



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, August 08, 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 –07/11/17

REPORT: Wynn Design/Construction Activity

- o Labor Outcomes to Date
- o Contractor Outcomes to Date
- o Challenges
- o 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

- o Labor Outcomes to Date
- o Contractor Outcomes to Date
- o Challenges
- o 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--Diversity Audit Update- Joseph Delaney, Construction Project Oversight Manager/ MGC

Next MGC Access and Opportunity Committee Meeting- Tuesday, September 12, 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.

8/4/17
(date)

Jill Lacey Griffin

Director of Workforce, Supplier and Diversity Development
Massachusetts Gaming Commission

Date Posted to Website: August 10, 2017 at 4:00 p.m.



Massachusetts Gaming Commission



Access and Opportunity Committee Meeting Minutes

Date/Time: July 11, 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
Joseph Delaney
Nader Acevedo
Chelan Brown
Maureen Carney
Eddie Corbin
Emily Earll
Jason Garand
Fiore Grassetti
Kate Harrison
Susan Moir
John Perez
Jennie Peterson
Mei-Ling Rodriguez
Jason Rosewell
Mary Vogel
Shelley Webster

Call to Order

10:58 a.m. Chair Jill Griffin called to order the Access and Opportunity Committee Meeting.

Approval of Minutes

11:06 a.m. A motion was made and seconded to approve the minutes of the Access and Opportunity Committee (“AOC”) meeting held on June 13, 2017. After some discussion asking to clarify points made during the last meeting’s discussion regarding diversity numbers in apprenticeships, the minutes were approved by committee members unanimously.

MGM’s Report

11:56 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, supplier and consultant companies. She then provided an update on the Community Partners Network (“CPN”), noting the new membership of the community organization, Women in Business Club. She said they are continuing membership drive for new organizations to join and they are planning a membership event later in July. The Advocacy Team is continuing their one on one meetings with Business Agents and Apprentice Directors. She highlighted the collaboration with Baystate Medical Center as an example to implement diversity requirements asked by the CPN. She then went on to give updates on the Work Readiness/Union Referral Team and who is already in the union, union eligible and non-eligible. She said they have placed 103 diverse workers who are already in the union on the MGM project, which is also helping to place workers on other job sites. She again noted how the partnership with Baystate Medical Center will help to launch this initiative. As far as Union Partnership and Outreach, Ms. Brown gave an update on the continued meetings with local trade unions.

- 11:17 a.m. Chelan Brown went on to talk about the ongoing and other diversity work, including the Diversity Task Force Meeting, CPN Steering Committee Meetings, and other meet-and-greet and training opportunities. She then shifted to a Diversity Success Story, featuring S-Cel-O Painting Company, a Springfield-based M/WBE company. A video was shown featuring Lamont Clemons, a Veteran of the Army National Guard. In the video Mr. Clemons talks about the collaboration of Fontaine General Contractors with MGM and how his company aligned with the project since they hired local. He also mentioned that this type of alignment could mean potential sub-contractors could do business with both casinos, MGM and Wynn.
- 11:25 a.m. The presentation was then turned over to Jason Rosewell who began by thanking Lamont for his help contributing to the efforts of their workforce numbers. He then provided both the union and total diversity statistics as of June 30th. In the three month look-ahead he said they are working on water, sewer, gas and electric work as well as MEP distribution. He said they are building out the garage elevators and doing sprinklers and painting in the garage. He said they will be water tight by the end of the third quarter and are continuing work on the exterior and interior framing. Mr. Rosewell then went through the projected labor schedule, which is focused primarily on five trades: iron workers, plumbers and pipefitters, laborers, electricians and carpenters. He then went through the Design and Construction and Design and Consulting commitment numbers and then wrapped up his portion of the presentation with the Workforce Diversity Report. He pointed out companies that were putting forth their best diversity efforts, as well as some plumbing and pipefitting companies that were struggling to get women on the job. He said those companies seem to be based more in Boston.
- 11:35 a.m. The meeting was then opened up to questions and comments from committee and community members. When asked if the companies with better diversity efforts come on to the job doing well, Jason Rosewell responded it is on a case by case basis. He said they appreciate all of the feedback from the AOC meetings and address and re-evaluate the concerns expressed as a result. The issue that there was a lack of women on the job and they had not been applying to the plumber and pipefitters union was brought up. Chelan Brown said they are doing a lot of

outreach for women, but it still didn't seem to be enough. It was suggested that MGM write up what they had done/will do to correct that.

11:45 a.m. It was again raised that there was not enough analysis reflected in the minutes from the last meeting. Committee member Susan Moir requested again that the licensees use the HIPP (High Impact Poor Performers) Analysis during their presentations to highlight challenges. Overall there was praise for MGM's efforts in diversity practices, yet it was still noted that there are still problems with both painters and sheet metal workers, which seems to be more of a statewide problem. Jason Rosewell pointed out that the numbers are specific to the mock up and they will level out over the course of the job. There was also concern expressed regarding the disadvantages that people of color and women in the area face. A study is being conducted showing the disparity of these numbers in the Springfield area. The study has shown that there is an over-representation of veterans, specifically white, male veterans. Additionally, the MGM PGTI trend lines show overall a drop in women and minorities, and an increase in white, male veterans. This portion of the discussion was wrapped up by saying that where in the construction phase determines who is on the job.

Wynn's Report

11:53 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 and Outreach efforts for both Design and Construction. She said they expect the WBE numbers to rise, especially with the efforts of Saam Architecture. She also mentioned that after hearing about S-Cel-O, they will be reaching out to them as well. As far as outreach, she said there are ongoing efforts to work with community partners and Career Centers, as well as monthly reminders about upcoming apprenticeship application opportunities. There were a few events in June such as the Urban League Job Fair on June 1st and the Building Pathways Class Site Tour on June 2nd, which allowed people on the tour to see iron work and cement pours. Shelley Webster spoke about a meeting on June 26th with the IBEW Business Agents and Training Directors in which they discussed workforce diversity goals. The purpose of the meeting was to set expectations for these goals and as a result of these kinds of meetings, they are meeting/exceeding all of their goals. Jennie Peterson added that they made sure the Training Directors and Business Agents at the meeting listened to the feedback from the AOC meetings, specifically regarding the breakdown of the analysis and that they should provide their own analysis. She continued talking about outreach events including the Malden Job Fair on June 27th and the Career Fair held in East Boston on June 29th. She wrapped up that section by noting that Shelley Webster has office hours and is getting the word out to walk-ons, an area in which they have been succeeding.

12:04 p.m. Jennie Peterson gave an update on the current construction going on and showed photos of the site, pointing out various structures. She said the Central Utility Plant should be weather tight in 6-8 weeks and then they will be focused on electrical and mechanical inside the plant; the garage structure should be complete; and the hotel tower structure should be complete up to the fourth floor. She then went over the Labor Projections and the status at both December 2017 and June 2018. Ms.

Peterson then went through the Workforce Report, noting that they have been holding weekly meetings and have been staying on top of companies to keep their numbers up. She also recognized the companies with the best or most improved efforts. Shelley Webster noted these efforts put forth were a result of constant follow up with the sub-contractors to hold them to their commitment to increase their numbers. Jennie Peterson wrapped up that portion by saying the Quarterly Diversity Recognition Award for the second quarter is coming up and the companies are aware of that as well.

- 12:15 p.m. The meeting was then opened up to discussion from the rest of the committee and community members. There was praise for Wynn's efforts, noting some companies specifically. After a brief update on the project launch of the North East Center for Tradeswomen's Equity ("NECTE") group, it was mentioned that the group will be presenting to the Mass Gaming Commission at the June 13th Commission Meeting. A question was also asked regarding whether the PGTI trend lines should be cumulative or month to month.
- 12:19 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 July 11, 2017
2. Massachusetts Gaming Commission Access and Opportunity Committee Draft Meeting Minutes dated June 13, 2017
3. Wynn Boston Harbor Access and Opportunity Committee Monthly Update PowerPoint Presentation dated June 2017`
4. Wynn Boston Harbor - Construction Workforce Diversity, Date Range 9/2015 – 6/30/2017
5. MGM Springfield Access and Opportunity Committee PowerPoint Presentation dated July 11, 2017
6. MGM Springfield Workforce Diversity Report (by Company and by Union) as of June 30, 2017



Wynn BOSTON HARBOR

Wynn Boston Harbor | August 8, 2017

ACCESS & OPPORTUNITY COMMITTEE MONTHLY UPDATE JULY 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 July 31st, 22.1%, \$13.3 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%	9.2%	\$5.5 M
WBE	11	10.0%	6.2%	\$3.7 M
VBE	4	1.0%	6.8%	\$4.1 M
TOTAL	27	18.9%	22.1%	\$13.3 M

Design: M/W/VBE Participation, Contracts Awarded

MBE (12)	Consultant / Contractor	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	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				\$5,508,406	7.9%	9.2%
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				\$3,727,813	10.0%	6.2%
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				\$4,064,518	1.0%	6.8%
TOTAL DIVERSE CONTRACTS				\$13,300,737	18.9%	22.1%
TOTAL QUALIFIED DESIGN AWARDS				\$60,154,349		

Construction: M/W/VBE Participation

- As of July 31st, 15.1%, \$160.3 million, of construction contracts have been awarded to M/W/VBEs.
- Construction contracts in July included awards to 4 MBEs, 8 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	42	5.0%	4.9%	\$52.2 M
WBE	93	5.4%	9.4%	\$99.4 M
VBE	26	1.0%	2.5%	\$26.9 M
TOTAL	143*	11.4%	15.1%*	\$160.3 M*

Total Qualified Construction Spend = \$1,058,974,561

* 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, 42 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			
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			
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			
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			
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			
Regis Steel	Fall River, MA	Rebar Cages			
Richard W. Reid Electrical	Billerica, MA	Electrical			
Richard W. Reid Electrical	Billerica, MA	Hotel Tower Electrical Labor			
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			
US Inspection & Consulting	Phoenix, AZ	Materials Testing			
Wood & Wire Fence	Lincoln, RI	Temporary Fence			
TOTAL			\$52,215,676	5.0%	4.9%

Construction: WBE Participation, 93 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			
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			
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			
Fisher Contracting Corporation (M/WBE)	Worcester, MA	Living Shoreline Earthwork, Concrete			
General Safety Services Corp.	Canton, MA	Safety Equipment & Material			
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			
Heritage Construction	Watertown, MA	Supplies			
Imex Cargo	East boston	Trucking & Freight			
Interstate Steel Sales, Inc.	Orchard Park, NY	Materials - Plates, Channels			
Jackson Glass	Roslindale, MA	Curtain Wall Installation			
J F Shine Mechanical	West Roxbury, MA	Plumbing Insulation			
JMD Building Products	New York, NY	Pipe supplies			
J. Rego Trucking	Taunton, MA	Trucking			

Construction: WBE Participation (cont.), 93 Contracts Awarded

Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
Keville Enterprises	Boston, MA	Construction Inspections			
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			
Nobscot Supply Company	Framingham, MA	Supplies			
Novel Iron Works	Amesbury, MA	Steel Fabrication			
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			
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			
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			
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			
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			
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			
Urban Insulation	Salisbury, MA	Furnish, Install Pipe Insulation			
Villanova Construction	Roslindale, MA	Supplier			
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			\$99,366,092	5.4%	9.4%

Construction: VBE Participation, 26 Contracts Awarded

Sub-Contractor / Supplier	Location	Scope	Award		% of Awarded Contracts
			Amount (\$)	% Goal	
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			
Cobias	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			
J Rams	East Wareham, MA	Sign Installation			
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			
Thompson & Lichtner, Inc.	Canton, MA	Materials Testing			
TOTAL			\$26,851,439	1.0%	2.5%

Construction: Workforce Participation

- As of July 31st, 818,603 hours of work had been completed on the project site by 2,106 workers.
- 495 minorities, 126 females, and 100 veterans have performed construction work on the project.

	# Workers*	# Diverse Workforce Hours*	Goal	% Diverse Workforce Hours to Date
Minority	495	213,614.8	15.3%	26.1%
Female	126	58,574.5	6.9%	7.2%
Veteran	100	55,447.0	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. Continuing referrals for career seekers to apprenticeship programs and on-site sub-contractors.
- On-site sub-contractors notifications sent to all union walk-on applicants.
- **7/13:** Quarterly Diversity Best Performer and Best Efforts Awardees selected.
- **7/14:** Hispanic American Institute Update Breakfast.
- **7/17:** Mass Girls in Trades Annual Planning Meeting.
- **7/25:** Notification regarding roadwork bidding opportunities sent to local community partners.

DIVERSITY RECOGNITION



AWARDED TO

Edward G. Sawyer Co., Inc.

In recognition of your outstanding efforts to promote local, minority, women and veteran workforce diversity on the Wynn Boston Harbor construction project.

Signed July 21, 2017

John F. Fish, *Chairman & CEO, Suffolk*

Robert DeSalvio, *President, Wynn Boston Harbor*





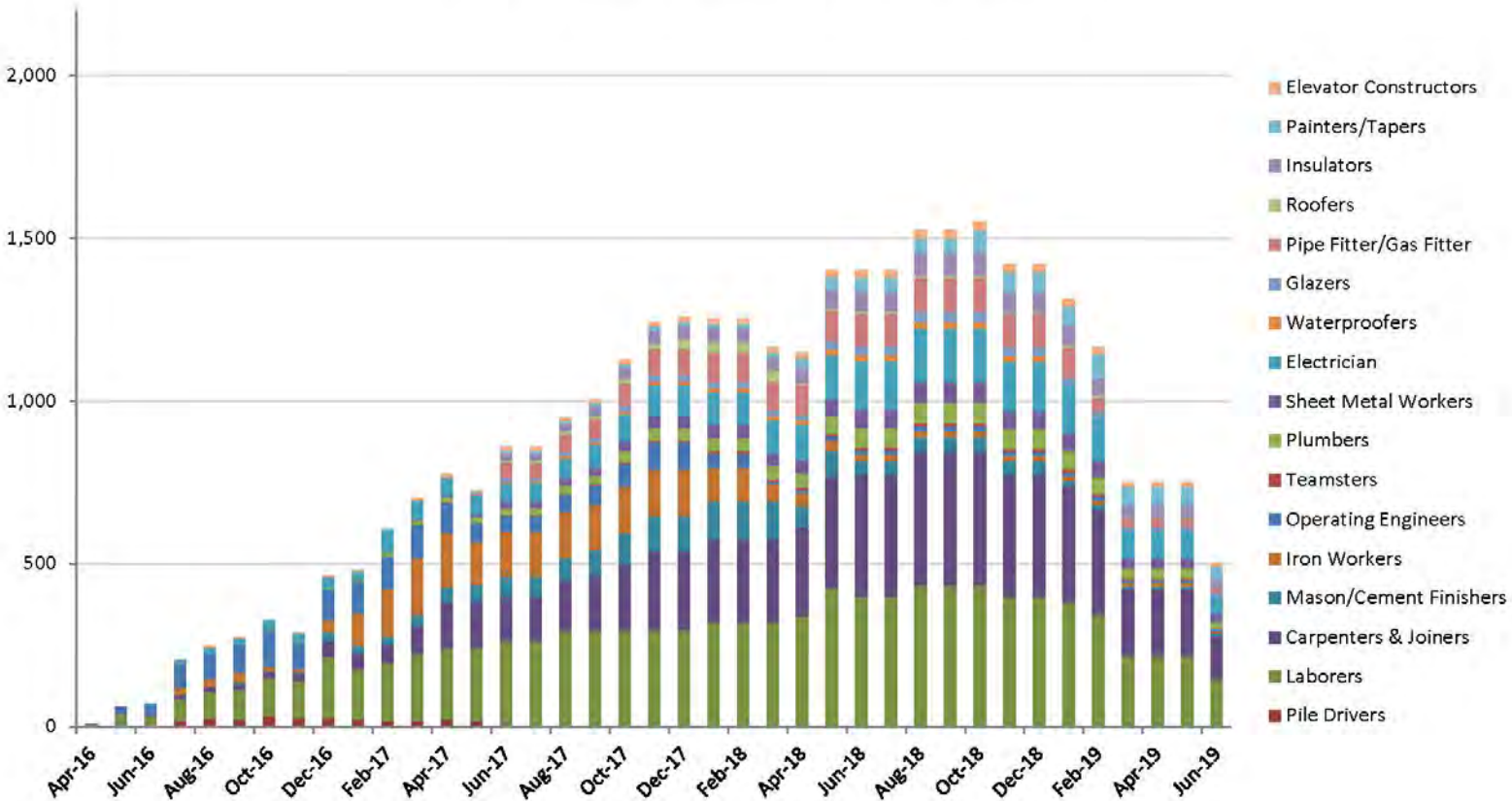






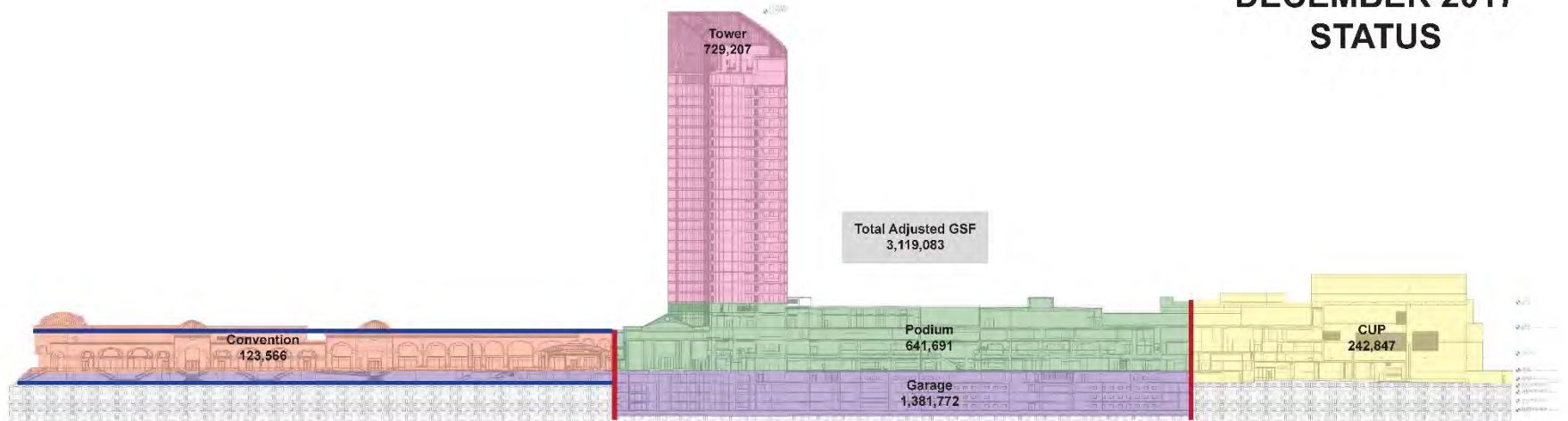


Wynn Boston Harbor Labor Projection



For information purposes only. Subject to change without notice at Suffolk's discretion

DECEMBER 2017 STATUS

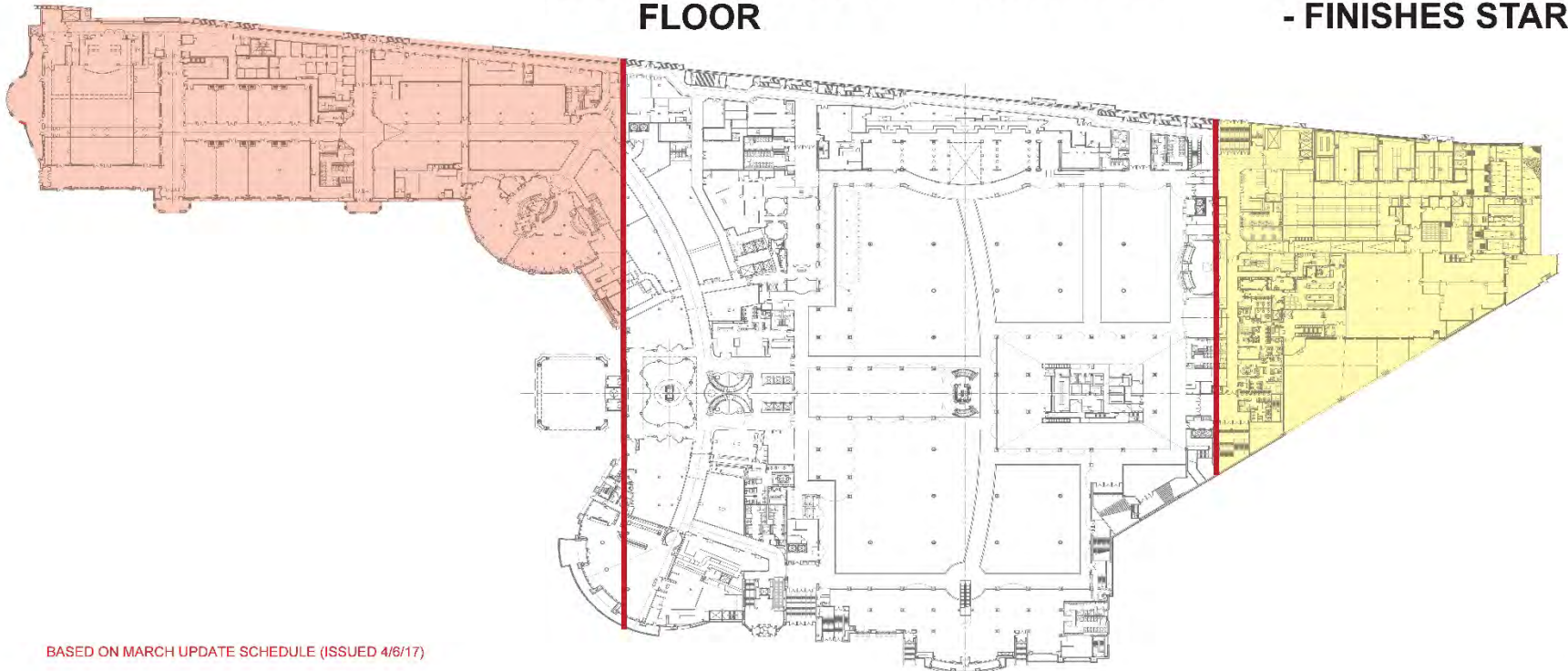


FACADE WORK ON GOING

**STRUCTURE
COMPLETE TO 27th
FLOOR**

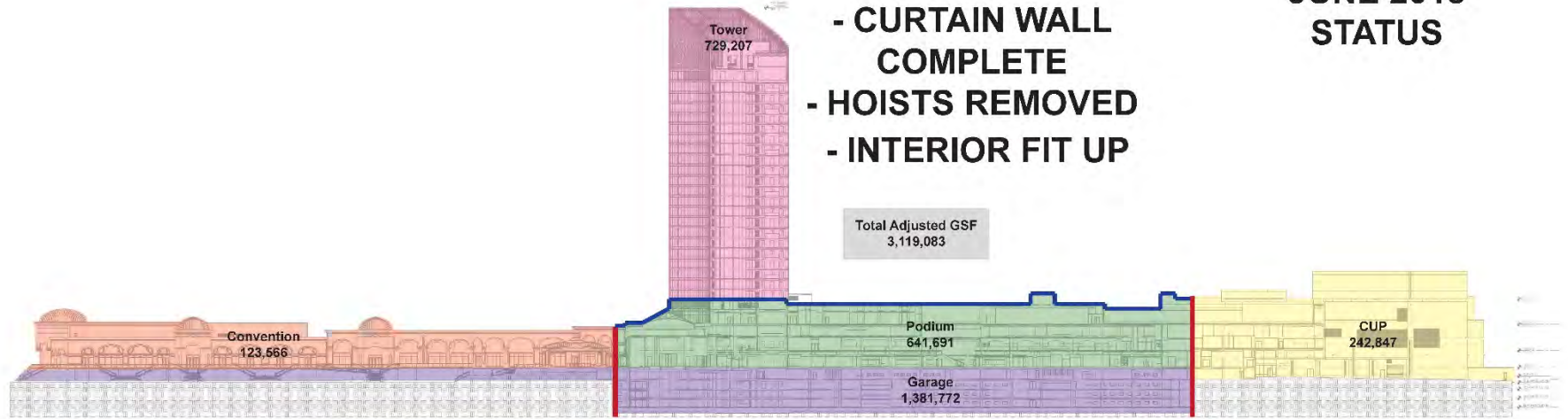
**FACADE
COMPLETE**

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



**JUNE 2018
STATUS**

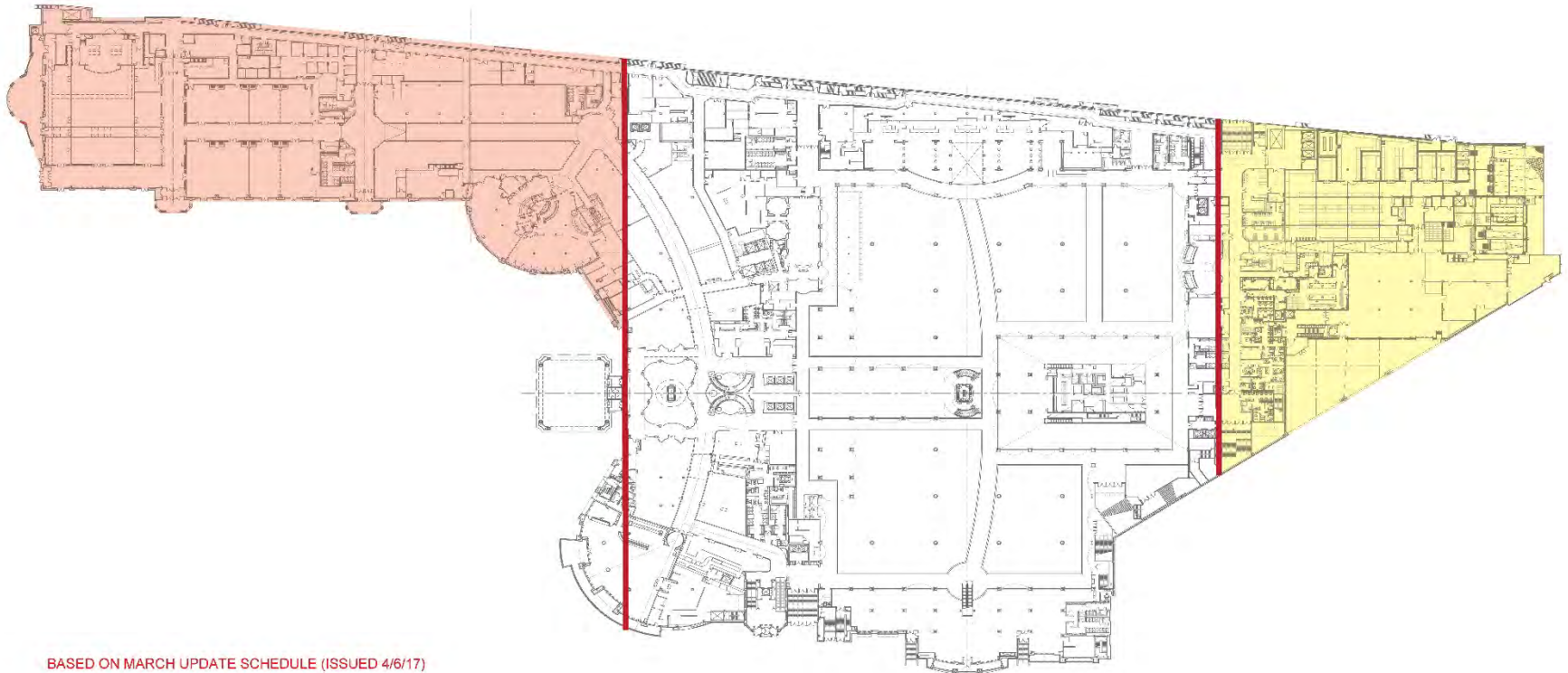
- CURTAIN WALL COMPLETE
- HOISTS REMOVED
- INTERIOR FIT UP



INTERIOR FIT OUT UNDERWAY

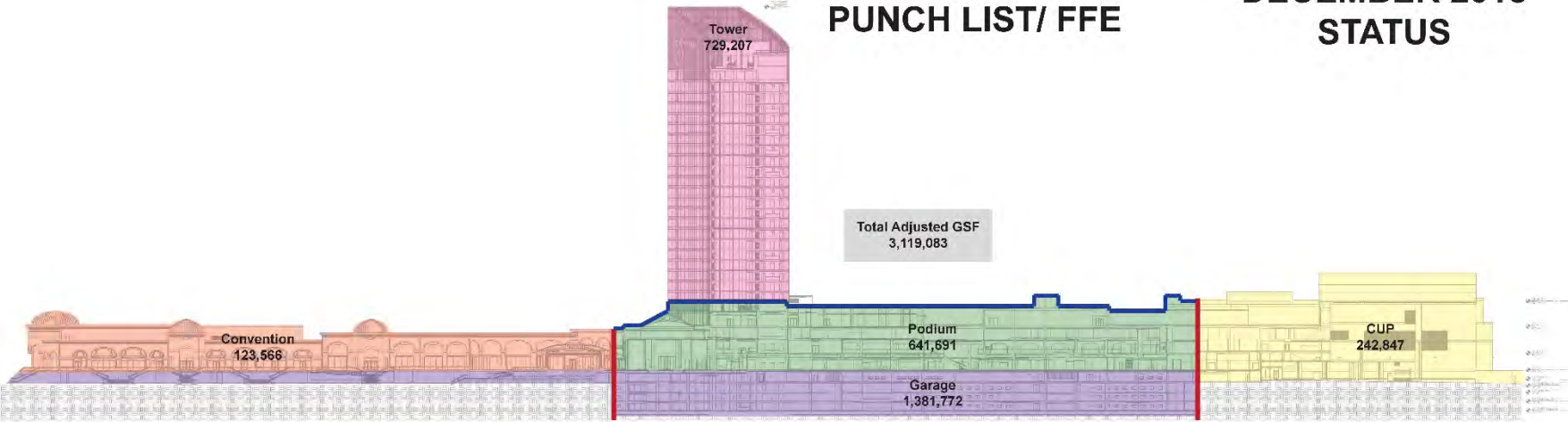
INTERIOR FIT OUT UNDERWAY

PUNCH LIST



**DECEMBER 2018
STATUS**

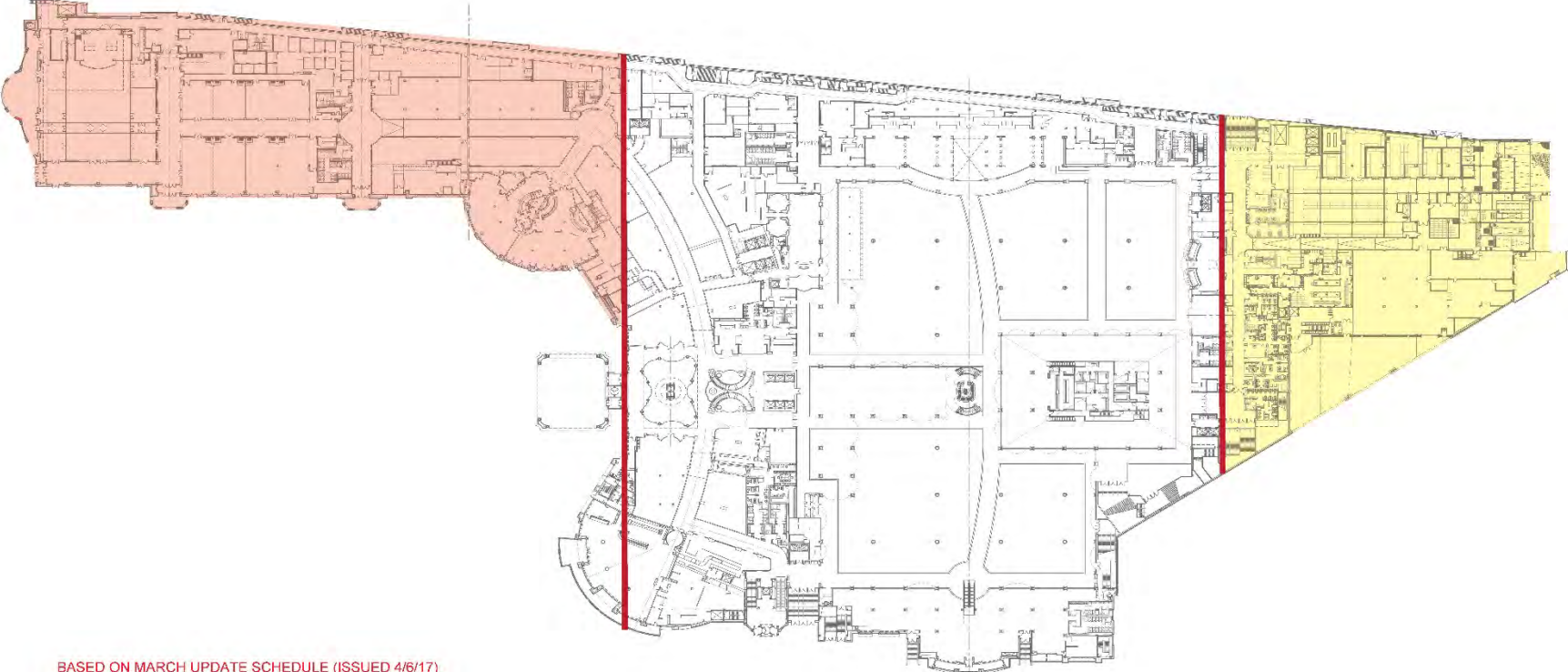
PUNCH LIST/ FFE



INTERIOR FIT OUT UNDERWAY

PUNCH LIST/ FFE

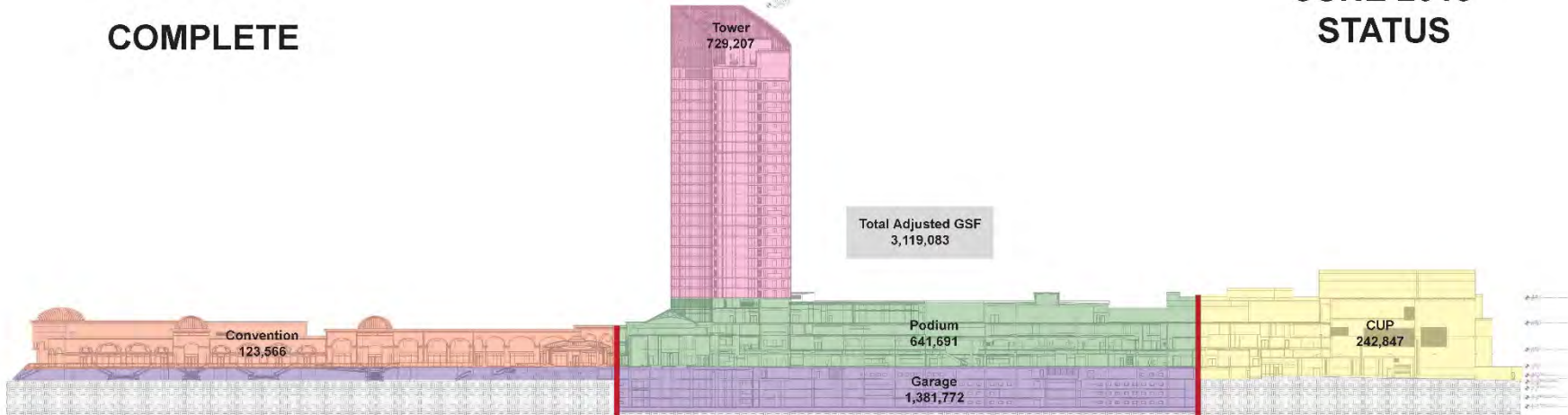
COMPLETE



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	JULY 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	%
Lockwood Remediation	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%
Lund Rebar Services, Inc.	5,882.0	50	21	2,531.0	43.0%	3	497.0	8.4%	4	541.0	9.2%	50,255.5	93	34	19,269.0	38.3%	9	2,897.0	5.8%	5	3,650.0	7.3%
M.L. McDonald Sales Company, LLC	506.0	10	0	0.0	0.0%	2	132.0	26.1%	2	191.0	37.7%	5,700.5	26	2	237.0	4.2%	2	284.0	5.0%	3	1,329.5	23.3%
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.	1,118.0	12	2	241.0	21.6%	1	117.0	10.5%	2	114.0	10.2%	20,135.5	39	6	4,070.0	20.2%	1	1,083.0	5.4%	2	2,344.0	11.6%
McCusker-Gill, Inc.	482.0	7	2	192.0	39.8%	1	104.0	21.6%	0	0.0	0.0%	2,605.0	12	2	690.0	26.5%	1	329.0	12.6%	0	0.0	0.0%
McGregor Industries, Inc.	458.0	3	0	0.0	0.0%	1	152.0	33.2%	0	0.0	0.0%	1,938.0	5	0	0.0	0.0%	1	528.0	27.2%	0	0.0	0.0%
McPhee Electric Ltd.	372.0	5	2	80.0	21.5%	0	0.0	0.0%	0	0.0	0.0%	3,571.0	10	2	861.0	24.1%	1	242.0	6.8%	1	205.0	5.7%
Melo's Rodbusters, Inc.	252.0	4	2	122.0	48.4%	0	0.0	0.0%	1	58.0	23.0%	2,322.5	6	4	1,273.0	54.8%	0	0.0	0.0%	1	573.0	24.7%
Midnight Iron Construction Management	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	246.5	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	18,919.0	37	11	5,834.0	30.8%	3	302.0	1.6%	2	1,169.5	6.2%
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	100.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	933.5	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.	174.0	5	1	26.0	14.9%	0	0.0	0.0%	0	0.0	0.0%	238.0	6	1	34.0	14.3%	0	0.0	0.0%	0	0.0	0.0%
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	13.5	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	756.0	18	2	45.0	6.0%	1	42.0	5.6%	0	0.0	0.0%
P.J. Spillane Company, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	730.5	11	4	184.5	25.3%	0	0.0	0.0%	0	0.0	0.0%
Pick Crane Service, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	47.0	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.	62.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,408.0	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.	25,424.0	192	59	7,898.5	31.1%	9	1,499.0	5.9%	7	1,095.5	4.3%	171,255.0	295	79	52,735.5	30.8%	12	8,632.5	5.0%	13	8,518.0	5.0%
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%
SOS Corporation	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	139.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sunrise Erectors, Inc.	2,111.0	26	3	300.0	14.2%	1	40.0	1.9%	2	206.0	9.8%	4,935.0	28	3	608.5	12.3%	1	65.5	1.3%	2	532.5	10.8%
T&T Electrical Contractors, Inc.	112.0	4	1	48.0	42.9%	0	0.0	0.0%	0	0.0	0.0%	466.0	4	1	232.0	49.8%	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%
Titan Roofing, Inc.	1,804.0	24	6	652.0	36.1%	2	259.0	14.4%	0	0.0	0.0%	3,082.0	31	8	1,136.0	36.9%	2	411.0	13.3%	0	0.0	0.0%
TREVIICOS CORPORATION	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	58,881.0	85	22	15,285.5	26.0%	7	4,090.5	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.	125.0	6	0	0.0	0.0%	0	0.0	0.0%	1	34.5	27.6%	13,562.3	32	3	1,802.3	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	83,476.5	816	201	22,563.5	27.0%	55	6,577.0	7.9%	47	4,888.0	5.9%	818,603.5	2,106	495	213,614.8	26.1%	126	58,574.5	7.2%	100	55,447.0	6.8%

SUMMARY PERFORMANCE: PROJECT TO DATE

	# Workers	Hours	Goal	Project to Date
Minority	495	213,614.8	15.3%	26.1%
Female	126	58,574.5	6.9%	7.2%
Veteran	100	55,447.0	3.0%	6.8%

LOCAL TRADE UNION	JULY 2017										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
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	291.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 876	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 88 (Tunnel)	78.5	1	0	0.0	0.0%	0	0.0	0.0%	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	4,785.0	55	6	822.0	17.2%	4	514.0	10.7%	7	688.5	14.4%
Painters & Allied Trades D.C. #35	322.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Piledrivers Local 56	1,035.0	19	3	130.5	12.6%	0	0.0	0.0%	1	32.0	3.1%
Pipe Fitters Local 537	2,711.0	18	4	675.0	24.9%	1	221.0	8.2%	1	221.0	8.2%
Plasterers & Cement Masons	1,431.0	23	5	232.5	16.2%	1	16.0	1.1%	0	0.0	0.0%
Plumbers & Gasfitters Local 12	3,270.0	33	17	1,787.0	54.6%	3	296.0	9.1%	6	452.0	13.8%
Roofers & Slaters Local 33	1,757.0	22	6	652.0	37.1%	2	259.0	14.7%	0	0.0	0.0%
Sheet Metal Workers Local 17	529.0	9	2	192.0	36.3%	1	104.0	19.7%	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	1,370.0	14	3	331.0	24.2%	0	0.0	0.0%	2	228.0	16.6%
Teamsters Local 25	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Union Number	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	83,476.5	816	201	22,563.5	27.0%	55	6,577.0	7.9%	47	4,888.0	5.9%

LOCAL TRADE UNION	PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
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	3,189.0	7	2	67.5	2.1%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 876	2,156.0	10	2	2,017.0	93.6%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 88 (Tunnel)	16,997.0	38	5	1,864.0	11.0%	1	44.0	0.3%	1	641.5	3.8%
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	171,492.5	288	44	27,335.5	15.9%	12	10,456.0	6.1%	22	18,089.5	10.5%
Painters & Allied Trades D.C. #35	749.0	15	2	29.0	3.9%	0	0.0	0.0%	0	0.0	0.0%
Piledrivers Local 56	36,225.0	96	14	4,773.5	13.2%	8	1,775.0	4.9%	9	4,665.5	12.9%
Pipe Fitters Local 537	5,778.0	22	4	1,280.0	22.2%	1	249.0	4.3%	1	249.0	4.3%
Plasterers & Cement Masons	13,245.0	93	12	1,324.0	10.0%	2	88.0	0.7%	2	118.5	0.9%
Plumbers & Gasfitters Local 12	11,487.0	61	24	5,681.0	49.5%	5	1,139.0	9.9%	8	1,570.0	13.7%
Roofers & Slaters Local 33	3,060.5	32	8	1,136.0	37.1%	2	411.0	13.4%	0	0.0	0.0%
Sheet Metal Workers Local 17	2,722.5	17	2	690.0	25.3%	1	329.0	12.1%	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	3,556.5	17	3	873.0	24.5%	0	0.0	0.0%	2	737.0	20.7%
Teamsters Local 25	16.0	2	0	0.0	0.0%	0	0.0	0.0%	1	8.0	50.0%
Union Number	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Woodframe Local 723	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Total	818,603.5	2,106	495	213,614.8	26.1%	126	58,574.5	7.2%	100	55,447.0	6.8%

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Access and Opportunity Committee

August 8, 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	Hi Way Safety Systems, Inc.	Rockland, MA	WBE
2	DeLucca Fence Company, Inc.	Methuen, MA	WBE
3	Zeltone Industries ⁽¹⁾	Palmer, MA	VBE

Supplier:

4	Lindon Group	East Providence, RI	WBE
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Consultant:

5	JoAnn Jones, LLC	Henderson, NV	WBE
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Notes:

(1) Zeltone Industries is both a Construction Contractor and Supplier, and has a pending application for WBE with Massachusetts SDO.

COMMUNITY PARTNERS NETWORK UPDATES

Community Partners Network Update:

July 13, 2017: Monthly Membership Meeting

- Planning New CBO Membership Event for September
- Met with 2 union business agents this month to discuss partnering on outreach events
- In negotiations with Baystate Medical Center for final Diversity Workforce and Procurement Policy for upcoming construction projects



COMMUNITY PARTNERS NETWORK UPDATES

- Following Up/Tracking New Union Applications
- Coordinating Case Management for Non-Union Ready Applicants
- Planning August Workforce Development Training
- Discussion with the MGM Springfield Operations Workforce Development Team to begin discussion on CPN Partnership for the Operational Phase Hiring



UNION PARTNERSHIP & OUTREACH

Continued meetings and discussions with local trade unions and CPN representatives include:

- MGM Staff met (4) union business managers this month:
 - Painters & Allied Trades #35
 - Plumbers & Pipefitters #104
 - Carpenters Union #108
 - Ironworkers Union #7
- MGM assisting with:
 - Targeted diversity recruitment based on the needs of the individual trade union
 - Outreach for upcoming new Union Apprentice 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.

To our knowledge, there were 3 new applicants from the Eligible Applicant Pool who put in applications at unions in August.

- **Seven (7) newly identified union members** 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

Other Diversity Work

July 19, 2017: MGM Springfield OS&E Vendor Outreach Session at the Mass Mutual Center

- Over 160 local vendors attended
- Presentations were given by the following partners:
 - Mass. Gaming Commission
 - Mass. Supplier Diversity Office
 - Greater New England Minority Supplier Development Council
 - WBENC
- MGM Corporate Procurement Team shared information and timeline for OS&E Procurement Opportunities
- Attendees participated in Round Table Meetings with the Procurement Team to share information on their company

Are you a local vendor specializing in operating supplies and equipment?

MGM Springfield is seeking vendors, including minority-, woman- and veteran-owned businesses, for project-related operating supplies and equipment purchases. MGM Springfield representatives will host an informational session in Springfield to explain this special operating purchases, the pre-qualification process and MGM Springfield's supply management purchasing. There will also be an overview of the project's diversity requirements. Vendors will also have the opportunity to participate in round table meetings with members of the MGM Springfield Procurement Team during the afternoon session. Pre-registration is required.

DATE	TIME
Wednesday, July 19th	General Session 9:00 A.M. - 11:00 A.M.
LOCATION	Speed Round Table Meetings
Mass Mutual Center 121 North Street Springfield, MA 01102	12:00 P.M. - 3:00 P.M.

Registration Form for Operating Supplies & Equipment Vendor Outreach Session. All vendors are to offer support and answer attendee questions. Please see detailed list of applicable purchasing areas below.

REGISTER BY MONDAY JULY 17TH TO ATTEND
<http://www.mgmspringfield.com/procurement/2017/07/17/register>

PURCHASING AREAS

Chairs & Benches Mobile Lanes Lockers Dance floor & stage Food & Beverage Lines Vehicles (Ford, Cadillac) Food & Beverage supplies (dining table, chairs, table cloth)	Podium Staircases Fitness equipment Ice machines Transmission supplies Ballroom carts & supplies Cleaning equipment & supplies Rollaway beds
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MGM
Springfield
MA 01102
401.734.4444

Building Excitement.
www.mgmspringfield.com

OTHER DIVERSITY WORK & OUTREACH/ EVENTS

Upcoming Diversity Work

August & September 2017:

- Diversity Task Force Meeting: August 2, 2017
- CPN Steering Committee Meetings
- New MGM Diversity Program Union Apprentices Appreciation Night
- CPN Workforce Readiness Training
- CPN to meet with Policy Group on Tradeswomen Issues and the Northeast Center for Tradeswomen's Equity
- Construction Diversity Best Practices for Unions and Community Partners presentation by the Policy Group on Tradeswomen Issues

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 9:00 AM until 11:00 AM for union tradespeople interested in work on the Springfield project. These 20 minute drop-in 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 labornet@mgspringfield.com

Where: MGM Springfield Construction Office
101 State Street, Suite 701
Springfield, MA 01104

MGM
SPRINGFIELD
CONSTRUCTION

Building a Strong Foundation

DIVERSITY SUCCESS STORIES

Diversity Success Story: August 2017 Spotlight

Kiana Viera

Laborers #999 Member

New Apprentice

Springfield Resident



Construction Workforce



WORKFORCE DIVERSITY STATISTICS - UNION

AS OF JULY 27, 2017

Group	Project Goals	Project To Date %
Women	6.90%	8.32%
Minority	15.30%	26.16%
Veteran	8.00%	9.48%

Notes:

(1) Statistics include all workforce reports that were received by MGM as of July 27, 2017.

WORKFORCE DIVERSITY STATISTICS - TOTAL

AS OF JULY 27, 2017

Group	Project Goals	Project To Date %
Women	6.90%	9.59%
Minority	15.30%	23.49%
Veteran	8.00%	10.20%

Notes:

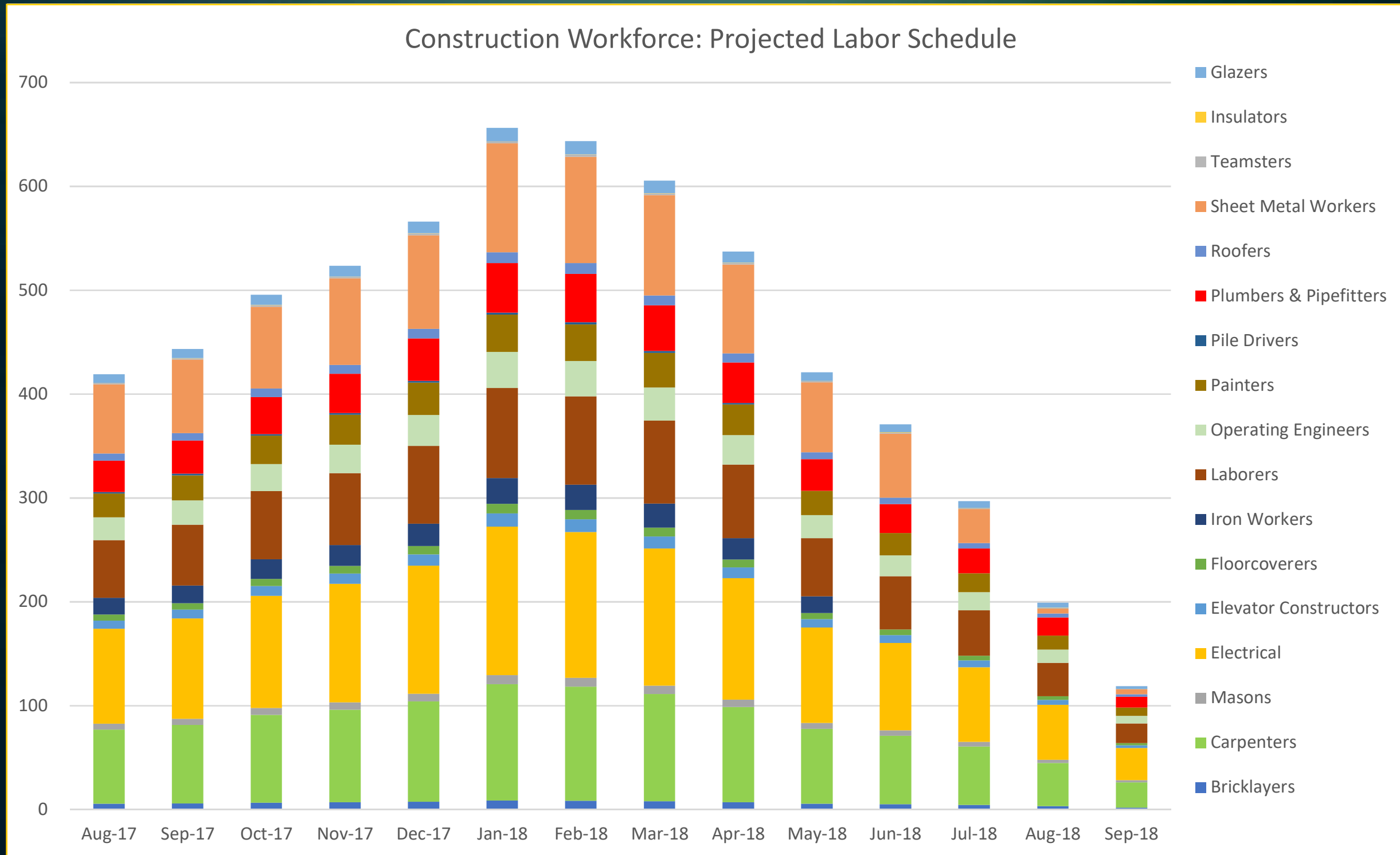
- (1) Statistics include all workforce reports that were received by MGM as of July 27, 2017.
- (2) The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 6.34% of total workforce hours are included in two of the diversity categories and 0.30% 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 2nd Quarter 2017 is as follows:
 - Approximately 38% are from Springfield/ Surrounding Communities
 - Approximately 59% are from Western Massachusetts
 - Approximately 81% 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** - Spray Fireproofing
6. **Work in Progress** - Garage Interior MEP, Sprinklers, Storm
7. **Work in Progress** - MEP Distribution for Podium
8. **Work in Progress** - Garage Elevators
9. **Work in Progress** - Podium roofing
10. **Work in Progress** - Building Enclosure
11. **Work in Progress** - Exterior Framing
12. **Work in Progress** - Major Equipment for Central Plant
13. **Work in Progress** - Interior Framing
14. **Work in Progress** - Hotel MEP
15. **Work in Progress** - Electrical/ Low Voltage
16. Aug 2017 - Food Service Equipment
17. Sept 2017 - Exterior Facade
18. Sept 2017 - Windows
19. Oct 2017 - Security/Surveillance

CONSTRUCTION WORKFORCE

PROJECTED LABOR SCHEDULE



Design & Construction Commitments



DESIGN & CONSTRUCTION COMMITMENTS

AS OF JULY 31, 2017

Group	Project Goals	Commitments	Variance	Company Count	Value
WBE	10.0%	20.2%	10.2%	67	\$84.56M
MBE	5.0%	8.4%	3.4%	41	\$35.28M
VBE	2.0%	7.3%	5.3%	23	\$30.53M

Notes:

(1) Total Commitments through July 31, 2017 are \$419.4M.

(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 JULY 31, 2017

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	16.8%	18	\$7.13M
MBE	5.0%	12.9%	16	\$5.48M
VBE	2.0%	7.0%	3	\$2.99M

Notes:

(1) Total Commitments through July 31, 2017 are \$42.5M.

(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 JULY 31, 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.	MEP Consulting Engineering 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 June 30, 2017.
- WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

DESIGN & CONSULTING COMMITMENTS

AS OF JULY 31, 2017

Ref	Company	Scope	Location	Diversity Status
19	Hyde Business Services, LLC	Permit and Community Commitment Coordination	Medina, MN	WBE
20	Independent Design, LLC	Building Design/ Historic Restoration	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 June 30, 2017.
- WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

Construction Commitments



CONSTRUCTION COMMITMENTS

AS OF JULY 31, 2017

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	20.5%	49	\$77.44M
MBE	5.0%	7.9%	25	\$29.80M
VBE	2.0%	7.3%	20	\$27.54M

Notes:

(1) Total Commitments through July 31, 2017 are \$376.9M.

(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.

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DIVERSE CONSTRUCTION COMPANIES

AS OF JULY 31, 2017

Ref	Company	Scope	Location	Diversity Status
1	Aces Enterprises, LLC	Steel Plate Supplier	Dunlap, IL	VBE
2	AeroSage, LLC	Materials Fabricator	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

Notes:

(1) Green highlighted companies have worked on site and been paid as of June 30, 2017.

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

DIVERSE CONSTRUCTION COMPANIES

AS OF JULY 31, 2017

Ref	Company	Scope	Location	Diversity Status
19	C4 Cables	Datacom, Cabling, Fiber Supplier	Taunton, MA	WBE
20	Capasso Restoration, Inc.	Masonry Contractor	North Haven, CT	WBE
21	Carol's Lighting & Supply Company	Electrical Supplies	Canton, MA	MBE
22	Certified Connection, Inc.	Electrical 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.	Commissioning	Amesbury, MA	VBE
34	Dagle Electrical Construction Corp.	Electrical	Melrose, MA	WBE
35	Davenport Advisors, LLC	Property Management/ Maintenance	Boston, MA	MBE
36	Dependable Masonry Construction Company, Inc.	Masonry and Brickpaving	North Reading, MA	MBE
37	Duray/J.F. Duncan Industries, Inc.	Food Service Equipment	Downey, CA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of June 30, 2017.

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

DIVERSE CONSTRUCTION COMPANIES

AS OF JULY 31, 2017

Ref	Company	Scope	Location	Diversity Status
38	Eagle Elevator Company, Inc.	Elevator Repairs, Service, Maintenance	Boston, MA	VBE
39	Eastern General Contractors, Inc.	General Contractor - Rigging	Springfield, MA	MBE
40	EDM Construction, Inc.	Carpentry & Structural Steel Erection	Merrimac, MA	WBE
41	E L Waterman, Inc.	Pipe Supplier	Foxboro, MA	WBE
42	Evermore Light & Power, Inc.	Electrical	Somerville, MA	WBE
43	Fabiano Oil Corp.	Fuel & Oil Supplier	Wrentham, MA	WBE
44	Federal Concrete, Inc.	Concrete Services	Hopedale, MA	WBE
45	Fisher Contracting Corporation	General Contracting Services	Worcester, MA	WBE
46	Fletcher Sewer & Drain, Inc.	Inspection - FEIR	Ludlow, MA	WBE
47	Folan Waterproofing and Construction Company, Inc.	Masonry Contractors & Waterproofing	South Easton, MA	WBE
48	Frisoli Electric, Inc.	Electrical	Holbrook, MA	VBE
49	Gomes Construction Co. Inc.	Utility Connections	Ludlow, MA	WBE
50	Granite City Electric Supply Company, Inc.	Electrical Supplier	Quincy, MA	WBE
51	Green Insulation, Inc.	Insulation	Adams, MA	WBE
52	H B Welding, Inc.	Steel, Welding, Iron Work	Johnston, RI	WBE
53	Homeland Mechanical, LLC	Pipe Supplier	Quincy, MA	VBE
54	Industrial Flame Cutting, Inc.	Steel Plate Supplier	Beacon Falls, CT	VBE
55	JMK Building Supply, Inc	Drywall	Colchester, CT	WBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of June 30, 2017.

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

DIVERSE CONSTRUCTION COMPANIES

AS OF JULY 31, 2017

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

Notes:

(1) Green highlighted companies have worked on site and been paid as of June 30, 2017.

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

DIVERSE CONSTRUCTION COMPANIES

AS OF JULY 31, 2017

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

Notes:

(1) Green highlighted companies have worked on site and been paid as of June 30, 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: July 27, 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	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%
66	Sheet Metal Workers #40	16	1,230.00	0.00	0.00%	260.00	21.14%	0.00	0.00%	18	1,930.00	0.00	0.00%	260.00	13.47%	0.00	0.00%
67	Sheet Metal Workers #63	30	3,540.00	146.00	4.12%	837.50	23.66%	448.00	12.66%	55	15,114.75	948.50	6.28%	2,884.75	19.09%	1,444.00	9.55%
68	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%
69	Sprinkler Fitters #669	16	1,493.50	198.50	13.29%	431.50	28.89%	176.00	11.78%	29	8,701.00	664.00	7.63%	2,508.00	28.82%	1,001.00	11.50%
70	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%
Subtotal - Other Unions		726	55,916.90	3,617.25	6.47%	12,202.75	21.82%	5,826.00	10.42%	3,042	679,971.70	56,573.96	8.32%	177,897.44	26.16%	64,455.50	9.48%
71	On-Site Design / Management	96	5,704.25	887.50	15.56%	1,613.75	28.29%	401.75	7.04%	391	193,636.28	27,229.35	14.06%	27,312.83	14.11%	24,666.55	12.74%
Total		822	61,621.15	4,504.75	7.31%	13,816.50	22.42%	6,227.75	10.11%	3,433	873,607.98	83,803.31	9.59%	205,210.27	23.49%	89,122.05	10.20%

Totals - Overall			
Group	Project Goals	Project To Date	Delta
Women	6.90%	9.59%	2.69%
Minority	15.30%	23.49%	8.19%
Veteran	8.00%	10.20%	2.20%

Notes:

- (1) Statistics include all workforce reports that were received by MGM as of July 27, 2017.
- (2) The total number of unique union workers that have worked on site is approximately 2,706. The 3,042 union workers identified above includes workers that have worked for multiple companies and/or multiple unions.