

MASSACHUSETTS GAMING COMMISSION  
MEETING  
MARCH 12, 2020  
10:00 A.M.

CONFIDENTIAL  
ROUGHLY EDITED REALTIME FILE

This file was created in real time by a Certified Realtime Captioner / CART Provider, for the purpose of communication access. It is not a certified legal transcript and may not be entirely verbatim. It is intended for use by the recipient only, as notes of the proceedings.

HRI CART  
Communication Access Realtime Translation  
813.404.2488 (cell/text) [www.HRICART.com](http://www.HRICART.com)

>> CHAIR JUDD-STEIN: Thank you, Austin. Good morning. I'm calling to order public meeting number 291 of the Massachusetts Gaming Commission today held on Thursday, March 12th, 2020, at 10:00 a.m. in our offices here at 101 Federal Street in Boston. Today, consistent with our regular practice, our meeting will be livestreamed. While members of the public are still welcome to attend in person, we have strongly recommended remote attendance. In addition, external meeting participants will today participate remotely via the phone. We're imagining the technology will be all set, and we just invite the public to appreciate a little patience as we connect our external speakers by phone.

In the last several days, we have seen the expanding global and local impact of the coronavirus. I want to commend our internal team here for all the efforts these past weeks assessing and fact gathering to inform our policies and practices under these challenging, changing circumstances. The entire team here at the Gaming Commission has worked collaboratively to ensure we, as public servants, continue to do our jobs in this dynamic environment. We have, of course, emphasized the health and safety is our priority. I thank all of you, the employees, at the Gaming Commission, for taking individual responsibility to practice all recommended hygiene practices, and I appreciate continued vigilance, excuse me.

Our leadership team also has been in regular consultation with our licensees. Other key external stakeholders and, of course, state officials for proper planning and preparedness. You have already learned of practical steps here that you've taken for your individual safety -- I'm sorry, and yes, that includes, as we said, hand washing, surface cleansing, but we also have been working with our licensees to make sure that they, too, are vigilant, and we appreciate Encore Boston Harbor's, MGM Springfield, and Plainridge Park Casino's continued cooperation and transparency.

The format of this meeting is aligned with the Governor's Emergency Declaration at the end of the day on Tuesday that he issued. And the related issuance of the Executive Department Coronavirus Advisory, which you'll learn more of from Interim Executive Director Wells.

As played out in the news hourly, it is clear that our guidance regarding how to address the spread of the coronavirus must be nimble. Indeed, last night we saw our President address the nation to explain new restrictions on European travel, among other items. And in addition, we have heard yesterday that the NBA has suspended its season. Our Interim Executive Director will provide more detailed up-to-date on all of our preparations. However, my message today is that the Commission and its staff stand ready to adapt to changing circumstances as the state and the nation consider how to most effectively deal with the many difficult challenges involving the spread of the coronavirus.

Both staff and the Commission will be prepared to implement further guidance that may be issued at these levels. While we will continue to pay careful attention to any new developments, we want to stress some very important items of advice right now that our public health partners are prioritizing. Public health officials continue to urge a series of precautionary measures as it relates, again, to reducing and preventing the spread internally by exercising increased hygiene and sanitization. We are working closely with our building here to make sure that those efforts are prioritized. Furthermore, the CDC has issued specific guidance about high-risk individuals and large gatherings. Specifically older adults and people who have severe underlying chronic medical conditions like heart or lung disease or diabetes seem to be at higher risk for developing more serious complications from this illness. People who are at higher risk are encouraged to avoid crowds as much as possible.

As I indicated, you will now hear more details from Karen Wells, our Interim Executive Director, who will emphasize that we are staying aligned with the guidance from the Governor, the Department of Public Health, and the CDC. This will be the first time all of us, as a Commission, have been together, and I expect questions. We are looking forward to your report, Interim Executive Director Wells. And in light of that, I ask that we suspend item number 2 on our agenda and that we turn to, instead, item number 3, and then we'll go back to the minutes after the conclusion of your report. Thank you and, again, a big thank-you to all of the MGC team members. You've been working hard not only on this very, very important matter but your day-to-day operations and all of us, I know, have been watching that, and we appreciate all of your vigilance and your diligence and your commitment.

>> MS. WELLS: Thank you. Good morning, Madam Chair and members of the Commission. At this time for the general update, item 3a on the agenda, I'd just like to update the Commission on the Mass. Gaming Commission preparedness issues related to the coronavirus. As such, I'd like to also move item 3d and incorporate that as part of item 3a because that involves part of our preparedness plan.

Just like every other state agency in the Commonwealth, we are monitoring potential impacts of the coronavirus to our operations, and we're coordinating with the subject matter experts at the Department of Public Health as they focus on the health and well-being of the Commonwealth. To keep people informed of the situation as this continues to evolve, we have now mobilized a new webpage, [massgaming.com/COVID-19](https://massgaming.com/COVID-19). I'd like to commend Elaine Driscoll for setting that up so quickly.

Some points that are noted as part of the new webpage, as information related to the coronavirus continues to rapidly evolve, MGC will use the dedicated webpage to

provide Commission-related updates and advisories. So that is an excellent resource not only for our staff but also the public. Also I want to highlight that the MGC is engaged in frequent communications with gaming licensees and state officials to share information, monitor developments, and determine appropriate next steps. This is a collaborative effort.

Individuals are encouraged to routinely review the Department of Public Health and Centers for Disease Control and Prevention websites for regular updates. This website will also be updated as appropriate. So I encourage folks on our staff and the public to routinely check to see if there's any new information posted on the website. Included on that website is the following statement from the Mass. Gaming Commission: The MGC is proactively engaged in frequent discussions with gaming licensees focused on prioritizing the health, safety and well-being of casino guests, employees, and regulators. Like many organizations, we are closely monitoring developments from the CDC and the Massachusetts Department of Public Health, our licensees are employing enhanced sanitation procedures and other precautionary measures while we maintain a constant dialogue with the casinos and other stakeholders sharing collective updates to inform appropriate next steps.

So as to item 3d on the agenda, which I'd like to incorporate, as I discuss some of our preparedness measures. On Tuesday, March 10th, assistant secretary and chief Human Resources officer for the State Human Resources Division issued a coronavirus advisory to executive branch employees. That memo is included in your packet. I am recommending that the Commission formally adopt the precautionary measures outlined by the Governor's office. Included in that guidance is the following: 1, all work-related travel, both foreign and domestic, is to be discontinued until further notice. Staff with outstanding travel commitments or concerns about handling -- pardon me -- canceling scheduled travel should bring such concerns to the attention of their agency head. We also strongly encourage that you avoid any personal international travel. 2, conferences, seminars and other discretionary gatherings, scheduled and hosted by executive branch agencies involving external parties are to be held virtually or canceled. Regular internal business shall continue including but not limited to mandated public hearings and board meetings, meetings organizers are encouraged to utilize alternatives like conference calls, WebEx and other group communication tools.

Additionally, employees should not attend external work-related conferences -- pardon me. So number 3. Additionally, employees should not attend external work-related conferences, seminars or events. Alternatively, employees are encouraged to participate remotely. And number 4, as previously communicated, employees feeling sick with fever or flu symptoms should not come into work. Information available to date regarding COVID-19 indicates that the highest-risk population includes older adults and individuals with serious chronic medical conditions. Employees in this risk group are encouraged to talk with their supervisors to review possible alternative work assignments.

The Governor indicated each of the above measures will be revisited in 30 days or sooner as circumstances dictate. So you have the entire memorandum from Jeff McHugh, assistant secretary and Human Resources officer. So at this time as far as agency operations, my request is that the Commission adopt the Governor's measures

as policy for the Massachusetts Gaming Commission.

>> COMMISSIONER CAMERON: I certainly agree with that recommendation. It's well-thought-out memo. I've had a chance to look, and I would agree with that assessment that we adopt those recommendations.

>> CHAIR JUDD-STEIN: Before we have further action on the motion -- my apologies -- before we have any action on that motion, I want to make sure that there aren't any particular questions on this item for Karen. On the particular motion. Okay? Do we have a second?

>> COMMISSIONER O'BRIEN: Second.

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

[ Vote taken ]

Opposed? 5-0. And thank you.

>> MS. WELLS: Thank you. Now, I also want to advise you that the situation may change in the coming days or weeks and that the Governor may offer further directives or guidance. My recommendation for this agency is that Mass. Gaming Commission staff presumptively follow any additional directives from the Governor and that we remain flexible in setting up further communication and further Commission meetings to address any changing circumstances. That may mean more frequent meetings or meetings utilizing accommodating formats. So just to put it out there for the Commission and then the public, this is a fast-moving and evolving situation. We need to be flexible and nimble in how we deal with it. So there may be additional meetings. We may do some other formats using some technology, but you should be aware. And that my expectation is there may be more directives from the Governor and that we will bring those to you in the public Commission meetings, but until we get to that point, presumptively we would follow along with the Commission. That's my expectation. Unless there's any comment to the contrary. That would be, I think, how we would operate. We would just get the information to the Commission as soon as possible.

>> COMMISSIONER O'BRIEN: I would think so and I would also think that Interim Executive Director Wells would be empowered to do any sort of announcements in that regard pending any necessary Commission meeting between today's date and anything that may come up.

>> CHAIR JUDD-STEIN: I do know it is a priority under the directive that public meetings continue to be held and the board meetings continue to be held. The Governor did address that precisely in his guidance. We will be able to be very nimble in convening. And to that end, we will use all tools available to make sure that we are giving the proper guidance for the entire operations and executive staff.

>> COMMISSIONER O'BRIEN: I'm just envisioning if something happens before the next convening whether something becomes more restrained and we do run into a problem calling a meeting.

>> CHAIR JUDD-STEIN: Well, and again, I think that what I want to assure everyone here is that we are going to be able to work together to convene meetings to assist as a Commission as a public body.

>> COMMISSIONER O'BRIEN: I'm just talking about in other circumstances we've just made sure the Executive Director can sort of do it in the interim to make clarity and then we deal with it when we convene again.

>> COMMISSIONER CAMERON: Yeah, I agree. I think public safety is paramount.

Our employees and those that we regulate, and so following those guidelines will be essential and, of course, we will make ourselves available very quickly, but I do agree that in the interim something comes out at 8:00 at night, our Executive Director has the ability to send an email and advise folks of a new policy or a new recommendation, and then we will follow suit as quickly as possible.

>> COMMISSIONER ZUNIGA: Yeah.

>> MS. WELLS: Is there anything further on that? Any other comments for me? Okay.

At this point I'd like to advise the Commission on MGC operational planning, policy and prevention. The MGC is making any effort to maintain a safe and healthy work environment while closely following guidance issued by federal, state and public health officials. An internal departmental team has been convened and is actively engaged in monitoring the rapidly evolving situation, assessing risk and identifying implementation needs. The team has also been tasked with developing contingency readiness, operational redundancy, and overall preparedness planning. The MGC has instituted a series of precautionary measures including enhanced sanitization. And the MGC has enhanced cleaning and sanitization procedures for the Boston office and the MGC offices and GameSense info centers located at each casino property, including heightened disinfectant protocols for high touch point areas and the increased availability of hand sanitizer and other cleaning supplies.

Travel restrictions. As you just ratified, in keeping with guidance, the guidance provided by the Massachusetts Human Resources Division, HRD, all work-related travel, both foreign and domestic, is discontinued until further notice. Preparedness for increased telework or remote work. The MGC information technology division, ITS, is working to ensure our agency is able to access many, if not all, of its systems remotely. Employees have received updated instructions and training on remote access capabilities including remote collaborative technology. Wellness policy and workers at high risk.

Employees feeling sick with fever or flu symptoms are required to stay home from work. According to the HRD, information indicates that the highest-risk population includes older adults and individuals with serious chronic medical conditions. Employees in this risk group have been encouraged to talk with their supervisors to review possible alternative work assignments to reduce their exposure to others for the chances of being infected.

I'd also like to address public meeting modifications, as you can see from the phone that we have here today. As the situation continues to rapidly evolve, the MGC will make decisions regarding public meetings on a case-by-case basis. The MGC has a well-established livestream system allowing for convenient remote access. External parties will participate remotely by call-in. The Commission continues to maintain a robust online meeting archive that includes convenient access to all meeting materials, transcripts and videos. And in keeping with guidance issued by Governor Baker and declared in the state of emergency, discretionary gatherings that involve external partners are to be held virtually or canceled.

I'd also like to address some casino mitigation and prevention initiatives. Gaming licensees remain in frequent communication with regulators and other government officials sharing updates about precautionary measures, mitigation

planning, and contingency preparations including but not limited to the following. Engagement of independent experts to advise about best practices and strategies during a public health crisis. Enhanced cleaning protocols including additional hand sanitizer dispensing stations in high traffic areas, increased frequency of disinfectant procedures throughout the properties. Enhanced communication to patrons and casino staff about prevention tips and critical health information including that risk for older adults and those with preexisting medical conditions.

Enhanced communication to workforce about health, wellness and sick leave policies. Continued monitoring of the guidance provided by federal, state and public health officials. And I'd also like to reiterate what Chair Judd-Stein had said earlier. This important advisory which we keep reminding you. The CDC has issued specific guidance about high-risk individuals in large gatherings, specifically those older adults and people who have severe underlying chronic medical conditions like heart or lung disease or diabetes. They seem to be at higher risk for developing more serious complications from the COVID-19 illness. People who are at higher risk are encouraged to avoid crowds as much as possible.

The casinos have also taken measures on their own as far as informing the public. Encore Boston Harbor has more information about precautionary measures on their website. If you look at our link on our website, they will link to that Boston Harbor one as well. And MGM also has, as part of their corporate initiative, they have a corporate website with more information.

And to sum up, I'd also like to review some tips and information because it is really important that we all collectively work together and know what the best practices are, and this is the information recommended by the CDC. The best defense against spreading illness -- now, that includes seasonal influenza, the common cold and COVID is to follow simple preventative guidelines as recommended. Wash your hands with soap and water for at least 20 seconds. Use hand sanitizer if soap and water are not available. Avoid close contact with others who are sick. Avoid touching your eyes, nose and mouth. Stay home when you are not feeling well. Cover your mouth and nose with a tissue when you cough or sneeze. Then throw the tissue in the trash. If you don't have a tissue, cough or sneeze into your upper sleeves, not into your hands. And clean and disinfect frequently touched objects and surfaces, phones, computer components, door handles, et cetera.

I recognize that this is a time when our employees and the public are very concerned about these public health developments. I would like to thank our staff for their cooperation, collaboration, and their steady work ethic. We are committed to keeping our staff informed with frequent updates and know that nothing is more important than their health and safety. So that concludes my update for you. I don't know if you have any particular questions for me. And we also have our Ombudsman, John Ziemba, present who has been running point with our preparedness operations for the situation.

>> COMMISSIONER ZUNIGA: Thank you for that update, Karen. Just a point of clarification. When the guidelines says a restriction on the domestic travel, that is, of course, to be understood as interstate, not necessarily within the state?

>> MS. WELLS: Correct.

>> COMMISSIONER ZUNIGA: So our staff continues to be assigned to the

casinos --

>> MS. WELLS: Correct.

>> COMMISSIONER ZUNIGA: -- and they go home and go back.

>> MS. WELLS: So, for example, I could still travel to MGM Springfield to go do something at MGM Springfield.

>> COMMISSIONER ZUNIGA: Right.

>> MS. WELLS: That is not a restriction. Can I travel to Las Vegas for a meeting or conference? Absolutely not.

>> COMMISSIONER ZUNIGA: Mm-hmm. Thank you.

>> CHAIR JUDD-STEIN: Karen, do you want to address some of the practices that are particular to those who are working at our licensees sites?

>> MS. WELLS: So obviously, we have the Boston office here, and then we have three remote sites. And we are equally concerned about all our employees wherever they work. So we have made sure that employees at the sites -- that they have the required tools, for example, the hand sanitizer and the wipes so that they disinfect. And, for example, the gaming agents chief is working with the gaming agents on some revised protocols for what they do to minimize contact and minimize risk because we do have some capability through technology with surveillance operations and cameras and things we can do to minimize contact. So their health and safety is critical to us as an agency. So we will continue to monitor the situation. Also keep them informed and also listen to them and see if they have concerns. I do want to emphasize that anyone who has concerns, if they have an underlying health condition, their age, or they live with someone that may have an underlying health condition, encourage them to talk to a supervisor because we want to be able to help people in this situation. We don't want people feeling anxious or upset or concerned. We want to handle this together as a team. So I just want -- my message to those people is we care about what you're doing. We care about you as a person. And we want to make sure you're taken care of in your position.

>> COMMISSIONER ZUNIGA: You mentioned this briefly, but can you expound a little bit as to whether licensees are taking some enhanced --

>> MS. WELLS: Yes, yes. And we --

>> COMMISSIONER ZUNIGA: Cleaning techniques?

>> MS. WELLS: -- have been having many, many conversations with them on their procedures. I think one of the most critical is that they have engaged these independent experts as advisers for this. I assume everyone expect -- I am not an expert on disease prevention or disease control, so they have brought in experts to advise on what they should be doing. And we are having them follow the expert advice on what needs to be done given their business plan and what their operations are. And that may continue to evolve and change. But the experts are in a better position to understand what they should be doing for public health concerns. They also have their enhanced cleaning protocols. They are informing us of all they're doing as far as their routine cleaning, and they're also talking to their employees and working with their employees about their situation and what they can do as employers, should anyone get sick.

>> CHAIR JUDD-STEIN: And today we will be hearing from two of our licensees in their quarterly report. So you may be able to ask more specific questions.

>> MS. WELLS: Exactly.

>> COMMISSIONER ZUNIGA: Yep.

>> COMMISSIONER CAMERON: (Away from mic) I had a conversation with Captain Connors this morning regarding Massachusetts State Police has their own protocols for dealing with the public, and he's already informed all his Lieutenants of those protocols and procedures for dealing with the public. So I know that those efforts are under way, too. I think we're as prepared as we possibly can be.

>> CHAIR JUDD-STEIN: You may want to just address our GameSense advisers as well.

>> MS. WELLS: Yes. So we have confirmed with the licensees that they are also going to be -- that that space is also going to have that enhanced cleaning protocol. And then the head of the GameSense, Marlene Warner, she is working with them and in connection with the other officials, the state officials, for example, the Governor's office and DPH on what needs to be done. So we're all working collaboratively. I think that's the message here is that, again, none of us is as smart as all of us. So we need to work together with different agencies and with the different operators and different members of our staff to figure out, okay, given the situation we've got here, what are the right steps that we should be taking and ensure we're taking those steps?

>> CHAIR JUDD-STEIN: Before we move on, are there any further questions on this update? We could always turn back to it if you think of something. I would like to take a short break if you don't mind just for clarification of a matter. And then we'll convene to an operational report that we're looking forward to, if you don't mind. If I could have five minutes? Thanks so much.

[ A break was taken at 10:35 a.m. ]

>> CHAIR JUDD-STEIN: Thank you for your patience. We've reconvened a meeting number 291 here at the Gaming Commission, and we are now looking forward to an update from Derek, your team, if you want to introduce everyone, and it's an update on the promotional gaming meter, which is subitem 3b.

>> COMMISSIONER ZUNIGA: So we're skipping the minutes?

>> CHAIR JUDD-STEIN: No, I was going to conclude Karen's entire piece and then we'll turn to the minutes. Thank you.

>> MR. LENNON: Good morning, Madam Chair and Commissioners.

>> COMMISSIONER ZUNIGA: Is that on, the mic?

>> MR. LENNON: It is on.

>> CHAIR JUDD-STEIN: You might want to bring it --

>> MR. LENNON: Rather than hang a Lysol wipe over it.

>> CHAIR JUDD-STEIN: Do you want to just bring it a little closer?

>> MR. LENNON: Better?

>> CHAIR JUDD-STEIN: Thank you.

>> MR. LENNON: All right. I'm joined by Priya Gandotra, Douglas O'Donnell, Bruce Band and Scott Helwig, and we are here to update you on a project we've been working on. In your packet, you have a summary memorandum, a letter of request from MGM Springfield, and a PowerPoint deck from MGC's Gaming Technology Division. In September of 2019, MGM Springfield requested an alternate meter called the cash electronic promotion in-meter, we'll refer to that as CEPI going forward, be used for



promotional play calculations rather than the cashable promotion played meter. Staff of the MGC's investigations and enforcement bureau, the Information and Technology Division, and the Finance Division have reviewed the request to make sure it meets the following requirements. One, per 205 CMR 140.02 paragraph 1, subgraph e, a promotional gaming credit must show, one, it was issued by the gaming licensee as a promotional gaming credit, in accordance with Mass. General Law Chapter 23K, Section 2, and two, it was received as a wager in the gaming licensee's gaming establishment.

Second, we look to make sure it did not cause any harmful impacts to the MGC's central monitoring system. And third, we look to make sure that any change that we would recommend would be implemented in a responsible manner. The reason the request came from MGM is laid out, I think, very well and better than I could ever write it in MGM's letter to the Commission, which is attached to this correspondence. However, for purposes of a presentation, I'll try to simplify it in a quick example.

The IGT advantage system utilized by both MGM Springfield and Encore Boston Harbor requires patrons to insert some of their own money into a slot machine in order to gain access to their free play. So they call this acceding a bet. Once they insert the money, they're refunded their money by the casino. In order for them to turn into free play, you actually have to make another bet. You have to play that second bet, which is different from most other free play systems we see where the second you put your card in, you download your free play credits and you spin, it's a free play.

So we took a look at this, and we said, hmm. The way that they're actually doing the bet doesn't entitle them to the promotional play that our statute and our regulation allows for. So the first thing we said is, now we need to take a look at the cashable electronic promotion in-meter. Does that step it right away? And it does. So that meets our needs. So a big piece of it was just understanding what they were talking about. And Priya and Scott were great at that. They took us out to the machine. They put a bet in. They put \$5 in. They put, on the test time, they showed us what meters actually stepped, what didn't step, and then we actually took it out back and ran it through what would happen on a gross gaming revenue calculation piece. And under the old system, the casino was getting taxed on that free play. Under the new meter, they would not get taxed under it. So it was a strange situation. There was no harm to the patron because the patron was getting reimbursed no matter what. It's just a casino wasn't getting credit for the free play.

So once we kind of realized that, the next thing we did was we turned it over to the IT team, and we said, hey. If we allow the casino to do this, what are the issues? And the IT team came back to us with some three things they really wanted us to make sure the CMS could do. One, make sure that new meter was being captured in our system because it wasn't part of the initial scoping of the project. So are we capturing that in our house system? Second, would that meter ever be used for something in the future? Because each meter has a specific reason. If we allowed people to put debit cards in, if we allowed in the future which we don't do now, would this have a downstream impact?

And the third was how can we develop a plan of implementing this that isn't harmful to our other licensee who is using the ACSC system? So how do we get these new reports and these new fields into our database which is using one report for the

end-of-day meter calculation to get this resolved? If you'd like, we can take a break here and if you want to ask questions of how they did that. I mean, this was a lot of work that they had to go through for fairly simple issue that Bruce, Doug and I had to look at. It doesn't meet our regulation. Then it's how do we make this work? And there's a PowerPoint kind of attached to that where they came back to us with three options. But I can take a break now if you have any specific technology questions, or I can just keep going with the basics and then leave any questions at the end.

>> COMMISSIONER ZUNIGA: I'm thinking of one, and maybe you'll address it collectively later. So was there -- back to PPC with its different system, was that a problem of taxation of the free play?

>> SCOTT HELWIG: No, it wasn't a problem. We made sure on our CMS system that we designed the update so that it would account for the fact that PPC is using a different system. So it can recognize the differences between the meters coming in so that we know if it's an advantage meter, we'll apply this fix so it goes into the right meter. If it's an ACCP, it will just follow normally and it will match up.

>> COMMISSIONER ZUNIGA: That's great going forward. I guess that's what you're working on. But I'm thinking about in the past.

>> MR. LENNON: No.

>> COMMISSIONER ZUNIGA: Was it ever a problem for PPC? I'm wondering.

>> MR. LENNON: It was not because it don't require the patron to cede the bet.

>> COMMISSIONER ZUNIGA: It's different.

>> MR. LENNON: It automatically hits as free play the second they download it on there and if they spin, it automatically steps the free play meter.

>> CHAIR JUDD-STEIN: And what about Encore Boston Harbor?

>> MR. LENNON: They're using a similar version. They basically benefit from MGM's request.

>> CHAIR JUDD-STEIN: That's what I wondered. It would actually apply to Encore Boston Harbor.

>> MR. LENNON: Yes.

>> CHAIR JUDD-STEIN: Have you had conversations with them? Are they anticipating the change?

>> MR. LENNON: We have. We've had it with their casino accounting team, and I think Bruce has had it with the slots team.

>> MR. BAND: Yes.

>> COMMISSIONER ZUNIGA: So I read the memo and the letter which I think is well articulated. Let me see if I got it -- the bottom line was are we effectively now by moving to this CEPI recognizing all of the free play that the patron might be given up front wherever they go and spend it?

>> MR. LENNON: Not what they're given up front. Just what they play at that machine.

>> COMMISSIONER ZUNIGA: At that machine.

>> MR. LENNON: Yep, yep.

>> COMMISSIONER ZUNIGA: And so when they get a balance on their ticket out, for example, that may still contain the free play?

>> MR. LENNON: It will go back to their player card, basically.

>> COMMISSIONER ZUNIGA: Okay. And that also is registered, if they change to

another machine, that will be also registered in this new meter?

>> MR. LENNON: Correct.

>> COMMISSIONER ZUNIGA: The meter.

>> MR. LENNON: Correct. The same way ACSC works right now. You download your free play on there, when you pull your card, it comes back off and whatever's remaining you can move to the next machine with.

>> COMMISSIONER ZUNIGA: Okay.

>> MR. LENNON: That was one of the options we actually looked at, though, turning the free play into tickets so it would just go down and then come off on a ticket. But if you lost that ticket versus a player card, it's just -- it was kind -- so I -- it's very simplified here, but the things that the IT team with MGM, with IGT on our central management system and our technology division went through was very, very deep. You know, they came up with three recommendations to us.

>> CHAIR JUDD-STEIN: I think it would be helpful if Scott -- and I don't know if you need Priya, too, besides Scott, but Priya's right behind you -- if they went through the technical differences between the options. I know you're recommending a particular option, but I like that you've set forth three options. So if you want to go through it in a way that we can attempt to understand.

>> MR. LENNON: Sure.

>> MR. HELWIG: Yeah, no. And I can keep it very high level.

>> CHAIR JUDD-STEIN: Thank you.

>> MR. HELWIG: You're welcome. Absolutely. So in option 1, we had looked at actually making the change on the host of our system that does a lot of the calculations and such for us. But we found that to be a little time-consuming and a little expensive. So option 2 that was presented, we decided to just make the change in the meters assignment. So whenever the meters would come in, the system would, at the site, would actually do the work to change the meter from where it came from originally to the new location so that when it comes onto the host, the calculations would match up, and the meters would fall where they're supposed to. And that one was the most effective and one that we knew we could implement in a short time line.

And then the third option we gave is to basically do nothing and tell MGM, hey, sorry, the promo at Encore, it's kind of gone away. We knew that was one that wasn't effective for everybody and not a little fair to everybody. We put it in there but we really didn't talk too much about it.

>> COMMISSIONER ZUNIGA: Because the net effect of that option 3 would be the taxation of the free play, which is not what's intended in the statute or the regulation.

>> MR. HELWIG: Right. Correct.

>> MR. LENNON: Correct. And just for one other piece, the reason we really felt comfortable with number 2 is, it's already being done. We're turning one meter and dropping it into the same meter that basically the ACSC is dropping it into. And now it's just saying instead of directing this meter over there, direct that meter over there. So we know it works. It's something that we kind of feel comfortable with the technology that's already going versus putting a whole new field into a table onto a billing system that we're not even -- have never tested in the past. We'd have to run it through GLI's lab.

>> MR. HELWIG: Correct.

>> MR. LENNON: It would take a hash change. It would take a lot more -- and even then, we don't really have an experienced environment to test it on where we know this other process works.

>> MR. HELWIG: Correct.

>> COMMISSIONER ZUNIGA: So it's fair to say that it's not going to cost us anything with the CMS modifications?

>> MR. HELWIG: Correct.

>> COMMISSIONER ZUNIGA: You know, any new reporting or new tables that we now have to --

>> MR. LENNON: No, because it's just coding on the MTSC, multiterminal site controllers, which are basically you've got six of those for every property. You get up to 300 or 500? 300 per bank?

>> CHAIR JUDD-STEIN: Scott -- go ahead.

>> COMMISSIONER CAMERON: So I think it's fair to say that you're very comfortable with this option, that it meets our needs, or else you wouldn't be recommending to us that we approve this request.

>> MR. HELWIG: That's correct.

>> CHAIR JUDD-STEIN: And I just need one clarification because I'm assuming the same. But number one, the genesis of number one, was that the original recommendation out of it?

>> MR. HELWIG: No, that was just one that we thought of.

>> CHAIR JUDD-STEIN: You thought of. And then decided it was complicated and more expensive. Number 2 -- and you're not giving up anything.

>> MR. HELWIG: No.

>> CHAIR JUDD-STEIN: In terms of effectiveness because of cost.

>> MR. HELWIG: Correct. This will not affect any performance issues on our house system.

>> MR. LENNON: If you're building a system from scratch, number 1 is ideal because there's no conversion. You're just putting it straight through.

>> CHAIR JUDD-STEIN: Thank you.

>> MR. LENNON: But we already have a CAN system. It's easier to just do the conversion.

>> CHAIR JUDD-STEIN: That's really helpful, Derek. Thank you.

>> COMMISSIONER ZUNIGA: So I'm wondering, this could be a discussion for a little later. But if the licensees are due a credit back on the effective tax that we have taxed them for all the free play --

>> MR. O'DONNELL: Currently, as you know, the CEP is not calculating correctly. That's why we want to put the CEPI in. And it has cost the licensees additional tax revenue. So for MGM, in 2018, in tax revenue, it was \$34,000 that they paid in addition to us. 2019 was \$128,000 in year-to-date 2000 was \$7500.

>> COMMISSIONER ZUNIGA: It's all from the beginning.

>> MR. O'DONNELL: Yeah. And Encore Boston Harbor, 2019, was \$103,000, and year-to-date was \$16,000. So, I mean, they're aware of it. And that is why the discussions have gone on, and we want to make this change.

>> MR. LENNON: So I don't want to -- I'm sure they're going to request it, but this was also the system that they approved and implemented here. So, you know, there's

a good case -- I would be requesting if I were in their seats, but there's also a case for the Commonwealth to say, well, it was a system that you recommended.

>> CHAIR JUDD-STEIN: And it sounds as though that would be something that would come before us at another time.

>> MR. LENNON: And we would give a full analysis.

>> CHAIR JUDD-STEIN: And we would have a full analysis. But I think you've raised a fair point. The good news is that this has come to our attention, and there's corrective action. And in terms of the time line for that corrective action?

>> MR. HELWIG: After -- after today, we'll start to work with the IGT staff that runs -- that helps run our CMS to come up with a time line and an implementation plan that's effective for everybody.

>> CHAIR JUDD-STEIN: Right. And maybe the words corrective action aren't really precise. It's requested action, and it will address what looks like an issue that they've noted and they've asked for some relief. With a vote today, you're looking for that today?

>> MR. LENNON: So no vote. This is just an update. This is --

>> CHAIR JUDD-STEIN: You don't need any formal action for you to proceed.

>> MR. LENNON: Nope. Nope. Just an update. And the other piece is, the plan that we do intend on rolling out is a very slow and deliberate one. We'll start off with hopefully one MGSC at a time.

>> MR. HELWIG: Correct.

>> MR. LENNON: At the facilities and hope that over, you know, a week to two weeks, we'll have all of the machines switched over to reporting the correct way. This is one, in a precautionary manner in case there's anything we didn't anticipate that happens, we can switch it back after one bank, basically, or one terminal hits. And the second piece is there are going to be a lot of accounting corrections because you're substituting one meter for a completely other one. So you have to snap both of them and then go back and do manual adjustments on our side to do the gross gaming calculation. So it's going to tax both our accounting team as well as our IT team.

>> MR. HELWIG: Mm-hmm. Correct.

>> CHAIR JUDD-STEIN: Any questions?

>> COMMISSIONER ZUNIGA: No. I think -- I'm, you know, very impressed with your handling of all the technological aspects, which I can only begin to understand conceptually. But I know that we have a complicated -- complex -- not complicated -- a complex, sophisticated system -- systems that operate with our CMS, and I'm glad this was brought to the attention and we're able to cooperate and be comfortable with what they're requesting. So I'm comfortable as well.

>> MR. LENNON: I just want to point out one thing before any other questions. Once again, I get to sit up here and do the presentation and the talking, but the majority of the work was all these four individuals and their teams. A lot of work goes into it to, one, go out and investigate these issues, come back and report on them. And then find a solution. Because the easiest thing would have been just number 3, hey, this is what you guys asked for. We approved your system. But to actually understand the request, see what was going on from the licensees' point of view, make sure the patrons aren't getting impacted in a negative manner with any changes, I have to give a lot of credit to the collaboration and work over here.

>> COMMISSIONER CAMERON: Agreed. That's really apparent, how well the team worked together and came up with a workable solution. Good work.

>> CHAIR JUDD-STEIN: And what's unique is that this is really cross-departmental. And so we credit that collaboration. We have finance. We've got our gaming floor expert, Bruce Band there, and, of course, our wonderful IT team. So it shows a great presentation for us, Karen, to see what's going on on a daily basis and operationally.

>> COMMISSIONER CAMERON: Great work. Thank you.

>> CHAIR JUDD-STEIN: Thanks.

>> COMMISSIONER ZUNIGA: Thank you.

>> CHAIR JUDD-STEIN: Thank you very much. Moving on to item now 3c, Interim Executive Director Wells.

>> MS. WELLS: Thank you, Madam Chair. So the next item on the agenda is an update for the use of casino employee dining rooms. We have been working on this with the casinos so that individuals who work at the casinos, in particular the gaming agents and the state police, have the ability to buy at-cost meals at the employee dining rooms. I am personally very much in favor of this change to the policy because it recognizes that it's very difficult sometimes to work a 24/7 operation. And sometimes, for example, state police may have to work overtime or work a shift and they don't have food. And you don't really want them leaving the property at 3:00 in the morning to go look for food. A, they might not be able to find something. And B, it's not a good use of your time. And C, it may not be the safest thing to have our employees off looking for open restaurants or open places where they can get something to eat at off hours. So my recommendation is that the Commission adopt the new policy which gives some flexibility. It also, given that it requires that the individuals who work -- they pay for their food. So I think it does cover the ethics issue of, you know, getting gifts or anything as a result of their employment at the Gaming Commission or the state police assigned to the property. But I think it's really important to recognize that these individuals who work at a 24/7 operation have a different circumstance than we do, and it may be more difficult, and we just have to acknowledge that what they're doing and make their jobs as easy as possible and as simple as getting something to eat for dinner or for lunch or for breakfast.

>> COMMISSIONER CAMERON: Have we spoken with licensees about --

>> MS. WELLS: Yes.

>> COMMISSIONER CAMERON: -- implementing such a policy? And they have a way of doing this --

>> MS. WELLS: Right.

>> COMMISSIONER CAMERON: -- so that people realize -- I think this was always a bigger perception issue.

>> MS. WELLS: Correct.

>> COMMISSIONER CAMERON: Than just making sure that there's no benefit and that they are paying for their meals. And that's been worked out.

>> MS. WELLS: Yes. And I will commend Executive Director Bedrosian had been working on this with the licensees for quite some time. So I just want to bring that to fruition. We will work out the fine details on, you know, the payment and all that. But it was a little complicated to make sure that there was a fairway to be charged at fair market value and not get some additional benefit. So that worked out.

>> COMMISSIONER CAMERON: Yeah. In practice, I certainly agree, having worked those kinds of shifts, I know that that is always a difficult situation. So, yeah. I would agree as long as a system is in place so that everyone on both ends understand and abide by the policy.

>> MS. WELLS: I agree.

>> COMMISSIONER O'BRIEN: I would agree, having been at Encore right before the opening and witness firsthand how much of an effort it was to just keep enough food and drink there to keep everybody going and on the floor. I think this strikes an appropriate balance in terms of ethics, safety and just efficacy of making sure people can get what they need to do their job. I think it's appropriate.

>> COMMISSIONER ZUNIGA: Same here. I'm all in favor for this -- on this. Just a clarification. Employees can also go elsewhere to the normal -- not just the employee dining room but all the other outlets if they so choose?

>> MS. WELLS: Yes. And Mr. Grossman, the legal team reviewed that. The issue is the at-cost so that they basically don't get an enhanced benefit.

>> COMMISSIONER ZUNIGA: Don't have a benefit of the discount for the meal.

>> CHAIR JUDD-STEIN: But they may go to the other restaurants even if there's a cafeteria present?

>> MS. WELLS: Correct, right?

>> MR. GROSSMAN: Yeah. We -- the enhanced code of ethics allows employees to purchase food at those type of establishments at the posted menu prices to ensure that there's no gift, no unwarranted privilege, anything of that nature. This wasn't addressed in the enhanced code, and that's the reason for this particular policy.

>> CHAIR JUDD-STEIN: That's an interesting clarification. Go right ahead.

>> COMMISSIONER CAMERON: Well, I suspect they'll be availing themselves of the cafeteria due to the costs out at these facilities.

>> COMMISSIONER ZUNIGA: Some. Yep.

>> COMMISSIONER CAMERON: Well, you know, maybe it's Dunkin' Donuts, right?

>> COMMISSIONER ZUNIGA: Yep. Yep. Slice may not be the same as Red 8.

>> COMMISSIONER CAMERON: I think at Plainville, they have a very limited in-house dining option, correct?

>> MS. WELLS: Plainville does not have one.

>> COMMISSIONER CAMERON: They have a cafeteria with machines that you could purchase something from a machine. But that's what I'm saying, very limited.

>> COMMISSIONER ZUNIGA: Yep.

>> CHAIR JUDD-STEIN: So to be clear, under the enhanced code of ethics current version, any employee can go to any dining establishment and pay cost currently under the current law. I think there may have been some hint of discouragement from -- on that because of the perception issue that Commissioner Cameron just raised. So we're hearing that, again, as a reminder under the current ethics -- enhanced code of ethics under -- it's really a regulation of sorts, they may go to those. This clarifies that for where there is a cafeteria, we have two facilities that have an employee cafeteria, they may now go and receive the -- not the benefit of the employee discount, or they may receive that?

>> COMMISSIONER ZUNIGA: Not the benefit.

>> CHAIR JUDD-STEIN: Not the benefit.

>> MR. GROSSMAN: No.

>> CHAIR JUDD-STEIN: But they may avail themselves of the cafeteria at cost. Somehow the cafeteria was not included under the code of ethics.

>> MR. GROSSMAN: That's right. The issue with the cafeteria is that -- there may not be posted menu prices. The prices would be highly subsidized or the meals may be offered for free.

>> CHAIR JUDD-STEIN: For free, right.

>> MR. GROSSMAN: We couldn't allow any of that. So that's why it wasn't covered in the enhanced code. But in a situation like this, if we can ensure that our employees are paying fair market value and not gaining any benefit, that the employees at the casino would get, then it wouldn't violate any of the state conflict of interest laws or our rules against receiving gifts. By way of background, we were advised that these would essentially be the same prices that some of their vendors would pay when they come in in the back of the house to eat in their cafeterias. We actually have documentation from MGM and Encore as to the market prices and the situation.

>> CHAIR JUDD-STEIN: Okay. Go ahead.

>> COMMISSIONER CAMERON: Could you refresh my memory? Didn't our original policy say that you could purchase an item but then not sit in the restaurant and consume that item?

>> MR. GROSSMAN: So our initial policy didn't address this at all. What we did -- now, this is dating back a year or two when the Commission amended the enhanced code, you'll recall, which said you could actually purchase food at these outlets at posted menu prices provided that you're mindful of the appearance of this so that you can buy it, but you really shouldn't sit there and eat it or certainly go into a restaurant and, you know, take a table and, you know, that whole thing. But that if you take it back to our office or what have you and you paid for it, then that's okay.

>> CHAIR JUDD-STEIN: So this is why there is some confusion. I did understand that there was a perception issue, and that's why people, our gaming agents, might choose not to avail themselves of buying anything at the restaurants, and that's why we were concerned about them going off premises at 3:00 in the morning. Now, maybe some of the restaurants are closed and there aren't as many choices at that hour. But what we're hearing today is that if they buy at market value at any of the restaurants on site and they bring their meals back to dedicated space for the Gaming Commission, we don't have concerns about an appearance issue. Is that fair?

>> COMMISSIONER ZUNIGA: Yep.

>> CHAIR JUDD-STEIN: So they have those choices. And then they now will have the option for the two cafeterias to have a price list and be able to pay fair market value.

>> MR. GROSSMAN: That's right. And as Ms. Wells pointed out, I think the devil will be in the details. We'll have to work out, as Commissioner Cameron also mentioned, how this will actually work and what the process will be and all of that. But in principle, obviously, the Commission has to be comfortable with that.

>> CHAIR JUDD-STEIN: Well, and then the next question I would have is do we want to also encourage our employees to take the food from the cafeteria to the MGC premises on site?

>> COMMISSIONER O'BRIEN: I don't think you have quite the appearance issue. I think both of the dining halls are back of house.



>> CHAIR JUDD-STEIN: Well, I've heard that there might be an appearance issue, but I'm not sure I would agree it's an appearance issue to have the regulators sitting with employees. So do we need to discuss that now? The reason why I'm drilling down a little bit is that there seems to be a lack of clarity for our folks out there. And I think today is a good day to just give, you know, very clear guidance as to what we feel is really a true risk of abuse of our position. That's what we're looking at here. What is the risk of the abuse of our position, and appearances could create that risk. And so we're assessing really what the risk is and giving guidance so that they don't feel uncomfortable for making a purchase or they are directed to make a purchase elsewhere. So Bruce? Commissioner Stebbins, do you have some thoughts on this that you've seen over the years when you visited the various sites?

>> COMMISSIONER STEBBINS: Yeah. It's -- you know, first of all, I'm in favor of the policy. I think, you know, it is addressing a certain situation, right? We're really thinking about our overnight folks, folks working a shift where they can't run out and grab something if that was an option, I certainly agree that is better to have our team on site as opposed to offsite. You know, I feel comfortable if we gave some direction at this point as we kind of roll this out as we're incorporating this in, giving the employees the option to encourage them to go back to our space. You know, again, I think the original idea was we didn't want to have a gaming employee sitting at Chandler's having a nice steak dinner, eating it there because it did -- it could raise appearance issues. I would just say for now for the kind of initial start-up period, obviously the food options are available, but, you know, encourage staff to take it back to, you know, the conference room space or our dedicated space, you know, just to be cautious.

>> COMMISSIONER ZUNIGA: From the cafeteria?

>> COMMISSIONER STEBBINS: From the cafeteria.

>> COMMISSIONER ZUNIGA: The employee dining room? I'm less concerned with that appearance. I think, you know, it might actually defeat a little bit of the purpose of trying to be efficient with the time. I know it's not the same as having to go off premises. But I think you know, people have to exercise judgment as to the situation in which -- how they interact with other employees, and that's true not just -- that has been true already for how we interact with the people that we regulate. So I'm comfortable about the policy as it states and also offering the guidance that simply exercise judgment, but from my perspective, it's fine to eat it there because those facilities are available.

>> COMMISSIONER STEBBINS: Are you making a distinction between the employee dining room --

>> COMMISSIONER ZUNIGA: Yes.

>> COMMISSIONER STEBBINS: -- and say at PPC, they go to Dunkin' Donuts and get something, not eating in the public eye.

>> COMMISSIONER ZUNIGA: Yes. The distinction -- and I want to be clear, yes, the appearance in the public about a steak dinner at Chandler's is very different from what we're talking about. The enhanced code of ethics continues to have that guidance, in my opinion, should as to, you know, purchasing food on those outlets that are open to the public.

>> COMMISSIONER O'BRIEN: I would say that in terms of the rollout, one of the other things to reinforce in addition to the enhanced code of ethics and the public versus

the back of house is just being mindful of what you talk about, you know. It's like being in a courthouse and chatting in the elevator about a case and you really shouldn't do it. So the only added risk, I think, in behavior in terms of back of house cafeteria is while it may be more -- you know, less formal and you may not be there with the public, please remember, these are not your employees. These are not your coworkers and just be mindful of what you're talking about. So part of the rollout probably is just the reinforcement of behaviors in that regard.

>> COMMISSIONER ZUNIGA: I agree. That's my point about judgment.

>> COMMISSIONER O'BRIEN: Right.

>> COMMISSIONER ZUNIGA: Exercising.

>> COMMISSIONER CAMERON: The team contemplated this, Director Wells?

>> MS. WELLS: Well, the language in the proposal is that MGC employees will be permitted to eat their meal in the licensee's employee cafeteria or dining room space. So the way we'd set it up, they were permitted to get it and eat it there. If you want it different, we want to agree --

>> COMMISSIONER CAMERON: Was there any concern about that when this was --

>> MS. WELLS: Well, I think the thinking at the time was that it was the back of the house, and there's not that public perception that people are getting free food from the casinos and therefore were extra compromised.

>> CHAIR JUDD-STEIN: I guess was there any discussion around the regulator sitting with the employees? Was there discussion about that?

>> MS. WELLS: I don't -- I don't know.

>> MR. GROSSMAN: We did talk about that. But, you know, we were drawing a line between people sitting out in the public where everyone can see and maybe wonder whether they paid for it or not and a more controlled environment where perhaps everyone would know that employees and employees of the gaming Commission pay a certain rate or what have you. It seemed to be less of a risk and less of an appearance issue, and that's why we suggested that it's okay that there's no appearance or less of an appearance issue. But ultimately, as you've identified, it is, of course, up to the Commission to decide what your comfort level is. I don't think it's a legal matter at that point. It's really a matter of judgment and what the appearance is.

>> CHAIR JUDD-STEIN: Do you want to add a line to the policy around that where the exercise of judgment, or do you want to just have it be in the rollout?

>> COMMISSIONER O'BRIEN: No, because the overall enhanced code encourages people in terms if there was any appearance of impropriety to take it back to your own space. So in terms of the rollout saying you can do this, it's fine. However, if you are in a circumstance even there that you're encouraged to sort of take it back. But that, to me, I'm not so sure I'd codify it in this language so much as just in the rollout reiterate it.

>> COMMISSIONER STEBBINS: I think you raise a good point. I think it just kind of mirrors the practice that our employees engage in every day, right? They understand the relationship as a regulator with a regulatee, but, you know, they're mindful of the conversations that they have, whether it's on the gaming floor or elsewhere. You know, just to reinforce that sensitivity, again, if they're going to be in and around, you know, our licensee's employees, that they remain sensitive to it. They're sensitive to it already. It's just kind of reaffirming that if they're going to be, you

know, using the employee dining room or any back-of-house space.

>> MR. GROSSMAN: Absolutely. And I would just point out, as you know, we have our annual ethics training, and this is an issue that comes up every year, and we are always sure to address this matter, and oftentimes we've got a lot of questions about what you can and can't do. But we can maybe even beef up that section of the training a little more this year with the addition of this policy and maybe even circulate this policy officewise so everyone's aware that it's now part of the personnel manual, anticipating what your vote may be here, and just point that out.

>> CHAIR JUDD-STEIN: Commissioner Cameron?

>> COMMISSIONER CAMERON: Yeah, I guess I would be -- of course, rolling through my head are all the incidents I know about in the past where folks have gotten themselves in trouble in public restaurants. So I would just -- yeah. If we roll it out in a way that people are reminded about their responsibilities, that they are, you know, they have oversight for those folks that are sharing that dining facility, I think that would be an important piece and that we're expecting them to behave professionally. And if we find there are instances where they don't, we could revisit this.

>> CHAIR JUDD-STEIN: So in this instance, we are asked to adopt this formally through a vote. I think I would just add, I had been very eager to see this policy adopted because I do think it's essential for us to ensure fair and safe access to food. And that's the priority. With respect to the perceptions of where we dine, I do recognize that our employees are in the public setting in all forms and fashions and not just when they're eating. And so we do expect all of our employees to exercise that professionalism. And so to the extent it's helpful to give that guidance perhaps even in the rollout language, I'm comfortable with the way that the policy is written here.

>> MS. WELLS: All right. I can take care of that.

>> COMMISSIONER ZUNIGA: So, Madam Chair, I would move that to amend the Commission's personnel manual to include the MGC employee and Gaming Enforcement Unit casino dining policy as discussed here today and as included in the Commissioners' packet subject to any grammatical or immaterial changes.

>> COMMISSIONER O'BRIEN: Second.

>> CHAIR JUDD-STEIN: Any further discussion? Just a big thank-you for the work.

>> COMMISSIONER ZUNIGA: Thank you.

>> CHAIR JUDD-STEIN: Trupti and Carrie and Todd and Karen, thank you. All those in favor.

[ Vote taken ]

Opposed? 5-0. Thank you. So --

>> MS. WELLS: That concludes Section 3.

>> CHAIR JUDD-STEIN: Thank you very much. So as I mentioned at the beginning of the meeting, we'll go back to item number 2, and that's Commissioner Stebbins on the approval of the minutes, please.

>> COMMISSIONER STEBBINS: Sure, Madam Chair. In your packet, we have the meeting minutes from the February 27th, 2020, meeting out in Springfield. I'd move the approval of the minutes, as always, subject to correction for any typographical errors or any other nonmaterial matters.

>> COMMISSIONER ZUNIGA: Second.

>> CHAIR JUDD-STEIN: Before we adopt, any edits? Questions? Comments?

Excellent. All those in favor.

[ Vote taken ]

Opposed? 5-0. Thank you, Shara. Excellent job.

Moving on to item number 4, Ombudsman Ziemba. Welcome.

>> MR. ZIEMBA: Welcome. Good morning, Chair and Commissioners. On the agenda today are the quarterly reports for the fourth quarter of 2019 ending on December 31st, 2019, for Plainridge Park and Encore Boston Harbor. Although the focus of the reports will be on the fourth quarter activities, as mentioned by the Chair, we have asked each of them to provide some information on their coronavirus preparations. So why don't we dial them up. Up first, we ask Plainridge Park to present its quarterly report. Representing Plainridge Park for their quarterly report will be Dana Fortney, Vice President of Finance, Mike Mueller, Vice President of Operations, Kathy Lucas, Vice President of Human Resources, and Lisa McKinney, Compliance Manager. So I just wanted to go over a little bit of what we did to try to ensure that this goes as smoothly as possible. What we said is that we would, before making the phone call, we would call them up to make sure that they were there, aware, that they knew that once they answered the phone, that they would be live, that they should be in a quiet room, and that they should indicate -- excuse me. Welcome, Plainridge Park.

>> Thank you.

>> MR. ZIEMBA: Great. So I was just going over some of the measures that we took to ensure that this goes as smoothly as possible. Thank you for being there and taking the call. So with that, let me turn it over to Plainridge Park to begin its presentation.

>> CHAIR JUDD-STEIN: Before we start, just a good morning to all of you, and thank you for -- thank you for -- we're still working on mechanics here -- just thank you for your remote participation. I tried to imagine what it would feel like today. I guess it is truly phoning a friend. So we appreciate your providing this remotely and appreciate that, again, the report was done in timely fashion given this very critical time. We know that you folks have been very busy addressing the coronavirus. But you are also making sure to fulfill the statutory obligations under 20K to report to us today. So thank you.

>> DANA FORTNEY: This is Dana Fortney. Thank you, Madam Chair. We're happy to be here today, and we appreciate being permitted to present remotely. Before we begin with our quarterly presentation, I would like to introduce Greg DeMarco, he is our Director of Security and Risk. He's going to provide a short statement on our initiatives relating to COVID-19.

>> GREG DeMARCO: Hello, Greg DeMarco, Director of Security. Madam Chair and Commissioners, Plainridge Park Casino is committed to providing a safe and clean environment to our guests and team members. In relations to COVID-19 virus, we continue to closely monitor information from our local public health as well as the Center for Disease Control. Currently the casino and public areas are cleaned on an increased cleaning rotation. We have ensured that all team members are following safe sanitation protocols as well as frequent hand washing. In addition, the following items have been implemented for further guest safety. Increased fresh air circulation, more frequent public restrooms cleaning rotations, additional sanitation stations,

increased sanitation of door handles and gaming devices, increased communication awareness training at the property, continued awareness amongst the team members regarding cleanliness and sanitation, for example, hand washing. Sanitation of menus after each guest use in all our food and beverage venues. Additional carpet cleaning. More frequent cleaning of elevator buttons. Added communication on our property website and social media. These communication provide leads and references to Mass department Of Health and CDC. We continue to share best practices with our sister properties as well with our fellow licensees. We are committed to working with the public health agencies, and we'll adjust our efforts as necessary. With that, I am turning back the presentation to Dana Fortney, VP of Finance.

>> DANA FORTNEY: Thank you, Greg. This is Dana again. Before we move on to the presentation, I wanted to give a moment to see if anyone had any questions. No? Okay. Moving straight into page 2 of our presentation. This morning, as we mentioned, I have Mike Mueller, VP of Operations as well as Kathy Lucas, VP of Human Resources.

So to page 3, gaming revenue and taxes. We have a lot of information on this slide, so I'll draw your eyes to the second row. For the fourth quarter of 2019, Plainridge generated over \$32 million in slot revenue and taxes paid came in just under \$16 million. The year-over-year decline in revenue of \$8 million for the fourth quarter is driven by continued impacts of Encore Boston Harbor. As we've mentioned, the property anticipated that at opening and the decline in revenues does not change our operation.

Slide 3 is lottery sales. Looking at the second-to-last row of the table, lottery sales came in at \$794,000 for the fourth quarter of 2019. Similar to slot revenue, lottery sales were down year over year by \$74,000 or 8.5%. We anticipate this trend to continue with changes in gaming revenue. However, we are very pleased with the results from 2019.

Slide 4 is our spend by state for the fourth quarter. In-state spend was \$962,000 or 53%, down slightly from the third quarter but in line with 2019 as a whole. The remaining spend for the quarter split amongst on the right. Overall qualified spend was up \$260,000 from Q3 to Q4 which impacted our percentages. The change in qualified spend is due to the timing of our capital-related projects of which we had two large projects that were paid in the fourth quarter.

Slide 5 is our spend by state for the year of 2019. In-state spend was \$3.44 million or 53%, down from 2018 total in-state spend of \$5.07 million or 74%. The variance is applicable to the change of our primary food provider from Sysco which is now included in the New Hampshire spend. Overall qualified spend decreased by 5.2%.

The next slide is our willful spend for the fourth quarter. In-state versus local spend shows a slight decrease from the third quarter of 23,000. However, in line with the second quarter spend of \$77,000. The third quarter held some one-time expenses relating to our transition of our loyalty program which we were able to utilize a vendor from Mansfield for some of that work.

Slide 7 is our local spend for all of 2019. Annual local spend came in at 9% or \$322,000. A couple of great stories to highlight on this slide. In 2018, we partnered with Bristol Construction out of Wrentham. They've completed multiple projects such

as the renovation of our concession stand out on the apron and the construction of a shed at the horse trailer entrance. Also to highlight is graphics out of Mansfield who has also been a great partner since opening, doing a large amount of our banners and indoor signage.

I will now pass the presentation over to Mike Mueller.

>> CHAIR JUDD-STEIN: Any questions on these slides so far before we transition? Bruce?

>> COMMISSIONER STEBBINS: I'm sorry.

>> CHAIR JUDD-STEIN: Commissioner Stebbins?

>> COMMISSIONER STEBBINS: A quick one, Dana. What was your overall local spending in 2018?

>> DANA FORTNEY: Let me grab that number for you. It was around the \$700,000 mark. It included multiple large projects that were one-time projects in that year, like I mentioned, the reroofing of our barns for racing as well as a capital project of our statement room where we added some solar power shades and a few other items.

>> COMMISSIONER STEBBINS: All right. Thank you.

>> CHAIR JUDD-STEIN: Any other questions for Dana right now? Thank you, Dana. We'll come back to you if we have additional questions. Thank you.

>> DANA FORTNEY: You're welcome.

>> MR. MUELLER: This is Mike Mueller, Vice President of Operations. Moving on to the next slide, we will look at vendor diversity. For Q4, we met our diversity spend goal of 21%. While we missed slightly in the WBE and MBE categories for the quarter, we exceeded our goal in veteran spend. For WBE, we had seven partners that had yet to complete her registration under the new definitions. Since this had not been completed as of the end of Q4, we could not attribute any of those spends to our Q4 numbers, thereby leaving us short of our goal. However, we are actively working with these companies to ensure their certifications for Q1.

Moving to the next slide.

>> COMMISSIONER O'BRIEN: Can I just -- I'm sorry, can I just stop you for a minute? This is Commissioner O'Brien.

>> MR. MUELLER: Yes.

>> COMMISSIONER O'BRIEN: If those vendors were WBE certified, what would the percentage be?

>> MR. MUELLER: Right now I don't have the exact number. I can get that for you from our procurement person.

>> COMMISSIONER O'BRIEN: Okay. Thank you.

>> MR. MUELLER: For year-to-date 2019, we exceeded our goals in every category with WBE coming in at 16% on a goal of 12%. MBE came in at 7% on a goal of 6%. And veteran was at 5% on a goal of 3. For a total diversity spend of 28% on a goal of 21 for 2019.

>> COMMISSIONER STEBBINS: I would just take a moment and congratulate you, Mike, and Ely and the whole team for surpassing your goals in 2019.

>> MR. MUELLER: Thank you. We appreciate it.

>> CHAIR JUDD-STEIN: And this is Chair Judd-Stein. I also echo that. I do want to return to the earlier slide, though, because if the explanation is certifications, I understand, but I cannot remember, and I did not have the chance to look back at the

slide from the third quarter. Is the trend that we see for the fourth quarter, is it a trend, or do you think that the results for the fourth quarter are an anomaly? Because it looks like we might be trending down.

>> MR. MUELLER: No. We feel that where we get these companies to certify, then we'll be able to utilize those spends and it will come back into these categories.

>> CHAIR JUDD-STEIN: And that's across the board for all three categories?

>> MR. MUELLER: Maybe just the WBE and the MBE.

>> CHAIR JUDD-STEIN: Okay. I know we're doing well with the VBE. Thank you.

>> MR. MUELLER: Yes.

>> CHAIR JUDD-STEIN: We'll look forward to the next quarter report. And if you -- I'm assuming that you are getting help from the proper state offices for the certification process?

>> MR. MUELLER: Yes.

>> CHAIR JUDD-STEIN: Okay. And, of course, we have internally Director Jill Griffin who could be of assistance as well.

>> MR. MUELLER: Thank you.

>> CHAIR JUDD-STEIN: Thank you.

>> MR. MUELLER: Moving on to the next slide. So looking at a new diverse spend slide where we have shown some decreases in Q4 as compared to Q3 of 2019. As you can see from the bottom line, our qualified spend increased over a quarter million from Q3 to Q4 mainly due to some capital projects that were completed in Q4. For WBE, we saw our total spend drop to \$239,770 or 17.4%. Again, true to the definitions that we just discussed on the previous slide. For MBE we also saw a drop in the quarter of \$48,664. In the past we previously accepted any state's MBE certifications, but now under the new definitions, we only accept those recognized by the Greater New England Minority Supplier Development Council or by the Supplier Diversity Office. Again, not being able to accept those spends that fell outside of this new definition has led to the decline in the MBE category and as stated earlier, we're still working with these MBE companies to obtain their proper certifications for Q1.

Next slide is compliance. Looking at compliance in three months of Q4, we had 13,963 ID checks. Of those ID checks, we had a total of 373 patrons that were prevented from entering. Of those 373, 18 were minors and 77 were underage and the remaining 278 had either an expired ID, an invalid ID or no ID. We did have one minor that gained access to the floor for a total of 6 minutes and 48 seconds in October, and they did not game.

Next slide.

>> COMMISSIONER CAMERON: Again, this is Commissioner Cameron. Those numbers are always strong with your property. So I really do commend you for the work you do here. You know, given that 6 minutes and 48 seconds for the one minor, so really good work and, you know, good by the whole team to keep those numbers so low, or usually we have zero, so that's very good work.

>> CHAIR JUDD-STEIN: And I'm turning to Commissioner Cameron and Commissioner O'Brien for your expertise, but with respect to the presentation of expired or invalid IDs, do you think that the number decreasing is because the word is getting out or --

>> COMMISSIONER CAMERON: I suspect it's two things. Yes, I do think young

people will test a property, and the word will get around. Hey, we got in. You can get in. But I also think, in particular with this property, they do a very good job at really -- their enforcement efforts they're checking, they're really just vigilant with this particular issue, and it demonstrates, so quarter after quarter in their numbers. You know, also, the location. I mean, many more colleges in the Boston area and the Springfield area are much bigger properties, so we understand that as well. But I know that they put a great effort here, and it pays off.

>> MR. MUELLER: We do appreciate that. Thank you. Moving on to the next slide. I want to touch on some marketing events that we had in Q4. Some of our highlights included an Arabian company Knights-themed New Year's Eve event for our guests and a Patriots Day event. We also worked with the MGC, the lottery, the Massachusetts council on compulsive gambling and the Massachusetts partnership on responsible gaming to provide gifts to needy children for the holidays that benefited the Toys for Tots organization. Actually, I missed a slide. I apologize.

We're going to go to local community. That's what's up there right now. In Q4, we continued to support our local community through a donation to the Doug Flutie Jr. Foundation for Autism, and we donated school supplies to the North Attleborough YMCA. We also held a community blood drive for the American Red Cross at our facility, and finally we made monetary donations to Lenore's Pantry and to the Town of Mansfield.

Now to the final slide of marketing. In addition to the things that I just touched on, we also had NESN's Dining Playbook on property for local hosts Billy and Jenny at Flutie's and Slack's for their television show.

>> COMMISSIONER CAMERON: I happen to really like that show.

>> MR. MUELLER: Any further questions?

>> CHAIR JUDD-STEIN: Any questions or comments for this presentation, on these last two slides or on the earlier slides?

>> MR. MUELLER: Okay. With that, I'm going to pass it over to Kathy Lucas to finish up.

>> MS. LUCAS: Good morning, everyone. So we're going to reference the employment slides. All employees referenced in this slide were current as of Q4 2019. During the quarter, we had 485 team members employed. We exceeded our diversity goal of 15% in Q4 at 26%. We used our referral program along with this. We're attending -- actually, the job fairs that we were attending, the MassHire fair (Indiscernible) has been canceled as of this morning. We're going to look for the postponement date. So we will be attending those when we get the new dates.

We exceeded our veterans goal of 2% in Q4, 2019, at 5%. We held a veterans job fair on property, and we also offered the applicants quick processing and lunch who attended that job fair. We had five candidates come through. And of those five, we hired one. We are attending the Greater Boston Veterans Job Fair on March 26th at Gillette Stadium. We remain steady with our women's goal of 50% in Q4, 2019, at 48%. We're focused on attracting women by partnering with organizations like women's link where we hosted a networking luncheon for 60 women at the property. We also partnered with alpha kappa alpha providing them sponsorship for their job fair which had 2800 members and was also open to the community attracting an additional 500 people. We are consistent with our recruiting for our local goal of 35% in Q4 at



32%. This includes Attleboro, Foxboro, Mansfield, North Attleborough, Plainville, and Resdin.

We'll go to the next slide. This is the first time we're reporting out this information to the group. I would tell you our focus on developing women at the supervisor level and above for women leading at 10 and external recruitment is incredibly important because we'd like to see the 39% increase. If you go to the next slide, I'll share some of the things that we're working on for that.

In Q4, Women Leading at Penn, focus was on navigating the workforce. We focused on effective coaches and using the Penn Gaming model, we helped our managers set expectations with their team members, focused on how to coach effectively and then provide encouraged or corrective behavior. When we talk about redirecting behavior, we gave these managers the opportunity to discover why people would go wrong, identify some of the challenges, help them change and encourage better behaviors. For Women Leading at Penn, in 2018, we had 16 participants. In 2019, we had 14 participants. In 2019, eight of our participants were promoted or are in more complex roles at PPC. In 2019, we also had two of our participants transfer within the Penn organization. For 2020, we are currently recruiting and we have invited 17 team members to participate in the program along with sponsors Dana, Michelle and I. Our focus for 2019 will be on performance manager, helping our women leaders with managing their team through effective coaching, mentoring and positive intent with their team.

>> COMMISSIONER CAMERON: Kathy, can I stop --

>> MS. LUCAS: That concludes my report. Any questions?

>> COMMISSIONER CAMERON: Yes, this is Commissioner Cameron. I know that this program started under your predecessor. I love this program. I did get a chance to speak to a lot of the young women. And the most impressive thing I heard was these young women -- and this was the first year of the program, by the way -- say, I couldn't see myself as a supervisor. And because of this program, I can now see myself, and I know that I can do it. I know I can reach that next level. And so that was really an important message that they were receiving and the encouragement to strive to take a new position and to get yourself prepared to be successful in that new position. So I just want to commend you and your team for this program. And I'm sure you can see that the results are there.

>> MS. LUCAS: Absolutely. Absolutely. And as we look at the programs for 2020, our introduction to new members have been well received. So while we have a couple of folks that are continuing with us, we're excited that we have new team members that are joining us for development.

>> COMMISSIONER CAMERON: And they can obviously look at you and see that it's possible to, you know, achieve at the highest levels and to continue focusing on moving up in their careers. So really good work. Thanks.

>> MS. LUCAS: Thank you.

>> COMMISSIONER STEBBINS: Kathy -- I'm sorry. Kathy, this is Commissioner Stebbins. Just to echo the congrats and the success on Women Leading at Penn. I did note under your all employees slide previously, it's changed a little bit since the last quarter. You guys used to provide a breakout of number of full-time -- number of employees and broken it out by full and part-time. Of the 485, do you have a breakout

of what full-time and part-time numbers were?

>> MS. LUCAS: I can provide that to you along with the information that we have to provide from a previous slide. We got the slide changed, so we didn't update that number, but we do definitely have that information for you.

>> COMMISSIONER STEBBINS: Okay. I usually look -- I did not have a chance to do it this morning -- but how many current openings do you guys have posted?

>> MS. LUCAS: Yeah. I want to say we probably have about 22 posted positions. And of that maybe about 15% might be in the supervisory or above category.

>> COMMISSIONER STEBBINS: Okay. And one last question, Kathy. I know you mentioned some recruitment and job fairs being postponed. I know there's an active effort down in the Foxboro Wrentham, Plainville area to try to recruit folks who are using commuter rail with the extended service down to Foxboro, there might be an opportunity to increase some of your job recruitment in the Greater Boston area and maybe catch people on reverse commute. Are you aware of those efforts? And if you are, do you have any updates as to how that effort's going?

>> MS. LUCAS: Yeah, absolutely. My team has been working with a small core group of folks that are working on the reverse program. We've attended two conference calls and then one of our team members attended an in-person meeting, I want to say earlier in February. So it's a work in progress. We're excited. If it allows us to open our candidate pool to a group of people that normally would not look at us. I guess I would say one of the biggest barriers is that most of the candidates that would be looking for the reverse commute program are looking at manager level and above. So that would provide a smaller subscale of roles and opportunities, but we're still excited to have it as a pipeline for candidates.

>> COMMISSIONER STEBBINS: Okay. And we're excited by the fact that, you know, you -- Town of Plainville, Wrentham and Foxboro continue to work together in some regional strategies around workforce development and tourism. So I appreciate that update, Kathy. Thank you.

>> MS. LUCAS: Absolutely.

>> MR. MUELLER: This is Mike Mueller again. I do have one update to Commissioner O'Brien's question on our Q4 diversity spend earlier. We were able to pull some data. And if we were able to utilize our affiliates that were not certified, if we were able to use that money, the WBE spend for the quarter would have been 12%, which would have met our goal. And the MBE spend would have been 7%, which would have exceeded our goal.

>> COMMISSIONER O'BRIEN: Well, I say thank you for the numbers and I also applaud you for how quickly you were able to pull it together. I appreciate it.

>> MR. MUELLER: Well, thanks. That's one of the benefits of being here at the property.

[ Laughter ]

>> COMMISSIONER STEBBINS: And thank you.

>> COMMISSIONER O'BRIEN: Good point.

>> CHAIR JUDD-STEIN: Thank you. And it clarifies my question, too. It sounds as if it truly isn't a trend. We appreciate your getting right back.

>> MR. MUELLER: No problem. Thank you.

>> MR. ZIEMBA: Great. I think that concludes Plainridge Park's report. We thank you very much for participating in our new format for today. Thank you very much.

>> DANA FORTNEY: Thank you.

>> MR. MUELLER: Thank you all.

>> COMMISSIONER STEBBINS: Thank you.

>> CHAIR JUDD-STEIN: We're going to take just -- while we're getting folks on the line, we'll take a five-minute break. No, Maryann, you can get them on the line, but we'll take a five-minute break during that time.

>> MR. ZIEMBA: Great.

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

[ A break was taken at 11:51 a.m. ]

>> CHAIR JUDD-STEIN: We're -- all set, Austin? Thank you. We're reconvening our public meeting number 291 back on Ombudsman Ziemba.

>> MR. ZIEMBA: Chair and Commissioners, we next turn to the quarterly report for Encore Boston Harbor. Here with us today telephonically is Jacqui Krum, Senior Vice President and General Counsel for Encore Boston Harbor. Welcome, Jacqui.

>> CHAIR JUDD-STEIN: Jacqui, before you begin, this is Chair Judd-Stein, I just want to thank you and the entire team at Encore Boston Harbor for meeting with us in this virtual fashion. You know, your flexibility and cooperation means a great deal. We also want to respect the fact that we know that you have been very, very busy dealing with the coronavirus, and you've also fulfilled the operational obligations that your team has to report to us quarterly. And despite all the challenges that are going around, and we just want to express your gratitude. So thank you.

>> JACOB: Thank you, Madam Chair, and good morning -- almost good afternoon, Commissioners.

>> All: Good afternoon. Good morning.

>> MS. KRUM: Just like you are, refer closely monitoring developments of COVID-19, the recommendations from both CDC and MPH. In addition, we've engaged outside consultant Dr. Rebecca Katz from Georgetown University Medical Center. Dr. Katz is advising us on best practices. Communication is obviously paramount, and we are in constant communication with our employees to reinforce our sanitation safety, sanitization safety procedures in both guest-facing and back-of-house areas. We are sanitizing high-traffic public areas at an increased frequency. Some of the things that we have implemented recently are hand sanitizers are located throughout the public and back-of-house locations. They are refilled and checked regularly. All public touch points such as handrails, elevator buttons, telephones, faucets, door handles and knobs are cleaned multiple times throughout the day. We are also cleaning surfaces such as the front desk, restaurant counters and dining tables.

The casino gaming floor slot machines are wiped and surfaces are cleaned on an hourly basis throughout the day. All of our gaming supplies, chips, dice, cards are cleaned, refreshed or discarded on an ongoing basis throughout each day. In addition to these measures, we've also established some special precautionary measures. For example, we have started to take the temperature of guests who are exhibiting signs of illness, coughing, sneezing, sweating, et cetera. With their permission, we are discreetly taking their temperatures and asking guests with a temperature of 100

degrees or higher to leave our property and we encourage them to seek medical attention for further screening or treatment.

Our food and beverage operation will continue to hold itself to the highest standards of hygiene and food-handling practices. We employ an in-house director of health and food safety who works closely with the City of Everett health inspector to ensure these standards are upheld during this time. All departments have implemented hand washing or sanitizing procedures to take place multiple times during each employee's shift. All Encore Boston Harbor employees are prohibited from reporting to work with a respiratory illness that can be transmitted to others.

Employees ensured by the company have access to healthcare -- who have access to healthcare, many of whom also have access to a 24-hour telemedicine provider. Finally, we've established a website, [encoreBostoninfo.com](http://encoreBostoninfo.com) to provide updated information to both our employees as well as our guests in a timely manner.

Do you have any questions about any of those procedures?

>> COMMISSIONER STEBBINS: Jacqui, this is Commissioner Stebbins. On your new website, are you informing guests that if, for any reasons, they're susceptible or experience an illness that you can tell them off the website where I'm sure you have other information for patrons, please don't come?

>> MS. KRUM: We're constantly revising our website. I don't believe that's up on our website currently, but that is something that we're considering and revising our website to reflect as we get new information.

>> COMMISSIONER STEBBINS: Okay. Thank you.

>> MS. KRUM: So moving on to the quarterly report. Gaming revenue, taxes and lottery sales. On our gaming revenue, you can see that there is month-over-month growth. For October we were at a total of 11.4. In November, 11.8. Sorry, this is on the Massachusetts state taxes. And December was 13.5. So increasing growth month over month.

Moving on to lottery sales. We had \$257,000 in October. \$207,000 in November. And \$236,000 in December for a total of \$701,000 over the last quarter. We're continuing to monitor the results to determine if changes should be implemented.

On compliance, on the first slide, the minors prevented from gaming. During the month of October, we intercepted and prevented 15 minors from gaming. November, 17. And in December, 9 for a total of 41. And while I realize that this is the fourth quarter report, just a sneak peek into February, we had 0 minors on the gaming floor.

>> COMMISSIONER CAMERON: Good work.

>> MS. KRUM: Thank you. Our team is working hard at it. So you had asked us previously to break down how many minors were intercepted at slot machines, tables consuming alcohol, number of IDs not checked that resulted in the gaming floor and number of fake IDs provided. So those statistics are presented on the next slide. One of the things that we're very much focused on is that fourth category, the number of IDs that are not checked because that is obviously something that's completely within our control. So we're trying very hard to push that number down.

>> CHAIR JUDD-STEIN: Jacqui, to that point -- this is Chair Judd-Stein -- are you providing targeted training? How are you going to address that?

>> MS. KRUM: Yes. Yes. So we constantly provide training to the security team, encouraging them to check IDs and to run IDs even if there is a sort that somebody

might be on a threshold. We also have implemented enhanced procedures for checking fake IDs. So that number may increase, but we see that as actually a positive. Because we'll be catching more.

And then on the minors intercepted at tables, you can see that that number went down in December. We did see an increase in the minors intercepted at slot machines, so we've increased the patrol on slot machine areas. And we think the minor intercepted gaming at tables decreased as a result of some of the training now our dealers are checking more frequently as well.

Moving on to operating spend. So what we did here was we provided our third and fourth quarter and broke those down and then also our total 2019 spend. I would -- obviously, this is only half a year because we opened June 23rd. So, you know, this isn't reflective of an entire year, but I think we are proud of our goals. We exceeded the spend -- our annual goals in both the minority business and the veterans business. We do still have some work to do with the women's business enterprises where we'd like to get that 10% up to our goal or exceed our goal of 14%.

Moving on to the next slide, which is our operating spend at a local level. Again, this only reflects six months. And one of the things that we thought might be valuable the next round is to let you know what we did preopening even though that's not a requirement of this report because we obviously purchased a lot of supplies preopening that are not reflected in these total spends and these annual amounts.

Of our total fourth quarter spend, \$16.5 million or 58% of our spend was attributable to businesses in Massachusetts. And we're continuing to look at opportunities to grow this.

On employment, we have a total of 4,421 employees. That's the current figure as of March 6th. And the breakdown between full-time and part-time is 75% to 25%. And on the next slide, the diversity of the employees. We have goals of 40% for minorities which we've exceeded at 54%, 3% for veterans, which we've met, and 50% for women, which we are continuing to work on, which is currently at 43%. Local --

>> COMMISSIONER CAMERON: Jacqui, this is Commissioner Cameron. Can I stop you there? When you say you continue to work on it, do you have an example of efforts to improve in that area?

>> MS. KRUM: Yes. So what we're doing right now is, as we go through applications, we have current job openings, we're looking -- we're looking more closely at the women who have applied for those jobs. We're also sending our recruitment teams to continue -- we're asking our recruitment teams to continue partnering with some of the local organizations that have been very helpful in terms of feeding women to us in the recruiting channels.

>> COMMISSIONER CAMERON: Okay. Thank you.

>> COMMISSIONER STEBBINS: Jacqui, this is Commissioner Stebbins. Just a quick follow-up question as it relates to the bartenders that were in transition. Has everybody's situation been resolved?

>> MS. KRUM: Everybody's situation has been resolved.

>> COMMISSIONER STEBBINS: Thank you.

>> MS. KRUM: Yeah. On the local hire, we had a goal of 75%, and we are at 87%. Moving forward to supervisors and above. So we broke it out not just our employees but one of the things that we're very focused on is making sure that we have

representation at the higher levels of the company, employees as well as the general population. So, again, there we had a goal of 40% for minority, and we're at 52. Our veterans, we have a goal of 3%, and we're at 5%. Women, we're at -- your goal is 50%, and we're at 40%. We've got a 10% deficit on that which we're striving to make up.

>> COMMISSIONER CAMERON: Excellent job with minorities in supervisory positions.

>> MS. KRUM: Thank you. Moving on to marketing and entertainment updates. These are some examples of the public promotions that we had in October and November and December. We continued to have an extremely robust schedule of promotions. We're continuing into the new year, we've had -- we've sort of changed it up a little bit. And we're finding that we're able to bring in a ton of people in our promotional days. There are people lined up around the casino to pick up a copper pot.

So moving into the marketing and entertainment updates. We've had a few of events over the fourth quarter. We had the B-52s who performed at our Halloween Bash. And we would a sold-out performance of Straight No Chaser in December. On our New Year's Eve party, it was an invited event. It was an incredible event. I think people really are looking forward to coming back for 2021.

On the next slide, we wanted to show you our brand-new food truck that has been set up on the casino floor. The food truck has been a huge success. A lot of our patrons really like the pricing and the offerings, and they can get in and out of eating fairly quickly. So that's right in the middle of our slot banks. And really has done very well.

As previously discussed, we rolled out a new tiered card program. So now we have differences which match the market. We found this has been hugely successful in promoting our card program.

On community impact --

>> CHAIR JUDD-STEIN: Jacqui, before we continue.

>> MS. KRUM: Sure.

>> CHAIR JUDD-STEIN: You mentioned the copper pot. And that actually was a very strategic decision to do the free offerings. History dictates that that can catch the attention of our guests. Besides a copper pot, is there another prize that was a winner?

>> MS. KRUM: The cars are always a great promotion. People love coming for those. That was fun. And, yeah, the toaster ovens were a huge hit, too.

>> COMMISSIONER ZUNIGA: I was going to mention that. I was at the casino when they were giving away toaster ovens. And it's remarkable. Every other person had one or two.

>> MS. KRUM: Yep.

>> COMMISSIONER ZUNIGA: They were holding it for whomever else was not there, and it was really something to see, just the amount of people at 11:00 a.m., you know, with a toaster oven.

>> MS. KRUM: Yeah. And when we ran out of the toaster ovens, it was quite disappointing to a lot of people.

>> CHAIR JUDD-STEIN: Well, we appreciate all the strategies, and I also

appreciated the nice coverage that the food truck got in the media.

>> MS. KRUM: And we have another food truck that just arrived. We're going to be rolling that one out soon as well.

>> COMMISSIONER CAMERON: Is the food of choice for that second truck?

>> MS. KRUM: That's the secret so far.

>> COMMISSIONER CAMERON: Okay.

>> CHAIR JUDD-STEIN: Stay tuned, Commissioner Cameron.

>> COMMISSIONER CAMERON: To be announced. Okay. Very good. Thank you.

>> CHAIR JUDD-STEIN: Great. Thank you for that.

>> MS. KRUM: Sure. And on the community impact update, we continue to promote volunteerism, and our employees did a fantastic job in the fourth quarter. We did Citython 5K. We did another promotion which was Pie in the Sky where we cooked and delivered pies. Then we did a Thanksgiving meal preparation. And one of the biggest events that we had -- and if you move forward to the packed 83,000 meals for local food banks, this was an event we did on December 3rd. And we did this in conjunction with our properties in Las Vegas as well as Macaw. It was an event called Feed the Funnel. It was a great event. We all ran about wrapping up packages for 83,000 meals for local food banks.

In December, we did a big toy donation. And the last slide just features some of the highlights from 2019, which was 6,625 community service hours, which exceeded our goal for Encore Boston Harbor, particularly given that we were in an opening period. We had 83 volunteer events in communities. We gave actually over \$2.5 million to local charitable organizations, and we partnered with 133 local nonprofit organizations.

>> COMMISSIONER STEBBINS: Jacqui, this is Commissioner Stebbins. Tell me a little bit more about -- when you say you're partnering with 133 nonprofit organizations, what does that involvement include, if you can give me an example?

>> MS. KRUM: So this includes funding. Some of it we help them with their events. Some of them we've given them space in the hotel to host events. Others we've given to silent auctions that a particular charity may be doing, and some of them are volunteer events. So we've done a lot of on-property volunteer events so people can stop by on their lunch break, you know, do a volunteer event for an hour, whether it's writing cards to our military personnel or putting together packages to deliver to local hospitals. So those are the kinds of events that we've done and partnerships.

>> COMMISSIONER STEBBINS: Okay. Thank you.

>> COMMISSIONER O'BRIEN: Jacqui, this is Commissioner O'Brien. If I could take you back to the compliance area, the minors on the gaming floor.

>> MS. KRUM: Sure.

>> COMMISSIONER O'BRIEN: First I have a request going forward with the quarterlies. If you could break down 18 to 21 compared to under the age of 18 when you're talking about your stats, that would be helpful.

>> MS. KRUM: Sure.

>> COMMISSIONER O'BRIEN: And then talk to me about the three-hour, five-minute episode.

>> MS. KRUM: So that episode -- I'm just trying to -- hold on one second, I'll get back to that slide. Let me get you information about that episode in particular.

>> COMMISSIONER O'BRIEN: Okay. I'm assuming that's why your average is so long, is that that might have skewed for this quarter?

>> MS. KRUM: Exactly. Exactly. So I'll figure out that particular one, and I'll -- we can have that report to our following report if you'd like. We can also provide it to you in the interim.

>> COMMISSIONER O'BRIEN: Okay. Thank you.

>> CHAIR JUDD-STEIN: Any further questions for Jacqui? Excellent. Commissioner Zuniga?

>> COMMISSIONER ZUNIGA: No. Looks great.

>> COMMISSIONER CAMERON: Thank you. Good luck with all your efforts on behalf of all your mitigation efforts.

>> MS. KRUM: Thank you. And thank you for your guidance and to John Ziemba and the entire team. They have been really useful in terms of getting all the licensees together to share best practices. You know, we've learned a lot, and it's been a valuable asset.

>> CHAIR JUDD-STEIN: And we appreciate all the cooperation from you and your fellow licensees here in Massachusetts. So thank you. And we expect that that will be a continued collaboration on a regular cadence, so thank you.

>> MS. KRUM: Thank you.

>> CHAIR JUDD-STEIN: All set.

>> MR. ZIEMBA: Thank you, Commissioners. That concludes the report.

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

>> COMMISSIONER CAMERON: Thank you. Useful.

>> CHAIR JUDD-STEIN: Very, very helpful. Moving on now to item number 5. There's Teresa. On responsible gaming and the GameSense reports. Teresa Fiore. Thank you.

>> COMMISSIONER ZUNIGA: Teresa, do we know if people are dialing in from GameSense? No.

>> MS. FIORE: They are not dialing in. They are certainly watching, though. And Mark should be down in a minute. So I can get started. Okay. So today we are going to be providing the quarterly report similar to what was presented at the MGM Springfield meeting for the GameSense at that property. So these reports cover both Encore Boston Harbor and Plainridge Park Casino. And I encourage any questions throughout but also any feedback because it will help us to create a template for future presentations like this. Like I've said in the past, we collect tons and tons of data, and I'm always trying to figure out how to trim it down. So don't be shy in what you ask for.

So these presentations are organized around our logic model. And within that logic model, which is essentially a roadmap for a program, it's something which a lot of public health programs use to guide their work. There are three primary outputs as we see them, to reduce gambling-related harm, to promote positive play, and to have an RG-enabled casino workforce. So while we have activities that support those different outputs, they are very much intertwined. So you'll see in the presentation, we provide data which supports those three pillars.

I'll take the magic moments and then I'll give you --

>> MR. VANDER LINDEN: Yeah, that sounds great.

>> MS. FIORE: Another thing that is new to this presentation are what we call magic



moments, and that's denoted by a little magic wand, so you'll see that throughout our PowerPoint. And the reason we included those was because we obviously anticipated to have our awesome GameSense advisers here, and those are the points at which they're going to incorporate those really meaningful anecdotes to really contextualize and color this data for us.

So we will be not delivering those today but are excited for the GameSense advisers in the future to come in and provide those. So with that, I will hand it off to Mark who will be presenting on the Encore Boston Harbor GameSense team.

>> MR. VANDER LINDEN: Good afternoon, Commissioners.

>> All: Good afternoon.

>> MR. VANDER LINDEN: I wanted to just also give a quick update on GameSense operations and their response to the coronavirus. Teresa and I have been in very close contact multiple times a day this week regarding program changes that they need to make. The mass council on compulsive gambling operates the GameSense information center, has largely followed the same direction that the Commission is giving to our staff. They have made clear that if staff feel that they are at risk for one reason or another, that they would find alternative work environment for them. This is going to have an impact on operations at at least two of the sites. So GameSense operations at Encore largely will not be affected. However, they may divert staff to Plainridge Park Casino and MGM. Plainridge Park Casino is expected to reduce the number of hours that they are able to provide the GameSense services. As you know, by contract, they're providing GameSense services 16 hours a day, 7 days a week. We're looking at adjusting that schedule, and we're working closely with Marlene Warner, Chelsea Turner at the Council to make sure that we can extend at least the more peak periods at Plainridge Park Casino.

They will also be reducing, if not eliminating, many of the problem gambling awareness month activities that they had planned both out in the community as well as back at the house. Similarly, at MGM, at this point it appears that they will be able to cover the number of hours that they're contracted to do. However, they will be reducing or eliminating problem gambling awareness month activities back of the house with the casino employees. This is all subject to change. We have a standing meeting at this point. I think we're going to talk to them again this afternoon just to get an update both from their end of what they're seeing from their staff and concerns they have as well as any updates that we can provide from the Commission.

So is there any questions about that?

>> COMMISSIONER CAMERON: And, of course, your team -- you're communicating effectively with them so they understand safety protocols and the team feels like they're getting enough good information?

>> MR. VANDER LINDEN: Yeah. I believe -- I believe so. Chelsea Turner, who is their Director of Responsible Gaming, has made a point of making sure she has contact with each one of the GameSense advisers at each of the properties in addition to making sure that she's in very close communication throughout the day with the GameSense supervisors at each of the sites. We do appreciate the increased cleaning protocol at each of the properties and extending that into the GameSense Information Centers. As you know, the GameSense advisers are very patron-facing. And so we want to be -- they are providing a valuable service, and we want to be as cautious as we

can and responsive to the coronavirus.

So Teresa walked you through the kind of the logic model. And there are three impacts that we're hoping from our logic model. One is the RG-enabled casino workforce. One is reducing gambling-related harm, and the third is promoting positive play. Yeah, I need to advance through that. As we go through each of these presentations, we're going to touch on each one of those. Those are three goals, positive play, reduced gambling-related harm, and casino -- or RG-enabled casino workforce.

At Encore Boston Harbor -- do you have the slide clicker? Okay. All right. So at Encore Boston Harbor, we have ten GameSense advisors covering 16 hours a day. Right now it is -- that team is led by Linh Ho and Ray Fluette who are the GameSense supervisors. The team speaks four languages, English, Cantonese, Mandarin and Spanish. They bring a wealth of experience with them to the casino and as well as not only in working with the patrons, working with the casino employees and thinking about how can we improve the program that we have.

So, again, going back to the three impacts that we are striving for, the RG-enabled casino workforce, the GameSense advisers, while they're very frontward facing towards and working with casino patrons, they also recognize the value of working with the casinos. The GameSense advisers provided 12 casino staff trainings during the month as well as 3 gaming agent trainings per month. They've done one voluntary self-exclusion designated agent training, which means that they're training others to be able to enroll persons into the voluntary self-exclusion program.

Reducing gambling-related harm. This is second. So GameSense advisers -- this is taking a look at six months' worth of data moving forward, we will be looking at quarterly updates to the data. But on average, GameSense advisers have over 16,000, almost 17,000 simple interactions per month. That results in addition 1,750 intensive interactions per month. So those are one-on-one communications with patrons at the casino regarding responsible gaming, regarding problem gambling. They also average 16 voluntary self-exclusions per month. This is average. We've actually seen a significant uptick in the number of voluntary self-exclusions that GameSense advisers at Encore -- I believe actually at all three properties -- but specifically at Encore are doing on a monthly basis. We're looking at extending our community outreach efforts, during -- in the next year as we've reprocurd the GameSense program overall. We're looking at ways that we can extend the GameSense program out into the community with many of the GameSense lessons and educational teachings, recognizing that it's important for our GameSense advisers to be there in the casino, but these are also important skills and information that can be delivered out in the community.

So promoting positive play. So positive play is really about providing information to players so that they don't move down that continuum towards at-risk and problem gambling. So what are the characteristics of players that are able to gamble for recreation and as a form of entertainment? So when I said our GameSense advisers bring an enormous skill and talent, to understanding casino games and thinking about ways that we can communicate this with patrons, they are largely responsible for coming up with many of the educational activities that help players understand the myths, conceptions and mathematics behind gambling, many of which I simply couldn't

sit here and explain to you myself.

They also are working on a new tool, an augmented reality tool. I mentioned this during our last -- during my program update in Springfield. So augmented reality, basically it's a new way of using technology to be able to communicate with patrons and promote positive play, to promote responsible gaming tips. It's hard to explain, but we will certainly be demoing that for you as time moves on.

And then finally, problem gambling awareness month. The GameSense advisors have done enormous work. What you see here is a picture of one of our GameSense advisors working back of the house at Encore, providing information, creating this RG-enabled workforce, creating an RG-enabled workforce is also works towards changing a casino culture. The more people -- basically, if our GameSense advisors are working with the casino staff, they're creating ambassadors for the program. We've seen it -- if they were here, I'm sure they would be able to explain how creating the RG-enabled workforce not only elevates the awareness of the importance of responsible gaming for the individual staff members, but it elevates it to an organizational level, enabling them to have those types of casino staff to have those types of conversations with GameSense advisors, and GameSense advisors become a resource for staff to refer patrons to.

We have branched out, and this year we've developed a relationship or a partnership with the lottery. GameSense advisors have been out to six of their regional -- I'm sorry, five of the regional offices. We are planning this month to go to all six lottery regional outlets, twice during the month. Because of the staffing issues, they've made it to five out of the six one time this month. And at this point we've -- we are not able to commit to that sixth -- or that second visit to all six of them. And certainly if we can't commit to that, we'd be more than interested in continuing to explore partnership opportunities with the lottery to fulfill that obligation, probably just not in March.

>> CHAIR JUDD-STEIN: And the reason why you can't commit to the second is because of just the current situation that we're in.

>> MR. VANDER LINDEN: We are going to be short staffed.

>> CHAIR JUDD-STEIN: Right. I just wanted to clarify that.

>> MR. VANDER LINDEN: Certainly. Yes.

>> CHAIR JUDD-STEIN: And I just had another question. The back of the house, that picture includes GameSense advisors meeting with Encore Boston Harbor staff.

>> MR. VANDER LINDEN: Correct.

>> CHAIR JUDD-STEIN: So really, we depend and we have the cooperation and collaboration with our licensee here to really further one of the three goals.

>> MR. VANDER LINDEN: Absolutely.

>> CHAIR JUDD-STEIN: Yeah.

>> MR. VANDER LINDEN: It's been across all three properties, Chairwoman, it's been actually touching to see the type of cooperation that we -- and partnership that we have with these sites. I went back of the house during our last GameSense meeting at Encore Boston Harbor to visit the table, and Edgardo, who is one of the GameSense advisors who speaks Spanish, was running one of the tables and a quiz activity with Encore Boston Harbor staff. And it's not just -- I think that specifically who he was working with were some of the people that were working in the hotel, and he was

speaking Spanish with them. I couldn't understand what he was saying, but it was clear that there was an interest in the Encore Boston Harbor staff and what information he was providing. And it was clear that there is a partnership that exists there.

>> CHAIR JUDD-STEIN: So important.

>> MR. VANDER LINDEN: Yeah. So we have a really busy team at Encore Boston Harbor. One of the slides showed exactly what, you know, how many GameSense advisors do we have to Encore Boston Harbor staff. The number is 483 Encore Boston staff for every GameSense adviser we have there. And so it tells you that in order to really create that RG-enabled workforce, they have to work really hard at being efficient and effective in their job. In the coming months or quarters, we'll be glad to provide you with an update on how Problem Gambling Awareness Month ended up. Other areas in which we're doing community outreach. The GameSense advisors right now are planning on moving to a 24/7 model rather than 16 hours a day. Again, we'll need to take this as it comes and evaluate whether or not that's feasible in the coming months, whether or not we can implement that based upon the staffing needs at this point in time.

We're working on a positive play project with Dr. Richard Wood to begin -- I would say that if there's one area that I think that our GameSense program needs to really focus on is how do we refine this concept of positive play? I read an article just recently that talked about segment -- player segmentation. Our messaging and information that we put out towards players is very good. When we can begin to identify specific populations, specific player segments and tailor those messages, whether they're younger players, whether they're poker players, whether they're older adults, there's ways in which we can refine the type of messaging we do, the type of information that's put out there that will make it more effective.

And PlayMyWay is also an important piece. We're working with MGM and Encore right now to extend the PlayMyWay program to those two properties. This is no small feat. This is a project that started about two years ago in developing PlayMyWay using their IGT system and working closely with Katrina and Scott as well as IGT and Encore Boston Harbor and MGM to get this rolled out later this year. Any questions?

>> COMMISSIONER CAMERON: Great report. Thank you for your efforts and I think your enthusiasm is probably -- it probably trickles down to staff.

>> MR. VANDER LINDEN: Yeah.

>> COMMISSIONER CAMERON: I think this is really important.

>> MR. VANDER LINDEN: They're inspiring staff. And so it's easy to be excited about this work. And I know they look forward to coming to see you, and they can communicate this much more effectively. But they really do inspire me, and I think inspire our motivation to do this work.

>> CHAIR JUDD-STEIN: And I do know that Teresa is very much behind these reports. So --

>> MR. VANDER LINDEN: That's an understatement.

>> CHAIR JUDD-STEIN: And the reports are so clear. So thank you. And we'll look forward to seeing these on a quarterly basis, and I know that as the programs become more and more robust, that Encore Boston Harbor, the statistics will become even more pertinent. So we know exactly the work that you're accomplishing and appreciate the formatting, Teresa. Thank you.

>> MS. FIORE: Okay. So introducing the GameSense team at Plainridge Park Casino, the team there is headed by Charlie Ordilly who of the, in fact, supposed to be here today but I'm sure he's watching and will have notes for me afternoon. It's made up of six advisors, four of whom have casino gaming experience. And you'll notice Terrence Murphy is on there who is one of the original advisors. So he's been with the program quite a while. And it's my understanding that he has a core following of players at Plainridge Park Casino. A bit of a celebrity. The GameSense Info Center at PPC is located right by the parking garage elevators before you access the floor, and they're operating 16 hours a day, 7 days a week at this point. No intention to pilot a 24-hour program there.

So supporting the logic model output of having an RG-enabled casino workforce, currently the GameSense advisors on average, offer one new hire training each month. And that's reflective of the amount of new hire trainings that PPC is currently offering. So things have slowed down there quite a bit for them. I also want to note that Ray and Amy, both of whom are senior GSAs at Encore Boston Harbor and MGM Springfield started their work at PPC and have since spread out. So it was a launching pad for them. At the time this report was submitted, we had Community Outreach coming soon. In fact, there has already been one community presentation done in the Town of Sharon. And I believe that was done by Charlie, our Senior GSA, and he actually has three scheduled ones in the New Bedford area in June with senior centers in that area.

>> COMMISSIONER CAMERON: That's great.

>> MS. FIORE: The next pillar of reducing gambling-related harm can be reflected through GameSense advisors' interaction with players. So on average, for the six months which Mark already mentioned, they meet with 3,241 players in those one-way simple communications. More intensive interactions, on average, are 1,503, and they are conducting an average of 6 voluntary self-exclusion enrollments per month. There will be a particular emphasis on community outreach efforts for veterans, as Charlie Ordilly is a veteran himself. Additionally, something unique that this team is doing is supporting one of our community engaged research projects around the impacts of gambling on seniors in that area. So they are actually distributing surveys for those researchers. So it's awesome to have a team to support that work.

And the final output of Promoting Positive Play, Mark spoke a bit about PlayMyWay, and we're all familiar with how it functions. It's a play management tool. I think it's interesting to note that on average, GameSense advisors themselves are enrolling 508 players each month. And that's not to say that players can't enroll themselves. So the actual number of enrollments each month is actually quite a bit higher, but I would say as far as the work that the GameSense advisors are putting in, those are a lot of interactions, and those can be sometimes long. There's a lot of conversation around what the program is and how to actually enroll in it. There have been some hiccups in the PlayMyWay software at Plainridge Park Casino. I know our IT team as well as the IT team at PPC has been working hard to fix those issues, and we're hoping they are resolved in the next few months. Again, going back to an RG-enabled workforce and reducing gambling-related harm, of course, we have Problem Gambling Awareness Month activities at PPC. These include participation in National Gambling Disorder Screening Day which was held on March 10th. That's

something which the Cambridge Health Alliance supports and tries to gain momentum behind every year. And we did have special activities planned for Friday the 13th, St. Patrick's Day and March Madness, but we will see how those are impacted with the current outbreak, so we will be able to report on all of that at the conclusion of this month.

So in summary, the GameSense team at PPC is just as busy as the other two properties. They're smaller but they are just as mighty. They have their own unique players there. They have their own unique challenges there. And they do an excellent job in rising to the occasion of their roles. So we look forward to actually having them come in and share some of their stories and some of this data in the future. So any questions?

>> CHAIR JUDD-STEIN: Commissioner Zuniga.

>> COMMISSIONER ZUNIGA: I think it's great, the activities, you know, are great. I like the format very much of the report, and I think as we see the cadence of future reports it will continue to tell a narrative of the program which I think is very important. I'm going to suggest that for one future report, we include the actual model, the one-pager of the logic model maybe as an appendix.

>> MR. VANDER LINDEN: Sure.

>> COMMISSIONER ZUNIGA: It's really represented here through the slides. I don't want to create the impression that the logic model is limited to that graphic that by necessity is well summarized. The activities are throughout the presentation. But the one-pager is also a really good tool that I know the team spent a great deal of time thinking about. And, again, just for one future report and as an appendix, I think it tells an important part of the story behind this report.

>> MR. VANDER LINDEN: Yeah.

>> COMMISSIONER ZUNIGA: Maybe for next week on the public health trust fund executive committee. That was what triggered -- again, we don't need to necessarily, you know, go in detail at that meeting either, but it's an important point of reference that should be also understood by others.

>> MR. VANDER LINDEN: Right. We built GameSense on a public health model, and a logic model as well as a spectrum of prevention are two tools that we use in order to be able to define what the program goals are and activities that support those goals.

>> COMMISSIONER ZUNIGA: Great. Great job.

>> MR. VANDER LINDEN: Thank you.

>> CHAIR JUDD-STEIN: And we're going to turn just to go back to Interim Executive Director Wells.

>> MS. WELLS: Yes.

>> CHAIR JUDD-STEIN: I think first I want to thank you both for the reports. And to our GameSense advisors who may be watching, we do wish you were here. I think all of us -- I can speak for all of us that we are always enriched when we get to see them in person. So we regret the circumstances, but we know that the future will allow plenty of opportunities to see you, and we hope that you're able to continue your excellent, excellent work.

>> MR. VANDER LINDEN: Thank you.

>> CHAIR JUDD-STEIN: Thanks.

>> COMMISSIONER ZUNIGA: Thank you.

>> CHAIR JUDD-STEIN: Before we break for lunch --

>> MS. WELLS: Actually, could we break now if that's all right?

>> CHAIR JUDD-STEIN: Certainly. We can break for lunch now, and our timing is about for a half an hour? Is that what we're anticipating, Maryann?

>> (Away from mic).

>> CHAIR JUDD-STEIN: Well, just to bring us back to about -- we'll return around 1:20, then? Does that make sense?

>> COMMISSIONER O'BRIEN: Okay.

>> COMMISSIONER ZUNIGA: Sounds good.

>> CHAIR JUDD-STEIN: Okay. And we'll be here for Dr. Lightbown. She'll be all set at that time. Excellent. Thank you.

[ A lunch break was taken at 11:47 ]

>> CHAIR JUDD-STEIN: All set, Austin? We are reconvening after a short lunch break, public meeting number 291. As we indicated earlier on, matters continue to be fluid. Circumstances related to ongoing public health issues continue to rapidly evolve. An emerging issue has come to the Commission's attention that does demand immediate assessment. Our executive staff leadership is engaged in discussions with the appropriate stakeholders and officials. Additional information will be forthcoming as soon as more facts are established. With that, it makes practical sense to not address the important issues on the rest of our agenda so that we can free up everybody here that is needed to address this matter. That does not mean that at the appropriate time we will not return to these matters on the agenda.

With that said, I would recommend that we adjourn this public meeting.

>> COMMISSIONER CAMERON: Motion to adjourn.

>> COMMISSIONER STEBBINS: Second.

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

[ Vote taken ]

Opposed? 5-0. Thank you, everyone.

[ The meeting adjourned at 1:26 P.M. ]