

MASSACHUSETTS GAMING COMMISSION  
MEETING  
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P R O C E E D I N G S

>> CHAIR JUDD-STEIN: Good morning. We are calling to order meeting number 269 of the Massachusetts Gaming Commission on May 23rd, 2019, at 10:00 a.m. at the MassMutual Center here in Springfield.

>> MR. BEDROSIAN: Good morning, Commissioners.

>> COMMISSIONER CAMERON: Good morning.

>> MR. BEDROSIAN: I was not physically at the meeting yesterday. However, I was in a different state. I did attend digitally, and I managed to see the beginning of the meeting. And I know there were some questions about the preparations for the opening of Encore. I just wanted to fill in some of the information. I heard Mr. Ziemba talk about the preparation. He and construction manager Delaney are doing on license conditions, which is vitally important to an operating certificate. The corollary side to that is the preparation for gaming operations that Director Band, our licensing director, Mr. Curtis, who is here today, and our other staff are preparing for.

I want to tell you that I think we're in very good shape. It's going to be a very busy June. I don't want to underscore that. But based on a lot of the expertise, we actually got out here last summer in Springfield. I feel very comfortable in the absence of something unknown that we will be ready to open both with confirmation from Mr. Ziemba on the license conditions and with Mr. Band and the rest of the directors on the gaming operations that we will be ready to open on June 23rd.

Now, the process for that would probably be a meeting the second week of June or so where it's a corollary to a meeting we actually had out here last August where all the directors come before the Commission and give you an update on the readiness. Obviously, there's still some work to do between that meeting and the actual opening date, just like there was out here, and we'll ask the Commission for designation potentially of a designee, one of the Commissioners, to help the rest of the staff work through the rest of that time period from that meeting to the actual opening date in which the opening date, they get a conditional certificate of operations, which then once it was -- if there are any conditions on it, be brought back in front of the full Commission probably the following week so the full Commission could ratify it.

But the overall message I'd like to say is we have great staff. They're working

very hard. We have just completed a gaming agent training program. Some of you might have attended parts of it. It's very interesting. If you've not seen games being played or people cheating, it's a great way -- it wasn't just our gaming agents, it was our new state and Everett Police were trained in that also, who attended that also. So absent something unexpected on the gaming side, I would expect that we would be ready to open June 23rd.

So the last thing I'll say is I attended digitally, and I saw Mr. Band was sporting a bow tie. That was quite the look.

>> COMMISSIONER CAMERON: We haven't seen that from you yet, Executive Director Bedrosian.

>> MR. BEDROSIAN: I am not a bow tie guy. That's it. And usually obviously I would have done this in Boston, but -- because I couldn't be there, I did want to follow up on that yesterday. I don't know if you have any questions.

>> COMMISSIONER ZUNIGA: No, other than it sounds like we'll be setting the schedule for a few upcoming agendas. There was also a discussion about a few upcoming meetings, I meant, there was a discussion as to a potential meeting next week in addition to the one you mentioned in mid-June.

>> MR. BEDROSIAN: Yeah, so I think I heard also while I was watching that that we needed to follow up on some items next week, next Wednesday?

>> COMMISSIONER ZUNIGA: That's right.

>> MR. BEDROSIAN: And then we will work on the next two dates in June. I had asked the Commission -- you were grateful enough to say we might have to do more shorter meetings just to keep the tempo going.

>> COMMISSIONER ZUNIGA: Yes.

>> MR. BEDROSIAN: And I appreciate the option to be able to do that.

>> COMMISSIONER CAMERON: Yeah.

>> COMMISSIONER ZUNIGA: That's necessary, too.

>> MR. BEDROSIAN: Thank you.

>> CHAIR JUDD-STEIN: Moving to item number 3, Ombudsman Ziemba, please.

>> MR. ZIEMBA: Thank you very much, Chair. Up for consideration today is a matter involving a Community Mitigation Fund Scholarship. I'm going to turn to Jill Griffin, Director of Workforce, Supplier and Diversity Development, and Crystal Howard, Program Coordinator on this item.

>> MS. GRIFFIN: And I'll just say Crystal was recently promoted, so she's Program Manager.

>> COMMISSIONER CAMERON: Congratulations.

>> CHAIR JUDD-STEIN: Congratulations.

>> MS. HOWARD: Thank you.

>> MS. GRIFFIN: I'd also like to introduce Michele Cabral who is director of the Massachusetts Casino Career Training Institute to Crystal's right and acknowledge that Jeffrey Hayden from Holyoke Community College is in the audience, should we need any reinforcement or questions.

So as John mentioned, we're here to entertain a request for an amendment to the 2018 Workforce Development Grant awarded by the Commission to Holyoke Community College. And by way of background, Holyoke Community College was awarded a total of \$300,000 by the Commission. And a bulk of that, \$240,000, focused

on culinary training, adult education programs, high school credentialing for adults, career readiness, and English language classes, all with the intent of advancing people in their careers.

A portion of that, \$60,000, was awarded for gaming school scholarships. At the June 7th, 2018, Commission meeting. And I just want to actually add that this is a collaboration between Holyoke Community College, Springfield Technical Community College, the Springfield Public Schools Adult Education Program, and MCCTI. So I'm going to turn this request over -- or the program over to Crystal Howard to talk a little bit about the specific request that focuses on the gaming school scholarships.

>> MS. HOWARD: Thanks, Jill. So the request that came in from MCCTI is specifically for utilizing \$7500 of those scholarship funds to cover a course that currently has low enrollment and would be canceled otherwise. There are five students -- are there five?

>> MS. CABRAL: We won't run it under five.

>> MS. HOWARD: Yeah, it won't be run at under five, but the students will get this course for free. And they'll take as many students as they can in the course. It will just be a minimum of five. And they would all be able to take the course for free. So the specific request is covering the black jack class instructor as well as the carnival games instructor, which are around \$5,000, and a recruitment manager for around \$2,000 to help get that class up to five and above five. As well as some nominal amount for benefits and the CPR course.

I just wanted to note as well that they did let us know that the estimated total costs of running a black jack and carnival games course is around \$15,000, which includes the space, the equipment, and the related expenses and overhead. So there's no cost -- other costs associated, and a lot of that is in kind from MGM, right?

>> MS. CABRAL: MGM and the colleges.

>> MS. HOWARD: So there's no profit built into the calculation for what they're requesting at this point. And I'll hand that back to Jill.

>> MS. GRIFFIN: So staff analysis found that the proposed changes meet the general goals outlined in the original purpose of the funding regarding the gaming school scholarships. They were intended to allow low-income Massachusetts residents advance in casino careers. And as each opportunity would be allowed to receive this course for free, we thought it was very aligned with the original purpose of the grant.

>> COMMISSIONER CAMERON: Can I ask a question about that?

>> MS. GRIFFIN: Sure.

>> COMMISSIONER CAMERON: Is the fact that the -- there weren't enough individuals interested in taking the course, was that driven by cost, or is there something else?

>> MS. GRIFFIN: Michelle.

>> MS. CABRAL: Yeah, so I'd say we've got a couple factors going on and cost is the primary factor of why we requested the scholarship fund. So I do think that's a primary factor, combined with the fact that unemployment is currently low. So the people that we're going after to try to get enrolled in the class are currently unemployed or underemployed, and cost is a larger factor for that population.

>> COMMISSIONER CAMERON: Okay.

>> COMMISSIONER STEBBINS: Do you have a sense of -- I -- I do like this idea.

Do you have an idea, would this fold into the regular schedule of classes that you have upcoming, or what's the sense of timing to get these students through?

>> MS. CABRAL: Yeah. So we have two classes that are starting. We have a black jack class that's starting on June 1st, which is a weekend program. It's something new we're going to try. And we have another class that's starting on June 3rd. I anticipate that if it's proved today, we'll use it for one of those two cohorts.

>> COMMISSIONER STEBBINS: Okay. And the other question I had is are partners in New England farm workers are helping to recruit and identify candidates, individuals who might be unemployed and obviously this would be hopefully a good opportunity for them. The case manager is focused on doing recruitment, that just kind of seems like we are finding students. Is there other things that the recruitment person or case manager is going to be doing on top of that recruitment effort?

>> MS. CABRAL: Yeah, it's primarily recruitment. So it's making sure that they're going out to all the community-based organizations and letting them know about the opportunity that we have available. It's making sure that we're doing promotion through social media presence and we're tagging the right organization so we can ensure word is getting out. It's sitting with individuals who struggle to fill out the paperwork and to fill out the enrollment forms and therefore walk away and making sure that they get enrolled and they have a good first-day experience so they can complete the class successfully. It's those types of activities.

We appear with MGM at every career fair that we can find within the area, and we're side by side with them. So it would be more of that as well.

>> COMMISSIONER STEBBINS: Okay.

>> COMMISSIONER CAMERON: And I assume that you're working with MGM understanding what their needs are, too. You know, there may be one particular area that they really need individuals and another area they're really not having issues with attrition?

>> MS. CABRAL: Absolutely true statement. So MGM has assigned a liaison to work directly with me to come up with what the course schedule is. His name is Peter Fox. Peter Fox and I chat on a daily basis to make sure that we're fulfilling the needs that MGM has.

>> COMMISSIONER STEBBINS: I like the cost efficiency of it. I like the effect -- you know, it would be great to have you come back at some point and talk to us about the effectiveness and kind of what the results of the program -- obviously, it would be great to land more than five students, and obviously my understanding is students that successfully complete the program always have the MGM interview opportunity if they're successful.

>> MS. CABRAL: Correct. They complete two games, they get an audition. And the two games will be funded by this money. So it's black jack followed by carnival games, and that would prepare them for the audition, should they successfully complete the classes.

>> COMMISSIONER STEBBINS: That's good.

>> COMMISSIONER ZUNIGA: I actually had a similar question but more -- more broad. I think, by the way, that this request is very modest, so I'm very much -- I'm very much on target with the spirit and the goals that we set out before, so I'm very much in favor of it. I'm just wondering, you know, bigger picture, do you see some of these

needs increasing going a little bit forward? Do you see some good success ratio of people that you train and eventually get not just an offer but a job and some retention?

>> MS. CABRAL: Yes, if you'd let me brag --

>> COMMISSIONER ZUNIGA: Yes, please.

>> -- MS. CABRAL: I'd love to.

>> COMMISSIONER ZUNIGA: Please speak to the overall program all together.

>> Yes. So as Jill mentioned, we were awarded \$60,000 in scholarship funds back when we were building the first set of cohorts to run through MGM. And in that timeframe, so since February of last year, we've had about 370 people come through the school. About 89% of them have successfully completed the classes, and approximately 65% of them have been hired or been offered a position by MGM. If I peel all those numbers apart, day one opening, we had about 220 people come through the school. 162 of them had completed the requirements to get job offers and get hired by MGM. And as of March, 84% of them were still working at MGM. We've moved the needle to workforce development as a result of the funds and as a result of MGM offering a new career opportunity for people in the region.

I believe that pipeline is going to continue to be there, so we just need to offer the opportunity to the folks in the region that can take advantage of it. Thank you for letting me brag.

>> COMMISSIONER ZUNIGA: Well, you can keep going. Don't be constrained by time on our behalf.

>> COMMISSIONER CAMERON: The numbers are really strong.

>> COMMISSIONER ZUNIGA: Yeah, numbers are important.

>> MS. CABRAL: Thank you.

>> COMMISSIONER STEBBINS: That's great work. Madam Chair, if I can, I'd move that the Commission approve the request to transition a total of \$7,500 from the scholarship application -- allocation at MCCTI to cover the costs of two gaming instructors and temporary recruitment coordinator for a course that is currently low enrolled and would otherwise be canceled. This money coming from the \$60,000 that was allocated for scholarships in the 2018 Community Mitigation Fund awards.

>> CHAIR JUDD-STEIN: Do we have a second?

>> COMMISSIONER ZUNIGA: Second.

>> CHAIR JUDD-STEIN: Any further discussion? Questions? All those in favor? Opposed? Catherine, 5-0, please. Thanks.

>> COMMISSIONER CAMERON: Thank you. Keep up the good work.

>> MR. ZIEMBA: Next up for consideration is MGM Springfield's quarterly report for the first quarter of 2019. We'll be joined here by MGM Springfield President Mike Mathis and his team. Thank you, Mike.

>> MR. MATHIS: Good morning, Commissioners. Welcome to Springfield. A little bit of a cloudy day but I think the weather is finally breaking. Excited to report on our Q1 results and also give you a little insight into some of the things we're working on for Q2 and the remainder of the summer. So without further ado and I'll let my -- the team members introduce themselves as we transition from section to section if that's all right.

Starting with our revenues. So as you can see for the quarter, we generated \$66.8 million in gaming revenue, generating \$16.7 million in taxes. What I'm really encouraged by and the team is encouraged by is obviously the trend that you see

represented in those three months. Seasonally, January is one of the more difficult months, and that's borne out by our competitors in the numbers they report. So we knew with the weather, January would be challenging. February, of course, is a short month. It's just a function of days with 28 days. And March tends to be one of the better months throughout the season. We were benefited as an industry or benefited in March for having five weekends. And the difference between a weekday and a weekend is also meaningful. So can't claim all the credit for the great results in March because some of those factors, but certainly what this represents for us is continuing to fine-tune the operation, our promotional calendar, and responding to the customers. We've launched now, I think, two different campaigns called you Said It, We Did It where we take input from the customers and we make changes on the floor, and we let them know that we've made them because of the feedback they've given us, and that would be an ongoing process. And that's what really excites us and differentiates the operators. You don't always get it right in the beginning and it's always an evolving process. And that's a little bit of the story of the first quarter for us.

>> COMMISSIONER CAMERON: Mike, could you give us an example of maybe what you changed that people had requested?

>> MR. MATHIS: Sure. It's something as simple as expanding restaurant hours, for example. Early on we didn't see a lot of demand for breakfast, for example. We turned on breakfast in one of our venues. We added brunch based on some feedback we got from our customers. And, you know, part of it also in that case is making sure that the operation is stable enough to start expanding those hours. You want to make sure you have enough staff and that the schedules are such that the kitchen is in good enough shape to be able to take on that extra demand. But they've been very successful. We did a Valentine's brunch, for example, a Mother's Day brunch, all very successful. So on the food and beverage side, it's as simple as that. Also changing some of our offerings.

On the gaming side, I think I may have mentioned this in prior meetings, but it's always interesting to see what -- what a certain market wants to see in terms of gaming product. So there's a version of black jack called Let It Ride. It's not particularly popular in Las Vegas, but it's extremely popular here. And those early days, I know, I was approached by a number of customers saying when are you going to bring let it ride, let it ride? And through your approval process, we added that game, got the vendors approved, very successful. So it's really as simple as those types of -- those types of changes. And we're going to continue to make them.

>> COMMISSIONER CAMERON: Great. Thank you.

>> COMMISSIONER ZUNIGA: Mike, is that a table game or a slot?

>> MR. MATHIS: It's a table game.

>> COMMISSIONER ZUNIGA: It's a table game.

>> MR. MATHIS: The other thing I'd comment on March is our slot performance in March was the best month we've had since our opening. The total gaming revenue for March was just barely eclipsed by September, so a really strong month and something we're really building on in terms of all the successes that we saw there.

>> COMMISSIONER ZUNIGA: Mike, on that note and, you know, just keep in general, how about other areas of the business? Loyalty card customers? Returning customers? How is that trend going? How is that going, in general?

>> MR. MATHIS: Very well. You know, our food and beverage and hotel operations, our nongaming operations are well above our expectations. The hotel, for example, we don't report that generally because it's not gaming related, but it is -- we're exceeding our occupancy. I think we're close to 90% occupancy. We're above \$200 in terms of our average daily rate. And what's really special about that for us is we track what the other hotels are doing. And what we've predicted, you'll recall, was that if we built a relatively modest-scaled hotel product, provided great food and beverage offerings but not necessarily enough to feed the 10,000 to 15,000 customers we see daily, that you would feel that impact in the rest of the downtown. Red Rose Pizza has expanded their operation. Thief added a second kitchen. The reports of their numbers have never been better. There's been a new hotel opened. I believe the Holiday Inn Express opened when we opened. There's now another hotel being added to the downtown. And from all accounts, you know, restaurants are up 20%. The Sheraton is up on an average daily rate as well as occupancy. So you can feel that lift. And it's not surprising because we just can't house or lodge all the customers we bring each day, and we certainly can't feed them all.

>> COMMISSIONER STEBBINS: That's -- just to add to that -- and it's a great point, especially as we, I think, as a Commission look at what our ongoing research agenda should be, and I know Director Vander Linden is in the back of the room, but I think focusing on some of those details, meals tax, sales tax, all that's collected locally. It's easy data for us to get. And if we looked at that not only for Springfield but for the surrounding communities, I think we could get a better picture what the overall impact is of your presence as well as what it's trying to do for the rest of the region. But I know we also have a meeting coming up with our friends with the Mass office in Travel and Tourism, and they get hotel information, and I think, to your point, that they're seeing bumps in room rates, you know, just because of the demand going up is really helping out the greater region in this part of the valley.

>> MR. MATHIS: No question. Another interesting data point that we're starting to look at as well is we actually have a couple of vendors, for example, our alcohol distributors and others like that who I have had conversations with, and they're seeing spikes in their orders. So, you know, they told me don't let anyone cry -- cry poor in terms of the impact you're having because we're seeing spikes on our orders as well. So I think vendors are also a very interesting data point to see how they're impacted because that's obviously pretty true data.

Moving on to our lottery sales. Again, a similar trend, as you can see. We're continuing to grow that business, and March certainly was a very strong month. We feel like we can do better. I've seen the Plainridge numbers, and they are extremely strong. So I'm happy to say I've got a great relationship with the Executive Director, Mike Sweeney, who's been a real champion of our efforts here in Springfield. I'm a big fan of Executive Director Sweeney, and he's come out and visited the property, and we're continuing to innovate together on different promotions.

We just -- we bought a series of Boston Bruins lottery tickets that we gave out as promotions. It was his idea. He called me and said hey, given the success of the Bruins, I think it would be a really great promotion. And sure enough, we gave them away to our customers, and it was one of our more successful promotions. So great example of partnering and working together.

>> CHAIR JUDD-STEIN: Has Director Sweeney explained why he thinks Plainridge has had that success on the host community overall, even? I think it's 25% increase in lottery sales. Of course, that's one of our mandates. I'm cross-pollinating ideas to really bring it up. And what was it? What is it exactly, do you think that has led to the success?

>> MR. MATHIS: Yeah. You know, we had that conversation. I think he's trying to understand it as well. I think they had a very strong existing support -- existing business.

>> CHAIR JUDD-STEIN: Okay.

>> MR. MATHIS: And it just got that much stronger. So I think we were a little bit starting from scratch, excuse the pun.

[ Laughter ]

But we're trying to figure it out.

>> CHAIR JUDD-STEIN: Got it. But in terms of pats, how many do you have? Do you know off the top of your head? I don't want to put anyone on the spot.

>> MR. MATHIS: Yeah. I've got a decent guess at it. I think it's about eight.

>> MR. STRATTON: Six to eight.

>> MR. MATHIS: Six to eight is the number I have in my mind as well.

>> CHAIR JUDD-STEIN: Yeah. And then Keno is placed -- I'm getting caught up here.

>> MR. MATHIS: Yeah.

>> CHAIR JUDD-STEIN: Is Keno placed in any --

>> MR. STRATTON: Yeah.

>> MR. MATHIS: Yeah, at Taps sports bar. Keno in our Taps sports bar.

>> CHAIR JUDD-STEIN: Thank you.

>> COMMISSIONER CAMERON: That's such a popular game, right, in the sports bar?

>> CHAIR JUDD-STEIN: Well, we were asked that exact question recently and didn't have a great answer. So thank you for illuminating a bit.

>> COMMISSIONER ZUNIGA: And as you mentioned, my recollection also is in the past, I don't know to what degree Plainridge does this still. They did a lot of promotions in which they offered scratch tickets to their customers. So the main purchaser of the scratch tickets for a period of time was the casino itself. Which is perhaps something that you alluded to with the promotions.

>> MR. MATHIS: That's right. Yeah, we're a large customer. We continue to experiment with the tickets as a part of our promotional package.

>> CHAIR JUDD-STEIN: Excellent.

>> MR. MATHIS: So on the compliance side -- are you taking over this, Karen?

>> MS. McRAE: Sure.

>> MR. MATHIS: I will transition to Karen McRae, our Director of Compliance.

>> MS. McRAE: Good morning. So for the first three months of the quarter, we have January -- January, February and March, we saw a little bit of an increase of minors intercepted on the gaming floor. We had taken -- we had taken the X out of the gaming floor in early fall. So we knew that we would see an increase of minors being taken off of the gaming floor. But our security has done very well with intercepting the minors.



We had, as you can see, we've had a small percentage of minors gaming on the gaming floor and very few of them drinking on the gaming floor in comparison to how many guests we've had in the casino.

>> COMMISSIONER O'BRIEN: Is there a particular part of the floor that's more prevalent than others for this?

>> MS. McRAE: You know, it's mostly just right off of the gaming floor that we're seeing that, and we're having our security, as we go on I'll explain, but we have -- we have security trained now, and we have posts that they're at, secured posts that they're at to actually intercept and escort folks off of the gaming floor now, so we're learning as we go.

>> MR. STRATTON: If I could just add, the numbers, you know, seeing 102 and 133 intercepted in the gaming area, you know, initially causes -- gives you some pause, but we suggest that that's a really good thing as we've ramped up our efforts and really focused on training and aggressively pursuing this. That represents catching minors who, due to our design, have been able to get on. We find them quickly, and we even look at the -- we go through reports and look at the intercept times and see how long they've been on the floor before we've caught them, and that's been decreasing as -- every month that goes by, we're getting better and better at it. And those times are really condensing. So we really view this as the more we can intercept and get off before they're able to game, that that's a really strong statistic.

>> COMMISSIONER STEBBINS: How are you calculating the intercept time? Is that in partnership with surveillance? I mean, you're going back and look at the camera to see how long the young adult has been there?

>> MR. STRATTON: Each one has a surveillance report and goes back and tracks them from the time that they entered, where they came from, how long they were there. And so these reports are based on a stack of documents that focuses on each individual incident and through surveillance you're able to see exactly the amount of time, where they came in where they were, and so that's how we know the times.

>> COMMISSIONER CAMERON: Those surveillance, the activities that are detected on surveillance probably are a good tool for security as well? Because they see where they missed it on the front end. They see where somebody was able to get on, under age, and maybe that will require a change in security? I know you have us -- you have an update here, so I don't want to jump. It looks like there are many changes that are being made.

>> MR. STRATTON: Yeah. Just one more point, and I'll pass it back to Karen. In response to your question, Commissioner O'Brien and on that point, we use the data -- Jason Rucker has done somewhat of a mapping exercise. And so looking at the surveillance reports, plotting out where the individual was and looking at whether there are any real hot spots, the short answer is that it's pretty spread. There aren't -- we haven't been able to identify any areas where there's a real problem. Because of the nature of the floor, people can really sneak on at any spot, and you do see it spread throughout, but we do that exercise to see if there are any vulnerable areas by looking where they got on.

>> MR. MATHIS: I was just going to add, this is a real focus for the company. There are tremendous resources that are being applied here. If we could do it again, we might not have come up with the great porous design that makes that facility so

special because in retrospect, the amount of surveillance time that Seth just described, we take every incident and backtrack through the series of cameras. You know, I'm constantly reminded by our surveillance folks how training the exercise is for each incident. Our security officers, I just did a roundtable with our security officers. And one of the Q&A comments that was made by one of the really great security officers that's been there since the beginning was anxiety over the enforcement of underage gaming. Mr. Mathis, I'm always worried that someone sneaks on while I'm dealing with a customer, you know, what the discipline will be like.

It's real anxiety by our staff. That tells me two things. One, they understand the priority it is for us. And secondly, we need to assure them that, you know, this Commission and your staff has been really supportive of sort of the balance to the extent that there is a heat map exercise, and I've seen it. I think the incidents are largely around the perimeter, and that's because every aisleway is a doorway into the casino. And I'm particularly proud of the effort that Seth mentioned is when I see four minutes, three minutes, six minutes in terms of using the surveillance, the time from when the person got onto the floor and to the time that our security officers are able to intercept them, question them and get them off, I mean, that's pretty tremendous for 125,000 square foot floor with 2500 machines. So our goal is zero tolerance, but be assured, there's a significant amount of resources and efforts going towards getting us to even these numbers, given the amount of visitation we have.

>> COMMISSIONER ZUNIGA: And on that note, Mike, is there -- do you see this ongoing in terms of that effort, or is there at least potentially the effect of educating the community effectively through all these interceptions as a way to deter, you know, in the longer term some of the minors trying to get in?

>> MR. MATHIS: I believe the trend -- I believe we're going to continue to trend down. I'm glad you raised it. I think one of the things that's really sort of disconcerting to me when I look at some of the incidents is the number of parents that are bringing their underage children onto the floor to accompany them. And I think collectively, we have to talk about what we're going to do in terms of penalizing folks. And there needs to be a serious repercussion for sneaking on the floor. I don't know -- I think that right now there's a \$1,000 fine through the gaming statute, but I know in other jurisdictions, you can potentially lose your driver's license. Real ramifications so that the word gets out. It's no different than what we do in terms of some of the criminal elements that your GEU unit and Springfield Police, you know, make it very clear, this is not a place you want to be if you're trying to conduct criminal activity. And similarly, this is not a place you want to be if you're found underage gaming. But I think there's an enforcement piece that we're not able to employ that we maybe could use your support on with the A.G.'s office.

>> COMMISSIONER O'BRIEN: Are you referring any of those to GEU in terms of you've got proof of the surveillance lookback that a parent was the one that pulled a minor onto the floor? Is there a protocol?

>> MR. MATHIS: Yeah, I just saw one -- GEU is involved in all of them, and they see their case file. I think one of the parents just got a summons. We've had that conversation and I think we're starting to see more enforced -- enhanced enforcement. But I don't think that was always the case, and I think I we ought to continue to do more of it.

>> COMMISSIONER CAMERON: Examples of it, are we talking about a parent that brings an 18 or 19-year-old?

>> MR. MATHIS: That's right. Not as much, although we have seen situations where someone's put a 5-year-old on their lap and for some reason thought it was a good idea to let them hit the number which was outrageous. But more the 18, 19-year-old that looks like an adult and obviously if accompanied by a parent, you assume our staff is more assuming that they would be -- they'd be of age, but we still do the checks anyway.

>> MR. STRATTON: And we did have a very constructive meeting -- yeah, constructive meeting with GEU and Brian Connors and his team a few weeks back because we had one incident where we had a parent who had been previously trespassed and assisted with a minor getting on the floor. And so our message was we really have to work with you and the Attorney General's office to have some teeth because if it's just get off the floor and leave and then they come back and do it again and it's get off the floor and leave and they come back and do it again, the only thing we can do is get them off and trespass them, but we need -- we need some help and GEU and the team from the Attorney General's office recognized that was very collaborative and I think you're going to see more summons being issued for minor offenses hopefully moving forward.

>> COMMISSIONER CAMERON: Great. Thank you for that.

>> COMMISSIONER O'BRIEN: Thank you.

>> COMMISSIONER ZUNIGA: Maybe you were going to get into this later, but how is the break between finding somebody gaming at a slot machine versus table game? It occurs to me that, you know, if you're interacting with a person, then maybe that should be a different story. If you walk up to a machine, you have more chances of being unnoticed, at least for some time.

>> MR. MATHIS: Yeah. I don't have the breakdown, but it's high ratio of slot infractions to table games. To your point, any infraction at a table game is totally unacceptable to us. We've had -- there's always some mitigating circumstances. Somebody thought someone else checked them. There was a shift change. They're not excuses, they're explanations, and we're using those learnings to figure out how to make sure that we cure some of those gaps. But the large majority of the incidents that are set forth below are slot machine incidents. To me the more egregious ones are the few table games ones because there was a human interaction and there was a breakdown on either training or our process.

>> COMMISSIONER STEBBINS: Is it safe to assume that the majority of these incidents are happening on the weekends? Those are your busiest times? Or is there a breakdown --

>> MR. MATHIS: No, unfortunately it's not that a consistent of a pattern. We've seen them -- they tend to be in the evening. That's some commonality there. But they're largely, you know, related to visitation. So more of them happen on the weekends because we have more visitation, but they're not -- you know, in my mind, because we looked for some of those patterns. They're not disproportionately weekend infractions.

>> COMMISSIONER STEBBINS: And is it possible to, you know, how does it line up with your schedule of events when you're doing a lot more activities on the plaza?

Does that kind of tip the numbers that you've seen?

>> MR. MATHIS: Yeah, you may recall we had a big problem in November. And it was all around our tree lighting and ice skating activity, direct correlation. That was more maybe access violations versus gaming violations. So, you know, I think some of the things that I've talked to security about is when events break out on the plaza those doors are your first entree into the casino is to have a presence there so that we can push them and remind them they've got to go left and right on the tile versus into the carpeted gaming area.

>> COMMISSIONER STEBBINS: Right.

>> MR. MATHIS: But there's no question. And I think the way Seth was really championing of this percentage concept because I think it should not just look at the gross numbers but really look at it as a percentage of visitation. And we expect a lot more visitation over the summer months. There may be more incidents, but I'm confident that the percentage will go down and will continue to be aware of that, especially around family programming days. Okay. I'll give it back to Karen.

>> MS. McRAE: So the next slide just goes over some of the security plan updates -- some of the security plan updates that we've gone through in the last quarter. We provided additional underage signage. We've also eliminated some of the crossing route on the floor. The physical presence to check the minors at peak times. That's been -- that's been crucial to keeping some of the minors off of the floor. Permanent rovers. That was a suggestion of some of the gaming agents, and that's actually been one of the -- one of the ideas that we have implemented into our security plan.

>> MR. STRATTON: And Karen, if I could jump in and elaborate what permanent rovers means. We have rover posts, security rover posts, that are assigned to the floor to rove and attend to various matters including checking for minors. Because the nature of their roving duties, they would from time to time be pulled for other -- whether there's an emergency call for the drop and some feedback from the gaming agents was they were just being pulled too much for other duties, and we needed to ensure that on various shifts certain -- certain of the rovers minimum staffing that we would commit not to pulling those rovers for other responsibilities so that they were always there roving the floor. And so we went back and forth with Bruce and Burk and arrived at numbers based on peak demand times that are now built into the security plan that we have committed not to pulling those rovers for other duties.

>> MS. McRAE: We have our hand stamp program that the security officers carry around a hand stamp. Once they ID someone, they can stamp them. That gives the employees where they can just look at their hand and see that they've been ID'ed, but that doesn't preclude them from ID'ing them again. So the employee always has the ability to ID anyone even if they have a hand stamp.

>> COMMISSIONER O'BRIEN: Is it for the minor, too, or just if you're --

>> MS. McRAE: For a minor.

>> COMMISSIONER O'BRIEN: So there's different stamps depending?

>> MS. McRAE: Well, it's a hand stamp. If someone is over 21, we'll hand stamp then.

>> COMMISSIONER O'BRIEN: If they're under, they get nothing?

>> MS. McRAE: They need to be escorted.

>> CHAIR JUDD-STEIN: Have you considered implementing a stamp for all of your

guests or some other bracelet program to really address this in a physical fashion?

>> MR. MATHIS: Yeah. I mean, we've really debated all types of programs including a bracelet. I think the challenge with the numbers we have, 10,000 to 15,000 per day, it's just one managing that. And two, just really what the customer experience is. Even some of the customers we get now don't appreciate being stamped and having ink on their hands. If you really -- if you think about the customer experience, I don't think there's any facility in the industry that does anything like that, with the crowds and the queues, it would just be -- we think it would be unmanageable. But we're open to any ideas.

>> CHAIR JUDD-STEIN: So the way it works is when you see -- when you say a frequently ID'ed patron, somebody who hovers around a youthful look finally to avoid getting asked again, do they seek out the stamp or how does that get determined if we're going to stamp you?

>> MR. MATHIS: I can tell you some of our regulars that are, you know, there's probably no worse place than MGM Springfield if you're a baby-faced 40-year-old because you will be stopped by everybody in the building. So our frequent customers go right to the podium and get a stamp because they know that they're going to be stopped.

>> CHAIR JUDD-STEIN: I see.

>> MR. MATHIS: Others we'll either stop them -- if you can go back one, Karen.

>> MS. McRAE: Yep.

>> MR. MATHIS: So one great sort of call it innovation that we've made to deal with this is this podium which is at our main corner. We get about 90% of our traffic off the self-park garage. So that's really a high-impact area. This podium feels like a checkpoint. It doesn't have sort of the barriers of a checkpoint. But that's been really successful. So a lot of our regulars are checking in at that podium, getting stamped. We stop a lot of our folks that are underage at that podium, ask them for their ID and give them the opportunity to get stamped. But of course, others can come in through other entrances. So the idea is if you're stopped, we always give you the choice to be stamped, either we'll stamp you there or we'll let them know if you'd like, you can go to one of our security officers and get stamped. I think sometimes they pass on that offer until they're stopped the third or fourth time and they say I'd better get a stamp or otherwise this is going to be -- you know, it's going to be a long night. And we warn them of that. Every time I approach a customer, I say I know you've probably been stopped before. Just to warn you, you'll probably be stopped again. We're very conscious of anyone that looks under 30, 35 to really be active about checking IDs.

>> MS. McRAE: So we talked about education into the community. The education into the community will come through word of mouth. We will -- customers are already seeing that they're going to come to MGM Springfield, and they're going to be ID'ed now. We're seeing that happen. They're coming right up to the podium and asking for a hand stamp because they know that as soon as they come in, they're going to be ID'ed. That's already happening.

Employees are attending underage training classes. It was a mandatory class for several of our sections within the gaming establishment. All of our table games, employees, all of the food and beverage employees attended an under 21 class, how to establish and how to ask for IDs. It was put on by Peter Fox who we talked about

earlier. It was an excellent class.

In addition to that, before shift, they're reminded of -- that they need to be vigilant with the looking for minors and also not just looking for minors but how to ID and ID'ing. So that's their preshift for all of the security as well as table games employees.

Also, we have a property curfew. It comes at midnight, and it goes until 8:00 a.m. All of the doors on the perimeter are locked with the exception of two for coming into the building. They can all exit the building, but they can't come into the building. And then -- yeah, that's the next slide. And you can see there's a slide that shows all of the locked doors. Unless they're a hotel guest. If they're a minor and they're a hotel guest, they can stay.

>> COMMISSIONER ZUNIGA: So a hotel guest can go through one of the floors -- I'm sorry, one of the doors that is closed with their key?

>> MS. McRAE: They can't go through the doors still, but they can be in the gaming establishment, but they can't go on the gaming floor.

>> COMMISSIONER ZUNIGA: Oh, that's the curfew, okay.

>> MS. McRAE: Yeah.

>> COMMISSIONER ZUNIGA: Okay.

>> COMMISSIONER STEBBINS: Does that curfew cause any problems with movie times getting out, you know, movie gets out after midnight and I've taken my kids?

>> MR. MATHIS: It's really an entry curfew. There's no movie that starts after 10:30 at night I think we checked. It's people exiting the late movies are fine, but no one -- we're finding -- this is a very successful program. There's no reason in our minds for any minors to be on the property after midnight unless you're a hotel guest. To be entering the property after midnight unless you're a hotel guest.

>> COMMISSIONER ZUNIGA: It's the entry.

>> MS. McRAE: And the exit of the movies is going to be right there by that podium so they'll have to go right there and out.

>> COMMISSIONER ZUNIGA: So at those times at night, does security check that appears in the picture, everybody has to be ID'ed?

>> MS. McRAE: Correct.

>> COMMISSIONER ZUNIGA: To go through?

>> MR. MATHIS: Yeah, for entry. It's a bit of a frustration for some of our older customers, why do I have to stand in line to get ID'ed. We explained the program and they're generally supportive.

>> COMMISSIONER ZUNIGA: Okay.

>> MS. McRAE: Some of the additional measures to prevent minors from accessing the gaming and the alcohol are set here, but I just wanted to go over a few additional ones. Our food and beverage section is also putting together an additional training for their employees that will go over this -- the over -- or ID'ing and looking for overservice. Again, they're going to be going through all of their employees and anyone else in the gaming establishment that would like to take that class.

They also, before every shift, talk about overservice. It's their main concern as well as ID'ing right now. We've also put together a committee at MGM Springfield that meets once a week that goes over all of the -- all of the under-21 folks that we found on the gaming floor, and we go over the reports that we have from surveillance, and we look at those on a weekly basis now to see where they're coming in, how long they were

on the gaming floor, what -- what we can do to make that a better -- a better situation for our casino and for the guests because we don't want them there any more than you want them there. We want it to be a safe environment for all of us and having them on the floor, especially having interactions with them, is not what we're looking for. I think that -- go ahead.

>> MR. STRATTON: Karen, if I could.

>> MS. McRAE: Go ahead, yes.

>> MR. STRATTON: You'll see a photo here, this is Julio Torres, one of our security officers. We recently recognized him. You'll see the photo with Mike and Jason Rucker, our Executive Director of security. He's kind of our minor assassin. We went through --

>> MR. MATHIS: Seth, I don't know if that's a great -- out of context.

>> MR. STRATTON: Fine. So we went through and looked at -- looked at the reports and how many minors we've intercepted and who is responsible. And Mr. Torres, 32 minors over the three months we looked at, and found one gaming. And so that was by far more than any other security officer, so we wanted to reinforce that with him, reward him for his good attention on this issue.

>> MS. McRAE: But he escorted all of those minors off the floor, right?

>> MR. STRATTON: Oh, yeah, absolutely.

>> MS. McRAE: So there were 32 he escorted off the floor and one was gaming.

>> COMMISSIONER CAMERON: This will become a competition, maybe?

>> MS. McRAE: Yes, that's what we're looking for.

>> MR. MATHIS: To that point, in addition to the stick of discipline, we are looking at incentive programs. And even -- this is just sort of a soft recognition so that the word is out that this is meaningful to us, and you will land on our radar if you, as an employee, are really achieving in this area. Unfortunately, we're going to lose Julio as a security officer. He is getting promoted to be a dealer.

>> COMMISSIONER CAMERON: Oh.

>> MR. MATHIS: In the coming months. So at least we'll get a little bit better -- a little bit better performance on the table game side. But he's a great employee, and it's great that he's -- he's growing in the company.

>> COMMISSIONER CAMERON: Terrific. And he'll be effective in that role possibly as a dealer.

>> MR. MATHIS: Yeah. I think he could bring it -- he could bring a new culture to the table game group.

>> COMMISSIONER ZUNIGA: And you know, to that end and the prior point about, you know, meeting with other stakeholders, are there other things that you're learning relative to, you know, how to better implement these programs or modify them going forward?

>> MR. MATHIS: I think I touched on one of them, which is just to really -- one reinforce training, one culturally make sure that people understand that finding minors on the floor is something that is going to be celebrated and rewarded to change the culture. And then really just to shore up some of our procedural gaps. I think some of the shift changes and people assuming others have checked a minor is something I've seen as a constant theme. The balance is you risk harassing a customer, but I think if you do it right -- and I've tried to model that, there's a way to do it nicely. In fact, I'd

love to get carded. It's been a long time since I have. So there's a way to do it in a customer service complimentary way and give them the tools to make sure that they get a stamp and we're able to, you know, stop them from being intercepted. Some of those things we're doing culturally and procedurally.

>> MS. McRAE: I have two additional comments. One is that in the training class that Peter Fox put together, he did a very nice job of showing our employees how to do -- how to ID employees in a very professional, nice way to where it doesn't interrupt their play so much, that it's -- that it's something that we have to do. So that was -- it was a really -- it was a really -- I sat in on a couple of his trainings. And the way he trained our employees was excellent. And the other thing was that our security is also going to be getting some infrastructure, some Veridocs machines and podiums so that they'll be able to take the license and scan it and see right away that the customers or the guests are 21. So that's something else that will help them as well, so they won't have to be standing there. They'll be able to scan the ID, and there won't be as many -- as much time spent with the guest interrupting their play.

>> COMMISSIONER ZUNIGA: Oh, so you're putting a machine that you can just --

>> MS. McRAE: Yes, it's in the works.

>> COMMISSIONER ZUNIGA: What is that called again?

>> MS. McRAE: Veridocs.

>> CHAIR JUDD-STEIN: Is it hand-held?

>> MS. McRAE: No, it will be put at the podiums.

>> CHAIR JUDD-STEIN: Sorry, Commissioner.

>> COMMISSIONER ZUNIGA: No, it will be at the podiums?

>> MS. McRAE: Yes.

>> COMMISSIONER ZUNIGA: Okay. But you don't have that now?

>> MS. McRAE: We do have Veridocs. They actually have to take them to different places within the casino. But this will be security -- the security will have them.

>> COMMISSIONER ZUNIGA: Right. So then the -- whoever gets carded, during the review, they don't need to do the math in their minds, you know. Today minus 21.

>> COMMISSIONER CAMERON: Well, and they're effective at false IDs. It's more than just reading the age.

>> COMMISSIONER ZUNIGA: Okay.

>> COMMISSIONER CAMERON: They're a very effective tool to --

>> COMMISSIONER ZUNIGA: Okay.

>> COMMISSIONER CAMERON: -- looking at all kinds of IDs to make sure they're legitimate.

>> COMMISSIONER ZUNIGA: I just always wondered, you know, when I get carded at Fenway Park, if they're really doing the math or just looking at it.

[ Laughter ]

Everybody --

>> COMMISSIONER CAMERON: Commissioner, you realize they card everyone, right?

>> COMMISSIONER ZUNIGA: Yes. They card everybody. And I always find it, frankly, I don't know if they're looking, really. But anyway. I just had that throw that in there.

>> MR. MATHIS: You would be unmolested on our floor.



[ Laughter ]

>> COMMISSIONER ZUNIGA: That's comforting to know.

[ Laughter ]

>> CHAIR JUDD-STEIN: Anything further for Karen?

>> COMMISSIONER CAMERON: No.

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

>> MR. MATHIS: Thanks, Karen.

>> COMMISSIONER CAMERON: Thank you.

>> MR. GEARY: Good morning, Commissioners.

>> COMMISSIONER ZUNIGA: Good morning.

>> MR. GEARY: My name is Ryan Geary. I'm the director of finance. So I have oversight over our procurement team. So I'll be giving the update today on our procurement spend as it relates to our commitments. So as you can see from this first slide which represents our diversity spend, we continue to make strides to both meet and exceed our commitments. Overall spend quarter over quarter was slightly down which can be attributed to what Mike mentioned earlier. We had a pretty soft first couple months of the year which is in line with the seasonality of the business. So as the business contracted slightly, we controlled our expenses a little bit better. Overall there was \$10.3 million in identified biddable spend, which was comprised of -- or which included \$1.7 million to diversity suppliers. So that percentage of 16.2% of payments to diversity suppliers is actually a slight uptick quarter over quarter. We were right around 15% in Q4.

Speaking specifically about women-owned businesses. You can see we improved quarter over quarter, still moving towards that 15% goal. And we remained pretty flat in terms of the minority-owned business spend. And we are doing a lot of work around that to improve it. So one of the things to just touch on that for a minute is we are continuing to sponsor the GNEMSDC. We are continuing to engage them, going to matchmaking events. I'll speak a little bit later about some of our outreach that we're doing. But they are also going to be -- we're going to be hosting them for their annual meeting this September at MGM Springfield.

In terms of veteran-owned business, which is one of the highlights, we continue to exceed, and we talked about these goals being a floor, not a ceiling, I think, last time. So that continues to remain true in terms of veteran-owned business spend. We are always looking to continue to raise the ceiling on that. One intriguing note in terms of diversity spend I want to mention today is we do have, in Q1, a quarter million dollars of spend with a diversity supplier that is not registered. So we're unable to count that. So we are working very closely with the supplier and with the CWE to get that registration expedited so we can count that moving forward. We do anticipate to see the percentage for women-owned spend to continue to increase.

>> COMMISSIONER ZUNIGA: Ryan, can you just touch on the historical house, the trend? You're comparing two quarters, the last two quarters here. Remind us what was, in general, the history of the operations side. I remember your construction side being very successful.

>> MR. GEARY: Right.

>> COMMISSIONER ZUNIGA: I'm speaking particularly of this category only.

>> MR. GEARY: Right. So construction in terms of operating supplies, we had a

very large capital budget which we were able to lay the foundation for operations in terms of our supply base. So we are still, you know, seeing the benefits of that. However, our spend is significantly less in terms of operating, if you were to compare it to that capital budget. In Q4, I think there was -- there was still a little bit of spend towards stabilization and some of that equipment that maybe we had missed where in Q1 kind of everybody had their feet under them. And then we were looking, you know, at the seasonality of the business. And like I said, as the business contracted, we also controlled our expenses a little bit better. So I think that, you know, that's the impact in terms of the overall spend quarter over quarter. But as you can see, the percentages continue to increase in terms of women-owned and veteran.

>> COMMISSIONER ZUNIGA: Okay.

>> COMMISSIONER STEBBINS: I know you continue to work with Jill and Crystal, and I think you touched on something that as we get closer to finishing up some regulations I think we have on business certification, that we need to get the word out like you're doing with that one example of saying, you know, you may think I'm a women-owned business or a veteran-owned business, but until the certification comes across, you can't count them, and we can't count them. So I think we should think about a role we can play to get that message out when the regulations are finalized to say these are the certifications that we accept. If you're not certified with one of these agencies yet, please do so because it helps you and it helps them.

>> MR. GEARY: Correct. And then the other thing the team continues to do is we do monthly analyze our nondiverse spend and see where there might be opportunities to, you know, either put something out to bid or in this case convert something that may already be diversity spend but not have the registration.

Our next slide represents our local spend. So local spend actually overall in the Commonwealth went up from 10.7 to 11.5 quarter over quarter, which represents just under 60% of our overall spend. And 5.9 million of those payments were actually in Western Mass in the four counties included in our host community agreement. So I think that's a great story. Western Mass remained in terms of a percentage remained relatively flat. But we continued to, again, continue to work with our local certification partners, with our vendor advisory task force, with Jill's team as well as internally we're doing -- we do quarterly trainings now. So we really raise awareness around the property with our operators, and I can tell you that our entire ops team takes ownership of these goals, and they utilize my team, my procurement team, as kind of the gatekeepers for decision-making which is a necessity in order to keep this progress going. They come to us first and allow us to analyze the supply base, analyze the opportunity, and take into account anything that needs to be done from a cost perspective to drive these numbers.

>> COMMISSIONER STEBBINS: Ryan, these numbers, I assume, reflect biddable spend?

>> MR. GEARY: This is overall spend.

>> COMMISSIONER STEBBINS: Overall spend.

>> MR. GEARY: The only thing excluded from these numbers is any taxes or government payments. So this is everything including diversity -- including biddable spend.

>> COMMISSIONER STEBBINS: All right. Is it safe to take -- you know, Mike

alluded to it earlier -- you've changed out some games to games which really there are no Massachusetts manufacturers. Does that constitute some of what you categorize as nonlocal spend? Is that stuff that you can't find in Massachusetts because of the gaming nature of it?

>> MR. GEARY: Correct.

>> MR. MATHIS: Yeah, gaming equipment within in that number. To your point, these percentages would be even more impressive if you carved out some of those that weren't even available for local and diverse spend.

>> CHAIR JUDD-STEIN: That would actually be really helpful going forward to understand what truly is not available, and then to the extent it is available in Massachusetts, it would be interesting and helpful to understand why it doesn't make sense for you to use the vendors in Massachusetts. Because we understand there will be business considerations, but it would probably be really helpful to understand that landscape.

>> MR. MATHIS: Yeah, that's something we can do in a future report.

>> CHAIR JUDD-STEIN: Thank you.

>> MR. MATHIS: Yep.

>> MR. GEARY: And our last slide here just represents all the outreach that we did in Q1. I can tell you we've already exceeded the number of outreach events that we've done in Q2. We find that we're having a lot of success, "A," partnering with our certification partners and Jill's team, but also reengaging with our local chambers and going to their offices and meeting face to face with local diverse suppliers. And I can tell you just in terms of some of these meetings that we did, there are opportunities in various states of completion with local diverse suppliers. So we are seeing success as we're making those connections. You know, we know that it's a very important piece of our business and our operation to help drive these commitments. So that's something that we're committed to continue to do next quarter and beyond.

>> COMMISSIONER O'BRIEN: Are you looking at any opportunities in Worcester county area? I see you've got some Connecticut-based things.

>> MR. GEARY: Yes, there was one Connecticut. That's just the nature of the GNEMSDC not having another event here in Mass. But yes, we go all over the state. So we go east and then Western Massachusetts, so we've been to events not specifically in Worcester yet, but we've been, you know, east of Worcester numerous times.

>> COMMISSIONER O'BRIEN: Okay.

>> MR. GEARY: Thank you, Commissioners.

>> COMMISSIONER CAMERON: Thank you.

>> CHAIR JUDD-STEIN: Thank you.

>> MS. MURREN: Good morning. A pleasure to be back. I know that Jason Randall was holding the fort down at the last meeting. But I have the privilege to speak to you about our employment numbers. And so on slide 14 of your packet, you'll see -- I want to talk to the host community agreement with our Springfield residents. As you recall, we have a goal of 35%, and currently for Q1 of this year, we are at 39.3%. That's representative of 906 individuals. Women, our goal is 50%. It's 44.3% currently. 1,021 women on property. Minorities, the goal was 50%. We are currently at 54.6%, representative 1,258 individuals. And our veteran goal of 2% according to

the HCA and as you recall, we have made commitments to really double that when we were during the campaign year. That one continues to hold solid at 6.2%, which is representative of 141 individuals.

Commission, your next slide will go really specifically into our total numbers. Maybe I should click the button. Thank you, Sarah, for that. Operator error. So I wanted to speak directly to the overall numbers. You can see the chart, is we were able to put the numbers in from a percentages and also raw numbers for Q4 of 2018 and also Q1 of 2019. You can see, as you recall, the numbers from Q4 of 2,522 total property plus our vendors and also our campuswide tenants. So that also includes the MassMutual Center where you are sitting where we have approximately about 192 currently in that area. And now from quarter -- the first quarter of this year, we are at 2,303 individuals, a total of 81 vendors. So that is Regal, that is also Kringle on property and we have a total of 3,284 on property.

Just of note also, I wanted to bring -- remember the attrition numbers that we had talked about. We had set some very lofty goals, Jason and the team, of trying to keep the attrition rate down. And I remember speaking to you about this in the campaign phase is that we were really going after that industry standard of 30%. We did all of last year of 2018, we did hit close to 38% of attrition. You know, what that comes from is the hard work people were -- brought up to during that time. The longer hours, understanding the new positions, a 24/7 operation. We had talked at length about that, of really shifting the employment and how it worked from a casino environment. So really, really proud, to date we are only at 16%. So I think we are really understanding, as management and supervisors throughout the entire property, focusing more on the employee. As you recall, we focused so much on opening that business, driving success, and now we're really spending more time training, encouraging, mentoring our middle management, as you know, those are the individuals who are really the hands on of our front line. So there's many more programs and training that will come out of learning development that we are in charge of in HR. So that will be the focus, as Mike mentioned earlier.

So I just wanted to pause and to see if you had any questions about those numbers.

>> COMMISSIONER ZUNIGA: Yeah. Marikate, sorry to be precise here, but do you really mean turnover when you say attrition?

>> MS. MURREN: It's turnover, sir, yes.

>> COMMISSIONER ZUNIGA: People who -- which is endemic to the industry and we've heard and understand those numbers in other areas as well.

>> MS. MURREN: Right. And sir, it's two buckets. It's the involuntary, those who leave for additional opportunities with Encore coming on, there's a large group of people who are transitioning, going to other jobs. And then I've got a bucket that's involuntary. Unfortunately that's job performance, job abandonment, really attendance, not showing up to work. We have a very robust policy that an individual is allowed basically 14 days to call out. Unfortunately, we've run into some situations, some of our employees are using that, unfortunately. So there's that both buckets, that involuntary and voluntary. And that is attrition, people leaving.

We have about 110, Jason, I believe in drug background and licensing right now, waiting to be -- go through the system. So those numbers, you'll see them jump, given

that we are ramping up with some of the programming that's going on in the plaza and then also taking over MassMutual.

>> COMMISSIONER CAMERON: I don't know why that's happening.

>> MS. MURREN: My apologies if that's me.

>> COMMISSIONER CAMERON: I just had a question about the two numbers you described, it was 38% and then 16%. And I was just trying to understand -- I understand that the numbers have -- the attrition has decreased as you better understand and better train and offer opportunities, middle management. But is that -- so is that now compared to initially?

>> MS. MURREN: I'm sorry if I wasn't clear. So in 2018 for the totality of the 12 months, we had a 38% attrition rate. For the first quarter of 2019, it is only -- it's 16% right now. But that is only for the first quarter.

>> COMMISSIONER CAMERON: Right.

>> MS. MURREN: So we'll continue to track this and by the second quarter, we'll see where we are. Hopefully our intent is to keep that at 16 or to drive it lower.

>> COMMISSIONER CAMERON: Those who leave voluntarily, do we do exit interviews to find out what that's all about?

>> MS. MURREN: We do from a management and up perspective. Front lines, we do not.

>> COMMISSIONER CAMERON: Okay.

>> MS. MURREN: But we do have just a quick conversation, and most -- the resignation letters do state they're going to a better job, more money, or going to unfortunately a competitor.

>> COMMISSIONER CAMERON: Okay.

>> CHAIR JUDD-STEIN: You mentioned the background checks. So right now there's about 100 pending. And those are for positions that are going to be subject to our licensing process?

>> MS. MURREN: Some will, ma'am, and some won't. Predominantly the 110 will be food and beverage. And depending if they're not on the floor, those positions are exempt.

>> CHAIR JUDD-STEIN: Exempt.

>> MS. MURREN: So that will turn very quickly.

>> CHAIR JUDD-STEIN: For those who are exempt, do you still do some kind of your own background check?

>> MS. MURREN: Of course, yes.

>> CHAIR JUDD-STEIN: And then for the positions that are more provisional, in other words, you allow them to work pending completion of the entire licensing process. Do you always do some kind of a background check initially as well?

>> MS. MURREN: So I'll break that down. Yes, we do. We do a drug and background check on every employee coming through a third-party vendor, Hire Right. And it's a urine test right now for the drug test. We send them out to an area drug testing company who will then submit that information to Hire Right. At the same time, a background is launched. They put in all of their information, Social Security, and then that goes through that process. And then in addition to that, if the position requires a license, then we launch the licensing program through the LMS, and that is all happening at the same time.

>> CHAIR JUDD-STEIN: At the same time.

>> MS. MURREN: And to answer your question right now, because we are really trying to ramp up, as long as the drug test and the background has been submitted, we are hiring and putting people and bringing them in contingent on the results of that, very similar to what we did in preopening just because of this phase. We typically don't do that unless we need to get additional people on the payroll quickly. We will not do that from a licensing perspective, as you know. It is required to have a servicer up, some type of license, so they will not start until that is approved by the Commission.

>> CHAIR JUDD-STEIN: And so for the background check, with respect to folks who may not live in Massachusetts, do you also run checks on them as well?

>> MS. MURREN: We do. If someone is a resident -- in preopening, we were running it on everyone coming through because we didn't want to miss anyone. Now we are pulling back a little bit and only doing that for Mass residents because it is only that -- ICORI is only run for the Commonwealth. We are running that also.

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

>> MS. MURREN: You're welcome.

>> COMMISSIONER STEBBINS: Marikate, you have about 40-some-odd postings for jobs currently?

>> MS. MURREN: The last time I checked which was yesterday, we had 59 postings. And then that accounts for additional head count in those postings.

>> COMMISSIONER STEBBINS: Okay. And some of those stay up because of turnover, just the postings --

>> MS. MURREN: That's right. We call them Evergreen. So we have an opportunity with had we know that we're losing head count based on the job or the hours, we keep these ones open so that we can constantly have a turn at the pipeline and just to keep our managers ready and get people getting through the system quickly.

>> COMMISSIONER STEBBINS: Okay. You're -- you mentioned losing some folks to, you know, our Region A licensee. Where are you losing people? What level of position?

>> MS. MURREN: It's managers, supervisors. We will start to lose dealers soon because it's an easier unfortunately at Wynn because they already have a license, right. So we'll start to see those numbers in the upcoming weeks.

>> COMMISSIONER STEBBINS: Okay. You know, I know employment numbers are always a little bit of a snapshot in time, especially in this kind of opening period, but I think it would be interesting to start to quantify promotions that you're doing, I think, you know. We've always talked about this industry having a great pathway forward for a person starting out at the entry-level and, you know, seeing an opportunity to rise through the ranks. You know, tracking promotions, I think, would be an interesting data point for us to see also.

>> MS. MURREN: We do that, sir. I'll make sure it's included in the next quarter report. It's something that we are very proud of, and it's something that -- we have an operational weekly meeting with many of the leaders and that's something that Jason Randall does talk about. When we do the people update. So it is something that we'll make sure we include in the next report for you.

>> COMMISSIONER CAMERON: I believe we talked about that at a prior meeting, and your numbers were very strong at all levels, correct?

>> MS. MURREN: They are, they are. I want to showcase some of those special --

>> COMMISSIONER CAMERON: You talk to other licensees about how MGM is able to do this.

>> MS. MURREN: Right, and we're really proud of that, too. I think a lot of us sitting here might have had multiple promotions. I can speak to myself of three since my time with the company, and so we're really trying to instill that work ethic, raising your hand, taking more on. And I think the company has always rewarded that hard work and will continue to do that. Within our property here. We don't want to lose others to our sister properties, though that is still a promotion and a win, we want to be able to do that in Springfield.

>> MR. MATHIS: Commissioner Stebbins, I can just tell you anecdotally only because it's fresh I mentioned I was in front of the security officers for a roundtable event yesterday. And I mentioned Julio Torres, I've got to come up with a better nickname than the minor assassin, but he -- he represented one of 23 security officers. And we advised the group that have either transferred or been promoted -- transferred up or been promoted within security. And that's out of a group of about 130, 135. So over 10% of that group -- now, there's been turnover, but over 10% of that group have transferred out and up or within the department. And I think that's consistent with all the departments, those type of -- that type of career growth. We should promote it and we'll make that part of the next report.

>> COMMISSIONER STEBBINS: Considering you haven't even been open a year yet.

>> MR. MATHIS: Yeah.

>> COMMISSIONER STEBBINS: That's encouraging.

>> COMMISSIONER O'BRIEN: Do you have the number of vendor employees from Q4 '18?

>> MS. MURREN: We track that, ma'am, by vendor badges so we didn't do that. I would say it's in that same area or slightly higher due to them ramping up and overhiring, but I do not have that number.

>> COMMISSIONER O'BRIEN: Okay. So you started collecting that Q1 of this year?

>> MS. MURREN: That's right.

>> COMMISSIONER O'BRIEN: Okay.

>> MS. MURREN: And the last thing I want to bring to your attention is slide 16. Just our recruitment efforts. Very similar to what Ryan does from a supplier and diversity perspective. The team, Jason Randall and Jennifer Russell, who is our director of talent acquisition, is always out with our education partners, our community-based partners and, of course, Mass Hire For Springfield continuing to keep the pipeline full with employment. And as you know, the Commonwealth has an unemployment right now of 3%. It's about 3.7, 3.8% in Springfield. So to the point earlier. Really getting out and really recruiting, especially for the gaming school and for the property, that is going to be our mission and spending the time with our individuals to properly and continually train up and enhance their training across the property. So just a few recruitment efforts there that I'm happy to go into detail.

One I do want to bring to your attention is the Grow the Show, the internal workshop in the middle. Jennifer Russell, I believe a few months ago, we had every

operation and operator in one of our ballrooms, and we had the opportunity -- I think it was about six or seven hours where current employees could come and speak to other operators and say what they're passionate about, where they see themselves three, six, nine months, a year from now. And so we had that opportunity. We had about 150 individuals internally come to speak to us, and the intent is to have that at least twice a year. So we can speak to our own employees find out what they want, what they're interested in, and then promote as appropriate. So that was a very successful event.

>> COMMISSIONER CAMERON: Are you finding that your current employees are becoming good recruiters for you?

>> MS. MURREN: They are. I mean, nothing's better, right, than one of our employees being promoted, loving their job and going out and recruiting their family and friends and others. So that has happened across the property, and we're seeing that across some of the families.

>> COMMISSIONER CAMERON: The programs that we've talked about earlier today, and we've done this for a couple of years now, all the workforce training programs, the community colleges, the high school. Do you see that really aiding you in filling positions? I mean, is there -- it sounds like you're all working together effectively to make sure the programs are -- and the individuals are prepared for the jobs?

>> MS. MURREN: We've found great success for those programs that were really building on those quote, unquote soft skills, says right? Really preparing people for interviews. And we have, as you know, we hire based on someone's ability for customer service, and we're going to train up for aptitude. You come in with a great attitude, we've said that before and we continue to do that. But what we continue to focus on and what I'm hearing from culinary is we need to constantly get individuals in the culinary school with Holyoke Community College, get people in and out quickly because that is also a position with the cooks, sous chefs. They tend to move around, so we want to make sure those pipelines remain full and so we can also staff the area as we start to ramp up with the economic development that is coming down the pike, want to be able to support that as more businesses come into the area.

>> COMMISSIONER CAMERON: Great.

>> MS. MOORE: Good morning, Commissioners, Sarah Moore. I've been promoted eight times in this company, so I'm a great poster child of opportunities. So talking about marketing, our marketing calendar continues to be an integral part of how we engage our customers and build loyalty. And in Q1, it was really a focus on being flexible and evolving and really diving into the data and changing what we need to change and responding to what the customers want. We introduced a lot of different promotions, new promotions. Some worked, some didn't. And so we really -- we're evolving every day, and you'll see that even more in our next quarter report out.

We like to say things like today is the first fourth Friday -- Thursday in May. So every day is a new day. We're still in uncharted territory, so we really focus on learning to the customers and religiously reviewing all of our data so that we can continue to provide those engaging promotions and special events that will bring people back to property.

We also have a continued focus on activating the property, specifically our armory our outdoor plaza, even through those cold winter months, we did some really



fun, incredible things. Talia, our Executive Director of entertainment, will go into that a bit more, but our ice rink programming, bringing in private entertainment opportunities for our most loyal customers, activating around our holidays, and our first Chinese New Year was a huge success as well.

And then also engaging the community, both locally and regionally from both a community engagement but also a B2B standpoint. So some examples here, we were one of the bigger sponsors of the Holyoke Parade. We understand this is a cultural and important part of the community here around St. Patrick's Day, and it was something we wanted to get involved with to show our commitment to the community. We also staged an event with 1Berkshire to meet the important business members in the business community of the Berkshires. We see this as a great opportunity for us to connect with them, both from a customer standpoint, from a business standpoint, and just networking. So we had a great meet and greet event with them as well, which has led to some further conversations about various things we can do with that community.

And then finally one of our bigger announcements in Q1 was our Boston Red Sox sponsorship. As a pure fan, this was a pretty big highlight for me, but we're really, really excited about what this does for our business, not only from a positioning us in the sports and entertainment space, but also our ability to really engage the community of Boston, close that gap between eastern and western Mass that we always say is there, and then also provide really incredible opportunities for our high-value customers. We had a group out there yesterday playing softball on the Fenway field. These are really spectacular opportunities that these types of partnerships afford us for our customers.

>> COMMISSIONER CAMERON: So other than, of course, the signage, the whole branding, you actually engage your customers with the Red Sox?

>> MS. MOORE: Yes.

>> COMMISSIONER CAMERON: And opportunities to go to games or events?

>> MS. MOORE: Exactly. There's a big part of it. The perception is just the Green Monster but there's so much more that comes along with that, including hospitality, whether it be away games or all sorts of different experiences that we can then take back here to our high-value customers and afford them those opportunities for being loyal to us here in MGM Springfield. There's also, as a part of the partnership, there's various activities that I can't get into too much detail yet. More to come. That we'll be bringing to property. And that was another important part of the partnership. It's not just about what can we do in the city of Boston but what can we do to activate the property here and bring those people west.

>> COMMISSIONER CAMERON: Great. Thank you.

>> MR. MATHIS: I think Sarah properly warned me not to get into something I was about to get into. But one of the other great opportunities -- because I was at the event yesterday with our customers, you know, really delivering special experiences that no other competitor can provide. So being able to play on the field was one of them. But what was really unique about it is it's not just Boston fans that appreciate those opportunities. We had a diehard Yankee fan. And he said his heart's been broken so many times on that field, he had to step on it. Detroit Tigers games, the MGM Detroit, we are bringing business from outside the state into the Commonwealth. We're hosting those folks as part of a series. So they're even rooting for the opponents. We do that in a bunch of other markets as well. We try to find the home team for a sister property

and create a little bit of a promotional opportunity to bring them into the property and have them experience the game with us.

>> COMMISSIONER CAMERON: President Mathis, are you being converted to being a Red Sox fan?

>> MR. MATHIS: Being in Vegas, I was a bit of a free agent, so you guys got me.

>> COMMISSIONER CAMERON: Phillies?

>> MR. MATHIS: Not anymore. I'm a bandwagon guy.

>> MS. MOORE: And obviously for us the most exciting part of this partnership which was announced was winter weekend.

So bringing the huge Fan Fest which will bring 6,000 to 8,000 people from all over the region to Springfield next January for a three-day-long Fan Fest that will just be incredible for this city from an economic development standpoint, from a really, you know, supporting putting it on the map in the sports space.

>> COMMISSIONER CAMERON: Great.

>> MS. MOORE: Excited about that. And I'll turn it over to Talia.

>> MS. SPERA: Good morning, Commissioners.

>> COMMISSIONER CAMERON: Good morning.

>> MS. SPERA: Just a slight recap, I think you've seen most of this. We will be continuing with Roar throughout the summer and winter series. We did renew that agreement. And so we've announced nine different artists with 30 different shows as of this morning that will go on sale tomorrow. And we'll continue to add more events to that series, which has been very successful for us.

And then we had Jess Hilarious, Lalas and NHL All-star Weekend. We like to think of this as sort of our trial to get ready for what will only continue to be more citywide sporting events that are across multiple days. We're excited for that.

And then I just wanted to give you sort of a 60-day outlook. We won't go, you know, through all of these charts. But a couple highlights. Over the next 60 days, we have over 50 events scheduled. And that's across all of our venues. Armory, the plaza, the ballroom, symphony hall and the MassMutual Center. We've already demonstrated our ability to bring the first boxing opportunity, a partnership with Murphy's out of Boston which was a broadcasted event on UFC Channel and will later broadcast on CBS Sports Net as well and we'll be bringing another event in August with that promoter so we're excited about that.

We also just ramped up our MGM live concert series and so we will have 35 concerts over the summer. Some are ticketed. Some are free. And so some highlights of artists are bands like Collective Soul and Gin Blossoms not this weekend but the following, Hanson. We've got Billy Currington. We'll highlight the plaza stage in that series. We're also doing some more community-oriented programming as well. Myself and Anthony, our VP of hospitality, have partnered on Food Truck Fridays which will be throughout the summer. And this was really, you know, showcasing our commitment to some of the smaller and local businesses that are owners of food trucks and we invite them onto the plaza for some lunchtime programming throughout the week. So we're excited about that. We started about three weeks ago, and it's been successful.

>> COMMISSIONER CAMERON: So do local -- people who work at businesses here come for the food trucks as well as some of your employees? How does that

work?

>> MS. SPERA: Yeah, that's the goal. We're sort of in a trial period. We want to offer it for our employees obviously. But the real goal for Anthony and I is to just gain awareness of that Main Street corridor. Get your feet on the ground and start walking down that corridor coming to us and really just trying to educate the city, how walkable we are and how many different programs we have, if you'll just walk that couple of blocks to us. That is the goal.

>> MR. MATHIS: I'll just say, all credit to the team on this Food Truck Friday endeavor. We've done it three Fridays. It's rained every Friday, literally every Friday, exactly the window that we were holding the event. But I think we finally have a dry Friday tomorrow. And it's been successful. 200, 300 people have been coming out even in the rain. I can't wait when you get a great day like we're about to get, what it's going to look like. So I think that awareness was important. It's showcasing local food trucks. We're going to give you an update on Wahlburgers, but we had a truck out for our inaugural and the line was a little bit over an hour. So really great activation, and it showcases what's really best about our property, which is the unique architecture and great outdoor space.

>> MS. SPERA: The hundreds of local and regional food trucks that have reached out to us. I see it on social media every single day more and more who want to be a part of it. So we're giving a forum to those that might not have a lot of exposure, and we're incorporating and Talia's team is doing a great job of incorporating all those local ones and showcasing new ones every week.

>> COMMISSIONER STEBBINS: To, I appreciate that. I like the schedule. There's some good local talent, one who I think might have played at a junior high dance I attended years ago.

[ Laughter ]

He has a good voice.

>> MR. MATHIS: How did you get Village People to play your dance?

[ Laughter ]

>> MS. SPERA: And then the last thing I wanted to touch on is the symphony hall partnership. We did start programming the venue. As you know, we've got a commitment for booking shows which we've met already with Air Supply, Terry Fator and Martin Short coming to the theater. In the next two to three weeks we'll exceed that commitment with four additional shows we'll be announcing as well. We're happy about that.

>> COMMISSIONER STEBBINS: That's great.

>> MS. SPERA: Okay.

>> MR. MATHIS: Who's covering this? Seth? You can.

>> MR. STRATTON: Generally you.

>> MR. MATHIS: Okay.

>> MR. STRATTON: I'll take the first piece. Which is residential development. I know we're often here saying, you know, it's moving, it's moving. We don't have a whole lot to report. Unfortunately it's a similar report but I was invited to a meeting in the mayor's office. Mike wasn't available this past Monday where the mayor brought all the stakeholders into his office again. He's keeping his foot on the pedal. One of the purposes of that meeting -- and I'm intentionally being a bit circumspect -- was

to -- there's one or two main issues outstanding which really trying to finalize, and the report is that -- the report was that one of them is being finalized and updating us on it. So meetings continue to happen. We are -- we anticipate, based on that meeting, another purpose of that meeting was also advising other city stakeholders of the status on the progress that was being made. We are hopeful based on what we heard in that meeting that an announcement by the city will be forthcoming in the very near future. So we're still actively participating in the discussions and eagerly anticipating finalization of that 31 Elm development. And I'll pass the rest to Mike.

>> MR. MATHIS: Yeah. On the Wahlburgers front, we had -- we had a meeting this week. I just saw emails this morning exchanging signature pages on the lease. So the lease has dragged out a bit, which is unfortunate because we lost a little bit of schedule, but we are finalizing the agreement now, and we will be announcing design and construction kickoff dates. So I think our goal now is to get this open in Q1. More to come on it, but it will be tremendously impactful. The Wahlberg family is very engaged. I think they're going to be particularly engaged because this is their footprint in Western Mass. This is an exciting with unto sort of complete the campus, and more to come on that.

>> COMMISSIONER CAMERON: Great.

>> MR. MATHIS: Yep. Sarah, why don't you cover the next one. The panels. Do you have the -- who's got the clicker?

>> MR. STRATTON: Jason's here.

>> MR. MATHIS: Oh, Jason's going to handle it. Sorry.

>> MR. ROSEWELL: Morning, Commissioners. Jason Rosewell, Vice President of Facilities. We are actively working to install a solar panel canopy on top of our garage. Basically 1.3 million megawatt solar canopy which will provide 1600 megawatt hours. To put that in comparison, that would power about 150 homes for a year.

>> CHAIR JUDD-STEIN: For how long?

>> MR. ROSEWELL: One year. So we will start that the week of the 27th, which is this upcoming week. We anticipate being done for Halloween.

>> COMMISSIONER ZUNIGA: Will you lose some capacity for parking in that period? I'm just curious.

>> MR. ROSEWELL: This will cover about 78,000 square foot of our garage, but we don't anticipate losing any parking.

>> MR. STRATTON: During construction.

>> MR. ROSEWELL: During construction we will. We'll have on to mitigate parking on the first floor which is for employees.

We'll move them down to seventh floor during the week. We'll tie up construction on Thursday allowing them to go back to the "A" floor. Over peak periods we will not lose parking but on some slower weekdays, we will. I don't anticipate that affecting store employees. I'm also happy to announce that the casino has been awarded the first elite platinum certificate for a gaming resort. Obviously, some of the things included in that are the solar panel we just spoke about. As you are aware during the construction portion, we did some rainwater harvesting where we basically take all of the rainwater off of the garage, take it into a cistern, and we actually use that water to do all the landscape watering around our site. So all of the greenery you see around site is watered from what we call brown water or reused water. In addition, we also diverted

about 95% of our construction demolition waste during the construction period from landfills. So great accomplishment, first ever, we believe.

>> COMMISSIONER ZUNIGA: First-ever casino to reach platinum in the United States?

>> MR. ROSEWELL: In the world.

>> CHAIR JUDD-STEIN: Is that right?

>> COMMISSIONER ZUNIGA: Congratulations. That's really tremendous.

>> CHAIR JUDD-STEIN: It's really tremendous, and I'm really wondering how you accomplished it. Do you have just a high -- in terms of your whole project management plan.

>> MR. ROSEWELL: Are you talking about during the construction or overall?

>> CHAIR JUDD-STEIN: From the start, was that a goal?

>> MR. ROSEWELL: It was a goal. It was to divert at least -- I think the requirement was 90%. We exceeded that by about 5%, getting 90% during construction. Obviously, our design included L.E.D. lights, getting away from incandescents, things like that. We had low-flow faucets installed on the property, shower heads, says things of that nature to reduce water waste. We also did a state-of-the-art central utility plant, so most of the equipment there uses less energy than, you know, most of the other things out there. So it was a concerted effort from the beginning to make sure that we met this goal.

>> MS. MOORE: MGM resorts as a company has committed to all new development to being at a minimum gold certified. We partner with the environmental design from the very beginning as we're in the design phase of our properties, and we work with them to design according to that goal. We were just fortunate enough here that we exceeded that goal and were able to achieve platinum, which is pretty remarkable.

>> COMMISSIONER ZUNIGA: This is how they started with the gold goal. Terrific news.

>> CHAIR JUDD-STEIN: Do the solar panel -- it looks like you were awarded lead -- the highest level, before the solar program, or is that part of it?

>> MR. ROSEWELL: It's part of it. It was included.

>> CHAIR JUDD-STEIN: So they awarded it contingent --

>> MR. MATHIS: That's why we delayed the announcement because we wanted to make sure that that portion of our program was solid and that we had a plan for the installation.

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

>> MR. MATHIS: Yep.

>> COMMISSIONER ZUNIGA: And Jason or Mike, remind us, was any kind of the reuse of the urban renewal piece of the project, was that -- does that count in some of the points for this? Just remind me.

>> MR. ROSEWELL: Yes, it does.

>> COMMISSIONER ZUNIGA: So that was another big factor in achieving this.

>> CHAIR JUDD-STEIN: Thank you for catching me up, Jason. I appreciate it.

>> MR. ROSEWELL: Thank you, Commissioners.

>> MR. MATHIS: So I think that concludes our quarterly update.

>> MR. STRATTON: You're going to show that?

>> MR. MATHIS: Yep. I wasn't sure if we got that on.

>> MS. MOORE: We thought we would wrap up today's presentation with something fun and light. We are, as of today, we have launched our new brand campaign for our property. So after the successful launch campaign of this is a first, which was very exciting and emotive, we wanted to reposition ourselves in the market as, you know, your everyday, approachable, fun property because that's really what we are when you look at us amongst our competitive set. We are a downtown local neighborhood facility, and there is always a reason to come see us. So without further ado.

>> Springfield?

>> Sounds fun. I was thinking for your sister's half birthday --

>> MGM? Yeah, let's do it.

>> It's almost Arbor Day.

>> Let's do it!

[ Applause ]

Oh, the neighbors got a new roof. Let's go to MGM Springfield.

[ Laughter ]

>> MS. MOORE: Thank you.

>> MR. MATHIS: Great work, Sarah. It's really amazing being in the room when our marketing firm and Sarah's team gets together and started to pitch ideas. This idea of biggest part of a lifestyle where you can eat, drink and go to entertainment, I think, is an important part of our next sort of step with our customers. So this will be a fun campaign. We'll do it in print, right, Sarah, all the different aspects of it?

>> MS. MOORE: Yep, all different marketing channels.

>> COMMISSIONER STEBBINS: You guys mentioned back on your future development update armory plans and F&B coming soon?

>> MR. MATHIS: Yeah, I'm glad you mentioned that. In fact, I was -- I didn't realize we hadn't put in some of the other pieces, but I'll give you a quick update. We've got -- I think we presented it at a prior quarterly update, some of the plans we had internally on new projects. So we've got our plaza bar as we're opening up Talia's MGM Live campaign and program. We've got a bar out there to service it. So I think it opens over the weekend, right, Talia?

>> MS. SPERA: Friday will be the first day.

>> MR. STRATTON: Pending your vote in 15 minutes.

>> MR. MATHIS: Yeah. Yeah, I didn't want to -- I called that a little early. But your staff's been great working through the approvals and surveillance and all the things we need to do to make sure that that bar meets your requirements that you'll be apparently voting on. And then we've got a -- we've got another bar called the -- basically called The Island Bar that's under construction. Some of you saw it as you walked the floor, and that's really -- it's activating the MassMutual corner of the building which is a little bit of the backside of the building. And we thought it needed some love. So we've got a bar under construction. It's got more video poker tops which is something the customers have asked for. So that will be part of a new campaign. You said it, we did it when we finally opened that bar to the customers. But what's great about that corner, it gives us an opportunity to create a lot of energy back there. We're experimenting with electronic table games, potentially some stadium gaming which is sort of that emceed version of gaming, and, you know, it could be a future home of a sports book potentially because it's got great wall space and the ability to put up TV screens. Big

investment. We're spending millions of dollars even post-opening to improve the property and to address anything we see as a gap in terms of what the customer is looking for.

>> COMMISSIONER CAMERON: Wow.

>> COMMISSIONER ZUNIGA: I just want to mention an anecdote, but I think it's illustrative. I spoke with the parents of good friends of my wife and I last week who live in Houston, Texas. And they go to Vegas often. And they came to visit the casino here because they have grandchildren in the Boston area. And they gave you great reviews on -- specifically on Chandler's, the steakhouse. And coming from people who really like their steak, they said that they went there twice after -- they went there a second time because they liked it so much.

>> MR. MATHIS: That's great. Is Anthony still in the room? Anthony, our vice president of food and beverage, will appreciate that.

>> COMMISSIONER ZUNIGA: The best review had to do with the steakhouse.

>> MR. MATHIS: That's great. Thanks for sharing that. We often hear when there's an issue, not always when there's a good experience, so I appreciate you passing that on.

>> COMMISSIONER CAMERON: Great.

>> CHAIR JUDD-STEIN: We appreciate the thorough presentation and the update. I know the last time you were in Boston giving the update, I did ask about the question concerning the young people on the gaming floor. Let's hope that the trend really shifts in the right direction we've seen in March. I know in speaking with you that you have deployed a lot of resources with respect to that effort. And you also shared that your folks who have been deployed are taking that very, very seriously, enough that it concerns them with respect to their fulfilling all the expectations that you have. We share that concern, and we appreciate theirs. So thank you.

>> MR. MATHIS: Thank you. Thank you for saying that.

>> COMMISSIONER ZUNIGA: Thank you.

>> COMMISSIONER CAMERON: Thanks, everybody.

>> CHAIR JUDD-STEIN: I think we'll take a break. Does that work for you folks?

>> MR. STRATTON: Commissioner Zuniga, I just want to say, after Mike said that you wouldn't be carded, and Marikate called you sir, you're looking very youthful.

>> COMMISSIONER ZUNIGA: My white hair betrays me at times.

>> CHAIR JUDD-STEIN: We'll take a break and come back -- I can't see my watch here.

>> COMMISSIONER ZUNIGA: Ten minutes.

>> CHAIR JUDD-STEIN: Ten minutes. So that puts us right around noon time.

Thank you.

[ A break was taken at 11:52 a.m. ]

>> CHAIR JUDD-STEIN: So we are reconvening our meeting -- our meeting, and we are moving on to item number 4, investigations and enforcement bureau, Director Wells, you want to give an compliance update, please.

>> MS. WELLS: Yes, good afternoon, Madam Chair, members of the Commission. Just as an update to the Commission pursuant to its authority under Massachusetts General Laws 23K Section 6, the IEB has assessed MGM Springfield with an administrative penalty of \$100,000 for vitals related to noncompliance with provisions

regarding minors and underage persons. I recognize you've already had somewhat of a discussion about that issue with the licensee.

MGM has agreed to the penalty and is not appealing the fine to the full Commission pursuant to their rights and their due process rights under 23K Section 36D. So this is merely informative for the Commission that this has, in fact, taken place. The Commission has always emphasized the importance of protecting the most vulnerable and wanted our licensees to do what is necessary to protect minors from underage gambling and alcohol consumption. During the first two months after opening on August 24th, 2019, the IEB has emphasized MGM Springfield the requirements of preventing persons under the age of 21 from accessing the gaming area and procuring alcohol.

On October 24th, the IEB gave MGM Springfield formal notice of 22 incidents involving underage persons in the gaming area since that opening on August 24th of 2019. From November 22nd to December 2 of 2019, the IEB documented an additional eight incidents involving eight underage persons with activity on the gaming floor. Seven incidents involved actual gambling activity, and one incident involved a 20-year-old consuming alcoholic beverages. On December 6th, the Commission sent a letter to MGM Springfield directing the closure of the crosswalk on the gaming floor to underage persons. That change went into effect on December 14th, 2019, as has already been discussed --

>> COMMISSIONER ZUNIGA: You mean '18 in all this.

>> MS. WELLS: Pardon me.

>> COMMISSIONER ZUNIGA: You mean '18.

>> MS. WELLS: Oh, December of 2018. Pardon me, yes. The December dates and November dates are in 2018, to clarify.

>> COMMISSIONER ZUNIGA: Yes.

>> MS. WELLS: And then between December 14th and April 23rd of 2018, the IEB documented an additional 14 incidents involving 19 underage persons on the gaming floor, 13 incidents involved gambling activity, and 1 incident involved an 18-year-old consuming alcohol. In addition to the civil administrative penalty, the IEB required that MGM Springfield identify in writing all modifications to its security plan previously approved in August of 2018 and sent to the IEB a plan for improved compliance, addressing at a minimum additional training of security personnel and table games personnel with respect to underage persons and minors.

I note that you have been briefed on those matters by the licensee as part of their quarterly report. We did receive documents in response to the requirement as part of the administrative penalty yesterday, and we're reviewing those documents as well. MGM Springfield did inform the IEB acknowledges the incidents itemized in the complaints and they did agree to the amount of the assessment. As I stated earlier by its agreement, MGM Springfield has waived its right to an adjudicatory hearing before this Commission and so the matter is at this point resolved, and we will continue to monitor the important issue of minors on the floor and minors consuming alcohol, and we will proceed as our duties as regulators. So that is my update for the Commission. I'm available to answer any questions, and I think the licensee is as well, as remedial measures have already been part of the discussion before the Commission.

>> COMMISSIONER ZUNIGA: Yeah. Well, I was just going to confirm some of



that. So the incidents that you described here in the memo took place, is it fair to say, prior to some of the measures that we already heard about this morning?

>> MS. WELLS: I think -- and I'll defer to the licensee as to their specific timing. My understanding -- we've had constant communication with the licensee that this is an issue that the Commission has indicated they feel strongly about, the IEB feels strongly about, so they had been implementing measures as they identified the problem, that it was occurring on the property. But formalizing all of these measures has certainly been done as a result of the complaint and the assessment that was issued by the IEB, but if they have any further comments, I'll defer to each counsel.

>> MR. STRATTON: That's right, Karen. Several of them have been an iterative process. So the items that you heard about with respect to the curfew, the hand stamping, the elimination of the crosswalks, those have been throughout late 2018 and into early 2019 have been implemented to address the issue. The increased signage around the floor is another example. Some of the additional measures that we put into place basically, as part of the discussions and reaction to the recent notice of violation include our weekly committee meetings to review incidents and address them. We also have the enhanced training that we've rolled out, and we are working on finalizing an enhanced disciplinary process, a heightened disciplinary process for minor-related violations. Those items are I'll say in direct response to the recent discussions around the penalty and the violations.

>> COMMISSIONER O'BRIEN: Was there a portion of these that were fake IDs or was this all a question of whether and when IDs were checked?

>> MS. WELLS: I'd have to look at each individual -- my understanding is it's mostly the not checking IDs.

>> MR. STRATTON: Right. Failure to ID or misreading IDs. Human error with respect to the ID checking process.

>> COMMISSIONER O'BRIEN: Okay.

>> COMMISSIONER CAMERON: I notice -- so we're talking about about 30 incidents, the 22 and then the 8, correct? For this report?

>> COMMISSIONER STEBBINS: Then another 14.

>> COMMISSIONER CAMERON: And then another 14?

>> COMMISSIONER STEBBINS: Yeah.

>> MS. WELLS: Hold on. Let me double check.

>> COMMISSIONER CAMERON: 42?

>> MS. WELLS: There was a formal notice on October 24th about 22 incidents.

>> COMMISSIONER CAMERON: Yes.

>> MS. WELLS: So that was the formal notice. Now, for this complaint, there was additional eight incidents.

>> COMMISSIONER CAMERON: Right.

>> MS. WELLS: Plus another 14 incidents, which is 22. So you could add the -- right. So I would count the 8 plus the 14. So the note -- the complaint is for the 22 incidents, which are described in the memo.

>> COMMISSIONER CAMERON: Okay.

>> MS. WELLS: Now, there have been other incidents and there are other issues, but these are 22 that the IEB specifically identified as having components where there's failure on the part of the casino to appropriately act and therefore it was subject to this

penalty.

>> COMMISSIONER CAMERON: Right.

>> COMMISSIONER ZUNIGA: Oh.

>> CHAIR JUDD-STEIN: And they received notice --

>> MS. WELLS: Of prior incidents, correct. So they were on notice pursuant to the statute of the concern of underage patrons, and then after that with more incidents, the IEB has a statutory authority to impose a monetary penalty.

>> COMMISSIONER CAMERON: Right.

>> COMMISSIONER ZUNIGA: So in the report this morning, we heard of some of the minors that were identified, and as a percent of total visitation, that there's a trend that's important to understand. More necessarily does not mean lacking controls. It might actually mean that they're more actively finding them, finding those minors, but also what is the result of the procedures that they have implemented?

>> MS. WELLS: Right, right.

>> COMMISSIONER ZUNIGA: Is it fair to say that some of the incidents that you described may not necessarily be a subset of those that we heard about this morning? Not just because of timing but because they were identified properly, as we expect them to be identified quickly?

>> MS. WELLS: Yeah. I mean, it's a tricky situation with the setup at MGM Springfield. So if you compare that to a casino where they have a choke point, where everyone has to come through, say, one entrance, they should be checking IDs at the entrance and nobody should get through. So actually -- you know, nobody should be on -- no children should be on -- you know, under the age of 21 should be on the gaming floor. Now, I get it that with this setup, it's much harder to control that. So a situation where someone's at the perimeter of the gaming floor and steps onto the gaming floor and then immediately a security guard asks for ID and gets them off the gaming floor, that's identified as someone on the gaming floor, but I get that the security guard has done his or her job.

>> COMMISSIONER ZUNIGA: And in that situation, you would not --

>> MS. WELLS: So some of those are in the numbers that MGM has identified. So in fairness to the company, they're also see -- you're also seeing some numbers of people that are coming onto the floor and then properly identified and escorted from the floor. It's just a systemic issue with all these entrances that you -- you don't have this one choke point where you can automatically keep everyone off the floor. So it's a challenging situation for both the regulator and the licensee.

>> COMMISSIONER ZUNIGA: Right. That aside, which we all understand.

>> MS. WELLS: Yeah.

>> COMMISSIONER ZUNIGA: That the porousness of the floor.

>> MS. WELLS: Correct.

>> COMMISSIONER ZUNIGA: When in the scenario that you describe, when somebody as soon as or almost immediately or very shortly after stepping foot on the gaming area --

>> MS. WELLS: Right.

>> COMMISSIONER ZUNIGA: -- is identified and either told to leave or escorted out.

>> MS. WELLS: Right.

>> COMMISSIONER ZUNIGA: That circumstance we would not view as a violation.

Would that be fair?

>> MS. WELLS: We haven't fined for that, I would say.

>> COMMISSIONER ZUNIGA: Okay. That's my question.

>> MS. WELLS: Right. So we're differentiating between where we see, as Seth indicated, like some human error, some accountability by the licensee where, for example, you know, someone's not only just on the floor, but they're on the floor for 45 minutes and they're playing on a gaming machine. That's not okay. So it's up to the licensee to identify protocols and procedures to keep that from happening. But I get it. Someone could just step on the floor and then they catch them and then they move them off. That -- those are not incidents which we have identified as part of the administrative penalty.

>> COMMISSIONER CAMERON: Director Wells, I note that the majority of these incidents, other than three that I count up, are all with 18 to 20-year-olds.

>> MS. WELLS: Right.

>> COMMISSIONER CAMERON: Now, is that -- do we think that that's an issue where, because other states, neighboring states, allow gaming at 18, that they were coming early here, thinking maybe that was okay or whatever, or is it just -- is this constant? Is this continuing even after education, signage? I'm just trying to understand the substance of the problem here.

>> MR. STRATTON: I may be able to address that a bit better than Director Wells, because we've heard -- it's more anecdotal, but yes, we do hear as the excuse. Now, whether it's genuine or not when we've encountered these folks, oh, I thought it was 18. And we do have signage everywhere, big 21 plus, but there is -- we hear it enough that I think it is -- it is an issue. We, in fact, at one point, an early violation, and we dealt with it. We had an employee who checked an ID, and they were under 21, and the employee thought that it was 18 plus. That surprised us. We dealt with it. But there is -- yes, there is a getting the word out that gaming in Massachusetts is not 18 plus as it is in other -- some other jurisdictions, it's 21 plus, is a constant communication endeavor, and through signage and word of mouth and otherwise, we're trying to get that. We see it -- I think it's much different today than it was in September, for instance. More people are very aware of the 21 plus age.

>> COMMISSIONER ZUNIGA: Two features that we -- maybe a couple of the features that we heard about this morning, the podium at the three areas, the three main entrances from the garage, the hotel lobby and the Main Street entrance. We also heard about the machine -- what's the name, the Verifox?

>> MR. STRATTON: Veridocs.

>> COMMISSIONER ZUNIGA: And the curfew in terms of you know, operations and limited entrance after a certain time. Were those all put into place as a result of these ongoing discussions and early identification of some of the issues that you identified at least prior to October? Is that a fair assessment?

>> MR. STRATTON: It's a combination. I think the curfew was, as we've had a lot of internal discussions on how we address it, the curfew was a strategy that we came up with internally and decided to roll out. The Veridocs people was at the strong suggestion of Director Band that he thought that that would make sense, and we agreed. So I think a lot of the measures have -- some have been -- it's been a constant dialogue with the Gaming Commission and the IEB and some measures we have

adopted have been at that recommendation. Some have been our own and some have just been through brainstorming.

>> COMMISSIONER CAMERON: I knew early on we had discussion about ways to maybe ropes or some kind of a barrier. But I think -- do I remember correctly that you didn't deem that feasible for this property?

>> MR. STRATTON: We continue to discuss it. There's two challenges. There's the business challenge. They go to feasibility. The business challenge and then the egress challenge. So once you put up physical barriers around the floor, we have to take a look at evacuation and egress from a fire code emergency standpoint, and it does create some challenges with our current design. So both of those items have led us at this stage to try to focus on strategies other than physical barriers, but it continues to be part of the dialogue.

>> COMMISSIONER STEBBINS: I thought it was interesting, just kind of going back and looking at the incidents which we're basing the civil penalty on, you know, the block that happened, you know, eight and ten days all kind of fall around the Thanksgiving day holiday. All the ones -- a couple exceptions you point to, the 14 in the four months are all around the Christmas and New Year's holidays. Again, I don't know what kind of trend that points to, but that seemed to be where we were catching most of the folks. Obviously, and it was echoed here this morning I think the most egregious cases is when somebody is physically at a table game facing one of your employees and, you know, it was important to hear some of the steps you guys have taken to address that. I guess I have a question for you, Director Wells. You've assessed a penalty. What are your expectations or IEB's expectations kind of going forward with respect to how the licensee conducts itself?

>> MS. WELLS: The expectation is that the licensee will put forth additional resources to keep minors off the floor and keep minors from consuming alcohol. The priority from a regulatory perspective is the safety and well-being, as I said, of the most vulnerable. That includes minors. And if that means more security officers roaming the floor, if it means more personnel checking, then the IEB's position is that's what needs to be done, that that's the priority.

>> COMMISSIONER CAMERON: Director Wells, we heard conversation earlier today about parents bringing 18, 19, 20-year-olds and maybe assisting in their ability to gamble or at least being complicit or some summonses that may have been recently issued. Do you have any or information about that?

>> MS. WELLS: Yeah, I don't have any specifics on that. I can check with the state police on what's going on with that. But I don't have anything for the, you know, public consumption for the details of information on that.

>> COMMISSIONER CAMERON: Okay.

>> COMMISSIONER O'BRIEN: I know that the cut-through walkway has now been -- the minor access has been suspended or terminated. Originally that was a vote to ask to be exempted from the gaming floor, correct?

>> MS. WELLS: Right.

>> COMMISSIONER O'BRIEN: Is that status change or is that a temporary suspension?

>> MS. WELLS: It is now part of the gaming floor.

>> COMMISSIONER O'BRIEN: Okay.

>> MS. WELLS: So that minors are not permitted to be on that -- access that walkway.

>> COMMISSIONER O'BRIEN: So it's not a suspension?

>> MS. WELLS: Correct.

>> CHAIR JUDD-STEIN: Any further questions for Director Wells? Thank you for your work. I want to add that Mr. Mathis did indicate how much he appreciated the good work that you and your team did, and we know that it is a coordinated effort. We appreciate the fact that our licensee here has agreed to this and takes it seriously and has taken many steps that we've heard about today, and we knew about to address this issue that we know is somewhat of a unique challenge because of exactly what makes your property particularly special. So thank you for your efforts in coordinating with the licensee. Thank you.

>> MS. WELLS: Thank you.

>> MR. STRATTON: Thank you, Chairwoman, and I want to reiterate our commitment. I also, without jinxing ourselves, want to report that we held our inaugural meeting of our new weekly meeting to address minors, and we reviewed reports, and I'm optimistic based on what I've heard that you're going to see that when we're back in front of you, at least for May, there's a significant -- these measures are having impact, and the numbers continue to go down. It was a good discussion we had, and the numbers look very good for May so far. So I think what we're doing is working, and when we're here on our Q2 report, again, I'm optimistic that we're going to see an impact from those.

>> CHAIR JUDD-STEIN: We look forward to that.

>> MR. STRATTON: Thank you.

>> CHAIR JUDD-STEIN: Thank you.

>> COMMISSIONER ZUNIGA: Thank you.

>> MS. WELLS: So now I will turn it over to Mr. Curtis for the Springfield service employee exemptions request.

>> MR. CURTIS: Good afternoon, Commissioners.

>> CHAIR JUDD-STEIN: Good afternoon.

>> MR. CURTIS: In your packet, you'll see a request for three registration exemptions for MGM Springfield, and they're being presented to you for consideration and vote. The Commission staff worked with MGM Springfield specifically Jason Randall who's the director of Human Resources, to develop this recommendation is in agreement with the three positions contained in this packet. The three positions are an usher, warehouse runner, and the food and beverage hospitality internship program. So I'd ask Jason if he wouldn't mind explaining the positions a little bit more to the Commission.

>> MR. RANDALL: Good afternoon. The first role, the usher, works in our entertainment division. This role will be greeting guests, checking tickets, guiding to seats at the symphony hall facility or events on the plaza and inside the armory will not be engaged in any foodservice or alcohol service, so clearly escorting guests to their seats.

The warehouse runner role is a position on our property that assists in unloading trucks on the property and taking material from the loading dock to storage facilities in back of house or as needed, taking product to the outlets directly. The role does not

cross the gaming floor. The only time it's front of house is when it's bringing product to our Starbucks -- our Starbucks and hotel front desk. Any of the other facilities that uses back-of-house service elevators. With respect to transportation of alcohol, it's not opening any product. It's not dispensing any product. It's just moving them around on hand carts from -- through the back-of-house area.

And then the final role is the food and beverage hospitality intern. This is the internship program that we have is a ten-week program for college juniors. This position will be supporting the food and beverage team in an administrative capacity, not performing any front-of-house or guest-facing work but really working on projects for our food and beverage team.

>> COMMISSIONER STEBBINS: Jason, the food and beverage interns, it sounds like from the descriptions, that they are constantly supervised wherever they go on property essentially during their work time?

>> MR. RANDALL: They're not performing work with a guest.

>> COMMISSIONER STEBBINS: Which colleges do you hope to pull from?

>> MR. RANDALL: We have a student from UMass Amherst who's going to be fulfilling that role with us.

>> COMMISSIONER STEBBINS: Okay.

>> CHAIR JUDD-STEIN: Any additional questions for Mr. Curtis or the team? Jason?

>> MR. CURTIS: We'll give you a breakdown of the positions, 34 ushers, 5 warehouse runners and one F&B hospitality.

>> COMMISSIONER STEBBINS: Madam Chair, I'd move that the Commission approve the request for the three registration exemptions for MGM Springfield as included in the packet.

>> COMMISSIONER ZUNIGA: Second.

>> CHAIR JUDD-STEIN: Any further questions? All in favor? Opposed? Catherine, 5-0, please.

>> MS. WELLS: The next item on the agenda is the MGM Springfield alcohol permit amendment request, and I'll turn it over again to Mr. Curtis just to give you a briefing on that.

>> MR. CURTIS: Again, good afternoon.

>> CHAIR JUDD-STEIN: It is still afternoon. I started with this morning when it was this afternoon, so thank you. Here we are.

>> MR. CURTIS: In your packet you'll find the amendment form for the gaming beverage license that was originally approved on June 21st, 2018. Since that time the licensee has approached us, and it has submitted this application for amendment to include four new outlets. It would be the salon, the plaza bar, food trucks on the plaza, and the casino island bar. I'd ask Seth Stratton to just give a little bit more of a presentation on these four additional licensed outlets.

>> MR. STRATTON: I'll pass that, actually, over to Anthony who is our Vice President of Hospitality on three of them. I'll do the trickier one, which I think is the salon and spa, which I think is a modification of what was previously included in our application as being just the salon. We'd like to include the salon and spa. Essentially, this isn't a frequent alcohol service, but it is -- in either spot, we like to have the ability when a customer requests it to serve a glass of champagne while they're

having their salon or spa experience. Anecdotally in our experience, it doesn't happen very frequently, but it is an amenity that we'd like to be able to offer and in our prior application, I believe we only included the salon, and so we want to just clarify and clean up the areas, the nature of the service so that we're fully compliant with respect to the salon and spa. And, again, that would be -- is there any other circumstance other than a special event where we would have anything but champagne service in those spaces?

>> MR. CARATOZZOLO: No, it would be a glass of champagne, maybe a glass of wine. It would be appealing to the brides so this is just something we want to have the option to do. >> MR. STRATTON: And then the other three areas, Anthony, I'll let you cover, plaza bar, food trucks.

>> MR. CARATOZZOLO: So the plaza bar is going to be our newest venue. It's going to be supporting MGM Live. Last year when we started the plaza activations, we would do portable bars, notify the Commission when we're going to do these bars, make sure we've the surveillance. This is more of a permanent structure that we felt we needed just to have more control over, ID checkpoints, and the actual responsible alcohol service.

The second one is with the two food trucks on our plaza, we currently run them Friday, Saturday and Sunday. This will be beer only, no liquor, just to have the availability to sell beer if somebody orders food off of the truck. Our normal procedure for TIPS training, everything will take place, it's nothing out of the ordinary from what we currently do.

>> COMMISSIONER ZUNIGA: But you envision two of -- are those the names of two of the trucks that would sell the beer?

>> MR. CARATOZZOLO: That is correct. There are two food trucks that we wholly own and that we service. This would not take place -- we would not allow alcohol service from trucks from the outside. We would only confine it to our trucks just from a control standpoint.

>> COMMISSIONER ZUNIGA: Okay. So those are the names of the two food trucks?

>> MR. CARATOZZOLO: That's correct. Walk this way and Man Buns.

>> COMMISSIONER STEBBINS: Can I ask you what Man Buns serves?

>> MR. CARATOZZOLO: Asian style buns, lotus buns.

>> COMMISSIONER STEBBINS: Okay.

>> MR. STRATTON: The trucks are there if you want to take a look. They're permanently in the plaza during the season.

>> MR. CARATOZZOLO: Then the third would be our casino island bar, which you see here. It's 22 tabletop gaming devices. We're actually going to be moving Keno to this bar just to try to create activation. We've had great luck with Keno. So we think this would really just activate that whole back corner by adding this.

>> COMMISSIONER STEBBINS: Is this not include -- you're not looking for 2:00 to 4:00 service here?

>> MR. STRATTON: Hmm. That's a very -- there might be an error on this. I'm glad you -- I'm glad you raised that. We would -- we would -- or I'm sorry. Would you have the bartender --

>> MR. CARATOZZOLO: No, we would do it currently like just exactly how we do

the walkup bar. So it will be service by the cocktail waitress rather than a bartender, so it doesn't appear to be -- it doesn't appear to be an open bar. So walk-up bar, which is also our casino service -- or not casino -- but our video poker bar from 2:00 a.m., we shut it down so there's no guest-facing bartender, so there's no chance of a cash sale being transpired from that. So same setup where a cocktail waitress, if they see somebody gaming, will go during that 2:00 to 4:00 a.m. service and service the guest.

>> MR. STRATTON: That's right. And I just flipped back to our original application, and it's the exact same as the casino walkup bar which also has the 2:00 a.m. window. But the gaming -- the gaming floor service is until 4:00 a.m. So that service would be under that license area.

>> COMMISSIONER O'BRIEN: Is it that I problem that it's physically removed from the gaming floor?

>> MR. STRATTON: It's not.

>> COMMISSIONER O'BRIEN: It's not? It's within the confines of it?

>> MR. STRATTON: Correct.

>> COMMISSIONER O'BRIEN: Okay.

>> COMMISSIONER ZUNIGA: It is currently under construction, is that -- is that true?

>> MR. STRATTON: That's right. We've created a false wall. The construction is -- it's the quadrant of the slot floor that's closest to where we are now on the corner of State and Main so we've built a wall and cut off the majority of that quadrant while it's under construction, and then we'll reopen it.

>> COMMISSIONER ZUNIGA: So the area was technically already licensed. Now you have --

>> MR. STRATTON: Correct.

>> COMMISSIONER ZUNIGA: -- you just have a new bar.

>> MR. STRATTON: Yeah. It's most -- it's, I'd say, almost identical to the walkup bar, which is within the heart of the gaming floor, there's a separate licensed area that has different hours of operation. Once it shuts down, people can sit at the gaming devices at the bar and be serviced by cocktail servers from the gaming area.

>> MR. CURTIS: I also have Angela Smith who is the senior supervising gaming agent at Springfield. So if you have any questions for her about the service or anything like that, she's available to answer any questions.

>> COMMISSIONER STEBBINS: Is there anything you want to add, Angela?

>> MS. SMITH: I think they've covered it pretty well.

>> COMMISSIONER CAMERON: I have a question.

>> MS. SMITH: Sure.

>> COMMISSIONER CAMERON: The new -- we just learned about a lot of new policies that have been implemented with regard to try to curtail the underage. Are you seeing some changes in -- do you see the policies working?

>> MS. SMITH: Regarding the underage on the gaming floor?

>> COMMISSIONER CAMERON: Yes.

>> MS. SMITH: I see a progression from opening through today with all the implementations that they've made along the way, improvements with each implementation. And with the Veridocs at the security podiums that will be at the three standing posts, I think that will be a tremendous help, and with the added training to



table games employees, I think that will be a big help as well.

>> COMMISSIONER CAMERON: And your many years of working at other facilities, have you seen this from openings before where additional steps were needed to try to really get this issue under control? Or is it more about the porous facility?

>> MS. SMITH: I think it's a combination. I've worked at three different properties.

>> COMMISSIONER CAMERON: Yes.

>> MS. SMITH: One of the properties was a private casino. Very strict on anybody entering, not just age limits. So it wasn't an issue there. But at the other properties that I've worked with, I've seen -- it's been an ongoing issue with underage on the gaming floor. At all properties that I've worked at.

>> MR. STRATTON: I will add that the two areas -- additional areas, new bars, are obviously bars served by bartenders. I think when we talk about minor access, we have, as compared to gaming which we talked about, we've had relatively few instances of minors consuming alcohol, and I think we have a very strong track record with respect to trained bartenders. I don't know of a single instance in which a bartender has served a minor at one of our bars. I think bartenders are used to encountering this issue. They're very well trained. They're familiar with TIPS. And so I think these additional bars, I anticipate that we won't have any issues with minors being served by trained bartenders.

>> COMMISSIONER CAMERON: Thank you.

>> MS. SMITH: You're welcome.

>> MS. WELLS: So that matter does require a vote from the Commission.

>> COMMISSIONER STEBBINS: Madam Chair, I'd move the Commission approve the amendment request to the gaming beverage license for Blue Tarp Redevelopment, DBA MGM Springfield for the salon, plaza bar, MGM food trucks on the plaza, and then casino island bar.

>> COMMISSIONER CAMERON: Second.

>> CHAIR JUDD-STEIN: Any further discussion? All in favor? Opposed? 5-0.

Thank you.

>> MS. WELLS: That concludes the matters from the IEB.

>> COMMISSIONER CAMERON: Thank you, everybody.

>> MR. STRATTON: Thank you, Commissioners.

>> CHAIR JUDD-STEIN: Thank you. Do we want to continue?

>> COMMISSIONER CAMERON: Yes, mm-hmm.

>> CHAIR JUDD-STEIN: Ed has given me -- telling me to roll ahead. I was -- I was simply checking in with my fellow Commissioners to make sure they were okay.

>> COMMISSIONER CAMERON: We're good. Let's do it.

>> CHAIR JUDD-STEIN: All right. We'll continue on. Thank you. All set.

>> COMMISSIONER STEBBINS: A walkie-talkie.

>> CHAIR JUDD-STEIN: Good afternoon.

>> MR. VANDER LINDEN: Good afternoon.

>> CHAIR JUDD-STEIN: Director Vander Linden.

>> MR. VANDER LINDEN: Thank you, Chairwoman and Commissioners. I'm joined this afternoon with Christopher Bruce. Christopher is the Commission's crime analyst examining public safety impacts of casinos in Massachusetts. Today he will be presenting findings from a report that analyzes changes in police data following four

months of activity at MGM Springfield. This report builds upon a baseline that he released last October. That baseline included several years of data that were gathered and analyzed by Christopher. And overall, this report and this element of the research agenda builds the body of evidence that tells the story of what are the true fiscal and economic impacts of expanded gaming in the Commonwealth.

The research that's conducted or led by the Commission is certainly the type of information that we need to inform our policies. This is specifically regarding this report is the information that's needed to inform public safety strategies, data-driven policing. And so to that end, it requires a very unique relationship with the local police agencies in Springfield and the surrounding communities. Christopher has a unique style, a unique approach to this. I mean that in a very good way, Christopher. He works very closely with each of the communities. He ties into their record management system and downloads the data from each agency. He has an extensive process in which he analyzes this data, sorts and analyzes the data. He uses not only that quantitative approach to analyzing the data, he uses a qualitative approach, which includes, once we have a draft of this report, sitting down with each of the local police agencies as a group and asking whether or not this is -- are we on track? Is there additional information that you feel should be added to the report? Are we missing anything? And that is an important -- final but very important step in this specific study.

He's following -- we are following the same methods that we have used in Plainville, and we've launched the baseline study in Everett. So what you'll see, hopefully over the course of time, is this sort of consistent reporting of public safety data to the Commission and to the local police agencies across the Commonwealth. Before I turn it over to Christopher, I would really like to thank Commissioner Cameron for your leadership in this specific study, your expertise and background certainly lend to -- lend to the credibility and depth and expertise of this study. And I also really want to thank the cooperation and engagement of all of the local agencies, Springfield and the surrounding communities. I think that as I've described the methods and I think as Christopher will describe them, that cooperation is absolutely essential in order to get this study right and to get the data that we really need. So with that, I will turn it over to Mr. Bruce.

>> MR. BRUCE: Thank you. It's good to be here again. This initial study just encompasses the first four months of MGM's existence. So it's really too early to establish any type of long-term trend or anything. Basically the purpose was to get a snapshot of any major increases in any public safety issue immediately after the opening of the casino so that law enforcement could be better prepared to intercede with the right tactics and strategies. Only after a few more reports will we have a sense of which of the increases that we've seen so far are going to become permanent, are going to become part of the long-term fabric of the associated communities.

What we have seen so far -- and again, this covers September through December of 2018 -- first of all, the casino itself became sort of the top hot spot of the 11-community region. It reported more crime, more arrests, more calls for service than any other single location during that period. Now, that may very well be warranted given the number of people visiting the casino. So if you take that total and divide it by the number of visitors, the rate might end up being not all that spectacular. Unfortunately, we don't have that level of data from all of the other locations in the

region, but I want to caution that just because it's number one numerically doesn't mean it's unsafe in any particular way, anyplace that gathers thousands of people is going to have a certain volume of crime and calls for service.

Within the surrounding communities, we've seen an increase in some property crimes. In Springfield and in some of the communities to the south that I'll talk about. We've seen an increase in traffic collisions and other traffic-related incidents and mostly, again, to the south and west of the casino. We have seen some increases in disorder on the other side of the bridges in West Springfield. And that's really about it. I'll cover each of those things in detail. But overall, the numbers contributed by MGM Springfield and the numbers contributed by the surrounding communities in any way that might have been a response to MGM Springfield weren't enough to create any generally large increases in the overall statistics for the region, if that makes sense.

If you were looking at the numbers by themselves -- and we'll see a graph to that effect in just a second -- you wouldn't really even notice that anything had changed for the 11-community region which, of course, is a good thing. In the immediate area around the casino as we're going to see, the numbers have remained fairly steady which sounds like it's not much of a victory, but you've added tens of thousands of new people a day to the area. So that's actually quite good given the influx of visitors.

So I don't know if you guys can even see anything.

>> CHAIR JUDD-STEIN: We have this.

>> MR. BRUCE: Oh, very good.

>> CHAIR JUDD-STEIN: And we have it there, too.

>> MR. BRUCE: Excellent. That's a relief. So we have 11 communities participating in the study. Plus the state police. So 12 agencies total. And I have a meeting next week with the Amtrak Police to try to get their data and statistics contributed as well. The population that is represented by the region is about 410,000, 333 square miles and a little over 1,000 municipal police officers are contributing data to this study.

Just to set a little bit of context you can see with the graphs in front of you here, over the last decade or so, Springfield has historically had a higher than average crime rate, going back into the '80s and '90s. Over the last ten years or so, they've had a lot of success in reducing that crime rate. So MGM is opening here in 2018 against a backdrop of crime that's been going down for about a decade. You can see that's starkly true in terms of property crime, and that includes things like burglary, theft, vandalism and so forth. Violent crime which would include assaults and homicides and sexual assaults had had a decreasing trend. It was starting to level around 2016, 2017, but still a lot lower than we saw in previous decades.

Traffic collisions, on the other hand, we're seeing a steady -- not sharp but steady increase over the same period. But that's what happens when you get more economic development to an area and more people start visiting the area. There's more traffic, and therefore more traffic collisions overall. Here you can see the average of each year for the past five years compared to 2018 when MGM opened, and you can see the moment that MGM opens there. There's just -- there isn't a bump. There isn't a tick. There isn't a blip on the overall crime total for the region. So the changes that we're going to be talking about are sort of micropatterns within a volume that really just wasn't affected in large degree by the casino so far.

Now, the report is absolutely chockful of numbers. And I didn't waste your time here in this presentation by talking about those numbers that we analyzed and it turned out nothing was important or there was nothing related to the casino there. That's all in the full report if you want to read about that. But it is important that you understand what's happening with the numbers. I'm sorry, I had a methodology slide first, and I suppose I should cover that first. As Mark talked about, we went to each of the communities, each of the police agencies. They agreed to let me tap directly into their records management and computer-aided dispatch systems, download the data since 2010 to both establish a baseline and then compare what happened after MGM opened.

This is a unique project in that regard, as Commissioner Cameron has stressed numerous times. Most studies in the past have only used aggregate crime statistics as reported to the FBI and not looked at calls for service that are not crimes and not looked at traffic collisions. Not to mention the detail that we get for each individual crime and not just summary numbers.

So it allows us to do a lot more than studies in the past have been able to do.

>> COMMISSIONER CAMERON: If I could just jump in since you've mentioned. You know, I think two things are unique. One is a baseline first, and we're not aware of any other casino-related attempt to analyze crime that included a baseline. And secondly, is the ability -- and again, when I talk about this project to this day, how did you get the police departments to turn over their data? That is sacred. They're not going to do that. And I think we did have a unique approach. First of all, on the advice of some of -- one of the chiefs down in the Plainville area recommending Christopher. So they trusted him. They had worked with him personally. So that helped us tremendously in getting police chiefs to buy into this project. You know, getting someone they trust, they have worked with to say, okay, the word gets around, right? So you know all the chiefs from the Springfield area. They told me. We called -- we called already down to Plainville, and I know this chief. I know that chief. And they said he's good. You can trust him. So we're good. We're going to buy into this because of Christopher, your reputation. You're giving me credit. I actually need to give you credit.

>> MR. BRUCE: Thank you.

>> COMMISSIONER CAMERON: Because you really have brought that to this project. And I think they understand we're working together. We want to -- we all have -- we all share this common goal of what can we do to keep it safe? What -- how do we work together? Some of these small communities do not have a crime analyst. So Christopher has offered with them, look, even if it's not related to the casino, if you need my help, you have a hot spot. You have a problem. I'm happy to analyze your data. That wasn't particularly true in the Plainville area. Many -- some of the agencies. What are the numbers here of agencies that have a crime analyst and those that don't?

>> MR. BRUCE: Only Springfield does.

>> COMMISSIONER CAMERON: Oh, well. So it's more important here, right? Because they don't have their own crime analyst to assist with crime. And again, I continue to be impressed with the level of support for this project, the brainstorming that goes on. Hey, what if this happens?

What do we do about this? So it's really encouraging for me to see this level of

cooperation. It doesn't always happen in public safety, right? It just doesn't. You know that as well as I do. So I just wanted to thank you and really point out how important it is that these agencies trust you, trust your work, and they know you're not out to, you know, in any way manipulate the data, just a pure, this is it. We're going to report it out the way it is.

>> MR. BRUCE: That's good to hear, thank you. There is an understandable limit, though, to how much they're willing to share. And so occasionally -- actually, very often when I see an increase in something, I have to go back to the agency and ask them for help in analyzing it.

>> COMMISSIONER CAMERON: Right.

>> MR. BRUCE: They don't share personal information about any offenders or victims. They don't share the narrative of the police report. So there's a limited amount you can get from the quantitative data. So whenever I see an increase, what I do is look at what I -- look at the geography, look at the types of locations, the property being stolen, if that's what it is, time of day, day of week, everything I can do from what the data that I have but occasionally I have to go back to them and say, can you look at these ten cases and tell me what's going on? Because it's not clear from the data that I have. So a lot of the information in the report comes from feedback I get from the agencies after we have identified the trend.

Now, in terms of the numbers themselves, I want to make it clear what's happening in the data tables in the reports. Because this is different from what I did in Plainville. In Plainville, things had been quite static over the previous five years. And so there wasn't really much need to build any kind of a trend factor into our consideration of what constitutes an unusually high volume after the casino has been open. But here since the trend, as we saw, with significant decreases in certain crimes, you can't -- you can't base your assumption of what was likely to happen without MGM Springfield opening on the same types of calculations that you would use if the trend had been static over the years. So basically, I had to use different statistics if there was a sharply decreasing or increasing trend, and then I did, if there was just sort of a flat trend over the previous year. So this is an example here on the screen of a -- you know, these are just sort of random numbers over the past seven years. And there's no trend. And so predicting what should have happened in 2018 and creating a window for what's sort of a normal tolerance for crime is a matter of looking at the central tendency and the normal deviation and creating a window on either side. And I explained the statistics in a little bit more detail in the report itself.

But here in this case where the numbers have been going down over those seven years, if I were to use the same statistics, I would be creating a window for basically where crime had been but not where it was clearly going over time. And so what I have to use is a different set of stats in order to create the appropriate window for a trend like this. So the data tables that you see in the report tell you in the window type column whether I used statistics based on central tendency, no trend at all, or based on a trend. They tell you first of all what the previous average was per year just for -- again, this is just September to December, not the whole year. So what was the previous average. What is the slope, meaning if you ran a trend line through the data, what would be the average change over the course of the seven years. If that slope is significant enough, it triggers the "T" instead of the "C" in the window type. And then

the predictive window is basically based on that historical data, what would we have expected for a range for that crime or that called for service type in the four months at the end of 2018 with no outside intervention, nothing unusually -- nothing unusual happening to the region. And then the result is what happened to that -- I'm sorry, we have the 2018 figures, and then the result is where were those 2018 figures compared to what we would have predicted based on that window?

Now, if that result says high, then that's an indication that maybe something external -- by the way, that window is sort of an 85% confidence window. Only about 15% of the time would we expect the number to be outside that window and less some external influence had come along to cause that crime or that calls for service to exceed its window. Now, that might be MGM. It could be any number of other things. But that's my way of triaging what I need to analyze further. If that result is high, then we've got to do some further analysis to find out exactly what's going on and can we tie it to MGM Springfield. And as to whether we can tie it, you've seen this sort of matrix -- yes.

>> COMMISSIONER ZUNIGA: Can I go back? I'm sorry, you're changing --

>> MR. BRUCE: Please.

>> COMMISSIONER ZUNIGA: If you could please explain the, again, maybe you said this, the window type, the "C" is the first one, the one that looks horizontal?

>> MR. BRUCE: Yeah.

>> COMMISSIONER ZUNIGA: And the "T" is the one that goes down?

>> MR. BRUCE: So in order to create the predictive window from a non -- based on central tendency, I simply took the mean of the previous seven years and calculated roughly a 1 1/2 standard deviation on either side of that mean. It might be around 1.7. Whatever creates the 85% -- an 85% window, basically.

>> COMMISSIONER ZUNIGA: So it varies, the central or the decreasing?

>> MR. BRUCE: Yeah.

>> COMMISSIONER ZUNIGA: Varies according to the crime type?

>> MR. BRUCE: Yes. Very frequently, yes. Some crimes were showing a trend over the years. Others didn't show any trend at all.

>> COMMISSIONER ZUNIGA: Okay. And when there's a trend, it's decreasing or --

>> MR. BRUCE: It could be either way. It could be either way. The slope tells you, right? So if the slope is positive, it means it's been increasing. If it's negative, it means it's been decreasing. And in those cases, I used the standard error rather than standard deviation to create an 85% confidence window around the predictive value for 2018. And if anybody's ever interested, I can provide the spreadsheets and the formulas so you can actually --

>> COMMISSIONER ZUNIGA: This is plenty.

>> MR. BRUCE: -- so you can see the calculations.

>> MR. VANDER LINDEN: Can I --

>> MR. BRUCE: Sure.

>> MR. VANDER LINDEN: So this is an approach where you could take a look at what is a percentage increase or what is a percentage decrease, but it would be -- this is, I think, a better and more realistic way to try to take a look at where there are increases and decreases because using a straight percentage could be deceiving and

not very helpful, quite honestly.

>> MR. BRUCE: No, I mean, they're really useless. The percentage change doesn't say anything about the normal amount of fluctuation you see in that type of crime from year to year. For some types of crimes, 5% is a huge change. And others it has to be 50% before it's big. The confidence windows are a much better way to look at what --

>> COMMISSIONER ZUNIGA: But the trend you established over the past seven years, did I hear you correctly?

>> MR. BRUCE: For every agency except for Springfield. Based on Springfield's feedback to me, they had done so much with data cleaning starting in 2013 that they felt it would be misleading to go back prior to that. So I only used five years for Springfield and thus for any statistics that have the entire 11-community region uses just five years.

>> COMMISSIONER ZUNIGA: That's very -- that's quite good.

>> MR. BRUCE: But, yeah, it would have been a different picture because they were overreporting a lot of their crimes back in the early 2010s and therefore it would have suggested greater decreases than we would have really expected if that makes sense.

So what I tried to do then is establish any kind of casino relationship with anything that we see an increase. And these are some of the factors I look at. Is it geographically related to -- close to the casino? Is it logically tied to the casino? Is there a reason that this crime would increase with a casino? Do we have any evidence of people in the area specifically to use the casino? And sometimes it's not direct evidence but circumstantial evidence. There are more people coming from out of town, for instance, that are involved in this particular crime would be a sign that maybe the casino's involved.

What else? Oh, do we see the same type of increase across multiple crimes of similar type or multiple communities reporting the same increase? You know, that would be stronger than if only a single community reported an increase in one odd crime. So again, I'll let you read all of that or ask me any questions you have about that. I've been using basically the same matrix since Plainridge Park, and it's not a quantitative matrix. It's not like I add up the factors and then make a decision based on that, because sometimes one factor is more important than the other depending on the type of crime. It's more of an evaluative judgment. And I'm very cautious to say -- to make a determination especially in a four-month report that an increase was likely or not likely related to Plainridge Park. I'm sorry, to MGM Springfield. I left -- I left some of it purposely vague just because we haven't established any kind of trend in just a four-month period yet.

So my major findings are here, violent crime, property crime, total crime. They were all below average which means that doesn't mean they were lower than their expected window, but they were all below the average, anyway. And within the expected ranges during the period across the communities as a whole. The -- if MGM Springfield wasn't here and therefore the crimes that were reported literally at this address were not reported, Springfield would have had 2% fewer violent crimes, 1% fewer property crimes and 2% fewer total crime than they actually did. It was, again, the top crime for call for service location in the region. And what I thought likely related were thefts from vehicles and other residential thefts at nighttime south and east of MGM, which we'll see a map of that in just a second. An increase on collisions on some of the feeder roads, increase in minor disorder incidents and suspicious activity

on the West Springfield side of the two bridges, and then some incidents at Union Station in the immediate area, including thefts, fights, and disorderly conduct reports.

Here's a map of the residential thefts of vehicles and miscellaneous thefts that we've seen in the region. These are only thefts at residences. So what we're seeing here are at nighttime, offenders going into vehicles parked in driveways or garages or parking -- apartment parking lots, anything that's on residential property and stealing things from the cars. It could be loose change, cell phone chargers, you know, it could be just about anything. And also thefts from the common areas of those residences. So maybe an open garage or a bicycle stolen from a yard or parcel stolen from the front porch. None the thefts would have involved entry because that would have been a burglary. These are just thefts. And so we saw an increase in both happening all around -- the map shows dots all around Springfield, but the part that's had the largest increase was sort of that trail that you can see leading from MGM to the south and east and then going into East Longmeadow, the very northern parts. And then the very northern parts of Longmeadow also saw an increase in the same types of crimes. Now, these are not unusual crimes to are that region. What we're seeing here is not a brand-new pattern. It's an intensification of something that's been going on for quite a while in those communities, and the chiefs of East Longmeadow and Longmeadow have both said that they've gotten used to some of those crimes sort of coming over the border from Springfield and just affecting the northern parts of their communities.

I think there's a logical relationship between that type of crime. It's the type of crime you commit for immediate cash, so there's a logical relationship. There's obviously a somewhat geographic relationship. And it's definitely worth watching in the future, and we'll see if it continues in the next couple of reports.

>> COMMISSIONER CAMERON: About a 2% increase, correct?

>> MR. BRUCE: Yeah. I don't remember if I calculated the percentage change specifically on this one.

>> COMMISSIONER CAMERON: Okay.

>> MR. BRUCE: But it's -- it's seen within the statistics for those three communities, if you look at thefts from vehicles and then other miscellaneous thefts, and then, you know, I had to break it down by the type of location and so forth.

Here is the map of changes in vehicle -- in vehicle crashes by road segments. So it's a little bit ugly because it's done by street segment. But basically what it's looking at is just for the positives. So I didn't bother to do the negatives. If a road segment had more crashes than the average how many more, and then it's intensified by color and thickness. And you can see quite a few right around the casino. It makes sense, obviously. More cars in the area. They're going to get into more crashes. I have made no attempt to do a rate calculation here just because I don't think the data exists. Or I would have to get it on a repeating basis from the City of Springfield. And all the other communities on how many -- what the traffic counts are on those roads. But it makes sense that more volume's going to lead to occasionally more crashes in the area. You can also see some in the surrounding communities. Chicopee is not included on this particular map. It's not that they didn't have any changes. I just hadn't gotten crashes from them at the time.

Only in West Springfield and in I think Agawam did the numbers get high enough to trigger -- to go above that window. But certainly we can see individual intersections



in multiple communities that might be worth some extra attention from the agencies because of the extra traffic. And by the way, I don't mean to suggest by this map or this analysis that any of the drivers are necessarily engaging in improper behavior or anything. It's literally just a volume issue, I think.

>> CHAIR JUDD-STEIN: So is that -- are you saying that they don't involve alcohol? That was going to be one of my questions.

>> MR. BRUCE: No, that's one of the more difficult questions to answer with Massachusetts data because we don't have a good -- historically we did not collect data on alcohol-involved crashes very well. The only way I can really tell over the long-term period as to whether a crash is alcohol related is whether the agency at the time of the crash charged the driver with drunk driving. And they usually do. So that's usually a decent dataset. So far we haven't seen that. But anecdotally, I have heard of a couple of cases in which somebody arrested for drunk driving has said that they came from MGM Springfield. So while that doesn't seem to have caused a numeric increase in crashes, or there isn't a trend yet that we can see with numbers so far, it is happening a little bit. And so one of the things that was suggested from the meeting we had with the chiefs is that -- I can't remember the agency. It's not the ABCC. Somebody in the state that I wrote down and I have back this my office collects data on the last-drink location, and they produce regular reports on that. So we need to do --

>> MR. VANDER LINDEN: At the Attorney General?

>> MR. BRUCE: Maybe it was it.

>> CHAIR JUDD-STEIN: On the last? I'm sorry?

>> MR. BRUCE: The last drink location. When somebody's arrested for drunk driving, they ask them, where did you have your last drink? And of course you're expecting people to volunteer accurately that information. But regardless, that is recorded and it's -- there is a state agency that issues reports on that and hopefully we can get into those reports. There's a bit of a delay on them, obviously. I don't know if it syncs up with our release schedule perfectly, but I'll try to incorporate that in the future, future reports.

>> COMMISSIONER CAMERON: This would be an important one to watch.

>> MR. BRUCE: Yeah, absolutely. But so far the total number of collisions with alcohol as a cause based on data collected -- based on what I said -- charged -- where we were charging the offender at the time of the collision doesn't seem to have increased.

And then here we see a map of calls for service for disturbances and suspicious activity in West Springfield. You can see that there are a number of hot spots just over the bridges. And what we're hearing is that there's some panhandling going along along those stretches of road. There's more people at nighttime going into a couple of restaurants, a Dunkin' Donuts, a couple of convenience stores, gas stations along both stretches of road. And so that's creating more of these calls for service either from the businesses themselves or other patrons that are using those businesses. Unfortunately being calls for service and not crimes, there's a limited amount of data that exists to identify exactly what's going on. So relying heavily on feedback from the West Springfield Police Department on this particular issue. But in the future reports, I hope to get into the dispatchers' notes at least for this particular area and to be able to tell more specifically what trends we're seeing in this area. But it's definitely a numeric

increase.

West Springfield also had this little pattern of purse snatchings alongside Riverdale Street over the four-month period. It's a very unusual crime for anybody in the region, but particularly West Springfield. And when I was able to go to the agency and look at the individual reports, they didn't seem to be related to the same offender. I thought it might be a series where we had one offender. But after I read the reports, they all seemed to be different offenders, but it's still a pattern and something that's not usual along that road. That's, again, definitely something we're going to keep monitoring. It's only five incidents so it's not enough to trigger any, you know, huge changes in the data, but we look for these micropatterns as well as the broad trends as well.

And the other things I'll note is that Union State saw a 62% increase in crime from its average, and those include fights, disorderly conduct, and some thefts. Now, Union Station had been undergoing some renovations. It was closed for a while. So the historical data includes some periods in which it wasn't open which is obviously going to affect that. But we really need the Amtrak data to get a bigger picture of what's happening at the station and on the train to and from the station.

>> COMMISSIONER CAMERON: Chris, Amtrak was receptive to participating in the project?

>> MR. BRUCE: Surprisingly so, yeah. They immediately got back to me when I wrote and we've scheduled a meeting for next week.

>> COMMISSIONER CAMERON: Great.

>> MR. BRUCE: I think it's actually not going to be a problem at all. We had hypothesized --

>> COMMISSIONER STEBBINS: Yeah, just keep in mind, Union Station is actually now the consolidation of the former bus station --

>> MR. BRUCE: Right.

>> COMMISSIONER STEBBINS: Amtrak service. So, you know, the pockets of what might have been happening at those previous operation sites might set a good benchmark for you.

>> MR. BRUCE: Very true.

Yeah. You know, I might be a little bit ignorant on some of the geography, so I'll talk to the crime analysis unit here for future reports to see if there are other addresses that I should have been including in my assessment of what Union Station was before the -- before the change.

We had hypothesized that maybe there would be some increases in crime at local hotels. I'm sorry, crime calls for service, everything at local hotels, restaurants, gas stations, places that would be likely used by patrons of the casino. And not because they're bad people, just because when you increase volume of people, you increase crime typically. But so far that hasn't happened. So other than a couple of isolated places that had other explanations, we really haven't seen a general increase in hotel or restaurant or other service type of location crime. Again, we'll keep watching that. I had spent a lot of time creating maps of exit radiuses in each community. So you get off the highway here, and there's a radius around which people -- we might see an increase in activity just because of people coming and going. So far that hasn't produced anything.

>> CHAIR JUDD-STEIN: Were you able to determine that, in fact, all of the entities that you were thinking of or looking at actually experienced increase in patrons or people?

>> MR. BRUCE: No. I mean --

>> CHAIR JUDD-STEIN: It's an assumption.

>> MR. BRUCE: Exactly.

>> CHAIR JUDD-STEIN: Because that would have been a good thing to know.

>> MR. BRUCE: That's a good point. That's based on a sequence of assumptions, right, that first of all these hotels are going to see an increase in patronage and therefore they'd have an increase in crime. I'd have to call them individually to see if they had an increase in patronage. I think I would do that if the reverse happened. So if I saw the crime --

>> CHAIR JUDD-STEIN: If you saw the crime. Fair enough.

>> MR. BRUCE: That's to try to get their input on that like we did with the premium outlets in Wrentham when we saw their crime go up.

>> CHAIR JUDD-STEIN: It would be interesting to know where there's an absence of crime, too, if there is additional foot traffic.

>> MR. BRUCE: Yeah, no, that's a really good point. And I wouldn't want to do that every few months, but certainly after maybe a year or something, it would be interesting to see if we could get maybe those figures. I don't know if --

>> CHAIR JUDD-STEIN: I don't know.

>> MR. BRUCE: The convention bureau or something like that might collect those types of figures and make it easier without having to call every hotel.

>> CHAIR JUDD-STEIN: And I know that we're thinking of economic development things.

>> MR. VANDER LINDEN: Right. Or if it would be leveraged or triangulated with other aspects of our research agenda through the economic studies being carried out by the Donahue Institute. I think there are certainly ways that we could try to leverage other parts of our research.

>> MR. BRUCE: That's a good suggestion. We'll look into that.

And the final thing I'll just mention is I did some analysis in the report of the area directly around MGM to see what had happened. Again, four months isn't a lot, and it was, you know, four cold, you know, short months. So I don't want to draw any broad conclusions about that until we've had a year's worth of activity, at least. But so far right around MGM, the immediate block, has -- they saw a slight increase in thefts from vehicles and vehicle theft, but the numbers were small. So they were outside the range, but we're talking, like, single-digit numbers there.

The Metro Center, in general the numbers were pretty flat across the board. Which is, you know, really saying something when we're talking about an influx of tens of thousands of visitors. But, of course, an influx of people means a couple of things. First of all, you have more potential targets. So that could increase crime. But you also have more potential guardians so that that tends to decrease crime. So so far the best guess -- my best guess is they're canceling each other out basically, and we're just seeing no changes in activity at all.

>> COMMISSIONER CAMERON: And we talked about this briefly earlier today, Christopher. One of the -- when we got together and really started talking about the

baseline and the project moving forward, all the chiefs, you know, really interested in what would happen. And we did talk about that, the fact that there would be so many more police officers, the Metro Unit, the Gaming Enforcement Unit, and we talked about the possibility of disbursement. And the chiefs were really interested. I wonder if they'll come over the bridge. We'll get it all in West Springfield or other parts of Springfield. And I know you were conscious of looking at that and that that hasn't happened. The disbursement piece hasn't happened, and we've had interesting conversations. Are these criminals basically lazy? They're not going to walk a half mile to commit the crime. And you had statistics from other projects you had worked which basically say it doesn't happen as much as --

>> MR. BRUCE: Right.

>> COMMISSIONER CAMERON: We think or someone thinks it might, right?

>> MR. BRUCE: Yeah. The summary of criminology literature is basically the displacement is fear a lot more than it actually occurs.

>> COMMISSIONER CAMERON: Right.

>> MR. BRUCE: Just because the original environment was conducive to crime for particular reasons and you make that unavailable, and there is no instantaneous adaptation to new environments. A lot of people simply fall off criminal activity altogether or they do adapt but at lower volumes than in the original location. The fact is there's just -- there's no other area around here that's quite like Metro Center, Springfield, that if you were interested in committing the same crimes you used to commit around here that you would immediately go to, you'd have to research and go to places that are much less amenable to whatever you were doing. So it makes sense that we're not seeing that. But again, I don't want to say for sure that we're not seeing it until we've had --

>> COMMISSIONER CAMERON: Too soon.

>> MR. BRUCE: Yeah, exactly, we've had more data. And that is my report. Any other questions for me?

>> COMMISSIONER CAMERON: Well, I mean, I think all of us didn't know what to expect, right? We were hopeful that all the efforts everybody working together would be successful, so I actually look at this as, you know, a good report so far. We don't see -- of course we see certain things we have to pay attention to, but we don't see an overall really escalation of criminal activity, so I think that's the good news so far. And it will take everyone's vigilance to keep -- to keep at it, right?

>> MR. BRUCE: And obviously, as the year -- the months progress and we have more reports in 8 months, 12 months, et cetera, I'll be able to incorporate more datasets including comparative data from other agencies, create control areas the same way I did for Plainridge Park and so forth.

>> COMMISSIONER CAMERON: And the summer months will be interesting.

>> MR. BRUCE: Yeah, that will be interesting, too. So yeah, expect them to get longer and a little more detailed, obviously, as we go forward.

>> COMMISSIONER CAMERON: Right.

>> COMMISSIONER ZUNIGA: Well, one of the things that I know happens, as a matter of just the process that we're undertaking or at least has the potential to happen, is that for some of this feedback look back to the public safety committee that you are part of, Commissioner.

>> COMMISSIONER CAMERON: Yes.

>> COMMISSIONER ZUNIGA: And get feedback from and input critically from the chiefs to develop, brainstorm about strategies or tactics.

>> COMMISSIONER CAMERON: Yeah. And that's already happening, right? The chiefs have already talked about oh, I didn't realize you were having that, too. I had this year. Let's talk about if it could be the same group or whatever. So that is happening. Yes, now that we have more data, more information, the public safety committee is very interested in Christopher's work and how they can help assist with this project. So that's a good point.

>> COMMISSIONER ZUNIGA: Thank you.

>> MR. VANDER LINDEN: If I could say, so this is the four-month report, and I think it's largely because we were very curious and want to keep track of any increases that we may see immediately after the opening of MGM Springfield. We'll continue on this interval. Eventually I think that the reports would be less frequent once we begin to have a better sense of what we need to pay close attention to, but we're adaptable, and we can do these at a frequency that makes sense and would be useful to the Commission and to the local agencies.

>> COMMISSIONER CAMERON: And Director Vander Linden, I credit you with -- you know, you're a public health person and very much interested in the responsible gaming pieces, but you have embraced this project and given it all of the -- all of your time and effort and really taken the ball and been a great leader, frankly. I mean, I may have some expertise, but you've been the lead, and you've done it really well.

>> MR. VANDER LINDEN: Thank you very much.

>> COMMISSIONER STEBBINS: Thank you.

>> CHAIR JUDD-STEIN: Thank you.

>> COMMISSIONER CAMERON: Thank you, Christopher.

>> CHAIR JUDD-STEIN: So item 6. We met yesterday. Have there been any updates that you want to provide since then or any others that you would like to provide? We are here pretty much alone, but in open meeting form. Anything?

>> COMMISSIONER ZUNIGA: We had a meeting of the public health trust fund yesterday. And some of what came out of that meeting, I think I should come back and report to this Commission. I think one of the things that occurs to me right away is as we think of the next year's budget that will be coming very soon because it's the end of the fiscal year, that some of the -- some of the highlights from yesterday's meeting we could frame around the discussion of the budget. So I will be coming back and update you all on some of those developments.

>> COMMISSIONER CAMERON: Thank you.

>> CHAIR JUDD-STEIN: And I do know that you'll be working with Commissioner O'Brien to help transition her --

>> COMMISSIONER CAMERON: To public safety.

>> CHAIR JUDD-STEIN: -- for public safety, so this is a good kind of a good junction to make sure that that transition helps because, of course, you two bring a different perspective. So it will be really a good transition. So thank you. Do we have a motion to adjourn?

>> COMMISSIONER ZUNIGA: I move to adjourn.

>> COMMISSIONER CAMERON: Second.

>> CHAIR JUDD-STEIN: All those in favor. Any nays? 5-0. Thank you.

>> COMMISSIONER CAMERON: Good work, team.

>> CHAIR JUDD-STEIN: Thank you, Mike. Thank you, guys.

[ The meeting concluded at 1:28 P.M. ]