



Massachusetts Gaming Commission
RFA-2 Application Review
Category 1 License for Casinos: Region A

Report to the Commissioners for: Category # 3 - Economic Development

Commissioner Bruce Stebbins

September 9, 2014

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1. Introduction

Category 3 encompasses the Economic Development aspects of the Applicant's proposals specifically the areas of job creation, support of external business and job growth, and regional tourism and attractions.

Main Criteria

Category 3 is comprised of three criteria, each divided into three sections that parallel the Application form:

- **Criterion 1 (Questions 1 to 13) addresses Job Creation and is further broken into:**
 - HR practices and employment including number of employees (Q2), affirmative action (Q7), HR practices (Q9), employee retention (Q12) and ethnic diversity (Q13).
 - Workforce development including hiring and training (Qs 3, 4, 5, 6 and 8).
 - Labor relations including organized labor contracts and labor harmony agreements (Qs 10 and 11)

- **Criterion 2 (Questions 14 to 23 and 30) addresses Support for External Businesses and Job Growth and is further broken into:**
 - Local business promotion and support (Qs14 and 18) as well as use of local suppliers (Q15), use of local business owners (Q16), assisting businesses to understand needs (Q17), and quantum of vendor supplied goods (Q19).
 - Support of Minority-, Women-, and Veteran-Owned Businesses (Q20)
 - Regional impact including the projected benefit for regional businesses (Q21) and coordination with the regional economic plan (Q30 reassigned from the Regional Tourism and Attractions section)
 - Domestic gaming equipment including the purchase of domestic slot machines (Q22) and identification of gaming equipment vendors (Q23).

- **Criterion 3 (Questions 24 to 29 and 31 to 33) addresses Regional Tourism and Attractions and is broken into two subcategories:**
 - Tourism and regional promotion and marketing including local agreements to expand gaming establishment draw (Q24), cross marketing (Q25), collaboration with tourism/other industries (Q26), international marketing (Q27), past record of success (Q32).
 - Other amenities, enhancements and strategies including amenities beyond the core casino project (Q28), unique business and marketing strategies (Q29), other community enhancements (Q31) and entertainment/athletic events (Q33).

Rating System

Color coding and rating explanation:

INSUFFICIENT	Failed to present a clear plan to address the topic, or failed to meet the minimum acceptable criteria of the Commission.
SUFFICIENT	Comprehensible and met the minimum acceptable criteria of the Commission; and/or provided the required or requested information.
VERY GOOD	Comprehensive, demonstrates credible experience and plans, and /or excels in some areas.
OUTSTANDING	Uniformly high quality, and demonstrates convincing experience, creative thinking, innovative plans and a substantially unique approach.

Question List

- 3-1 Studies and Reports
- 3-2 Employees
- 3-3 Massachusetts Community College Workforce Training Plans
- 3-4 Job Opportunities and Training for Unemployed and Underemployed
- 3-5 Experience with Hiring Unemployed and Underemployed
- 3-6 Plan for Workforce Development
- 3-7 Affirmative Action Plan
- 3-8 Workforce Development
- 3-9 HR Practices
- 3-10 Organized Labor Contracts
- 3-11 Labor Harmony
- 3-12 Employee Retention Record
- 3-13 Ethnic Diversity
- 3-14 Local Business Promotion
- 3-15 Local Suppliers
- 3-16 Local Business Owners
- 3-17 Assisting Businesses
- 3-18 Promoting Regional Businesses
- 3-19 Vendor Supplied Goods
- 3-20 Minority, Women, and Veteran Businesses
- 3-21 Projected Benefit for Regional Businesses
- 3-22 Domestic Slot Machines
- 3-23 Gaming Equipment Vendors
- 3-24 Local Agreements
- 3-25 Cross Marketing
- 3-26 Collaboration with Tourism and Other Industries
- 3-27 International Marketing Efforts
- 3-28 Other Amenities
- 3-29 Unique Business and Marketing Strategies
- 3-30 Regional Economic Plan Coordination
- 3-31 Other Community Enhancements
- 3-32 Record of Success
- 3-33 Entertainment and Athletic Events

2. Overall Rating, Category 3, Economic Development

Introduction

The RFA-2 review process consisted of a review of the applications and supporting documents by individual reviewers, presentations by the applicants and questions by the Commission at public hearings, public input, review of background material prepared by subject matter experts, and group meetings to discuss individual reviews, culminating in the preparation of a provisional ratings report. The review process was augmented by field visits to a sample of the Applicant's existing operations as well as reference calls.

The reviewers consisted of the following:

MGC staff: Jill Griffin, Director Workforce Supplier and Diversity Development, Massachusetts Gaming Commission.

Independent Evaluators – Betsy Wall (Executive Director, MA Office of Travel & Tourism), Lynn Browne (past Director of Economic Research for the Federal Reserve Bank of Boston), Jennifer James (Undersecretary, Labor and Workforce Development)

Subject Matter Experts/Consultants – Lyle Hall (HLT Advisory Inc.), Carla Giancola (HLT Advisory Inc.)

Coordinator – Nancy Stack, Melissa Martinez (Pinck & Co., Inc.)

Summary

The projects laid out in both Applications would result in significant job creation, support to local businesses and, to a somewhat lesser extent, would support existing regional tourism and attractions. Both applicants are capable of developing and operating a significant destination casino project based on past experience and on the materials provided in their submissions. However, the project proposed by Wynn for Everett:

- Creates more and better paying jobs, the majority of which are directly under the control of Wynn (as opposed to a third party operator for one of the hotels and retail and food establishments as proposed by Mohegan).
- Generates greater spending in the local area for goods and services required to support ongoing operate the casino operations.
- Will result in a greater number of visitors to the Commonwealth from outside the region, as well as some already in the Boston area extending their stay, based on third-party market analysis submitted with the Applications. This greater out-of-region visitation is expected to generate further spending on hospitality and hospitality-related goods and services in the greater Boston area and throughout the Commonwealth.

From an economic development perspective, Wynn Everett offers a somewhat stronger option.

Sufficient/Very Good

Mohegan Sun | Revere

Applicant proposes to create 2,538 FTE jobs with annual payroll (including benefits) of \$107.5 million in Year 5.

Applicant demonstrated understanding of workforce development needs and employee career pathways. Applicant has targeted workforce training initiatives through a Memorandum of Understanding (MOU) with Metropolitan Career Center Computer Technology Institute (MCCCTI), demonstrating an awareness of the workforce landscape in Massachusetts. The Applicant provided detail on training and development initiatives (e.g., orientation, leadership training, and supervisor training) and intends to provide a strong benefits package at an average of 46.2% of wages/salaries per Full Time Equivalent (FTE) (includes: medical/dental, employee meals, 401k, tuition reimbursement, vacation). Applicant detailed their experience with diversity in hiring practices (41% minority companywide, with almost equal representation of male/female). However, Job creation projections and associated payroll, while good, are less impactful than Wynn for both construction and operations.

Applicant provided a description of the vendor outreach process (e.g., vendor database, community outreach events, job forums, vendor forums, trade shows) and process for contracting for goods and services (i.e., face to face meetings, Vendor Licensing Specialist on staff), as well as identifying local businesses (about 400) with whom the Applicant has targeted for partnership arrangements through the Momentum Rewards program.

Applicant has detailed pre-construction activity that demonstrates intent with respect to MBE/WBE/VBE, with a diversity plan, established partnerships, and detailed plans to ensure participation.

Applicant identified the significant economic benefits a gaming facility could have on the Host Community (and surrounding area) through employment/payroll, purchasing of goods and services and visitation to the area from casino visitors. However, overall projected impacts are less than Wynn.

Applicant demonstrated intention to cross-market with local partners and already has a number of agreements in place with local entities (e.g., Citi Center, Milford Performing Arts Center (MPAC), about 400 local businesses). Applicant identified a number of initiatives to pursue for cross-marketing with local tourism (e.g., Greater Boston Convention & Visitor's Bureau (GBCVB), North of Boston CVB, Massachusetts Convention Center Authority (MCCA)) to target conventions/meetings markets and targeting internationals). Applicant identified international marketing targets (e.g., China, Thailand, Turkey, Malaysia, Visiting Friends & Relatives (VFR), high end gamers) and intent to capitalize on the proximate location of Logan Airport as well as identified partnerships to pursue international market (e.g., Attract China, Massachusetts Office of Travel & Tourism (MOTT), MassPort). However, projections indicate nominal visits from outside immediate region.

Very Good

Wynn | Everett

Applicant proposes to create 3,287 FTE jobs with an annual payroll (including benefits) of \$186.4 million in Year 5.

Applicant demonstrated understanding of workforce development needs and employee career pathways. Applicant has targeted workforce training initiatives through MOU with Bunker Hill Community College (MCCCTI). The Applicant provided detail on training and development initiatives (e.g., orientation, leadership training, and skills training). Benefit package at an average of 25.0% of wages/salaries per FTE is less than Mohegan, however, Wynn has not factored in anticipated contributions to union healthcare. Applicant detailed their experience with diversity in hiring practices (62% minority and 46.2% women at Wynn/Encore Las Vegas). Job creation projections and associated payroll are significantly greater for both construction and operations.

Applicant provided description of the vendor outreach process (e.g., vendor fairs, introduction between local distributors and manufacturers, local business education, local Chambers) and process for contracting for goods and services (i.e., “first and last look”, alliance with Initiative for Competitive Inner City) as well as identifying a number of local businesses with whom the Applicant intends to target for partnership arrangements.

Applicant has identified a contractor with a history of MBE/WBE/VBE participation. Diversity plan, detailed initiatives/plans and pre-construction activity supports targets.

Applicant identified the significant economic benefits a gaming facility could have on the Host Community (and surrounding area) through employment/payroll, purchasing of goods and services and visitation to the area from casino visitors.

Applicant demonstrated intention to cross-market with local partners and already has a number of agreements in place with local entities (e.g. TD Garden, Boston Symphony Orchestra). Applicant provided detail on cross-marketing initiatives for a number of identified tourism partners (e.g., Greater Boston CVB, MassPort, MOTT) to target conventions/meetings markets and targeting internationals. Applicant identified international marketing targets (e.g., Asian high end gamers, China, VFR) and plans to leverage their 32 affiliated international marketing offices and 8 international marketing offices to increase cross-market play. However, no detail provided on how the international offices would be used to drive visitation.

3. Criteria Rating Summary

Criterion 1: Job Creation		
	Mohegan Sun Revere	Wynn Everett
Criterion 1 Rating	Sufficient/Very Good	Very Good
	<p>Applicant demonstrated a broad-based understanding of workforce development needs and related these to an awareness of the MA operating environment. Applicant has established policies and procedures which guide training and development initiatives and contribute to a company-wide high retention rates. Applicant has also demonstrated experience with unemployed/underemployed groups and has a strong history of diversity in employment, referencing 41% of companywide jobs being held by minorities. Job creation projections and associated payroll, while good, are less impactful than Wynn for both construction and operations. Applicant plans to rely on a yet-to-be-engaged general contractor to follow through on diversity commitments for construction was identified as a concern.</p>	<p>Job creation projections and associated payroll are significant for both construction and operations. Applicant has established policies and procedures which guide training and development initiatives and contribute to a company-wide high retention rates. Applicant has also demonstrated experience with unemployed/underemployed groups and has a strong history of diversity in employment, referencing 62.3% of Wynn/Encore jobs held by minorities. Applicant demonstrated a broad-based understanding of workforce development needs, however, provided a lack of detail on awareness of MA Landscape with no clear indication or process detailing approach to staffing.</p>

Grouping of Questions by Similarity		
	Mohegan Sun Revere	Wynn Everett
Group 1 Rating	Sufficient	Very Good
<p>Group 1 - HR practices and employment (Questions 2, 7, 9, 12 and 13)</p>	<ul style="list-style-type: none"> • Good job creation from construction (1,579 FTEs) and ongoing operation (2,538 FTEs) of the casino. FTE count includes 600 from the third party Retail, Dining & Entertainment (RDE). • Year 1 and stabilized year employed weighted towards full-time employees • Wages/benefits for construction (\$74,402) and operations employees (\$42,371). • Total salary/wages and benefits in Year 5 of \$107.5 million reflects fewer employees than Wynn as well as lower hourly wages for key positions (e.g., slot attendant, table games dealers, food and beverage server). Benefit package is strong with majority of contributions towards medical/health and employee meals. • Allocation of \$6.6 million in pre-opening budget for labor related expenses. • High retention rates at existing facilities; Retention projections for Revere (84%) are consistent with company-wide experience. 	<ul style="list-style-type: none"> • Significant job creation from construction (1,765 FTEs) and ongoing operation (3,287 FTEs) of the casino. Additional 410 FTEs projected for third party retail. • Year 1 and stabilized year employed weighted towards full-time employees • Significantly greater wages/benefits for construction (\$117,280) and operations employees (\$56,703). • Total salary/wages and benefits in Year 5 of \$186.4 million reflects more employees than MSM as well as higher hourly wages for key positions (e.g., slot attendant, table games dealers, food and beverage server). Benefit package (\$/FTE) is less favorable than Mohegan, however, benefits do not include potential healthcare contributions Wynn expects to make directly to unions. • Allocation of \$41 million in pre-opening budget for labor including: \$36M for staff payroll/benefits and an additional \$5M for training and recruitment initiatives prior to opening

	<ul style="list-style-type: none"> No definitive agreement in place with a general contractor to ensure affirmative action targets will be met during construction. Comprehensive approach to training/development and promotions for career pathways. History of diversity in hiring practices (41% minority companywide, equal representation of female/male). Makes provisions for on-site daycare. 	<p>facility demonstrating commitment to project.</p> <ul style="list-style-type: none"> High retention rates at existing facilities; Retention projections for Everett (84% - 86%) are consistent with company-wide experience. Agreement in place with general contractor to ensure affirmative action goals. Less comprehensive approach to training/development and promotions for career pathways. History of diversity in hiring practices (62% minority and 46.2% women in Las Vegas). Makes provisions for employee daycare at adjacent location.
Group 2 Rating	Very Good	Sufficient
Group 2 - Workforce development (Questions 3, 4, 5, 6, 8)	<ul style="list-style-type: none"> MOU in place with MCCCTI. Demonstrated awareness of MA landscape (arrangements with MCCCTI and plans to career centers and other training organizations). Good identification and description of approach to accessing unemployed/underemployed and identification of partners (e.g., NAACP, Step by Step). Demonstrated experience in hiring unemployed/underemployed and evidence of having established relationships with partners. Details on hiring, recruitment and training are provided in HCA and SCAs. Good detail on training and workforce development initiatives (e.g., orientation, leadership training, supervisor training) and pre-apprenticeship initiatives (e.g., Building Pathways program). Good detail on participation targets for local, minorities, women and veterans. 	<ul style="list-style-type: none"> MOU in place with Bunker Hill Community College (MCCCTI). Lack of detail on awareness of MA Landscape. Aside from commitments contained in MOU and HCA/SCA, no clear indication or process detailing approach to staffing. Commitment to target and market pathways to unemployed/underemployed and identification of partners (e.g., MCCCTI, BEST Corp, Local 26 Hotel Training Center, CareerBuilders.com), but no detailed approach provided. Demonstrated experience in hiring unemployed/underemployed and evidence of having established relationships with partners (e.g., Creech Airforce Base, Veteran Affairs). Details on preferential hiring, recruitment and training are provided in HCA and SCAs, but no quantification of hiring targets. However, further detail (targets) provided at Host Community hearing. Good detail on training and development initiatives (e.g., orientation, leadership training, skills training) and pre-apprenticeship initiatives (e.g., Building Pathways program). Good detail on participation targets for local, minorities, women and veterans.
Group 3 Rating	Very Good	Very Good
Group 3 - Labor relations (Questions 10 and 11)	<ul style="list-style-type: none"> PLA in place with unions for construction. Letters of endorsement provided by several unions (e.g., Teamsters, United Food and Commercial Workers). Have not provided estimates on projected union employment and associated payroll. 	<ul style="list-style-type: none"> PLA in place with unions for construction and plan for union operation of the project (in discussions with UNITE HERE). Have not provided estimates on projected union employment and associated payroll.

Criterion 2: Supporting External Business and Job Growth		
	Mohegan Sun Revere	Wynn Everett
Criterion 2 Rating	Sufficient/Very Good	Very Good
	<p>Applicant noted the importance of buying locally and maintaining diversity in its supplier base with a commendable outreach to potential partners in the region.</p> <p>Applicant has detailed pre-construction activity that demonstrates intent with respect to MBE/WBE/VBE, with a diversity plan, established partnerships, and detailed plans to ensure participation.</p> <p>Applicant identified the significant economic benefits a gaming facility could have on the Host Community (and surrounding area) through employment/payroll, purchasing of goods and services and visitation to the area from casino visitors. However, overall projected impacts are less than Wynn.</p>	<p>Applicant noted the importance of buying locally and maintaining diversity in its supplier base and has identified a number of partnerships to pursue (e.g., local restaurants, chambers, hospitality groups).</p> <p>Applicant has identified a contractor with a history of MBE/WBE/VBE participation and pre-construction activity reinforces initiatives.</p> <p>Applicant identified the significant economic benefits a gaming facility could have on the Host Community (and surrounding area) through employment/payroll, purchasing of goods and services and visitation to the area from casino visitors.</p>

Grouping of Questions by Similarity		
	Mohegan Sun Revere	Wynn Everett
Group 1 Rating	Very Good	Very Good
<p>Group 1 - Local Business Promotion and Support</p> <p>(Questions 14, 15, 16, 17, 18 and 19)</p>	<ul style="list-style-type: none"> • Have projected \$62M of goods and services to be purchased from local vendors but commitments for local spending embedded in the HCA and SCAs may not meet budget targets. • Have provided targets for use of local firms in constructing and furnishing of casino. • Provided description of the vendor outreach process (e.g., vendor database, community outreach events, job forums, vendor forums, trade shows) and process for contracting for goods and services (i.e., face to face meetings, Vendor Licensing Specialist on staff). • Through new loyalty program (Momentum) have identified hundreds of local businesses (about 400) that have signed up to participate, but no quantification of spending provided. • Identified a contractor outreach program to target bid packages to locals and minorities. • Outreach has commenced through participation in numerous minority community and Chamber events. 	<ul style="list-style-type: none"> • Have projected \$95 million of goods and services to be purchased from local vendors. • Through HCA/SCAs commitment: to purchase \$42.5M in goods and services from vendors in Everett (\$10M), Medford (\$10M), Malden (\$10M), Somerville (\$10M), and Chelsea (\$2.5M) and to purchase gift certificates from local businesses (e.g., \$50K Everett, \$25K Malden, \$25K Somerville) annually. • Have committed to use Everett contractors and suppliers, but no target or quantification provided. • Provided description of the vendor outreach process (e.g., vendor fairs, introduction between local distributors and manufacturers, local business education, local Chambers) and process for contracting for goods and services (i.e., “first and last look”, alliance with Initiative for Competitive Inner City). • Have identified a number of partnerships to pursue (e.g., local restaurants, chambers, hospitality groups) and outlined cross-marketing initiatives. • Identified Gilbane Building Company as pre-construction contractor and have contracted with 11 MA based consultants

		and has joined a number of local Chambers.
Group 2 Rating	Sufficient/Very Good	Very Good
Group 2 - Support of Minority-, Women-, and Veteran-Owned Businesses (Q20)	<ul style="list-style-type: none"> • MBE/WBE/VBE targets identified and consistent with the Administrative Bulletin for employment during construction of project, however, no targets identified with respect to use of MBE/WBE/VBE during design and construction. • Have not yet engaged a general contractor to ensure minority/women/veteran participation targets are met. However, have identified plans and described approach to ensure contractor meets targets. • Plans identified to ensure participation (e.g., Minority Vendor List, marketing program). • Detailed pre-construction activity shows evidence of MBE/WBE participation. • Diversity plan provided for Revere. • Partnership in place with Center for Women and Enterprise and MOU with Greater New England Minority Supplier Development Council. • Outreach has commenced to build awareness of the project and project needs. 	<ul style="list-style-type: none"> • MBE/WBE/VBE targets identified and consistent with the Administrative Bulletin. Have committed to meet and potentially exceed targets. • Targets have been identified for use of MBE/WBE/VBE during design and construction and consultants have been engaged to advise on how to achieve goals. • Plans identified to ensure participation (e.g., “supplier diversity program”, “capacity building plan”, breaking down bid packages and matchmaking opportunities). • Identified construction manager (Gilbane) with history of MBE/WBE/VBE participation. • Detailed pre-construction activity shows evidence of MBE/WBE participation. • Draft diversity plan provided for Everett. • Outreach has commenced to build awareness of the project and project needs.
Group 3 Rating	Sufficient	Very Good
Group 3 - Regional Impact (Questions 21 and 30)	<ul style="list-style-type: none"> • Significant purchases through local vendors. Projected Goods and Services spending locally amounts to \$62.5M. • Lower overall employment (2,538 FTE) and total payroll (\$68.0M). • Focus on a local market (e.g., less than 120 minutes’ drive) and small percentage of visits from the visitor market with no allocation for visitation from NY, RI or CT in its primary or secondary market areas. • Mohegan plans consistent with and demonstrate linkage to the planning goals of the City. 	<ul style="list-style-type: none"> • Significant purchases through local vendors. Projected Goods and Services spending locally amounts to \$95M. • Higher overall employment (3,279 FTE) and payroll (\$136.1M) suggesting a greater regional impact. • Significant percentage of visits projected from a non-local tourist market (e.g., greater than 120 minutes’ drive, tourists, high yield gamers) suggesting greater potential for increased spend at local establishments. • Wynn plans consistent with and demonstrate linkage to the planning goals of the City and region.
Group 4 Rating	Sufficient	Sufficient
Group 4 - Domestic Gaming Equipment	<ul style="list-style-type: none"> • Applicant identified suppliers as required. 	<ul style="list-style-type: none"> • Applicant identified suppliers as required.

Criterion 3: Regional Tourism and Attractions		
	Mohegan Sun Revere	Wynn Everett
Criterion 3 Rating	Sufficient/Very Good	Sufficient/Very Good
	<p>Applicant identified a number of local businesses and tourism organizations with whom it has engaged or hopes to engage in cross-marketing and partnership opportunities.</p> <p>The marketing focus described includes international targets and intent to capitalize on proximity to Logan International Airport however, visitation projections indicate nominal visits from outside immediate region (more than 2 hours' drive).</p>	<p>Applicant identified a number of local businesses and tourism organizations with whom it has engaged or hopes to engage in cross-marketing and partnership opportunities.</p> <p>The marketing focus is international with target markets identified and intent to capitalize on existing relationships with international marketing offices. However, while no detail is provided on how the international offices would be used to drive visitation, financial projections are consistent with the international focus.</p>

Grouping of Questions by Similarity		
Group 1 Rating	Sufficient/Very Good	Sufficient/Very Good
<p>Group 1 - Tourism and Regional Promotion and Marketing</p> <p>(Questions 24, 25, 26, 27 and 32)</p>	<ul style="list-style-type: none"> • Demonstrated intention to cross-market with local partners. Applicant has agreements in place with Citi Center and MPAC and interest from about 400 local businesses for Momentum points program. • Identified a number of initiatives to pursue for cross-marketing with local tourism (e.g., MOU with Greater Boston CVB, North of Boston CVB and plans for partnership with MCCA to target conventions/meetings markets and targeting internationals). • Projected "Hard" marketing spend of \$22.9M (year 1) - \$25.2M (year 5). Total marketing = \$106M - \$117M (includes comps and promotions). • Applicant provided detail on cross-marketing programs (e.g., ground shuttle, guest service employee training, online reservations/advertising, virtual concierge kiosk) to promote local business. • Application spoke to leveraging customer database to increase tourism to the region (but not consistent with projections). • Identified international marketing initiatives (e.g., China, Thailand, Turkey, Malaysia, VFR, high end gamers) and intent to capitalize on the proximate location of Logan Airport as well as identified partnerships to pursue international market (e.g., Attract China, MOTT, MassPort). However, projections indicate 	<ul style="list-style-type: none"> • Demonstrated intention to cross-market with local partners. Applicant has agreements in place with MPAC, Boston Harbor Association, Massachusetts Oyster Project, TD Garden and Boston Symphony Orchestra. • Identification of outreach to numerous partners (e.g., New England Aquarium, Harbor Hotel, Chambers, museums) • Applicant provided detail on cross marketing through use of loyalty player card (Red Card) to partner with local attractions/business (e.g., gift card purchases, reservation system, transportation, "concierge program"). • Identified a number of initiatives to pursue for cross-marketing with local tourism (e.g., plan to collaborate with Greater Boston CVB, MassPort, MOTT) to target conventions/meetings markets and targeting internationals). • Projected "Hard" marketing spend of \$62.3M (year 1) - \$68.3M (year 5). Total marketing = \$101M - \$110M (includes comps and promotions). • Identified international marketing initiatives (e.g., Asian high end gamers, China, VFR) and plan to leverage their 32 affiliated international marketing offices and 8 international marketing offices to increase cross-market play. However, no detail provided on how the international offices would be used to drive visitation.

	nominal visits from outside immediate region.	<ul style="list-style-type: none"> Existing infrastructure and experience in targeting Asian market and focus on targeting the Asian customer is evidenced in the high numbers of tourists projected for the facility. Identified partnerships to pursue international market (e.g., Greater Boston CVB).
Group 2 Rating	Sufficient/Very Good	Sufficient/Very Good
Group 2 - Other amenities, enhancements and strategies (Questions 28, 29, 31 and 33)	<ul style="list-style-type: none"> Plan for a variety of non-gaming amenities (e.g. multi-purpose space with ballroom/stage, bars, Dave and Busters, spa, retail, Kids Quest, CyberQuest). Investment in other community enhancements includes infrastructure improvements, youth center construction, and improved access to Beachmont Station. Momentum points program will be used to acquire new players and drive incremental trips and play (although existing NY, CT, and RI have not been identified in marketing strategy). Plan to drive patrons to the facility through entertainment such as hosting local sporting events and underwriting larger events at Greater Boston sport venues, onsite bars/lounges near the gaming area, multipurpose convention space. 	<ul style="list-style-type: none"> Plan for a variety of non-gaming amenities (e.g. meeting/convention space, nightclub, spa, retail, harborwalk, water transportation, winter garden). Investment in other community enhancements includes transforming a “blighted waterfront brownfield” to a public gathering space and investment to improve transportation infrastructure (to promote waterfront access). Use of Wynn loyalty program (to partner with/link to local business), international marketing offices and affiliated marketing offices, and creating specific marketing programs with local tourism to draw tourists. Plan to drive patrons to the facility through entertainment such as: through local sports teams, cross-marketing with museums, aquariums, Boston Symphony and TD Garden.

4. Review Detail

Criterion 1: Job Creation		
	Mohegan Sun Revere	Wynn Everett
Criterion 1 Rating	Sufficient/Very Good	Very Good
	<p>Applicant demonstrated a broad-based understanding of workforce development needs and related these to an awareness of the MA operating environment. Applicant has established policies and procedures which guide training and development initiatives and contribute to a company-wide high retention rates. Applicant has also demonstrated experience with unemployed/underemployed groups and has a strong history of diversity in employment, referencing 41% of companywide jobs being held by minorities. Job creation projections and associated payroll, while good, are less impactful than Wynn for both construction and operations. Further, Applicant's intended reliance on a yet-to-be-engaged general contractor to follow through on diversity commitments for construction was identified as a concern.</p>	<p>Job creation projections and associated payroll are significant for both construction and operations. Applicant has established policies and procedures which guide training and development initiatives and contribute to a company-wide high retention rates. Applicant has also demonstrated experience with unemployed/underemployed groups and has a strong history of diversity in employment, referencing 62.3% of Wynn/Encore jobs held by minorities. Applicant demonstrated a broad-based understanding of workforce development needs, however, provided a lack of detail on awareness of MA Landscape with no clear indication or process detailing approach to staffing.</p>

Grouping of Questions by Similarity		
	Mohegan Sun Revere	Wynn Everett
Group 1 Rating	Sufficient	Very Good
<p>Group 1 - HR practices and employment (Questions 2, 7, 9, 12 and 13)</p>	<ul style="list-style-type: none"> • Good job creation from construction (1,579 FTEs) and ongoing operation (2,538 FTEs) of the casino. FTE count includes 600 from the third party Retail, Dining & Entertainment (RDE). • Year 1 and stabilized year employed weighted towards full-time employees • Wages/benefits for construction (\$74,402) and operations employees (\$42,371). • Total salary/wages and benefits in Year 5 of \$107.5 million reflects fewer employees than Wynn as well as lower hourly wages for key positions (e.g., slot attendant, table games dealers, food and beverage server). Benefit package is strong with majority of contributions towards medical/health and employee meals. • Allocation of \$6.6 million in pre-opening budget for labor related expenses. • High retention rates at existing facilities; Retention projections for Revere (84%) are consistent with company-wide experience. 	<ul style="list-style-type: none"> • Significant job creation from construction (1,765 FTEs) and ongoing operation (3,287 FTEs) of the casino. Additional 410 FTEs projected for third party retail. • Year 1 and stabilized year employed weighted towards full-time employees • Significantly greater wages/benefits for construction (\$117,280) and operations employees (\$56,703). • Total salary/wages and benefits in Year 5 of \$186.4 million reflects more employees than MSM as well as higher hourly wages for key positions (e.g., slot attendant, table games dealers, food and beverage server). Benefit package (\$/FTE) is less favorable than Mohegan on a percentage of net salaries/wages, however, benefits do not include potential healthcare contributions Wynn expects to make directly to unions. • Allocation of \$41 million in pre-opening budget for labor including: \$36M for staff payroll/benefits and an additional

	<ul style="list-style-type: none"> No definitive agreement in place with a general contractor to ensure affirmative action targets will be met during construction. Comprehensive approach to training/development and promotions for career pathways. History of diversity in hiring practices (41% minority companywide, equal representation of female/male). 	<p>\$5M for training and recruitment initiatives prior to opening facility demonstrating commitment to project.</p> <ul style="list-style-type: none"> High retention rates at existing facilities; Retention projections for Everett (84% - 86%) are consistent with company-wide experience. Agreement in place with general contractor to ensure affirmative action goals. Less comprehensive approach to training/development and promotions for career pathways. History of diversity in hiring practices (62% minority and 46.2% women in Las Vegas).
Group 2 Rating	Very Good	Sufficient
Group 2 - Workforce development (Questions 3, 4, 5, 6, 8)	<ul style="list-style-type: none"> MOU in place with MCCCTI. Demonstrated awareness of MA landscape (arrangements with MCCCTI, Lasell College and plans for career centers and other training organizations). Good identification and description of approach to accessing unemployed/underemployed and identification of partners (e.g., NAACP, Step by Step). Demonstrated experience in hiring unemployed/underemployed and evidence of having established relationships with partners. Details on hiring, recruitment and training are provided in HCA and SCAs. Good detail on training and workforce development initiatives (e.g., orientation, leadership training, and supervisor training) and pre-apprenticeship initiatives (e.g., Building Pathways program). Good detail on participation targets for local, minorities, women and veterans. 	<ul style="list-style-type: none"> MOU in place with Bunker Hill Community College (MCCCTI). Lack of detail on awareness of MA Landscape. Aside from commitments contained in MOU and HCA/SCA, no clear indication or process detailing approach to staffing. Commitment to target and market pathways to unemployed/underemployed and identification of partners (e.g., MCCCTI, BEST Corp, Local 26 Hotel Training Center, CareerBuilders.com), but no detailed approach provided. Demonstrated experience in hiring unemployed/underemployed and evidence of having established relationships with partners (e.g., Creech Airforce Base, Veteran Affairs). Details on preferential hiring, recruitment and training are provided in HCA and SCAs, but no quantification of hiring targets. However, further detail (targets) provided at Host Community hearing. Good detail on training and development initiatives (e.g., orientation, leadership training, skills training) and pre-apprenticeship initiatives (e.g., Building Pathways program). Good detail on participation targets for local, minorities, women and veterans.
Group 3 Rating	Very Good	Very Good
Group 3 - Labor relations (Questions 10 and 11)	<ul style="list-style-type: none"> PLA in place with unions for construction. Letters of endorsement provided by several unions (e.g., Teamsters, United Food and Commercial Workers). Have not provided estimates on projected union employment and associated payroll. 	<ul style="list-style-type: none"> PLA in place with unions for construction and plan for union operation of the project (in discussions with UNITE HERE). Have not provided estimates on projected union employment and associated payroll.

3.1 – Studies and Reports— Provide completed studies and reports showing the proposed gaming establishments: (i) economic benefits to the region and the Commonwealth; (ii) impact on the local and regional economy, including the impact on cultural institutions and on small businesses in the Host Community and surrounding communities.

Expectations of Applicant	<ul style="list-style-type: none"> • Massachusetts-specific and/or project specific (independent or company) studies and reports that address: <ul style="list-style-type: none"> • Job Creation <ul style="list-style-type: none"> • Evidence (i.e., what Applicant is proposing specific to MA or work done in other jurisdictions) demonstrating incremental employment? • Supporting External Business and Job Growth <ul style="list-style-type: none"> • Creation of synergies and/or joint ventures with local businesses? • Evidence of incremental employment? • Evidence in incremental visitation? • Regional Tourism <ul style="list-style-type: none"> • Evidence of incremental visitation to the Host Community (e.g., hotel room nights or similar measures)? 	
Overall Comments on all Applications	Studies have been provided.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Not relevant 	<ul style="list-style-type: none"> • Not relevant
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Not relevant 	<ul style="list-style-type: none"> • Not relevant

3.2 – Employees —State the number of employees to be employed at the proposed gaming establishment, including detailed information on the pay rate and benefits for employees, and describe how the applicant proposes to ensure that it provides a high number of quality jobs in the gaming establishment.		
Expectations of Applicant	<ul style="list-style-type: none"> • Full-time versus Part-time positions? • Comprehensiveness of benefits for full and part time? • Description of types of positions and wage levels per position (number of management (salaried) versus hourly wage positions)? • Ratio of management to general staff (management and supervisory positions used as proxy for “quality” jobs)? • Comparison of average wage per FTE to MA averages? • Locally hired employees versus “imported”? 	
Overall Comments on all Applications	Applicants were provided with a template to complete detailing jobs, salaries and benefits. Additional information provided in Appendix A1 – Labor and Payroll and Appendix B – Host Community Demographic Characteristics.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<p><u>Construction (“FYE” = Full Year Equivalent)</u></p> <ul style="list-style-type: none"> • FYEs – 1,579 • Annual \$/FYE = \$74,402 (includes non-construction jobs e.g., architecture). <p><u>Operations - Year 5</u></p> <ul style="list-style-type: none"> • FTEs – 2,538 including 600 FT and PT at RDE facility (third-party operated Retail/Dining/Entertainment and hotel) • HCA, SCAs and public commentary continually reference 4,000 operations jobs compared with 2,538 FTEs and 3,172 FT and PT jobs shown in financial and labor projections. • Year 5 \$ (wages & benefits)/FTE - \$42,371 • Benefits: <ul style="list-style-type: none"> • Projected 46.2% salary to benefit ratio • Benefits/FTE = \$13,387 • Benefits/FT employee = \$11,058 • Benefits/PT employee = \$9,886 • All positions within each sub-department (excluding RDE) have an approximate 60% benefit to payroll ratio. • Benefit package includes (as % of wages): Medical/Dental/Life – 17.3%, Employee Meals - 8.4%, Vacation/PTO – 3.9%. Contributions also made towards 401k, tuition reimbursement, bereavement pay, and jury duty. Note: Benefit ratio may vary depending on negotiations with unions. • RDE/3rd Party Hotel <ul style="list-style-type: none"> • FTEs – 600 • \$/FTE= \$33,826 • Benefits = 18.3%, FTE benefits/employee = \$5,231 	<p><u>Construction (“FYE” = Full Year Equivalent)</u></p> <ul style="list-style-type: none"> • FYEs – 1,765 (includes on and off-site construction workers) • Annual \$/FYE = \$117,280– (includes non-construction jobs e.g., architecture). <p><u>Operations - Year 5</u></p> <ul style="list-style-type: none"> • FTEs – 3,287 not including an estimated 410 FTEs at third party retail and restaurants. • Year 5 \$ (wages & benefits)/FTE - \$56,703 • Benefits: <ul style="list-style-type: none"> • Projected 25.0% salary to benefit ratio • Benefits/employee = \$11,341 • Benefits/FT employee = \$11,493 • Benefits/PT employee - = \$10,555 • All positions within each sub-department have an approximate 25% benefit to payroll ratio. • Benefit package includes (as % of wages): Medical/Dental/Life – 4.0%, Employee Meals - 4.5%, Bonus – 4.1%, Vacation/PTO – 3.0%. Contributions also made towards 401k. Note: Benefits DO NOT include potential healthcare contributions paid directly to unions (2013 Wynn Las Vegas paid \$40m in union related healthcare = approx. \$6,250 per FTE.) • Projected retention rate – 84.4% (Year 1) to 86.3% (Year 5). Based on historical experience in Las Vegas. • The number of employees in gratuity positions (e.g., slot attendants, table games dealers, food and beverage servers) and average hourly wages earned by these employees are significantly above that proposed by MSM. • Did not provide a % of Union FTEs or what % of overall wages/benefits

	<p>Benefits for the RDE facility are lower based on estimation that majority are part-time employees and not eligible for health care benefits. RDE employment and benefits will be paid by third party operators.</p> <ul style="list-style-type: none"> • Projected retention rate – 84% (Years 1 & 5). Based on turnover rates for 2013. • The number of employees in gratuity positions (e.g., slot attendants, table games dealers, food and beverage servers) and average hourly wages earned by these employees are significantly below that proposed by Wynn. • Average hourly wages were determined based on “existing facility in CT and increased by 9% to reflect higher cost of living in Boston.” • Did not provide a % of Union FTEs or what % of overall wages/benefits this represents. Justification provided that since no employees have been hired it is difficult to project what percentage of employees will unionize. • Indicate that pay scales are consistent with Mohegan’s historic support for organized labor and reference the company’s culture of providing employees with opportunities and benefits that exceed those of other operators. • Allocation of \$6.6 million in pre-opening budget for labor related expenses (no breakdown for training versus labor or other pre-opening costs). • Landlord (Sterling Suffolk) has committed to continue racing operations at Suffolk Downs for 15-years (separate agreement between Sterling Suffolk and City of Boston), presumably funded, in part, through casino rent. 	<p>this represents. However, indicated that in Las Vegas approximately 50% of employees are union. Wynn plans to partner with labor unions in a similar manner to Las Vegas.</p> <ul style="list-style-type: none"> • Plans to extend its “Employer of Choice” status in the gaming industry to Wynn Everett and will refine benefit assumptions as project timeline progresses. • Plan to provide comparable benefit packages for union and non-union employees dependent on negotiations with union(s) representing the employees and their preferences • Allocation of \$41 million in pre-opening budget for labor related expenses including: \$36M for pre-opening staff payroll/benefits and an additional \$5M for training and recruitment initiatives prior to opening. • Committed to offer jobs on a priority basis to Suffolk Downs employees should track cease operations (as per Host Community hearing statement).
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Established policies in place re: benefits, tuition reimbursement, paid-time-off, employee assistance programs. • Turnover rate in Mohegan CT = 4.69% (2013), Mohegan PA = 23%. 	<ul style="list-style-type: none"> • Established policies in place re: benefits, employee discount program, tuition reimbursement, paid-time-off, employee assistance programs. • Reference 38% of Wynn Las Vegas, 53% of Encore and 46% of Macau employees being retained since opening • Stated that Wynn does not (and will not) resort to “layoffs” during economic downturns.

3.3 – Massachusetts Community College Workforce Training Plans —Describe any plans the applicant has for working with the Massachusetts Community College Casino Careers Training Institute or other training organizations as the applicant trains and hires the staff for its facility and specifically its plans for staffing gaming positions with Massachusetts residents.		
Expectations of Applicant	<ul style="list-style-type: none"> Existing agreements in place with colleges/institutions (other jurisdictions and/or MA)? Proposed legacy arrangements (i.e., any facilities, programs, etc. that will remain in community)? Examples of college/institution relationships in other jurisdictions? Examples of college/institution relationships specifically related to gaming and hospitality training? Examples of past experience staffing using employees that are locally trained and local residents? 	
Overall Comments on Applications	Applicants have executed MOUs with MCCCTI (Bunker Hill Community College) and have referenced hiring/training obligations with respect to HCA/SCAs.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> Through HCA requirements – plans to explore feasibility of satellite Community College campus in Revere. HCA includes detail on providing notice for advance hiring, and various on-boarding initiatives. Plan to work with various career centers, adult basic education programs and vocational training organizations for job growth and training. Agreement with Lasell College for MSM personnel to teach classes and students offered job opportunities. 	<ul style="list-style-type: none"> References commitment via HCA and SCAs to giving preferential hiring treatment to residents. Intends to “assist and utilize all available local resources to develop a trained workforce within the Commonwealth, to focus its hiring efforts exclusively within the Commonwealth, and to develop a robust in-house program, much as it has in Las Vegas and in Macau.” Outside of MOU requirements and HCA/SCA commitments, no clear indication or process detailing how Wynn intends to identify staff from the community.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> References PA employees – 99.5% as local. Have partnered with a number of community colleges/training institutes and career centers in other jurisdictions for job growth and training initiatives. Indication that internal structures/practices are in place to hire and promote. 	<ul style="list-style-type: none"> Does not provide detail on local resident hiring at other facilities. Reference their “Five Star Service Model” and indicate intention to create a similar program with MCCCTI (Bunker Hill Community College).

3.4 – Job Opportunities and Training for Unemployed or Underemployed – Provide strategy as to how applicant will focus on job opportunities and training in areas and demographics of high unemployment and underemployment.

<p>Expectations of Applicant</p>	<ul style="list-style-type: none"> • Are there internal programs/systems in place in other jurisdictions? • Is there evidence of contact and/or arrangements with local career centers? • Quantification of jobs earmarked for unemployed/underemployed? • Proportion of available jobs earmarked for unemployed/underemployed (i.e., have specific targets been set; how will targets be measured)? 	
<p>Overall Comments on Applications</p>	<p>Applicants identified local unemployment rates in relation to hiring efforts and indicated having past experience with creating job opportunities for unemployed/underemployed.</p>	
<p>Application Commitments (e.g., targets, processes, plans)</p>	<p style="text-align: center;">Mohegan Sun Revere</p> <ul style="list-style-type: none"> • Reference hiring approach focused on interpersonal skills and opportunities being available to everyone. • Revere unemployment rate (7.4%) as higher than state average. • Identified and described an approach to accessing unemployed/underemployed (accessibility, relationship building, internal promotion) and identified types of partners they intend to work with (e.g., MCCCTI, NAACP, Step by Step, CareerLink, Hispanic Chamber of Commerce, Operation A.B.L.E of Greater Boston). • Numerous examples of internal promotion cited. • Have a comprehensive workforce development initiative in MA that includes MOUs related to those who may not speak English including MOUs with Community Action Programs Inter-City, Inc., Community Enterprises Inc., and Massachusetts Fallen Heroes Fund for hiring and workforce development initiatives. • Assign coaches and mentors to new employees, assistance filling out applications, crafting resumes, scheduling interviews and providing tuition assistance to learn English. • Through SCAs, commit \$250K annually to Winthrop, Chelsea and Somerville for initiatives targeting the unemployed/underemployed. 	<p style="text-align: center;">Wynn Everett</p> <ul style="list-style-type: none"> • Reference current unemployment rates (10.4% Everett) and surrounding regions and commit to hiring local and surrounding community residents and providing training prior to opening. • Reference current agreement with Bunker Hill/MCCCTI for workforce training and hiring initiatives, and indicate they will jointly market pathways to the unemployed/underemployed in the region. • As per HCA and SCAs – Wynn commits to give hiring and training preference to residents who meet certain minimum employment requirements. If a resident does not have the required credentials for a particular position, Wynn will work with resident to determine if they qualify for a different position and/or identify any training programs provided by Wynn that could assist the resident in obtaining the position. • Plan to target recruitment to the under-served when possible – develop relationships with community leaders and organizations to help connect to job seekers. • Will seek partners to ensure that local residents (particularly underemployed/unemployed) are provided sufficient training to enable them to obtain positions. • Intends to assist and utilize local resources to develop a trained workforce within the Commonwealth, to focus hiring efforts exclusively within the Commonwealth and develop an in-house program to train employees. • Have met with BEST Corp., Local 26 Hotel Training Center for hospitality related training opportunities.

		<ul style="list-style-type: none"> Plan to “develop recruitment programs similar to those that it employs in Las Vegas. These include partnerships with local Chambers of Commerce, working through CareerBuilder.com to link Wynn’s job openings with numerous diversity partners serving underemployed persons and military outreach”.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> Provided reference letter from “Norwich Free Academy” in CT which serves young adults (aged 18-21) with disabilities to prepare them for adult living. Letter references Mohegan Sun as having a strong history of hiring disabled. Reference track record in PA hiring 575 individuals with no prior casino experience, and having promoted over 700 in the past seven years. Reference winning awards in other jurisdictions (e.g., PA) for efforts in outreach and support (e.g., Outstanding Support of Employees with Disabilities – Luzerne). Mohegan spends \$500K annually on translation, HR and operations. Offer extensive training program on-property. 	<ul style="list-style-type: none"> Reference their “Five Star Service Model” and indicated intention to create a similar program MCCCTI (Bunker Hill Community College).

3.5 – Experience with Hiring Unemployed and Underemployed – Describe the Applicant's approach to and experience with hiring in areas and demographics of high unemployment and underemployment in other jurisdictions where the Applicant has done business in the last 10 years.

Expectations of Applicant	<ul style="list-style-type: none"> Evidence of past experience in other jurisdictions with hiring unemployed/underemployed? Length (years) of experience in hiring unemployed/underemployed? Programs in place with career/job creation centers? How to consider those in jurisdictions without unemployed/underemployed What has the Applicant done in other jurisdictions (and does the Applicant propose to do in MA)? Measures of how programs have worked? 	
Overall Comments on Applications	Applicants demonstrated extensive past experience with hiring and training programs to target the unemployed/underemployed groups.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> Not relevant – question focused on past experience 	<ul style="list-style-type: none"> Not relevant – question focused on past experience
Existing and past practices supporting commitments	<ul style="list-style-type: none"> Reference experience in PA where Mohegan increased workforce from 250 to 2,000 team members. Past partnership with organizations (e.g., CareerLink, community colleges, NAACP, Step by Step). Award for "Outstanding Support of Employees with Disabilities" from the Luzerne and Wyoming Counties Employment Coalition (CT). Provided reference letter from Norwich Free Academy which runs a program that serves young adults with disabilities (18-21) in Connecticut. Provided statement from Governor of CT honoring Mohegan Sun for its leadership and accomplishments hiring and promoting individuals with disabilities. 	<ul style="list-style-type: none"> Identified numerous existing recruitment partners (e.g., Art Institute of Las Vegas, College of Southern Nevada, and Job Connect) and others (including the Creech Air Force Base to target veterans) specifically targeting the unemployed/underemployed (e.g., Latin Chamber of Commerce, Veteran Affairs, CareerBuilder). Provided list from CareerBuilder.com showing current community employment partners, however, no detail provided on relationships with the listed partners. Provided sample employee recruitment and job progression. Provided detail on citizenship classes, tuition reimbursement program, and ESL classes as part of recruitment, training and development for underemployed/unemployed. Has partnered with the Uceda School to offer free ESL on property at Wynn Las Vegas and offers on-property free citizenship classes for employees preparing for the US Citizenship test. Will offer similar program in Everett. Noted military recruitment program and provided testimonials from 8 Wynn Las Vegas employees that were hired from the military. Do not currently track hiring/promotion statistics at Las Vegas facility – however, would be amenable to implementing one in MA.

3.6 – Plan for Workforce Development – Provide your plan for workforce development as set forth in the Host Community agreement and any surrounding community agreements that the applicant has executed.		
Expectations of Applicant	<ul style="list-style-type: none"> • Number of jobs? • Number of positions where internal growth is possible? • Has proponent demonstrated workforce development in past experience? • Length of experience with workforce development/training programs? • Number of employees who have completed workforce development/training programs? • What has the Applicant done in other jurisdictions (and does the Applicant proposed to do in MA) to work with community-based organizations to identify the unemployed and underemployed for job opportunities? • Linkage/agreements in place with colleges/institutions? • Evidence of historical arrangements with colleges/institutions? 	
Overall Comments on Applications	Applicants provided MOUs with MCCCTI (via Bunker Hill Community College or directly) for recruitment, training and development.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Indicate willingness to commit to local hiring as evidenced in HCA. HCA gives preference to residents in Revere and surrounding communities – “best efforts” to use existing labor force. • SCAs (e.g., Chelsea, Everett) provide targets for hiring local residents and minorities and detail recruitment and training requirements. • Commitment to reach agreements with union labor groups. • Plans to partner with One Stop Career Centers (JobNet, Boston Career Link, The Work Place, and Career Source) as well as local adult basic education programs, and vocational training organizations. • Provided detail with respect to strategies on recruitment (e.g., advance notice for local residents). 	<ul style="list-style-type: none"> • HCA does not quantify number of jobs; however requirement that Wynn advertise all permanent and construction jobs as well as give preference to City of Everett residents. • SCAs (e.g., Malden, Chelsea) provide for secondary preferential treatment for jobs. • Wynn plans to implement its own internal training program during the pre-opening period and has committed \$3.5 million to training initiatives in the pre-opening budget. A further \$1.5 million allocated to recruitment efforts indicates commitment to hire and train for positions prior to opening the facility. • General lack of detail in HCA and SCA (e.g., no quantification or targets identified), however, Host Community meeting responses indicate: <ul style="list-style-type: none"> • Wynn commits to utilizing the existing labor force in the region. • Consultants have identified sufficient unemployed/underemployed in the region to meet hiring needs. • Good faith to hire at least 75% of employees from within 30 minute radius.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Reference unique hiring focus (i.e., less on an Applicant’s technical skills and more on their interpersonal skills) to access a wider range of people. • Numerous partnerships with educational/institutions for workforce development (e.g., Luzerne Community College (PA), McCann School of Business (PA)). 	<ul style="list-style-type: none"> • References current training programs in Las Vegas and “will likely implement” internal training programs/leadership training for supervisory employees (e.g., Wynn Leader Orientation, Systems Training, and Forbes Training).

<p>3.7 Affirmative Action Plan – Provide an explanation as to how the Applicant proposes to establish and implement an affirmative action program of equal opportunity whereby specific goals for the utilization of minorities, women and veterans on construction jobs; provided, however, that such goals shall be equal to or greater than the goals contained in the executive office for administration and finance Administration Bulletin Number 14.</p>		
Expectations of Applicant	<ul style="list-style-type: none"> • Targeted number of positions earmarked? <ul style="list-style-type: none"> • Sub-breakdown by need? • Targets for management versus hourly positions? • Quality of positions available? • Evidence of past experience with affirmative action programs? • Agreements in place with career centers? 	
Overall Comments on Applications	Applicants have referenced HCA requirements re: affirmative action during construction.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • As per HCA – commit to 25% of construction hours by minorities and 10% by women. • Mohegan committed to “best efforts” to fill permanent jobs with at least 38% minorities and 45% women. However, question specifically focused on construction phase. • Have created a detailed Diversity Plan for MA. • Plan to develop a Diversity Committee to ensure adherence to Diversity Plan. • Lack of detail with respect to how affirmative action would be achieved. • Mohegan has yet to engage a contractor so no definitive agreement is in place that assigns responsibilities with respect to minority, women and veteran targets. 	<ul style="list-style-type: none"> • Stated commitment to not only “achieve”, but potentially “exceed” the targets in Administrative Bulletin 14 - 15.3% minorities, 6.9% women participation for construction phase (no formal agreement). • For Design of the project – 17.9% MBE and WBE combined. • For Construction of the project – 10.4% MBE/WBE contracts. • Reference a process through a “capacity building plan” for design consultants to demonstrate how they will achieve and maintain a diverse workforce and team composition. • Held an open house to provide MBE/WBE to pre-qualify with preconstruction manager (Gilbane), obtain SDO certification, and enable parties to participate in the Gilbane Contractor Training Program. • Will work with MGC Director of Workforce, Supplier and Diversity Development to maximize participation.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Mohegan Sun is a lifetime member of the NAACP in North East Pennsylvania. • Award from Governor of CT for “leadership and accomplishment in removing barriers to hiring and promoting individuals with disabilities.” 	<ul style="list-style-type: none"> • Has engaged experienced consultants in the Boston-area construction industry to advise on how to achieve targets, will require each contractor and subcontractor to provide a plan to achieve goals, and will require a commitment to having a minimum percent of SDO certified MBE or WBE participation on their team.

<p>3.8 – Workforce Development – Describe your workforce development plan and explain how the Applicant proposes to implement it such that it:</p> <p>(i) incorporates an affirmative action program of equal opportunity by which the Applicant guarantees to provide equal employment opportunities to all employees qualified for licensure in all employment categories, including persons with disabilities (Applicant may reference response to question 3-7);</p> <p>(ii) utilizes the existing labor force in the commonwealth;</p> <p>(iii) estimates the number of construction jobs a gaming establishment will generate and provides for equal employment opportunities and which includes specific goals for the utilization of minorities, women and veterans on those construction jobs;</p> <p>(iv) identifies workforce training programs offered by the gaming establishment;</p> <p>(v) identifies the methods for accessing employment at the gaming establishment; and</p> <p>(vi) addresses workplace safety issues for employees.</p>		
Expectations of Applicant	<p>Overall targets for workforce development:</p> <ul style="list-style-type: none"> • Total number of positions earmarked for minorities, women and veterans? • Number of jobs earmarked for local residents • Number of construction jobs earmarked for minorities, women and veterans? • Agreements in place with local colleges/institutions? • Ratio of jobs where progression is possible • Experience with workplace safety policies and practices in other jurisdictions? Is there evidence/Applicant demonstrated workplace safety record elsewhere? 	
Overall Comments on Applications	Applicants detailed plans for workforce development referencing commitments to HCA and Administrative Bulletin 14 and MOUs with local college/training institutes.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • As per HCA: 20% Revere residents, 75% residing within 15-miles of Revere, 10% Revere residents for construction jobs • Best efforts to fill permanent jobs with at least 38% minorities and 45% women. • Commit to comply with Bulletin 14 - 25% of construction hours are minority and 10% of construction hours women • Plan to work with contractor and unions to ensure outreach so that participation goals of HCA and SCA are met. • Reference PLA with Boston Building Trades Council and NE Regional Council of Carpenters representing 35,000 skilled workers. • Reference working with each trade to ensure appropriate apprentice program at each site and participation in the Building Pathways program. Building Trades unions also participate in the Helmets to Hardhats Program (H2H) for Veterans. • A detailed philosophy with respect to recruiting and 	<ul style="list-style-type: none"> • As per HCA - "Wynn has agreed to give reasonable preference to properly qualified residents of the City of Everett and to make every effort to afford Everett residents the opportunity to be trained for such trade/craft positions through all training opportunities offered by Wynn or its affiliates" • SCAs with Malden, Medford and Cambridge - preferential treatment to hiring residents (secondary to Everett). • Stated commitment to not only "achieve", but potentially "exceed" the targets in Administrative Bulletin 14 - 15.3% minorities, 6.9% women participation for construction phase. • For Design of the project – 17.9% MBE and WBE combined. • For Construction of the project – 10.4% MBE/WBE contracts. <ul style="list-style-type: none"> • Wynn has engaged experienced consultants in the Boston-area construction industry to advise on how to achieve targets • will require each contractor and subcontractor to provide a plan to achieve these goals

	<p>promoting internally.</p> <ul style="list-style-type: none"> • Workforce development plan references training plans that include: orientation, service training, compulsive gambling awareness, responsible alcohol management, supervisor training, leadership workshop, technical training, table games training • Plan to partner with One Stop Career Centers (JobNet, Boston Career Link, The Work Place, and Career Source) as well as local adult basic education programs, and vocational training organizations. • Plans to implement a workplace safety program. Provided company policy on Workers Compensation/Safety which will apply to MA. Plan to implement a policy comparable to CT facility and developed in conjunction with MA State Police and the Revere Police and Fire Departments. • Have a Diversity Plan for MA. • Executed MOU with MCCTI (Includes working with member institutions Bunker Hill Community College, Roxbury Community College and North Shore Community College). • Provided a breakdown of FTE count, wages, tips, and benefits by position (subsequent answer to RFC provided tips separate from wages) (attachment 3-08-04). 	<ul style="list-style-type: none"> • Will require that all contractors and subcontractors commit to having a minimum percent of SDO certified MBE or WBE participation on their team • Will develop a "capacity building plan" for design consultants and they must demonstrate how they will achieve and maintain a diverse workforce and team composition. • Training and Development of employees detailed (e.g., leadership training programs, skills training programs, "New Hire Orientation" program, internal Career Counseling with an on-property career counselor). However, lack of detail surrounding pathways from on-boarding through to advancement within the organization. • Onboard Training of Team Members - new employees to be trained as MA Brand Ambassadors. • Partnerships with local Chambers and "CareerBuilder.com" to link job openings with diversity partners serving underemployed and military outreach. • Gilbane (contractor) is actively involved in Building Pathways program – pre-apprenticeship that recruits minority and women. Also has a relationship with Madison Park High School to mentor, provide scholarships and work placement in trades. Gilbane will log and refer "walk ons" seeking employment. • PLA (under final approval) with Building and Construction Trades Council and the NE Regional Council of Carpenters requires: <ul style="list-style-type: none"> • Local unions recruit skilled craftsmen to fulfill contractor requirements. • Work in good faith to give preferential opportunities to Everett and SC residents. • Hiring at a minimum 15.3% minorities and 6.9% women for construction labor. • Will hire a Director of Safety and will develop manuals that address the needs of the resort based on past experience at other facilities. • MOU with Bunker Hill Community College ("BHCC") - a collaboration between Workforce Investment Boards/Regional Employment Boards and the Casino Careers Training Institute • Provided an attachment showing "Job Accommodation
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		<p>Requests" - policies relating to job modifications for disabled, and confidentiality of medical info.</p> <ul style="list-style-type: none"> • Provided an educational assistance policy - discuss tuition reimbursement program and seminar assistance.
<p>Existing and past practices supporting commitments</p>	<ul style="list-style-type: none"> • Reference having spent years providing opportunities in CT and PA hiring individuals with little to no gaming experience and training them in order to provide promotional opportunities. • "Leadership Workshop Guide" for Pocono facility included as attachment 3-08-02 identifies development plans and performance evaluations. Not clear if this document will be applied to MSM, but assumed. 	<ul style="list-style-type: none"> • Claims corporate leadership is the most diverse in the gaming industry, with a higher concentration of women and minorities with title of SVP or higher than any other gaming company. • Provided 6 manuals as attachments showing workplace safety programs in place in Las Vegas. • Attachment 3-08-02 provides a breakdown of the existing employees at Wynn/Encore Las Vegas - 62% minorities and 46.2% women. • Participated in two events at Temple University's School of Tourism and Hospitality Management - Wynn has had discussions with BHCC to develop a similar program to develop a qualified workforce. • Reference "recruitment programs similar to those in Las Vegas"

3.9 – HR Practices – State whether the Applicant has prepared, and how the Applicant proposes to establish, fund and maintain human resource hiring and training practices that promote the development of a skilled and diverse workforce and access to promotion opportunities through a workforce training program that:

- (i) establishes transparent career paths with measurable criteria within the gaming establishment that lead to increased responsibility and higher pay grades that are designed to allow employees to pursue career advancement and promotion;
- (ii) provides employee access to additional resources, such as tuition reimbursement or stipend policies, to enable employees to acquire the education or job training needed to advance career paths based on increased responsibility and pay grades; and
- (iii) establishes an on-site child day-care program.

Further, identify whether the Applicant plans to establish employee assistance programs, including those relative to substance abuse and problem gaming, and outline its plan to establish a program to train its gaming employees in the identification of and intervention with customers exhibiting problem gaming behavior

Expectations of Applicant	<ul style="list-style-type: none"> • Job descriptions for each position? • Additional resources earmarked for job training and promotion? • Funds earmarked for on-site daycare program? • Is there a funding provision for employee assistance programs, including problem gambling/substance abuse counseling programs?
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Overall Comments on Applications	Applicants detailed HR practices including policies on training and development (e.g., leadership, orientation), employee assistance programs and responsible gaming.
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	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • No detailed job descriptions found - however, provided a job title, FTE, wage breakdown by department (attachment 3-08-04). • HR practices designed around “personality” and supporting people through on-boarding through to promotion (philosophy and support team in place). • Mention their comprehensive approach to training has helped thousands of team members find a career path. • Discuss tuition reimbursement (90% of costs up to \$3,000 or \$4,000 for undergrad and grad programs, respectively), orientation, and leadership training. Will offer tuition reimbursement with accredited colleges/universities/institutes (e.g., American Management Association), but no quantification of resources. • Reference internal promotion policy (all positions posted internally first) - team members accounting for 90% of supervisory and management positions. • New hire orientation, two day leadership program, and yearlong Leadership Development program - 	<ul style="list-style-type: none"> • No detailed job descriptions found – however, provided job code listings for types of jobs and reference job compendium will be similar in structure to Wynn/Encore Las Vegas. • Provided a breakdown of employees at Encore/Wynn Las Vegas by position. • Indicate that approximately 20% of positions will be supervisor level or above. • Detail "Career Concierge" service - one on one career counseling and job shadowing opportunities. No quantification of resources. • Will offer tuition reimbursement and seminar assistance program. • Will provide skills training for all employees including classes and on-line tutorials (e.g. ESL courses in-house, leadership training programs for further development of supervisory employees). • Have a financial assistance policy in place - General Educational Development Program. • Wynn "Lifeline Fund" - short term financial assistance through

	<p>supervisor/manager to senior level positions.</p> <ul style="list-style-type: none"> • Will have Responsible Alcohol Management Program facilitator on site. • Will have Employee Relations Specialists onsite to resolve team member concerns/disputes. • Will have Certified Responsible Alcohol Management Program facilitator who trains all team members in the area of problem and compulsive gambling as well as responsible alcohol management. • Mohegan discusses existing relationship with Bright Horizons Family Solutions in MA to service its CT casino with daycare (reference letter provided) - and will be allocating space for an on-site daycare. Will be entering into a contract with Bright Horizons after licensing. 	<p>Wynn Lifeline Fund - administered through a 3rd party vendor - Provided brochures on "Life Connection" program and Employee Emergency Relief Fund Guidelines.</p> <ul style="list-style-type: none"> • Provided Wynn's responsible gaming policy as attachment. • MOU with Bunker Hill Community College ("BHCC") - a collaboration between Workforce Investment Boards/Regional Employment Boards and the Casino Careers Training Institute. • Arrangement in place with Behavioral Healthcare Options for therapy/counseling. • Wynn will "partner with local day-care providers" to offer services for employees that is proximate to Wynn Everett (i.e., not on-site).
<p>Existing and past practices supporting commitments</p>	<ul style="list-style-type: none"> • Currently have a "Team Member Life Assistance Program" (provided attachment) ...assumed this will apply to Revere. • Provided existing "Leadership Development Program" training brochure. • Provided existing Mohegan "Team Handbook" detailing information for new employees (e.g., benefits, company HR policies). • Existing relationship with MA Council on Compulsive Gambling - relationship with the Council on Compulsive Gambling of PA. Provides updated training every year. 	<ul style="list-style-type: none"> • Have participated in two events at Temple University's School of Tourism and Hospitality Management - Wynn has had discussions with BHCC to develop a similar program to develop a qualified workforce. • Reference to EAP funding of \$166K in 2013 in Las Vegas.

<p>3.10 – Organized Labor Contracts – State whether the Applicant has, is subject to, or is negotiating any contract with organized labor, including hospitality services, and whether the Applicant has the support of organized labor for its application, which specifies:</p> <p>(i) the number of employees to be employed at the gaming establishment, including detailed information on the pay rate and benefits for employees and contractors;</p> <p>(ii) the total amount of investment by the Applicant in the gaming establishment and all infrastructure improvements related to the project;</p> <p>(iii) completed studies and reports including an economic benefit study, both for the Commonwealth and the region; and</p> <p>(iv) whether the Applicant has included detailed plans for assuring labor harmony during all phases of the construction, reconstruction, renovation, development and operation of the gaming establishment.</p> <p>3.11 – Labor Harmony – Outline the Applicant’s plans for ensuring labor harmony during the construction and operational phases of the project including whether the Applicant plans to enter into any Project Labor Agreements (“PLA”) or neutrality agreements. (Reference may be made to the response to question 3-10). If the Applicant does not intend to enter into any such agreements, please explain.</p>		
Expectations of Applicant	<ul style="list-style-type: none"> • History of employing unionized staff? • Experience negotiating with unions? • (i) Ratio of unionized to non-union employees? • (ii) The proportion of union jobs/payroll to total payroll? <ul style="list-style-type: none"> • Funds allocated for unionized versus non-unionized staff • (iii) Are there any completed reports showing economic benefit to the region? <ul style="list-style-type: none"> • Examples of previous projects providing economic impacts? • (iv) Past experience with unionized staff in construction and development of gaming establishments • Experience with project labor/neutrality agreements? • History of strike actions and outcomes? • Measures in place to deal with union disputes? 	
Overall Comments on Applications	Applicants plan to use union labor for construction and operations and are at varying stages of the negotiating process. Further, both applicants appear to have experience using union labor at other facilities.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Plan to engage union labor in construction and operations and refer to their relationship with organized labor throughout the Greater Boston region. • Through PLA, Mohegan plans for almost all construction jobs to be union. • Mohegan has signed labor harmony agreements with neutrality and card check that will cover nearly 100% of permanent nonsupervisory employees. • Mohegan has formalized a construction PLA with the Building Trades Council of the Metropolitan District as well as the New England Regional Council of Carpenters. 	<ul style="list-style-type: none"> • As per HCA – committed to using union labor for the construction of the resort. • Plans to enter into negotiations with organized labor to ensure labor harmony for operations and fully anticipates support of organized labor during the construction phase and operations. • Gilbane Building Company (pre-construction services) has negotiated a construction PLA with Building and Construction Trades Council and the New England Regional Council of Carpenters (expect final approval shortly). • Wynn has had conversations with UNITE HERE and intends to enter into negotiations with organized labor to ensure labor

	<ul style="list-style-type: none"> • MOU with International Brothers of Electrical Workers, United Auto Workers, Teamsters and LIUNA. 	harmony pending license approval.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Letters of support from 8 Unions: Teamsters, Building and Construction Trades, Sheet Metal Workers, United Food and Commercial Workers, International Brotherhood of Electrical Workers, Laborers Local 22, Boston Labor Council, and the Carpenters. 	<ul style="list-style-type: none"> • Reference "long-standing" constructive relationships with organized labor in Las Vegas - Culinary Local 226, Bartenders Union Local 165 - covering approx. 5,000 employees • Contract with Transport Workers Union covers F/T dealers in Las Vegas - 420 employees

3.12 – Employee Retention Record – Please describe and provide documentation that outlines Applicant's employee retention record at other operational sites.		
Expectations of Applicant	<ul style="list-style-type: none"> • Projected ratio of employee retention (positioning of “retention” vs. “turnover”) • Benchmarks of employee turnover at similar sites? • Employee retention programs in place? 	
Overall Comments on Applications	Applicants indicated the importance of employee contribution to operations and detailed turnover rates at existing facilities.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Projected retention rate – 84% (Years 1 & 5). Based on turnover rates for 2013. • Described existing retention strategies: <ul style="list-style-type: none"> • environment of opportunity and growth, • respect • communication – Facebook, newsletters, employee engagement survey • orientation • collaboration • Employee perks - on-site team member dining room, health club, team member stores, on-site banking, etc. 	<ul style="list-style-type: none"> • Projected retention rate –84.4% (Year 1) to 86.3% (Year 5). Based on historical experience in Las Vegas. • References a commitment to employees and recognizing employee contribution as distinguishing Wynn’s customer service from competitors (e.g. Five Star service program).
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Reference being an employer of choice and having an excellent retention record - Mohegan Sun Connecticut - 4.69% turnover ratio and Mohegan Sun Pennsylvania - 23% turnover ratio. • Provided a detailed turnover list (2013) by position at PA and CT. • Provided results of team member engagement survey for PA. 	<ul style="list-style-type: none"> • Reference their commitment to employees resulting in strong retention records: <ul style="list-style-type: none"> • 38% of Wynn Las Vegas employees were there since opening. • Since opening in 2006 - 53% of employees have been retained at Encore. • Since opening in 2006 - 46% of employees have been retained at Wynn Macau. • Indicate that Wynn cut the fewest jobs of all domestic gaming operators during the economic downturn in 2009 – cut salaries and implemented efficiency measures to offset the revenue decline.

<p>3.13 – Ethnic Diversity – Please describe and provide documentation that outlines the ethnic diversity of the Applicant's workforce at other locations, the plans for workforce diversity the Applicant has used at those facilities, the results of those plans and, unless they are self-explanatory, the metrics the Applicant has used to determine those results.</p>		
Expectations of Applicant	<ul style="list-style-type: none"> • Ratio of minority employees to total? • Levels of promotion of minority employees? • Management versus hourly positions held by minorities? • Salaries and wages of minority employees? • Consistency of minority employment practices over time? • Programs in place for workplace diversity? • Evidence that employee diversity programs have been implemented? 	
Overall Comments on Applications	Applicants have indicated a commitment to maintaining a diverse workforce which is reinforced by employee diversity at existing facilities.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Plan to establish a Mohegan Diversity Committee that will include Mohegan President, VP of Administration, CFO, Chief HR Officer and Corporate Counsel. • Mohegan commits to “best efforts” to fill permanent jobs with at least 38% minorities and 45% women. • Commitment to certain measures aimed specifically at targeting Spanish-speaking populations. 	<ul style="list-style-type: none"> • Commits to the “continuing development of a workforce made up of men and women from different cultures, ethnic groups and generations.” • Reference their “Five Star” interviews and outreach programs targeted to groups that experience higher levels of under/unemployment.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Provided a Diversity Plan for MA. • Provided a detailed summary of ethnic diversity at PA and CT. <ul style="list-style-type: none"> • At Connecticut and Pennsylvania facilities - nearly 41% of employees are minorities and almost equal representation of female and male employees. 	<ul style="list-style-type: none"> • A breakdown of the existing employees at Wynn/Encore Las Vegas shows 62% minorities and 46% women. 36% of manager and above positions held by minorities, 44% held by women. • Provided a number of "recruitment partners" which lists their "current community employment partners with whom it holds regular job fairs and has created targeted recruitment collateral" (e.g., Latin chamber of commerce, National Guard, Creech Air Force Base).

Criterion 2: Supporting External Business and Job Growth		
	Mohegan Sun Revere	Wynn Everett
Criterion 2 Rating	Sufficient/Very Good	Very Good
	<p>Applicant noted the importance of buying locally and maintaining diversity in its supplier base with a commendable outreach to potential partners in the region.</p> <p>Applicant has detailed pre-construction activity that demonstrates intent with respect to MBE/WBE/VBE, with a diversity plan, established partnerships, and detailed plans to ensure participation.</p> <p>Applicant identified the significant economic benefits a gaming facility could have on the Host Community (and surrounding area) through employment/payroll, purchasing of goods and services and visitation to the area from casino visitors. However, overall projected impacts are less than Wynn.</p>	<p>Applicant noted the importance of buying locally and maintaining diversity in its supplier base and has identified a number of partnerships to pursue (e.g., local restaurants, chambers, hospitality groups).</p> <p>Applicant has identified a contractor with a history of MBE/WBE/VBE participation and pre-construction activity reinforces initiatives.</p> <p>Applicant identified the significant economic benefits a gaming facility could have on the Host Community (and surrounding area) through employment/payroll, purchasing of goods and services and visitation to the area from casino visitors.</p>

Grouping of Questions by Similarity		
	Mohegan Sun Revere	Wynn Everett
Group 1 Rating	Very Good	Very Good
<p>Group 1 - Local Business Promotion and Support</p> <p>(Questions 14, 15, 16, 17, 18 and 19)</p>	<ul style="list-style-type: none"> • Have projected \$62M of goods and services purchases from local vendors • HCA and SCAs commit MSM to local purchases of \$62.5 million among three municipalities: Revere (\$10M), Boston (\$50M) and Chelsea (\$2.5M). Given these specific commitments, a parallel commitment (incorporated within ten additional SCAs) to spend \$50 million within 15 miles of Revere City Hall may not be met. • Have provided targets for use of local firms in constructing and furnishing of casino. • Provided description of the vendor outreach process (e.g., vendor database, community outreach events, job forums, vendor forums, trade shows) and process for contracting for goods and services (i.e., face to face meetings, Vendor Licensing Specialist on staff). • Through loyalty program (Momentum) have identified of a number of local businesses (about 400) that have signed up to participate, but no quantification of spending provided. • Identified a contractor outreach program to target bid 	<ul style="list-style-type: none"> • Have projected \$95M of goods and services purchases from local vendors. • Through HCA/SCAs commitment to purchase \$42.5M in goods and services from vendors in Everett (\$10M), Medford (\$10 M), Malden (\$10M), Somerville (\$10M), and Chelsea (\$2.5M) and purchase gift certificates from local businesses (e.g., \$50K Everett, \$25K Malden, \$25K Somerville) annually. • Have committed to use Everett contractors and suppliers, but no target or quantification provided. • Provided description of the vendor outreach process (e.g., vendor fairs, introduction between local distributors and manufacturers, local business education, local Chambers) and process for contracting for goods and services (i.e., “first and last look”, alliance with Initiative for Competitive Inner City). • Have identified a number of partnerships to pursue (e.g., local restaurants, chambers, hospitality groups) and outlined cross-marketing initiatives. • Identified Gilbane Building Company as pre-construction contractor and have contracted with 11 MA based consultants

	<p>packages to locals and minorities.</p> <ul style="list-style-type: none"> • Outreach has commenced through participation in numerous minority community and Chamber events. 	and has joined a number of local Chambers.
Group 2 Rating	Sufficient/Very Good	Very Good
Group 2 - Support of Minority-, Women-, and Veteran-Owned Businesses (Q20)	<ul style="list-style-type: none"> • MBE/WBE/VBE targets identified and consistent with the Administrative Bulletin for employment during construction of project, however, no targets identified with respect to use of MBE/WBE/VBE during design and construction. • Have not yet engaged a general contractor to ensure minority/women/veteran participation targets are met. However, have identified plans and described approach to ensure contractor meets targets. • Plans identified to ensure participation (e.g., Minority Vendor List, marketing program). • Detailed pre-construction activity shows evidence of MBE/WBE participation. • Diversity plan provided for Revere. • Partnership in place with Center for Women and Enterprise and MOU with Greater New England Minority Supplier Development Council. • Outreach has commenced to build awareness of the project and project needs. 	<ul style="list-style-type: none"> • MBE/WBE/VBE targets identified and consistent with the Administrative Bulletin. Have committed to meet and potentially exceed targets. • Targets have been identified for use of MBE/WBE/VBE during design and construction and consultants have been engaged to advise on how to achieve goals. • Plans identified to ensure participation (e.g., “supplier diversity program”, “capacity building plan”, breaking down bid packages and matchmaking opportunities). • Identified construction manager (Gilbane) with history of MBE/WBE/VBE participation. • Detailed pre-construction activity shows evidence of MBE/WBE participation. • Draft diversity plan provided for Everett. • Outreach has commenced to build awareness of the project and project needs.
Group 3 Rating	Sufficient	Very Good
Group 3 - Regional Impact (Questions 21 and 30)	<ul style="list-style-type: none"> • Significant purchases through local vendors (HCA commits Mohegan to local purchases of \$60 million). Projected Goods and Services spending locally amounts to \$62M. • Lower overall employment (2,538 FTE) and total payroll (\$68.0M). • Focus on a local market (e.g., less than 120 minutes’ drive) and small percentage of visits from the visitor market with no allocation for visitation from NY, RI or CT in its primary or secondary market areas. • Mohegan plans consistent with and demonstrate linkage to the planning goals of the City. 	<ul style="list-style-type: none"> • Significant purchases through local vendors. Projected Goods and Services spending locally amounts to \$95M. • Higher overall employment (3,279 FTE) and payroll (\$136.1M) suggesting a greater regional impact. • Significant percentage of visits projected from a non-local tourist market (e.g., greater than 120 minutes’ drive, tourists, high yield gamers) suggesting greater potential for increased spend at local establishments. • Wynn plans consistent with and demonstrate linkage to the planning goals of the City and region.
Group 4 Rating	Sufficient	Sufficient
Group 4 - Domestic Gaming Equipment	<ul style="list-style-type: none"> • Applicant identified suppliers as required. 	<ul style="list-style-type: none"> • Applicant identified suppliers as required.

<p>3.14 – Local Business Promotion – Describe plans for promoting local businesses in host and surrounding communities including developing cross-marketing strategies with local restaurants, small businesses, hotels, retail outlets and impacted live entertainment venues.</p> <p>3.18 – Promoting Regional Businesses – Provide plans to demonstrate how you will support and/or promote regional businesses. (Applicant may refer back to response to question 3-14).</p>		
Expectations of Applicant	<ul style="list-style-type: none"> • Number of local/regional businesses with partnership arrangements? • Dollar amount of goods/services? • Variety of local/regional business sectors partnered? • Arrangements already in place with local/regional businesses? • Extent of relationships with local/regional businesses in other jurisdictions? • Impact of cross-marketing initiatives in other jurisdictions? 	
Overall Comments on Applications	Applicants have referenced commitments made in HCA to use local suppliers and make local purchases of goods and services and have quantified projected goods and services spend. Applicants have identified initiatives to cross-market and promote with local entities but vary with respect to the number of agreements currently in place.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • HCA and SCAs commit MSM to “best efforts” to purchase \$62.5 million from local vendors within three municipalities: Revere (\$10M), Boston (\$50M) and Chelsea (\$2.5M). Given the specific commitments to these three municipalities, the parallel commitment (incorporated within ten additional SCAs) to spend \$50 million within 15 miles of Revere City Hall may not be met. • Projected year 1 goods and services spending of \$62M with local vendors and provided a potential vendor list of 411 businesses and organizations (majority located within 15-miles of Revere City Hall). • Mohegan Sun Momentum loyalty program incorporates about 400 businesses (e.g., drycleaners, food and beverage, Witch Dungeon Museum, printing company, The Salem Trolley, Rent-a-Tool Inc.) where earned loyalty points may be redeemed. Limited detail on redemption amounts. • No quantification of Momentum point redemption value. • Plan to serve as a bridge between Boston and the North Shore in three ways: taking advantage of a superior location (resort overlooks the North Shore), partnering with hundreds of businesses in the region (through Momentum points program) and improving transportation 	<ul style="list-style-type: none"> • As per HCA: "good faith effort" to use Everett contractors and suppliers - no annual quantification. • Projected year 1 goods and services spending of \$95M with local vendors. • Partnerships in place with TD Garden and Boston Symphony Orchestra and has identified a number of other partnerships it intends to pursue (e.g., Emerson Majestic Theater, Bank of America Pavilion). • Will commit to: <ul style="list-style-type: none"> • Purchase \$42.5 million in goods and services from vendors in Everett (\$10M), Medford (\$10M), Malden (\$10M), Somerville (\$10M), and Chelsea (\$2.5M) • Purchase at least \$50K annually in gift certificates from Everett businesses as well as \$25K annually from Malden, Medford and Somerville businesses. • To include frequent guest, loyalty and/or similar programs to use gift certificates to Cambridge businesses. • Purchase gift certificates from local businesses in Lynn and Melrose (not quantified). • Identified Executive Order #524 with respect to MBEs and will give preference to minority and disadvantaged business enterprises. • Identified a number of partnerships Wynn intends to pursue (local restaurants, chambers, hospitality groups), although emphasis on

	<p>routes throughout the North Shore (investing \$45M in infrastructure improvements).</p>	<p>“luxury” brand lends to a more exclusive partnership approach.</p> <ul style="list-style-type: none"> • Hotel and local retail cross-marketing initiative which enables Wynn guests to use room keys, Red Card, or Wynn App to receive incentives by local partners. • Concierge Program - Wynn has developed a specific program for Everett. Wynn will direct guests to attractions throughout the region - creating spin-off benefits for area restaurants, retail and hotel. • Indicate intention to support regional initiatives (e.g., Boston 2024 Olympic bid). • Have identified a number of “jewels” of local culture and people (e.g., North End, Newbury Street) • Indicate partnerships with institutions that complement and enhance the Wynn experience will be vital to increase visitation of national and international travelers.
<p>Existing and past practices supporting commitments</p>	<ul style="list-style-type: none"> • Employee Discount Program – in place at CT and presumably will implement in MA. • More than \$500 million spent annually on goods and services from vendors in Connecticut and Pennsylvania. • Provided a map of 2013 goods and services spending for Connecticut and Pennsylvania casinos. • Provided a list of MA-based vendors currently used in CT. Plan to help them work with MSM in future. 	<ul style="list-style-type: none"> • WE SAVE program in Las Vegas - retail and service establishments submit special offers free of charge via the Wynn employee intranet. Plan to offer this program in Everett.

3.15 – Local Suppliers – Describe plans for use of Massachusetts based firms, suppliers and materials in the construction and furniture, fixtures, and equipment (“FFE”) furnishing phase of the Applicant's project.

Expectations of Applicant	<ul style="list-style-type: none"> • Number of local suppliers with partnership arrangements? • Dollar amount of goods/services? • Variety of local business sectors partnered? • Ratio of local suppliers to total in the construction, FFE phase? • Arrangements already in place with local suppliers? • Extent of relationships with local suppliers in other jurisdictions? 	
Overall Comments on Applications	Applicants have referenced commitments in HCA with respect to hiring for constructions phase and have presented varying degrees of strategies/plans to achieve respective commitments.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • As per HCA: 10% of employee worker hours in each trade to be from Revere residents, 25% from minorities, 10% from women existing labor force in Massachusetts must be used. • Commitment to adhere to the “Commonwealth Supplemental Equal Opportunity Non-Discrimination and Affirmative Action Program” for construction (construction goals equal to or greater than 15.3% minority, 6.9% women). • Goods and services requirements not quantified for construction phase. • Mohegan will adopt a communications plan and develop a qualified list of MA based contractors and suppliers to solicit bids. The list will include small, women and minority owned businesses. • Mohegan has identified a contractor outreach program, working with construction manager to identify local firms and specific bid packages for minorities. 	<ul style="list-style-type: none"> • As per HCA: "good faith effort" to use Everett contractors and suppliers - no annual quantification in HCA. • Have contracted with 11 MA based consultants - the 11 consultants identified: landscaping, planning, transportation, environmental, water transportation, pre-construction services, legal, project management, gov't affairs. • Provided a budget breakdown of construction spend, but no indication what portion will be with MA based businesses. • Identified Gilbane Building Company as pre-construction contractor. • Plan for active recruitment of local vendors through vendor fairs, local Chambers. • Wynn has become a member of 6 local Chambers.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Answer focused on future plans. Past experience using local suppliers was not detailed. 	<ul style="list-style-type: none"> • Answer focused on future plans. Past experience using local suppliers was not detailed.

3.16 – Local Business Owners – Describe plans for contracting with local business owners for provision of goods and services to the gaming establishment, including developing plans designed to assist businesses in the Commonwealth in identifying the needs for goods and services to the establishment.		
Expectations of Applicant	<ul style="list-style-type: none"> • Number of local business owners with contracted arrangements? • Cost analysis of partnering with local business owners? • Variety of local business owners partnered? • Arrangements already in place with local business owners? • Extent/length of relationships with local business owners in other jurisdictions? • Quantification of success record in other jurisdictions (including explanation of why buy local programs may have or not have worked) 	
Overall Comments on Applications	Applicants have committed to local purchasing for goods and services and have provided examples of outreach efforts (e.g., membership at Chambers, forums).	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • HCA and SCAs commit MSM to “best efforts” to purchase \$62.5 million from local vendors within three municipalities: Revere (\$10M), Boston (\$50M) and Chelsea (\$2.5M). Given the specific commitments to these three municipalities, the parallel commitment (incorporated within ten additional SCAs) to spend \$50 million within 15 miles of Revere City Hall may not be met. • Mohegan plans to: develop a vendor database, community outreach initiatives, establishing a purchasing office in Revere and staffing it 1 day/week, hosting opportunity fairs, conduct seminars to help local business understand opportunities. • Identified 6 Chamber/Ec. Dev. contacts with which to schedule future community outreach events. • Provided examples of outreach event communications. • Participated in a number of minority community outreach events, jobs forums, vendor forums, trade shows. • Identified a number of business organizations Mohegan plans to join (e.g., East Boston Rotary Club, Revere Chamber of Commerce, Greater Boston CVB). • Have participated in a forum on the regional economic development benefits of the resort casino to provide opportunities for businesses and ensure coordination. • About 400 local businesses have signed up to participate in Mohegan’s Momentum loyalty program. Limited detail on 	<ul style="list-style-type: none"> • As per HCA stipulates "good faith effort" to use Everett contractors and suppliers - no annual quantification. • Projected year 1 goods and services spending of \$95M with local vendors. • Wynn commits to purchase \$42.5 million in goods and services from vendors in Everett (\$10M) Medford (\$10M), Malden (\$10M), Somerville (\$10M), and Chelsea (\$2.5M) and to spend \$50K annually in gift certificates from local businesses in Everett. Additional financial commitments to a number of surrounding communities (e.g., Malden \$25K, Somerville \$25K). • Plans to offer a "First and last look" to local suppliers and distributors and will work with local distributors to bring the item to market. • Will have competitively bid procurement contracts, will actively recruit local business owners through vendor fairs and will partner with local Chambers. • Will seek to firm strategic alliances with groups (e.g., Initiative for a Competitive Inner City) to develop smaller and MBE to become vendors at Wynn Resort. • Gilbane Building Company is identified as pre-construction contractor and has strong track record in partnering and using MBE/WBE/VBE. • Currently a member of 6 local Chambers.

	<p>redemption amounts.</p> <ul style="list-style-type: none"> • Provided a list of MA vendors whom Mohegan has already met at hosted events. 	
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Refers to \$500M in annual goods and services purchased from local vendors in CT and PA. 	<ul style="list-style-type: none"> • Do not reference total goods and services spend for Las Vegas (total gaming revenue of \$835 million in 2013), however, do reference spend of \$60M annually on maintenance and capital expenditures in Las Vegas (3-19).

<p>3.17 – Assisting Businesses – Provide your plans to assist businesses owners in the Commonwealth in identifying the future needs of the Applicant for the provision of goods and services to the establishment.</p>		
Expectations of Applicant	<ul style="list-style-type: none"> • Arrangements in place with local business owners? • Dollar amount of these arrangements? • Types of roles local business will play? • Length and type of arrangement with local business? 	
Overall Comments on Applications	<p>Applicants have detailed their plans to assist business owners in providing goods and services to the establishment.</p>	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Mohegan will employ a FT vendor Licensing Specialist dedicated to working with vendors. • Mohegan has met with and will continue to work with MGC Director of Workforce and Diversity Development. • Will also assist vendors through: face to face meetings, and community outreach events. • Have met with potential vendors through a series of outreach events and provided as attachment event press releases. • Have held numerous events with Chambers, community and minority groups and provide MGC with monthly updates on actions. 	<ul style="list-style-type: none"> • Will develop a detailed vendor procurement program, host vendor fairs, facilitate introductions between local distributors and manufacturers, and work with current businesses to develop their expertise to provide services. • Will seek to firm strategic alliances with groups (e.g., Initiative for a Competitive Inner City) to develop smaller and MBE. • Gilbane Building Company is identified as pre-construction contractor and has strong track record in partnering and using MBE/WBE/VBE. • Provided a list of 6 current Chamber memberships. • Have held one event – MBE/WBE open house with Gilbane.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Reference intending to develop the same vendor relationships in MA as they have in CT and PA. • Provided newspaper articles/community conversations detailing past business outreach efforts. 	<ul style="list-style-type: none"> • Answer focused on future plans, past practices were not detailed.

3.19 – Vendor Supplied Goods – Provide plans detailing an outside spending budget for vendor supplied goods and services and breakdowns by category of expenditures.

Expectations of Applicant	<ul style="list-style-type: none"> • Past experience with budgeting for vendor supplied goods? • Benchmarks provided? • Benchmarks in line with industry averages? • Extent of experience with vendor supplied goods?
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Overall Comments on Applications	Applicants provided a breakdown of vendor spend and referenced current spending at existing facilities.
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	Mohegan Sun Revere	Wynn Everett
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Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Year 1 Goods and Services Spending = \$138.7M • \$62 million to be purchased locally <table border="1" data-bbox="336 584 1092 933"> <thead> <tr> <th colspan="4">Mohegan Sun/Revere - Projected Goods and Services Spend - Year 1 (\$Millions)</th> </tr> <tr> <th></th> <th>Local</th> <th>Other</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Marketing</td><td>\$11.4</td><td>\$11.4</td><td>\$22.9</td></tr> <tr><td>Food and Beverage Cost of Sales</td><td>\$17.5</td><td>\$9.2</td><td>\$26.7</td></tr> <tr><td>Other Food and Beverage Expenses</td><td>\$11.8</td><td>\$27.6</td><td>\$39.4</td></tr> <tr><td>Entertainment Cost of Sales</td><td>\$1.7</td><td>\$3.2</td><td>\$4.9</td></tr> <tr><td>Retail Cost of Sales</td><td>\$3.8</td><td>\$8.8</td><td>\$12.6</td></tr> <tr><td>Other Entertainment Expenses</td><td>\$0.2</td><td>\$0.9</td><td>\$1.1</td></tr> <tr><td>Repairs and Maintenance</td><td>\$0.9</td><td>\$1.8</td><td>\$2.7</td></tr> <tr><td>Supplies</td><td>\$6.1</td><td>\$3.3</td><td>\$9.3</td></tr> <tr><td>Other Expenses</td><td>\$8.7</td><td>\$10.3</td><td>\$19.0</td></tr> <tr><td>Total Goods and Services</td><td>\$62.2</td><td>\$76.4</td><td>\$138.7</td></tr> <tr><td>Local % of total</td><td colspan="3">44.9%</td></tr> </tbody> </table>	Mohegan Sun/Revere - Projected Goods and Services Spend - Year 1 (\$Millions)					Local	Other	Total	Marketing	\$11.4	\$11.4	\$22.9	Food and Beverage Cost of Sales	\$17.5	\$9.2	\$26.7	Other Food and Beverage Expenses	\$11.8	\$27.6	\$39.4	Entertainment Cost of Sales	\$1.7	\$3.2	\$4.9	Retail Cost of Sales	\$3.8	\$8.8	\$12.6	Other Entertainment Expenses	\$0.2	\$0.9	\$1.1	Repairs and Maintenance	\$0.9	\$1.8	\$2.7	Supplies	\$6.1	\$3.3	\$9.3	Other Expenses	\$8.7	\$10.3	\$19.0	Total Goods and Services	\$62.2	\$76.4	\$138.7	Local % of total	44.9%			<ul style="list-style-type: none"> • Year 1 Goods and Services Spending = \$136.1M • \$95 million to be purchased locally <table border="1" data-bbox="1182 584 1827 933"> <thead> <tr> <th colspan="4">Wynn/Everett - Projected Goods and Services Spend - Year 1 (\$Millions)</th> </tr> <tr> <th></th> <th>Local</th> <th>Other</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Marketing</td><td>\$33.6</td><td>\$28.8</td><td>\$62.3</td></tr> <tr><td>Food and Beverage Cost of Sales</td><td>\$16.1</td><td>\$0.8</td><td>\$16.9</td></tr> <tr><td>Other Food and Beverage Expenses</td><td>\$2.0</td><td>\$0.8</td><td>\$2.8</td></tr> <tr><td>Entertainment Cost of Sales</td><td>\$4.4</td><td>\$4.4</td><td>\$8.7</td></tr> <tr><td>Other Entertainment Expenses</td><td>\$0.6</td><td>\$0.6</td><td>\$1.2</td></tr> <tr><td>Gaming Expenses</td><td>\$6.3</td><td>\$1.6</td><td>\$7.9</td></tr> <tr><td>Repairs and Maintenance</td><td>\$8.2</td><td>\$0.4</td><td>\$8.7</td></tr> <tr><td>Supplies</td><td>\$6.5</td><td>\$0.7</td><td>\$7.3</td></tr> <tr><td>Other Expenses</td><td>\$17.8</td><td>\$2.4</td><td>\$20.2</td></tr> <tr><td>Total Goods and Services</td><td>\$95.5</td><td>\$40.6</td><td>\$136.1</td></tr> <tr><td>Local % of total</td><td colspan="3">70.2%</td></tr> </tbody> </table>	Wynn/Everett - Projected Goods and Services Spend - Year 1 (\$Millions)					Local	Other	Total	Marketing	\$33.6	\$28.8	\$62.3	Food and Beverage Cost of Sales	\$16.1	\$0.8	\$16.9	Other Food and Beverage Expenses	\$2.0	\$0.8	\$2.8	Entertainment Cost of Sales	\$4.4	\$4.4	\$8.7	Other Entertainment Expenses	\$0.6	\$0.6	\$1.2	Gaming Expenses	\$6.3	\$1.6	\$7.9	Repairs and Maintenance	\$8.2	\$0.4	\$8.7	Supplies	\$6.5	\$0.7	\$7.3	Other Expenses	\$17.8	\$2.4	\$20.2	Total Goods and Services	\$95.5	\$40.6	\$136.1	Local % of total	70.2%		
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Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Provided an example table showing an annual spend by category for Pocono Downs (FY2013), although no indication if example showed local or total spending. 	<ul style="list-style-type: none"> • Reference \$60M annual spend in Las Vegas on maintenance capital expenditures in addition to operational spending.
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3.20 – Minority, Women and Veteran Businesses – Provide a copy of a marketing program, and an explanation as to how the Applicant proposes to implement the program, by which the Applicant identifies specific goals, expressed as an overall program goal applicable to the total dollar amount of contracts, for utilization of:

(i) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the design of the gaming establishment;

(ii) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the construction of the gaming establishment; and

(iii) minority business enterprises, women business enterprises and veteran business enterprises to participate as vendors in the provision of goods and services procured by the gaming establishment and any businesses operated as part of the gaming establishment. (See related attestation in section B. Signature Forms).

Expectations of Applicant	<ul style="list-style-type: none"> • Amount of funding provided to employ minorities, women and veterans for design elements. • Amount of funding provided to employ minorities, women and veterans for construction elements. • Amount of funding provided to employ minorities, women and veterans for provision of goods and services.
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Overall Comments on Applications	Applicants have identified and committed to achieving targets for MBE/WBE/VBE participation. Strategies/plans have been provided and achievements to date have been disclosed.
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	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Mohegan indicates that corporate Purchasing Policy requires at least one minority vendor in all procurements over \$100,000. • Construction goals will equal or exceed those established in Administrative Bulletin 14. Committed to ensure at least 25% minority construction hours and at least 10% construction hours provided by women. • Plan to form a Diversity Council that will include minority groups in the region. • Plan to implement a marketing program for using MBE/WBE/VBE as providers of goods and services to the facility. • Will maintain a Minority Vendor List will be managed and updated by the Vendor Licensing • Have not yet hired a construction manager or general contractor – however, intend for general contractor to submit plans and provide explanations regarding track record in other jurisdictions. Will also require that each contractor share responsibility for promoting the project’s diverse workforce and monitoring and reporting of bids, subcontracting and subcontractor’s hiring of diverse workforce. <ul style="list-style-type: none"> • Where MBE/VBE/WBE have limited experience or bonding capacity, Mohegan will create partnerships and alliances to strengthen the bonding capacity and scope of project for which they will qualify. • Will have weekly meetings with contractor and monthly auditing to ensure targets are met. • Mohegan will agree to licensing conditions surrounding MGC approval of general contractor. • Provided Mohegan’s Diversity Plan for MA. • Partnership with Center for Women and Enterprise/WBENC. 	<ul style="list-style-type: none"> • Wynn gives fair consideration to MBE/WBE/VBE as part of its existing “supplier diversity program”. • "Wynn Resorts' strategy is not goal-specific", rather the "overall strategy is to create fair opportunities for MWBE, Veteran and LBE firms", however, through RFA submission and subsequent RFC/HC questions have: committed to not only "achieve", but potentially "exceed" the targets in Administrative Bulletin 14 - 15.3% minorities, 6.9% women participation (employment) for construction phase. • For Design of the project – 17.9% MBE and WBE combined. • For provision of goods and services for operations - \$20 million (minimum) annually with MBE/WBE. • For Construction of the project – 10.4% MBE/WBE contracts (over \$100m in spend). <ul style="list-style-type: none"> • Wynn has engaged experienced consultants in the Boston-area construction industry to advise on how to achieve targets. • Will require each contractor and subcontractor to provide a plan to achieve these goals. • Will require that all contractors and subcontractors commit to having a minimum percent of SDO certified MBE or WBE participation on their team. • Will develop a "capacity building plan" for design consultants and they must demonstrate how they will achieve and maintain a diverse workforce and team composition. • Wynn has begun the selection process by holding forums for the design community in Greater Boston - begin to identify and qualify firms and individuals, with a particular emphasis on MBWE and veteran owned businesses.

	<ul style="list-style-type: none"> • MOU in place with Greater New England Minority Supplier Development Council. • Preconstruction activity to date: <ul style="list-style-type: none"> • Environmental and site management consulting firm is a WBE. • Owens Company of Everett (MBE) for moving and storage. • Jennifer Magny (MBE) consultant for vendor opportunity identification in Greater Boston. • Dec 2013 – signed MOU with New England Minority Supplier Development Council and received letter of support for Center for Women Enterprise • In 2014, Mohegan has participated in a number of vendor/career forums/fairs including: NEMSDC, El Mondo career expo, Roxbury “Make it your Business”, Dorchester Bay Ec. Dev. Council. 	<ul style="list-style-type: none"> • Plan to create MBE, WBE, and VBE participation through construction manager - construction manager will break down bid packages to ensure smaller firm participation, networking and "matchmaking" opportunities between larger and smaller subcontractors. • Reference intention to work with MGC Director of Workforce, Supplier, and Diversity Development. • Provided a Draft Diversity Strategy for Wynn Everett. • Preconstruction activity to date: <ul style="list-style-type: none"> • Gilbane Building Company (pre-construction services) – formed mentor relationship with Janey Construction Management (MBE). Janey construction will provide a minimum of 15% of the workforce during pre/construction phases. – Janey has supported Gilbane with logistics, project organization, and M/WBE outreach, and pre-qualification support. • Wynn, Gilbane, Janey hosted a large-scale vendor event to minority and women-owned subcontractors. • Shadley Associates (DBE/WBE) – planning, landscape, waterfront design • Howard Stein Hudson (WBE) – transportation analysis • KHJ (WBE) – communication, branding, PR • Pinctada Events (MBE) – agreement for hosting events
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Mohegan is a minority owned and operated business. • Provided a list of contracts with minority business used in their Pennsylvania location. • Reference experience in meeting and tracking goals for MBE/WBE/VBE at Pocono Downs. 	<ul style="list-style-type: none"> • Provided Wynn’s “Supplier Diversity” program attachment. • In 2012 \$20M was spent with MWBE on operational supplies. • Reference an additional "tens of millions" spent for building and maintaining Wynn properties in Macau and Las Vegas.

3.21 – Projected Benefit for Regional Businesses – Provide projections for increases in gross revenues for regional businesses as a result of gaming establishment operations each year for the first five years of operations on a best, average and worst case basis, identifying and describing the methodology used to produce the projections and describe the assumptions on which each projection is based.

Expectations of Applicant	<ul style="list-style-type: none"> • Are projections in line with Applicant’s efforts in other jurisdictions? • Are projections based on previous experience? Examples? • Are projections realistic and achievable? • Evidence of incremental visitation to the Host Community (e.g., hotel room nights, visitation, attraction attendance or similar measures)? • Are benchmarks used to create projections in line with industry norms?
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Overall Comments on Applications
 Applicants referred to third party economic impact studies in projecting benefit for regional business. Third party studies took different approaches and used different models (e.g., IMPLAN vs. RIMS).
 Three areas of benefit for regional business identified: casino payroll spent in region (discussed in 3-2), goods and services purchased by casino (discussed in 3-19) and spending by visitors to casino on assumption that greater distance travelled means greater spending outside the casino complex (discussed in this section).

Mohegan Sun Revere	Wynn Everett
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Application Commitments
 (e.g., targets, processes, plans)

Visits by Market Area to Mohegan (Base Case/Market Study)		
	Visits	Gaming Revenue
Resident - Primary (<60 min)	6,135,066	\$593,610,523
Resident - Secondary (60 - 120 min)	1,667,797	\$178,921,365
Resident - Tertiary (+120 min)	n/a	n/a
Visitors	268,479	\$35,856,178
Total	8,071,342	\$808,388,066

Note: HLT market areas based on Applicant third party market study (prepared by PKF).

Market Area Definitions

- **Resident-Primary:** Approximate 60 minute drive from Casino (includes 4 MA counties - Boston, Norfolk, Essex and Middlesex)
- **Resident - Secondary:** Approximate 120 minute drive (Includes 3 counties in southeast and western MA - Bristol, Plymouth, Worcester, and 3 counties in southeast New Hampshire - Rockingham, Merrimack, Hillsborough). Note: Mohegan has not factored in any visitation from Rhode Island, Connecticut or Maine in its secondary resident market. These visitors are captured in the "visitor" market.
- **Resident - Tertiary:** No resident market defined beyond the Resident Secondary counties (Bristol, Plymouth, Worcester, Rockingham, Merrimack, Hillsborough)

Visits by Market Area to Wynn (Year 1)		
	Visits	Gaming Revenue
Resident - Primary (<60 min)	4,031,070	\$473,958,619
Resident - Secondary (60 - 120 min)	626,539	\$65,663,522
Resident - Tertiary (+120 min)	1,013,548	\$99,642,927
Visitors	1,752,301	\$93,034,612
Total	7,424,885	\$804,054,850

Note: HLT market areas based on Applicant third party market study (prepared by TMG).

Market Area Definitions

- **Resident-Primary:** 60 minute drive from casino
- **Resident - Secondary:** Includes up to 120 minute drive from the casino (includes: Springfield site, New Bedford site, and extends into Connecticut and Rhode Island and southern Maine).
- **Resident - Tertiary:** Beyond a 120 minute drive time and extending to a 200 mile radius from the casino.
- **Visitors** - Includes those staying at on-site hotels, existing Boston tourists and residents staying overnight at other hotels.
- **High Yield** - "High yield" international visitors staying at on-site hotel.

	<ul style="list-style-type: none"> • Visitors - includes those staying at on-site hotels, existing Boston tourists and residents staying overnight at other hotels. 	
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Third party studies were referenced in answer to question. Did not detail practices in other jurisdictions. 	<ul style="list-style-type: none"> • Third party studies were referenced in answer to question. Did not detail practices in other jurisdictions.

3.22 – Domestic Slot Machines – Describe any plans the Applicant has for purchasing domestically manufactured slot machines for installation in the gaming establishment.		
Expectations of Applicant	<ul style="list-style-type: none"> • Ratio of domestic to imported? • Dollar spend on domestic slot machines versus total slot spend? • Repair/service contracts with domestic providers? 	
Overall Comments on Applications	Applicants provided a list of slot manufacturers.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Committed to installing domestically manufactured slot machines at its facility in Revere. • Provided list of “domestic based” manufacturers that will be considered for the facility in Revere. 	<ul style="list-style-type: none"> • Intend to follow similar purchasing plan to what is in place in Las Vegas - 99% slots are domestically manufactured by eight different manufacturers. (Only one provider did not manufacture in the U.S)
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Reference having domestically manufactured slot machines currently installed in CT and PA. 	<ul style="list-style-type: none"> • Provided a list of slot manufacturers current used in Las Vegas properties. • In 2013 - 100% of slot games purchased for Wynn/Encore Las Vegas were domestically manufactured.

<p>3.23 – Gaming Equipment Vendors – Realizing that formal plans may not be finalized, please provide the names of all proposed vendors of gaming equipment to the best of your present knowledge and belief. If more space is needed, please use an attachment. Provide the primary business address for each vendor in an attachment.</p>		
Expectations of Applicant	<ul style="list-style-type: none"> • Local vendor connection? • Ratio of domestic to imported? • Dollar spend on domestic slot machines versus total slot spend? 	
Overall Comments on Applications	Applicants provided lists of current gaming equipment vendors at other facilities.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Indicate the vendor list may change based on final game selection and vendor compliance with MGC. 	<ul style="list-style-type: none"> • Indicate they have not yet identified which vendors they will use for Everett, but will provide preference to local/and or regional vendors.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Provided list of gaming equipment vendors used for the Connecticut and Pennsylvania facilities. All, but one, are US-based. 	<ul style="list-style-type: none"> • Provided an attachment of gaming equipment vendors currently used at Las Vegas properties
Rating	<ul style="list-style-type: none"> • Sufficient 	<ul style="list-style-type: none"> • Sufficient

3.30 – Regional Economic Plan Coordination – State whether the Applicant's proposed gaming establishment is part of a regional or local economic plan, and provide documentation demonstrating inclusion and coordination with regional economic plans.		
Expectations of Applicant	<ul style="list-style-type: none"> • Incremental visitation? • Incremental employment? • Use of local/regional business in all phases of casino complex? • \$ amount of economic impact projected? • Evidence of past experience working with local economic development agencies? • How has the development, operation and marketing of the gaming facility been tied to the applicable regional economic plan? 	
Overall Comments on Applications	Applicants have identified elements of their development plans that link to city/regional economic plans.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Projected Employment = 3,172 jobs (2,538 FTEs) • Projected year 1 goods and services spending of \$62M with local vendors and provided a potential vendor list of 411 businesses and organizations (majority located within 15-miles of Revere City Hall). • Plan to promote local businesses through: <ul style="list-style-type: none"> • Momentum loyalty program - whereby local retailers will accept Mohegan Sun Momentum points • Employee discount programs. • Mohegan states that the casino will be consistent with the planning goals of the City of Revere. The project demonstrates consistency with Executive Order 384, the Commonwealth's Sustainable Development Principles, City of Revere Strategic Plan, and the Boston Regional Metropolitan Planning Organization Journey to 2030 Plan. However, no clear linkage demonstrated to a regional plan. • The Certificate from the Secretary of EOEEA on the Draft Environmental Impact Report ("DEIR") noted that "the project is generally consistent with the economic development and job creation goals these plans..." <i>Note: The DEIR was prepared for the original Caesars proposal.</i> 	<ul style="list-style-type: none"> • Projected Employment = 4,382 jobs (3,287 FTEs) • Projected year 1 goods and services spending of \$95M with local vendors. • Plans to promote local business: <ul style="list-style-type: none"> • Direct Local Business Promotion/Wynn Supplier Program • WE SAVE (Wynn Employee Save) Program - promote local business to Wynn employees via employee intranet. • Commitment to Minority Businesses • Local restaurant Cross-marketing (partnering with local owned restaurants). • Cross-marketing with small businesses, hotels, retailers, live entertainment. • Indirect local business promotion • Wynn states that the resort casino will be built in harmony with local and regional long-range planning efforts (e.g., identifies Mystic River Master Plan, Everett Waterfront Assessment, Boston Metropolitan Planning Organization's Long-Range Transportation Plan, MPAC Planning Studies, Everett Central Waterfront Municipal Harbor Plan). • Project shows linkage and consistency with plans calling for more public access to the river and open space.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Answer focused on specific linkage to MA economic plan. Past experience in other jurisdictions was not referenced. 	<ul style="list-style-type: none"> • Answer focused on specific linkage to MA economic plan. Past experience in other jurisdictions was not referenced.

Criterion 3: Regional Tourism and Attractions		
	Mohegan Sun Revere	Wynn Everett
Criterion 3 Rating	Sufficient/Very Good	Sufficient/Very Good
	<p>Applicant identified a number of local businesses and tourism organizations with whom it has engaged or hopes to engage in cross-marketing and partnership opportunities.</p> <p>The marketing focus described includes international targets and intent to capitalize on proximity to Logan International Airport for marketing initiatives however, visitation projections indicate nominal visits from outside immediate region (more than 2 hours' drive).</p>	<p>Applicant identified a number of local businesses and tourism organizations with whom it has engaged or hopes to engage in cross-marketing and partnership opportunities.</p> <p>The marketing focus is international with target markets identified and intent to capitalize on existing relationships with international marketing offices. However, while no detail is provided on how the international offices would be used to drive visitation, financial projections are consistent with the international focus.</p>

Grouping of Questions by Similarity		
Group 1 Rating	Sufficient/Very Good	Sufficient/Very Good
<p>Group 1 - Tourism and Regional Promotion and Marketing</p> <p>(Questions 24, 25, 26, 27 and 32)</p>	<ul style="list-style-type: none"> • Demonstrated intention to cross-market with local partners. Applicant has agreements in place with Citi Center and MPAC and interest from about 400 local businesses for Momentum points program. • Identified a number of initiatives to pursue for cross-marketing with local tourism (e.g., MOU with Greater Boston CVB, North of Boston CVB and plans for partnership with MCCA to target conventions/meetings markets and targeting internationals). • Projected "Hard" marketing spend of \$22.9M (year 1) - \$25.2M (year 5). Total marketing = \$106M - \$117M (includes comps and promotions). • Applicant provided detail on cross-marketing programs (e.g., ground shuttle, guest service employee training, online reservations/advertising, virtual concierge kiosk) to promote local business. • Application spoke to leveraging customer database to increase tourism to the region (but not consistent with projections). • Identified international marketing initiatives (e.g., China, Thailand, Turkey, Malaysia, VFR, high end gamers) and intent to capitalize on the proximate location of Logan Airport as well as identified partnerships to pursue international market (e.g., Attract China, MOTT, MassPort). However, projections indicate nominal visits from outside immediate region. 	<ul style="list-style-type: none"> • Demonstrated intention to cross-market with local partners. Applicant has agreements in place with MPAC, Boston Harbor Association, Massachusetts Oyster, TD Garden and Boston Symphony Orchestra. • Identification of outreach to numerous partners (e.g., New England Aquarium, Harbor Hotel, Chambers, museums) • Applicant provided detail on cross marketing though use of loyalty player card (Red Card) to partner with local attractions/business (e.g., gift card purchases, reservation system, transportation, "concierge program"). • Identified a number of initiatives to pursue for cross-marketing with local tourism (e.g., plan to collaborate with Greater Boston CVB, MassPort, MOTT) to target conventions/meetings markets and targeting internationals). • Projected "Hard" marketing spend of \$62.3M (year 1) - \$68.3M (year 5). Total marketing = \$101M - \$110M (includes comps and promotions). • Identified international marketing initiatives (e.g., Asian high end gamers, China, VFR) and plan to leverage their 32 affiliated international marketing offices and 8 international marketing offices to increase cross-market play. However, no detail provided on how the international offices would be used to drive visitation. • Existing infrastructure and experience in targeting Asian market and focus on targeting the Asian customer is evidenced in the

		<p>high numbers of tourists projected for the facility.</p> <ul style="list-style-type: none"> Identified partnerships to pursue international market (e.g., Greater Boston CVB).
Group 2 Rating	Sufficient/Very Good	Sufficient/Very Good
<p>Group 2 - Other amenities, enhancements and strategies</p> <p>(Questions 28, 29, 31 and 33)</p>	<ul style="list-style-type: none"> Plan for a variety of non-gaming amenities (e.g. multi-purpose space with ballroom/stage, bars, Dave and Busters, spa, retail, Kids Quest, CyberQuest). Investment in other community enhancements includes infrastructure improvements, youth center construction, and improved access to Beachmont Station. Momentum program will be used to acquire new players and drive incremental trips and play (although existing NY, CT, and RI have not been identified in marketing strategy). Plan to drive patrons to the facility through entertainment such as hosting local sporting events and underwriting larger events at Greater Boston sport venues, onsite bars/lounges near the gaming area, multipurpose convention space. 	<ul style="list-style-type: none"> Plan for a variety of non-gaming amenities (e.g. meeting/convention space, nightclub, spa, retail, harborwalk, water transportation, winter garden). Investment in other community enhancements includes transforming a “blighted waterfront brownfield” to a public gathering space and investment to improve transportation infrastructure (to promote waterfront access). Use of Wynn loyalty program (to partner with/link to local business), international marketing offices and affiliated marketing offices, and creating specific marketing programs with local tourism to draw tourists. Plan to drive patrons to the facility through entertainment such as: through local sports teams, cross-marketing with museums, aquariums, Boston Symphony and TD Garden.

3.24 – Local Agreements – Provide local agreements designed to expand gaming establishment draw (i.e. - number of patrons brought to the region).		
Expectations of Applicant	<ul style="list-style-type: none"> • Past experience using local agreements? • Amount of incremental visitation? • Amount of incremental spend? 	
Overall Comments on Applications	Applicants have identified local agreements (in place) as well as planned partnerships.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Mohegan has an ILEV with Citi Center and MPAC re: cross-marketing and operation of entertainment events. • Momentum points program - seeks agreements with local and regional businesses - about 400 local businesses have signed interest letters • Plans to work with Greater Boston CVB to leverage multi-purpose space at the resort for conferences/conventions. • Intends to partner with the Massachusetts Convention Center Authority regarding the Boston Convention and Exposition Center and the Hynes Convention Center to complement Boston’s convention operations. • Began discussions with MassPort regarding partnering with Logan Airport and identified location of Logan (7 minutes away) from casino as offering an opportunity for synergies. • Intend to work with MBTA to promote transit access for patrons and staff across greater Boston 	<ul style="list-style-type: none"> • Has established a number of agreements to maximize cross-visitation: <ul style="list-style-type: none"> • ILEV with MPAC – for cross-promotional efforts and collaborative marketing. • Boston Harbor Association/Boston Harbor Alliance - fund a study to identify needed water transportation services. • Massachusetts Oyster Project – fund oyster farming for restoration of native oyster beds in Mystic Harbor. • TD Garden and Boston Symphony Orchestra re: entertainment events. • Plans to enter into further agreements/partnerships to encourage tourist visits to the region after license is awarded (detailed in 3-25). • Plans to use on-site meeting/ballroom for special events, conventions, corporate meetings and small trade shows, charity events and local catering. Project ballroom use of 200-225 days per year. • Nightclub will be available for meeting, entertainment and banquet functions during the daytime hours. • Will work with existing convention facilities to support larger city-wide and regional trade shows, expositions and conventions. • Provided 'Holiday Toy Shopping' press release - partnership with "Boston Bruins", documentation (LOI) for Boston Symphony Orchestra, letter from Boston Harbor Association.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Referenced having long history of developing valuable partnerships with local businesses and tourist destinations in regions in which they operate. 	<ul style="list-style-type: none"> • Wynn has sponsored the BSO company Christmas party for past three years and hosted the Boston Pops at Wynn Las Vegas.

3.25 – Cross Marketing – Provide plans that demonstrate how you will cross-market with other attractions.		
Expectations of Applicant	<ul style="list-style-type: none"> • Target markets aligned with State/regional goals? • Arrangements in place? • Dollars allocated to marketing versus other departmental expenditure? • Ration of dollar amount spend in marketing to projected gaming win? • Past experience in local attraction cross-marketing initiatives? • Marketing tactics detailed? Historical success with marketing tactics? • Are there agreements in place with local tourism agencies? 	
Overall Comments on Applications	Applicants have identified a number of partners and strategies with regards to pursuing cross-marketing initiatives.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Projected Marketing Spend: <ul style="list-style-type: none"> • Year 1 = \$106.1M (\$22.9 “Hard”, remainder promo + comps) • Year 5 = \$117.1M (\$25.2 “Hard”, remainder promo + comps) • Dollars amount represent 12% of gaming win • Mohegan has developed numerous cross marketing programs: <ul style="list-style-type: none"> • Ground Shuttle Program – linking resort to Revere businesses/attractions as well as five fixed routes to greater Boston attractions/areas • Mohegan Sun Momentum program – about 400 local businesses • Personal Communication/Employee Training (will seek support from Greater Boston CVB for guest service personnel, work with local and regional education institutions (e.g., Massachusetts Community College Training Institute) to develop training program to educate employees about the Boston Region. • Online Regional Reservation - will provide a separate tab on website to make reservations at regional hotels, restaurants and attractions. Website will also advertise Momentum points partner attractions and businesses. • Online regional marketing/advertising program - will create bi-weekly "spot light" segment to profile regional businesses under 4 categories (to visit, to stay, to eat and to shop). • Direct mail program - will include advertisement from regional tourism organizations. 	<ul style="list-style-type: none"> • Projected Marketing Spend <ul style="list-style-type: none"> • Year 1 = \$100.7M (\$62.3 “Hard”, remainder promo + comps) • Year 5 = \$110.3M (\$68.3 “Hard” , remainder promo + comps) • Dollars amount represents 12% of gaming win • Plan to link Wynn to other water-accessible locations and leveraging Wynn's "Concierge Services" to promote local cultural, dining and entertainment (e.g., leveraging the loyalty card "Red Card" program). • Plan for a “Concierge Program” and referral service to include: culinary groups, museums, cultural and tourist attractions, sports teams, destination shopping. Allows guests to access a “Wynn Guide” of local attractions and restaurants. Guests can make reservations, arrange transportation and purchase tours through this system. • Purchase of gift vouchers from local attractions/businesses expected to drive business to partners. • Promoting guest visits to and from Wynn to area leisure opportunities is a primary marketing objective. • Plan to form marketing partnerships with Japan Airlines, American Express and Hainan Airlines to target international travelers who fit the socio-economic profile of a Wynn customer. • Plan to market directly to Asian customers to and promote Boston and MA markets (e.g., historical sites, museums, fine

	<ul style="list-style-type: none"> • Virtual concierge kiosk - communication center at property will feature recreation and attraction from regional partners. Touch screens will be interactive and link to each business. (virtual brochure) with on-demand printing capability. Can assist guests in making reservations and purchasing tickets and provides information on where Momentum points can be redeemed. • Discussions and/or plan to work with MOTT, Massachusetts Convention Center Authority, and North Shore Alliance for Economic Development. • MOUs in place with Greater Boston CVB and North of Boston CVB. • Mohegan has an ILEV with Citi Center and MPAC for cross-marketing and entertainment events. • In process of developing a plan to connect Mohegan Tribe with history of New England and Boston (education project around the Boston Harbor Islands and Freedom Trail) and identified the prioritizing of cross-marketing with historical and educational attractions in the area. • Reference HCA which stipulates requirements for marketing businesses locally and regionally (vendor fairs, meetings, partnership programs and employee incentives, marketing program for MBE/WBE/VBE). 	<p>dining, outdoor activities) to extend length of stay.</p> <ul style="list-style-type: none"> • Plan to host “integrated” international events with personalized invitations, complimentary hotel rooms, prizes, etc. to stimulate international visitors. • Discuss creating specific marketing programs with local tourism entities to draw tourists, MA guests, business/group travelers. • Plan to cross-market and support programs of MOTT, MassPort and Greater Boston CVB – identified other potential opportunities with government and quasi-public groups CVBs/Chambers to pursue cross-marketing arrangements (e.g., Boston Tea Party Museum, Boston Freedom Trail Foundation). • Wynn has an ILEV with MPAC for cross-promotional efforts and collaborative marketing. • Confirmed agreements with TD Garden, Boston Harbor Association & Boston Harbor Island Alliance and The Boston Symphony Orchestra. • Outreach (no MOUs as yet) to 8 identified organizations/ attractions for cross-marketing arrangements (e.g., New England Aquarium, Harbor Hotel). • Identified seven CVBs/Chambers to pursue cross-marketing arrangements. • Identified the concept of “Urban Wynn” to complement the urban environment in Everett. Resort was intentionally underbuilt with number of hotel rooms, F&B outlets and retail to meet the needs of all the guests. Focus on collaborative relationships and “outward” facing. • Organizations with cross-marketing agreements with Wynn will have access to the Wynn database via inclusion in emails, direct mail and social media.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Provided background on Mohegan Tribe – which owns and operates Mohegan Sun CT as well as other enterprises and how the Mohegan Way philosophy will be applied to MA. 	<ul style="list-style-type: none"> • Partnered with “Brand USA” – to promote international outreach (same group is used by MOTT). International digital marketing strategy started in 2013.

3.26 – Collaboration with Tourism and Other Industries – Provide plans that detail collaboration by the Applicant with tourism and other related industries including the Massachusetts tourism and other related industries.		
Expectations of Applicant	<ul style="list-style-type: none"> • Past experience collaborating with local tourism bodies in other jurisdictions? • Arrangements in place with local tourism/attractions bodies? • Impact on gaming win/ancillary spend of collaboration initiatives? • Dollars allocated to tourism collaboration initiatives versus other departmental expenditure? • Has Applicant demonstrated awareness/knowledge of local tourism industry where gaming facility is proposed to be located? Is this knowledge linked to marketing activities? • Are the proposed marketing activities substantive, quantifiable and measureable? 	
Overall Comments on Applications	Applicants have identified ways in which to collaborate with local tourism and other industries and have detailed progress that has taken place along with plans for developing partnerships.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Plans to collaborate with MOTT, MassPort, GBCVB and MCCA with the intent to extend the average length of stay extend the tourism season and help fill under-occupied weekend hotel rooms. • Have had discussions with the organizations that represent the Boston North Shore region (e.g., North Shore Alliance of Economic Development and the City of Salem). • Have met with a variety of Greater Boston stakeholders and identified areas with which to collaborate (e.g., increased focus on leisure tourism, create packages to incent travelers, ground shuttle program). • Mohegan’s database contains over 5 million accounts. Plan to leverage direct mail and email marketing to send mailers 60 times annually to guests that highlight regional attractions and draw visitors (database covers wider area than projected visitor base implies). • Consider NY a long-term market for the facility given established brand in NY. However, market study did not recognize NY as primary or secondary market. • Will promote local businesses through Momentum points program and by cross-promotion, including sponsorship and cross-promotion opportunities for local business on MSM’s website. <ul style="list-style-type: none"> • Guests will be able to make reservations at hotels, restaurants and attractions • Staff will direct guests to area attractions • Shuttle program will connect the resort with regional tourism hubs such as Salem, Harvard Square and others. • Partnership with Citi Center to cross-market regional theater and entertainment events. Mohegan will create a theater package to appeal to a wide array of visitors with interest in cultural events and 	<ul style="list-style-type: none"> • Plan to cross-market and support programs of MOTT, MassPort and Greater Boston CVB – identified numerous other potential opportunities with government and quasi-public groups CVBs/Chambers to pursue cross-marketing arrangements (e.g., Boston Tea Party Museum, Boston Freedom Trail Foundation). Cross-marketing initiatives will focus on stimulating the back and forth flow of tourists and guests to and from Wynn Everett. • Identify business goal of strengthening and promoting tourism through collaboration with existing venues and institutions. • Proposed linkage of "Red Card" program and "Wynn App" to area attractions (e.g., Museum of Fine Art, New England Aquarium). Attractions will be promoted by Wynn marketing material. • Described a number of initiatives to collaborate with Greater Boston CVB (e.g., hosting meetings, promotional material, coordinate to service meeting and convention customers, participation on sales missions). • Plan to promote and utilize existing convention/meeting facilities to attract major events to the region. Will work closely with MOTT, and Greater Boston CVB to promote the region through the international and domestic sales and marketing teams. • Have engaged the head of Convention and Meeting Sales at Wynn Las Vegas to encourage large Las Vegas groups to hold their regional meetings at Wynn Everett. • Identified seven CVBs/Chambers to pursue cross-marketing arrangements. • Plan to partner with museums and cultural attractions (e.g., Boston Symphony Orchestra) and local arenas and events instead of building

	<p>the resort experience.</p> <ul style="list-style-type: none"> • MOU in place with Greater Boston CVB and North of Boston Convention and Visitors Bureau to market the region to international markets. Mohegan will: <ul style="list-style-type: none"> • Participate in sales calls • Join international sales missions • Conduct cross-promotion at tradeshows • Participate in events (e.g., North of Boston Annual Tourism Summit, North of Boston Travel Guide and Map). • Provide member businesses with opportunities for sponsorship and cross-promotion on MSM website, mailers and virtual concierge kiosks. • Create a bi-weekly segment on the regional interest page of website highlighting GBCVB members and other local businesses. • Include advertisements for the GBCVB and its members in mailers. • The 38,000 sq.ft. multi-purpose space at the resort will be used to host meetings and conferences. • Identified rapid public transit linking MSM with the City and Logan Airport. • Plan to highlight the culinary attractions of Greater Boston and participate in events and activities such as: regional food festivals, beer and wine expositions, celebrity chef meet-and-greets. • MSM was intentionally designed without significant convention space in order to complement existing convention facilities in Boston. Have begun discussions with MCCA to establish a formal partnership to include: <ul style="list-style-type: none"> • Non-competition agreement • ground transportation service • room night agreements • entertainment packages • sharing of guest data 	<p>a large scale entertainment venue (e.g., TD Garden).</p> <ul style="list-style-type: none"> • Shopping and Dining cross-marketing with Boston's quality culinary groups and with Back Bay, Newbury Street, Copley Mall, Prudential Mall. • Plan to target a broad base of visitors with a strong emphasis on premium visitors who know the Wynn brand. Differentiate them from the "standard operating strategy used by regional gaming operators" that spend on promotional marketing to the local gaming customers within the 90-mile radius. • Plans to partner with the "Mystic River Watershed Association" to create a program for students of UMass in the remediation, construction and sustainability of Wynn resort contaminated waterfront site. • "AMP IT UP!" program supporter - geared towards curbing the high-school dropout rate by promoting training for high demand advanced manufacturing jobs. However, little relevance to tourism. • Will be a lead supporter for Everett high school Culinary Arts Program "Future Chefs". • Will play an active role in 2024 Olympic Bid; however the relevance of neither this activity, nor Wynn's actions are clear. • Indicate training of new employees in area attractions, cultural, regional, dining and entertainment offerings to serve as ambassadors to guests. • Proposed water transportation will shuttle conventioners around to various Boston attractions (North End, TD Garden, Faneuil Hall, Rowe's Wharf and the Seaport Innovation District).
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Partnerships with travel agents and wholesalers in CT will be used to attract visitors to MA (although no visitors projected from CT). 	<ul style="list-style-type: none"> • Wynn has 8 international marketing offices to promote MA. • Partnered with "Brand USA" – to promote international outreach (same group is used by MOTT). International digital marketing strategy started in 2013.

3.27 – International Marketing Efforts –Provide plans for international marketing efforts. Reference may be made to the response to question 3-26. **(Optional For Category 2 applicants)**

<p>Expectations of Applicant</p>	<ul style="list-style-type: none"> • Target markets aligned with State/regional goals? • Are target markets identified? • International marketing tactics detailed? Historical success with international marketing tactics? • Arrangements in place with local tourism and local attractions (hotels, restaurants, attractions) • Dollars allocated to international marketing versus other departmental expenditure? • Ration of dollar amount spend in international marketing initiatives to projected gaming win? • Past experience in international marketing initiatives with other gaming facilities? 	
<p>Overall Comments on Applications</p>	<p>Applicants have identified target international markets and have detailed their plans to attract international visitors to the gaming establishment. Both applicants have identified a number of agencies with which to partner (e.g., MOTT, MassPort and Greater Boston CVB).</p>	
	<p>Mohegan Sun Revere</p>	<p>Wynn Everett</p>
<p>Application Commitments (e.g., targets, processes, plans)</p>	<ul style="list-style-type: none"> • Referenced the top 11 markets identified by MOTT (Dec 2013) as core international market for MA. • Have identified plans to target visitors from Asia, Canada, South America and Europe and plans to: <ul style="list-style-type: none"> • Enhance player representative efforts in eight international locations: Canada, Mexico, Thailand, China, Malaysia, Brazil, Venezuela and Turkey. • Leverage the strong junket market in Canada. • Focus on Thailand, Turkey, Malaysia for upper end of gaming market. • Mohegan will work with new offices in Australia or the Middle East. It will also rely on experience serving guests from Asia, South America, the UK and elsewhere. • Plan to use their current player development relationships at CT facility to generate visits to MA. • Working with Attract China to build capacity and appeal to Asian markets (social media, online Marketing). • Reference Boston as an international destination (22.5 million visitors annually), non-stop flights to 35 international cities. • Reference location being seven-minutes from Logan International Airport. • Reference the non-stop airline service from Beijing to Boston. MSM has begun a partnership with the travel agency that is servicing the ground transportation for Hainan airline’s Boston travelers. • Intend to capitalize on the recent expansion of non-stop flights from Logan to Asia including Beijing. 	<ul style="list-style-type: none"> • Plan to target high-end Asian customers who play in Macau and Las Vegas (use their database) - and who travel to US for leisure purposes. Luxury, “five star” service and unique amenities will drive international visits. • Reference 65% of Wynn Las Vegas gaming win and 20% of hotel room nights are generated by Asian, Latin American and European markets. Plan to emphasize Asian market. • Identified mainland China as the fastest growing source of outbound tourism globally. • Reference Wynn’s globally competitive integrated casino resort product and internationally recognized brand name which will enhance Boston and MA appeal to the international customer. • Will cross-market and support programs of MOTT, MassPort and Greater Boston CVB – identified other potential opportunities with government and quasi-public groups CVBs/Chambers to pursue cross-marketing arrangements (e.g., Boston Tea Party Museum, Boston Freedom Trail Foundation). Wynn has also identified seven CVBs/Chambers to pursue cross-marketing arrangements. • Identified VFR market and key strategy to position Wynn Everett as a gaming destination with rich culture (historical sites, museums, fine dining). Linkage with Greater Boston Convention and Visitors Bureau key focus area for development. • Plan to leverage their 32 affiliated international marketing offices (associated with Preferred Hotels Group). Wynn plans to use the relationships and expertise of the 8 international marketing offices (China, Hong Kong, Macau, Singapore, Taiwan, Japan, Canada, and

	<ul style="list-style-type: none"> • Plan to create and pursue high profile events to draw international crowds. Identify visitors to Boston’s higher education institutions. • Plan to partner with MOTT and MassPort to solicit national and international junket play. • Plans to work with MOTT which has committed to media and marketing strategies aimed at international visitors. • Identified targeting VFR market (e.g., parents of international students), business travelers and tourists. • MOU with Greater Boston CVB requires Mohegan to participate in international trade missions and at conferences tailored to international visitors. • Plan to create a sales and marketing team to solicit events, conferences and meetings. • Indicated that member businesses of Greater Boston CVB and North of Boston CVB will be provided sponsorship and cross-promotional opportunities on MSM’s website. • Despite considerable narrative provided on international plans and target marketing, MSM’s projections include negligible visitation from outside a 2-hour drive radius (and no identified international visitors in the PKF market study). 	<p>California) employees to stimulate cross-market play and create international themed events at Wynn Everett.</p> <ul style="list-style-type: none"> • Plan to form marketing partnerships with Japan Airlines, American Express and Hainan Airlines to target "international travelers" who fit the socio-economic profile of a Wynn customer. • Identified marketing efforts to target customers: parties, gaming tournaments (e.g., Chinese New Year, American New Year).
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Reference leveraging their existing Mohegan junket representation in Canada. • Reference existing experience serving international guests from Asia, South America, the UK and elsewhere. • CT currently employs 28 Asian marketing staff and 35% of table game marketing staff are Asian and speak a wide variety of Asian languages. 	<ul style="list-style-type: none"> • Current strategy for Wynn: one-on-one marketing approach with direct outreach, local marketing events and relationship nurturing. • Profile Wynn Las Vegas as the top international gaming destination in the US and the highest grossing casino in Nevada. 20% of hotel rooms at Wynn are occupied with international travelers. • Partnered with “Brand USA” – to promote international outreach. • Existing experience in Las Vegas and Macau - Wynn Las Vegas earns 25% of international baccarat market in Las Vegas. Macau has over 40,000 customers which is among the highest grossing properties in the world. Will leverage Las Vegas and Macau to "extend the company's leadership of the Asian customer market share" to Everett. • New Year’s Eve event at Wynn Las Vegas - sells more than 1,600 rooms out of 4,700 (34%) to international guests.

3.28– Other Amenities – Provide plans for planned attractions and amenities beyond hotel, gaming, restaurants and in-house entertainment to draw customers. **(Note- hotel optional For Category 2 applicants).**

Expectations of Applicant

- Extent of ancillary development planned? Dollar amount?
- Incremental employment generated from other amenities?
- Incremental visitation to the Host Community (e.g., hotel room nights, visitation, attraction attendance or similar measures) as a result of other amenities?
- Impact on gaming win from other amenities?
- Joint ventures with local businesses?
- Extent to which other amenities complement gaming facility?
- Previous projects completed with other amenities?

Overall Comments on Applications

Applicants have a number of non-gaming amenities proposed for their respective developments.

	Mohegan Sun/Revere	Wynn/Everett
<u>Owned/Operated</u>		
Slot machines	4,240	3,242
Table games	120	168
Hotel	325 rooms	504 rooms
F&B	n.a.	6 f&b outlets - 700 seats (64,593 sq.ft. total - incl. 4 leased out restaurants)
Bar/Lounge	1 - 2 bar/lounges	2 bar/lounges
Spa	n.a.	13,130 sq.ft. spa
Nightclub	n.a.	30,392 sq.ft. - nightclub
Multipurpose/Meeting Space	44,800 sq.ft. (including ballroom with stage)	32,942 sq.ft. meeting and convention space
<u>Leased out</u>		
Hotel	175 rooms	n.a
F&B/Bar/Lounge	10 f&b outlets - 92,200 sq.ft.	4 restaurants @460 seats
Spa	12,100 sq.ft spa	n.a
Retail	102,000 sq.ft. retail	77,250 sq.ft. retail
<u>Other Core</u>		
	5,000 sq.ft. greenhouse, landscaped garden and conservatory, plaza, Cyberquest and Kids Quest children's centers, local art displayed throughout resort.	Harborwalk, water transportation, pedestrian access, winter garden, collection of fine art.

Source: Applicant Submissions.

	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> Partnership with Boston-based New England Development and Finard Properties to develop the planned retail, dining and entertainment. Flexible meeting space, shopping pavilion (the retail dining & entertainment development). The retail and dining entertainment area will include kid quest music, arcades, etc. 	<ul style="list-style-type: none"> Retail space, convention and meeting space, spa, gym, nightclub, harborwalk - providing public access to the waterfront, water transportation, pedestrian access, a winter garden, collection of fine art. Plans to partner with the "Mystic River Watershed Association" to create a program for students of UMass in the remediation, construction and sustainability of Wynn resort contaminated waterfront site. "Other amenities" demonstrate linkage with regional economic plans.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> Reference made to New England Development and Finard Properties having experience creating retail and entertainment experiences. Reference event programming will be similar to CT (e.g., haunted house, wine tasting). 	<ul style="list-style-type: none"> Answer focused on plans for MA. Past projects in other jurisdictions were not referenced.

3.29 – Unique Business and Marketing Strategies – Provide additional plans that demonstrate unique business and marketing strategies to draw new revenues from new customers.

Expectations of Applicant	<ul style="list-style-type: none"> • Customer database/player card system? • Are loyalty programs (e.g., player card systems that obtain/retain player databases) proactively used in marketing? Are they used in conjunction with local tourism businesses/agencies? • Win generated from player card versus total win? • Impact of ancillary facilities on gaming win? • Impact of marketing spend on gaming win? • Incremental visitation? • Joint ventures with local businesses/tourism bodies? • Pre-opening and grand opening activities arranged? • Use of complimentaries (e.g., food, beverage, entertainment and related giveaways) in marketing the gaming facility with local businesses or independently?
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Overall Comments on Applications	Applicants have highlighted their points partnership rewards programs and elements of their marketing programs (incl. pre-opening/grand-opening activities).
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	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Mohegan Sun Momentum - re-branded player's club program. Program is used across properties. Has proven to be an effective tool for acquisition of new players and driver for incremental trips and play. The loyalty program will be rolling out a Momentum Network, developing and expanding on partnerships with other regional and national companies that will provide additional value to customers. • Mohegan is proposing a loyalty program that will enable guests to receive additional discounts and redemption opportunities at participating local businesses. • Identified zip codes that are currently in the CT database will be transferred to the MA database on day one of operations. The CT facility will not be able to market a greater offer of value to those zip code residents than what is offered by MA. • Have not identified NY, CT, or RI residents in marketing strategy. • Indicate the direct mail marketing program has been refreshed and upgraded to allow to unique offers and rewards based on an analytical customer assessment. • To cater to VIP players, Mohegan has player development staff with a national reach and indicate that the presence of staff on property will assist in needs of high-end guests. • Identify proximity to Logan airport and attractions in Boston region in efforts to attract high-end gamers. • PKF Consulting (third party market study) estimates that the on-site 	<ul style="list-style-type: none"> • "Red Card" program and "Private Access" non-gaming program for high-end, invitation only guests. <ul style="list-style-type: none"> • Red Card - members can use points for complimentary amenities such as: rooms, dining, golf, and entertainment. Marketing events through Red Card "will be the primary driver of Wynn's demand for tickets to Boston-area cultural and sporting events". • Private Access- rewards frequent leisure stay guests with preferred access to shows/dining/nightclubs/events. Indicate having entered into various partnerships with other "luxury brands" for this program. • Refer to using existing database "Red Card" and "Private Access", staff in 8 international marketing offices and affiliated international marketing offices to communicate premium marketing programs. • Identify leveraging the loyalty card "Red Card" program to create incentives for guests to visit potential waterfront attraction partners; direct marketing will keep guests up to date on tourism offerings. • Plan for the resort to be an "urban destination resort" (unlike any existing NE gaming operation). Plan to create a luxurious amenity - laden resort to appeal as a vacation destination, along with visiting surrounding tourist attractions. • Refer to the waterfront (water taxi, boat rental, picnic areas etc.) as

	<p>hotels at Mohegan Sun Massachusetts will generate \$12.6 million in gaming win. While guests of surrounding hotels in Suffolk and Essex Counties will generate \$23.2 million in gaming win (year 1).</p> <ul style="list-style-type: none"> • Marketing Spend of \$106.0 million in Year 1 and \$117 million in Year 5 (including promotional allowance and hard marketing costs - does not include free play). • Pre-opening and grand-opening activities described in marketing plan: Pre-opening plan includes pre-opening electronic communication, database initiatives, media launch. Grand opening - to include entertainment, celebrity appearances, VIP appearances, and promotional offerings. 	<p>unique experiences.</p> <ul style="list-style-type: none"> • Focus on “Five Star” service program as setting Wynn apart in the customer experience. • Refer to local Boston area attractions finding Red Card members an "area to cultivate" which suggests cross-marketing/collaboration. • Plan to create specific marketing programs with local tourism entities to draw tourists, MA guests, business/group travelers • TMG Consulting Study (third party market study) estimates that Wynn Everett will generate \$113.3M in annual gaming win from the on-site and area hotels (includes \$72M from high yield international players) (year 1). • Marketing spend of \$101 million in Year 1 and \$110 in Year 5 (including promotional allowances and hard marketing costs - it does not include free play). • Pre-opening and grand-opening activities described in advertising plan - Pre-opening plan seeks to achieve a 90% reach among primary audience - exposed to Wynn messaging at least 6 times. Grand opening - seeks to achieve a 70% reach among primary audience - exposed to Wynn messaging at least 4 times.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • Reference: <ul style="list-style-type: none"> • Proven direct mail strategy that has worked in New England. • Being an industry leader in customer analytics through accomplishments at CT and PA. • World class experience in attracting VIP players to their properties. • Long history of delivering new and top games to the East Coast (host of Bally’s Technology User Conference in CT) • Existing strong bus and shuttle company relationships will be used to encourage visitation to MA. • Existing regional marketing team that covers MA will be used to promote visitation. • Existing Mohegan brand being a known entity throughout the region. 	<ul style="list-style-type: none"> • Reference: <ul style="list-style-type: none"> • Wynn’s premium focused strategy being exclusive in the industry • Las Vegas: Wynn generates more gaming revenue than other operators • Las Vegas: Wynn has Highest ADR with nearly 60% of revenues from non-gaming sources • Existing Red Card, Private Access and distribution of international marketing offices as critical tools for success. • Number of awards on service delivery (e.g., USA Today, Conde Nast).

3.31 – Other Community Enhancements – Provide plans outlining community enhancements not already covered by section 3. <i>Economic Development</i> .		
Expectations of Applicant	<ul style="list-style-type: none"> Demonstrated linkage with Host Community 	
Overall Comments on Applications	Applicants have identified a number of community enhancements (e.g., infrastructure, employment) that will result from the development of the gaming establishment.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> \$45 million in infrastructure improvement (significant transportation improvements to surrounding road network) \$3.0 million contribution to the City of Revere for renovation of a football field and construction of a new youth center. Improved access to the MBTA Beachmont Station and cooperation to promote use of transit. Support for local and regional business through the purchase of goods & services. Annual business development grant (\$250,000 to a non-profit or government entity). Publicity for tourism attractions. ILEV agreement with Citi Center and MPAC. Will establish a Community Advisory Board to provide additional community benefits. Art from local artists will be display throughout property. New bicycle & pedestrian connections. 	<ul style="list-style-type: none"> Investment to improve transportation infrastructure (to promote access to Waterfront Area). Economic benefits from recurring taxes, a PILOT payment and other community payments. Employment opportunities. Environmental benefits (Wynn will pursue a multi-million dollar remediation of the existing environmental contamination in accordance with MA Contingency Plan). The development “will transform the site from a blighted waterfront brownfield to a vital public gathering space and economic engine for the region”. Will offer year round water transportation in weather protected, heated vessels. Will also offer a bus backup system in times of inclement weather when water transportation is not possible.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> Answer primarily focused on future plans specific to MA. However, did reference having existing commitments to grease recycling at CT and PA. 	<ul style="list-style-type: none"> Answer focused on future plans specific to MA. Past experience not detailed.

3.32– Record of Success – Provide documentation that outlines the Applicant's record of success at other operational sites in other jurisdictions in meeting objectives similar to those discussed in the responses to questions 3-24, 3-25, 3-26, 3-27, and 3-29.		
Expectations of Applicant	<ul style="list-style-type: none"> Demonstrated record of cross-marketing, international marketing, economic development, and tourism collaboration at other facilities. 	
Overall Comments on Applications	Applicants have referenced their past experiences and accolades at other facilities.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> Not Relevant. This question focused on past success. 	<ul style="list-style-type: none"> Not Relevant. This question focused on past success.
Existing and past practices supporting commitments	<ul style="list-style-type: none"> Mohegan Sun stated its commitment in promoting tourism in Connecticut and Pennsylvania. Reference past experience (and provide numerous examples of) working with local and regional agencies in Connecticut and Pennsylvania. 	<ul style="list-style-type: none"> Wynn is consistently recognized for its accomplishments in resort design, guest service, dining, entertainment and marketing. Provided a list of various awards received by Wynn under each of the categories previously mentioned.

3.33 – Entertainment and Athletic Events – Provide details of the Applicant’s plans for using entertainers and entertainment, including athletic events, to attract patrons to the Applicant's facility.		
Expectations of Applicant	<ul style="list-style-type: none"> • Amount gaming win generated by entertainment? • Incremental visitation? • Amount of ancillary win generated by entertainment? • Past experience using entertainment to drive gaming revenues? 	
Overall Comments on Applications	Applicants have identified plans for entertainment onsite and off-site through partnership arrangements.	
	Mohegan Sun Revere	Wynn Everett
Application Commitments (e.g., targets, processes, plans)	<ul style="list-style-type: none"> • Mohegan intends to forego a large theatre or arena setting and intends to create several spaces. A multi-purpose venue is planned to cover 38,000 sq. ft. (with seating capacity of 1,000 or fewer) for meeting/conference events to complement the work of the Greater Boston Convention and Visitor Bureau. • A “Dave and Busters” or similar entertainment venue will operated in the RDE. • Mohegan is also proposing a small amphitheater-style lounge near the gaming area. • Plan to explore possibilities of hosting local sporting events and of underwriting larger events at Greater Boston's sport venues. 	<ul style="list-style-type: none"> • Wynn intends to partner with regional attractions to create a unique guest experience and promote cross usage that will increase traffic and revenue to the area. In its response, Wynn states that • Agreement with TD Gardens to provide guests with access to events & concerts. • Agreement with Boston Symphony Orchestra. • Plans to explore sponsorships options with Boston Sports Teams (New England Patriots, New England Revolution, and Boston Red Sox). • Cross-marketing agreement being finalized with Museum of Fine Arts, Institute of Contemporary Art, New England Aquarium. • Mentioned the potential to introduce Global Baccarat & Poker Tournaments as well as Sports & Cultural Events (e.g., boxing, Chinese New Year's, etc.).
Existing and past practices supporting commitments	<ul style="list-style-type: none"> • ILEV in place with the non-profit Citi Performing Arts Centre (Citi Center) whereby Citi Center will manage ticketed events at Mohegan. • Mohegan cites the ownership of the Mohegan Sun Arena, which was established in 1999 when Mohegan Sun purchased the Connecticut Sun (WNBA). 	<ul style="list-style-type: none"> • Wynn cites its association with legendary boxing promoter Bob Arum to produce world-class boxing events off-site from Wynn Las Vegas and the Thomas & Mack Centre on the UNLV campus.

5. Appendix

APPENDIX A1 – LABOR & PAYROLL

		# # Hotel # Slots Tables rooms			Employment				Payroll (excluding Benefits)				Benefits				Payroll & Benefits			
					F/T	P/T	Total Jobs	Total FTE	F/T	P/T	Total	Payroll/ FTE	F/T	P/T	Total	Benefits/ FTE	F/T	P/T	Total	Payroll & Benefits/ FTE
Mohegan Sun/Revere	Year 1																			
	Gaming				1,112	331	1,443	1,154	\$22,756,493	\$6,724,096	\$29,480,589	\$25,555	\$13,653,896	\$4,034,458	\$17,688,354	\$15,333	\$36,410,389	\$10,758,554	\$47,168,943	\$40,888
	Non-Gaming				702	435	1,137	909	\$13,963,028	\$8,296,662	\$22,259,690	\$24,480	\$4,080,822	\$2,664,230	\$6,745,052	\$7,418	\$18,043,850	\$10,960,892	\$29,004,742	\$31,898
	Facilities				140	101	241	192	\$2,537,903	\$1,622,985	\$4,160,888	\$21,671	\$1,522,742	\$973,791	\$2,496,533	\$13,003	\$4,060,645	\$2,596,776	\$6,657,421	\$34,674
	Administration				281	70	351	283	\$9,643,988	\$2,410,997	\$12,054,985	\$42,597	\$3,566,954	\$891,739	\$4,458,693	\$15,755	\$13,210,942	\$3,302,736	\$16,513,678	\$58,352
Total	4,240	120	500	2,234	938	3,172	2,538	\$48,901,412	\$19,054,740	\$67,956,152	\$26,777	\$22,824,414	\$8,564,217	\$31,388,632	\$12,368	\$71,725,827	\$27,618,957	\$99,344,784	\$39,144	
Mohegan Sun/Revere	Year 5																			
	Gaming				1,112	331	1,443	1,154	\$24,632,360	\$7,278,378	\$31,910,738	\$27,662	\$14,779,417	\$4,367,027	\$19,146,443	\$16,597	\$39,411,776	\$11,645,405	\$51,057,181	\$44,259
	Non-Gaming				702	435	1,137	909	\$15,114,031	\$8,980,574	\$24,094,605	\$26,498	\$4,417,212	\$2,883,848	\$7,301,061	\$8,029	\$19,531,243	\$11,864,422	\$31,395,666	\$34,527
	Facilities				140	101	241	192	\$2,747,108	\$1,756,771	\$4,503,879	\$23,458	\$1,648,265	\$1,054,063	\$2,702,328	\$14,075	\$4,395,373	\$2,810,833	\$7,206,207	\$37,532
	Administration				281	70	351	283	\$10,438,963	\$2,609,741	\$13,048,703	\$46,108	\$3,860,986	\$965,247	\$4,826,233	\$17,054	\$14,299,949	\$3,574,987	\$17,874,936	\$63,162
Total	2,234	938	3,172	2,538	\$52,932,461	\$20,625,464	\$73,557,925	\$28,984	\$24,705,880	\$9,270,184	\$33,976,064	\$13,387	\$77,638,341	\$29,895,648	\$107,533,989	\$42,371				
Wynn/Everett	Year 1																			
	Gaming				1,933	311	2,244	1,683	\$58,214,991	\$8,168,936	\$66,383,926	\$39,449	\$14,553,748	\$2,042,234	\$16,595,982	\$9,862	\$72,768,739	\$10,211,170	\$82,979,908	\$49,311
	Non-Gaming				1,101	329	1,430	1,073	\$31,107,200	\$10,525,265	\$41,632,464	\$38,814	\$7,776,800	\$2,631,316	\$10,408,116	\$9,704	\$38,883,999	\$13,156,581	\$52,040,580	\$48,518
	Facilities				427	65	492	369	\$16,554,079	\$1,773,994	\$18,328,072	\$49,645	\$4,138,520	\$443,498	\$4,582,018	\$12,411	\$20,692,598	\$2,217,492	\$22,910,090	\$62,056
	Administration				209	8	216	162	\$9,642,657	\$147,299	\$9,789,956	\$60,341	\$2,410,664	\$36,825	\$2,447,489	\$15,085	\$12,053,321	\$184,124	\$12,237,446	\$75,426
Total	3,242	168	504	3,669	713	4,382	3,287	\$115,518,926	\$20,615,493	\$136,134,420	\$41,418	\$28,879,732	\$5,153,873	\$34,033,605	\$10,355	\$144,398,658	\$25,769,367	\$170,168,024	\$51,773	
Wynn/Everett	Year 5																			
	Gaming				1,933	311	2,244	1,683	\$63,758,394	\$8,946,806	\$72,705,200	\$43,206	\$15,939,598	\$2,236,701	\$18,176,300	\$10,801	\$79,697,992	\$11,183,507	\$90,881,500	\$54,007
	Non-Gaming				1,101	329	1,430	1,073	\$34,069,319	\$11,527,511	\$45,596,830	\$42,510	\$8,517,330	\$2,881,878	\$11,399,208	\$10,628	\$42,586,648	\$14,409,389	\$56,996,038	\$53,138
	Facilities				427	65	492	369	\$18,130,407	\$1,942,919	\$20,073,325	\$54,372	\$4,532,602	\$485,730	\$5,018,331	\$13,593	\$22,663,009	\$2,428,648	\$25,091,657	\$67,965
	Administration				209	8	216	162	\$10,560,859	\$161,326	\$10,722,185	\$66,087	\$2,640,215	\$40,331	\$2,680,546	\$16,522	\$13,201,074	\$201,657	\$13,402,731	\$82,609
Total	3,669	713	4,382	3,287	\$126,518,979	\$22,578,561	\$149,097,540	\$45,362	\$31,629,745	\$5,644,640	\$37,274,385	\$11,341	\$158,148,724	\$28,223,202	\$186,371,925	\$56,703				

Note: Wynn medical benefits DO NOT include an estimate of the amount of contribution paid to unions.

APPENDIX A2 – BENEFIT ANALYSIS

APPENDIX A2 - BENEFIT ANALYSIS (\$Millions)

Projected Year 1	Mohegan Sun/Revere			Wynn/Everett		
	Full Time	Part-Time	Total	Full Time	Part-Time	Total
Taxes and Required Payments	\$5.9	\$2.3	\$8.2	\$9.5	\$3.0	\$12.5
Discretionary Benefits						
Medical/Dental/Vision/Life/Disability	\$9.5	\$2.2	\$11.7	\$5.5	\$0.0	\$5.5
401k	\$0.7	\$0.1	\$0.9	\$0.3	\$0.0	\$0.3
Employee Meals	\$3.4	\$2.3	\$5.7	\$4.4	\$1.7	\$6.1
Bonuses	\$0.0	\$0.0	\$0.0	\$5.6	\$0.0	\$5.6
Vacation/Paid time-off (PTO)	\$1.9	\$0.7	\$2.6	\$3.6	\$0.5	\$4.1
Tuition Reimbursement	\$0.1	\$0.0	\$0.2	\$0.0	\$0.0	\$0.0
*Other (Please Describe)	\$1.3	\$0.8	\$2.1	\$0.0	\$0.0	\$0.0
Subtotal Discretionary Benefits	\$17.0	\$6.3	\$23.2	\$19.4	\$2.2	\$21.6
Total Benefits(Taxes, Required Payments and Discretionary Benefits)	\$22.8	\$8.6	\$31.4	\$28.9	\$5.2	\$34.1
Total Wages/Salaries	\$48.9	\$19.1	\$68.0	\$115.5	\$20.6	\$136.1
Total Wages and Benefits	\$71.7	\$27.6	\$99.3	\$144.4	\$25.8	\$170.2
As % of Total Wages						
Taxes & Required Payments	12.0%	12.0%	12.0%	8.2%	14.6%	9.2%
Discretionary Benefits	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Medical/Dental/Vision/Life/Disability	19.4%	11.7%	17.3%	4.8%	0.0%	4.0%
401k	1.5%	0.8%	1.3%	0.3%	0.0%	0.2%
Employee Meals	7.0%	12.0%	8.4%	3.8%	8.2%	4.5%
Bonuses	0.0%	0.0%	0.0%	4.8%	0.0%	4.1%
Vacation/Paid time-off (PTO)	3.9%	3.9%	3.9%	3.1%	2.4%	3.0%
Tuition Reimbursement	0.3%	0.3%	0.3%	0.0%	0.0%	0.0%
*Other (Please Describe)	2.6%	4.4%	3.1%	0.0%	0.0%	0.0%
Total Discretionary Benefits	34.7%	32.9%	34.2%	16.8%	10.7%	15.9%
Total Benefits(Taxes, Required Payments and Discretionary Benefits)	46.7%	44.9%	46.2%	25.0%	25.2%	25.0%

*Other - Mohegan: Represents jury duty pay, bereavement pay, other misc. comp. and benefits.
Wynn medical benefits DO NOT include an estimate of the amount of contribution paid to unions.

APPENDIX B – HOST COMMUNITY DEMOGRAPHIC CHARACTERISTICS

Appendix B
Host Community Demographic Characteristics

Host Community	Mohegan Sun/Revere		Wynn/Everett	
	Revere	Suffolk County	Everett	Middlesex County
Population	51,729	724,502	41,621	1,507,558
Demographics-Age				
<21	23.8%	25.3%	25.0%	25.5%
21-34	21.2%	30.2%	23.7%	19.9%
35-54	29.8%	24.6%	30.0%	29.6%
55+	25.1%	19.9%	21.3%	25.0%
Demographics- Ethnicity				
White alone	62.7%	48.1%	59.7%	77.0%
Hispanic or Latino alone	26.7%	19.9%	19.8%	6.6%
Black or African American alone	2.8%	20.3%	13.3%	4.3%
Asian alone	5.9%	8.3%	3.7%	9.4%
Other	1.9%	3.4%	3.5%	2.7%
Unemployment Rate	6.9%	7.0%	6.5%	4.8%
Average Household Income	\$63,345	\$77,652	\$64,169	\$108,121
Median Housing Price	\$316,600	\$362,600	\$323,900	\$401,300

Source: HLT Advisory Inc. Based on U.S. Census Bureau, 2008-2012 American Community Survey

Note: Host cities and towns are included in county totals.

APPENDIX C – WORKFORCE ETHNICITY – APPLICANT’S OTHER FACILITIES

Appendix C
Workforce Ethnicity- Applicant's Other Facilities

	Mohegan Sun/Revere		Wynn/Everett
	Mohegan Sun Connecticut	Mohegan Sun Pocano Downs	Wynn/Encore Las Vegas
Host County	New London, CT	Luzerne, PA	Clark County, LV
<u>Demographic- Ethnicity (%)</u>			
White alone	78.3%	88.1%	36.4%
Hispanic or Latino alone	8.5%	6.8%	39.5%
Black or African American alone	5.0%	3.1%	19.4%
Asian alone	4.3%	0.9%	2.3%
Other	3.9%	1.0%	2.4%
<u>Casino Staff</u>			
White alone	52.3%	88.4%	37.7%
Hispanic or Latino alone	12.1%	4.7%	31.2%
Black or African American alone	6.8%	3.4%	7.2%
Asian alone	25.9%	3.1%	18.4%
Other	2.8%	0.4%	5.6%
<u>Over/Under Representations</u>			
White alone	-26.0%	0.3%	1.3%
Hispanic or Latino alone	3.6%	-2.1%	-8.3%
Black or African American alone	1.8%	0.3%	-12.2%
Asian alone	21.6%	2.2%	16.1%
Other	-1.1%	-0.6%	3.2%

Source: HLT Advisory Inc. Based on U.S. Census Bureau 2008-2012 American Community Survey and Applicant submissions.

APPENDIX D – BUDGET COMPARISON

**Appendix D
Budget Overview**

	Mohegan Sun/ Revere	Wynn/Everett
Eligible Capital Costs		
Construction		
Building - Casino	\$83,244,362	\$95,032,650
Building - Hotel	\$115,884,315	\$319,977,586
Building - Retail/Entertainment	\$22,110,362	\$91,602,929
Building - Other	\$47,088,959	\$113,721,400
Architectural and Engineering	\$20,757,471	\$67,439,709
Insurance	\$7,656,974	\$12,969,175
Permits	\$2,711,899	\$20,750,680
Parking Garage	\$76,934,686	\$128,699,213
Other Construction*	n/a	\$107,001,505
Total Construction	\$376,389,028	\$957,194,847
FF&E		
Gaming Equipment	\$102,123,971	\$70,000,000
Other FF&E	\$48,475,182	\$20,000,000
Total FF&E	\$150,599,153	\$90,000,000
Subtotal	\$526,988,181	\$1,047,194,847
Other Costs		
License and Application Fee	\$85,000,000	\$85,000,000
Start-up Capital and Cage Cash	\$15,300,000	\$40,000,000
Financing Costs	\$181,494,878	\$98,750,000
Contingencies	\$44,340,733	\$55,232,753
Land**	n/a	\$75,000,000
Offsite Infrastructure	\$45,000,000	\$50,000,000
Corporate Overhead	\$7,839,233	\$6,000,000
Pre-opening Expenses	\$10,000,000	\$82,000,000
Host Community	\$34,977,631	\$30,000,000
Operating Supplies	\$4,715,971	\$20,000,000
Other Project Costs***	\$71,000,000	n/a
Pre-Development Spend***	\$105,000,000	n/a
Total Other Costs	\$604,668,446	\$541,982,753
Total Budgeted Cost	\$1,131,656,627	\$1,589,177,600

Source: HLT Advisory Inc. based on Applicant's submission.

n/a- Not applicable.

* Includes site and infrastructure improvements, landscaping, and exterior fees of \$10 million in other land related.

***Revere/Mohegan's other project costs include \$43 million in pre-operations rent and \$28 million prior development payment.

****Revere/Mohegan's pre-development spend includes \$75 million spent by Sterling Suffolk Racecourse and \$30 million spent by the Mohegan Tribal Gaming Authority.

APPENDIX E – MARKET FOCUS AND MARKETING ACTIVITIES

Appendix E		
Market Focus and Marketing Activities		
Marketing Strategies	Mohegan Sun/Revere	Wynn/Everett
Marketing Strategies		
In-State	<ul style="list-style-type: none"> Utilize newspaper, radio and television advertising as well as a direct mail program. Offer free play to customers based on gaming activity and customer's location (customers further or in close proximity to other facilities will receive higher offers). 	<ul style="list-style-type: none"> Advertising Direct response On-line and social marketing Public relations Local sponsorships Event marketing Cross-promotional outreach
Out of State (cross marketing)	<ul style="list-style-type: none"> Accessible to drive-in and bus market to the North, West and South. Good access from Logan International Airport. Heavy concentration of junket relationships in the East and Southeastern part of US. Relationships West to California and extending North to Toronto. 	<ul style="list-style-type: none"> Focus marketing efforts on underserved premium gaming market in Northeast. Cross-market the property to Wynn resorts existing database of international customers. More than 100-person domestic sales and services program. 275 full-time international marketing employees located in Las Vegas, Macau, Hong Kong, Singapore, Japan, Taiwan, and Latin America.
Entertainment	<ul style="list-style-type: none"> Agreement with Citi Center to cross-market each other's institutions. Use smaller spaces to generate excitement (950 seat multi-use space and casino style lounge with regional bands, DJs, etc.). Also partner with neighbouring Suffolk Downs to help boost the racing industry. 	<ul style="list-style-type: none"> Production shows. Rotating headliners co-ordinated with local venues - No specifics provided.
Sports (cross marketing)	<ul style="list-style-type: none"> Junket sales efforts will include Boston sports. 	<ul style="list-style-type: none"> Partnered with TD Garden to provide its guests with prime access to major sporting events and concerts. Explore sponsorships with the New England Patriots, New England Revolution and Boston Red Sox.
Local Partners (cross marketing)	<ul style="list-style-type: none"> Will offer a unique Regional Business Partnership Program that extends both our brand and benefits to local and regional retailers. More than 60 local retailers from the region have expressed interest in participating. Agreement with CitiCenter to cross-market each other's institutions. 	<ul style="list-style-type: none"> "Plans to enter into partnerships with local and regional businesses in order to promote the cultural, entertainment, and tourist attractions of Boston and Massachusetts." Potential partnerships include a "Best of Boston" dining concept in the retail area of the integrated resort; a concierge program coordinated with major local tourist, cultural, and historical programs; and cross-promotional sponsorships with local businesses." Will cultivate and maintain a solid relationship with the Greater Boston Convention and Visitors Bureau.
Food and Beverage	<ul style="list-style-type: none"> Loyalty card points redeemable at both casino-owned and tenant owned retail, dining, and entertainment (RDE) facilities. Use of F&B in bus promotional packages. 	<ul style="list-style-type: none"> Potential "Best of Boston" dining concept to celebrate the region's best chefs may be implemented on an annual basis. Non-gaming loyalty card "Private Access" rewards frequent visitation by leisure guests for non-gaming amenities.

Source: HLT Advisory Inc. based on Applicant's submissions.

Marketing Activities (cont'd)		
Loyalty Program	Mohegan Sun/Revere	Wynn/Everett
Name	<ul style="list-style-type: none"> • Momentum 	<ul style="list-style-type: none"> • Red Card (Gaming), Private Access (Non-Gaming)
Existing Customer Base	<ul style="list-style-type: none"> • 5 million (many of them in the Northeast) 	<ul style="list-style-type: none"> • "Most robust database of high-value casino guests in the US." No quantification provided. (Private Access (non-gaming loyalty card) is restricted to 5,000 members)
Tier Levels	<ul style="list-style-type: none"> • 5 (Core, Leap, Ascend, Soar, Triumph) 	<ul style="list-style-type: none"> • Breaks down audiences by spend bucket using theoretical win. No mention of specific tiers.
Points Redeemable for	<ul style="list-style-type: none"> • Casino owned and operated retail, dining and entertainment (RDE) establishments • Tenant operated RDE establishments on site. • All regional offsite points partnership RDE establishments with executed agreements. 	<ul style="list-style-type: none"> • Rooms • Dining • Golf • Entertainment
GGR from Cardholders	<ul style="list-style-type: none"> • ~79% 	<ul style="list-style-type: none"> • Not provided
Other Marketing Activities		
Direct Mail Program	<ul style="list-style-type: none"> • To communicate: events and entertainment, Massachusetts regional activities, Massachusetts points program, promotional offers and rewards (tiered based on gaming play and mailed monthly), retail and restaurants, hotel and entertainment activities and promotions. 	<ul style="list-style-type: none"> • Mention of direct mail to database. Use of "slightly richer" offers restricted to specific dates where facilities are less busy.
Advertising Plan	<ul style="list-style-type: none"> • What: television, radio, print, outdoor, social, web • Where: Boston Metropolitan Area Boston/Cambridge/Quincy Boston/Worcester Manchester/Nashua Metropolitan Greater Providence 	<ul style="list-style-type: none"> • Detailed advertising plan includes pre-opening (6 months prior). • Launch campaign (3-12 months) and sustaining media (Year 2). • Advertising includes magazine, newspaper, outdoor, radio and television. Local and regional marketing is largely sustained through all 3 phases. A significant national advertising plan is undertaken in the pre-opening and launch phases that includes national magazines, radio and network television as well as Times Square billboards (Regional). • Also includes a detailed internet marketing plan.
Source: HLT Advisory Inc. based on Applicant's submissions.		

Marketing Activities (cont'd)		
	Mohegan Sun/Revere	Wynn/Everett
Junkets	<ul style="list-style-type: none"> Existing relationship with junkets throughout the US. Will work with MOTT and MASSPORT to solicit national and international junket play from the states, Canada, S. America, the United Kingdom, the Middle East and Asia. Solicitation will include commercial air/charter planes for large groups, private planes for high value small groups. Sales efforts will include Boston sports, "A" entertainment, regattas, marathon, golf, fishing and casino tournaments. 	<ul style="list-style-type: none"> "Wynn does not anticipate incorporating junkets as part of its marketing plan at this time."
Bus Program	<ul style="list-style-type: none"> Combinations of casino free play, food & beverage and/or overnight stay promotional packages. Packages will be determined based on market conditions. 	<ul style="list-style-type: none"> "Wynn hopes to minimize any reliance on bus programs, if any are employed at all."
Promotions Strategy	<ul style="list-style-type: none"> Gaming tournaments Sweepstakes Lottery collaborative Giveaways Scratch offs Hollywood celebrity appearances Celebrity cooking Film showings/premiers Sports celebrities Gift parties Wine & spirit events Beer festivities Ethnic festivals Drawings BB Hall of Fame collaborative 	<ul style="list-style-type: none"> Slot and table games events Fights (Boxing or UFC) Concerts Holiday celebrations Wynn's New Years Eve celebration Media familiarization trips
Public Relations	<ul style="list-style-type: none"> Local and regional charitable needs. Community outreach through volunteerism. Active promotion of project benefits. Active outreach/communication with local community. 	<ul style="list-style-type: none"> Focus on securing media coverage in affluent local, regional, national, and international publications and programs. Will also place an emphasis on securing and maintaining highly regarded national awards and recognitions that assist in defining the resort as a trusted brand.
Grand Opening	<ul style="list-style-type: none"> Entertainment Celebrity appearances VIP appearances Promotional offerings 	<ul style="list-style-type: none"> Extend invitations to relevant national, regional and local media as well as key industry influencers.

Source: HLT Advisory Inc. based on Applicant's submissions.