



MassGaming Access and Opportunity Committee Meeting

NOTICE OF MEETING and AGENDA

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Access and Opportunity Committee.

The meeting will take place: **Tuesday, January 10, 2017 10:30 AM-12:30 PM**
Springfield Technical Community College, Scibelli Hall, 1 Armory Square, Springfield, MA 01105

CALL TO ORDER/INTRODUCTIONS – Jill Lacey Griffin – MGC Director of Workforce, Supplier and Diversity Development

APPROVAL OF THE MINUTES – 12/13/2016

REPORT:

- **MGM Design/Construction Activity**
 - Labor Outcomes to Date
 - Contractor Outcomes to Date
 - Upcoming Construction Activity

Chelan Brown
Diversity Specialist, Construction & Operations

Jason Rosewell
Executive Director of Design and Construction

COMMITTEE MEMBER DISCUSSION

COMMUNITY INPUT

REPORT:

- **Wynn Design/Construction Activity**
 - Labor Outcomes to Date
 - Contractor Outcomes to Date
 - Upcoming Construction Activity

Jennie Peterson
Manager, Development

COMMITTEE MEMBER DISCUSSION

COMMUNITY INPUT

MGC Update

- **AOC Website Page**

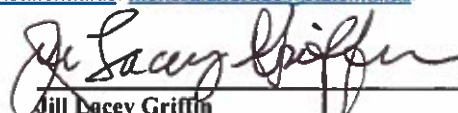
Jill Griffin, Director of Workforce, Supplier and Diversity Development

Next MGC Access and Opportunity Committee Meeting- February 14, 2017
The New England Regional Council of Carpenters, 750 Dorchester Avenue, Boston, MA 02125

ADJOURN

I certify that on this date, this Notice was posted as "MassGaming Access and Opportunity Committee Meeting" at www.massgaming.com and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us.

1/4/17
(date)



Jill Lacey Griffin
Director of Workforce, Supplier and Diversity Development
Massachusetts Gaming Commission

Date Posted to Website: January 5, 2017 at 4:00 p.m.



Massachusetts Gaming Commission



**MassGaming Access and Opportunity Committee
Meeting Minutes**

December 13, 2016, 10:30 am – 12:30 pm

The New England Regional Council of Carpenters, 750 Dorchester Avenue, Boston, MA 02125

Call to Order/Introductions **10:38 am**

The meeting was called to order by MassGaming’s Director of Workforce, Supplier and Diversity Development, Jill Griffin.

Approval of the Minutes **10:41 am**

Minutes unanimously approved

Reports:

Wynn Boston Harbor

10:49 am

Presented by: Jennie Peterson, Project Manager

- Design: M/W/VBE Participation – Awarded contracts as of 11/30/2016
 - MBE: 8.8% (Goal: 7.9%)
 - WBE: 4.9% (Goal: 10.0%)
 - VBE: 7.2% (Goal: 1.0%)
- Design & Construction Outreach
 - Bi-weekly email communications sent to local Chambers of Commerce, diverse business group partners: Supplier Diversity Office, GNEMSDC, Mass Minority Contractors Association, Center for Women & Enterprise, and the Hispanic American Institute
 - Planning for Furniture, Fixtures, and Equipment (FF&E) outreach event – January 12, 2017
 - Circulated communication regarding preference for Veteran-owned businesses
 - Assigned Suffolk executive mentors to Trade Partnership Series graduates
- Construction: M/W/VBE Participation – Awarded contracts as of 11/30/2016
 - MBE: 5.5% (Goal: 5.0%)
 - WBE: 3.4% (Goal: 5.4%)
 - VBE: 5.7% (Goal: 1.0%)
- Construction Workforce Participation: (As of 11/30/2016)
 - Minority: 23.6% (Goal: 15.3%)
 - Women: 6.5% (Goal: 6.9%)
 - Veteran: 5.4% (Goal: 3.0%)

- Construction Workforce: Outreach
 - Ongoing outreach and work with community partners and Career Centers, including monthly reminders about upcoming Building Trades Apprenticeship Application Opportunities. Continuing referrals for career seekers to apprenticeship programs and on-site sub-contractors
 - Launched Veterans Appreciation and Recognition safety meeting segment and Veterans Helmet program
 - 11/7: Job-site veterans appreciation
 - 11/9: Chelsea Soldiers Home Veterans Expo
 - 11/15: Regional Career Centers, Regional Employment Board
 - 11/15: PGTI Women in Apprenticeship celebration
 - 11/17: Job-site Women in Apprenticeship Day celebration
 - 11/22: Massachusetts Girls in Trades Alumni Working Group
 - 11/30: Massachusetts Girls in Trades Board Meeting
 - 11/30: Greater Boston Veterans Collaborative
- Construction Workforce: Projected Labor Schedule
 - Numbers through April are actuals- number of on-site workers
 - Wynn's Project Manager provided highlights relevant to the stages of construction beginning December 2016 through June 2019

Committee Member Comments and Discussion

11:14 am

- A committee member responded to an inquiry relating to recruitment and informed the group that workers can come from areas such as pre-apprenticeship programs, training programs, building trades unions, and information sessions at career centers. These groups combined with other factors drive the demand for workers.
- A committee member inquired about food trucks on Wynn's Everett project site. Wynn expects food trucks on site in the next couple of months when the workforce expands.
- A community member asked how many of the 12 who graduated from Suffolk's Trade Partnership Series mentor program have been hired by Suffolk. Suffolk informed the group that at least half of the graduates have been hired or have opportunities.
- A committee and Policy Group on Tradeswomen's Issues (PGTI) member provided a HIPP (High Impact Poor Performance) analysis on the construction and trade union data presented by Wynn. The committee member noted that two of the five high performing contractors are out of compliance as it relates to female participation goals and although there are minority and women numbers supporting skilled labor, the workers are being paid at the lower wage category.
- During the HIPP analysis, a committee and PGTI member pointed out to the group that when veteran numbers increase, minority numbers decrease urging the licensees to monitor this phenomenon.
- Regarding underperforming contractors, a committee member suggested for Suffolk, Wynn, and MGM to set up meetings with the training trustees, contracting representatives, and business agents to address underperformance. In addition, the committee member suggested discussions can be held with the Sheet Metal and Air

Conditioning Contractors' Association (SMACNA) who have relationships with union sheet metal and air conditioning contractors.

- A committee member inquired about Wynn's projections on workforce numbers relative to the current goals. Wynn's project manager informed the group the licensee's plan to address variances by setting diversity expectations up front in the pre-construction process with contractors S & F Concrete and Liberty Construction.

MGM Springfield

11:55 am

Presented by: Chelan Brown, Diversity Specialist: Construction & Operations
Jason Rosewell, Executive Director of Design and Construction

- Outreach to MBE, WBE and VBE Companies
 - Met with 4 companies, 3 MBE and 1 VBE
- Community Partners Network (CPN)
 - November 2, 2016: Met with MGM Springfield construction team, which was attended by 14 community partners
 - MGM Springfield team shared current diversity workforce numbers to date with the network and upcoming scopes of work and trades expected to be on the job in the upcoming months.
 - CPN steering committee gave an update on the CPN Launch on November 21, 2016.
 - CPN Sub-Committees/Action teams gave updates on their work
 - MGM gave an update on the diversity task force meeting and next steps
 - Review of upcoming CPN 2017 training calendar
 - Review of 2017 Union apprenticeship enrollment/application dates
 - Startup CPN Membership Team:
 - Finalized the directory of Community Partners Network- includes organizations, individuals, and services being offered
 - Directory with CPN partnering organizations is available on the MGM Springfield website and will be available on the CPN website
 - Working on drafting CPN organization membership application
 - Advocacy Team:
 - Advocacy meeting to work on identified CPN Advocacy priorities, including construction diversity
 - Reached out to local general contractors (GC) and construction projects in the region to discuss diversity hiring and contracting
 - Ongoing meetings with Baystate Medical Center on the \$29M construction expansion to ensure the inclusion of diversity requirements and that best practices are shared on the project
 - Defining Our Success Team:
 - Archiving and collection of success stories; this month focused on identifying MGM Springfield's December 2016 union diversity success story
 - Working closely with the union applicant committees to track

- applicants in unions, apprenticeship programs, and regional job sites
 - Basic Eligibility Screening Team:
 - Following up with the union eligible/union ready referrals in the network database
 - Work Readiness Team:
 - Looking at 2017 CPN training calendar to finalize trainings and workshops/seminars; Setting a goal of 1 work readiness activity per month for 2017
- Union Partnership & Outreach
 - MGM conducting ongoing meetings and discussions with local trade unions to include: assistance with targeted diversity recruitment; check-in meetings with all business managers to review scope against diversity requirements
 - Unions partnering with upcoming new union apprentice enrollment events; building relationships at local outreach events involving community partners
 - Sharing the MGM labor pool of diverse union members with business managers
 - MGM Springfield diversity & public relations team collaborating with PVBT & Carpenters Union #108 for outreach campaign
- Union Referral System Update
 - Continued referrals and tracking of new diverse union applicants in their union application process
 - Capturing and tracking success stories and highlights:
 - 3 new union members identified through outreach and added to the MGM Springfield available labor pool list that was shared with Tishman Construction and MGM Springfield Sub-Contractors
- Other Diversity Work & Outreach/Events
 - November 2, 6, 9, & 11, 2016: Tishman Construction & Putnam Vocational Academy Student Construction Program on site tour and classroom experience
 - November 21, 2016: Western Mass. Community Partnership Network launch
 - Attended by over 75 community organizations, unions, employers, and diverse union construction workers
 - Union Representatives signed a Partnership Pledge to continue the work of diversifying construction workforce that will expand beyond the MGM Springfield project
- Upcoming Outreach Events/Dates
 - Upcoming Diversity Outreach Work:
 - December, 2016: Community Partners Network Meetings
 - December, 2016: Diversity Task Force Meeting
 - December 5, 2016: MGM Springfield Construction
 - Outreach Session: Misc. Metals & Food Service Equipment
 - December 12, 2016: MGM Springfield Construction Outreach Session: Stone/Tile/Carpet & Millwork
 - December 14, 2016: Minority Construction Contractors of Connecticut Annual Holiday Meeting and MGM Construction presentation

- December 15, 2016: Greater Hartford Urban League Minority Student Construction Program Meeting
 - December 15, 2016: Young Hispanics Entrepreneurs Annual Meeting
 - December 16, 2016: U.S. Small Business Administration Small Business Contracting Workshop
 - January, 2016: Kick off to Day In The Life Of A Union Tradesperson Networking Event
- Outlook/Diversity Outreach for 2017
 - MGM working with business managers concentrating on diversity
 - Looking at apprenticeship support and retention program
 - Site walks- mentoring and monitoring subs
- Diversity Success Stories
 - MGM Springfield union construction worker December 2016 highlight: Contina McCormick, apprentice for Operating Engineers #98
- Union Construction Workforce: Through 11/30/2016
 - Women: 8.54% (Goal: 6.90%)
 - Project to Date increased by 1% since last month
 - Minority: 31.10% (Goal: 15.30%)
 - Veteran: 8.33% (Goal: 8.00%)
 - Total Construction Workforce: Through 11/30/2016
 - Women: 10.05% (Goal: 6.90%)
 - Minority: 25.33% (Goal: 15.30%)
 - Veteran: 9.41% (Goal: 8.00%)
- Workforce 3 – Month Look Ahead: workers will be out of the ground in December due to cold weather
 - Work in Progress – Water/Sewer Infrastructure
 - Work in Progress – Garage Foundations, 3rd of the way through the garage
 - Work in Progress – Underground MEP for Garage, most of work will halt during winter months
 - Work in Progress—Systems Separation 95/101 State
 - Work in Progress—Hotel-Podium Foundations, 95% complete with concrete poured
 - Work in Progress—Generator Switch Gear Area
 - Work in Progress – Underground MEP Hotel Podium
 - Work in Progress – Concrete Slab on Grade for Podium, close to 85% complete
 - Work in Progress – Pre-cast Garage Elements, 2600 pieces currently erected
 - Work in Progress – Garage Erection
 - Work in Progress – Steel Erection for Hotel Podium
 - Dec 2016—Temp Heating, concrete curing areas kept above 40°
 - Dec 2016—Interior Fitout of 95 State, modified/demoed 17 buildings on site
 - Dec 2016—Scaffolding
 - Dec 2016—Spray Fireproofing
 - Dec 2016—Concrete Slab on Metal Deck
 - Dec 2016—CEF Masonry

- Jan 2017—Garage Interior MEP, Sprinklers, Storm
- Feb 2017—Building Enclosure
- Feb 2017—MEP Distribution for Podium
- Design & Construction Commitments: Through 11/30/2016
 - WBE: 16.8% (Goal: 10.0%)
 - MBE: 7.9% (Goal: 5.0%)
 - VBE: 5.8% (Goal: 2.0%)
- Design & Consulting Commitments: Through 11/30/2016
 - WBE: 13.8% (Goal: 10.0%)
 - MBE: 11.6% (Goal: 5.0%)
 - VBE: 4.6% (Goal: 2.0%)
- Construction Commitments: Through 11/30/2016
 - WBE: 17.3% (Goal: 10.0%)
 - MBE: 7.2% (Goal: 5.0%)
 - VBE: 6.0% (Goal: 2.0%)
- Workforce Diversity Report (By Company & Union): MGM’s Executive Director of Design and Construction provided highlights by referring to the total Employee Count and M/W/B hours for Unions

Committee Member Comments and Discussion

12:25 pm

- A committee and PGTI member provided a HIPP (High Impact Poor Performance) analysis on the diversity reports presented by MGM. The committee member reiterated the data presented is not statistically significant, but is only indicative of trends/future performance.
- A committee and PGTI member referred to the document of trend lines for MGM Springfield’s Totals for Access and Opportunity Goals reiterating the data reflects Project to Date goals and do not reflect the monthly goals.
- In reference to the trend lines for both MGM and Wynn, a committee and PGTI member informed the group that the monthly hours were taken off the reports as the numbers were not always accurate and made the chart harder to read. Additionally, the committee member reiterated to the group that PGTI will provide trend lines at every meeting.
- A committee and PGTI member sited to the group the trend of minority hours lagging behind the veteran numbers within MGM’s Workforce Diversity reports.
- Wynn and PGTI members will convene separately to discuss the distribution list of upcoming work and apprenticeships with a follow up at the next MassGaming AOC meeting.
- A community member asked whether the commission will consider maintaining an access and opportunity committee during the process leading up to permanent jobs or oversight of diversity within permanent jobs. MGC’s Commissioner indicated that the commission has not made that decision and it involves further discussion amongst all the commissioners and MGC’s Director of Workforce, Supplier and Diversity Development.

Additional Discussion Topics**12:38 pm**

- Director of Workforce, Supplier and Diversity Development provided an update pertaining to an advertising and recruitment campaign presently open to women and specifically women of color.
 - There are two RFPs
 - One went to marketing/advertising companies on state contracts
 - Responses are due December 19th for entities that act as navigators to help women and people of color through the various requirements of the union building trades programs
- MGC's Commissioner announced the agency's decision to allocate up to \$400k from the Community Mitigation Fund to mitigate the strains resulting from both projects.
 - Governmental agencies are eligible, \$200k for each region
 - Mitigation applications are due in February

Meeting Adjourned**12:44 pm**

Attendees

Committee Members and Supporting Committee/Staff

Jill Lacey Griffin
Bruce Stebbins
Joseph Truschelli
Chelan Brown
Jason Rosewell
Beverley Johnson
Nader Acevedo
John David Perez
Ny Mahasadeth
Liz Skidmore
Susan Moir
Mary Vogel
Brian McPherson
Shelley Webster
Jennie Peterson
Lisa Clauson

Members of the Community and Guests

Emily Earll
Maggie Drouineaud
Iliana Panameño
Weezy Waldstein
Gregg Moree

Remote Attendees

Maureen Carney
Fiore Grasseti
Seth Stratton

List of Documents and Other Items Used

- MGC Access and Opportunity Committee, Notice of Public Meeting and Agenda dated December 13, 2016
- November 08, 2016 MGC Access and Opportunity Committee Meeting Minutes
- Wynn Boston Harbor Access & Opportunity Committee Monthly Update November PowerPoint Presentation dated December 13, 2016
- Wynn Boston Harbor – Construction Workforce Diversity Date Range: 9/2015 – 11/30/2016
- MGM Springfield Access and Opportunity Committee PowerPoint Presentation dated December 13, 2016
- MGM Springfield Workforce Diversity Report (By Company & Union) As of: November 30, 2016
- MGM Video Featuring Contina McCormick
- Building Career Opportunities for Women and People of Color November 2016
- PGTI Trend lines Charts for Wynn Boston Harbor and MGM Springfield Diversity Goals as of 11/30/2016

Access and Opportunity Committee

January 10, 2017



Agenda

1. Outreach Update
2. Construction Workforce
3. Design Commitments
4. Construction Commitments



Outreach Update



OUTREACH UPDATE

1. Outreach to MBE, WBE & VBE Companies
2. Community Partners Network
3. Union Partnership & Outreach
4. Other Diversity Outreach Work
5. Upcoming Events

OUTREACH TO MBE, WBE & VBE COMPANIES

Construction:

| Ref | Company | Location | Diversity Status |
|-----|---|-----------------|--------------------|
| 1 | Capasso Restoration | North Haven, CT | WBE |
| 2 | CCB, Inc. Construction Services | Westbrook, ME | WBE ⁽¹⁾ |
| 3 | Kittredge Food Service Equipment & Supplies | Agawam, MA | WBE |
| 4 | T & M Equipment Corporation | Springfield, MA | VBE |

Supplier:

| Ref | Company | Location | Diversity Status |
|-----|-------------------------------|----------------|------------------|
| 5 | Carol's Lighting & Supply Co. | Canton, MA | MBE/WBE |
| 6 | JMK Building Supply Inc. | Colchester, CT | WBE |

Design/Consulting:

| Ref | Company | Location | Diversity Status |
|-----|----------------|-----------|------------------|
| 7 | Aero Sage, LLC | Tampa, FL | VBE |

Notes:

(1) CCB is in the process of certifying with Massachusetts SDO as a WBE.

COMMUNITY PARTNERS NETWORK

| Ref | Organization | Location |
|-----|--|-------------------------|
| 1 | A.W.A.K.E. Inc. | Springfield, MA |
| 2 | Betterman Construction, Inc. | Springfield, MA |
| 3 | Carpenters Union #108 | Springfield, MA |
| 4 | Community Works | Springfield, MA |
| 5 | East African Cultural Center | Springfield, MA |
| 6 | Gandara Springfield Family Resource Center | Springfield, MA |
| 7 | HAP Housing | Springfield, MA |
| 8 | Ironworkers Union #7 | Springfield, MA |
| 9 | Laborers #999 | Springfield, MA |
| 10 | Lighthouse/ Human Resources Unlimited | Springfield, MA |
| 11 | Neighbor to Neighbor | Springfield/Holyoke, MA |
| 12 | Springfield Veterans Services Dept. | Springfield, MA |

COMMUNITY PARTNERS NETWORK

| Ref | Organization | Location |
|-----|--|-----------------------|
| 13 | STCC Workforce Development Department | Springfield, MA |
| 14 | Training Resources of America | Western Massachusetts |
| 15 | Uptown Construction Collaborative | Springfield, MA |
| 16 | Urban League of Greater Springfield | Springfield, MA |
| 17 | Veteran's Inc. | Springfield, MA |
| 18 | We The Villagers | Springfield, MA |
| 19 | Western Mass. COSH | Western Massachusetts |
| 20 | Western Mass. Employment Collaborative | Springfield, MA |
| 21 | Westover Job Corps. | Westover, MA |
| 22 | Young Urban Engineering Entrepreneurship Academy | Springfield, MA |
| 23 | YWCA/Youth Build | Springfield, MA |

COMMUNITY PARTNERS NETWORK

December 7, 2016: Meeting held with MGM Springfield Construction Team

Meeting Highlights:

- 10 Community Partners attended.
- Review of the CPN Launch Announcement.
- Report on which new community organizations have submitted CPN membership applications, or made inquiries about joining the CPN.
- Review of upcoming CPN Training Calendar.



COMMUNITY PARTNERS NETWORK

- Review of Upcoming Union Apprenticeship Enrollment/Application Dates.
- Brainstorm on the upcoming work of the CPN for 2017 & beyond.
- Review of Advocacy items coming up in 2017, including the REO meetings/hearings.



UNION PARTNERSHIP & OUTREACH

Continued meetings and discussions with local trade unions to include:

- Assistance with targeted diversity recruitment based on the needs of the individual trade union.
- Assistance with upcoming new Union Apprenticeship Enrollment events.
- Partnerships on upcoming outreach events.
- Sharing the MGM Labor Pool of eligible diverse union members looking for work as the unions ramp up on the MGM Springfield project and other local construction projects.
- MGM Springfield Diversity & Public Relations Team to work with PVBT & Carpenters Union #108 to coordinate a Public Relations & Outreach campaign that will begin in the 1st Qtr. of 2017.



UNION PARTNERSHIP & OUTREACH

Continued referrals and tracking of new diverse union applicants in their union application process.

Capturing and tracking success stories and highlights:

- **1 newly identified union member** looking for work identified through outreach and added to the MGM Springfield Available Labor Pool list and shared with Tishman Construction and MGM Springfield Sub-Contractors looking for union workers.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 5, 2016:** MGM Springfield Construction Outreach Session: Food Service Equipment & Misc. Metals.



BUILDING A STRONG FOUNDATION

ARE YOU A MISCELLANEOUS METALS OR FOOD SERVICE EQUIPMENT CONTRACTOR?

MGM Springfield would like to invite you to a 1-on-1 info session. Open to miscellaneous metals and food service contractors with average annual turnover greater than \$5 million or are invited to learn about opportunities with the MGM Springfield project. Metals contractors must have recent experience on projects of \$2.5 million or more, as well as in-house fabrication and limited engineering and detailing capability. Food service contractors must have recent experience on projects of \$5 million or more, design/build experience and capacity, and the ability to project manage and install in-line rim blenders, mixers, in-house stainless steel fabrication also required.

When: Monday, December 5th
10-minute slots available from 9 a.m. to 1 p.m.
BY APPOINTMENT ONLY
To schedule an appointment, email construction@mgmspringfield.com

Where: MGM Springfield
Commercial Office
One Monarch Place, Suite 910
Springfield, MA 01144

MGM Springfield and Tishman representatives will meet with qualified contractors to explain the scope of upcoming work, the prequalification process, and MGM Springfield's policy on contractors, vendors and purchasing. There will also be an overview of the project's diversity requirements.



Building Excellence



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 12, 2016:** MGM Construction Outreach Session: Mill Work & Tile/Stone/Carpet.



BUILDING A STRONG FOUNDATION

ARE YOU A UNION STONE, TILE AND CARPET OR MILL WORK CONTRACTOR?

MGM Springfield would like to invite you to a 1-on-1 Info session. Union stone and tile contractors who have installed a minimum of 50,000 sq. ft. of material with contracts in excess of \$1 million are invited to learn about opportunities with the MGM Springfield project. Union carpet contractors must have worked on a test-track project and installed a minimum of 100,000 sq. ft. with contracts greater than \$2 million and 3-4 50+ level of finish. Union millwork contractors must have installed multiple Class A 4-star finishes with a contract value greater than \$5 million.

When: Monday, December 12th
30-minute slots available from 9 am to 1 pm.
BY APPOINTMENT ONLY
To schedule an appointment, email construction@mgmspringfield.com

Where: MGM Springfield Community Office
One Massachusetts Plaza, Suite 900
Springfield, MA 01104

MGM Springfield and Fishman representatives will meet with qualified contractors to explain the scope of upcoming work, the prequalification process, and MGM Springfield's policy on contractors, vendors and purchasing. There will also be an overview of the project's diversity requirements.



Equal Opportunity Employer



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 14, 2016:** Minority Construction Council MGM Springfield Construction Diversity Presentation and Q/A.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 15, 2016:** MGM Springfield Construction Diversity Presentation/Meeting w/Greater Hartford Urban League Construction & Vocational Program Staff.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 16, 2016:** U.S. Small Business Administration.
- **December 19, 2016:** Girls In Trades Conference & Fair Western Mass. Planning Meeting.



UPCOMING OUTREACH/ EVENTS

Upcoming Diversity Outreach Work:

- **January, 2017:** A Day in the Life of a Union Tradesperson Networking Event
- **January 19, 2017:** MGM Springfield Construction Outreach Session: Hardscape & Landscape Contractors
- **February, 2017:** Community Partners Network Meeting
- **February, 2017:** MGM Springfield FF&E Information Session

BUILDING A STRONG FOUNDATION

ARE YOU A CONTRACTOR
SPECIALIZING IN
HARDSCAPE/LANDSCAPE?

Union hardscape/landscape contractors are invited to one-on-one information sessions to learn about opportunities related to the MGM Springfield project. Companies must have completed three or more large scale commercial projects larger than \$3 million over the past three years and have experience with irrigation, pavers, specialty finishes, specialty lighting, firepits, roof decks, high quality painters and plantings.

When: Thursday, January 19
30-minute slots available from
9 a.m. to 1 p.m.
BY APPOINTMENT ONLY
To schedule an appointment, email
construction@mgmspringfield.com

Where: MGM Springfield
Community Office
One Merch Place, Suite 910
Springfield, MA 01104

MGM Springfield and Tishman representatives will meet with qualified contractors to explain the scope of upcoming work, the prequalification process, and MGM Springfield's policy on contractors, vendors and purchasing. There will also be an overview of the project's diversity requirements.



Building Communities.



DIVERSITY SUCCESS STORIES

- **MGM Springfield Union Construction Worker January 2017 Highlight:**

Stephanie Stevens

- Carpenters 108
- U.S. Army Veteran, Minority, Female, Springfield Resident



Construction Workforce



WORKFORCE DIVERSITY STATISTICS - UNION

AS OF DECEMBER 31, 2016

| Group | Project Goals | Project To Date % |
|----------|---------------|-------------------|
| Women | 6.90% | 8.55% |
| Minority | 15.30% | 30.01% |
| Veteran | 8.00% | 8.88% |

Notes:

(1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.

WORKFORCE DIVERSITY STATISTICS - TOTAL

AS OF DECEMBER 31, 2016

| Group | Project Goals | Project To Date % |
|----------|---------------|-------------------|
| Women | 6.90% | 10.07% |
| Minority | 15.30% | 24.70% |
| Veteran | 8.00% | 9.76% |

Notes:

- (1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.
- (2) The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 6.31% of total workforce hours are included in two of the diversity categories and 0.27% of total workforce hours are included in three diversity categories.
- (3) While this is not a reporting requirement of the approved diversity plan, the total hours worked through 4th Quarter 2016 is as follows:
 - Approximately 36% are from Springfield/ Surrounding Communities
 - Approximately 58% are from Western Massachusetts
 - Approximately 83% are from Massachusetts

WORKFORCE 3 MONTH LOOK AHEAD

1. **Work in Progress** - Water/Sewer/Gas/Electric Infrastructure
2. **Work in Progress** - Garage Foundations
3. **Work in Progress** - Underground MEP for Garage
4. **Work in Progress** - Generator Switch Gear Area
5. **Work in Progress** - Underground MEP Hotel Podium
6. **Work in Progress** - Concrete Slab on Grade for Podium
7. **Work in Progress** - Pre-cast Garage Elements
8. **Work in Progress** - Garage Erection
9. **Work in Progress** - Steel Erection for Hotel Podium
10. **Work in Progress** - Temp Heating
11. **Work in Progress** - Interior Fitout of 95 State
12. **Work in Progress** - Scaffolding
13. **Work in Progress** - Spray Fireproofing
14. **Work in Progress** - Concrete Slab on Metal Deck
15. **Work in Progress** - CEF Masonry
16. Jan 2017 - Garage Interior MEP, Sprinklers, Storm
17. Jan 2017 - 95 State Street Interior Fit Out
18. Feb 2017 - Building Enclosure
19. Feb 2017 - MEP Distribution for Podium
20. Mar 2017 - Interior Masonry

Design & Construction Commitments



DESIGN & CONSTRUCTION COMMITMENTS

THROUGH DECEMBER 31, 2016

| Group | Project Goals | Commitments | Variance | Company Count | Value |
|-------|---------------|-------------|----------|---------------|----------|
| WBE | 10.0% | 17.0% | 7.0% | 51 | \$43.12M |
| MBE | 5.0% | 7.8% | 2.8% | 32 | \$19.92M |
| VBE | 2.0% | 5.8% | 3.8% | 13 | \$14.62M |

Notes:

(1) Total Commitments through December 31, 2016 are \$254.1M.

(2) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

Design & Consulting Commitments



DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

| Group | Project Goals | Commitments | Company Count | Value |
|--------------------|---------------|-------------|---------------|---------|
| WBE | 10.0% | 13.9% | 16 | \$5.15M |
| MBE | 5.0% | 11.6% | 15 | \$4.28M |
| VBE ⁽³⁾ | 2.0% | 4.5% | 2 | \$1.67M |

Notes:

(1) Total Commitments through December 31, 2016 are \$37.0M.

(2) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(3) Value for VBE (Stevens & Associates) is included in the Construction Commitments because they are being billed through Tishman.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

| Ref | Company | Scope | Location | Diversity Status |
|-----|-------------------------------------|--|---------------------|------------------|
| 1 | A I Engineers, Inc. | Construction Engineering and Inspection | Middletown, CT | MBE |
| 2 | AAC Investments, LLC | Interior Design | Los Angeles, CA | WBE |
| 3 | AFO Project Consulting, LLC | Construction Consulting | Las Vegas, NV | VBE |
| 4 | Akal Engineering, Inc. | MEP Consulting Engineering Services | Boylston, MA | MBE |
| 5 | Andelman & Lelek Engineering, Inc. | Energy Modeling | Norwood, MA | WBE |
| 6 | Black Hawk Group | Consulting Engineer Services | Philadelphia, PA | MBE |
| 7 | C&C Consulting Engineers, LLC | Structural Peer Review | Allston, MA | MBE |
| 8 | Calvin Consulting Services, LLC | Construction Consulting | Las Vegas, NV | WBE |
| 9 | Communications for Design LLC | Design and Project Management Support Services | Northfield, MN | WBE |
| 10 | Convergent Technologies | Acoustics/ Audio Visual/ IT/ Low Voltage | Lockport, NY | WBE |
| 11 | Copley Wolff Design Group, Inc. | Full Landscape Architectural Services | Boston, MA | WBE |
| 12 | Desert Construction Consulting, Ltd | Estimating and Contractor Bidding Services | Henderson, NV | MBE |
| 13 | Desman, Inc. | Parking Garage Bridging Documents (LOA) | Boston, MA | MBE |
| 14 | Dietz & Company Architects, Inc. | Full Service Architecture and Interior Design | Springfield, MA | WBE |
| 15 | Engineers Design Group, Inc. | Structural Engineering Consulting Services | Malden, MA | MBE |
| 16 | Erin Chrusciel Photography, LLC | Photography | East Longmeadow, MA | WBE |

Notes:

(1) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(2) Green highlighted companies have been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

| Ref | Company | Scope | Location | Diversity Status |
|-----|--------------------------------------|--|----------------------|------------------|
| 17 | Fernandez & Associates | Fire Protection Design and Code Consulting Services | Byfield, MA | MBE |
| 18 | JoAnn Jones | Administrative Services | Henderson, NV | WBE |
| 19 | Keville Enterprises, Inc. | Construction Management and Inspection | Marshfield, MA | WBE |
| 20 | Marshall Moya Design, LLC | Architectural Services | Washington, DC | MBE |
| 21 | MCLA, Inc. | Lighting | Washington, DC | WBE |
| 22 | Nitsch Engineering, Inc. | Engineering Services | Boston, MA | WBE |
| 23 | Pari Riahi Architects, Inc. | Executive Architect | Amherst, MA | WBE |
| 24 | Pristine Engineers, Inc. | MEP Peer Review Services | Raynham, MA | MBE |
| 25 | Renderready, LLC | Rendering and Graphic Design | Henderson, NV | MBE |
| 26 | Soden Sustainability Consulting, LLC | LEED | Winchester, MA | WBE |
| 27 | Spec's Design Group, LLC | Interior Design | Springfield, MA | WBE |
| 28 | Stevens & Associates | Façade Stabilization Design | Brattleboro, VT | VBE |
| 29 | Timothy Haahs & Associates, Inc. | Architect and Engineer of Record/ Parking Consultant | Blue Bell, PA | MBE |
| 30 | US Inspection & Consulting, LLC | Construction Inspections | Lake Havasu City, AZ | MBE |
| 31 | VAV International, Inc. | Mechanical Consulting | Woburn, MA | MBE |
| 32 | WA Architects, Inc. | Architectural Services | Cleveland, OH | MBE |
| 33 | YA Construction Services, LLC | MEP Peer Review | St. Louis, MO | WBE |

Notes:

(1) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(2) Green highlighted companies have been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

Construction Commitments



CONSTRUCTION COMMITMENTS

THROUGH DECEMBER 31, 2016

| Group | Project Goals | Commitments | Company Count | Value |
|-------|---------------|-------------|---------------|----------|
| WBE | 10.0% | 17.5% | 35 | \$37.97M |
| MBE | 5.0% | 7.2% | 17 | \$15.64M |
| VBE | 2.0% | 6.0% | 11 | \$12.95M |

Notes:

(1) Total Commitments through December 31, 2016 are \$217.1M.

(2) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

| Ref | Company | Scope | Location | Diversity Status |
|-----|---|---------------------------------------|-----------------|------------------|
| 1 | Aces Enterprises, LLC | Steel Plate Supplier | Dunlap, IL | VBE |
| 2 | All American Signs | Signage | Plymouth, MA | VBE |
| 3 | Alonzee Consulting | Construction Consulting | Las Vegas, NV | WBE |
| 4 | American Environmental, Inc. | Abatement | Holyoke, MA | MBE |
| 5 | Architectural Products, Inc. | Glass and Glazing | Burlington, CT | WBE |
| 6 | Arrow Security Corporation | Security Guard Services | Springfield, MA | VBE |
| 7 | Ayala Excavating and Trucking, LLC | Trucking | Springfield, MA | MBE |
| 8 | BECO Electrical Contractors, Inc. | Electrical | Monson, MA | VBE |
| 9 | Berkshire Concrete Cutting, LLC | Saw Cutting | Torrington, CT | WBE |
| 10 | C&C Contractors, LLC | Trucking Services | Springfield, MA | MBE |
| 11 | C&D Electronics, Inc. | Cabling, Wiring, Electronics Supplier | Holyoke, MA | WBE |
| 12 | Chabot & Burnett Construction Co., Inc. | Masonry Contractor | Agawam, MA | WBE |
| 13 | CK Flooring Solutions, Inc. | Carpet Installer | Chicopee, MA | WBE |
| 14 | CMJ, LLC | Property Management/Maintenance | Springfield, MA | MBE |

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

| Ref | Company | Scope | Location | Diversity Status |
|-----|--|---------------------------------------|----------------------|------------------|
| 15 | Connecticut Drywall Finishing, Inc. | Drywall | West Springfield, MA | WBE |
| 16 | Connecticut Temperature Controls, LLC | Controls | Newington, CT | VBE |
| 17 | Coghlin Electrical Contractors, Inc. | Electrical Services | Worcester, MA | WBE |
| 18 | C.R. Levesque Trucking Corp. | Hauling & Equipment Transportation | Monson, MA | WBE |
| 19 | Davenport Advisors, LLC | Property Management/ Maintenance | Boston, MA | MBE |
| 20 | Dependable Masonry Construction Company, Inc. | Masonry and Brickpaving | North Reading, MA | MBE |
| 21 | Eastern General Contractors, Inc. | General Contractor - Rigging | Springfield, MA | MBE |
| 22 | EDM Construction, Inc. | Carpentry & Structural Steel Erection | Merrimac, MA | WBE |
| 23 | E L Waterman, Inc. | Pipe Supplier | Foxboro, MA | WBE |
| 24 | Evermore Light & Power, Inc. | Electrical | Somerville, MA | WBE |
| 25 | Fabiano Oil Corp. | Fuel & Oil Supplier | Wrentham, MA | WBE |
| 26 | Fisher Contracting Corporation | General Contracting Services | Worcester, MA | WBE |
| 27 | Federal Concrete, Inc. | Concrete Services | Hopedale, MA | WBE |
| 28 | Fletcher Sewer & Drain, Inc. | Inspection - FEIR | Ludlow, MA | WBE |
| 29 | Folan Waterproofing and Construction Company, Inc. | Masonry Contractors & Waterproofing | South Easton, MA | WBE |
| 30 | Frisoli Electric, Inc. | Electrical | Holbrook, MA | VBE |

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

| Ref | Company | Scope | Location | Diversity Status |
|-----|--|---|---------------------|------------------|
| 31 | Gomes Construction Co. Inc. | Utility Connections | Ludlow, MA | WBE |
| 32 | Granite City Electric Supply Company, Inc. | Electrical Supplier | Quincy, MA | WBE |
| 33 | Green Insulation, Inc. | Insulation | Adams, MA | WBE |
| 34 | H B Welding, Inc. | Steel, Welding, Iron Work | Johnston, RI | WBE |
| 35 | Homeland Mechanical, LLC | Pipe Supplier | Quincy, MA | VBE |
| 36 | Industrial Flame Cutting, Inc. | Steel Plate Supplier | Beacon Falls, CT | VBE |
| 37 | JRL Construction, Inc. | General Contractor - Demolition | Springfield, MA | VBE |
| 38 | Kittredge Equipment Company, Inc. | Kitchen Equipment | Agawam, MA | WBE |
| 39 | L.K. Sheet Metal, Inc. | Sheet Metal | East Hartford, CT | WBE |
| 40 | Larry's Trucking Co. | Trucking | Springfield, MA | MBE |
| 41 | Lindon Group | Piping Materials | East Providence, RI | WBE |
| 42 | Medeiros Hydroseeding & Landscaping Construction, Inc. | Trucking and Soil Materials | Monson, MA | MBE |
| 43 | Moor Metals, Inc. | Sales and Distribution of Metals | Holliston, MA | MBE |
| 44 | Ms. Pipe, LLC | Procurement of Valves, Pipes and Fittings | South Windsor, CT | WBE |
| 45 | New England Foundation Company, Inc. | Helical Piles | Boston, MA | WBE |
| 46 | Northeastern Steel Corporation | Steel Distributor | Revere, MA | MBE |

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

| Ref | Company | Scope | Location | Diversity Status |
|-----|--|--|----------------------|------------------|
| 47 | Performance Testing & Balancing LLC | Testing & Balancing | South Hampton, MA | VBE |
| 48 | Rebars & Mesh, Inc. | Concrete | Haverhill, MA | WBE |
| 49 | Regis Steel Corporation | Steel Erection/ Reinforcing | Fall River, MA | MBE |
| 50 | S&F Concrete Contractors, Inc. | Concrete | Hudson, MA | MBE |
| 51 | Security Construction Services, Inc. | Fencing | Hudson, MA | WBE |
| 52 | SOS Corporation | Construction Cleaning, Selective Interior Demolition | Milford, MA | WBE |
| 53 | Steere Engineering, Inc. | Engineering Services | Warwick, RI | WBE |
| 54 | Strategic Environmental Services, Inc. | Environmental Consultants | Sutton, MA | WBE |
| 55 | Supplies Exchange Systems | Materials Supplier | Dorchester, MA | MBE |
| 56 | Tavares, LLC | Fireproofing | Providence, RI | MBE |
| 57 | T & M Equipment Corporation | Excavating Contractor | Springfield, MA | VBE |
| 58 | Titan Roofing Company | Roofing | Springfield, MA | MBE |
| 59 | Triton Leasing and Rental, Inc. | Demolition & Abatement | Feeding Hills, MA | WBE |
| 60 | Ultimate Abatement Company, Inc. | Abatement | Plainfield, MA | WBE |
| 61 | Welch Associates Land Surveyors, Inc. | Land Surveying | West Bridgewater, MA | WBE |
| 62 | Willow Tree Outdoor, LLC | Landscape | Springfield, MA | WBE |
| 63 | Younger Brothers Construction, LLC | Materials Supplier | Watertown, MA | MBE |

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

MGM Springfield

Workforce Diversity Report (By Company)

As of: December 31, 2016

| Reference | Company | This Month's Workforce Diversity Statistics | | | | | | | | Project To Date Workforce Diversity Statistics | | | | | | | |
|-----------------------|---|---|--------------------------|-----------------|--------------|-----------------|---------------|-----------------|--------------|--|-----------------------------|------------------|---------------|-------------------|---------------|------------------|--------------|
| | | Employee Count | This Month's Total Hours | Women | | Minority | | Veteran | | Employee Count | Project To Date Total Hours | Women | | Minority | | Veteran | |
| | | | | Hours | % | Hours | % | Hours | % | | | Hours | % | Hours | % | Hours | % |
| 62 | Soep Painting Corp | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 10 | 1,475.50 | 0.00 | 0.00% | 6.00 | 0.41% | 0.00 | 0.00% |
| 63 | Stamford Wrecking | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 7 | 1,189.00 | 76.00 | 6.39% | 122.00 | 10.26% | 74.00 | 6.22% |
| 64 | Superior Caulking & Waterproofing Co., Inc. | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 7 | 193.00 | 0.00 | 0.00% | 155.50 | 80.57% | 0.00 | 0.00% |
| 65 | T & M Equipment Corporation | 15 | 980.50 | 103.00 | 10.50% | 226.00 | 23.05% | 0.00 | 0.00% | 61 | 23,353.55 | 1,840.50 | 7.88% | 4,462.05 | 19.11% | 1,008.50 | 4.32% |
| 66 | Tech Valley Contracting, LLC | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 8 | 2,018.00 | 206.00 | 10.21% | 0.00 | 0.00% | 0.00 | 0.00% |
| 67 | Tishman | 5 | 800.00 | 160.00 | 20.00% | 160.00 | 20.00% | 160.00 | 20.00% | 16 | 14,621.00 | 2,421.00 | 16.56% | 3,120.00 | 21.34% | 5,040.00 | 34.47% |
| 68 | Titan Roofing Company | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 38 | 1,720.50 | 0.00 | 0.00% | 201.00 | 11.68% | 138.00 | 8.02% |
| 69 | T.J. Conway Company | 18 | 1,539.50 | 157.00 | 10.20% | 149.00 | 9.68% | 157.00 | 10.20% | 41 | 6,916.50 | 387.00 | 5.60% | 973.00 | 14.07% | 345.00 | 4.99% |
| 70 | Triton Leasing and Rental, Inc. | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 35 | 3,187.50 | 0.00 | 0.00% | 1,547.50 | 48.55% | 239.00 | 7.50% |
| 71 | Ultimate Abatement Company, Inc. | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 48 | 10,150.50 | 3,352.50 | 33.03% | 9,879.50 | 97.33% | 0.00 | 0.00% |
| 72 | Universal Electric Co. | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 18 | 5,635.00 | 556.50 | 9.88% | 1,284.50 | 22.80% | 394.00 | 6.99% |
| 73 | William Roberts Electric Co., Inc. | 2 | 140.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 5 | 456.50 | 0.00 | 0.00% | 93.00 | 20.37% | 0.00 | 0.00% |
| 74 | Willow Tree Outdoor, LLC | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 5 | 261.50 | 0.00 | 0.00% | 105.50 | 40.34% | 0.00 | 0.00% |
| 75 | Wolfe House Movers, LLC | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 10 | 1,194.50 | 0.00 | 0.00% | 306.00 | 25.62% | 228.00 | 19.09% |
| 76 | Wolverine Fire Protection Co | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 6 | 318.00 | 0.00 | 0.00% | 113.00 | 35.53% | 0.00 | 0.00% |
| 77 | Worcester Elevator Co., Inc. | - | 0.00 | 0.00 | 0.00% | 0.00 | 0.00% | 0.00 | 0.00% | 2 | 12.00 | 0.00 | 0.00% | 0.00 | 0.00% | 6.00 | 50.00% |
| Total - Unions | | 311 | 23,921.00 | 2,039.00 | 8.52% | 4,001.50 | 16.73% | 2,080.50 | 8.70% | 1,781 | 308,814.80 | 26,418.50 | 8.55% | 92,686.55 | 30.01% | 27,423.50 | 8.88% |
| 78 | On-Site Design / Management | 66 | 5,626.50 | 910.75 | 16.19% | 824.75 | 14.66% | 535.00 | 9.51% | 226 | 112,981.35 | 16,076.85 | 14.23% | 11,476.10 | 10.16% | 13,738.80 | 12.16% |
| Total | | 377 | 29,547.50 | 2,949.75 | 9.98% | 4,826.25 | 16.33% | 2,615.50 | 8.85% | 2,007 | 421,796.15 | 42,495.35 | 10.07% | 104,162.65 | 24.70% | 41,162.30 | 9.76% |

| Totals - Overall | | | |
|------------------|---------------|-----------------|-------|
| Group | Project Goals | Project To Date | Delta |
| Women | 6.90% | 10.07% | 3.17% |
| Minority | 15.30% | 24.70% | 9.40% |
| Veteran | 8.00% | 9.76% | 1.76% |

Notes:

(1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.

(2) The total number of unique union workers that have worked on site is approximately 1,689. The 1,781 union workers identified above includes workers that have worked for multiple companies.

Wynn BOSTON HARBOR
®

Wynn Boston Harbor | January 10, 2017

ACCESS & OPPORTUNITY COMMITTEE MONTHLY UPDATE DECEMBER 2016

Participation Goals Review

Consultant / Contractor Participation – Design Contracts:

Minority Business Enterprise (MBE): 7.9%

Women Business Enterprise (WBE): 10%

Veteran Business Enterprise (VBE): 1%

Contractor Participation – Construction Contracts:

Minority Business Enterprise (MBE): 5%

Women Business Enterprise (WBE): 5.4%

Veteran Business Enterprise (WBE): 1%

Workforce Participation – Construction (% of workforce hours):

Minorities: 15.3%

Women: 6.9%

Veterans: 3%

Design: M/W/VBE Participation

- As of December 31st, 20.9%, over \$11.3 million, of project design contracts have been awarded to M/W/VBEs.

| | # Contract Awards | Goal | Awarded to Date | \$ Awarded to Date |
|--------------|-------------------|--------------|-----------------|--------------------|
| MBE | 12 | 7.9% | 8.8% | \$4.7 M |
| WBE | 11 | 10.0% | 4.9% | \$2.7 M |
| VBE | 4 | 1.0% | 7.2% | \$3.9 M |
| TOTAL | 27 | 18.9% | 20.9% | \$11.3 M |

Design: M/W/VBE Participation, Contracts Awarded

| MBE (12) | Consultant / Contractor | Location | Scope | Award | | % of Awarded Contracts |
|--------------------------------------|--|------------------|-------------------------------|---------------------|--------------|---------------------------|
| | | | | Amount (\$) | % Goal | |
| | Bryant Associates (Sub to AECOM) | Boston, MA | Surveying | | | |
| | Bukhari Design Studio | Las Vegas, NV | Interior Design | | | |
| | Crabtree McGrath (Sub to Jacobs) | Georgetown, MA | Food Service | | | |
| | C&C Consulting Engineers (Sub to AECOM) | Boston, MA | Surveying | | | |
| | DREAM Collaborative (Sub to Jacobs) | Boston, MA | Architecture | | | |
| | Eric Montelongo Irrigation Design | Orange, CA | Irrigation Design | | | |
| | Fernandez & Associates (Sub to Jacobs) | Byfield, MA | Fire Protection | | | |
| | Michael Hong Architects Inc. | Culver City, CA | Themed Architecture | | | |
| | Nobis Engineering (Sub to Bohler) | Concord, NH | Service Road Design | | | |
| | The Radio Frequency Network Company | Burbank, CA | Network Design | | | |
| | SAR Engineering (Sub to Jacobs) | Quincy, MA | MEP | | | |
| | Shen Milsom & Wilke (Sub to Jacobs) | New York, NY | Acoustics | | | |
| TOTAL | | | | \$4,763,006 | 7.9% | 8.8% |
| WBE (11) | | | | | | |
| | Cleo Design | Las Vegas, NV | Interior Design | | | |
| | Comprehensive Environmental (Sub to AECOM) | Marlborough, MA | Permitting, Environmental | | | |
| | Design Enterprise | Las Vegas, NV | Interior Design | | | |
| | Keville Enterprises (Sub to AECOM) | Boston, MA | Scheduling, Cost Estimating | | | |
| | Lumen Studio (Sub to AECOM) | Lowell, MA | Lighting Design | | | |
| | Pam Shadley Associates (Sub to Lifescapes) | Lexington, MA | Landscape Architecture | | | |
| | Pam Shadley Associates (Sub to AECOM) | Lexington, MA | Landscape Architecture | | | |
| | PEER Consultants (Sub to Bohler) | Burlington, MA | Construction Administration | | | |
| | Regina Villa Associates (Sub to AECOM) | Boston, MA | Public Relations / Outreach | | | |
| | Ryan Biggs Clark Davis | Clifton Park, NY | Independent Structural Review | | | |
| | Saam Architecture (Sub to Jacobs) | Boston, MA | Architecture | | | |
| TOTAL | | | | \$2,674,356 | 10.0% | 4.9% |
| VBE (4) | | | | | | |
| | JBA Consulting Engineers (Sub to Jacobs) | Las Vegas, NV | MEP, FP, Telecomm | | | |
| | JBA Consulting Engineers | Las Vegas, NV | Audio Visual | | | |
| | Eslick Design Associates | Tulsa, OK | Signage | | | |
| | Fort Hill Infrastructure (Sub to AECOM) | Boston, MA | Traffic Engineering | | | |
| TOTAL | | | | \$3,883,358 | 1.0% | 7.2% |
| TOTAL DIVERSE CONTRACTS | | | | \$11,320,720 | 18.9% | 20.9% |
| TOTAL QUALIFIED DESIGN AWARDS | | | | \$54,271,040 | | |

Design & Construction M/W/VBEs: Outreach

- **Bi-weekly email communications** sent to local Chambers of Commerce, diverse business group partners: Supplier Diversity Office, GNEMSDC, Mass Minority Contractors Association, Center for Women & Enterprise, and the Hispanic American Institute.
- Planning and outreach for Furniture, Fixtures, and Equipment (FF&E) outreach event – January 12, 2017.
- **12/16:** Presentation to the Massachusetts Small Business Association

Wynn Boston Harbor is seeking local and minority-, woman-, and veteran-owned businesses for **over \$90 million in Furniture, Fixtures and Equipment (FF&E) purchases** for the new Wynn Boston Harbor Resort in Everett.

Wynn is committed to the local business community, in particular businesses located in our Host Community of Everett and Surrounding Communities of Malden, Medford, Boston, Chelsea, Cambridge, and Somerville.

We invite you to learn more about these opportunities and meet with the Wynn FF&E purchasing team

DATE: Thursday, January 12th

TIME: 9:00 am – 12:00 pm

LOCATION: Anthony's of Malden – 105 Canal Street, Malden, MA

Please note that Wynn typically works with vendors that directly manufacture or fabricate products, rather than brokers or distributors. This focus of this event is FF&E purchasing, NOT operational purchasing. Purchasing for resort operations, including food and beverage products, paper products, promotional products, perishable and replenishable products, will be the subject of a future event. Please see a detailed list of FF&E purchasing areas below.

REGISTER [HERE](#) BY JANUARY 6TH TO ATTEND

Program for the event will be as follows:

| | |
|----------------------------|---|
| 8:30 AM – 9:00 AM | Check in |
| 9:00 AM | Welcome |
| 9:15 AM | Presentation covering Wynn purchasing standards, timelines, volumes |
| 10:00 AM – 12:00 PM | 1-on-1 vendor meetings with Wynn purchasing team |

FF&E Purchasing Areas

1. FURNITURE

- Furniture
- Decorative Hardware for Furniture (Knobs, Pulls)
- Seating
- Mattresses
- Casegoods (Tables, Consoles, Nightstands, Etc.)
- Millwork such as slot machine bases
- Office Systems, Desks, Chairs, Conference Tables, Filing Cabinets
- Furniture refinishing, reupholstery and repair/touch up services

2. STONE & GLASS

- Stone / Marble for Furniture Tops
- Glass for Furniture Tops

3. FABRIC & CARPET

- Fabric including vinyl and leather
- Fabric Treatment and Backing
- Carpet
- Wallcover

4. LIGHTING & EQUIPMENT

- Hardwire Light Fixtures including sconces, chandeliers, pendants
- Portable Light Fixtures including desk lamps, table lamps, floor lamps
- Special Equipment including salon and spa equipment, fitness equipment, some electronics
- Drapery Motors/Hardware/Fabrication and Installation
- Décor Canopies, awnings

5. DECORATIVE ITEMS

- Amenity / Accessories such as tissue holders, wastebaskets, trays, soap dispensers
- Art, Mirrors and Accessories
- Art Features
- Planters

6. FREIGHT, LOGISTICS & WAREHOUSING

- Art installation
- Furniture Installation
- Shipping, Logistics
- Warehousing

Construction: M/W/VBE Participation

- As of December 31st, 12.9%, \$53.0 million, of construction contracts have been awarded to M/W/VBEs.
- Construction contracts in December included awards to three WBEs and one VBE.
- Negotiations with additional M/W/VBE sub-contractors and suppliers are underway, following awards to prime tier sub-contractors.

| | # Contract Awards | Goal | Awarded to Date | \$ Awarded to Date |
|--------------|-------------------|--------------|-----------------|--------------------|
| MBE | 23 | 5.0% | 5.6% | \$22.9 M |
| WBE | 45 | 5.4% | 4.1% | \$16.6 M |
| VBE | 15 | 1.0% | 5.7% | \$23.5 M |
| TOTAL | 69* | 11.4% | 12.9%* | \$53.0 M* |

Total Qualified Construction Spend = \$409,486,955

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



Construction: MBE Participation, 23 Contracts Awarded

| Sub-Contractor / Supplier | Location | Scope | Award Amount (\$) | % Goal | % of Awarded Contracts |
|--|---------------------|-----------------------------------|---------------------|-------------|------------------------|
| Andella Iron Inc. | Chelsea, MA | Rebar Install | | | |
| All Time Service, Inc. (M/WBE) | Jamaica Plain, MA | Cleaning | | | |
| Adonai Water (M/WBE) | Randolph, MA | Water Supply | | | |
| Anvil Steel & Engineering (M/VBE) | Taunton, MA | Shear Stud Installation | | | |
| Building Enclosure Associates | Charlestown, MA | Commissioning | | | |
| Carol's Light Supply (M/WBE) | Canton, MA | Electrical Materials & Equipment | | | |
| CDP Fastener Group | Brockton, MA | Ejector Pump Control Panel Supply | | | |
| Charter Contracting Company | Boston, MA | Remediation | | | |
| Charter Contracting Company | Boston, MA | Trucking | | | |
| Dependable Masonry Construction | North Reading, MA | Masonry | | | |
| Don Martin | Marshfield, MA | Paving | | | |
| Don Martin | Marshfield, MA | Paving | | | |
| D. Silva Trucking | Carver, MA | Trucking | | | |
| Edwards Group (M/WBE) | Mattapan, MA | Onsite Trucking/Soils Hauling | | | |
| E. G. Fisher Construction, Inc. | Worcester, MA | CIP Light RT Wall Concrete Work | | | |
| Fisher Contracting Corporation (M/WBE) | Worcester, MA | Living Shore Line Earthwork | | | |
| Independent Pipe Service | Houston, TX | Drill Casing Supply | | | |
| M-O-N Landscaping | North Dartmouth, MA | Erosion Control | | | |
| Regis Steel | Fall River, MA | Rebar Cages | | | |
| Richard W. Reid Electrical | Billerica, MA | Electrical | | | |
| Titan Roofing (M/VBE) | Quincy, MA | Roofing | | | |
| US Inspection & Consulting | Phoenix, AZ | Materials Testing | | | |
| Wood & Wire Fence | Lincoln, RI | Temporary Fence | | | |
| TOTAL | | | \$22,875,412 | 5.0% | 5.6% |

Construction: WBE Participation, 45 Contracts Awarded

| Sub-Contractor / Supplier | Location | Scope | Award | | % of Awarded Contracts |
|--|----------------------|--------------------------------------|---------------------|-------------|------------------------|
| | | | Amount (\$) | % Goal | |
| ABC Soils, Inc. | Sudbury, MA | Soil Testing | | | |
| Adonai Water (M/WBE) | Randolph, MA | Water Supply | | | |
| Albanese Brothers, Inc | Dracut, MA | Stone | | | |
| Albanese Brothers, Inc | Dracut, MA | Furnish stone & gravel | | | |
| Alliance Detective & Security | Everett, MA | Site Security | | | |
| Alliance Detective & Security | Everett, MA | Site Security | | | |
| All Time Service, Inc. (M/WBE) | Jamaica Plain, MA | Cleaning | | | |
| Back Bay Concrete | Wakefield, MA | Place and Finish Concrete Slab | | | |
| Brennan Consulting | Burlington, MA | Surveying | | | |
| BOSS Steel | Everett, MA | Steel Erection | | | |
| Boston Bridge & Steel | Methuen, MA | Catwalk Railing Fabrication | | | |
| Carol's Light Supply (M/WBE) | Canton, MA | Electrical Materials & Equipment | | | |
| Charles George Trucking | Londonderry, NH | Trucking | | | |
| Dagle Electrical Construction | Woburn, MA | Electrical | | | |
| Delucca Fence Company | Methuen, MA | Fencing | | | |
| Delucca Fence Company | Methuen, MA | Fencing | | | |
| Edwards Group (M/WBE) | Mattapan, MA | Onsite Trucking/Soils Hauling | | | |
| Fabiano Oil Corp | Wrentham, MA | Fuel Supply | | | |
| Fabiano Oil Corp | Wrentham, MA | Fuel Supply | | | |
| Fabiano Oil Corp | Wrentham, MA | Fuel Supply | | | |
| Fisher Contracting Corporation (M/WBE) | Worcester, MA | Living Shoreline Earthwork, Concrete | | | |
| Granite City Electrical | Quincy, MA | Electrical Supplies | | | |
| Granite City Electrical | Quincy, MA | Electrical Supplies | | | |
| Hat Creek Outfit | Rockland, MA | HVAC Supplies | | | |
| Jackson Glass | Roslindale, MA | Curtain Wall Installation | | | |
| JMD Building Products | New York, NY | Pipe supplies | | | |
| J. Rego Trucking | Taunton, MA | Trucking | | | |
| Keville Enterprises | Boston, MA | Construction Inspections | | | |
| Lub-O-Line Industrial Oil | Somerville, MA | Lube & Fuel Supplier | | | |
| Melo's Rodbusters | South Dartmouth, MA | Reinforcing Steel Supply | | | |
| Pest End Inc | Methuen, MA | Pest Control | | | |
| P J Spillane | Everett, MA | Waterproofing | | | |
| Ramco | West Bridgewater, MA | Stakes, Hay Bales, Fence | | | |
| Rebars & Mesh | Haverhill, MA | Rebar Supply | | | |
| Rebars & Mesh | Haverhill, MA | Rebar Supply | | | |
| Rebars & Mesh | Haverhill, MA | Rebar Supply | | | |
| Stadium Fuel | Peabody, MA | Fuel | | | |
| Taibi Equipment | Wakefield, MA | Equipment Rental | | | |
| Taycam LLC | Plymouth, MA | Equipment Rental | | | |
| Tools Unlimited | Stoughton, MA | Small tools supply | | | |
| Urban Insulation | Salisbury, MA | Furnish, Install Pipe Insulation | | | |
| Welch Associates Land Surveyors | West Bridgewater, MA | Layouts, As-built Surveys | | | |
| Welch Associates Land Surveyors | West Bridgewater, MA | Layouts, As-built Surveys | | | |
| Wang Commissioning | West Roxbury, MA | Building Commissioning | | | |
| William G. Moore | Freehold, NJ | Timber Piles Supply | | | |
| TOTAL | | | \$16,588,236 | 5.4% | 4.1% |

Construction: VBE Participation, 15 Contracts Awarded

| Sub-Contractor / Supplier | Location | Scope | Award | % of Awarded | |
|---------------------------------|-------------------|--------------------------------|---------------------|--------------|-------------|
| | | | Amount (\$) | % Goal | Contracts |
| Anvil Steel Engineering (M/VBE) | Taunton, MA | Shear Stud Installation | | | |
| Arrow Security | Springfield, MA | Site Security | | | |
| Broco Oil | North Reading, MA | Fuel Supply | | | |
| Broco Oil | North Reading, MA | Fuel Supply | | | |
| Broco Oil | North Reading, MA | Fuel Supply | | | |
| Broco Oil | North Reading, MA | Fuel Supply | | | |
| Cobias | | | | | |
| Eastern Exterior Wall | Allentown, PA | Pre-Engineered Walls | | | |
| Frisoli Electric | Holbrook, MA | Grounding Materials Supply | | | |
| Homeland Mechanical | Quincy, MA | Furnish, Install Trench Drains | | | |
| J Rams | East Wareham, MA | Sign Installation | | | |
| Recon Outfitters | Sturbridge, MA | Water/slurry tanks | | | |
| Sourcing Solutions | Tigard, OR | Crane Mat Supplier | | | |
| Titan Roofing (M/VBE) | Quincy, MA | Roofing | | | |
| Thompson & Lichtner, Inc. | Canton, MA | Materials Testing | | | |
| TOTAL | | | \$23,519,244 | 1.0% | 5.7% |

Construction: Workforce Participation

- As of December 31st, 209,399 hours of work had been completed on the project site by 746 workers.
- 178 minorities, 39 females, and 31 veterans have performed construction work on the project.

| | # Workers* | # Diverse Workforce Hours* | Goal | % Diverse Workforce Hours to Date |
|-----------------|------------|----------------------------|-------|-----------------------------------|
| Minority | 178 | 50,241.8 | 15.3% | 24.0% |
| Female | 39 | 13,697.5 | 6.9% | 6.5% |
| Veteran | 31 | 11,558.0 | 3.0% | 5.5% |

*Individual workers, and the hours worked by those individuals, may be counted in more than one diverse category.

Construction Workforce: Outreach

- Ongoing outreach and work with community partners and Career Centers, including monthly reminders about upcoming Building Trades Apprenticeship Application Opportunities. Continuing referrals for career seekers to apprenticeship programs and on-site sub-contractors.
- Launched regular communication to union walkon applicants regarding upcoming on-site sub-contractors.
- Girls in Trades planning for February 8th Alumni Event.
- **12/6:** Update meeting with Chinatown community organizations
- **12/7:** Update meeting with The Career Place
- **12/14:** Quarterly update with the Hispanic American Institute
- **12/19:** Planning meeting Metro North Regional Employment Board
- **12/29:** Building Pathways Information Session at Everett City Hall

The Building Trades are **ACTIVELY SEEKING** women with **YOUR** background as a graduate of a Career and Technical Education (Vocational)

YOU ARE INVITED

TO EXPLORE A HIGH WAGE, HIGH SKILL CAREER IN UNION CONSTRUCTION

 **BY THE MASSACHUSETTS GIRLS IN TRADES** 



Meet with Union Apprenticeship Representatives, Contractors, and working Tradeswomen

Wednesday, February 8th | 2:00 pm – 4:00 pm
Wynn Boston Harbor Construction Office
3 Charlton Street, Everett, MA

Free Admission | Free Parking | Light Refreshments Served

Space is limited, RSVP by January 30th at
<https://www.surveymonkey.com/r/R6JNLN8>
or 617-517-4582 or compliance@suffolk.com

Sponsored by Wynn Boston Harbor | Suffolk Construction







Wynn BOSTON HARBOR
.

Workforce Summary Report

| | | | | | | | | | | | |
|--------------------------------------|-----------------|------------|-----------|----------------|--------------|-----------|----------------|-------------|-----------|----------------|-------------|
| Laborers Local 609 | 209.5 | 9 | 2 | 49.0 | 23.4% | 0 | 0.0 | 0.0% | 1 | 8.0 | 3.8% |
| Laborers Local 610 | 306.5 | 2 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Laborers Local 611 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Laborers Local 665 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Laborers Local 675 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Laborers Local 721 | 202.0 | 2 | 1 | 9.0 | 4.5% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Laborers Local 876 | 178.0 | 3 | 1 | 160.0 | 89.9% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Laborers Local 88 (Tunnel Workers) | 2,455.0 | 13 | 1 | 245.0 | 10.0% | 1 | 44.0 | 1.8% | 0 | 0.0 | 0.0% |
| Laborers Local 999 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Operating Engineers Local 4 | 9,236.0 | 73 | 14 | 1,662.0 | 18.0% | 4 | 563.5 | 6.1% | 5 | 806.0 | 8.7% |
| Painters & Allied Trades D.C. #35 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Piledrivers Local 56 | 2,025.0 | 26 | 4 | 124.5 | 6.1% | 2 | 134.5 | 6.6% | 3 | 333.5 | 16.5% |
| Pipe Fitters Local 537 | 32.0 | 3 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Plasterers & Cement Masons Local 534 | 112.5 | 11 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 1 | 4.0 | 3.6% |
| Plumbers & Gasfitters Local 12 | 158.0 | 4 | 1 | 42.0 | 26.6% | 0 | 0.0 | 0.0% | 1 | 42.0 | 26.6% |
| Roofers & Slaters Local 33 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Sheet Metal Workers Local 17 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Shop and Mill Cabinet Local 51 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Sprinkler Fitters Local 550 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Teamsters Local 25 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Woodframe Local 723 | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Total | 26,820.5 | 320 | 85 | 7,014.5 | 26.2% | 16 | 1,749.0 | 6.5% | 16 | 1,421.5 | 5.3% |

| | | | | | | | | | | |
|------------------|------------|------------|-----------------|--------------|-----------|-----------------|-------------|-----------|-----------------|-------------|
| 651.0 | 11 | 2 | 139.5 | 21.4% | 0 | 0.0 | 0.0% | 2 | 184.0 | 28.3% |
| 795.0 | 7 | 3 | 91.0 | 11.4% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 1,441.0 | 3 | 1 | 29.0 | 2.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 1,404.0 | 5 | 1 | 1,330.0 | 94.7% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 8,884.5 | 19 | 1 | 577.5 | 6.5% | 1 | 44.0 | 0.5% | 0 | 0.0 | 0.0% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 84,571.8 | 178 | 27 | 12,822.5 | 15.2% | 6 | 2,906.0 | 3.4% | 9 | 4,929.5 | 5.8% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 20,153.5 | 65 | 6 | 2,716.5 | 13.5% | 7 | 1,659.5 | 8.2% | 7 | 2,993.5 | 14.9% |
| 32.0 | 3 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 283.0 | 18 | 1 | 27.0 | 9.5% | 0 | 0.0 | 0.0% | 1 | 4.0 | 1.4% |
| 281.0 | 8 | 1 | 50.0 | 17.8% | 0 | 0.0 | 0.0% | 1 | 42.0 | 14.9% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 8.0 | 1 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| 209,399.0 | 746 | 178 | 50,241.8 | 24.0% | 39 | 13,697.5 | 6.5% | 31 | 11,558.0 | 5.5% |

SUMMARY PERFORMANCE: PROJECT TO DATE

| | # Workers | Hours | Goal | Project to Date |
|-----------------|-----------|----------|-------|-----------------|
| Minority | 178 | 50,241.8 | 15.3% | 24.0% |
| Female | 39 | 13,697.5 | 6.9% | 6.5% |
| Veteran | 31 | 11,558.0 | 3.0% | 5.5% |

Workforce Summary Report

| | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------|-----------------|------------|-----------|----------------|--------------|-----------|----------------|-------------|-----------|----------------|-------------|------------------|------------|------------|-----------------|--------------|-----------|-----------------|-------------|-----------|-----------------|-------------|
| TREVIICOS CORPORATION | 683.5 | 4 | 1 | 243.0 | 35.6% | 1 | 243.0 | 35.6% | 0 | 0.0 | 0.0% | 58,336.0 | 85 | 22 | 15,192.0 | 26.0% | 7 | 4,013.0 | 6.9% | 3 | 2,630.0 | 4.5% |
| UTEC Constructors LLC | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 688.0 | 9 | 1 | 116.0 | 16.9% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| Vynorius Piledriving Inc. | 587.0 | 14 | 2 | 40.0 | 6.8% | 1 | 16.0 | 2.7% | 2 | 40.0 | 6.8% | 10,374.5 | 23 | 2 | 1,367.8 | 13.2% | 2 | 649.5 | 6.3% | 3 | 1,193.5 | 11.5% |
| WES Construction Corp | 368.5 | 6 | 0 | 0.0 | 0.0% | 1 | 80.0 | 21.7% | 0 | 0.0 | 0.0% | 1,631.5 | 12 | 0 | 0.0 | 0.0% | 1 | 374.0 | 22.9% | 0 | 0.0 | 0.0% |
| Wood & Wire Fence Co. Inc | 0.0 | 0 | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% | 8.0 | 2 | 1 | 4.0 | 50.0% | 0 | 0.0 | 0.0% | 0 | 0.0 | 0.0% |
| TOTAL | 26,820.5 | 320 | 85 | 7,014.5 | 26.2% | 16 | 1,749.0 | 6.5% | 16 | 1,421.5 | 5.3% | 209,399.0 | 746 | 178 | 50,241.8 | 24.0% | 39 | 13,697.5 | 6.5% | 31 | 11,558.0 | 5.5% |

SUMMARY PERFORMANCE: PROJECT TO DATE

| | # Workers | Hours | Goal | Project to Date |
|-----------------|-----------|----------|-------|-----------------|
| Minority | 178 | 50,241.8 | 15.3% | 24.0% |
| Female | 39 | 13,697.5 | 6.9% | 6.5% |
| Veteran | 31 | 11,558.0 | 3.0% | 5.5% |