

5. Appendix

APPENDIX A1 – LABOR & PAYROLL

		Appendix A1 - Labor and Payroll												Total							
		Full-Time					Part-Time														
		# F/T	F/T Payroll (\$)	F/T Benefits	F/T Payroll/Benefits	Benefits as % of F/T Payroll	Total Payroll & Benefits/F/T	# P/T	P/T Payroll (\$)	P/T Benefits	P/T Payroll/Benefits	Benefits as % of P/T Payroll	Total Payroll & Benefits/P/T					# Jobs	# FTEs	Total Payroll	Total Benefits
MG&E	Year 1																				
	Gaming	642	\$15,004,550	\$11,132,197	\$26,136,746	74.2%	\$40,721	160	\$3,751,137	\$1,007,878	\$4,759,016	26.9%	\$29,658	802	681	\$18,755,687	\$12,140,075	\$30,895,762	64.7%	\$45,379	72% - 78%
	Non-Gaming	537	\$11,708,585	\$8,543,720	\$20,252,306	73.0%	\$37,704	134	\$2,927,146	\$777,900	\$3,705,046	26.6%	\$27,591	671	570	\$14,635,732	\$9,321,620	\$23,957,352	63.7%	\$42,047	72% - 78%
	Facilities	122	\$3,209,774	\$2,125,151	\$5,334,924	66.2%	\$43,789	30	\$802,443	\$202,902	\$1,005,346	25.3%	\$33,007	152	129	\$4,012,217	\$2,328,053	\$6,340,270	58.0%	\$49,060	72% - 78%
	Administration	92	\$4,268,180	\$2,590,324	\$6,858,504	60.7%	\$74,820	23	\$1,067,045	\$260,001	\$1,327,046	24.4%	\$57,908	115	97	\$5,335,225	\$2,850,325	\$8,185,550	53.4%	\$84,183	72% - 78%
	Total	1,392	\$34,191,089	\$24,391,391	\$58,582,480	71.3%	\$42,070	348	\$8,547,772	\$2,248,682	\$10,796,454	26.3%	\$31,013	1,741	1,477	\$42,738,861	\$26,640,073	\$69,378,934	62.3%	\$46,970	72% - 78%
			80%		84%			20%			16%			100%				100%			
	Year 5																				
	Gaming	686	\$17,145,058	\$15,924,199	\$33,069,257	92.9%	\$48,221	171	\$4,286,264	\$1,302,847	\$5,589,111	30.4%	\$32,600	857	727	\$21,431,322	\$17,227,046	\$38,658,368	80.4%	\$53,143	72% - 78%
	Non-Gaming	565	\$13,284,463	\$12,278,367	\$25,562,830	92.4%	\$45,254	141	\$3,321,116	\$1,004,556	\$4,325,672	30.2%	\$30,631	706	599	\$16,605,578	\$13,282,923	\$29,888,501	80.0%	\$49,882	72% - 78%
Facilities	126	\$3,564,055	\$2,950,180	\$6,514,235	82.8%	\$51,848	31	\$891,014	\$253,164	\$1,144,177	28.4%	\$36,427	157	133	\$4,455,069	\$3,203,344	\$7,658,412	71.9%	\$57,464	72% - 78%	
Administration	94	\$4,693,289	\$3,334,041	\$8,027,330	71.0%	\$84,957	24	\$1,173,322	\$308,798	\$1,482,120	26.3%	\$62,744	118	100	\$5,866,611	\$3,642,839	\$9,509,450	62.1%	\$94,879	72% - 78%	
Total	1,471	\$38,686,864	\$34,486,788	\$73,173,652	89.1%	\$49,752	368	\$9,671,716	\$2,869,364	\$12,541,080	29.7%	\$34,107	1,838	1,560	\$48,358,580	\$37,356,152	\$85,714,732	77.2%	\$54,941	72% - 78%	
		80%		85%			20%			15%			100%				100%				

Source: HLT Advisory Inc. based on MG&E submission

APPENDIX A2 – BENEFIT ANALYSIS

Appendix A2 - BENEFIT ANALYSIS

	Full Time	Part-Time	Total
Projected Year 1			
Benefits			
<i>Medical/Dental/Vision/Life/Disability</i>	\$11,945,627	\$628,717	\$12,574,344
401k	\$1,709,554	\$0	\$1,709,554
<i>Employee Meals</i>	\$0	\$0	\$0
<i>Bonuses</i>	\$2,299,505	\$255,501	\$2,555,006
<i>Vacation/Paid time-off (PTO)</i>	\$2,958,844	\$0	\$2,958,844
<i>Tuition Reimbursement</i>	\$68,015	\$12,003	\$80,017
<i>Other (Please Describe)</i>	\$0	\$0	\$0
Total Benefits	\$18,981,546	\$896,220	\$19,877,766
Total Payroll	\$34,191,089	\$8,547,772	\$42,738,861
Total Payroll and Benefits	\$53,172,635	\$9,443,993	\$62,616,627
As % of Total Payroll			
Benefits			
<i>Medical/Dental/Vision/Life/Disability</i>	34.9%	7.4%	29.4%
401k	5.0%	0.0%	4.0%
<i>Employee Meals</i>	0.0%	0.0%	0.0%
<i>Bonuses</i>	6.7%	3.0%	6.0%
<i>Vacation/Paid time-off (PTO)</i>	8.7%	0.0%	6.9%
<i>Tuition Reimbursement</i>	0.2%	0.1%	0.2%
<i>Other (Please Describe)</i>	0.0%	0.0%	0.0%
Total Benefits	55.5%	10.5%	46.5%
<i>Source: HLT Advisory Inc. based on MG&E submission</i>			

APPENDIX A3 – EMPLOYMENT/BENEFIT ANALYSIS WITH AND WITHOUT TRIBAL CASINO

Appendix A3 - MG&E Employment/Benefits Comparison With and Without Tribal Casino in Taunton

	MG&E	MG&E (with Tribal Casino)
Construction Period:		
FYEs	2,033	2,033
Annual \$/FYE	\$46,905	\$46,905
Operations (Year 1):		
FTEs	1,477	1,274
Annual \$ (without benefits)/FTE	\$28,935	\$29,990
Mean Household Income (<i>Source: US Census Bureau-2010-2014 ACS</i>)	Brockton: \$61,096	Brockton: \$61,096
Benefits (Year 1):		
Salary-to-benefit ratio	46.5%	45.8%
FTE benefits/employee	\$13,457	\$13,737
FT benefits/employee	\$13,631	\$13,911
PT benefits/employee	\$2,574	\$2,640
Benefits breakdown as a % payroll	Average of per FTE/PT: Medical/Dental/Vision/Life/Disability (29.4%), Bonuses (6%), 401k (4%), paid-time-off (6.9%)	Average of per FTE/PT: Medical/Dental/Vision/Life/Disability (28.5%), Bonuses (6.2%), 401k (4%), paid-time-off (6.9%)
Retention rate	Year 1-15: 72%-82%	n.a.
Union representation	<ul style="list-style-type: none"> • Other RSG facilities have union representation in support areas (facilities) - no estimates provided for Brockton • Some controversy over union certification <ul style="list-style-type: none"> ○ Pittsburgh, Des Plaines and Philadelphia 	<ul style="list-style-type: none"> • Other RSG facilities have union representation in support areas (facilities) - no estimates provided for Brockton • Some controversy over union certification <ul style="list-style-type: none"> ○ Pittsburgh, Des Plaines and Philadelphia

APPENDIX B – HOST COMMUNITY DEMOGRAPHIC CHARACTERISTICS

Appendix B								
Host Community Demographic Characteristics								
Host Community	MG&E Brockton		Rivers Des Plaines		Rivers Pittsburgh		Rivers Philadelphia	
	City of Brockton	Plymouth County	Des Plaines	Cook County	Pittsburgh	Allegheny County	Philadelphia	Philadelphia County
Population	94,267	500,772	58,802	5,227,827	306,045	1,229,172	1,546,920	1,546,920
Demographics-Age								
<21	30.6%	27.1%	22.7%	27.1%	24.0%	23.5%	27.4%	27.4%
21-34	18.3%	14.7%	18.5%	21.9%	28.5%	19.5%	24.5%	24.5%
35-54	27.0%	29.3%	26.9%	27.1%	21.8%	26.0%	24.8%	24.8%
55+	24.2%	28.9%	32.0%	24.0%	25.6%	31.0%	23.3%	23.3%
Demographics- Ethnicity								
White alone	43.4%	83.5%	66.1%	43.4%	65.1%	80.0%	36.2%	36.2%
Hispanic or Latino alone	10.0%	3.4%	17.7%	24.5%	2.7%	1.7%	13.0%	13.0%
Black or African American alone	37.3%	8.4%	1.6%	23.9%	24.3%	12.8%	41.8%	41.8%
Asian alone	1.7%	1.2%	13.1%	6.6%	4.8%	3.1%	6.6%	6.6%
Other	7.6%	3.5%	1.5%	1.6%	3.1%	2.4%	2.4%	2.4%
Unemployment Rate	9.1%	6.0%	4.5%	7.8%	5.8%	4.9%	8.8%	8.8%
Average Household Income	\$61,096	\$95,541	\$79,416	\$79,147	\$60,922	\$73,790	\$55,353	\$55,353
Median Housing Price	\$221,200	\$328,200	\$236,800	\$222,200	\$91,500	\$124,800	\$143,200	\$143,200
<i>Source: HLT Advisory Inc. Based on U.S. Census Bureau, 2010-2014 American Community Survey</i>								
<i>Note: Host cities and towns are included in county totals.</i>								

APPENDIX C – Rush Street Gaming (RSG) – EMPLOYEE DIVERSITY

Employee Diversity Comparison			
	Rush Street Gaming		
	Philadelphia	Pittsburgh	Des Plaines
African American	30.0%	11.0%	n.a.
Asian	14.0%	14.0%	n.a.
Hispanic or Latino	8.0%	2.0%	n.a.
Other	1.0%	2.0%	n.a.
Diverse	53.0%	29.0%	56.0%
Non-Diverse	47.0%	71.0%	44.0%
Male	60.0%	60.0%	57.0%
Female	40.0%	40.0%	43.0%
Total	100.0%	100.0%	100.0%
<i>Source: HLT Advisory Inc. based on MG&E submissions, PGCB Annual Diversity Report 14/15</i>			

APPENDIX D1 – CONSTRUCTION COST OVERVIEW

Brockton/MG&E Eligible Capital Costs			
Capital Investment	Submitted Budget	Eligible (E) vs. Ineligible (I)	
		Attachment 2-27-02	HLT Interpretation
Project Exterior Building Costs	\$223.3	E	E
Site Preparation and Improvements	\$13.9	E	E
Professional Fees	\$24.7	E	E
Off-Site Improvements	\$9.6	E	E
Contractors Soft Costs	\$17.1	E	E
Other Construction	\$11.1	E	E
Financing Costs - Capitalized Interest	\$59.3	E	E
Financing Costs- Deal Costs	\$10.3	E	E
Financing Costs- Legal	\$5.0	E	I
Owners' Hard Costs Contingency	\$17.9	E	I
Owners' Soft Costs Contingency	\$4.2	E	I
FF&E	\$107.2	E	E
Builders Risk Insurance	\$1.8	E	E
Initial Cage Cash	\$14.0	I	I
Interest Reserve	\$9.7	I	I
Initial Inventories and Supplies	\$3.3	I	I
Land	\$22.5	I	I
License Fee	\$85.0	I	I
Local Referendum Campaigns	\$2.0	I	I
Upfront Costs related to Problem Gambling Initiatives	\$1.0	I	I
Upfront HCA Costs	\$3.1	I	I
Community Contributions	\$1.0	I	I
MGC Costs	\$6.0	I	I
Pre-Opening Costs	\$14.9	I	I
Legal, Regulatory, Other	\$9.6	I	I
Total Eligible Capital (E)		\$505.4	\$478.3
Total Ineligible Capital (I)		\$172.1	\$199.2
Total Budget	\$677.5	\$677.5	\$677.5

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

APPENDIX D2 – OPERATING EXPENSES SUMMARY

[redacted]

APPENDIX E – MARKET FOCUS AND MARKETING ACTIVITIES

Appendix E	
Market Focus and Marketing Activities	
Marketing Strategies	MG&E Brockton
Marketing Strategies	
In-State	<ul style="list-style-type: none"> •Leverage Rush Rewards Loyalty Program •Intends to collaborate with local/regional tourism agencies •Sponsor/promote local/regional events •Intends to execute marketing strategies utilized at other facilities (ie. TV, Print, Social Media)
Out-of-State (Cross Marketing)	<ul style="list-style-type: none"> •Leverage transportation offerings and sponsor regional tourist attractions •Leverage rewards program member base
Entertainment	<ul style="list-style-type: none"> •Collaborate with local venues (ie. Brockton 21st Century properties) •Leverage in-house entertainment venue (ie. host boxing matches, live entertainment)
Sports (Cross Marketing)	<ul style="list-style-type: none"> •Intends to partner with Boston area sports franchises
Local Partners	<ul style="list-style-type: none"> •Brockton 21st Century (Shaw's Center, Campanelli Stadium) •Intends to extend local partnership base •\$50K/annum in local business gift card purchases
Food and Beverage	<ul style="list-style-type: none"> •Comps provided to rewards program members •Cross-market local F&B options inside and out the casino premise
<i>Source: HLT Advisory Inc. based on MG&E submission</i>	

APPENDIX F – ECONOMIC IMPACT SUMMARY - CONSTRUCTION

Appendix F			
Economic Impact from Construction (one-time)			
	Plymouth County	Region C	Total Massachusetts
Value Added (\$millions)			
Direct	\$152	\$0	\$152
Indirect / Induced	\$126	\$3	\$137
Total	\$278	\$3	\$289
Employment			
Direct	2,018	0	2,018
Indirect / Induced	1,363	33	1,466
Total	3,381	33	3,484
<i>Source: Innovation Group - Economic Impact Analysis</i>			

