

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 6th 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 25th 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 19th 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 15th in Boston, and their Forum for Inorganic Growth Strategies event in Boston on November 20th.
- D. A Vendor Fair hosted by EBH on September 26th 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.

Maintenance Materials	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.

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

Event Services	Audio Visual Equip. & Services
Event Services	Destination Management Companies
Event Services	Entertainment - Bands, DJs
Event Services	Exhibition Services Companies
Event Services	Photographers & Videographers
Event Services	Promotional & Gift Items
Event Services	Stage & Lighting Rigging Equipment
Marketing	Direct Mail Fulfillment
Marketing	Graphic Design Services
Marketing	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.

Maintenance Services	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.

General Ops	Car Washing & Detailing
General Ops	Copier Equipment & Maintenance
General Ops	Furniture
General Ops	Medical Supplies & Equipment
General Ops	Office Supplies & Equipment
Hotel Ops	Hotel Room Amenity Products
Hotel Ops	Laundry Services (Duvets/Mats/Specialty)
Hotel Ops	Room Keys (Logo'd Magnetic Cards)
Hotel Ops	Spa & Salon Products
Retail	Display Cases, Racks, Hangers
Retail	Retail Bags, Paper, Plastic, Tissue
Transportation	Coach Bus Services
Transportation	Limousine Services
Transportation	Luxury Ferry Services
Transportation	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 4th 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 21st 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 3rd 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)

		Supplier Criteria: see note 2 below				Opportunity Timing: see note 3 below							
Category	Commodity	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 & Suppression	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 navigation bar includes links for Home, Worklist, Performance Trace, Add to Favorites, and Sign out.

The main content area is divided into several sections:

- Government Classifications:** Includes fields for EEO Certification Date, HUB Zone, and Government Sources. A table lists Certification Sources with columns for Effective Date (09/19/2018), Certification Number, Certificate Begin Date, and Certificate Expiration.
- Standard Industry Codes:** A table with columns for SIC Type, SIC Code, Parent SIC Code, and Description.
- Additional Reporting Elements:** Includes fields for Common Parent's TIN, Common Parent's Name, Type of Contractor, HUBZone Program, SDB Program, Size of Small Business, Other Preference Programs, VOSB, and Ethnicity. The Ethnicity section has checkboxes for Emerging Small Business, Women-Owned Business, Veteran, and Disabled.
- Comments:** A section at the bottom with Expand All and Collapse All buttons.

The Windows taskbar at the bottom shows the system tray with the date and time: 12:26 PM, 9/19/2018.