORE: Correct.

>> MR. VANDER LINDEN: That's correct.

>> COMMISSIONER CAMERON: Does the reinstatement session -- I know it's -- there's some paperwork, but it is also a temperature check?

>> MS. FIORE: In terms of whether or not the person is ready to return to gaming?

>> COMMISSIONER CAMERON: Well, I know they have the right to go back immediately, and I certainly respect that, but I just was wondering the actual session, without going into -- I mean, just -- is it not only the technical aspect but also a conversation with the person?

>> MS. FIORE: It's definitely a conversation. So it is a review of resources, should the person feel like they have questions or interested in those, either then or down the line. But ultimately, this decision to either, you know, bar yourself from gaming or your ability to game is up to the person.

>> COMMISSIONER CAMERON: Yes.

>> MS. FIORE: And we want to be as supportive of that as possible.

>> MR. VANDER LINDEN: But -- so I've done a couple of the reinstatement sessions. And in both sessions, it was a conversation. And one in particular stands out that there was some red flags to me that indicated that perhaps this is something you really need to pay attention to. It wasn't -- it wasn't that I would tell them, no, you can't because it's a voluntary self-exclusion program, that's the way it's set up, but it's a good point that you can just reflect back to them that it seems to me like this could become a problem. And something to pay attention to. So I left it at that. That individual came back a couple weeks later and said they wanted to be back on to reenroll in the program.

>> COMMISSIONER ZUNIGA: It's a moment of contemplation, I think, and that's -- frankly, that's part of what the GameSense program strives to do.

>> COMMISSIONER CAMERON: No, I understand, I just didn't know the particular program, how that was handled because it's a little sensitive because obviously they have a right to go back and game.

>> COMMISSIONER ZUNIGA: Right.

>> MR. VANDER LINDEN: Right.

>> COMMISSIONER CAMERON: But you want do -- just if you can, have a conversation as well.

>> MR. VANDER LINDEN: Yeah. So another way to answer it, it's not like as if there's a script to this, but there are key points to talk to during that exit session. And I think that's key. If we cover the key points, that's great. I don't want it to be a script because it doesn't allow for that type of conversation.

>> COMMISSIONER CAMERON: I understand, right.

>> MR. VANDER LINDEN: To necessarily evolve.

>> COMMISSIONER CAMERON: Thank you.

>> CHAIR JUDD-STEIN: And I sought clarification about the seven-day period, if there was ever a notion that it was a cooling-off period. And that was never the intent of it. It was strictly administrative. And then the other clarification -- Teresa, you're so helpful with -- is that anyone who does engage in these conversations is selected as more trained to do that -- it's a subset of our overall advisers, correct?

>> MS. FIORE: No, it is the GameSense advisers. So I think what you are referring to is the gaming agents on site at each of the properties. They have the ability to enroll persons into the program. They do not have the training to go through the removal with them. And that's because it is more of a conversation as opposed to a very black and white enforcement procedure.

>> COMMISSIONER CAMERON: Well, it's always good to be responsive to individuals that the whole program is intended to help. So if they find it to be a barrier, then this regulation clarifies that and minimizes -- minimizes that barrier.

>> COMMISSIONER O'BRIEN: If I could just ask Attorney Grossman. I went through and compared a version that I had in terms of what the deletions were, which seemed to be just since we were switching to designated agent as opposed to Commission and then paperwork. Those seemed to be the deletions. Is there anything beyond removing the reference to the Commission and substituting designated agent or removing the notice being sent by the Commission to the designee? Those two deletions happened. Is there anything more substantive in that than the version that's in front of us compared to the existing?

>> MR. GROSSMAN: Nothing more substantive. It all pertains to who the notice gets sent to and when the person comes off the list, but no. That's pretty much it. It's all in paragraph 6.

>> COMMISSIONER O'BRIEN: Right.

>> MR. GROSSMAN: There's the sentence that comes out that essentially just says that notice may be forwarded to the petitioner by email or first-class mail at their home address. So that's all come out --

>> COMMISSIONER O'BRIEN: That all becomes irrelevant.

>> MR. GROSSMAN: It becomes irrelevant, yeah.

>> COMMISSIONER O'BRIEN: Okay.

>> MR. GROSSMAN: But that's the type of language that came out.

>> COMMISSIONER O'BRIEN: Okay.

>> MR. GROSSMAN: And again, I'd be happy to show everyone the full language after. This is just the first step in the process. So you'll get to see it again, of course. But I can represent to you that there's nothing substantive inconsistent with anything you've heard here.

>> CHAIR JUDD-STEIN: So just to clarify. In other words, where the last word it says self-exclusion in black on number 6, right?

>> MR. GROSSMAN: Oh, right. So that sentence --

>> CHAIR JUDD-STEIN: So after that right now current -- the current reg includes other language that we are not seeing?

>> MR. GROSSMAN: That's right.

>> CHAIR JUDD-STEIN: Oh.

>> MR. GROSSMAN: So that sentence reads, "petitioner shall be deemed to be removed from the voluntary self-exclusion list when the notice is sent by the

Commission or its designee." That's what the existing reg says. So that was -- the end of that sentence was modified to fit in the new language.

>> CHAIR JUDD-STEIN: Right. So just by chance this red line doesn't happen to show that deletion.

>> MR. GROSSMAN: That's right.

>> CHAIR JUDD-STEIN: That was just --

>> MR. GROSSMAN: It was a clerical.

>> COMMISSIONER O'BRIEN: Version 2.

>> CHAIR JUDD-STEIN: Okay, good.

>> MR. GROSSMAN: So the deletions basically were taken out of the draft you have before you. So you don't see the word "exit" where it says "reinstatement." So all the deletions were removed. But the new language is all there.

>> COMMISSIONER O'BRIEN: Right. Okay.

>> COMMISSIONER ZUNIGA: So do we need votes for this?

>> MR. GROSSMAN: That would be great. On the small business impact statement as well as the draft language, please.

>> COMMISSIONER O'BRIEN: Madam Chair, I move -- do you want me to start with small business impact statement? I move the Commission approve the small business impact statement for 205 CMR 133.04, duration of exclusion and removal from the list is included in the Commissioners' packet.

>> COMMISSIONER CAMERON: Second.

>> CHAIR JUDD-STEIN: All those in favor.

[ Vote taken ]

Opposed? 5-0. Thank you.

>> COMMISSIONER O'BRIEN: Madam Chair, I further move the Commission approve the draft version of 205 CMR 133.04, duration of exclusion and removal from the list as included in the Commissioners' packet and authorize staff to take all steps necessary to begin the regulation promulgation process.

>> COMMISSIONER STEBBINS: Second.

>> COMMISSIONER CAMERON: Second.

>> CHAIR JUDD-STEIN: Any discussion? All those in favor?

[ Vote taken ]

Opposed? 5-0. Sorry, I actually am missing the small business impact statement. Okay.

>> MS. WELLS: And Madam Chair, I'll take the lead on the next agenda item. The final draft version of 205 CMR 134.01 and 134.06 regarding the licensing and registration of employees, vendors, junket enterprises, and representatives and labor organization. So just for clarification in your booklet, you have the language for 134.01 and 134.06. At this time we had some proposed language on 134.06 (1) (b) and talking about temporary licenses. At this point we're looking to withdraw that. So really it's quite easy for you today, says just as an overview of what we're doing today. On November 21st, the Commission voted on the versions of 134.01 and 134.06 and several sections of 205 134. And you voted to finalize the regulation promulgation process and to file the final regulations with the Secretary of State's office. So you did all that.

However, there was a filing error, and the changes did not make it into the

published register. As a result, our legal department filed the regulations by emergency, which allowed them to go into effect immediately and remain effective for three months, during which we went through the promulgation process again. Your vote today is on the same regulations that you saw and finalized on November 21st, but we'll just formalize the process and allow us to file the final regulations. So really what you're doing is revoting on what you already voted in the affirmative on November 21st. Is there any questions on that? Make sense?

>> CHAIR JUDD-STEIN: It's just an inadvertent --

>> MS. WELLS: Correct. So there would be the vote on the final regulations, and I believe Mr. Grossman indicated also the small business impact statement. The amended small business impact statement.

>> COMMISSIONER ZUNIGA: And these are all 134.07? .09? All of those that we have in this motion?

>> MS. WELLS: I have it as 134.01 and 134.06 is all that's needed to be done today.

>> COMMISSIONER ZUNIGA: Okay.

>> MR. GROSSMAN: We could probably do b, c and d together. I think that's fine. D -- the only thing I would note on d is that it doesn't have to do with -- I think it's d -- it doesn't have to do with the junkets. It has to do with some licensing issues. Hold on.

>> COMMISSIONER ZUNIGA: I was on the wrong page. It sounds like -- yeah.

>> MR. GROSSMAN: These are all -- well, just to review, these were all part of the filing that you looked at a number of months back and approved. The first two pertain to the junket regulations. The last one I'm just trying to pull up here relates to licensing.

>> COMMISSIONER ZUNIGA: Yep. Custody of the list by junkets. It's junkets. That's b. It's custody of the list. That's c. And licensing regulations.

>> MR. GROSSMAN: Right.

>> COMMISSIONER ZUNIGA: D. They all have the same -- they all fit in the same category, right? We promulgate by emergency.

>> MR. GROSSMAN: B and c, same category. D were licensing regulations.

>> MS. WELLS: But they could all be incorporated?

>> MR. GROSSMAN: You can do them all together.

>> CHAIR JUDD-STEIN: And they can all be under the same business impact?

>> COMMISSIONER CAMERON: We have to do them separately, but we --

>> COMMISSIONER ZUNIGA: We can do them separately. I was just on the wrong page.

>> CHAIR JUDD-STEIN: I don't have a small business impact for 134.01.

>> COMMISSIONER CAMERON: On which one? There's one for each.

>> COMMISSIONER O'BRIEN: So just before -- so it's c is the amended or 134.01 and .06. And then 4d --

>> CHAIR JUDD-STEIN: This is 01 and 06. It's combined.

>> COMMISSIONER O'BRIEN: And then d is at the end, I believe.

>> COMMISSIONER CAMERON: Are we ready for b?

>> COMMISSIONER ZUNIGA: I'll make a motion. I move that the Commission approve the amended small business impact statement for 205 CMR 134.01, key gaming employee licenses -- licensees, sorry. And 205 CMR 134.06, junket enterprises and junket representatives as included in the Commissioners' packet.

>> COMMISSIONER STEBBINS: Second.

>> CHAIR JUDD-STEIN: Any questions? Okay. All those in favor?

[ Vote taken ]

Those opposed? 5-0.

>> COMMISSIONER ZUNIGA: And Madam Chair, I further move 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 O'BRIEN: Second.

>> CHAIR JUDD-STEIN: All those in favor.

[ Vote taken ]

Those opposed? 5-0. Moving on to 8c.

>> COMMISSIONER ZUNIGA: Madam Chair, I move that the Commission approve the amended small business impact statement of 205 CMR 133.05, maintenance and custody of the list as included in the Commissioners' packet.

>> COMMISSIONER STEBBINS: Second.

>> CHAIR JUDD-STEIN: Any questions? All those in favor?

[ Vote taken ]

Opposed? 5-0.

>> COMMISSIONER ZUNIGA: I further move 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 O'BRIEN: Second.

>> CHAIR JUDD-STEIN: Any questions? All those in favor?

[ Vote taken ]

Opposed? 5-0.

>> COMMISSIONER ZUNIGA: And two more motions on the last one which is the same category, right?

>> CHAIR JUDD-STEIN: 8d.

>> COMMISSIONER ZUNIGA: I move 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 representatives and representatives -- I'm sorry, junket enterprises and representatives and labor organizations as included in the Commissioners' packet.

>> COMMISSIONER STEBBINS: Second.

>> CHAIR JUDD-STEIN: Any questions? All those in favor.

[ Vote taken ]

Opposed? 5-0.

>> COMMISSIONER ZUNIGA: And I move 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: Second.

>> CHAIR JUDD-STEIN: Any questions? All those in favor?

[ Vote taken ]

Opposed? 5-0. Good. We took care of that housekeeping. Excellent. Under number 9. Do we have any Commissioner updates for Commissioners to share at this time? Barring none, do I have a motion?

>> COMMISSIONER CAMERON: Motion to adjourn.

>> COMMISSIONER ZUNIGA: I second.

>> CHAIR JUDD-STEIN: All those in favor.

[ Vote taken ]

Opposed?

5-0. Thank you. Thanks, everyone, for your good work today.

[ Concluded at 3:17 P.M. ]