



## FY 2027 Municipal Community Mitigation Fund Grant Application

### Application Instructions:

- I. All applications must be received by the Massachusetts Gaming Commission by January 31, 2026, at 11:59 p.m. to be considered for funding for the FY 2027 grant round.
- II. Each municipality may only submit **ONE** application as a Word Document.
- III. Each project must have its own form within the appropriate category. Forms can be found below as Parts A-E. If there is more than one project in a category, please copy the form. All attachments should directly follow the relevant project form.
- IV. Be sure to fill in all the information requested on the application. Applications that are left incomplete will not be accepted.
- V. All applications must submit a detailed scope of work and timeline for implementation for all projects identified in the application.
- VI. All applications must contain appropriate backup materials that support the application.
- VII. The Municipal Grant Manager will be the person responsible for compiling the information for the quarterly reports. The application must be signed by the municipal administrator or an individual with signatory authority. Submit this completed form as well as any relevant attachments to [MGCCMF@Massgaming.gov](mailto:MGCCMF@Massgaming.gov) or as a response to the **COMMBUYS Bid BD-26-1068-1068C-1068L-121911**.

For more detailed instructions as well as the full FY 2027 Application Guidelines visit <https://massgaming.com/about/community-mitigation-fund/>

Municipal Grant Manager Information (Person for filing all Quarterly Reports, etc.):
Applicant: Town of West Springfield
Vendor Code: VC6000192038
Name: Sharon A. Wilcox
Title: Chief Finance Officer
Email Address: <a href="mailto:swilcox@tows.org">swilcox@tows.org</a>
Telephone: (413)263-3025
Address: 26 Central Street, Suite 1 West Springfield, MA 01089

**Grant Budget Summary**

Your community’s FY 2027 proposed allocation can be found at <https://massgaming.com/about/community-mitigation-fund/>.

Use the space below to total all requests by category. Please clarify how many discreet projects your community plans to undertake per category.

Total FY 2027 Allocation:		
Application Totals by Category	# of Projects	Requested Amount
A. Community Planning		
B. Public Safety	1	\$132,900
C. Transportation		
D. Gambling Harm Reduction		
E. Specific Impact		
TOTAL	1	\$132,900

**(Applicants should indicate administrative costs by project where necessary and under specific impact when the funds will be directed across multiple projects.)**

Are you requesting a waiver for any program Requirement?

Yes \_\_\_\_\_

No  X

If yes, you must fill out a CMF Municipal Waiver Form. The waiver form can be found as Appendix E to the RFR on COMMBUYS or online at <https://massgaming.com/about/community-mitigation-fund/forms/>.

*Applications without a completed waiver form will not be considered for a waiver.*

**Budget Category Summary**

Use the space below to provide an overview of all projects to be covered by this funding. You may add as many items as is pertinent to your application (you can add rows by right clicking on the row and selecting “add row”). Please provide a category, name, brief description, and amount for each item.

Category	Project Name	Description	Amount
A. Community Planning			
B. Public Safety	Police, Fire/EMS and Dispatch Support	Continued support for additional staffing added as a result of the MGM Springfield Casino.	\$132,900
C. Transportation			
D. Gambling Harm Reduction			
E. Specific Impact			

**Applicant Certification**

On behalf of the aforementioned applicant, I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this application.



\_\_\_\_\_  
Signature:

\_\_\_\_\_  
January 30, 2026

Date:

\_\_\_\_\_  
William C. Reichelt, Mayor

Name and Title of Signatory:

**Part C- Public Safety** - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, catalog cuts of proposed equipment purchases, quotes, training course syllabus, etc.

**Project Name: Police, Fire/EMS and Dispatch Support**  
 Please provide below the contact information for the individual managing this aspect of the grant.

<b>Project Contact:</b>	<b>Additional Project Contact (if applicable)</b>
Name: Sharon A. Wilcox	Name:
Title: Chief Financial Officer	Title:
Department: Finance	Department:
Email Address: swilcox@tows.org	Email Address:
Telephone: (413)263-3025	Telephone:
Address: 26 Central Street, Suite 1 West Springfield, MA 01089	Address:

Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2027 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)

As identified in the guidelines, increases in traffic can cause increases in congestion, accidents and vehicular/bicycle/pedestrian conflicts. Additionally, it is recognized by law enforcement and the casino industry that casinos and other hospitality related businesses may attract certain type of crime including but not limited to human trafficking, money laundering and drug trafficking. The impact contributes to added pressure on police, fire/EMS and dispatch services.

II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.

Additional public safety staffing were added to the police and fire department rosters as a result of the opening of MGM Springfield. Staffing comparison from the FY 2017 Operating budget (pre-MGM Springfield) to the FY 2026 Operating Budget (post MGM Springfield) is below:

	<b>FY 2017 Budget</b>	<b>FY 2026 Budget</b>	<b>Staffing Change</b>
<b>Additional Staffing added Casino Opening August 2018 Budgeted Staffing changes began FY 2018</b>			
Firefighters/EMT	48	56	8
Police Patrolmen	60	71	11
Police Dispatchers	5	8	3

Grant funding will ensure West Springfield is able to maintain the increased staffing levels necessitated by the additional calls for service that have resulted from the opening of MGM Springfield.

A one year look back study of the impacts of the MGM Casino was completed by Civic Economics in November of 2020 and concludes that the additional public safety costs incurred by the Town of West Springfield are an adverse fiscal impact under the terms of the Surrounding Community Agreement. (See **EXHIBIT PS1-1** attached).

The Surrounding Community Agreement between MGM Springfield and The Town of West Springfield provides for \$375,000 annually in recognition that West Springfield will experience significant adverse impacts as a result of the Project. Among the impacts anticipated were public safety, inclusive of crime, motor vehicle accidents and ambulance calls as well as traffic and maintenance related issues to infrastructure resulting from increased usage. Additionally, the SCA requires West Springfield to exercise good faith efforts to secure state funding for any remaining Net Adverse Impact Amounts through the Community Mitigation Fund. The relevant excerpt from the SCA is included as **EXHIBIT PS1-2**. The one-year look-back study completed by Civic Economics, dated 11/6/2020 (**EXHIBIT PS1-1**) concludes on pages 4 and 14 that the additional public safety costs incurred by the Town are an adverse fiscal impact under the terms of the Surrounding Community Agreement.

While the SCA considered the impacts as noted above, it was difficult to precisely anticipate the exact increases in public safety calls the Town would experience as a result of the facility or to determine the appropriate increases in staffing. Moreover, the “baseball style” arbitration process adopted by the Commission necessitated the Town to be conservative in submitting its best and final offer prior to the arbitration with MGM, and the Town hoped that the one year look back study process would allow it to recover increased expenses that exceed the SCA payments.

The five-year look-back study conducted in 2023/2024 did not result in any changes to the initial one-year look-back study which validated the increased public safety costs incurred by the Town of West Springfield. Furthermore, there were no revisions to the SCA between MGM Springfield and the Town of West Springfield. As previously noted, the Town is obligated to seek Community Mitigation Fund grants before looking to MGM for additional payments.

Increased public safety costs provide for additional staffing necessary to respond to increased police, fire and EMS calls. Maintaining appropriate staffing levels lends to quicker response time and continues to provide West Springfield businesses and residents the quality of life afforded to the community prior to the opening of the MGM Casino.

West Springfield has committed to the employment of additional public safety personnel to handle the increased need for dispatch, patrolmen and EMS services. The requested funding will decrease (but not eliminate) the burden on the municipal operating budget, which exceeds the funding received under our SCA with MGM Springfield.

Funding will be used for salary related costs of the additional public safety personnel. The funding will be accounted for in a separate grant fund and payroll costs will be charged to the grant fund. Grant funds will be used for FY 2027 costs (7/1/2026 to 6/30/2027). Specifically:

- a. 8 additional Firefighter/EMS Personnel
- b. 4 additional Police Patrolmen (*note: While increase from the casino opening is 11, additional patrolmen at the time of the one year look back study were 4*)
- c. 3 additional Dispatchers

Additional Detail is included in **EXHIBIT PS1-3**.

**Proposed MGC Grant Budget**

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Personnel Costs – Additional Firefighters/EMS Staff	7/1/2026 to 6/30/2027	8	\$441,866.09
Personnel Costs – Additional Police Patrolmen	7/1/2026 to 6/30/2027	4	\$223,398.64
Personnel Costs – Additional Dispatchers	7/1/2026 to 6/30/2027	3	\$120,719.01
Less: MGM SCA Annual Mitigation			(375,000.00)
Less: Local Share			(278,083.74)
	<b>TOTAL:</b>		\$132,900.00

**MGM SPRINGFIELD SURROUNDING COMMUNITY IMPACTS  
ONE YEAR LOOK BACK STUDY 2020**

**FINAL REPORT  
WEST SPRINGFIELD  
NOVEMBER 6, 2020**

## INTRODUCTION

Civic Economics is pleased to present the Town of West Springfield and MGM Springfield with this **Final Report** of our findings for the One Year Look Back Study described below.

As provided in your Surrounding Community Agreement, a Draft Report was provided to all parties on September 21, 2020. That initiated a 30-day period in which the Town and MGM could review the draft and provide comments and supporting materials to Civic Economics. Only West Springfield and Ludlow chose to provide comments.

Upon delivery of these final reports, MGM and each surrounding community will begin a formal negotiation process outlined in the Surrounding Community Agreements, to be followed by an arbitration process if necessary.

As described in the Surrounding Community Agreement, “major adverse impact amounts” are “any impact mitigation cost in excess of \$500,000. Further, that agreement provides for the first \$100,000 in adverse impact as an annual payment without consideration of the findings of this study. Transportation studies for all surrounding communities are being conducted by a separate, specialized firm; thus Civic Economics cannot evaluate whether those adverse impact amounts have been reached in total.

Both the Town and MGM Springfield provided comments and supporting materials in response to the Draft Report, and we have carefully reviewed those materials, discussed below. The Draft Report is attached to this report for reference.

Looking ahead, Civic Economics is scheduled to return to the region in 2024 to produce the Five Year Look Back Studies for all seven participating surrounding communities. We anticipate that the accumulation of data over a longer period of time will open new avenues for quantifying impacts, both positive and adverse, within the classes of impact described in the Surrounding Community Agreement.

## COMMENTS AND SUPPORTING MATERIALS RECEIVED

During the comment period following delivery of the Draft Report, Civic Economics engaged in phone conversations with both Seth Stratton, Vice President and Legal Counsel for MGM Springfield, and Jonathan Silverstein on behalf of the Town of West Springfield.

Both also provided written comments, the text of which is attached to this report. Comments are relevant only to the *Crime Rates and Public Safety* and *Impacts to Community from Traffic Levels* portions of the Draft, raising no objections to other sections.

MGM commented first, copying counsel for the Town, and raised two broad points, addressed below. The Town followed with comments, stating that it “does not object to or request revision of any portion of your draft report” and “concur generally with the findings and conclusions set forth in the draft report” and addressing the points raised by MGM.

## TRAFFIC RELATED PUBLIC SAFETY COSTS IN YEAR ONE

*MGM ITEM 1: Receipt of grant funding through the Massachusetts Gaming Commission (MGC) pursuant to the Gaming Act does not “indicate an understanding that the projects would be necessitated by increased traffic related to MGM Springfield” and inferring from such awards that full costs of such projects “represents the sort of adverse impact contemplated in the Surrounding Community Agreement” is unfounded.*

MGM disputes the finding that there is \$965,960 in adverse impact related to Year One public safety costs associated with traffic concerns in proximity to the casino.

In the Draft Report discussion of traffic impacts, Civic Economics emphasized that other consultants are responsible for addressing the specific impacts associated with MGM-related traffic. However, we also discussed the Town’s argument that traffic mitigation grants provided by the Massachusetts Gaming Commission (MGC) for specific road segments in West Springfield effectively recognized that traffic increases in those locations would be at least in part driven by MGM.

MGM points out that the Town expressly agreed not to cite the company’s prior support of those grant applications in any future dispute among the parties, specifically including this Look Back study process. We can assure all concerned that the Town did not violate that agreement; MGM’s role in the grant application process was never raised in discussions with Civic Economics.

That leaves the question of whether we were correct in drawing a connection between the MGC grants and year one public safety expenditures incurred by the Town in preparing for anticipated traffic increases. The Town provided an excerpt of the relevant MGC grant guidelines, highlighting that causation is the first of several listed “[f]actors used by the Commission to evaluate grant applications.” However, it goes on to state that these factors “may include by not be limited to” the listed factors. MGM and the Town, both represented by counsel, have provided contrary views of whether grant approval establishes that a causal connection between traffic impacts and the casino was made.

Civic Economics is not a law firm. Just as we defer to a separate consultant for traffic analyses beyond our expertise, we will also decline to offer a recommended resolution to this disagreement about the significance of the MGC grant.

That said, we do not agree with MGM's suggestion that the Look Back Study could only consider public safety costs driven by traffic if the MGC grant is definitively tied to causation. The Town of West Springfield proactively sought grant assistance from MGC and FEMA for road segments most likely to be impacted by casino traffic, and MGM itself provided \$655,000 for design and permitting costs associated with Memorial Avenue.

In the Draft Report, we noted that the MGC's crime report found an increase in auto accidents in West Springfield. We further noted that increased traffic was expected in West Springfield. "If that traffic results in increased public safety costs, the Town argues that those costs (both already expended and ongoing), should also be treated as adverse impacts from the casino. We accept that premise, and further analyze the Town's supporting documentation under the heading of *Crime Rates and Public Safety* below."<sup>1</sup>

So, it remains our position that public safety expenditures associated with anticipated traffic increases from the casino are appropriately considered in this study regardless of the details of MGC's grant application process.

## IMPACT COST CALCULATIONS

*MGM ITEM II: The scope of the lookback study under the SCA is limited to determining what the Year One adverse impact is. With respect to "Ongoing Public Safety Costs", the Study goes beyond the scope of the SCA.*

Discussion under this heading in MGM's comments addresses two points. The first relates to our finding on Year One public safety expenditures; the second relates to the question of ongoing expenditures.

### Year One Expenditures

MGM disputes Civic Economics' attribution of 100% of West Springfield's documented public safety expenditures to Year One adverse impacts. MGM correctly notes we found these expenditure increases "substantially overshoot the mark" relative to the percentage increase in call volume actually experienced in Year One, noting that MGM "repeatedly told the Town that it was significantly overestimating potential impact." The Town responded that it believes Civic Economics appropriately considered those impacts and costs.

We would note that increased traffic, increased calls for public safety assistance, and the expenditures associated with those calls do not necessarily increase in linear lockstep. We found that the increase in Town expenditures were roughly double the increase in call volume, but wrote that "it appears to Civic Economics that the Town took reasonable precautions in staffing up public safety positions in advance of the opening."

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<sup>1</sup> MGM Springfield Surrounding Community Impacts – One Year Look Back Study, West Springfield, page 8

It is relevant that MGM was, during the same time period, significantly overestimating potential revenue (by roughly 1/3) at the casino, likely also overestimating visitation as well. Revenue and visitation do not rise and fall in linear lockstep either, but it is reasonable to believe that MGM's forecasts led surrounding communities to prepare for more substantial traffic increases than materialized.

So it remains our position that West Springfield's public safety expenditures in Year One are quantifiable and are reasonably attributable to the opening of MGM Springfield.

### Ongoing Expenditures

Civic Economics was retained to conduct these studies for seven municipalities, six of which signed Surrounding Community Agreements (SCA) that are similar in all but the financial details. When these agreements were being developed, though, MGM and the Town of West Springfield entered into an arbitration process to choose which of two proposed SCAs would be utilized. The arbitrator chose the one submitted by West Springfield. As a result, the scope of this study is defined with different terms than the other six.

The other SCAs included language specifically calling for the Look Back Studies to quantify "substantial and ongoing impacts;" this one does not. As we discussed orally after the Draft Report, it was unclear to us whether that omission changed our responsibilities in preparing this report. So, Civic Economics did undertake to estimate ongoing public safety costs associated with traffic in West Springfield.

If those estimates are irrelevant to this Year One study, as the parties seem to agree, we will simply note the need to review them again during preparation of the Year Five study. Thus, Item #3 in our Conclusion on page 20 may be disregarded in considering Year One adverse impacts.

### CONCLUSION

Civic Economics appreciates the helpful and thoughtful comments provided by both MGM and the Town.

Based on the data available to support this analysis and in light of the comments received, Civic Economics can make the following findings regarding adverse fiscal impacts in West Springfield:

1. The opening of MGM Springfield introduced a number of dining options in close proximity to West Springfield. Based on a review of meals tax revenues over a period of five years, Civic Economics finds that the Town has likely incurred adverse fiscal impacts of **\$36,990**.
2. The Town incurred substantial costs in increased staffing costs for public safety in the lead up to the opening of MGM Springfield and during the first year of operations. While these increases appear to have overestimated casino-driven demand, they were reasonable at the time and based on projections for visitation that MGM has not met. For that period, we believe the Town incurred costs of **\$965,960** and that those costs should be treated as adverse fiscal impacts under the terms of the Surrounding Community Agreement.

3. The Town is now incurring substantial and ongoing costs in maintaining that increased staffing. Those costs will be reviewed and quantified in the Five Year Look Back Study.
4. We find no quantifiable adverse impacts as defined in the Surrounding Community Agreement in other categories.

Civic Economics does not here attempt to recommend a specific payment amount because a separate transportation analysis may quantify additional adverse impacts. MGM Springfield provides West Springfield with an Annual Mitigation Payment of \$375,000 which is intended to offset any identified adverse impacts prior to calculating any additional payments due.

For further information about this report or to discuss preparations for the Five Year Look Back Study, please contact:

**Dan Houston, Civic Economics**  
***dhouston@civiceconomics.com***  
**512-587-7964**

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**IMPACTS TO COMMUNITY FROM TRAFFIC LEVELS**

A separate study by a specialist engineering firm is handling transportation and traffic matters. Our interest in this area of impact is limited to public safety costs incurred in addressing traffic issues associated with the casino.

The Town did provide Civic Economics with a short list of transportation and public safety projects that the Massachusetts Gaming Commission funded in anticipation of casino related traffic changes. Transportation related grants covered design and implementation of changes to Memorial Avenue, Elm Street, and Park Street. An additional small grant funded a feasibility study for a police facility related to these transportation issues.

Representatives of the Town have argued to Civic Economics that these grants effectively recognize that traffic increases at these locations are at least in part driven by the MGM Springfield facility, and that additional costs the Town has incurred should thus be compensated.

<b>TRANSPORTATION PROJECTS APPROVED FOR FUNDING BY MGC</b>		
<b>PROJECT</b>	<b>MGC + MGM FUNDING</b>	<b>UNREIMBURSED TOWN COSTS</b>
Memorial/Union	\$912,500	\$202,080
Elm	\$150,000	\$49,996
Route 20	\$200,000	\$24,785
Complete Streets Route 20	\$1,000,000	\$2,161,000
<i>Totals</i>	\$2,262,500	\$2,437,861

Civic Economics will defer to the separate transportation study associated with this Surrounding Community Agreement as to the reimbursement of these expenses and the impact that project completion will have on traffic issues in West Springfield. However, we do note that these grants from MGC and MGM indicate an understanding that the projects would be necessitated by increased traffic related to MGM Springfield. If that traffic results in increased public safety costs, the Town argues that those costs (both already expended and ongoing), should also be treated as adverse impacts from the casino. We accept that premise, and further analyze the Town's supporting documentation under the heading of *Crime Rates and Public Safety* below.

**CRIME RATES AND PUBLIC SAFETY**

The fear that crime associated with the MGM Springfield casino will spill over into the surrounding communities is common to all seven communities to some degree. The benefit of a look back study is that this can be measured over time and the changes can be analyzed without excessive speculation.

**Crime Rates**

The Massachusetts Gaming Commission retained the services of Christopher Bruce to track changes in criminal activity in host cities and surrounding communities for all Massachusetts casinos. The Bruce report, made available to us in March, covers the first year of operation at MGM Springfield.

Mr. Bruce finds no consistent pattern of increased crime in West Springfield that he attributes to the presence of MGM Springfield. He does, however, identify two related public safety concerns: suspicious activity calls related to panhandling and increased auto crashes, both of which may be attributable to the presence of MGM Springfield. The maps below illustrate the geographic locations of these increases.

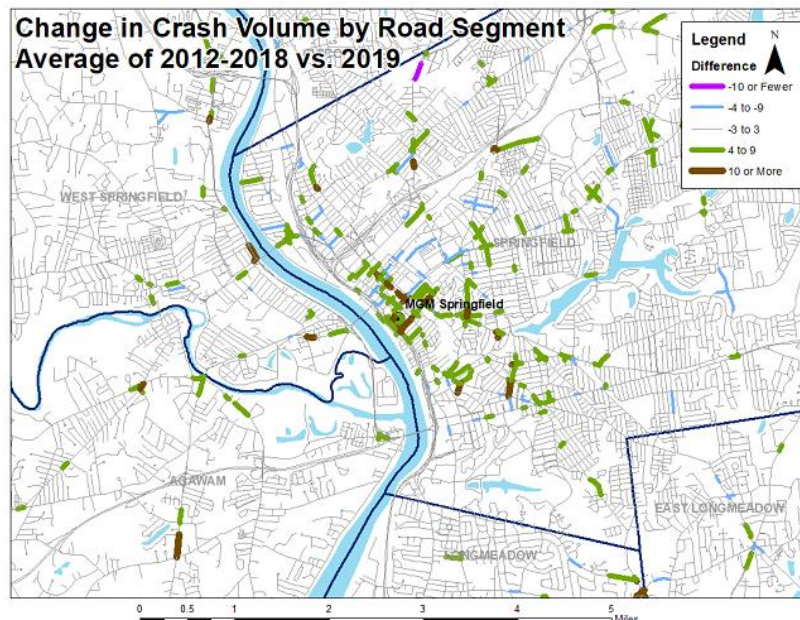


Figure 7: Analysis of changes in crashes by road segment shows a definite MGM influence in Springfield and on feeder roads from other communities.

Suspicious Activity Calls in West Springfield  
September 2018 to August 2019

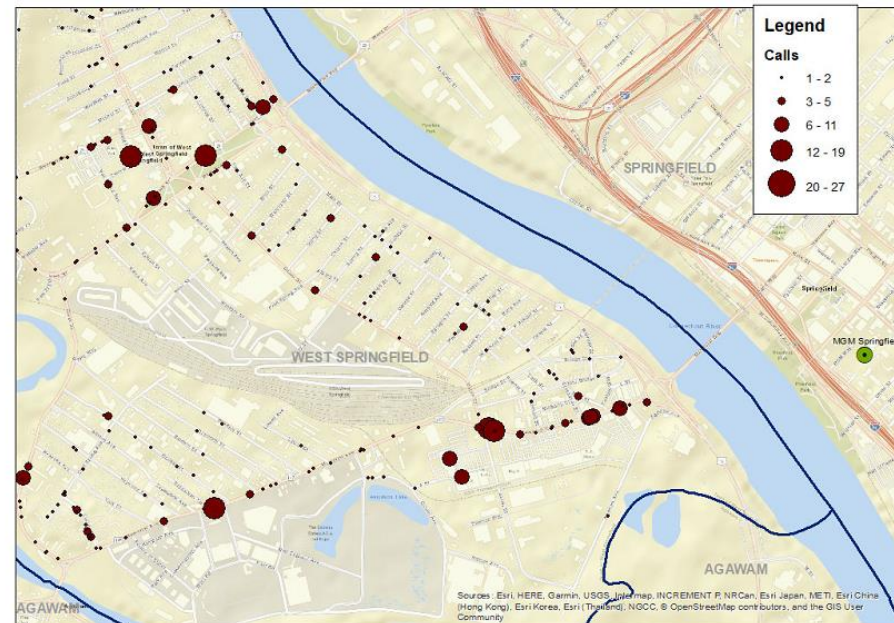


Figure 13: "Suspicious Activity" calls for 2018-2019 show an increase at locations just over the bridges from MGM Springfield.

We will leave to the transportation study the issue of infrastructure costs associated with these issues. From a public safety perspective, though, these increases may create costs for West Springfield in two ways:

1. Discrete expenditures intended to reduce the incidence of either of these issues, particularly in locations most associated with casino traffic. If such expenditures have been made and can be accounted for, we will incorporate them into this study.
2. “Substantial and ongoing” impacts the Town faces in dealing with suspicious activity and crashes in locations associated with casino traffic are another matter. The job of Civic Economics in that case is to note these costs and leave it to the Town and MGM to resolve in determining the Net Adverse Impact Amount.

**Public Safety Expenditures**

The 2015 baseline study contained budget budgets figures related to police, fire, and ambulance services. Civic Economics has reviewed more recent municipal budgets for West Springfield and cannot replicate the combinations of line items the town used in compiling that material.

We have reviewed the five-year trend figures provided in the 2019 town budget for police and fire:

From the 2017 West Springfield Budget, POLICE:



From the 2019 West Springfield Budget, FIRE:



Civic Economics presented this data to the Town of West Springfield in August, requesting that the Town provide any further information that might help us evaluate public safety costs relevant to this study. The following pages address their submission in response to that request.

### Public Safety Costs in West Springfield: Incurred and Ongoing

The Town of West Springfield has provided Civic Economics with documentation to support the claim that the Town has incurred substantial expenses in addressing public safety concerns related to the operation of MGM Springfield and that the Town will continue to incur these costs in the coming years.

Increases in traffic and related public service calls in West Springfield were inevitable with the opening of MGM Springfield, and they are clearly documented in publicly available data. In anticipation of these increases, the Town undertook staffing upgrades including:

- Eight firefighter/EMT positions, increasing staffing to 56 (+ 16.7%)
- Four police patrol positions, increasing staffing to 64 (+6.7%)
- Four police dispatcher positions, increasing staffing to 9 (+80%)

The Town timed this increase in staffing for spring 2018, in advance of the opening of MGM Springfield. The eight firefighter/EMS positions enabled the Town to operate a third ambulance.

To help support this expansion, the Town was able to secure a SAFER Grant from the Federal Emergency Management Agency. This grant paid 75% of the cost of the positions in 2018 and 2019 and 30% in 2020. The Town also applied to the Massachusetts Gaming Commission for a one-time Specific Impact Grant of \$200,000, which was granted for fiscal year 2021.

The Town provided documentation of these costs and offsets, but the data provided (a) mixed figures for calendar and fiscal years and (b) did not correlate directly with the time period specified in the Surrounding Community Agreement. Thus, Civic Economics created a month-by-month analysis to re-allocate costs and offsets to produce fiscal year totals for 2018-2024, focusing on the portions of those years before or after the August anniversary of MGM Springfield.

TOWN OF WEST SPRINGFIELD: PUBLIC SAFETY HIRING AND COSTS, 2018-2014							
	Firefighters/EMS		Police Patrolmen		Police Dispatchers		Total Costs
	Hires	Cost	Hires	Cost	Hires	Cost	
<b>FY 2018</b>	8	\$ 275,277	4	\$ 128,473	4	\$ 86,813	\$ 490,564
<b>FY 2019</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2020</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2021</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2022</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2023</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2024</b>	8	110,111	4	51,389	4	34,725	196,226

NOTES: Town FY is July 1 to June 30; for this analysis, the figures include the time period of Feb 2018 through July 2023. This includes the initial hiring and begin of the SAFER Grant through the 5 year opening of the MGM facility.

SOURCES: Town of West Springfield

The Town also provided data for call volume in FY 2017 and 2020, demonstrating the expected increase in activity since the opening of MGM Springfield. However, the increase in staffing for dispatch positions and, to a lesser extent firefighter/EMS positions, substantially outstrips the increase in call volume the Town has actually experienced since the opening.

WEST SPRINGFIELD: HIRING INCREASES VS. CALL INCREASES, 2017-2020						
Staffing	FY 2017	FY 2020	Increases in		Proportionate	
			Hiring	Calls	Hiring	Difference
<b>Firefighters/EMS</b>	48	56	16.7%	6.1%	2.9	5.1
<b>Patrolmen</b>	60	64	6.7%	7.0%	4.2	-0.2
<b>Dispatchers</b>	5	9	80.0%	7.0%	0.4	3.6

Civic Economics evaluated these expenses for two separate time periods: (a) expenses incurred leading up to and during the first year after opening MGM Springfield and (b) substantial ongoing expenses the Town will incur before the five-year look back study occurs. Of course, these expenses must be directly related to adverse impacts from the operation of MGM Springfield.

**Year One Costs:** As to expenses incurred leading into and through the first year of operation, it appears to Civic Economics that the Town took reasonable precautions in staffing up specific public safety positions in advance of the opening. The Town overshot the mark, but far better to over-prepare than to find a public safety system overwhelmed in the first year of a new reality. Importantly, with West Springfield providing essential access to the MGM site, it is in MGM’s interest, too, that West Springfield was well prepared for anticipated increases in traffic and calls. And finally, the Town did all MGM might ask in seeking and securing external funds, not just from the MGC but from the federal government, as well.

With that in mind, then, Civic Economics believes that the Town’s spending over and above grant funding represents the sort of adverse impact contemplated in the Surrounding Community Agreement. For fiscal years 2018 and 2019, that spending totals \$965,960.

**Ongoing Costs:** As demonstrated above, the Town of West Springfield entered the casino era with enhanced staffing that exceeded the demand increases actually experienced. The increase in patrolmen positions is close to the actual increase in calls. However, enhanced staffing for firefighter/EMS and dispatcher positions substantially overshot the mark if the sole purpose of the staffing was to meet the increased demand spurred by MGM Springfield. After the first year of operations, our analysis suggests that increased call activity accounts for roughly half of the total cost of enhanced staffing. The table below calculates actual costs, grant offsets, and the proportion of remaining costs that should be allocated to MGM.

Civic Economics believes the Town will experience substantial and ongoing costs for public service staffing that can be attributed to operations at MGM Springfield. Based on the limited data provided for this analysis, Civic Economics believes these costs will exceed \$2 million through the fifth year of casino operation.

WEST SPRINGFIELD: ANNUAL PUBLIC SAFETY COSTS, OFFSETS, AND ADVERSE IMPACT							
Fiscal Year	Enhanced	SAFER GRANT		MGC Grant	Town Costs	MGM	
		Covered	Grant			Allocation	Adverse
FY 2018	\$ 490,564	75%	\$ 206,458		\$ 284,106	100.0%	\$ 284,106
FY 2019	1,177,353	75%	495,499		681,854	100.0%	681,854
FY 2020	1,177,353	56%	371,625		805,729	53.9%	429,187
FY 2021	1,177,353	18%	115,617	\$ 200,000	861,737	49.7%	428,466
FY 2022	1,177,353	0%	0		1,177,353	49.7%	585,394
FY 2023	1,177,353	0%	0		1,177,353	49.7%	585,394
FY 2024	196,226	0%	0		196,226	49.7%	97,566

SOURCES: Town of West Springfield

7. Payment of Net Adverse Impact Amounts.

(a) Priority of Reimbursement Obligations. The Parties hereby agree that the Community shall look exclusively to the Annual Mitigation Payment for satisfaction of the first Three Hundred and Seventy-Five Thousand Dollars (\$375,000.00) of the Net Adverse Impact Amounts. The Parties further agree that the Community shall next exercise good faith efforts to secure state funding for any remaining Net Adverse Impact Amounts through the Community Mitigation Fund established by M.G.L. c. 23k, §61, as applicable (the "State Mitigation Fund"). To the extent that any Net Adverse Impact Amounts remain unfunded after application of the Annual Mitigation Payment and any funding received from the State Mitigation Fund, MGM agrees to pay the balance to the Community as set forth below. To the extent that the Community receives funding from one of the State Mitigation Fund after MGM has paid any Net Adverse Impact Amount beyond the Annual Mitigation Payment, MGM shall be entitled to a credit toward any future Net Adverse Impact Amount payment obligations in excess of its Annual Mitigation Payment obligation.

(b) Payment of Year One Net Adverse Impact Amount. MGM shall pay the unfunded Year One Net Adverse Impact Amount, if any, in excess of the Annual Mitigation Payment and any funding the Community has received from the State Mitigation Fund, within thirty (30) days of the determination of said amount pursuant to Section 6 above and, to the extent that such amount is deemed to be an annual obligation, shall continue to make such payment annually thereafter until the determination of the Year Five Net Adverse Impact Amount. The Parties further acknowledge that if the 1<sup>st</sup> Year Look Back Study demonstrates a net positive impact, or the Year One Net Adverse Impact Amount is determined to be less than the Annual Mitigation Payment plus any funding the Community has received from the State Mitigation Fund, MGM shall have no further monetary obligations to the Community beyond the Annual Payments during the period up to the determination of the Year Five Net Adverse Impact Amount.

(c) Payment of Year Five Net Adverse Impact Amount. MGM shall pay the unfunded Year Five Net Adverse Impact Amount, if any, in excess of the Annual Mitigation Payment and any funding the Community has received from the State Mitigation Fund, within thirty (30) days of the determination of said amount pursuant to Section 6 above and, to the extent that such amount is deemed to be an annual obligation, shall continue to make such payment annually thereafter through the remainder of the Term. The Parties, further acknowledge that if the 5<sup>th</sup> Year Look Back Study demonstrates a net positive impact, or the Year Five Net Adverse Impact Amount is determined to be less than the Annual Mitigation Payment plus any funding the Community has received from the State Mitigation Fund, MGM shall have no further monetary obligations to the Community beyond the Annual Payments, except in the event this agreement is reopened in accordance with 205 CMR 127.

**Public Safety Specific Impact Cost  
Increased Public Safety Personnel**

<b>FY 2027 Estimated Costs</b>			
	<b>Total Cost</b>	<b>Casino Impact*</b>	<b>Casino Impact Costs</b>
Police Patrolmen	449,494.24	49.70%	223,398.64
Police Dispatchers	242,895.39	49.70%	120,719.01
Firefighter/EMS	889,066.58	49.70%	<u>441,866.09</u>
Total Personnel			785,983.74
FY 2027 Annual Mitigation Payment SCA with MGM Springfield			(375,000.00) **
FY 2027 MA Gaming Public Safety Grant			<u>(132,900.00) requested</u>
Additional Costs - West Springfield			<u><u>278,083.74</u></u>

\*As per 1 Year Look-Back Study Draft Report page 14 as attached and incorporated within the Final Report (EXHIBIT PS1-3)

\*\* The full SCA payment is indicated to offset public safety costs only for the purposes of this grant application. The Town notes that the Civic Economics report also concludes that the Town has experienced over \$2.4 million in traffic related expenses as well as decreased meals tax revenue in connection with the MGM facility.

**Town of West Springfield  
Firefighter Payroll and Benefits  
Additional Staffing  
FY 2027 Annual Cost**

	Pay Grade	Salary				Benefits				Vaca (cost of OT to cover min manning - 10 tours 120	Annual Benefits	Total Annual Cost
		BI-Weekly Salary**	Annual Salary	Funded by Ambulance Revenue	Salary Funded by General Fund	Medicare (1.45%)	Pension (9%)	Health (employer cost)*				
#1	Paramedic	3,365.29	87,497.54	14,672.84	72,824.70	1,268.71	7,874.78	10,838.12	Net Blue Ind	7,211.34	27,192.95	<b>100,017.65</b>
#2	Paramedic	3,365.29	87,497.54	14,672.84	72,824.70	1,268.71	7,874.78	10,838.12	Net Blue Ind	7,211.34	27,192.95	<b>100,017.65</b>
#3	EMT Basic w/degree	3,252.70	84,570.20	7,174.18	77,396.02	1,226.27	7,611.32	28,490.88	Net Blue Fam	6,970.07	44,298.54	<b>121,694.56</b>
#4	Paramedic w/degree	3,571.88	92,868.88	15,472.86	77,396.02	1,346.60	8,358.20	10,838.12	Net Blue Ind	7,654.03	28,196.95	<b>105,592.97</b>
#5	Paramedic w/degree	3,571.88	92,868.88	15,472.86	77,396.02	1,346.60	8,358.20	28,490.88	Net Blue Fam	7,654.03	45,849.71	<b>123,245.73</b>
#6	Paramedic w/degree	3,571.88	92,868.88	15,472.86	77,396.02	1,346.60	8,358.20	10,838.12	Net Blue Ind	7,654.03	28,196.95	<b>105,592.97</b>
#7	Paramedic	3,365.29	87,497.54	14,672.84	72,824.70	1,268.71	7,874.78	28,490.88	Net Blue Fam	7,211.34	44,845.71	<b>117,670.41</b>
#8	Firefighter	2,864.08	74,466.08	1,641.34	72,824.74	1,079.76	6,701.95	28,490.88	Net Blue Fam	6,137.31	42,409.90	<b>115,234.64</b>

**Total Annual Cost Fire/EMS FY 2027**

**889,066.58**

\* Estimated at FY 2026 rates increased by 10%

**Town of West Springfield  
Police Payroll and Benefits  
Additional Staffing  
FY 2027 Annual Cost**

		<b>Salary</b>		<b>Benefits</b>							<b>West Springfield Total Annual Cost</b>
<b>Pay Grade</b>	<b>Bi-Weekly Pay</b>	<b>Annual Salary</b>	<b>Medicare (1.45%)</b>	<b>Pension (9%)</b>	<b>Education Stipend</b>	<b>Health (employer cost)*</b>		<b>Vaca (cost of OT to cover min manning - 2 weeks)</b>	<b>Annual Benefits</b>		
<b><u>Patrolmen:</u></b>											
#1	P-1, 4 YR, W/BD**	3,073.51	79,911.26	1,158.71	7,192.01	8,500.00	10,838.12	Net Blue Ind	4,610.27	32,299.11	<b>112,210.37</b>
#2	P-1, 4 YR, W/BD**	3,073.51	79,911.26	1,158.71	7,192.01	8,500.00	10,838.12	Net Blue Ind	4,610.27	32,299.11	<b>112,210.37</b>
#3	P-1, 4 YR**	3,073.51	79,911.26	1,158.71	7,192.01	-	28,490.88	Net Blue Fam	4,610.27	41,451.87	<b>121,363.13</b>
#4	P-1, 4 YR**	3,073.51	79,911.26	1,158.71	7,192.01	-	10,838.12	Net Blue Ind	4,610.27	23,799.11	<b>103,710.37</b>
<b>Total Annual Cost Police Patrolmen FY 2027</b>										<b>449,494.24</b>	
<b><u>Dispatchers:</u></b>											
#1	S-7.5, Step 7	2,320.78	60,340.28	874.93	5,430.63		10,838.12	Net Blue Ind	3,481.17	20,624.85	<b>80,965.13</b>
#2	S-7.5, Step 7	2,320.78	60,340.28	874.93	5,430.63		10,838.12	Net Blue Ind	3,481.17	20,624.85	<b>80,965.13</b>
#3	S-7.5, Step 7	2,320.78	60,340.28	874.93	5,430.63		10,838.12	Net Blue Ind	3,481.17	20,624.85	<b>80,965.13</b>
<b>Total Annual Cost Police Dispatch FY 2027</b>										<b>242,895.39</b>	

\* Estimated at FY 2026 rates increased by 10%