



MASSACHUSETTS GAMING COMMISSION  
PUBLIC MEETING #272

June 12, 2019  
10:00 a.m.

**Massachusetts Gaming Commission**  
101 Federal Street  
Boston, MA



Massachusetts Gaming Commission



**NOTICE OF MEETING and AGENDA  
June 12, 2019**

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:

**Wednesday, June 12, 2019  
10:00 a.m.  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA**

**PUBLIC MEETING - #272**

1. Call to order
2. Approval of Minutes
  - a. May 23, 2019 - **VOTE**
3. Ombudsman – John Ziemba
  - a. Encore Boston Harbor Opening Traffic Plan Presentation – Joe Delaney, Construction Project Oversight Manager
4. Administrative Update – Ed Bedrosian, Executive Director
  - a. Racing Update
  - b. Encore Boston Harbor Operations Certificate Status Presentations
    - i. Construction and Commitments
    - ii. Workforce and Economic Development Commitments
    - iii. Technology
    - iv. Responsible Gaming
    - v. Gaming Regulatory Compliance
    - vi. Employee and Vendor Licensing
    - vii. Finance
    - viii. Legal
5. Ombudsman – John Ziemba
  - a. Determination of Final Stage of Construction – Joe Delaney, Construction Project Oversight Manager - **VOTE**



Massachusetts Gaming Commission

6. Legal Division – Catherine Blue, General Counsel

**Votes Required for the Opening of Encore Boston Harbor:**

- a. Encore Boston Harbor Regional Marketing and Tourism Plan – **VOTE**
- b. Encore Boston Harbor Design and Construction Diversity Commitments – **VOTE**
- c. Approval of Encore Boston Harbor Gaming Floor – **VOTE**
- d. Approval of Encore Boston Harbor to Open for Test and Evaluation – **VOTE**
- e. Delegation of Authority to a Single Commissioner to Observe and Review the Results of Test Nights and to Issue a Conditional Operations Certificate on Behalf of the Commission – **VOTE**
- f. Approval of the Form of the Conditional and Permanent Certificate of Operations – **VOTE**
- g. Approval of Compliance with the Terms of c. 23K, 205 CMR and Category 1 Gaming Establishment License Conditions – **VOTE**

7. Commissioner’s Updates

8. 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](http://www.massgaming.com) and emailed to: [regs@sec.state.ma.us](mailto:regs@sec.state.ma.us), [melissa.andrade@state.ma.us](mailto:melissa.andrade@state.ma.us).

06.10.19

Date

  
Cathy Judd-Stein, Chair

**Date Posted to Website:** June 10, 2019 at 10:00 a.m.



Massachusetts Gaming Commission



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## Massachusetts Gaming Commission Meeting Minutes

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**Date/Time:** May 23, 2019 –10:00 a.m.

**Place:** MassMutual Center  
1277 Main Street  
Springfield, MA

**Present:** Chair Cathy Judd-Stein  
Commissioner Gayle Cameron  
Commissioner Enrique Zuniga  
Commissioner Bruce Stebbins  
Commissioner Eileen O'Brien

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



### **Call to Order**

See transcript page 1

[10:00 a.m.](#) Chair Cathy Judd-Stein called to order public meeting #269 of the Massachusetts Gaming Commission.

### **Administrative Update**

See transcript pages 1 – 2

[10:00 a.m.](#) Executive Director Bedrosian stated that he watched the beginning of yesterday's Commission meeting. He believes that the Commission is in good shape regarding the opening of the Encore Boston Harbor project and that absent any unknowns we will be ready to open on June 23. In terms of process and meeting schedule, there will be a Commission meeting the second week of June where the Directors will make their presentations on conditions. At that meeting, staff will ask the Commission to designate a Commissioner to work with the staff to issue a conditional operations certificate. The Commission will vote to issue a permanent operations certificate at a Commission meeting a few days after opening.

Mr. Bedrosian advised the Commissioners that Gaming Agent training for new gaming agents has been completed.

The Commissioners asked about upcoming meetings. Mr. Bedrosian stated that the next Commission meeting would be next week and that we may need more but shorter Commission meetings to keep the opening process moving forward.

## **Ombudsman**

See transcript pages 2 – 31

10:04 a.m.

### **Community Mitigation Fund Scholarship**

Ombudsman Ziemba introduced Jill Griffin, Director of Workforce, Supplier and Diversity Development and Crystal Howard, Program Coordinator, to present on the use of Community Mitigation Fund Grant award monies for scholarships. Ms. Griffin introduced Michele Cabral, Director, Massachusetts Casino Career Training Institute, and Jeffrey Hayden from Holyoke Community College, who is here as well. Ms. Griffin explained that Holyoke Community College received a \$300,000 Community Mitigation Fund grant in 2018. Of that amount, \$240,000 focused on culinary and other career advancement programs. The \$60,000 balance was allocated for scholarships. Ms. Howard presented on the request from Holyoke Community College to use \$7500 of the scholarship money to cover the costs of a course on blackjack and carnival games. Using this money would allow the course to be offered for free to students who sign up. Ms. Howard stated after review; staff believes that this request meeting the goals of the scholarship program and is aligned with the original purpose of the grant.

There are currently five students enrolled in the course. Commissioner Cameron asked whether that was due to the cost of the course or the generally low unemployment. Ms. Cabral stated that it is a combination of both. Commissioner Stebbins inquired as to the timing of the course, and it was explained that the Blackjack course begins on June 1 with another section starting on June 3. Commissioner Stebbins further inquired about case managers and recruiting. Ms. Cabral explained that case managers are doing outreach by attending job fairs and helping people file and fill out the necessary paperwork. Commissioner Stebbins asked that the case managers come back to the Commission at some point in the future to update the Commission on the program.

Commissioner Zuniga asked whether Holyoke Community College its need for scholarship money increasing in the future. Ms. Cabral stated that they received the \$60,000 in scholarship money; that 370 people came through the school; of that amount 89% completed their training and of the 89% 65% were hired by MGM. As of March 1, 84% of those hired were still with MGM.

[10:19 a.m.](#) *Commissioner Stebbins moved that \$7500 be moved from the scholarship program to promote the funding of the blackjack and carnival games course. Commissioner Zuniga seconded the motion. The motion passed unanimously.*

### **MGM Springfield Quarterly Report**

Mike Mathis, President MGM Springfield began the presentation of the MGM Springfield Quarterly Report. He began by presenting the revenue numbers for the quarter and explained the impact of the January to March cycle on those numbers. Mr. Mathis discussed two new initiatives that came out of MGM Springfield's "You Said It We Did It" program. This program takes patron requests and implements them and then lets patrons know. Patrons requested that brunch be added, which MGM Springfield is now offering and patrons requested an additional version of blackjack which is also now available.

Mr. Mathis discussed the increase in hotel and restaurant business in businesses around the casino. Commissioner Stebbins stated that we should track this data as part of our research project. Mr. Mathis continued his presentation by discussing lottery sales at the casino.

[10:43 a.m.](#) Karen McRea, Director of Compliance, presented on the issue of underage persons on the gaming floor. Ms. McRea stated that the diagonal crosswalks on the gaming floor have been removed. There is a small increase in underage persons on the gaming floor, but very few are gaming or drinking. Seth Stratton, Vice President, and General Counsel explained that the intercept times for underage persons are getting shorter and MGM Springfield is getting better at this. There doesn't seem to be any one area of the floor that is a particular problem. Mr. Mathis stated that MGM Springfield has dedicated real resources to address this issue. There is real anxiety by MGM Springfield staff on this issue, which shows it is a priority for them. Mr. Mathis believes that most incidences are on the perimeter of the gaming floor. He stated MGM Springfield's goal is zero tolerance.

Commissioner Zuniga asked if Mr. Mathis sees this effort as an ongoing effort or will educating the community create a deterrent effect. Mr. Mathis stated that he believes that the numbers will go down, but he is concerned about parents bringing their children onto the gambling floor. There is a fine for this under chapter 23K, and perhaps that needs to be reinforced.

Commissioner Zuniga also asked if these matters are referred to the Gaming Enforcement Unit (GEU). Mr. Stratton advised that they were and that he met with the GEU to discuss the need to work with the GEU and perhaps the Attorney General's Office on this.

Commissioner Zuniga asked about the difference between underage persons at slot machines and underage persons at gaming tables. Mr. Mathis stated

that a higher number of underage persons are found at slot machines. Underage persons at gaming tables is unacceptable. MGM Springfield is working on more staff training on this issue.

Commissioner Stebbins asked whether most instances of underage persons on the gaming floor happen on the weekends and Mr. Mathis responded that most instances are at night; there are more on the weekends just because there are more people in general at the casino on the weekend.

Ms. McRea reviewed the security plan updates, which included more signage, permanent rovers on the gaming floor, hand stamps, an education campaign, and a property curfew.

[10:59 a.m.](#) Ryan Geary, Director of Finance, presented on procurement spend for the quarter. Overall procurement spend was down due to the seasonality of the business. Of the \$10.3 million in procurement, spend of \$1.7 million went to diverse suppliers. Mr. Geary also presented on local procurement spend and stated that 58.8% went to Massachusetts suppliers, 29.9% went to Western Massachusetts suppliers. Mr. Geary stated that he is continuing to work with MGM's internal task force and Jill Griffin's team to improve these numbers.

[11:09 a.m.](#) Marikate Murren, Vice President Human Resources presented on the employment numbers. MGM Springfield has 2303 employees; this number includes the employees working at the MassMutual Center. This number is down from 2522 employees. The attrition rate for the first quarter of 2019 was 16%. There are about 110 people in the background review process.

The Chair asked Ms. Murren about MGM Springfield's background check process. Ms. Murren stated that MGM Springfield does a background check and drug testing for all employees using a third party vendor. She stated that MGM Springfield will allow people to start work before the results are back on a contingent basis if the position involved does not require a license from the Commission. Ms. Murren stated that there are 59 open job postings. She further explained that MGM Springfield is losing some people to Encore Boston Harbor.

Commissioner Stebbins asked Ms. Murren to quantify the number of promotions among MGM Springfield staff and to include that in the next quarterly report.

[11:27 a.m.](#) Sarah Moore, Director of Marketing, described the marketing and entertainment events in the first quarter which included activating the Amory, the ice rink on the plaza, holiday-themed events, and Red Sox promotions.

[11:33 a.m.](#) Tallia Spera, Executive Director of Entertainment, presented on the first quarter entertainment schedule, which included events at the Roar Comedy Club and the AHL all-star game. She explained that there are over 50 events scheduled in the next 60 days, some of which are free to the public. She further stated that MGM Springfield has begun programming at Symphony Hall.

[11:38 a.m.](#) Seth Stratton presented on future development. He stated that there are one or 2 remaining issues on the housing component of the project and anticipates a further announcement soon. Mr. Mathis stated that the lease for Wahlburgers should be signed soon.

[11:45 a.m.](#) Jason Rosewell, Director of Facilities presented on the solar panels that will be installed on the garage and stated that parking may be impacted during the week while construction is ongoing. Mr. Rosewell also stated that MGM Springfield was awarded the first LEED platinum certification for a gaming resort in the world.

[11:42 a.m.](#) Sarah Moore presented on the MGM Springfield new brand campaign launch.

### **Investigations and Enforcement Bureau**

See transcript pages 31 – 41

#### [12:09 p.m.](#) **MGM Springfield Compliance Update**

Karen Wells, Director Investigations and Enforcement Bureau (IEB) presented on the administrative penalty levied against MGM Springfield for the presence of underage persons on the gaming floor. The penalty was in the amount of \$100,000, and MGM Springfield has agreed not to appeal the penalty. Mr. Stratton explained the processes put into place to address the concerns raised by the IEB. Mr. Stratton was asked if the issue of underage persons on the gaming floor was due to confusion over the gaming age in Massachusetts, which is 21. Mr. Stratton stated that might be part of the issue, but that MGM Springfield is working hard to get the message out about the gaming age.

Commissioner Cameron asked about the possible use of physical barriers, and Mr. Stratton responded that physical barriers could create ingress and egress issues.

Commissioner Stebbins asked Director Wells what the IEB's expectations were going forward. She stated that the IEB expects underage persons to be kept off the gaming floor and away from alcohol. If that requires more security officers, then that should be the priority.



[12:29 p.m.](#)

**MGM Springfield Service Employee Exemption Request**

Bill Curtis, Licensing Manager, presented on the service employee exemption request included in the Commission packet. Mr. Curtis went through the list of requested exempted positions.

[12:33 p.m.](#)

*Commissioner Stebbins moved that the Commission approve the list of service employee exemptions listed in the memorandum from Mr. Curtis in the Commission packet. Commissioner Zuniga seconded the motion. The motion was approved unanimously.*

[12:33 a.m.](#)

**MGM Springfield Alcohol Permit Amendments**

Mr. Curtis presented on the request of an amendment to MGM Springfield's gaming beverage license. He stated the MGM Springfield is requesting four new outlets – the spa and salon area, the plaza bar, MGM Springfield owned food trucks, and the island bar.

Anthony Cartazollo, Vice President of Hospitality, presented on the plaza bar, the food trucks, and the island bar. Seth Stratton presented on the application for the spa and salon area. Mr. Cartazollo stated that the plaza bar is a permanent installation built to replace a temporary bar. The food trucks will only serve beer; these are MGM owned food trucks. The Island Bar has tabletop devices such as KENO and is within the confines of the gaming floor, so it may be able to serve alcohol until 4 a.m.

Angela Smith, MGC Gaming Agent Supervisor at MGM Springfield, was asked if she sees the new policies on underage persons on the flooring working. Ms. Smith stated that it is a progression and that added training will help.

[12:43 p.m.](#)

*Commissioner Stebbins moved to approve the requested amendments to the MGM Springfield gaming beverage license at the locations listed in the amended gaming beverage license application included in the commission packet. Commissioner Cameron seconded the motion. The motion passed unanimously.*

**Research and Responsible Gaming**

See transcript pages 41 – 53

[12:44 p.m.](#)

**Springfield and Surrounding Communities Public Safety Report**

Mark Vander Linden, Director, Research and Responsible Gaming, introduced Christopher Bruce, Commission Crime Analyst. Mr. Bruce presented the findings of his report on the first four months of operation at MGM Springfield. Mr. Bruce stated that it is too early to establish any trends and that the report is just a snapshot of issues. Further reports will need to be done before long term impact can be assessed. Mr. Bruce stated that the casino location had more calls for service than any other location; this may be attributed to the larger volume of people who visit the casino. There was

an increase in traffic issues south and west of the casino. Crime in the metro center did not increase with the additional volume of people. Areas around the casino remained steady. Mr. Bruce described the process for assessing the data he compiled and how this was different from the analysis used for Plainville. Mr. Bruce's detailed findings are included in his report, which is included in the Commission packet.

### **Commissioner Updates**

See transcript pages 53 – 54

[1:26 p.m.](#) Commissioner Zuniga shared with the Commissioners that he had attended the Public Trust Health Fund Executive Committee meeting yesterday and that he would come back to the Commission in the future with a report on that meeting.

[1:28 p.m.](#) *With no further business, Commissioner Zuniga moved to adjourn the meeting. Commissioner Cameron seconded the motion. The motion passed unanimously.*

### **List of Documents and Other Items Used**

1. Notice of Meeting and Agenda, dated May 21, 2019
2. Memo to Commissioners RE: Holyoke Community College 2018 Workforce Development Grant Amendment Request for Massachusetts Casino Career Training Institute dated May 22, 2019
3. Presentation MGM Springfield Quarterly Report
4. Memo to Commissioners RE: Assessment of Civil Administrative Penalty upon MGM Springfield in the Amount of \$100,000 for Non-compliance with Provisions Regarding Underage Persons dated May 17, 2019
5. Memo to Commissioners RE: Gaming Service Employee Exemptions MGM Springfield dated May 20, 2019
6. Memo to Commissioners RE: Amendment to Gaming Beverage License with attachments dated May 20, 2019
7. Presentation and Report – Assessing the Impact of Gambling on Public Safety in Massachusetts

/s/ Catherine Blue  
Assistant Secretary



Encore Boston Harbor  
Grand Opening  
*Transportation Plan*

*Encore*<sup>®</sup>  
BOSTON HARBOR

# Grand Opening *June 23, 2019*



EBH Grand Opening Transportation Plan



# Transportation



ENCORE SHUTTLE



RIDESHARE/TAXI  
(EVERETT & MALDEN)



ENCORE  
NEIGHBORHOOD  
RUNNER



ENCORE PREMIUM HARBOR  
SHUTTLE & OTHER WATER  
TRANSPORTATION



ENCORE PREMIUM MOTOR COACH SERVICE



LOCAL BUS



# Encore Shuttle

## *Transportation Services*

### **Bus Shuttles**

- Encore Premium Motor Coach
- Encore Shuttle
  - *Malden Station*
  - *Wellington Station*
- Encore Neighborhood Runner
- Encore Employee Shuttle

### **Water**

- Encore Premium Harbor Shuttle

### **Ride Services**

- Limousine Services
- Taxi/Rideshare Services

### **Parking**

- Vehicular parking
- Bike Parking

# Premium Motor Coach Service

**Bus types:** 45' Luxury Motor Coaches, 50 passenger, ADA wheelchair accessible

**Restrooms on buses:** Yes

**Operating Days:** 7 days/week, year round

**Operating Hours:** 10A until 10P daily (Tentative and subject to change)

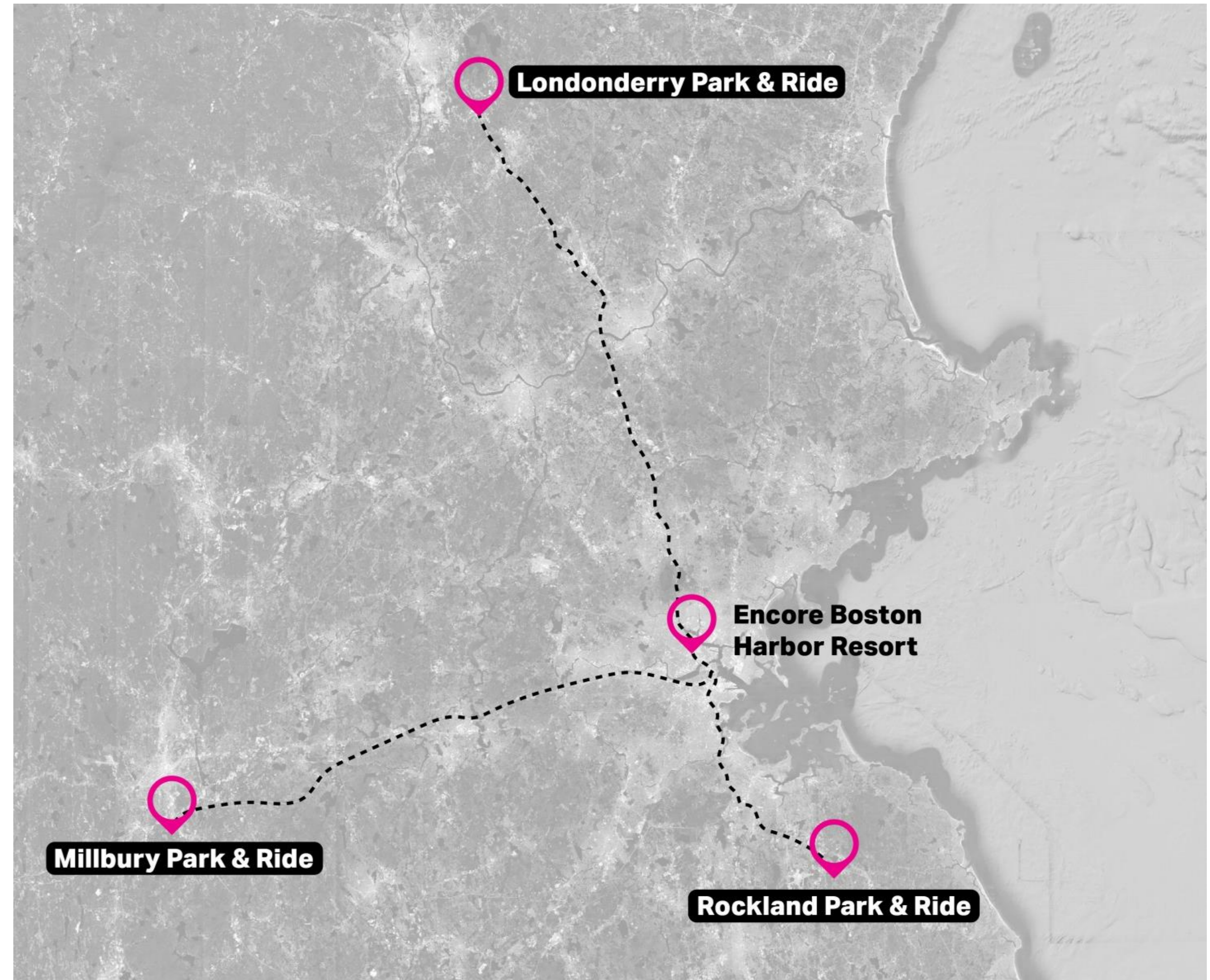
**Schedule:** Every 90 minutes (Trip times will be released closer to opening)

**Park & Ride Location:** Millbury (519 Hwy 20 Exit 11) Rockland, MA (Route 3, Exit 14 to Route 128) and Londonderry, NH (2 Garden Lane, Exit 4)

**Trip Time:** All about 90 minutes

**Fare:** Introductory \$7 fare / Parking is free at all locations

**How to Pay:** Pay online for advance reservation, or onboard provided that space is available





# Encore Shuttle

## *Transit Access – Malden MBTA Station (Orange Line)*

**Bus types:** 58 passenger, low-floor transit buses, ADA wheelchair accessible

**Restrooms on buses:** No

**Operating Days:** 7 Days/week, year round

**Operating Hours:** 24 hours daily (note MBTA only runs 5:30A to 12:30A, but public parking is available)

**Schedule:** Continuous, every 20 minutes

**Parking:** 195 spaces

**Shuttle Stops:** MBTA Malden Center Station, MBTA Wellington Station, Encore in Everett, MA)

**Malden Center Station Connections:** MBTA Orange Line and Haverhill Commuter Rail

**Shuttle Trip Time:** About 17 minutes from Malden Center

**Fare:** FREE



# Encore Shuttle

## *Transit Access – Wellington MBTA Station (Orange Line)*

**Bus types:** 58 passenger, low-floor transit buses, ADA wheelchair accessible

**Restrooms on buses:** No

**Operating Days:** 7 Days/week, year round

**Operating Hours:** 24 hours daily (note MBTA only runs 5:30A to 12:30A, but public parking is available)

**Schedule:** Continuous, every 10-20 minutes

**Parking:** 1300 spaces

**Shuttle Stops:** MBTA Wellington Station to Encore

Wellington Station Connections: MBTA Orange Line which connects to MBTA North Station, Red, Blue and Green Lines

**Shuttle Trip Time:** About 5-8 minutes from Wellington

**Fare:** FREE



# Encore Shuttle (GRAND OPENING ONLY)

## *Transit Access – Wonderland MBTA Station (Blue Line)*

**Bus types:** 58 passenger, low-floor transit buses, ADA wheelchair accessible

**Restrooms on buses:** No

**Operating Days:** 5:00A on June 23 to 5:00A on June 24, and from 5:00P on June 28 to 1:00A on July 1

**Schedule:** Continuous, every 20 minutes

**Parking:** 1436 spaces / \$2 on Sat and Sun/\$7 Mon-Fri

**Shuttle Stops:** MBTA Wonderland Station, Encore in Everett, MA)

**Wonderland Station Connections:** 441, 442 MBTA Buses to/from Marblehead

**Shuttle Trip Time:** About 30 minutes from Wonderland

**Fare:** FREE



# Encore Neighborhood Runner

## *Everett/Chelsea*

**Bus types:** 26 passenger, mini-coach, ADA wheelchair accessible

**Restrooms on buses:** No

**Operating Days:** 7 Days/week, year round

**Operating Hours:** 24 hours daily

**Schedule:** Continuous, every 20 minutes

**Parking:** No

**Shuttle Stops:** Chelsea MBTA Silver Line (SL3) Station, Everett City Hall, Rivergreen Parking Lot on Airforce Road in Everett, and Encore

**MBTA Station Connects to:** MBTA Airport Station, Silver Line 1 & 2, South Station and Red Line

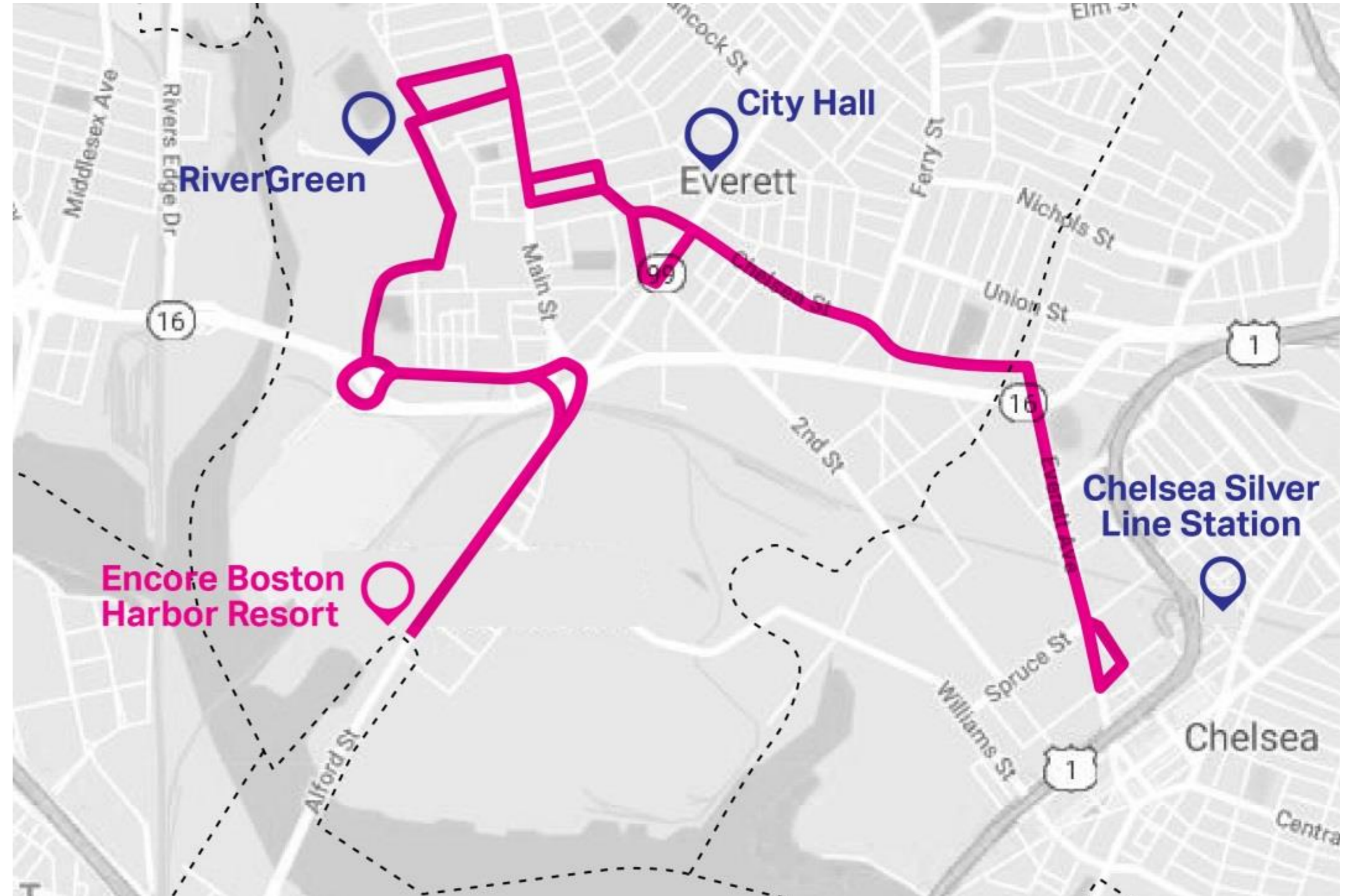
**Shuttle Trip Time:** About 15-20 minutes from Chelsea Silver Line Stop

**Fare:** FREE



# Encore Neighborhood Runner *Everett/Chelsea*

- Operates 24-hours per day
- Stops at:
  - Rivergreen Parking Lot
  - Chelsea Silver Line Station
  - Everett City Hall



# Encore Employee Shuttle

**Restrooms on buses:** No

**Operating Days:** 7 Days/week, year round

**Operating Hours:** 24 hours daily

**Schedule:** Continuous, every 15 minutes

**Parking:** No

**Shuttle Stops:** Wellington MBTA Station and Encore. Between 12:45A and 5A, when the MBTA station is closed, the Employee shuttle will stop at both Wellington Station and at 101 Station Landing, as requested. At Wellington, employees can connect to the Encore Shuttle to Malden Station.

**Fare:** FREE

# Encore Premium Harbor Shuttle

**Vessel types:** 37 passenger luxury motor yachts, ADA wheelchair accessible

**Restrooms on vessels:** No

**Operation Days:** 7 days/week, year round

**Operating Hours:** 7A until 11:40P (subject to change)

**Schedule:** Continuous, every 20-30 minutes

**Parking:** Various public locations, including South Boston Waterfront Transportation Center

**Shuttle Stops:** World Trade Center (East side dock) in Boston's Seaport, downtown Boston location (TBD), and Encore in Everett, MA

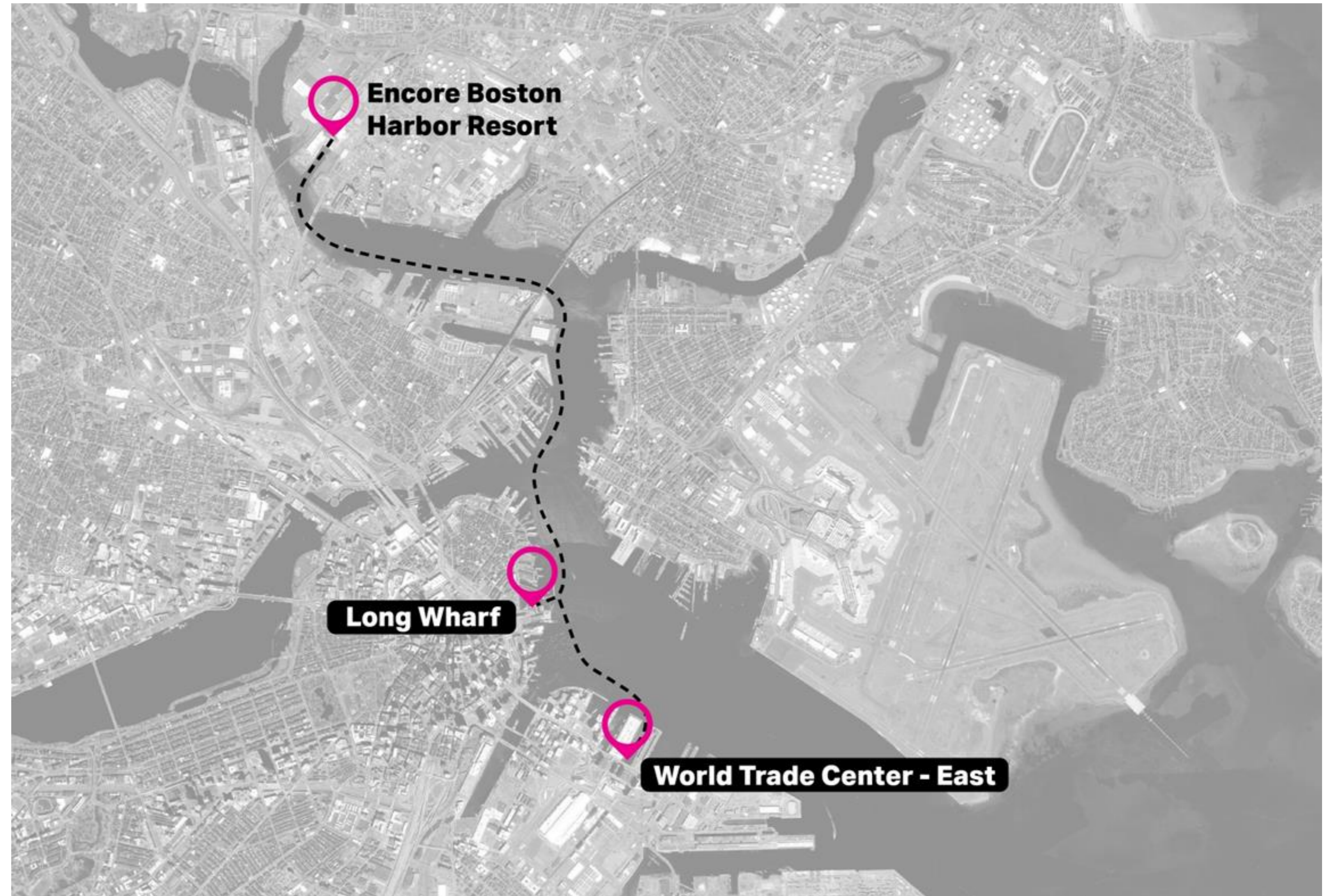
**Trip time:** About 25 minutes

**Fare:** Introductory \$7 fare

**How to Pay:** Pay on Board, by Debit or Credit Card only



# Encore Premium Harbor Shuttle





# Maritime Traffic Pattern

## *Law Enforcement Operational Plan*

- Water shuttle service will employ maritime traffic pattern with aids and navigation buoys
- Law enforcement assets will designate holding areas for larger vessels awaiting hourly bridge lift
- ONLY on Sunday, June 23 scheduled Alford St. bridge openings at 6A, 12P, 6P, 8P, resuming a regular schedule at 10:00P
  - Law enforcement assets may authorize an off schedule lift as operations require
- Encore ferry vessels will have priority to Encore dock space and will be coordinated through the on scene Law Enforcement assets

# Maritime Traffic Pattern

## *Law Enforcement Operational Plan*



*Encore Boston Harbor Maritime Traffic Pattern*



*Encore Boston Harbor Buoy & Hazard Indicator Locations*

# Maritime Traffic Pattern

## *Law Enforcement Operations*

- There will be a minimum of 3 on-water law enforcement assets from 8A to 11:59P on June 23, 2019
  - *Massachusetts State Police - Patrol Commander (Command & Control)*
  - *Boston Police Department Harbormaster*
  - *Everett Police Department Marine Unit*
- 2 Coast Guard auxiliary assets will be on scene as available stationed under the Tobin bridge for boater education
- The Patrol Commander may increase law enforcement presence as required
- The same asset allocation shall be employed on the following weekend June 28th-June 30th

# Ride Services

## **Limousine Services**

Limousines Services ensures select VIP guests experience luxurious private transportation to and from desired destinations.

It also provides Limousine Door Services through Bell and Concierge services. Limousine service is provided using a combination of Encore's own fleet of Cadillac Escalades, Range Rover Autobiographies, and stretch Lincoln Continentals, and Encore's partner limousine service companies.

## **Taxis and Rideshare Services**

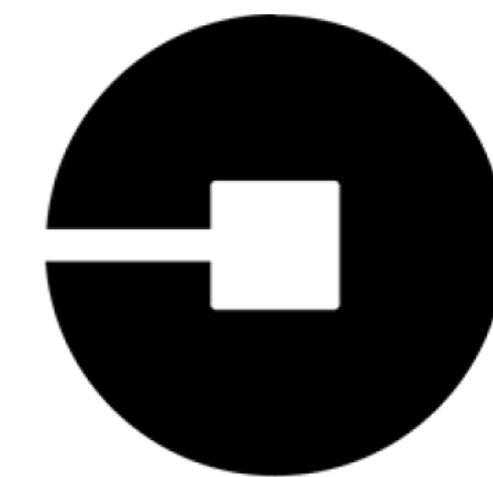
Taxis will be available onsite at Encore to pick up and drop off guests. Guests (and employees) will also be able to hail a Lyft or Uber.

Guests will be picked up and dropped off at the Porte Cochère.

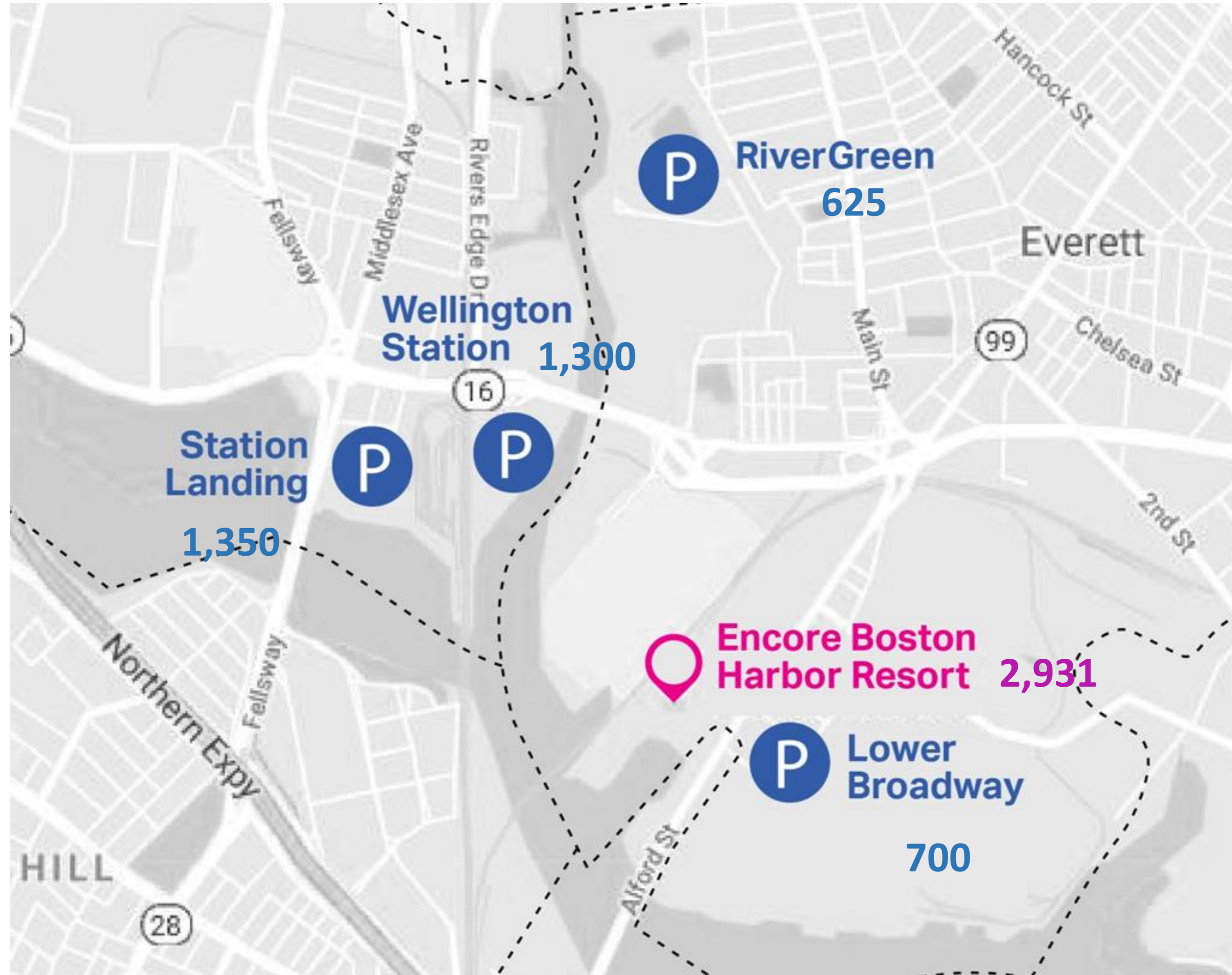


# Rideshare Lot

- Rideshare lot is located at the intersection of Robins Street and Mystic Street, Everett, MA
- Capacity of approximately 60 cars
- Rideshare lot is staffed by an Encore employee 24/7; a booth is located in the lot for these employees
- All rideshare request between Sweetser Circle and the Sullivan Sq. Rotary (Schrafft's) are dispatched by Lyft and Uber from this lot
- If the Lot is empty, then the requests will be dispatched from the closest Lyft or Uber
- Encore guest will be picked up and dropped off at the Main Entrance of Encore Boston Harbor located at the Porte Cochère
- There are separate entrances and exits in the rideshare lot per the request of Lyft and Uber; the entrance to the lot is located on Mystic Street and the exit on Robin Street
- Encore Boston Harbor has requested that the city install portable toilets in the rideshare lot
- When vehicles line up in the lot there will be a vacant lane between each full lane so cars who are not first in line can exit the lot if dispatched



# Parking *Lot Spaces*

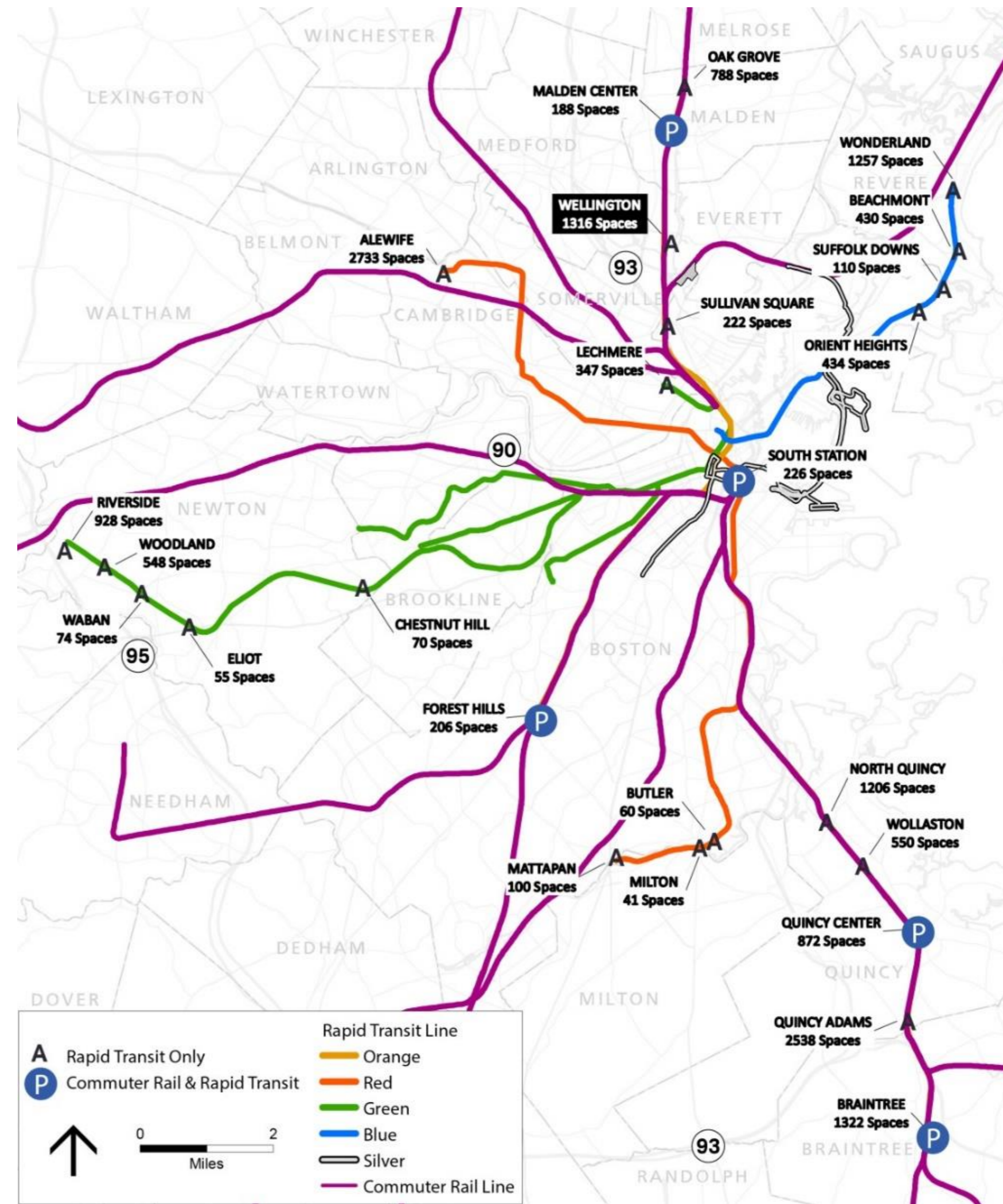


\*Additional Parking at  
Wonderland 1436 (Blue Line)  
and Jackson St. Malden 651  
(Orange Line)

# Parking *Traffic Demand Management*

- The MBTA will be promoted as the best mode of travel to Encore and the general public will be encouraged to park at transit and commuter rail parking lots
- Local parking is available at the following locations:
  - Wellington Station (**1,300**)
  - Station Landing (**1,350**)
  - Rivergreen (**625**)
  - Malden Station (**188**)
  - Jackson Garage Malden Center (**651**)
  - Wonderland Station (**1436**)
  - Lower Broadway (**700**)
- Encore Shuttle will provide *free service* to/from Malden Center Station, Wellington Station and Wonderland
- The Encore Neighborhood Runner will provide *free service* to/from the Chelsea Silver Line and RiverGreen

# Parking Access to MBTA





# Parking *Bicycle*

## **General Public and Employees**

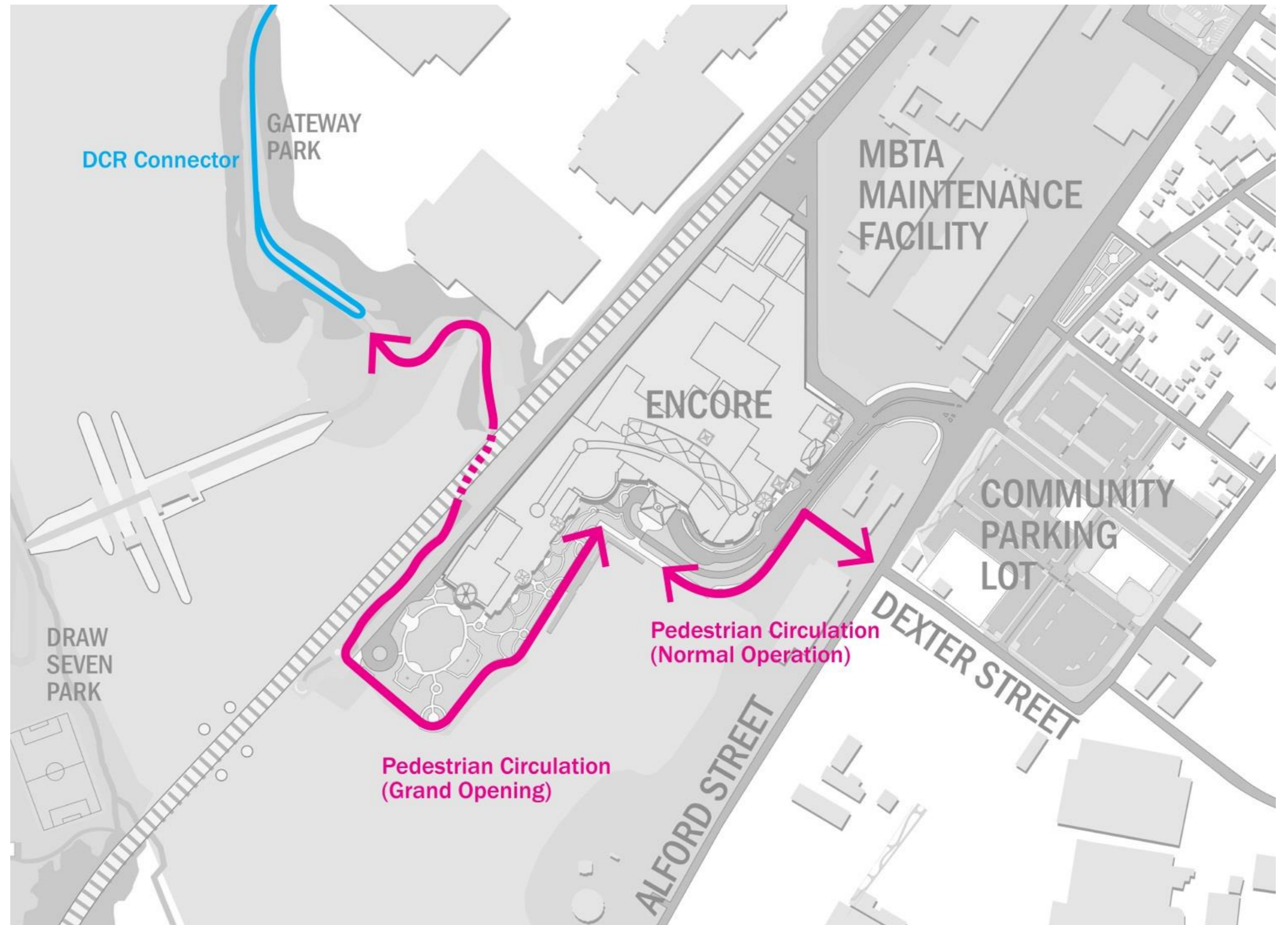
Bicycle parking is available on level B1 of the garage, with 96 spaces that can accommodate up to 192 bicycles.

Encore will also sponsor two 15-bike stations which is operated and maintained by Blue Bikes. One Blue Bike station is located on-site near the Service Road closest to the harborwalk. The other is situated a short distance south of Encore's main drive on Broadway (Rte. 99).

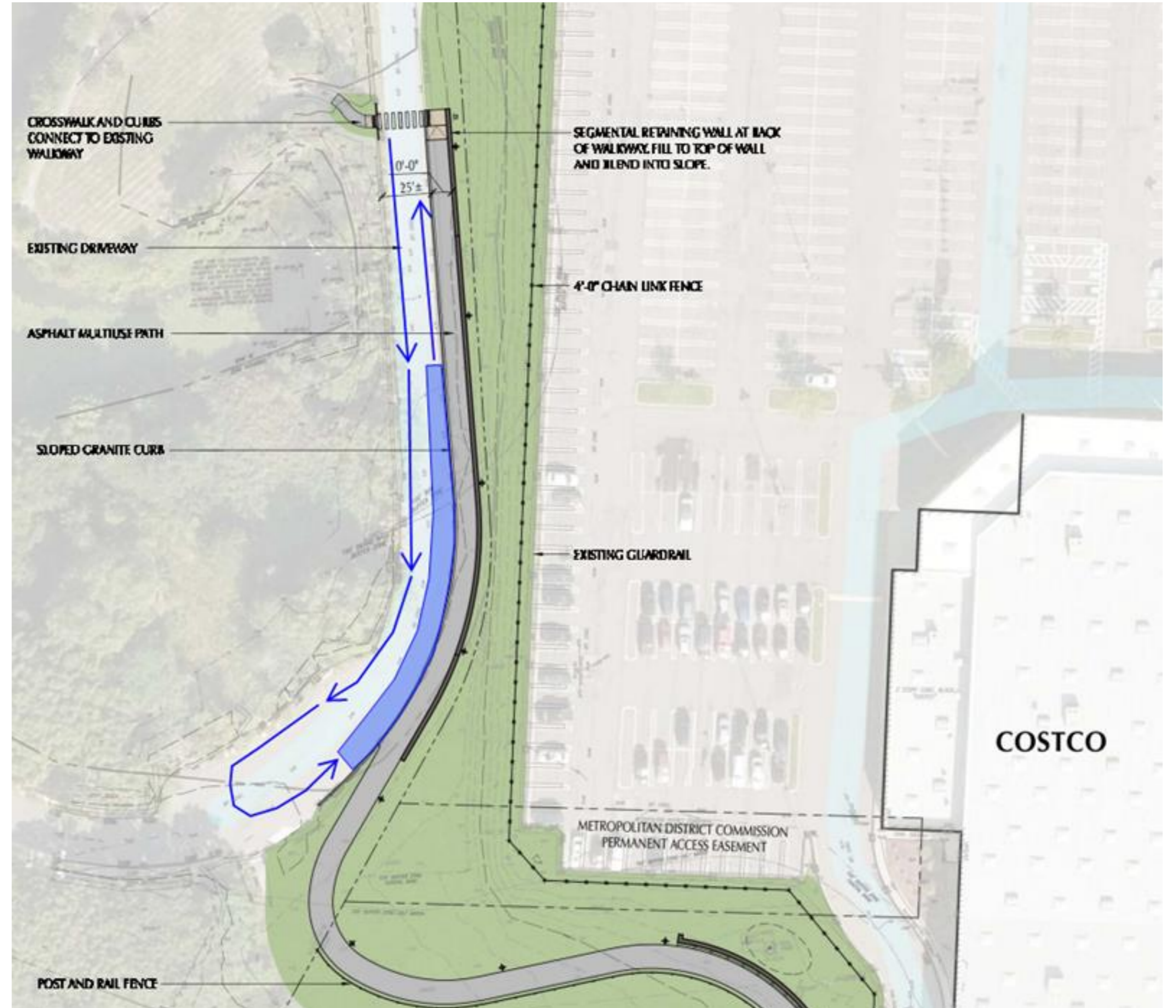
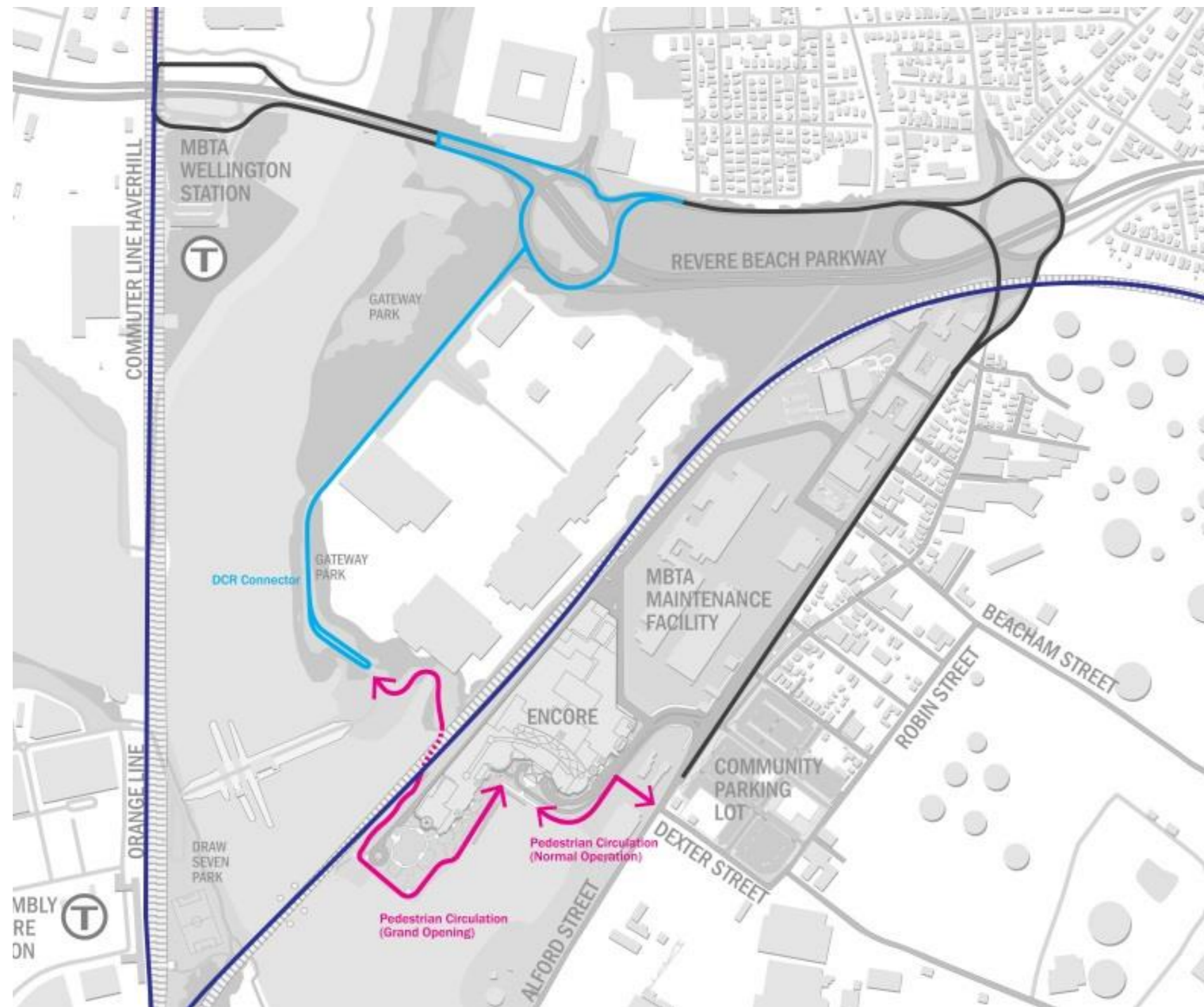
Employees may also utilize the bicycle racks located on-site outside of the Encore Employee Entrance.



# Pedestrians

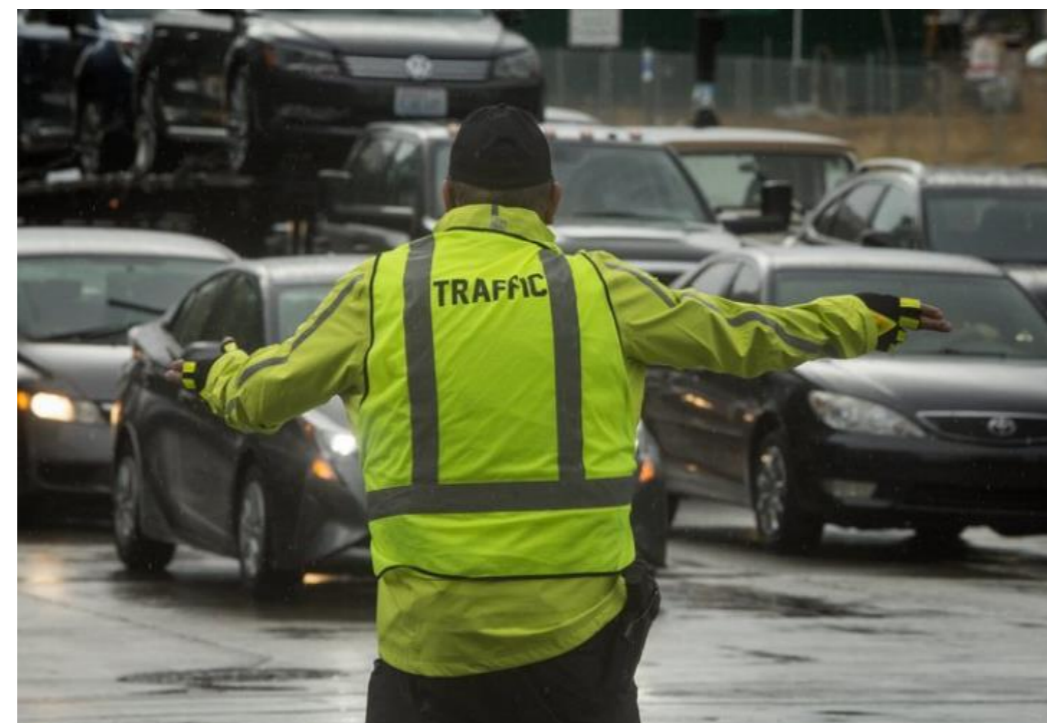


# Grand Opening *Drop Off and Pick Up*

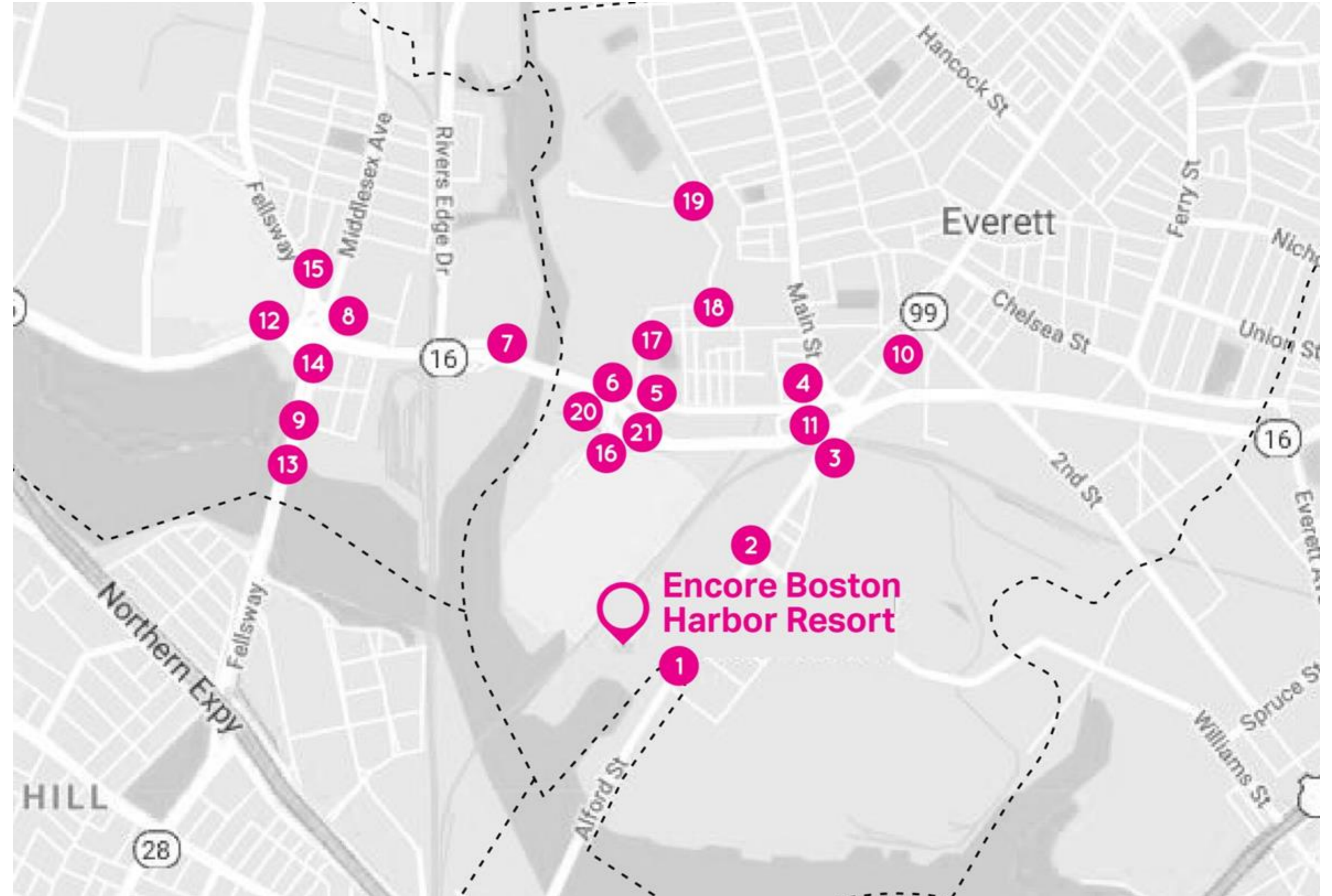


# Operation Traffic Demand Management

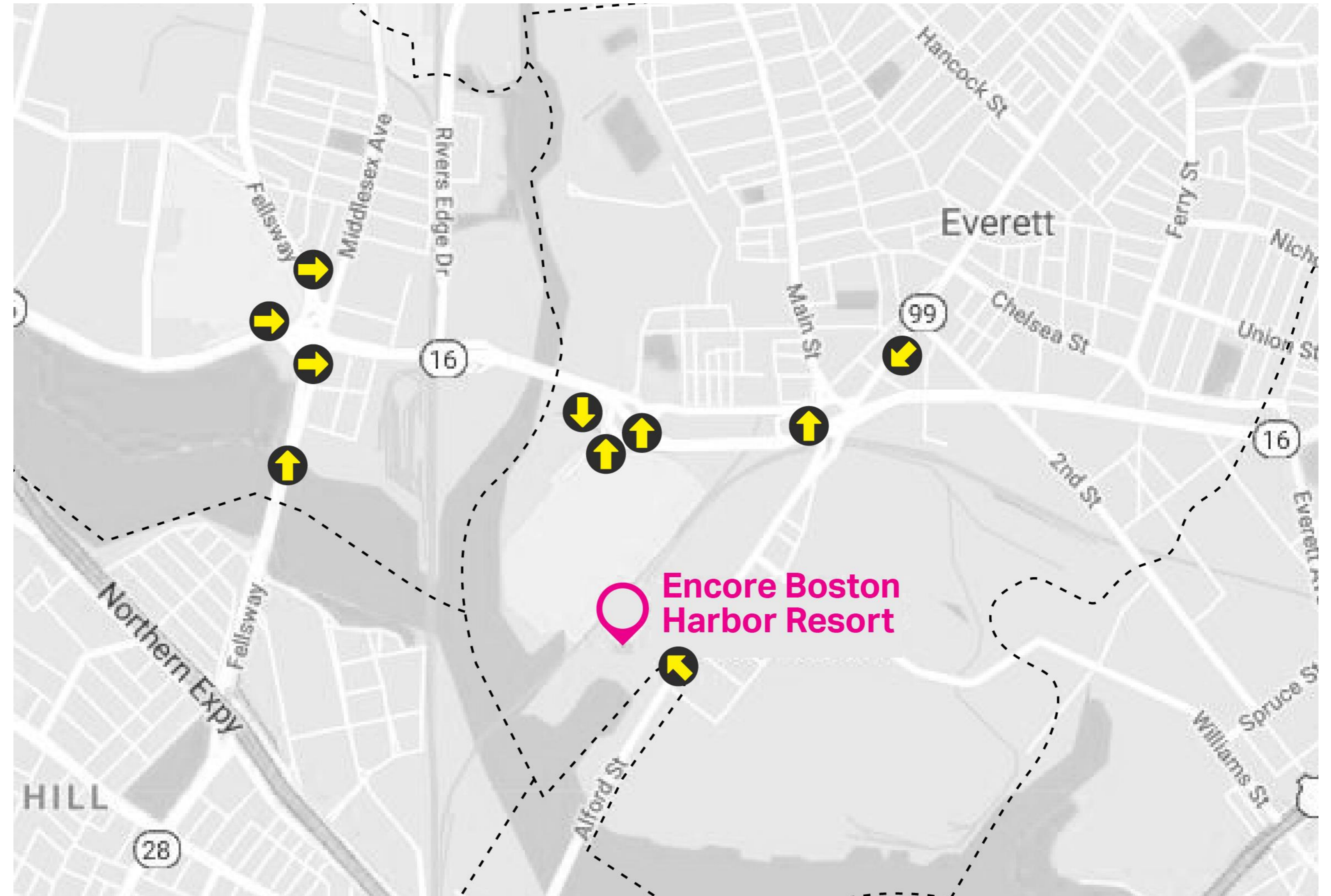
**Encore Resort  
USE EXIT 31**



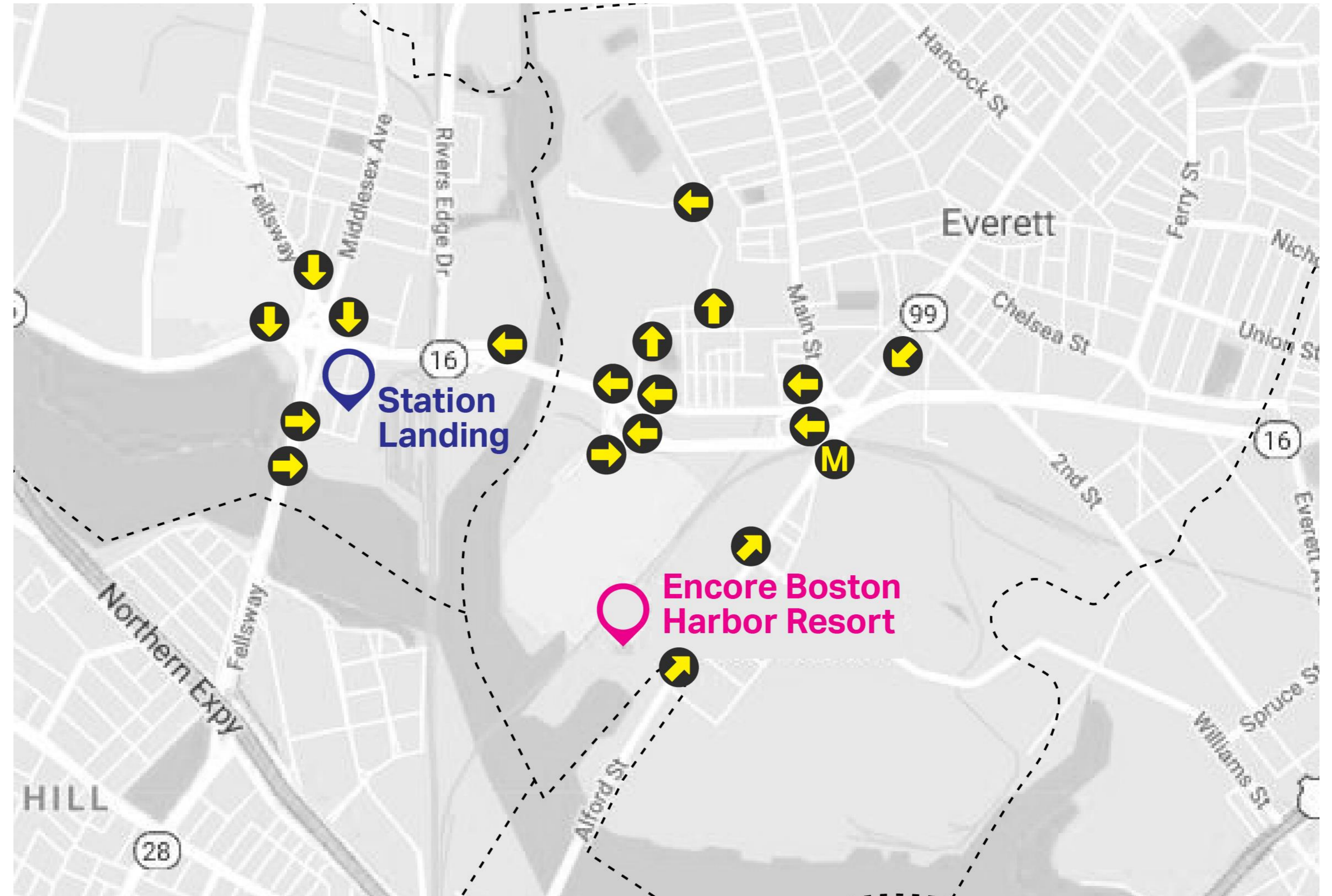
# Portable Variable Message Sign Locations



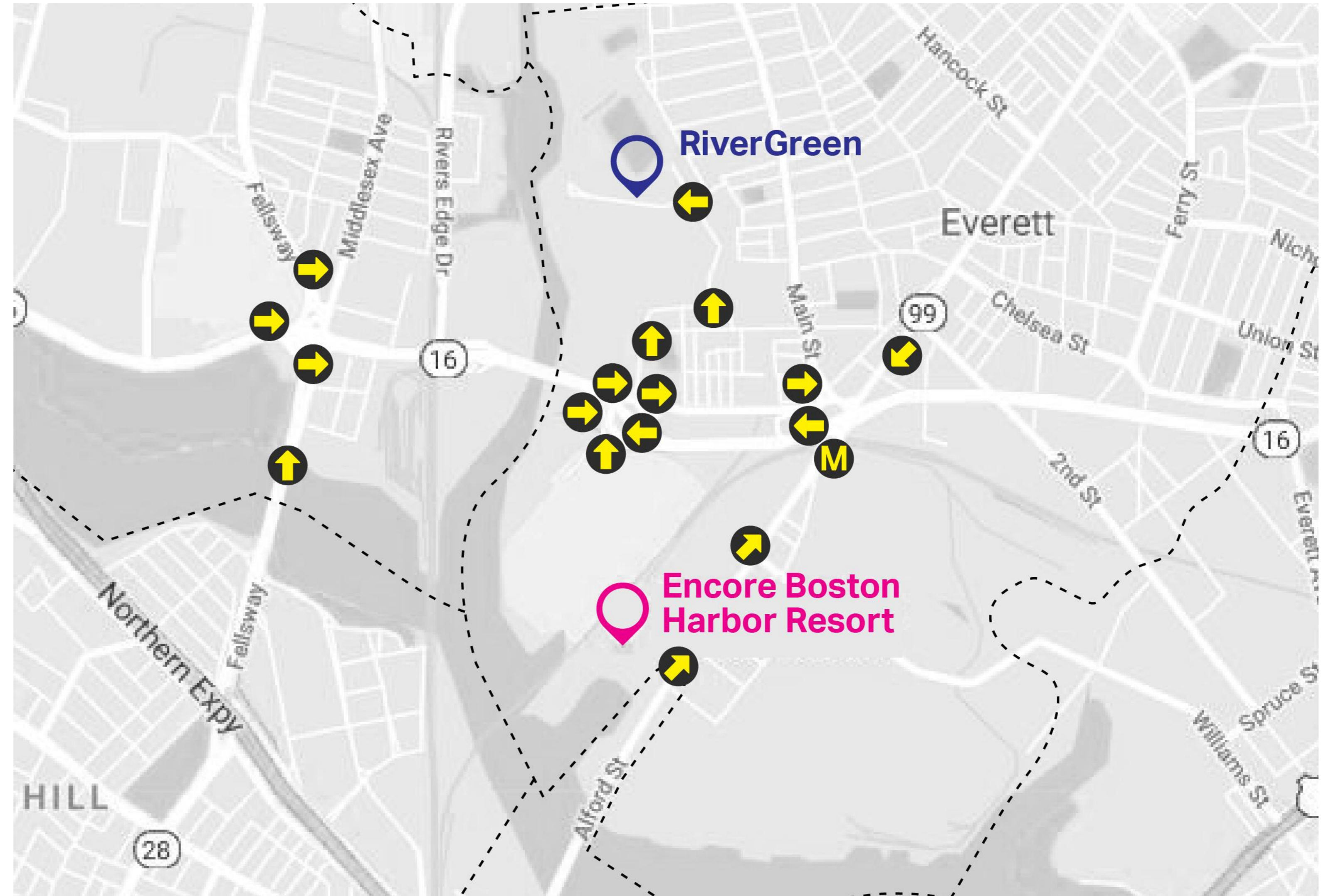
# Portable Variable Message Sign Messages- Normal



# Portable Variable Message Sign Messages-Overflow Station Landing



# Portable Variable Message Sign Messaged-Overflow Rivergreen

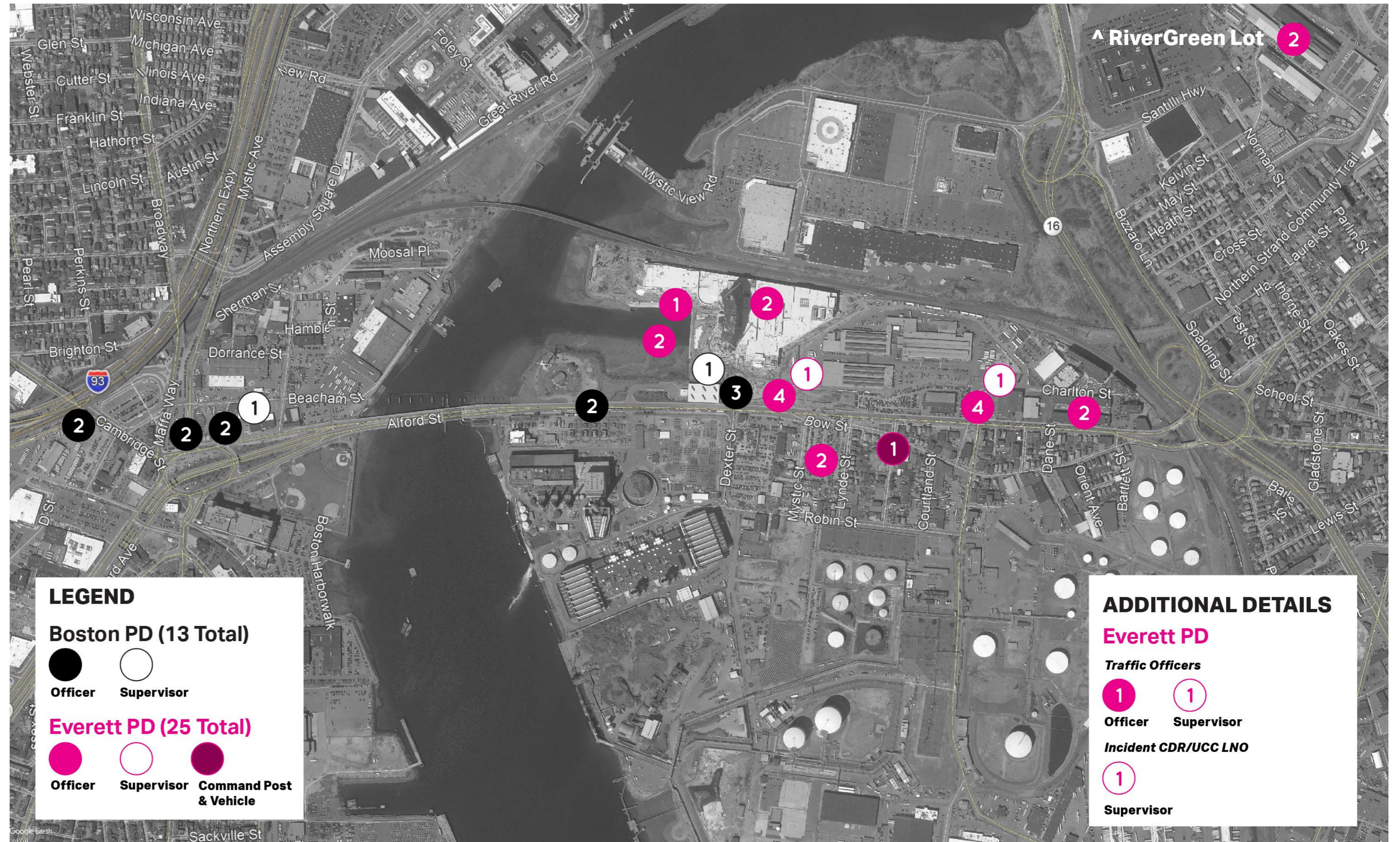




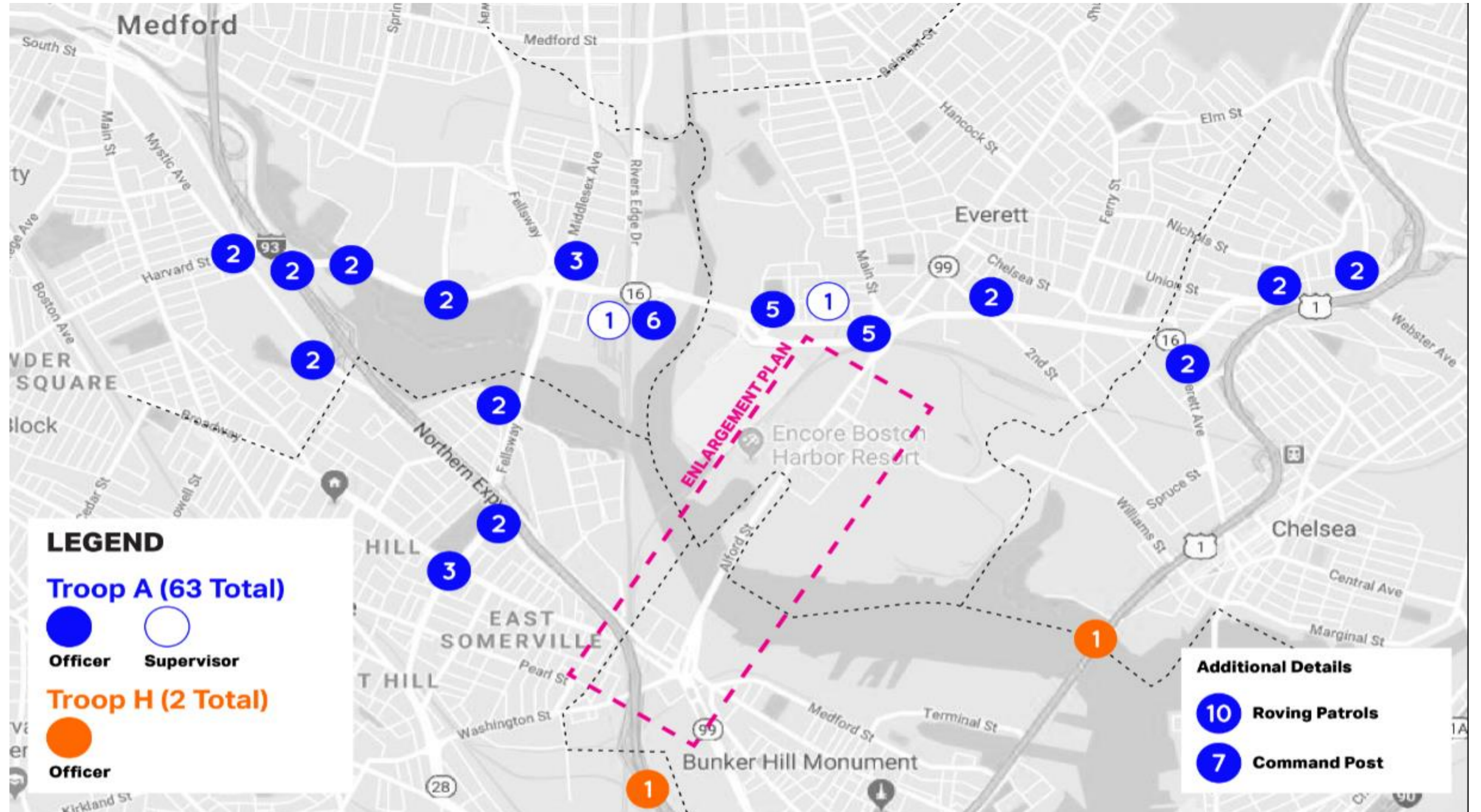
# Police Details

- Everett Police Department (**12 Officers**)
- Boston Police Department (**13 Officers**)
- Medford Police Department (**8 Officers**)
- MA State Police
  - Troop A (**63 Officers**)
  - Troop H (**2 Officers**)
  - Troop F (**19 Officers**)
- Boston Department of Public Works (**Alford St. Bridge**)
- Boston Transportation Department (**Signals**)
- MBTA Transit Police (**13 Officers**)
- U.S. Coast Guard (**Waterways**)
- MA State Police, Everett PD and Boston PD Marine Units

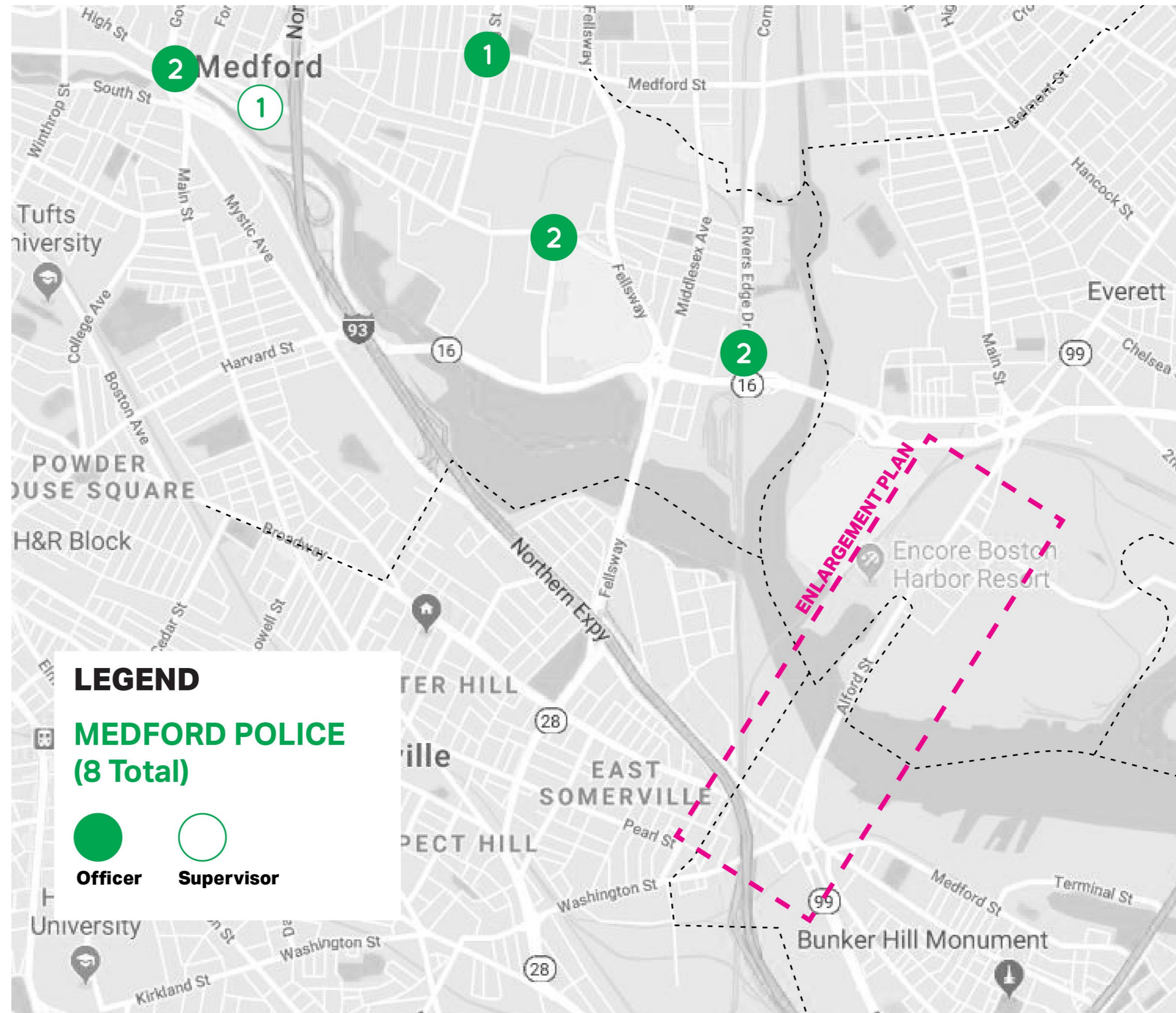
# Police Details



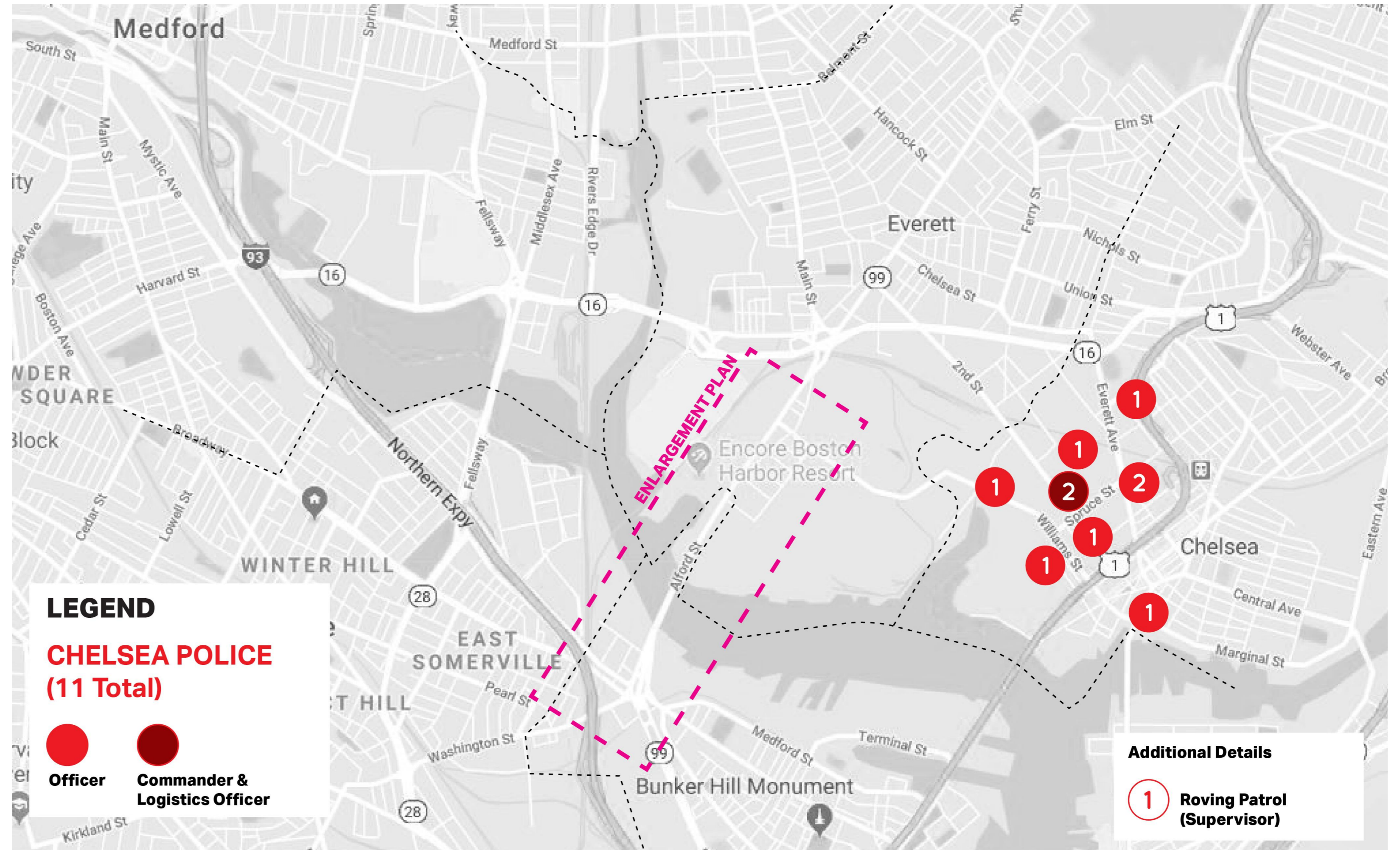
# State Trooper Details



# Medford Police Details



# Chelsea Police Details



# Regional Highway Signs



# Stakeholders

**SINCE FEBRUARY, ENCORE BOSTON HARBOR HOSTED BI-WEEKLY TRANSPORTATION MEETINGS. WE HAVE INFORMED, CONSULTED, AND INVOLVED ALL PARTNERS TO INSURE THE SAFETY AND SUCCESS OF OUR TRANSPORTATION PLANNING. EACH MEETING LASTED TWO HOURS AND INVOLVED SIGNIFICANT INPUT AND FOLLOW UP THROUGH SUB-COMMITTEE DISCUSSIONS.**

**PROVIDING ONGOING AND MEANINGFUL OPPORTUNITIES FOR COMMUNICATION AND INPUT ALLOWS US TO DRAW FROM EXPERTS IN THEIR RESPECTIVE FIELDS.**

**WE WOULD LIKE TO THANK THE FOLLOWING GROUPS:**

- State Police (Troop A, H, and F)
- Everett Police
- Boston Police
- Chelsea Police
- Malden Police
- Medford Police
- US Coast Guard
- State Police Marine Unit
- Everett Police Marine Unit
- Boston Police Marine Unit
- Everett Transportation Department
- Boston Transportation Department
- MassDOT Highway Division
- MBTA Operations and Planning
- Boston Public Works
- Massport
- Massachusetts Gaming Commission

Thank You.





# Transportation Public Outreach Campaign

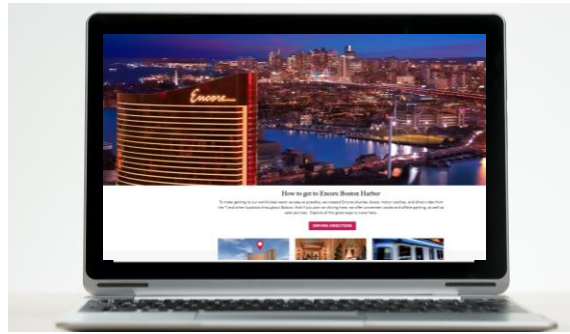
*Encore*<sup>®</sup>  
BOSTON HARBOR

June 12, 2019

# Objectives



The **general public** understands that Encore is providing multiple, alternative transportation methods.



**Potential guests** understand the many ways they can get to Encore without having to drive.



**Guests** enjoy a premium experience that begins with a comfortable trip to the resort.

# Key Message

Encore has carefully planned a variety of transportation options to create a convenient and elevated travel experience for our guests, while minimizing disruption to our neighbors. With so many easy ways to get to Encore, why drive?

# Creative Concept



# Arrive *relaxed*

Encore Boston Harbor is opening on June 23.  
To make getting to our world-class resort and casino easier, we created Encore shuttles, boats, motor coaches and direct rides from the T. *Why drive?*

Learn more at [encorebostonharbor.com/go](http://encorebostonharbor.com/go)

*Encore*<sup>®</sup>  
BOSTON HARBOR

To learn about responsible play, visit [www.gamesensema.com](http://www.gamesensema.com)



# Arrive *refreshed*

Encore Boston Harbor is opening on June 23.  
To get to our world-class resort and casino, take the Orange Line to Wellington Station or Malden Center, then pick up the free Encore Shuttle. *Why drive?*

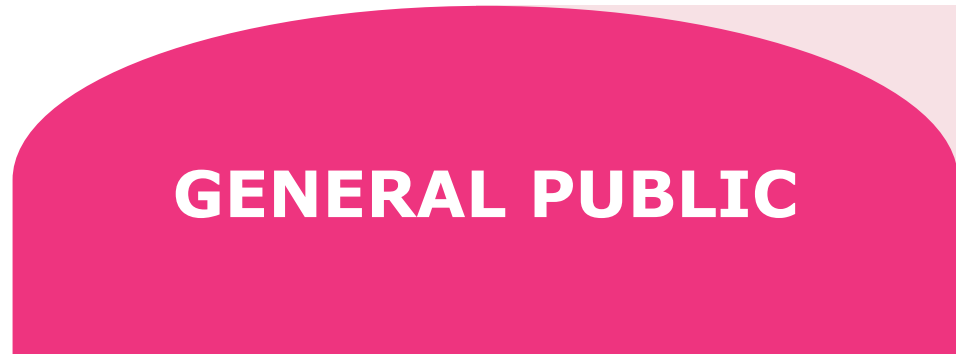
Learn more at [encorebostonharbor.com/go](http://encorebostonharbor.com/go)

*Encore*<sup>®</sup>  
BOSTON HARBOR

To learn about responsible play, visit [www.gamesensema.com](http://www.gamesensema.com)

# Communications Strategy

# Communications Overview



Mass market education and awareness campaign with select geo-targets



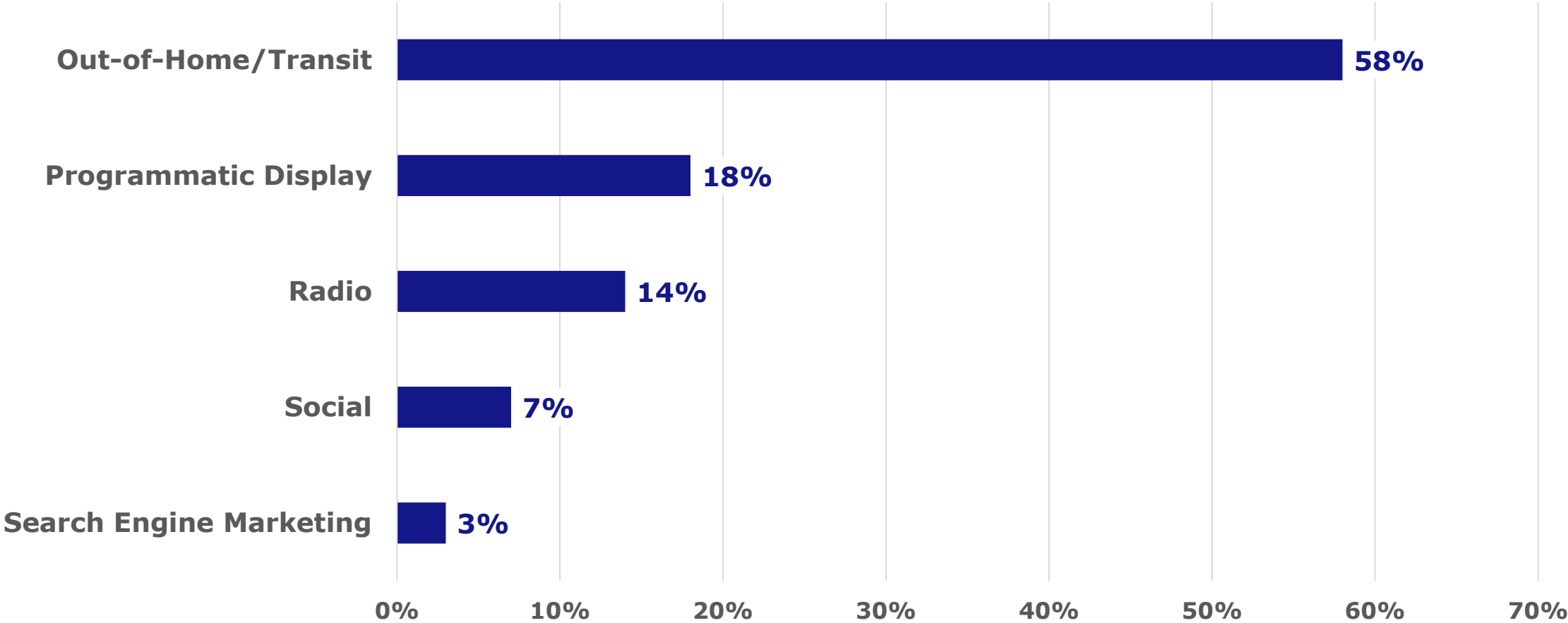
Digital campaign that delivers specific messages based on specific behaviors



Existing infrastructure used to communicate with guests before and during their visit

# Transportation Media Mix

*Media Investment*



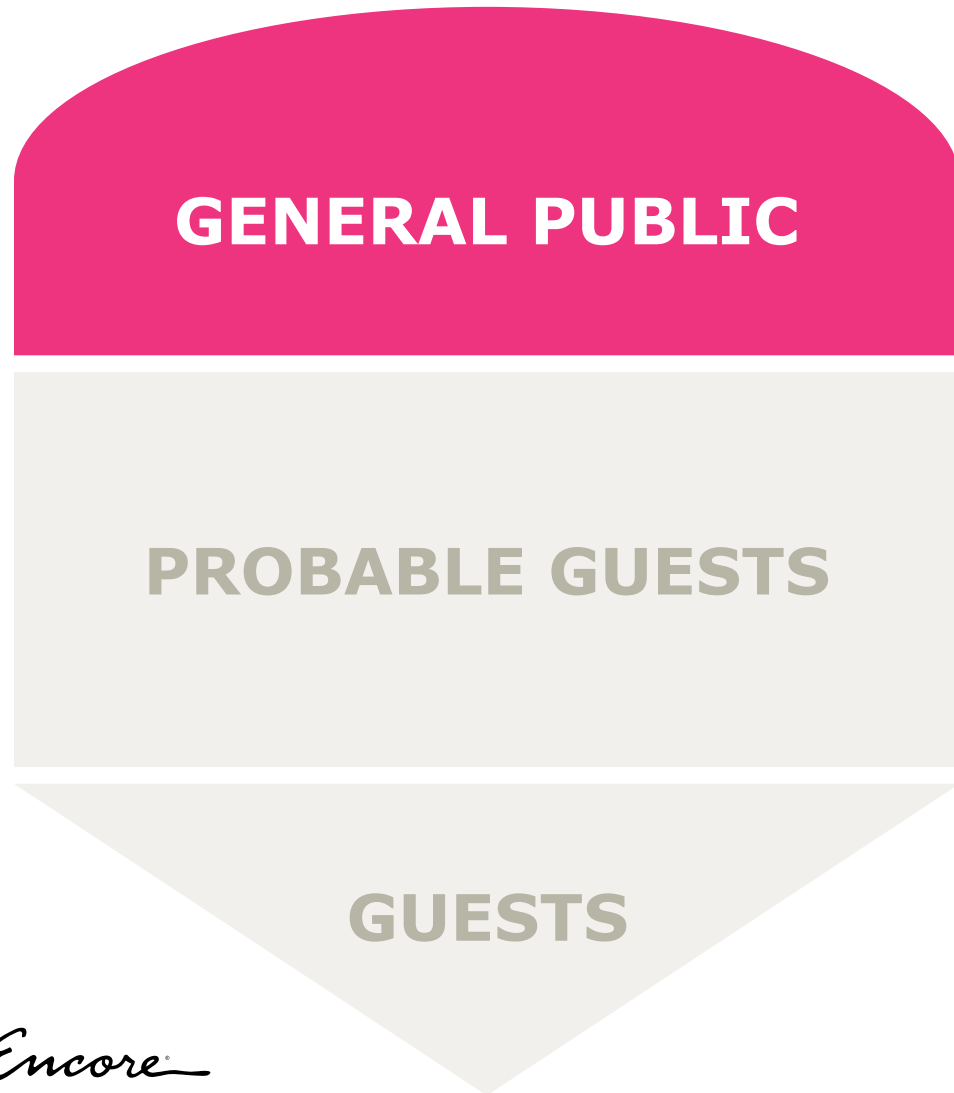


**GENERAL PUBLIC**

**PROBABLE GUESTS**

**GUESTS**

# General Public – Overview



## **Audiences:**

General public in Greater Boston and select feeder markets

## **Outreach strategy:**

1. Mass market education campaign in Greater Boston
2. Outreach in select geo-targets
3. Integrated PR outreach


# Outdoor Media Strategy

## *Transit & Digital Billboards*

MEDIA	TACTIC	DETAIL	START DATE
<b>Transit</b>	MBTA Interior Car Cards	Orange Line (priority) Green/Red/Blue Lines	6/10/19
	MBTA Bus Kings / Headliners	Buses, operating out of all MBTA depots <ul style="list-style-type: none"> <li>• Charlestown-Somerville Garage (priority)</li> <li>• Albany , Arborway , Cabot , Fellsway, Lynn, North Cambridge, Quincy, Southampton</li> </ul>	
	Liveboards at T stations	:15 second full motion creative <ul style="list-style-type: none"> <li>• North Station, South Station, Wellington, Malden, Sullivan, Gov't Ctr, State St.</li> </ul>	
<b>Digital Billboards</b>	Digital Billboard Rotation on I-93N/S	8 billboards, with rotation of 4 live at any given time	6/10/19
	Digital Billboard on I-90/Mass Pike	Mass Pike (eastbound) @ Cambridge St.	7/1/19

# General Public

## MBTA Interior Car Cards



*Arrive refreshed*

Encore Boston Harbor is opening on June 23. To get to our world-class resort and casino, take the Orange Line to Wellington Station or Malden Center, then pick up the free Encore Shuttle. *Why drive?*

Learn more at [encorebostonharbor.com/go](http://encorebostonharbor.com/go)

**Encore**  
BOSTON HARBOR

To learn about responsible play, visit [www.gamesensema.com](http://www.gamesensema.com)



*Arrive relaxed*

Encore Boston Harbor is opening on June 23. To make getting to our world-class resort and casino easier, we created Encore shuttles, boats, motor coaches and direct rides from the T. *Why drive?*

Learn more at [encorebostonharbor.com/go](http://encorebostonharbor.com/go)

**Encore**  
BOSTON HARBOR

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**Encore**  
BOSTON HARBOR

To learn about responsible play, visit [www.gamesensema.com](http://www.gamesensema.com)

# General Public

*MBTA Bus King-Size Posters*

*One magnificent place.  
Many ways to get there.*

[encorebostonharbor.com/go](http://encorebostonharbor.com/go)



*Awe-inspiring destination.  
Convenient transportation.*

[encorebostonharbor.com/go](http://encorebostonharbor.com/go)




# General Public

*MBTA Live Boards (one panel)*


Arrive  
*pampered*

A black luxury bus with "Encore BOSTON HARBOR" written on its side, parked in front of a circular cutout of the Encore Boston Harbor hotel building.

Arrive  
*refreshed*


A white motorboat on the water, with the Encore Boston Harbor hotel building visible in a circular cutout behind it.

Arrive  
*relaxed*

A white and orange MBTA Commuter Rail train, with the Encore Boston Harbor hotel building visible in a circular cutout behind it.

Why  
*drive?*

[encorebostonharbor.com/go](http://encorebostonharbor.com/go)

A collage of transportation options including a bus, a boat, a train, and a van, all set against a circular cutout of the Encore Boston Harbor hotel building.

*Encore*  
BOSTON HARBOR

# General Public

*MBTA Live Boards (three panels)*



# General Public

*Digital Billboards*

See *all* the ways  
to get here.

Opening June 23  
[encorebostonharbor.com/go](http://encorebostonharbor.com/go)



Arrive *refreshed*

Opening June 23

[encorebostonharbor.com/go](http://encorebostonharbor.com/go)



Transportation  
made *easy*.

Opening June 23  
[encorebostonharbor.com/go](http://encorebostonharbor.com/go)



Arrive *relaxed*

Opening June 23

[encorebostonharbor.com/go](http://encorebostonharbor.com/go)





# General Public

## Geo-targeted messaging



Traffic reports and radio advertising



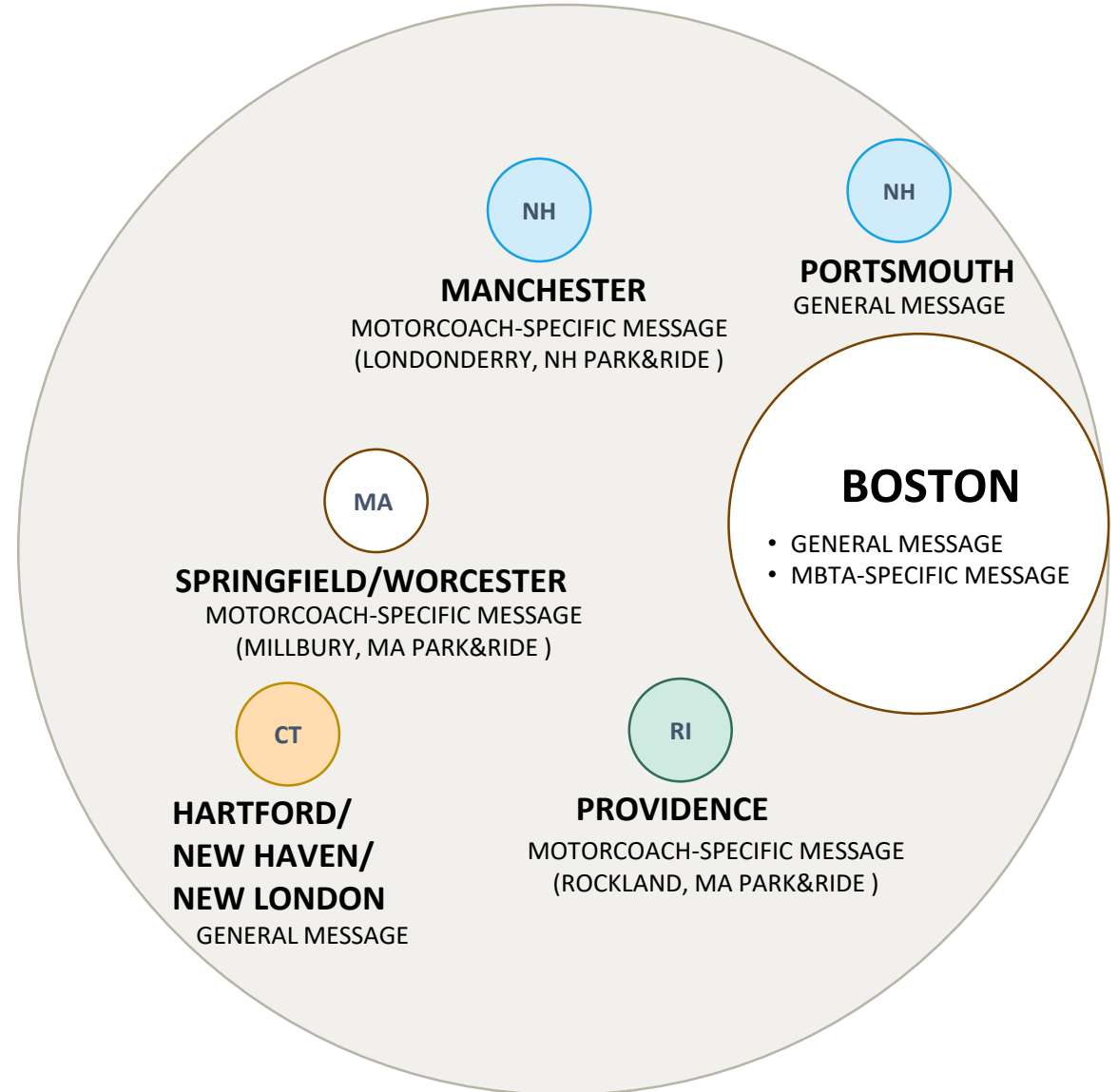
Programmatic digital and mobile advertising



Social channels and advertising



Search engine marketing



# Radio Media Strategy

## *Terrestrial & Streaming*

MEDIA	TACTIC	DETAIL	START DATE
Radio	(:30s) Terrestrial & Streaming	Boston, MA Cape Cod, MA Concord, NH Hartford, CT Manchester, NH New Haven, CT New London, CT Portsmouth, NH Providence, RI Springfield, MA Worcester, MA	6/10/19
	(:10s)/(:15s) Traffic Reports	Boston only	6/10/19

# General Public

## *Terrestrial and Streaming Radio – General Message Example*



*"Imagine the excitement of being at Encore Boston Harbor. Now imagine that getting to our world-class resort is just a water ride away, right across the harbor. To make traveling here as easy as possible, we created Encore shuttles, boats, luxury motor coaches and direct rides from the T to our front door. Imagine the convenience of not having to drive. Learn about all the ways to get here at [EncoreBostonHarbor.com/go](https://EncoreBostonHarbor.com/go). Opening June 23rd."*

# General Public

*Radio – Traffic Report Sponsorship Example*



*“Going to Encore Boston Harbor?”*

*To make getting here easier, we created Encore shuttles, boats, motor coaches, and direct rides from the T. So why drive? Learn more at [EncoreBostonHarbor.com/go](https://EncoreBostonHarbor.com/go)”*

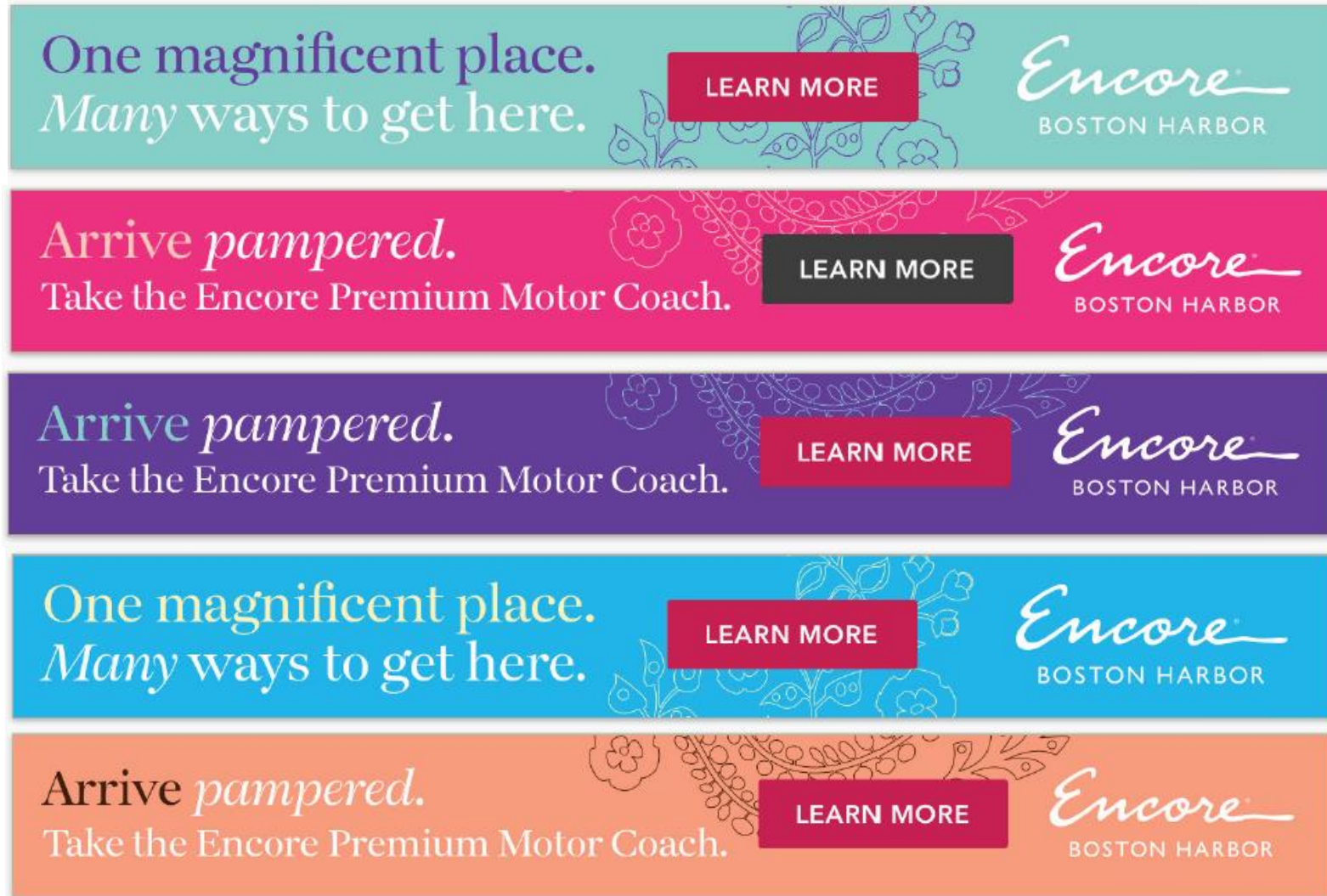
# Digital Media Strategy

## Display & Social

MEDIA	TACTIC	DETAIL	START DATE
<p align="center"><b>Digital</b></p>	<p>Programmatic Display, Mobile, and Audio</p>	<p><u>Geo</u>: Boston, Providence, Springfield, Worcester, Portsmouth, Manchester, Hartford-New Haven</p> <p><u>Demo</u>: A21+</p> <p><u>Behavioral targeting</u>:</p> <ul style="list-style-type: none"> <li>• Persons who have visited a casino in past 12 months</li> <li>• Persons who use casino apps, gambling apps, and lottery apps</li> <li>• Persons who have a high propensity to go to resorts and spas</li> <li>• Persons who frequent gastropubs/bars</li> <li>• Persons who have a high propensity for dining out</li> <li>• Persons who dine at upscale restaurants in casino</li> </ul> <p><u>Domain Retargeting</u>: to reach those who have been to the Encore site</p>	<p align="center">6/10/19</p>
	<p>Paid Social</p>	<p>Facebook and Instagram, (targeting similar to Programmatic)</p>	

# General Public

## *Programmatic Display - Banner Ads*



# General Public

## Programmatic Display - Banner Ads


The image displays five vertical banner ads for Encore Boston Harbor, arranged horizontally. Each banner features a different background color and layout:

- Banner 1 (Teal):** Text: "One magnificent place. Many ways to get here." Image: Boat and bus. Button: "LEARN MORE". Logo: "Encore BOSTON HARBOR". Bottom: "OPENING JUNE 23".
- Banner 2 (Blue):** Text: "One magnificent place. Many ways to get here." Image: Boat and bus. Button: "LEARN MORE". Logo: "Encore BOSTON HARBOR". Bottom: "OPENING JUNE 23".
- Banner 3 (Pink):** Text: "Arrive pampered." Image: Bus. Text: "Take the Encore Premium Motor Coach." Button: "LEARN MORE". Logo: "Encore BOSTON HARBOR". Bottom: "OPENING JUNE 23".
- Banner 4 (Purple):** Text: "Arrive pampered." Image: Bus. Text: "Take the Encore Premium Motor Coach." Button: "LEARN MORE". Logo: "Encore BOSTON HARBOR". Bottom: "OPENING JUNE 23".
- Banner 5 (Orange):** Text: "Arrive pampered." Image: Bus. Text: "Take the Encore Premium Motor Coach." Button: "LEARN MORE". Logo: "Encore BOSTON HARBOR". Bottom: "OPENING JUNE 23".

# General Public

*Programmatic Display - Banner Ads*

One magnificent place.  
Many ways to get here.




LEARN MORE

*Encore*  
BOSTON HARBOR

OPENING JUNE 23

One magnificent place.  
Many ways to get here.



LEARN MORE

*Encore*  
BOSTON HARBOR

OPENING JUNE 23

Arrive pampered



Take the Encore Premium Motor Coach.

LEARN MORE

*Encore*  
BOSTON HARBOR

OPENING JUNE 23

Arrive pampered




Take the Encore Premium Motor Coach.

LEARN MORE

*Encore*  
BOSTON HARBOR

OPENING JUNE 23

Arrive pampered



Take the Encore Premium Motor Coach.

LEARN MORE

*Encore*  
BOSTON HARBOR

OPENING JUNE 23



# General Public

## *Programmatic Display - Banner Ads*

*Arrive pampered. Take the  
Encore Premium Motor Coach.*



*Encore*  
BOSTON HARBOR

**LEARN MORE**

OPENING JUNE 23

This banner ad features a pink background with white floral patterns. It shows a white motor coach, a black motor coach, and a black SUV in front of a large, modern building. The text is in a mix of serif and sans-serif fonts.

*One magnificent place.  
Many ways to get here.*



*Encore*  
BOSTON HARBOR

**LEARN MORE**

OPENING JUNE 23

This banner ad features a teal background with white floral patterns. It shows a white motor coach, a black motor coach, and a black SUV in front of a large, modern building. The text is in a mix of serif and sans-serif fonts.

*One magnificent place.  
Many ways to get here.*



*Encore*  
BOSTON HARBOR

**LEARN MORE**

OPENING JUNE 23

This banner ad features a blue background with white floral patterns. It shows a white motor coach, a black motor coach, and a black SUV in front of a large, modern building. The text is in a mix of serif and sans-serif fonts.

*Arrive pampered. Take the  
Encore Premium Motor Coach.*



*Encore*  
BOSTON HARBOR

**LEARN MORE**

OPENING JUNE 23

This banner ad features a purple background with white floral patterns. It shows a white motor coach, a black motor coach, and a black SUV in front of a large, modern building. The text is in a mix of serif and sans-serif fonts.

*Arrive pampered. Take the  
Encore Premium Motor Coach.*



*Encore*  
BOSTON HARBOR

**LEARN MORE**

OPENING JUNE 23

This banner ad features an orange background with white floral patterns. It shows a white motor coach, a black motor coach, and a black SUV in front of a large, modern building. The text is in a mix of serif and sans-serif fonts.

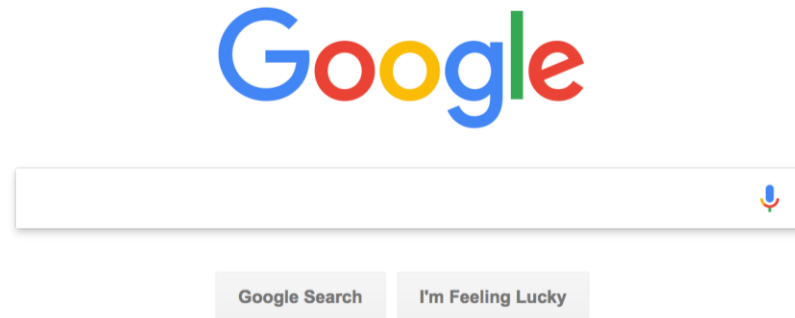
# General Public

*Paid Social Ads*



# General Public

*Paid Search Media Strategy*



Close to **300 keywords** specific to the transportation campaign

MEDIA	TACTIC	DETAIL	START DATE
Search Engine Marketing (SEM)	Paid Search	All keywords include transportation-related terms (i.e., parking, driving directions, how do I get to..., etc.) along with: <ul style="list-style-type: none"><li>- <u>Branded terms</u>: Such as 'Encore' or 'Wynn'</li><li>- <u>Non-Branded terms</u>: Such as 'Boston Casino', 'Casino', etc.</li></ul>	6/10/19

# General Public


## Public Relations

MASS LIVE

BOSTON

### Getting to Encore Boston Harbor: By boat, train, car and bus, here are all the ways to get to Massachusetts' new 5-star casino and resort

Updated 11:06 AM; Today 10:51 AM



AP

Encore Boston Harbor in Everett, Mass. (AP Photo/Michael Dwyer)

Story Concept	Outlet/Reporter	Dates	Assets needed	Status
<b>TRANSPORTATION – UPCOMING</b>				
All the ways to get to Encore Boston Harbor: <i>North Shore</i>	Local outlets – print, broadcast, digital	Week of June 10	Press release detailing all transportation options tailored to location, with link to trip planning site	In development
All the ways to get to Encore Boston Harbor: <i>Maine, New Hampshire, Vermont</i>	Local outlets – print, broadcast, digital	Week of June 10	Press release detailing all transportation options tailored to location, with link to trip planning site	In development
All the ways to get to Encore Boston Harbor: <i>Merrimack Valley</i>	Local outlets – print, broadcast, digital	Week of June 10	Press release detailing all transportation options tailored to location, with link to trip planning site	In development
All the ways to get to Encore Boston Harbor: <i>Within Boston</i>	Local outlets – print, broadcast, digital	Week of June 10	Press release detailing all transportation options tailored to location, with link to trip planning site	In development
All the ways to get to Encore Boston Harbor: <i>South of Boston, Cape Cod</i>	Local outlets – print, broadcast, digital	Week of June 10	Press release detailing all transportation options tailored to location, with link to trip planning site	In development
All the ways to get to Encore Boston Harbor: <i>West of Boston</i>	Local outlets – print, broadcast, digital	Week of June 10	Press release detailing all transportation options tailored to location, with link to trip planning site	In development
All the ways to get to Encore Boston Harbor: <i>Rhode Island</i>	Local outlets – print, broadcast, digital	Week of June 10	Press release detailing all transportation options tailored to location, with link to trip planning site	In development
All the ways to get to Encore Boston Harbor: <i>Connecticut, New York, New Jersey</i>	Local outlets – print, broadcast, digital	Week of June 10	Press release detailing all transportation options tailored to location, with link to trip planning site	In development
<b>TRANSPORTATION – RECENTLY COMPLETED</b>				
Encore to launch free shuttles from the Orange Line to resort <ul style="list-style-type: none"> <li>24 hour, 7-day a week shuttle year-round launching from Malden Center and Wellington</li> <li>Free to general public</li> </ul>	Wicked Locals	Week of March 18	Press release	Complete
Encore to launch Premium Motor Coach to resort from Londonderry NH	New Hampshire Union Leader	Week of March 25	Press release	Complete
Encore to launch Premium Motor Coach to resort from Millbury, MA	Millbury-Sutton Chronicle	Week of May 6	Press release	Complete
Encore to launch Premium Motor Coach to Resort from Rockland, MA	Rockland Standard – Wicked Local	Week of May 6	Press release	Complete
Encore offers Premium Harbor Shuttle service <ul style="list-style-type: none"> <li>Showing of new vessels</li> <li>Detailing full ferry program (fares, dock locations, frequency, etc.)</li> </ul>	Print, broadcast	May 8	Media advisory and press release	Complete

# General Public


## Public Relations

**MASS LIVE** Sign In Search

BOSTON

### Encore Boston Harbor to have 'robust' water taxi system to casino, daily shuttle services to 2 MBTA stops

Posted Mar 25, 2019



**NEW FERRY SERVICE**

ENCORE CASINO

BOSTON

LONG WHARF

WORLD TRADE CENTER

CBS Boston WBZ

**Boston** NEWS • RESTAURANTS • WELLNESS • LIFE & STYLE • WEDDINGS • HOME & PROPERTY

NEWS

## Coming Soon: An Encore Boston Harbor Ferry

It'll offer \$7 trips across the water to the casino.

by **SPENCER BUELL** • 5/9/2019, 11:42 a.m.

Get a compelling long read and must-have lifestyle tips in your inbox every Sunday morning — great with coffee!

EMAIL ADDRESS  **SUBSCRIBE**




Photo via Merina Zeller, Encore Boston Harbor

**WICKED LOCAL** ROCKLAND

### Encore Boston Harbor to launch coach service from Rockland

Posted May 2, 2019 at 12:11 PM  
Updated May 2, 2019 at 12:11 PM

Encore Boston Harbor recently announced that it is launching a seven-day-a-week premium coach service from Rockland to and from the resort.

The luxury coaches will run from 10 a.m. to 10 p.m. daily, traveling directly to Encore Boston Harbor every 90 minutes. Trip time is expected to be about 90 minutes. The service will operate year-round and will cost \$14 per trip, with a limited-time introductory fare of \$7 per trip.

Complimentary parking along with shuttle service pick-up will be located at Route 3, Exit 14 to Route 128 Park and Ride. Encore guests traveling by car are encouraged to utilize this option, in addition to other public transportation options, as parking on-site at Encore Boston Harbor will be limited.

"Our new luxury motor coaches offer our guests traveling from the South Shore the highest level of quality and comfort," said Robert DeSalvio, president of Encore Boston Harbor. "We encourage everyone to take advantage of these and other shared transportation options to make the most of their visit to the resort."

All Encore Boston Harbor motor coaches hold 55 passengers, have restrooms onboard and are ADA wheelchair accessible. Passengers can pay online for advance registration or onboard if space is available.

The premium park and ride service is part of a slate of new, high-quality transportation options Encore Boston Harbor plans to introduce to serve guests visiting from within Boston, surrounding communities and out of state. These services will include luxury water shuttles and coach shuttles and a bike share program.

Shuttle service will begin mid-2019. For information: [encorebostonharbor.com](http://encorebostonharbor.com).

**Everett Independent**  
Everett Massachusetts Newspaper

Home Editorials News Obituaries Police Briefs Sports Archive

RATE CARD • GENERAL INFORMATION CHART

## Everett Independent

Everett Massachusetts Newspaper

Home Editorials News Obituaries Police Briefs Sports Archive

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### OUR NETWORK

- Beacon Hill Times
- Boston Sun
- Charlestown Patriot-Bridge
- Chelsea Record
- East Boston Times Free Press
- Jamaica Plain Gazette
- Lynn Journal
- Mission Hill Gazette
- North End Regional Review
- Revere Journal
- Winthrop Sun Transcript

### FULL PRINT EDITION

[Download Full Print Edition](#)

NEWS

## Initial Rush: Encore Boston Harbor has Traffic Plans in Place for June 23 Opening

by **Seth Daniel** • May 10, 2019 • 0 Comments

**Recommended** 7 people recommend this. Be the first of your friends.

When thinking about the opening of Encore Boston Harbor, neighbors ought to think of it as a period of time rather than a one-day rush — that due to the fact that Encore isn't sure how long the rush could last after they open the doors June 23.

Encore President Bob DeSalvio told the Massachusetts Gaming Commission (MGC) that they have engaged in a great deal of planning for the upcoming opening but have no way of telling just how busy they will be, and how long they will be busy, with the initial rush that is expected.

The casino released estimates last week that they expect 8 million visitors per year to the Everett site, and hundreds of thousands are expected to pour in during the initial days of opening in late June.

**GENERAL PUBLIC**

**PROBABLE GUESTS**

**GUESTS**

# Probable Guests – Overview



## **Audiences:**

People who have exhibited behavior that makes them likely resort guests now and in the future

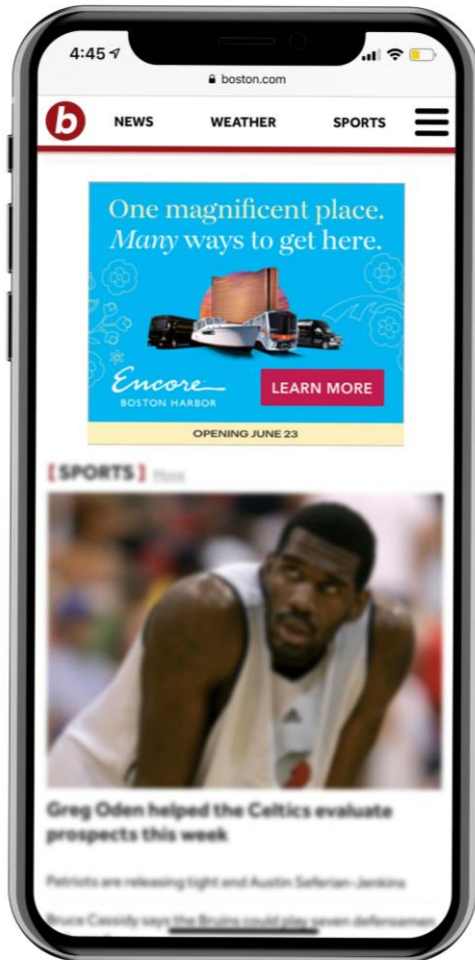
## **Outreach strategy:**

1. Behavior-based digital marketing, with creative messaging paired to digital behaviors
2. Red Card membership outreach
3. Outreach materials
  - Dedicated “Transit Hub” webpage with access to real-time updates
  - Printed collateral material

# Probable Guests

## Digital Experience

Digital advertising



Link to Transportation home page



View real-time updates

(on website or Twitter)



MBTA & Shuttles  
@EBH\_T\_Shuttles



Premium harbor  
shuttle  
@EBHWaterShuttle



Motor Coach  
@EBH\_MotorCoach



Driving & Parking  
@EBH\_Drive\_Park



[SIGN IN](#) | [JOIN RED CARD](#) | [BOOK A ROOM](#)



[ROOMS & SUITES](#) | [RED CARD](#) | [DINING & NIGHTLIFE](#) | [CASINO](#) | [SPA](#) | [SHOPS](#) | [MEETINGS](#) | [HARBORWALK](#) | [TRANSPORTATION](#)



## How to get to Encore Boston Harbor

To make getting to our world-class resort as easy as possible, we created Encore shuttles, boats, motor coaches, and direct rides from the T and other locations throughout Boston. And if you plan on driving here, we offer convenient onsite and offsite parking, as well as valet services. Explore all the great ways to travel here.



## Transportation Options By Region

See how to get here by public and Encore transportation services from locations around New England.

---

[LEARN MORE](#)



## Parking Options

Plan ahead, learn about our convenient onsite and offsite parking.

---

[LEARN MORE](#)



## MBTA Trains and Buses

Public transportation is a fast, easy way to get here. Map out a route, connect to our free Encore shuttles.

---

[LEARN MORE](#)



### Encore Local Shuttle

Enjoy a free ride from select T stations and other locations right to our front door.

---

[LEARN MORE](#)



### Encore Premium Motor Coach

Ride in style from select locations in Massachusetts and New Hampshire.

---

[LEARN MORE](#)



### Encore Premium Harbor Shuttle

Climb aboard, cruise on a luxury motor yacht to Encore Boston Harbor.

---

[LEARN MORE](#)



## Water Taxi

Take a water taxi from Logan International Airport, enjoy a fast ride to the Encore Boston Harbor boat dock.

---

[LEARN MORE](#)



## Bike Racks

Get off the beaten path, ride a bike here along our scenic harborwalk.

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[LEARN MORE](#)



## Rideshare, Taxi, Private Cars

Get a ride from your door to our door.

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[LEARN MORE](#)

# Sample Website Sub-page

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[BOOK A ROOM](#)

*Encore*  
BOSTON HARBOR

[ROOMS & SUITES](#) [RED CARD](#) [DINING & NIGHTLIFE](#) [CASINO](#) [SPA](#) [SHOPS](#) [MEETINGS](#)

[HARBORWALK](#) [TRANSPORTATION](#)



## Encore Premium Motor Coach

Our luxury motor coach is waiting for you at three convenient locations. Pick it up at the Millbury and Rockland Park & Rides in Massachusetts or the Londonderry Park & Ride in New Hampshire. Read a book, use your laptop, or just sit back and enjoy the scenery.

Hours Of Operations: 9:30 a.m. until 10:30 p.m. daily. See schedule.

Frequency: Every 90 minutes.

Trip Duration: Approximately 90 minutes.

Capacity/Accessibility: 50 passenger, ADA wheelchair accessible.

Cost (One-Way): Introductory fare \$7.

All trips operate 7 days a week, 365 days a year.

[VIEW SCHEDULE](#)

[MAKE RESERVATION](#)

# Real-Time Update Web Page (no content yet)



## Public Transportation and Local Shuttles Updates *as of xx/xx/xx*

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For real time public transportation and local shuttle updates follow us on Twitter [@EBH\\_T\\_Shuttles](#).

## Encore Premium Motor Coach Updates *as of xx/xx/xx*

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For real time motor coach updates follow us on Twitter [@EBH\\_MotorCoach](#).

## Encore Premium Harbor Shuttle Updates *as of xx/xx/xx*

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For real time harbor shuttle updates follow us on Twitter [@EBHWaterShuttle](#).

## Driving and Parking Updates *as of xx/xx/xx*

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For real time parking and driving updates follow us on Twitter [@EBH\\_Drive\\_Park](#).

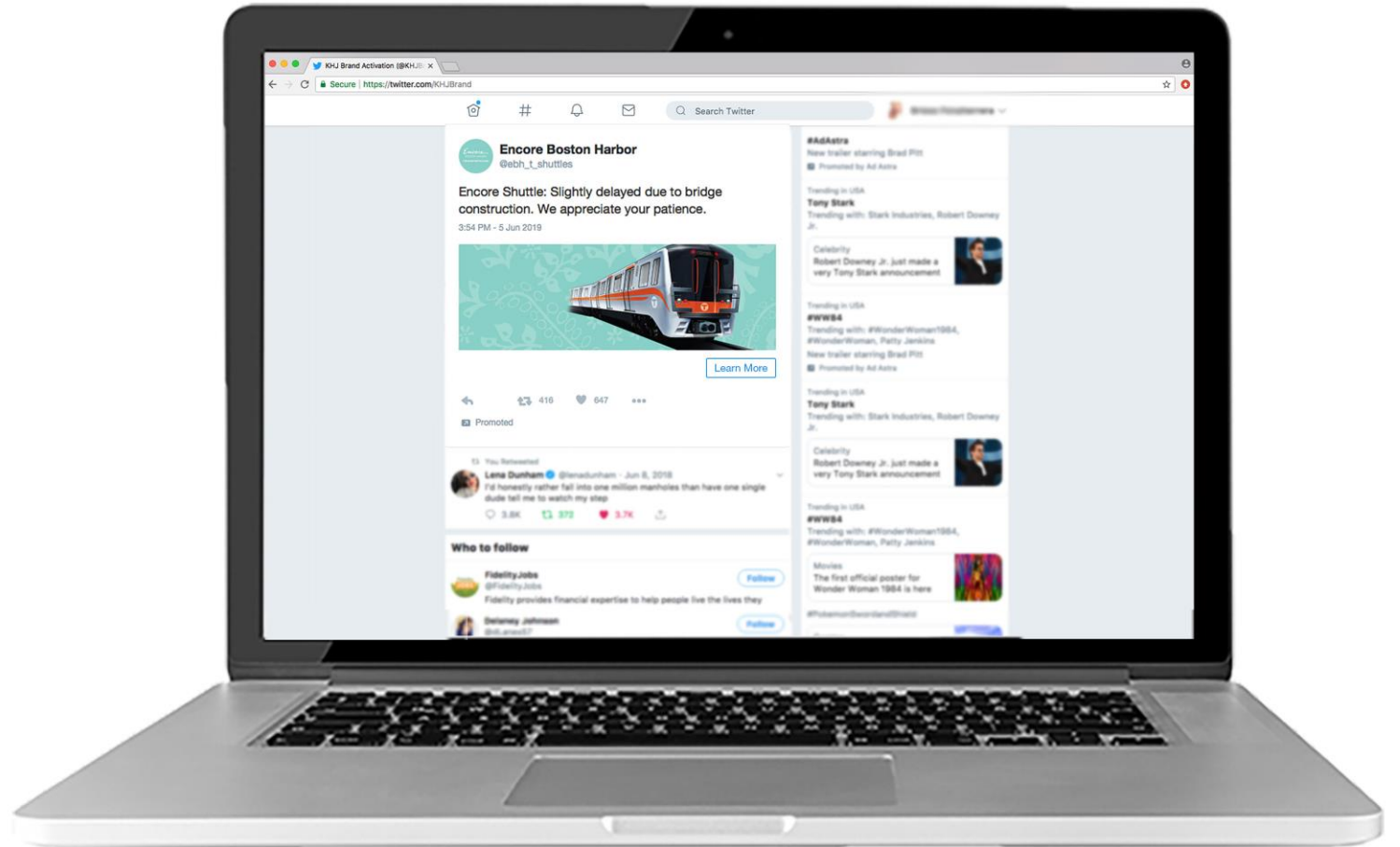
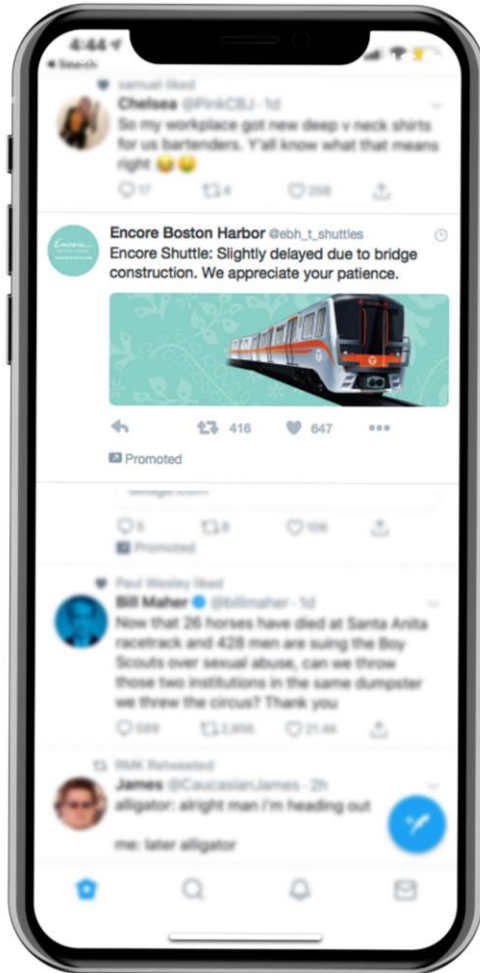
## Contact

QUESTIONS OR COMMENTS?

[transportation@encorebostonharbor.com](mailto:transportation@encorebostonharbor.com)

# Probable Guests

*Twitter Real-Time Updates*



**GENERAL PUBLIC**

**PROBABLE GUESTS**

**GUESTS**



# Guests – Overview



## Audiences:

Guests with active hotel reservation

## Outreach strategy:

Utilize existing Encore infrastructure to communicate the multiple modes of transportation **before** and **during** their visit.

# Guests

Inbound Guest Call Center



*Transportation-specific Script*

Registration Confirmation Email

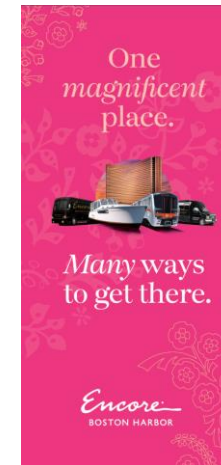


*"Traveling here: There are many ways to get to our resort. So plan ahead, find the best transportation option at **EncoreBostonHarbor.com/go**"*

On-property Digital Screens with Transportation Message



Transportation Brochure



# Summary

# Summary

Mass market education and awareness campaign with select geo-targets

## GENERAL PUBLIC

Mass awareness – media, PR

Geo-based awareness

Neighboring towns

Transit centers

MBTA

Around other casinos

### Tactics

- Paid media
- Earned media

Digital campaign that delivers specific messages based on specific behaviors

## PROBABLE GUESTS

Behavior-based awareness

Visit-related search

Competitor search

Red Card membership

EBH website – Transportation pages

Collateral and signage

### Tactics

- Digital and retargeting
- Website
- Twitter real-time updates
- Collateral materials
- Red Card outreach

Utilize existing infrastructure to communicate with guests before and during their visit

## GUESTS

Pre-visit

During visit

### Tactics

- Call Center script
- Reservation confirmation
- On-property digital signage
- Brochure



## **MEMORANDUM**

**DATE:** June 12<sup>th</sup>, 2019

**TO:** Chair Cathy Judd-Stein  
Commissioner Gayle Cameron  
Commissioner Eileen O'Brien  
Commissioner Bruce Stebbins  
Commissioner Enrique Zuniga

**FROM:** Edward Bedrosian Jr., Executive Director

**RE:** Encore Boston Harbor Compliance with 205 CMR 135 & 151; Determination that Gaming Establishment May Open for Business

---

## **Presentations**

### **Construction & Commitments**

Joseph Delaney, MGC  
John Ziemba, MGC  
Robert DeSalvio, Encore Boston Harbor  
Jacqui Krum, Encore Boston Harbor  
Peter Campo, Encore Boston Harbor

- Compliance with 135 and punch list for compliance with permits and occupancy
- License agreements and conditions
- Related infrastructure
- Host & Surrounding communities
- Certificates of occupancy & permits
- Other essential and ancillary services have been built to superior quality
- Elevators certificate of operation
- Provision of office space for Gaming Commission Staff and Gaming Enforcement Unit

### **Workforce and Economic Development Commitments**

Jill Griffin, MGC  
Jacqui Krum, Encore Boston Harbor  
Susie McDaniel, Encore Boston Harbor



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- Compliance with Construction Workforce/Contractor Diversity Commitments
- Operational Hiring Commitments
- Encore Boston Harbor Average Wage Scales
- Operational Goods and Services/Procurement Commitments
- Impacted Live Entertainment Venue Agreement
- Regional Tourism and Marketing Plan

### **Gaming Technical Compliance and Information Technology**

Katrina Jagroop-Gomes, MGC

Scott Helwig, MGC

Jason Stump, Encore Boston Harbor

- Certification and Verification of Slot Software
- Permitting for Platforms & Advantage Tests
- Central Monitoring System (CMS) Testing
- Information Security Plan

### **Responsible Gaming**

Mark Vander Linden, MGC

Jacqui Krum, Encore Boston Harbor

- Encore Boston Harbor - Responsible Gaming Plan
- GameSense Info Center and Communication Plan
- Voluntary Self-Exclusion Policy

### **Gaming Regulatory Compliance**

Bruce Band, MGC

Burke Cain, MGC

Doug Williams, Encore Boston Harbor

Steve Colache, Encore Boston Harbor

- Floor Plan and Status of Inspections (including slots and table games) for Final Approval
- Hours of operation
- Internal Controls Approval
- Surveillance Plan Approval
- Emergency & Critical Incident Response Plan(s)
- Credit Procedures/Suspension of Credit
- Liquor License Compliance
- Slot Operations Plan
- Final Inspection Plan for Test Nights and 205 CMR 151.03 & .04



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## Employee and Vendor Licensing

Bill Curtis, MGC

Jacqui Krum, Encore Boston Harbor

Susie McDaniel, Encore Boston Harbor

- Licensing Compliance and Status
- Up to Date List of Gaming Establishment Employees
- Job Compendium
- Gaming Beverage License Compliance

## Finance

Derek Lennon, MGC

Doug O'Donnell, MGC

Robert DeSalvio, Encore Boston Harbor

- Daily Tax Reporting Preparations

## Legal

Catherine Blue, General Counsel, MGC

Jacqui Krum, Encore Boston Harbor

- Department of Revenue Tax Intercept Memorandum of Understanding
- Lottery Agreement
- Legal Issues.

## Requested Commission Action

Consider a determination that Wynn, Ma. LLC (d/b/a Encore Boston Harbor) may open for business for evaluation play on June 17<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup> with a public opening June 23<sup>rd</sup>.

- Delegation pursuant to 950 CMR 151.01(1) to a designee to approve a Temporary Operation Certificate following a final inspection with condition(s) if necessary. Such Temporary Operation Certificate will be valid until a vote on a Permanent Operation Certificate at the next public meeting of the Massachusetts Gaming Commission.
- Approval of a format for Temporary and Permanent Operation Certificate.



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TO: MGC Chair Cathy Judd-Stein and Commissioners  
Gayle Cameron, Eileen O'Brien, Bruce Stebbins and  
Enrique Zuniga

FROM: John S. Ziemba, Ombudsman  
Joseph Delaney, Construction Project Oversight Manager

CC: Edward R. Bedrosian, Jr., Executive Director

DATE: June 11, 2019

RE: **Determination That Gaming Establishment May Open for Business**

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M.G.L. c. 23K §10(c) and the Commission's regulations 205 CMR 135.00 and 205 CMR 151.00 state that the Commission may not make a determination that a Category 1 gaming establishment is open for business until the Commission has made a number of determinations.

The attached report details the requirements of the regulations 205 CMR 135.00, 205 CMR 151.00 and M.G.L. c. 23K §10(c). The report also includes appendices providing further information about specific requirements. Notably, Encore Boston Harbor has provided a submission regarding compliance with the conditions of its license. (See **Appendix B**)



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## A. Opening Requirements pursuant to 205 CMR 135.00

205 CMR 135.06(2) specifies that compliance with 205 CMR 135.00 – Monitoring of Project Construction and License Requirements is required. In relevant parts, that 205 CMR 135.00 states that prior to opening:

Requirement 1: That the Commission approve a project schedule in accordance with M.G.L. c.23K §§10 and 11.

A project schedule was approved by the Commission on May 22, 2019. As required, the schedule included all major stages of design, construction, landscaping, building commissioning and the installation of gaming equipment. In addition, on October 26, 2016, the Commission approved an opening date of June 3, 2019 for the Encore Boston Harbor casino.<sup>1</sup>

Requirement 2: That the licensee provide the Commission an affirmative action plan.

A Diversity and Affirmative Marketing Program for goods and services was approved by the Commission on September 21, 2018.

Requirement 3: That the licensee submits quarterly status reports. Encore Boston Harbor submitted quarterly reports to the satisfaction of the Commission on the following Commission Meeting dates:

2015	2016	2017	2018	2019
5/28/15	1/21/16	2/16/17	3/29/18	1/10/19
9/3/15	5/26/16	5/10/17	6/7/18	5/6/19
10/29/15	8/8/16	8/10/17	8/14/18	
	10/26/16	11/8/17	11/08/18	

Requirement 4: That the licensee provided updated permit charts and all documents and information listed in 205 CMR 120.01.

Updated permit charts were included in the quarterly status reports.

Requirement 5: The licensee provided the Commission with the then-Wynn Boston Harbor Project Labor Agreement that was executed on May 5, 2016 between Suffolk Construction Company and the Building and Construction Trades Council of the Metropolitan District for Itself and Affiliated Unions, and the New England Regional Council of Carpenters for Itself and on Behalf of any Local Unions Who Have Executed the Agreement. In addition, the licensee earlier provided a “Standard Letter for Casino Developers as approved by the MBTC Executive Board Meeting of April 13, 2012, as modified for Wynn Everett” that was executed on December 16, 2013 by then Wynn Everett and the Building and Contractors Trades Council and the New England Regional Council of Carpenters.

<sup>1</sup> The approval of the opening date pursuant to 205 CMR 135.02(2)(b) is important, among other reasons, to any determination under M.G.L. c. 23K 10(b) which states that: “(b) A licensee who fails to begin gaming operations within 1 year after the date specified in its construction timeline, as approved by the commission, shall be subject to suspension or revocation of the gaming license by the commission and may, after being found by the commission after a hearing to have acted in bad faith in its application, be assessed a fine of up to \$50,000,000.”



Requirement 6: That the licensee provide the Commission an affirmative marketing plan.

The above referenced affirmative marketing plan was approved the Commission on October 26, 2018. It is entitled “An Affirmative Action Program for Equal Opportunity –Goods and Services for minority, women and veteran business enterprises identified in G.L. c.23K §21 (a)(21)(iii) for provision of goods and services procured by the Gaming Establishment.”

Requirement 7: That the licensee provide the Commission or its representative the right to participate in the design review process for the project.

On October 26, 2016, the Commission approved the design of the then-Wynn Boston Harbor facility (now Encore Boston Harbor facility) pursuant to 205 CMR 135.00. During other Commission meetings the Commission also reviewed major stages of Encore Boston Harbor’s design, including but not limited to, Commission reviews on March 19 and October 29, 2015, as well as March 22 and October 26, 2016 and February 16, 2017. For a detailed history of the Commission’s design review process, please see the minutes of both the October 26, 2016 and March 2, 2017 meetings. The design review involved a number public presentations and opportunities for public comments. Following the approval of the design, Encore Boston Harbor made a presentation to the Commission regarding material changes to the Project on March 2, 2017, (following the February 28, 2017 submission of a MEPA Notice of Project Change.) The NPC filing detailed a number of program refinements, changes to square footage of project elements, and detailed Encore Boston Harbor’s sediment remediation plan. Encore Boston Harbor received a Certificate of the Secretary of Energy and Environmental Affairs on the Notice of Project Change on April 7, 2017. The most significant changes identified in the NPC were an increase in the number of hotel rooms, a reduction to the retail space, an increase to food and beverage space and an increase to conference/meeting space. On May 29, 2019, the Commission voted to approve changes to the Encore Boston Harbor design, following a presentation on May 6, 2019 on changes to the design since the design approval.

Requirement 8: That the licensee provide the Commission or its representative the right to physically inspect the progress of construction and it also grants the Commission or its representative access to plans, specifications, contracts or other records concerning the construction of the project or related infrastructure.

The project was inspected on an ongoing basis during construction by Commission staff, including but not limited to Construction Project Oversight Manager Joseph Delaney and earlier by PMA Consultants, program and project management specialists then under contract with the Commission.

**B. Determination of Completion of Gaming Area and Other Ancillary Entertainment and Non-Gaming Amenities (also M.G.L. c. 23K, § 10)**

205 CMR 135.06 2(b) also requires the Commission to determine that “the gaming licensee has completed the permanent gaming area and other ancillary entertainment services and non-gaming amenities.”

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As will be noted in the June 12, 2019 presentation by Bruce Band, Assistant Director, Gaming Agents Division Chief, the permanent gaming area is complete, subject to further review and refinement during the test day period. The gaming area includes the gaming floor, the high limit gaming area, and the poker room.

It is anticipated that prior to the opening date, the Commission will be able to determine that the ancillary entertainment services and non-gaming amenities have been built consistent with the Conditions of the gaming license and they are, as required, of superior quality. Ancillary entertainment services and non-gaming amenities include the Rare, Sinatra, Mystique, Waterfront, Oyster Bar, Bru, Red 8, Fratelli, The Buffet, Dunkin Donuts, Garden Café, Garden Lounge, On Deck, Memoire, Center Bar, GameSense, Convention Space, Harborwalk, Harborwalk Pavilion, the Drugstore Sundries Shop, the Wynn Collection Shop, Wynn Men's Shop, Wynn Beauty Shop, Watches of Switzerland, back-of-house spaces, and the parking garage ("Ancillary Entertainment Services and Non-Gaming Amenities").

On June 5, 2019, Executive Director Bedrosian, John Ziemba and Joseph Delaney conducted an inspection of portions of the Project and verified that the portions were built in accordance with the approved designs and are of superior quality. Executive Director Bedrosian, John Ziemba and Joe Delaney inspected a sampling of hotel rooms on five floors of the hotel and found them of superior quality and either complete or requiring minimal work to complete (e.g. final touch-ups, final cleaning, linens, etc.). They also visited the salon, spa, fitness center, and portions of the back office.

Joe Delaney and John Ziemba also inspected the convention center and breakout rooms, floors in the garage, the Harborwalk, Dunkin, GameSense, Bru, Rare, the garden lobby, Sinatra, the Oyster bar, Waterfront, On Deck, the high limit gaming area, the Garden Café, the Garden Lounge, Red 8, the Buffet, and Fratelli's. As of the date of the inspection, all of these areas are complete or substantially complete (i.e. minor touch-up work) and are of superior quality. As of June 5, work was still progressing but remained on Wynn Men's, Wynn Collection, Wynn Beauty, the Watches of Switzerland, The Drugstore, Mystique and Memoire (all of which were close to completion and should be complete well before the proposed Opening Date).

### **C. Determination of Completion of All Infrastructure Improvements (also M.G.L. c. 23K, § 10)**

As of June 7, 2019, all of the offsite infrastructure work is substantially complete with the exception of pavement markings at Bell Circle and Wellington Circle. This work is scheduled to be complete the week of June 10, 2019. Letters from the City of Everett Public Works Department, City of Boston Transportation Department, MassDOT and Massport verifying that the off-site infrastructure work has reached substantial completion and is acceptable for full beneficial use are expected to be received during the week of June 10, 2019.

Both Joe Delaney and John Ziemba have reviewed the construction progress of the off-site infrastructure throughout the course of the Project. In preparation for this Determination of Completeness memorandum, on June 5, 2019, Joe Delaney and John Ziemba reviewed portions of the off-site infrastructure (Bell Circle, Sweetser Circle, Santilli Circle, Wellington Circle, Sullivan Square, Lower



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Broadway, and Dexter and Robin Streets), and determined it to be either substantially complete or close to completion. On May 31, 2019 and June 11, 2019 Joe Delaney also inspected the improvements at the Malden MBTA Station, the Wellington MBTA Station, and the Sullivan Square MBTA Station and concurred that the work is substantially complete. In addition to Commission staff inspections and record reviews, Encore Boston Harbor and Commission Staff are working with applicable agencies to get a letter from such agencies that the infrastructure has reached a stage of full beneficial use.

A matrix showing the status of all necessary sign-offs has been included in **Appendix C**.

#### **D. Opportunity to Inspect to Determine Compliance with the Terms of the License, M.G.L. c. 23K and Commission Regulations, Host and Surrounding Community Agreements; Impacted Live Entertainment Venue Agreements; Certificates of Occupancy and Approvals**

As noted, the Project was inspected on an ongoing basis during construction by Commission staff, including but not limited to Construction Project Oversight Manager Joseph Delaney.

#### **E. Compliance with the Terms of the Category 1 Gaming License Compliance with Commitments made in the RFA-2 Application (205 CMR 135.06a(1))**

The Category 1 gaming establishment license contained thirty-four (34) “Section 2” General Conditions specific license conditions (“Conditions”). Eight (8) Section 3 “Conditions Required to Mitigate Impacts to the City of Boston,” seven (7) “Conditions Required To Mitigate Traffic and Other Impacts Caused by the Construction and Operation of the Gaming Establishment” and four (4) “Other Conditions”. Section 2, Paragraph 32 of Section 2 of the License Conditions provided for Wynn and Boston to negotiate and enter into a surrounding community agreement to mitigate impacts pursuant to CMR 125.00. On February 4, 2016, the Commission approved a Surrounding Community Agreement executed by then Wynn MA LLC and the City of Boston on January 27, 2016. That agreement specified that if the Boston SCA is “approved by the Commission, the terms of this Agreement will replace all portions of Sections 3 and 4 of the License Conditions related to the City of Boston.” Also on February 4, 2016, the Commission voted to: “[c]onsistent with License Conditions Section 2.32, accept the Surrounding Community Agreement dated as of January 27, 2016, submitted by Wynn MA LLC and the City of Boston; and determine and approve that the terms of said Surrounding Community Agreement will replace Sections 3 and 4 of the License Conditions related to the City of Boston.”

As a result of this determination, the License Conditions include the provisions of the Boston SCA, which is comprised of eleven (11) sections.

Encore Boston Harbor has provided and Commission staff has reviewed evidence that Encore Boston Harbor has materially complied with these Conditions to the License in Region A to Wynn MA LLC (See “Summary of Conditions Wynn MA LLC”, which is incorporated as Exhibit 2 in “Agreement to Award the Category 1” dated September 17, 2014). The Commission formally awarded the Category 1 Gaming License for Region A as defined in the General Laws chapter 23K, section 19A(1) to Wynn MA, LLC on



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November 7, 2014 subject to all terms and conditions contained in the “Agreement Between the Commission and Wynn MA, LLC dated September 17, 2014.” Perhaps the most far reaching Conditions are Section 2 Condition 9 that requires a demonstration of compliance with the terms and conditions of numerous agreements (e.g. HCA, SCAs, and other agreements) and Section 2 Condition 1 which requires compliance with “... all the requirements of G.L.C. 23K, including but not limited to all conditions set forth in G.L. c. 23K, §21(a) and (b), as now in effect and as hereafter amended and 205 CMR 101 et seq., as now in effect and as hereafter promulgated or amended.” Chapter 23K §21(a) states that the licensee shall “(1) have an affirmative obligation to abide by every statement made in its application to the commission, including all evaluation criteria and eligibility requirements”.

The Commission’s extensive reviews of the Project over the last four plus years provide additional evidence that Encore Boston Harbor is in material compliance with the Conditions, including Conditions #1 and #9. During that time, Encore Boston Harbor has appeared before the Commission 17 times to present its Quarterly Reports, which include details about items such as the Project schedule, the construction phase diversity program for equal opportunity, the cost of construction, design & construction contracts, status of work completed, status of permits, organized labor letter, the operational phase diversity program, and current issues involving the Project. In addition to the Quarterly Reports and numerous other Commission meetings involving specific Project issues, the Project has been reviewed at 45 Access and Opportunity Committee meetings. By the proposed Opening Date, the Commission and Commission staff will have approved the final design of the Project, a detailed schedule for the Project, a determination that the Project has completed its final stage of construction, the Floor Plan, the Internal Controls, the Surveillance Plan, the Emergency & Critical Incident Response Plan, the Credit Procedures/Suspension of Credit procedures, the gaming beverage license, slot operations, the inspection following the test plan, the approval and updating of the Project’s Section 61 Findings, a determination that the total infrastructure is complete, the Regional Tourism and Marketing Plan, the Workforce Development Plan, the Diversity and Affirmative Marketing Program, the Procurement Diversity and Local Business Plan, the Responsible Gaming Framework and Gaming and Voluntary Self-Exclusion Policy. Many of these approvals involved a staff review of the RFA 2 requirements that relate to the topic areas of these Commission approvals. Further, the Commission has monitored reviews by other entities, notably the City of Everett administration, and the Massachusetts Environmental Policy Act (MEPA) Office, and the Massachusetts Department of Transportation.

For the purposes of any Commission determination of material compliance, staff notes that material compliance for the purposes of the issuance of the operations certificate should not be construed to mean that Encore has yet fully complied with every condition in the Commission’s license or every statement made in its RFA-2 application. Indeed, many of the Conditions will continue throughout the entire term of the license. However, as demonstrated in **Appendix A**, Encore Boston Harbor has not only met commitments made in its RFA-2 Application but has greatly exceeded those commitments. In order to evaluate compliance with the construction related requirements included in the License (particularly Condition #13),<sup>2</sup> in Encore’s Section 61 Findings, in the Host and Surrounding Community Agreements, and in the RFA-2 Application, Encore Boston Harbor and Commission staff have engaged in

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<sup>2</sup> Condition #13 states “Compliance with the construction plans, specifications, and timelines as approved by the Commission in accordance with Commission regulations.” See also generally discussion here on compliance with 205 CMR 135.00.



a very comprehensive review process described in a memo entitled Construction Close-out (attached as **Appendix C**). As of the June 12<sup>th</sup> review date, that compliance review continues but is anticipated to be substantially complete before the planned June 23, 2019 opening date. However, it is likely that Encore Boston Harbor will not have assembled all the final documentation demonstrating its compliance with every condition or commitment. Further documentation will be needed to supplement the files or answer outstanding questions after opening. Given that some documentation will still be necessary, we recommend that the Commission establish a condition to the Encore Boston Harbor Operations Certificate requiring Encore Boston Harbor to use all reasonable efforts to complete the assemblage of documentation within ninety (90) days of Opening, subject to further extensions that may be granted by the Commission. Further, Commission staff recommends that the Commission expressly reserve the right post-opening to revisit and review any determination of compliance with the commitments reviewed pursuant to this process prior to or after the Opening.

We also note that Commission staff has not yet made a determination that Encore Boston Harbor is in compliance with “every statement made in its application to the commission, including all evaluation criteria and eligibility requirements.”<sup>3</sup> Instead, staff recommends that the Commission establish a process post-opening that would enable Encore Boston Harbor to request the Commission to determine that it will no longer need to abide by specific statements made in the application. Any review of RFA-2 statements would need to account for the context in which they were made, as many statements can be characterized as aspirational or predictive. The memorandum accompanying the Commission’s May 23, 2019 approval of changes to Encore Boston Harbor Design anticipates this type of future evaluation of RFA-2 statements by stating that “[a]lthough the approval of the final design of the Encore Boston Harbor Project does not relieve Encore Boston Harbor from the responsibility specified in M.G.L. c. 23K, § 21 to abide by statements made in its application, this approval does demonstrate the Commission’s recognition that changes to the Project have been necessary since the date of the RFA-2.”

## **F. Compliance with Host Community Agreement with the City of Everett**

As summarized in the Concise Summary of the Host Community Agreement, Everett’s Host Community Agreement includes several requirements for Encore Boston Harbor prior to the Opening including but not limited to:

- Pre-opening payments to the City, totaling \$30 Million;
- Investment of more than \$1 Billion in development of the Encore Boston Harbor Resort;
- Construction of agreed-upon off-site transportation mitigation improvements;
- Hiring preferences for Everett residents for over 8,000 construction and permanent jobs;
- Use of Everett contractors and vendors; and
- Creation of waterfront amenities that will be open and available for public use and enjoyment.

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<sup>3</sup> See M.G.L. c. 23K §21(e)



The City of Everett has provided a letter to the Commission stating, “The City is confident that Wynn will continue to meet or exceed its obligations to the City and its residents, pursuant to the HCA, which remains in full force and effect.” (Attached as **Appendix D**)

The Concise Summary includes the following description of commitments:

- \$30 million in advance payments for a Community Enhancement Fund payable during the construction period

<b>Chart 1: Compliance with Pre-Opening Conditions of the Host Community Agreement</b>	
<b>Description</b>	<b>Comments</b>
Payments and Payments for costs to the City	See “Schedule of Payments Made” Provided by Encore
Investment of more than \$1 billion in the development of the Resort	Wynn Resorts 10Q filing for the Quarter ending March 31, 2019 states that “[t]he total project budget [for the Encore Boston Harbor project], including gaming license fees, construction costs, capitalized interest, pre-opening expenses and land costs, is estimated to be approximately \$2.6 billion” <sup>4</sup>
Full opening at one time; no phased construction	See Commission’s approval of Detailed Construction Timetable at May 29, 2019 Commission Meeting.
Mitigation of transportation infrastructure impacts	See expected Letter from Everett DPW.
Hiring preference to Everett citizens for over 8,000 construction and permanent jobs	Ongoing. Encore Boston Harbor indicated, in its June 11, 2019 Access & Opportunity Monthly Report, that as of April 30, 2019, the workforce participation on the project site included 7,354 workers. At the June 6, 2016 Commission meeting, Encore Boston Harbor President, stated that approximately 4,800 operations period workers have been hired with approximately 1,000 remaining.
Completion of the Project	See Commission final vote to issue an Operations Certificate for the facility.
Good faith effort to use Everett contractors and suppliers	See Access and Opportunity Committee meetings and, more generally, Everett Compliance statement.
Completion of multi-million dollar	See Description of Site Remediation in section 4.4 of

<sup>4</sup> Encore’s Quarterly Report to the Commission for Q1 of 2019 indicated that the estimated cost of the Encore Boston Harbor Facility is over \$2.289 billion. This figure only includes those costs included in the Commission’s “Cost Included in the Cost of Capital Investment,” pursuant to 205 CMR 122.03.





**Chart 1: Compliance with Pre-Opening Conditions of the Host Community Agreement**

Description	Comments
remediation of existing environmental contamination	Encore Boston Harbor's Quarterly Report for Q1 of 2019 and prior Quarterly Reports.
Public access to the Resort's waterfront consistent with the City's developing municipal harbor plan and the City's Lower Broadway Master Plan	The project's Chapter 91 License issued by the Massachusetts Department of Environmental Protection requires 24 hour public access to the open space and facilities of public accommodation constructed as part of the project
Responsible Gaming Goals	See Encore Boston Harbor Responsible Gaming Framework Up for Consideration at June 12, 2019 Commission meeting.
Infrastructure Improvements	See expected Letter from Everett DPW

### G. Compliance with Surrounding Community Agreements

The Licensee also has surrounding community agreements ("SCAs") with the cities of Boston, Cambridge, Chelsea, Malden, Medford, and Somerville; and Neighboring Community Agreements ("NBC") with Lynn and Melrose.

Whereas these agreements have significant post opening obligations, this report will only discuss the preopening obligations.

The SCAs require a number of payments to the communities both before and after opening of the Encore facility, which our outlined in Chart 2 below. All pre-opening payments have been made by Encore. In addition to these requirements, there are a number of other activities that needed to be complete prior to opening. These primarily revolved around outreach activities to identify: bidding opportunities for contractors and suppliers; workforce opportunities for residents of the surrounding communities; business opportunities through local Chambers of Commerce; and non-profit organizations to be considered as part of Encore's charitable donation program.

<b>Chart 2: Compliance with Pre-Opening Payment Conditions of the Surrounding Community Agreement</b>		
Town/City	Pre-Opening Conditions	Comments
Boston	\$1,000,000 upon execution of SCA release of MGC escrow (§2.2) \$750,000 upon approval of SCA by MGC – reimbursement of legal fees etc. (§6) \$250,000 waterfront reuse (§8.6)	See "Schedule of Payments Made"
Cambridge	Transportation: \$200,000 - 90 days following acceptance of license	Same as above.



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remediation of existing environmental contamination	Encore Boston Harbor's Quarterly Report for Q1 of 2019 and prior Quarterly Reports.
Public access to the Resort's waterfront consistent with the City's developing municipal harbor plan and the City's Lower Broadway Master Plan	The project's Chapter 91 License issued by the Massachusetts Department of Environmental Protection requires 24 hour public access to the open space and facilities of public accommodation constructed as part of the project
Responsible Gaming Goals	See Encore Boston Harbor Responsible Gaming Framework Up for Consideration at June 12, 2019 Commission meeting.
Infrastructure Improvements	See Letters from Everett DPW (See <b>Appendix E</b> )

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<b>Chart 2: Compliance with Pre-Opening Payment Conditions of the Surrounding Community Agreement</b>		
<b>Town/City</b>	<b>Pre-Opening Conditions</b>	<b>Comments</b>
Chelsea	\$300,000 – Roadway Improvements	Same as above.
Lynn – NBC		
Malden	\$500,000 Transportation \$300,000 – Transitional Roads \$200,000 – Public Safety (§3.4A)	Same as above.
Medford	\$50,000 Peace Garden (§5.5) \$200,000 (contingent on non-appealable license) (§5.5)	Same as above.
Melrose - NBC		
Somerville	\$150,000 – legal financial and other professional services; cost of SCA negotiations; and determining the impacts of proposed gaming (paid by July 11, 2014) (§8.1)	Same as above.

<b>Chart 3: Surrounding Community Agreement Compliance Letters</b>	
<b>Community</b>	<b>Letter of Compliance Received</b>
<b>Boston</b>	
<b>Cambridge</b>	
<b>Chelsea</b>	<b>X</b>
<b>Lynn (NBC)</b>	
<b>Malden</b>	<b>X</b>
<b>Medford</b>	
<b>Melrose (NBC)</b>	
<b>Somerville</b>	

In order to best demonstrate compliance with the Surrounding Community Agreements, Encore Boston Harbor has been working with the communities to request a letter demonstrating material compliance with pre-opening obligations. In the event a compliance letter is not received by the planned June 23,



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2019 opening date, Encore Boston Harbor will provide an itemized statement of compliance with construction period commitments before June 23, 2019.

## **H. Compliance with Impacted Live Entertainment Venue (“ILEV”) Agreements Pursuant to M.G.L. c. 23K, § 17**

In its June 7, 2019 (**Appendix B**) “Encore Boston Harbor Category 1 Casino Conditions” letter to the Commission, Encore Boston Harbor stated that “Licensee is in material compliance with all requirements of the Impacted Live Entertainment agreements.” Also, this will be a part of the June 12, 2019 presentation to the Commission by Jill Griffin.

## **I. Certificates of Occupancy and Approvals**

### **Certificates of Occupancy**

On May 31, 2019, the Project received a Temporary Certificate of Occupancy (“TCO”) from the City of Everett. This TCO did not include some of the food and beverage and retail spaces that are still under construction. The City of Everett will either amend the TCO or issue additional TCOs for these spaces, which are expected to be complete prior to the site opening. The TCO has an expiration date of August 31, 2019 at which time a final Certificate of Occupancy must be issued or the TCO extended.

### **Elevator Certificates**

There are 32 elevators and 12 escalators that need to be approved by the State. As of June 7, 2019 elevator inspections have been completed on 22 elevators and 10 escalators. It is expected that all of the elevators and escalators will have the necessary certifications before the Project opens to the public.

A table showing the status of the elevator certifications is attached as **Appendix C, Exhibit C**.

### **Permits**

This Project needs dozens of permits for construction and operation. Included as **Appendix C, Exhibit D** are two charts that show the status of all permits for the Project. The first shows the status of all of the construction related permits and the second shows the status of all of the operations related permits. MGC has access to all of the Project permits and will be making copies of each for our records.

It is expected that the Project will be receiving operational permits right up to the Project opening.

### **Quality of Amenities**

On June 5, 2019, John Ziemba and Joseph Delaney conducted a final inspection of those portions of the project covered by the TCOs and verified that the projects were built in accordance with the approved designs and are of superior quality. Areas inspected included the hotel, spa, gaming floor, high limit area, poker room, Fratelli’s, the Buffet, Red 8, Dunkin, On Deck, Rare, Bru, Sinatra, Waterfront, Oyster



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Bar, Garden Dining, Garden Bar, Ballroom, Breakout Rooms, Pre-function area, event lawns, harbor walk, GameSense Office, back-of-house spaces, parking garage and off-site infrastructure improvements.

### **Encore Boston Harbor Supplier Diversity and Local Commitments Plan**

The plan was approved by the Commission on Thursday, October 25, 2018.

#### **Opening Requirements Pursuant to 205 CMR 151.00**

#### **Requirements for the Operations and Conduct of Gaming at a Gaming Establishment**

As noted, 205 CMR 151.00 also includes requirements that must be met prior to the opening, including:

- The Approval of its system of internal controls –
  - *The system of internal controls was approved by Executive Director Bedrosian staff over time. The final internal controls were approved on or about June 3, 2019.*
- Compliance with all elements of M.G.L. c. 23K, § 25(a) –
  - *Provisions of M.G.L. c. 23K § 25(a) have been repeated in 205 CMR 151.00;*
- Provision of a current list of all gaming employees –
  - *This will be provided by Encore Boston Harbor to the Commission prior to the proposed Opening Date.*
- Documentation to confirm that total infrastructure improvements onsite and around the vicinity of the gaming establishment, including Projects to account for traffic mitigation, are completed in accordance with M.G.L. c. 23K, § 10(c) and the Conditions of the gaming licensee's license -
  - *See above under Determination of Completion of All Infrastructure Improvements, pursuant to 205 CMR 135.00.*
- A copy of an emergency response plan filed with the commission and filed with fire department and police department of the host community -
  - *A copy was submitted to the Commission and the City of Everett. (See Bruce Band's June 12, 2019 presentation to the Commission.)*
- A copy of the certificate of occupancy issued by a building commissioner –
  - *See above under Certificates of Occupancy and Approvals*
- A copy of all certification of operation for all elevators in accordance with M.G.L. c. 143, § 63 and 524 CMR: *Board of Elevator Regulations* –
  - *See above under elevators.*
- Compliance with all applicable terms and condition of the gaming licensee's license.
  - *See above under Compliance with the Terms of the Category 1 Gaming License Compliance with Commitments made in the RFA-2 Application*
- A gaming licensee shall obtain commission approval for the floor plans of its gaming area,



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- *See Bruce Band presentation on June 12, 2019.*
- Prior to the issuance of an Operation Certificate, a gaming licensee shall successfully complete an evaluation and test period.
  - *See Bruce Band presentation. Test nights are scheduled on June 17<sup>th</sup>, June 18<sup>th</sup> and June 19<sup>th</sup>.*

**Opening Requirements Pursuant M.G.L. c. 23K, § 10**  
**(Incorporated in 205 CMR 135.00 and 205 CMR 151.00)**

M.G.L. c. 23K §10 states that prior to opening:

- “a licensee shall not be approved to open for business until the commission has determined that at least the gaming area and other ancillary entertainment services and non-gaming amenities, as required by the commission, have been built and are of a superior quality as set forth in the conditions of licensure”
  - *See above Determination of Completion of Gaming Area and Other Ancillary Entertainment and Non-Gaming Amenities.*
- “[the] total infrastructure improvements onsite and around the vicinity of the gaming establishment, including Projects to account for traffic mitigation as determined by the commission, shall be completed before the gaming establishment shall be approved for opening by the commission.”
  - See above Determination of Completion of All Infrastructure Improvements
- “The commission shall not approve a gaming establishment to open for business before the completion of the permanent gaming area.”
  - See above Determination of Completion of Gaming Area and Other Ancillary Entertainment and Non-Gaming Amenities



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## Appendix A - Compliance with RFA – 2 Commitments

DESCRIPTION	RFA - 2 COMMITMENT	FINAL PROJECT DETAIL
<b>Capital Investment:</b>	<b>\$1.225 Billion.</b> “In accordance with 205 CMR 122.00, the total capital investment in the Wynn Resort in Everett is projected to be \$1.225 billion.”	Wynn Resorts 10Q filing for the Quarter ending March 31, 2019 states that “[t]he total project budget [for the Encore Boston Harbor project], including gaming license fees, construction costs, capitalized interest, pre-opening expenses and land costs, is estimated to be approximately <b>\$2.6 billion</b> ” <sup>1</sup>
<b>Construction and Operations Jobs</b>	<p><b>Construction:</b> “Direct Jobs Created at Wynn Facility: <b>3,287</b>”</p> <p><b>Operations:</b> “The Wynn Resort in Everett will employ approximately ... <b>4,382 total</b> employees including part-time employees.”</p>	<p><b>Construction:</b> Encore Boston Harbor indicated, in its June 11, 2019 Access &amp; Opportunity Monthly Report, that as of April 30, 2019, the workforce participation on the project site included <b>7,354</b> workers.</p> <p><b>Operations:</b> At the June 6, 2016 Commission meeting, Encore Boston Harbor President Robert DeSalvio stated that approximately 4,800 operations period workers have been hired with approximately 1,000 remaining (approximately <b>5,800 total</b>).</p>
<b>Site Clean-up</b>	<p>The Wynn casino will include the “redevelopment of Everett’s waterfront, contaminated land that has been inaccessible to the public for many years, that will include a harborwalk, boat landings, and bicycle paths.”</p> <p>“The Wynn Resort in Everett will act as a catalyst in transforming under-utilized and contaminated land along the Mystic River into an area of environmental and economic revitalization.”</p> <p>Public reports from 2014 indicate that a <b>\$30 Million</b> cost for site remediation.</p>	<p>As described in the MEPA NPC filings, “[t]he Project is being constructed on the contaminated site of a former chemical manufacturing plant totaling approximately 33.9 acres (the “Project Site”)</p> <p>Public Reports from 2018 indicate that Encore Boston Harbor spent <b>\$68 million</b> in remediation and clean up plus an additional <b>\$14 million</b> on landscaping Encore Harbor Walk Park 840,000 tons of contaminated soil removed from site</p>
<b>Mystic River Clean Up</b>	Wynn will remediate one of the most contaminated sites in the region and open the Mystic Harbor Waterfront that has been inaccessible for more	Dredge and cap approximately <b>7 acres</b> under the Mystic River

<sup>1</sup> Encore’s Quarterly Report to the Commission for Q1 of 2019 indicated that the estimated cost of the Encore Boston Harbor Facility is over \$2.289 billion. This figure only includes those costs included in the Commission’s “Cost Included in the Cost of Capital Investment,” pursuant to 205 CMR 122.03.

**Appendix A - Compliance with RFA – 2 Commitments**

DESCRIPTION	RFA - 2 COMMITMENT	FINAL PROJECT DETAIL
<p><b>Resort Amenities</b></p>	<p>than 100 years.</p> <p>The Wynn Resort in Everett will be a true integrated destination casino resort that will offer a full complement of non-gaming amenities, including a 500-room room luxury hotel, a diverse array of bars and restaurants, a spa, a nightclub and a retail corridor.</p> <p>“... the Wynn Resort in Everett will integrate sophisticated architecture, luxurious interior design, and a superior array of entertainment amenities, including a boutique luxury hotel, fine dining restaurants, premium retail offerings, convenient meeting facilities, and a redeveloped harborwalk/ waterfront promenade, into a cohesive product that will create unique guest experiences that existing (and future) regional casino competitors will not be able to match.”</p>	<p><b>15 Restaurants</b>            Rare - Steakhouse            Sinatra - Italian            Mystique Asian - Fusion            Waterfront Craft - Beer            Oyster Bar - Raw Bar            Bru - Cafe            Red 8 - Asian            Fratelli - Italian            The Buffet - Buffet            Dunkin Donuts - Coffee/Donuts            Garden Café - Cafe            Garden Lounge - Lounge            On Deck – Sports Bar            Memoire - Nighclub            Center Bar – Bar</p> <p><b>Retail Shops</b>            Drugstore Sundries Shop            Wynn Collection Boutique Shop            Wynn Beauty Shop            Wynn Mens            Watches of Switzerland</p> <p><b>Other Amenities</b>            26,368 SF Spa            Salon            4,121 sq. ft. Indoor Garden</p>
<p><b>Hotel Rooms</b></p>	<p>“The hotel component of the Wynn Resort in Everett will offer views of the Mystic River, downtown Boston and the Boston Harbor. The hotel will feature approximately <b>500</b> five-star luxury, boutique room products that will drive overnight visitation throughout the calendar year from the premium casino, leisure, and business segments and complement the existing luxury hotel market in Boston. The rooms will range in size from <b>600 - 2,300 square feet.</b>”</p>	<p><b>671</b> Hotel Rooms – In the final project detail its standard hotel room, the Premier King room, is at least <b>600</b> sq. ft. Its largest suite is a two-story residence that measures <b>5,550</b> sq. ft. and offers views of Boston Harbor and the city skyline.</p>
<p><b>Infrastructure Costs Outside Property Boundaries</b></p>	<p>“Wynn Resorts plans to invest up to approximately \$50 million in infrastructure outside the property boundaries. These amounts include</p>	<p>Approximately \$49.8 million in offsite infrastructure costs.</p>



## Appendix A - Compliance with RFA – 2 Commitments

DESCRIPTION	RFA - 2 COMMITMENT	FINAL PROJECT DETAIL
	<b>\$30-40 million</b> in traffic infrastructure costs (highway, road, and traffic-circle improvements)”	
<b>Boats, Busses, Shuttles</b>	“Wynn proposes to offer shuttle service from key public transportation facilities to the Wynn Resort in Everett ... In addition, the property will feature a new water-taxi service that connects the waterfront to other locations in the Greater Boston area.”	<p><u>Water - Encore Premium Harbor Shuttle:</u> ADA compliant, 7:00 a.m. to 12:00 a.m. 7 days-a-week, year round</p> <p><u>MBTA Encore Shuttle:</u> 58 passenger, ADA compliant, 5:00 a.m. to 1:00 a.m., 7 days-a-week, year round</p> <p><b>Free to general public and Encore employees</b></p> <p><u>Encore Neighborhood Runner:</u> 26 passenger, ADA compliant, executive mini buses, 24 hours, 7 days-a-week year round</p> <p><b>Free to general public and Encore employees</b></p> <p><u>Encore Premium Motor Coach:</u> 56 passenger, ADA compliant, 10:00 a.m. to 10:00 p.m., 7 days-a-week, year round</p>
<b>Harbor Walk</b>	<p>The Wynn Resort in Everett proposes a fully public waterfront promenade running the entire length of its shoreline. This public walkway will support both pedestrians and bicyclists, be illuminated and planted, and will have overlooks to the water, boat access and shellfish restoration areas.</p> <p>First public boat landing in Everett</p>	According to the MPEA NPC, “[t]he 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 which will reconnect the City of Everett to the Mystic River and Boston Harbor for the first time in generations.”
<b>Parking spaces</b>	<b>2,909</b> below casino level <b>800</b> Employee parking spaces offsite	On-Site parking: <b>2,914</b> <b>800</b> Employee Off-site parking spaces
<b>Overall Gross Floor Area</b>	The Wynn Resort in Everett comprises the construction of a <b>2,619,234</b> -square-foot integrated casino resort	As noted in the Section 61 findings, the overall gross floor area is <b>3,112,153 sq. ft.</b>
<b>Gaming Area</b>	<b>167,880 sq. ft.</b>	As noted in the Commission’s Section 61 Findings, Encore Boston Harbor has <b>206,474 sq. ft.</b> of gaming Floor area.
<b>Meeting and Convention Space</b>	The Wynn Resort in Everett will offer approximately <b>34,998 sq. ft.</b> of meeting and convention spaces across configurable meeting rooms, board rooms, and ballrooms that can accommodate a wide range of	As noted in the Commission’s Section 61 Findings, Encore Boston Harbor has over <b>60,000 sq. ft.</b> of meeting space. This includes the <b>2<sup>nd</sup> largest ballroom in the Boston area.</b>

## Appendix A - Compliance with RFA – 2 Commitments

DESCRIPTION	RFA - 2 COMMITMENT	FINAL PROJECT DETAIL
	occasions, functions, shows and/or exhibits.	
<b>Construction Workforce Diversity - Minority Workers</b>	Wynn is committed to achieving or exceeding the participation goals set forth in the bulletin of <b>15.3%</b> Ethnic minorities.	As noted in the June 2019 AOC report, the construction workforce included 1,742 minority workers with a <b>25.3%</b> diverse work force by April 30, 2019
<b>Construction Workforce Diversity - Women Workers</b>	Wynn is committed to achieving or exceeding the participation goals set forth in the bulletin ...of <b>6.9%</b> women.	As noted in the June 2019 AOC report, the construction workforce included <b>464</b> women workers with a <b>7.2%</b> of the work force by April 30, 2019
<b>Construction Workforce Diversity – Veterans</b>	Wynn is committed to achieving or exceeding the participation goals set forth in the bulletin ...of” <b>3 % veterans</b>	As noted in the June 2019 AOC report, the construction workforce included <b>307</b> veterans with a <b>5.4% of the</b> work force by April 30, 2019.
<b>WBE Construction Contract and Purchase Orders</b>	“Wynn Resorts recognizes the importance of Minority-owned and Women-owned Business Enterprises (MWBE) to the economies of the nation, the state, and the community, as well as the corporation itself. We are committed to pursuing business relationships with such enterprises and to continually improve business opportunities.”	Approximately <b>12.7 %</b> of construction contacts have been awarded to WBEs <b>(compared to a goal of 5.4%)</b> as noted in the June 2019 AOC Report.
<b>Responsible Gaming</b>	“Wynn has developed a Responsible Gaming Program that, among other things, utilizes a variety of on-site resources in an effort to assist those individuals suffering from a gambling-related problem... While signage, brochures, and game testing are indispensable, Wynn’s most significant on-site resource is its employees. Wynn employees are introduced to the company’s Responsible Gaming Program during Wynn’s new hire orientation, which is mandatory required for all employees.” “In addition to the Company’s internal policies, Wynn adheres to the American Gaming Association’s Code of Conduct for Responsible Gaming.” Wynn’s RFA-2 application did not include an “on-site space” for counseling services.	Encore has adopted the GameSense program including training to all Encore Boston Harbor employees and has provided on-site space for the Gamesense information center. Encore Boston Harbor has also entered into an agreement with the Commission to implement a play management system, which would allow patrons playing slots to set a gaming budget and receive reminders when approaching that limit.
<b>Slot Machines</b>	“The 167,880 square feet of gaming area ...[that] will consist of 3,072 slot	Main Gaming Floor Tables: 96 VIP/High Limit Tables: 47

## Appendix A - Compliance with RFA – 2 Commitments

DESCRIPTION	RFA - 2 COMMITMENT	FINAL PROJECT DETAIL
	machines and 150 table games”	Poker Tables: 88 Slot machines: 3,130 ETG: 28 Bar tops: 18
<b>Utilities</b>	“The project will contain a central heating and cooling plant that will utilize high efficiency, low-emission cogeneration equipment with absorption chillers to enable maximum total fuel efficiency while producing electricity, heating, hot water, and continuous cooling for the property.”	The Project has incorporated all of the energy efficient equipment identified through the MEPA process.
<b>Renewable Energy</b>	“The Project has adopted the following Renewable Energy Measures: Photo-voltaic (PV) system on the podium building roof...”	Encore Boston Harbor has installed a 688 kW solar photovoltaic system.
<b>LEED Gold Standard</b>	“Striving for LEED Gold, the Wynn Resort in Everett will be sustainably designed, energy efficient, environmentally conscious, and healthy for its employees and visitors. Innovative technologies are currently being explored to determine what works best for the project as well as what might set a visible example for those visiting the site.”	Encore Boston Harbor has reported to the Commission staff that the current anticipated LEED score is tracking well into the LEED gold standard.

## APPENDIX B



June 7, 2019

Edward R. Bedrosian Jr.  
Executive Director  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Re: *Encore Boston Harbor Category 1 License Conditions*

Dear Executive Director Bedrosian:

In accordance with the Massachusetts Gaming Commission's ("**Commission**") request regarding compliance with certain conditions set forth in Exhibit 2 of the Agreement to Award the Category 1 License in Region A to Wynn MA, LLC dated September 17, 2014, I hereby attest to the best of my knowledge and on behalf of Wynn MA, LLC ("**Licensee**") and, where applicable, Wynn Resorts, Limited, as to the material veracity of the following:

Section 2, Condition 1: Licensee is in material compliance with G.L. c. 23K including, but not limited to, all conditions set forth in G.L. c. 23K, §21(a) and (b), and 205 CMR 101 et seq.

Section 2, Condition 2: Licensee is in material compliance with all of the terms and conditions required by MEPA as provided in the Secretary's Certificate and in Licensee's FEIR, SFEIR and SSFEIR, as applicable.

Section 2, Condition 3: Licensee is not in violation of any debt-to-equity requirements established by the Commission's regulations or directors.

Section 2, Conditions 4, 5 and 6: Licensee has paid its Licensee fee and all Commission assessments.

Section 2, Condition 7: Licensee secured a bond, in a form and from an institution acceptable to the Commission, in the amount of One Hundred Twelve Million Eight Hundred Forty Thousand Dollars and 00/100 (\$112,840,000.00), and has renewed and maintained this bond throughout the duration of the project.

Section 2, Condition 8: Please see January 6, 2015 letter from Licensee to the Commission evidencing the acquisition of the land in compliance with G.L. c. 23K, §15(3).



Section 2, Condition 9(1): Licensee is in material compliance with all requirements of its host community agreement. Please see **Exhibit A** for payment schedule.

Section 2, Condition 9(2): Licensee is in material compliance with all requirements of its surrounding community agreements. Please see **Exhibit A** for payment schedule.

Section 2, Condition 9(3): Not applicable.

Section 2, Condition 9(4): Licensee is in material compliance with all requirements of its impacted live entertainment agreement.

Section 2, Condition 9(5): Licensee is in the process of finalizing its agreement with the lottery.

Section 2, Condition 9(6): Licensee materially complied or is in material compliance, as applicable, with the following agreements entered into with local partners in connection with its RFA-2 application:

- Letter of Intent between Wynn MA, LLC and the Boston Symphony Orchestra dated as of December 4, 2013.
- Agreement between Wynn MA, LLC and Delaware North Companies, Inc. – Boston dated as of December 27, 2013.
- Grant Agreement between Wynn MA, LLC and The Boston Harbor Association dated October 14, 2013.

Section 2, Condition 9(7): Licensee met on multiple occasions with Bunker Hill Community College. However, due to space constrictions, Bunker Hill could not accommodate the dealer school. This Memorandum of Understanding was superseded with by a Memorandum of Understanding (dated March 21, 2018) with Cambridge College, also located in Charlestown.

Section 2, Condition 9(8) and (9): Please see (i) Diversity Strategy – Design and Construction dated February 19, 2015 adopted by Licensee and approved by the Commission, and (ii) Supplier Diversity and Local Commitments dated September 21, 2018 adopted by Licensee and approved by the Commission.

Section 2, Condition 9(10): Licensee has received or will receive all necessary federal, state and local permits for construction and operation of the Gaming Establishment.

Section 2, Condition 9(11): Licensee has materially complied with all executed Signature Forms contained in Section B of the RFA-2 application.



Section 2, Condition 10: Please see Diversity Strategy – Design and Construction dated February 19, 2015 adopted by Licensee and approved by the Commission.

Section 2, Condition 11: Please see Supplier Diversity and Local Commitments dated September 21, 2018 adopted by Licensee and approved by the Commission.

Section 2, Condition 12: Please see Diversity Strategy – Design and Construction dated February 19, 2015 adopted by Licensee and approved by the Commission.

Section 2, Condition 13: Licensee has materially complied with the construction plans, specifications, and timelines as approved, from time-to-time, by the Commission.

Section 2, Condition 14: Please see Workforce Development & Diversity Plan dated June 14, 2018 adopted by Licensee and approved by the Commission.

Section 2, Condition 15: Licensee submitted a Regional Marketing Plan to the Commission on March 7, 2019. The Regional Marketing Plan was presented by Licensee to the Commission at a public meeting on June 6, 2019 and is pending Commission approval.

Section 2, Condition 16: Please see Supplier Diversity and Local Commitments dated September 21, 2018 adopted by Licensee and approved by the Commission.

Section 2, Condition 17: Please see approved Internal Controls 138.43: Procedures for Establishing Patron Credit Accounts, and Recording Checks Exchanged, Redeemed or Consolidated (approved February 28, 2019) and 138.42: Acceptance of Payments Toward Outstanding Patron Checks (approved April 25, 2019).

Section 2, Condition 18: Please see approved Internal Controls, Section 138.13: Complimentary Services or Items and Promotional Gaming Credits (approved on April 25, 2019).

Section 2, Condition 19: Licensee is in material compliance with Section VI(B)(5) of the Massachusetts Gaming Commission's Decision and Order in In re Ongoing Suitability of Wynn MA, LLC, dated April 30, 2019, and the Commission's Continuing Duty Regulation, 205 CMR 115.01(4), and as otherwise directed by the Investigations and Enforcement Bureau.

Section 2, Condition 20: There are no reportable events.



Section 2, Condition 21: Licensee has notified the Commission of any transaction to refinance its existing debt or incur any additional capital debt obligations of \$50,000,000 or more, whether in a single transaction or cumulative transactions during any twelve (12) month period.

Section 2, Condition 22: Licensee maintains consolidated financial statements as part of its Security and Exchange Commission filings pursuant to the Commission's Continuing Duty Regulation, 205 CMR 115.05.

Section 2, Condition 23: Please see Encore Boston Harbor's Anti-Money Laundering Compliance Program submitted on May 24, 2019.

Section 2, Condition 24: Licensee will be LEED Gold or higher certifiable in substantially the manner indicated in the FEIR.

Section 2, Condition 25: Licensee has materially adhered, as reasonably as practicable, to the average wage scales provided in its RFA-2 application. Licensee intends to submit updated wage information to the Commission to reflect any changes.

Section 2, Condition 26: Licensee applied for and received a Gaming Beverage License from the Commission on May 24, 2019.

Section 2, Condition 27: Licensee diligently obtained all required permits for the commencement of the Project, continued related design work, and put in place all necessary contracts such that work commenced promptly following the Effective Date. Licensee met with and reported its progress to the Commission on a monthly (or more often, as needed) basis.

Section 2, Condition 28: Licensee entered into an Agreement for Guaranteed Maximum Price Construction Services with Suffolk Construction Company, Inc. on January 8, 2016 and reported the same to the Commission on January 14, 2019. Licensee's Diversity Strategy - Design and Construction (dated February 19, 2015 adopted by Licensee and approved by the Commission) was incorporated into the Agreement for Guaranteed Maximum Price Construction Services and Licensee, Suffolk Construction Company, Inc., and the Commission met regularly to review the commitments set forth therein.

Section 2, Condition 29: Please see Quarterly Reports submitted to the Commission, and presented by Licensee and monthly Access and Opportunity presentations.

Section 2, Condition 30: Licensee has materially complied with its obligation to report to the Commission regarding discussions with the City of Everett to maintain workforce population in the City of Everett.



Section 2, Condition 31: Licensee has provided copies of reports on Macau operations by Licensee or its affiliates that were required to be filed in any U.S. jurisdiction.

Section 2, Conditions 32 and 33: On January 27, 2016, Licensee entered into a Surrounding Community Agreement with the City of Boston. On February 4, 2016, the Commission voted to approve the surrounding community agreement and to release Sections 3 and 4 of Licensee's conditions set forth in Exhibit 2 of the Agreement to Award the Category 1 License in Region A to Wynn MA, LLC.

Section 2, Condition 34: No attestation required.

Section 5, Condition 1: At the Commission's urging, Licensee reconsidered the exterior design of the buildings and provided a revised design to the Commission on January 22, 2019. The Commission approved the revised design.

Section 5, Condition 2: As of the date of this letter, at least seventy-five percent (75%) of the Project's employees are from within 30 minutes of Everett (defined as within thirty miles).

Section 5, Condition 3: Although Suffolk Downs did not close upon the award of the License to Licensee, Licensee, with the assistance of the Commission, developed and implemented a recruitment plan for the hiring of former Suffolk Downs employees.

Section 5, Condition 4: License's medical and dental benefits are commensurate with those provided in the region.

Regards,

A handwritten signature in black ink that reads "Jacquie Krum". The signature is written in a cursive style.

Jacqui Krum  
Senior Vice President and General Counsel



## Schedule of HCA and SCA Payments Made by Encore Boston Harbor

City	Payment Date	Payment
Everett	May 12, 2016	\$ 5,000,000.00
Everett	May 5, 2017	\$ 12,500,000.00
Everett	May 23, 2018	\$ 12,500,000.00
Boston	January 5, 2015	\$ 1,000,000.00
Boston	April 7, 2016	\$ 750,000.00
Boston	April 7, 2016	\$ 250,000.00
Cambridge	December 5, 2014	\$ 200,000.00
Chelsea	November 5, 2014	\$ 300,000.00
Malden	November 5, 2014	\$ 1,000,000.00
Medford	May 13, 2014	\$ 50,000.00
Medford	December 4, 2014	\$ 200,000.00
Somerville	July 2, 2014	\$ 150,000.00
<b>TOTAL PRE-OPENING PAYMENTS</b>		<b>\$ 33,900,000.00</b>



## **Appendix C – Construction Close-Out**

TO: Cathy Judd-Stein, Chair, Commissioners Gayle Cameron, Eileen O'Brien, Bruce Stebbins, Enrique Zuniga

FROM: John Ziemba, Joe Delaney

CC: Edward R. Bedrosian, Jr., Executive Director

DATE: June 10, 2019

RE: **Construction Close-out Update - Encore Boston Harbor**

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Since the start of the project, Massachusetts Gaming Commission (“MGC”) staff has been conducting detailed oversight of Encore Boston Harbor (“Encore”) to ensure that the project is complying with the voluminous requirements established in the various permits and licenses. These efforts involve weekly and monthly meetings with appropriate Encore construction and legal staff, regular project inspections and reviews of the project schedule. At various milestones along the way, more detailed compliance reviews took place as the project evolved over the last three plus years. These include evaluations of the Quarterly Reports, site plan review, schedule approval, final design approval and refinements to the MGC Section 61 Findings.

Because of these numerous project requirements, Encore developed a system to track the compliance with, and closure of, these requirements. This system has aided MGC in determining compliance with the various license conditions as well as individual permits.

### **Commitment Tracking System**

Encore has myriad project commitments as established in the RFA-2, Gaming License, Host Community Agreements, Surrounding Community Agreements, Massachusetts Environmental Policy Act (“MEPA”) Certificates and Section 61 Findings, and various federal, state and local permits (collectively called “project permits”). When breaking down each of the project permits into its component parts, over 2,250 individual commitments were identified. Before the Encore facility can open, MGC has to verify that Encore has complied with all of the applicable construction related commitments.

Encore has developed a process by which compliance with each of these commitments can be documented and verified by MGC staff. The first step in the process was for Encore to break down each source document into its individual commitments. Each of these commitments was



Massachusetts Gaming Commission

then given a unique identifier and was entered into a tracking system. This tracking system involves the use of spreadsheets and document tracking software.

Once this was done, it was determined that many of these items either required no further action or had no defined deliverable, or were operational in nature and would take place after opening. The next step was to separate these commitments into three categories - one requiring no further action, one for operational items and one for those items required at opening. Once this was done, MGC performed an extensive review of these to verify that each of the commitments was placed into the correct category.

This effort resulted in a total of approximately 1,900 individual items that need to be closed out before opening.

In order to close these items out, Encore assigned each commitment to a responsible party (generally Encore staff, attorney or consultant), who then assembled the necessary backup documentation to verify that the item was closed. Many of these items cannot be fully closed out until an as-built plan, Certificate of Compliance, or other final documentation is prepared, which in many cases will not be complete until after the facility is open. In these instances, Encore prepared a draft of the final document showing the completed improvements, with a space left to attach the final documentation. There are approximately 250 items that fall in this category. For example, all of the off-site roadway work requires the submission of an as-built drawing to formally close out the construction permit. For the purposes of allowing the project to open, the final construction documents and the full beneficial use letters from the permitting authorities are added to the tracking system. In addition, MGC staff performed a physical inspection of the locations to verify work completion. Once the as-built drawings are prepared, Encore will add them to the tracking system allowing for final closure of the item.

The MGC review process is as follows. The Construction Project Oversight Manager reviews each commitment and associated documentation and determines if the commitment has been completed or if additional information is necessary. The Ombudsman then reviews all of the items that need additional information and performs a spot check on those that were approved by the Construction Project Oversight Manager. Once the Ombudsman completes his review and makes any necessary revisions, Encore may close out the approved items.

To date, MGC has reviewed approximately 2,100 of the commitments, which leaves approximately 150 additional items to be reviewed before June 23, 2019. Because of the sheer volume of commitment reviews, it is likely that some of the final documentation will not be submitted before the project opens. As each list of commitments is reviewed by MGC, additional information is requested on as many as 5-10% of the items. Since these reviews will be ongoing right up to the project opening, the provision of this additional information will very likely extend beyond the opening date. There are certain very limited instances where commitments may not be completed by the opening of the project. None of these will materially impact the project or adversely affect the operation of the facility or surrounding off-site improvements. A list of these items (if any) will be compiled before the project opening.

The Commission may place a condition on the Operation Certificate requiring completion of these items. Some of the items we are following closely are:

- The establishment of the Sullivan Square Infrastructure Project (SSIP) Fund;
- \$1.5 million payment to MassDOT for the Wellington Circle study;
- Inflow/Infiltration payment to the City of Everett; and
- Construction of the Daycare facility.

With the exception of the daycare facility, we expect the others to be done before the project opens. The daycare will not be complete until the end of 2019.

Once all of the commitments are closed out, MGC will work with Encore IT to obtain electronic copies of the documentation that is in the commitment tracking system. We will maintain these records in the MGC system for future auditing and compliance purposes.

While MGC is independently verifying compliance with each and every commitment, many of the project commitments are under the purview of agencies other than MGC. These include items outlined in the Host Community Agreement, Surrounding Community Agreements, MEPA Certificates, MassDOT Section 61 Findings, Chapter 91 licenses, Conservation Commission approvals, Site Plan Review, etc. For these commitments, MGC is working with the authority having jurisdiction to coordinate reviews and signoffs. For example, the offsite mitigation work generally falls under the jurisdiction of the City of Everett, City of Boston, MassDOT, the MBTA and Massport. For each of these areas, MGC will get a letter stating that the work has been inspected by the requisite agency and that full beneficial use has been achieved. They will also outline any additional punch list work that needs to be completed. In these types of cases, MGC will accept the letters as proof of substantial completion in order to allow the Encore facility to open. In addition, final documentation such as as-built drawings may not be available before the facility opens. This documentation will be provided in the days and weeks that follow the opening, and MGC staff will verify that the necessary documentation has been provided, thus allowing final closeout of the project commitments.

### **Offsite Infrastructure**

All of the off-site infrastructure work is substantially complete and acceptable for full beneficial use. Letters have been, or will be received before project opening from the City of Everett Department of Public Works for the roadway and utility work conducted in the City of Everett, the City of Boston Transportation Department for the roadway and utility work conducted in the City of Boston, the Massachusetts Department of Transportation (MassDOT) for work conducted on MassDOT owned roadways and MBTA property, and the Massachusetts Port Authority (Massport) for work done on Massport owned property on D Street in Sullivan Square. These letters verify that the work has reached substantial completion and is available for full beneficial use.

On June 5, 2019 MGC staff independently reviewed the observable infrastructure improvements and concur that all are substantially complete, with the exception of pavement markings in Wellington Circle and Bell Circle. These are scheduled to be complete during the week of June 10.

A matrix showing the status of all necessary sign-offs is attached as **Exhibit A**.

### **Certificates of Occupancy**

Encore was issued a Temporary Certificate of Occupancy (“TCO”) on May 31, 2019 for the entire project with the exception of the Mystique and Memoire spaces. These two spaces are being constructed by Big Night Entertainment Group and were permitted separately. Therefore, they will receive a separate TCO for their spaces. In addition, the retail spaces were excluded from the overall site TCO as they are still under construction. All of these remaining spaces are expected to be fully complete and receive TCOs before the June 23, 2019 project opening. The TCO has an expiration date of August 31, 2019 at which time the project must receive a final Certificate of Occupancy (“CO”) or have the TCO extended. It is not unusual for a project of this magnitude to open under a TCO while final punch list items are being completed. Final COs are typically issued days or even weeks after opening.

The TCO is attached as **Exhibit B**.

### **Elevator Certificates**

There are 32 elevators and 12 escalators that need to be approved by the State. As of June 7, 2019, elevator inspections have been completed on 22 elevators and 10 escalators. The remainder of the inspections are scheduled for June 8 and June 12. It is expected that all of the elevators and escalators will have the necessary certifications before the project opens to the public.

A table showing the status of the elevator certifications is attached as **Exhibit C**.

### **Permits**

This project needs dozens of permits for construction and operation. Attached as **Exhibit D** are two charts that show the status of all permits for the project. The first shows the status of all of the construction related permits and the second shows the status of all of the operations related permits. MGC has access to all of the project permits and will be making copies of each for our records.

It is expected that the project will be receiving operational permits right up to the project opening.

## **Quality of Amenities**

On June 5, 2019, Edward Bedrosian, John Ziemba and Joseph Delaney conducted a final inspection of those portions of the project covered by the TCOs and verified that the projects were built in accordance with the approved designs and are of superior quality. Areas inspected included the hotel, spa, gaming floor, high limit area, poker room, Fratelli's, the Buffet, Red 8, Dunkin, On Deck, Rare, Bru, Sinatra, Waterfront, Oyster Bar, Garden Dining, Garden Bar, Ballroom, Breakout Rooms, Pre-function area, event lawns, harbor walk, Game Sense Office, back-of-house spaces, parking garage and off-site infrastructure improvements.

Additional inspections will need to be conducted on those spaces that have not been completed. They include Wynn Collection, Wynn Beauty, Wynn Men's, Watches of Switzerland, The Drugstore, Mystique and Memoire. These are all expected to be complete before the project opening.

## **Remaining Items after June 12, 2019**

Several items will be submitted after June 12, which will then be subject to review and approval by the designated Commissioner. These will include:

- New or amended Temporary Certificates of Occupancy
- Additional elevator certificates
- Updated permit matrixes
- List of outstanding commitments (if any) that have not been completed
- Additional quality of amenities reports

# EXHIBIT A

## Offsite Improvements: Sign-off Matrix

ENCORE BOSTON HARBOR OFF-SITE MITIGATION		Week Of: 6/3/2019						
ROADWAY IMPROVEMENTS								
CP#	LOCATION DESCRIPTION	City Civil Sign-off	City Signal Sign-off	MBTA Sign-off	Massport Sign-off	MassDOT Civil Sign-off	MassDOT Signal Sign-off	
	Agency approval letter received							
	Inspection complete, awaiting Agency approval letter							
	Work is complete, inspection scheduled							
	Work remains, see notes							
<b>1</b>	<b>BROADWAY/ALFORD STREET (ROUTE 99)</b>							
	Broadway from Sweeter Circle to Dexter Street (Everett)	05/06/19		NA	NA	NA	NA	
	Alford Street from Dexter Street to south limit (Boston)			NA	NA	NA	NA	
	Dexter Street and Robin Street (Everett)	05/06/19		NA	NA	NA	NA	
<b>2</b>	<b>ROUTE 16</b>							
	Route 16 at Mystic Ave	NA	NA	NA	NA	04/09/19	05/31/19	
	Wellington Circle	NA	NA	NA	NA	05/03/19	06/05/19	
	Santilli Circle	NA	NA	NA	NA	04/05/19	04/16/19	
	Sweetser Circle	NA	NA	NA	NA	05/03/19	NA	
	Route 16 at Everett Ave	NA	NA	NA	NA	NA	04/16/19	
	Route 16 at Union Street	NA	NA	NA	NA	NA	04/16/19	
	Route 16 at Washington Ave	NA	NA	NA	NA	04/09/19	04/18/19	
	Route 16 at Webster Ave	NA	NA	NA	NA	04/12/19		Signal controller to be installed 6/14/19
	Bell Circle	NA	NA	NA	NA	05/15/19	04/19/19	
<b>3</b>	<b>WELLINGTON AND MALDEN MBTA STATIONS</b>							
	Wellington Station Improvements	NA	NA	03/14/19	NA	NA	NA	
	Malden Station Shelter Installation	NA	NA	05/29/19	NA	NA	NA	
<b>4</b>	<b>SULLIVAN SQUARE</b>							
	Sullivan Square MBTA Station	NA	NA	03/14/19	NA	NA	NA	
	Sullivan Square Rotary and surrounding roadways			NA	NA	NA	NA	
	D Street Improvements	NA	NA	NA	05/10/19	NA	NA	
	I-93 Cambridge Street off-ramp	NA	NA	NA	NA			

# EXHIBIT B

## City of Everett, Massachusetts



484 Broadway . Room 26 Everett, MA 02149  
Tel. (617) 394-2220 Fax. (617) 394-2433



### TEMPORARY CERTIFICATE OF OCCUPANCY

Permit Number: **B-2016-0307**

Map/Lot #: **H0-06-000191**

Date: **11/29/2018**

**THIS DOCUMENT NOT VALID UNLESS  
SIGNED BY THE BUILDING OFFICIAL**

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#### CERTIFICATE OF OCCUPANCY

This temporary certificate of occupancy is issued to WYNN MA LLC for the work authorized under permit # B-2016-0307 for NEW CONSTRUCTION at 1 BROADWAY. This work has been inspected and found to be substantially compliant with the Massachusetts State Building Code. This certificate has been issued and approved for occupancy.

The Use Group, in accordance with the provisions of the 780 CMR, 8th Edition Massachusetts State Building Code is:

The Type of Construction as defined in the Massachusetts State Building Code is: **IA: Non-combustible building elements**

Design Occupant Load : **0**

Comment: **TEMPORARY OCCUPANCY PERMIT EXPIRES AUGUST 31, 2019** Includes public access to all new construction space other than the following locations:

**Wynn Men's, Wynn Beauty, Wynn Collections, The Drug Store, Watches of Switzerland** these spaces are limited to employees only

**USES PERMITTED: A-2, A-3, B, F-1, R-1, S-1, S-2, M**

Director of Inspectional Services

**5/31/19**

Date:

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**NOTE: A new Certificate of Occupancy is required for each change in the use, or after alterations of the property described. A new Certificate voids any Certificate of a prior date.**

Owner: **WYNN MA LLC**

**3131 LAS VEGAS BLVD**

**NV 89109**



# EXHIBIT C

Elevator	OTIS Machine #	State Identification	State Inspection (Issued Date)
BEP1	640390	93-P-18090	
CF1	866673	93-F-18867	
CPP1	636931	93-P-19256	
CRS1	865575	93-P-17662	5/30/2019
CSP1	643390	93-P-18103	
EEP1	640391	93-P-17210	3/8/2019
GSP1	636921	93-P-17871	Inspected 5/31, cert to follow
GSP2	636922	93-P-17872	Inspected 5/31, cert to follow
GSP5	636923	93-P-18645	5/19/2019
GSP6	636924	93-P-18063	5/19/2019
GSP7	636925	93-P-17874	5/21/2019
GSP8	636926	93-P-17873	5/21/2019
GSP9	636927	93-P-18066	5/25/2019
GSP10	636928	93-P-17870	5/25/2019
HK1	922797	93-P-18091	
HK2	922798	93-P-18092	
HK3	922799	93-P-18105	2/11/2019
RS1	922800	93-P-18104	2/11/2019
KS1	865576	93-P-17869	
MCF1	865574	93-F-17222	
MCS1	865570	93-P-17223	4/25/2019
MCS2	865571	93-P-17224	4/25/2019
MCS3	865572	93-P-17225	1/31/2019
TP1	636915	93-P-18099	5/29/2019
TP2	636916	93-P-18098	5/29/2019
TP3	636917	93-P-18097	5/29/2019
TP4	636918	93-P-18096	5/29/2019
TP5	636919	93-P-18095	5/29/2019
TP6	636920	93-P-18094	5/29/2019
UL1	643389	93-P-18891	
VGP1	640392	93-P-18832	
United Elevator			
2401 ADA	-	93-P-18526	6/3/2019

Escalator	OTIS Machine #	State Identification	State Inspection (Issued Date)
BEE1	636935	93-E-17213	
BEE2	636936	93-E-17214	
ECE1	636933	93-E-17203	2/8/2019
ECE2	636934	93-E-17209	2/8/2019
EEE1	636937	93-E-17212	12/10/2018
EEE2	636938	93-E-17211	12/10/2018
PLE1	636941	93-E-17204	5/16/2019
PLE2	636942	93-E-17201	5/16/2019
PRE1	636939	93-E-17202	4/29/2019
PRE2	636940	93-E-17198	4/29/2019
Mitsubishi			
Mitsubishi #1	-	93-E-18160	5/30/2019
Mitsubishi #2	-	93-E-18161	5/30/2019

# EXHIBIT D

## CONSTRUCTION PERMITS

### Appendix 3

#### Permits As of March 31, 2019

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)
<b>Federal</b>			
<b>Federal Aviation Administration (FAA)</b>  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, Notice of Actual Construction or Alteration filed June 26, 2018. <u>Cranes:</u> Cranes 1 & 2 received August 18, 2016 Cranes 3-8 received August 11, 2016. January 29, 2018 received extension. Notice of Actual Construction or Alteration filed <u>Podium:</u> Received August 10, 2016. Notice of Actual Construction or Alteration filed February 9, 2018.	Determination is effective for 18 months and may apply for one 18-month renewal.
<b>U.S. Army Corps of Engineers (ACOE)</b>  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.
<b>U.S. Army Corps of Engineers (ACOE)</b>  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.

<p><b>U.S. Army Corps of Engineers (ACOE)</b></p> <p>Section 404 of Federal Clean Water Act; 33 USC s. 1344; 33 CFR Parts 323, 325</p>	<p>Clean Water Act (Section 404) Individual Permit</p>	<p><u>Sediment Remediation:</u> Permit Modification Received August 31, 2017, Revised September 11, 2017 Modification Received June 25, 2018</p>	<p>ACOE modified the resort permit to allow for sediment remediation activity.</p>
<p><b>U.S. Environmental Protection Agency (EPA)</b></p> <p>Federal Clean Water Act Section 402(p); 33 USC s. 1342(p); 40 CFR 122.26; NPDES Construction General Permit, Effective February 16, 2012</p>	<p>National Pollutant Discharge Elimination System (NPDES) Construction General Permit (CGP) NOI (for stormwater management)</p>	<p>On-site: April 6, 2016 On-site under 2017 CGP: May 23, 2017</p>	<p>Decision time for CGP and RGP: effective 14 days after NOI submittal to and acknowledged by EPA. The CGP expired on February 16, 2017, a new NOI for those activities covered by the CGP was filed under the new CGP.</p>
<p><b>U.S. Environmental Protection Agency (EPA)</b></p> <p>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</p>	<p>NPDES Remediation General Permit (RGP) (for construction dewatering)</p>	<p>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. Notice of Termination submitted March 7, 2018.</p>	<p>When the RGP expired on September 10, 2015, those activities covered by the RGP filed a NOI under the new RGP.</p>

<b>State</b>			
<p><b>Executive Office of Energy and Environmental Affairs</b></p> <p>Massachusetts Environmental Policy Act; MGL c. 30 ss. 61-62I; 301 CMR 11.00</p>	<p>Massachusetts Environmental Policy Act (MEPA) Review</p>	<p><u>Project:</u></p> <p>Certificate on EENF received 11/26/13</p> <p>Certificate on DEIR received 2/21/14</p> <p>Certificate on FEIR received 8/15/14</p> <p>Certificate on SFEIR Received 4/03/15</p> <p>Certificate on SSFEIR Received 8/28/15</p> <p><u>Sediment Remediation:</u> Notice of Project Change filed 2/28/17, Certificate received 4/7/17</p>	<p>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.</p> <p>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.</p> <p>Secretary determines whether a subsequent filing is required.</p> <p>MEPA review is complete if no further filings are required.</p>

<p><b>Executive Office of Energy and Environmental Affairs</b></p> <p>MGL c. 21A ss. 2 and 4A; 301 CMR 23.00</p>	<p>Municipal Harbor Plan</p>	<p>Submitted on 10/16/13 Approved on 2/10/14</p>	<p>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>
<p><b>Massachusetts Department of Environmental Protection (MassDEP)</b></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><b>Massachusetts Department of Environmental Protection (MassDEP)</b></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>MPM #3 filed March 16, 2018</p> <p><u>Sediment Remediation:</u> Submitted May 2017, License Received September 25, 2017</p> <p><u>DCR Harborwalk Connector:</u> Filed April 23, 2018. License Received September 21, 2018</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><b>MassDEP</b></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><b>MassDEP</b></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><b>MassDEP</b></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>Amendment #1 received June 18, 2018</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><b>MassDEP</b></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><b>MassDEP Bureau of Waste Site Cleanup/Massachusetts Contingency Plan (MCP)</b></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>: RAM Plan submitted May 2015; PIP process underway</p> <p>RAM Modifications: October 2016, November 2016, February 2017, November 2017</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>Draft Phase IV, Partial Permanent Solution Statement, and AULs submitted December 2018</p> <p>Final Phase IV, Partial Permanent Solution Statement, and AULs submitted February 2019</p>	<p>Agency decision time frame N/A under MCP privatized program.</p>

<p><b>Massachusetts Water Resources Authority (MWRA)</b></p> <p>Chapter 372 of the Acts of 1984, s. 8(m); 360 CMR 10.000</p>	<p>Section 8(m) Permit (to cross or construct within an MWRA easement)</p>	<p><u>Project:</u> 8M permits were submitted to MWRA and received. in November, 2017</p>	
<p><b>Massachusetts Office of Coastal Zone Coastal Zone Management (CZM)</b></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>	<p>Federal Consistency Certification</p>	<p><u>Project:</u> Received August 12, 2016</p>	
<p><b>Massachusetts Historical Commission (MHC)</b></p> <p>MGL c. 9 ss. 26 et seq.; 950 CMR 71.00</p>	<p>Review of project relative to potential effects on State Register historic/ archaeological resources.</p>	<p>Review Completed</p>	<p>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>
<p><b>Board of Underwater Archaeological Resources (BUAR)</b></p> <p>M.G.L. c. 6, ss. 179 and 180; 312 CMR 2.00</p>	<p>Review of waterside activities</p>	<p><u>Project:</u> Review Completed</p> <p><u>Sediment Remediation:</u> Review Completed under NPC</p>	
<p><b>Massachusetts Department of Transportation (MassDOT)</b></p> <p>MGL c. 81 s. 21, 720 CMR 13.00</p>	<p>Non-Vehicular Access Permit - Off-site roadway improvements</p>	<p>MassDOT highway access permit 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 was received on May 29, 2018.</p>	<p>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&amp;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.</p>

<b>Massachusetts Department of Transportation (MassDOT)</b>  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	
<b>Massachusetts Department of Transportation (MassDOT)</b>  MGL c. 161A s. 5(b)	MBTA Land Disposition and Easement Agreements	Issued November 2016	

<b>Local</b>			
<b>City of Boston (Off-site Roadway) Public Improvement Commission (PIC) Boston Transportation Department (BTD)</b>  Revised Ordinances of City of Boston of 1961, Ch.21, Sect. 36	Approvals	Filed January 30, 2015. All PIC permits have been received.	
<b>Everett Planning Board</b>  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).
<b>Everett Conservation Commission</b>  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 Amended Order of Conditions Received June 21, 2018 Extension to Order of Conditions Received June 21, 2018  <u>Landside Remediation:</u> Order of Conditions Issued 2015	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.

		<p><u>Sediment Remediation:</u> Received June 2017 Amended Order of Conditions Received May 7, 2018 Certificate of Compliance Issued November 15, 2018</p> <p><u>DCR Harborwalk Connector (Phase 1):</u> Received May 17, 2018</p> <p><u>DCR Harborwalk Connector (Phase 2):</u> Received August 16, 2018</p>	
<p><b>Everett Fire Department</b></p> <p>Rev. Ordinance 1976, Pt.2, Ch.7, §33</p> <p>Everett City Charter, Chapter 8, Article I, §2-252</p> <p>M.G.L. c. 148 §10A</p>	<p>Review of Plans Fire Suppression System Installation Fuel Storage Permit LP Gas Storage Permit Underground Storage Tank Removal Permit (Commercial)</p>	<p><u>Review of Plans:</u> Ongoing</p> <p><u>Fire Suppression System Installation:</u> In process</p> <p><u>Fuel Storage Permit:</u> Received June 25, 2018</p>	
<p><b>Everett Health Department</b></p> <p>M.G.L. c. 140</p>	<p>Food Establishment Permit Application</p>	TBD	<p>Permits are annual, and expire May 31st of each year.</p>
<p><b>Everett Licensing Commission</b></p> <p>Victualler License: M.G.L. c. 140</p>	<p>Alcohol License Common Victualler License</p>	TBD	
<p><b>Everett Public Works</b></p> <p>Sewer: M.G.L., c. 83; Everett City Charter, Chapter 15</p> <p>Water: Everett City Charter, Chapter 20</p>	<p>Sewer Connection Permit Water Connection Permit</p>	<p>TBD TBD</p>	
<p><b>Everett Building Department</b></p> <p>State Building Code, 780 CMR 105.3.1</p>	<p>Building Permit</p> <ul style="list-style-type: none"> <li>• Plumbing</li> <li>• Gas</li> <li>• Electrical</li> <li>• Wire</li> <li>• Trench</li> <li>• Mechanical</li> <li>• Foundation</li> </ul>	<p>Foundation Permit May 2, 2016 Building Permit December 15, 2016</p>	<p>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</p>



<p><b>Boston Conservation Commission</b> M.G.L. c. 131 §40; 310 CMR 10.00</p>	<p>Wetlands Order of Conditions</p>	<p><u>Sediment Remediation:</u> Issued June 2017 Certificate of Compliance July 18, 2018</p> <p><u>Alford Street Pedestrian and Landscape Improvements:</u> Received May 16, 2018</p>	
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# EXHIBIT D

## OPERATIONAL PERMITS

### Permit List

	Agency to Issue License/Permit	notes	Edits to Draft	Final Application	Hearing Date(s)	Approval	License/Permit Obtained	Expiration
<b>GAMING BEVERAGE LICENSE</b>	MGC		3/8/2019	5/1/2019	5/22/2019	5/22/2019	5/24/2019	6/23/2022
<b>HOTEL</b>	City of Everett Office of the Clerk			1/9/2019	1/28/2019	1/28/2019	3/27/2019	12/31/2019
<b>COMMERCIAL GARAGE</b>	City of Everett Office of the Clerk			1/9/2019	1/28/2019	1/28/2019	3/27/2019	4/30/2020
<b>LIVERY</b>	City of Everett Office of the Clerk			1/9/2019	1/28/2019	1/28/2019	3/27/2019	6/1/2020
<b>COMMON VICTUALLER</b>	City of Everett Board of Licensing	one for each retail restaurant, irrespective of alcohol service					5/14/2019	12/31/2019
<b>ALCOHOL CARRY LICENSE</b>	City of Everett Board of Licensing	in process						
<b>ENTERTAINMENT LICENSE</b>	City of Everett Board of Licensing			5/20/2019			5/20/2019	12/31/2019
<b>SUNDAY ENTERTAINMENT</b>	City of Everett Board of Licensing	City working to establish an application process						
<b>EXTENDED HOURS LICENSE</b>	City of Everett Office of the Clerk			5/6/2019			5/28/2019	5/28/2020

### FOOD & BEVERAGE

Outlet Name	Agency to Issue Permit/License	# of Permits	Est. Inspection Date	Applicaton submitted	Permit Obtained	Permit Expiration	Renewal Obtained	Renewal Expiration
Rare Steakhouse	City of Everett Board of Health	1 Permit	TBD		5/23/2019	5/31/2020		
Sinatra	City of Everett Board of Health	1 Permit	TBD		6/3/2019	5/31/2020		
Garden Café	City of Everett Board of Health	1 Permit	TBD		5/13/2019	5/31/2020		
Garden Lounge	City of Everett Board of Health	1 Permit	TBD		5/23/2109	5/31/2020		
In Room Dining	City of Everett Board of Health	1 Permit	TBD		5/13/2019	5/31/2020		
On Deck	City of Everett Board of Health	1 Permit	TBD		5/29/2019	5/31/2020		
Red 8	City of Everett Board of Health	1 Permit	4/10/2019	4/4/2019	5/14/2019	5/31/2020		
Waterfront	City of Everett Board of Health	1 Permit	TBD		5/29/2019	5/31/2020		
Oyster Bar	City of Everett Board of Health	2 Permit	TBD		5/23/2019	5/31/2020		
The Buffet (servery)	City of Everett Board of Health	1 Permit	4/10/2019	4/4/2019	5/6/2019	5/31/2020		

Buffet Back Kitchen	City of Everett Board of Health	1 Permit	4/10/2019	4/4/2019	5/6/2019	5/31/2020
Bru	City of Everett Board of Health	1 Permit	TBD		06/03/20109	5/31/2020
The Poker Grill	City of Everett Board of Health	1 Permits	TBD		5/13/2019	5/31/2020
Catering/Banquets	City of Everett Board of Health	2 Permit	TBD		5/29/2019	5/31/2020
Le Staff Café	City of Everett Board of Health	1 Permit	2/28/19 - COMPLETE	3/7/2019	3/20/2019	5/31/2019
Pastry Kitchen	City of Everett Board of Health	1 Permit	3/26/2019	4/1/2019	4/25/2019	5/31/2020
Main Kitchen	City of Everett Board of Health	1 Permit	3/26/2019	4/1/2019	4/25/2019	5/31/2020
Hi Limit Dining	City of Everett Board of Health	1 Permit	TBD			
Food Warehouse	City of Everett Board of Health	1 Permit	3/26/19		5/7/2019	5/31/2020
Center Bar	City of Everett Board of Health				5/23/2019	5/31/2020
Fratelli	City of Everett Board of Health	1 Permit	3/26/19		5/6/019	5/31/2020
Mystique	City of Everett Board of Health	1 Permit	TBD			
Memoire	City of Everett Board of Health	1 Permit	TBD			
Dunkin	City of Everett Board of Health	1 Permit	TBD			
<b><i>Service Bars</i></b>						
Service Bar 1	City of Everett Board of Health		4/10/2019	4/4/2019	4/25/2019	5/31/2020
Service Bar 2	City of Everett Board of Health		3/26/2019	4/1/2019	4/25/2019	5/31/2020
Service Bar 3	City of Everett Board of Health				5/13/2019	5/31/2020
Service Bar 4	City of Everett Board of Health				5/13/2019	5/31/2020
Service Bar 5	City of Everett Board of Health				5/13/2019	5/31/2020
Service Bar 6	City of Everett Board of Health	1 Permit	TBD		5/23/2109	5/31/2020
Service Bar 7	City of Everett Board of Health	1 Permit	TBD		5/13/2019	5/31/2020
Service Bar 8	City of Everett Board of Health	1 Permit	TBD		5/13/2019	5/31/2020
<b>SPA &amp; SALON</b>						

4/2/2019 5/31/2020

Salon	City of Everett Board of Health	1 Permit	Zones of Inspection	inspection done		
	MA Division of Prof Licensure, Board of Registration of Cosmetology & Barbering	1 permit for salon; 1 permit for manicuring & aesthetics; 1 for barbering	Salon	applications submitted		

Spa	City of Everett Board of Health	3 Permits	Zones of Inspection	inspection done		
			Special Purpose Pools (plunge)	inspection scheduled at least one week before completion of construction. Permit application at least 15 days before open to public.		

Massage Therapy salon	MA Board of Registration of Massage Therapy		license for overall salon	application submitted		
individual massage therapists	MA Board of Registration of Massage Therapy			individuals obtain their own license and this is monitored by HR at onboarding.		n/a
Fitness Center	City of Everett Board of Health	1 Permit	Zones of Inspection	TBD		

Store- Prepackaged Food	City of Everett Board of Health	1 Permit	Zones of Inspection	TBD		
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Business Certificate	City of Everett Office of the Clerk		all WMA owned outlets		5/2/2019	5/2/2023
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TOBACCO						
cigarette retail license	Mass Dept Revenue				4/19/2019	9/30/2020
cigar retail license	Mass Dept Revenue				4/17/2019	9/30/2020
Tobacco Sales Permit	City of Everett Board of Health				5/6/2019	12/31/2019

# APPENDIX D

**KP LAW**

*The Leader in Public Sector Law*

101 Arch Street, Boston, MA 02110  
Tel: 617.556.0007 | Fax: 617.654.1735  
[www.k-plaw.com](http://www.k-plaw.com)

June 10, 2019

**Jonathan M. Silverstein**  
[jsilverstein@k-plaw.com](mailto:jsilverstein@k-plaw.com)

Edward Bedrosian, Executive Director  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Re: Encore Boston Harbor Resort, Everett, MA

Dear Mr. Bedrosian:

This office serves as special counsel to the City of Everett ("City") with respect to the Encore Boston Harbor resort development.

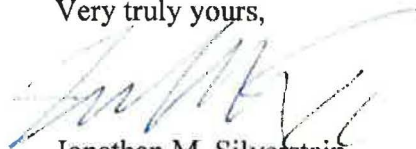
As you are aware, the City entered into a Host Community Agreement, dated April 19, 2013 ("HCA"), with Wynn MA, LLC, a subsidiary of Wynn Resorts, Ltd. ("Wynn"), pursuant to G.L. c.23K, §15(8). This is to confirm that, to the best of the City's knowledge, Wynn has fully complied with all of its pre-opening obligations, as set forth in the HCA, including without limitation:

- Pre-opening payments to the City, totaling \$30 Million;
- Investment of more than \$1 Billion in development of the Encore Boston Harbor Resort;
- Construction of agreed-upon off-site transportation mitigation improvements;
- Hiring preferences for Everett residents for over 8,000 construction and permanent jobs;
- Use of Everett contractors and vendors; and
- Creation of waterfront amenities that will be open and available for public use and enjoyment.

The City is confident that Wynn will continue to meet or exceed its obligations to the City and its residents, pursuant to the HCA, which remains in full force and effect.

Please do not hesitate to contact me with any questions.

Very truly yours,



Jonathan M. Silverstein

JMS/sml

cc: Mayor  
City Solicitor

667493/EVER/0001

## Schedule of HCA and SCA Payments Made by Encore Boston Harbor

City	Payment Date	Payment
Everett	May 12, 2016	\$ 5,000,000.00
Everett	May 5, 2017	\$ 12,500,000.00
Everett	May 23, 2018	\$ 12,500,000.00
Boston	January 5, 2015	\$ 1,000,000.00
Boston	April 7, 2016	\$ 750,000.00
Boston	April 7, 2016	\$ 250,000.00
Cambridge	December 5, 2014	\$ 200,000.00
Chelsea	November 5, 2014	\$ 300,000.00
Malden	November 5, 2014	\$ 1,000,000.00
Medford	May 13, 2014	\$ 50,000.00
Medford	December 4, 2014	\$ 200,000.00
Somerville	July 2, 2014	\$ 150,000.00
<b>TOTAL PRE-OPENING PAYMENTS</b>		<b>\$ 33,900,000.00</b>

**From:** [Ambrosino, Tom](#)  
**To:** [Ziemba, John S \(MGC\)](#)  
**Subject:** Surrounding Community Agreement  
**Date:** Monday, June 10, 2019 5:07:48 PM  
**Attachments:** [GamingSurroundingCommunityAgreement.pdf](#)

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Dear Mr. Ziemba:

I have been asked to confirm that Encore Boston Harbor is in significant compliance with its Surrounding Community Agreement with Chelsea.

Please keep in my that the City of Chelsea never signed its Agreement with Encore (officially Wynn MA, LLC in the Agreement). The Surrounding Community Agreement between Encore and Chelsea was the subject of an Arbitration proceeding that was decided adverse to Chelsea. Because the City did not agree with the Decision, and still does not, the City has never executed the Agreement.

Nonetheless, the Agreement, by law, is binding upon the parties. And, in fairness to Encore Boston Harbor, they have thus far fully complied with its provisions. So, I can confirm that Encore is in significant compliance.

Please let me know if you require any further information.

Tom A.



**Thomas G. Ambrosino | City Manager**

Chelsea City Hall  
500 Broadway, Room 302 | Chelsea, MA 02150  
Office: 617-466-4100 | Fax: 617-466-4105

[TAmbrosino@chelseama.gov](mailto:TAmbrosino@chelseama.gov)

**CONNECT WITH CHELSEA:**

[City Website](#) | [Facebook](#) | [Twitter](#) | [SeeClickFix](#)

**From:** [Gary J. Christenson](#)  
**To:** [Ziemba, John S \(MGC\)](#)  
**Cc:** ["john.tocco@encorebostonharbor.com"](mailto:john.tocco@encorebostonharbor.com)  
**Subject:** Substantial Compliance in Malden  
**Date:** Tuesday, June 11, 2019 7:33:04 AM  
**Attachments:** [image003.png](#)

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John,

I'm writing this note to confirm for both you and the entire Mass Gaming Commission that Wynn MA LLC is substantially in compliance with all terms and conditions of our surrounding community agreement. We continue to work with them almost daily on all matters contained within our agreement. I would add that from Malden's perspective, Wynn has gone well beyond what was required by our agreement. The support for Malden residents seeking employment has been tremendous, including personal attention to those really needing such guidance. They have additionally gone beyond what is required in supporting us a community and the important non-profit organizations within Malden. In short, they have exceeded what is contained within our agreement, and I have no reason to believe that won't continue.

Best

Gary

Gary Christenson  
Mayor, City of Malden  
P: 781-397-7000 – Option 6  
F: 781-397-7073

 [facebook.com/cityofmalden](https://facebook.com/cityofmalden)

 [twitter.com/thecityofmalden](https://twitter.com/thecityofmalden)

 [linkedin.com/city-of-malden](https://linkedin.com/city-of-malden)

 [accessibleicon.org/partners.html](https://accessibleicon.org/partners.html)



# APPENDIX E



**Massachusetts Port Authority**  
One Harborside Drive, Suite 200S  
East Boston, MA 02128-2909  
Telephone (617) 568-5000  
[www.massport.com](http://www.massport.com)

June 11, 2019

**VIA ELECTRONIC TRANSMISSION  
AND FIRST CLASS MAIL**

Mr. Robert J. DeSalvio, President  
Encore Boston Harbor  
101 Station Landing, Suite 2200  
Medford, Massachusetts 02155

RE: D Street Charlestown – Sullivan Square Traffic Improvements Project  
Right-of-Entry Agreement dated as of July 13, 2018, identified as contract number P-0000258, as amended by that certain First Amendment to Right-of-Entry Agreement dated as of January 1, 2019, identified as contract number P-0000258(A), and that certain Second Amendment to Right-of-Entry Agreement dated as of June 7, 2019, identified as contract number P-0000258(B) (collectively, the “ROE”)

Dear Mr. DeSalvio:

This letter confirms work associated with that portion of the Sullivan Square Traffic Improvements Project performed on certain Massport property, commonly known as “D” Street in Charlestown, Massachusetts, is substantially complete and available for full beneficial use. Additional restoration work is required and Wynn has committed to (i) complete such work, and (ii) provide Massport with a letter of credit to serve as security for completion of said work pursuant to the terms of the ROE.

Should you require further assistance, please do not hesitate to contact the undersigned.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Hargens", written over a light blue horizontal line.

Andrew G. Hargens, AICP|LEED AP  
Chief Development Officer

cc: G. Carr ([gcarr@massport.com](mailto:gcarr@massport.com)) – by e-mail only)  
J. Krum ([jacqui.krum@encorebostonharbor.com](mailto:jacqui.krum@encorebostonharbor.com)) – by e-mail only)  
A. Carrier ([ACarrier@WynnDevelopment.com](mailto:ACarrier@WynnDevelopment.com)) – by e-mail only)  
J. Ziemba ([john.s.ziemba@state.ma.us](mailto:john.s.ziemba@state.ma.us)) – by e-mail only)  
J. Delaney ([joseph.e.delaney@state.ma.us](mailto:joseph.e.delaney@state.ma.us)) - by e-mail only)

**From:** [Ziemba, John S \(MGC\)](#)  
**To:** [Thurlow, Mary \(MGC\)](#)  
**Subject:** FW: Beneficial Use Letters  
**Date:** Tuesday, June 11, 2019 3:56:36 PM  
**Attachments:** [Beneficial Use Letter for Alford Street.docx](#)  
[Beneficial Use Letter for Sullivan Square.docx](#)

---

**From:** William Conroy [mailto:[william.conroy@boston.gov](mailto:william.conroy@boston.gov)]  
**Sent:** Tuesday, June 11, 2019 3:52 PM  
**To:** Delaney, Joseph E. (MGC); Ziemba, John S (MGC); Carrier, Alfred  
**Cc:** Edward Hesford; Gregory Rooney; Thomas Kadzis; Don Burgess; Alfredo Vilar; Wilson Aleman; Chris Osgood  
**Subject:** Beneficial Use Letters

Joe, John, Al:

Gentlemen, sorry for the delay. Please find attached the 2 beneficial use letters for Alford Street and Sullivan Square for the traffic mitigation work performed by Wynn/Encore.

Any questions please let me know

Best  
Bill  
*Boston Transportation Department  
Division of Policy & Planning  
One City Hall, Room 721  
Boston, MA 02201  
Phone: 617-635-2318  
Cell: 617-935-2807  
Fax: 617-635-4295  
E-Mail: [william.conroy@boston.gov](mailto:william.conroy@boston.gov)*

*William H Conroy IV  
Senior Transportation Planner*

June 11, 2019

Robert Desalvio, President  
ENCORE BOSTON HARBOR  
1 Broadway, Everett, MA 02149  
[robert.desalvio@encorebostonharbor.com](mailto:robert.desalvio@encorebostonharbor.com)

RE: Encore Boston Harbor  
Transportation Improvements Project  
Alford Street

Dear Mr. Desalvio:

This letter is to inform you that the referenced work has been determined by the Boston Transportation Department to be complete for beneficial use in accordance with previously approved Wynn/Encore contract documents. Work includes:

- The Boston Transportation Department has performed a preliminary inspection of the interconnect and loop detection system on Alford Street for the signals that were installed or upgraded as part of Wynn/Encore's traffic mitigation to the City of Boston.
- Additional detailed inspections of local intersection equipment and as-built wiring diagrams will be required prior to the Boston Transportation Department (BTD) taking over the maintenance of the traffic signals.

If you should have any question or require further information, please contact Bill Conroy at (617) 635-2318. Thank you for your consideration in this matter.

Sincerely,

Gregory T. Rooney, Acting Commissioner

CC: Edward Hesford, Acting Director of Engineering  
Donald G. Burgess, Supervising Traffic Engineer  
CC: Joseph E. Delaney, P.E., Construction Project Oversight Manager,  
Massachusetts Gaming Commission  
Alfred Carrier, P.E., BCEE, Project Manager, WYNN DESIGN & DEVELOPMENT

June 11, 2019

Robert Desalvio, President  
ENCORE BOSTON HARBOR  
1 Broadway, Everett, MA 02149  
[robert.desalvio@encorebostonharbor.com](mailto:robert.desalvio@encorebostonharbor.com)

RE: Encore Boston Harbor  
Transportation Improvements Project  
Sullivan Square

Dear Mr. Desalvio:

This letter is to inform you that the referenced work has been determined by the Boston Transportation Department to be complete for beneficial use in accordance with previously approved Wynn/Encore contract documents. Work includes:

- The Boston Transportation Department has performed a preliminary inspection of the interconnect and loop detection system in Sullivan Square for the signals that were installed or upgraded as part of Wynn/Encore's traffic mitigation to the City of Boston.
- Additional detailed inspections of local intersection equipment and as-built wiring diagrams will be required prior to the Boston Transportation Department (BTD) taking over the maintenance of the traffic signals.

If you should have any question or require further information, please contact Bill Conroy at (617) 635-2318. Thank you for your consideration in this matter.

Sincerely,

Gregory T. Rooney, Acting Commissioner

CC: Edward Hesford, Acting Director of Engineering  
Donald G. Burgess, Supervising Traffic Engineer  
CC: Joseph E. Delaney, P.E., Construction Project Oversight Manager,  
Massachusetts Gaming Commission  
Alfred Carrier, P.E., BCEE, Project Manager, WYNN DESIGN & DEVELOPMENT



Charles D. Baker, Governor  
Karyn E. Polito, Lieutenant Governor  
Stephanie Pollack, Secretary & CEO  
Jonathan L. Gulliver, Highway Administrator



June 6, 2019

Robert DeSalvio, President  
Encore Boston Harbor  
101 Station Landing, Suite 2200  
Medford, MA 02155

Dear Mr. DeSalvio,

This is to inform you that as of this date, the work performed on roadways and intersections under MassDOT jurisdiction within District 4 pursuant to Highway Access Permit #4-2017-0504 granted to Wynn Design & Development for the Encore Boston Harbor Casino mitigation has attained Full Beneficial Use (FBU) in accordance with Massachusetts Department of Transportation (MassDOT) Highway Division standards and the conditions of the permit, with the exception of the following.

- Installation of the permanent pavement markings at Mahoney (Bell) Circle in Revere. This work is scheduled to be implemented on Thursday evening, June 6, 2019 or Friday evening, June 7, 2019.
- Installation of the remainder of the final wearing surface at Wellington Circle in Medford. This work is scheduled to be implemented on Thursday evening, June 6, 2019 or Friday evening, June 7, 2019.
- Installation of the permanent pavement markings at Wellington Circle in Medford. This work is scheduled to be implemented on Sunday evening, June 9, 2019 or Monday evening, June 10, 2019.

The overall mitigation included work on Route 1A (Lee Burbank Highway/Veterans of Foreign Wars Parkway), Route 16 (Revere Beach Parkway/Mystic Valley Parkway), Route 38 (Mystic Avenue), Route 60 (American Legion Highway), Middlesex Avenue at Wellington Circle, and Sweetser Circle for the purpose of providing roadway, traffic signal, bicycle and pedestrian improvements along the Route 16 (Mystic Valley Parkway/Revere Beach Parkway) corridor from Route 38 (Mystic Avenue) in Medford to Route 1A/Route 60 (Mahoney (Bell) Circle) in Revere.

All work was completed in accordance with the plans and documents submitted and on file in the District Four Permit Office by AECOM USA of Massachusetts, Inc. entitled "Transportation Improvement Project, Plan and Profile of Mystic Valley Parkway/Revere Beach Parkway (Route 16) Transportation Improvements in the Cities of Everett, Medford, Chelsea, Revere, Construction Set", last revised October 2, 2017. MassDOT conducted interim and final inspections of the work between April 5, 2019 and June 5, 2019. Though not affecting Full Beneficial Use, there are general punch list items of work resulting from those inspections that remain and are expected to be completed in the coming weeks.

Sincerely,

Paul D. Stedman  
District Highway Director

Xc: Al Carrier, Wynn Design and Development  
John Ziemba, Massachusetts Gaming Commission  
Joseph Delaney, Massachusetts Gaming Commission  
Lionel Lucien, MassDOT Manager PPDU



Charles D. Baker, Governor  
Karyn E. Polito, Lieutenant Governor  
Stephanie Pollack, Secretary & CEO  
Jonathan L. Gulliver, Highway Administrator



June 10, 2019

Robert DeSalvio, President  
Encore Boston Harbor  
101 Station Landing, Suite 2200  
Medford, MA 02155

**Subject: Full Beneficial Use (FBU) of Encore Boston Harbor mitigation work**

Dear Mr. DeSalvio:

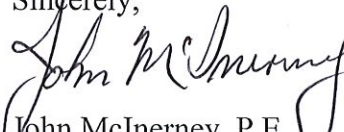
This is to inform you that as of this date, the work performed on roadways, intersections, and structures under MassDOT jurisdiction within District 6 pursuant to Highway Access Permit #6-2017-0065 granted to Wynn MA, LLC as part of the mitigation for Encore Boston Harbor Casino has attained Full Beneficial Use (FBU) in accordance with the conditions of the permit, with the following exceptions:

- Opening of MBTA busway egress driveway on Cambridge Street and construction of ADA-compliant wheelchair ramps and APS pushbuttons at the intersection of Ramp C-L with Cambridge Street;
- Installation, removal, and modification of signs and pavement markings on Ramp C-L, Cambridge Street, and Maffa Way; and
- Obtaining permission from FHWA for the experimental pavement markings installed on Maffa Way.

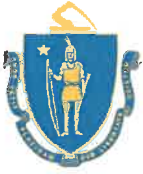
The overall mitigation comprised work within the City of Boston on Ramp C-L (I-93 northbound exit 28), Cambridge Street, and Maffa Way, for the purpose of improving pedestrian, bicycle, and transit access in the vicinity of the MBTA's Sullivan Square station and improving safety and operations on the roadway network in the vicinity of Sullivan Square.

All roadway construction work was completed in accordance with the plans and documents submitted and on file in the District 6 Permit Office by Howard Stein Hudson and Lin Associates, Inc. entitled "Transportation Improvement Project Sullivan Square in the City of Boston, Suffolk County, MassDOT Access Permit 12/2017," last revised November 7, 2017. MassDOT conducted a preliminary site visit to inspect conditions on June 6, 2019. Though not affecting Full Beneficial Use, there are punch list and other items resulting from that site visit that remain unaddressed.

Sincerely,

  
John McInerney, P.E.  
District Highway Director

cc: Al Carrier, Wynn Design & Development  
John Ziemba, Massachusetts Gaming Commission  
Joseph Delaney, Massachusetts Gaming Commission  
J. Lionel Lucien, MassDOT PPDU



Charles D. Baker, Governor  
Karyn E. Polito, Lieutenant Governor  
Stephanie Pollack, MassDOT Secretary & CEO



June 11, 2019

Robert DeSalvio, President  
Encore Boston Harbor  
101 Station Landing, Suite 2200  
Medford, MA 02155

Subject: Full Beneficial Use (FBU) of Encore Boston Harbor mitigation work

Dear Mr. Desalvio:

This letter is to inform you that work performed for the Encore Boston Harbor Casino project on, or adjacent to and effecting the operation of State Highways and/or on MBTA properties have been substantially completed in accordance with the Massachusetts Department of Transportation (MassDOT) Highway Division and the MBTA standards and the conditions of the different permits issued for the project. These mitigation measures were identified in the Section 61 Finding (EEA # 15060) issued jointly by MassDOT, the MBTA, and the Department of Conservation and Recreation.

I have attached for your use the letters of Full Beneficial Use issued respectively by the MBTA, the MassDOT Highway Division District 4 and District 6 Offices. Since the issuance of the Section 61 Finding for the project, Route 16 (Revere Beach Parkway), which was under DCR jurisdiction at the time, has been transferred to MassDOT. So the FBU includes work on Route 16; however, DCR may provide you as appropriate with separate letters for other facilities under their control.

Additionally, we note that Wynn MA, LLC has so far complied with the following requirements of the Section 61 Finding:

- Funding to support the work of the Regional Working Group for the Sullivan Square/Rutherford Avenue Planning Process
- Working on the Mystic River Pedestrian-Bicycle Feasibility Study
- Funding for the Wellington Circle Study

All other post-permit conditions included in the Section 61 Finding, such as Transportation Demand Management, Transportation Monitoring, GHG Compliance, remain in effect.

If you should have any questions or require further information, please contact me at (857) 368-8862 or appropriate MBTA or Highway Division District representatives listed in the attached letters. .

Sincerely,

J. Lionel Lucien, P.E., Manager  
Public/Private Development Unit

cc: David Mohler, Executive Director, OTP  
Steven Poktak, MBTA General Manager  
Paul Stedman, District 4 Highway Director  
John McInerney, District 6 Highway Director  
Kathryne Benesh, MBTA  
Joseph Guyder, MBTA  
John Ziemba, Ombudsman, Mass Gaming Commission  
Joe Delaney, Mass Gaming Commission





Charles D. Baker, Governor  
Karyn E. Polito, Lieutenant Governor  
Stephanie Pollack, MassDOT Secretary & CEO  
Steve Poflak, General Manager

**massDOT**  
Massachusetts Department of Transportation

June 10, 2019

Robert DeSalvio, President  
Encore Boston Harbor  
101 Station Landing, Suite 2200  
Medford, MA 02155

**Re: Full Beneficial Use of Infrastructure Improvements by Wynn MA LLC for MBTA**

Dear Mr. DeSalvio,

The Massachusetts Bay Transportation Authority (MBTA) finds that the portions of infrastructure improvements within MBTA jurisdiction and associated with construction contracts CP-1 (Broadway and Truck Route), CP-3 (Malden and Wellington MBTA Stations), and CP-4 (Sullivan Square Rotary and MBTA Station) have reached substantial completion and are suitable for full beneficial use. Notwithstanding, and in order to achieve final completion, the remaining scope of work as described herein is required to be completed in order for Wynn MA LLC (the "Proponent") to fulfill their commitments as identified in the final Section 61 Findings.

Contract CP-1 includes the reconstruction of four (4) MBTA bus stops, two of which were relocated. The work associated with these bus stops has been completed and there are no outstanding punchlist items.

Contract CP-3 includes multimodal improvements at the MBTA's Malden Center and Wellington Stations to accommodate shuttles for Encore patrons and employees. Work at Wellington Station has been completed in full. Work at Malden Center Station is substantially completed; however, remaining work includes the installation of wayfinding and busway signage, and the submittal of acceptable as-built record drawings. The proponent is working with the MBTA to complete this work by the resort opening date.

Contract CP-4 includes the reconstruction of the lower busway and parking lot at the MBTA's Sullivan Square Station as well as traffic signal improvements for the surrounding roadways. Work at Sullivan Square Station is substantially completed; however, remaining work includes tie in of electrical circuits for bus shelter displays and CCTV cameras, the installation of pavement markings for the pedestrian walkway thru the parking lot, and the submittal of acceptable as-built record drawings. The proponent is working with the MBTA to complete this work by the resort opening date.

In addition to the transportation infrastructure improvements provided through the contracts described above, several additional commitments within the MBTA's jurisdiction are required of the proponent per the final Section 61 Findings. These commitments and their status are further described herein.

Improvements to the MBTA's Maintenance Facility in Everett are ongoing. The project's scope of work includes the relocation of the facility's entrance, replacement of an existing loading dock, installation of a new rear facility entrance/exit, fire alarm system improvements, replacement/relocation of a cold storage warehouse, and other facility improvements. Remaining work consists of the installation of the new rear facility entrance/exit, parking and paving improvements, security and access control improvements, and the

submittal of acceptable as-built record drawings. This work will not be completed by the opening date; however, the proponent is working with the MBTA to complete this work within a mutually agreeable timeframe.

Work on the Gateway Park Connector is also ongoing. Scope of work for this multi-use path, which links the proponent's Harborwalk with the DCR's Gateway Park through the MBTA's right-of way, includes the installation of a 12-foot wide paved pathway fit out with benches, lighting, CCTV, signage, plantings, and other amenities. Remaining work consists of tie-in of the CCTV system, and the submittal of acceptable as-built record drawings. This work may not be completed by the opening date; however, the proponent is working with the MBTA to complete this work within a mutually agreeable timeframe.

The proponent has met the obligations of providing all necessary equipment for the traffic signals along Route 99 corridor to support a bus priority system.

The MBTA is prepared to provide the additional Orange Line service as described in the final Section 61 Findings, and the proponent is committed to provide an annual operating subsidy of \$420,442, increasing at a rate of 2.5% a year, for 15 years. The MBTA expects to invoice on an annual basis starting this July 2019.

As the MBTA is in the middle of a multi-year transition to a new fare vending system, the MBTA is deferring the installation of an on-site full service MBTA fare vending machine until Automated Fare Collection 2.0 is implemented. At that time, the proponent is committed to providing the space and installing a fare vending machine. As mitigation until that time of installation, the proponent is committed to selling pre-loaded 'Charlie Cards' on-site to guests and employees.

The proponent has met the obligations of making the Corporate Pass Program available to their employees.

The Water Shuttle Service commitment has not yet been met. The installation of the proponent's barge is to be scheduled and a formal sublicense agreement still to be finalized, with the approval of the MBTA and the Boston Planning & Development Agency. This installation and sub-license is expected to be completed by opening weekend.

The Wellington Station shuttle patron service is currently being provided under a temporary license. The commitment is being met, while final terms and conditions are being resolved. Resolution of final terms will not impact the opening weekend or on-going operations.

Should you have any questions or require further information, please contact MBTA Project Manager Joseph Guyder at (617) 222-5963.

Sincerely,



Steve Poftrak

General Manager

Massachusetts Bay Transportation Authority

cc: Al Carrier, Wynn Design and Development  
John Ziemba, Massachusetts Gaming Commission  
Joseph Delaney, Massachusetts Gaming Commission

J. Lionel Lucien, P.E., Public/Private Development Unit



# City of Everett

*Department of Public Works – Engineering Division  
City Hall  
484 Broadway, Room 26  
Everett, Massachusetts 02149*

***Gregory M. St. Louis, PE***

*Executive Director of Public Works & Engineering*

***Kevin Noonan***

*Operations Manager*

*Phone: (617)394-2251*

*Fax: (617)394-2433*

**May 30, 2019**

Robert DeSalvio – President  
Encore Boston Harbor  
1 Broadway  
Everett, MA 02149

**RE: Encore Boston Harbor (n/f Wynn Boston Harbor)  
Transportation Improvement Projects**

On behalf of the City of Everett (Everett) Department of Public Works and Engineering, we are writing to inform you that the work associated with the Encore (n/f Wynn) Boston Harbor Casino, and the Route 99 Roadway reconstruction have been determined to be complete for beneficial use in accordance with the previously permitted Encore contract documents. Work includes, but is not limited to:

- Payment for the City to conduct required Infiltration and Inflow (I/I) work to remove identified MEPA sanitary sewer volumes in excess of 1.4 MGD.
- Reconstruction of Dexter, Robin, and portions of Beacham Streets, and Route 99 from Boston to Santilli Circle at Route 16.
- Substantial completion of landscaping and site utility work.
- Substantial completion of traffic signal improvements in coordination with the Boston Transportation Department (BTD) and the City of Everett.

The Grantee(s), shall be responsible for all perpetual conditions and off-site mitigation outlined in the Federal, State, and local Board(s) and Commission permits as required. The Grantee is responsible for all punch list items and warranties in association with all work performed until the Grantee receives formal project closeout documentation for all outstanding permits.

The Grantee(s), shall be responsible for all maintenance and repair of portions of work performed at the interface with MassDOT and City of Boston Roadways as required under those jurisdictions permits.

All traffic signal upgrades have been completed and accepted by the City of Everett. The City of Everett will accept maintenance functions in the future, in coordination with the BTD, for a coordinated signal corridor managed by BTD. All

traffic signal equipment and warranties obtained by the Contractor and Developer will remain in effect. Encore remains responsible for all future retiming efforts associated with on-going traffic counts required post occupancy.

The Everett Department of Public Works acknowledges that the project is substantially complete and acceptable for full beneficial use. All other development projects undertaken by Encore or Wynn Development outside of the Massachusetts Gaming Commission license and purview remain subject to all applicable permit conditions.

Should you have any questions, please feel free to call me or contact me at [greg.stlouis@ci.everett.ma.us](mailto:greg.stlouis@ci.everett.ma.us) to discuss the above comments or the project as a whole.

Regards,

A handwritten signature in blue ink, appearing to read "Gregory M. St. Louis".

Gregory M. St. Louis, PE, LEED AP BD+C  
Executive Director of Public Works & Engineering

cc: Honorable Mayor Carlo DeMaria  
Joseph E. Delaney, PE – Massachusetts Gaming Commission  
Paul Stedman – MassDOT District 4 Highway Director  
Julius Ofurie – City Engineer  
Jay Monty – Transportation Planner

File



TO: Edward Bedrosian, Executive Director

FROM: Jill Lacey-Griffin, Director of Workforce, Supplier and Diversity Development

CC: Chairwoman Judd-Stein, Commissioners Cameron, O'Brien, Stebbins, Zuniga

DATE: June 10, 2019

RE: Encore Boston Harbor Diversity Pre-Opening Compliance Regarding Operations

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Since the start of the Project and in preparation for the opening of Wynn MA, LLC d/b/a "Encore Boston Harbor", Massachusetts Gaming Commission (MGC) staff has been conducting detailed oversight of Encore Boston Harbor (Encore) to ensure that the Project is complying with the many requirements and commitments in the RFA-2, Gaming License, Workforce Development & Diversity Plan, Supplier Diversity and Local Commitments Plan, etc.

This memo includes recommendations to the Executive Director regarding diversity, economic development, workforce and other related commitments. Also included is a highlight of the work performed and a summary to the Commission relative to the approval of related pre-opening license conditions prior to the opening of the facility.

MGC Staff formed a MGC Workforce Opportunity Team that included representatives from Regional Employment Boards, career centers, workforce training providers and community groups from the host and surrounding communities and the licensee. Encore representatives reported hiring progress towards their goals and updated the members regarding hiring events and workforce requirements. Additionally, MGC's Vendor Advisory Team including city representatives, local chambers, and business assistance groups met with Encore's procurement Director and staff regarding RFP's and procurement needs. These two groups provided an opportunity for two way communications between the licensee and community, hiring and procurement stakeholders to assist with related commitments.

**Section 1: Operational Hiring Commitments:** *(see attached Commitments Update from Encore Boston Harbor)*

- 1) **Affirmative Action Program/Workforce Development Plan:** In compliance with Sections 18 and 21 (20) of Chapter 23k and License Condition 14 Encore Boston Harbor submitted *Encore Boston Harbor Workforce Development & Diversity Plan*, within 90 days of the Commission's request for the Affirmative Action Program which described



Massachusetts Gaming Commission

how the licensee would identify and market employment opportunities to under and unemployed residents of the Commonwealth and to work with the MA Dept. of Labor and Workforce Development and related state and local agencies to create this program. Encore Boston Harbor Workforce Development & Diversity Plan was approved by the Commission at the June 7, 2018 at MGC Public Meeting #244.

- 2) **Operational Hiring:** As we do with all licensees, the Commission will continue to review Encore Boston Harbor's progress in meeting such goals both in the short term and during the term of the license. In the first year of operations for a new casino, turnover can be as high as 30-40 %. As the expected first year turn-over occurs, the Commission will need to actively monitor the employment statistics of Encore Boston Harbor as turnover rates during the first year of operation may affect certain hiring goals.
  - a. Encore Boston Harbor has complied with statements in the RFA-2 application regarding total employees hired as the current projected employment totals are 5,800 vs. the 4,732 projected in the RFA-2.
  - b. Licensee established a hiring preference for host community residents of Everett, as a Malden secondary hiring preference and preferences for surrounding communities of Boston, Cambridge, Chelsea, Medford, Somerville. Encore Boston Harbor reports that 50% of their total headcount of 4,767 were from these host and surrounding communities.
  - c. Commitment to hire 75% of their employees within a 30 minute (defined by the commission as 30 miles at the June 7, 2018 MGC Meeting); Licensee reports that as of June 6, 2019, 85% (4,068) of employees were from communities within 30 miles of Everett.
  - d. Diversity Goals- 40% minority individuals, 50% women and 3% veterans. (For actual hiring results see attached Commitments Update attachment from Encore Boston Harbor)
  - e. Operational Hiring Preferences for Suffolk Downs Employees- Encore Boston Harbor has complied with Section 5, License Condition 3 through regular career and hiring fairs and by providing priority access hours for Suffolk Downs employees at several mass hiring events and regular communication with Suffolk Downs employment representatives.
  
- 3) **Medical and Dental Benefits:** (See attached Commitments Update attachment from Encore Boston Harbor) Encore Boston Harbor has complied with the condition of the license Section 5 (4) regarding comprehensive medical and dental benefits that are commensurate with those provided in the region. The Licensee provides comprehensive

medical and dental benefits, along with other benefits including paid time off, paid parental leave, 401k savings accounts, etc.

**4) Encore Boston Harbor Average Wage Scale Comparison to RFA-2 Application:**

Staff reviewed the detailed information regarding current wages averaged by position to demonstrate compliance with estimated employee wages provided by Licensee in 2014 by jobs classification in exhibit 2-11-02 of the RFA-2 along with additional information submitted, as part of the review team's request for clarification. License condition states, "Wynn shall adhere as reasonably practical to the average wage scales provided in its RFA-2 application."

**Section 2: Impacted Live Entertainment Venue Agreement**

Pursuant to M.G.L. c. 23K, § 17; on Jan 30, 2013 Wynn MA LLC entered into an Impacted Live Entertainment Venue Agreement (ILEV) with the Massachusetts Performing Arts Coalition, Inc. (MPAC). Staff has reviewed the agreement; there appear to be no pre-opening requirements included.

**Section 3: Regional Tourism and Marketing Plan/ Food, Beverage and Retail Plan (vote required)**

Encore Boston Harbor has complied with conditions of the license through the submission on March 7, 2019 of the Encore Boston Harbor Regional Tourism Plan which is expected to be voted on by the Commission on June 12, 2019. Encore Boston Harbor Food & Beverage and Retail Plan which doesn't require a vote by the Commission is included within the Regional Tourism and Marketing Plan (pages 19-22). See attachment: May 31, 2018 Memo from the June 6, 2019 Commission Meeting.

**Section 4: Affirmative Action Program for Equal Opportunity – Plan for Operational (Goods and Services) Purchasing**

On September 21, 2018, the Licensee submitted the *Encore Boston Harbor Supplier Diversity and Local Commitments Plan*, their Affirmative Action Program for Equal Opportunity regarding goods and services, and a plan for identifying local vendors, in compliance with section 2, license conditions 11 and 16. This plan was approved by the Commission on October 25, 2018 with a final copy submitted on January 17, 2019. Encore hosted approximately six vendor fairs in Charlestown, Medford, Chelsea, Somerville, and Cambridge organized by purchasing commodity.



**Recommendation:**

**Based on the completion of the above operational components above, we believe that Encore Boston Harbor demonstrates compliance with the pre-opening requirements related to Workforce and Supplier Diversity and other items listed above.**

**Note:** Material compliance for the purposes of the issuance of the operations certificate should *not* be construed to mean that Encore Boston Harbor has yet fully complied with every condition in the Commission's license or every statement made in its RFA-2 application. Many of the Conditions will continue throughout the entire term of the license.

**Attachments:**

Commitments Update from Encore Boston Harbor  
Encore Boston Harbor Workforce Development & Diversity Plan  
Encore Boston Harbor Supplier Diversity and Local Commitments Plan  
Evidence of robust public outreach for hiring and vendor fairs

# *Commitments Update*

*Encore*<sup>®</sup>  
BOSTON HARBOR

06/12/2019

# Section 5 – License Condition 2

Encore Boston Harbor committed to hiring no less than 75% of employees within a 30 minute / 30 mile radius of Everett.

As of June 6, 2019, 4,068, or 85% of Encore employees were from communities within 30 miles of Everett.



ENCORE BOSTON HARBOR  
OPERATIONS TEAM  
Data as of 06/06/2019

**COMPANY WIDE**

Total Head Count **4,767**

**LOCAL HIRES - PREFERENCE**

Community	#	% of Total
Everett	600	13%
Malden	401	8%
Boston	844	18%
Cambridge	81	2%
Chelsea	169	4%
Medford	143	3%
Somerville	167	4%
<b>SUB-TOTAL</b>	<b>2405</b>	<b>50%</b>

**NEIGHBORING COMMUNITIES**

Lynn	177	4%
Melrose	46	1%
<b>SUB-TOTAL</b>	<b>223</b>	<b>5%</b>

**TOTAL 2628 55%**

Revere 294 6%

**COMMUNITIES W/IN 30 MINUTES (DEFINED AS 30 MILES) - GOAL 75%**

Communities within 30 Miles	4068	85%
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# Workforce Diversity Goals

## WOMEN: 50%

EBH is committed to gender equity for its workforce. Our goal is to hire women as 50% of our workforce.

## MINORITIES: 40%

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%

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.

# Workforce Diversity: Company Wide

*As of June 6, 2019*

	# Team Members	% Goal	% Actual
Female	2,107	50%	44%
Minority	2,425	40%	51%
Veteran	144	3%	3%

# Section 5 – License Condition 4

Encore Boston Harbor provides comprehensive medical and dental benefits, alongside other benefits including paid time off, paid parental leave, 401K savings accounts, and more.

## Benefits available the first day of the month after 60 days of employment

### Medical Plan

- Medical plan options administered by UnitedHealthcare (UHC):
- Preferred Provider Organization (PPO)
  - Consumer Driven Health Plan (CDHP)

### Dental Plan

- Two dental plan options administered by Delta Dental:
- Dental Care USA HMO
  - Delta Dental PPO
- Vision Plan** - PPO Vision Plan through EyeMed

### Flexible Spending Accounts (FSA) & Health Savings Account:

1. Health Care
2. Dependent Care FSA
3. Parking and Transit FSA

### Other Insurance (company paid)

- Employee Life Insurance – 1x annual base salary
- Accidental Death & Dismemberment coverage
- Identity Theft Protection
- Worldwide Emergency Travel Assistance

### Other Insurance (optional employee paid)\*

- Employee Supplemental Life Insurance – Additional coverage available up to \$1,000,000
- Long- and Short-Term Disability Insurance
- Group Accident, Hospital Indemnity Insurance, Critical Illness
- Auto, Home, Renters and Pet Insurance
- Pre-paid legal services

## Benefits available after 90-day introductory period

### Paid Time Off

- 5 paid sick days per year, provided in accordance with Massachusetts law. Full-time employees will receive a 5-day lump sum each year. Steady Extra employees will receive an accrual of paid sick time based on hours worked.
- Holiday pay for 8 designated holidays
- 5 paid vacation days accrued during the first year of employment. Accrual increases to 10 days a year at the beginning of the second year of employment

## Benefits available from your 1<sup>st</sup> day of employment

Immediate employee contribution to *401(k) savings account*. 50% company match up to 6% of salary following 12 months of employment.

## Benefits available after 12 months of employment

6 weeks *Paid Parental Leave*.

*While every effort has been made to make this benefits overview as accurate as possible, you should keep in mind that this does not describe all the features, provisions, limitations, and exclusions that govern the actual plans, policies, and programs. If there is any discrepancy between the information presented here and the plan, policy, and program documents, such documents will always govern. All employee benefits are subject to periodic review and may be updated or changed.*

## Section 5 – License Condition 3

Encore extended a hiring preference to qualified Suffolk Downs Employees.

**September 10, 2018:** Informational Career Fair held for Suffolk Downs Employees in East Boston

**January 28, 2019:** Special Invitation, Priority Access extended to Suffolk Downs Employees for Cage Cashier Hiring Event

**February 24<sup>th</sup> – 25<sup>th</sup>:** Priority Access hours for mass hiring event for Suffolk Downs employees 7-9am

**Ongoing:** Regular communication between Encore recruitment team representatives and Suffolk Downs employee representatives

# Section 5 – License Condition 3

Encore extended a hiring preference to qualified Suffolk Downs Employees.



# HIRING

SUFFOLK DOWNS WORKERS



Elevate your job, and your quality of life, by joining Encore Boston Harbor. With more than 4,500 openings, there's a position for nearly every person.

### Encore Boston Harbor Career Fair

If you are a past or present Suffolk Downs worker, learn what it's like to work at Encore Boston Harbor and talk to people who will help you find and apply for the right job.

**MONDAY, SEPTEMBER 10<sup>TH</sup>**

**4 P.M. TO 7 P.M.**

**HILTON GARDEN INN**

**100 BOARDMAN STREET, BOSTON**

- Competitive Pay & Comprehensive Benefits
- Paid Training & Growth Opportunities
- Family-Like Work Culture

**For more information visit [EncoreBostonJobs.com](https://EncoreBostonJobs.com) or Email [Careers@Encorebostonharbor.com](mailto:Careers@Encorebostonharbor.com).**

Pou w jwenn plis enfòmasyon vizite [EncoreBostonJobs.com](https://EncoreBostonJobs.com).

Para más información, visite [EncoreBostonJobs.com](https://EncoreBostonJobs.com).

Para mais informações, acesse o site: [EncoreBostonJobs.com](https://EncoreBostonJobs.com).

In accordance with our host and surrounding community agreements, hiring preference is given to properly qualified residents of the cities of (1) Everett, (2) Malden, and (3) Boston, Cambridge, Chelsea, Medford, and Somerville.





*Thank you*

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



June 14, 2018

INTRODUCTION

We owe our success to our 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.

Encore Boston Harbor ("EBH") 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, EBH 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.

EBH 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 EBH 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 EBH are as widespread as possible, and supports our business interests to have a local and diverse workforce well suited to serve our diverse guests.

This Plan is a result of dozens of meetings and conversations with educators and community stakeholders regarding best practices for building a diverse and local workforce. Since releasing the initial draft of the Plan in March 2018, we have held numerous meetings and received constructive feedback and ideas from numerous stakeholders. This final draft reflects those conversations and the feedback and comments received. We are grateful to our community stakeholders for their interest in the Plan and the time spent providing feedback. 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.

June 14, 2018

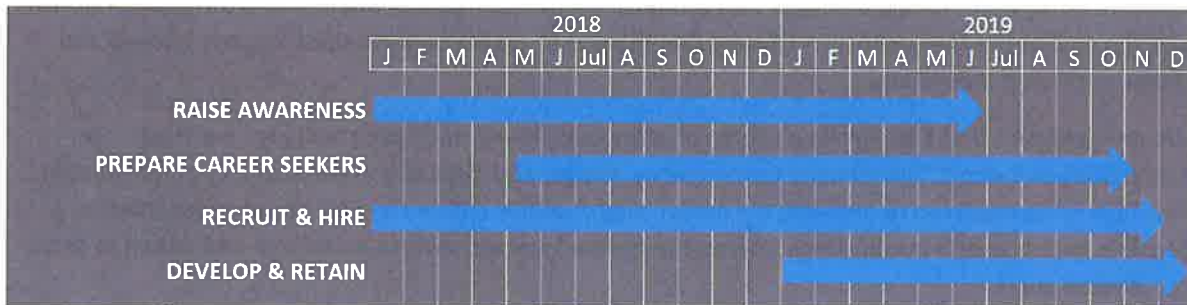
*Our Objectives*

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

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:**



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## OBJECTIVE 1: RAISE AWARENESS FOR EBH CAREER OPPORTUNITIES

EBH 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) EBH 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, skills, 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. EBH will use good faith efforts to hire no less than 75% of team members from within 30 minutes of Everett, as outlined in the Encore Boston Harbor gaming license conditions. For the purposes of this Plan, and taking into account the widely variable commuting times in the region, we have defined "30 minutes" as residents of cities and towns that fall within 30 miles of the Resort site.

Residents of the following cities will be counted as living within 30 minutes:

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<b>BRISTOL COUNTY</b>	Peabody	Hudson	Woburn	<b>PLYMOUTH COUNTY</b>
Easton	Rockport	Lexington	<b>NORFOLK COUNTY</b>	Abington
Mansfield	Rowley	Lincoln	Avon	Bridgewater
North Attleborough	Salem	Littleton	Bellingham	Brockton
Norton	Saugus	Lowell	Braintree	East Bridgewater
Raynham	Swampscott	Malden	Brookline	Halifax
Taunton	Topsfield	Marlborough	Canton	Hanover
<b>ESSEX COUNTY</b>	Wenham	Maynard	Cohasset	Hanson
Andover	West Newbury	Medford	Dedham	Hingham
Beverly	<b>MIDDLESEX COUNTY</b>	Melrose	Dover	Hull
Boxford	Acton	Natick	Foxborough	Marshfield
Danvers	Arlington	Newton	Franklin	Norwell
Essex	Ashland	North Reading	Holbrook	Pembroke
Georgetown	Ayer	Reading	Medfield	Rockland
Gloucester	Bedford	Sherborn	Medway	Scituate
Groveland	Belmont	Shirley	Millis	West Bridgewater
Hamilton	Billerica	Somerville	Milton	Whitman
Haverhill	Boxborough	Stoneham	Needham	<b>SUFFOLK COUNTY</b>
Ipswich	Burlington	Stow	Norfolk	Boston
Lawrence	Cambridge	Sudbury	Norwood	Chelsea
Lynn	Carlisle	Tewksbury	Plainville	Revere
Lynnfield	Chelmsford	Tyngsborough	Quincy	Winthrop
Manchester	Concord	Wakefield	Randolph	<b>WORCESTER COUNTY</b>
Marblehead	Dracut	Waltham	Sharon	Berlin
Methuen	Dunstable	Watertown	Stoughton	Bolton
Middleton	Everett	Wayland	Walpole	Harvard
Nahant	Framingham	Westford	Wellesley	Northborough
Newbury	Groton	Weston	Westwood	Southborough
Newburyport	Holliston	Wilmington	Weymouth	Westborough
North Andover	Hopkinton	Winchester	Wrentham	

We will also offer a hiring preference to qualified Suffolk Downs employees. EBH, with the support of the Mass Gaming Commission, contacted all Suffolk Downs employees several years ago regarding career opportunities. We have retained data for those Suffolk Downs employees who responded with their information and will use that information to provide regular updates and communication to those individuals. All 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. EBH 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. EBH will serve guests from all over the world and a wide variety of backgrounds; we need a diverse workforce to provide the best experience possible for those diverse guests.

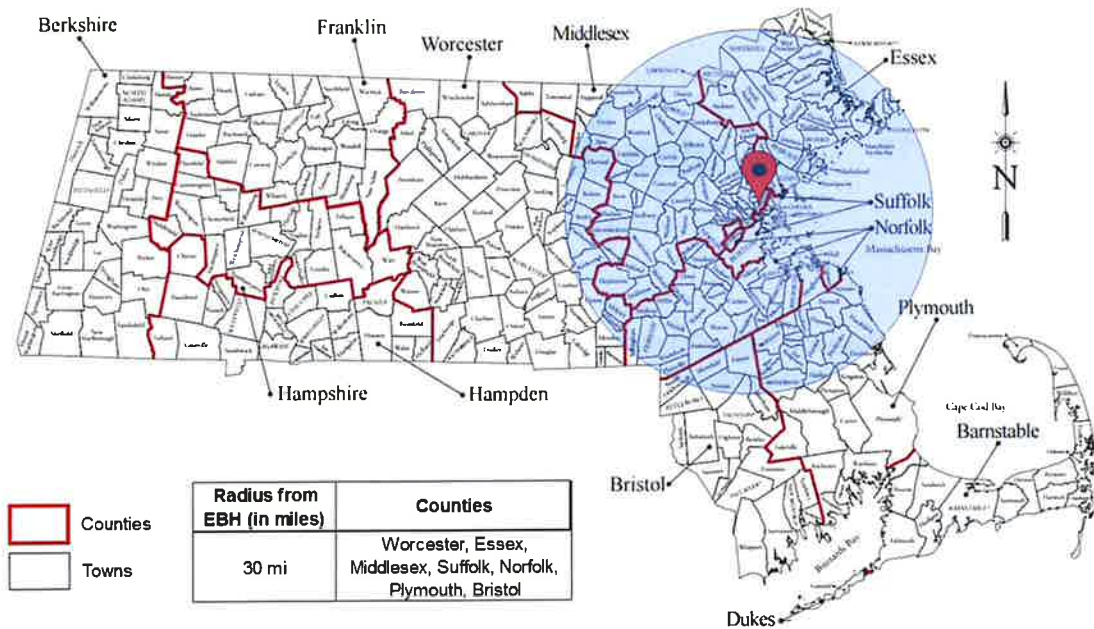
As we move forward with operational hiring, we will build a diverse workforce that is reflective of the broader community in which we operate. We have reviewed the demographics of our Host and Surrounding Communities, as well as the demographics in the broader region. While we are fortunate

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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.



**Community Demographics:**

1

		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 30 mi Radius	Worcester, Essex, Middlesex, Suffolk, Norfolk, Plymouth, Bristol	2.9%	28.4%	5,741,681	3,085,600	90,604

<sup>1</sup> 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/](http://lmi2.detma.org/lmi/lmi_lur_a.asp#3/)>

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### Massachusetts Veteran Demographics:

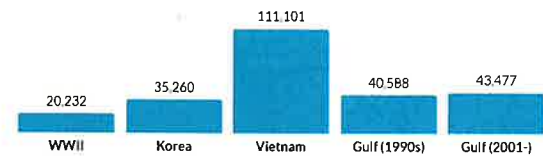
Veteran status

**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 for field

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 in each department, front and back of house, and for both management and line level workforce.

#### Women: 50%

EBH 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: 40%

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 Bristol. 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 40% minorities. EBH will utilize the Commonwealth of Massachusetts definition of Minority<sup>3</sup>.

#### Veterans: 3%

EBH sees tremendous value in the skillset and experience of veterans, and is committed to providing opportunities for individuals who have served our country. Of the 5.7% veteran population in Massachusetts, roughly half are veterans of recent conflicts and are actively engaged in the workforce. Following discussions with veteran community stakeholders, including the Disabled American Veterans and the City of Everett Director of Veteran Services,

<sup>2</sup> 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/>

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

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we have set a goal of hiring 3% veterans as part of our workforce, reflecting the portion of veterans in the Commonwealth who are active in the workforce.

We will place particular emphasis on raising employer brand and career opportunity awareness within our Host, Surrounding, and Neighboring Communities, Suffolk Downs employees, and among unemployed, diverse, and Veteran populations. All outreach activities, including job fairs, events, and targeted marketing, will be implemented first and foremost in our Host & Surrounding Communities.

**Hiring Preference Mechanics: Host & Surrounding Communities; Suffolk Downs employees**

As outlined in our Host & Surrounding Community Agreements, Encore Boston Harbor will extend a hiring preference to residents of the following communities: 1) Everett, 2) Malden, and 3) Boston, Cambridge, Chelsea, Medford, Somerville. A preference will also be extended to current and former Suffolk Downs employees.

The mechanics of these preferences in hiring will be implemented as follows:

For positions where individual resume review is the primary method of selection:

- EVERETT resumes will be reviewed FIRST with qualified Everett residents receiving the first calls for interview
- MALDEN resumes will be reviewed SECOND with qualified Malden residents receiving second calls for interviews
- BOSTON, CAMBRIDGE, CHELSEA, MEDFORD, SOMERVILLE, SUFFOLK DOWNS resumes will be reviewed THIRD with qualified residents receiving priority calls for interviews
- Resumes of Residents of the designated counties will be reviewed following the residents above.

For positions where group or open call interviews are the typical approach (typical for high volume positions):

- Priority access and dedicated time slots will be provided to Everett residents. For example: if meet & greets and group interviews are scheduled from 10am – 2pm, Everett residents will be interviewed in the first slots from 10am – 11am. We will invite Everett residents in advance for priority access interviews and will also fast track residents who show their ID with Everett address.
- Next priority access will be given to Malden residents, with similarly designated advance times for meet & greets and interviews.
- Following the times designated for Everett and Malden, time will be allocated for interviews with residents of the Surrounding Communities and Suffolk Downs employees.

Open call interviews for all interested career seekers will follow the three priority interview time slots outlined above, or will be held on a separate day.

**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



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opportunities, skills required by each, and timelines for applications and hiring. The job titles highlighted below are examples of line level positions. For each of the areas listed below there are corresponding management level positions. High volume positions, as well as positions that are open to English Language Learners, are noted.

**CAREER OPPORTUNITIES SUMMARY**

*Bolded positions indicate 10+ individuals*

*\* Indicates 50+ individuals*

*Position open to English Language Learners*

<b>HOTEL - 800+</b>	<b>FOOD &amp; BEVERAGE - 1,400+</b>	<b>CASINO - 1,600+</b>
Front Desk Representative	Restaurant Manager	Service Team Lead*
Lobby Greeter	Chef de Cuisine	Dealer*
VIP Lounge Ambassador	Assistant Chef	Slot Technician
Concierge	Chef de Partie	Poker Dealer*
<b>Call Center Sales &amp; Marketing Agent</b>	<b>Cook I*</b>	Box Person
Housekeeping Shift Manager	<b>Cook II*</b>	<b>Floor Persons</b>
<b>Guest Room Attendant*</b>	<b>Kitchen Worker*</b>	Casino Marketing Representative
<b>Utility House Person</b>	Shift Manager	Casino Cashier
Quality Assurance Supervisor	Food & Beverage Cashier	Ticket Redemption Lead
Status Board Operator	Inventory Control Clerk	Casino Credit Clerk
Bell Captain	Inventory Security Coordinator	Limo Driver
<b>Bell Attendant</b>	<b>Food Server*</b>	Limousine Dispatcher
Door Person	<b>Gourmet Food Runner</b>	Marketing Host
Group Sales Coordinator	<b>Bus Person*</b>	Casino Accounting Clerk
Hotel Marketing Specialist	<b>Cocktail Server*</b>	Casino Accounting Controller
Dispatcher	Sommelier	Count Team Clerk
<b>Valet Attendant</b>	<b>Bartender*</b>	<b>Surveillance Specialist</b>
<b>Parking Attendant</b>	<b>Apprentice Bartender</b>	<b>Casino Porter*</b>
<b>Public Area Porter*</b>	Host Person	
	Banquet Captain	
	<b>Banquet Setup Porter</b>	
<b>RETAIL, SPA &amp; SALON - 75+</b>	<b>GENERAL &amp; ADMINISTRATIVE - 120+</b>	<b>MAINTENANCE, HORTICULTURE, SECURITY - 360+</b>
Store Manager	Sound & Video Technician	Painter
Retail Clerk	Human Resources Coordinator	Carpenter
Cashier	Media Coordinator	Electrician
Fitness Professional	Accounts Receivable Clerk	General Maintenance
Receptionist	Payroll Clerk	Mechanical / HVAC
<b>Spa Therapist</b>	Guest Claims Administration	Dock Assistant
Aesthetician	Recruiter	<b>Gardener</b>
Guest Attendant	Purchasing Clerk	Florist
Manicurist	<b>Warehouse Attendant</b>	Security Officer*
Hair Stylist	Receiving Attendant	<b>Bike Officer</b>
Makeup Artist	Uniform Seamer	K-9 Officer
	<b>Uniform Attendant</b>	Report Writer
	PC Tech	

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**26 Positions**

- PC Tech
- SVP – Asian Marketing
- Administrative Assistant
- BA/App Support
- IT Database Analyst
- Director Cage Operations
- Digital & Social Media
- Director Guest Services
- Director Housekeeping
- Executive Steward
- Convention Sales Mgr
- Front Office Mgr
- Sales System Mgr
- VIP Services Mgr
- Sr Accounting Clerk
- Casino Assistant Manager

**1 Position**

- Casino Controller

**4 Positions**

- Executive Sous Chef
- Catering Manager
- Linen & Laundry Mgr
- Housekeeping Sr Mgr

**20 Positions**

- Travel Sales Coordinator
- Executive Chef
- Call Center
- F&B Cashiers Mgr
- Call Ctr Quality Assurance
- Sales & Marketing Agent
- Sr. PC Tech

**MASS HIRING: 3,800 Positions**



**8 Positions**

- Recruiter
- Recruitment Coordinator
- Director of Learning & Advancement
- Director of Front Services
- Financial Analyst
- Systems Engineer
- Director of Poker
- Director of Surveillance

**25 Positions**

- Manager
- Call Center Early Agents
- Purchasing Assistant
- Asst Executive Steward
- Purchasing Clerk
- Poker Director
- Cocktail & Beverage Director
- Credit & Collections Director
- Learning Specialist
- Hotel Marketing Mgr
- General Services Mgr
- Hotel Tower Mgr
- Sr. Asst Mgr PA & Guest Relations
- PC Tech
- Special Projects Manager
- Special Projects Director

**30 Positions**

- Maintenance Admin Assistant
- Asst Director Convention AV
- Asst Manager Banquets
- Asst. Manager Call Center
- Payroll Clerk
- Executive Chef
- Floral Supervisor
- Convention Services Technician
- HR Admin Coordinator
- Carpentry Manager
- Inventory Control Manager
- Spa Manager
- Slot Tech Manager
- Paint Manager
- Stone & Carpet Manager
- Sr. Asst Mgr PA & Guest Relations
- Sound & Video Supervisor
- Security Admin

**30 Positions**

- Table Games Assistant
- Asst Director - Beverage
- Asst Manager - NT
- Asst. Controller Casino
- Asst. Director
- Chief Concierge
- Convention Services Technician
- Creative Designer
- Executive Chef
- Banquet Set-Up Mgr
- Catering & Banquets Bar Mgr
- Limousine Services Mgr
- Red Card Manager
- Sign Shop Manager
- Managing Director
- Safety Manager
- Shift Manager
- Specialty Desk Agent
- Access Control Technician

**MASS HIRING TIMELINE**

**January – February: Positions Posted**  
**February – April: Interviews & Offers**  
**April – May: MGC Licensing & Onboarding**  
**May – June: Orientation & Training**

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

### SkillSmart

EBH 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 EBH;
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.

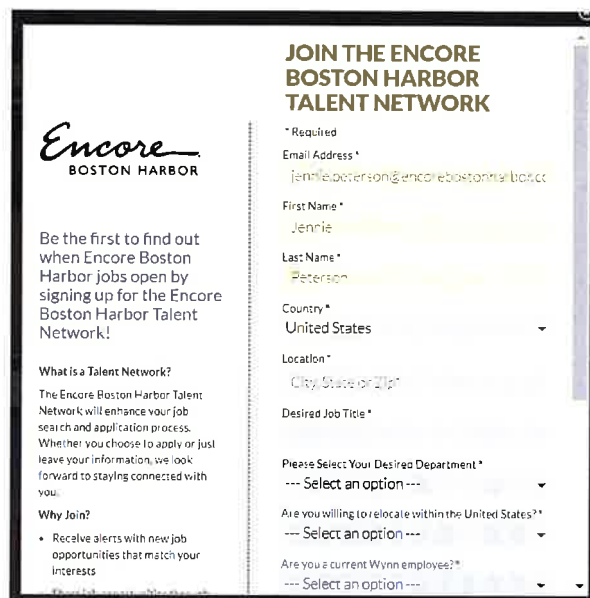
In addition to being a resource for job seekers and educators, the SkillSmart platform will provide EBH the capability to review the prospective candidate pool to determine interest in key career opportunities, understand any skills gaps, and tailor our outreach strategies.

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 EBH Talent Network

The EBH Talent Network is a portal for individuals interested in working for EBH to quickly 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 May 2018, we have gathered information from over 9,890 job seekers via the EBH Talent Network portal. We will use the existing EBH Talent Network database to notify individuals of the SkillSmart launch, dealer school and other training opportunities, job fairs, job postings and more.



The screenshot shows a registration form for the Encore Boston Harbor Talent Network. On the left, there is a logo for Encore Boston Harbor and a text block: "Be the first to find out when Encore Boston Harbor jobs open by signing up for the Encore Boston Harbor Talent Network!". Below this, it explains: "What is a Talent Network? The Encore 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." and "Why Join?" with a bullet point: "Receive alerts with new job opportunities that match your interests". On the right, the form fields are: "Email Address \*" (jennie.peterson@encorebostonharbor.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 ---), and "Are you a current Wynn employee?\*" (--- Select an option ---).

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SkillsSmart and the Talent Network are useful tools for exploring future job opportunities and training and staying updated, but are not used for application. EBH will clearly brand these two tools, and our application portal, to avoid confusion for career seekers and community organizations.

### EBH Career Center

The EBH Career Center will open fall 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 EBH 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 EBH as a company and employer, and learn about the upcoming career opportunities.

### Network of Geographically Strategic Physical Locations / EBH 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 EBH Career Center, will facilitate access for a broader range of individuals.

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

1. EBH 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. We will have regular office hours with multi-lingual representatives of the Encore recruitment team for community members who may need support in a language other than English.

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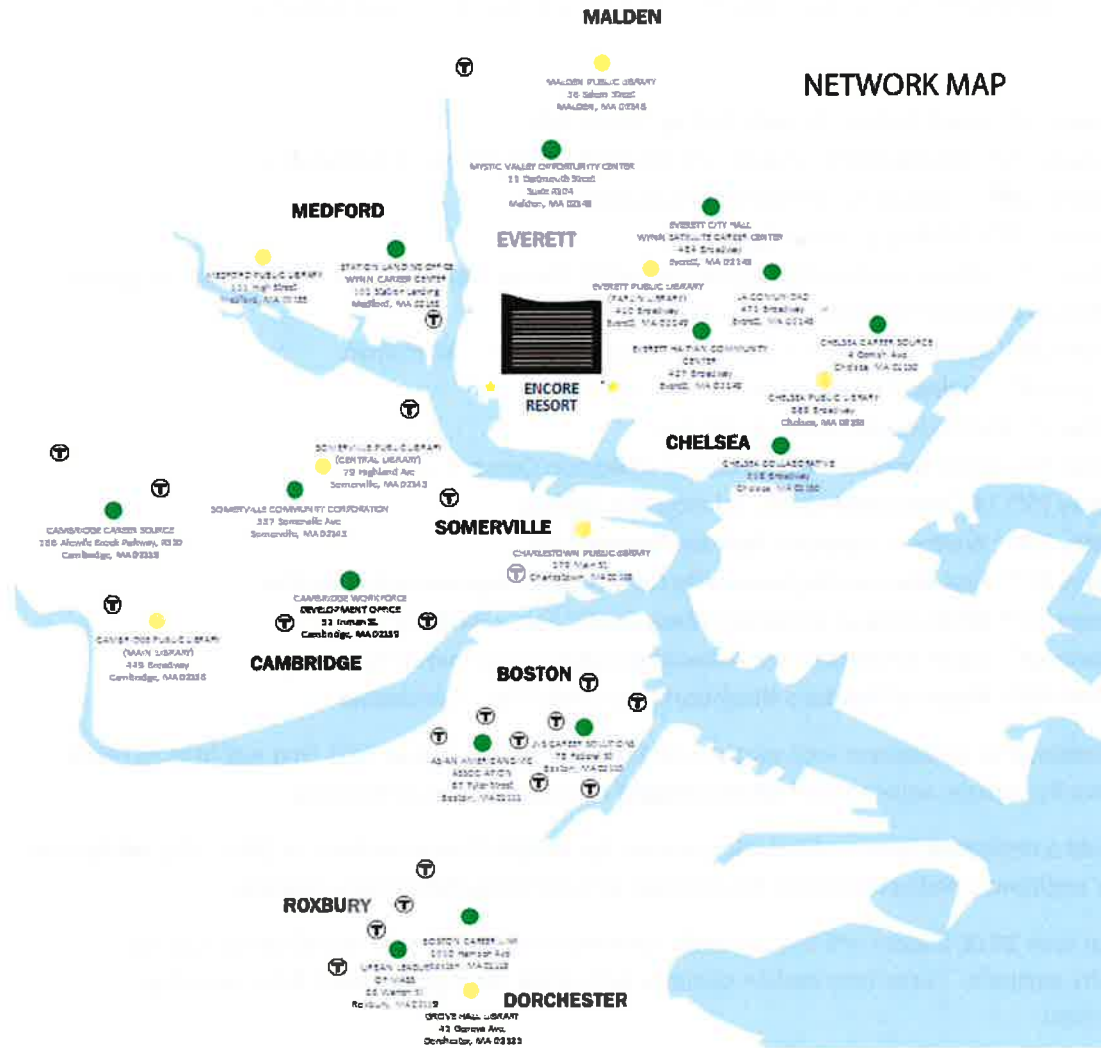
2. **Regional One-Stop Career Centers<sup>4</sup>**, serving unemployed individuals and covering our Host & Surrounding Communities. A designated Career Center staff member will be trained by our team to support job seekers in using the Talent Network, SkillSmart, and our Application Portal.
  - a. Career 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 EBH.
  - a. La Comunidad – Everett
  - b. Everett Haitian Community Center – Everett
  - c. Chelsea Collaborative - Chelsea
  - d. ABCD (Action for Boston Community Development) Mystic Valley Opportunity Center - Malden
  - e. Urban League of Eastern Massachusetts - Roxbury
  - f. Somerville Community Corporation - Somerville
  - g. Asian American Civic Association – Boston
  - h. City of Cambridge Office of Workforce Development - Cambridge
  
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 EBH career tools.
  - a. Everett
  - b. Malden
  - c. Medford
  - d. Charlestown (Boston)
  - e. Grove Hall - Dorchester
  - f. Somerville
  - g. Chelsea
  - h. Cambridge

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

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**Career Fairs**

Career fairs are required by Encore’s Host and Surrounding Community Agreements and are a great way to connect with community members.

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, EBH 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.

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Career seekers may check the EBH website for regular updates regarding career fairs. A summary of career fairs attended in March, April, and May, and planned for June, 2018 is below:

- March 1<sup>st</sup>: Lasell College Hospitality Day Career Fair
- March 26<sup>th</sup>: Informational Session at Endicott College School of Hospitality
- March 29<sup>th</sup>: Roxbury Community College Job Fair
- March 29<sup>th</sup>: El Mundo Latino Career Fair
- April 2<sup>nd</sup>: Affinity Leadership Consortium (ALC) Career Fair – ALC is a collaboration of greater Boston area diverse professional groups.
- April 26<sup>th</sup>: Mayor of Boston’s Neighborhood Career Fair – Mattapan
- April 28<sup>th</sup>: Chelsea Collaborative Community Day
- May 1<sup>st</sup>: Boston Herald Diversity Job Fair
- May 5<sup>th</sup>: North American Indian Center of Boston Career Fair
- May 15<sup>th</sup>: La Comunidad Career Information Session
- May 19<sup>th</sup>: Women's Veterans Network Annual Fair
- May 22<sup>nd</sup>: First Source Jobs/Somerville Community Corporation Career Fair
- June 14<sup>th</sup>: Urban League of Eastern Mass Career Fair – Roxbury
- June 18<sup>th</sup> : Asian American Civic Association Career Information Session
- June 28<sup>th</sup>: Mayor of Boston’s Neighborhood Career Fair - Dorchester

We will continue to collaborate with partners to host and attend Career Fairs that will help us reach local, minority, female, veteran, and disadvantaged members of the community.

Encore held a dedicated career information session for Suffolk Downs workers in 2017. We will host at least one additional, dedicated career information session for Suffolk Downs workers.

Starting in June 2018, Encore will host monthly informational sessions, in coordination with our community partners. These information sessions will rotate through our Host & Surrounding Communities.

#### **Regular Update Meetings with Community Representatives**

EBH 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 have established clear lines for candidate referrals for each of these groups.

The following quarterly update meetings are in place:

1. **Latino Community** – convened by the Hispanic American Institute, Chelsea Collaborative, and La Comunidad
2. **Black Community** – convened by Urban League of Eastern Massachusetts

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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 and the Private Industry Council
5. **Veteran Community** - convened by the Disabled American Veterans (DAV) and the Director of Veteran Services for the City of Everett

### **Grassroots Outreach in Partnership with Community Based Organizations**

Encore has built relationships with dozens of community based organizations, training providers, educational institutions, and government entities over the last several years. We will continue our work with these organizations to raise awareness for career opportunities and to enhance our ability to connect with local, diverse, and economically disadvantaged individuals. In May 2018, Encore provided trainings for over 60 representatives from career centers, training providers, and community-based organizations who will provide support to career seekers. We will work with local CBOs in the following manner:

- Provide organization representatives with training for using Encore career tools
- Include on regular communication regarding positions available for application, upcoming hiring events, and updates regarding the hiring process
- Coordinate career information sessions and job fairs on site with these organizations
- Participate in career fairs and other community events hosted by organizations
- Provide outreach materials
- Provide a designated point of contact with the Encore recruitment team for candidate referrals and questions
- When requested and appropriate, we will set up regular Encore recruitment team “office hours” with these organizations

Encore will rely on our community partners to help us reach local and diverse individuals, advertise career opportunities, and refer candidates for job openings and career fairs. We will track candidate referrals from partners via the SkillSmart system.

### **OUR PARTNERS**

With the monumental task ahead, we know we cannot achieve our goals alone. We will rely on strong partnerships with local government, community, and educational partners to help us engage, prepare, and recruit an exceptional team.



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Action For Boston Community Development (ABCD)	Employer Support of the Guard & Reserve	Newbury College
American Legion	Endicott College	North American Indian Center of Boston (NAICOB)
Asian American Civic Association	English A1 Large	North Shore Career Center
Asian Community Development Corporation	English for New Bostonians	North Shore Workforce Investment Board
Association of Latino Professionals for America (ALPFA)	Everett E Club	Northeast Metro Tech (Regional Vocational High School)
BEST Hospitality Training Corp	Everett Haitian Community Center	Northshore Community College
Boston Career Link	Everett High School	Operation A.B.L.E.
Boston Chinatown Neighborhood Center	Everett Kiwanis	Pine Street Inn (iCater)
Boston College	Everett United	Prospanica Boston
Boston Private Industry Council	Fisher College	Quincy Asian Resources, Inc (QARI)
Boston Public Schools	Future Chefs	ROCA
Boston University - School of Hospitality	Goodwill Industries	Root NS Inc - Salem
BRAVE for Veterans	Haitian Multi-Service Center	Rosie's Place
Brazilian Worker Center	Hispanic American Institute	Roxbury Community College
Bunker Hill Community College	Immigrant Learning Center Inc. - Malden	Salvation Army/Joan Kroc Corps Community Center
Cambridge Community Learning Center	International Institute of New England (IINE)	SCI Social Capital Inc
Cambridge Office of Workforce Development	JVS Career Solutions	SkillsUSA
Cambridge Rindge & Latin High School	La Alianza Hispana	SnapChef
Career Collaborative	La Comunidad	Society of Hispanic Professional Engineers (SHPE) - Boston Chapter
Career Source Cambridge	Lasell College	Somerville Career & Technical Education High School
Career Source Chelsea	Latina Center Maria at La Comunidad	Somerville Community Corporation
Casino Action Network	Madison Park Technical Vocational High School	Suffolk Downs Employees
Center for Women & Enterprise	Malden High School	Suffolk University
Charlestown Adult Education	Massachusetts Association of Community Development Corporations (MACDC)	The Career Place - Woburn
Charlestown High School	Massachusetts Fallen Heroes	Triangle Inc.
Charlestown Works	Massachusetts Army National Guard	Tufts University
Chelsea Collaborative	Massachusetts Black Lawyers Association (MBLA)	UMass Amherst
Chelsea CONNECT	Massachusetts Department of Veteran's Services	UMass Boston
Chelsea High School	Medford High School	UMass Lowell
Chelsea Public Schools	Medford Vocational High School	Urban League of Eastern Massachusetts
Chinese Progressive Association	Metro North Regional Employment Board	Vet Services - Cambridge
City of Boston	Minuteman Vocational High School	Vet Services - Chelsea
City of Boston - Office of Diversity	MPACT - Massachusetts Professional Association of Culinary Trainers	Vet Services - Everett
City of Boston - Office of Workforce Development	Mujeres Unidas Avanzando	Vet Services - Malden
City of Cambridge	NAAACP - Mystic Region	Vet Services - Medford
City of Chelsea	NAAACP of Greater Boston	Vet Services - Somerville
City of Everett	NAAACP of New England	Veterans Inc.
City of Malden	National Association of Asian American Professionals - Boston Chapter (NAAAP)	Veterans Voice Radio
City of Medford	National Association of Black Accountants - Boston Chapter (NABA)	VFW
City of Somerville	National Black MBA Association - Boston Chapter (NBMA)	Women's Veteran Network
Commonwealth Kitchen	National Society for Minorities in Hospitality - Northeast Region	Work Inc.
Community Services	National Society of Black Engineers (NSBE) - Boston Chapter	YMCA of Cambridge, Malden
Community Work Services	New England Center for Arts & Technology (NECAT)	YMCA of Greater Boston
Director of Veteran Services - Everett	New England Center for Veterans	
Disabled American Veterans (DAV)		

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### **Social & Traditional Media**

EBH 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

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## OBJECTIVE 2: PREPARE CAREER SEEKERS

EBH 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 and basic aptitude 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 EBH; 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

### **SkillsSmart**

EBH is working to develop a career and skills exploration platform, driven by SkillsSmart 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 SkillsSmart platform will help job seekers:

5. Learn about career opportunities with EBH;
6. Understand the skills required and preferred for each position;
7. Learn how their existing skills and experiences align with positions of interest; and
8. 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 SkillsSmart platform will provide EBH 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 SkillsSmart platform will track referrals from community partners.

The SkillsSmart 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 SkillsSmart career and skills training exploration platform.

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SkillSmart will connect career seekers with educational and training resources specific to the skills required by EBH 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. Bunker Hill Community College, Roxbury Community College, and North Shore Community College have provided or will provide course details that will correspond with specific skills required by positions at Encore. Career seekers will be able to view a position they are interested in, see the skills required by that job, and click through to specific courses they can take that will enhance their skills if needed.




THE PLATFORM CONNECTS WORKFORCE STAKEHOLDERS

### The SkillSmart platform aligns workforce stakeholders to meet business demand



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SKILLS IDENTIFICATION IMPROVES OUTCOMES




**JOB SEEKERS**

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

© SkillSmart

That's 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

That's the right fit. The smart way.

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### Greater Boston Gaming Career Institute

Subject to approval by the Massachusetts Gaming Commission, EBH will partner with Cambridge College to open a gaming careers school to prepare individuals to become dealers and casino surveillance specialists. EBH will provide the curriculum, equipment, teachers, and expertise for the program. Cambridge College will provide the space and administrative support for the Institute. EBH will employ approximately 1,000 full time and part time dealers for the casino operation. We expect roughly half of the individuals hired for these roles to be trained at the local Gaming Careers Institute.

Details for the Institute are as follows:

- **LOCATION:** 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.
- **SCHEDULE:** Courses are expected to begin the second week of September. The course is 16 weeks long with classes held five days per week, Monday through Friday. Scheduling options will be available to accommodate schedule needs of those who wish to take the course. Makeup days will be held on Saturdays. The second semester of the Gaming Careers Institute is expected to begin on Tuesday, January 22<sup>nd</sup>, completing in early May 2019 in time for the June 2019 opening.
  - 8:00 a.m. – 12:00 p.m.
  - 1:00 p.m. – 5:00 p.m.
  - 6:00 p.m. – 10:00 p.m.
- **COST:** The cost of the course will be \$1,100.
- **CURRICULUM:** The curriculum comprises just over 300 hours of training and includes two casino games, customer service, CPR, and responsible gaming. This training provides students with a broad skillset that prepares them to be a table games dealer or to take on a role that leverage customer service, CPR, and responsible gaming skills (i.e. casino host or security). To pass the class, students will need to pass a final, simulation “audition” that will prepare them for an audition for a casino role.
- **APPLICATION PROCESS:** Each student who wishes to attend the Gaming Institute must apply. The application process will take place in August 2018 and will include:
  - Basic math aptitude test to demonstrate ability to do basic math required for table games dealing
  - Basic written application with acknowledgement and confirmation of willingness to: work flexible hours (nights, weekends, holidays); pass a background screening, pass a drug test, become licensed with the Massachusetts Gaming Commission.
  - Panel interview with representatives from Cambridge College and Encore Boston Harbor. During this brief interview, we will assess whether each candidate has the right attitude and personality for a position as a table games dealer.

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- **COMMITMENT TO HIRE:** Encore Boston Harbor commits to hiring 100% of individuals that: graduate from the Gaming Institute including passing the final, simulation audition; pass a drug test; clear background screening; and receive a gaming license from the Massachusetts Gaming Commission.
- **STUDENT RECRUITMENT:** EBH will launch targeted advertising and marketing to ensure that local and diverse potential students are aware of the Gaming Institute program, timeline for application, cost, and career opportunities made available by the program. We will turn to our Community Partners to ensure community members are informed about the Gaming Institute, and to refer student candidates.

### Scholarships & Student Support

EBH will sponsor Gaming Career Institute financial need based scholarships, fully funding 50 individuals to complete the Gaming Institute course. Our community partners will support the scholarships by recommending 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. Scholarship recipients will be determined by Cambridge College, which will use their financial aid office and procedures to determine financial need.

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 EBH, 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

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structured relationship between Cambridge College, Bunker Hill Community College, and Roxbury Community College.

### **Culinary Training**

The Massachusetts Executive Office of Labor and Workforce Development estimates over 14% growth in demand for restaurant cooks between 2014 and 2024 in Massachusetts<sup>5</sup>, translating to demand for over 3,000 new employees in restaurant cook roles. EBH will employ roughly 300 individuals in line level cook positions.

Encore is aware of the existing, regional culinary skills gap and has taken steps to address that gap. The EBH Executive Chef and human resources team are working with the Massachusetts Professional Association of Culinary Trainers (MPACT), a consortium of regional culinary training providers that includes Community Servings, NECAT, SnapChef, Future Chefs, and more. We will feature culinary training programs on the SkillsSmart platform and will continue to engage with local culinary training providers to help prepare individuals for culinary roles at Encore. In addition to working with the MPACT, EBH will recruit from the culinary program at Bunker Hill Community College and other local schools. We will provide competitive wages and benefits, supporting our efforts to recruit in an environment with high demand for culinary workers.

Encore will also work with the Massachusetts Gaming Commission on efforts to address the culinary skills gap.

### **English as a Second Language (ESOL)**

Encore will hire for over 900 positions that do not require fluent English. These positions range from Cook to Porter to Traffic Attendant and are highlighted in the career summary on page 7. Once hired, Encore will partner with local ESOL providers to offer all team members English as a second language courses free of charge. Prior to opening, EBH will work with local ESOL providers to ensure that individuals are aware of ESOL resources and are able to take advantage of them to prepare for a career at Encore.

EBH will reach out to state-funded and other ESOL programs and will invite locally based ESOL providers to attend career information sessions where they can connect with career seekers. ESOL providers will also be included on the SkillsSmart platform.

### **Local Education and Training Providers**

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

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 EBH. Bunker Hill's online and in person courses available in culinary arts, hotel and restaurant management, and more will be featured on the SkillsSmart 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

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<sup>5</sup> Source: [http://lmi2.detma.org/Lmi/Occupation\\_Projection.asp?Area=01000025long](http://lmi2.detma.org/Lmi/Occupation_Projection.asp?Area=01000025long)



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collaborate on job fairs. Bunker Hill students and alumni will be a key recruiting target, particularly for culinary roles.

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

EBH will continue to work with the New England Center for Arts and Technology (NECAT) to provide culinary training opportunities for disadvantaged community members. NECAT held its first culinary class at the new location at Everett High School. A second class is now underway in Everett. EBH will recruit NECAT graduates for culinary roles.

BEST Corp. will partner with EBH 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 just a few examples of the dozens of among training providers we have connected with; we continue to reach out to other training resources that can support local and diverse career seekers as they prepare for EBH opportunities. Training partners are included in the list on page 15.

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

EBH'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**

EBH 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. The ATS will provide the recruitment team with data regarding gender, ethnicity, veteran status, and residency of applicants. We will use this information to ensure that we are receiving applications from diverse and local candidates.

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.

As outlined on the hiring timeline on page 9, positions will be posted for application in January and February of 2019, with interviews following in March and April.

#### **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 EBH team created job descriptions for 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.

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. EBH will provide team members access to GED classes free of charge once the resort 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 & Mass Hiring Events**

Career Fairs, as previously discussed, will be a method for raising awareness, but will also play a critical role in large-scale departmental hiring. EBH 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. Our Community Partners will be asked to help advertise hiring events and to send referrals to career fairs and hiring events.

As outlined on the hiring timeline shown on page 9, hiring events will take place in February, March, and April of 2019. During these months, we will interview thousands of individuals to find those who are the best fit for the EBH team.

As described above, priority access at Hiring Events will be provided to residents of Everett and Encore's Surrounding Communities.

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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.

Many career fairs and hiring events will be open to individuals who may not have had an opportunity to apply online.

### **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**

EBH 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 EBH 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.

Encore will track referrals through the SkillsSmart platform and will report back to community partners regarding successful referrals. Community Partners may refer candidates to the Encore team by sending the referral and desired position directly to a member of the Encore employment team. Referrals will be carefully reviewed by the employment team and will be provided, at minimum, the opportunity for a meet & greet or phone interview. The Encore team will provide feedback to community partners regarding referred candidates to ensure that community partners are aware of successful referrals and understand reasons why unsuccessful candidates are not a fit for the position.

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

All hiring managers will be trained in behavioral interviewing and inclusionary hiring. EBH 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 while interviewing. From hiring a more qualified workforce, to reducing turnover costs, managers will see the business benefits of diversity and inclusion.

All Hiring Managers will complete diversity and inclusion training as well as training on ways to mitigate unconscious bias during the hiring process. Encore will work with a third party provider to deliver this training.

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### Background Screening

EBH follows Massachusetts law, which allows for employers to conduct a drug and background screening for every individual that is hired.

For individuals with a CORI, EBH will aim to be as inclusive as possible and review each background check on a case by case basis. In addition, the Mass Gaming Commission will designate positions that are exempt from licensing, further streamlining access to jobs.

### OBJECTIVE 4: DEVELOP & RETAIN

Once initial hiring is complete, EBH 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. EBH 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

### Onboarding & Orientation Training

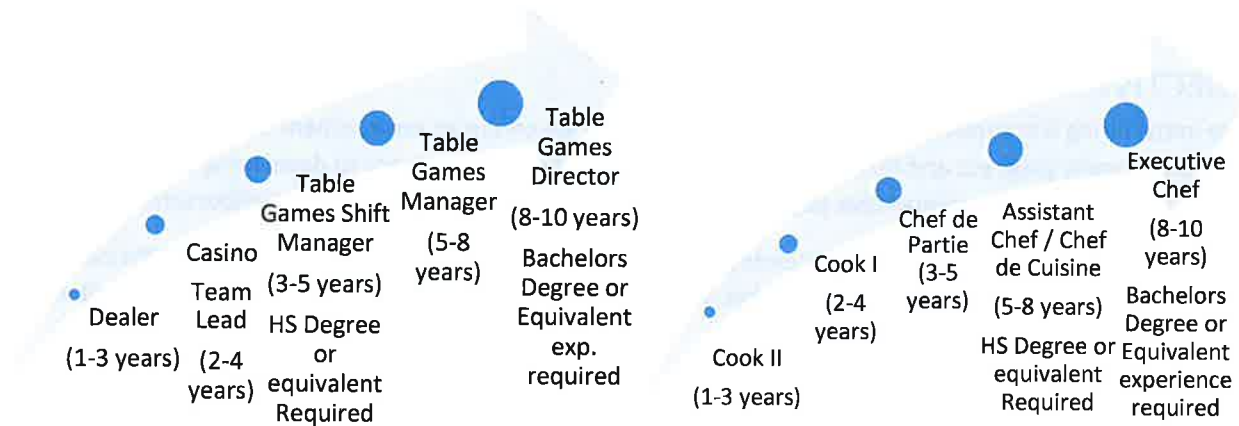
All new team members will go through an onboarding process that includes orientation and training. During orientation, new team members will be introduced to all EBH policies and receive safety, responsible gaming, emergency procedure, and sexual harassment training. This is our first step in setting up new employees for success and establishing an environment of respect and a culture of inclusion.

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### 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. EBH is committed to promoting from within the organization.

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.

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For aspiring managers, EBH 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, EBH will offer the following courses to all team members, free of charge:

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

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:

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**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.

### TELL US YOUR STORY

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.



**Javier Ortiz-Pineda**  
Terrace Pointe Café  
Bus Person

**Care About  
Everyone &  
Everything.**

TELL US YOUR  
**STORY**

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.



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### **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 EBH team members to be involved in community service and contribute financially to organizations they care about, with a matching donation from EBH.

### **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.

EBH 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 EBH 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 and will include five members from across the organization including Employment, Legal, and Operations. The Council will meet on a monthly basis. The Council will review statistics on the existing team as well as diversity of incoming applicants.

The Diversity & Workforce Development Council will report to EBH executives on progress during regular senior management meetings.

Department heads will be held responsible for meeting diversity goals within their departments for both manager and line level team members. Corrective Action meetings will be held for departments that are not meeting the goals. Encore will leverage partnerships with diverse partners and other outside resources to course correct if department diversity and diversity of the incoming talent pools are not on track for meeting goals.

### **CONCLUSION**

We look forward to bringing over 4,000 careers to Everett, Massachusetts. We are excited to grow the EBH team and to provide career paths to a local and diverse group of individuals. The success of the EBH 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.

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



June 14, 2018

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.



## Introduction

Encore Boston Harbor (“EBH”) 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, an 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, EBH will include a six-acre park along the water that will feature a Harbor Walk, an events lawn, public viewing areas, ornate floral displays, and retail and dining experiences overlooking the water. EBH is currently under construction with an opening anticipated for June 2019.

This Supplier Diversity & Local Commitments Plan (the “Plan”) outlines our ongoing strategy to engage with local communities and businesses pre- and post-opening to:

1. Identify qualified diverse, local, and Massachusetts-based firms to conduct business with EBH;
2. Solicit those firms through EBH’s Request-for-Proposal (“RFP”) process; and
3. Award meaningful and ongoing business to those firms at no less than the levels detailed herein.

The Plan’s objectives listed immediately above are discussed in more detail below in the section entitled “Plan Objectives”, while the business award levels are detailed below in the section entitled “Spend Objectives”.

We are confident that EBH will be a source of economic growth and opportunity for our Host Community of Everett, our Surrounding Communities of Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the local farms and agricultural community, and the entire Commonwealth.

To date we have held numerous meetings and received constructive feedback and ideas from many stakeholders, including the Chambers of Commerce of Everett, Boston, Cambridge, Chelsea, Malden, Medford and Somerville, the Hispanic American Institute, The Commonwealth’s Supplier Diversity Office (“SDO”), the North Shore Latino Business Association, the Greater New England Minority Supplier Development Council (“GNEMSDC”), the Women’s Business Enterprise National Council (“WBENC”), their affiliate the Center for Women & Enterprise (“CWE”), and many local business leaders.

This Plan reflects those conversations and the feedback and comments received. We are grateful to our stakeholders for their interest in the Plan and the time spent providing feedback.

## Spend Objectives

EBH has established the following spend goals to create economic opportunity and business awards in the following areas:

Diversity:

- Minority Business Enterprises (MBEs) – 8% of Discretionary Spend
- Women Business Enterprises (WBEs) – 14% of Discretionary Spend
- Veteran Business Enterprises (VBEs) – 3% of Discretionary Spend

EBH will utilize the Commonwealth of Massachusetts’ definition of MBE, WBE, and VBE. A more detailed description of EBH’s discretionary spend is attached hereto as **Exhibit A**.

Host and Surrounding Communities:

- Everett based vendors - \$10 million annually
- Boston based vendors - \$20 million annually
- Somerville based vendors - \$10 million annually
- Malden based vendors - \$10 million annually
- Medford based vendors - \$10 million annually
- Chelsea based vendors - \$2.5 million annually

## Plan Objectives

The following objectives form the basis for this Plan and detail our ongoing strategy for meeting the Spend Objectives:

### 1. Objective 1: Identify Qualified Diverse/Local/Mass.-Based Firms

Beginning with the design and construction phases of our project and continuing through today, EBH has developed strong relationships within its Host and Surrounding Communities, their respective Chambers, and with many diversity advisory groups within the region.

EBH's community outreach programs involve partnering with those organizations to engage their vendor bases and assist in identifying qualified firms. These activities are in addition to our own direct engagement activities within the communities.

#### Community Outreach Activities To-Date:

To create initial awareness relating to the business opportunities with EBH, our initial activities in both direct vendor engagement as well as in collaboration with our partner organizations have included:

- A. Creation of EBH's "Vendor Opportunities" website which is located at <https://encorebostonharbor.com/careers/operations-vendors/>. The site allows vendors to register with us (over to 500 to-date), join our distribution list for upcoming events, and details specific upcoming RFPs (see "Opportunities Matrix" below).
- B. Wide distribution of our "Opportunities Matrix" (a sample of which is attached hereto as **Exhibit A**) which details across 76 different commodities the specific criteria required of each provider as well as the anticipated timing for each RFP (<https://encorebostonharbor.com/files/WBHSupplierOpportunitiesMatrix.pdf>). In addition to being available online, this document has been handed-out at all outreach events that EBH has hosted or attended and has been well-received within the business community.
- C. Bi-monthly meetings with The Hispanic American Institute which includes a revolving attendee list of its client base to meet with each EBH management team to discuss their firm's qualifications as well as upcoming award opportunities.
- D. Ongoing meetings with each of the Host and Surrounding Community Chambers of Commerce. Most recently, we hosted all seven Chambers to solicit their ideas and feedback in a round-table format on the planning, timing, and agendas for EBH's upcoming Vendor Fairs. We will continue these regular meetings post opening.
- E. Co-Hosting with the Urban League of Eastern Massachusetts a recurring Black Community

Update meeting. While the initial emphasis for these meetings has been workforce development, we will now be adding vendor opportunities to each agenda moving forward.

- F. Hosted an “all commodities” Vendor Fair in Malden attended by approximately 350 local vendors, 182 of whom came from our Host or Surrounding Communities. Vendors were given dedicated scheduled timeslots for one-on-one meetings with the respective EBH department heads. Invitees included representatives of the MGC, GNEMSDC, CWE, the SDO, the Initiative for a Competitive Inner City (“ICIC”), the Small Business Administration (“SBA”), the Urban League of Eastern Massachusetts, the seven local Chambers plus the Chambers of Lynn, Revere, and Salem, and several local lending institutions.
- G. Presentation to the North Shore Latino Business Association and its member base in Lynn.
- H. Attendance and a booth staffed by EBH’s Procurement team at Northeastern University’s 6<sup>th</sup> Annual Supplier Diversity Networking Event co-hosted by the SDO and Northeastern.

**Upcoming Community Outreach Activities:**

The following is a list of several key events that EBH is hosting or attending in the coming months:

- A. Attendance and a speaking engagement on September 25<sup>th</sup> in Peabody to discuss EBH award opportunities with residents and business owners on the North Shore. The event was co-hosted by Salem State University’s Enterprise Center and the North Shore Career Center.
- B. Platinum sponsorship and attendance on October 19<sup>th</sup> in Framingham at the CWE’s Women Business Leaders Conference networking event.
- C. Participation in two upcoming GNEMSDC events; their MBE to MBE Match Making event on November 15<sup>th</sup> in Boston, and their Forum for Inorganic Growth Strategies event in Boston on November 20<sup>th</sup>.
- D. A Vendor Fair hosted by EBH on September 26<sup>th</sup> at the Charlestown Knights of Columbus covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

<b>Maintenance Materials</b>	Carpeting/Fabric/Upholstery
	Cleaning & Janitorial Supplies
	Electrical Supplies
	Glass, Marble, Tile & Metal
	HVAC Parts & Supplies
	Lumber - Rough & Millwork
	Paints & Stains
	Plants, Trees, & Flowers
	Plumbing Supplies & Fittings
	Propane, Gases, & Diesel
	Safety & Protective Equipment
	Signage

	Tools & Hardware
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- E. A Vendor Fair hosted by EBH on October 1 at the Medford AC Marriott covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

<b>F&amp;B Beverages</b>	Beer, Wine, & Spirits
<b>F&amp;B Beverages</b>	Soda, Juice, & Water
<b>F&amp;B Food</b>	Bread
<b>F&amp;B Food</b>	Dairy
<b>F&amp;B Food</b>	Fruit & Produce
<b>F&amp;B Food</b>	Grocery Items
<b>F&amp;B Food</b>	Meat (Beef/Pork/Poultry/Lamb)
<b>F&amp;B Food</b>	Seafood
<b>F&amp;B Food</b>	Specialty Foods
<b>F&amp;B Products</b>	China, Glass, Silver, Small-wares
<b>F&amp;B Products</b>	Kitchen Equipment & Parts
<b>F&amp;B Products</b>	Paper & Disposable Goods

- F. A Vendor Fair hosted by EBH on October 9 at the Chelsea Homewood Suites covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

<b>Event Services</b>	Audio Visual Equip. & Services
<b>Event Services</b>	Destination Management Companies
<b>Event Services</b>	Entertainment - Bands, DJs
<b>Event Services</b>	Exhibition Services Companies
<b>Event Services</b>	Photographers & Videographers
<b>Event Services</b>	Promotional & Gift Items
<b>Event Services</b>	Stage & Lighting Rigging Equipment
<b>Marketing</b>	Direct Mail Fulfillment
<b>Marketing</b>	Graphic Design Services
<b>Marketing</b>	Print Services (Brochures/Tags/Receipts/Forms)

- G. A Vendor Fair hosted by EBH on October 11 at the Somerville Holiday Inn covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

<b>Maintenance Services</b>	Carpentry Services
	Carpet Cleaning & Installation
	Cleaning - General Janitorial Services
	Cleaning - Specialty (Duct, Grease etc.)

Electrical - High Voltage
Electrical - Low Voltage
Fire Detection & Suppression
Glass & Mirror Work
HVAC Repair Services
Landscaping Services
Locksmithing
Manufacturer Maintenance Contracts
Marble Cleaning & Installation
Masonry Work
Painting Services
Pest Control Services
Plumbing Services
Roofing Services
Snow Removal
Vertical Lift Maintenance
Waste Removal - Hazardous & Regulated
Waste Removal - Recycling & Trash
Water Treatment - Chilling/Spa/Systems
Window Washing - High Rise

H. A Vendor Fair hosted by EBH on October 24 at the Cambridge Royal Sonesta covering the commodities listed in the table below. The format of this event will include pre-scheduled 1x1 meetings between business owners and the relevant EBH department heads.

<b>General Ops</b>	Car Washing & Detailing
<b>General Ops</b>	Copier Equipment & Maintenance
<b>General Ops</b>	Furniture
<b>General Ops</b>	Medical Supplies & Equipment
<b>General Ops</b>	Office Supplies & Equipment
<b>Hotel Ops</b>	Hotel Room Amenity Products
<b>Hotel Ops</b>	Laundry Services (Duvets/Mats/Specialty)
<b>Hotel Ops</b>	Room Keys (Logo'd Magnetic Cards)
<b>Hotel Ops</b>	Spa & Salon Products
<b>Retail</b>	Display Cases, Racks, Hangers
<b>Retail</b>	Retail Bags, Paper, Plastic, Tissue
<b>Transportation</b>	Coach Bus Services
<b>Transportation</b>	Limousine Services
<b>Transportation</b>	Luxury Ferry Services
<b>Transportation</b>	Maintenance Services - Fleet & Equipment



Transportation	Other Vehicles/Lifts/Hoists/Jacks
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- I. In conjunction with the Vendor Fairs listed above, EBH will be promoting these events via:
  - a. Email blasts to our database of vendors;
  - b. Announcements through our partner organizations and the Host and Surrounding Community Chambers of Commerce; and
  - c. Advertising campaigns in local newspapers.
  
- J. In addition to the Vendor Fairs that we will be hosting in the coming weeks, EBH is currently finalizing calendars with the teams at CWE and the GNEMSDC for our attendance at several additional upcoming membership events. A partial list of those events includes:

The GNEMSDC’s December 4<sup>th</sup> Quarterly Meeting, the CWE’s January Corporate Council Meeting for all CWE-WBENC Corporate Members, their April annual Auction & Gala, their May Small Business Expo, and the Federal Reserve Bank of Boston’s “Engage & Connect” Vendor Fair also in May.

**Ongoing Community Engagement:**

EBH’s community outreach activities will continue post opening. Our bi-monthly meetings with the Hispanic American Institute began several years ago as a combined workforce development and supplier development summit meeting between EBH’s executive team and various business leaders in the Latino community. As both initiatives have grown, we’ve now split those meetings into separate workforce and supplier summit meetings, and both will continue well into the future as an ongoing and valuable way to remain aligned.

We also intend to continue the similar meetings we’ve been hosting with our other diversity partners and continue our attendance at their membership events as well.

EBH’s regular meetings with the Chambers of our Host and Surrounding Communities will also continue. The Chambers have been an incredibly valuable partner not only in engaging their vendor bases and making them aware of our events and RFP schedules, but also in sourcing vendors and introducing EBH to them when we have struggled to find a specific product or service during our pre-opening and pre-RFP phase.

Finally, we look forward to joining the MGC’s Vendor Advisory Team and participating in those ongoing discussions with the Commission and other business and diversity leaders from the region.

**Gift Card Programs:**

EBH has made a series of commitments in its Host and Surrounding Communities to purchase on an annual basis gift certificates and/or vouchers from businesses predominantly based in those communities. These purchases will be used in conjunction with our guest loyalty programs and employee reward programs to generate additional economic opportunity for businesses in those communities.

It’s our intent to work with each of the Chambers of Commerce in those municipalities to determine where those purchases should be made and in what increments. We’d like these to be collaborative decisions to ensure that these funds go to businesses where they’re most needed, and to businesses where our guests and our employees perceive the most value.

We feel that the Chambers of Commerce will be a valuable resource in helping us to identify those businesses.

## 2. Objective 2: Solicit Diverse/Local Firms Through EBH’s Request-for-Proposal (RFP) Process

EBH’s outreach activities have led us to quite a few diverse and local firms. While we are still nine months away from our anticipated opening and have not yet begun our RFP and business award processes, those outreach activities have led to our registering close to 100 vendors from our Host and Surrounding Communities alone since we’ve identified those firms as partners we intend to do business with or have already done so.

In addition to those vendors, we have collected an additional database of 600 vendor contacts and email addresses through our outreach, website, and Vendor Fair activities. We expect our database to grow significantly within the next 30 – 90 days as we continue our Vendor Fair calendar and our collaboration with the diversity advisory groups.

Those vendors meeting the stated selection criteria as detailed in the vendor “Opportunities Matrix” (above) will be included in EBH’s formal RFPs commencing Q4 2018. That process is described in more detail in the following section.

Additionally, the EBH Procurement team is using the diversity databases of the SDO, the GNEMSDC, and the CWE in our search for new vendor partners. For those smaller day-to-day business award opportunities not typically sourced via a full and formal RFP process, EBH commits that we will use these databases and other resources at our disposal to continuously solicit diverse and local firms who provide those goods and services being sourced within those smaller awards. To our best ability, each solicitation will include one or more such firms.

## 3. Objective 3: Award Meaningful & Ongoing Business to Diverse/Local Firms

It is our belief that to generate true economic opportunity (i.e., bona fide business awards), it is essential that the Procurement Team at EBH use innovation and technology to provide both visibility and access to our RFPs to as many qualified diverse and local firms as we can source.

### Eliminating Traditional Barriers

In many enterprise Procurement organizations, the number of vendors solicited for any one RFP is typically limited to the number of RFP responses that a staff member leading the RFP can reasonably assess, compare, communicate with respondents, and, ultimately, award.

This is a limitation that can be overcome by technology thereby giving significantly greater access across a much larger vendor base to the business opportunities at EBH. Our proposed solution to this limitation is described below in the section entitled, “The Barrier Solution”.

### Greater Visibility Leads to Greater Business Awards

Business awards are a direct result of RFP proposals, and those proposals can only be solicited if the diverse and local business communities have both the visibility into and the access to EBH’s RFP solicitations. Removing the barrier that limits the number of participants, targeting preferred diverse and local vendors, and broadcasting the RFPs to a dramatically wider vendor base will increase the awards proportionately.

### The Encore Boston Harbor RFP Network

EBH has already had discussions with the SDO, CWE, and the GNEMSDC to explore linking EBH’s online RFP platform to the online platforms of those diversity partners. Each RFP issued by EBH would be delivered directly to those member bases.

One potential solution is using portlets and other web technologies to simply provide a “landing page” for EBH RFPs on each partner’s website, or a link on our partners’ websites to our RFP page. Either alternative would create a simple mechanism on each partner’s site for their membership to see which RFPs are being issued by EBH along with details on how to participate.

A second potential solution without linking one network to another is to simply open up EBH’s existing online RFP platform to our targeted vendor base of diverse and local vendors. EBH would issue its RFPs publicly on our own website. Certified diverse firms and those based in our Host and Surrounding Communities who express interest in submitting a proposal would then be given a link and authentication credentials to our platform where RFP submissions must be submitted.

EBH commits to providing the assistance and resources to our partners to create such an integrated platform. Further, it is our intent to grow this network beyond those initial three partner organizations. Our ultimate objective is to create a pipeline of business opportunities directly to the vendors we desire to conduct business with.

### **The “Barrier Solution”**

The approach above will generate many more RFP responses than a traditional Procurement Team could reasonably and fairly assess, compare, reply to, and award.

However, EBH will use a “templated” approach in its outgoing RFP solicitations which will require RFP responses to be submitted by vendors in that very same specific format.

By using such an approach, we can use our technology to quickly compare, analyze and rank the responses in accordance with those proposals’ commercial value, the MWVBE status of each respondent, and their locale.

By linking networks and then “templating” the outgoing and incoming RFP communications, we remove the limitation of only soliciting the limited number of vendors that a Buyer could reasonably manage for each RFP. While our Procurement Team will still review the results and make the final awards, our RFP platform will assist us with much of the “heavy lifting”.

Again, in our view, greater access leads to greater awards, and it all begins with a 21<sup>st</sup> Century approach to how we conduct our business.

## **Organizational Support**

This Plan is led by EBH’s Director of Procurement, David Granata and Procurement Manager, Nadia Ballard, with the full and active support of our senior leadership team comprised of President, Robert DeSalvio, General Counsel, Jacqui Krum, Executive Vice President of Operations, Brian Gullbrants, and Chief Financial Officer, Frank Cassella. This group will comprise the organizational Steering Committee.

The mandate of our Steering Committee quite simply is to ensure that the commitments we’ve made in this Plan have the highest visibility within our organization, and to take the necessary steps as needed to ensure that the Plan’s Objectives are achieved.

As we are still nine months away from our anticipated opening, EBH’s Procurement team is still in its recruitment and hiring phase. We anticipate a total team of 10 – 15 before the conclusion of Q4 2018. Further, we are recruiting a Procurement Diversity Manager to directly lead all aspects of this Plan.

## **Diversity Development Assistance**

There are three specific areas that EBH feels we can have an immediate and positive impact on the region's diversity community:

- In meetings and discussions with the supplier diversity certifying bodies, EBH found that several of those organizations have the ongoing challenge of convincing firms that otherwise meet the criteria for certification to go through with the process of formally certifying. In part, this hesitation has been attributed to eligible firms not having clear visibility into near-term revenue opportunities.

Our partners have advised that a significant recruitment tool for them would be advance visibility into EBH's ongoing RFP schedule. As such, we commit to doing so on an ongoing basis for any of the certifying bodies that seek such assistance, and we have included that full initial RFP schedule herein in our "Opportunities Matrix" (described in more detail in the section entitled "Plan's Objectives" above, and a sample of which is attached hereto as **Exhibit A**).

- Similar to our workforce development efforts in conjunction with the MGC, the city of Everett, and the New England Center for Arts & Technology (NECAT), EBH intends to develop mentoring programs with smaller, diverse, and local vendors to assist and advise them as they grow their businesses to "scale up" to attract commercial clients in the region beyond simply EBH. These programs will include:
  - Pairing firms with key EBH executives who would periodically meet with them and otherwise provide counsel and feedback on their business plans and go-to-market approach.
  - Hosting quarterly "How to Conduct Business with Encore" seminars for diverse and local firms where the EBH Procurement team and a rotating roster of key EBH executives discuss characteristics and qualifications we seek when identifying new partners, including quality, cost, and vendor's ability to deliver products and services required in the volume and frequency required.
  - Written feedback to certified MWVBES when their firm has not been selected for a business award. That feedback will include the reason(s) why they were not selected. We anticipate six key categories for that feedback:
    - Price (% range off)
    - Wrong item/item specification proposed
    - Cannot deliver by required due date
    - Late proposal (missed bid submission deadline)
    - Vendor's inability to scale due to volumes
    - "Other" (we would specify)
- As part of our diversity development assistance efforts, the section below entitled Ongoing Organizational Visibility describes EBH's approach to RFP respondents and the contractual requirements we place on our partners for meeting specified MWVBE utilization goals.

By assisting smaller MWVBES by partnering them with larger primary vendors, by providing them with advice and feedback, and by assisting the certifying bodies in their efforts to create a larger and more impactful diverse business community, EBH hopes that these and future efforts by us provide true momentum for the diversity initiative in this region. We will continue to be receptive to new ideas and

will also continue to offer creative solutions in the pursuit of a stronger and deeper diverse vendor base for our region.

## Ongoing Organizational Visibility

The full details of this Plan will be presented to the EBH executive team and all department heads. Additionally, to ensure continued visibility across all business disciplines in tracking EBH's performance against this Plan, EBH commits to:

- Weekly President's Executive Staff Meetings with all department heads to discuss, among other things, the Plan's weekly forecast versus actual status across the key business disciplines.
- Monthly department head meetings with the Procurement and Diversity Team to discuss the Plan's monthly forecast versus actual status for that specific business unit.
- Executive intervention as required.
- Weekly Procurement staff meetings to discuss vendor base development, forecast versus actuals, and planning for upcoming diverse and local vendor calendar events.

Above and beyond executive visibility and closely tracking our performance versus the plan, EBH requires all partners and all RFP respondents to contractually agree to active and meaningful initiatives towards supplier diversity. Every EBH RFP document contains the following language as well as a more detailed RFP diversity exhibit attached to each RFP (which is attached hereto as **Exhibit B**): Our RFP language:

"Encore is committed to creating opportunities for certified Minority, Woman, and Veteran-Owned Businesses (collectively, "MWVBES"). We encourage our suppliers to certify themselves as, or to subcontract with, MWVBES for goods or services provided in the performance of their agreements with us. Accordingly, supplier agrees to use best efforts to provide MWVBES with meaningful and equitable economic opportunities under any agreement that may result from this RFP.

Specific MWVBE utilization goals will be determined under any such agreement and shall require formal certification. Please see attached hereto as Addendum C for a detailed description of our MWVBE program.

In your RFP response, please include an MWVBE utilization plan that names specific MWVBES with whom subcontracts are anticipated as well as the expected scope-of-work and spend."

## Plan's Performance Tracking

EBH uses several technologies to ensure accurate tracking and reporting. Among those technologies are:

- Oracle's PeopleSoft Vendor Files and Accounts Payable Disbursements. Oracle allows a client such as EBH to attach diversity certificates and other documents to its vendor files, and it allows the client to input, track and report on other key diversity data such as ethnicity/status, certifying agency, certification number, and certificate start and end dates. A sample of the vendor file is attached hereto as **Exhibit C**.
- Oracle interfaces with BirchStreet which is where EBH's RFP Network and Purchase Orders reside. BirchStreet will contain all the relevant diversity data stored in Oracle and will allow us to target our preferred vendor base during the RFP "broadcast" process described above.
- Use of subscription services such as IVS Solutions or similar services to both "scrub" internal

data as well as source new potential partners. These subscription services typically will accept from a client such as EBH their vendor data files (usually in ASCII or CSV format) and then cross reference those vendor details across many national databases to confirm or reconfirm their certified status. In some instances, that process also advises clients such as EBH that their vendor base already contains certain certified diverse firms that we ourselves did not know held certifications. These 3<sup>rd</sup> party subscriptions are a valuable and simple tool to ensure ongoing data integrity.

## Reporting

EBH proposes to report to the MGC as follows:

### Frequency:

- Quarterly formal reports as part of EBH’s regularly scheduled presentations to the MGC.

### Format and level of detail for reports:

- A description of the outreach initiatives and events conducted by EBH over the previous 90-day period.
- A listing of the diverse contracts and purchase orders awarded over the previous 90-day period segregated by certification category (MBE/WBE/VBE) and further segregated by direct spend (“First Tier”) vs. indirect spend (“Second Tier”).
- A listing of the Host and Surrounding Community contracts and purchase orders awarded over the previous 90-day period segregated by community.
- A listing of the contracts and purchase orders awarded over the previous 90-day period for all other Massachusetts-based firms; i.e. those not located in the Host or Surrounding Communities.
- The report will also list each segment’s annual goal and the year-to-date planned versus actual variance (prorated for the quarter being reported).

## Advertising Plan

EBH will launch periodic and targeted advertising and marketing campaigns to ensure that diverse and local firms are aware of opportunities as they are made available with EBH. We will also ask our Chamber and diversity partners to use their various channels and newsletters to communicate our events and initiatives to their member bases.

## Timelines

	2018:												2019:											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Procurement Recruiting & Hiring																								
Vendor Fairs & Partnership Events																								
Vendor Meetings & MGC Registration																								
RFPs & Business Awards																								

## Conclusion

Through our ongoing outreach events and community engagement activities and our plans to

significantly broaden the scope of RFP solicitations to target our desired vendor demographic, we are confident that EBH will be a source of continued economic growth and opportunity for our region. With the full and ongoing support of our executive Steering Committee, we will continue to enthusiastically pursue the key mandates of this Plan which is to find, solicit, and award business to diverse and local firms.

We thank the many community, diverse, and government partners that have supported our efforts to-date, and we look forward to furthering those partnerships in the months and years to come.

**Exhibit A:**  
**Sample Opportunities Matrix**

**Ongoing Supplier Opportunities - Encore Boston Harbor: (see note 1 below)**

Category	Commodity	Supplier Criteria: see note 2 below				Opportunity Timing: see note 3 below							
		On-Call	Avail. 24x7	Trade Licensed	OEM Auth.	'18 Q1	'18 Q2	'18 Q3	'18 Q4	'19 Q1	'19 Q2	'19 Q3	'19 Q4
Event Services	Audio Visual Equip. & Services (Supplemental)				Yes					X			
Event Services	Destination Management Companies (DMC)			Yes							X		
Event Services	Entertainment - Bands, DJs, etc.										X		
Event Services	Photographers & Videographers										X		
Event Services	Promotional & Gift Items						X						
Event Services	Stage & Lighting Rigging Equipment			Yes							X		
F&B Beverages	Beer, Wine, & Spirits			Yes							X		
F&B Beverages	Soda, Juice, & Water			Yes							X		
F&B Food	Bread			Yes							X		
F&B Food	Dairy			Yes							X		
F&B Food	Fruit & Produce			Yes							X		
F&B Food	Grocery Items			Yes							X		
F&B Food	Meat (Beef/Pork/Poultry/Lamb)			Yes							X		
F&B Food	Seafood			Yes							X		
F&B Food	Specialty Foods			Yes							X		
F&B Products	China, Glass, Silver, Smallwares				Yes				X				
F&B Products	Kitchen Equipment & Parts				Yes				X				
F&B Products	Paper & Disposable Goods										X		
General Ops	Car Washing & Detailing										X		
General Ops	Copier Equipment & Maintenance	Yes			Yes					X			
General Ops	Furniture (Replenishment Only)				Yes					X			
General Ops	Medical Supplies & Equipment				Yes						X		
General Ops	Office Supplies & Equipment				Yes						X		
Hotel Ops	Hotel Room Amenity Products				Yes					X			
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)		Yes							X			
Hotel Ops	Room Keys (Logo'd Mag Cards)				Yes					X			
Hotel Ops	Spa & Salon Products				Yes					X			
Maint. Materials	Carpeting/Fabric/Upholstery (Replenish. Only)				Yes						X		
Maint. Materials	Cleaning & Janitorial Supplies				Yes					X			
Maint. Materials	Electrical Supplies				Yes						X		
Maint. Materials	Glass, Marble, Tile & Metal				Yes						X		
Maint. Services	Fire Detection & Supression	Yes	Yes	Yes	Yes					X			
Maint. Services	Glass & Mirror Work	Yes	Yes	Yes							X		
Maint. Services	HVAC Repair Services	Yes	Yes	Yes	Yes						X		
Maint. Services	Landscaping Services	Yes									X		
Maint. Services	Locksmithing	Yes	Yes								X		
Maint. Services	Water Treatment - Chilling/Spa/Systems	Yes	Yes	Yes						X			
Maint. Services	Window Washing - High Rise			Yes							X		
Marketing	Direct Mail Fulfillment								X				
Marketing	Graphic Design Services									X			
Marketing	Print Services (Brochures/Tags/Receipts/Forms)									X			
Retail	Display Cases, Racks, Hangers									X			
Retail	Retail Bags, Paper, Plastic, Tissue										X		
Transportation	Coach Bus Services	Yes	Yes	Yes					X				
Transportation	Limousine Services (Supplemental)	Yes	Yes	Yes					X				
Transportation	Luxury Ferry Services	Yes	Yes	Yes					X				

**Note 1:** Prior to executing a purchasing agreement with Encore Boston Harbor, all vendors must be registered with both the Massachusetts Gaming Commission as well as with Wynn.

**Note 2:** Above criteria is in addition to the following criteria; **a)** quality of product or service; **b)** cost; and **c)** scale of supplier's operation; i.e. ability to deliver product or service in required volume and at required frequency. Additional details:  
 "On-Call" = Capable of responding to service requirements within an agreed timeframe (typically within hours).  
 "24x7" = Services must be available 24 hours per day/365 days per year.  
 "Trade Licensed" = Properly licensed if required by necessary authorities to provide the goods or services listed.  
 "OEM Authorized" = Must be a certified reseller or service provider of the manufacturer.

**Note 3:** "Opportunity Timing" indicates the calendar quarter that we anticipate delivery of goods or commencement of services to begin. Typically, the Request For Proposal process (RFP) will occur one calendar quarter prior to these anticipated start dates.



**Exhibit B:**  
**Diversity Exhibit Attached to All EBH RFP Documents**

**Minority/Woman/Veteran-Owned Business Enterprises**

The Massachusetts Gaming Commission has placed special emphasis on creating casino resort procurement for certified women-owned business enterprises (WBEs), minority-owned business enterprises (MBEs), and Veteran-owned business enterprises (VBEs). Encore is working to ensure that all of our vendors are aware of this focus and have the opportunity to formally register as a WBE, MBE, or VBE, should they meet the qualifications.

If you are a business owned 51% or more woman, minority, or veteran-owned, we would appreciate your efforts in becoming formally certified as such. There are several avenues for certification, outlined below. Encore will provide special consideration for procurement, to the extent permissible by law, to certified MBEs, WBEs, and VBEs. The certification options are as follows:

**MBE, WBE, or VBE: Massachusetts Supplier Diversity Office (SDO)**

The SDO provides a free-of-charge MWVBE certification that will allow a business to be recognized for both the Encore Boston Harbor project and any Massachusetts State Government projects. Recommended for Massachusetts-based businesses. To register, visit the [SDO website](#)

**MBE: National Minority Supplier Development Council (NMSDC)**

The National Minority Supplier Development Council offers a paid certification (\$300-\$500) that is recognized nationally and provides MBEs with access to events and a network of companies and other MBEs. The certification process can take up to three months, following submission of a complete application. An expedited certification process is available for an additional fee.

To certify your business with NMSDC, contact the appropriate regional affiliate office of the [National Minority Supplier Development Council](#)

**WBE: Women's Business Enterprise National Council (WBENC)**

The WBENC offers a paid WBE certification (fee varies depending on region) that is recognized nationally by many private procurers and some state offices. Benefits of certifying through WBENC include access to a national network, mentoring, education and capacity development. To certify your business with WBENC, visit: <http://www.wbenc.org/certification/>

**VBE: United States Department of Veterans Affairs**

The VA provides a VBE certification that is recognized by federal and state governments and by many private entities. The certification process can take 3 – 9 months to complete. To certify your business with the VA, visit: <http://www.vetbiz.gov/>.

## Exhibit C: Sample Oracle Vendor Master File

The screenshot displays the Oracle Supplier Master File interface. The browser address bar shows the URL: `psfin.wynnresorts.com/psp/PSFIN/EMPLOYEE/ERP/c/MAINTAIN_VENDORS.VNDR_ID.GBL?FolderPath=PORTAL_ROOT_OBJECT.EPCO_VENDORS.EPAP_VENDORS.EPAP_VENDORS_ADDVNDRS.EP_VNDR_ID_...`

The Oracle logo is visible in the top left corner of the application window. The breadcrumb navigation path is: `Suppliers > Supplier Information > Add/Update > Supplier`. The top right navigation bar includes links for `Home`, `Worklist`, `Performance Trace`, `Add to Favorites`, and `Sign out`.

The main content area is organized into several sections:

- Government Classifications:** Includes fields for `EEO Certification Date` and `HUB Zone`. Below this is a `Government Sources` table with columns for `Certification Source`, `Effective Date` (09/19/2018), `Certification Number`, `Certificate Begin Date`, and `Certificate Expiration`. A `Government Classification` field is also present.
- Standard Industry Codes:** A `Standard Industrial Classification Codes` table with columns for `SIC Type`, `SIC Code`, `Parent SIC Code`, and `Description`.
- Additional Reporting Elements:** A list of checkboxes for reporting categories:
  - `Common Parent's TIN`
  - `Type of Contractor`
  - `SDB Program`
  - `Other Preference Programs`
  - `Ethnicity`
    - Emerging Small Business
    - Women-Owned Business
    - Veteran
    - Disabled
  - `Common Parent's Name`
  - `HUBZone Program`
  - `Size of Small Business`
  - `VOSB`

At the bottom of the main content area, there is a `Comments` section with `Expand All` and `Collapse All` buttons.

The Windows taskbar at the bottom shows the system clock at 12:26 PM on 9/19/2018, along with icons for various applications like Outlook, Word, and PowerPoint.

# Encore Boston Harbor is *hiring*.

We have thousands of fulfilling and rewarding careers of all types, at all levels. Working at Encore Boston Harbor is more than a job. It's your opportunity to be part of one of the most admired companies in the world. *You deserve an encore.*

## Meet us at our hiring fair Hynes Convention Center

900 Boylston St., Boston, MA 02115

**March 18 • 9 a.m. - 8 p.m.**

*Exclusive access for Residents of our Host & Surrounding  
Communities from 7 a.m. - 9 a.m.*

For more information, visit [encorebostonjobs.com](http://encorebostonjobs.com).

***Friendly Tip: Please apply online prior to arrival,  
bring printed resumes and dress to impress.***



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# Encore Boston Harbor is *hiring*.

## Upcoming career events:

### Careers on Tap Food & Beverage Interviews

**Monday, April 8**  
3:30 p.m. – 7 p.m.  
**Night Shift Brewing**  
87 Santilli Hwy  
Everett, MA 02149

### Encore Cocktail & Beverage Server Auditions

**Monday, April 8**  
2 p.m. – 7 p.m.  
**Wang Theater**  
20 Tremont Street  
Boston, MA 02116

### Security Officer Hiring Fair

**Tuesday, April 9**  
7 a.m. – 7 p.m.  
**Everett Connolly Center**  
90 Chelsea Street  
Everett, MA 02149

### Careers on Tap Food & Beverage Interviews

**Monday, April 15**  
3:30 p.m. – 7 p.m.  
**Night Shift Brewing**  
87 Santilli Hwy  
Everett, MA 02149

### Culinary Hiring Fair

**Tuesday, April 16**  
11 a.m. – 3 p.m.  
**Malden Catholic High School**  
99 Crystal Street  
Malden, MA 02148

### Careers on Tap Food & Beverage Interviews

**Tuesday, April 16**  
5 p.m. – 8 p.m.  
**Harpoon Brewery**  
306 Northern Ave.  
Boston, MA 02210

### Careers on Tap Food & Beverage Interviews

**Wednesday, April 17**  
5 p.m. – 8 p.m.  
**Harpoon Brewery**  
306 Northern Ave.  
Boston, MA 02210

### Salon Hiring Fair

**Thursday, April 18**  
1 p.m. – 4 p.m.  
**Explorateur Boston**  
186 Tremont Street  
Boston, MA 02116

### Careers on Tap Food & Beverage Interviews

**Monday, April 22**  
3:30 p.m. – 7 p.m.  
**Night Shift Brewing**  
87 Santilli Hwy  
Everett, MA 02149

### General Cleaner and Kitchen Cleaner Hiring Fair

**Tuesday, April 23**  
1 p.m. – 4 p.m.  
**MassHire Downtown Boston**  
75 Federal Street, 3rd Floor  
Boston, MA 02110

### Encore Boston Harbor Hiring Fair

**Wednesday, April 24**  
7 a.m. – 8 p.m.  
**Hynes Convention Center**  
900 Boylston Street  
Boston, MA 02116

### Careers on Tap Food & Beverage Interviews

**Monday, April 29**  
3:30 p.m. – 7 p.m.  
**Night Shift Brewing**  
87 Santilli Hwy  
Everett, MA 02149

For more information, visit [encorebostonjobs.com](http://encorebostonjobs.com)

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[encorebostonjobs.com](http://encorebostonjobs.com)

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## Food & Beverage Hiring Fair

Food Server | Food Runner | Busser  
Restaurant Host | Cocktail Server

### Four Points by Sheraton Boston Logan Airport Revere

407 Squire Road, Revere, MA 02151

Wednesday, May 15 • 1 p.m. - 3 p.m.

For more information, visit [encorebostonjobs.com](http://encorebostonjobs.com).

*Friendly Tip: Please apply online prior to arrival, bring printed resumes and dress to impress.*



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## Meet us at our hiring fair Hynes Convention Center

900 Boylston St., Boston, MA 02115

**April 24 • 9 a.m. - 8 p.m.**

*Exclusive access for Residents of our Host & Surrounding Communities from 7 a.m. - 9 a.m.*

For more information, visit [encorebostonjobs.com](http://encorebostonjobs.com).

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**Meet us at our career fair**  
**Hynes Convention Center**

900 Boylston St., Boston, MA 02115

**February 24-25 • 9 a.m. - 8 p.m.**

*Exclusive access for Residents of our Host & Surrounding  
Communities from 7 a.m. - 9 a.m.*

For more information, visit [encorebostonjobs.com](http://encorebostonjobs.com).

***Friendly Tip: Please apply online prior to arrival,  
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Chelsea, MA 02150

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**Two locations!**

## **BOSTON**

Next start dates:

Nov 29, 2018

Jan 30, 2019

Mon - Fri, 9 am - 3 pm

23 Bradston Street

Boston 02118

## **EVERETT**

Next start dates:

Jan 14, 2019

Mon - Thur, 3 - 8 pm

Parlin Middle School

587 Broadway Street

Everett 02149

# **LEARN TO BE A PROFESSIONAL COOK!**

NECAT offers a *free* 16-week **Culinary Arts Job Training Program** that teaches culinary skills and provides career services to unemployed adults. Graduates will secure permanent jobs in the food services industry earning \$13 - \$22 per hour.

## **TO GET STARTED:**

**NECAT-BOSTON:** Attend an Info Session held every Tuesday at 9:30 am at 23 Bradston Street, Boston 02118 or contact Elise Brandwein at (617) 442-3600 ext 704 or at [ebrandwein@ne-cat.org](mailto:ebrandwein@ne-cat.org)

**NECAT-EVERETT:** Attend an Info Session held every Tuesday at 4:00 pm at Shute Memorial Public Library, 781 Broadway Street, Everett 02149 or contact Cathy Doucette at [cdoucette@ne-cat.org](mailto:cdoucette@ne-cat.org)

**NECAT**  
CULINARY ARTS TRAINING

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Welcome to the New England Center for Arts & Technology

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## Event Tickets Still Available



**Encore Boston Harbor** is hosting a very special fundraiser for NECAT on **November 27** - if you haven't bought your tickets yet, there is still time!

This event will feature delicious food, live entertainment, a cooking demo, signature cocktails, unique Encore surprises and an opportunity to witness firsthand how NECAT is transforming the lives of its students.

Here's a sneak peek of the menu (for NECAT supporters only!) - it will feature a sprawling raw bar, duck confit, foie gras, lobster tails, charbroiled prime beef



Need more NECAT in your life? Check us out on [Facebook](#) to keep posted on our updates and pictures.

Questions or Comments? We'd love to hear from you. Please contact Ashley Bartell at [abartell@ne-cat.org](mailto:abartell@ne-cat.org).



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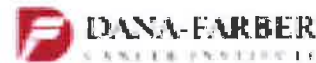
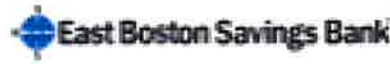
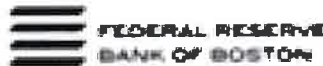
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# Over 40 top employers looking for talent!

Sponsored by:



Exhibitors:



Thursday, March 28<sup>th</sup>  
1PM - 5PM | Marriott by Courtyard Boston  
275 Tremont Street | Boston, MA

## UPLOAD YOUR RESUMÉ!

Submitted directly to several employers pre/post event.

(Bring at least 20 printed copies to the Career Fair on March 28)

# ENCORE BOSTON HARBOR **VENDOR FAIRS**



Encore Boston Harbor is committed to spending \$100 million a year with local companies to operate and maintain our \$2.5 billion 5-star global resort. Learn how you can do business with us by registering for and attending one of the various local job fairs listed below.

**CHARLESTOWN: MAINTENANCE MATERIALS**  
SEPTEMBER 26, 10 AM – 12 PM  
Knights of Columbus  
545 Medford St, Charlestown, MA 02129

**MEDFORD: FOOD & BEVERAGES**  
OCTOBER 1, 11:30 AM – 1:30 PM  
AC Marriott  
95 Station Landing, Medford, MA 02155

**CHELSEA: EVENT SERVICES & MARKETING**  
OCTOBER 9, 10 AM – 12 PM  
Homewood Suites  
145 Beech St, Chelsea, MA 02150

**SOMERVILLE: MAINTENANCE SERVICES**  
OCTOBER 11, 10 AM – 12 PM  
Holiday Inn  
30 Washington St, Somerville, MA 02143

**CAMBRIDGE: GENERAL OPERATIONS,  
HOTEL OPERATIONS, RETAIL, & TRANSPORTATION**  
OCTOBER 24, 10 AM – 12 PM  
Royal Sonesta  
40 Edwin H. Land Blvd, Cambridge, MA 02142

Registration link: [www.EncoreVendors.eventbrite.com](http://www.EncoreVendors.eventbrite.com)

**ENCORE** BOSTON HARBOR

## OUR PARTNERS



\* Minority, Women & Veteran-Owned Companies Urged to Attend

\* Preference given to (1) Everett, (2) Malden and (3) Boston, Cambridge, Chelsea, Medford and Somerville

## Griffin, Jill (MGC)

---

**From:** Granata, David <David.Granata@wynnbostonharbor.com>  
**Sent:** Friday, March 02, 2018 2:01 PM  
**To:** Granata, David  
**Cc:** Tocco, John; Ballard, Nadiuska  
**Subject:** Wynn Boston Harbor Vendor Fair - Thurs March 22!!

**Follow Up Flag:** Flag for follow up  
**Flag Status:** Flagged

Wynn Boston Harbor is seeking local, minority, woman, and veteran-owned businesses for the ongoing supply of operational goods and services for the new Wynn Boston Harbor Resort in Everett.

Wynn is committed to the local business community, and in particular businesses located in our Host Community of Everett and Surrounding Communities of Malden, Medford, Boston, Chelsea, Cambridge, and Somerville.

The event is planned for Thursday March 22 from 9am to 11am at Anthony's of Malden, 105 Canal St, Malden, Ma.

We invite you to attend to learn more about these opportunities and meet with the Wynn Procurement and Operations teams. The focus of this event is limited strictly to the "Purchasing Areas" summarized below and more fully detailed on the Wynn Boston Harbor website at:

<http://www.wynnbostonharbor.com/files/WBHSupplierOpportunitiesMatrix.pdf>. Those goods and services *not* listed are not being solicited by Wynn Boston Harbor at this time.

The program for the event will be as follows:

**8:30 – 9:00AM** Check-in

**9:00AM** Welcome

**9:15AM** Presentation covering Wynn Procurement requirements, standards, and timelines

**9:30 – 11:00AM** 1-on-1 vendor meetings with the Wynn Procurement team and representatives from the various business units (vendors will be notified in advance of time slots)

### **PURCHASING AREAS:**

- **F&B Beverages:** Beer, Wine, Spirits, Soda, Juice, and water.
- **F&B Food:** Bread, Dairy, Fruit, Produce, Grocery Items, Meat (beef, pork, poultry, lamb), Seafood, and Specialty Foods.
- **F&B Products:** China, Glass, Silver, Small-wares, Kitchen Equipment & Parts, Paper & Disposable Goods.
- **General Operations:** Car Washing & Detailing, Copier Equipment & Maintenance, Furniture (Replenishment Only), Medical Supplies & Equipment, and Office Supplies & Equipment.
- **Hotel Operations:** Hotel Room Amenity Products, Laundry Services (Duvets/Mats/Specialty), Room Keys (Logo'd Mag Cards), and Spa & Salon Products.
- **Hotel Sales & Events:** Audio Visual Equipment & Services (Supplemental), Destination Management Companies (DMC), Entertainment (Bands & DJs), Exhibition Services Companies, Florists, Photographers & Videographers, Promotional & Gift Items, and Stage & Lighting Rigging Equipment.
- **Maintenance Materials:** Carpeting/Fabric/Upholstery (Replenishment Only), Cleaning & Janitorial Supplies, Electrical Supplies, Glass, Marble, Tile & Metal, HVAC Parts & Supplies, Lumber (Rough &





TO: Cathy Judd-Stein, Chair  
Gayle Cameron, Commissioner  
Eileen O'Brien, Commissioner  
Bruce Stebbins, Commissioner  
Enrique Zuniga, Commissioner  
Edward Bedrosian, Executive Director

FROM: Katrina K. Jagroop-Gomes, Chief Information Officer

CC: Catherine Blue, General Counsel

DATE: 06/10/2019

RE: Encore Boston Harbor – Information Technology and Gaming Technical Compliance Review

---

In preparation for the opening of Wynn Mass LLC d/b/a “Encore Boston Harbor”, Massachusetts Gaming Commission (“MGC”) staff and consultants have been working diligently to ensure compliance with our regulations in several technology related areas. This memo highlights the work performed and contains recommendations to the Executive Director relative to the Information/Network Security Plan (Section 4) and summary to the Commission relative to the approval of the Electronic Gaming Devices and Slot Management System prior to the opening of the facility (Sections 1, 2 and 3).

### **Section 1: Certification and Verification of Slot Software**

On June 5, 2019, Gaming Laboratories International (“GLI”), an MGC Certified Independent Testing Laboratory completed an on-site inspection at the Encore Boston Harbor for compliance with all pertinent sections of 205 CMR 143.00 and 144.00:

- 1) System Inspection of the IGT Advantage System

The results of the testing efforts are included as Addendum A to this memo, below is a brief summary of their standings:

- 1) GLI’s inspection process of the IGT Advantage: **Passed with no issue(s).**
- 2) All IGT Advantage: **Passed with no issue(s).**

On May 15<sup>th</sup>, 2019, BMM Test Labs (“BMM”), an MGC Certified Independent Testing Laboratory completed the certification of the Wynn Gaming Management Systems – Cage & Collections at Encore Boston Harbor for compliance with all pertinent sections for 205 CMR 139.00 and 143.00 included as Addendum B to this memo.



Massachusetts Gaming Commission

The Investigation and Enforcement Bureau: Gaming Agents Division (“IEB”) tested the machines for compliance with all pertinent sections of 205 CMR 143.00 and 144.00 and the summarized results are as follows (*further details will be addressed in the IEB presentation to the Commission*):

- 1) Bill tests, Total Cash In, Cash Out, Credits Played and Credits Won: **Passed with no issue(s).**
- 2) All 3,151 machines were received, passed and MGC sealed prior to June 5<sup>th</sup>, 2019.

## **Section 2: Permitting for Platforms and Advantage tests**

In accordance with 205 CMR 144, GLI and BMM have certified each type of EGD at Encore Boston Harbor totaling 3,151. The MGC Gaming Technical Compliance Team verified the slots and internal systems installed at Encore Boston Harbor. This includes financial, promotional crediting, all manufacturer models, and software on the approved list.

## **Section 3: CMS Testing**

IGT Intelligen completed the cabling/fiber for all banks to ensure communications with the Intelligen System (“CMS”) and the 3,151 EGDs. In addition, the game software was verified via the Program Validation Disable (“PVD”) check, that allows for comparison against the GLI and BMM approved software totaling 610 bin files to live games on the floor.

## **Section 4: Information/Network Security Plan**

On March 8<sup>th</sup>, 2019, pursuant to the requirements by 205 CMR 138.02(4) (f) (and as further described in 205 CMR 143.12: Network Security), Encore Boston Harbor’s Information/Network Security Plan was submitted for review by the MGC. The document was reviewed by MGC staff and a security consultant after which feedback was provided to Wynn Resorts Ltd., (“Wynn”). Post the revisions performed by Wynn, it was deemed that the Information/Network Security Plan had all appropriate policies, procedures and internal controls required by industry best practices.

As with all policies, they are only effective if put into practice, the MGC Gaming Technical Compliance Team will plan to conduct a security audit some time during the first year of operations.

**It is my recommendation that the Information/Network Security plan be approved as presented.**



Massachusetts Gaming Commission



**GLI®**

**World Headquarters**

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Fax (732) 942-0043  
www.gaminglabs.com

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GLI Italy  
GLI South America

June 10, 2019

Katrina Jagroop-Gomes  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, Massachusetts 02110

REF: OS-497-MHG-19-01

RE: Encore Boston Harbor Casino On-Site Inspection Report

Dear Katrina Jagroop-Gomes:

On the date of June 5, 2019, **Gaming Laboratories International, LLC (GLI)** personnel completed an on-site inspection at the Encore Boston Harbor Casino located in Everett Massachusetts. The inspection was conducted in 1 part:

1. System Inspection of the IGT Advantage system

**Part 1 – System Inspection Overview**

**Gaming Laboratories International, LLC** personnel was on-site to conduct a system inspection of the IGT Advantage system. The system inspection process consisted of verifying that the controlled files match those that have been tested and approved by **Gaming Laboratories International, LLC** to assure they comply with the standards as adopted by the regulatory commission. The files are deemed controlled files after analyzing their functions with the participation of the system manufacturer. The signatures for each controlled file are then generated using the same tools used in the laboratory. These signatures are then compared to the signatures that are stored in our system archives and reflected on the certification report(s).

**System Inspected**

<b>Manufacturer:</b>	IGT
<b>System Name:</b>	Advantage
<b>Version:</b>	9.2/9.4 Suite

System Software Verified File Name	Version	CDCK Signature	SHA-1 Signature	GLI File Number	GLI Status
<b>Advantage Bonusing System (ABS) Version 9.4 SP5</b>					
Abs.Common.dll	9.4.5068.0500	64FB	FF03661C9D663E5435476E0846D20911DB04538	SY-73-IGT-17-49	AP
Abs.S2STransport.Svc.exe	9.4.5068.0500	7F28	539B8DD4D341B7FA25FC93567C3F7D55C6B5425D	SY-73-IGT-17-49	AP
AbsTran.exe	9.4.5072.501	6B50	BE54A8C0C8954334885655E031142DD5E9993FB7	SY-73-IGT-17-49	AP
AbsUtils.dll	9.4.5068.0500	B05C	CAC31C48444F33A1C3E93E75828A60E4F5A047BE	SY-73-IGT-17-49	AP
Ag3DisplayRouter.dll	9.4.1020.0100	67AC	ECE6F028D23CD61FD3EFCD38CF78383CC03C5877	SY-73-IGT-16-03	AP
Ag3DisplayRouterSvc.exe	9.4.1020.0100	73B3	9EEA0772C57CA8C7B7133540FEB8894F3FE6693	SY-73-IGT-16-03	AP
AgamS2SClient.dll	9.4.5068.0500	0F7B	9C533E37EB9848365CD3D48D1BC5E83AB2F1C81A	SY-73-IGT-17-49	AP
AgamS2SHost.dll	9.4.5068.0500	B947	BA95296F0021CD89891DE64F54A15F2142538044	SY-73-IGT-17-49	AP
AgamSecure.dll	9.4.5068.0500	9F56	C7EE514C64181248D4B87CB0E0EDEE314202A8D0	SY-73-IGT-17-49	AP
Conc.exe	9.4.5068.0500	5608	BAAD658B2CA9F1C7E2F97C284CD1E3A1C3323E5F	SY-73-IGT-17-49	AP
ConfigWS.exe	9.4.5068.0500	1E22	0D655E37CEE2E3502EF361236B0AF87D2C47395B	SY-73-IGT-17-49	AP
M3925F01.abs	39.25F-01	890A	10E01810A0829D97143FB573F097E274535D3077	SY-22-IGT-18-08	AP
vbc.exe	9.4.5068.0500	DD00	BBAEB41AF5C3D81C5D6C7E53FBC820A4ED98913	SY-73-IGT-17-49	AP
WFTD.exe	9.4.5068.0500	B053	D327C50657AFFE2FAEB4C9FE3F7B6AB44A6FB449	SY-73-IGT-17-49	AP
BC_700G.ABS	7.00G	9FBF	31F8BFA68BC1ACDF402E74ED49DBD29ABC082A6F	SY-73-IGT-09-07	AP
<b>IGT EZPay System Version 9.2 SP2 HF1</b>					
beans.jar	N/A	9CC9	CE35F08D9B834191B165E04E68B934938761A490	SY-73-IGT-15-32	AP

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File Name	Version	CDCK Signature	SHA-1 Signature	GLI File Number	GLI Status
CtnServer.exe	9.2.2117.0200	8DB4	D5454BB1D0B9389CD0EA02075DA1D442645D91D9	SY-73-IGT-15-32	AP
EZPayCashierClient.exe	9.2.2117.0200	3674	FD3E30395FB649946DB1C00C5CBF8946F359F1C6	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.Communications.dll	9.2.2117.0200	DC07	4091787C9249747C0C05F4ACE5DAF575D59E9FC7	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.MagCard.dll	9.2.2117.0200	A308	A5CDE130E062B94498AC6A059CF2457DE0ADDA	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.MagCardDiagnostics.dll	9.2.2117.0200	0CD6	37279C18E6F7EE96AA63B50F71695875BD541F1D	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.MagCardDrawdown.dll	9.2.2117.0200	2435	2759E908F949B402F4FE394ADA2C2DC0689DF7DD	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.Navigation.dll	9.2.2117.0200	D7E9	54E616AE308E5E640D452165751F3637D07D0670	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.Peripherals.dll	9.2.2117.0200	9E4F	CFBACE259E446D07ABEEF0222822581BF68096B1	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.PurchaseVoucher.dll	9.2.2117.0200	13P8	48BBFFDBF35B5C521C22E2A8614F27B4CD138F6B	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.Security.dll	9.2.2117.0200	ABCD	AF35ADF95354F2B46BEF001E03D3C550E273FF06	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.Sessions.dll	9.2.2117.0200	457A	CAE6166B842C25ED36F653AAE8B2E9698A68875B	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.Voucher.dll	9.2.2117.0200	5A4A	75EB6722725B6DDDD3A2E508C19F662CAD8848B07	SY-73-IGT-15-32	AP
EZPayCashierClient.Modules.VoucherDiagnostics.dll	9.2.2117.0200	A604	52F32FF0DD56694FFA73107CDA094217E557F6AF	SY-73-IGT-15-32	AP
ezRoutePlus.jar	N/A	0B5A	80E7E1AFC95014420B2933506CAB9AE2EAA4EDF0	SY-73-IGT-15-32	AP
icl.jar	N/A	A125	BBDB0181959FD47B48DD24DA2E1962377069B110	SY-73-IGT-15-32	AP
lvsSsServer.exe	9.2.2117.0200	AC5F	9395C6690386C3E7E37E553D9F0383275BB65BCF	SY-73-IGT-15-32	AP
tpe.exe	9.2.2117.0200	A768	9BDDDB110FF3400F9926B9E9D878792F28A0F121D	SY-73-IGT-15-32	AP
VRTServer.exe	9.2.2117.0200	547C	C453071A183ABACC538B2E6D690DE3D66A03EFF5	SY-73-IGT-15-32	AP

File Name	Version	CDCK Signature	SHA-1 Signature	GLI File Number	GLI Status
<b>IGT Advantage Connectivity Engine (ACE) Version</b>					
Advantage Data Interfaces	9.4.2448.0201	0D1C	AFC0ABA7AD5B2BCBABBBA7D53324 C1B4CF9F62F97	SY-73-IGT-18-41	AP
<b>IGT Random Number Generator (RNG) Service Version 1.0 SP1</b>					
ItsMcpSvcCommon.dll	8.1.281.2	7170	DFB67360281F89F404062D833B19 7B73064FB3AD	SY-73-IGT-11-55	AP
RngHelper.dll	N/A	1229	4CB4EFD61D36D2F484811DFDFFB E6CC0DF65469	SY-73-IGT-11-55	AP
IGT.RNGService.exe	1.0.16.0000	895B	927488BEA753D81C49A60BC8312E FA0A7AE76458	SY-73-IGT-13-28	AP
Igt.RngService.RngContracts.dll	1.0.16.0000	A33A	176FECB21FB61FFE3710D2C2BFDB 58C9009C9239	SY-73-IGT-13-28	AP
Igt.RngService.RngLib.dll	1.0.16.0000	7E29	1C9CF10613747817F8B100B4CF5A1 3EA4F340144	SY-73-IGT-13-28	AP
<b>IGT Patron Management System Version 9.4 SP3</b>					
Patron.exe	9.4.270.0300	E706	2D2D6F43B93F537B488741A816FB A2AB18F18148	SY-166-IGT-17-03	AP
<b>IGT Machine Accounting System Version 9.2 HF5</b>					
MA.exe	9.2.1136.0005	1F06	7FDFCD2253B3FAB54A61AFE9483C 20A949487D1F	SY-394-IGT-15-14	AP
<b>IGT Fill and Jackpot (FJP) System Version 9.2</b>					
FJPStation.exe	9.2.1071.0000	6C15	32B1257AB13CF963A1C880DEDE18 16A1E6B294ED	SY-394-IGT-15-14	AP
<b>IGT Cage and Table Accounting (CTA) System Version 9.4</b>					
GConfig.exe	9.4.2012.0102	D396	84BE02D86015AF96B16958978666 825C4E548D82	SY-394-IGT-17-20	AP
GTouch.exe	9.4.2012.0102	8C69	FE3DB0F6699F608AEFD5E771C5F97 5C8B52D0DB6	SY-394-IGT-17-20	AP
Guardian.exe	9.4.2012.0102	22E9	00F9C6630869970CB38537AA71D7 8D23CA15B9CB	SY-394-IGT-17-20	AP
TbleDrop.exe	9.4.2012.0102	F662	06889FD010332A0CFCC5CBDADCE6 2576516B10F2	SY-394-IGT-17-20	AP
<b>Lucky Coin SVC 1.20 SP5</b>					
WCLC.exe	1.20.17.0500	2091	5D9A118CFF8854634075865A8B3A BABA76E110AB	SY-73-IGT-17-17	AP
<b>Lucky Time SVC 1.20 SP2</b>					
WCLT.exe	1.20.14.0200	8E17	586811448C4314E91381F6AE30981 6CCA8DAAED8	SY-73-IGT-17-19	AP
<b>sb NexGen II ADV 3.40 HF1</b>					
sbng2adv.abs	3.40.4-HF1	87EC	F74C7ADC62987B1633F78DC2A356 98960FF3ECAAF	SY-73-IGT-18-33	AP
<b>Table Manager 9.6 SP1 HF1</b>					
AlertsManager.exe	9.6.1042.0101	77B3	7B643F9E4F9C435177599CF720688 D06E393969B	SY-73-IGT-17-31	AP
AuthenticationLib.dll	4.5	D5B5	17D2466F1C8A7583008E32C3CA2A 819D3D6843CD	SY-22-IGT-15-03	AP
EventMonitor	4.5	029E	D0AEADDEE4B5AD285F690AC4761 C8C048EB5A661	SY-22-IGT-15-03	AP
EventObserver	4.5	6F14	B06F626C0B6D7C4DE9E8B7C27DD5 3D1BA4F0C614	SY-22-IGT-15-03	AP
HeadcountCharts.exe	9.6.1042.0101	01F1	D6163B28AEB161EEA84016D89B20 86F8C8877D01	SY-73-IGT-17-31	AP
IGT.TID.GUI.PitSection.exe	9.6.1042.0101	F300	042776A5A0131FB9DAF83D24B779 B0067867E72A	SY-73-IGT-17-31	AP

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File Name	Version	CDCK Signature	SHA-1 Signature	GLI File Number	GLI Status
JobManager	4.5	E8C5	021593B45073E493FA7DE96F3A3B DEB05BE08C19	SY-22-IGT-15-03	AP
LicensingManager	4.5	D3C6	B3DD2F6A0454493BCB3DB4BFD7A 20D8544DD3F1F	SY-22-IGT-15-03	AP
LocationManager	4.5	7C6D	FACF3BC15D6C3DBDAD66D0FC5BF E17214D59763D	SY-22-IGT-15-03	AP
MainFloor.exe	9.06.1042	31DF	C648D2A52E12300844EF01A29004 CECE842D123D	SY-73-IGT-17-31	AP
MasterControllerExe	4.5	4793	F65A55CC66491F65FD441FBA1CD6 845A48B16D5E	SY-22-IGT-15-03	AP
SecurityUtilService	4.5	C9C7	55AFD6B45157D0D16B445327AE93 60C4D74A9813	SY-22-IGT-15-03	AP
ServiceControllerExe	4.5	EDE4	07F384999CAF627A10195DC26D20 00D6A5AB6306	SY-22-IGT-15-03	AP
UIIntegration	4.5	51AF	701FB357A57A65858AAF0B551811 A5DAAB26C248	SY-22-IGT-15-03	AP
UserManagement	4.5	D645	BFA46659D7ADCE5B556D53C813E8 E5475A339658	SY-22-IGT-15-03	AP
<b>SVC Linked Progressive Version 1.0 SP8</b>					
WPR.exe	1.0.12.0800	92E7	30BD0649F39F873253CC9FA15667 1FA7E5E5FD68	SY-73-IGT-17-21	AP
<b>SVC Scheduled Return Play (SRP) Version 1.0 SP4</b>					
WSRP.exe	1.0.2.0400	9B7C	38B8650C1762D59AAEB0022921CD 390825952AC6	SY-73-IGT-18-19	AP
<b>Random Riches Version 4.2 HF1</b>					
APMService	4.2 HF1	90DA	3F98D68EC0D95E5BD95DAD136F25 E8E740354C71	SY-73-IGT-17-27	AP
CoreInterfaces	2.4 HF3	9AD8	DD423ACF1CDD4F8D0B41F442E325 D04871F3FA1A	SY-73-IGT-17-27	AP
RandomRiches	4.2 HF1	5083	70F4EF8D56AC2862D68ED539CD1F DE9118129087	SY-73-IGT-17-27	AP
AuthenticationLib.dll	4.5	D5B5	17D2466F1C8A7583008E32C3CA2A 819D3D6843CD	SY-22-IGT-15-03	AP
EventMonitor	4.5	029E	D0AEDADDEE485AD285F690AC4761 C8C048EB5A661	SY-22-IGT-15-03	AP
EventObserver	4.5	6F14	B06F626C0B6D7C4DE9E8B7C27DD5 3D1BA4F0C614	SY-22-IGT-15-03	AP
JobManager	4.5	E8C5	021593B45073E493FA7DE96F3A3B DEB05BE08C19	SY-22-IGT-15-03	AP
LicensingManager	4.5	D3C6	B3DD2F6A0454493BCB3DB4BFD7A 20D8544DD3F1F	SY-22-IGT-15-03	AP
LocationManager	4.5	7C6D	FACF3BC15D6C3DBDAD66D0FC5BF E17214D59763D	SY-22-IGT-15-03	AP
MasterControllerExe	4.5	4793	F65A55CC66491F65FD441FBA1CD6 845A48B16D5E	SY-22-IGT-15-03	AP
SecurityUtilService	4.5	C9C7	55AFD6B45157D0D16B445327AE93 60C4D74A9813	SY-22-IGT-15-03	AP
ServiceControllerExe	4.5	EDE4	07F384999CAF627A10195DC26D20 00D6A5AB6306	SY-22-IGT-15-03	AP
UIIntegration	4.5	51AF	701FB357A57A65858AAF0B551811 A5DAAB26C248	SY-22-IGT-15-03	AP
UserManagement	4.5	D645	BFA46659D7ADCE5B556D53C813E8 E5475A339658	SY-22-IGT-15-03	AP

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**System Notes:**

The vbc.exe controlled file from the Advantage Bonusing System (ABS) version 9.7.1 (SY-73-IGT-17-48), differs from the rest of the controlled files for this part of the system which correspond to ABS version 9.7.2 SP1 (SY-73-IGT-18-15).

The sbX directories version 4.5 found on the system environment which are included as part of the installation and certification for Table Manager, differ from those in the certification report for Table Manager version 9.6 SP1 HF1 (SY-73-IGT-17-31). The expected directories are version 4.5 HF2.

These items are rendered as findings but do not cause the current system environment to be out of compliance.

**Conclusions:**

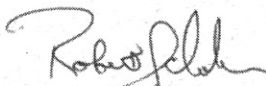
System Verified				
System	Version	Passed	Failed	Incomplete
IGT Advantage	9.2/9.4 Suite	1	0	0

PLEASE VISIT [GAMINGLABS.COM](http://GAMINGLABS.COM) TO VIEW THE APPLICABLE WARRANTIES.

Thank you for your continued relationship as we work to meet your on-going, on-site testing needs.

If you should have any questions regarding this information, please feel free to contact our office.

Sincerely,



Robert Schrader, Director for Field Test Engineering  
**GAMING LABORATORIES INTERNATIONAL, LLC**

Internal Department Reference: PC-FI-001/441

RS/dd



## BMM COMPLIANCE TEST REPORT

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**Report Issue Date:** 15<sup>th</sup> May, 2019

**Jurisdiction Issued To:** Massachusetts Gaming Commission

**Issued By:** BMM Testlabs  
Travis Foley, Executive Vice President, Operations  
815 Pilot Road, Suite G, Las Vegas, NV 89119  
(702) 407 2420, [www.bmm.com](http://www.bmm.com)

**Compliance Tested By:** BMM Testlabs  
815 Pilot Road, Suite G  
Las Vegas, NV 89119

**Manufacturer:** Wynn Resorts, Limited  
3131 South Las Vegas Blvd.  
Las Vegas, NV 89109

**Compliance Review for:** Wynn Gaming Management System v5.6  
**System:** Cage & Collections v5.6.0.0

**Reference Numbers:**

**BMM:** WYN.1034

**Report Number:** WYN10341MA

# BMM COMPLIANCE TEST REPORT

## 1. STANDARD(S) TESTED TO/RESULT

Technical Standard(s) used for Compliance Evaluation:	Test Results	
	Pass	Fail
Massachusetts Gaming Commission 205 CMR 143.00 Gaming Devices and Electronic Gaming Equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Massachusetts Gaming Commission 205 CMR 139.00 Continuing Disclosure and Reporting Obligations of Gaming Licensees	<input checked="" type="checkbox"/>	<input type="checkbox"/>
GLI-13 On-line Monitoring & Control Systems, and Validation Systems in Casinos v2.1, dated September 6, 2011	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## 2. SOFTWARE CHARACTERISTICS

The Wynn Gaming Management System (WGMS) Cage & Collections v5.6.0.0 application manages various collections accounting, reporting, and management functions for the cage and back office of a casino property. It is a separate application developed by Wynn Resorts, Limited that is utilized in conjunction with the IGT Advantage Cage Table Accounting (CTA) system for features to support handling of logins and permissions, player information and documents such as markers, and other functionality associated with cage and table accounting.

## 3. COMPLIANCE DETAILS

### 3.1. Software Version Details:

The following table details the relevant information for the WGMS Cage & Collections v5.6.0.0 system that has been verified as compliant to the aforementioned jurisdictional Technical Standards:

Product ID	Product Version	Product Type	File / Folder	Signature	Signature Type
Cage & Collections	5.6.0.0	System	CageCollections.exe	064CDA1F986D718E759F92B411BDAAD105C17BA7	SHA-1
Cage & Collections	5.6.0.0	System	ReportViewer.exe	82092AC66023DBBBDF00DE07EE6C9A1DD30D1CAA	SHA-1
Cage & Collections	5.6.0.0	System	WynnWizLogger.dll	77FEBACCB E757238777D4F8C21497B02FBBF765C	SHA-1
Cage & Collections	5.6.0.0	System	WynnDataRs.dll	012C57A107548768EEDB6C41ACFCDC787A3A8F07	SHA-1
Cage & Collections	5.6.0.0	System	WynnDataSrc.dll	05F3EE84764AEE64FF44107AC8D3F5D564D4A84A	SHA-1

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Product ID	Product Version	Product Type	File / Folder	Signature	Signature Type
Cage & Collections	5.6.0.0	System	WynnPinUtil.dll	FD16F8791EE4396AB81B4 8FCB8A31CB3486AE3B9	SHA-1
Location: C:\Program Files (x86)\Wynn Las Vegas\CageCollections Validation Program Used: BMM Signatures v2.0.3					

**Note:** Refer to Section 3.3 for verification tools used.

### 3.2. Additional Program Notes:

- **Compatible System:** IGT Advantage CTA 9.4 SP1 HF2.
- The system detailed within this report is compatible with the IGT Advantage v9.4 database schema.
- Field Testing Location: Wynn Resorts IT Compliance Office, Las Vegas, NV

### 3.3. Software Signature Verification Information:

#### Signature Verification Application:

- (1) The SHA-1 signatures were calculated and verified using the BMM Signatures proprietary verification tool, which has been calibrated in accordance with ISO/IEC 17025 sections 6.4.1, 6.4.8, 6.4.13 (a), and 6.4.13 (c); as well as ISO/IEC 17020 sections 6.2.4, 6.2.6, 6.2.13 (a), and 6.2.15.
- (2) Where requested, BMM will supply the regulator/operator with BMM's proprietary verification tool "BMM Signatures" for verifying the SHA-1 details above. A user manual will also be supplied.
- (3) Signature verification procedures may require administrator rights access.

#### Signature Verification Procedure:

- Install BMM Signatures v2.0.3 and double click on the "BMM Signatures 2.0.3" icon.
- The BMM Signatures program will open.

#### Signature Verification for Individual Files

- Copy the files listed in Section 3.1, through FTP or by other means, to a location of your choosing.
- On the PC that BMM Signatures is installed on, navigate to the location of where the saved files are located.
- Select the "Files/Folders" tab.
- Select the "windows files" button in BMM Signatures 2.0.3.

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- Select the “Open” button from the window. The file(s) will appear on the right side of the screen.
- Click the desired algorithm to use (e.g. SHA1). When the program is completed, the signatures will be displayed in the Output window.
- Verify that the software file signatures obtained match those listed in Section 3.1 of this report.

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### 4. TERMS AND CONDITIONS

BMM Testlabs (“BMM”) has conducted a level of testing of the gaming product which has historically been adequate for a submission of this type. However, inherent in testing in a laboratory environment are the unavoidable limitations of not being able to verify the effects of all possible configurations and environments that occur in actual gaming venues.

This compliance report is for use by the client for the jurisdiction (“Jurisdiction”) referenced in the report (the “Report”) and only verifies, as of the date stated, the gaming product described in the Report subject to any conditions or limitations set forth therein.

The manufacturer named in the Report is solely responsible for possession of the appropriate license to sell, lease, service, or provide gaming supplies or gaming-related services in the Jurisdiction and for compliance with the ongoing requirements of the Jurisdiction. It is the responsibility of the manufacturer and operators to ensure that the gaming product detailed in this Report is installed, maintained and operated correctly without defects and safely in accordance with requirements of the Jurisdiction.

The Report and testing performed by BMM is proprietary to BMM. This Report is issued solely for the benefit of the client and shall not be reproduced, reprinted, or transmitted in whole or in part to any party not named in the Report without the written approval of BMM, other than by a regulator of the Jurisdiction. No third party may use, rely, or refer to the Report, its contents, or any related documents, without written permission of BMM. If BMM grants consent, BMM will send this Report via email as directed. BMM takes precautionary measures to secure the “PDF” document, but BMM does not send the email via any encrypted methodology.

The undersigned certifies under penalty of perjury that the compliance testing of the gaming product detailed in this Report and any accompanying documents was conducted in accordance with the requirements of the Jurisdiction and that the gaming product meets the requirements of its laws and the regulations adopted thereunder, and all published technical standards, control standards, control procedures, policies, industry notices and similar requirements implemented or issued by the Jurisdiction to the best of BMM’s knowledge and belief.

Notwithstanding the above, any regulator may reprint, reproduce and transmit any document or information to any party that the regulator, in their sole discretion, deems appropriate.


BMM DOES NOT MAKE, AND EXPRESSLY DISCLAIMS, ALL OTHER WARRANTIES OF ANY KIND, EXPRESSED OR IMPLIED, INCLUDING WITHOUT LIMITATION ANY WARRANTIES OF NON-INFRINGEMENT, MERCHANTABILITY, SUITABILITY, OR FITNESS FOR A PARTICULAR PURPOSE. THE LIABILITY AND OBLIGATIONS OF BMM HEREUNDER, AND THE REMEDY OF THE RECIPIENT, UNDER OR IN CONNECTION WITH THIS AGREEMENT SHALL BE LIMITED TO, AT BMM’S OPTION, REPLACEMENT OF THE SERVICES PROVIDED OR THE REFUND BY BMM OF ANY MONIES RECEIVED BY IT FOR THE SERVICES PROVIDED. IN NO EVENT SHALL BMM BE RESPONSIBLE TO THE CLIENT OR ANY THIRD PARTY FOR ANY CONSEQUENTIAL, INCIDENTAL, DIRECT, INDIRECT, OR SPECIAL DAMAGES, INCLUDING WITHOUT LIMITATION DAMAGES FOR LOST PROFITS OR REVENUE, BUSINESS INTERRUPTION, OR PUNITIVE DAMAGES, EVEN IF BMM HAD BEEN ADVISED OF THE POTENTIAL FOR SUCH DAMAGES.

## BMM COMPLIANCE TEST REPORT

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Please feel free to contact BMM if you have any questions with regard to this Report.

Yours sincerely,



Travis Foley  
Executive Vice President, Operations  
BMM Testlabs

T/ ct

G/ ct

v3.3



# INFORMATION TECHNOLOGY SERVICES – GAMING TECHNICAL COMPLIANCE

## ENCORE BOSTON HARBOR CURRENT STATUS

JUNE 11, 2019

Presented by:

Katrina K. Jagroop-Gomes, Chief Information Officer (MGC)

Scott Helwig, Gaming Technical Compliance Manager (MGC)

Jason Stump, VP and Chief Information Officer (EBH)

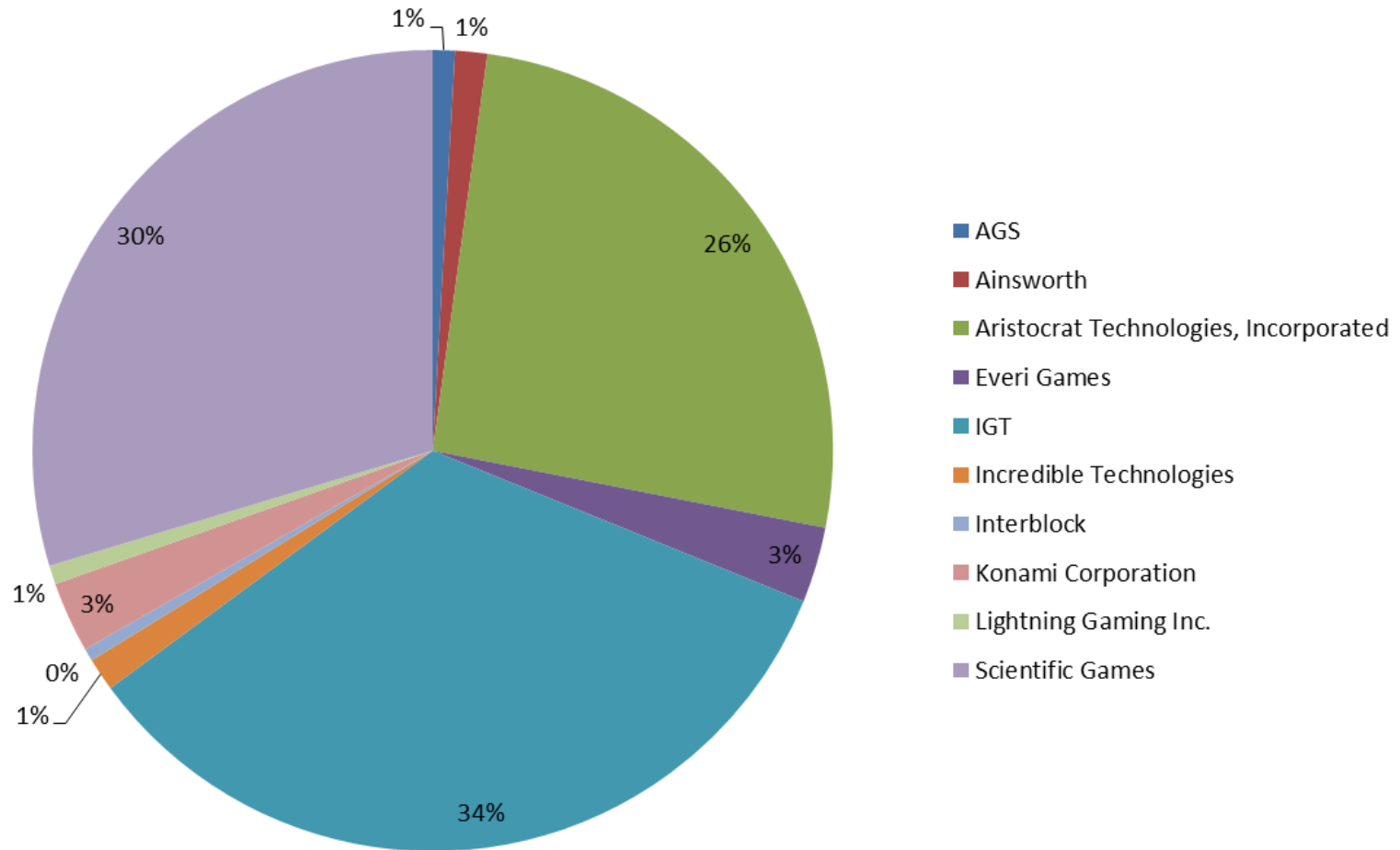
# TOTAL EGD COUNT BY MANUFACTURER

Manufacturers	Quantity
AGS	28
Ainsworth	41
Aristocrat Technologies, Incorporated	816
Everi Games	96
IGT	1064
Incredible Technologies	42
Interblock	16
Konami Corporation	90
Lightning Gaming Inc.	24
Scientific Games	934
<b>Grand Total</b>	<b>3151</b>



# TOTAL EGD INSTALLED % BY MANUFACTURER

## Total EGDs Installed by Manufacturer





TO: Chairwoman Judd-Stein, Commissioners Cameron, O'Brien, Stebbins, Zuniga

FROM: Mark Vander Linden, Director of Research and Responsible Gaming, Teresa Fiore, Program Manager, Research and Responsible Gaming

CC: Jacqui Krum, MGM Springfield, Director of Compliance

DATE: June 12, 2019

RE: Encore Boston Harbor responsible gaming readiness

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## Background

In order for Encore Boston Harbor to open, several key responsible gaming initiatives must be operational and policies approved by the MGC. These include 1) Voluntary Self-Exclusion program, 2) GameSense Information Center, and 3) Encore Boston Harbor Responsible Gaming Plan.

## Voluntary Self-Exclusion

- The Voluntary Self-Exclusion (VSE) Program provides patrons one means of addressing problem gambling behavior by prohibiting their entrance to the gaming area of the gaming establishment or any area in which pari-mutuel or simulcasting wagers are placed.
- The Encore Boston Harbor VSE policies and procedures meet the requirements of 205 CMR 133; G.L. c 23K, § 45(f), Voluntary-Self Exclusion.
- Encore Boston Harbor Security Supervisors will be trained as designated agents to assist guests enroll in the VSE program.

## GameSense Info Center

- Encore Boston Harbor has worked closely with the MGC to assure that the GameSense Info Center (GSIC) meets the requirements of G.L. c 23K, § 9(a)(8)(ii) specifying an on-site space for independent substance abuse and mental health counseling service.
- The GSIC will be the central hub at Encore Boston Harbor for information and resources on positive play as well as at-risk and problem gambling.
- The GSIC will be staffed by GameSense Advisors (GSA) through a contract with the Massachusetts Council on Compulsive Gambling.
- GSAs will be staffed from 9:00AM to 1:00AM seven days per week. Over the next few months we'll monitor GSIC usage patterns and determine optimal staffing and hours of operation.



Massachusetts Gaming Commission

- GameSense Advisors will also be the primary respondents to casino guests and employees seeking to enroll or gain more information regarding positive play tips and information, problem gambling resources, and the Voluntary Self-Exclusion program.

#### **Encore Boston Harbor Responsible Gaming Program**

- The Encore Boston Harbor Responsible Gaming Program outlines policies, procedures and programs consistent with the MGC's expectations that gaming be conducted in a manner which minimizes harm. The Encore Boston Harbor Responsible Gaming Program has adopted initiatives that address each of the seven strategies of the MGC Responsible Gaming Framework including:
  - Commitment to corporate social responsibility. Activities include:
    - Responsible Gaming Committee led by executive staff
    - Responsible Gaming Plan
  - Support positive play. Activities include:
    - Collaboration with the GameSense program in the front and back of house to assure that patrons and employees have the information they need to support positive play. (To date, GameSense Advisors have provided 19 trainings to 4,865 Encore Boston Harbor staff. )
    - Procedures for administration of the Voluntary Self-Exclusion program
    - Collaboration in the development of a play management system to be implemented at a later date.
  - Promote public health and safety within the casino Activities include:
    - Plan to assist patrons in need of help
    - Safeguards to provide protections against child abandonment
    - Plan to prevent underage gambling
  - Ensure responsible marketing. Activities include:
    - A commitment to adhere to industry accepted standards on responsible marketing.
  - Managing high risk financial transactions. Activities include:
    - A procedure for the acceptance of checks, cash equivalents, wire transfers, and credit/debit cards; issuance of counter check
    - Procedures for establishing patron credit accounts
    - Honoring patron Request for Suspension of Credit Privileges
  - Engage the community. Activities include:
    - Gathering patron comments and complaints, and responding to the same. Where relevant, integrating the information into strategic-decision making and community mitigation processes.



Massachusetts Gaming Commission

- Active engagement with MGC-funded researchers to facilitate access to needed information (subject to privacy concerns) and enhance the exchange of information between evaluators and gaming licensees.
- Commit to continuous improvement and reporting.
  - The Responsible Gaming Committee will have overall responsibility for developing, revising (subject to MGC approval), and implementing the Plan, in collaboration with MGC leadership. In addition, the Responsible Gaming Committee will have primary responsibility for evaluating the effectiveness of the Plan through internal audits, surveying employees, and reviewing relevant data.

### **Conclusion**

The key responsible gaming initiatives and policies outlined in this memo meet the Commission's high expectations and statutory and regulatory requirements.



Massachusetts Gaming Commission

# **GAMESENSE PROGRAM EXPANSION AND LAUNCH OF AWARENESS CAMPAIGN INTO EASTERN MASSACHUSETTS**

June 12, 2019



# INTRODUCTION

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**The Massachusetts Gaming Commission is excited to announce the expansion of the GameSense program to Encore Boston Harbor. The EBH GameSense Info Center will be located by the East Lobby and will be staffed 16 hours day/7 days a week.**

**Anticipating grand opening, a comprehensive outreach strategy designed to encourage positive play and increase GameSense awareness will launch next week.**

# ABOUT GAMESENSE

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- GameSense is an innovative, player-focused responsible gaming program that encourages players to adopt behaviors and attitudes that can reduce the risk of developing a gambling problem.
- The MGC adopted GameSense from the British Columbia Lottery Corporation three years ago after proactively identifying the program as the most robust and effective responsible gaming program in the world.
- As the program continues to garner international recognition and praise for its effectiveness, the brand has evolved resulting in an overall new look, feel and tone.

# BRAND CONCEPT

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★

The logo for GameSense, featuring the word "GameSense" in white, sans-serif font inside a green rounded rectangle.

GameSense

- EDUCATIONAL
- SUPPORTIVE
- RELATABLE
- APPROACHABLE
- WELCOMING
- FUN



# GAMESENSE COMMUNICATIONS OBJECTIVES

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- **INCREASE** overall brand awareness of the program in conjunction with the opening of Encore Boston Harbor
- **GENERATE** traffic to [GameSenseMA.com](http://GameSenseMA.com)
- **HIGHLIGHT** specific resources and tools available through the program such as *Voluntary Self Exclusion*
- **EDUCATE** the public with helpful responsible gambling tips
- **PROMOTE** informed player choice about their gambling
- **REINFORCE** the Commonwealth's commitment to a robust responsible gaming strategy

# GAMESENSE COMMUNICATIONS STRATEGY

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The MGC in conjunction with the program vendor, the Massachusetts Council on Compulsive Gambling (MCCG) will launch a comprehensive communications campaign in Region A to increase awareness about the program and its components. Specific strategies include:

- Generate awareness and educate the public through a multi-pronged approach, including earned media, advertising, marketing and digital strategies.
- Geographically target the Greater Boston area.
- Target identified demographics and web-browsing behavior, including those at a higher risk of developing a gambling problem.
- Create a digital strategy over social channels to support above objectives.
- Ensure in-casino program visibility and signage within Encore Boston Harbor (EBH).

# TACTIC: Game Brochures

Game-specific brochures including *Slots*, *Roulette*, *Baccarat*, *Blackjack*, *Poker* and *Craps* will be available at the GameSense Info Center in English, Spanish, and Traditional Chinese. These brochures are not designed to summarize the official gaming rules, but rather to provide enough information in conjunction with responsible gaming tips to empower players to make informed gambling decisions.

## Special features

### Multiplier

Symbols which carry the capacity to multiply potential winnings by a predetermined figure.

### Wild Symbols

Symbols that have the power to substitute for all other symbols that can complete winning paylines that otherwise wouldn't result in a win.

### Cascading Reels

When a symbol is part of a winning combination, the player is paid out before the winning symbols disappear from the screen, allowing new symbols to drop into their place.

### Stacked Reel Symbol

(AKA expanding wilds) a stacked reel has identical symbols which fall vertically and covers all stops on a particular reel. While this feature increases volatility, it can also allow for large multiline wins.

THE MACHINE I JUST LEFT PAID OUT A JACKPOT. IF I STAYED, WOULD I HAVE WON?

Probably not. A slot machine uses a Random Number Generator (RNG) which continuously cycles through numbers, approximately 1,000 different results every second. If you had continued to play, it's highly unlikely you would have had the same result as the player who followed you.

**I'VE BEEN PLAYING FOR A WHILE. I MUST BE DUE FOR A WIN, right?**

With slots, persistence doesn't pay off. Your last play has no impact on what happens on your next play, so playing more doesn't mean you'll win more. Over time, the house always wins.

**The GameSense Guide to SLOTS**

**Money Spent**

**Time**

**HAVE OTHER QUESTIONS?**

Ask a GameSense Advisor at the GameSense Info Center or visit [gamesensema.com](http://gamesensema.com).

Get the reel deal on how slots work.

This game guide is meant as an introduction. The official rules are available at [massgaming.com/regulations/mgcregulations](http://massgaming.com/regulations/mgcregulations)

MASSACHUSETTS GAMING COMMISSION

GameSense

Slot brochure: Outside

**Let's play**

1. Choose a machine denomination within your budget. Remember: Location of the machine and the game's reputation have no bearing on whether you will win or lose.
2. Use the buttons to access pay tables and information about the game.
3. Insert your money, which the machine tracks as "credits".
4. Choose number of lines as well as the number of credits, which you can use to calculate your average cost per spin.
5. Watch the reels spin and hope to win.

**Denomination of Machine**  
x **Number of Credits**  
x **Number of Lines**  
= **Average Cost of \$/spin**

**Types of slots**

**Video Slots**  
Video slots dominate the modern gaming floor. They utilize computer software to represent the traditional reels spinning and the symbols lining up. Volatility depends on the type of game offered.

**Progressive Slots**  
Progressive slots are linked to other machines (either locally or nationally) in order to feed into a larger jackpot. While more linked machines equal a lower chance of winning, they offer a larger jackpot.

**Single and Multiline Slots**  
Lines, also known as paylines, refer to the specific combination of symbols which need to hit in order to win. While early slot machines only had a single payline, multiline slots offer many more. Just remember, the more lines you play, the more you pay!

**False Win**  
A false win occurs when the amount won on a spin is less than the amount wagered.

**Inside info**

**Volatility**  
Volatility refers to how risky a slot machine is to play. A low volatility machine offers a lower risk with a potential lower reward while a high volatility machine offers a higher risk with a higher potential reward.

**Randomness**  
Every slot machine contains a random number generator, which ensure that every spin is completely random and independent of previous spins. For this reason, a slot machine is never "due" for a win.

**Payback Percentage**  
The amount a slot machine is programmed to payback to players over the entire lifetime of a machine. These percentages typically fall between 80-95%.

**Near Miss**  
A near miss occurs when winning symbols appear extremely close to a winning payline, but are not a part of the winning payline (resulting in a loss).

**Set a money, time or even win budget.**

**Take frequent breaks.**

**Only play with money you can afford to lose.**

**CAN I MAKE SOME MONEY IF I HIT the slots?**

While you hope to win, don't expect to get your money back. You pay-to-play. The odds are always in the slot machine's favor.

**How it works**

Slot brochure: Inside

# TACTIC: Responsible/Problem Gambling Brochures

The brochures *Where to Find Information and Support*, *Voluntary Self Exclusion* and *A Handy Guide to Playing Smarter* focus exclusively on responsible and problem gambling and are applicable to any casino game. These brochures are available at the GameSense Info Center and throughout the property and are available in English, Spanish, Traditional Chinese, Simplified Chinese and Vietnamese.

**HAVE OTHER QUESTIONS?**

Visit [gamesensema.com](http://gamesensema.com), or stop by a GameSense Info Center at any Massachusetts casino and speak with a knowledgeable GameSense Advisor.

**WHERE TO FIND INFORMATION AND SUPPORT TO MAKE SURE gambling stays fun**

Find resources, tools and support.

For free and confidential support, call the Massachusetts Council on Compulsive Gambling 24-Hour Help Line at 1-800-426-1234.

GameSense

“Where to find information and Support” Outside

**What is the GAMESENSE INFO CENTER?**

GameSense Info Centers are located on-site at all Massachusetts casinos. There, patrons can learn about myths as associated with gambling, the odds of the games they are playing, take a break, and seek support from a GameSense Advisor.

The GameSense Info Centers are staffed 16 hours, 7 days a week by knowledgeable and helpful GameSense Advisors, who can answer most gambling-related questions, and help you find additional support when it's needed. We invite all casino patrons to visit a GameSense Info Center to learn about:

- Tips to help keep gambling fun
- The odds of winning and losing
- How different games work
- How randomness influences outcomes
- What "house advantage" means, and how it impacts what you can expect to lose or win
- Confronting the many myths about gambling
- Ways to set and stick to a budget

**Know the Warning Signs**  
The signs below may indicate a problem. The more signs a person shows, the greater the likelihood that he or she may have lost control of their gambling.

- Gambling for longer and longer periods of time
- Lying about how much or how often they gamble
- Missing work or school to gamble
- Neglecting personal or family responsibilities to gamble
- Using gambling as an escape
- Gambling with money needed for paying bills
- Spending more money to recoup losses

**Finding Support**  
There are steps you can take if you or someone you care about would like more information or support. The 24-hour confidential Massachusetts Council on Compulsive Gambling Help Line at 1-800-426-1234 is available for support and referral services.

**Voluntary Self-Exclusion**  
Sometimes gambling stops feeling like a game. If you feel this way or find yourself gambling too much, the Voluntary Self-Exclusion Program may be right for you. When a person enrolls, they choose a period of time to exclude themselves from all Massachusetts casinos. Talk to a GameSense Advisor for more information, or visit [gamesensema.com/vse](http://gamesensema.com/vse).

Want to read up away from the casino?

Visit us online at [gamesensema.com](http://gamesensema.com)

“Where to find information and Support” Outside

# TACTIC: On-Property Digital Signage



ATM



Slot Bank/Digital Wall signage

# TACTIC: EBH Website and Advertising

- EBH will follow responsible marketing and advertising requirements which include disclaimers on certain ads.
- The EBH website includes a GameSense under the “Casino” tab which links back to gamesensema.com

## Casino

The casino at Encore Boston Harbor brings glamour on a grand scale to the Mystic riverfront. Enter the main floor—open and airy, colorful and vibrant, with 40-foot ceilings, Red Rubino glass chandeliers, and a dazzling array of classic and state-of-the-art slot machines for every player, at every level. Move upstairs to our elegant terrace level for table games, poker tables, private gambling salons, high-limit gaming rooms, and a spectacular view of the action below. At every turn, welcoming dealers and hosts are dedicated to making your visit easy and enjoyable. It all adds up to an exciting, memorable experience unlike anywhere else in Boston.

## CASINO



### Slots

Try your luck with 3,100+ slot machines, including classic favorites, automated tables and the newest game titles.

[VIEW DETAILS](#)



### Table Games

Enjoy 144 table games, from craps and roulette to blackjack and baccarat, all at state-of-the-art tables with superior service.

[VIEW DETAILS](#)



### Poker

Take a seat in our exclusive Poker Room on the terrace level, featuring 88 high-end poker tables in a refined atmosphere.

[VIEW DETAILS](#)



### Private and High-Limit

Retreat to our private and high-limit gaming areas for the ultimate in secluded luxury, superior service and skillful gambling.

[VIEW DETAILS](#)



### RED CARD

### Play. Earn. Reward Yourself.

Join Red Card to earn points, comp dollars toward dining and resort services, and exclusive offers. Join now for 10% off any room.

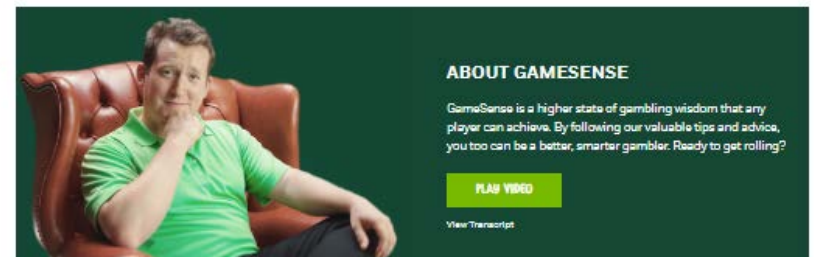
[SIGN IN OR SIGN UP](#)



### GameSense

GameSense keeps gambling fun with tips and information for casino guests.

[VIEW DETAILS](#)



# Additional Creative



**GameSense**

Learn how the games work before you gamble.

It's like having the other team's playbook.



Stay in the driver's seat when you gamble  
Set a budget.

gamesensema.com **GameSense**



Get the spin on how slot machines work.

**GameSense**

Know the games like the back of your hand.

Check out our guides for POKER and other table games at [gamesensema.com](http://gamesensema.com)



Coming back to your room to take breaks and freshen up is a great way to pace your gambling. It could even help you stick to a budget!


**GameSense** gamesensema.com

If you feel that gambling isn't fun anymore, it may be time to step away.

Consider **VOLUNTARY SELF-EXCLUSION** as a way to take back control.

**DID YOU KNOW?**

If you've rolled a 6 ten times in a row, you're no more or less likely than usual to roll another 6.



# TACTIC: GameSense Website and Social Media Plan



External and digital advertising of GameSense will drive audience to gamesensema.com. Website metrics will be reported on a monthly basis. This Massachusetts-specific GameSense site includes:

- Entertaining videos
- Valuable tips and advice
- Myth-busting quiz
- Interactive tools
- Slot and Table Game Guides
- Support services
- Voluntary Self-Exclusion

Further driving website traffic and acting as an additional digital touchpoint will be social media. MGC has developed a comprehensive social media campaign across multiple channels, including both GameSense and MGC.

<https://www.facebook.com/GameSenseMA/>  
<https://twitter.com/gamesensema>  
<https://www.instagram.com/gamesensema/>



# TACTIC: Advertising Campaign

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## REGION A OPENING PERIOD ADVERTISING

**Geography:** Encore/Greater Boston

**Timing:** June 15-August 1, 2019

**Media Approach:** Cross Device Programmatic Display (Desktop & Mobile)  
Facebook and Instagram  
Search Engine Optimization (SEM)

## RESPONSIBLE GAMING EDUCATION WEEK

**Geography:** Statewide

**Timing:** August 2-10, 2019

**Media Approach:** Cross Device Programmatic Display (Desktop & Mobile)  
Facebook and Instagram  
Search Engine Optimization (SEM)

## PROBLEM GAMBLING AWARENESS MONTH

**Geography:** Statewide

**Timing:** March 2020

**Media Approach:** TBD

## ONGOING SEM

**Geography:** Statewide

**Timing:** Present-June 2020

**Media Approach:** SEM

# GameSense Advisors



Back Row left to right: David Tang, Stephanie Zinno (PPC), Torey Lauria (PPC), Kayvon Shakoor-Naminy, Sean Zeigler, Chris Wong, Josh Molyneaux, Charlie Ordille

Middle Row left to right: Aisha Shambley (MGM) Steve Taylor, Correna Jodoin, Edgardo Romero, Rhonda Martins

Front row left to right: Linh Ho (Senior GSA) Julie Hynes (Director of Responsible Gambling MCCG) Ray Fluette (Senior GSA)

*\*All staff are EBH unless otherwise noted.*

- EBH GameSense team consists of 10 new advisors, and 2 senior GSAs.

Casino	Casino Total Staff	GameSense Total Staff (GSAs)	GSA per every casino staff
PPC	503	7	71
MGM	2303	7	329
EBH	5438	12	453

- Currently in their fourth week of intensive training, the EBH GameSense team has a combined **63 years** of gaming experience. This breadth of experience is supplemented by bachelor's degrees in Applied Psychology and Mass Media Communication, as well as a decade of service in medical translation and service in the U.S. Armed Forces.
- In addition to English, certain members of this team are fluent in **Spanish, Mandarin, Cantonese Vietnamese, Dutch, French, Papiamentu.**

# EBH Staff Training



- EBH new employee training includes training responsible gaming, problem gambling and the GameSense program. To date, EBH Senior GameSense Advisor Linh Ho has conducted **19 trainings** for **4,865 EBH** employees.
- Within this training, staff are invited to utilize GameSense as a professional and personal resource.



- On 6/10/29, new employees were observed visiting GameSense as part of an employee scavenger hunt and brainstorming answers to the question “What is one sign of problem gambling?”



- Back of house signage was also observed, and included information about GameSense, responsible gaming, problem gambling as well as the 24-hour problem gambling helpline number.



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101 Federal Street, 12<sup>th</sup> Floor, Boston, MA 02110

TEL 617.979.8400

FAX 617.725.0258

[www.massgaming.com](http://www.massgaming.com)

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 [MAGamingComm](https://www.facebook.com/MAGamingComm)

 [MassGamingComm](https://twitter.com/MassGamingComm)

 [MassGamingCommission](https://www.youtube.com/MassGamingCommission)



# GAMING REGULATORY COMPLIANCE

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JUNE 12, 2019

# FLOOR PLAN AND STATUS OF INSPECTIONS (INCLUDING SLOTS AND TABLE GAMES) FOR FINAL APPROVAL

On March 4, 2019 IEB started the inspection of the first of the 3158 slot machines being delivered. This included verifying that all slot machine serial numbers matched the shipping notification. This was completed by June 6, 2019.

The IEB began verifying the location of the slot machines by matching the location numbers to the map provided by Encore. This was cross referenced to the slot master list. All machines were verified to be in the correct location by June 6, 2019.

While confirming location on the floor, the IEB also established communication with the NOC by verifying bill tests provided by the Encore slot team. Each machine had to be bill tested and approved through Encore's Advantage system prior to being approved through MGC's CMS system. If a machine failed through CMS, the IEB requested that the machine be tested again until it passed. The IEB passed a machine based on the total cash in, cash out, credits played, and credits won. A total of 3158 machines passed bill testing prior to June 6<sup>th</sup>, 2019..



# SETTINGS

- Each slot machine required an MGC seal prior to June 6<sup>th</sup>, 2019. In order for each machine to receive the seal, several settings within the machine had to match the master list.
- 
- Inspection of each machine required the following:
  1. State Seal Number with date and machine serial numbers
  2. Encore's Asset Number
  3. Location
  4. Theme
  5. Software
  6. Denomination
  7. Pay Table
  8. RTP% and Hold%
  9. Progressives
    - a) **Incrimination and Contribution rates**
    - b) **Seed/Reset amounts**
    - c) **Mystery Jackpot settings**
- 
- If all settings on the machine were verified to be correct, the IEB placed a seal on the game.
- 
- All 3158 machines received and MGC seal prior to June 6, 2019.



# HOURS OF OPERATION

- The casino will operate 24 hours a day.
- The gaming day will start at 6 am eastern standard time.





# PHOTOS



# PHOTO



# PHOTO



# PHOTO



# INTERNAL CONTROL APPROVAL REVIEW AND APPROVAL OF 144 REGULATIONS

Regulation	Current Status	Regulation Official Date
<b>205 CMR 133.00: VOLUNTARY SELF-EXCLUSION</b>	<b>As of 6-4-2019</b>	<b>10:00am</b>
133.01: Scope and Purpose	Will use as written	
133.02: Placement on the Self-exclusion List	Will use as written	
133.03: Contents of the Application	Will use as written	
133.04: Duration of Exclusion and Reinstatement from the List	Will use as written	
133.05: Maintenance and Custody of the List	Will use as written	
133.06: Responsibilities of the Gaming Licensee	Approved	4/22/19
133.07: Sanctions Against a Gaming Licensee	Will use as written	
133.08: Collection of Debts	Will use as written	
<b>205 CMR 136.00: Sale and distribution of alcoholic beverages at gaming establishments</b>		
136.01: Definitions	Will use as written	4/24/19
136.02: General Provisions	Will use as written	4/24/19
136.03: Issuance of License and Permit	Will use as written	4/24/19
136.04: Gaming Beverage License Application	Will use as written	4/24/19
136.05: Fees	Will use as written	4/24/19
136.06: Term and Renewal of License	Will use as written	4/24/19
136.07: Practices and Conditions of License	Will use as written	4/24/19
136.08: Form of the Gaming Beverage License	Will use as written	4/24/19



# INTERNAL CONTROL APPROVAL REVIEW AND APPROVAL OF 144 REGULATIONS

205 CMR 138 Uniform standards of accounting procedures and internal controls		
138.01: Definitions	Approved	
138.02: Licensee's System of Internal Controls	Approved	
138.03: Records Regarding Company Ownership	Approved	
138.04: Gaming Licensee's Organization	Approved	
138.05: System for Ensuring Employees Are Properly Licensed or Registered	Approved	
138.06: System for Business Dealings with Vendors	Approved	
138.07: Casino Floor	Approved	
138.08: Accounting Records	Approved	
138.09: Retention, Storage and Destruction Records	Approved	
138.10: Jobs Compendium Submission	Approved	4/27/19
138.11: Personnel Assigned to the Operation and Conduct of Gaming	Approved	
138.12: Alcoholic Beverage Control	Approved	4/22/19
138.13: Complimentary Services or Items and Promotional Gaming Credits	Approved	4/24/19
138.14: Internal Control Procedures for Security Department	Approved	6/4/19
138.15: Internal Control Procedures for Access Badge System and Issuance of Temporary License Credentials, and Restricted Areas	Approved	
138.16: Access to Public and Restricted Areas	Approved	
138.17: Searches of Employees and the Workplace by the Gaming Licensee	Approved	4/30/19
138.18: Vendor Access Badges	Approved	
138.19: Count Rooms; Physical Characteristics; Count Protocols	Approved	
138.20: Possession of Firearms	Approved	
138.21: Protection of Minors and Underage Youth	Will be included in Security Submission	
138.22: Critical Incident Preparedness Plan	Will be included in Security Submission	
138.23: Drop Boxes for Table Games and Electronic Table Games; Gaming Table Slot Cash Storage Boxes: (Reserved)	Approved	
138.24: Cashiers' Cage; Satellite Cages; Master Coin Bank; Coin Vaults	Approved	
138.26: Keys for Dual Locks; Gaming Licensee-controlled Keys and Locks; Notice to the IEB and Surveillance Department upon Malfunction and Repair, Maintenance or Replacement	Approved	
138.28: Gaming Day	Approved	
138.29: Accounting Controls for the Cashiers' Cage, Satellite Cages, Master Coin Bank and Coin Vaults	Approved	
138.31: Procedure for Accepting Cash and Coupons at Gaming Tables: (Reserved)	Approved	
138.32: Table Game Drop Boxes, Transport to and from Gaming Tables; Storage Boxes: (Reserved)	Approved	
138.33: Removal of Slot Drop Containers; Unsecured Currency; Recording of Meter Readings for Slot Machine Drop	Approved	
138.34: Procedures for Acceptance of Tips or Gratuities from Patrons	Approved	
138.35: Table Inventory; Table Inventory Container; Chip Reserve Compartment: (Reserved)	Approved	
138.36: Procedures for Counting Table Inventory, Opening Tables for Gaming, Shift Changes at Gaming Tables, and Closing Gaming Tables: (Reserved)	Approved	
138.37: Procedure for Distributing and Removing Gaming Chips, Coins and Plaques to Gaming Tables	Approved	
138.38: Administrative Action	Approved	



# INTERNAL CONTROL APPROVAL REVIEW AND APPROVAL OF 144 REGULATIONS

138.40: Procedure for Acceptance of Checks, Cash Equivalents and Credit/Debit Cards; Issuance of Counter Checks	Approved	4/17/19
138.41: Replacement Checks and the Redemption of Counter Checks	Approved	
138.42: Acceptance of Payments Toward Outstanding Patron Checks	Approved	
138.43: Procedures for Establishing Patron Credit Accounts, and Recording Checks Exchanged, Redeemed or Consolidated	Approved	
138.44: Patron Request for Suspension of Credit Privileges	Approved	
138.45: Procedure for Depositing Checks Received from Gaming Patrons	Approved	
138.46: Procedure for Collecting and Recording Checks Returned to the Gaming Licensee after Deposit	Approved	
138.47: Automatic Teller Machines (ATM)	Approved	
138.48: Procedure for Opening, Counting and Recording Contents of Table Drop Boxes and Slot Cash Storage Boxes	Approved	
138.49: Procedure for Opening, Counting and Recording the Contents of Bill Validator Boxes, Gaming Voucher Redemption Machines, Determination of Gross Revenue Deduction	Approved	
138.51: Accounting Controls for Gaming Voucher Redemption Machines	Approved	
138.52: Slot Machines and Bill Changers; Coin and Token Containers; Slot Cash Storage Boxes; Entry Authorization Logs	Approved	
138.53: Progressive Slot Machines	Approved	
138.54: Linked Slot Machines Interconnected in More than One Gaming Establishment; Slot System operator; Computer Monitor	Not using at this time	No submission
138.55: Inspection of Slot Machine Jackpots	Approved	
138.56: Attendant Paid Jackpots and Credit Meter Payouts	Approved	
138.57: Slot Machine Tournaments and Promotional Events within the Gaming Area	Approved	
138.58: Alternate Forms of Jackpot Payments	Not using at this time	No submission
138.59: Procedure for Filling Payout Reserve Containers of Slot Machines and Hopper Storage Areas	Approved	
138.60: Procedure Governing the Removal of Coin, Slot Tokens and Slugs from a Slot Machine Hopper	Approved	
138.61: Slot Accounting Requirements; Electronic Table Games Which Accept Gaming Vouchers or coupons Redeemed by Gaming Voucher System	Approved	4/22/19
138.62: Payment of Table Game Progressive Payout Wagers; Supplemental Wagers not Paid from the Table Inventory: (Reserved)	Approved	
138.63: Slot Machines and Other Electronic Gaming Devices; Authorized Locations; Movements	Approved	
138.64: Accounting Controls for Chip Persons and Chips: (Reserved)	Approved	
138.66: Master Lists of Approved Table Games, Movements of Gaming Equipment; Amendments of Operation Certificates upon Filing Updated Master List	Approved	
138.67: Employee Signatures	Approved	
138.68: Expiration of Gaming-related Obligations Owed to Patrons; Payment to the Gaming Revenue Fund	Approved	
138.69: Entertainment, Filming or Photography Within the Gaming Area	Approved	
138.70: Technical Standards for Count Room Equipment	Approved	
138.71, 147.05 Table Game Tournaments and Promotional Events within the Gaming Area	Approved	



# INTERNAL CONTROL APPROVAL REVIEW AND APPROVAL OF 144 REGULATIONS

205 CMR 139.00: CONTINUING DISCLOSURE AND REPORTING OBLIGATIONS OF GAMING LICENSEES		
139.01: Access to Premises and Production of Records	Approved	4/23/19
139.02: Non-disclosure Agreements	Will use as written	4/22/19
139.03: Fiscal Year	Approved	4/23/19
139.04: Reports and Information to Be Filed with the Commission	Approved	4/23/19
139.05: Reports and Information to Be Compiled and Maintained by the Gaming Licensee	Will use as written	4/22/19
139.06: Quarterly Report	Approved	4/23/19
139.07: Annual Audit and Other Reports	Approved	4/23/19
139.08: Audit of Gaming Licensee Operations by Commission	Approved	4/23/19
139.09: Capital Expenditure Plan	Approved	4/23/19
205 CMR 140.00: GROSS GAMING REVENUE TAX REMITTANCE AND REPORTING		
140.01: Description of Tax and Assessment	approved	4/24/19
140.02: Computation of Gross Gaming Revenue	approved	4/24/19
140.03: Remittance	approved	4/24/19
140.04: Reports and Reconciliation Regarding Gross Gaming Revenue Tax	approved	4/24/19
140.05: Examination of Accounts and Records for Verification of Gross Gaming Revenues	approved	4/24/19
205 CMR 141.00: SURVEILLANCE OF THE GAMING ESTABLISHMENT		
141.01: Approval of Surveillance System	Approved	5/1/19
141.02: Commission Access to the Surveillance System	Approved	5/1/19
141.03: CCTV Equipment	Approved	5/1/19
141.04: Areas to Be Monitored and Recorded	Approved	5/1/19
141.05: Requirements of the Surveillance System Plan	Approved	5/1/19
141.06: Notice to the Commission of Changes	Approved	5/1/19
141.07: Recording Transmission Outside of the Gaming Establishment	Approved	5/1/19
141.08: Independence of the Surveillance Department	Approved	5/1/19
141.09: Access to the Monitoring Room	Approved	5/1/19





# INTERNAL CONTROL APPROVAL REVIEW AND APPROVAL OF 144 REGULATIONS

<b>205 CMR 143.00: GAMING DEVICES AND ELECTRONIC GAMING EQUIPMENT</b>		
143.01: Standards for Gaming Devices	Will use as written	4/24/19
143.02: Progressive Gaming Devices	Will use as written	4/24/19
143.03: On-line Monitoring and Control Systems (MCS) and Validation System	Will use as written	4/24/19
143.04: Cashless Systems	Will use as written	4/24/19
143.05: Bonusing Systems	Will use as written	4/24/19
143.06: Promotional Systems	Will use as written	4/24/19
143.07: Kiosks	Will use as written	4/24/19
143.08: Client-server Systems	Not Using	4/24/19
143.09: Electronic Table Game Systems	Will use as written	4/24/19
143.10: Dealer Controlled Electronic Table Games: Reserved)	Will use as written	4/24/19
143.11: Wireless Gaming Systems: Reserved)	Not Using	4/24/19
143.12: Network Security	received	Outstanding internal
143.13: Player User Interface Systems	Will use as written	4/24/19
143.14: Card Shufflers and Dealer Shoes: Reserved)	Will use as written	4/24/19
143.15: Electronic Raffle Systems: Reserved)	Not Using	4/24/19
143.16: Communications Protocols	Will use as written	4/24/19
<b>205 CMR 144.00: APPROVAL OF SLOT MACHINES AND OTHER ELECTRONIC GAMING DEVICES AND TESTING LABORATORIES</b>		
144.01: Delivery and Installation of Slot Machines, Electronic Gaming Devices, and Software	Will use as written	4/24/19
144.02: Delivery of Electronic Gaming Devices to a Gaming Licensee	Will use as written	4/24/19
144.03: Installation and Approval for Use of an Electronic Gaming Device	Will use as written	4/24/19
144.04: Required Testing by Independent Testing Laboratories	Will use as written	4/24/19
144.05: Fees for Testing, Permitting, and Registration of Gaming Devices	Will use as written	4/24/19
144.06: Independent Testing Laboratory Certification and Auditing	Will use as written	4/24/19
<b>205 CMR 145.00: POSSESSION OF SLOT MACHINES AND OTHER ELECTRONIC GAMING DEVICES</b>		
145.01: Possession of Slot Machines and Other Electronic Gaming Devices	Will use as written	4/24/19
145.02: Transportation of Slot Machines and Other Electronic Gaming Devices	Will use as written	4/24/19
<b>205 CMR 146.00: GAMING EQUIPMENT</b>		
146.01: Gaming Chips and Plaques (General Rules)	Approved	4/24/19
146.02: Receipt of Gaming Chips or Plaques from Manufacturer or Distributor; Inventory, Security, Storage and Destruction of Chips and Plaques	Approved	4/24/19
146.03: Value Gaming Chips	Approved	4/23/19
146.04: Non-value Gaming Chips	Approved	4/23/19
146.05: Non-value Chips; Permitted Uses; Inventory and Impressionment	Approved	4/23/19
146.06: Tournament Chips	Approved	
146.07: Poker Rake Chips	Approved	4/23/19
146.08: Gaming Plaques; Issuance and Use; Denominations; Physical Characteristics	Approved	4/24/19
146.09: Exchange and Redemption of Gaming Chips, Plaques and Coupons	Approved	
146.10: Roulette Wheel and Table; Physical Characteristics; Double Zero Roulette Wheel Used as a Single Roulette Wheel	Approved	1/7/19
146.11: Roulette Balls	Approved	1/7/19
146.12: Roulette; Inspection Procedures; Security Procedures	Approved	1/7/19
146.13: Blackjack Table; Card Reader Device; Physical Characteristics; Inspections	Approved	
146.14: Three-card Poker Table; Physical Characteristics	Approved	
146.15: Spanish 21 Table; Physical Characteristics	Approved	
146.16: Blackjack Switch Table; Physical Characteristics	Will use as written	
146.17: Craps and Mini-craps Tables; Physical Characteristics	Approved	
146.18: Baccarat, Midi-baccarat, Mini-baccarat, and Baccarat-chemin de Fer Tables; Physical Characteristics	Approved	
146.19: Big Six Wheel and Layout; Physical Characteristics	Approved	
146.20: Sic Bo Table; Sic Bo Shaker; Physical Characteristics	Approved	
146.21: Pai Gow Poker Table; Pai Gow Poker Shaker; Physical Characteristics; Computerized	Approved	



# INTERNAL CONTROL APPROVAL REVIEW AND APPROVAL OF 144 REGULATIONS

Random Number Generator		
146.22: Pai Gow Table; Pai Gow Shaker; Physical Characteristics	Approved	
146.23: Chase the flush; Physical Characteristics	Will use as written	
146.24: Poker Table; Physical Characteristics	Approved	
146.25: Double Down Stud Table; Physical Characteristics	Will use as written	
146.26: Caribbean Stud Poker Table; Physical Characteristics	Will use as written	
146.27: Let It Ride Poker Table; Physical Characteristics	Approved	
146.29: Fast Action Hold'em Table; Physical Characteristics	Will use as written	
146.30: Casino War Table; Physical Characteristics	Approved	
146.31: Colorado Hold'em Poker Table; Physical Characteristics	Will use as written	
146.32: Boston 5 Stud Poker Table; Physical Characteristics	Will use as written	
146.33: Double Cross Poker Table; Physical Characteristics	Will use as written	
146.34: Double Attack Blackjack Table; Physical Characteristics	Will use as written	
146.35: Four-card Poker Table; Physical Characteristics	Will use as written	
146.36: Texas Hold'em Bonus Poker Table; Physical Characteristics	Will use as written	
146.37: Flop Poker Table; Physical Characteristics	Will use as written	
146.38: Two-card Joker Poker Table; Physical Characteristics	Will use as written	
146.39: Asia Poker Table, Asia Poker Shaker; Physical Characteristics; Computerized Random Number Generator	Will use as written	
146.40: Ultimate Texas Hold'em Table; Physical Characteristics	Approved	
146.41: Winner's Pot Poker Table; Physical Characteristics	Will use as written	
146.42: Supreme Pai Gow Table; Pai Gow Poker Shaker; Physical Characteristics; Computerized Random Number Generator	Will use as written	
146.43: Mississippi Stud; Physical Characteristics	Will use as written	
146.44: Red Dog Table; Physical Characteristics	Will use as written	
146.45: Dice; Physical Characteristics	Will use as written	
146.46: Dice; Receipt; Storage; Inspections; and Removal From Use	Approved	
146.47: Manual and Automated Dice Shakers; Security Procedures	Will use as written	
146.48: Cards; Physical Characteristics	Approved	
146.49: Cards; Receipt, Storage, Inspections and Removal From Use	Approved	
146.50: Pre-shuffled and Pre-inspected Cards	Approved	
146.51: Dealing Shoes; Automated Shuffling Devices	Approved	
146.52: Pai Gow Tiles; Physical Characteristics	Will use as written	
146.53: Pai Gow Tiles; Receipt; Storage; Inspections and Removal From Use	Approved	4/29/19
146.54: Inspection and Approval of Gaming Equipment and Related Devices and Software	Approved	
146.55: Approval of Gaming Equipment/Approval of New Gaming Equipment	Will use as written	
146.56: Security of Gaming Equipment	Will use as written	
146.58: Crazy 4 Poker Table; Physical Characteristics	Approved	
146.59: Criss Cross Poker; Physical Characteristics	Will use as written	
146.60: Free Bet Blackjack	Will use as written	
146.61: Heads Up Hold'em	Will use as written	
146.62: High Card Flush; Physical Characteristics	Will use as written	
146.63: Table Game Progressive Wager Equipment	Approved	



# INTERNAL CONTROL APPROVAL REVIEW AND APPROVAL OF 144 REGULATIONS

205 CMR 147.00: UNIFORM STANDARDS OF RULES OF THE GAMES		
147.01: Scope and Purpose	Will use as written	4/22/19
147.02: Rules of the Game	Will use as written	4/22/19
147.03: Notice and Patron Access	Will use as written	5/17/19
147.04: Petition for a New Game or Game Variation	Will use as written	4/22/19
147.05: Gaming Tournaments	Will use as written	4/22/19
147.06: Electronic, Electrical, and Mechanical Devices Prohibited	Approved	4/22/19
147.07: Minimum and Maximum Wagers; Additional Wagering Requirements	Approved	4/22/19
CRAPS AND MINI CRAPS	Approved	
BLACKJACK	Approved	
Free Bet Blackjack	Not being used	
Zappit Blackjack	Not being used	
Blackjack Switch	Not being used	
BACCARAT	Not being used	
BACCARAT – MIDI BACCARAT	Approved	
ROULETTE AND BIG SIX WHEEL	Approved	Big Six
RED DOG	Not being used	
MINI BACCARAT	Approved	
SIC BO	Approved	
PAI GOW	Approved	
PAI GOW POKER	Approved	
BACCARAT – CHEMIN DE FER	Not being used	
POKER	Approved	6/4/19
CARIBBEAN STUD POKER	Not being used	
Crazy 4 Poker	Approved	
LET IT RIDE POKER	Approved	
SPANISH 21	Approved	
THREE CARD POKER	Approved	
FAST ACTION HOLD 'EM	Not being used	
COLORADO HOLD 'EM POKER	Not being used	
BOSTON 5 STUD POKER	Not being used	
DOUBLE CROSS POKER	Not being used	
DOUBLE ATTACK BLACKJACK	Not being used	
FOUR CARD POKER	Not being used	
TEXAS HOLD 'EM BONUS POKER	Not being used	
FLOP POKER	Not being used	
TWO CARD JOKER POKER	Not being used	
ASIA POKER	Not being used	
ULTIMATE TEXAS HOLD 'EM	Approved	
High Card Flush	Not being used	
Heads Up Hold'Em	Not being used	
WINNER'S POT POKER	Not being used	
SUPREME PAI GOW	Not being used	
MISSISSIPPI STUD	Not being used	
CASINO WAR	Approved	
CHASE THE FLUSH	Not being used	
Double Down Stud	Not being used	
DJ Wild Stud Poker	Not being used	



# INTERNAL CONTROL APPROVAL REVIEW AND APPROVAL OF 144 REGULATIONS

	<b>205 CMR 150.00: PROTECTION OF MINORS AND UNDERAGE YOUTH</b>		
	150.01: Preventing Gambling and Entry to Gaming Area by Underage Persons	approved	4/24/19
	150.02: Monitoring the Premises for Unattended Minors	approved	4/24/19
	150.03: Advertising and Marketing Guidelines	approved	4/24/19
	150.04: Preventing the Service of Alcohol to Underage Persons	approved	4/24/19
	150.05: Reporting Requirements Related to Minors and Underage Persons	approved	4/24/19
	<b>205 CMR 151.00: REQUIREMENTS FOR THE OPERATIONS AND CONDUCT OF GAMING AT A GAMING ESTABLISHMENT</b>		
	151.01: Issuance and Posting of Operation Certificate	approved	4/23/19
	151.02: Floor Plan	approved	4/23/19
	151.03: Operation Certificate: Test Period	approved	4/23/19
	151.04: Operation Certificate: Effective Date; Duration	approved	4/23/19
	151.05: Operation Certificate: Amendment to Conform to Approved Changes	approved	4/23/19
	151.06: Temporary Amendments for Pit and Slot Zone Configurations or Reconstitutions	approved	4/23/19
	<b>205 CMR 152.00: INDIVIDUALS EXCLUDED FROM A GAMING ESTABLISHMENT</b>		
	152.01: Scope and Authority	Using Regulation	4/22/19
	152.02: Maintenance and Distribution of List	Using Regulation	4/22/19
	152.03: Criteria for Exclusion	Using Regulation	4/22/19
	152.04: Investigation and Initial Placement of Names on the List	Using Regulation	4/22/19
	152.05: Notice and Proceedings Before the Commission	Using Regulation	4/22/19
	152.06: Duty of Gaming Licensee	approved	4/22/19
	152.07: Petition to Remove Name from Exclusion List	Using Regulation	4/22/19
	152.08: Forfeiture of Winnings	Using Regulation	4/22/19
<b>Key</b>	IEB has received notification from the licensee that it is arriving soon	Notified - later time	
	Duration of time to assure submission follows regulation	Review Period	
	Final stages of review and step before final review and acceptance by the Executive Director	Received -Pending	
	<b>A portion or section of the submission has been accepted</b>	<b>Partial</b>	
	All items of the submission have been accepted and agree with regulation	Approved	
	A portion or all of the submission needs to be changed to conform to the regulation	Changes needed	
	<b>Not needed by IEB</b>	<b>Not submitted</b>	<b>Not being used</b>
	Using Regulation as written (if options are listed licensee will state which one is being used)	Using Regulation	



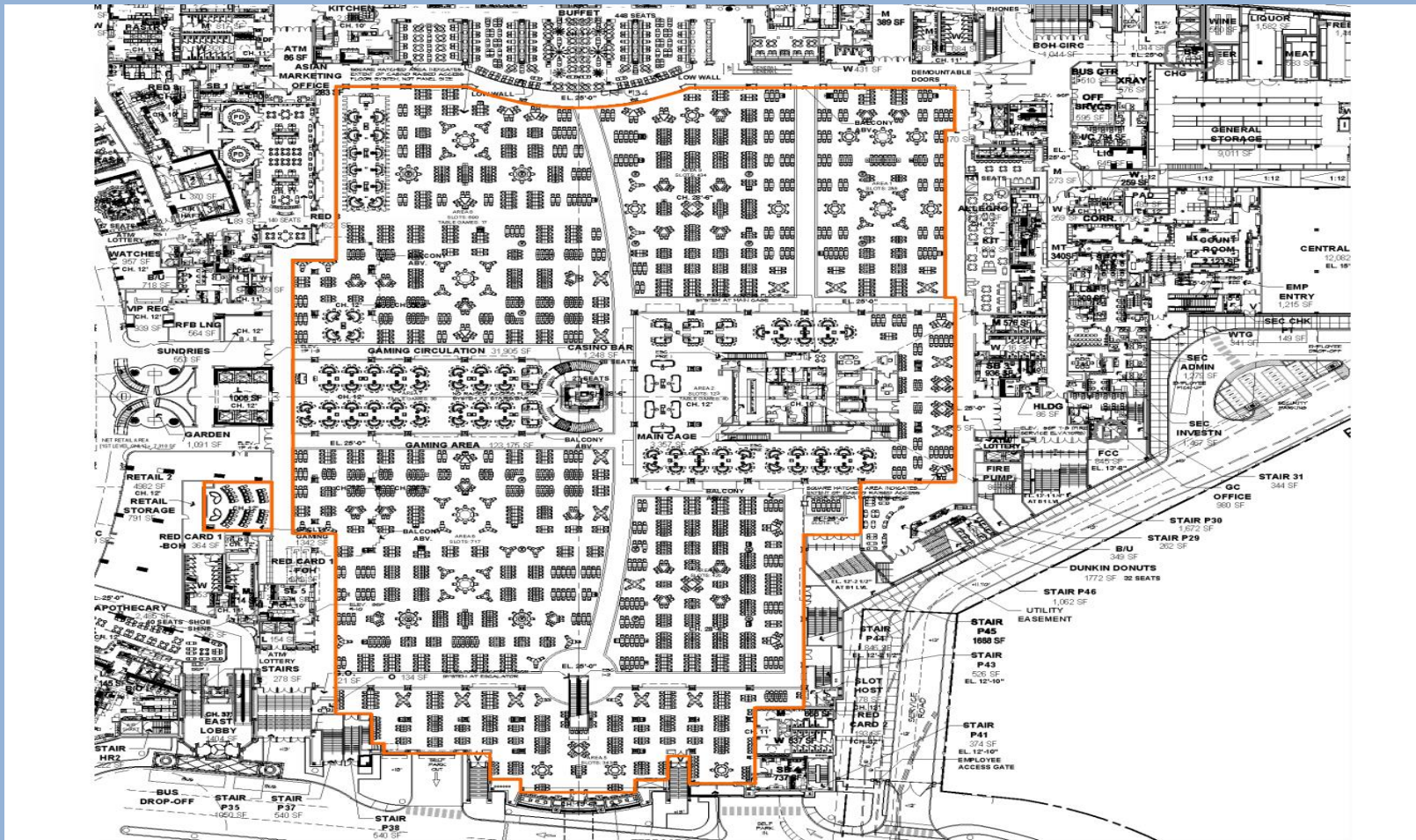
# Reviewed and approved the following Submissions:

- Surveillance plan and all cameras locations
- Emergency & Critical Incident Response plan – have been placed on file with the City Of Everett
- Credit Procedures and Suspension of credit
- Liquor License Compliance reviewed and awaiting final walk through.
- Slot operations plan complete
- Final Inspection plan for test nights and 205 CMR 151.03 & 151.04 are complete.

# Casino Floor Plan

- IEB has reviewed and inspected the casino floor layout: This includes the following areas
- Casino cages
- Table games and slot machine layout
- Count rooms
- Surveillance room and cameras
- Gaming Equipment storage areas

# Casino Floor Plan 1<sup>st</sup> Floor











*Investigations and  
Enforcement Bureau*

To: Cathy Judd-Stein, Chair  
Gayle Cameron, Commissioner  
Eileen O'Brien, Commissioner  
Bruce Stebbins, Commissioner  
Enrique Zuniga, Commissioner

From: Bruce E. Band, Assistant IEB Director – Gaming Agents Division Chief  
C. Burke Cain, Gaming Agent Field Manager

Date: June 12, 2019

RE: Gaming Regulatory Compliance Review - Encore Boston Harbor

In preparation for the opening of Encore Boston Harbor, Massachusetts Gaming Commission (“MGC”) Gaming Agent Staff have been working diligently to ensure compliance with our regulations in various areas. This memo the work performed and contains our recommendations to the Executive Director and the Commission prior to the opening of the Casino Hotel. The IEB staff began meeting with Encore Boston Harbor during the summer of 2018.

### **SECTION 1 - FLOOR PLAN AND STATUS OF INSPECTIONS (INCLUDING SLOTS AND TABLE GAMES) FOR FINAL APPROVAL**

- ❖ Slot Machines – The IEB staff along with our Technology Staff inspected and approved 3158 Slot Machines. The inspection of each machine required the following:
  - State seal with date and machine serial numbers
  - Encore’s asset and location number
  - Theme of Machine
  - Software
  - Denomination
  - Paytable
  - RTP% and Hold %
  - Progressive Slot Machines
    - Incrimination and Contribution rates
    - Seed/Reset amounts
    - Mystery Jackpot settings
  - All 3158 slot machines passed all inspections



Massachusetts Gaming Commission

- ❖ Table Games, Shuffle Devices, Cards, Dice, Tiles, Roulette Wheels, Table Game Layouts, and Progressive games.
  - Inspected 144 table games and 88 Poker tables.
  - Inspected all electronic Shuffle Machines and manual Gaming shoes.
  - Inspected all Roulette Wheels and dice shakers
  - Inspected 28 ticket redemption machines (TRU)
- ❖ Cashier Cages, money Routes, and count rooms
  - Inspected and approved primary, secondary gaming chips, non-value chips, and gaming plaques.
  - Inspected and approved cage security, including man-traps and alarms
  - Inspected and approved 2 G&D count machines.
  - Tested the casino alarm system.
- ❖ Casino Floor plan
  - Reviewed the casino floor plan for accuracy and security coverage.

## **SECTION 2 – Hours of Operation**

- ❖ Encore Boston Harbor will operate 24 hours a day.
- ❖ The Gaming day will commence at 6am Eastern Standard Time.

## **SECTION 3 – Approval of Casino Internal Controls**

- ❖ Reviewed and approved 144 regulations in their Internal Controls in the following areas:
  - Voluntary Self-Exclusion.
  - Sale and Distribution of Alcoholic beverages in the gaming establishment.
  - Uniform standards of Accounting Procedures and Internal Controls
  - Casino Disclosure and Reporting Obligations of Gaming Licensees
  - Gross Gaming Revenue Tax Remittance and Reporting
  - Surveillance of the Gaming Establishment
  - Gaming Devices and Electronic Gaming Equipment
  - Approval of Slot Machines and Other Electronic Gaming Devices and Testing Laboratories
  - Possession of Slot Machines and Other Electronic Gaming Devices
  - Gaming Equipment
  - Uniform Standards of the Rules of The Games

## **SECTION 4 – Surveillance Plan**



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- ❖ Reviewed and approved the entire Surveillance Plan Including the Inspection of over 3000 cameras and equipment.

#### **SECTION 5 – Emergency & Critical Incident Response Plans**

- ❖ Reviewed and approved.

#### **SECTION 6 – Credit Procedures and Suspension of Credit**

- ❖ Reviewed and approved.

#### **SECTION 7 – Liquor License Compliance**

- ❖ Reviewed and approved and Awaiting Final on-site review

#### **SECTION 8 – Slot Operations Plan**

- ❖ Reviewed and approved.

#### **SECTION 9 – Final Inspection Plan for Test Nights and @05 CMR 151.03 & 151.04**

- ❖ Has Been Reviewed.



Massachusetts Gaming Commission



*Division of Licensing*

TO: Cathy Judd Stein, Chair  
Gayle Cameron, Commissioner  
Eileen O'Brien, Commissioner  
Bruce Stebbins, Commissioner  
Enrique Zuniga, Commissioner

FROM: Bill Curtis, Licensing Manager

DATE: June 10<sup>th</sup>, 2019

RE: Encore Boston Harbor – Employee, Vendor, and Gaming Beverage Licensure

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Licensing Staff and Encore Boston Harbor's Human Resources, Procurement, and Executive Teams have been working collaboratively to ensure compliance with the Commission's employee, vendor, and gaming beverage regulations associated with the opening of Encore Boston Harbor.

The following are compliance status updates from the Licensing Staff's review:

### **Licensing Compliance**

- **Employee Compliance**
  - Verification of current gaming employees 205 CMR 151.01(3)(c) – Encore Boston Harbor's HR Department verifies current employees via the Licensing Management System on an on-going basis.
- **Vendor Compliance**
  - A Disbursement Report 205 CMR 138.06(2) has been submitted every two weeks by the licensee listing licensed and registered vendors in accordance with 205 CMR 134.04; and exempt vendors in accordance with 205 CMR 134.04(6). Licensing has reviewed the reports and confirmed that no unlicensed or unregistered vendors have been paid for goods or services.
- **Job Compendium**
  - Job Compendium Submission 205 CMR 138.10 – Encore Boston Harbor's HR Department has submitted Job Compendiums as required. Proposed amendments to the approved compendium have also been submitted. All compendium documentation has been reviewed by the Licensing Manager and Gaming Agents Division Chief to confirm that the appropriate licensing



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levels have been applied. Submitted amendments have also been reviewed and approved, as necessary.

**Gaming Beverage Compliance**

- **Gaming Beverage License**
  - Issuance of License and Permit 205 CMR 136.03 – Encore’s Gaming Beverage License Application package has been received and reviewed, presented before the Commission, submitted for public comment and then was returned to the Commission for final approval on Wednesday, May 22, 2019. All licensing compliance requirements have been met at this time. Gaming Beverage Licenses will be issued after inspections of the proposed areas to be licensed are completed. Inspections are currently scheduled for Friday, June 14, 2019.

**Encore Boston Harbor  
Employee Licensing and Registration as of June 4, 2019**

<b>2,981 LICENSES AND REGISTRATIONS ISSUED TO ENCORE BOSTON HARBOR EMPLOYEES</b>	
9	Key Executive
152	Key Standard
1,460	Gaming Employee
1,360	Service Employee
<b>2,981 since June 4, 2019</b>	

<b>INDIVIDUALS FINGERPRINTED BY MSP AT ENCORE BOSTON HARBOR</b>
<b>58 Fingerprinting Events</b>
<b>2,502 since June 4, 2019</b>



Massachusetts Gaming Commission



TO: MGC Commissioners

FROM: Joseph Delaney

CC: Edward R. Bedrosian

DATE: June 11, 2019

RE: **Final Stage of Construction**

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Under 205 CMR 135.05, before a bond is released, a determination needs to be made that the project has reached the final stage of construction.

We expect to soon receive a letter from Encore Boston Harbor certifying to the Commission that the Encore Boston Harbor project has reached the final stage of construction. Based on physical inspections, reviews of construction schedules and budget updates, and given that the project is less than two weeks from the proposed opening, MGC staff believes that the project has clearly reached the final stage of construction.

Therefore, we recommend that the Commission determine that the Encore Boston Harbor project has reached the final stage of construction as of the proposed Opening Day, June 23, 2019, subject to the receipt of the Encore Boston Harbor certification that the project has reached the final stage of construction. After such receipt of such certification, staff would then take the necessary steps so that the bond may be released.



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TO: MGC Chairwoman Judd- Stein, Commissioners Cameron, O'Brien, Stebbins, and Zuniga

FROM: Jill Lacey Griffin, Director of Workforce, Supplier and Diversity Development

CC: Edward Bedrosian, Executive Director; Catherine Blue, General Counsel

DATE: May 31, 2019

RE: Encore Boston Harbor – Regional Tourism Marketing Plan

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## **Summary**

The Encore Boston Harbor Regional Marketing Plan (Plan) submitted by Encore Boston Harbor is intended to fulfill pre-opening requirements of License condition 15 (Creation of a Regional Marketing Plan) in addition to other licensee requirements in Chapter 23k and highlighted within this memorandum.

## **Process**

MGC staff received a first draft version of the Plan on March 7, 2019 satisfying the 90 day prior to anticipated opening of the gaming establishment requirement. MGC staff has also had several meetings regarding the Plan, including with Martha Sheridan, President of the Greater Boston Convention & Visitors Bureau (GBCVB) and with Assistant Secretary for Business Development & International Trade Nam Pham, and newly appointed Executive Director of Massachusetts Office of Travel & Tourism (MOTT) Keiko M. Orrall and then Executive Director Francois-Laurent Nivaud. Encore Boston Harbor submitted a revised version of the plan on May 24, 2019 based on feedback from MGC, MOTT and the Regional Tourism Council (GBCVB). Both representatives of Regional Tourism Council and the MA Office of Travel and Tourism recommend approval of the final plan.

## **Background:**

As the Commission is aware, an important emphasis of the 2011 Expanded Gaming Law is tourism promotion in Massachusetts. This is evidenced in Chapter 23K, Section 1: (6) which states "*promoting local small businesses and the tourism industry, including the development of new and existing small business and tourism amenities such as lodging, dining, retail and cultural and social facilities, is fundamental to the policy objectives of this chapter;*" and (7) recognizing the importance of the commonwealth's unique cultural and social resources and integrating them into new development opportunities shall be a key component of a decision to the award of any gaming license under this chapter;



Cross marketing and tourism promotion was also highlighted as an objective to be advanced in determining granting of a gaming license; Section 18: *In determining whether an applicant shall receive a gaming license, the commission shall evaluate and issue a statement of findings of how each applicant proposes to advance the following objectives: (2) promoting local businesses in host and surrounding communities, including developing cross-marketing strategies with local restaurants, small businesses, hotels, retail outlets and impacted live entertainment venues; (5) building a gaming establishment of high caliber with a variety of quality amenities to be included as part of the gaming establishment and operated in partnership with local hotels and dining, retail and entertainment facilities so that patrons experience the diversified regional tourism industry;*

In the Agreement to Award a Category 1 License to Wynn MA, LLC Section 2- License Condition 15 requires Encore Boston Harbor to produce a regional tourism and marketing and hospitality plan *“In consultation with the regional tourism council and with the MA Office of Travel and Tourism, and subject to approval by the Commission, create a regional tourism marketing and hospitality plan. Such plan shall include, but is not limited to, making space available in the gaming establishment for state and regional tourism information, links on the Designated Licensee’s website to the regional tourism council website, a joint marketing program with the regional tourism council and the MOTT, staff training in regards to the plan and the sharing of visitor data with the regional tourism council and the MOTT. Such plan shall be provided to the commission for its approval at least 90 days prior to the anticipated commencement of operation of the gaming establishment.”*

Section 3-License condition 4 referred to Business Development including *“In recognition of the unique, cultural, historical and entertainment attractions located in the City of Boston and throughout the region, Wynn shall develop and maintain a proprietary concierge program for the purpose of cross-marketing these attractions. Wynn shall allow the City of Boston to participate in the cross-marketing venture for the purpose of promoting its local businesses and other attractions. Prior to the Opening Date and throughout the Term of the License, Wynn shall cooperate with the City of Boston’ Chamber of Commerce to include City of Boston businesses in Wynn’s Concierge Program so that they may benefit from the Project.*

#### Recommendation

No vote expected at the June 6, 2019 Commission Meeting. A Commission vote is planned for the June 12, 2019 Commission Meeting.



TO: Chairwoman Judd-Stein; Commissioners Cameron, O'Brien, Stebbins and Zuniga  
FROM: Jill Lacey-Griffin, Director of Workforce, Supplier and Diversity Development  
CC: Edward Bedrosian, Executive Director, Catherine Blue, General Counsel  
DATE: May 31, 2019  
RE: Encore Boston Harbor Construction Diversity Pre-Opening Compliance

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### **Summary**

In preparation for the opening of Wynn MA, LLC's d/b/a "Encore Boston Harbor", Massachusetts Gaming Commission ("MGC") staff have been working diligently to ensure compliance with requirements in MGL Chapter 23K, our regulations, RFA-2 application commitments, and the Agreement to Award the Category 1 License in Region A to Wynn MA LLC as well as commitments made in the WYNN, MA LLC Diversity Strategy- Design & Construction. This memo provides a high level summary of the work performed and contains recommendations to the Commission relative to the approval of the workforce, supplier and diversity related conditions during the design and construction of the casino required prior to the opening of the facility. No vote by the Commission is expected today.

### **Background-**

Affirmative Marketing Program-Design and Construction-

License condition section 2 (9) included Licensee requirements for Compliance with Agreements (8) the affirmative marketing programs for those businesses identified in GL c 23K, 21 (a) (21) (i), (ii) and (iii) for design and construction of the Gaming Establishment.

License condition section 2 (10) included Licensee requirements for the *provision of a plan including public events and outreach within 30 days of the Commission's request after the effective date for the Commission's review and approval creating an affirmative marketing program for those businesses identified in C 23K, 21 (a) (21) (i) and (ii) (MBE, , VBE, WBE's) for design and construction. The plan will include a robust public outreach component to those businesses identified in c.23K, 21 (a) (21) (I and (ii) for design and construction.* Please see attachments including WYNN, MA LLC Diversity Strategy- Design & Construction and flyers and



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outreach to community regarding union building trade's recruitment opportunities and local and diverse business outreach.

#### Affirmative Action Program for Equal Opportunity- Design and Construction-

License condition section 2 (12) and c.23k 21 (22) *requires the provision of a plan including public events and outreach within 30 days of the Commission's request after the Effective Date of the License for the Commission's review and approval creating and affirmative action program of equal opportunity to those residents identified in G.L. c23K, 21 (a) (22) on construction jobs The plan will include a robust public outreach component to those residents identified in G.L. c23K, 21 (a) (22) (Minorities, Women and Veterans).* License condition section 2 (9) Compliance with Agreements (9) *affirmative marketing programs identified under GL c. 23K, 21 (a) (22).*

Commission staff notified the licensee that the Affirmative Marketing Program and Affirmative Action Program for Equal Opportunity outlined below were due to the commission on January 12, 2015. Wynn submitted the *WYNN, MA LLC Diversity Strategy- Design & Construction* to satisfy the two requirements below as required. MGC staff sent the plan out for comment to groups such as the MGC Vendor Advisory Team, the Gaming Diversity Coalition, Policy Group of Tradeswomen's Issues, and the Action for Regional Equity Coalition. *WYNN, MA LLC Diversity Strategy - Design & Construction* was approved by the Commission on February 5, 2015. Commission staff believes the licensee has demonstrated strong compliance with and adherence to the submitted strategy plan.

#### Project Goals

Chapter 23k Section 21 (a). (22) requires the licensee to formulate for commission approval and abide by an affirmative action program of equal opportunity whereby the licensee establishes specific goals for the utilization of minorities, women and veterans on construction jobs; provided, however, that such goals shall be equal to or greater than the goals contained in executive office of administration and finance administration Bulletin Number 14.

Chapter 23k Section 21 (a). (21) requires the licensee to formulate for commission approval and abide by an affirmative marketing program by which the gaming licensee identifies specific goals, expressed as an overall program goal applicable to the total dollar amount or value of contracts entered into, for the utilization of: (i) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the design of the gaming establishment; (ii) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the construction of the gaming



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establishment; [...] provided however, that the specific goals for the utilization of such minority business enterprises, women business enterprises and veteran business enterprises shall be based on the availability of such minority business enterprises, women business enterprises and veteran business enterprises engaged in the type of work to be contracted by the gaming licensee.

Encore Boston Harbor complied with references in the RFA-2 and chapter 23K regarding setting design and construction diversity goals; Encore Boston Harbor’s goals are below and attached in Encore Boston Harbor’s Diversity and Affirmative Marketing Program, (Wynn Diversity Strategy) Approval by the Commission on February 5, 2015 ensured compliance with c23k §21 (21) (i) (ii) (iii) for design and Construction. Updated actual diversity results are in the *2019 May Encore Boston Harbor AOC Report*.

<b>Design Contracts</b>	<b>Goals</b>
MBE	7.9%
WBE	10%
VBE	1%
<b>Construction Contracts</b>	<b>Goals</b>
MBE	5%
WBE	5.4%
VBE	1%
<b>Workforce Participation</b>	
Minorities	15.3%
Women	6.9%
Veterans	3%

## Reporting

Encore Boston Harbor (EBH) has implemented and exceeded almost all diversity goals set out in the program during the design and construction of the gaming establishment. During the design phase, As of May 30, 2019 EBH exceeded diversity goals for design including awarding \$5.5 Million (\$8.4%) to Minority Business Enterprises (MBE’s) and \$4.0 Million (6.1%) to Veteran Business Enterprises (VBE’s). EBH awarded \$5.4 Million or 8.2% of spend to women business enterprises (WBE’s), falling 1.8% below their 10% goal. Commission staff determined the licensee performed best efforts regarding these goals.



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For construction Encore Boston Harbor has exceeded all goals it set for contracts awarded to company's certified as minority, women or veteran owned businesses, awarding 19.1% or \$262.7 Million to these businesses. MBE's received 5.9% (\$ 80.6 M) of the contract awards while WBE's were awarded 12.7% (\$ 174.8 M) of the total contracts, Veteran Business Enterprises received 2.8% (\$ 38.1 M) of the total contract awards. Encore Boston Harbor has recently included paid to date figures through February 28, 2019, and indicated that a final diversity report including paid to date spend will be submitted in the fall of 2019.

In 2015 the Commission created and charged the Access and Opportunity Committee (AOC) to assist the MGC with monitoring efforts of our gaming licensees to achieve diversity in the construction workforce and supplier base as they proceeded with the construction of their resorts. The AOC also provided strategic real time advice on how to increase opportunities for diversity on the projects. Encore representatives and their construction manager Suffolk Construction attended all 45 of these monthly public meetings since March of 2015 and reported on their progress in meeting or exceeding the project diversity goals. Encore Boston Harbor's reporting included diversity workforce statistics for minority individuals, women and veterans by company and by union and supplier/contractor diversity reports as well. Encore Boston Harbor also included quarterly progress updates regarding diversity as part of the larger quarterly report during the Commission's public meetings. The most recent AOC report occurred on May 14, 2019 which included updated data for contracts awarded. Contract paid to date figures were included in February reports and indicate a similar positive trend for achieving and receiving diversity goals.

#### Compliance Audit

On March 29, 2017 MGC Staff initiated a compliance review process with Encore Boston Harbor (Encore) to develop a comprehensive understanding of the processes and systems in place for the compilation and accuracy of data as reported to MGC's Access and Opportunity Committee (AOC) meetings. On January 29, 2019, MGC staff returned to Encore to conduct a review of the systems for the collection, storage and dissemination of data in support of the diversity goals established for the project. The purpose of this visit was to verify the processing and reporting of diversity data, evaluate the adequacy of the management systems, and determine the accuracy of the data submitted to the MGC. At the time of the compliance review and audit, Encore Boston Harbor was meeting or exceeding most of their stated diversity goals for both spending with diverse-owned business and the diverse workforce initiatives.

MGC's review found that Encore Boston Harbor and Suffolk developed appropriate systems for the collection, tracking, management and reporting of diversity data on project. Additionally, staff found that sound practices were in place for monitoring diversity goals and providing



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corrective action for subcontractors. MGC was satisfied with the review of the close-out process for subcontractors on the Encore Boston Harbor project, verifying workforce data, diversity spend and accurate reporting during the scope of the subcontractor's work on the project.

Overall, the licensee has been on target with their diversity goals, and each phase of MGC's audit demonstrated comprehensive processes and accuracy in reporting. In particular, MGC recognizes the diligence and transparency within the systems and processes of the workforce compliance measures taken by Encore, specifically in regard to diligence with corrective action, oversight and communication to contractors, subcontractors and the AOC Committee, itself. Due to the nature of the ongoing project reviews, and the external review performed by MGC, we believe that Encore Boston Harbor demonstrates compliance with the diversity requirements set forth in the license agreement.

**Attachments:** 2019 May Encore Boston Harbor AOC Report.  
WYNN, MA LLC Diversity Strategy- Design & Construction  
Evidence of robust public outreach



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# MASSACHUSETTS GAMING COMMISSION

PURSUANT TO THE POWER AND AUTHORITY GRANTED TO IT BY  
CHAPTER 23K OF THE MASSACHUSETTS GENERAL LAWS,  
HEREBY PRESENTS THIS CONDITIONAL OPERATION CERTIFICATE TO

*Wynn MA, LLC*  
*d/b/a Encore Boston Harbor*

ON THE PREMISES OF THE CATEGORY 1 GAMING ESTABLISHMENT LOCATED IN EVERETT, MASSACHUSETTS FOR THE OPERATION OF UP TO

\_\_\_ SLOT MACHINES / \_\_\_ TABLE GAMES / \_\_\_ GAMING POSITIONS

THIS CERTIFICATE IS SUBJECT TO THE LICENSEE'S COMPLIANCE WITH CHAPTER 23K OF THE GENERAL LAWS,  
THE REGULATIONS OF THE MASSACHUSETTS GAMING COMMISSION PROMULGATED THEREUNDER, ANY CONDITIONS DETERMINED BY THE  
COMMISSION, AND ALL OTHER APPLICABLE LEGAL REQUIREMENTS.

EFFECTIVE JUNE 20, 2019 THROUGH JUNE 28, 2019

\_\_\_\_\_  
*Commissioner Name, Commissioner*

MASSGAMING



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THE REGULATIONS OF THE MASSACHUSETTS GAMING COMMISSION PROMULGATED THEREUNDER, AND ALL OTHER APPLICABLE LEGAL REQUIREMENTS.

EFFECTIVE June 27, 2019

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*Commissioner*

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*Commissioner*

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*Chair*

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*Commissioner*

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*Commissioner*

