



**MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #239**

March 29, 2018
10:30 a.m.

Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA



Massachusetts Gaming Commission



**NOTICE OF MEETING and AGENDA
March 29, 2018**

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Gaming Commission. The meeting will take place:

**Thursday, March 29, 2018
10:30 a.m.
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA**

PUBLIC MEETING - #239

1. Call to order
2. Approval of Minutes
 - a. March 15, 2018 – **VOTE**
3. Administrative Update – Ed Bedrosian, Executive Director
 - a. General Update
 - b. MGM - Opening Update
4. Ombudsman – John Ziembra
 - a. Wynn Boston Harbor Quarterly Report – Wynn Boston Harbor Executives
5. Workforce, Supplier and Diversity Development – Jill Griffin Executive Director
 - a. Wynn Boston Harbor Workforce Development Plan – Wynn Boston Harbor Executives
 - b. Region A Gaming School Update – Philip Page, Vice President-Strategic Partnerships and Mark Rotondo, Vice President – Innovation and Strategic Initiatives – Cambridge College
6. Legal Division – Catherine Blue, General Counsel
 - a. Draft Regulation Amendments and Small Business Impact Statements – Begin promulgation process – **VOTES**
 - i. 205 CMR 138.00 – Uniform Standards of Accounting Procedures and Internal Control Amendments
 - ii. 205 CMR 147.05 – Gaming Tournaments
 - iii. 205 CMR 139.04 – Update to Computation of Gross Gaming Revenue and Treatment of Complimentary Vigorish
 - b. 205 CMR 136.00 and 138.12 – Sale and Distribution of Alcoholic Beverages at Gaming Establishments - Approval of Final Draft Regulation Amendments and Amended Small Business Impact Statements to begin Formal Promulgation Process - **VOTE**



Massachusetts Gaming Commission

7. Investigations and Enforcement Bureau – Loretta Lillios, Deputy Director
 - a. MGM Qualifier Suitability Determination – **VOTE**

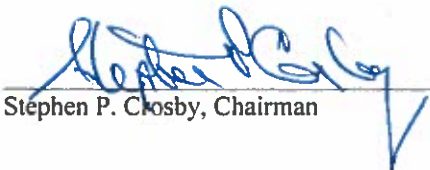
8. Racing Division – Alex Lightbown, Director and Chief Veterinarian
 - a. Suffolk Downs Racecourse Purse Request – **VOTE**
 - b. Suffolk Downs Racecourse Request to Amend Racing Dates – **VOTE**
 - c. Massachusetts Thoroughbred Breeders Association Request to race at Finger Lakes – **VOTE**
 - d. Harness Horseman’s Association of New England Pension Plan – **VOTE**
 - e. Plainridge Park Racecourse Request for Approval of Racing Officials and Key Personnel – **VOTE**

9. Commissioner’s Updates
 - a. Executive Director’s Performance Review - Commissioners

10. Other business – reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that on this date, this Notice was posted as “Massachusetts Gaming Commission Meeting” at www.massgaming.com and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us.

3/27/18
Date


Stephen P. Crosby, Chairman

Date Posted to Website: March 27, 2018 at 10:30 a.m.



Massachusetts Gaming Commission

DRAFT



Massachusetts Gaming Commission Meeting Minutes

Date/Time: March 15, 2018 – 10:00 a.m.

Place: Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA

Present: Chairman Stephen P. Crosby
Commissioner Lloyd Macdonald
Commissioner Bruce Stebbins
Commissioner Enrique Zuniga
Commissioner Gayle Cameron

**Time entries are linked to
corresponding section in
Commission meeting video**

Call to Order

See transcript page 2

[10.00 a.m.](#) Chairman Crosby called to order the 238th Commission meeting.

Approval of Minutes

See transcript pages 2 – 6

[10:00 a.m.](#) *Commissioner Macdonald moved to approve the minutes of the meeting on February 22, 2018 as they appeared in the packet, subject to correction for typographical errors and other nonmaterial matters. Commissioner Cameron seconded the motion. The motion passed unanimously.*

Commissioner Macdonald further moved to approve the minutes of the meeting of March 1, 2018, also subject to correction for typographical errors and other nonmaterial matters. Commissioner Cameron seconded the motion. Commissioner Stebbins noted a correction may be needed on page two of the Plainridge Park Casino Quarterly Report. He also requested a change in the language on page two, in the Two Year Public Safety Report section. Chairman

DRAFT

Crosby also requested a clarification be made on page two of the Plainridge Park Casino Quarterly Report. The motion was approved unanimously, as amended.

Administrative Update

See transcript pages 6 – 23

10:04 a.m. **General Update**

Executive Director Ed Bedrosian stated that there would be an updated Employment Update at the March 29th Commission Meeting. Risk assessment in the Information Technology area was also anticipated to be discussed on March 29th, specifically short-term needs.

Director Bedrosian noted that he had been working with MGM on a joint presentation of the MGM Critical Path Timeline that would be delivered during the current meeting. The timeline dealt with logistics of staffing, public safety, and all things that flowed into the path of the timeline. The two main items at this time were:

1. Construction commitments, as well as transportation demand management commitments of Ombudsman John Ziembra and Construction Project Oversight Manager Joe Delaney
2. Updates to reserved sections of 205 CMR 138.00: Accounting Procedures and Internal Controls

10:07 a.m. **MGM – Opening Update**

President and COO of MGM Springfield Mike Mathis, and General Manager of MGM Springfield Alex Dixon presented the MGM Springfield Critical Path Timeline, or “milestones”, and reviewed the status of preparations for the MGM opening.

Mr. Dixon explained that they had now transitioned from the “workforce development” stage to actual recruiting. They were now in the “one-on-one” interview phase with potential employees, using a tool called Hiring View where candidates would interview online.

The next phase of hiring was to be facilitated at the MassMutual Center in large numbers. After that, the employee licensing process would begin. Training would follow once the employees were licensed.

The next critical component would be when all of MGM Springfield’s systems would “go live”, and were communicating with a central system.

Mr. Dixon stated that they would be back before the Commission with greater details after working with staff to outline the process by which hopefully they would receive their Operations Certificate.

DRAFT

Legal Division

See transcript pages 23 - 74

10:24 a.m. **Discussion on 205 CMR 101.00: Adjudicatory Proceedings**

Deputy General Counsel Todd Grossman and Chief Enforcement Counsel of the IEB Loretta Lillios reviewed their collaborative revisions to regulation 205 CMR 101.00: Adjudicatory Proceedings.

The standard of review to make a final agency decision in the hearing appeal process was discussed. The Commissioners were asked to make a determination that would ensure ultimate fairness being afforded to all parties to achieve the best results possible.

11:18 a.m. The Commission took a 10 minute break and agreed to continue their discussion on Adjudicatory Proceedings after other scheduled items were presented.

Ombudsman

See transcript pages 74 - 249

11:30 a.m. **MGM Status and Schedule Review**

Ombudsman John Ziemba summarized that they would be presenting a review of MGM Springfield's status and schedule, and the MGM Quarterly Report, and Gaming School Scholarships.

Construction Project Oversight Manager Joe Delaney discussed areas of focus in major stages of construction of the MGM Springfield facility, as well as regulatory steps and approvals that the commission needed to grant before the opening of MGM.

Ombudsman Ziemba stated that the Commission would be asked to approve the detailed schedule for the major components and final schedule of the construction project, per statutory requirement. Ombudsman Ziemba also stated that the Commission would be asked to make a determination regarding MGM's compliance with its host and surrounding community agreements.

He added that the Commission will also check that MGM Springfield has met its license conditions and is in compliance with its RFA-2 commitments, as well as with the Massachusetts Environmental Policy Act (MEPA).

The Commission is working on many items with the City of Springfield in preparation for the opening of MGM, to include anticipated traffic associated with the opening.

DRAFT

The Commission will also address safety risks of MGM's dynamic billboard, facing I-91.

[11:40 a.m.](#) Construction Project Oversight Manager Joe Delaney presented items that would extend beyond the project opening, to include offsite housing, and the Armory building. Staff recommended that MGM provide quarterly updates to the Commission on the proposed programming for the Armory building, as well as the efforts to find a permanent tenant for that space.

Mr. Delaney noted that MGM needed LEED Gold Certification in order to meet environmental commitments. MGM has proposed a schedule for completion of their application to the Green Building Council and final certification.

[11:45 a.m.](#) **MGM Springfield Quarterly Report**

President and COO Mathis presented the MGM Springfield Project Update. He stated that the Dealer School had opened late last month, and classes had commenced. General Manager Alex Dixon stated that there were just over 100 students currently enrolled in the program, with another session starting in May.

Vice President of Marketing, Advertising and Retail, Sarah Moore presented the Restaurant and Entertainment Program. Their culinary portfolio contained several restaurant concepts.

Ms. Moore discussed additions to their entertainment portfolio, to include Top Golf Swing Suites, and the Armory program calendar that had various events and activities that would fit that designated space. MGM was also preparing for construction of the movie theater.

COO Mathis updated the Commission on a project called "Corner Development", which was a specific corner of the property they felt had significant visibility to people traveling in from Main Street. MGM felt that it was important to develop this piece of real estate, also to cater to the young professional crowd that was now residing in that area. MGM was working with a Food and Beverage company and finalizing paperwork with them in order to begin construction. COO Mathis stated that this project would build support, infrastructure, and offer amenities. It was projected that the project would be complete before the summer of 2019.

MGM was also partnering with Head Start for the childcare center, which will be available to residents of local communities as well as MGM Springfield employees.

General Manager Alex Dixon presented the Programming Update. There was discussion of a study that was conducted regarding casino optimization for millennials. There would be an increased number of poker tables, table games,

DRAFT

and a reduced number of penny slots, as to increase revenue to the casino and to the Commonwealth.

MGM was working on various projects and agreements, to include working with the PVTA to provide a free, zero emission electric shuttle bus in lieu of trolleys. There would also be a lottery agreement. Machines would be on the floor within the coming months. Mr. Dixon reviewed maps indicating where these machines would be located.

12:30 p.m. General Counsel of MGM Springfield, Seth Stratton presented on new gaming establishment property boundaries. He outlined how these changes would remove 101 State Street and a small parking lot. Counsel Stratton noted that these changes would affect police jurisdiction as well. Counsel Stratton stated that in anticipation of an upcoming meeting with MGC staff on this, the goal would be to come back and formally propose this amendment to their license in April.

MGM's dynamic billboard was also discussed in terms of permitting and jurisdictional issues. A significant concern regarding driver safety around this billboard was raised by the Commission.

Counsel Stratton then presented an update on the progress MGM is making with the City of Springfield regarding MGM's commitment to maintaining a market-rate residential property. The location for this was 13-31 Elm Street. Some challenges as well as goals for this project were discussed.

Counsel Stratton then gave an overview of other general commitments that were ongoing and being monitored.

1:47 p.m. Vice President of Construction & Development Brian Packer presented updates to MGM's project status since notice of some adjustments in their project plan. Mr. Packer presented their plan for parking during construction and how they had been working with MassDOT and surrounding community groups. He then outlined benchmarks for greenhouse gas emission reduction, and implementing the use of green roofs for storm water management purposes. Mr. Packer then presented the status of construction for each area of the entire property in detail.

2:14 p.m. Vice President of Finance/Chief Financial Officer Courtney Wenleder presented the Q4 Project Spend Cost Estimate to date. Ms. Wenleder compared payments out to what was committed, and found that MGM's total project spend increased 20.7% over the quarter. Total capital cost increased 27.4%. Other increases reported included pre-opening cost, payroll, gaming assessment, community payments, marketing, outside services, and professional fees.

DRAFT

Ms. Wenleder then covered workforce diversity statistics, specifically the data tracking time spent per hour onsite for women, minorities, veterans. She reported that they had exceeded their target goals for this initiative.

2:25 p.m.

Community Mitigation Fund – Gaming School Scholarships

On behalf of the Community Mitigation Fund Review Team, Ombudsman Ziembra requested guidance from the Commissioners regarding gaming school tuition scholarships, and whether or not funding them was warranted.

The request came at a time when Region B joint applicants requested a waiver of the Commission’s planned timeline in order to begin their readiness and skills training as soon as possible, in order to align with MGM’s upcoming hiring events. Under time constraints, the Community Mitigation Fund Review Team was pressed to make an expeditious decision as to whether or not to fund these scholarships.

The first round of second-level classes was slated to begin on April 9, 2018. Even with an immediate decision by the Commission, it was unclear if a scholarship program could be put in place by April 9, and was more feasible to be ready by May 7.

Ombudsman Ziembra, with Director of Workforce, Supplier and Diversity Development Jill Griffin and General Manager Alex Dixon discussed the issues presented as well as options with the Commissioners.

Chairman Crosby stated that he felt the scholarship fund was high impact, valuable money supporting job creation. He suggested that Ombudsman Ziembra move forward with the scholarship effort and see if his team could work it into the cohort that was slated to begin on April 9.

2:55 p.m.

Commissioner Stebbins moved that the commission agree that the application meets the conditions for a waiver request. Commissioner Cameron seconded the motion. The motion passed 5 – 0.

Commissioner Stebbins moved to approve the request from MCCTI for \$60,000 for scholarships to the gaming school as outlined in the packet. Commissioner Macdonald seconded the motion. The motion passed 5 – 0.

Racing Division

See transcript pages 250 - 310

3:00 p.m.

Harness Horseman’s Association of New England Pension Plan

Director and Chief Veterinarian, Dr. Alexandra Lightbown and Treasurer for the Harness Horseman’s Association of New England (HHANE) Alice Szpila presented a pension plan that was being developed by the HHANE, per MGL c.

DRAFT

23K § 60 of the Racehorse Development Fund. With them was Counsel for the HHANE, Jeanne Bakker, and Financial Advisor for Ameriprise Financial, Normand Fluet.

Ms. Szpila summarized how she developed the plan, tailoring it to industry standards as well as specifically to Massachusetts residents. Ms. Szpila explained that there would be incentive to move to Massachusetts in order to receive the enhanced portions of the plan, specific to residents.

Counsel Bakker stated that her role, as counsel to the association, was to advise the committee on their design decisions in terms of participation and benefit accrual requirements. She further described details of the plan, and specified that drivers, trainers, and members of the Board of Trustees of the Association would be allowed to participate. All three groups must remain a member of the association in good standing, and participate in a five-year vesting plan.

She articulated that drivers and trainers would earn benefits based on the number of qualified starts (races where the designated trainer or driver completes the race) over the course of the racing season. They would complete a minimum number of qualified starts per month, each month of the racing season, earning points. This requirement would keep the drivers and trainers racing, and in turn would benefit the association.

Board members (Trustees of the Harness Horseman's Association) would have their own participation requirements. They must also be an active driver or trainer participating in honest racing at the race track. They would not earn points in the same manner as drivers and trainers, but instead would earn them based on time served on the board.

Mr. Fluet would advise the committee on their investment assets for the plan. Every year, in addition to contributions, Mr. Fluet would provide an investment statement to a third-party administrator and determine what the net, loss or gain is for the year. Each year that amount would be allocated to the participant's account.

Dr. Lightbown added that upon completion, this plan would be available in the Commission packet on the MGC website. Ms. Szpila also planned to post the plan on the HHANE website and/or through an email blast, so all members could see it. She also stated that this item would be brought back to the Commission for a vote, and that people were more than welcome to send in their comments.

Commissioner Zuniga left the meeting.

Workforce, Supplier and Diversity Development

DRAFT

See transcript pages 310 - 317

4:00 p.m. Director of Workforce, Supplier and Diversity Development, Jill Griffin presented an update on the division's current developments.

Director Griffin described a vendor/purchasing fair for specific areas being held on Thursday, March 22nd at Anthony's of Malden, and was being sponsored by Wynn Boston Harbor. Wynn had advertised this fair to their host and surrounding community vendors, also to minority women and veteran-owned businesses. There had already been a sizeable response and 300 people had already RSVP'd. She added that there would be subsequent fairs as well.

Director Griffin announced a funding opportunity that that focused on promoting awareness of job opportunities and assisting job candidates to connect with casinos during operations. It would also maximize contracting opportunities for vendors with licensees. This fund was directed toward nonprofit, grassroots organizations and coalitions that could impact the licensee's diversity goals. The grant funds were built into the Workforce, Supplier and Diversity budget. Applicants were to submit their proposals by March 26th.

Legal Division

See transcript pages 317 - 347

4:15 p.m. **Amendments and Small Business Impact Statements – Begin Promulgation Process – VOTES**

General Counsel Catherine Blue asked for approval of the Small Business Impact Statement and amendment to 205 CMR 146.00 to add 146.23 – Chase the Flush Table; Physical Characteristics. This amendment was an addition of a description of a particular type of table in the table games equipment regulation.

4:16 p.m. *Commissioner Macdonald moved to approve the Small Business Impact Statement of 205 CMR 146.23 as included in the packet. Commissioner Stebbins seconded the motion. The motion passed 4 – 0.*

Commissioner Macdonald further moved that the Commission approve the amendments to 205 CMR 146.23 as included in the packet and authorize the staff to take the next steps necessary to file the regulation with the Secretary of the Commonwealth to proceed with the regulation promulgation process. The motion passed 4 – 0.

4:17 p.m. **Discussion on 205 CMR 101.00: Adjudicatory Proceedings, Cont.**

General Counsel Catherine Blue continued the earlier discussion regarding the standard of review for the Commission when the Commission was hearing a matter that had been appealed from a decision of the hearing officer. She

DRAFT

advised the Commission that they ;have used the de novo review standard, with their decision being supported by substantial evidence in the written record before them. The idea was that the Commission would take a fresh look at what came before the hearing officer.

Commissioner Macdonald suggested that the Commission's scope of review on the written record be a substantial evidence review. If the Commission determined that the hearing officer did have substantial evidence to support his decision, the Commission would affirm.

There was discussion around the nuances of applying the de novo standard. The Commission could review the written record that the hearing officer based his decision on, and determine whether or not he had sufficient substantial evidence to make his decision, or they could further analyze and consider evidence that the hearing officer may not have considered, and choose whether or not to affirm based on their analysis.

General Counsel Blue stated that staff will redraft the hearing officer's standard for the Commission's review so that they could have further discussion on the amended sections when Commissioner Zuniga was in attendance. The discussion was deferred to a subsequent meeting for a decision to be made on the whole package then.

Commissioners' Updates

See transcript pages 347 – 352

Commissioner Zuniga returned to the meeting.

[4:40 p.m.](#) The Commissioners expressed their gratitude and thanked Commissioner Macdonald for his contributions and exceptional service to the Commission. Commissioner Macdonald expressed his deep gratitude to the Commissioners and staff for welcoming him and making allowances for him, as he was called upon to fill the shoes of Judge Jim McHugh.

[4:48 p.m.](#) *Having no further business, a motion to adjourn was made by Commissioner Cameron. Commissioner Zuniga seconded the motion. The motion passed unanimously.*

List of Documents and Other Items Used

1. Notice of Meeting and Agenda, dated March 15, 2018
2. Commission Meeting Minutes Draft dated February 22, 2018
3. Commission Meeting Minutes Draft dated March 1, 2018
4. High Level Project Milestones PowerPoint Presentation – MGM
5. MGM Commitment Response Letter

DRAFT

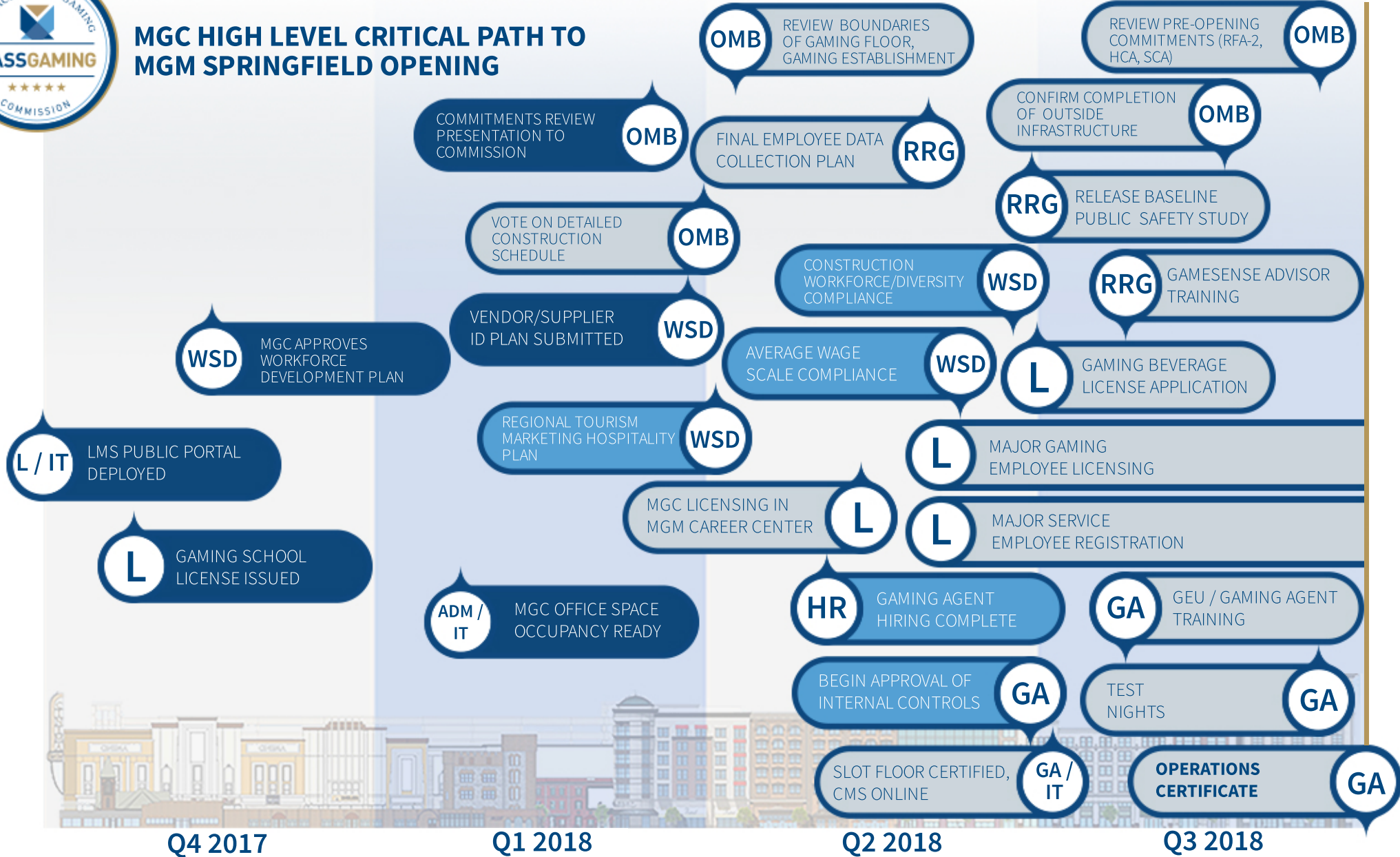
6. MGM Project Overview
7. Letter to Seth Stratton from Ombudsman Ziemba and Construction Project Oversight Manager Joe Delaney
8. MGM Springfield Presentation
9. MGM Springfield 2017 Q4
10. 2018 Community Mitigation Fund Gaming School Scholarships Applications dated March 13, 2018
11. Harness Horsemen's Association Pension Plan
12. Wynn Boston Harbor Vendor Supplier Fair
13. Expanding Economic Access in the Commonwealth's New Casino Industry
14. Small Business Impact Statement for 205 CMR 101.00 – Adjudicatory Proceedings
15. Draft 205 CMR 101.00 Adjudicatory Proceedings
16. Draft 205 CMR 146.23 Chase the Flush Table; Physical Characteristics

/s/ Catherine Blue
Assistant Secretary



MGC HIGH LEVEL CRITICAL PATH TO MGM SPRINGFIELD OPENING

MGM OPENS



Wynn BOSTON HARBOR
®

Wynn Boston Harbor

QUARTERLY REPORT AS OF DECEMBER 31, 2017

Wynn Boston Harbor

CONSTRUCTION

Major Milestones

Site Work

- ☑ Marine (Landside) – 96% complete
- ☑ Site Utilities – 96% complete
- ☑ EPS Block – 70% complete
- ☑ Plant selection and purchasing – 100% complete
- ☑ Planting and hardscape work to begin April 2018

Garage

- ☑ Garage Structure – 100% complete
- ☑ Fire Protection, Electric and Masonry – 75% complete
- ☑ MEP Finishes – 50% complete
- ☑ Spray Insulation – 55% complete
- ☑ Garage painting – 60% complete

Major Milestones

Podium North/Central Utility Plant

- ☑ Plumbing, electrical, fire protection – 99% complete
- ☑ Drywall and ceiling frames – 95% complete
- ☑ Flooring – 65% complete

Podium – Gaming

- ☑ Ceiling framing – 80% complete
- ☑ Wall framing – 90% complete
- ☑ Drywall – 15% complete

Podium – Convention

- ☑ Wall framing – 70% complete
- ☑ Plumbing – 30% complete
- ☑ Electrical – 20% complete

Hotel Tower

- ☑ Curtain Wall – currently on L16
- ☑ Concrete – currently on L25
- ☑ Golden room finishes – 15% complete
- ☑ Drywall – started up to L11





South side panels (16th Floor)



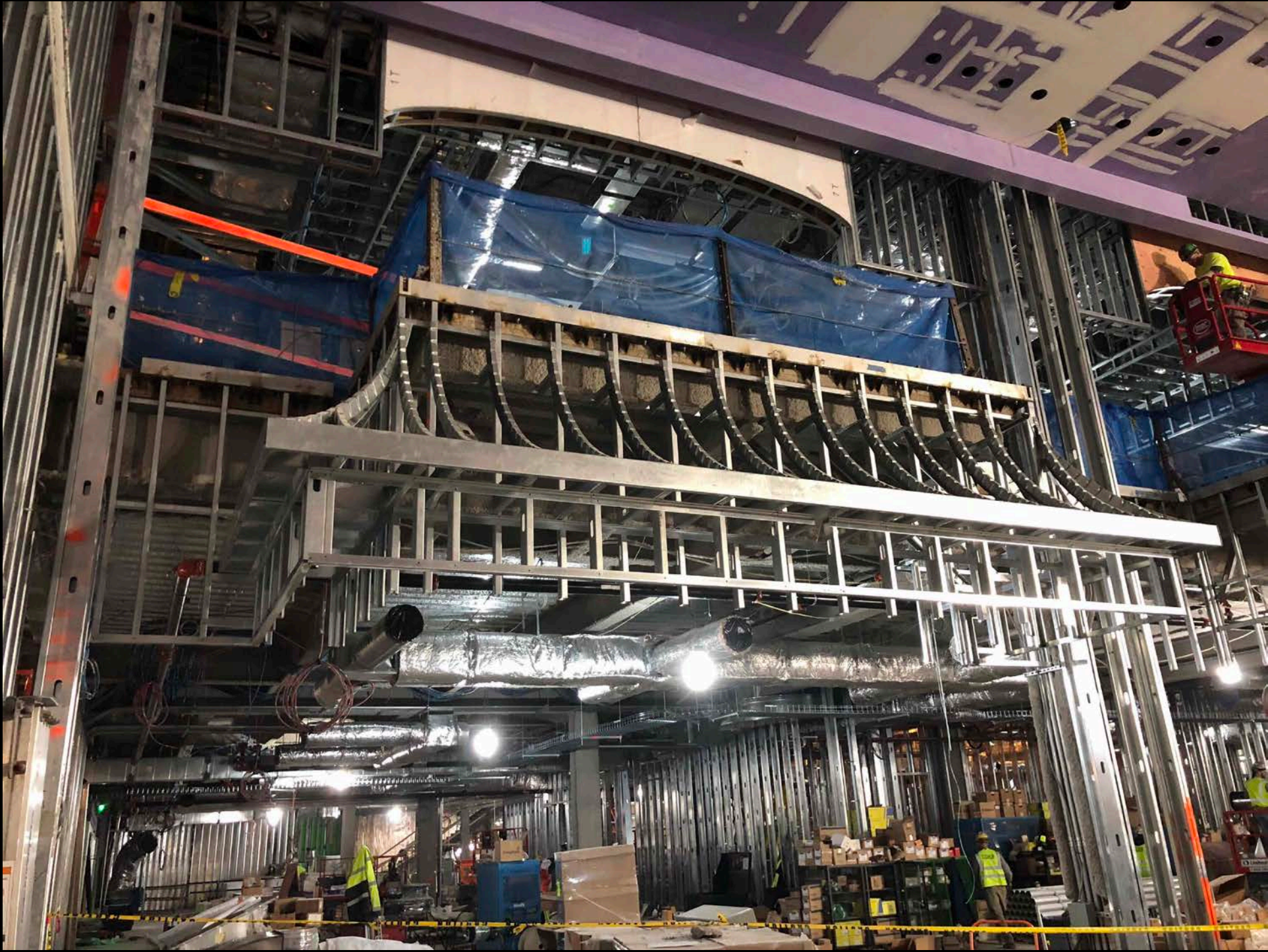
Garden Lobby



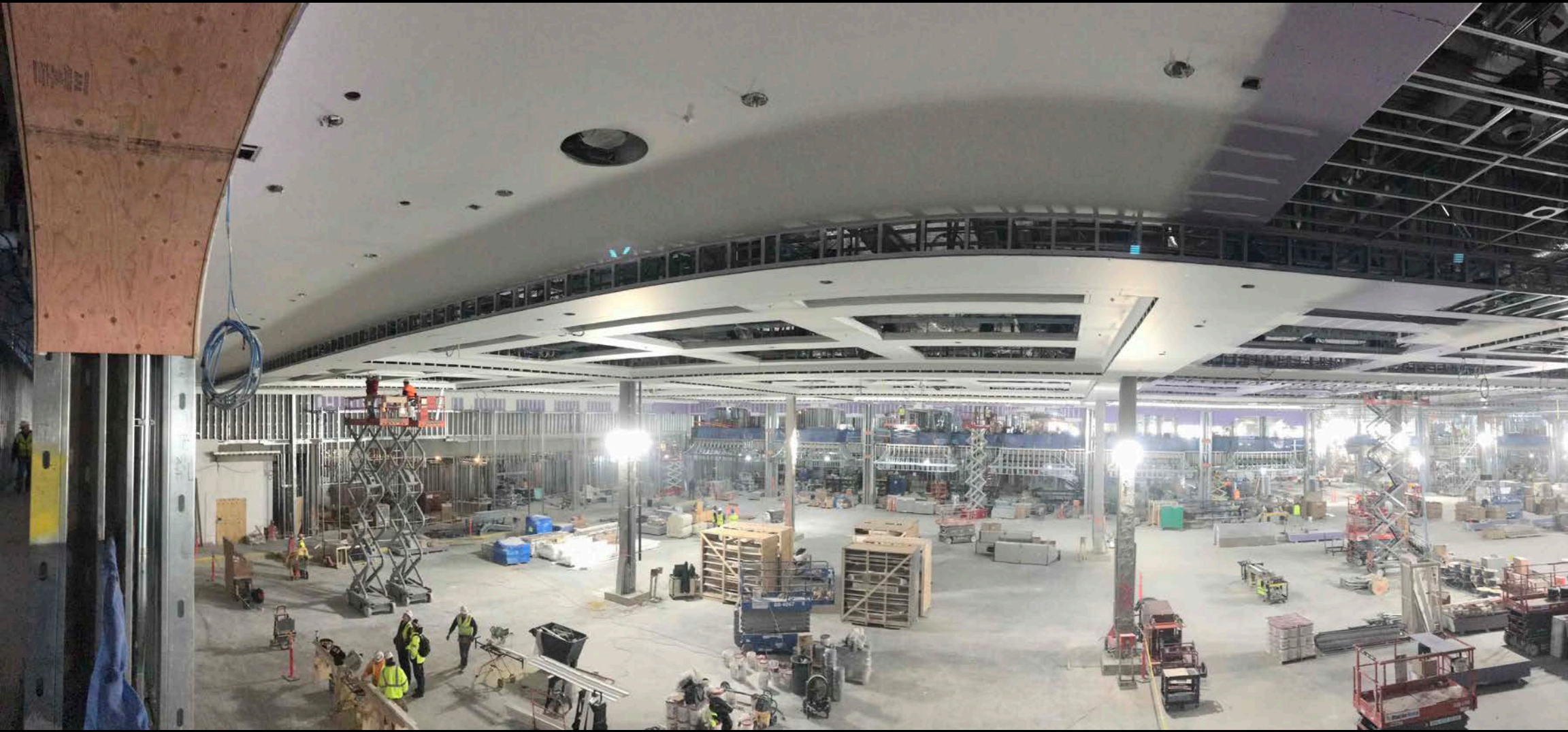
Gaming floor ceiling



Gaming Area



Gaming Floor

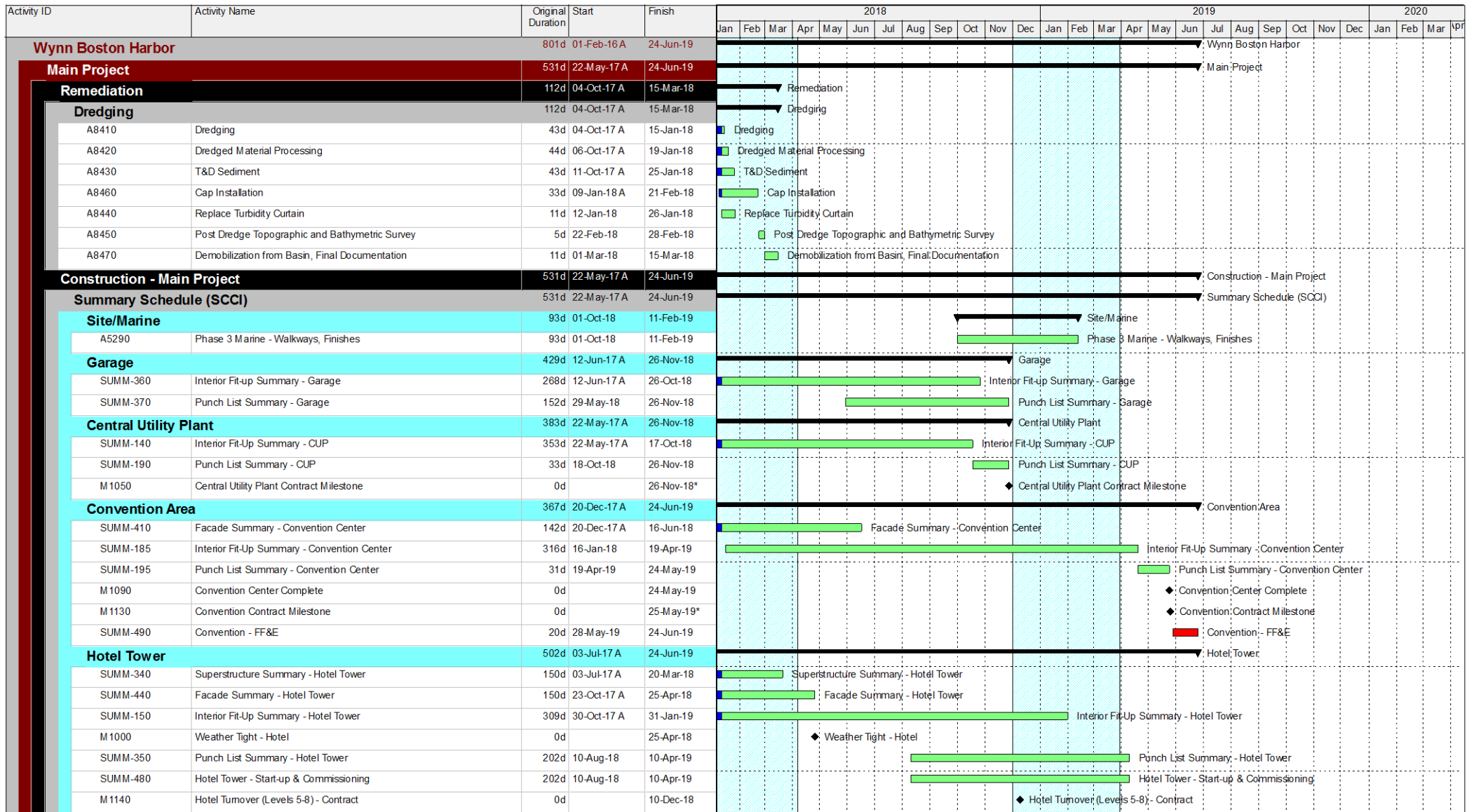






Wynn Boston Harbor

PROJECT SCHEDULE



Data Date: 12-Jan-18
 Print Date: 15-Jan-18
 Page 1 of 5

Wynn Boston Harbor
 Project Master Schedule
 Schedule Update #35



Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020											
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr								
Service Road and Utilities Projects		277d	04-Apr-18	03-May-19	Service Road and Utilities Projects																																			
Service Road Construction		211d	09-Jul-18	03-May-19	Service Road Construction																																			
12110	Service Road - Phase 4c - Pavement Alignment (on Hold)	12d	09-Jul-18*	24-Jul-18	Service Road - Phase 4c - Pavement Alignment (on Hold)																																			
12120	Final Roadway Top, Striping, Landscaping	25d	01-Apr-19*	03-May-19	Final Roadway Top, Striping, Landscaping																																			
National Grid Gas Line Extension on Broadway		20d	04-Apr-18	01-May-18	National Grid Gas Line Extension on Broadway																																			
A3000	Tie in at Dexter	20d	04-Apr-18	01-May-18	Tie in at Dexter																																			
A2970	National Grid Complete Gas Line Upgrades	10d	18-Apr-18	01-May-18	National Grid Complete Gas Line Upgrades																																			
A9810	Gas Line Upgrades Completed	0d		01-May-18	Gas Line Upgrades Completed																																			



Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020					
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Off-Site Transportation Improvements		791d	01-Feb-16 A	10-Jun-19	Off-Site Transportation Improvements																													
Milestone		276d	13-Oct-17 A	23-Jan-19	Milestone																													
Package #1 (Lower Broadway and Truck Route)		260d	13-Oct-17 A	27-Dec-18	Package #1 (Lower Broadway and Truck Route)																													
AMS.800.1140	CP#1 Construction (Lower Broadway and Truck Route)	260d	13-Oct-17 A	27-Dec-18	CP#1 Construction (Lower Broadway and Truck Route)																													
Package #2 (Santilli, Sweetser, Wellington, Bell and C/M Signals)		251d	09-Nov-17 A	23-Jan-19	Package #2 (Santilli, Sweetser, Wellington, Bell and C/M Signals)																													
AMS.800.1160	CP#2 Construction (Santilli Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Santilli Circle)																													
AMS.800.1220	CP#2 Construction (Sweetser Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Sweetser Circle)																													
AMS.800.1230	CP#2 Construction (Wellington Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Wellington Circle)																													
AMS.800.1240	CP#2 Construction (Bell Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Bell Circle)																													
AMS.800.1250	CP#2 Construction (Chelsea/Medford Signals)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Chelsea/Medford Signals)																													
Package #3 (Wellington and Malden Stations)		154d	05-Feb-18	12-Sep-18	Package #3 (Wellington and Malden Stations)																													
AMS.800.1210	Bid Process	15d	05-Feb-18	26-Feb-18	Bid Process																													
AMS.800.1180	CP#3 Construction (Wellington and Malden Stations)	62d	15-Jun-18	12-Sep-18	CP#3 Construction (Wellington and Malden Stations)																													
Package #4 (Sullivan Square)		255d	01-Nov-17 A	15-Jan-19	Package #4 (Sullivan Square)																													
AMS.800.1300	CP#4 Construction (Sullivan Square)	255d	01-Nov-17 A	15-Jan-19	CP#4 Construction (Sullivan Square)																													
Land Transfers, Easements		454d	02-Jan-17 A	10-Jun-19	Land Transfers, Easements																													
Batchyard Easement (CP #1)		50d	10-Jul-17 A	15-Feb-18	Batchyard Easement (CP #1)																													
1050	Agreement Finalization	50d	10-Jul-17 A	15-Feb-18	Agreement Finalization																													
Varoudakis (Robin and Beacham Corner) (CP #1)		9d	02-Jan-18 A	15-Jan-18	Varoudakis (Robin and Beacham Corner) (CP #1)																													
1180	Agreement Finalization	9d	02-Jan-18 A	15-Jan-18	Agreement Finalization																													
Sprague (CP #1)		150d	05-Jun-17 A	30-Mar-18	Sprague (CP #1)																													
1080	NGrid Easement Received from Sprague	45d	05-Jun-17 A	31-Jan-18	NGrid Easement Received from Sprague																													
1150	License Agreement	14d	12-Jan-18	31-Jan-18	License Agreement																													
1160	Award Utility Relocations	15d	01-Feb-18	22-Feb-18	Award Utility Relocations																													
1170	Utility Relocations, Remove Pole	26d	23-Feb-18	30-Mar-18	Utility Relocations, Remove Pole																													
Proposed Beacham Realignment (CP #1)		30d	08-Jan-18 A	01-Mar-18	Proposed Beacham Realignment (CP #1)																													
1130	Finalize Legal Agreements, Tenant Vacates	30d	08-Jan-18 A	01-Mar-18	Finalize Legal Agreements, Tenant Vacates																													
Proposed Dexter Realignment (CP #1)		150d	02-Jan-17 A	30-Mar-18	Proposed Dexter Realignment (CP #1)																													
14950	Previous Owner/Tenant Legal Agreement Reached (TBD)	110d	02-Jan-17 A	02-Mar-18	Previous Owner/Tenant Legal Agreement Reached (TBD)																													
14960	Tenant Vacates (TBD)	20d	05-Mar-18	30-Mar-18	Tenant Vacates (TBD)																													
Gilbane-BNY Mellon Building (CP #2)		50d	05-Jun-17 A	01-Mar-18	Gilbane-BNY Mellon Building (CP #2)																													
1090	Finalize Easement with Owner	50d	05-Jun-17 A	01-Mar-18	Finalize Easement with Owner																													
Final Planning Board Approval		40d	15-Apr-19	10-Jun-19	Final Planning Board Approval																													
14970	Final Planning Board Approval	40d	15-Apr-19	10-Jun-19*	Final Planning Board Approval																													
Construction Package #1 - Lower Broadway & Truck Route		306d	13-Oct-17 A	27-Dec-18	Construction Package #1 - Lower Broadway & Truck Route																													
Lower Broadway & Truck Route		306d	13-Oct-17 A	27-Dec-18	Lower Broadway & Truck Route																													
CP#1 Construction		306d	13-Oct-17 A	27-Dec-18	CP#1 Construction																													

Data Date: 12-Jan-18
Print Date: 15-Jan-18
Page 4 of 5

Wynn Boston Harbor
Project Master Schedule
Schedule Update #35



Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020		
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
ALB.900.1050	CP#1 - Construction (Lower Broadway and Truck Route) 440 days	440d	13-Oct-17 A	27-Dec-18	[Gantt bar from Oct 2017 to Dec 2018]												CP#1 - Construction (Lower Broadway and Truck Route) 440 days														
ALB.900.1080	Broadway West (BWSC Drive to Service Entrance)	45d	01-Jun-18	03-Aug-18	[Gantt bar from Jun to Aug 2018]												Broadway West (BWSC Drive to Service Entrance)														
ALB.900.1090	Broadway East (Beacham to Project N. Limit)	57d	01-Jun-18	21-Aug-18	[Gantt bar from Jun to Aug 2018]												Broadway East (Beacham to Project N. Limit)														
ALB.900.1100	Broadway West (Service Entrance to Project N. Limit)	23d	14-Aug-18	14-Sep-18	[Gantt bar from Aug to Sep 2018]												Broadway West (Service Entrance to Project N. Limit)														
ALB.900.1110	Broadway East (Project S. Limit to Beacham)	22d	27-Aug-18	26-Sep-18	[Gantt bar from Aug to Sep 2018]												Broadway East (Project S. Limit to Beacham)														
ALB.900.1070	CP #1 Completed	0d		27-Dec-18	[Gantt bar from Dec 2018 to Dec 2018]												◆ CP #1 Completed														
Construction Package #2 - Route 16		306d	09-Nov-17 A	23-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												Construction Package #2 - Route 16														
CP#2 Construction		306d	09-Nov-17 A	23-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												CP#2 Construction														
ALB.900.1040	CP#2 - Construction (Santilli, Wellington, Sweetser, Bell Circles, Chelsea)	440d	09-Nov-17 A	23-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												CP#2 - Construction (Santilli, Wellington, Sweetser, Bell Circles, Chelsea/Medford Signals)														
ALB.900.1060	CP #2 Completed	0d		23-Jan-19	[Gantt bar from Jan 2019 to Jan 2019]												◆ CP #2 Completed														
Construction Package #3 - MBTA Wellington & Malden Station		235d	18-Sep-17 A	12-Sep-18	[Gantt bar from Sep 2017 to Sep 2018]												Construction Package #3 - MBTA Wellington & Malden Station														
MBTA Wellington & Malden Station		235d	18-Sep-17 A	12-Sep-18	[Gantt bar from Sep 2017 to Sep 2018]												MBTA Wellington & Malden Station														
CP#3 Construction		235d	18-Sep-17 A	12-Sep-18	[Gantt bar from Sep 2017 to Sep 2018]												CP#3 Construction														
AWM.901.1030	CP#3 - Finalize CDs	15d	18-Sep-17 A	19-Jan-18	[Gantt bar from Sep 2017 to Jan 2018]												CP#3 - Finalize CDs														
AWM.901.1010	CP#3 - Bid Documents	10d	22-Jan-18	02-Feb-18	[Gantt bar from Jan to Feb 2018]												CP#3 - Bid Documents														
AWM.903.1030	CP#3 - Bidding	15d	05-Feb-18	26-Feb-18	[Gantt bar from Feb to Feb 2018]												CP#3 - Bidding														
AWM.900.1060	CP #3 - Contracting/Award (NTP)	24d	27-Feb-18	30-Mar-18	[Gantt bar from Feb to Mar 2018]												CP #3 - Contracting/Award (NTP)														
AWM.900.1040	CP#3 - Construction (Wellington and Malden MBTA Stations)	90d	15-Jun-18	12-Sep-18	[Gantt bar from Jun to Sep 2018]												CP#3 - Construction (Wellington and Malden MBTA Stations)														
AWM.900.1050	CP #3 Completed	0d		12-Sep-18	[Gantt bar from Sep 2018 to Sep 2018]												◆ CP #3 Completed														
Construction Package #4 - Sullivan Square Charlestown		307d	01-Nov-17 A	15-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												Construction Package #4 - Sullivan Square Charlestown														
A7420	Construction - Sullivan Square	440d	01-Nov-17 A	15-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												Construction - Sullivan Square														
ALB.900.1120	Phase 1 - Alford Street Southbound	150d	27-Nov-17 A	28-Jun-18	[Gantt bar from Nov 2017 to Jun 2018]												Phase 1 - Alford Street Southbound														
ALB.900.1130	Phase 2 - Alford Street Northbound	97d	07-May-18	21-Sep-18	[Gantt bar from May to Sep 2018]												Phase 2 - Alford Street Northbound														
ALB.900.1140	Phases 3 and 4 - MBTA Station	101d	07-May-18	27-Sep-18	[Gantt bar from May to Sep 2018]												Phases 3 and 4 - MBTA Station														
ALB.900.1180	Phase 8 - D Street and Spice Street	128d	17-May-18	15-Nov-18	[Gantt bar from May to Nov 2018]												Phase 8 - D Street and Spice Street														
ALB.900.1150	Phase 5 - Maffa Way	56d	29-Jun-18	18-Sep-18	[Gantt bar from Jun to Sep 2018]												Phase 5 - Maffa Way														
ALB.900.1160	Phase 6 - Beacham Street	46d	29-Jun-18	04-Sep-18	[Gantt bar from Jun to Sep 2018]												Phase 6 - Beacham Street														
ALB.900.1170	Phase 7 - Cambridge Street	28d	06-Aug-18	13-Sep-18	[Gantt bar from Aug to Sep 2018]												Phase 7 - Cambridge Street														
A7550	Sullivan Square Completed	0d		15-Jan-19	[Gantt bar from Jan 2019 to Jan 2019]												◆ Sullivan Square Completed														
Woods Memorial Bridge (by DOT)		520d	01-Feb-16 A	11-May-18	[Gantt bar from Feb 2016 to May 2018]												Woods Memorial Bridge (by DOT)														
A4040	Project by DOT	520d	01-Feb-16 A	11-May-18	[Gantt bar from Feb 2016 to May 2018]												Project by DOT														
A4080	Bridge Completed	0d		11-May-18	[Gantt bar from May 2018 to May 2018]												◆ Bridge Completed														



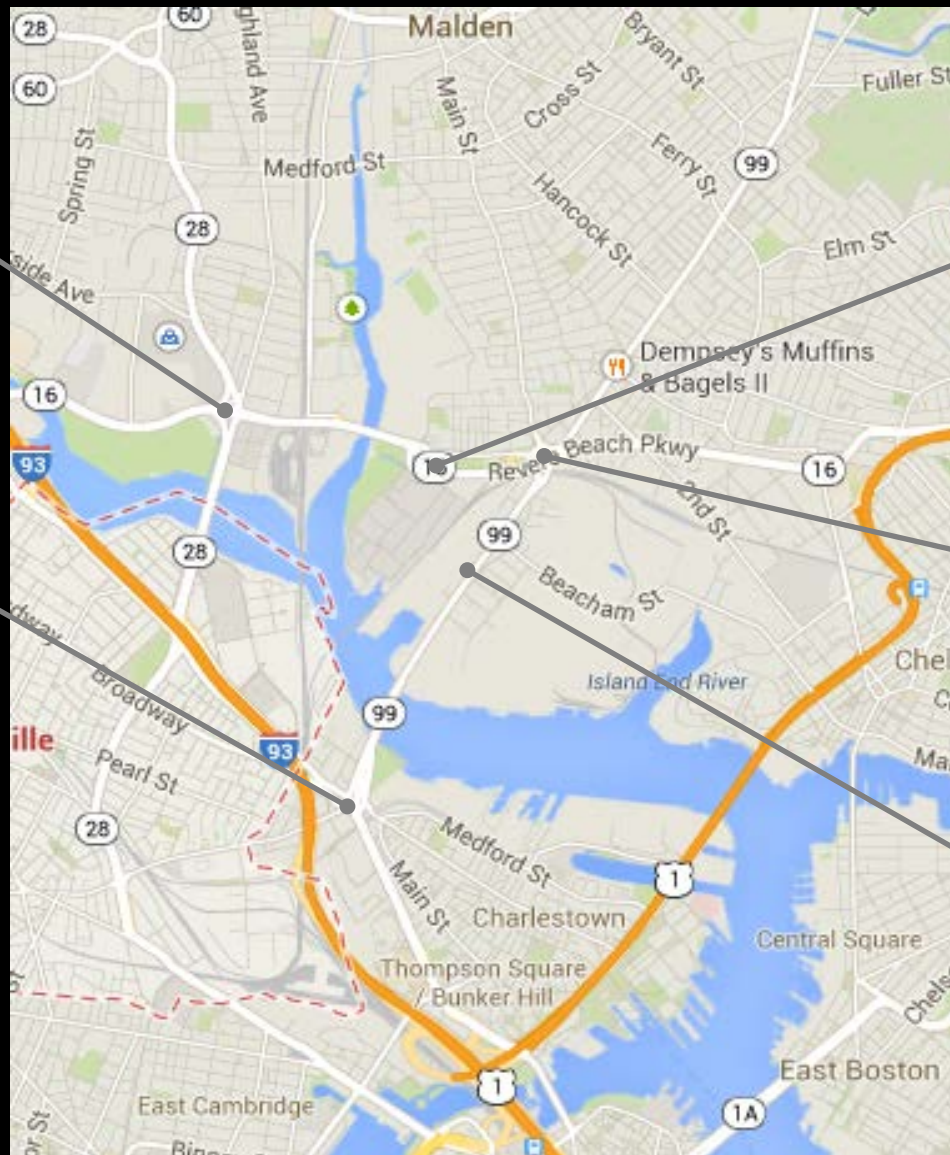
Wynn Boston Harbor

OFFSITE INFRASTRUCTURE IMPROVEMENTS

Offsite Infrastructure Improvements

Wellington Circle,
Medford

Sullivan Square and
Cambridge Street,
Boston



Santilli Circle,
Everett

Sweetser Circle,
Everett

Lower Broadway
Everett/Boston

Bid Packages

1. Broadway from Alford Street (City of Boston) to Sweetser Circle in Everett, including new Truck Route along Robin and Dexter Street in Everett
 - Contract awarded to SPS New England, Inc.
1. Route 16 (Mystic Valley Parkway/ Revere Beach Parkway) in Everett, Medford, Chelsea, and Revere (includes Wellington, Sweetser, Santilli and Bell Circles)
 - Contract awarded to J. Derenzo Co.
2. MBTA Station Improvements including Wynn Shuttle Bus Shelters at Malden Center Station and Wellington Station and parking lot improvements at
 - Contract awarded to D.W. White Construction, Inc.
3. Sullivan Square Improvements
 - Contract awarded to D.W. White Construction, Inc.

Wynn Boston Harbor

PROJECT RESOURCES / DIVERSITY

Contracts Awarded to Minority, Women and Veteran Business Enterprises for Design Phase

MBE

12 contract awards:

\$5,503,406

% of total contracts: **9.0%**

Goal: **7.9%**

WBE

13 contract awards:

\$4,313,573

% of total contracts: **7.0%**

Goal: **10.0%**

VBE

4 contract awards:

\$4,044,518

% of total contracts: **6.6%**

Goal: **1.0%**

SUMMARY

29 total M/W/VBE contracts:

\$13,861,497

% of total contracts: **22.6%**

Goal: **18.9%**

Contracts Awarded to Minority, Women and Veteran Business Enterprises for Construction Phase

MBE

51 contract awards:

\$60,815,901

% of total contracts: **5.6%**

Goal: **5.0%**

WBE

115 contract awards:

\$103,901,361

% of total contracts: **9.6%**

Goal: **5.4%**

VBE

30 contract awards:

\$28,763,234

% of total contracts: **2.6%**

Goal: **1.0%**

SUMMARY*

176 total M/W/VBE contracts:

\$177,188,732

% of total contracts: **16.3%**

Goal: **11.4%**

*M/W/VBE construction contract awards report includes awards and payments made to businesses with more than one diverse classification (i.e. M/WBE). Totals reported deduct any double counting due to awards to businesses with more than one diverse classification.

Minority, Women and Veteran Workforce Participation for Construction Phase

Minority

577 workers:

277,545 hours

% of total work hours:

25.5%

Goal: **15.3%**

Female

144 workers:

77,216 hours

% of total work hours: **7.1%**

Goal: **6.9%**

Veteran

122 workers:

73,868 hours

% of total work hours: **6.8%**

Goal: **3.0%**

Wynn Boston Harbor

COMMUNITY EVENTS AND OUTREACH

Outreach: Q4 2017

- 11/1: Greater Boston Chamber of Commerce Executive Forum – Steve Wynn Presentation
- 11/2: Celebrate Completion of Structural Steel
- 11/2: Metro Fire Chiefs Site Tour
- 11/3: Project Update and Site Tour with Congressman Capuano's Office
- 11/3: Environmental League of Massachusetts Site Tour
- 11/6: Mystic River Watershed Association Site Tour
- 11/8: Presented Project Status and Update to Labor Hearing on Beacon Hill with Representative Dan Ryan
- 11/8: The Neighborhood Developers
- 11/9: Scholar Athletes – Wynn Zone at Everett High School Ribbon Cutting
- 11/9: Malden Kiwanis
- 11/10: UMASS Amherst
- 11/10: Disabled American Veterans WRKO Radio-thon
- 11/11: Disabled American Veterans 5k Run to Honor Veterans
- 11/15: ABCD Boston Head Start
- 11/16: Women in Apprenticeship Open House
- 11/16: E Club of Everett
- 11/17: Apprentice Luncheon on site for Apprenticeship Week

Outreach: Q4 2017

- 11/21: Mass Badge and DiDomenico Foundation Dinner
- 12/1: Gold Star Families
- 12/4: Medford Vocational Technical High School Culinary Center Grand Opening
- 12/4: Joe Andruzzi Foundation Event
- 12/5: Triangle Inc.
- 12/6: Company Christmas at the Pops
- 12/8: Hispanic American Institute
- 12/8: Bread of Life Day of Service
- 12/12: Jobs for Mass
- 12/12: Rep. Ryan and City of Boston Business Outreach Luncheon
- 12/12: Charlestown Community Meeting
- 12/14: Wynn Boston harbor Toy Drive Pick Up
- 12/14: Office of the Attorney General Site Tour
- 12/14: Light Foundation
- 12/19: Hispanic American Institute
- 12/27: Secretary Beaton Site Tour



Apprenticeship Week Luncheon



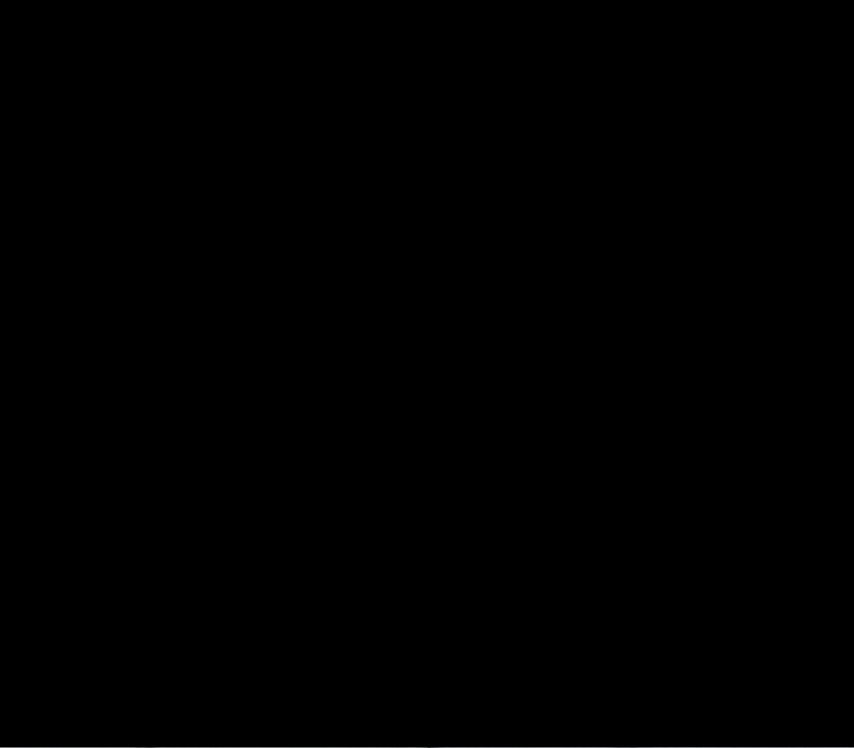
Apprenticeship Open House

WYNN BOSTON HARBOR BUILDING ENTRANCE

- ← Man/Material Hoist
- ← Hotel Tower - 5th Floor & Up
- ← Executive Offices - 3rd Floor
- ← Spa - 3rd Floor
- ← Gal. Lobby 1st Floor
- Gaming Area →
- Food & Beverage →
- Back of the House →
- Convention ↙



Building Pathways Site Tour



Building Pathways Site Tour

Wynn Boston Harbor

QUESTIONS

Wynn BOSTON HARBOR
®

Wynn Boston Harbor

Monitoring of Project Construction and Licensee Requirements 205 CMR 135

Quarterly Report Massachusetts Gaming Commission as of December 31, 2017



Monitoring of Project Construction and Licensee Requirements

Quarterly Report as of December 31, 2017

1.0 Project at a Glance

The Wynn Boston Harbor (the “Project”) is an approximately \$2.4 billion luxury resort that will transform a blighted section of the City of Everett, Massachusetts adjacent to the Mystic River, into a world-class destination. The Project will contribute hundreds of millions of dollars, including tens of millions of dollars in infrastructure contributions to the City of Everett, the region, and the Commonwealth of Massachusetts. The Project is under construction on the contaminated site of a former chemical manufacturing plant totaling approximately 33.9 acres (the “Project Site”).



The Project will be comprised of a luxury hotel with 671 rooms, a gaming area, retail space, food and beverage outlets, event and meeting space, a spa and gym, a parking garage, and other complementary amenities. The Project will also include extensive landscape and open space amenities including a public gathering area with an outdoor park-like open space, a pavilion, waterfront features, a public harborwalk, and water transportation docking facilities reconnecting the City of Everett to the Mystic River and Boston Harbor for the first time in generations.

The Project will also include off-site improvements including extensive transportation improvements and a multiuse path from the Project's harborwalk to the existing paths at the Massachusetts Department of Conservation and Recreation ("DCR") Gateway Park. The Project will be developed in a single phase.

Wynn MA, LLC ("Wynn") received a conditional Category 1 gaming license for Region A (the "Gaming License") in November 2014. Since receiving the conditional Gaming License, Wynn has made significant progress on community outreach, project entitlements, permitting, land acquisition, the design, and construction of the Project.

In August 2015, Wynn selected Charter Contracting Company, LLC, a Massachusetts limited liability company, as its remediation contractor. Remediation of the landside portion of the Project Site commenced in October 2015, and final completion documentation was filed on August 4, 2016.

On July 15, 2015, Wynn filed its Second Supplemental Final Environmental Impact Report ("SSFEIR") to address the remaining three principal areas of study that were outlined in the Certificate of the Secretary of Energy and Environmental Affairs on Wynn's Supplemental Final Environmental Impact Report ("SFEIR") dated April 3, 2015. On August 28, 2015, Wynn received a Certificate of the Secretary of Energy and Environmental Affairs on its SSFEIR (the "Secretary's Certificate") concluding that Wynn's SSFEIR "adequately and properly complies" with the Massachusetts Environmental Policy Act ("MEPA").

In accordance with MEPA, following the receipt of its Secretary's Certificate, Wynn worked with various state agencies to obtain "Section 61 findings," a determination made by an agency of the Commonwealth describing the environmental impact, if any, of the Project and a finding that all feasible measures have been taken to avoid or minimize said impact. Wynn received its Section 61 findings from the following agencies on the dates set forth below:

Massachusetts Water Resources Authority:	January 12, 2016
Massachusetts Port Authority:	January 21, 2016
Massachusetts Department of Transportation & Department of Conservation and Recreation:	April 5, 2016
Massachusetts Gaming Commission:	April 25, 2016

On August 24, 2015, Wynn filed its Chapter 91 License Application for the Project with the Massachusetts Department of Environmental Protection (“MassDEP”) to obtain license authorization for the development of portion of the Project on private filled and flowed tidelands. MassDEP issued the Chapter 91 License on August 3, 2016.

On February 28, 2017, Wynn filed a Notice of Project Change (“NPC”) identifying changes to programming and design refinements for the Project and including a sediment remediation plan for a portion of the Project Site and an adjacent area of the Mystic River.

2.0 Cost of Construction and Capitalization of Gaming Licensee

Pursuant to 205 CMR 135.02(5)(a) and (b), please see Appendix 1 for a sworn certification regarding (a) the total estimated cost of construction of the Project and related infrastructure improvements and (b) the capitalization of the Wynn for the quarter ending December 31, 2017.

3.0 Design and Construction Contracts

Pursuant to 205 CMR 135.02(5)(c), please see Appendix 2 for a list of all design and construction contracts executed for the quarter ending December 31, 2017 to design and construct the gaming establishment and related infrastructure improvements.

4.0 Progress of Construction

Pursuant to 205 CMR 135.02(5) (d), the following is a status report regarding the progress of the construction of the Project.

4.1 Federal Permits.

On May 18, 2017, Wynn filed a Permit Modification Request with the US Army Corps of Engineers to modify the permit previously issued for the Project to include (i) accessibility improvements for the floating dock system, (ii) installation of three piles to protect an outfall, and (iii) remedial activities including the removal of derelict barges, debris removal, and additional dredging and filling in the Mystic River. The permit modification was issued on August 31, 2017 and reissued on September 11, 2017.

4.2 State Permits.

On July 15, 2015, Wynn filed its SSFEIR to address the remaining three principal areas of study that were outlined in the Certificate of the Secretary of Energy and Environmental Affairs on Wynn's SFEIR dated April 3, 2015. On August 28, 2015, Wynn received a Secretary's Certificate concluding that Wynn's SSFEIR "adequately and properly complies" with MEPA.

The Secretary's Certificate confirmed that Wynn's traffic analysis and mitigation plans are effective to mitigate the Project's impacts on existing transportation infrastructure. With respect to broader regional transportation impacts, the Secretary's Certificate required the establishment of a "Regional Working Group" to be led by MassDOT for the purpose of assessing and developing long-term transportation improvements that will support sustainable redevelopment and economic growth in and around Sullivan Square. Wynn committed to participating in this Regional Working Group and providing a proportionate share of funding to support this effort. Wynn has attended all monthly meetings of the Lower Mystic Regional Working Group ("LMRWG").

The Secretary's Certificate also required enhanced public review during permitting and development of Section 61 findings by MassDOT and the Massachusetts Gaming Commission ("MGC"). Following the receipt of the Secretary's Certificate, Wynn had productive meetings with each of the State Agencies with permitting authority over the Project for the purpose of preparing Section 61 findings to be issued by each such State Agency. Wynn received its Section 61 findings from the following agencies on the dates set forth below:

Massachusetts Water Resources Authority:	January 12, 2016
Massachusetts Port Authority:	January 21, 2016
Massachusetts Department of Transportation & Department of Conservation and Recreation:	April 5, 2016
Massachusetts Gaming Commission:	April 25, 2016

On February 28, 2017, Wynn filed an NPC with MEPA. The primary purpose of the NPC was to describe the sediment remediation plans for a portion of the Project Site and an adjacent parcel located in the Mystic River. The NPC also described refinements to the program and interior layout of the building to reflect current market conditions as they have changed since prior MEPA filings. Program changes include a reduction in retail space, a reduction of hotel suites to provide for additional rooms, an increase in food and beverage space, the

addition of a larger luxury ballroom space, and an increase in “back of house” support space. The NPC contained updated square footage for each of the Project components as they were further refined and finalized as part of the design process. Other minor changes that developed over the course of designing and preparing construction documents for the Project were also included in the NPC (e.g., minor adjustments to the elevation of the salt marsh to improve viability, minor changes to the docking and float systems to accommodate Americans with Disabilities Act (“ADA”) and other passenger needs, and a minor reduction in the navigational dredge footprint).

On August 24, 2015, Wynn filed its Chapter 91 License Application for the Project with the MassDEP to obtain license authorization for the development of portion of the Project on private filled and flowed tidelands. Wynn received its “Written Determination” from MassDEP on January 22, 2016. On February 11, 2016, Mayor Joseph A. Curtatone, in his capacity as Mayor of the City of Somerville (“Somerville”), filed a “Notice of Claim” with the Executive Office of Energy and Environmental Affairs, Department of Environmental Protection, requesting an adjudicatory hearing with respect to the Written Determination. On February 18, 2016, the Office of Appeals and Dispute Resolution of MassDEP issued a Scheduling Order pursuant to which a hearing on Somerville’s appeal was set for June 2, 2016. As a direct result of this appeal, Wynn was unable to commence construction activities within those portions of the Project Site that are subject to Chapter 91.

On June 2, 2016, Wynn, Somerville and the DEP participated in the adjudicatory hearing. On July 15, 2016, MassDEP’s Office of Appeals and Dispute Resolution issued a “Recommended Final Decision” affirming Wynn’s Written Determination, and MassDEP issued the Chapter 91 License on August 3, 2016.

On February 22, 2017, Wynn filed a request with MassDEP for a Minor Project Modification, pursuant to CMR 9.22(3), to modify the below-grade footprint of underground parking facility. The requested modifications included (i) decreasing the below-grade parking structure from three (3) levels to one (1) level under the peninsular portion of the building footprint, (ii) a setback of the below-grade parking structure footprint under the main entrance, and (iii) increasing the below-grade parking structure from three (3) levels to four (4) levels under the remaining portion of the main building footprint. None of the foregoing modifications extended the below-grade building footprint, increased the total number of parking spaces, or changed any previously authorized uses. On February 28, 2017, MassDEP determined that the proposed modifications comply with the minor project modification provisions set forth in 310 CMR 9.22(3)(a) and that the submission of a Chapter 91 Waterways License Application was not required for such modifications.

On March 16, 2017, Wynn filed a request with MassDEP for a second Minor Project Modification, pursuant to CMR 9.22(3), to (1) reduce the living shoreline elevation, (2) increase the total number of hotel rooms from 629 to 671, (3) modify the docking facility of the Project to accommodate an improved accessible ramping system, (4) install three fender piles to protect an outfall structure, and (5) in response to market conditions, change the size and location of some first floor uses. On March 29, 2017, the DEP determined that the proposed modifications (1) through (4) above comply with the minor project modification provisions set forth in 310 CMR 9.22(3)(a) and that the proposed modification (5) complies with 310 CMR 9.22(3)(b). Therefore, DEP determined that the submission of a Chapter 91 Waterways License Application was not required for such modifications.

On May 12, 2017, Wynn filed a Chapter 91 License and Water Quality Certification Application with MassDEP for the removal of deteriorated barges and sediment remediation in a portion of the Mystic River located in the Cities of Boston and Everett. MassDEP issued a Water Quality Certification on August 25, 2017, which came into effect on September 15, 2017 after the three-week appeal period ended. A draft Chapter 91 License was issued on August 29, 2017. The final license was issued on September 25, 2017 following the expiration of the appeal period.

On May 22, 2017, Wynn submitted a request for an amendment to its combined 401 Water Quality Certification with MassDEP to conduct remediation activities at an area of the proposed living shore line where seepage of discolored water was observed. On June 29, 2017, MassDEP approved the amendment.

On June 21, 2017, Wynn filed a combined Phase III Remedial Action Plan and Phase IV Remedy Implementation Plan with MassDEP for the sediment portion of the Project Site. The purpose of the Phase III Remedial Action Plan was to establish remedial objectives, identify and evaluate remedial action technologies, formulate and evaluate remedial action alternatives, and select a remedial action alternative for the sediment portion of the Project Site that will result in a Permanent Solution. The Phase IV Remedy Action Plan addresses the design, construction, and implementation of the "Comprehensive Remedial Action" to be implemented for the sediment portion of the Disposal Site. A public meeting was held on June 29, 2017 and the public comment period ended July 11, 2017 in accordance with the PIP process.

A MassDOT/DCR Access Permit for transportation and pedestrian improvements work on Route 16 in Everett, Medford, and Revere, was received on October 31, 2017. MWRA 8(m)

permits were also granted for the transportation improvements projects in Sullivan Square on November 8, 2017, and on Route 16 and Broadway/Alford Street on November 28, 2017, respectively.

4.3 Local Permits.

On May 11, 2015, Wynn submitted its Form 19A Site Plan Review Application to the Everett Planning Board. The City of Everett engaged outside consultants, LDD Collaborative, Inc. and TranSystems, to provide Site Plan Review services for the Project. On July 13, 2015, Wynn presented its Site Plan Review Application at the Everett Planning Board public meeting and advised the Everett Planning Board that it would be modifying its application to address comments raised by the City of Everett's outside consultants. On August 24, 2015, Wynn presented its modified application to the Everett Planning Board and the Everett Planning Board heard public comments. On September 16, 2015, the Everett Planning Board concluded the public hearing and unanimously approved the application.

The service road Application Site Plan Review and Special Permit was submitted to the City of Everett Planning Board for review in January 2016. On May 5, 2016, the Everett Planning Board issued the Site Plan Approval for the Service Road.

On August 11, 2015, Wynn submitted its Notice of Intent for the Project to the City of Everett Conservation Commission in order to obtain approval under the Massachusetts Wetland Protection Act for work within wetlands resource areas and buffer zones. The Everett Conservation Commission held an initial public meeting on August 20, 2015. On September 17, 2015, the Everett Conservation Commission held another public meeting and voted unanimously to approve Wynn's Notice of Intent. The Everett Conservation Commission issued its Order of Conditions with respect to the Project on September 24, 2015.

On May 31, 2017, Wynn filed an application for an amendment to the Everett Conservation Commission Order of Conditions. The purpose of the amendment was to include accessibility improvements for the floating dock system and installation of three piles to protect an outfall. The revised Order of Conditions was issued on July 13, 2017.

On October 19, 2017, Wynn received a Roadway Construction Approval from the City of Everett for the roadway improvements on Broadway and Alford Streets.

Pursuant to 205 CMR 135.02(6), please see Appendix 3 for an updated permits chart and all documents and information listed in 205 CMR 120.01: *Permitting Requirements*.

4.4 Site Remediation.

Prior to the commencement of the remediation, Wynn completed field investigation including nearly 2,000 samples landside and in the river, and significant laboratory analysis of the samples. On April 8, 2015, Wynn received a petition from residents of the City of Everett requesting that the disposal site be designated as a Public Involvement Plan (“PIP”) site in accordance with Massachusetts General Laws (MGL) c. 21E §14(a). This law requires that, upon receiving such a petition, a plan for involving the public in decisions regarding response actions must be prepared and a public meeting held to present the proposed plan. The disposal site was designated as a PIP site on April 28, 2015. The PIP process was used to educate the public on the remediation process and provide a forum for addressing any comments. The PIP process will continue through the completion of the construction related remediation activities.

Wynn and GZA GeoEnvironmental, Inc., the Licensed Site Professional (“LSP”) for the Project Site, presented the draft PIP plan at a public meeting on June 2, 2015 at Everett City Hall. In addition, the draft Release Abatement Measure (“RAM”) plan was also presented at the meeting. The comment period for the PIP plan was scheduled to end on June 22, 2015, but was extended by Wynn at the request of the petitioners for an additional 21 days to July 13, 2015. In addition, the comment period for the draft RAM plan was extended an additional 30 days to July 22, 2015.

On August 19, 2015, the Release Abatement Measure (“RAM”) plan for the landside remediation (known as Phase 1) was submitted to the MassDEP and all petitioners were notified accordingly.

Pursuant to the RAM Plan, Wynn held public meetings in Everett and Charlestown on October 15 and 16, 2015, respectively, for the purpose of informing the public regarding the remediation prior to commencement. Remediation of the Project Site began following such meetings. Weekly updates on the remediation were posted on Wynn’s website (www.wynnbostonharbor.com). The perimeter air-monitoring system was operational throughout the remediation and no alarm conditions attributable to the RAM work were recorded.

Phase 1 remediation of the Project Site was completed in the second quarter of 2016. A total of approximately 10,680 tons of contaminated soil was transported off-site for proper disposal during Phase 1. The soil was transported in lined trailers that were cleaned prior to leaving the Project Site. The Draft Phase I RAM Completion Report and Immediate Response Action Report was submitted on August 4, 2016. A public meeting on the Phase I RAM Completion Report was held on September 7, 2016. The public comment period ended September 27, 2016, and no comments were received.

A separate RAM Plan was prepared to address construction-related RAM activities. Response actions to be conducted under this RAM Plan included the excavation of contaminated soil, the dredging of contaminated sediment, and the placement of clean fill materials at the properties identified in the RAM Plan. On February 17, 2016, a public meeting on the construction-related RAM Plan was held at the Everett City Hall. The public comment period for the construction-related RAM Plan ended on March 9, 2016. No comments were received. On May 2, 2016 the construction-related RAM Plan and a Final Revised Public Involvement Plan was filed. On August 30, 2016, constructed-related RAM Status Report No. 1 was filed. On October 28, 2016 and November 16, 2016, RAM Modifications were filed with MassDEP to address the detection of asbestos in soil associated with demolition debris. On February 2, 2017, a RAM Modification was filed with MassDEP to revise perimeter and interior air sampling for airborne fibers. On November 1, 2017, a RAM Modification was filed with DEP to document the engineering controls including clean cover materials, marker layers, and hardscape materials that will be installed as part of the final grading activities and the planned reduction in the number of active perimeter air monitoring stations.

Wynn has undertaken a project to dredge and cap approximately seven acres of the Mystic River within and immediately adjacent to the Project Site. The intent of the dredging is to (1) remove and replace contaminated sediments that reside on the bottom of the river as a result of decades of industrial use of the surrounding land, and (2) to restore the depth of the navigable channel to allow for safe and efficient access to the Project Site by various size passenger craft. Orders of conditions were issued from the Boston and Everett Conservation Commissions on June 14, 2017 and June 15, 2017, respectively. For the sediment remediation, DEP issued a Water Quality Certification ("WQC") on August 25, 2017 and Chapter 91 license on September 25, 2017 and U.S. Army Corps of Engineers modified the resort permit to allow for the sediment remediation on September 11, 2017. Dredging began in October 2017. Fish migration in the river restricts dredging activities to an annual window of October to February.

4.5 *Offsite Infrastructure.*

As described above, the Secretary's Certificate confirmed that Wynn's traffic analysis and mitigation plans are effective to mitigate the Project's impacts on existing transportation infrastructure. In light of this positive response, an RFP was issued on June 26, 2015 to select a design and permitting team to deliver the offsite roadway and transit station improvements. In November 2015, Wynn entered into an agreement with AECOM USA of America, a Massachusetts corporation ("AECOM"), to provide civil and geotechnical engineering and construction oversight services for off-site infrastructure related to the Project. During first quarter 2016, AECOM completed the applicable Roadway Safety Audits and continued with site surveys and concept design. During the second quarter 2016, site surveys were completed as well as the development of the 25% design plans and functional design reports. On April 26, 2016, Wynn and AECOM staff met with MassDOT, MBTA and DCR transportation officials to discuss the projects and schedule.

On June 14, 2016, the 25% design plans and functional design reports were submitted to the City of Everett and their peer review consultant, Weston & Sampson, at a design briefing meeting. The 25% design plans and functional design reports were submitted for review to MassDOT at a design briefing meeting held on June 24, 2016. MassDOT and the City of Everett both submitted comments in the third quarter 2016. Coordination with the Massachusetts Central Transportation Planning staff continued regarding the progression of the 25% design. Work continued on further developing the design documents to the 75%/100% stage and submittals were made to MassDOT as well as the Cities of Everett, Medford, Boston, and Chelsea for the Route 16 Roadway improvement projects that included Wellington, Sweetser, and Santilli Circles, as well as Broadway and the proposed truck route.

Howard/Stein-Hudson Associates, Inc. is Wynn's designer for the Sullivan Square improvements. During the first quarter of 2017, the MBTA contracted with Urban Idea Lab to conduct a peer review of the current design alternatives and coordination continued with the MBTA on advancing the Sullivan Square station design. Wynn filed 25% design documents for the roadway and station improvements with the City, MBTA, MassDOT, and Massport in April 2017. On March 22, 2017, Wynn filed a Notice of Intent ("NOI") application with the City of Boston Conservation Commission for its proposed improvements to the Sullivan Square Rotary and its approaches.

The offsite transportation improvements have been fully designed with comments from agency reviews incorporated. There are four separate bid packages, known as Construction Packages 1-4, generally organized by Broadway (CP #1), Revere Beach Parkway (CP #2),

Wellington and Malden Center Train Stations (CP #3), and Sullivan Square, including the MBTA station (CP #4). Contracts have been awarded for CP #1, CP #2, and CP #4 and work commenced in all three areas in November 2017. CP #3 was solicited for bids on November 10, 2017 and bids were received on November 28, 2017. Bid evaluation and recommendation is complete and a change order will be issued for this work in January, 2018. All contracts are scheduled for completion in January 2019, with the majority of work being performed in the spring, summer, and fall of 2018. Close coordination is underway with the Cities of Everett, Boston, and Medford, as well as numerous state agencies to reduce the impact of the work on commuters. The communication plan for alerting drivers of upcoming work or real time problems is in place through social media, variable message signs, and press engagement.

Subject to Wynn receiving all permits required to complete the work, all offsite improvements are envisioned to be completed and operable prior to the opening of the Project.

The Off-site roadway improvement work commenced in November, 2017 and the following is a summary of construction activities through December 31, 2017.

Roadway Construction Packages

- | | |
|--------------------------------------|-------------|
| • CP #1 – Broadway/ Truck Route | Underway |
| • CP#2 – Route 16/ Revere Beach Pkwy | Underway |
| • CP#3 – MBTA Stations | Procurement |
| • CP#4 – Sullivan Square | Underway |

In addition to the foregoing mitigation improvements, in accordance with Wynn’s Section 61 findings, Wynn is an active participant in the LMRWG. The LMRWG was convened by MassDOT to assess and develop short and long-range transportation improvements that can support sustainable redevelopment and economic growth for the Lower Mystic River area. MassDOT has engaged the services of staff from the Boston Region Metropolitan Planning Organization – including from the Metropolitan Area Planning Council (“MAPC”) and from the Central Transportation Planning Staff – to provide technical assistance and study support.

The Working Group is chaired by the Secretary of Transportation, and consists of elected officials and staff of the three communities of Boston, Everett and Somerville as well as MAPC. Representatives from the Executive Office of Housing and Economic Development, the Attorney General’s Office of Massachusetts, the Massachusetts Gaming Commission,

Congressman Capuano's office, the Massachusetts Port Authority, and the Wynn Boston Harbor are also participants of the LMRWG.

4.6 Design.

Construction Drawings (dated September 16, 2016) were issued on September 30, 2016. The hotel tower, podium, site, and interiors were reviewed by the City of Everett and a Building Permit was issued on December 15, 2016. Project design is complete, including redesign for the meeting and event space area and food and beverage modifications as outlined in the NPC. Drawings for these areas were issued in July 2017.

4.7 Construction Services.

On January 8, 2016, Wynn entered into an Agreement for Guaranteed Maximum Price Construction Services with Suffolk Construction Company, Inc. ("Suffolk"). Following the receipt of Wynn's Chapter 91 License, construction activities were commenced on all portions of the Project Site. Wynn finalized Suffolk's Guaranteed Maximum Price on April 28, 2017. Below is a summary of the construction activities through December 31, 2017:

Sitework

Marine - Landside	Substantially complete
Marine - Dredging	85% complete
Marine - Capping	5% complete
Site Utilities	Substantially complete
EPS (extruded polystyrene)	
Block	90% complete
Landscaping Preparatory Work	Underway, will continue as weather permits over the winter
Landscaping	Purchasing and selection of all planting material underway
Resort Roadway Construction	West side roadway pavement underway, all remaining on hold until spring

Garage

MEP systems	Underway
Masonry interior	Underway
Masonry/slurry wall	Underway
B4 mat slab	Complete
Spray insulation	Underway
Painting	Underway

Elevators	Construction of elevator shaftways has begun
-----------	--

Podium – Gaming

MEP installation	Underway, on schedule
Interior wall framing	Underway, approximately 40% complete
Ceiling framing	Underway, approximately 30% complete

Podium – Convention Area

Fireproofing	Underway, 30% complete
Roofing	Underway as weather permits

Podium North/Central Utility Plant

Facade	East, West, Northeast exterior elevations complete, except for mechanical equipment leave outs
Interior Framing	95% complete
MEP Systems	Major equipment installation underway
Roofing System	98% complete, on schedule

Hotel Tower

Curtain wall	Underway, currently working on Levels 5-8
Interior framing	Floors 5-6 90% complete
Mechanical roughing	Underway, floors 5-8

Dust control measures that are in-place include a water truck dedicated full time to the Project Site when work is occurring on the Project Site and covering dirt stockpiles at night with Gorilla Snot (liquid copolymer soil stabilizer and dust control product).

In February 2017, the wheel wash was reconstructed to accommodate changes to the Project Site. Street sweeping is done daily on Horizon Way, Broadway, Dexter Street, and the adjacent MBTA property.

Soil disposal via rail car was completed in February 2017.

4.8 Service Road.

The service road and utilities drawings were prepared and issued on March 31, 2016. Bids were received in early May to allow early construction of this critical work. On May 25, 2016, J. Derenzo Co. was awarded the Service Road and Utility Relocation contract. The road has been open for public use since Fall, 2016.

Minor improvements along the Service Road have been completed over the last 2 quarters, including completion of access stairs and rails to a modified MBTA loading dock and removal of de-energized electrical tower and poles. The remaining Service Road scope of work is deferred until the Fall, 2018 – Spring, 2019 construction schedule.

4.9 Procurement.

<u>Date</u>	<u>Value</u>	<u>% Complete</u>	<u>% Complete to Date</u>	<u>Scope</u>
April 2017	\$31,336,809	2.83%	93.37%	Food Service Equipment, Shower Doors (Podium & Tower), Fire Alarm System
May 2017	\$18,878,738	1.71%	95.08%	Wall and Corner Guards Protection, Interior Glazing, Garage and Restaurants Drywall, Pneumatic Tube System, Spray Insulation, Misc. Metals (Podium and Hotel), Misc. Metals (Garage)
June 2017	\$2,230,821	0.20%	95.28%	Division 10 Specialties, Roof Anchors, Interior Awnings
July 2017	\$8,525,408	0.72%	96.13%	Uniform Conveying Systems, Suspended Work Platform, Radio Communications, Spa Equipment, Unistrut
August 2017	\$5,677,521	0.04%	96.19%	Mesh Partitions, Custom hardware, Unistrut
September 2017	\$1,247,640	0.11%	96.30%	Folding Partitions
October, 2017	\$1,428,487	0.12%	96.34%	Expansion Control, Craft Beer and Raw Bar Food Service (Owner Transfer)
November, 2017	\$25,350,839	2.14%	98.49%	Podium South Electrical, Laundry Equipment, Site Concrete
December, 2017	\$3,708.101	0.32%	99.87%	Laundry Equipment, Ultra Lounge Electric

4.10 *Owner Controlled Insurance Program ("OCIP").*

Wynn, in conjunction with Willis Towers Watson, initiated an Owner Controlled Insurance Program for the Project. The Worker's Compensation and General Liability insurance programs were implemented on July 1, 2016 and Builder's Risk was implemented on August 15, 2016.

4.11 *Project Labor Agreement.*

Following the engagement of Suffolk, Wynn and Suffolk re-engaged in discussions with local labor leaders and finalized the draft Project Labor Agreement for the Project. The Project Labor Agreement was executed on May 5, 2016.

4.12 *Construction Management Plan.*

Howard/Stein-Hudson Associates, Inc. prepared a Construction Management Plan (“CMP”) for the purpose of mitigating any adverse impacts to the host and surrounding communities. The CMP was submitted to the City of Everett on April 21, 2016.

5.0 Project Schedule

5.1 *Six Month Look Ahead*

The 6-month look ahead schedule is attached hereto as Appendix 4.

5.2 *Project Master Schedule*

The development of the Master Schedule has evolved from a high level schedule to a more detailed schedule. This coincides with the contractor’s efforts to increase the detail level of their schedule by working with the subcontractors as they are selected for the Project.

6.0 Project Resources/Diversity

Pursuant to 205 CMR 135.02(5)(f), please see Appendix 5 for a report describing the number of contracts, total dollars amounts contracted with and actually paid to minority business enterprises, women business enterprises and veteran business enterprises for design and construction of the Project and related infrastructure, and the total number and value of all subcontracts awarded to a minority, women and veteran owned business, and a comparison of these reports with the goals established by Wynn as approved by the MGC.



January 19, 2018

Massachusetts Gaming Commission
101 Federal St., 12th
Boston, MA 02110

Dear Commissioners:

In accordance with 205 CMR 135.02(5)(a), please see below for the total estimated cost of construction of the project and related infrastructure improvements and the costs incurred as of September 30, 2017, calculated pursuant to 205 CMR 122.03: *Costs Included in the Calculation of Capital Investment*, and separately identifying detailed costs for design, land acquisition, site preparation and construction and off-site improvements:

MGC Quarterly Report

Appendix 1

(US\$ thousands)

Component	Cost Incurred 12/31/2017	Estimated Remaining Cost	Total Estimated Cost
Construction / on-site development	\$ 720,154	\$ 867,967	\$ 1,588,121
Design and engineering	101,325	36,879	138,204
Site preparation	30,208	8,718	38,926
Off-Site Improvements	6,109	37,678	43,787
Land acquisition	65,553	3,056	68,609
Pre-opening	39,936	66,516	106,452
Owner FF&E	6,344	155,163	161,507
Total	\$ 969,629	\$ 1,175,977	\$ 2,145,606

In addition, in accordance with 205 CMR 135.02(5)(b), I direct you to the financial statements of Wynn Resorts, Limited (NASDAQ: WYNN), the parent of Wynn MA, LLC (the "Licensee"), including Wynn Resorts' Quarterly Report on Form 10-Q for the quarter ended September 30, 2017, filed with the Securities and Exchange Commission (the "SEC") on November 8, 2017, which is available at www.sec.gov. As reflected in these financial statements, Licensee has sufficient financial resources in order to meet all expected financial obligations relating to the completion of the Project and related infrastructure improvements associated with the Project.

I, Craig S. Billings, hereby certify to my knowledge and in my capacity as Chief Financial Officer of Wynn Resorts, Limited, as to the material veracity of the foregoing.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Billings', written in a cursive style.

Craig S. Billings
Chief Financial Officer and Treasurer

3131 Las Vegas Boulevard South Las Vegas NV 89109 tel (702) 770 7000

Appendix 2

Design and Construction Contracts

As of December 31, 2017

Reference 205 CMR 135.02(5)(c)

Vendor/Contractor	Date	Services	MGC Status
AECOM	11/4/15	Civil and Geotechnical Eng. – Offsite Infrastructure	NGV092
	1/18/16	Design and Construction Phase Services – MBTA Everett Maintenance Facility	NGV092
	05/10/17	Concept Design – Mystic River Pedestrian Bridge	NGV092
	12/28/17	Bridge Design – Mystic River Pedestrian Bridge	NGV092
AMEC Massachusetts Inc.	08/25/16	Peer Review – Supplemental Phase II Site Assessment	NGV952
Alliance Detective & Security	12/31/15	Site Security	NGV326
Arup USA, Inc.	12/10/14	Fire Protection Consulting	NGV102
Bard, Roa + Athanas Consulting Engineers, Inc.	08/31/16	Commissioning Services	NGV884
Bohler Engineering MA, LLC	06/08/16	Engineering Services – Property Redevelopment - McDonalds	NGV845
Building Enclosure Associates, LLC	08/30/16	Building Enclosure – Commissioning Svcs.	NGV989
Bukhari Design Studio, LLC	7/15/15	Concept and Documentation Services – High Limit Gaming	NGV434
Cashman Dredging & Marine Contracting and Company, LLC	9/2/15	Site Clean-up/Fencing	NGV450
Charter Contracting Company	11/10/15	Site Remediation Services	NGV479
Christopher Gordon		Project Management	NGV226
Cleo Design, LLC	7/15/15	Design Consultant – Staff Dining	NGV500
	7/15/15	Design Consultant – Executive Offices	NGV500
Code Red Consultants LLC	10/04/16	Life & Safety Systems Commissioning	NGV844
Cross Spectrum Acoustics	02/06/17	Acoustical Consultants	NGV1149
DHA Design Services LTD	9/24/15	Exterior Lighting Design	NGV522
D.W. White Construction	10/25/17	Off-site Roadway Improvements – Sullivan Square	NGV1353
Design Enterprise	9/17/15	Design Consultant – High Limit Gaming	NGV460
Environmental Health & Engineer	11/07/17	Engineering Consultant – Asbestos Removal - Dredging	NGV1367
Eslick Design Associates	05/22/15	Design Consultant – Site Signage	NGV383
	7/15/15	Design Consultant – Low-Rise and Garage Signage	NGV383
	7/15/15	Design Consultant – High-Rise Signage	NGV383
First Circle Design, Inc.	10/14/15	Design Consultant – Interior Lighting – Meeting & Convention/Gaming	NGV518
Fenagh Engineering & Testing, LLC	09/08/16	Quality Control and Inspection Services	NGV185
Fennell Engineering Inc.	12/27/17	Structural Design – DCR Harbor Walk	NGV1437

Fort Point Associates, Inc.	12/30/14	Planning and Environmental Consulting	NGV075
	06/28/16	Environmental Consulting – Harbor Walk	
Forte Specialty Contractors, LLC	09/13/17	Contractor – Art Feature Installation	NGV789
Foundry Interior Design	10/21/15	Design Consultant – Performance Lounge	NGV535
Gilbane Building Company	01/24/14	Preconstruction Consulting Services	NGV035
GZA Geo Environmental, Inc.	04/21/16	Geotechnical and Environmental Services – Harbor Walk	NGV013
Haks Engineers, P.C.	09/08/16	Quality Control and Testing	NGV894
Hirsch Bedner Associates dba HBA/Hirsch Bedner Associates	02/25/15	Design Consultant – High-Rise Interiors	NGV133
	05/22/15	Design Consultant – Public Areas	NGV133
	05/22/15	Design Consultant – F&B	NGV133
	05/22/15	Design Consultant – Public Areas	NGV133
	05/22/15	Design Consultant – Buffet	NGV133
	05/22/15	Design Consultant – Public Restrooms	NGV133
	05/22/15	Design Consultant – Meeting and Convention	NGV133
Howard/Stein-Hudson Associates, Inc.	12/30/14	Traffic Engineering	NGV079
	4/28/15	Traffic Engineering	NGV079
Harry Feldman, Inc., dba Feldman Land Surveyors	02/06/15	Surveying	NGV071
	05/10/17	Surveying – DC Harbor Walk	NGV071
	12/28/17	Surveying – Mystic River Pedestrian Bridge	NGV071
In Order Business Solutions	07/20/17	Consultant – Diversity Reporting – Offsite Infrastructure	NGV397
JBA Consulting Engineers	09/30/15	A/V Engineering Services	NGV642
J. Derenzo Company	10/23/17	Off-site Roadway Improvements – Route 16 Improvements	NGV870
Jacobs Consultants Inc.	12/04/14	Executive Architect	NGV181
John A. Martin & Associates of Nevada, Inc.	07/29/16	Structural Expansion Joint Review	NGV919
John Lyons Systems - Moonlighting	05/09/16	A/V Engineering Services	NGV805
Koncerted LLC	11/11/16	Low Voltage Project Oversight	NGV1070
Lifescapes International, Inc.	02/03/15	Landscape Architect	NGV151
Lighting Design Alliance	10/29/15	Design Consultant – Interior Lighting – Food and Beverage/Public Areas	NGV439
	05/11/16	Design Consultant – Interior Lighting – Meeting and Convention Areas	NGV439
Halifax Security Inc. dba M. Malia & Associates	01/23/15	Security and Surveillance Consulting	NGV123
Medcor, Incorporated	08/31/16	On-site Safety Services Program	NGV851
Michael Hong Architects, Inc.	12/11/14	Architectural Design Services	NGV206
Musgrove Engineering P.A.	07/13/2017	Engineering Consultant – Snow Melt System Design	Exempt
National Grid	04/11/16	Relocation of Utilities – Service Road	Exempt

	06/08/16	Relocation of Gas Main – Main Site	
Oguz Cem Yazici	3/23/16	Construction Consultant – Scheduling	NGV801
One Call Facility Services, LLC	12/28/17	Facility Services – WBH MBTA Warehouse	NGV1416
PMA Consultants, LLC	03/21/17	Construction Consultant – Contractor Auditing	NGV1185
Pasek Corporation	11/29/17	Security System Design & Install – WBH MBTA Warehouse	NGV257
Quench USA, Inc.	05/31/17	Water Service	NGV317
RF Networks	11/12/15	Communication Systems Specifications	NGV688
Ryan Biggs Clark Davis Engineers	10/29/15	Structural Peer Review of Jacobs Drawings	NGV508
SAAM Architecture LLC	10/13/17	Design Consultant – Sundries Store	NGV1347
SJ Lighting Inc.	11/03/16	Theatrical Engineering and Special Effects	NGV1111
SPS New England Inc.	10/06/17	GC – Dredging and Sediment Remediation	NGV1316
	10/17/17	Off-site Roadway Improvements – Lower Broadway	NGV1316
Sound Investment Audio	11/03/16	Audio Design	NGV1129
Suffolk Construction Company, Inc.	01/08/16	Construction Management	NGV163
The Vertex Companies, Inc.	06/21/17	Environmental Consulting – DCR Harbor Walk	NGV609
	06/30/17	Environmental Site Assessment – Offsite Infrastructure	NGV609
TRC Environmental Corporation	09/30/15	Construction Consultant - Building Demolition	NGV067
Vanasse & Associates, Inc.	02/06/15	Supplemental Final Environmental Impact Report - Transportation	NGV066
Vermuelens, Inc.	02/03/16	Construction Consultant – Construction Cost Analysis	NGC072
Vicente Wolf Associates	05/22/15	Design Consultant – F&B	NGV283
WES Construction Corporation	11/16/16	MBTA Maintenance Facility Improvements	NGV948

Appendix 3

Permits As of September 30, 2017

Reference 205 CMR 135.02(6)

Agency Governing Legal Authority (Statute/Regulation/Ordinance)	Permit, Review, or Approval	Date Application Submitted or Estimated Anticipated Application Date	Maximum Agency Decision Time Maximum Effective Period (if provided in applicable statute, regulation or ordinance)
Federal			
Federal Aviation Administration (FAA) 49 U.S.C. Subtitle VII, Aviation Programs, Part A and B; 14 CFR 77, Subpart D; Order JO 7400.2J, Procedures for Handling Airspace Matters, Ch. 7 Determinations	Determination Regarding Air Navigation	<u>Building:</u> Received January 9, 2016 <u>Cranes:</u> Cranes 1 & 2 received August 18, 2016 Cranes 3-8 received August 11, 2016 <u>Podium:</u> Received August 10, 2016	Determination is effective for 18 months and may apply for one 18-month renewal.
U.S. Army Corps of Engineers (ACOE) Section 10 of Federal Rivers and Harbors Act; 33 USC s. 403; 33 CFR Parts 322, 325	Work in Navigable Waters (Section 10) Permit	<u>Project:</u> Received December 12, 2016	No fixed maximum decision time. For individual permits, ACOE will be guided by the target schedule of decision within 60 days of receiving completed application, subject to receipt of any additional information needed for decision and processes required by other state and federal laws (such as CZM Act) to precede decision.
U.S. Army Corps of Engineers (ACOE) Section 404 of Federal Clean Water Act; 33 USC s. 1344; 33 CFR Parts 323, 325	Clean Water Act (Section 404) Individual Permit	<u>Project:</u> Received December 12, 2016	Individual permits for a permanent structure or activity typically do not expire, but may specify when the work must start - usually within 1 year of issuance.
U.S. Army Corps of Engineers (ACOE) Section 404 of Federal Clean Water Act; 33 USC s. 1344; 33 CFR Parts 323, 325	Clean Water Act (Section 404) Individual Permit	<u>Sediment Remediation:</u> Permit Modification Received August 31, 2017, Revised September 11, 2017	ACOE modified the resort permit to allow for sediment remediation activity.
U.S. Environmental Protection Agency (EPA) Federal Clean Water Act	National Pollutant Discharge Elimination System (NPDES) Construction General Permit (CGP) NOI (for stormwater	On-site: April 6, 2016 On-site under 2017 CGP: May 23, 2017	Decision time for CGP and RGP: effective 14 days after NOI submittal to and acknowledged by EPA.

Section 402(p); 33 USC s. 1342(p); 40 CFR 122.26; NPDES Construction General Permit, Effective February 16, 2012	management)		The CGP expired on February 16, 2017, a new NOI for those activities covered by the CGP was filed under the new CGP.
U.S. Environmental Protection Agency (EPA) Federal Clean Water Act Section 402(a), 33 USC s. 1342(a); 40 CFR 122.28; 314 CMR 4.00; NPDES Remediation General Permit, NPDES Permit No. MAG910000, Effective September 10, 2010	NPDES Remediation General Permit (RGP) (for construction dewatering)	NOI Submitted May 25, 2016, 10 day waiting period ended June 9, 2016 NOI under 2017 RGP: Submitted July 6, 2017, Authorization received August 3, 2017	When the RGP expired on September 10, 2015, those activities covered by the RGP filed a NOI under the new RGP.

State			
Executive Office of Energy and Environmental Affairs Massachusetts Environmental Policy Act; MGL c. 30 ss. 61-62I; 301 CMR 11.00	Massachusetts Environmental Policy Act (MEPA) Review	<u>Project:</u> Certificate on EENF received 11/26/13 Certificate on DEIR received 2/21/14 Certificate on FEIR received 8/15/14 Certificate on SFEIR Received 4/03/15 Certificate on SSFEIR Received 8/28/15 <u>Sediment Remediation:</u> Notice of Project Change filed 2/28/17, Certificate received 4/7/17	Secretary determines whether a Draft EIR, or Final EIR, as applicable, is adequate within 37 days of notice of availability of the EIR in the Environmental Monitor. A project that has not commenced either construction, or other project development activities (including final design, property acquisition, or marketing), within five years of notice of availability of Final EIR must file a Notice of Project Change. Secretary determines whether a subsequent filing is required. MEPA review is complete if no further filings are required.
Executive Office of Energy and Environmental Affairs MGL c. 21A ss. 2 and 4A; 301 CMR 23.00	Municipal Harbor Plan	Submitted on 10/16/13 Approved on 2/10/14	After publication of proposed Plan in <i>Environmental Monitor</i> and 30 day public comment period, Secretary has 60 days to consult with municipality proposing the Plan and other applicable agencies/entities, and 21 days thereafter to issue a written decision on the MHP.

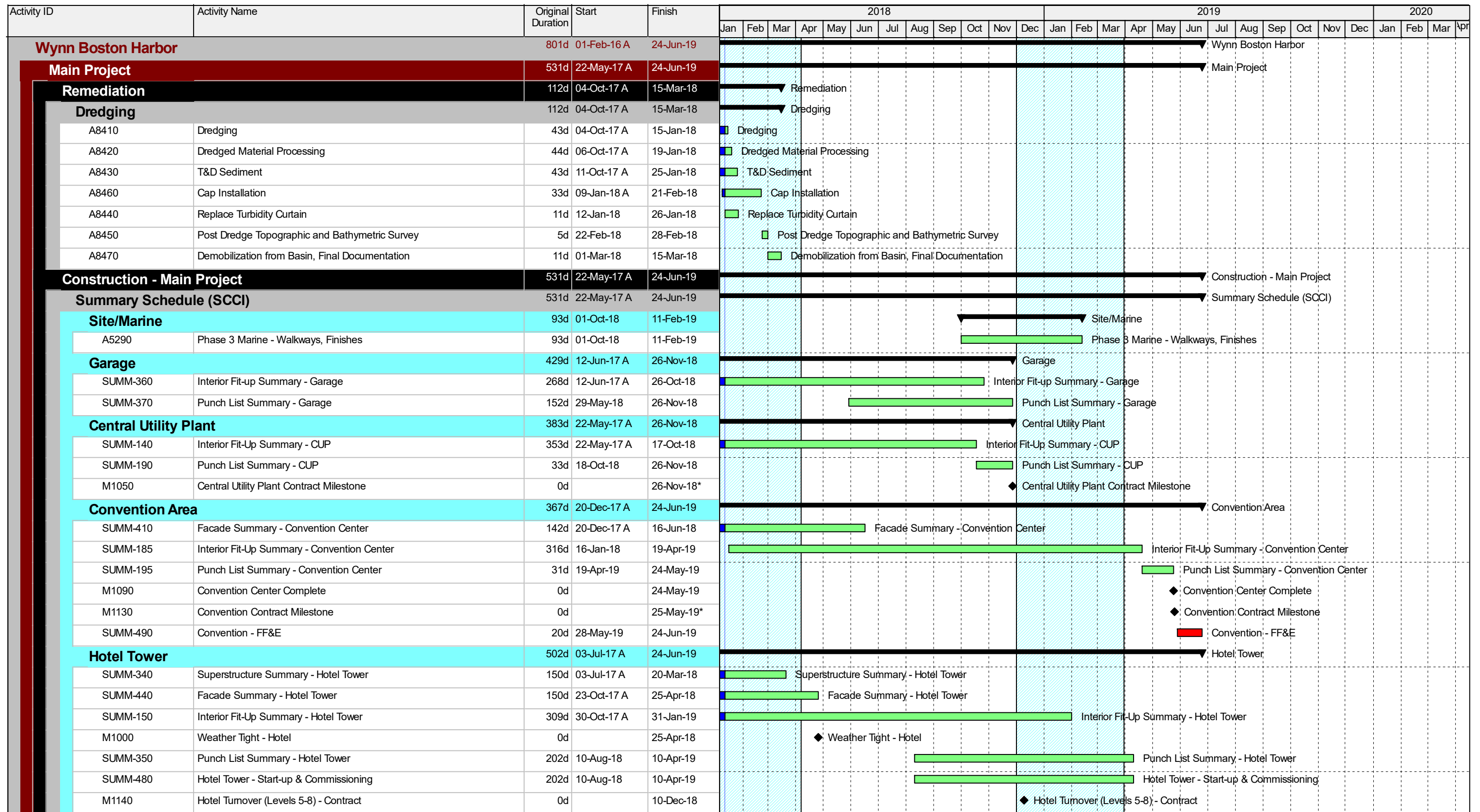
<p>Massachusetts Department of Environmental Protection (MassDEP)</p> <p>MGL c. 91 ss. 12-14; 310 CMR 9.00</p>	<p>Chapter 91 Waterways Determination of Applicability</p>	<p>Determination of Applicability re Chapter 91 jurisdictional boundaries received on July 29, 2013</p>	
<p>Massachusetts Department of Environmental Protection (MassDEP)</p> <p>MGL c. 91 ss. 12-14; 310 CMR 9.00</p>	<p>Chapter 91 Waterways License</p>	<p><u>Project</u>: Submitted August 19, 2015 License received August 3, 2016</p> <p>Minor Project Modification (MPM) #1 received February 28, 2017</p> <p>MPM #2 received March 29, 2017</p> <p><u>Sediment Remediation</u>: Submitted May 2017, License Received September 25, 2017</p>	<p>Licenses are issued for a fixed term; the standard term is 30 years but a license may be issued for an extended term (maximum of 99 years) if certain additional requirements are met.</p>
<p>MassDEP</p> <p>MGL c. 21 s. 43; 310 CMR 7.12</p>	<p>Compliance Certification for Stationary Engine</p>	<p>TBD</p>	<p>Required for CHP and generator</p>
<p>MassDEP</p> <p>MGL c. 111 ss. 142A-142E; 310 CMR 7.09</p>	<p>Notification of Construction and Demolition</p>	<p>TBD</p>	<p>Effective 10 working days after filing of notification.</p>
<p>MassDEP</p> <p>Section 401 of Federal Clean Water Act, 33 USC s. 1341; Massachusetts Clean Waters Act, MGL c. 21 ss. 26 et seq.; 314 CMR 9.00 (which cites to 310 CMR 4.00)</p>	<p>Water Quality Certification (401)</p>	<p><u>Project</u>: Submitted September 8, 2015 Approval received January 22, 2016</p> <p>Amendment #1 received February 2017</p> <p>Amendment #2 received June 2017</p> <p><u>Sediment Remediation</u>: Approval Received August 25, 2017</p>	<p>Standard MassDEP technical review period is 120 days (24 days for determination of administrative completeness and 96 days for technical review). No fixed maximum decision time.</p>
<p>MassDEP</p> <p>MGL c. 131 s. 40; 310 CMR 10.00</p>	<p>Wetlands Superseding Order of Conditions</p>	<p>Only in event of appeal of Order of Conditions issued by Everett Conservation Commission</p>	<p>Per 310 CMR 10.05 (7)(f) Issued within 70 days of request for superseding action (unless MassDEP requests additional information).</p>
<p>MassDEP Bureau of Waste Site Cleanup/Massachusetts Contingency Plan (MCP)</p> <p>MGL c. 21E; 310 CMR 40.000</p>	<p>(Submittals by Licensed Site Professional on behalf of Site Owner - do not need DEP approval)</p>	<p><u>Landside Remediation</u>: Draft RAM Plan provided to DEP in May 2015; PIP process underway</p>	<p>Agency decision time frame N/A under MCP privatized program.</p>

		<p><u>Sediment Remediation:</u> Phase II submitted December 2015</p> <p>Revised Phase II submitted December 30, 2016</p> <p>Phase III/IV submitted June 2017</p>	
<p>Massachusetts Water Resources Authority (MWRA)</p> <p>Chapter 372 of the Acts of 1984, s. 8(m); 360 CMR 10.000</p>	Section 8(m) Permit (to cross or construct within an MWRA easement)	<u>Project:</u> 8M permits were submitted to MWRA and received. in November, 2017	
<p>Massachusetts Office of Coastal Zone Coastal Zone Management (CZM)</p> <p>301 CMR 20.00, M.G.L. c. 21A, §§2 and 4A</p> <p>Coastal Zone Management Act of 1972, 16 U.S.C. 1451 et seq., 15 CFR §§ 923 and 930</p>	Federal Consistency Certification	<u>Project:</u> Received August 12, 2016	
<p>Massachusetts Historical Commission (MHC)</p> <p>MGL c. 9 ss. 26 et seq.; 950 CMR 71.00</p>	Review of project relative to potential effects on State Register historic/ archaeological resources.	Review Completed	Within 30 days of receipt of a completed Project Notification Form or ENF, the MHC will determine whether further information is needed and/or consultation is needed because the project may affect State Register properties. Beyond initial period, no other maximum decision times apply.
<p>Board of Underwater Archaeological Resources (BUAR)</p> <p>M.G.L. c. 6, ss. 179 and 180; 312 CMR 2.00</p>	Review of waterside activities	<p><u>Project:</u> Review Completed</p> <p><u>Sediment Remediation:</u> Review Completed under NPC</p>	
<p>Massachusetts Department of Transportation (MassDOT)</p> <p>MGL c. 81 s. 21, 720 CMR 13.00</p>	Non-Vehicular Access Permit - Off-site roadway improvements	MassDOT highway access permits applications have been submitted for all applicable MassDOT roadways that will be improved. Access permits have been received for the Route 16 improvements. The access permit for Sullivan Square 93 off ramp improvements has been submitted and is expected to be received by February 28, 2018.	MassDOT completes technical reviews of the Access Permit application in 75 business days (35 business days following receipt of the 25% design submission, 20 business days following receipt of the 75%/100% design submission, and 20 business days following receipt of the PS&E submission.) Following technical review and approval, Section 61 Finding, and completion of MHC review and Mass.

			Wetlands Protection Act permitting, the MassDOT permit is issued 5 to 7 business days following final design approval.
Massachusetts Department of Transportation (MassDOT) MGL c. 40 s. 54A	Consent to issuance of building permit for construction on land formerly used by railroad company	<u>Project</u> : Approval issued May 2, 2016	
Massachusetts Department of Transportation (MassDOT) MGL c. 161A s. 5(b)	MBTA Land Disposition and Easement Agreements	Issued November 2016	

Local			
City of Boston (Off-site Roadway) Public Improvement Commission (PIC) Boston Transportation Department (BTD) Revised Ordinances of City of Boston of 1961, Ch.21, Sect. 36	Approvals	Filed January 30, 2015	
Everett Planning Board M.G.L. 40A, as amended, and Everett Zoning Ordinance, Section 28A, Resort Casino Overly District (RCOD) in Lower Broadway Economic Development District (LBEDD)	Site Plan Review	<u>Project</u> : Approval Received October 14, 2015 <u>Access Road</u> : Approval Received May 5, 2016	Site Plan Review decisions shall be issued within 180 calendar days after filing of a completed application. Everett Zoning Ordinance, Sec. 28A(10)(B)(iii). Everett has accepted expedited permitting processes for Priority Development Sites pursuant to MGL c. 43D. All lots located in the LBEDD and RCOD are Priority Development Sites, Everett Zoning Ordinance Section 28A(10)(B).
Everett Conservation Commission Everett City Charter, c. 2, Article III, Division 7, Section 2-252 M.G.L. c. 131 §40; 310 CMR 10.00	Wetlands Order of Conditions	<u>Project</u> : Order of Conditions issued September 24, 2015, Amended Order of Conditions Received July 13, 2017 <u>Landside Remediation</u> : Order of Conditions Issued 2015 <u>Sediment Remediation</u> : Received June 2017	Decision time (about 42 days plus duration of public hearing which may consist of more than one ConComm meeting): - A public hearing must be held within 21 days of receiving NOI. - Orders of Conditions issued within 21 days of the close of the public hearing. Orders of Conditions are

			valid for 3 years unless extended.
Everett Fire Department Rev. Ordinance 1976, Pt.2, Ch.7, §33 Everett City Charter, Chapter 8, Article I, §2-252 M.G.L. c. 148 §10A	Review of Plans Fire Suppression System Installation Fuel Storage Permit LP Gas Storage Permit Underground Storage Tank Removal Permit (Commercial)	TBD	
Everett Health Department M.G.L. c. 140	Food Establishment Permit Application	TBD	Permits are annual, and expire May 31st of each year.
Everett Licensing Commission Victualler License: M.G.L. c. 140	Alcohol License Common Victualler License	TBD	
Everett Public Works Sewer: M.G.L., c. 83; Everett City Charter, Chapter 15 Water: Everett City Charter, Chapter 20	Sewer Connection Permit Water Connection Permit	TBD TBD	
Everett Building Department State Building Code, 780 CMR 105.3.1	Building Permit <ul style="list-style-type: none"> • Plumbing • Gas • Electrical • Wire • Trench • Mechanical • Foundation 	Foundation Permit May 2, 2016 Building Permit December 15, 2016	30 days from submission of completed application. Specific permits (plumbing, gas, etc.) to be requested and issued at various times during construction period within 30 days following application
Boston Conservation Commission M.G.L. c. 131 §40; 310 CMR 10.00	Wetlands Order of Conditions	<u>Sediment Remediation:</u> Issued June 2017	



Data Date: 12-Jan-18
 Print Date: 15-Jan-18
 Page 1 of 5

Wynn Boston Harbor
Project Master Schedule
Schedule Update #35



Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020			
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Service Road and Utilities Projects		277d	04-Apr-18	03-May-19	Service Road and Utilities Projects																											
Service Road Construction		211d	09-Jul-18	03-May-19	Service Road Construction																											
12110	Service Road - Phase 4c - Pavement Alignment (on Hold)	12d	09-Jul-18*	24-Jul-18	Service Road - Phase 4c - Pavement Alignment (on Hold)																											
12120	Final Roadway Top, Striping, Landscaping	25d	01-Apr-19*	03-May-19	Final Roadway Top, Striping, Landscaping																											
National Grid Gas Line Extension on Broadway		20d	04-Apr-18	01-May-18	National Grid Gas Line Extension on Broadway																											
A3000	Tie in at Dexter	20d	04-Apr-18	01-May-18	Tie in at Dexter																											
A2970	National Grid Complete Gas Line Upgrades	10d	18-Apr-18	01-May-18	National Grid Complete Gas Line Upgrades																											
A9810	Gas Line Upgrades Completed	0d		01-May-18	Gas Line Upgrades Completed																											

Data Date: 12-Jan-18
 Print Date: 15-Jan-18
 Page 3 of 5

Wynn Boston Harbor
 Project Master Schedule
 Schedule Update #35



Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020			
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Off-Site Transportation Improvements		791d	01-Feb-16 A	10-Jun-19	Off-Site Transportation Improvements																											
Milestone		276d	13-Oct-17 A	23-Jan-19	Milestone																											
Package #1 (Lower Broadway and Truck Route)		260d	13-Oct-17 A	27-Dec-18	Package #1 (Lower Broadway and Truck Route)																											
AMS.800.1140	CP#1 Construction (Lower Broadway and Truck Route)	260d	13-Oct-17 A	27-Dec-18	CP#1 Construction (Lower Broadway and Truck Route)																											
Package #2 (Santilli, Sweetser, Wellington, Bell and C/M Signals)		251d	09-Nov-17 A	23-Jan-19	Package #2 (Santilli, Sweetser, Wellington, Bell and C/M Signals)																											
AMS.800.1160	CP#2 Construction (Santilli Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Santilli Circle)																											
AMS.800.1220	CP#2 Construction (Sweetser Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Sweetser Circle)																											
AMS.800.1230	CP#2 Construction (Wellington Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Wellington Circle)																											
AMS.800.1240	CP#2 Construction (Bell Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Bell Circle)																											
AMS.800.1250	CP#2 Construction (Chelsea/Medford Signals)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Chelsea/Medford Signals)																											
Package #3 (Wellington and Malden Stations)		154d	05-Feb-18	12-Sep-18	Package #3 (Wellington and Malden Stations)																											
AMS.800.1210	Bid Process	15d	05-Feb-18	26-Feb-18	Bid Process																											
AMS.800.1180	CP#3 Construction (Wellington and Malden Stations)	62d	15-Jun-18	12-Sep-18	CP#3 Construction (Wellington and Malden Stations)																											
Package #4 (Sullivan Square)		255d	01-Nov-17 A	15-Jan-19	Package #4 (Sullivan Square)																											
AMS.800.1300	CP#4 Construction (Sullivan Square)	255d	01-Nov-17 A	15-Jan-19	CP#4 Construction (Sullivan Square)																											
Land Transfers, Easements		454d	02-Jan-17 A	10-Jun-19	Land Transfers, Easements																											
Batchyard Easement (CP #1)		50d	10-Jul-17 A	15-Feb-18	Batchyard Easement (CP #1)																											
1050	Agreement Finalization	50d	10-Jul-17 A	15-Feb-18	Agreement Finalization																											
Varoudakis (Robin and Beacham Corner) (CP #1)		9d	02-Jan-18 A	15-Jan-18	Varoudakis (Robin and Beacham Corner) (CP #1)																											
1180	Agreement Finalization	9d	02-Jan-18 A	15-Jan-18	Agreement Finalization																											
Sprague (CP #1)		150d	05-Jun-17 A	30-Mar-18	Sprague (CP #1)																											
1080	NGrid Easement Received from Sprague	45d	05-Jun-17 A	31-Jan-18	NGrid Easement Received from Sprague																											
1150	License Agreement	14d	12-Jan-18	31-Jan-18	License Agreement																											
1160	Award Utility Relocations	15d	01-Feb-18	22-Feb-18	Award Utility Relocations																											
1170	Utility Relocations, Remove Pole	26d	23-Feb-18	30-Mar-18	Utility Relocations, Remove Pole																											
Proposed Beacham Realignment (CP #1)		30d	08-Jan-18 A	01-Mar-18	Proposed Beacham Realignment (CP #1)																											
1130	Finalize Legal Agreements, Tenant Vacates	30d	08-Jan-18 A	01-Mar-18	Finalize Legal Agreements, Tenant Vacates																											
Proposed Dexter Realignment (CP #1)		150d	02-Jan-17 A	30-Mar-18	Proposed Dexter Realignment (CP #1)																											
14950	Previous Owner/Tenant Legal Agreement Reached (TBD)	110d	02-Jan-17 A	02-Mar-18	Previous Owner/Tenant Legal Agreement Reached (TBD)																											
14960	Tenant Vacates (TBD)	20d	05-Mar-18	30-Mar-18	Tenant Vacates (TBD)																											
Gilbane-BNY Mellon Building (CP #2)		50d	05-Jun-17 A	01-Mar-18	Gilbane-BNY Mellon Building (CP #2)																											
1090	Finalize Easement with Owner	50d	05-Jun-17 A	01-Mar-18	Finalize Easement with Owner																											
Final Planning Board Approval		40d	15-Apr-19	10-Jun-19	Final Planning Board Approval																											
14970	Final Planning Board Approval	40d	15-Apr-19	10-Jun-19*	Final Planning Board Approval																											
Construction Package #1 - Lower Broadway & Truck Route		306d	13-Oct-17 A	27-Dec-18	Construction Package #1 - Lower Broadway & Truck Route																											
Lower Broadway & Truck Route		306d	13-Oct-17 A	27-Dec-18	Lower Broadway & Truck Route																											
CP#1 Construction		306d	13-Oct-17 A	27-Dec-18	CP#1 Construction																											



Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020			
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
ALB.900.1050	CP#1 - Construction (Lower Broadway and Truck Route) 440 days	440d	13-Oct-17 A	27-Dec-18	[Gantt bar from Oct 2017 to Dec 2018]												CP#1 - Construction (Lower Broadway and Truck Route) 440 days															
ALB.900.1080	Broadway West (BWSC Drive to Service Entrance)	45d	01-Jun-18	03-Aug-18	[Gantt bar from Jun to Aug 2018]												Broadway West (BWSC Drive to Service Entrance)															
ALB.900.1090	Broadway East (Beacham to Project N. Limit)	57d	01-Jun-18	21-Aug-18	[Gantt bar from Jun to Aug 2018]												Broadway East (Beacham to Project N. Limit)															
ALB.900.1100	Broadway West (Service Entrance to Project N. Limit)	23d	14-Aug-18	14-Sep-18	[Gantt bar from Aug to Sep 2018]												Broadway West (Service Entrance to Project N. Limit)															
ALB.900.1110	Broadway East (Project S. Limit to Beacham)	22d	27-Aug-18	26-Sep-18	[Gantt bar from Aug to Sep 2018]												Broadway East (Project S. Limit to Beacham)															
ALB.900.1070	CP #1 Completed	0d		27-Dec-18	[Gantt bar from Oct 2017 to Dec 2018]												◆ CP #1 Completed															
Construction Package #2 - Route 16		306d	09-Nov-17 A	23-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												Construction Package #2 - Route 16															
CP#2 Construction		306d	09-Nov-17 A	23-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												CP#2 Construction															
ALB.900.1040	CP#2 - Construction (Santilli, Wellington, Sweetser, Bell Circles, Chelsea)	440d	09-Nov-17 A	23-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												CP#2 - Construction (Santilli, Wellington, Sweetser, Bell Circles, Chelsea/Medford Signals)															
ALB.900.1060	CP #2 Completed	0d		23-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												◆ CP #2 Completed															
Construction Package #3 - MBTA Wellington & Malden Station		235d	18-Sep-17 A	12-Sep-18	[Gantt bar from Sep 2017 to Sep 2018]												Construction Package #3 - MBTA Wellington & Malden Station															
MBTA Wellington & Malden Station		235d	18-Sep-17 A	12-Sep-18	[Gantt bar from Sep 2017 to Sep 2018]												MBTA Wellington & Malden Station															
CP#3 Construction		235d	18-Sep-17 A	12-Sep-18	[Gantt bar from Sep 2017 to Sep 2018]												CP#3 Construction															
AWM.901.1030	CP#3 - Finalize CDs	15d	18-Sep-17 A	19-Jan-18	[Gantt bar from Sep 2017 to Jan 2018]												CP#3 - Finalize CDs															
AWM.901.1010	CP#3 - Bid Documents	10d	22-Jan-18	02-Feb-18	[Gantt bar from Jan to Feb 2018]												CP#3 - Bid Documents															
AWM.903.1030	CP#3 - Bidding	15d	05-Feb-18	26-Feb-18	[Gantt bar from Feb to Feb 2018]												CP#3 - Bidding															
AWM.900.1060	CP #3 - Contracting/Award (NTP)	24d	27-Feb-18	30-Mar-18	[Gantt bar from Feb to Mar 2018]												CP #3 - Contracting/Award (NTP)															
AWM.900.1040	CP#3 - Construction (Wellington and Malden MBTA Stations)	90d	15-Jun-18	12-Sep-18	[Gantt bar from Jun to Sep 2018]												CP#3 - Construction (Wellington and Malden MBTA Stations)															
AWM.900.1050	CP #3 Completed	0d		12-Sep-18	[Gantt bar from Sep 2017 to Sep 2018]												◆ CP #3 Completed															
Construction Package #4 - Sullivan Square Charlestown		307d	01-Nov-17 A	15-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												Construction Package #4 - Sullivan Square Charlestown															
A7420	Construction - Sullivan Square	440d	01-Nov-17 A	15-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												Construction - Sullivan Square															
ALB.900.1120	Phase 1 - Alford Street Southbound	150d	27-Nov-17 A	28-Jun-18	[Gantt bar from Nov 2017 to Jun 2018]												Phase 1 - Alford Street Southbound															
ALB.900.1130	Phase 2 - Alford Street Northbound	97d	07-May-18	21-Sep-18	[Gantt bar from May to Sep 2018]												Phase 2 - Alford Street Northbound															
ALB.900.1140	Phases 3 and 4 - MBTA Station	101d	07-May-18	27-Sep-18	[Gantt bar from May to Sep 2018]												Phases 3 and 4 - MBTA Station															
ALB.900.1180	Phase 8 - D Street and Spice Street	128d	17-May-18	15-Nov-18	[Gantt bar from May to Nov 2018]												Phase 8 - D Street and Spice Street															
ALB.900.1150	Phase 5 - Maffa Way	56d	29-Jun-18	18-Sep-18	[Gantt bar from Jun to Sep 2018]												Phase 5 - Maffa Way															
ALB.900.1160	Phase 6 - Beacham Street	46d	29-Jun-18	04-Sep-18	[Gantt bar from Jun to Sep 2018]												Phase 6 - Beacham Street															
ALB.900.1170	Phase 7 - Cambridge Street	28d	06-Aug-18	13-Sep-18	[Gantt bar from Aug to Sep 2018]												Phase 7 - Cambridge Street															
A7550	Sullivan Square Completed	0d		15-Jan-19	[Gantt bar from Nov 2017 to Jan 2019]												◆ Sullivan Square Completed															
Woods Memorial Bridge (by DOT)		520d	01-Feb-16 A	11-May-18	[Gantt bar from Feb 2016 to May 2018]												Woods Memorial Bridge (by DOT)															
A4040	Project by DOT	520d	01-Feb-16 A	11-May-18	[Gantt bar from Feb 2016 to May 2018]												Project by DOT															
A4080	Bridge Completed	0d		11-May-18	[Gantt bar from Feb 2016 to May 2018]												◆ Bridge Completed															



Appendix 5

**Project Construction Workforce:
Women, Minority, Veteran Participation**
As of December 31, 2017

Reference 205 CMR 135.02(5)(e)

As of December 31st, 2017, 1,640,660 person-hours of work was completed on the Project Site by 3,463 individuals, with 773 minorities, 205 females, and 166 veterans, performing work on site.

	# of Workers	Participation to Date (% of workforce hours)	Goal (% of workforce hours)
Minority	773	25.4%	15.3%
Female	205	6.9%	6.9%
Veteran	166	6.6%	3.0%

LOCAL TRADE UNION	PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Asbestos Workers Local 6	8,647.5	42	8	1,495.0	17.3%	3	347.5	4.0%	2	778.0	9.0%
Boilermakers Local 29	438.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern	18,658.0	63	10	3,255.5	17.4%	1	919.5	4.9%	2	52.0	0.3%
Carpenters Local 107	4,810.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 108	3,384.5	4	3	3,259.5	96.3%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 111	6,106.5	12	5	3,848.5	63.0%	1	712.0	11.7%	0	0.0	0.0%
Carpenters Local 1305	13,775.0	25	5	4,702.0	34.1%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 218	100,558.0	141	37	29,901.5	29.7%	15	10,815.0	10.8%	10	8,797.5	8.7%
Carpenters Local 26	2,951.0	5	1	1,218.0	41.3%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 275	6,175.5	9	1	148.0	2.4%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 33	61,260.5	82	18	13,709.0	22.4%	2	2,610.0	4.3%	3	5,674.5	9.3%
Carpenters Local 40	7,551.0	13	4	381.0	5.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 424	2,782.5	2	0	0.0	0.0%	0	0.0	0.0%	1	1,273.5	45.8%
Carpenters Local 475	5,593.0	7	2	446.0	8.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 535	1,818.5	6	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 624	23,917.0	35	8	7,535.0	31.5%	2	1,565.0	6.5%	2	707.0	3.0%
Carpenters Local 67	25,997.5	32	17	11,910.5	45.8%	2	190.0	0.7%	2	922.0	3.5%
Carpenters Local 94	4,362.0	13	4	1,434.0	32.9%	0	0.0	0.0%	1	657.0	15.1%
Electricians Local 103 I.B.E.W.	175,313.0	456	78	34,417.5	19.6%	23	10,970.0	6.3%	22	8,876.0	5.1%
Electricians Local 104 I.B.E.W.	1,041.5	18	1	116.0	11.1%	1	112.0	10.8%	0	0.0	0.0%
Elevator Constructors Local 4	12,106.5	45	4	1,151.8	9.5%	1	49.0	0.4%	1	569.5	4.7%
Floorcoverers Local 2168	124.0	5	3	116.0	93.5%	0	0.0	0.0%	0	0.0	0.0%
Iron Workers Local 7	259,696.1	550	145	73,398.0	28.3%	34	15,823.5	6.1%	26	21,033.0	8.1%
Laborers Local 133	3,997.5	12	2	336.5	8.4%	0	0.0	0.0%	1	40.0	1.0%
Laborers Local 138	3,760.0	11	2	3,013.0	80.1%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 1421	8,571.0	46	39	7,796.5	91.0%	5	1,492.0	17.4%	1	164.0	1.9%
Laborers Local 151	27,765.0	40	6	10,699.0	38.5%	2	3,128.5	11.3%	0	0.0	0.0%
Laborers Local 175	22,288.5	36	13	15,086.0	67.7%	2	252.0	1.1%	1	2,095.0	9.4%
Laborers Local 22	252,024.9	409	130	80,365.5	31.9%	54	34,810.5	13.8%	16	6,697.5	2.7%
Laborers Local 223	27,883.0	44	13	7,050.5	25.3%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 243	1,817.0	6	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 271	8,005.5	13	4	2,977.0	37.2%	0	0.0	0.0%	1	752.0	9.4%
Laborers Local 385	8,815.5	21	8	3,360.0	38.1%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 39	88.0	2	0	0.0	0.0%	0	0.0	0.0%	1	6.5	7.4%
Laborers Local 401	16,841.5	40	9	2,177.0	12.9%	2	1,326.0	7.9%	3	2,496.5	14.8%
Laborers Local 401E	823.5	2	0	0.0	0.0%	0	0.0	0.0%	1	316.5	38.4%
Laborers Local 429	2,536.5	7	2	32.0	1.3%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 473	162.5	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 560	10,725.0	19	6	3,194.0	29.8%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 596	34.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 609	18,854.0	32	8	7,037.5	37.3%	0	0.0	0.0%	2	730.0	3.9%
Laborers Local 610	7,962.0	15	3	91.0	1.1%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 721	4,907.5	10	2	83.5	1.7%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 876	2,980.5	14	2	2,022.5	67.9%	1	507.0	17.0%	0	0.0	0.0%
Laborers Local 88 (Tunnel	17,539.0	40	5	1,864.0	10.6%	1	44.0	0.3%	1	641.5	3.7%
Laborers Local 999	258.0	2	1	8.0	3.1%	0	0.0	0.0%	0	0.0	0.0%
Operating Engineers Local 4	210,223.0	347	43	33,795.0	16.1%	12	12,664.0	6.0%	25	23,520.5	11.2%
Operating Engineers Local 98	10.3	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C.	13,760.0	64	13	2,764.5	20.1%	5	1,034.5	7.5%	2	407.5	3.0%
Piledrivers Local 56	42,237.5	101	9	5,218.5	12.4%	8	1,775.0	4.2%	9	5,113.0	12.1%
Pipe Fitters Local 537	27,104.0	49	7	5,337.0	19.7%	4	3,151.0	11.6%	5	1,902.0	7.0%
Plasterers & Cement Masons	34,696.0	168	35	4,643.5	13.4%	6	934.0	2.7%	3	179.5	0.5%
Plumbers & Gasfitters Local 12	54,531.5	138	17	8,502.0	15.6%	10	4,652.5	8.5%	10	6,283.5	11.5%
Roofers & Slaters Local 33	13,893.5	66	19	4,429.5	31.9%	3	1,659.0	11.9%	2	1,200.0	8.6%
Sheet Metal Workers Local 17	21,566.5	71	11	6,244.0	29.0%	3	1,220.0	5.7%	5	2,718.5	12.6%
Sheet Metal Workers Local 63	20.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sprinkler Fitters Local 550	26,851.5	55	10	5,672.5	21.1%	2	750.5	2.8%	4	4,053.0	15.1%
Teamsters Local 25	52.0	5	0	0.0	0.0%	0	0.0	0.0%	1	8.0	15.4%
Woodframe Local 723	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Total	1,640,660.7	3,463	773	416,242.8	25.4%	205	113,514.0	6.9%	166	108,665.0	6.6%

CONTRACTOR	PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Andella Iron Inc.	565.0	4	1	153.0	27.1%	0	0.0	0.0%	0	0.0	0.0%
Angelini Plastering, Inc. (WBE)	1,605.0	9	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Anvil Steel Engineering, Inc. (MVBE)	6,294.0	24	9	3,169.0	50.3%	0	0.0	0.0%	2	1,819.5	28.9%
Axon Specialty Contracting	5,401.0	26	5	821.0	15.2%	1	8.0	0.1%	1	237.0	4.4%
Back Bay Concrete Corp. (WBE)	3,801.0	58	15	963.0	25.3%	4	53.5	1.4%	3	96.5	2.5%
BOSS Steel Inc. (WBE)	22,036.8	71	16	4,196.0	19.0%	3	1,406.0	6.4%	3	1,399.5	6.4%
Brightview Landscaping Development Inc.	278.0	12	3	80.0	28.8%	0	0.0	0.0%	0	0.0	0.0%
Capco Steel Erection Company	2,551.5	16	2	480.5	18.8%	1	8.0	0.3%	0	0.0	0.0%
Capital Carpet and Flooring Specialists,	124.0	5	3	116.0	93.5%	0	0.0	0.0%	0	0.0	0.0%
Cashman Dredging & Marine Contracting	200.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Cavalieri Construction Company, Inc.	2,102.5	21	5	1,326.0	63.1%	0	0.0	0.0%	1	462.5	22.0%
Century Drywall, Inc.	60,231.5	137	47	18,724.0	31.1%	11	3,048.0	5.1%	5	3,384.0	5.6%
Chapman Construction Group, Inc. (WVBE)	1,873.5	10	2	395.5	21.1%	3	579.5	30.9%	2	495.0	26.4%
Coastal Marine Construction	2,223.5	15	0	0.0	0.0%	1	84.0	3.8%	1	116.5	5.2%
Coghlin Electrical Contractors, Inc. (WBE)	76,786.0	167	25	12,980.5	16.9%	5	4,335.5	5.6%	12	4,597.0	6.0%
Collins Overhead Door Inc.	411.3	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Composite Company, Inc.	470.0	6	2	278.0	59.1%	0	0.0	0.0%	0	0.0	0.0%
Construction Drilling, Inc.	499.5	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Costa Brothers Masonry, Inc.	25,066.0	64	12	5,667.0	22.6%	2	1,426.5	5.7%	1	16.0	0.1%
Dagle Electrical Construction Corporation	3,401.0	26	3	462.0	13.6%	0	0.0	0.0%	0	0.0	0.0%
Daniel Marr and Son Co.	101,831.0	173	23	15,086.0	14.8%	11	5,704.5	5.6%	9	9,020.5	8.9%
DeLucca Fence Company (WBE)	857.5	32	6	135.0	15.7%	1	16.0	1.9%	1	24.0	2.8%
Dependable Masonry Construction Co.	848.5	6	2	203.0	23.9%	0	0.0	0.0%	0	0.0	0.0%
Don Martin Corporation (MBE)	638.5	20	7	196.0	30.7%	0	0.0	0.0%	1	12.0	1.9%
D's Welding	438.0	9	1	69.0	15.8%	0	0.0	0.0%	0	0.0	0.0%
E.H. Marchant Co. Inc.	556.0	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
E.M. Duggan, Inc.	36,122.5	95	12	4,425.0	12.2%	8	2,655.5	7.4%	10	6,090.5	16.9%
East Coast Fireproofing Co	1,639.5	9	1	160.0	9.8%	1	32.0	2.0%	2	72.0	4.4%
Eastern Exterior Wall Systems, Inc. (VBE)	284.5	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Easton Concrete Cutting & Drilling LLC	590.0	13	1	27.0	4.6%	0	0.0	0.0%	0	0.0	0.0%
Edward G. Sawyer Co., Inc.	45,987.0	82	16	11,061.0	24.1%	6	4,136.0	9.0%	2	1,799.0	3.9%
Evermore Light and Power Inc. (WBE)	336.0	2	0	0.0	0.0%	0	0.0	0.0%	1	76.0	22.6%
Ferguson-Neudorf Glass Inc.	44.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Fischbach & Moore Electric Group, LLC	996.0	7	1	8.0	0.8%	0	0.0	0.0%	0	0.0	0.0%
Fisher Contracting Corporation (MWBE)	4,876.0	20	3	604.0	12.4%	3	837.0	17.2%	1	276.0	5.7%
Food Equipment Installations, Inc.	696.5	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Geologic Earth Exploration, Inc.	72.5	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Gleeson Powers, Inc.	18.0	2	2	18.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Griffin Door dba Overhead Door	112.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Hayward Baker Inc.	9,495.0	51	4	1,472.0	15.5%	2	250.0	2.6%	1	365.5	3.8%
Homeland Mechanical LLC (VBE)	112.0	2	0	0.0	0.0%	0	0.0	0.0%	1	60.0	53.6%
Hub Foundation Co., Inc.	18,363.5	45	6	2,839.5	15.5%	2	1,164.0	6.3%	6	4,377.0	23.8%
J & M Brown Company, Inc.	9,867.5	22	3	1,633.5	16.6%	2	677.5	6.9%	2	1,231.5	12.5%
J Rams Inc	17.0	2	0	0.0	0.0%	0	0.0	0.0%	1	8.0	47.1%
J. Derenzo Co.	130,440.9	102	16	29,980.5	23.0%	10	14,631.5	11.2%	9	12,903.5	9.9%
J.C. Cannistraro	17,726.0	41	4	3,589.0	20.2%	3	2,402.0	13.6%	2	480.0	2.7%
J.C. Higgins Corp	26,288.0	38	6	5,377.0	20.5%	3	2,746.0	10.4%	2	1,555.0	5.9%
J.F. White Contracting Company, Inc	32,172.5	47	8	4,648.0	14.4%	2	3,904.5	12.1%	3	1,334.5	4.1%
Jackson Glass, Inc. (WBE)	9,244.5	38	9	2,406.0	26.0%	4	1,099.5	11.9%	6	835.5	9.0%
John W. Egan Co., Inc.	40.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
JP Obelisk, Inc.	837.0	11	3	416.0	49.7%	0	0.0	0.0%	0	0.0	0.0%
JR Vinagro Corp.	2,533.0	25	5	183.0	7.2%	1	80.0	3.2%	0	0.0	0.0%
K Safe Corp	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
K&H Electrical Systems, Inc.	12,275.5	30	8	3,050.5	24.9%	1	457.5	3.7%	1	120.5	1.0%
K&M Fire Protection Services, Inc.	26,851.5	55	10	5,672.5	21.1%	2	750.5	2.8%	4	4,053.0	15.1%
KM Kelly, Inc.	2,169.0	11	4	775.0	35.7%	2	114.0	5.3%	0	0.0	0.0%
Lan-Tel Communications, Inc.	1,417.0	7	3	384.0	27.1%	1	104.0	7.3%	1	280.0	19.8%
Leading Way Construction Co., Inc.	96.0	6	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Liberty Construction Services	195,727.5	278	82	54,594.5	27.9%	27	17,445.5	8.9%	6	4,038.0	2.1%
Liberty Equipment and Supply	8,457.0	14	2	1,986.0	23.5%	2	655.0	7.7%	1	1,217.0	14.4%
Lockwood Remediation	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Lund Rebar Services, Inc.	87,170.5	123	57	38,502.0	44.2%	11	5,921.0	6.8%	6	6,361.0	7.3%
M.L. McDonald Sales Company, LLC	28,225.0	79	18	4,534.0	16.1%	6	1,740.0	6.2%	4	2,813.0	10.0%
Marr Equipment Corp.	55.0	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Mass Bay Electrical Corp.	2,241.0	36	1	20.0	0.9%	1	112.0	5.0%	0	0.0	0.0%
Maxim Crane Works, L.P.	33,416.5	58	10	7,742.5	23.2%	1	2,204.5	6.6%	4	4,451.0	13.3%
McCusker-Gill, Inc.	18,301.5	45	10	5,940.0	32.5%	2	1,098.0	6.0%	4	2,521.5	13.8%
McGregor Industries, Inc.	5,915.5	11	1	184.0	3.1%	1	1,339.0	22.6%	2	595.5	10.1%
McPhee Electric Ltd.	7,649.0	17	2	1,445.0	18.9%	1	242.0	3.2%	1	277.0	3.6%
Melo's Rodbusters, Inc. (WBE)	12,390.5	22	11	6,649.0	53.7%	0	0.0	0.0%	1	1,537.0	12.4%
Midnight Iron Construction Management	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
MON Landscaping Inc.	280.0	10	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%

CONTRACTOR	PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Moretrench	19,856.0	38	11	5,850.0	29.5%	3	302.0	1.5%	2	1,335.5	6.7%
MTK Construction Services, Inc.	287.0	10	8	254.0	88.5%	0	0.0	0.0%	0	0.0	0.0%
NER Construction Mgmt	2,427.0	14	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
NewRoads Environmental	7,857.5	40	39	7,810.5	99.4%	4	1,412.0	18.0%	1	164.0	2.1%
North East Foam Solutions, Inc.	1,928.0	10	4	430.0	22.3%	1	428.0	22.2%	3	624.0	32.4%
NorthStar Contracting Group, Inc	37.0	2	1	12.0	32.4%	0	0.0	0.0%	0	0.0	0.0%
Otis Elevator Company	10,041.8	38	3	574.5	5.7%	1	49.0	0.5%	0	0.0	0.0%
P.J. Spillane Company, Inc. (WBE)	2,807.0	22	5	694.0	24.7%	0	0.0	0.0%	1	36.0	1.3%
Peak Mechanical Services	1,031.0	4	2	448.0	43.5%	0	0.0	0.0%	0	0.0	0.0%
Pick Crane Service, Inc.	51.5	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Quality Air Metals, Inc.	1,781.0	9	1	304.0	17.1%	1	122.0	6.9%	1	197.0	11.1%
R.J. Cobb LTD	48.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Rapid Flow Inc.	1,564.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Regis Steel Corporation (MBE)	6,283.5	24	6	1,415.5	22.5%	3	613.0	9.8%	0	0.0	0.0%
Richard W. Reid Electric Company Inc.	34.0	3	2	16.0	47.1%	0	0.0	0.0%	0	0.0	0.0%
S&A Cranes LLC	34.0	4	0	0.0	0.0%	0	0.0	0.0%	1	8.0	23.5%
S&F Concrete Contractors, Inc.	319,908.5	379	97	99,009.5	30.9%	15	16,739.0	5.2%	13	15,531.0	4.9%
Silverback Construction Inc.	416.0	18	1	27.0	6.5%	0	0.0	0.0%	0	0.0	0.0%
Skylight Consultants of America, Inc.	806.0	9	1	64.0	7.9%	0	0.0	0.0%	0	0.0	0.0%
SOEP Painting Corp.	181.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
SOS Corporation (WBE)	307.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
SPS New England, Inc.	11,914.0	36	7	2,360.0	19.8%	3	553.0	4.6%	1	203.0	1.7%
Structures Derek International SA	989.5	6	2	487.5	49.3%	1	33.0	3.3%	0	0.0	0.0%
Sullivan & McLaughlin Co., Inc.	756.0	6	1	276.0	36.5%	2	324.0	42.9%	0	0.0	0.0%
Sunrise Erectors, Inc.	15,661.0	54	8	2,426.5	15.5%	3	973.5	6.2%	3	1,835.5	11.7%
Sweeney Drywall Finishes Corp	207.0	8	2	21.0	10.1%	0	0.0	0.0%	1	6.5	3.1%
T&T Electrical Contractors, Inc.	9,595.5	36	6	1,909.5	19.9%	0	0.0	0.0%	0	0.0	0.0%
Tavares LLC (MBE)	2,057.0	8	3	1,177.0	57.2%	1	296.0	14.4%	0	0.0	0.0%
TCI Installations Inc. (WBE)	448.0	4	1	128.0	28.6%	0	0.0	0.0%	1	128.0	28.6%
The Railroad Associates Corporation	68.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
The Welch Corporation	11,582.5	21	2	1,308.0	11.3%	3	1,057.0	9.1%	2	1,225.0	10.6%
Thermo-Dynamics International, Inc. (VBE)	3,013.5	11	3	674.0	22.4%	1	264.5	8.8%	1	541.0	18.0%
Titan Roofing, Inc. (MVBE)	14,215.3	69	19	4,429.5	31.2%	3	1,659.0	11.7%	2	1,200.0	8.4%
Total Mechanical Service Corp. (MBE)	48.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
TREVICOS CORPORATION	60,534.5	89	24	16,023.0	26.5%	7	4,090.5	6.8%	3	2,630.0	4.3%
Triboro Crane & Rigging Services	338.5	8	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Urban Insulation Inc. (WBE)	233.0	5	0	0.0	0.0%	1	75.0	32.2%	0	0.0	0.0%
UTEC Constructors LLC	688.0	9	1	116.0	16.9%	0	0.0	0.0%	0	0.0	0.0%
Vynorius Piledriving Inc.	13,626.3	32	3	1,810.3	13.3%	3	657.5	4.8%	4	1,592.0	11.7%
Wallco Installations, LLC	152.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
WES Construction Corp	4,134.0	15	1	356.5	8.6%	1	398.0	9.6%	0	0.0	0.0%
Wood & Wire Fence Co. Inc. (MBE)	8.0	2	1	4.0	50.0%	0	0.0	0.0%	0	0.0	0.0%
TOTAL	1,640,660.7	3,463	773	416,242.8	25.4%	205	113,514.0	6.9%	166	108,665.0	6.6%

**Contracts and Payments to Minority, Women and
Veteran Business Enterprises for Construction Phase**
As of December 31, 2017

Reference 205 CMR 135.02(5)(f)

As of December 31, 2017, Wynn had awarded \$195,341,581 or 16.6% of qualified construction contracts, in contracts to M/W/VBEs. As of December 31, 2017, Wynn and Wynn contractors and sub-contractors awarded 67 contracts to MBEs, 140 contracts to WBEs, and 41 contracts to VBEs for construction.

	# Contract Awards*	Contract Award Value (\$)	% of Total Construction Contracts Awarded to Date	% Goal	Paid to Date (\$)
MBE	67	66,430,458	5.6%	5.0%	23,029,736
WBE	140	113,370,181	9.6%	5.4%	35,543,470
VBE	41	29,657,981	2.5%	1.0%	15,784,179
TOTAL**	212	\$195,341,581	16.6%	11.4%	\$69,060,728

*Note that a majority of M/W/VBEs are sub-contracted with Wynn's contractors and sub-contractors.

M/W/VBE contract awards and payments report includes awards and payments made to businesses with more than one diverse classification (i.e. M/WBE). **Totals reported deduct any double counting due to awards to businesses with more than one diverse classification.

**Contracts and Payments to Minority, Women and
Veteran Business Enterprises for Design Phase
As of December 31, 2017**

Reference 205 CMR 135.02(5)(f)

As of December 31, 2017, Wynn had awarded \$13,773,689, or 22.6% of qualified design contracts, to M/W/VBEs for design work. As of December 31, 2017, Wynn and Wynn consultants awarded twelve contracts to MBEs, 14 contracts to WBEs, and four contracts to VBEs for design work.

	# Contract Awards*	Contract Award Value (\$)	% Total Design Contract*	% Goal	Paid to Date (\$)
MBE	12	5,399,090	8.9%	7.9%	4,889,072
WBE	14	4,330,081	7.1%	10.0%	3,649,291
VBE	4	4,044,518	6.6%	1.0%	3,593,372
TOTAL	30	\$13,773,689	22.6%	18.9%	\$12,131,735

*Note that 9 MBE contracts, 9 WBE contracts, and 2 VBE contract, are sub-contracted with Wynn's consultants.

Wynn BOSTON HARBOR
.®

Wynn Boston Harbor

WORKFORCE DEVELOPMENT & DIVERSITY PLAN

OUR OBJECTIVES

- 1. Raise Awareness:** *Before we can successfully recruit, we must ensure the community is aware of who we are as an employer, the upcoming career opportunities, the skills required for those opportunities, the application process, and the timeline for hiring.*
- 2. Prepare Career Seekers:** *We will work to ensure local and diverse career seekers are not only aware of the coming career opportunities, but are prepared to successfully apply for and succeed in those jobs. We will connect job seekers with the training needed to develop skills required for our jobs.*
- 3. Recruit and Hire a Qualified, Local, and Diverse Workforce:** *To open successfully, we need to recruit and hire a workforce that is qualified, local, and diverse. Hiring the right talent from the start will improve retention and support the success of ongoing resort operations.*
- 4. Develop and Retain:** *Once on board, we will create a work environment in which team members can thrive and pursue opportunities for professional growth.*

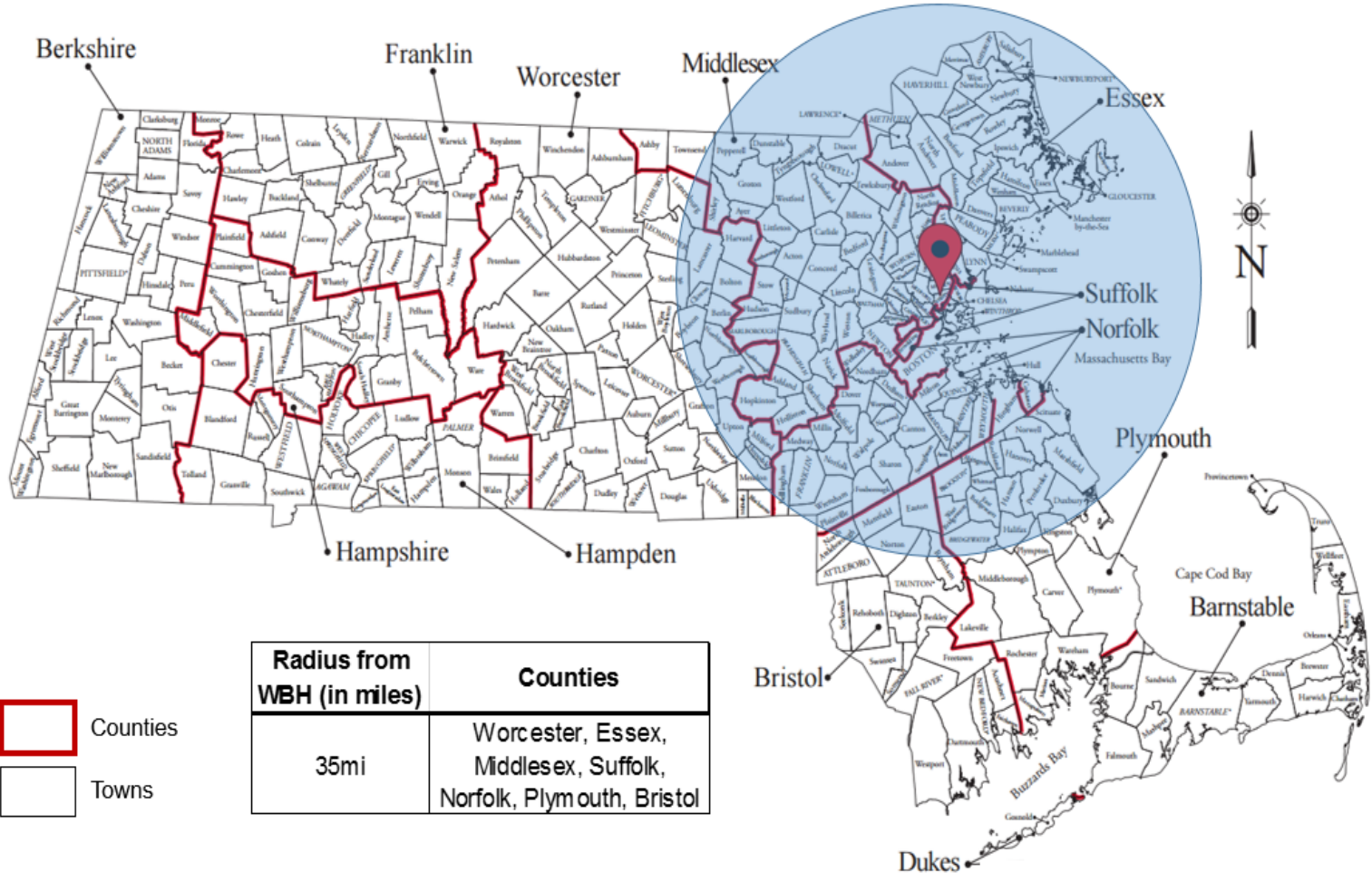
Wynn Boston Harbor

OBJECTIVE ONE: RAISE AWARENESS

Commitment to Local Hiring | Hiring Preferences



Diversity Goals: Hiring Radius



Demographic Data: Minority Population

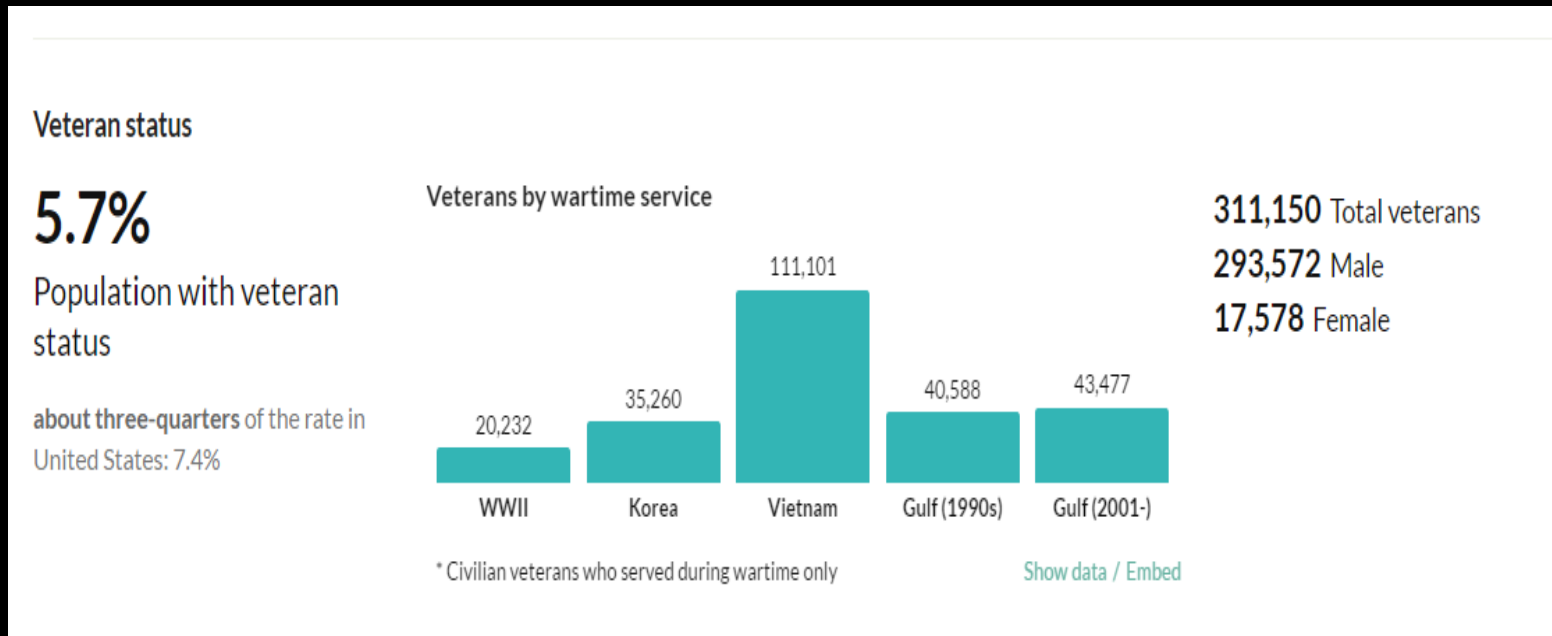
		UNEMPLOYMENT	% MINORITY	POPULATION	POPULATION IN WORKFORCE	UNEMPLOYED INDIVIDUALS
Host and Surrounding Communities	Everett, Malden, Medford, Somerville, Boston, Cambridge, Chelsea	2.6%	48.8%	1,064,022	601,536	15,348
Counties: Host, Surrounding, Neighboring Communities	Essex, Middlesex, Suffolk	2.7%	34.5%	3,153,022	1,720,277	46,658
Counties within 35mi Radius	Worcester, Essex, Middlesex, Suffolk, Norfolk, Plymouth, Bristol	2.9%	28.4%	5,741,681	3,085,600	90,604

Data Sources:

U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <<https://censusreporter.org/profiles/04000US25-massachusetts/>>

Massachusetts Department of Labor (2017). *Labor Force and Unemployment Data*. Retrieved from *Labor Market Information* <http://lmi2.detma.org/lmi/lmi_lur_a.asp#3/>

Demographic Data: Veterans in Massachusetts



Data Source: U.S. Census Bureau (2016). American Community Survey 1-year estimates. Retrieved from Census Reporter Profile page for Massachusetts <https://censusreporter.org/profiles/04000US25-massachusetts/>

Diversity Goals

Women: 50%

WBH is committed to gender equity for its workforce, both in recruiting and in compensation. Our goal is to hire women as 50% of our workforce. We will pay equally for positions, regardless of the gender of the individual in that position.

Minorities: 35%

The minority goal reflects the makeup of our broader community, and takes into account the hiring preference for residents of our Host & Surrounding Communities.

Veterans: 3%

WBH sees tremendous value in the skillset and experience of veterans, and is committed to providing opportunities for individuals who have served our country. We have set a goal of hiring 3% veterans as part of our workforce, reflecting the portion of veterans in the Commonwealth who are in the workforce.

Raise Awareness: Career Summary

HOTEL

Front Desk Representative
 Lobby Greeter
 VIP Lounge Ambassador
 Concierge
Call Center Sales & Marketing Agent
 Housekeeping Shift Manager
Guest Room Attendant*
Utility House Person
 Quality Assurance Supervisor
 Status Board Operator
 Bell Captain
Bell Attendant
 Door Person
 Group Sales Coordinator
 Hotel Marketing Specialist
 Dispatcher
Valet Attendant
Parking Attendant
Public Area Porter*

TOTAL: 730+ FTEs

FOOD & BEVERAGE

Restaurant Manager
 Chef de Cuisine
 Assistant Chef
 Chef de Partie
Cook I*
Cook II*
Kitchen Worker*
 Shift Manager
 Food & Beverage Cashier
 Inventory Control Clerk
 Inventory Security Coordinator
Food Server*
Gourmet Food Runner
Bus Person*
Cocktail Server*
 Sommelier
Bartender*
Apprentice Bartender
Host Person
 Banquet Captain
Banquet Setup Porter

TOTAL: 1,200+ FTEs

CASINO

Service Team Lead*
Dealer*
 Slot Technician
Poker Dealer*
 Box Person
Floor Persons
Casino Marketing Representative
Casino Cashier
 Ticket Redemption Lead
 Casino Credit Clerk
 Limo Driver
 Limousine Dispatcher
 Marketing Host
 Casino Accounting Clerk
 Casino Accounting Controller
 Count Team Clerk
Surveillance Specialist
Casino Porter*

TOTAL: 1,500+ FTEs

11 ***Bolded positions indicate 10+ FTEs***

**** Indicates 100+ FTEs***

Raise Awareness: Career Summary

RETAIL, SPA & SALON

Store Manager
Retail Clerk
Cashier
Fitness Professional
Receptionist
Spa Therapist
Aesthetician
Guest Attendant
Manicurist
Hair Stylist
Makeup Artist

TOTAL: 75+ FTEs

Bolded positions indicate 10+ FTEs

** Indicates 100+ FTEs*

GENERAL & ADMINISTRATIVE

Sound & Video Technician
Human Resources Coordinator
Media Coordinator
Accounts Receivable Clerk
Payroll Clerk
Guest Claims Administration
Recruiter
Purchasing Clerk
Warehouse Attendant
Receiving Attendant
Uniform Seamer
Uniform Attendant
PC Tech

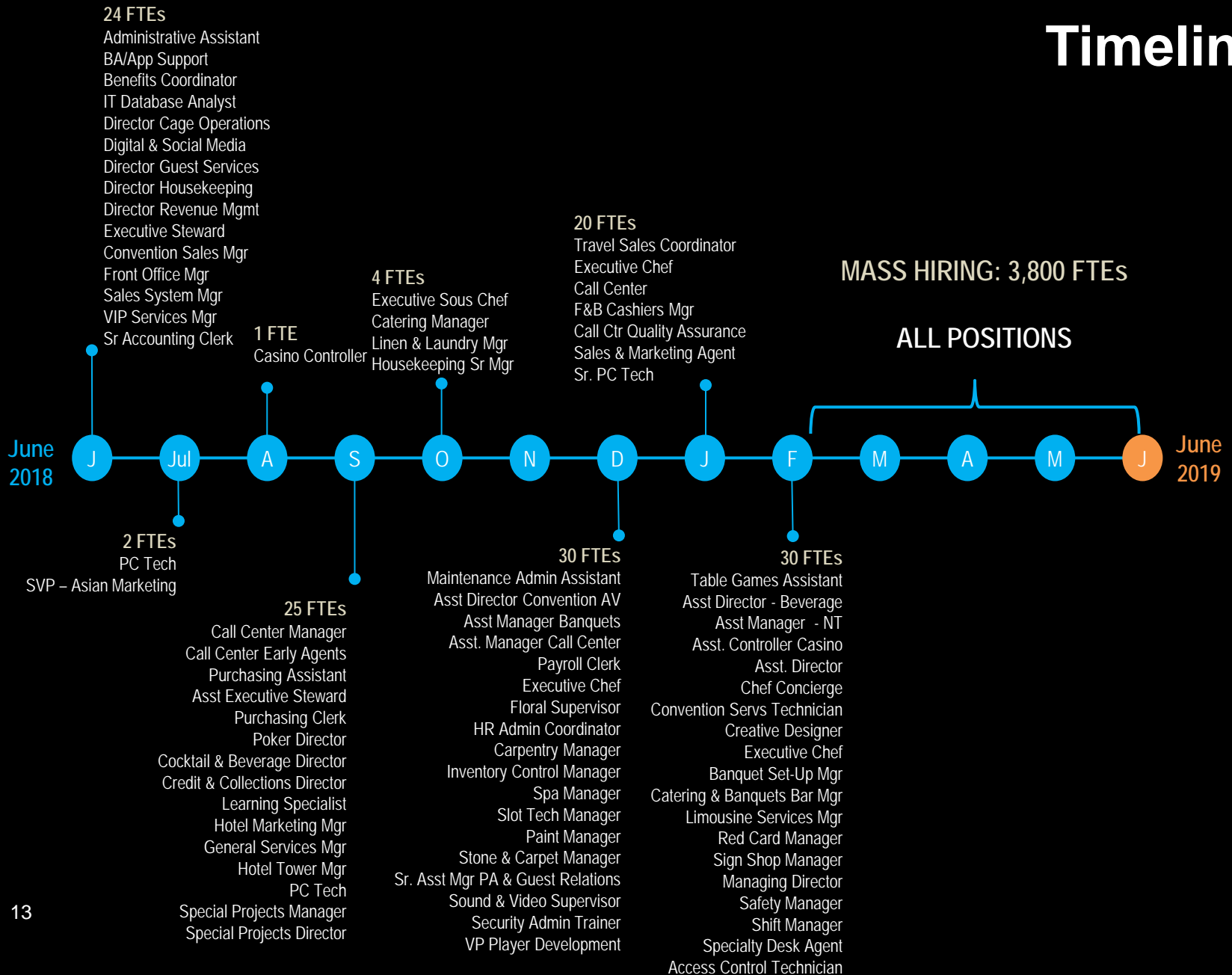
TOTAL: 120+ FTEs

MAINTENANCE, HORTICULTURE, SECURITY

Painter
Carpenter
Electrician
General Maintenance
Mechanical / HVAC
Dock Assistant
Gardener
Florist
Security Officer*
Bike Officer
K-9 Officer
Report Writer

TOTAL: 360+ FTEs

Timeline



Outreach: The Talent Network

JOIN THE WYNN BOSTON HARBOR TALENT NETWORK

Wynn BOSTON HARBOR

Be the first to find out when Wynn Boston Harbor jobs open by signing up for the Wynn Boston Harbor Talent Network!

What is a Talent Network?
The Wynn Boston Harbor Talent Network will enhance your job search and application process. Whether you choose to apply or just leave your information, we look forward to staying connected with you.

Why Join?

- Receive alerts with new job opportunities that match your interests
- Share job opportunities through

* Required

Email Address *
jennie.peterson@wynnbostonharbor.com

First Name *
Jennie

Last Name *
Peterson

Country *
United States

Location *
City, State or Zip*

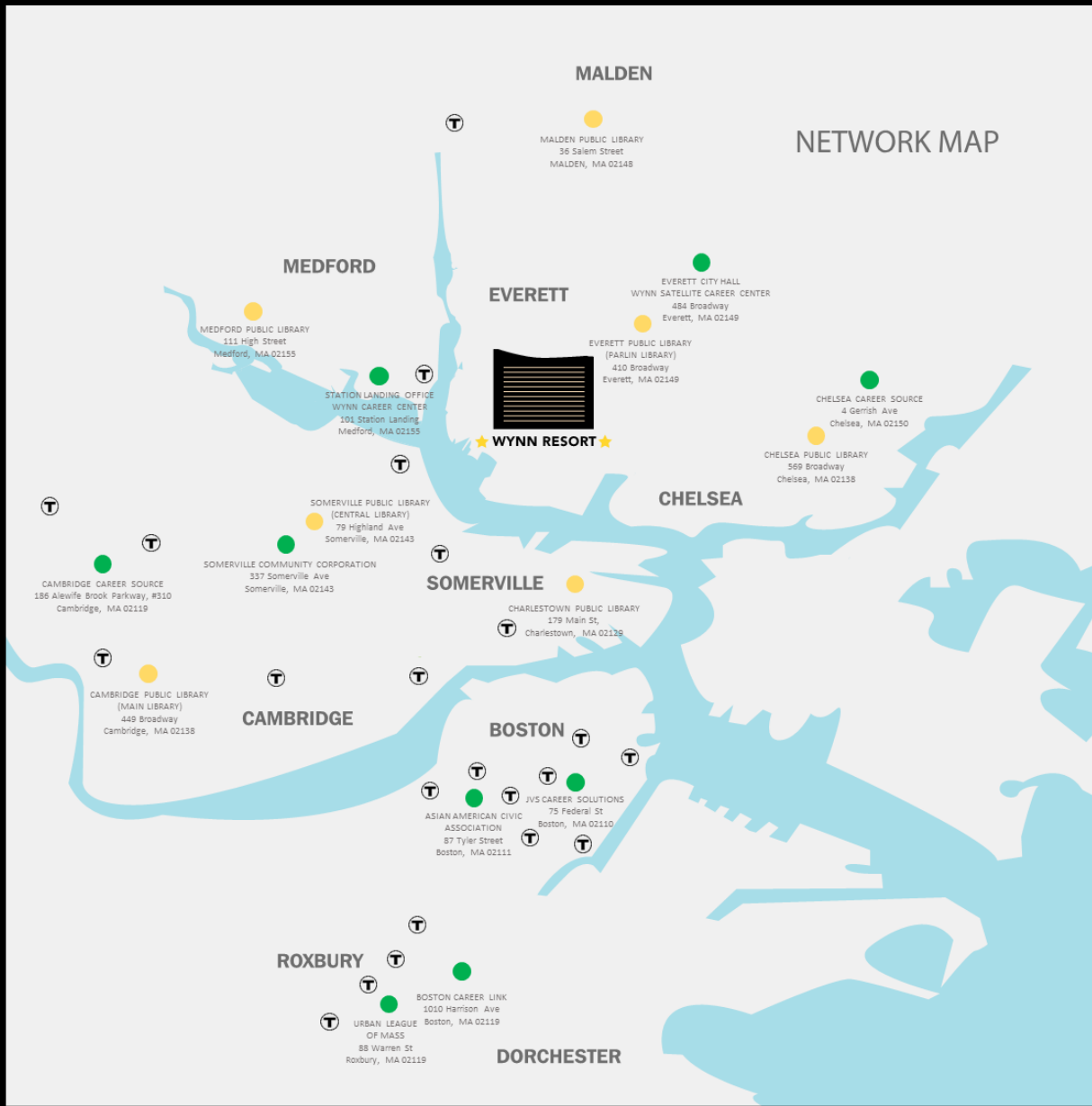
Desired Job Title *

Please Select Your Desired Department *
--- Select an option ---

Are you willing to relocate within the United States? *
--- Select an option ---

Are you a current Wynn employee? *
--- Select an option ---

Network of Career Support Locations



Outreach

Career Fairs

Community
Leadership Update
Meetings

Social & Traditional
Media

Raise Awareness: Community Leadership Update Meetings

1. **Hispanic Community** – *convened by the Hispanic American Institute*
2. **African American Community** – *convened by Urban League of Eastern Massachusetts*
3. **Asian Community** – *convened by the Asian American Civic Association and James Chan, former Chief of Staff to Boston City Councilor Bill Linehan*
4. **Local Community Career Advisors** – *convened by the Metro-North Regional Employment Board*
5. **Veteran Community** - *convened by the Disabled American Veterans (DAV) and the Director of Veteran Services for the City of Everett*

Wynn Boston Harbor

OBJECTIVE TWO: PREPARE CAREER SEEKERS

Prepare Career Seekers: SkillSmart



THE PLATFORM CONNECTS WORKFORCE STAKEHOLDERS

The SkillSmart platform aligns workforce stakeholders to meet business demand

BENEFIT TO EMPLOYERS:
Pipeline of candidates
with in-demand skills



EMPLOYERS

BENEFIT TO JOB SEEKERS:
Understanding of how their
life experience fits to jobs



JOB SEEKERS

BENEFIT TO EDUCATORS:
Courses that meet
employers need



EDUCATORS



SKILLS



- ✔ Find new opportunities
- ✔ See how skills match
- ✔ Explore new careers
- ✔ Receive clear skills training guidance





EDUCATORS

- ✔ Provide connection to specific training to help users develop the skills employers' need
- ✔ Highlight the training or programs of local chapters to direct residents to programs in their own community.
- ✔ Build on relationship with local educational partners



Prepare Career Seekers: Greater Boston Gaming Career Institute

- Partnership with Cambridge College, pending approval from the MGC
- 50 Wynn-funded scholarships for Gaming Career Institute Classes

Prepare Career Seekers

Colleges & Universities

Bunker Hill Community College
Roxbury Community College
Northshore Community College
MassBay Community College
Northern Essex Community College
Middlesex Community College
Cambridge College
Lasell College
UMass Amherst
UMass Boston
Endicott College

Training & Education Resources

New England Center for Arts & Technology
BEST Corp.
Everett High School
Medford Vocational Technical High School
Minuteman Vocational Technical High School
SkillsUSA

Wynn Boston Harbor

OBJECTIVE THREE: RECRUIT & HIRE A QUALIFIED, LOCAL & DIVERSE WORKFORCE

Recruit & Hire

1. Applicant Tracking System
2. Inclusive Job Descriptions & Job Requirements
3. Career Fairs
4. Panel Interviews
5. Local & Diverse Community Partner Referral System
6. Training for Hiring Managers: Behavioral Interviewing, Diversity Inclusion for Interviewing

Wynn Boston Harbor

OBJECTIVE FOUR: DEVELOP & RETAIN

Competitive Pay & Benefits

Paid time off

Paid sick time

Six weeks paid parental leave

Medical insurance

Dental insurance

Vision insurance

Other insurance (life, short- and long-term disability)

401K with employer match

Flexible Spending Accounts for medical and childcare expenses

Tuition reimbursement and scholarship fund

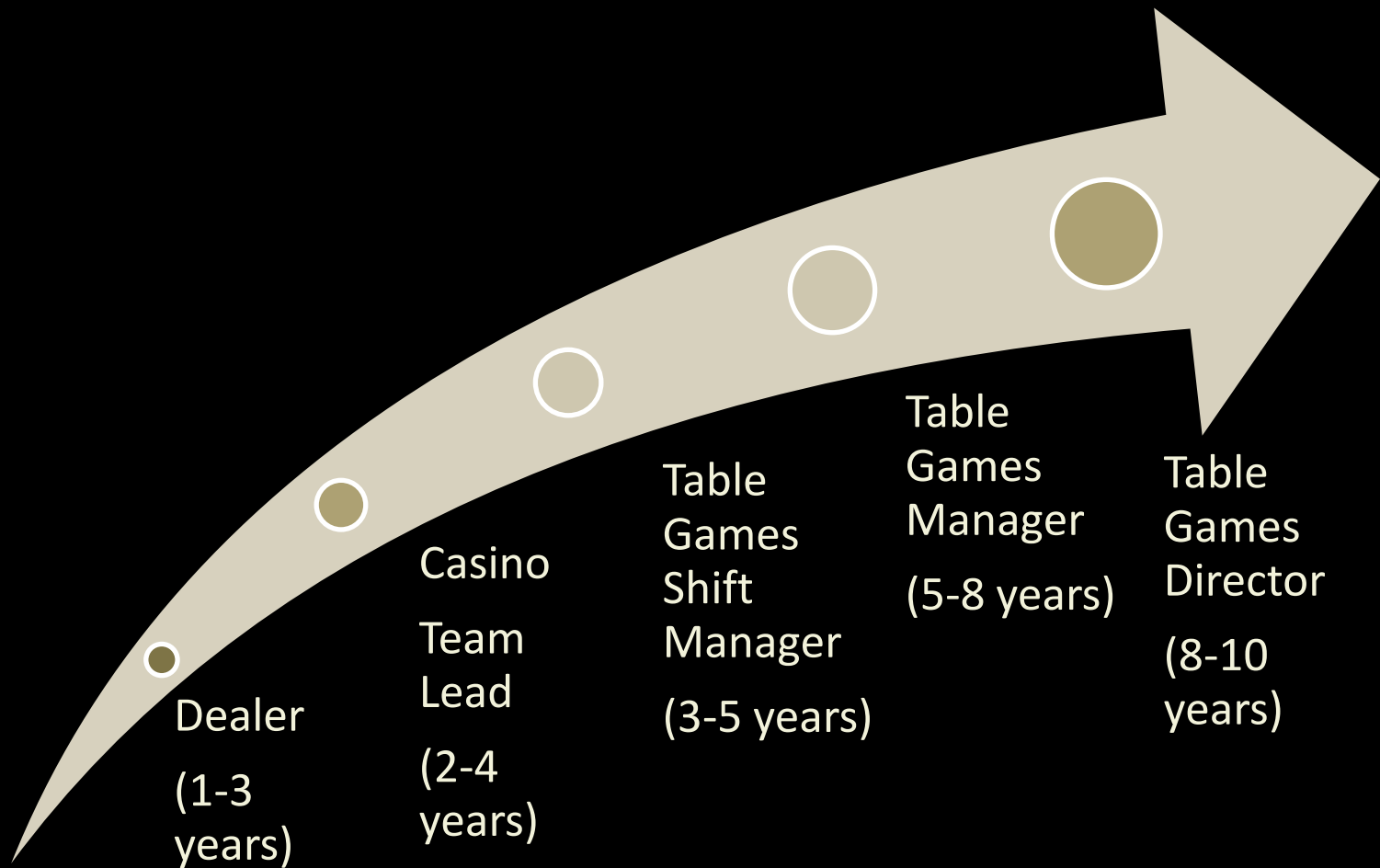
Negotiated childcare provider discount

Team member wellness programs

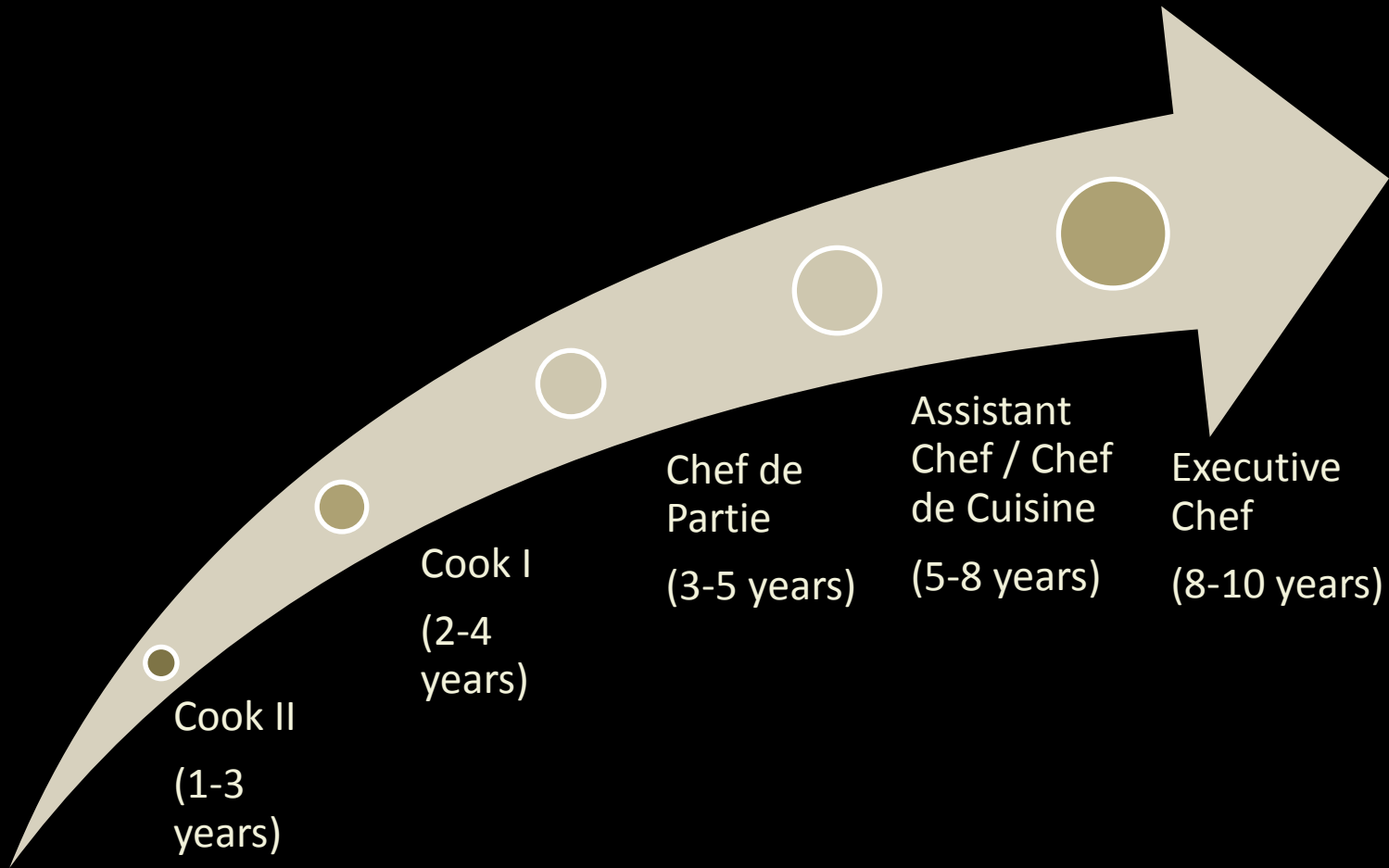
Team member events and volunteer opportunities

Employee dining room

Career Pathways: Table Games



Career Pathways: Culinary



Training & Education

On-The-Job Training for All Departments

English as a Second Language

GED

Citizenship

Foundations of Leadership / Leadership 101

Active Listening

Effective Communication & Coaching

Team Building

Team Dynamics

Change Management

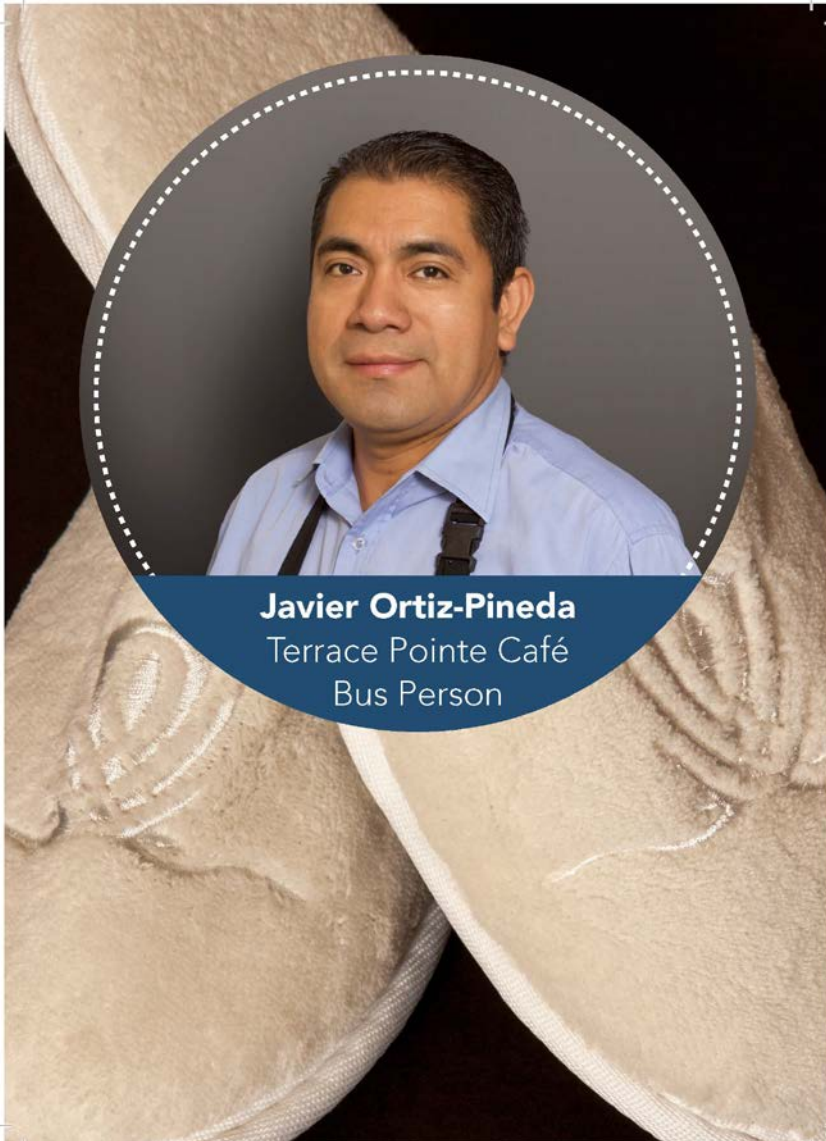
Task Management

Management Styles

Positive Reinforcement / Performance Management

SMART Goals

Storytelling



Javier Ortiz-Pineda
Terrace Pointe Café
Bus Person



Care About Everyone & Everything.

At *Terrace Pointe Café*, attention to detail adds up to Five Star service. From the varied menu to the sunlit view overlooking the pool to the attentive service, everything at *TPC* shines. It all reflects our Core Value: Care About Everyone and Everything.

So when a guest arrived for breakfast one morning, Bus Person **Javier Ortiz-Pineda** listened carefully when the guest sat down, sighed, and said his feet hurt after working all night. He could hardly wait to get back to his room and get out of his heavy work shoes.

Javier asked *TPC* Manager Christie Rosales what he could do or get the guest to make him feel more comfortable. Christie called the Front Desk and arranged to have someone bring a pair of guest slippers.

Javier took the slippers to the weary guest, who, so happy he'd have something comfortable to switch into after he left the restaurant, jumped up and gave Javier a hug.

By actively listening to the guest and seeking out a simple solution to his problem, Javier demonstrated our Core Value: Care About Everyone and Everything.

Storytelling



FROM LEFT TO RIGHT:
Ofelia Mancilla De-Beas
Uniform Control Seamer
Sharon Hunter
Assistant Uniform
Control Manager

Tabitha McCraney
Uniform Control Attendant

TELL US YOUR
STORY

Care About Everyone & Everything.

In the middle of a busy workday, Employee Relations Counselor Ninette Macedo realized the zipper on her dress had broken and the back of her dress was gaping open. Panicked, she rushed to Uniform Control, hoping someone could pin her dress together so she could complete her day.

That's when she learned Uniform Control truly embraces our Core Value: Care About Everyone and Everything.

Ninette explained her situation to Attendant **Tabitha McCraney**, who took her to see the seamstresses. When Ninette asked Seamer **Ofelia Mancilla De-Beas** if she could pin her back into her dress, Ofelia wouldn't hear of it.

"This is your uniform. These are the clothes you wear to work, and my job is to fix employee uniforms," Ofelia said. She discussed the situation with Assistant Uniform Control Manager **Sharon Hunter** and returned to let Ninette know safety pins wouldn't be required. This was obviously an emergency, and she would replace the zipper.

"I was so impressed, shocked, and excited that they were going to see what they could do for me," Ninette said. "My plan had been to just throw the dress away once I got home."

Half an hour later, she walked out wearing her dress with a new zipper. "I am very thankful to everyone who helped," Ninette said. "They not only saved my day, they saved my dress."

Working together to help a fellow employee in distress, our Uniform Control team showed that when they say the Care About Everyone and Everything, they really mean everybody.

Wynn BOSTON HARBOR
®

WYNN BOSTON HARBOR WORKFORCE DEVELOPMENT & DIVERSITY PLAN

March 26, 2018

DRAFT

INTRODUCTION

Wynn owes its success to its employees, so the most important decision we make at our properties is always going to be "Who do we hire?" Once we find the perfect person for the job, everything else falls into place: the satisfied guests, the Five Star awards, and the continued growth of our company.

Wynn Boston Harbor ("WBH") is a luxury, global destination gaming resort located in Everett, Massachusetts that will feature 671 hotel rooms with sweeping views of the Boston skyline and Boston Harbor, ultra-premium spa, luxury retail, high-end dining, and state-of-the-art ballroom and meeting spaces. At \$2.5 billion invested, the resort will be the largest private single-phase development in the history of the Commonwealth. Situated on the waterfront along the Mystic River and connected to Boston Harbor, WBH will include a six-acre park along the water that will feature a Harborwalk, events lawn, and public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water.

WBH is currently under construction with resort opening anticipated June 2019. Prior to opening, we will hire over 4,000 individuals for the resort opening team. These team members will transform a beautiful building into a five-star luxury resort.

This Workforce Development and Diversity Plan (this "Plan") outlines our strategy to recruit, hire, and retain over 4,000 qualified, local, and diverse individuals for our resort team. This Plan supports legislation included in the Gaming Act that calls for "*establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce*" and the goal of the Massachusetts Gaming Commission to create opportunities for unemployed and under-employed individuals.

We are confident that WBH will be a source of economic growth and opportunity for our Host Community of Everett, Surrounding Communities, the greater-region, and the entire Commonwealth. This Plan is the roadmap to ensuring the career opportunities created by WBH are as widespread as possible, and supports our business interests to have a local and diverse workforce well suited to serve our diverse guests.

We look forward to collaborating with the Massachusetts Gaming Commission, our Host, Surrounding, and Neighboring Communities, and numerous educational and diverse community partners to implement this Plan.

Our Objectives

The following objectives form the basis for this Plan and are the drivers behind workforce development activities leading to the WBH opening in June 2019:

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

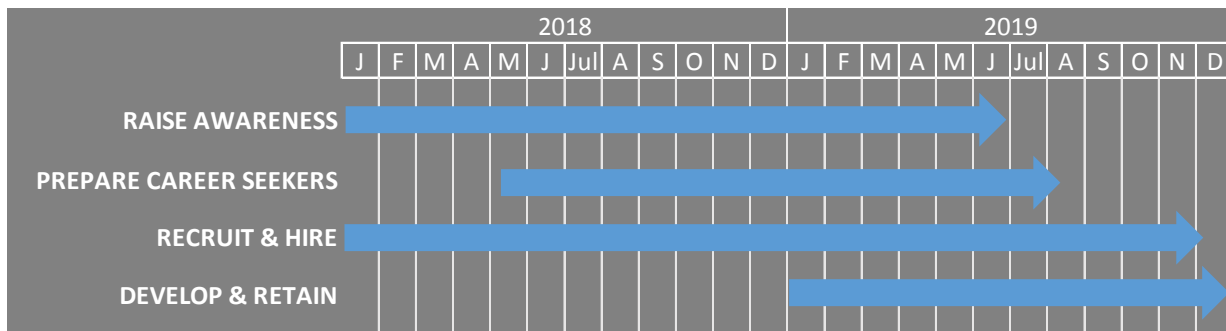
March 26, 2018

DRAFT

1. **Raise Awareness:** Before we can successfully recruit, we must ensure the community is aware of who we are as an employer, the upcoming career opportunities, the skills required for those opportunities, the application process, and the timeline for hiring.
2. **Prepare Career Seekers:** We will work to ensure local and diverse career seekers are not only aware of the coming career opportunities, but are prepared to successfully apply for and succeed in those jobs. We will connect job seekers with the training needed to develop skills required for our jobs.
3. **Recruit and Hire a Qualified, Local, and Diverse Workforce:** To open successfully, we need to recruit and hire a workforce that is qualified, local, and diverse. Hiring the right talent from the start will improve retention and support the success of ongoing resort operations.
4. **Develop and Retain:** Once on board, we will create a work environment in which team members can thrive and pursue opportunities for professional growth.

Each of these objectives is supported by activities and tactics outlined in the plan that follows.

Objectives Timeline:



**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

OBJECTIVE 1: RAISE AWARENESS FOR WBH CAREER OPPORTUNITIES

WBH is a new employer in Massachusetts and we look forward to providing our team members outstanding career opportunities, a supportive work environment, training, and competitive pay and benefits. As a critical first step in the workforce development process, we must build understanding among the local workforce of our brand and offering as a company and an employer.

We will work to raise awareness for the following:

- 1) WBH as an employer: luxury hospitality employer providing competitive pay and benefits, training, and opportunities for professional growth;
- 2) Available career opportunities and the skills required for those opportunities;
- 3) Applicant requirements: attitude, job fit, drug test, gaming license approval, background check; and
- 4) Timeline and process for application.

Commitment to Local and Diverse Outreach & Hiring

We are committed to hiring a local workforce and know that locally-based employees contribute to business success. When commuting times are limited, and individuals are able to work close to home, team members will be happier and better able to serve our guests. We look forward to implementing the following hiring preferences: first, to residents of our Host Community - Everett; second, to our Surrounding Community of Malden; and third, to Surrounding Communities Boston, Cambridge, Chelsea, Somerville, and Medford. These hiring preferences are outlined in our Host and Surrounding Community Agreements. WBH will use good faith efforts to hire no less than 75% of team members from within 30 minutes of Everett. We will also offer a hiring preference to qualified Suffolk Downs employees. Outreach and awareness raising efforts will focus on these communities and will also extend to our Neighboring Communities of Lynn and Melrose.

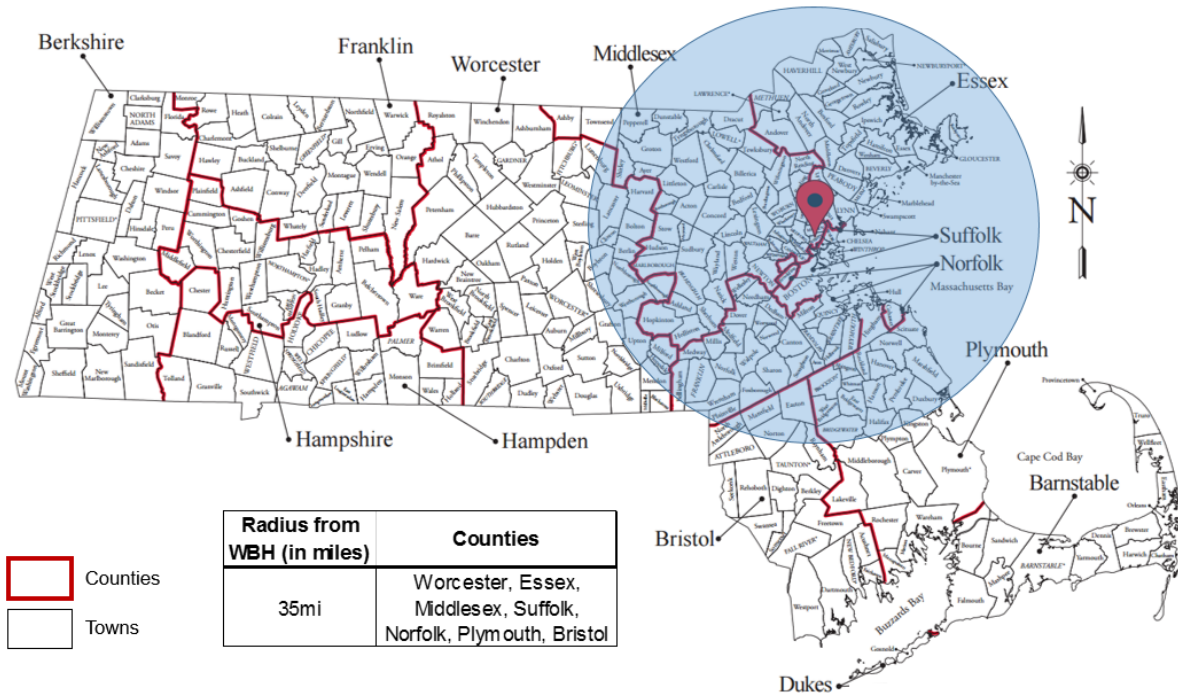
In addition to hiring local residents, we believe that workforce diversity is a significant driver of business success. WBH has a culture of inclusion and commitment to equal opportunity for people regardless of race, religion, gender, age, sexual orientation, national origin, physical or mental handicap or disability and a culture in which all aspects of diversity are acknowledged and respected. WBH will serve guests from all over the world; we need a diverse workforce to provide the best experience possible for those diverse guests.

As we move forward with operational hiring, we will build a diverse workforce that is reflective of the broader community in which we operate. We have reviewed the demographics of our Host and Surrounding Communities, as well as the demographics in the broader region. While we are fortunate to be opening in a time of economic prosperity, we face an environment that includes an extremely low rate of unemployment. With over 4,000 positions to fill, and a tight labor market, we will create opportunities for our Host and Surrounding Communities as well as the broader region. Based on previous resort opening experiences, we anticipate sourcing over 80,000 applicants to identify and hire our team of over 4,000.

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT



Community Demographics:

		Unemployment	% Minority	Population	Population in the Workforce	Unemployed Individuals
Host and Surrounding Communities	Everett, Malden, Medford, Somerville, Boston, Cambridge, Chelsea	2.6%	48.8%	1,064,022	601,536	15,348
Counties: Host, Surrounding, Neighboring Communities	Essex, Middlesex, Suffolk	2.7%	34.5%	3,153,022	1,720,277	46,658
Counties within 35mi Radius	Worcester, Essex, Middlesex, Suffolk, Norfolk, Plymouth, Bristol	2.9%	28.4%	5,741,681	3,085,600	90,604

1

¹ Data Sources: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <<https://censusreporter.org/profiles/04000US25-massachusetts/>>

Massachusetts Department of Labor (2017). *Labor Force and Unemployment Data*. Retrieved from *Labor Market Information* <http://lmi2.detma.org/lmi/lmi_lur_a.asp#3/>

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

Massachusetts Veteran Demographics:

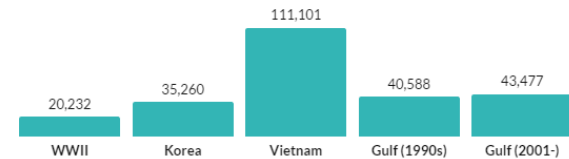
Veteran status

5.7%

Population with veteran status

about three-quarters of the rate in United States: 7.4%

Veterans by wartime service



* Civilian veterans who served during wartime only

Show data / Embed

311,150 Total veterans
293,572 Male
17,578 Female

2

We have set the following workforce diversity goals to reflect the diversity of our community and region. We will work with the Massachusetts Gaming Commission, our community partners, and our Host and Surrounding Communities to achieve and exceed these goals across the organization.

Women: 50%

WBH is committed to gender equity for its workforce, both in recruiting and in compensation. Our goal is to hire women as 50% of our workforce. We will pay equally for positions, regardless of the gender of the individual in that position.

Minorities: 35%

The minority goal reflects the makeup of our broader community, and takes into account the hiring preference for residents of our Host & Surrounding Communities. The broader region from which we will source candidates, includes the following counties: Essex, Middlesex, Suffolk, Norfolk, Plymouth, and Worcester. The demographics of these counties includes 28% minorities. To reflect the demographics of the region, as well as our preference for our Host & Surrounding Communities, which include 49% minorities across a much smaller population, we have set a goal of hiring a minimum of 35% minorities. WBH will utilize the Commonwealth of Massachusetts definition of Minority³.

Veterans: 3%

WBH sees tremendous value in the skillset and experience of veterans, and is committed to providing opportunities for individuals who have served our country. We have set a goal of hiring 3% veterans as part of our workforce, reflecting the portion of veterans in the Commonwealth who are in the workforce.

² Data Source: U.S. Census Bureau (2016). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Massachusetts* <https://censusreporter.org/profiles/04000US25-massachusetts/>

³ <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter7C/Section6>

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

We will place particular emphasis on raising employer brand and career opportunity awareness within our Host, Surrounding, and Neighboring Communities and among unemployed, diverse, and Veteran populations.

DRAFT

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

Our Careers: Summary & Timeline

A wide range of careers will be available across the 4,000+ positions, ranging from gourmet server to sous chef to accountant. Each full-time position provides competitive pay, benefits, and a pathway for growth. We will use a range of outreach channels to ensure that career seekers are aware of these job opportunities, skills required by each, and timelines for applications and hiring.

HOTEL	FOOD & BEVERAGE	CASINO
<ul style="list-style-type: none"> Front Desk Representative Lobby Greeter VIP Lounge Ambassador Concierge Call Center Sales & Marketing Agent Housekeeping Shift Manager Guest Room Attendant* Utility House Person Quality Assurance Supervisor Status Board Operator Bell Captain Bell Attendant Door Person Group Sales Coordinator Hotel Marketing Specialist Dispatcher Valet Attendant Parking Attendant Public Area Porter* 	<ul style="list-style-type: none"> Restaurant Manager Chef de Cuisine Assistant Chef Chef de Partie Cook I* Cook II* Kitchen Worker* Shift Manager Food & Beverage Cashier Inventory Control Clerk Inventory Security Coordinator Food Server* Gourmet Food Runner Bus Person* Cocktail Server* Sommelier Bartender* Apprentice Bartender Host Person Banquet Captain Banquet Setup Porter 	<ul style="list-style-type: none"> Service Team Lead* Dealer* Slot Technician Poker Dealer* Box Person Floor Persons Casino Marketing Representative Casino Cashier Ticket Redemption Lead Casino Credit Clerk Limo Driver Limousine Dispatcher Marketing Host Casino Accounting Clerk Casino Accounting Controller Count Team Clerk Surveillance Specialist Casino Porter*
TOTAL: 730+ FTEs	TOTAL: 1,200+ FTEs	TOTAL: 1,500+ FTEs
RETAIL, SPA & SALON	GENERAL & ADMINISTRATIVE	MAINTENANCE, HORTICULTURE, SECURITY
<ul style="list-style-type: none"> Store Manager Retail Clerk Cashier Fitness Professional Receptionist Spa Therapist Aesthetician Guest Attendant Manicurist Hair Stylist Makeup Artist 	<ul style="list-style-type: none"> Sound & Video Technician Human Resources Coordinator Media Coordinator Accounts Receivable Clerk Payroll Clerk Guest Claims Administration Recruiter Purchasing Clerk Warehouse Attendant Receiving Attendant Uniform Seamer Uniform Attendant PC Tech 	<ul style="list-style-type: none"> Painter Carpenter Electrician General Maintenance Mechanical / HVAC Dock Assistant Gardener Florist Security Officer* Bike Officer K-9 Officer Report Writer
TOTAL: 75+ FTEs	TOTAL: 120+ FTEs	TOTAL: 360+ FTEs

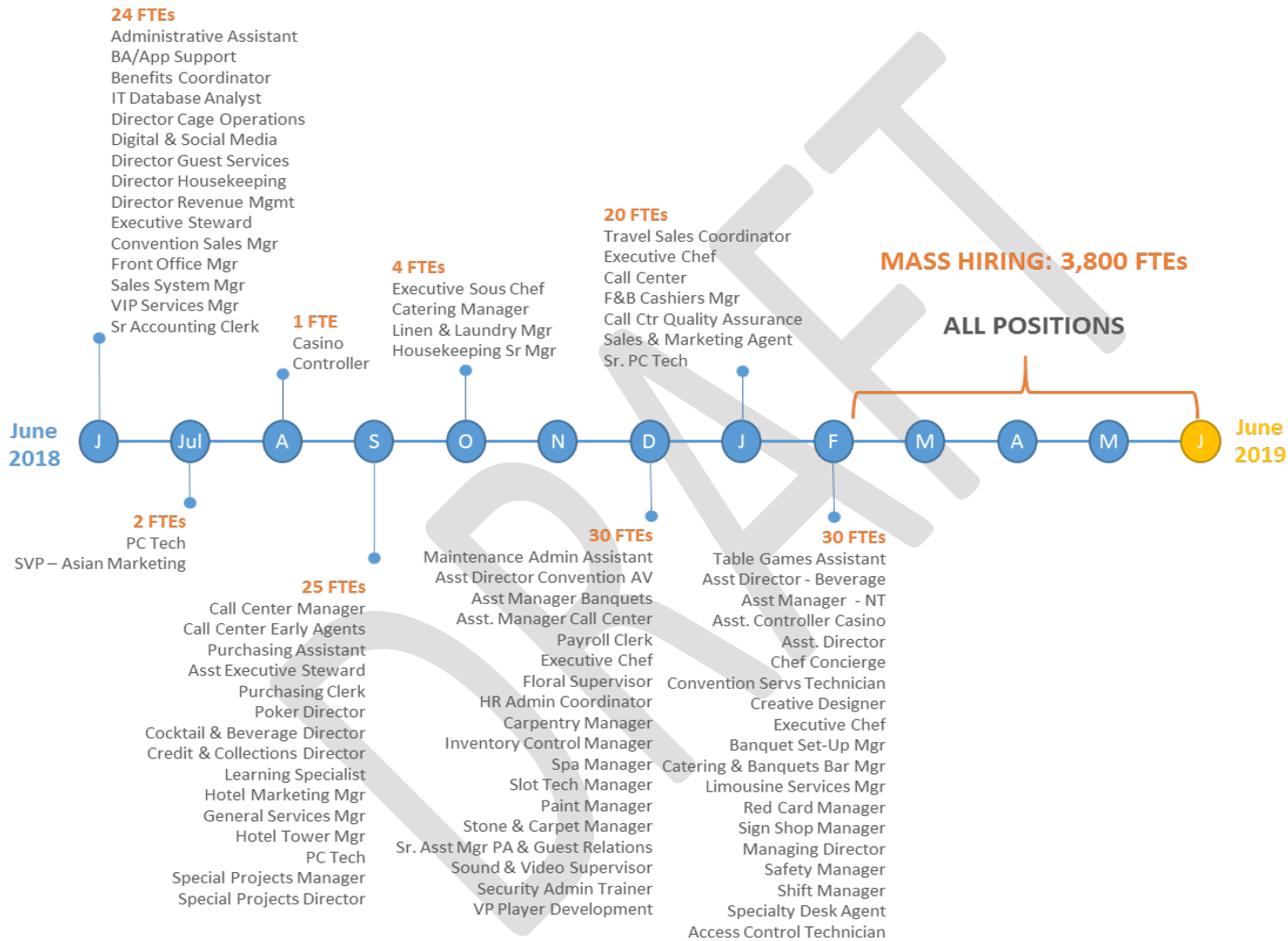
Bolded positions indicate 10+ FTEs

** Indicates 100+ FTEs*

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT



WYNN BOSTON HARBOR WORKFORCE DEVELOPMENT & DIVERSITY PLAN

March 26, 2018

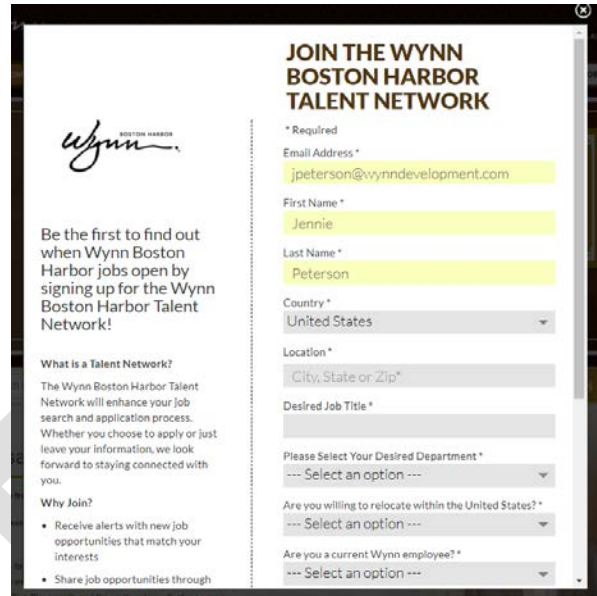
DRAFT

The following are outreach and awareness raising initiatives that will be continued or newly implemented to support our objective to Raise Awareness.

The WBH Talent Network

The WBH Talent Network is a portal for individuals interested in working for WBH to submit their information and receive updates regarding job postings, career fairs, and more. Job seekers use the Talent Network to submit their contact information, select areas of career interest, and upload a resume, if they choose (this step is not required).

Through our outreach efforts as of March 2018, we have gathered information from over 8,200 job seekers via the WBH Talent Network portal. We will use the existing WBH Talent Network database to notify individuals of the SkillsSmart launch, dealer school and other training opportunities, job fairs, job postings and more.



The screenshot shows a registration form titled "JOIN THE WYNN BOSTON HARBOR TALENT NETWORK". The form includes the Wynn logo and a call to action: "Be the first to find out when Wynn Boston Harbor jobs open by signing up for the Wynn Boston Harbor Talent Network!". Below this, there is a section titled "What is a Talent Network?" explaining that it will enhance job search and application processes. A "Why Join?" section lists benefits like receiving alerts and sharing opportunities. The registration fields include: Email Address (jpeterson@wynndevelopment.com), First Name (Jennie), Last Name (Peterson), Country (United States), Location (City, State or Zip), Desired Job Title, and two dropdown menus for "Please Select Your Desired Department" and "Are you willing to relocate within the United States?". There are also checkboxes for "Share job opportunities through" and "Are you a current Wynn employee?".

WBH Career Center

The WBH Career Center will open summer 2018 and will be a central hub for activity and learning about our careers and timelines. Our Career Center will be located at 101 Station Landing in Medford, conveniently situated at the Wellington Station MBTA Orange Line stop. The Career Center also has ample parking for individuals traveling by vehicle to meet with us and is ADA accessible.

The Career Center will be staffed during regular business hours and will provide support and resources for job seekers, including guidance and information regarding upcoming career availability. Additionally, computer terminals will be located at the Career Center where individuals can join the WBH Talent Network, apply for jobs, create a SkillsSmart profile, and find information regarding local skills training resources.

We will provide personal support to individuals who need help navigating SkillsSmart or other web-based job application tools. We invite job seekers to meet with us, learn about WBH as a company and employer, and learn about the upcoming career opportunities.

Network of Geographically Strategic Physical Locations / WBH Career Support Hubs

We understand the importance of providing access to in-person support and computers where job seekers can speak to someone about the process, and receive assistance with using the online portals for applications and using the SkillsSmart platform. We also understand that having multiple locations, in addition to the WBH Career Center, will facilitate access for a broader range of individuals.

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

To meet this need, we will support a network of geographically strategic physical locations / WBH Career Support Hubs where individuals can gain access to a computer, receive support for WBH-related job searches and use of WBH career online tools including the WBH Talent Network, the online application portal, and SkillSmart. We will staff WBH representatives, train representatives from the host location organization, or provide informational materials to provide support to career seekers at each of these locations:

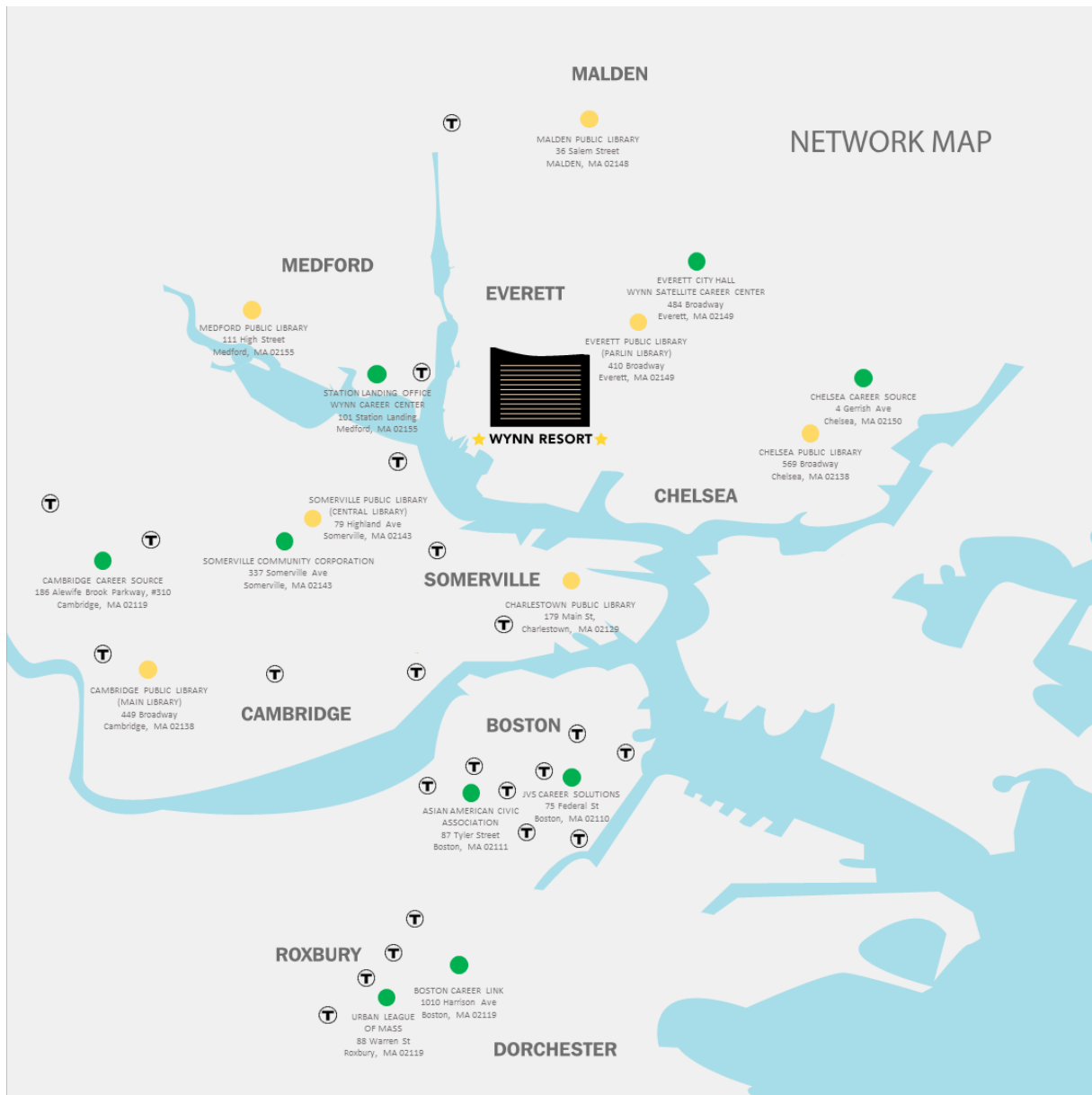
1. WBH will have a **Satellite Career Center at Everett City Hall**. This office will be regularly staffed by our team and will provide a second location where Everett residents can access a computer, receive support, and speak with an HR representative about employment opportunities.
2. **Regional One-Stop Career Centers**⁴, serving unemployed individuals and covering our Host & Surrounding Communities. A designated Career Center staff member will be trained by our team to support job seekers in using the Talent Network, SkillSmart, and our Application Portal.
 - a. Career Source – Chelsea
 - b. Career Source – Cambridge
 - c. Boston Career Link – Roxbury
 - d. JVS Career Solutions – Boston
3. **Local Community Centers Serving Diverse Populations** with computer access and personnel support. Similar to the Career Centers, we will train representatives at each of these locations to provide assistance to job seekers interested in a career with WBH.
 - a. Urban League of Eastern Massachusetts - Roxbury
 - b. Somerville Community Corporation - Somerville
 - c. Asian American Civic Association – Boston
4. **Local Public Libraries** are a place where community members can access computers and the internet. We will provide the public libraries with clear, easy-to-use instructions for online WBH career tools.
 - a. Everett
 - b. Malden
 - c. Medford
 - d. Boston
 - e. Somerville
 - f. Chelsea
 - g. Cambridge

⁴ <https://www.mass.gov/service-details/find-a-career-center-near-you>

WYNN BOSTON HARBOR WORKFORCE DEVELOPMENT & DIVERSITY PLAN

March 26, 2018

DRAFT



Career Fairs

We know that a personal interaction between our hiring managers and job seekers cannot be replaced with a digital experience. Over the last four years, WBH has participated in dozens of career fairs, and plans to continue with these efforts, attending fairs hosted by our community partners, and hosting our own career fairs leading up to major department hiring. We know that a personal interaction between our team, our hiring managers, and job seekers is crucial to connecting to the local community and job seekers. The digital experience is designed for convenience; we will connect personally with as many candidates as we can.

WYNN BOSTON HARBOR WORKFORCE DEVELOPMENT & DIVERSITY PLAN

March 26, 2018

DRAFT

Career seekers may check the WBH website for regular updates regarding career fairs.

Regular Update Meetings with Community Representatives

WBH has established a structure of quarterly update meetings with our community partners, focusing on small group engagement with diverse populations and regional career centers serving unemployed populations. We understand the importance of community partners in disseminating information to career seekers and supporting efforts to recruit qualified, local, and diverse talent for our open positions. We will establish clear lines for candidate referrals for each of these groups.

The following quarterly update meetings are in place:

1. **Hispanic Community** – convened by the Hispanic American Institute
2. **African American Community** – convened by Urban League of Eastern Massachusetts
3. **Asian Community** – convened by the Asian American Civic Association and James Chan, former Chief of Staff to Boston City Councilor Bill Linehan
4. **Local Community Career Advisors** – convened by the Metro-North Regional Employment Board
5. **Veteran Community** - convened by the Disabled American Veterans (DAV) and the Director of Veteran Services for the City of Everett

Social & Traditional Media

WBH will launch a comprehensive and targeted employment outreach campaign to inform career seekers about our company and who we are as an employer, our jobs, timelines, and job requirements. The outreach campaign will be launched in summer 2018. The outreach campaign will focus on reaching unemployed individuals, diverse community members, and residents of our Host & Surrounding Communities as well as the broader region.

We will adopt a wide range of marketing tactics to ensure that virtually every potential candidate is reached. The campaign will be multi-lingual, with a focus on key languages spoken in our local communities: Spanish, Chinese, Haitian, and Portuguese. The employment brand marketing plan will be implemented through the following channels:

- Social Media
- Digital Media
- Place-based
- Radio
- Events
- Out of Home: billboards, transit, bus stops, etc.
- PR outreach
- Print – local news publications

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

OBJECTIVE 2: PREPARE CAREER SEEKERS

WBH will work to ensure that local career seekers are not only aware of the upcoming career opportunities, but are prepared to successfully enter those career paths.

We believe that individuals with the right personalities can be trained to succeed in almost any role. We are looking for job seekers who are eager to serve guests, serve their fellow team members, and to work hard, all with a positive attitude. Those attributes cannot be trained. The best way for job seekers to prepare is to, first, gain some on-the-job experience in a hospitality role prior to applying with WBH; and second, to enhance any needed skills through training and education.

We will help career seekers prepare by building both hard skills (i.e. culinary and table games dealing) as well as soft skills like career readiness, communication, management, and customer service. The following hard-skills areas will be of particular focus:

- English as a Second Language
- Basic computer skills
- Culinary
- Casino – Dealer
- Casino – Surveillance

SkillSmart

WBH is working to develop a career and skills exploration platform, driven by SkillSmart technology, that will play a key role in achieving success across several of our workforce development plan objectives: 1) Raising Awareness; 2) Preparing Career Seekers; and 3) Local & Diverse Recruiting & Hiring. The SkillSmart platform will help job seekers:

1. Learn about career opportunities with WBH;
2. Understand the skills required and preferred for each position;
3. Learn how their existing skills and experiences align with positions of interest; and
4. Connect with training resources available for skill development that will enhance their ability to successfully apply for positions of interest.

In addition to being a resource for job seekers and educators, the SkillSmart platform will provide WBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies.

The SkillSmart platform will serve as a basis for informing career seekers regarding the specific skills required for each available career, and will connect them with local educational and training resources that can enhance skills needed for success in our careers. The Greater Boston Gaming Career Institute and local educational partners will play a critical role in supporting our ability to meet this objective, and be a critical piece of the SkillSmart career and skills training exploration platform.

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

SkillsSmart will connect career seekers with educational and training resources specific to the skills required by WBH opportunities. A wide range of educational and training resources will be featured on the platform, from community college courses to online learning to skills training programs and adult education hosted at local high schools.



THE PLATFORM CONNECTS WORKFORCE STAKEHOLDERS

The SkillSmart platform aligns workforce stakeholders to meet business demand



© SkillSmart


Find the right fit. The smart way.




**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT




SKILLS IDENTIFICATION IMPROVES OUTCOMES




JOB SEEKERS

- ✔ Find new opportunities
- ✔ See how skills match
- ✔ Explore new careers
- ✔ Receive clear skills training guidance




© SkillSmart

Find the right fit. The smart way.




INCREASE EDUCATION CONNECTIVITY AND RELEVANCE



EDUCATORS

- ✔ Provide connection to specific training to help users develop the skills employers' need
- ✔ Highlight the training or programs of local chapters to direct residents to programs in their own community.
- ✔ Build on relationship with local educational partners



© SkillSmart

Find the right fit. The smart way.

WYNN BOSTON HARBOR WORKFORCE DEVELOPMENT & DIVERSITY PLAN

March 26, 2018

DRAFT

Greater Boston Gaming Career Institute

Subject to approval by the Massachusetts Gaming Commission, WBH will partner with Cambridge College to open a gaming careers school to prepare individuals to become dealers and casino surveillance specialists. WBH will provide equipment, teachers, and expertise for the program. The Gaming Career Institute will be located in Charlestown, Boston less than two miles from the resort location, and will be accessible via Orange Line public transportation.

WBH will sponsor Gaming Career Institute scholarships, fully funding 50 individuals to learn the two games (blackjack + one additional game of choice) required to audition for a table games dealer position. Our community partners will nominate individuals for these scholarships. Ten scholarship spots will be allocated to Everett residents. The Scholarships will provide opportunities for Everett and surrounding community residents, veterans, and minorities, who are in need of financial support to complete the Gaming Career Institute curriculum. One half of the scholarships will be awarded to women.

As part of Cambridge College's continued focus on access to education, they are committed to exploring and identifying options for individuals to afford to participate in the Gaming Career Institute. Cambridge College knows that there will be significant number of employment opportunities provided by WBH, and wants to ensure that the widest spectrum of individuals can enroll. To do this, Cambridge College will seek to find financial aid for training from multiple sources.

Cambridge College is currently aware of funding being available for these types of training programs and is pursuing these dollars through all possible options, exploring alternatives that may capitalize on Individual Training Accounts through One Stop Career Centers, Section 30 Training Opportunity Program support, and Trade Adjustment Assistance. In each case the Cambridge College team will work to identify and communicate all of the required steps for potential candidates to access available federal resources.

Cambridge College will also seek out partnerships or funding sources that can target segments of the population as a whole by pursuing Workforce Development Grant funding earmarked for the Gaming Commission, in particular with the goal of ensuring access for underserved and underrepresented populations. Finally, Cambridge College will also reach out to neighboring cities and towns that have been fortunate recipients of casino mitigation dollars, to examine their willingness to possibly provide training grants to targeted communities under their jurisdiction.

Cambridge College is actively considering options for students of the Greater Boston Gaming Career Institute to be able to link this experience to degree attainment. The possibility of assigning prior learning assessment credits for students who successfully complete this program, could eventually be articulated into certificate, associate or bachelor's degree credentials. Discussions are underway to develop this as a pathway in a structured relationship between Cambridge College, Bunker Hill Community College, and Roxbury Community College.

Local Education and Training Providers

WBH will work closely with local educational and training providers for culinary, hospitality, general & administrative, and other jobs.

WYNN BOSTON HARBOR WORKFORCE DEVELOPMENT & DIVERSITY PLAN

March 26, 2018

DRAFT

Bunker Hill Community College will be a key resource for community members seeking to enhance their skills in anticipation of applying for a position with WBH. Bunker Hill's online and in person courses available in culinary arts, hotel and restaurant management, and more will be featured on the SkillSmart platform. In addition to connecting community members with the tremendous learning resources available at Bunker Hill Community College, we will partner with Bunker Hill to identify student candidates for our roles and collaborate on job fairs.

Roxbury Community College and other locally based Community Colleges will be key partners for providing classroom training to career seekers. WBH will include Roxbury Community College on the SkillSmart platform and will engage with Roxbury Community College students and alumni as candidates for resort positions.

WBH will continue to work with the New England Center for Arts and Technology (NECAT) to provide culinary training opportunities for disadvantaged community members. NECAT has held its first culinary class at the new location at Everett High School.

BEST Corp. will partner with WBH as a training provider for hotel operations positions. The BEST Corp. training locations in Medford and Roxbury, both accessible via the Orange Line, will be a convenient training resource for career seekers in our Host & Surrounding Communities.

The academic institutions and training providers listed above are among the training providers we will partner with; we continue to reach out to other training resources that can support local and diverse career seekers as they prepare for WBH opportunities.

OBJECTIVE 3: RECRUIT & HIRE A QUALIFIED, LOCAL & DIVERSE WORKFORCE

WBH's ultimate goal is to recruit, onboard, and retain a qualified, local, and diverse workforce. To accomplish this objective, we will build on the outreach and training efforts outlined above and will work to create an efficient and inclusive hiring process.

Applicant Tracking System

WBH will utilize an Applicant Tracking System ("ATS") and applicant portal for the resort opening, allowing us to communicate and follow up with applicants, supporting a positive candidate experience.

Career opportunities will be posted on the applicant portal well in advance of hiring decision dates (at least 10 weeks) to ensure there is ample time for job seekers to learn about the opportunity, apply, and go through the hiring process.

Inclusive Job Descriptions & Job Requirements

We will be hiring for over 450 different job titles. As a key element of preparation for recruiting and hiring, the WBH team created job descriptions for all of these positions, closely evaluating each included job requirement and ensuring that no educational or experience credential was listed as "required" unless that requirement is absolutely essential to the success of the business. The job descriptions are written to be clear and detailed, and as inclusive as possible.

WYNN BOSTON HARBOR WORKFORCE DEVELOPMENT & DIVERSITY PLAN

March 26, 2018

DRAFT

We will not require a high school degree or equivalent for several of our positions up to a supervisor level. We believe this standard will open our jobs to a broader range of individuals who may not have had the opportunity to complete high school or a GED prior to entering the workforce. WBH will provide team members the opportunity to take GED classes on site at the resort once the property is open and stabilized. For many positions, we will not require prior experience, and will provide on-the-job training to support inexperienced team members.

Career Fairs

Career Fairs, as previously discussed, will be a method for raising awareness, but will also play a critical role in large-scale departmental hiring. WBH will host targeted career fairs for hotel, food & beverage, casino, security, and other departments, where applicants will meet hiring managers, interview, and be notified, in many cases the same-day, of hiring decisions and next steps.

Career fairs will be hosted throughout our Host and Surrounding Communities, at locations that are convenient to public transportation and parking. We will host a minimum of four career fairs in the City of Everett prior to opening. We will host career fairs on schedules accessible to career seekers who are currently employed and are not able to take time away from their current work schedule to attend, including evenings, weekends, and all-day events with multiple windows for attendance.

Panel Interviews

We will utilize panel interviews as a way for hiring managers to meet large groups of candidates. For several entry-level positions, an invitation to a panel interview will not require a resume. All individuals who have applied for these positions will be invited to meet the hiring manager and participate in a group interview.

Local and Diverse Community Partner Referral System

WBH has established a clear pathway for referrals from local Career Centers and diverse community partners. We rely on these partners to understand our expectations and opportunities, and then connect their constituents to jobs for which they are well suited. We have already seen the benefits of referral partnerships with regional career centers, with a few current members of the small but growing WBH team sourced through relationships with career centers and community partners. Referrals from our community partners will be given special consideration, where possible. We will continue to work with and source candidates from these critical partners.

Training for Hiring Managers: Behavioral Interviewing, Diversity & Inclusion for Interviewing

All hiring managers will be trained in behavioral interviewing and inclusionary hiring. WBH is taking the extra step to provide training to all hiring managers to refine their skills in evaluating candidates based on behaviors that will be indicators of success. The best way to prepare for strong retention is to find the best fit for a job from the start. Managers will be trained to look for “transferable skills” to create opportunities where other employers may not have seen one. Understanding the value of a diverse and inclusive workforce will be part of the training received by hiring managers, as well as strategies to minimize any potential sub-conscious bias

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

while interviewing. From hiring a more qualified workforce, to reducing turnover costs, managers will see the business benefits of diversity and inclusion.

OBJECTIVE 4: DEVELOP & RETAIN

Once initial hiring is complete, WBH will be most successful if we create an environment in which individuals can professionally progress and thrive. We will take a comprehensive approach to developing and retaining our team members, from competitive pay and benefits, to career pathways, to tuition reimbursement.

The same level of outstanding service extended to our guests is extended to our team members. WBH believes that only “people make people happy” and that our team members are best positioned to provide excellent service to our guests when their needs are met.

Competitive Pay & Benefits

We will offer industry competitive compensation and benefits including:

- Paid time off
- Paid sick time
- Six weeks paid parental leave
- Medical Insurance
- Dental Insurance
- Vision Insurance
- Other Insurance (life, short- and long-term disability)
- 401K with employer match
- Flexible Spending Accounts for medical and childcare expenses
- Tuition Reimbursement and Scholarship Fund
- Negotiated childcare provider discount
- Team Member Wellness programs
- Team Member Events and Volunteer Opportunities
- Meals at the Employee Dining Room

Career Pathways

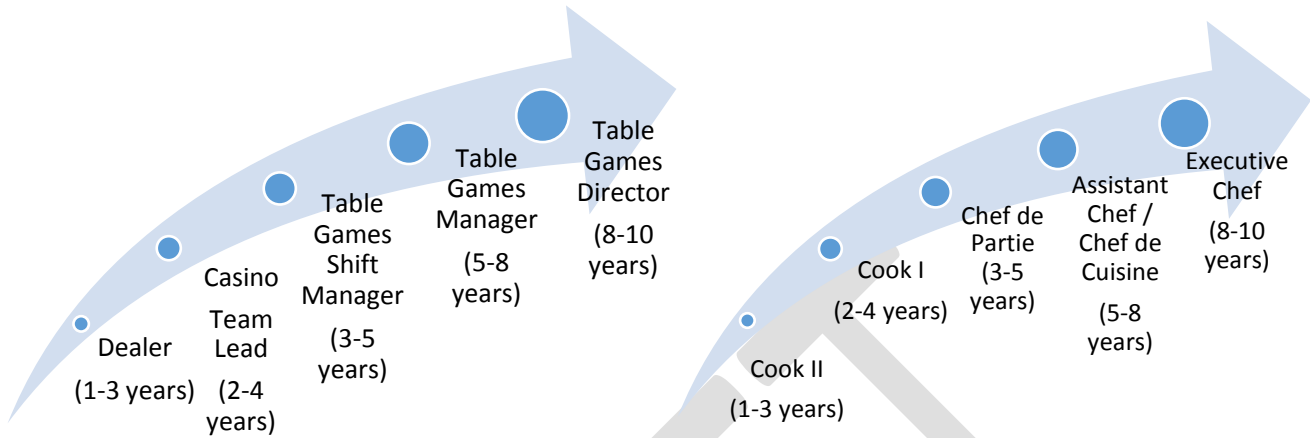
For many individuals, a work environment with opportunities for advancement and growth is key to feeling fulfilled and happy in the work environment. We will provide a wide range of career pathways, with many leaders in the Company progressing from entry level positions to executive leadership roles.

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

Below are examples of Table Games and Culinary career pathways.



Training & Education

We believe that with the right attitude and aptitude, team members can be trained to work in any job they are passionate about. Each operational department has a designated Training Manager that will provide on-the-job training to team members.

In addition to on-the-job skills training, we will provide leadership training for all supervisors and above. The leadership training curriculum includes the following:

- Foundations of Leadership / Leadership 101
- Active Listening
- Effective Communication & Coaching
- Team Building
- Team Dynamics
- Change Management
- Task Management
- Management Styles
- Positive Reinforcement / Performance Management
- SMART Goals

The leadership training program provides a strong leadership foundation to new leaders and reinforces effective leadership skills for tenured managers.

For aspiring managers, WBH will have a “Manager in Training” program that allows promising front-line team members an opportunity to step into a leadership role with the support of a mentor and regular feedback from department heads.

In addition to the leadership training provided to all supervisors and above, WBH will offer a range of courses to all team members, free of charge. These courses range from English as a Second Language, to Citizenship,

**WYNN BOSTON HARBOR
WORKFORCE DEVELOPMENT & DIVERSITY PLAN**

March 26, 2018

DRAFT

to Finance. English as a Second Language courses are contextualized by department, to ensure that team members are learning vocabulary that will help them succeed in their work environment.

WBH will offer GED courses to our team members who may be seeking to advance their education. The Tuition Reimbursement program, mentioned in the Benefits section above, combined with access to GED and other training, will create a supportive environment for professional development and career success.

Communication and Feedback

One of our Core Values is “Always Strive to be Better.” We are committed to continual improvement and supporting team members as they make professional progress. We will implement a structure of daily positive reinforcement and constructive feedback as well as a structure for regular reviews, ensuring team members are aware of areas for improvement and the steps required to make the next move in their career.

Storytelling

Storytelling is a unique program that focuses on celebrating and recognizing daily successes of our team members. Before each shift begins, managers gather their team for a pre-shift meeting. As part of that meeting, team members are encouraged to share stories of exceptional guest service or examples of team members going above and beyond to serve their fellow team members. Truly exceptional examples are brought to the attention of a manager, written about, and posted through all back-of-house areas, bringing special recognition to the outstanding performer. Storytelling inspires, motivates, and emphasizes the importance of excellence across all levels of the organization and most importantly...storytelling has a positive impact on enhancing one’s self-esteem. We help our team members take pride in their work and their abilities.

Below are two recent Storytelling features:

March 26, 2018

DRAFT



FROM LEFT TO RIGHT:
Ofelia Mancilla De-Beas
Uniform Control Seamer
Sharon Hunter
Assistant Uniform
Control Manager

Tabitha McCraney
Uniform Control Attendant



Care About Everyone & Everything.

In the middle of a busy workday, Employee Relations Counselor Ninette Macedo realized the zipper on her dress had broken and the back of her dress was gaping open. Panicked, she rushed to Uniform Control, hoping someone could pin her dress together so she could complete her day.

That's when she learned Uniform Control truly embraces our Core Value: Care About Everyone and Everything.

Ninette explained her situation to Attendant **Tabitha McCraney**, who took her to see the seamstresses. When Ninette asked Seamer **Ofelia Mancilla De-Beas** if she could pin her back into her dress, Ofelia wouldn't hear of it.

"This is your uniform. These are the clothes you wear to work, and my job is to fix employee uniforms," Ofelia said. She discussed the situation with Assistant Uniform Control Manager **Sharon Hunter** and returned to let Ninette know safety pins wouldn't be required. This was obviously an emergency, and she would replace the zipper.

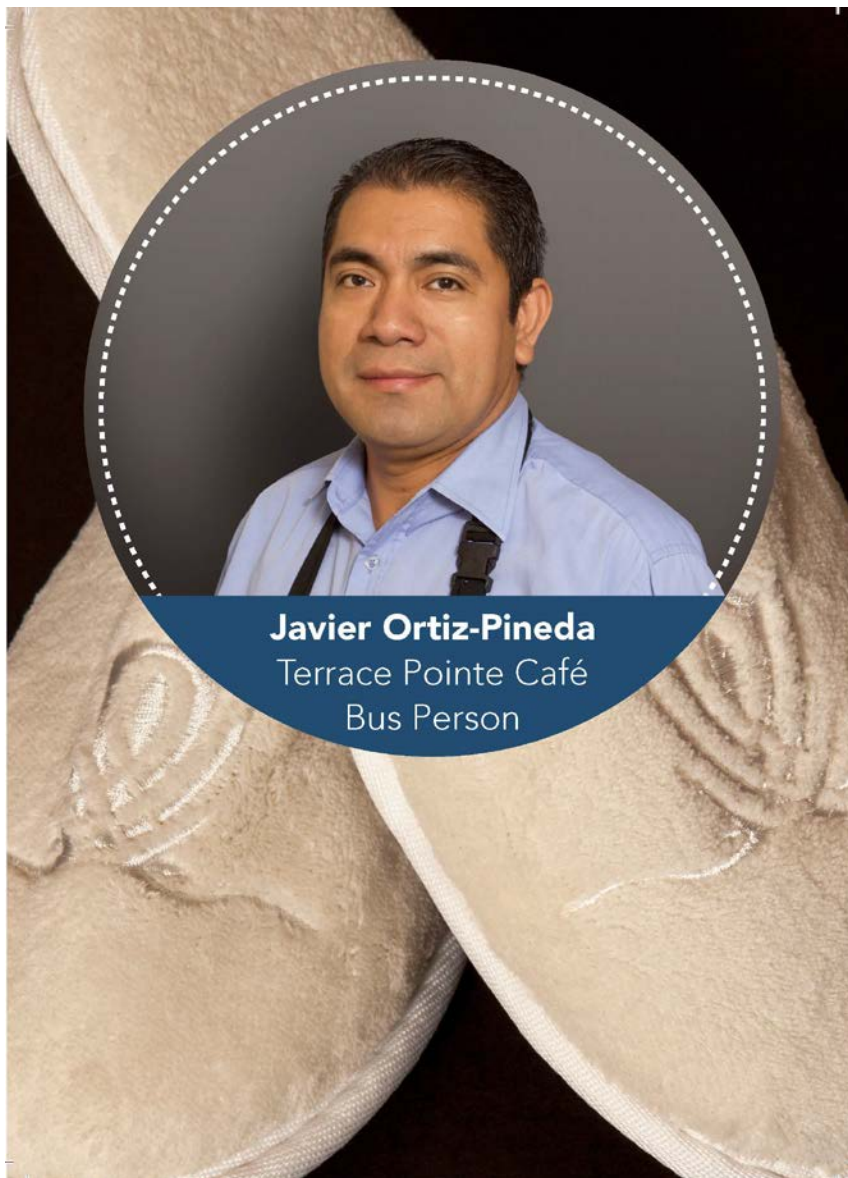
"I was so impressed, shocked, and excited that they were going to see what they could do for me," Ninette said. "My plan had been to just throw the dress away once I got home."

Half an hour later, she walked out wearing her dress with a new zipper. "I am very thankful to everyone who helped," Ninette said. "They not only saved my day, they saved my dress."

Working together to help a fellow employee in distress, our Uniform Control team showed that when they say the Care About Everyone and Everything, they really mean everybody.

March 26, 2018

DRAFT



Javier Ortiz-Pineda
Terrace Pointe Café
Bus Person



Care About Everyone & Everything.

At *Terrace Pointe Café*, attention to detail adds up to Five Star service. From the varied menu to the sunlit view overlooking the pool to the attentive service, everything at *TPC* shines. It all reflects our Core Value: Care About Everyone and Everything.

So when a guest arrived for breakfast one morning, Bus Person **Javier Ortiz-Pineda** listened carefully when the guest sat down, sighed, and said his feet hurt after working all night. He could hardly wait to get back to his room and get out of his heavy work shoes.

Javier asked *TPC* Manager Christie Rosales what he could do or get the guest to make him feel more comfortable. Christie called the Front Desk and arranged to have someone bring a pair of guest slippers.

Javier took the slippers to the weary guest, who, so happy he'd have something comfortable to switch into after he left the restaurant, jumped up and gave Javier a hug.

By actively listening to the guest and seeking out a simple solution to his problem, Javier demonstrated our Core Value: Care About Everyone and Everything.

WYNN BOSTON HARBOR WORKFORCE DEVELOPMENT & DIVERSITY PLAN

March 26, 2018

DRAFT

WeSave Program

The WeSave Program provides team members access to discounts on a wide range of goods and services within their local community. We will partner with local restaurants, shops, dry cleaners, and many other local vendors and service providers to offer special discounts to our team members.

Employee Foundation and WECare Volunteer Program

The Employee Foundation and the WECare Volunteer Program provide opportunities for WBH team members to be involved in community service and contribute financially to organizations they care about, with a matching donation from WBH.

INTERNAL ACCOUNTABILITY & REPORTING:

To successfully meet our local and diverse hiring goals and to fulfill the objectives laid out in this plan, a system of reporting and accountability will be required. We will regularly review applicant and new hire data to monitor progress and ensure we are on track.

WBH established an internal Diversity & Workforce Development Council for operations that will meet on a regular basis to review diversity progress, identify areas for improvement, and develop ideas for strategic community engagement. Regular meetings to review progress towards diversity goals is a best practice implemented during the design and construction phase of the WBH development and played a critical role in our success in engaging a local and diverse workforce for construction. We will make use of this best practice for operations. The Diversity & Workforce Development Council will be led by our Vice President of Human Resources.

The Diversity & Workforce Development Council will meet on a regular basis and will report to WBH executives on progress during regular senior management meetings.

CONCLUSION

We look forward to bringing over 4,000 careers to Everett, Massachusetts. We are excited to grow the WBH team and to provide career paths to a local and diverse group of individuals. The success of the WBH resort will be greatest if we can bring a local and diverse group of individuals, with a broad range of talents, together to create an incredible hospitality experience for our guests.

We thank the many community, educational, diverse, and government partners that have supported our efforts and look forward to working with these partners as we undertake the monumental hiring task ahead. With the Plan outlined herein, we believe we will be successful in achieving our objectives to raise awareness; prepare career seekers; recruit and hire qualified, local, and diverse team members; and develop and retain an outstanding workforce.