



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, October 10, 2017 10:30 AM-12:30 PM

Sheet Metal Workers' Local 17 Training Center, 1181 Adams Street, Dorchester, MA 02124

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

APPROVAL OF THE MINUTES –09/12/17

REPORT: Wynn Design/Construction Activity

- Labor Outcomes to Date
- Contractor Outcomes to Date
- Challenges
- Upcoming Construction Activity

Jennie Peterson

Project Manager/Wynn Boston Harbor

Shelley Webster

Diversity Consultant/In Order Business Solutions

COMMITTEE MEMBER DISCUSSION

COMMUNITY INPUT

REPORT: MGM Design/Construction Activity

- Labor Outcomes to Date
- Contractor Outcomes to Date
- Challenges
- Upcoming Construction Activity

Chelan Brown

Diversity Specialist, Construction & Operations/MGM

Jason Rosewell

Executive Director of Design and Construction/MGM

COMMITTEE MEMBER DISCUSSION

COMMUNITY INPUT

OTHER ITEMS-Announcements/Updates

All

Next MGC Access and Opportunity Committee Meeting- Tuesday, November 14, 2017 10:30 am -12:30 pm

Springfield Technical Community College, 1 Armory Square, Scibelli Hall (Building 2-Rooms 703/704), Springfield, MA 01105

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.

10/6/17
(date)



Jill Lacey Griffin

Director of Workforce, Supplier and Diversity Development
Massachusetts Gaming Commission

Date Posted to Website: October 6, 2017 at 10:30 a.m.



Massachusetts Gaming Commission

101 Federal Street, 12th Floor, Boston, Massachusetts 02110 | TEL 617.979.8400 | FAX 617.725.0258 | www.massgaming.com



Access and Opportunity Committee Meeting Minutes

Date/Time: September 12, 2017 – 10:30 a.m. – 12:30 p.m.

Place: Springfield Technical Community College
1 Armory Square; Scibelli Hall, Room 703/4
Springfield, MA

Committee Members Present:

Chair Jill Lacey Griffin
Commissioner Bruce Stebbins
Nader Acevedo
Chelan Brown
Lisa Clauson
Eddie Corbin
Emily Earll
John Fitzpatrick
Kate Harrison
Susan Moir
John Perez
Jennie Peterson
Mei-Ling Rodriguez
Jason Rosewell
Elizabeth Skidmore
Joseph Truschelli
Shelley Webster

Call to Order

10:41 a.m. Chair Jill Griffin called to order the Access and Opportunity Committee Meeting. Everyone introduces themselves and their organizations.

Approval of Minutes

10:44 a.m. A motion was made and seconded to approve the minutes of the Access and Opportunity Committee (“AOC”) meeting held on August 8, 2017. The minutes were approved by committee members unanimously.

MGM’s Report

10:45 a.m. Jill Griffin then turned the meeting over to MGM and Chelan Brown, Diversity Specialist, Construction and Operations. Ms. Brown began their presentation with their update on outreach. She noted Minority Business Enterprise (“MBE”),

Women Business Enterprise (“WBE”) and Veteran Business Enterprise (“VBE”) outreach to a list of diverse construction and consultant companies. She then provided an update on the Community Partners Network (“CPN”), noting the monthly membership meeting on August 2nd. She said the Membership Committee is focusing on recruiting new community based organizations to network them with existing community based organizations. The Advocacy Team is continuing to work with Baystate Medical Center on a diverse workforce and procurement policy for other upcoming construction jobs in the area. The Work Readiness Team is tracking and following up on union and non-union applicants. There will be a strategic planning session in September to finalize a Construction Diversity work plan for the final year of MGM’s construction as well as other upcoming projects in the area. She added that they are also working with the Northeast Center for Tradeswomen Equity on the marketing campaign project. Chelan Brown went on to talk about union partnership and outreach. She said that there are continued meetings with local trade unions and CPN representatives. MGM staff met with three union business managers from the Painters, Ironworkers, and Sheet Metal Workers unions this month. The goal is to assess the needs of the individual unions so as to target diversity recruitment. Additionally, through their union application process, they have identified two new union members looking for work.

10:51 a.m. Chelan Brown went on to present other upcoming diversity work and outreach events for September and October, noting that MGM along with CPN will be sponsoring a Hi-Set testing night which will allow applicants to obtain their GED. She then shifted to a Diversity Success Story video featuring Brian Arnold, a M/VBE carpenter who is working for S&F Concrete Contractors, Inc. He served in the US Marine Corps. and had always wanted to work in construction. This MGM project provided the perfect opportunity for that. He has been on the project from the beginning and can’t wait to be there to see it completed.

10:55 a.m. Jason Rosewell picked up the presentation to go over the Construction Workforce Diversity Statistics, including both the union and total statistics as of August 31st. He noted that they had reached a milestone recently of one million workforce hours completed on the job. In the three month look-ahead he went through each of the phases of construction and expected completion dates for each. He said by end of September 2017, the exterior façade will be complete, noting that it will be visible to on-lookers driving by. He added the exterior windows and the daycare facility that is in conjunction with the casino will also be complete. Also scheduled to be complete in September 2017 is the Armory Button Up Scope. He said that part of the project was a bit more complex because the building was built in 1895 and needed to be protected from the outside during construction. The exterior work has to be complete before the interior work can begin. He then went through the projected labor schedule, which is focused primarily on laborers, carpenters and sheet metal workers. He went through the Design and Construction and Design and Consulting commitment numbers (attached) as of August 31st and then wrapped up that portion of the presentation with the Workforce Diversity Report. He noted that they are starting to lose some of their earlier workers, as the project work starts to shift. They are looking at it from a maintenance stand point to keep up their numbers. He said they found that workers aren’t necessarily willing or able to

travel to other project sites, especially to or from the Boston area. Mr. Rosewell mentioned the project has reached the milestone of one million workforce hours completed.

11:08 a.m. Jill Griffin then opened the meeting up to questions and comments from committee and community members. Susan Moir began by commenting that there is a Regional Workforce Goal of 20% by 2020 for women, adding for all jobs, not just casinos. She added that the numbers needed to come up for the minority goals and was wondering why there were no employee counts. Chelan Brown said that the report had been updated and she would forward the revised version including the employee counts. Susan responded saying that would help the project overall in the City of Springfield. With the Disparity Study being done it shows the amount of available female workforce, which is 9-12%, adding that the employee count would help with that.

There was then a discussion regarding the corrective action meetings, specifically to address the lower numbers of females on the job. The following questions asked by Susan Moir were addressed: How many corrective action meetings were held in the past month? The question was later clarified to how many formal corrective action meetings were held in the past month, and more specifically, who was in attendance at these meetings? Jason Rosewell responded saying they had three corrective action meetings in the past month. He did point out that the meetings are typically conference calls, and while everyone is on the call, not everyone is physically in the same room. Mei-Ling Rodriguez added that they are in constant communication on the project site. Susan Moir stated that the best practice is to have everyone in the same room to let them know, and then follow up with them a month later. Chelan Brown added that the lack of women is a union hall and community issue. Jason Rosewell provided an example of traveling to recruit to bring in five females. Of those five applicants, zero actually did one day on site at the union hall. Susan Moir suggested they sit down with the trades individually, noting the brick layers, painters, plumbers and pipe fitters specifically. Chelan said of the painters union, the only two female workers they had to offer were already working on the MGM project. Susan suggested offering the job to women in the eastern part of the state and see if they are willing to travel. Jason Rosewell reminded the group of the lower wage scales for Western MA and how busy unions are in Eastern MA. He added they have women from Connecticut on the job currently. Susan Moir suggested that they tell the union to have them bring the apprenticeship coordinators in to ask them when they will be bringing the women in. Jason Rosewell responded saying that for where they are on the project apprenticeships are not what they need. They are looking for journey people at this stage. Liz Skidmore added that the contractors want highly skilled people, and a lot of the work does require the skill level of a journeyman.

John Perez commented that this is a transitional time in the project, as it is moving from construction to operations. He said that MGM has been consistent with its minority goals. He gave kudos to both MGM and CPN, noting that MGM won't benefit from all of the work that they have put into creating best diversity practices in the industry. He pointed out that MGM has invested a lot of time and money which will ultimately benefit the industry as a whole. He said there is a new

Diversity Union Alliance which is partnering with the Springfield Chamber of Commerce. He said the industry should start thinking about what will help us, as a state. He said in general we are heading in the right direction. He said in the Springfield region there are some great ideas, but in practice they are harder to implement, noting the example of not having enough qualified workers. He wrapped up by saying that MGM is doing what they can to make this work.

11:28 a.m. There was a continued conversation regarding the shift of work on the job and how the balance of workers and trades are changing. Weezy Waldstein echoed the sentiment that they should be meeting with the unions and the training directors, as the numbers in the minority workforce are still low. Jason Rosewell explained that it is difficult to bring people on the job because the work will only last another six to nine months. Ms. Waldstein stated that there is about \$24 billion worth of work in the Boston pipeline, so there is plenty of regional work coming up. Jason Rosewell explained that many of these workers don't have a vehicle to travel to different regions. He said the unions tell them where to go on day one. If they don't have a car on day one, then they will have to work on local jobs due to the lack of public transportation.

11:34 a.m. Bruce Stebbins commented that he is impressed with the number of local (Massachusetts based) diverse companies. As MGM is about a year away from opening, he recognized all the work that has been done and thanked everyone who has been involved in the process from the start. He said there are a lot of good things going on and to come. Liz Skidmore echoed those sentiments saying that the finish work is what's happening on the job. She said to stay on it and keep up the good progress.

Wynn's Report

11:38 a.m. Jill Griffin turned the meeting over to Jennie Peterson, Manager/Development for Wynn. Highlights included Minority Business Enterprise ("MBE"), Women Business Enterprise ("WBE") and Veteran Business Enterprise ("VBE") Participation Goals, Contracts Awarded for both Design and Construction, as of August 31st. For outreach, she said there are still ongoing efforts to work with community partners and Career Centers, as well as monthly notifications about upcoming apprenticeship application opportunities. The notifications are sent to all walk-ons and union walk-on applicants as well. She said the available opportunities have been communicated to their diverse business partners. Shelley Webster then spoke about the Second Quarter Diversity Recognition Award presented to E.G. Sawyer on August 3rd. She said that one goal of this award is to keep the sub-contractors motivated throughout the project. As far as E.G. Sawyer is concerned, she said that their diversity numbers continued to be strong through the end of August. She added that on August 25th there was a diversity recognition team luncheon given to Derenzo (First Quarter Diversity Recognition Award recipient) and E.G. Sawyer. Jennie Peterson then continued talking about a few other events in August. On the 16th there was an MBE Advocates meeting, which included members of Urban League, STO and NAACP. She said at the meeting they got helpful feedback from the members, such as the MBE issue seems to be that the businesses are not union. Then on August 21st there was a Building Trades

Training Directors Meeting, in which there was a discussion regarding the upcoming shift in trades in the next phases of the project. She said given that fact they will have check-ins over the next four to six weeks. Finally, she said on the 29th there was a Veterans luncheon and visit from Secretary Urena.

- 11:52 a.m. Jennie Peterson gave an update on the current construction going on and showed photos of recent events and the site. Of the photos from the Veterans' lunch with Secretary Urena she said that the veteran workers are encouraged to wear their veteran hard hats on the job. She also shared a story about a VBE, Broco Oil. She said that the owner asked to speak to Secretary Urena to share his story. Because of Wynn and Suffolk, he has expanded their business. He started as a one man operation and now he has bought a second plant and jobs and various companies have taken him on. As a VBE he is also an advocate for other veterans and employs veterans.
- 11:56 a.m. Jennie Peterson then went through the photos of the current site pointing out various structures. She said that the Central Utility Plant should be fully enclosed and ready for the interior work. As far as framing, she said the hotel tower up to the sixth level will be complete this week, adding that they are anticipating one floor being complete every week going forward. The convention area center is 30% complete and the ballroom trusses will be arriving this week. They also will be starting the dredging sediments project on October 2nd and the off-site roadwork will start in the next two weeks. As far as Labor Projections, she said that they expect the iron workers, carpenters and mechanical trades will be ramping up.
- 12:01 p.m. Bruce Stebbins asked a question regarding the Design Participation report. He said he noticed one VBE company is out of Oklahoma and asked if it was typical to work with non-regional companies. Ms. Peterson explained that particular company is based in Tulsa and has had an on-going relationship with Wynn. She added that they had never been registered as a VBE before. Commissioner Stebbins then asked about a design company based on New York and whether or not a company like that could be locally sourced. Jennie Peterson responded saying that the Wynn design team can be particular about those companies but that she will work on getting more locally sourced businesses.
- 12:04 p.m. Jennie Peterson and Shelley Webster then went over the Workforce Report. Ms. Webster went through the High Impact Trade Partners and companies they are keeping their eye on to maintain diversity goals. For companies with lower female numbers she added that they are working with Building Pathways to remedy that. Liz Skidmore commented that the High Impact numbers allowed them to see where the numbers need to improve. She added that if women are not showing up to the job then they should be laid off. The skilled workers should not be laid off. Shelley Webster responded saying they conduct the reports every week, so when they are checking in with their subs they will start adding questions like, 'what happened to the woman who wasn't on site?' for example. Ms. Webster added that they take heed to the suggestions and feedback from the AOC.
- 12:20 p.m. Jill Griffin then opened up the meeting to any more questions/discussion from the rest of the committee and community members. Liz Skidmore asked if someone

looks at the trends daily as opposed to weekly. Jennie Peterson pointed out that they have someone to look at all of the workers on a daily basis. Jill Griffin added that each licensee gives quarterly reports to the Gaming Commission, which includes these diversity reports and numbers.

12:23 p.m. Liz Skidmore then spoke about the NCTE. She said thanks to the grant from the Mass Gaming Commission they held their first Open House in Boston. She said 60 women came and 90% were women of color. She said they are hoping to do the same in Springfield. Jill Griffin added an update about the marketing/ad campaign for NCTE, which will provide marketing opportunities for women and women of color. She said that the project is nearing completion, but won't be viewable before the public launch.

Weezy Waldstein added that CORI restrictions for casino operational jobs are a problem and asked that people please speak out to their local elected officials about it. Lisa Clauson added that they are getting Springfield on board with it. Jill Griffin then clarified what was meant by the restrictions and the Mass Gaming Commission's role in the scenario.

12:29 p.m. The meeting adjourned.

List of Documents and Other Items Used:

1. Massachusetts Gaming Commission Access and Opportunity Committee Notice of Meeting and Agenda dated September 12, 2017
2. Massachusetts Gaming Commission Access and Opportunity Committee Draft Meeting Minutes dated August 8, 2017
3. MGM Springfield Access and Opportunity Committee PowerPoint Presentation dated September 12, 2017
4. MGM Springfield Workforce Diversity Report (by Company and by Union) as of August 31, 2017
5. Wynn Boston Harbor Access and Opportunity Committee Monthly Update PowerPoint Presentation dated August 2017
6. Wynn Boston Harbor – Construction Workforce Diversity, Date Range 9/2015 – 8/31/2017

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Wynn Boston Harbor | October 10, 2017

ACCESS & OPPORTUNITY COMMITTEE MONTHLY UPDATE SEPTEMBER 2017

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 September 30th, 22.6%, \$13.8 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%	9.0%	\$5.5 M
WBE	13	10.0%	7.0%	\$4.3 M
VBE	4	1.0%	6.6%	\$4.0 M
TOTAL	29	18.9%	22.6%	\$13.8 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				\$5,503,406	7.9%	9.0%
WBE (13)						
	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			
	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			
	Slover & Company	New York, NY	Signage Design			
TOTAL				\$4,313,573	10.0%	7.0%
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				\$4,044,518	1.0%	6.6%
TOTAL DIVERSE CONTRACTS				\$13,861,497	18.9%	22.6%
TOTAL QUALIFIED DESIGN AWARDS				\$61,212,346		

Construction: M/W/VBE Participation

- As of September 30th, 16.3%, \$177.2 million, of construction contracts have been awarded to M/W/VBEs.
- Construction contracts in September included awards to 4 MBEs, 10 WBEs, and 2 VBEs.
- 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	51	5.0%	5.6%	\$60.8 M
WBE	115	5.4%	9.6%	\$103.9 M
VBE	30	1.0%	2.6%	\$28.8 M
TOTAL	176*	11.4%	16.3%*	\$177.2 M*

Total Qualified Construction Spend = \$1,085,929,556

* 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, 51 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			
Adonai Water (M/WBE)	Randolph, MA	Water Supply			
Anvil Steel & Engineering (M/VBE)	Taunton, MA	Shear Stud Installation			
Anvil Steel & Engineering (M/VBE)	Taunton, MA	Rebar at main level			
Ariston	Alhambra, CA	Furniture			
ASA Environmental Products (M/WBE)	Stonington, CT	Drywall Materials Supply			
ASA Environmental Products (M/WBE)	Stonington, CT	Drywall Materials Supply			
Building Enclosure Associates	Charlestown, MA	Commissioning			
Carl-Louis & Co. Inc.	Dorchester, MA	Pipes, Valves, Fittings, Drainage			
CDP Fastener Group	Brockton, MA	Ejector Pump Control Panel Supply			
Charter Contracting Company	Boston, MA	Remediation			
Charter Contracting Company	Boston, MA	Trucking			
Charter Contracting Company	Boston, MA	Dredging			
Dependable Masonry Construction	North Reading, MA	Masonry			
Don Martin	Marshfield, MA	Paving			
Don Martin	Marshfield, MA	Paving			
D. Silva Trucking	Carver, MA	Trucking			
Duray J.F. Duncan Industries	Downey, CA	Food Service Equipment			
Edwards Group (M/WBE)	Mattapan, MA	Onsite Trucking/Soils Hauling			
E. G. Fisher Construction, Inc.	Worcester, MA	CIP Light RT Wall Concrete Work			
Evermore Light & Power (M/WBE)	Tewksbury, MA	ALC Install			
Fisher Contracting Corporation (M/WBE)	Worcester, MA	Living Shore Line Earthwork			
FL&A Trucking	Dorchester, MA	Trucking			
Gira Steel (M/WBE)	West Columbia, SC	Steel Fabrication			
Global Supply Management (M/W/VBE)	Henderson, NV	Seating			
Owens Movers	Everett, MA	Logistical Services and Warehousing			
Independent Pipe Service	Houston, TX	Drill Casing Supply			
Independent Pipe Service	Houston, TX	Pipe Supplies			
In Order Business Solutions (M/WBE)		Construction Compliance			
Jerez LLC (M/WBE)	Saugus, MA	Sealer at VCT			
JHP Industrial Supply Co. Inc.	Syracuse, NY	Pipe, Valves, Fittings			
Maria Fallon Electrical Services (M/WBE)	Millis, MA	Electrical Labor			
M-O-N Landscaping	North Dartmouth, MA	Erosion Control			
Moor Metals Inc	Holliston, MA	Pipe, Piles, Tile & Rod			
Moor Metals Inc	Holliston, MA	Metal Materials			
PMA Consultants	Ann Arbor, MI	Change Order Review			
Radiant Logistics Partners LLC	Bellevue, WA	Logistical Services and Warehousing			
Regis Steel	Fall River, MA	Rebar Cages			
Richard W. Reid Electrical	Billerica, MA	Electrical			
Richard W. Reid Electrical	Billerica, MA	Hotel Tower Electrical Labor			
S-Celo LLC	Springfield, MA	Painting & Wallcovering			
T&T Steel Erectors	Hyde Park, MA	Steel Erection			
Tavares, LLC	Providence, RI	Millwork Materials & Install Services			
Tavares, LLC	Providence, RI	Construction Labor			
Titan Roofing (M/VBE)	Quincy, MA	Roofing			
Total Mechanical Service Corp	Plymouth, MA	F&I Air Handlers, Heat Exchangers			
US Inspection & Consulting	Phoenix, AZ	Materials Testing			
Villanova Construction	Roslindale, MA	Paint Material Supplies			
Wood & Wire Fence	Lincoln, RI	Temporary Fence			
TOTAL			\$60,815,901	5.0%	5.6%

Construction: WBE Participation, 115 Contracts Awarded

Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
ABC Soils, Inc.	Sudbury, MA	Soil Testing			
Adonai Water (M/WBE)	Randolph, MA	Water Supply			
Adonai Water (M/WBE)	Randolph, MA	Water Supply			
Angelini Plastering, Inc	North Reading, MA	Synthetic Stucco			
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			
Applied Insulation	Plaistow, NH	HVAC Pipe & Duct Installation			
Architectural Products	Burlington, CT	Glass & Glazing Materials			
ASA Environmental Products (M/WBE)	Stonington, CT	Drywall Materials Supply			
ASA Environmental Products (M/WBE)	Stonington, CT	Drywall Materials Supply			
Back Bay Concrete	Wakefield, MA	Place and Finish Concrete Slab			
Brennan Consulting	Burlington, MA	Surveying			
Brennan Consulting	Burlington, MA	As-Built Survey			
BOSS Steel	Everett, MA	Steel Erection			
Boston Bridge & Steel	Methuen, MA	Catwalk Railing Fabrication			
Chapman Electric (W/VBE)	Sandwich, MA	ALC Installation			
Coghlin Electrical	Worcester, MA	Medium Voltage Electrical			
Coghlin Electrical	Worcester, MA	Podium North Electrical			
Comtronics	Quincy, MA	Radios			
Consolidated Brick Supplies	Avon, MA	Masonry Accessories			
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			
Evermore Light & Power (M/WBE)	Tewksbury, MA	ALC Install			
Fabiano Oil Corp	Wrentham, MA	Fuel Supply			
Fabiano Oil Corp	Wrentham, MA	Fuel Supply			
Fabiano Oil Corp	Wrentham, MA	Fuel Supply			
Fiber Optic Splicing & Testing	Wakefield, MA	Furnish Fire Cable			
Fisher Contracting Corporation (M/WBE)	Worcester, MA	Living Shoreline Earthwork, Concrete			
General Safety Services Corp.	Canton, MA	Safety Equipment & Material			
General Safety Services Corp.	Canton, MA	Furnish Hangers & Attachments			
General Safety Services Corp.	Canton, MA	Hangers			
Gira Steel (M/WBE)	West Columbia, SC	Steel Fabrication			
Global Supply Management (M/W/VBE)	Henderson, NV	Seating			
Granite City Electrical	Quincy, MA	Electrical Supplies			
Granite City Electrical	Quincy, MA	Electrical Supplies			
Granite City Electrical	Quincy, MA	Electrical Supplies			
Granite City Electrical	Quincy, MA	Electrical Supplies			
Granite City Electrical	Quincy, MA	Portable and Hardwire Lighting			
Hat Creek Outfit	Rockland, MA	HVAC Supplies			
Hat Creek Outfit	Rockland, MA	Pipe, Fitting Valves Supplier			
Hat Creek Outfit	Rockland, MA	Pipe, Fitting Valves Supplier			
Hat Creek Outfit	Rockland, MA	Pipe, Fitting Valves Supplier			
Heritage Construction	Watertown, MA	Supplies			
Heritage Construction & Supply	South Boston, MA	Paint Supplies			
Imex Cargo	East Boston	Trucking & Freight			
Inlight International	Gardena, CA	Portable and Hardwire Lighting			
Interior Resources Group	Andover, MA	Office Furniture & Installation			
Interstate Steel Sales, Inc.	Orchard Park, NY	Materials - Plates, Channels			

Construction: WBE Participation (cont.), 115 Contracts Awarded

Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
In Order Business Solutions (M/WBE)	Dorchester, MA	Construction Compliance			
Jackson Glass	Roslindale, MA	Curtain Wall Installation			
Jerez LLC (M/WBE)	Saugus, MA	Sealer at VCT			
J F Shine Mechanical	West Roxbury, MA	Plumbing Insulation			
JMD Building Products	New York, NY	Pipe supplies			
J. Rego Trucking	Taunton, MA	Trucking			
Keville Enterprises	Boston, MA	Construction Inspections			
Lily Jack	Gardena, CA	Seating			
L&L Contracting	Braintree, MA	Materials			
Lub-O-Line Industrial Oil	Somerville, MA	Lube & Fuel Supplier			
Lusive Décor	Los Angeles, CA	Hardwire and Portable Lighting			
Lynn Ladder & Scaffolding	Lynn, MA	Scaffolding			
Michele Quinn Fine Art Advisory	Las Vegas, NV	Art and Antiques			
Melo's Rodbusters	South Dartmouth, MA	Reinforcing Steel Supply			
Modulease Corporation	Plainville, MA	Site Office Trailer			
Modulease Corporation	Plainville, MA	Storage Container			
Nobscoot Supply Company	Framingham, MA	Supplies			
Novel Iron Works	Amesbury, MA	Steel Fabrication			
Off Shore Construction, Inc.	Manchester, CT	Roofing Materials			
Osprey Construction Supply	Sharon, MA	Pipe Hanger & Fastener Supply			
Osprey Construction Supply	Sharon, MA	Pipe Hanger & Fastener Supply			
Osprey Construction Supply	Sharon, MA	Materials, Supplies			
Osprey Construction Supply	Sharon, MA	Pipe Markers			
Osprey Construction Supply	Sharon, MA	Furnish pipe & valve tag ID			
Pest End Inc	Methuen, MA	Pest Control			
P J Spillane	Everett, MA	Waterproofing			
P J Spillane	Everett, MA	Waterproofing			
P J Spillane	Everett, MA	Waterproofing			
Protocol Management Services	N. Attleboro, MA	Materials			
Ramco	West Bridgewater, MA	Stakes, Hay Bales, Fence			
RAREculture	New York, NY	Artwork			
Rebars & Mesh	Haverhill, MA	Rebar Supply			
Rebars & Mesh	Haverhill, MA	Rebar Supply			
Rebars & Mesh	Haverhill, MA	Rebar Supply			
Rebars & Mesh	Haverhill, MA	Rebar at Lower Garage			
Reid Witlin	Northridge, CA	Fabrics			
SOS Corporation	Milford, MA	Labor - Pre-Cast Masonry			
SOS Corporation	Milford, MA	Labor - Pre-Cast Masonry			
SOS Corporation	Milford, MA	Materials			
Southcoast Supplies	Fairhaven, MA	CMU, Mortar, and Grout			
Stadium Fuel	Peabody, MA	Fuel			
Taibi Equipment	Wakefield, MA	Equipment Rental			
Taycam LLC	Plymouth, MA	Equipment Rental			
Taycam LLC	Plymouth, MA	Tools / Fixtures			
Thompson Company	E. Weymouth, MA	Doors, Frames, Hardware			
Thompson Company	E. Weymouth, MA	Doors, Frames, Hardware			
Tools Unlimited	Stoughton, MA	Small tools supply			
Tools Unlimited	Stoughton, MA	Tools & Hanging Materials			
Tools Unlimited	Stoughton, MA	Saw Blades, Small Tools, PPE			
Turtle & Hughes	Linden, NJ	Commodities / Gear			
Turtle & Hughes	Linden, NJ	Electrical Materials & Equipment			
Turtle & Hughes	Linden, NJ	Electrical Materials & Equipment			
United Elevators	Knoxville, TN	End Suite Elevators			
Urban Insulation	Salisbury, MA	Furnish, Install Pipe Insulation			
Urban Insulation	Salisbury, MA	Insulation			
Urban Insulation	Salisbury, MA	F&I HVAC Ductwork & Piping			
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			
Wynco Distributors of New England	Wilmington, MA	Carpet Pad Vendor			
TOTAL			\$103,901,361	5.4%	9.6%

Construction: VBE Participation, 30 Contracts Awarded

Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
Anvil Steel Engineering (M/VBE)	Taunton, MA	Shear Stud Installation			
Anvil Steel & Engineering (M/VBE)	Taunton, MA	Rebar at main level			
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			
Broco Oil	North Reading, MA	Fuel Supply			
Broco Oil	North Reading, MA	Fuel Supply			
Broco Oil	North Reading, MA	Fuel Supply			
Chair Choice	Santa Fe Springs, CA	Seating			
Chapman Electric (W/VBE)	Sandwich, MA	ALC Installation			
Cobiasx	Dedham, MA	Stud Rail Supply			
Eastern Exterior Wall	Allentown, PA	Pre-Engineered Walls			
Frisoli Electric	Holbrook, MA	Grounding Materials Supply			
Global Supply Management (M/W/VBE)	Henderson, NV	Seating			
Homeland Mechanical	Quincy, MA	Furnish, Install Trench Drains			
Homeland Mechanical	Quincy, MA	Pipe Fitter Labor			
Homeland Mechanical	Quincy, MA	F&I Horizontal Fan Coil Units			
J Rams	East Wareham, MA	Sign Installation			
Kimball Painting, LLC	Watertown, MA	Paint Material Supplies			
KWL Inc.	Franklin, MA	Trucking, Freight			
Recon Outfitters	Sturbridge, MA	Water/slurry tanks			
Sourcing Solutions	Tigard, OR	Crane Mat Supplier			
Swag Tools	Waltham, MA	Miscellaneous Supplies			
Tansey Electric	Manchester, NH	Electrical Labor			
Titan Roofing (M/VBE)	Quincy, MA	Roofing			
The Aulson Company Inc	Methuen, MA	Shotblast			
Thermo Dynamics	Amesbury, MA	Insulation			
Thompson & Lichtner, Inc.	Canton, MA	Materials Testing			
TOTAL			\$28,763,234	1.0%	2.6%

Construction: Workforce Participation

- As of September 30th, 1,089,173 hours of work had been completed on the project site by 2,568 workers.
- 577 minorities, 144 females, and 122 veterans have performed construction work on the project.

	# Workers*	# Diverse Workforce Hours*	Goal	% Diverse Workforce Hours to Date
Minority	577	277,545.0	15.3%	25.5%
Female	144	77,216.5	6.9%	7.1%
Veteran	122	73,868.0	3.0%	6.8%

Construction Workforce & M/W/VBE: Outreach

- Ongoing outreach and work with community partners and Career Centers, including monthly reminders about upcoming Building Trades Apprenticeship Application Opportunities.
- On-site sub-contractors notifications sent to all union walk-on applicants.
- FF&E opportunities communicated to diverse business partners.
- **9/5:** Northeast Center for Tradeswomen's Equity – monthly Tradeswomen Open House.
- **9/19:** Call for female plumbers / pipefitters candidates to work with E.M. Duggan – 20 candidates responded.
- **9/20:** Sprinklerfitters diversity review, preparation for project ramp up.
- **9/27:** UCANE address on the invitation of WBE sub-contractor Albanese.
- **9/27:** Union Business Agent Meeting.
- **9/27:** GNEMSDC Annual Minority Business Conference.
- **9/29:** Hispanic Heritage Breakfast.







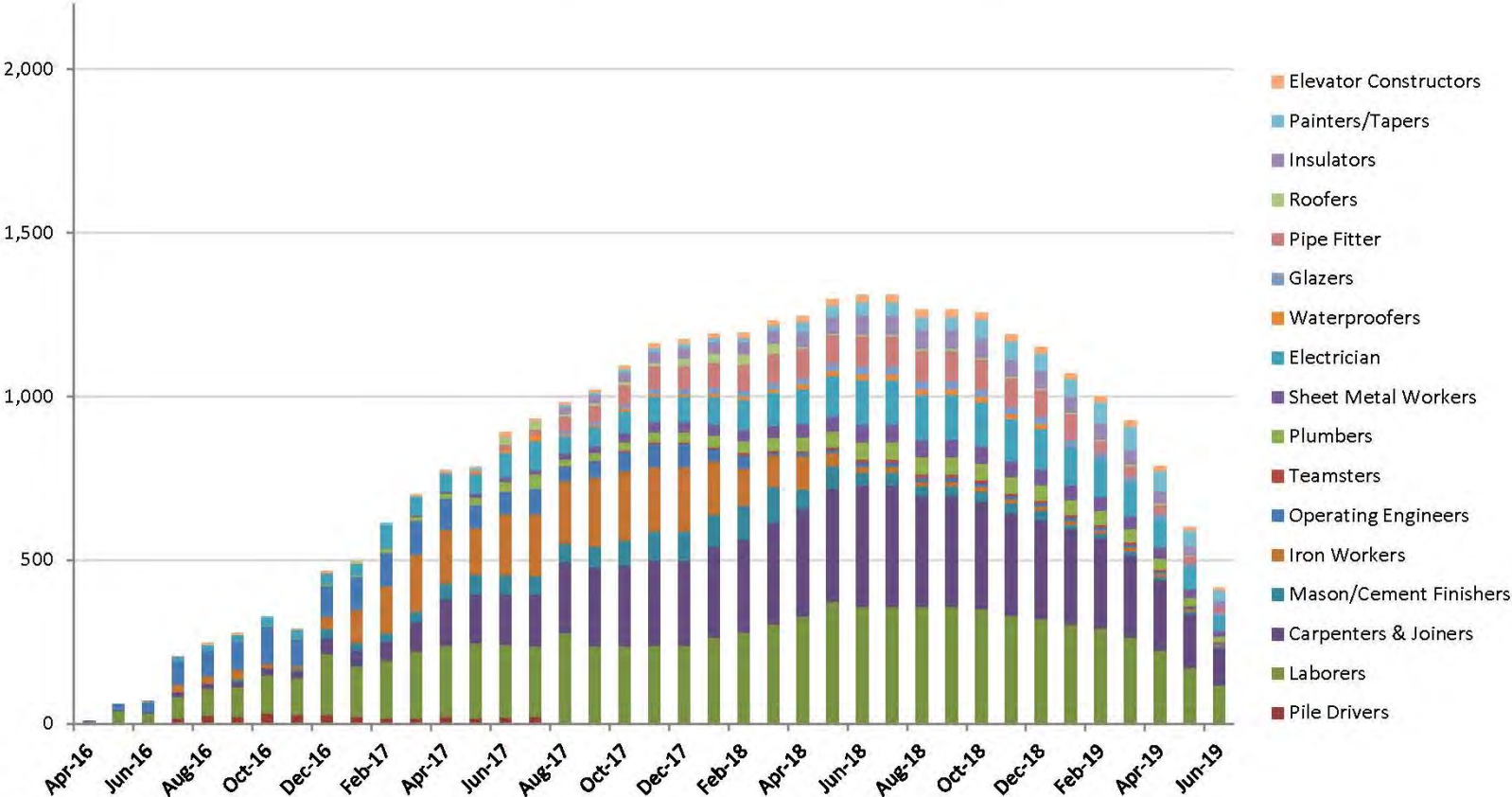






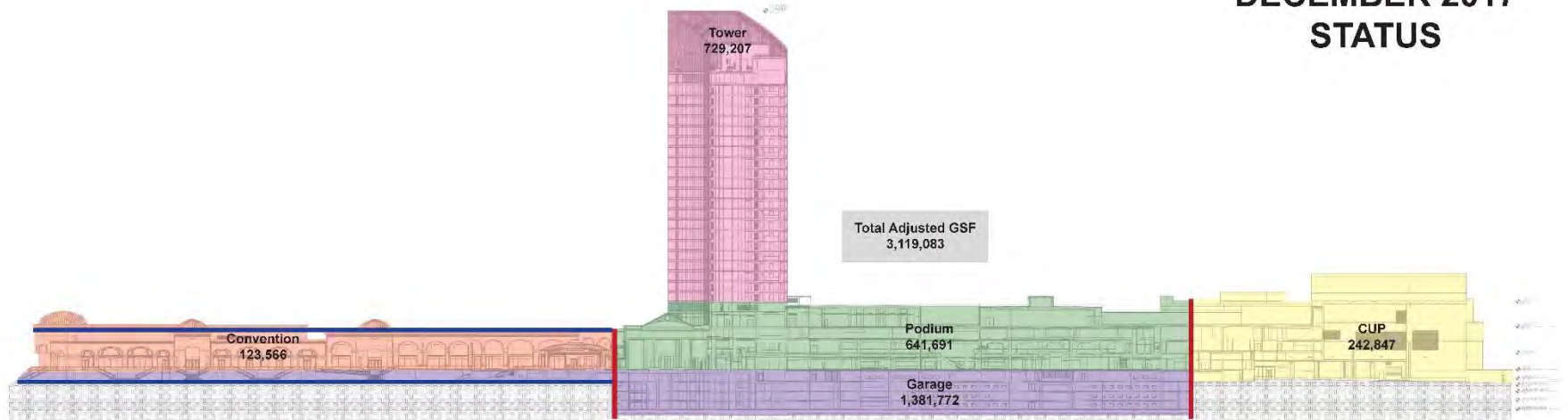


Wynn Boston Harbor Labor Projection



For information purposes only; number of onsite workers.
 Subject to change without notice at Suffolk's discretion

DECEMBER 2017 STATUS

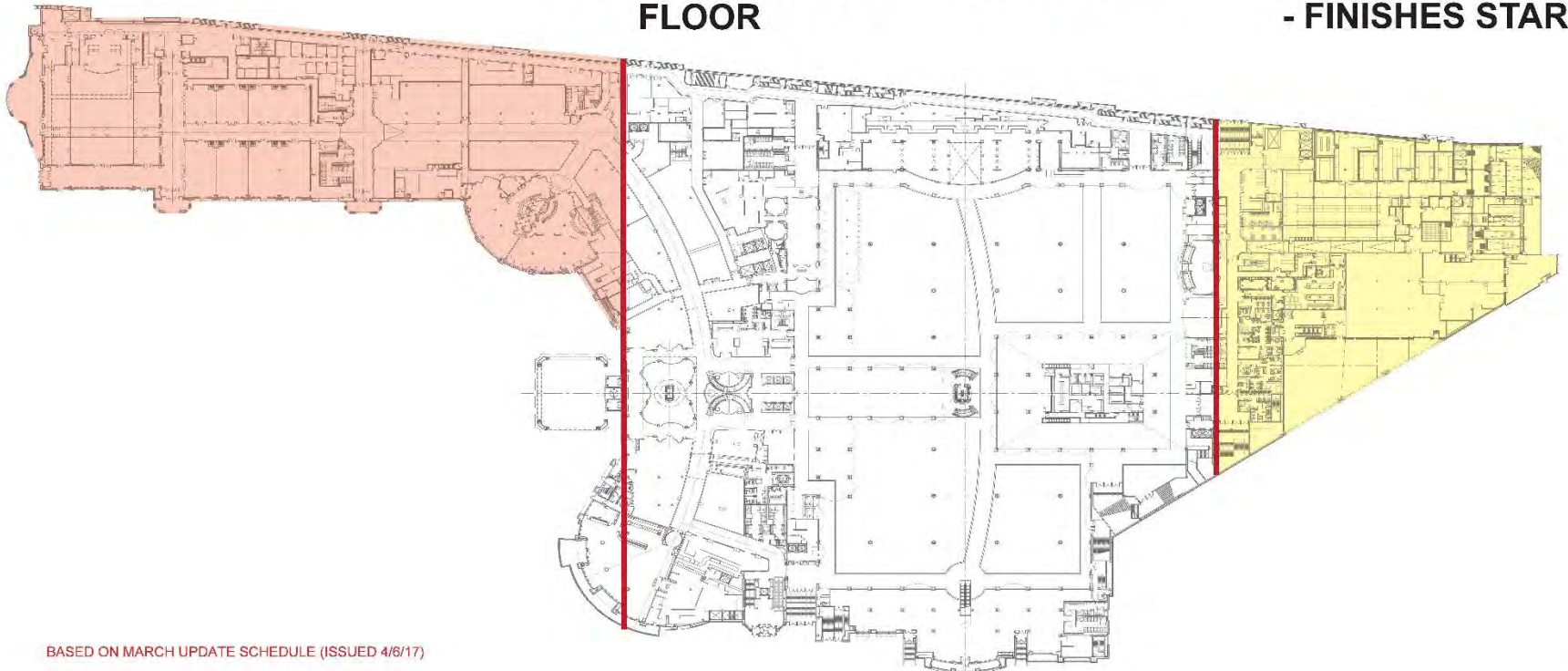


FACADE WORK ON GOING

**STRUCTURE
COMPLETE TO 27th
FLOOR**

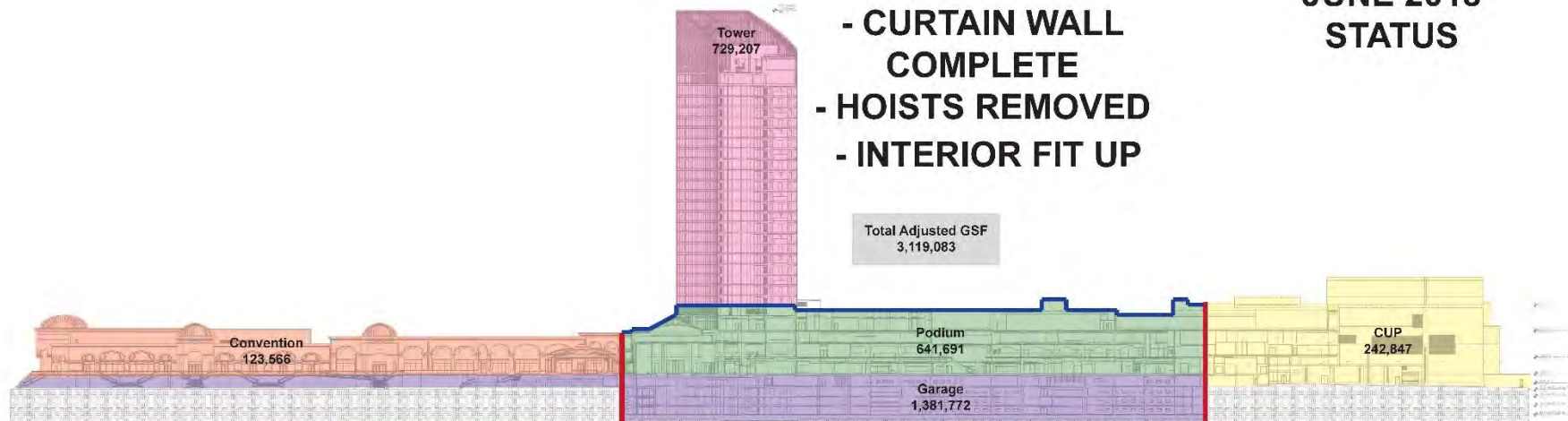
**FACADE
COMPLETE**

**- MEP ROUGH INS
COMPLETE
- FINISHES STARTING**



**JUNE 2018
STATUS**

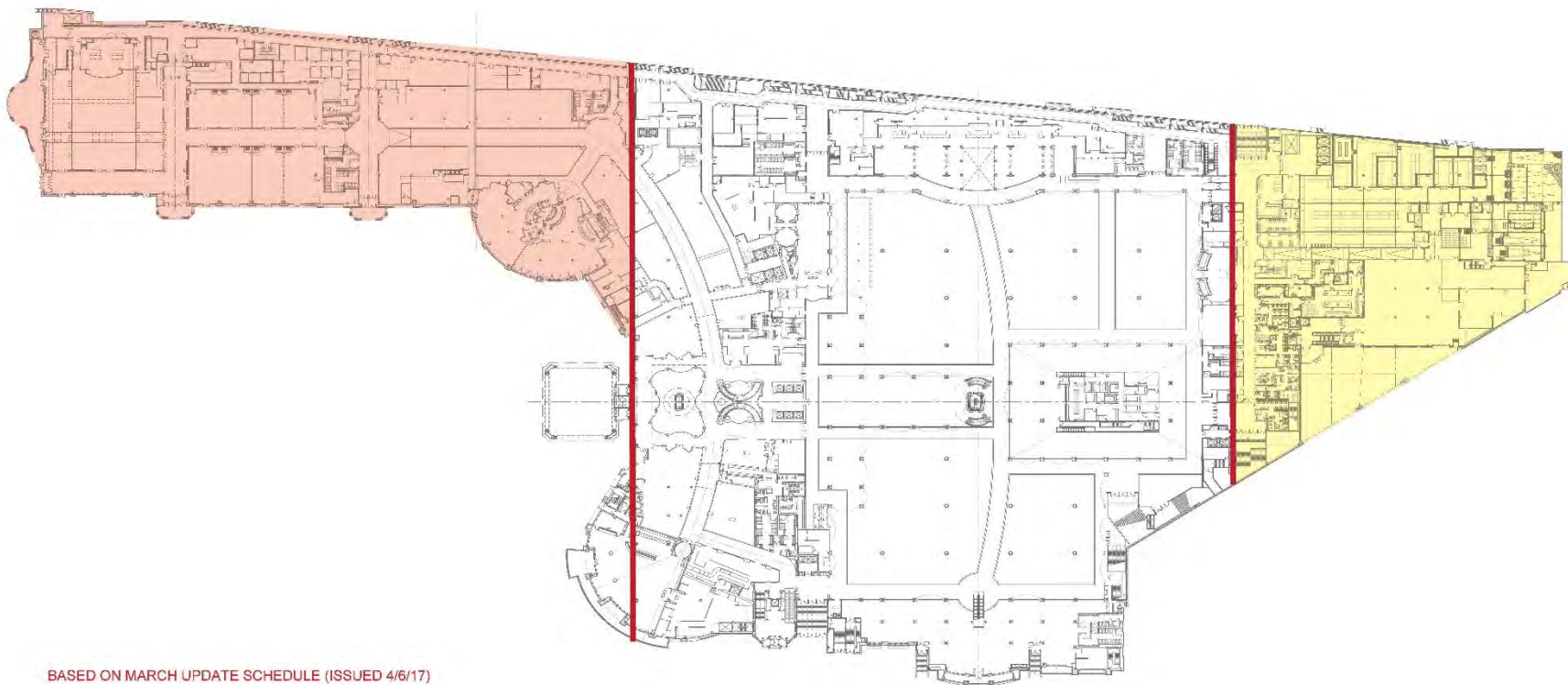
- CURTAIN WALL COMPLETE
- HOISTS REMOVED
- INTERIOR FIT UP



INTERIOR FIT OUT UNDERWAY

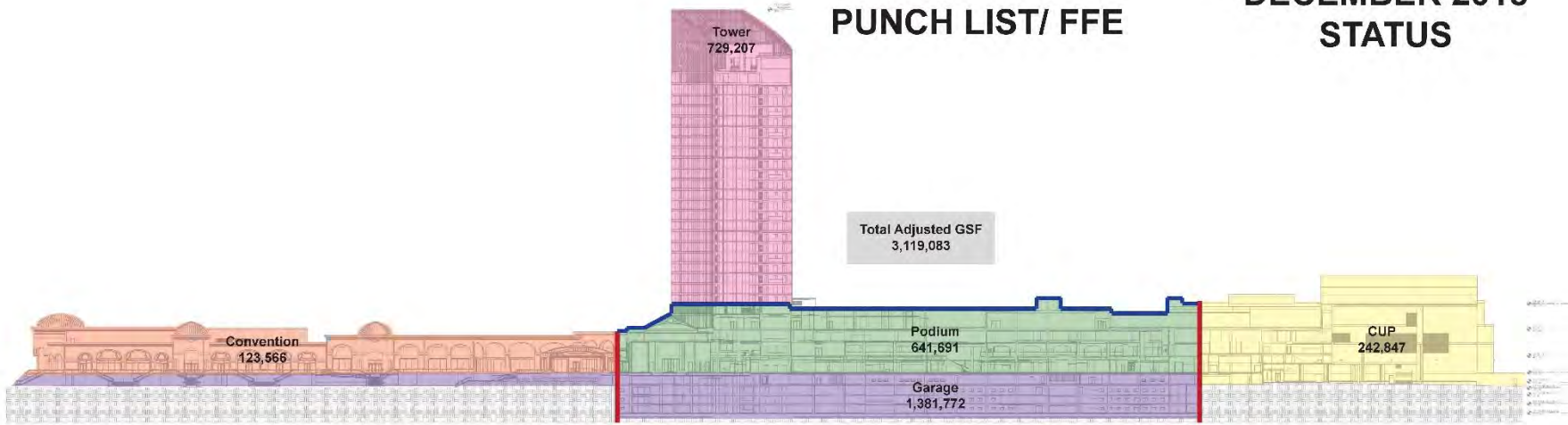
INTERIOR FIT OUT UNDERWAY

PUNCH LIST



**DECEMBER 2018
STATUS**

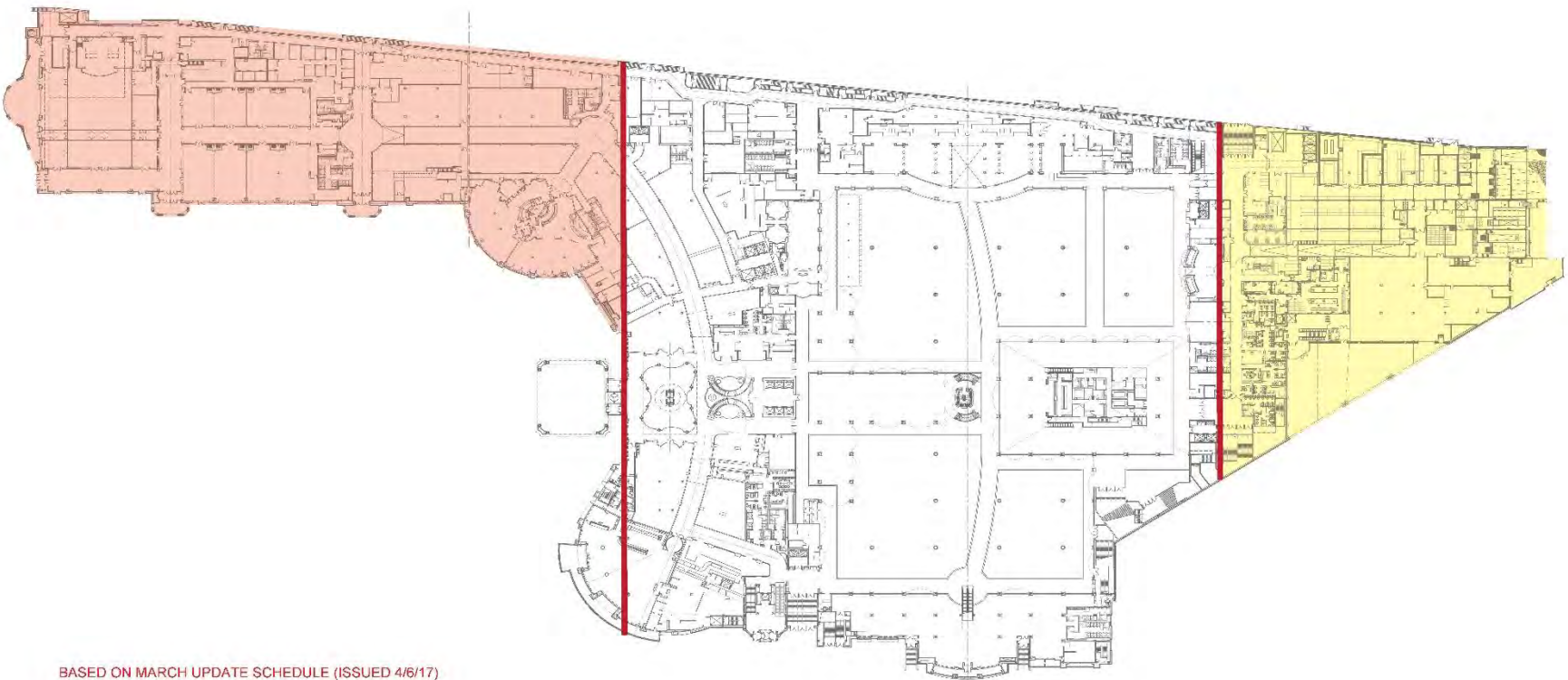
PUNCH LIST/ FFE



INTERIOR FIT OUT UNDERWAY

PUNCH LIST/ FFE

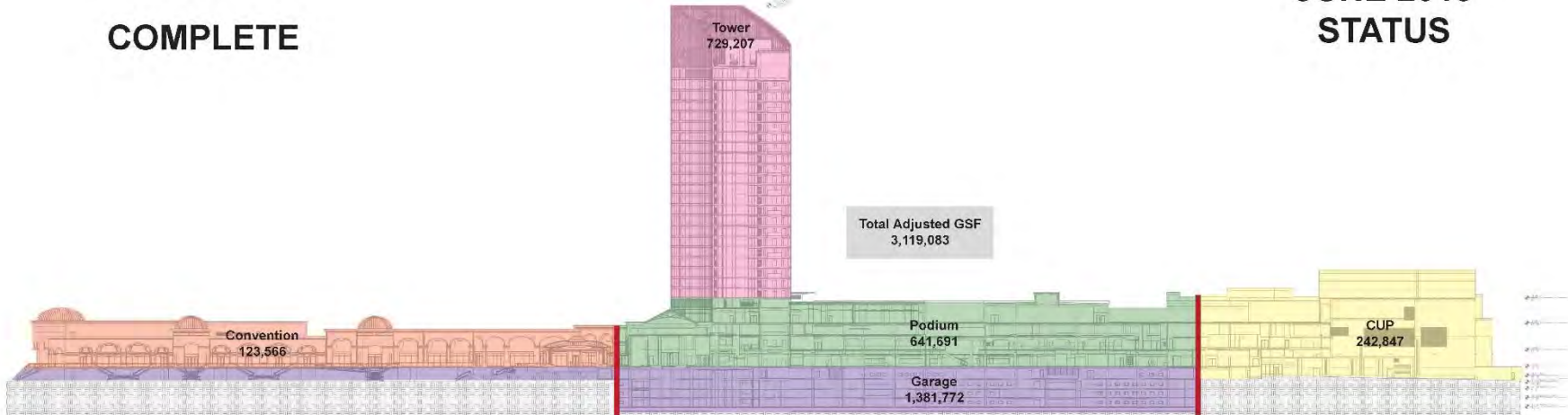
COMPLETE



BASED ON MARCH UPDATE SCHEDULE (ISSUED 4/6/17)

COMPLETE

**JUNE 2019
STATUS**



- BUILDING TURN OVER
- TESTING
- FINISHES COMPLETED

BASED ON MARCH UPDATE SCHEDULE (ISSUED 4/6/17)

Wynn BOSTON HARBOR
®

CONTRACTOR	SEPTEMBER 2017											PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%			Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Marr Equipment Corp.	17.5	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	53.0	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Mass Bay Electrical Corp.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	2,241.0	36	2	34.0	1.5%	1	112.0	5.0%	0	0.0	0.0%
Maxim Crane Works, L.P.	2,052.5	18	4	638.0	31.1%	1	187.0	9.1%	2	226.5	11.0%	27,335.0	57	12	5,834.0	21.3%	1	1,698.0	6.2%	4	3,514.5	12.9%
McCusker-Gill, Inc.	2,327.8	29	6	532.0	22.9%	1	92.0	4.0%	3	286.0	12.3%	8,668.8	36	6	2,080.0	24.0%	1	479.0	5.5%	3	821.0	9.5%
McGregor Industries, Inc.	440.0	3	0	0.0	0.0%	1	148.0	33.6%	0	0.0	0.0%	2,981.0	5	0	0.0	0.0%	1	869.0	29.2%	0	0.0	0.0%
McPhee Electric Ltd.	722.0	7	2	176.0	24.4%	0	0.0	0.0%	0	0.0	0.0%	5,397.0	12	2	1,389.0	25.7%	1	242.0	4.5%	1	277.0	5.1%
Melo's Rodbusters, Inc.	1,256.0	14	7	636.0	50.6%	0	0.0	0.0%	1	116.0	9.2%	5,280.0	17	10	2,790.5	52.9%	0	0.0	0.0%	1	908.5	17.2%
Midnight Iron Construction Management Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
MON Landscaping Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	96.0	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Moretrench	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	19,856.0	38	11	5,850.0	29.5%	3	302.0	1.5%	2	1,335.5	6.7%
MTK Construction Services, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	287.0	10	8	254.0	88.5%	0	0.0	0.0%	0	0.0	0.0%
NER Construction Mgmt	16.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	989.5	9	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
NewRoads Environmental	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	7,793.5	36	35	7,746.5	99.4%	4	1,412.0	18.1%	1	164.0	2.1%
North East Foam Solutions, Inc.	308.0	6	2	36.0	11.7%	1	104.0	33.8%	2	108.0	35.1%	652.0	9	3	94.0	14.4%	1	122.0	18.7%	2	126.0	19.3%
NorthStar Contracting Group, Inc	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	37.0	2	1	12.0	32.4%	0	0.0	0.0%	0	0.0	0.0%
Otis Elevator Company	713.8	14	1	52.8	7.4%	0	0.0	0.0%	0	0.0	0.0%	3,355.3	28	3	104.8	3.1%	1	49.0	1.5%	0	0.0	0.0%
P.J. Spillane Company, Inc.	102.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	2,379.0	21	5	598.0	25.1%	0	0.0	0.0%	1	28.0	1.2%
Pick Crane Service, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	51.5	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
R.J. Cobb LTD	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	48.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Rapid Flow Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,527.5	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Regis Steel Corporation	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	6,283.5	24	6	1,415.5	22.5%	3	613.0	9.8%	0	0.0	0.0%
Richard W. Reid Electric Company Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	34.0	3	2	16.0	47.1%	0	0.0	0.0%	0	0.0	0.0%
S&A Cranes LLC	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	34.0	4	0	0.0	0.0%	0	0.0	0.0%	1	8.0	23.5%
S&F Concrete Contractors, Inc.	18,682.5	195	56	5,971.5	32.0%	9	1,051.5	5.6%	8	863.5	4.6%	221,449.5	325	87	68,594.0	31.0%	14	11,540.0	5.2%	13	10,842.5	4.9%
Silverback Construction Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	416.0	18	1	27.0	6.5%	0	0.0	0.0%	0	0.0	0.0%
SOEP Painting Corp.	93.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	173.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
SOS Corporation	40.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	179.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sunrise Erectors, Inc.	1,052.0	16	2	157.0	14.9%	1	101.0	9.6%	2	187.5	17.8%	8,736.5	31	3	1,339.5	15.3%	2	352.5	4.0%	3	1,245.0	14.3%
Sweeney Drywall Finishes Corp	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	48.5	3	0	0.0	0.0%	0	0.0	0.0%	1	0.5	1.0%
T&T Electrical Contractors, Inc.	672.0	9	2	196.0	29.2%	0	0.0	0.0%	0	0.0	0.0%	1,722.5	13	3	689.5	40.0%	0	0.0	0.0%	0	0.0	0.0%
Tavares LLC	72.0	2	1	40.0	55.6%	0	0.0	0.0%	0	0.0	0.0%	72.0	2	1	40.0	55.6%	0	0.0	0.0%	0	0.0	0.0%
The Railroad Associates Corporation	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	68.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
The Welch Corporation	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	11,582.5	21	2	1,308.0	11.3%	3	1,057.0	9.1%	2	1,225.0	10.6%
Thermo-Dynamics International, Inc.	746.5	9	2	220.5	29.5%	1	100.5	13.5%	1	104.0	13.9%	1,128.0	9	2	316.5	28.1%	1	196.5	17.4%	1	184.0	16.3%
Titan Roofing, Inc.	789.0	17	5	214.0	27.1%	2	46.0	5.8%	2	96.0	12.2%	6,694.0	39	11	2,426.0	36.2%	2	863.0	12.9%	2	508.5	7.6%
Total Mechanical Service Corp.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	48.0	3	3	48.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
TREVIICOS CORPORATION	512.5	4	2	324.0	63.2%	0	0.0	0.0%	0	0.0	0.0%	60,039.5	88	24	16,020.5	26.7%	7	4,090.5	6.8%	3	2,630.0	4.4%
Urban Insulation Inc	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%
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.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	13,610.3	32	3	1,810.3	13.3%	3	657.5	4.8%	4	1,592.0	11.7%
WES Construction Corp	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	4,134.0	15	1	356.5	8.6%	1	398.0	9.6%	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	96,658.5	1,014	236	23,582.3	24.4%	62	6,547.0	6.8%	54	5,883.5	6.1%	1,089,173.5	2,568	577	277,545.0	25.5%	144	77,216.5	7.1%	122	73,868.0	6.8%

SUMMARY PERFORMANCE: PROJECT TO DATE

	# Workers	Hours	Goal	Project to Date
Minority	577	277,545.0	15.3%	25.5%
Female	144	77,216.5	6.9%	7.1%
Veteran	122	73,868.0	3.0%	6.8%

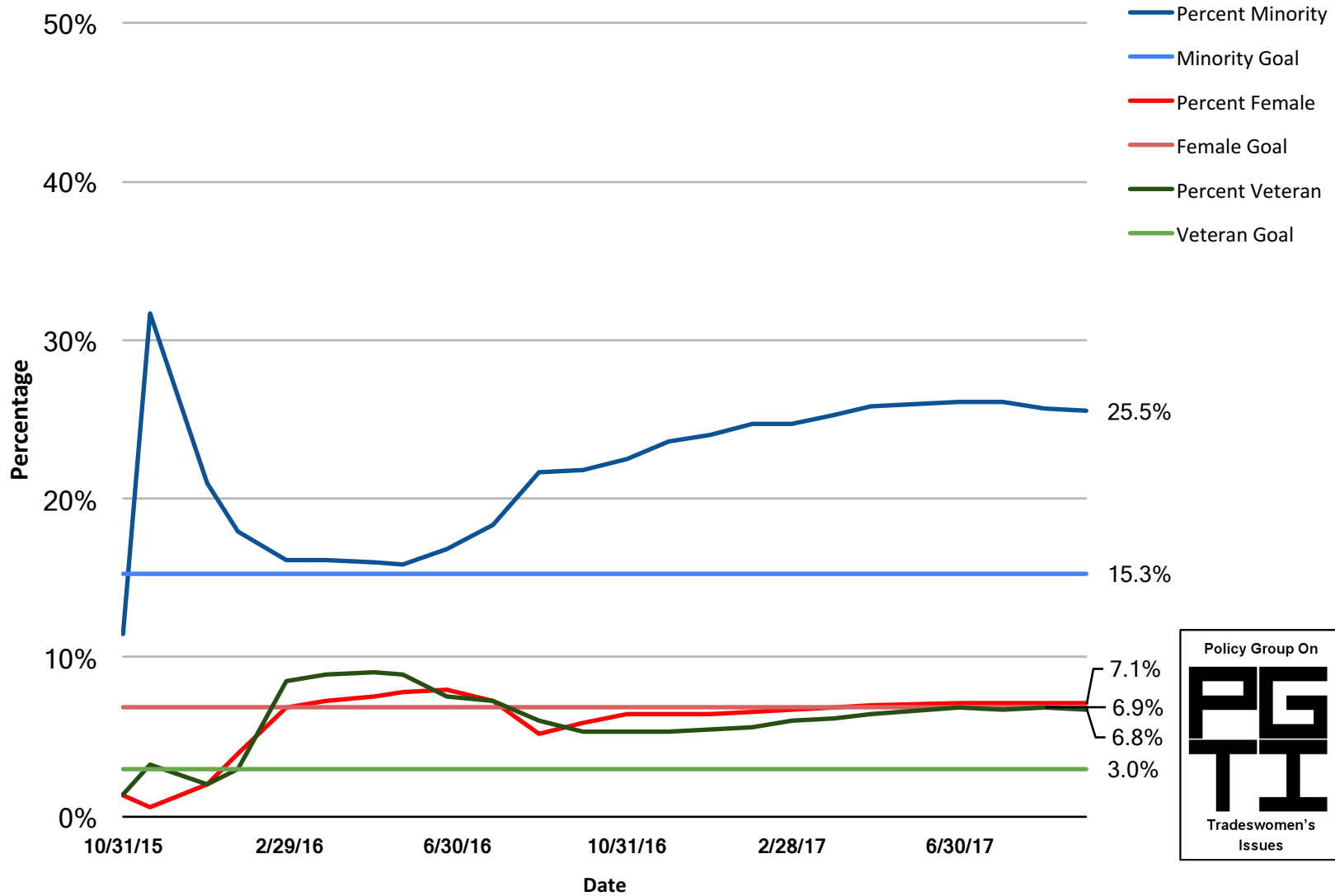
Workforce Summary Report

Painters & Allied Trades D.C. #35	447.0	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,889.0	21	3	33.0	1.7%	0	0.0	0.0%	0	0.0	0.0%
Piledrivers Local 56	1,135.0	10	2	155.0	13.7%	0	0.0	0.0%	0	0.0	0.0%	39,834.0	100	9	4,984.5	12.5%	8	1,775.0	4.5%	9	4,923.5	12.4%
Pipe Fitters Local 537	3,426.0	21	3	576.0	16.8%	3	476.0	13.9%	2	248.0	7.2%	13,202.0	34	7	2,672.0	20.2%	3	1,059.0	8.0%	2	771.0	5.8%
Plasterers & Cement Masons Local	2,119.0	38	5	204.5	9.7%	1	114.0	5.4%	1	8.0	0.4%	18,152.5	116	16	1,865.0	10.3%	3	314.0	1.7%	2	126.5	0.7%
Plumbers & Gasfitters Local 12	6,685.0	55	7	881.5	13.2%	5	528.0	7.9%	6	859.5	12.9%	27,171.5	90	14	5,539.5	20.4%	8	2,286.0	8.4%	9	3,791.5	14.0%
Roofers & Slaters Local 33	761.0	14	5	214.0	28.1%	2	46.0	6.0%	2	96.0	12.6%	6,616.5	38	11	2,426.0	36.7%	2	863.0	13.0%	2	508.5	7.7%
Sheet Metal Workers Local 17	2,335.8	30	6	532.0	22.8%	1	92.0	3.9%	3	286.0	12.2%	8,822.3	41	6	2,080.0	23.6%	1	479.0	5.4%	3	821.0	9.3%
Sheet Metal Workers Local 63	20.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	20.0	2	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%	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sprinkler Fitters Local 550	2,736.0	22	5	642.0	23.5%	1	120.0	4.4%	2	291.0	10.6%	10,473.0	25	5	2,418.0	23.1%	1	120.0	1.1%	2	1,490.0	14.2%
Teamsters Local 25	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	50.0	5	0	0.0	0.0%	0	0.0	0.0%	1	8.0	16.0%
Union Number	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%
Woodframe Local 723	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%
Total	96,658.5	1,014	236	23,582.3	24.4%	62	6,547.0	6.8%	54	5,883.5	6.1%	1,089,173.5	2,568	577	277,545.0	25.5%	144	77,216.5	7.1%	122	73,868.0	6.8%

SUMMARY PERFORMANCE: PROJECT TO DATE

	# Workers	Hours	Goal	Project to Date
Minority	577	277,545.0	15.3%	25.5%
Female	144	77,216.5	6.9%	7.1%
Veteran	122	73,868.0	3.0%	6.8%

Wynn Everett: Totals for Access and Opportunity Goals as of 9/30/2017 -1,089,173.5 Hours Completed



Access and Opportunity Committee

October 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	CSL, Inc.	Ludlow, MA	WBE
2	EDI Landscape, LLC.	Hartford, CT	WBE
3	Mastercraft FC, LLC. ⁽¹⁾	Glenpool, OK	WBE
4	McElroy Scenic Services, LLC.	Ashley Falls, MA	WBE

Supplier:

5	Architectural Products, Inc.	Burlington, CT	WBE
6	Osprey Construction Supply, LLC.	Sharon, MA	WBE

Notes:

(1) Mastercraft FC, LLC is both a Construction Contractor and Supplier.

COMMUNITY PARTNERS NETWORK UPDATES

Community Partners Network Update:

No Monthly Meeting Held; Individual Committees met and facilitated activities around their work

Work Readiness Team:

- Outreach to increase union applicants to include new social media post and distribution of flyers at community events and centers
- Following up and tracking of existing union applicants and their status; includes conducting case management of non-eligible union applicants (i.e. conducting referrals to other community and social service agencies)
- Have begun assisting union applicants that have been determined not likely to be a successful union candidate to complete their MGM Springfield SkillSmart Profile



COMMUNITY PARTNERS NETWORK UPDATES

Advocacy Team:

- Continuing negotiations with Baystate Medical Center for final Diversity Workforce and Procurement Policy for upcoming construction projects
- Meeting with union business managers and starting to schedule meetings with Union Apprenticeship Program Directors to learn more about the Apprenticeship Program and encourage unions lacking diversity to open up new apprenticeship cycles
- Working to support efforts around amending CORI regulations under the Mass. Gaming Law for the long term casino operations careers



COMMUNITY PARTNERS NETWORK UPDATES

Membership Team:

- Membership Committee focusing on recruiting new community based organizations and facilitating networking events of existing and new CBO's



Other:

- Strategic Planning Session planning for October 2017 to finalize Construction Diversity work plan for the last year of MGM Construction, and discuss plans to move forward with other developers and projects
- Joined the MGM Construction Marching Contingency in the Springfield Puerto Rican Parade; disseminated the Union Apprenticeship Directory and provided information to those at the parade that are interested in joining the union

UNION PARTNERSHIP & OUTREACH

MGM Staff met four (4) union business managers this month to discuss:

- MGM Union Labor Pool Review
- Union Diversity Participation Review Meetings: Focusing on unions that have low or decreased numbers in any diversity category (Done with Tishman Construction)
- PLA Meetings with Tishman Construction and the Pioneer Valley Building Trades to discuss union issues including Current Diversity Participation, Upcoming Scopes of Work, Issues with Sub-Contractors and Diversity Compliance, Anticipated Labor Needs
- Assistance with targeted diversity recruitment based on the needs of the individual trade union
- Assistance with outreach for upcoming new Union Apprenticeship Enrollment events
- Partnerships on upcoming community outreach events



UNION PARTNERSHIP & OUTREACH

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

- **Five (5) newly identified union members** looking for work identified through outreach and added to the MGM Springfield Available Labor Pool list and shared with Tishman, Fontaine, Northern and MGM Springfield Sub-Contractors looking for union workers.
- **Two (2) new diverse individuals** put in union apprenticeship applications this month; will work with CPN Work Readiness Team to track application outcome.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

MGM Diversity Meetings with new Community Based Organizations:

- This month we met with 4 community based organizations, 3 new and 1 who is a current partner:
 - West of the River Chamber of Commerce
 - Black Leaders Alliance
 - Latino Chamber of Commerce
 - Sixteen Acres Civic Association



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

Working with Tishman Construction:

- Tishman Construction continues to meet with the Pioneer Valley Building Trades and the New England Regional Council of Carpenters on a monthly basis to go over project status, upcoming work and workforce requirements.
- Every month a letter is sent to the Pioneer Valley Building Trades and the New England Regional Council of Carpenters identifying underrepresented unions in the minority, women and veteran categories. Tishman also requests that every union provide their membership composition to help improve forward-looking projections and address any anticipated deficiencies in meeting workforce goals.
- On a monthly basis, Tishman shares MGM's labor pool list with all active subcontractors and unions represented on the project.
- MGM continues to work with direct lower tier subs and their lower tier subs to ensure everyone understands and meets the goals throughout the life of the project. This is achieved by constantly calling/communicating and meeting with all contractors and unions. In the past month, there have been meetings with H. Carr & Sons, Northern Construction, Schindler Elevator, Harry Grodsky and Titan Roofing among others.

OTHER DIVERSITY WORK & OUTREACH/ EVENTS

Outreach:

- All significant construction procurement activities are substantially complete at this stage. Tishman continues to seek, identify, and add diverse companies to their bidders list through individual contacts and vetting.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

Construction Mentorship and Work with Area Vocational Schools:

Putnam Academy

AECOM Tishman continues to coordinate the mentorship program for 2017-2018 with Putnam Academy personnel and Mr. David Cruise, President & CEO of the Regional Employment Board of Hampden County (REBHC), Inc. There are also discussions regarding the creation of a scholarship for the school.



Westfield Technical Academy

AECOM Tishman has also started a program with the help of the REBHC and the Westfield Technical Academy's construction technology program students for tours of the project. The first tour for the Construction Technology Department students is scheduled for Wednesday, October 25th.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

Upcoming Diversity Work

- **Oct 5, 2017:** CPN Steering Committee and Co-Chairs Strategic Planning Luncheon
- **Oct 18, 2017:** CPN Full Network Meeting
- **Oct 20, 2017:** 2017 CWE Women Business Leaders Conference (WBLC) – Event Sponsor-October
- **Oct 25, 2017:** Westfield Technical Academy Construction Technology Department MGM Springfield Site Tour
- **Oct 31, 2017:** MGM Construction Best Practices and Addressing Diversity Needs with PGTI (Policy Group on Tradeswomen Issues) and PVBT (Pioneer Valley Building Trades) session
- **TBD:** CPN Hi-Set Testing Night

BUILDING A STRONG FOUNDATION

ARE YOU A UNION TRADESPERSON INTERESTED IN WORKING ON THE MGM SPRINGFIELD PROJECT?

Effective January 31, MGM Springfield will have office hours every Tuesday and Friday from 9:30 AM until 11:30 AM for union tradespeople interested in work on the Springfield project. These 20 minute informational meetings are by appointment only. MGM Springfield construction staff will explain the process for working on the job site and will take the opportunity to learn about your trade history and experience. Minority, women, veterans, and local western Massachusetts union tradespeople are strongly encouraged to attend.

When: Tuesdays and Fridays
20-minute slots available from 9:30 a.m. to 11:30 a.m.
BY APPOINTMENT ONLY
To schedule an appointment, email lizowen@mgspringfield.com

Where: MGM Springfield Construction Office
101 State Street, Suite 701
Springfield, MA 01114

MGM
SPRINGFIELD
CONSTRUCTION

cutting edge construction

DIVERSITY SUCCESS STORIES

Diversity Success Story: October 2017 Spotlight

Lindsay Gustafson

T.J. Conway Co.

Plumber



Construction Workforce



WORKFORCE DIVERSITY STATISTICS - UNION

AS OF SEPTEMBER 30, 2017

Group	Project Goals	Project To Date %
Women	6.90%	7.89%
Minority	15.30%	23.98%
Veteran	8.00%	9.65%

Notes:

(1) Statistics include all workforce reports that were received by MGM as of August 31, 2017.

WORKFORCE DIVERSITY STATISTICS - TOTAL

AS OF SEPTEMBER 30, 2017

Group	Project Goals	Project To Date %
Women	6.90%	9.25%
Minority	15.30%	22.23%
Veteran	8.00%	10.16%

Notes:

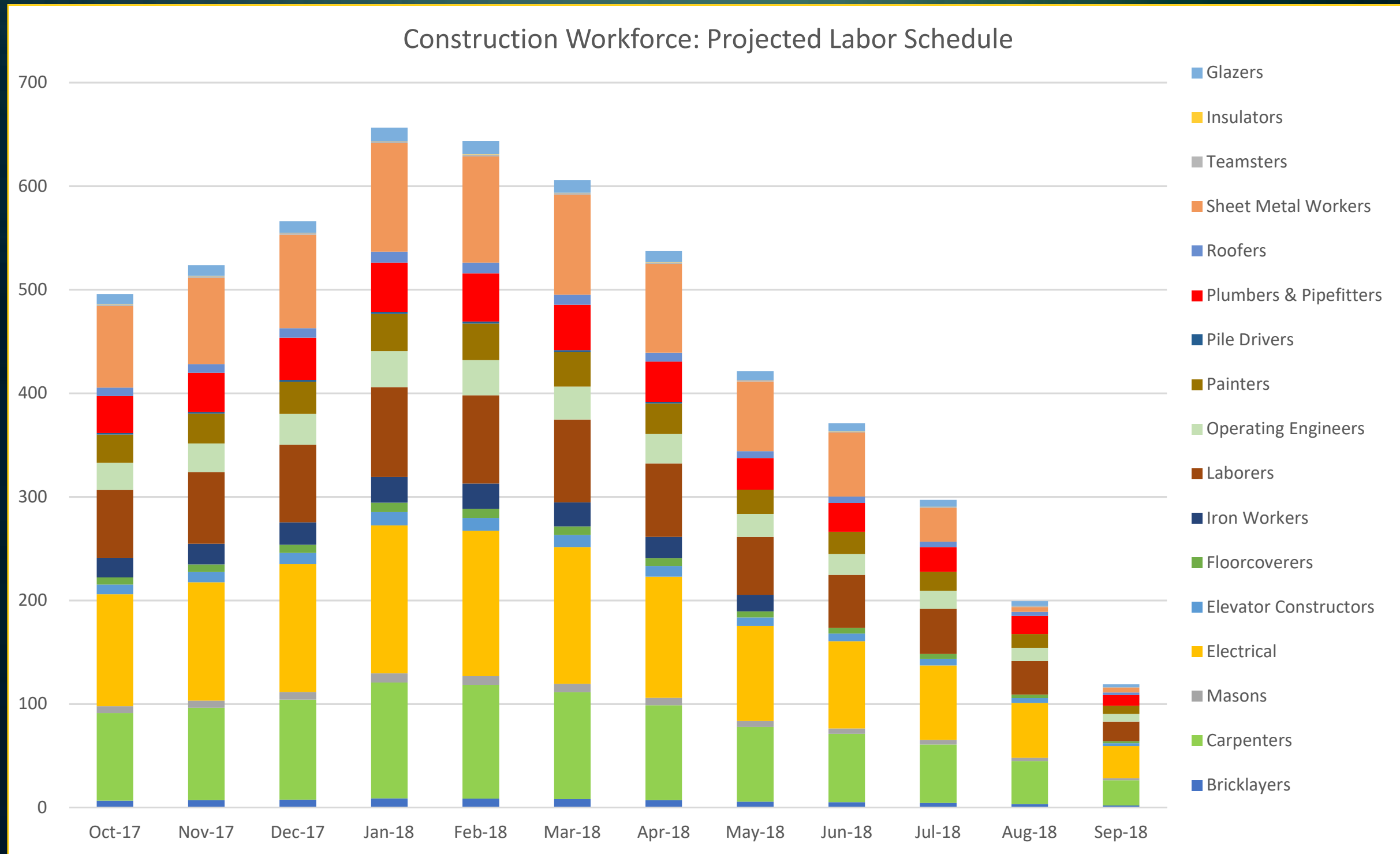
- (1) Statistics include all workforce reports that were received by MGM as of August 31, 2017.
- (2) The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 5.72% of total workforce hours are included in two of the diversity categories and 0.23% 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 3rd Quarter 2017 is as follows:
 - Approximately 37% are from Springfield/ Surrounding Communities
 - Approximately 57% are from Western Massachusetts
 - Approximately 76% are from Massachusetts

WORKFORCE 3 MONTH LOOK AHEAD

1. **Work in Progress** - Water/Sewer/Gas/Electric Infrastructure
2. **Work in Progress** - Generator Switch Gear Area
3. **Work in Progress** - Interior Fitout of 95 State
4. **Work in Progress** - Scaffolding
5. **Work in Progress** - Garage Interior MEP, Sprinklers, Storm
6. **Work in Progress** - MEP Distribution for Podium
7. **Work in Progress** - Garage Elevators
8. **Work in Progress** - Podium roofing
9. **Work in Progress** - Building Enclosure
10. **Work in Progress** - Interior Framing
11. **Work in Progress** - Exterior Framing
12. **Work in Progress** - Major Equipment for Central Plant
13. **Work in Progress** - Offsite Roadwork
14. **Work in Progress** - Hotel MEP
15. **Work in Progress** - Electrical/ Low Voltage
16. **Work in Progress** - Food Service Equipment
17. **Work in Progress** - Exterior Facade
18. **Work in Progress** - Exterior Windows
19. **Work in Progress** - Daycare
20. **Work in Progress** - Armory Button Up Scope
21. Oct 2017 - Security/Surveillance
22. Nov 2017 - Gaming Floor Interior Finishes
23. Dec 2017 - Banquet Fit Out
24. Dec 2017 - Cinema MEP

CONSTRUCTION WORKFORCE

PROJECTED LABOR SCHEDULE



Design & Construction Commitments



DESIGN & CONSTRUCTION COMMITMENTS

AS OF SEPTEMBER 30, 2017

Group	Project Goals	Commitments	Variance	Company Count	Value
WBE	10.0%	19.2%	9.2%	69	\$85.57M
MBE	5.0%	8.4%	3.4%	40	\$37.56M
VBE	2.0%	7.3%	5.3%	24	\$32.69M

Notes:

(1) Total Commitments through September 30, 2017 are \$445.7M.

(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

AS OF SEPTEMBER 30, 2017

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	16.6%	18	\$7.15M
MBE	5.0%	13.0%	16	\$5.57M
VBE	2.0%	7.0%	3	\$2.99M

Notes:

(1) Total Commitments through September 30, 2017 are \$43.0M.

(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.

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

DESIGN & CONSULTING COMMITMENTS

AS OF SEPTEMBER 30, 2017

Ref	Company	Scope	Location	Diversity Status
1	AAC Investments, LLC	Interior Design	Los Angeles, CA	WBE
2	AFO Project Consulting, LLC	Construction Consulting	Las Vegas, NV	VBE
3	Akal Engineering, Inc.	Project Commissioning - MEP Services	Boylston, MA	MBE
4	Andelman & Lelek Engineering, Inc.	Energy Modeling	Norwood, MA	WBE
5	Blackford, LLC	Construction Management	Las Vegas, NV	VBE
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
17	Fernandez & Associates	Fire Protection Design and Code Consulting Services	Byfield, MA	MBE
18	Hamilton Anderson Associates, Inc.	Architectural Services	Detroit, MI	MBE

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 August 31, 2017.
- WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DESIGN & CONSULTING COMMITMENTS

AS OF SEPTEMBER 30, 2017

Ref	Company	Scope	Location	Diversity Status
19	Hyde Business Services, LLC	Permit and Community Commitment Coordination	Medina, MN	WBE
20	Independent Design, LLC	Historical MOA Research/ Signage Design	Quincy, MA	WBE
21	JoAnn Jones	Administrative Services	Henderson, NV	WBE
22	Marshall Moya Design, LLC	Architectural Services	Washington, DC	MBE
23	Maryann Thompson Architects	Architectural Design Services	Henderson, NV	WBE
24	MCLA, Inc.	Lighting	Washington, DC	WBE
25	Nitsch Engineering, Inc.	Engineering Services	Boston, MA	WBE
26	Pristine Engineers, Inc.	MEP Peer Review Services	Raynham, MA	MBE
27	Renderready, LLC	Rendering and Graphic Design	Albuquerque, NM	MBE
28	RSE Associates, Inc.	Engineering Design	Watertown, MA	MBE
29	Soden Sustainability Consulting, LLC	LEED	Winchester, MA	WBE
30	Spec's Design Group, LLC	Interior Design	Springfield, MA	WBE
31	Stevens & Associates	Façade Stabilization Design	Brattleboro, VT	VBE
32	Timothy Haahs & Associates, Inc.	Architect and Engineer of Record/ Parking Consultant	Blue Bell, PA	MBE
33	Two Twelve	Graphic Designer	New York, NY	WBE
34	US Inspection & Consulting, LLC	Construction Inspections	Lake Havasu City, AZ	MBE
35	VAV International, Inc.	Mechanical Consulting	Woburn, MA	MBE
36	WA Architects, Inc.	Architectural Services	Cleveland, OH	MBE
37	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 August 31, 2017.

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

Construction Commitments



CONSTRUCTION COMMITMENTS

AS OF SEPTEMBER 30, 2017

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	19.5%	51	\$78.42M
MBE	5.0%	7.9%	24	\$31.99M
VBE	2.0%	7.4%	21	\$29.69M

Notes:

(1) Total Commitments through September 30, 2017 are \$402.7M.

(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

AS OF SEPTEMBER 30, 2017

Ref	Company	Scope	Location	Diversity Status
1	Aces Enterprises, LLC	Steel Plate Supplier	Dunlap, IL	VBE
2	AeroSage, LLC	Fire Protection Material Supplier	Tampa, FL	VBE
3	Alares, LLC	Commissioning and Construction Services	Quincy, MA	VBE
4	All American Signs	Signage	Plymouth, MA	VBE
5	Alonzee Consulting	Construction Consulting	Las Vegas, NV	WBE
6	American Environmental, Inc.	Abatement	Holyoke, MA	MBE
7	American Stair Corporation	Stair Supplier	Romeoville, IL	VBE
8	Architectural Products, Inc.	Glass and Glazing	Burlington, CT	WBE
9	Argent Associates, Inc.	Material Vendor	Burlington, CT	WBE
10	Arrow Security Corporation	Security Guard Services	Springfield, MA	VBE
11	Ayala Excavating and Trucking, LLC	Trucking	Springfield, MA	MBE
12	Baron Industries, Inc	Coiling Doors	Woburn, MA	VBE
13	Beacon Light & Supply, Co.	Electrical Supplier	Burlington, CT	WBE
14	BECO Electrical Contractors, Inc.	Electrical	Monson, MA	VBE
15	Berkshire Concrete Cutting, LLC	Saw Cutting	Torrington, CT	WBE
16	Brican, Inc.	General Contracting Services	Springfield, MA	VBE
17	C&C Contractors, LLC	Trucking Services	Springfield, MA	MBE
18	C&D Electronics, Inc.	Cabling, Wiring, Electronics Supplier	Holyoke, MA	WBE/MBE
19	C4 Cables	Hotel Electrical Material Supplier	Taunton, MA	WBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of August 31, 2017.

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

DIVERSE CONSTRUCTION COMPANIES

AS OF SEPTEMBER 30, 2017

Ref	Company	Scope	Location	Diversity Status
20	Capasso Restoration, Inc.	95 State Masonry Contractor	North Haven, CT	WBE
21	Carol's Lighting & Supply Company	Electrical Supplies	Canton, MA	MBE
22	Certified Connection, Inc.	Podium Electrical Material Supplier	Worcester, MA	MBE
23	Central Ceilings, Inc.	Drywall Contractor	South Easton, MA	VBE
24	Chabot & Burnett Construction Co., Inc.	Masonry Contractor	Agawam, MA	WBE
25	Charle George Companies, Inc.	Solid Waste Disposal, Recycling, Trucking	Londonberry, NH	WBE
26	CK Flooring Solutions, Inc.	Carpet Installer	Chicopee, MA	WBE
27	CMJ, LLC	Property Management/Maintenance	Springfield, MA	MBE
28	Connecticut Drywall Finishing, Inc.	Drywall	West Springfield, MA	WBE
29	Connecticut Temperature Controls, LLC	Controls	Newington, CT	VBE
30	Construction Labor Unlimited	Labor/Clean-Up	West Springfield, MA	WBE
31	Coghlin Electrical Contractors, Inc.	Electrical Services	Worcester, MA	WBE
32	C.R. Levesque Trucking Corp.	Hauling & Equipment Transportation	Monson, MA	WBE
33	Critical Power Testing and Maintenance, Inc.	Podium Electrical Commissioning	Amesbury, MA	VBE
34	CSL, Inc.	Daycare Landscaping	Ludlow, MA	WBE
35	Dagle Electrical Construction Corp.	Offsite Improvements - Electrical	Melrose, MA	WBE
36	Davenport Advisors, LLC	Property Management/ Maintenance	Boston, MA	MBE
37	DeLucca Fence Company, Inc	Offsite Improvements - Guardrail Contractor	Methuen, MA	WBE
38	Dependable Masonry Construction Company, Inc.	Masonry and Brickpaving	North Reading, MA	MBE

Notes:

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DIVERSE CONSTRUCTION COMPANIES

AS OF SEPTEMBER 30, 2017

Ref	Company	Scope	Location	Diversity Status
39	Duray/J.F. Duncan Industries, Inc.	Food Service Equipment Package A, C and Beverage Conduits	Downey, CA	MBE
40	Eagle Elevator Company, Inc.	Elevator Repairs, Service, Maintenance	Boston, MA	VBE
41	EDM Construction, Inc.	Carpentry & Structural Steel Erection	Merrimac, MA	WBE
42	E L Waterman, Inc.	Pipe Supplier	Foxboro, MA	WBE
43	Evermore Light & Power, Inc.	Electrical	Somerville, MA	WBE
44	Fabiano Oil Corp.	Fuel & Oil Supplier	Wrentham, MA	WBE
45	Federal Concrete, Inc.	Concrete Services	Hopedale, MA	WBE
46	Fisher Contracting Corporation	General Contracting Services	Worcester, MA	WBE
47	Fletcher Sewer & Drain, Inc.	Inspection - FEIR	Ludlow, MA	WBE
48	Folan Waterproofing and Construction Company, Inc.	Masonry Contractors & Waterproofing	South Easton, MA	WBE
49	Frisoli Electric, Inc.	Electrical	Holbrook, MA	VBE
50	Gomes Construction Co. Inc.	Utility Connections	Ludlow, MA	WBE
51	Granite City Electric Supply Company, Inc.	Electrical Supplier	Quincy, MA	WBE
52	Green Insulation, Inc.	Insulation	Adams, MA	WBE
53	H B Welding, Inc.	Steel, Welding, Iron Work	Johnston, RI	WBE
54	Hiway Safety Systems, Inc	Offsite Improvements - Traffic line striping	Rockland, MA	WBE
55	Homeland Mechanical, LLC	Pipe Supplier	Quincy, MA	VBE
56	Industrial Flame Cutting, Inc.	Steel Plate Supplier	Beacon Falls, CT	VBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of August 31, 2017.

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

DIVERSE CONSTRUCTION COMPANIES

AS OF SEPTEMBER 30, 2017

Ref	Company	Scope	Location	Diversity Status
57	JMK Building Supply, Inc	Drywall	Colchester, CT	WBE
58	JRL Construction, Inc.	General Contractor - Demolition	Springfield, MA	VBE
59	Kittredge Equipment Company, Inc.	Kitchen Equipment	Agawam, MA	WBE
60	L.K. Sheet Metal, Inc.	Sheet Metal	East Hartford, CT	WBE
61	Larry's Trucking Co.	Trucking	Springfield, MA	MBE
62	Lindon Group	Piping Materials	East Providence, RI	WBE
63	M. Frank Higgins & Co., Inc.	Casino Tile and Stone	Newington, CT	WBE
64	Medeiros Hydroseeding & Landscaping Construction, Inc.	Trucking and Soil Materials	Monson, MA	MBE
65	Moor Metals, Inc.	Sales and Distribution of Metals	Holliston, MA	MBE
66	Ms. Pipe, LLC	Procurement of Valves, Pipes and Fittings	South Windsor, CT	WBE
67	New England Foundation Company, Inc.	Helical Piles	Boston, MA	WBE
68	Northeastern Steel Corporation	Steel Distributor	Revere, MA	MBE
69	Performance Testing & Balancing LLC	Testing & Balancing	South Hampton, MA	VBE
70	Piping Systems, Inc.	HVAC	Assonet, MA	WBE
71	Protocol Management Services, Inc.	Raised Access Floors Material Supplier	North Attleboro, MA	WBE
72	Quinette King Consulting	Blackout Paint Supplier	Las Vegas, NV	MBE
73	R K Insulation Contractors, Inc.	Podium Sheet Metal Insulation	Hartford, CT	MBE
74	Rebars & Mesh, Inc.	Concrete	Haverhill, MA	WBE
75	Regis Steel Corporation	Steel Erection/ Reinforcing	Fall River, MA	MBE
76	S&F Concrete Contractors, Inc.	Concrete	Hudson, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of August 31, 2017.

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

DIVERSE CONSTRUCTION COMPANIES

AS OF SEPTEMBER 30, 2017

Ref	Company	Scope	Location	Diversity Status
77	S-Cel-O, LLC	95 State Painting	Springfield, MA	MBE
78	Security Construction Services, Inc.	Fencing	Hudson, MA	WBE
79	SOS Corporation	Construction Cleaning, Selective Interior Demolition	Milford, MA	WBE
80	Steere Engineering, Inc.	Engineering Services	Warwick, RI	WBE
81	Strategic Environmental Services, Inc.	Environmental Consultants	Sutton, MA	WBE
82	Sullivan and Narey Construction, Inc.	Armory Building Masonry	Holyoke, MA	VBE
83	Superior Caulking & Waterproofing	Caulking & Waterproofing	Palmer, MA	VBE
84	Supplies Exchange Systems	Materials Supplier	Dorchester, MA	MBE
85	Tavares, LLC	Fireproofing	Providence, RI	MBE
86	T & M Equipment Corporation	Excavating Contractor	Springfield, MA	VBE
87	Titan Roofing Company	Roofing	Springfield, MA	MBE
88	Total Mechanical Service Corp.	Pool Mechanical Contractor	Plymouth, MA	MBE
89	Triton Leasing and Rental, Inc.	Demolition & Abatement	Feeding Hills, MA	WBE
90	Turtle & Hughes, Inc.	Podium Unistrut Supplier	Linden, NJ	WBE
91	United Personnel Services, Inc.	Kitchen Equipment Labor	Springfield, MA	WBE
92	Ultimate Abatement Company, Inc.	Abatement	Plainfield, MA	WBE
93	Welch Associates Land Surveyors, Inc.	Land Surveying	West Bridgewater, MA	WBE
94	Willow Tree Outdoor, LLC	Landscape	Springfield, MA	WBE
95	Woodchuck's Building & Hone Center	Construction Supplier	Rockland, MA	MBE
96	Younger Brothers Construction, LLC	Materials Supplier	Watertown, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of August 31, 2017.

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

MGM Springfield
Workforce Diversity Report (By Union)
As of: September 30, 2017

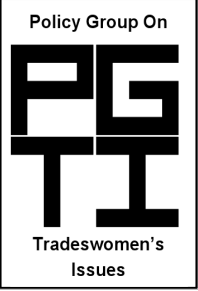
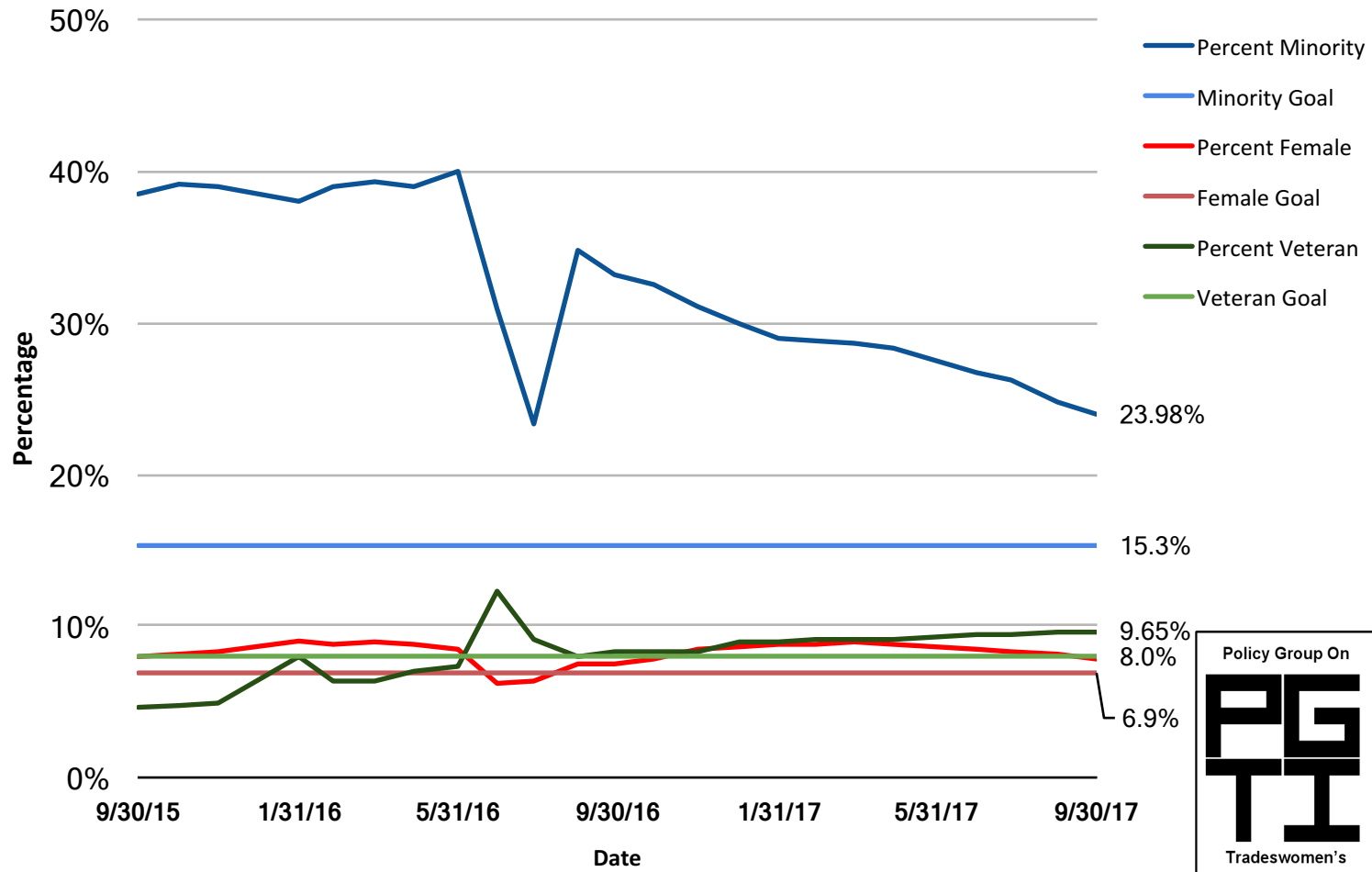
Reference	Union	This Month's Workforce Diversity Statistics							Project To Date Workforce Diversity Statistics								
		Employee Count	This Month's Total Hours	Women		Minority		Veteran		Employee Count	Project To Date Total Hours	Women		Minority		Veteran	
				Hours	%	Hours	%	Hours	%			Hours	%	Hours	%	Hours	%
65	Laborers Local #88 [Tunnel Workers]	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	338.50	0.00	0.00%	8.00	2.36%	41.00	12.11%
66	Laborers Local #999	54	4,620.00	1,279.50	27.69%	1,268.00	27.45%	530.00	11.47%	477	120,979.96	17,765.71	14.68%	39,412.25	32.58%	13,352.00	11.04%
67	Laborers Local #1000	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	24.00	8.00	33.33%	8.00	33.33%	0.00	0.00%
68	Massachusetts Laborers' District Council	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	828.00	0.00	0.00%	85.00	10.27%	0.00	0.00%
69	Nevada Laborer's Local #872	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	208.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
70	NY Bricklayers #2	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	4.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
71	Operating Engineers Local #4	1	4.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	1,637.00	0.00	0.00%	20.00	1.22%	0.00	0.00%
72	Operating Engineers Local #478	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	329.50	0.00	0.00%	139.50	42.34%	0.00	0.00%
73	Operative Plasterers and Cement Masons International Association, Local 40	13	1,558.00	0.00	0.00%	0.00	0.00%	396.00	25.42%	20	4,678.00	0.00	0.00%	674.50	14.42%	845.00	18.06%
74	Painters and Allied Trades 1M	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	381.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
75	Painters and Allied Trades District Council #35	34	4,143.00	256.00	6.18%	1,021.00	24.64%	254.00	6.13%	72	11,750.00	504.50	4.29%	1,735.00	14.77%	634.00	5.40%
76	Pile Drivers Local #56	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	18	2,114.00	0.00	0.00%	468.50	22.16%	180.50	8.54%
77	Plasterers and Cement Masons Local #534	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	52	2,550.50	0.00	0.00%	897.50	35.19%	135.00	5.29%
78	Plumbers & Pipefitters #104	154	12,837.00	376.00	2.93%	1,611.00	12.55%	1,832.50	14.28%	297	99,961.62	3,439.00	3.44%	12,128.50	12.13%	12,091.50	12.10%
79	Plumbers & Pipefitters Local #777	11	587.00	0.00	0.00%	104.00	17.72%	135.00	23.00%	13	1,402.00	0.00	0.00%	120.00	8.56%	398.00	28.39%
80	Roofers #248	35	3,557.50	0.00	0.00%	772.50	21.71%	154.00	4.33%	94	18,083.50	0.00	0.00%	3,431.50	18.98%	1,092.50	6.04%
81	Sheet Metal Workers #17	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	116.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
82	Sheet Metal Workers #40	18	2,055.00	0.00	0.00%	232.00	11.29%	0.00	0.00%	23	7,520.00	0.00	0.00%	1,052.00	13.99%	0.00	0.00%
83	Sheet Metal Workers #63	40	3,989.50	313.00	7.85%	839.00	21.03%	550.00	13.79%	69	23,863.25	1,577.50	6.61%	4,841.75	20.29%	2,615.50	10.96%
84	Sheet Metal Workers #83	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	8.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
85	Sprinkler Fitters #669	27	2,597.00	72.00	2.77%	278.00	10.70%	126.00	4.85%	40	14,109.00	1,020.00	7.23%	3,480.00	24.67%	1,327.00	9.41%
86	Teamsters' #404	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	961.50	114.50	11.91%	32.00	3.33%	0.00	0.00%
87	Teamsters Local #25	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	63.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
88	United Union of Roofers, Waterproofers and Allied Workers/ Local Union #12	2	274.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	299.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
89	United Union of Roofers, Waterproofers and Allied Workers/ Local Union #9	1	61.00	0.00	0.00%	61.00	100.00%	0.00	0.00%	1	61.00	0.00	0.00%	61.00	100.00%	0.00	0.00%
Subtotal - Other Unions		1,100	99,525.25	6,112.25	6.14%	18,414.50	18.50%	10,413.00	10.46%	3,733	921,724.37	72,697.21	7.89%	221,026.45	23.98%	88,921.25	9.65%
90	On-Site Design / Management	149	12,113.30	2,929.50	24.18%	2,500.00	20.64%	1,162.50	9.60%	437	229,179.18	33,748.35	14.73%	34,871.58	15.22%	28,017.05	12.22%
Total		1,249	111,638.55	9,041.75	8.10%	20,914.50	18.73%	11,575.50	10.37%	4,170	1,150,903.55	106,445.56	9.25%	255,898.03	22.23%	116,938.30	10.16%

Totals - Overall			
Group	Project Goals	Project To Date	Delta
Women	6.90%	9.25%	2.35%
Minority	15.30%	22.23%	6.93%
Veteran	8.00%	10.16%	2.16%

Notes:

- (1) Statistics include all workforce reports that were received by MGM as of September 30, 2017.
- (2) The total number of unique union workers that have worked on site is approximately 3,307. The 3,733 union workers identified above includes workers that have worked for multiple companies and/or multiple unions.

MGM Springfield: Totals for Access and Opportunity Goals as of 9/30/17 - 1,150,903.55 Hours Completed



Figures include tradespeople only.