

**CHAIR JAMES  
DISTINGUISHED COMMISSIONERS  
THANK YOU FOR ALLOWING ME TO ADDRESS YOU  
THIS MORNING.**

**MY NAME IS TOM BROSIG AND I AM PRESIDENT AND  
CHIEF EXECUTIVE OFFICER OF GRAND CASINOS,  
INC., A RELATIVE NEWCOMER TO THE GAMING  
INDUSTRY SPECIALIZING IN MANAGEMENT OF  
INDIAN OWNED CASINOS AND THE OPERATION OF  
COMPANY OWNED CASINOS IN EMERGING MARKETS.**

**WE OPERATE CASINO RESORTS IN MINNESOTA,  
LOUISIANA AND MISSISSIPPI, WE ALSO FAILED IN  
OUR EFFORT TO OPERATE THE STRATOSPHERE  
CASINO RESORT IN LAS VEGAS THUS PROVIDING  
TANGIBLE EVIDENCE THAT NOT EVERY CASINO  
PROJECT AUTOMATICALLY MAKES MONEY.**

**IN FACT, I SUSPECT ONE THING YOUR RESEARCH  
WILL UNCOVER IS THAT MANY CASINOS DON'T  
MAKE MONEY AND THAT THIS BUSINESS IS HIGHLY  
COMPETITIVE, HIGHLY TAXED AND HIGHLY  
REGULATED.**

**THAT BEING SAID, IT IS THE BUSINESS I CHOSE TO BE  
IN AND IT IS THE BUSINESS I WISH TO TALK ABOUT  
TODAY. MORE SPECIFICALLY, I WISH TO TALK  
ABOUT GAMBLING ADDICTION AND THE ROLE OF  
THE CASINO OPERATOR RELATIVE TO GAMBLING  
ADDICTION.**

**IN DISCUSSING THE SUBJECT OF PROBLEM  
GAMBLING FROM MY INDUSTRY'S PERSPECTIVE, I**

**OFFER MY REMARKS BASED ON MY EXPERIENCES AND OBSERVATIONS AND THOSE OF MY COMPANY. HOWEVER, I BELIEVE THAT THE PROGRAMS AND EFFORTS IN PLACE AT GRAND CASINOS ARE REPRESENTATIVE OF THE CASINO ENTERTAINMENT INDUSTRY AS A WHOLE.**

**GRAND CASINO STRIVES TO BE AGGRESSIVE AND INNOVATIVE IN RESPONDING TO PROBLEM GAMBLING ISSUES, WE ARE ONLY ONE OF MANY COMPANIES WITH A STRONG COMMITMENT TO THE SUBJECT BEFORE YOU.**

**MY LEVEL OF INVOLVEMENT WITH PROBLEM GAMBLING ISSUES GOES BEYOND JUST AN ABILITY TO ARTICULATE POLICIES AND PROGRAMS.**

**I HAVE NO PERSONAL STORY OF HARDSHIP OR OF A FAMILY MEMBER OR FRIEND WHOSE LIFE HAS BEEN NEGATIVELY EFFECTED BECAUSE OF GAMBLING BEHAVIOR.**

**I SHOULD ALSO MENTION THAT I HAVE NO PROFESSIONAL EXPERIENCE AS A TREATMENT PROVIDER, COUNSELOR, CLINICIAN, RESEARCHER, SCIENTIST, AUTHOR, EDUCATOR, PUBLIC POLICY MAKER, OR PROBLEM GAMBLER.**

**HOWEVER, I DO HAVE A RESPONSIBILITY FOR FOSTERING A CULTURE THAT CARES ABOUT DOING THE RIGHT THING AND HELPING PEOPLE. I ALSO HELP SET A BUSINESS PHILOSOPHY THAT RESPONSIBLY ADDRESSES PROBLEM GAMBLING.**

**AT GRAND CASINOS, WE HAVE PROGRAMS IN PLACE THROUGHOUT OUR OPERATION TO HELP OUR EMPLOYEES RECOGNIZE AND RESPOND TO THE SIGNS OF PROBLEM GAMBLING. IN ADDITION, WE ARE COMMITTED TO PUBLIC EFFORTS TO PROMOTE RESPONSIBLE GAMING.**

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**OUR COMPANY MISSION STATEMENT RELATIVE TO THIS ISSUE IS AS FOLLOWS:**

**At Grand Casino, we recognize that certain individuals may not be able to responsibly enjoy the entertainment product we offer. We believe that it is our responsibility to be sensitive to our employees, customers, and host communities by proactively addressing problem gambling.**

**At Grand Casinos we will:**

**Educate our employees and provide them with resources to help themselves and others.**

**Provide information and assistance to our customers.**

**Fund research and contribute to agencies that assess the prevalence and address the treatment of gambling disorders.**

**Participate in industry programs and initiatives at the national and community level to increase awareness**

**and ensure that accurate information is placed in the public domain. And to**

**Prevent underage gambling of all kinds.**

**BEFORE I GO INTO MORE DETAIL ABOUT HOW WE TRANSLATE THE WORDS OF OUR MISSION INTO ACTIONABLE DEEDS, I'D LIKE TO GIVE YOU A SHORT HISTORY ON MY COMPANY.**

**GRAND CASINO WAS FOUNDED IN 1991.**

**GRAND CASINOS HAS REALIZED ITS' SUCCESS IN A SEGMENT OF OUR INDUSTRY KNOWN AS "EMERGING GAMING" WHICH REFERS TO CASINOS DEVELOPED IN GEOGRAPHIC VICINITIES OUTSIDE OF NEVADA AND ATLANTIC CITY.**

**FROM THE FIRST CASINO WE OPENED IN RURAL MINNESOTA TO SUBSEQUENT FACILITIES IN LOUISIANA AND MISSISSIPPI THE PRESENCE OF OUR BUSINESS PRODUCED A MAJOR IMPACT TO THE COMMUNITIES THAT WELCOMED US.**

**THE ECONOMIC DEVELOPMENT SPURRED FIRST AND FOREMOST BY THE JOBS CREATED BY OUR CASINOS HAS BEEN NOTHING LESS THAN A PHENOMENON TO THE HISTORICALLY ECONOMICALLY DEPRESSED REGIONS WHERE WE OPERATE.**

**OUR PRESENCE CREATED SUCH A DRAMATIC IMPACT IN EACH COMMUNITY WE ENTERED THAT WE QUICKLY ADOPTED AN APPROACH OF OPENLY**

**FACING THE NEGATIVE DYNAMICS CREATED BY OUR PRESENCE. IT NEVER OCCURRED TO US IN THOSE EARLY DAYS TO TREAT THE ISSUE OF COMPULSIVE GAMBLING ANY DIFFERENTLY.**

**WHEN WE OPENED THAT FIRST CASINO IN MINNESOTA, THE RESPONSE WAS OVERWHELMING. RESULTS FAR EXCEEDED ANY PROJECTIONS AND THE CHALLENGE OF OPERATING A COMPLEX, LABOR INTENSIVE BUSINESS WITH A TOTALLY INEXPERIENCED STAFF AND MANAGEMENT TEAM WAS NEARLY ALL CONSUMING.**

**HOWEVER, IN THE MIDST OF OUR DAILY STRUGGLES, A SOCIAL CONSCIENCE AND CORPORATE PHILOSOPHY DEVELOPED AND MATURED ALONG WITH THE BUSINESS.**

**I ACTED AS GENERAL MANAGER OF OUR FIRST CASINO AND IT WAS DURING THE MANY HOURS I SPENT ON THE GAMING FLOOR THAT I NOTICED INDIVIDUALS IN THE CASINO WHO APPEARED TO BE SPENDING A CONSIDERABLE AMOUNT OF TIME IN THE CASINO AND ALSO APPEARED, BY THEIR CLOTHING AND CARS, TO PERHAPS NOT HAVE THE MEANS TO SUPPORT THEIR NEWLY FOUND INTEREST.**

**WITHOUT A NOTION OF HOW TO HELP THESE INDIVIDUALS OR WHAT A CASINO'S ROLE IN ADDRESSING PROBLEM GAMBLING WAS, WE TRIED.**

**FROM OUR EARLIEST BEGINNINGS, WE KNEW THAT WE DIDN'T ENDORSE AN IDEOLOGY OF PROFIT AT ANY COST.**

**WE KNEW THAT WE WANTED TO UNDERSTAND  
COMPULSIVE GAMBLING BEHAVIOR.**

**WE KNEW WE WANTED TO EXPOSE OUR STAFF TO  
THE CHARACTERISTICS AND ATTRIBUTES  
ASSOCIATED WITH ADDICTED GAMBLING.**

**WE KNEW WE WANTED TO EXPOSE OUR STAFF TO  
THE VARIOUS STAGES OF THE DISORDER AND  
DETERMINE WHAT WE, AS A COMPANY COULD DO.**

**WE KNEW WE WANTED TO DO THE RESPONSIBLE  
THING.**

**WHAT WE DIDN'T KNOW WAS HOW TO DO THE  
THINGS WE KNEW WE SHOULD BE DOING.**

**SO WE TURNED TO THE EXPERTS.**

**I CONTACTED BETTY GEORGE, THE EXECUTIVE  
DIRECTOR OF THE MINNESOTA COUNCIL ON  
COMPULSIVE GAMBLING.**

**INITIALLY, BETTY WAS HESITANT TO GET INVOLVED  
WITH A CASINO OPERATOR, PERHAPS BELIEVING, AS  
MANY DO, THAT OUR BUSINESS WAS RESPONSIBLE  
AND TO BLAME FOR THE CONDITION THAT SHE  
TREATED.**

**DESPITE HER HESITANCY, WE BEGAN A  
RELATIONSHIP AND DEVELOPED A PARTNERSHIP  
WHICH EXISTS TODAY.**

**BACK IN 1991, WE SOUGHT GUIDANCE AND DIRECTION FROM BETTY AND THE MINNESOTA COUNCIL BECAUSE THEY WERE THE EXPERTS. WE LOOKED TO THEM TO TELL US WHAT WE SHOULD DO TO HELP PEOPLE – AND WE TOOK THEIR ADVICE.**

**AND WE CONTINUE TO TAKE THEIR ADVICE, ALONG WITH THAT OF DR. HOWARD SHAFFER FROM THE HARVARD MEDICAL SCHOOL OF ADDICTIONS, AS WELL AS OTHER RESEARCHERS, EDUCATORS OR TREATMENT PROVIDERS.**

**AS I COME BEFORE YOU THIS MORNING, DO I KNOW HOW EFFECTIVE THE EFFORT WE HAVE EXPENDED TO COMBAT PROBLEM GAMBLING HAS BEEN?**

**NO I DO NOT.**

**I CANNOT GIVE YOU ANY STATISTICS OR PROVIDE YOU WITH ANY AUTHORITATIVE RESEARCH TO PROVE THAT WHAT WE DO WORKS, OR HELPS, OR EVEN MAKES THE SLIGHTEST DIFFERENCE.**

**THAT IS FOR THE SCIENTISTS AND RESEARCHERS AND COUNSELORS TO FIGURE OUT.**

**IT'S MY JOB TO REACH OUT, TO LISTEN, AND TO REMAIN OPEN TO THAT WHICH THE EXPERTS PROMULGATE.**

**BY WAY OF EXAMPLE, WE HAVE BEEN TOLD BY THE EXPERTS THAT WHAT IS MOST NEEDED TO ADDRESS THE ISSUE OF DISORDERED GAMBLING IS QUALITY RESEARCH.**

**WE HAVE BEEN TOLD THAT DESPITE TREMENDOUS PROGRESS MADE OVER THE PAST FEW YEARS, STURDY, RELIABLE, UNBIASED RESEARCH IS LACKING.**

**THAT IS WHY WE AT GRAND HAVE DEVOTED RESOURCES, BOTH FINANCIAL AND HUMAN, WHICH CONTRIBUTE TO EFFORTS WHICH PRODUCE SOLID RESEARCH.**

**IN 1992, WE REALIZED THAT EVEN THE EXPERTS DIDN'T HAVE THE ANSWERS AND WE HELPED ORGANIZE AND FUNDED THE MINNESOTA PUBLIC POLICY THINK TANK, A CONFERENCE INVITING ALL THE STAKEHOLDERS IN THE ISSUE OF PROBLEM GAMBLING, FROM BOTH THE PUBLIC AND PRIVATE SECTOR. THIS WAS A WATERSHED EVENT AND RESULTED IN A ROAD MAP FOR THE STATE OF MINNESOTA IN ADDRESSING THE ISSUE OF PROBLEM GAMBLING.**

**I HAVE ALWAYS BELIEVED THAT IF SOMETHING WORKS, DO IT AGAIN. SO WHEN WE BEGAN DOING BUSINESS IN MISSISSIPPI, WE AGAIN HELPED ORGANIZE AND FUND A SIMILAR THINK TANK SPONSORED BY THE GOVERNOR'S OFFICE. THE RESULTS OF THIS THINK TANK ALSO SHAPED PUBLIC POLICY IN MISSISSIPPI AND, ALONG WITH OTHER CRITICAL PLANNING INITIATIVES ENABLED THE**



**MISSISSIPPI COUNCIL ON COMPULSIVE GAMBLING  
TO BE FOUNDED AND FUNDED.**

**BOTH THE MINNESOTA AND MISSISSIPPI THINK  
TANKS FOCUSED A NEED TO CONCENTRATE  
EFFORTS TOWARD PREVENTION OF YOUTH  
GAMBLING ADDICTION.**

**OUR ACTIVE PARTICIPATION IN THIS PROCESS  
CONTINUED WITH WORK AT THE NATIONAL LEVEL  
AS GRAND HELPED ORGANIZE AND FUND THE NORTH  
AMERICAN THINK TANK ON YOUTH GAMBLING  
ISSUES, HELD AT HARVARD UNIVERSITY IN 1995.**

**TODAY WE CONTINUE OUR COMMITMENT TO FUNDING  
ON-GOING NATIONAL RESEARCH EFFORTS TARGETED  
TOWARD THE ASSESSMENT AND TREATMENT OF  
GAMBLING DISORDERS THROUGH SUPPORT AND  
PARTICIPATION WITH THE NATIONAL CENTER FOR  
RESPONSIBLE GAMING.**

**IN FACT, I AM PRIVILEGED TO SERVE AS A BOARD MEMBER OF  
THE FOUNDATION WHICH FUNDS THE CENTER AND I AM  
ACTIVELY INVOLVED IN FUND RAISING EFFORTS, EFFORTS  
WHICH 1997 RESULTED IN MORE THAN 4.5 MILLION DOLLARS  
BEING COMMITTED, BY MEMBERS OF OUR INDUSTRY, TO  
ENABLE QUALITY, UNBIASED RESEARCH.**

**THE EXPERTS TOLD US TO FUND RESEARCH AND WE HAVE.**

**WHAT ELSE HAVE THE EXPERTS TOLD US?**

**THEY HAVE TOLD US TO KEEP OUR EYES OPEN.**

**KEEP OUR EYES OPEN TO OUR CUSTOMERS WHO MAY EXHIBIT SIGNS OF A PROBLEM.**

**KEEP OUR EYES OPEN TO OUR EMPLOYEES WHO MAY HAVE A PROBLEM.**

**KEEP OUR EYES OPEN TO THE PROBLEM ITSELF. THIS MEANS ACKNOWLEDGING THE PROBLEM INSTEAD OF DIMINISHING ITS' EXISTENCE. IT MEANS RESPONDING TO IT IN A DIRECT, PROACTIVE, MEANINGFUL MANNER AND NOT ATTEMPTING ONLY CURSORY, HALF-HEARTED ENDEAVORS.**

**SOME IN THE CASINO INDUSTRY, IN THE PARI-MUTUEL INDUSTRY, IN THE LOTTERY INDUSTRY, IN THE CHARITABLE GAMING INDUSTRY OR IN THE CARD ROOM OR BINGO INDUSTRY OFFER ONLY HALF-HEARTED EFFORTS TO MITIGATE THIS PROBLEM AND THEY NEED TO STOP THAT.**

**BUT OTHERS ARE MAKING VERY CONSCIENTIOUS AND COMMITTED EFFORTS TO HEED THE ADVICE FROM EXPERTS. WE SHOULD IDENTIFY BEST PRACTICES AND BUILD UPON WHAT WORKS. IN OUR INDUSTRY THE AMERICAN GAMING ASSOCIATION IS THE CATALYST BEHIND CONSOLIDATING ALL OUR EFFORTS.**

**KEEPING OUR EYES OPEN MEANS CASING ASIDE THE SPECULATION AND ACCUSATIONS OF WHO OR WHAT IS TO BLAME FOR THE PROBLEM.**

**AT GRAND CASINOS, OUR PROGRAMS FOCUS ON AWARENESS AND EDUCATION. THE EXPERTS HAVE TOLD US THE BEST WAY TO HELP SOMEONE WITH A GAMBLING DISORDER IS TO MAKE THE RESOURCES AND REFERRALS OF PROFESSIONAL ASSISTANCE AVAILABLE AND EASILY ACCESSIBLE. SOMETHING AS SIMPLE AS PROVIDING A BROCHURE WHICH PUBLICIZES A HELPLINE PHONE NUMBER, WE HAVE BEEN TOLD, CAN MAKE A DIFFERENCE FOR SOMEONE WHEN THEY ARE READY TO SEEK HELP FOR THEIR PROBLEM.**

**WE MAKE SURE THE COMPULSIVE GAMBLING HELPLINE PHONE NUMBER IS DISPLAYED THROUGHOUT OUR PROPERTIES – BOTH IN THE PUBLIC ACCESS AREAS AND IN THE STAFF AND SUPPORT AREAS.**

**WE PRINT THE HELPLINE PHONE NUMBER ON BROCHURES AND POSTERS. WE PUT IT ON OUR BUSINESS CARDS, ON PLAYER CLUB CARDS, ON ATM AND CREDIT CARD ADVANCE RECEIPTS, ON CREDIT APPLICATIONS AND CORRESPONDENCE AND IN HOTEL DIRECTORIES AND IN ROOM VIDEOS PLAYED IN OUR HOTELS.**

**WE’VE ALSO DEVELOPED A PUBLIC SERVICE ANNOUNCEMENT ABOUT PROBLEM GAMBLING FEATURING THE HELPLINE PHONE NUMBER.**

**THIS PSA HAS BEEN REQUESTED, AND PROVIDED TO MORE THAN A DOZEN STATE COUNCILS ON COMPULSIVE GAMBLING.**

**WE’VE ADOPTED A RESPONSIBLE GAMING TAG LINE:**

**“WHEN YOU NEED TO WIN YOU NEED TO STOP”  
WHICH WE PRINT ON OUR MARKETING  
COLLATERAL AND INCLUDE ON OUR PRINT AND  
TELEVISION ADVERTISING.**

**EXPERTS HAVE ALSO TOLD US TO EDUCATE OUR  
EMPLOYEES AND HELP THEM RECOGNIZE THE SIGNS  
OF DISORDERED GAMBLING BEHAVIOR.**

**IN CONCERT WITH THE MINNESOTA COUNCIL ON  
COMPULSIVE GAMBLING, WE HAVE DEVELOPED  
TWO ORIGINAL TRAINING CLASSES FOR OUR  
EMPLOYEES.**

**THE FIRST WE CALL “RED FLAGS AND REFERRALS”  
AND ITS’ OBJECTIVES ARE TO HELP OUR  
EMPLOYEES:**

**UNDERSTAND COMPANY POLICY RELATING TO  
PROBLEM GAMBLING.**

**LEARN TO RECOGNIZE THE SIGNS OF PROBLEM  
GAMBLING BEHAVIOR IN A CASINO SETTING.**

**BECOME FAMILIAR WITH THE CYCLE OR  
PROGRESSION OF ADDICTIVE GAMBLING AND  
THE SEGMENTS OF OUR POPULATION WHO ARE  
MOST AT RISK FOR DEVELOPING GAMBLING  
PROBLEMS.**

**IDENTIFY RESOURCES FOR HELPING PROBLEM  
GAMBLERS.**

**ALL OF OUR EMPLOYEES WHO WORK ON AND  
AROUND THE GAMING FLOOR EITHER HAVE OR  
WILL PARTICIPATE IN THIS TRAINING.**

**THE SECOND TRAINING CLASS RELATED TO UNDERAGE GAMBLING. IN EVERY GAMING JURISDICTION, STRICT LAWS PROHIBIT THOSE UNDER THE LEGAL AGE FROM PARTICIPATING IN GAMBLING ACTIVITY.**

**HOWEVER, THE LAW, IN AND OF ITSELF, IS NOT ENOUGH TO ENSURE THAT MINORS DO NOT GAMBLE. TRAINING FOR OUR SECURITY STAFF AND OTHERS HELPS WITH THE UNDERSTANDING OF WHY MINORS ARE AT RISK FOR DEVELOPING GAMBLING DISORDERS AS WELL AS HOW AND WHY THEY NEED TO BE PREVENTED FROM GAMBLING.**

**ALL OF OUR STAFF WEAR BUTTONS WITH THE MESSAGE “WE CHECK ID’S” TO PROVIDE A VISIBLE REMINDER TO EVERYONE THAT WE WILL PREVENT UNDERAGE GAMBLING TO THE FULLEST EXTENT POSSIBLE.**

**NEW EMPLOYEES ARE INTRODUCED TO GRAND CASINOS POLICIES AND PRACTICES REGARDING PROBLEM GAMBLING DURING THEIR ORIENTATION.**

**FINALLY, SPECIALIZED TRAINING IS PROVIDED TO THOSE MANAGERS WHO VOLUNTEER TO TAKE A ROLE IN INTERVENING WITH THOSE CUSTOMERS SUSPECTED OF HAVING A GAMBLING DISORDER.**

**WHEN YOU EVALUATE THE SOCIAL AND ECONOMIC IMPACT OF DISORDERED GAMBLING, TAKE INTO ACCOUNT THE POSITIVE IMPACTS THAT EMPLOYMENT IN THE CASINO ENTERTAINMENT INDUSTRY HAS HAD. MY COMPANY EMPLOYS APPROXIMATELY 13,700 PEOPLE, MANY OF WHOM WERE PREVIOUSLY UNEMPLOYED OR EMPLOYED IN LOW PAYING, PART-TIME JOBS WITHOUT BENEFITS.**

**WE PROVIDE EXTENSIVE BENEFITS TO OUR EMPLOYEES, MANY OF WHOM WERE DENIED ACCESS TO QUALITY BENEFITS BEFORE WE CAME TO TOWN.**

**ADDITIONALLY, TAKE INTO ACCOUNT THE DEPENDENTS OF OUR EMPLOYEES AND YOU REALIZE THAT OVER 22,000 LIVES HAVE BEEN POSITIVELY AFFECTED BY ACCESS TO QUALITY BENEFIT PROGRAMS.**

**AT GRAND CASINOS WE HAVE A COMPREHENSIVE BENEFIT PROGRAM CALLED HEALTHQUEST. OUR HEALTHQUEST PROGRAM HELPS US AS AN EMPLOYER RECOGNIZE AND REACT TO THREATS TO THE HEALTH AND WELL BEING OF OUR EMPLOYEES AND THEIR FAMILIES, SUCH AS SMOKING, POOR DIET OR LACK OF EXERCISE.**

**ADDITIONALLY, GRAND CASINOS HAS PARTNERED WITH HARVARD MEDICAL SCHOOL OF ADDICTIONS TO DEVELOP A BETTER UNDERSTANDING OF PROBLEM GAMBLING TENDENCIES AMONG CASINO EMPLOYEES. AS PART OF OUR VOLUNTARY HEALTH AND LIFESTYLE SCREENING QUESTIONNAIRE, AND EMPLOYEE HEALTH RESOURCE SURVEY, WRITTEN BY HARVARD, IS COMPLETED AND SENT ANONYMOUSLY TO HARVARD FOR PROCESSING.**

**THE OVERALL GOAL OF THIS EFFORT IS TO PROVIDE RESEARCHERS WITH QUALITY DATA TO ASCERTAIN GAMBLING DISORDER RATES AMONG CASINO ASSOCIATES AND TO PROVIDE A DATABASE TO ENABLE THE DESIGN OF QUALITY BENEFIT PROGRAMS TO MEET THE NEED OF OUR EMPLOYEE BASE, SPECIFICALLY IN THE AREA OF STRESS REDUCTION AND READY RESPONSE TO ALCOHOL, DRUG OR GAMBLING ADDICTION.**

**AS I SIT BEFORE YOU THIS MORNING, I DO NOT HAVE CONCLUSIVE RESULTS REGARDING THE FINDINGS OF THIS SURVEY. DATA IS STILL BEING COLLECTED FROM CASINOS AND DR. SHAFFER IS IN THE PROCESS OF IDENTIFYING A CONTROL GROUP TO ANALYZE AGAINST THE DATA OBTAINED FROM OUR EMPLOYEES.**

**I ASSURE YOU WHATEVER THE FINDINGS OF THE STUDY ARE, WE INTEND TO OPENLY ACKNOWLEDGE AND ADDRESS THEM. WE WOULD NOT HAVE SET OUT TO FIND ANSWERS TO QUESTIONS, WHICH AFFECT THE QUALITY OF LIVES OF OUR EMPLOYEES, IF WE DIDN'T INTEND ON ACTING RESPONSIBLY WITH THE RESULTS.**

**IN ANTICIPATION OF OUR EMPLOYEE NEEDS ALL OF OUR EMPLOYEES AND THEIR FAMILY MEMBERS HAVE ACCESS TO OUR EMPLOYER ASSISTANCE PROGRAM (OR EAP).**

**GRAND CASINOS ESTABLISHED THE EAP TO PROVIDE OUR WORKFORCE AND THEIR LOVED ONES WITH A RESOURCE TO HELP THEM COPE WITH WORK RELATED OR PERSONAL CONCERNS. THE EAP PROVIDES COUNSELING AND REFERRALS FOR ISSUES**

**INCLUDING PROBLEM GAMBLING. THE SERVICE IS AVAILABLE 24 HOURS A DAY, SEVEN DAYS A WEEK. IT IS FREE AND IT IS CONFIDENTIAL.**

**OUR POLICIES AND PRACTICES ARE DESIGNED TO ADDRESS PROBLEM GAMBLING DIRECTLY AND UP FRONT.**

**WE DO NOT TARGET MARKETING ACTIVITIES OR SEEK, INTEND OR ENCOURAGE, UNDER ANY CIRCUMSTANCES, PROFIT FROM INDIVIDUALS WHO HAVE A GAMBLING PROBLEM. AND WE MAKE EVERY EFFORT TO ADDRESS THE CONCERNS AND WELL BEING OF OUR EMPLOYEES THROUGH PROGRAMS THAT RESPOND TO NEEDS IN BOTH THEIR PROFESSIONAL OR PERSONAL LIVES.**

**THERE IS UNDOUBTEDLY A LOT WE DON'T KNOW ABOUT COMPULSIVE GAMBLING BEHAVIOR. I HAVE ALREADY TOLD YOU I DON'T HAVE FIGURES AND REPORTS AND STATISTICS TO SHARE WITH YOU ABOUT PERCENTAGES OF PEOPLE WHO SUFFER FROM GAMBLING DISORDERS OR RESEARCH TO EVIDENCE THE EFFECTIVENESS OF PROGRAMS IN PLACE THROUGHOUT OUR OPERATION.**

**FROM MY PERSPECTIVE AND THAT ESPOUSED BY OUR INDUSTRY ASSOCIATION, ONE PROBLEM GAMBLER IS ONE TOO MANY AND WHILE WE CAN ARGUE UNTIL THE COWS COME HOME AS TO WHAT IS THE ACCURATE NUMBER OF PROBLEM GAMBLERS, I SUGGEST WE FOCUS OUR LIMITED RESOURCES AND ENERGY ON HELPING PEOPLE THROUGH PREVENTION, EDUCATION AND TREATMENT STRATEGIES.**



**THE BEST APPROACH FOR ADDRESSING ALL THESE ISSUES IS AT THE STATE AND LOCAL LEVEL THROUGH THE COLLABORATIVE EFFORTS OF ALL THE STAKEHOLDERS. IT IS THIS GROUP THAT SHOULD DEVELOP A PREVENTION, EDUCATION AND TREATMENT STRATEGY FOR THEIR STATE AND HOW TO FUND SUCH NEEDS.**

**I DON'T BELIEVE OUR ROLE AS BUSINESS EXECUTIVES IS TO COLLECT, ANALYZE, AND REPORT ON DATA GATHERED THROUGH SCIENTIFIC RESEARCH BUT THAT DOESN'T MEAN WE SHOULD BE UNINTERESTED, INSENSITIVE OR UNCONCERNED ABOUT THE PROBLEM GAMBLING ISSUE.**

**WHILE WE AS AN INDUSTRY CONTINUE TO EMPHASIZE THE RELATIVELY SMALL NUMBERS OF PEOPLE WHO SUFFER NEGATIVE CONSEQUENCES AS A RESULT OF THEIR INAPPROPRIATE GAMBLING BEHAVIOR, WE NONETHELESS BELIEVE IT TO BE OUR RESPONSIBILITY TO BE SENSITIVE TO THE PROBLEM AND PROACTIVELY ADDRESS IT.**

**IN APPROACHING THIS ISSUE, LIKE SO MANY OTHERS THAT FACE OUR BUSINESS, AN ENLIGHTENED APPROACH IS CLEARLY THE BEST APPROACH. MY COMPANY AND THE INDUSTRY WE ARE PART OF, WILL NOT CLOSE ITS EYES TO THE ISSUE. WE TAKE IT SERIOUSLY AND WE ARE OPEN TO LEARNING MORE AND DOING MORE NOT BECAUSE WE ARE OBLIGATED TO DO SO, BUT BECAUSE IT IS THE RIGHT THING FOR US TO DO.**

**MY FATHER ONCE TAUGHT ME IF YOU ALWAYS DO  
THE RIGHT THING YOU WILL NEVER FIND YOURSELF  
ON THE WRONG ROAD.**

**THUS, FOR ME AND, I BELIEVE MY OPINION IS  
SHARED BY THE OTHER CASINO EXECUTIVES I HAVE  
COME TO KNOW, THERE EXISTS A VERY STRONG  
COMMITMENT TO DO THE RIGHT THING TO HELP  
THOSE NEGATIVELY AFFECTED BY THE PRODUCT  
WE OFFER.**

**BUT TO DO SO WE NEED GUIDANCE NOT  
REGULATION, WE NEED INFORMATION NOT  
ASSESSMENTS AND WE NEED COLLABORATION NOT  
ISOLATION.**

**THANK YOU FOR TAKING THE TIME TO HEAR WHAT I  
HAD TO SAY.**