



**MassGaming Access and Opportunity Committee Meeting  
NOTICE OF MEETING and AGENDA  
September 12, 2017**

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

**Tuesday, September 12, 2017  
10:30 a.m. – 12:30 p.m.**

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

1. **Call to order/Introductions** – Jill Lacey Griffin, MGC Director of Workforce, Supplier and Diversity Development
2. **Approval of the Minutes** – August 8, 2017
3. **REPORT: MGM Design/Construction Activity** – Chelan Brown, Diversity Specialist, Construction & Operations; Jason Rosewell, Executive Director of Design and Construction
  - Labor Outcomes to Date
  - Contractor Outcomes to Date
  - Upcoming Construction Activity
  - A) Committee Member Discussion/Questions**
  - B) Community Member Discussion/Questions**
4. **REPORT: Wynn Design/Construction Activity** – Jennie Peterson, Project Manager/Wynn Boston Harbor; Shelley Webster, Diversity Consultant/In Order Business Solutions
  - Labor Outcomes to Date
  - Contractor Outcomes to Date
  - Upcoming Construction Activity
  - A) Committee Member Discussion/Questions**
  - B) Community Member Discussion/Questions**
5. **AOC Reporting Changes**- Jill Lacey Griffin, MGC
6. **Additional Announcements**

Next MGC Access and Opportunity Committee Meeting will take place on Tuesday, October 10, 2017 at **Sheet Metal Workers' Local 17 Training Center**, 1181 Adams Street, Dorchester, MA 02124

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

September 8, 2017

(date)

**Jill Lacey Griffin**

MGC Director of Workforce, Supplier and Diversity Development

**Date Posted to Website:**

September 8, 2017 at 10:30 a.m.



**Massachusetts Gaming Commission**



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## Access and Opportunity Committee Meeting Minutes

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**Date/Time:** August 8, 2017 – 10:30 a.m. – 12:30 p.m.

**Place:** Sheet Metal Workers' Local 17 Training Center  
1181 Adams Street  
Dorchester, MA

**Committee Members Present:**

Chair Jill Lacey Griffin  
Commissioner Gayle Cameron  
Commissioner Bruce Stebbins  
Edward Bedrosian  
Joseph Delaney  
Ariel Schmit for Nader Acevedo  
Andrew DeAngelo  
Priscilla Flint-Banks  
Chelan Brown  
Emily Earll  
John Fitzpatrick  
Kate Harrison  
Jennie Peterson  
Mei-Ling Rodriguez  
Elizabeth Skidmore  
Joseph Truschelli  
Shelley Webster

**Call to Order**

10:40 a.m. Chair Jill Griffin called to order the Access and Opportunity Committee Meeting. Everyone introduces themselves and their organizations. John Healy, who represents the Sheet Metal Workers Union, welcomes everyone to their training center.

**Approval of Minutes**

10:43 a.m. A motion was made and seconded to approve the minutes of the Access and Opportunity Committee ("AOC") meeting held on July 11, 2017. The minutes were approved by committee members unanimously.

**Wynn's Report**

10:43 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 are working on bringing up the WBE numbers, and the efforts of Saam Architecture have still been helping to increase that. She also mentioned that marine dredging and off-site road work will be coming up soon for suppliers and sub-contractors. As far as construction participation, they are working on bringing up their MBE numbers. On the workforce participation side, she said they are exceeding all of their goals. 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. There were a few events in July: on the 13<sup>th</sup> the Quarterly Diversity Best Performer recipient was selected; on the 14<sup>th</sup> there was a Hispanic American Institute Update Breakfast; and on the 17<sup>th</sup> the Mass Girls in Trade had their annual planning meeting. Finally, she said on the 25<sup>th</sup> there was a notification regarding bidding opportunities for the upcoming roadwork sent out to local community partners. That section was wrapped up with Shelley Webster speaking to the Quarterly Diversity Best Performer Award going to Edward G. Sawyer Co., Inc. She said that they received the award because there was no need for corrective action meetings with them; they were a company that understood (best diversity practices) from the start.

10:54 a.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 closed up in a few months and the interior masonry work is underway. As far as framing, she said the hotel tower up to the fifth level is complete and the convention area framing is underway. As far as Labor Projections, the worker numbers will continue to grow and will likely peak next summer. Ms. Peterson then went on to give the status of the site during various timeframes: June 2018, December 2018 and finally June 2019 when it will be complete and open. Ms. Peterson then went over the Workforce Report. She said they are keeping an eye on the sub-contractors with a high and low number of hours. Shelley Webster added that the turn-style system has been working well. She said they are able to see trends and attrition rates, adding that the PGTI trend lines have been helpful with that. Ms. Webster went on to point out some companies that have been a challenge, adding that corrective action and follow up meetings have been implemented. Jennie Peterson added that they allow for days/weeks for those companies to make adjustments and improvements; the results are not immediate. She added that there were no women sprinkler fitter applicants and they are hoping to coordinate the sprinkler fitters and Building Pathways. Andrew DeAngelo from Building Pathways added that the sprinkler fitters application is in March and they are working with them on that.

11:05 a.m. Jill Griffin then opened up the meeting to questions/discussion from the rest of the committee and community members. There was a question asked regarding the corrective action meetings and if things were explained/clarified prior to the meeting so that they could come to the meeting prepared and that the right people were present for the meetings. It was also suggested that they come to the meeting having solved the issue and provided the action(s) taken to do so. Liz Skidmore pointed out that when communicating with the unions, the apprenticeship directors should be cc'd in order for them to see the areas where the demand isn't being met. She said that those loops need to be closed. Each owner should gather failed

requests and send them to the apprenticeship directors. She added that any communication should go through the training directors. She said that the loop between contractors and unions had been created, so now the apprenticeship directors need to be brought in.

- 11:14 a.m. A question was asked regarding how the corrective action meetings are going. Shelley Webster explained that they elevate the issues to the owners if they are not being addressed. A follow up question regarding what happens if a company doesn't come to compliance after a corrective action meeting is held. Shelley Webster said if it comes to that then there is a hold of payment. Jennie Peterson added that more corrective action meetings are scheduled if necessary. If action still is not taken, then Wynn has to consider letting them go.

### **MGM's Report**

- 11:19 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 monthly membership meeting on July 13<sup>th</sup>. She said they are planning a new membership event for September. She added they will meet with the apprenticeship directors as well. She said they are encouraging people to work with community partners in the area. She gave an update on the Work Readiness Team and added that they have been working with Susan Moir on tracking union applicants. She said it was a category they knew existed but didn't want to count out. She said they are working on how to identify applicants in order to create opportunities for them. She added that often union applicants are lacking GEDs and MGM is working on ways to sponsor ways to obtain them.
- 11:25 a.m. Chelan Brown went on to talk about Union Partnership and Outreach. She said that the construction countdown clock is different from the operations countdown clock, as MGM is about one year away from opening. She said they are looking for ways to get involved in community/cultural events to encourage people to learn about trades, as a lot of their unions are at full employment. She said they are using their office hours as a means to add applicants and have them start immediately. Ms. Brown then went on to talk about the Vendor Outreach Session held on July 19<sup>th</sup> at the MassMutual Center. She spoke about the specifics of the event and said that over 160 local vendors attended and it was a series of speed round-table meetings.
- 11:31 a.m. Chelan Brown went on to talk about other diversity work and outreach events for August and September, adding that they are still having office hours two times a week and corrective meetings are still being held. She then shifted to a Diversity Success Story video featuring Kiana Viera, a Springfield Resident who started out as a waitress and now is a new apprentice in the laborers union. Liz Skidmore added that she was one of the tradeswomen who spoke at the western MA Girls in Trades event.

- 11:35 a.m. Ms. Brown then shifted the presentation to Construction Workforce Diversity Statistics including both the union and total statistics as of July 27<sup>th</sup>. In the three month look-ahead she said they are working on infrastructure and the building should be enclosed by the end of the year. She added the food service equipment is coming in as well as the exterior façade. She then went through the projected labor schedule, which is focused primarily on laborers and carpenters. She said they are trying to figure out how to meet the needs of everyone and resolve any challenges that have arisen. She then went through the Design and Construction and Design and Consulting commitment numbers as of July 31st and then wrapped up that portion of the presentation with the Workforce Diversity Report. She noted that they are struggling with getting women in MEP trades and looking for those numbers to go up. She added that in the Electricians Union all of the apprenticeships are almost at full employment. The concern is sustaining apprenticeships after the MGM project is over. She added that all of the trades are looking for apprenticeship applicants.
- 11:45 a.m. Jill Griffin then opened the meeting up to questions and comments from committee and community members. Priscilla Flint- Banks from the Black Economic Justice Institute and Liz Skidmore both gave praise to MGM for their efforts. It was also pointed out that the people of color numbers are dropping and continuing to decline. Chelan Brown said they are aware of the issues and they seem to be competing with other jobs for diverse workers. Liz Skidmore added that this seems to be an industry-wide issue, not just an MGM issue. Ms. Skidmore continued speaking to the Wynn issue that they are below their goal for women but she had made a call and was able to get some women on the job. She added that there seems to be an issue with getting women in the city of Boston. She said there has been corrective action taken but there are still tons of jobs with no women. Ms. Skidmore went on to talk about the Tradeswomen Speakers Guild and how they are working on events to spread the word and talk about opportunities in construction for women. She said there was an event scheduled on September 5<sup>th</sup> with Building Pathways which would be the first of a monthly event. She said they are looking to get something similar going in the Springfield area. Ms. Skidmore then shifted to an update on the Marketing Grant for NCTE. She reiterated that Kate Harrison will be the pipeline navigator and managing the project. She said they are currently deep in the details and busy writing copy. Jill Griffin added that they are looking for co-sponsors before they launch the project.
- 11:59 a.m. Jill Griffin then turned the meeting over to Joe Delaney, Construction Project Oversight Manager with MGC. Mr. Delaney provided an update on Diversity Audits. He said that MGC is maturing to a regulatory agency and that we will need to better document and define policies and procedures moving forward. Both Jill Griffin and Joe Delaney met with each of the licensees two months ago to determine protocol and processes from the RFP to the bid to the award. Mr. Delaney added that we need to ensure that the information being reported is truly reflective of what is happening on the construction sites. He added that we need due diligence to ensure the accuracy of the reporting. He concluded saying that they are looking at the reporting only being done two times per year.
- 12:04 p.m. Liz Skidmore provided some final thoughts, remarking that the upside to working with casinos is that there are a lot of on-going, good jobs. Jill Griffin announced

the next meeting will be in Springfield at STCC and then the meeting in October will be back at the Sheet Metal Workers' Union (JATC) in Dorchester.

12:06 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 August 8, 2017
2. Massachusetts Gaming Commission Access and Opportunity Committee Draft Meeting Minutes dated July 11, 2017
3. Wynn Boston Harbor Access and Opportunity Committee Monthly Update PowerPoint Presentation dated July 2017 `
4. Wynn Boston Harbor - Construction Workforce Diversity, Date Range 9/2015 – 7/31/2017
5. MGM Springfield Access and Opportunity Committee PowerPoint Presentation dated August 8, 2017
6. MGM Springfield Workforce Diversity Report (by Company and by Union) as of July 27, 2017

DRAFT

# Access and Opportunity Committee

September 12, 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	Granite America, LLC.	Frederick, MD	MBE
2	Great In Counters, Inc.	Smithfield, RI	WBE
3	West Floor Covering, Inc. <sup>(1)</sup>	Pembroke, MA	WBE

## Consultant:

4	American Project Management, LLC.	Las Vegas, NV	MBE
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### Notes:

(1) West Floor Covering, Inc. is both a Construction Contractor and Supplier.

# COMMUNITY PARTNERS NETWORK UPDATES

## Community Partners Network Update:

### August 2, 2017: Monthly Membership Meeting

- Membership Committee focusing on recruiting new community based organizations and facilitating networking events of existing and new CBO's
- Advocacy Team continuing negotiations with Baystate Medical Center for final Diversity Workforce and Procurement Policy for upcoming construction projects
- Steering Committee and Advocacy Team continuing to meet with union business agents to discuss partnering on outreach events and on-going diversity work/partnerships



# COMMUNITY PARTNERS NETWORK UPDATES

- Work Readiness Team is following up/tracking new union applications
- Work Readiness Team is coordinating Case Management for non-union ready applicants
- Working with MGM Springfield Operations Workforce Development Team to begin discussion on CPN Partnership for the Operational Hiring Phase
- Strategic Planning Session scheduled in September 2017 to finalize Construction Diversity work plan for the final year of MGM Construction, and plans of action to move forward with other developers and projects
- Working with the Northeast Center for Tradeswomen Equity on the Union Pipeline Navigator Project, funded by the Massachusetts Gaming Commission



# UNION PARTNERSHIP & OUTREACH

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

- MGM Staff met (3) union business managers this month:
  - Painters Union
  - Ironworkers Union #7
  - Sheet Metal Workers
- 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.**

- **Two (2) 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, Fontaine Brothers, Northern Construction and MGM Springfield Subcontractors looking for union workers.



# OTHER DIVERSITY WORK & OUTREACH/ EVENTS

## Upcoming Diversity Work

### September/October 2017:

- Diversity Task Force Meeting
- CPN Executive Team Planning Session
- CPN Hi-Set Testing Night
- Construction Diversity Best Practices for Unions and Community Partners presentation by the Policy Group on Tradeswomen Issues
- CPN New Member Networking Night
- September 19th: MGM Springfield Construction Program and Union Marching Contingency at the Springfield Puerto Rican Day Parade and Fair
- October: Event Sponsor at the 2017 CWE Women Business Leaders Conference (WBLC)

**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 [labornet@mgspringfield.com](mailto:labornet@mgspringfield.com)

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

MGM  
SPRINGFIELD  
CONSTRUCTION  
OFFICE



# DIVERSITY SUCCESS STORIES

## Diversity Success Story: September 2017 Spotlight

**Brian Arnold**

S&F Concrete Contractors, Inc

Carpenter



# Construction Workforce



# WORKFORCE DIVERSITY STATISTICS - UNION

## AS OF AUGUST 31, 2017

Group	Project Goals	Project To Date %
Women	6.90%	8.11%
Minority	15.30%	24.77%
Veteran	8.00%	9.59%

Notes:

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

# WORKFORCE DIVERSITY STATISTICS - TOTAL

## AS OF AUGUST 31, 2017

Group	Project Goals	Project To Date %
Women	6.90%	9.35%
Minority	15.30%	22.73%
Veteran	8.00%	10.18%

**Notes:**

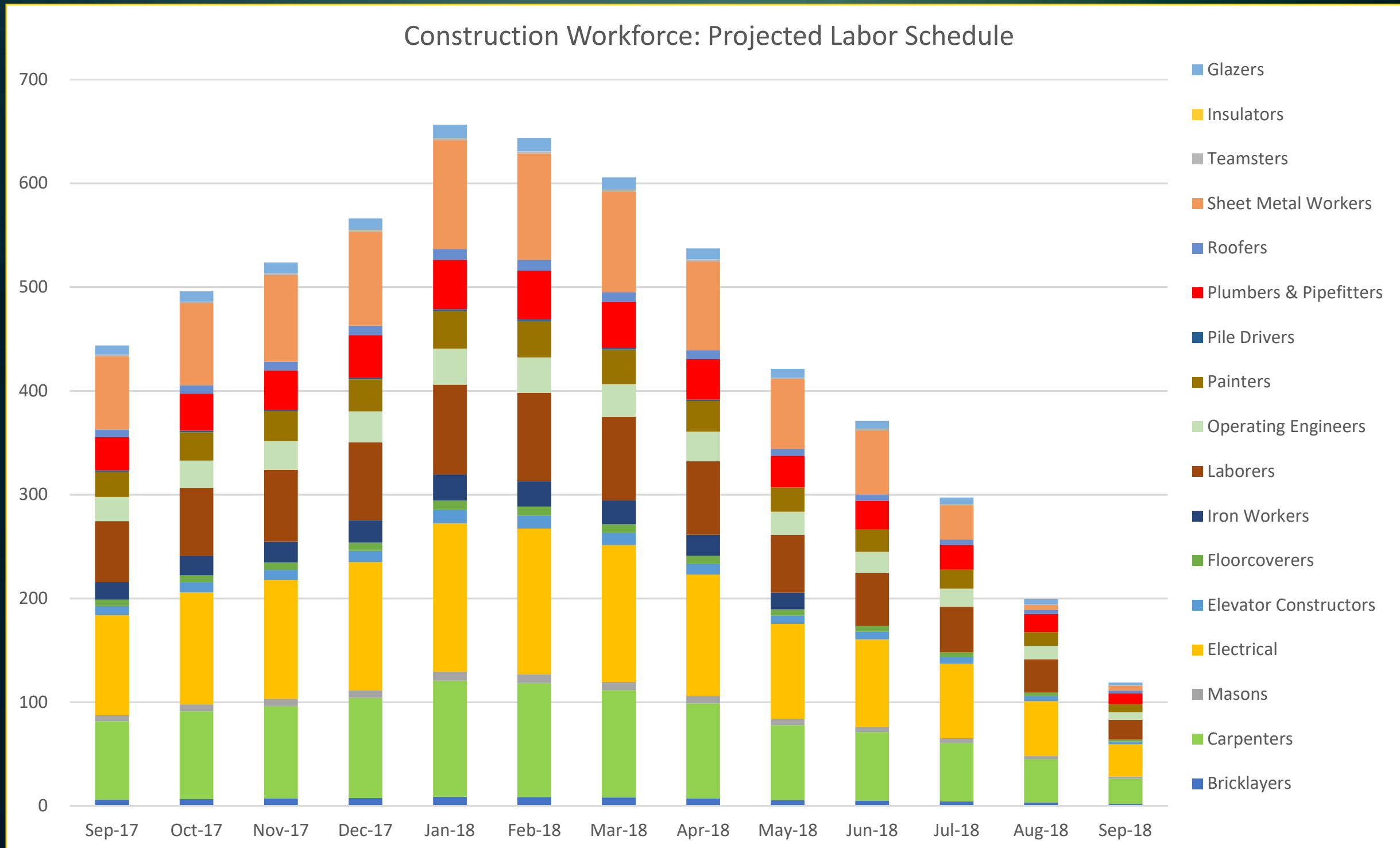
- (1) Statistics include all workforce reports that were received by MGM as of August 31, 2017.
- (2) The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 5.99% of total workforce hours are included in two of the diversity categories and 0.25% 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** - 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** - Exterior Framing
11. **Work in Progress** - Major Equipment for Central Plant
12. **Work in Progress** - Interior Framing
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. Sept 2017 - Exterior Facade
18. Sept 2017 - Exterior Windows
19. Sept 2017 - Daycare
20. Sept 2017 - Armory Button Up Scope
21. Oct 2017 - Security/Surveillance
22. Nov 2017 - Interior Finishes

# CONSTRUCTION WORKFORCE

## PROJECTED LABOR SCHEDULE



# Design & Construction Commitments



# DESIGN & CONSTRUCTION COMMITMENTS

## AS OF AUGUST 31, 2017

Group	Project Goals	Commitments	Variance	Company Count	Value
WBE	10.0%	19.2%	9.2%	68	\$84.58M
MBE	5.0%	8.5%	3.5%	41	\$37.58M
VBE	2.0%	7.4%	5.4%	24	\$32.60M

**Notes:**

(1) Total Commitments through August 31, 2017 are \$440.2M.

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

# DESIGN & CONSULTING COMMITMENTS

## AS OF AUGUST 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 July 31, 2017.
- WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

# Construction Commitments



# CONSTRUCTION COMMITMENTS

## AS OF AUGUST 31, 2017

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	19.5%	50	\$77.43M
MBE	5.0%	8.1%	25	\$32.01M
VBE	2.0%	7.5%	21	\$29.61M

Notes:

(1) Total Commitments through August 31, 2017 are \$397.2M.

(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 AUGUST 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
19	C4 Cables	Datacom, Cabling, Fiber Supplier	Taunton, MA	WBE

### Notes:

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

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

# DIVERSE CONSTRUCTION COMPANIES

## AS OF AUGUST 31, 2017

Ref	Company	Scope	Location	Diversity Status
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	DeLucca Fence Company, Inc	Fence and Guardrail Contractor	Methuen, MA	WBE
37	Dependable Masonry Construction Company, Inc.	Masonry and Brickpaving	North Reading, MA	MBE
38	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 July 31, 2017.

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



# DIVERSE CONSTRUCTION COMPANIES

## AS OF AUGUST 31, 2017

Ref	Company	Scope	Location	Diversity Status
39	Eagle Elevator Company, Inc.	Elevator Repairs, Service, Maintenance	Boston, MA	VBE
40	Eastern General Contractors, Inc.	General Contractor - Rigging	Springfield, MA	MBE
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	Pavement Markings, Traffic, Sweeping	Rockland, MA	WBE
55	Homeland Mechanical, LLC	Pipe Supplier	Quincy, MA	VBE
56	Industrial Flame Cutting, Inc.	Steel Plate Supplier	Beacon Falls, CT	VBE
57	JMK Building Supply, Inc	Drywall	Colchester, CT	WBE

### Notes:

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

# DIVERSE CONSTRUCTION COMPANIES

## AS OF AUGUST 31, 2017

Ref	Company	Scope	Location	Diversity Status
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.	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.	Access Flooring	North Attleboro, MA	WBE
72	Quinette King Consulting	Supplier	Las Vegas, NV	MBE
73	R K Insulation Contractors, Inc.	Insulation Services	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 July 31, 2017.

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

# DIVERSE CONSTRUCTION COMPANIES

## AS OF AUGUST 31, 2017

Ref	Company	Scope	Location	Diversity Status
77	S-Cel-O, LLC	Commercial and Residential 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.	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.	Mechanical Contractor	Plymouth, MA	MBE
89	Triton Leasing and Rental, Inc.	Demolition & Abatement	Feeding Hills, MA	WBE
90	Turtle & Hughes, Inc.	Electrical Supplier	Linden, NJ	WBE
91	United Personnel Services, Inc.	Temporary Staffing Services	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 & Home 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 July 31, 2017.

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







**MGM Springfield (DRAFT)**  
**Workforce Diversity Report (By Union)**  
**As of: August 31, 2017**

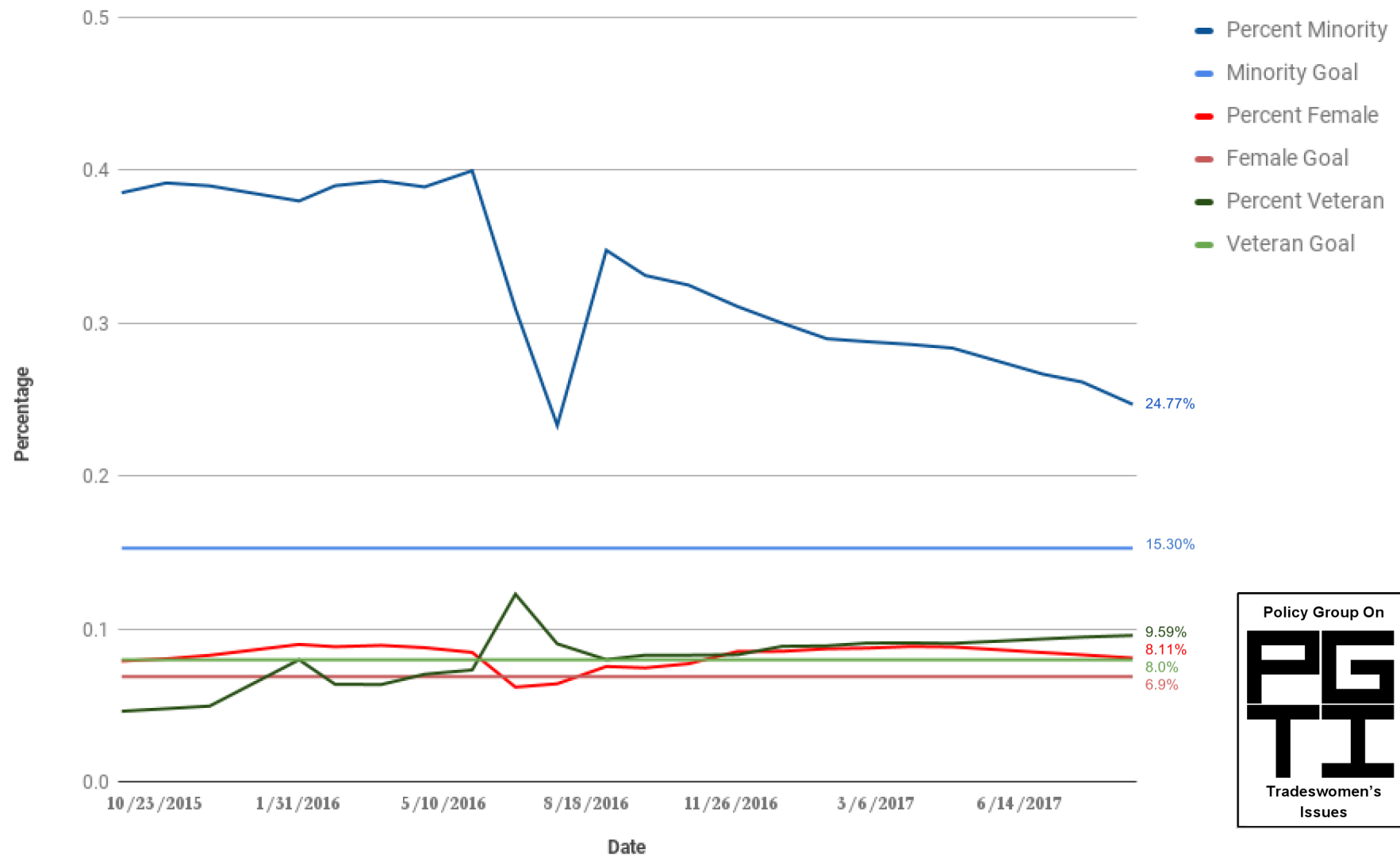
Reference	Union	This Month's Workforce Diversity Statistics							Project To Date Workforce Diversity Statistics								
		Employee Count	This Month's Total Hours	Women		Minority		Veteran		Employee Count	Project To Date Total Hours	Women		Minority		Veteran	
				Hours	%	Hours	%	Hours	%			Hours	%	Hours	%	Hours	%
65	Operating Engineers Local #478	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	329.50	0.00	0.00%	139.50	42.34%	0.00	0.00%
66	Operative Plasterers and Cement Masons International Association, Local 40	0	853.50	0.00	0.00%	64.00	7.50%	152.00	17.81%	0	3,120.00	0.00	0.00%	674.50	21.62%	449.00	14.39%
67	Painters and Allied Trades District Council #35	0	1,701.00	34.00	2.00%	314.00	18.46%	120.00	7.05%	0	6,839.00	34.00	0.50%	478.50	7.00%	120.00	1.75%
68	Pile Drivers Local #56	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	2,114.00	0.00	0.00%	468.50	22.16%	180.50	8.54%
69	Plasterers and Cement Masons Local #534	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	2,550.50	0.00	0.00%	897.50	35.19%	135.00	5.29%
70	Plumbers & Pipefitters #104	0	16,326.00	394.50	2.42%	1,631.50	9.99%	2,494.50	15.28%	0	87,124.62	3,063.00	3.52%	10,517.50	12.07%	10,259.00	11.78%
71	Plumbers & Pipefitters Local #777	0	592.00	0.00	0.00%	16.00	2.70%	168.00	28.38%	0	807.00	0.00	0.00%	16.00	1.98%	263.00	32.59%
72	Roofers #248	0	1,944.50	0.00	0.00%	258.00	13.27%	126.00	6.48%	0	13,738.00	0.00	0.00%	2,516.00	18.31%	890.00	6.48%
73	Sheet Metal Workers #17	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	116.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
74	Sheet Metal Workers #40	0	2,140.00	0.00	0.00%	360.00	16.82%	0.00	0.00%	0	5,121.00	0.00	0.00%	740.00	14.45%	0.00	0.00%
75	Sheet Metal Workers #63	0	2,963.50	181.00	6.11%	658.00	22.20%	467.50	15.78%	0	19,095.75	1,185.50	6.21%	3,797.75	19.89%	2,025.50	10.61%
76	Sheet Metal Workers #83	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	8.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
77	Sprinkler Fitters #669	0	1,733.00	150.00	8.66%	424.00	24.47%	120.00	6.92%	0	11,000.00	892.00	8.11%	3,082.00	28.02%	1,161.00	10.55%
78	Teamsters' #404	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	961.50	114.50	11.91%	32.00	3.33%	0.00	0.00%
79	Teamsters Local #25	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	63.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
<b>Subtotal - Other Unions</b>		<b>0</b>	<b>88,260.34</b>	<b>5,995.00</b>	<b>6.79%</b>	<b>15,456.31</b>	<b>17.51%</b>	<b>9,463.00</b>	<b>10.72%</b>	<b>0</b>	<b>810,112.82</b>	<b>65,676.46</b>	<b>8.11%</b>	<b>200,638.75</b>	<b>24.77%</b>	<b>77,721.00</b>	<b>9.59%</b>
80	On-Site Design / Management	0	10,901.25	1,437.25	13.18%	2,634.50	24.17%	911.50	8.36%	0	212,979.53	29,933.10	14.05%	31,869.08	14.96%	26,416.05	12.40%
<b>Total</b>		<b>0</b>	<b>99,161.59</b>	<b>7,432.25</b>	<b>7.50%</b>	<b>18,090.81</b>	<b>18.24%</b>	<b>10,374.50</b>	<b>10.46%</b>	<b>0</b>	<b>1,023,092.35</b>	<b>95,609.56</b>	<b>9.35%</b>	<b>232,507.83</b>	<b>22.73%</b>	<b>104,137.05</b>	<b>10.18%</b>

Totals - Overall			
Group	Project Goals	Project To Date	Delta
Women	6.90%	9.35%	2.45%
Minority	15.30%	22.73%	7.43%
Veteran	8.00%	10.18%	2.18%

**Notes:**

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

**MGM Springfield: Totals for Access and Opportunity Goals as of 8/31/17 - 1,023,092.35 Hours Completed**



Figures include tradespeople only.



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Wynn Boston Harbor | September 12, 2017

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# **ACCESS & OPPORTUNITY COMMITTEE MONTHLY UPDATE AUGUST 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%

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## **Contractor Participation – Construction Contracts:**

Minority Business Enterprise (MBE): 5%

Women Business Enterprise (WBE): 5.4%

Veteran Business Enterprise (WBE): 1%

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## **Workforce Participation – Construction (% of workforce hours):**

Minorities: 15.3%

Women: 6.9%

Veterans: 3%

# Design: M/W/VBE Participation

- As of August 31st, 22.6%, \$13.7 million, of project design contracts have been awarded to M/W/VBEs.

	# Contract Awards	Goal	Awarded to Date	\$ Awarded to Date
<b>MBE</b>	12	7.9%	9.0%	\$5.5 M
<b>WBE</b>	12	10.0%	6.9%	\$4.2 M
<b>VBE</b>	4	1.0%	6.6%	\$4.0 M
<b>TOTAL</b>	<b>28</b>	<b>18.9%</b>	<b>22.6%</b>	<b>\$13.7 M</b>

# 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			
<b>TOTAL</b>				<b>\$5,503,406</b>	<b>7.9%</b>	<b>9.0%</b>
<b>WBE (12)</b>						
	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			
	Slover & Company	New York, NY	Signage Design			
<b>TOTAL</b>				<b>\$4,220,263</b>	<b>10.0%</b>	<b>6.9%</b>
<b>VBE (4)</b>						
	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			
<b>TOTAL</b>				<b>\$4,044,518</b>	<b>1.0%</b>	<b>6.6%</b>
<b>TOTAL DIVERSE CONTRACTS</b>				<b>\$13,768,187</b>	<b>18.9%</b>	<b>22.6%</b>
<b>TOTAL QUALIFIED DESIGN AWARDS</b>				<b>\$60,852,536</b>		

# Construction: M/W/VBE Participation

- As of August 31st, 15.5%, \$169.8 million, of construction contracts have been awarded to M/W/VBEs.
- Construction contracts in August included awards to 5 MBEs, 13 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
<b>MBE</b>	47	5.0%	5.4%	\$58.9 M
<b>WBE</b>	105	5.4%	9.3%	\$101.9 M
<b>VBE</b>	28	1.0%	2.5%	\$27.3 M
<b>TOTAL</b>	<b>162*</b>	<b>11.4%</b>	<b>15.5%*</b>	<b>\$169.8 M*</b>

**Total Qualified Construction Spend = \$1,098,356,015**

\* 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, 47 Contracts Awarded

Sub-Contractor / Supplier	Location	Scope	Award		% of Awarded Contracts
			Amount (\$)	% Goal	
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			
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			
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			
<b>TOTAL</b>			<b>\$58,893,879</b>	<b>5.0%</b>	<b>5.4%</b>

# Construction: WBE Participation, 105 Contracts Awarded

Sub-Contractor / Supplier	Location	Scope	Award		% of Awarded Contracts
			Amount (\$)	% Goal	
ABC Soils, Inc.	Sudbury, MA	Soil Testing			
Adonai Water (M/WBE)	Randolph, MA	Water Supply			
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			
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			
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			
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			
Keville Enterprises	Boston, MA	Construction Inspections			





# Construction: WBE Participation (cont.), 105 Contracts

## Awarded

Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
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			
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			
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			
<b>TOTAL</b>			<b>\$101,889,630</b>	<b>5.4%</b>	<b>9.3%</b>

# Construction: VBE Participation, 28 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			
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			
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			
Thompson & Lichtner, Inc.	Canton, MA	Materials Testing			
<b>TOTAL</b>			<b>\$27,323,835</b>	<b>1.0%</b>	<b>2.5%</b>

# Construction: Workforce Participation

- As of August 31st, 962,073 hours of work had been completed on the project site by 2,369 workers.
- 540 minorities, 137 females, and 117 veterans have performed construction work on the project.

	# Workers*	# Diverse Workforce Hours*	Goal	% Diverse Workforce Hours to Date
<b>Minority</b>	540	247,496.3	15.3%	25.7%
<b>Female</b>	137	68,652.5	6.9%	7.1%
<b>Veteran</b>	117	65,958.0	3.0%	6.9%

# 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 and remaining sub-contractor opportunities communicated to diverse business partners.
- **8/3:** 2<sup>nd</sup> Quarter Diversity Recognition Award – E.G. Sawyer
- **8/16:** MBE Advocates meeting
- **8/21:** Building Trades Training Directors Meeting
- **8/25:** Derenzo and EG Sawyer diversity recognition team lunch
- **8/29:** Veterans luncheon and visit from Secretary Ureña













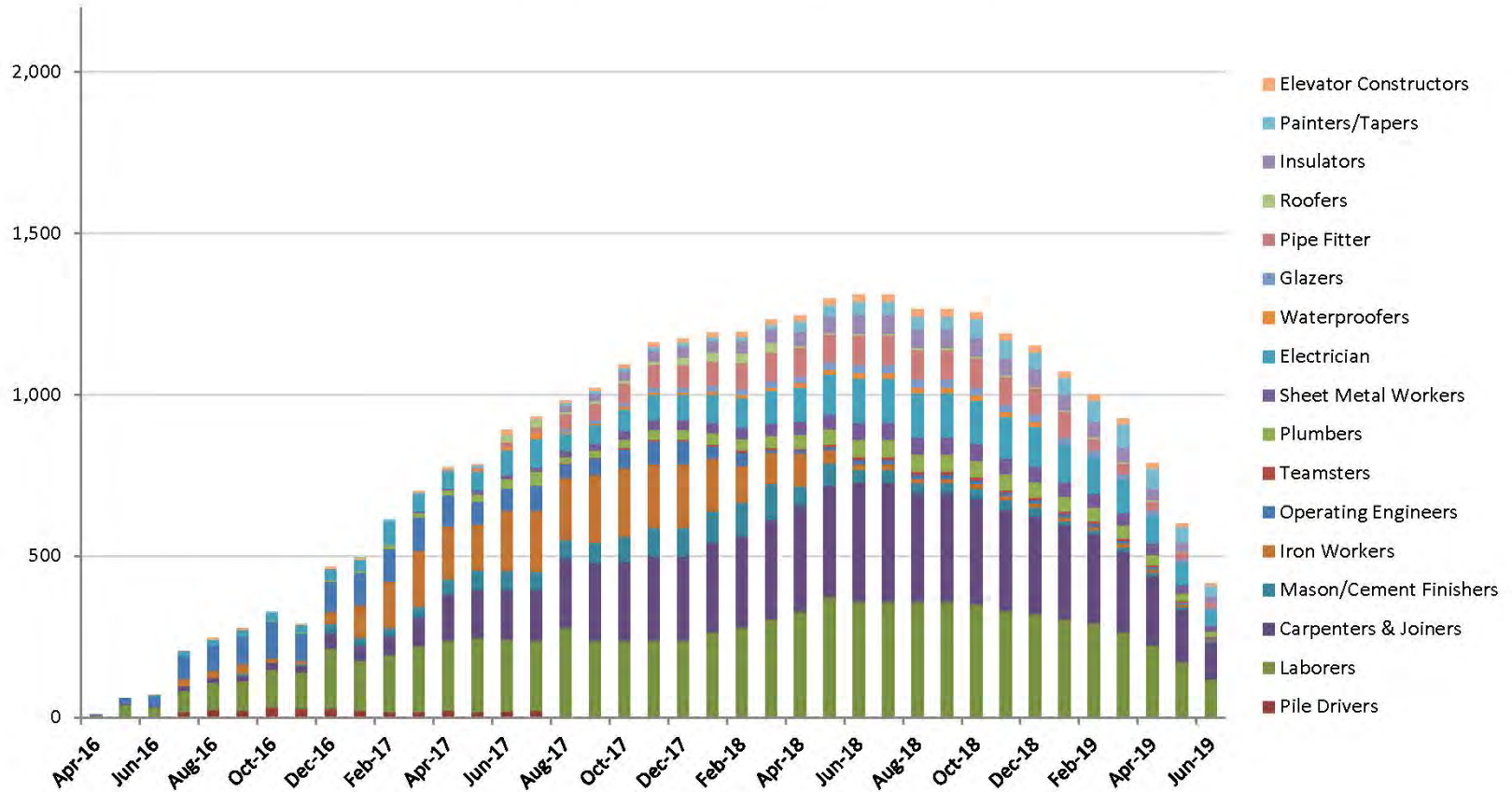






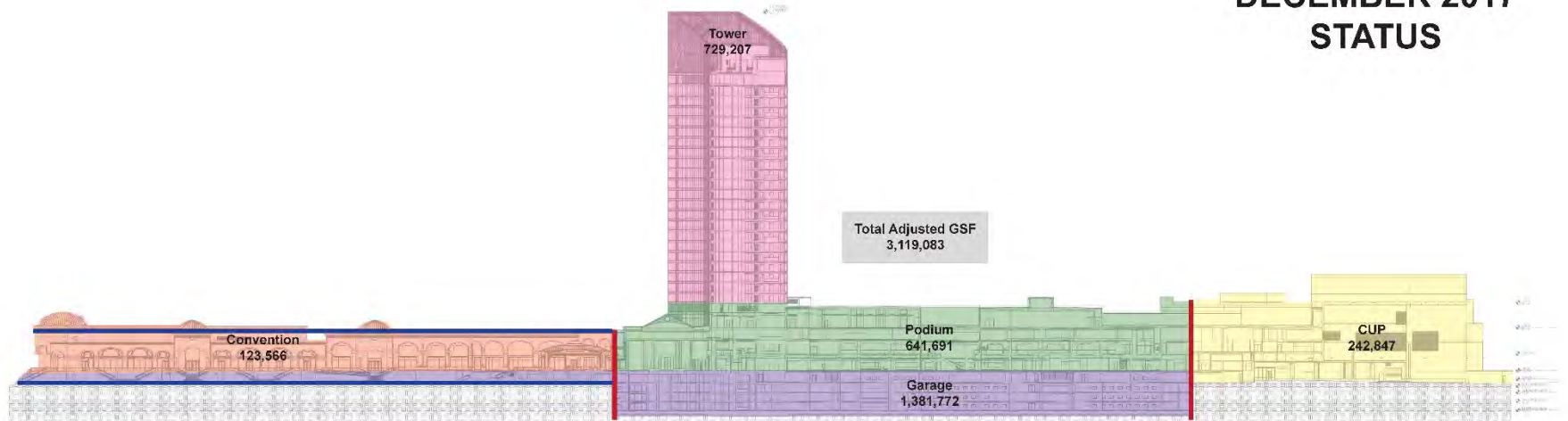


# Wynn Boston Harbor Labor Projection



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

# DECEMBER 2017 STATUS

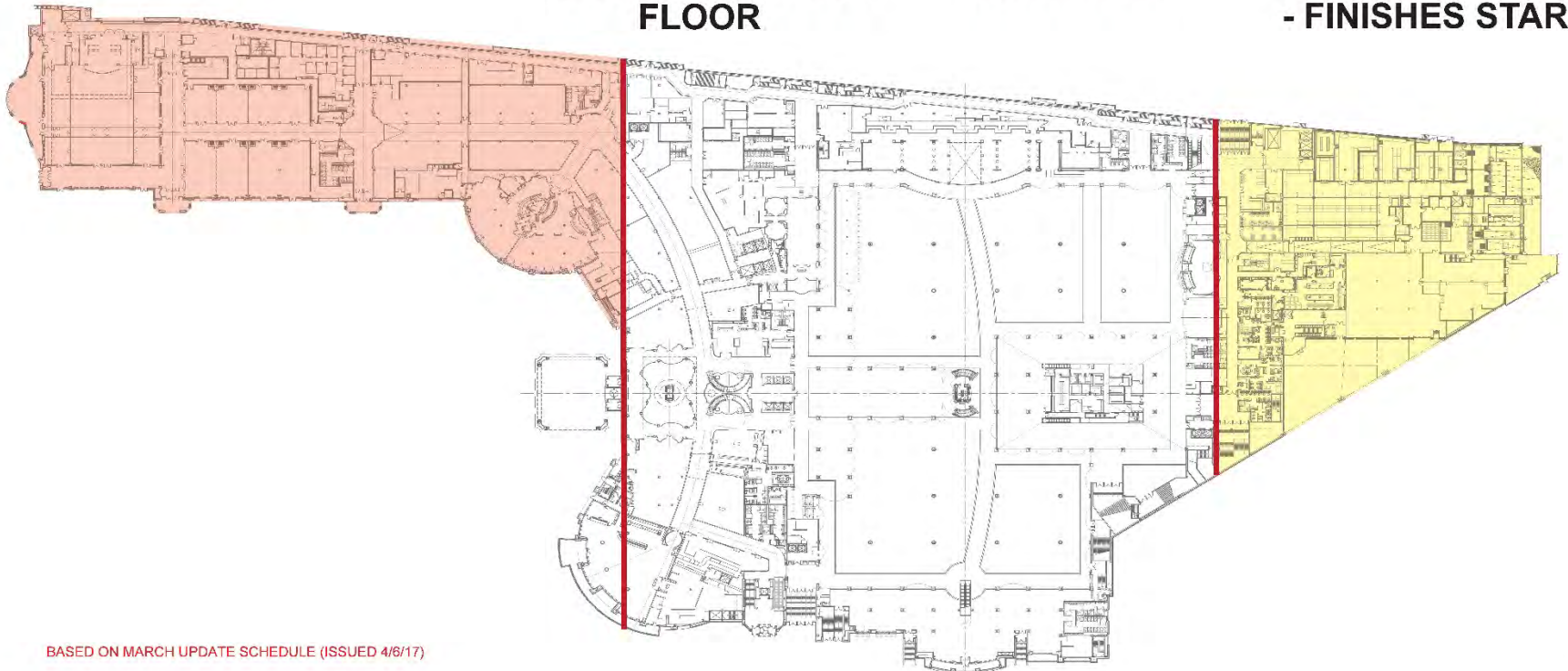


**FACADE WORK ON GOING**

**STRUCTURE  
COMPLETE TO 27th  
FLOOR**

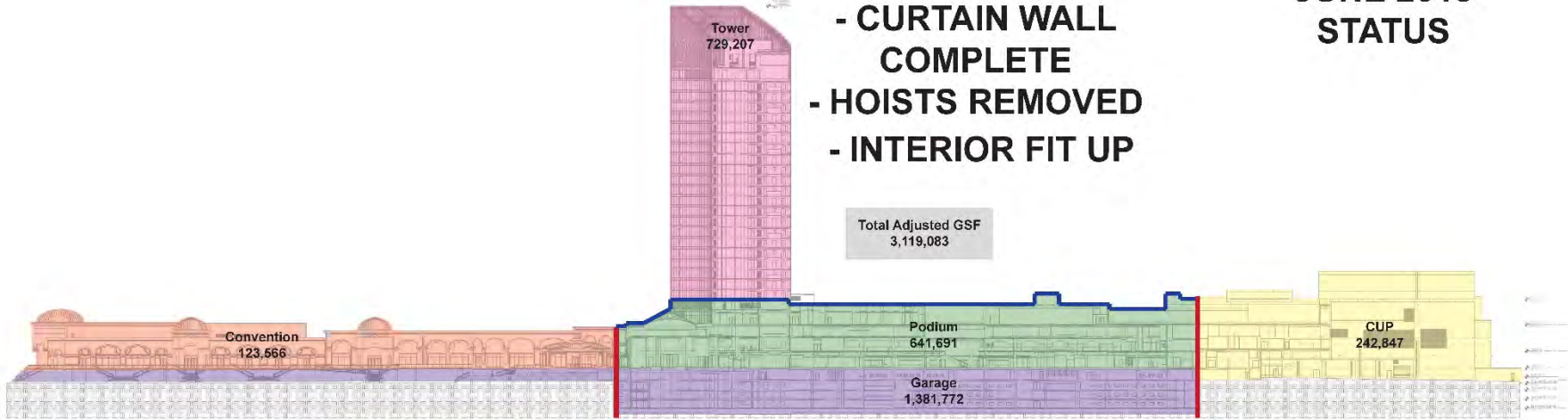
**FACADE  
COMPLETE**

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



**JUNE 2018  
STATUS**

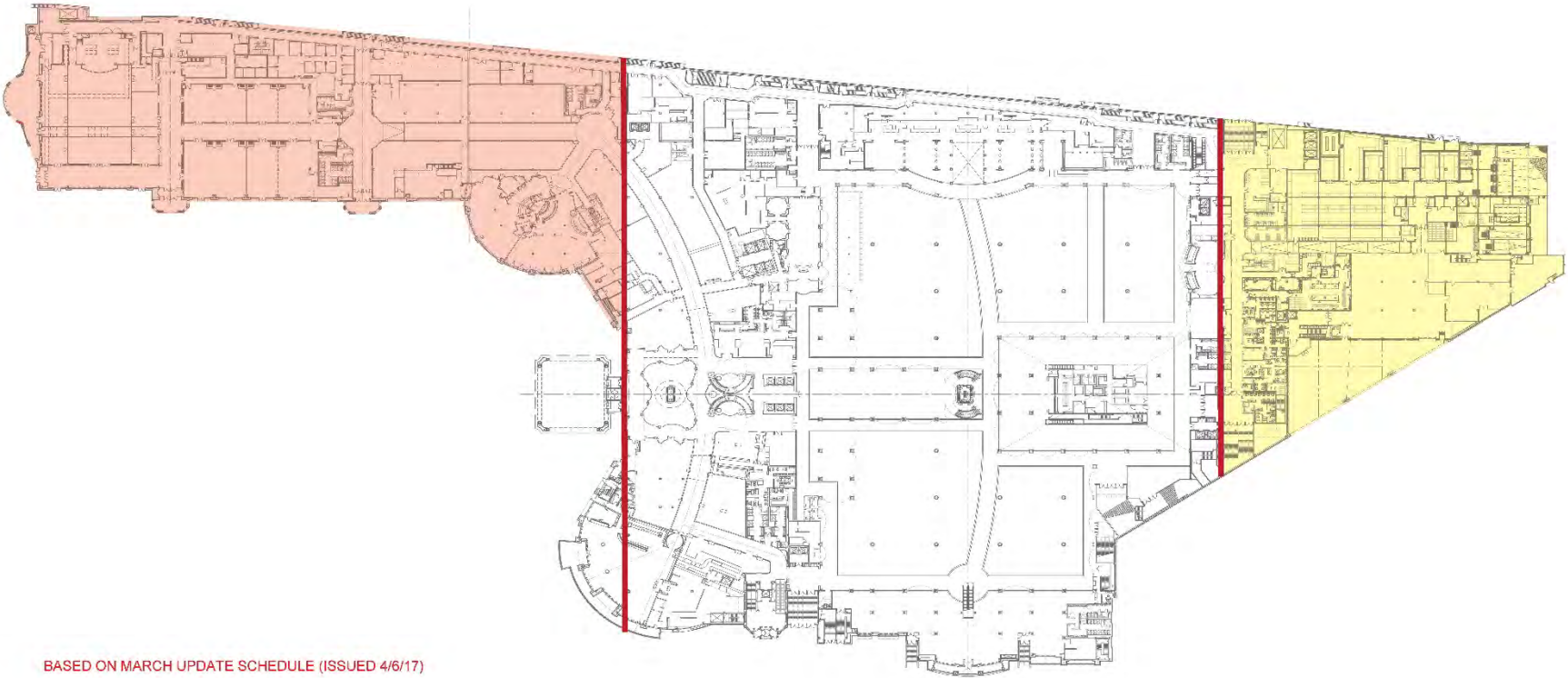
- CURTAIN WALL COMPLETE
- HOISTS REMOVED
- INTERIOR FIT UP



**INTERIOR FIT OUT UNDERWAY**

**INTERIOR FIT OUT UNDERWAY**

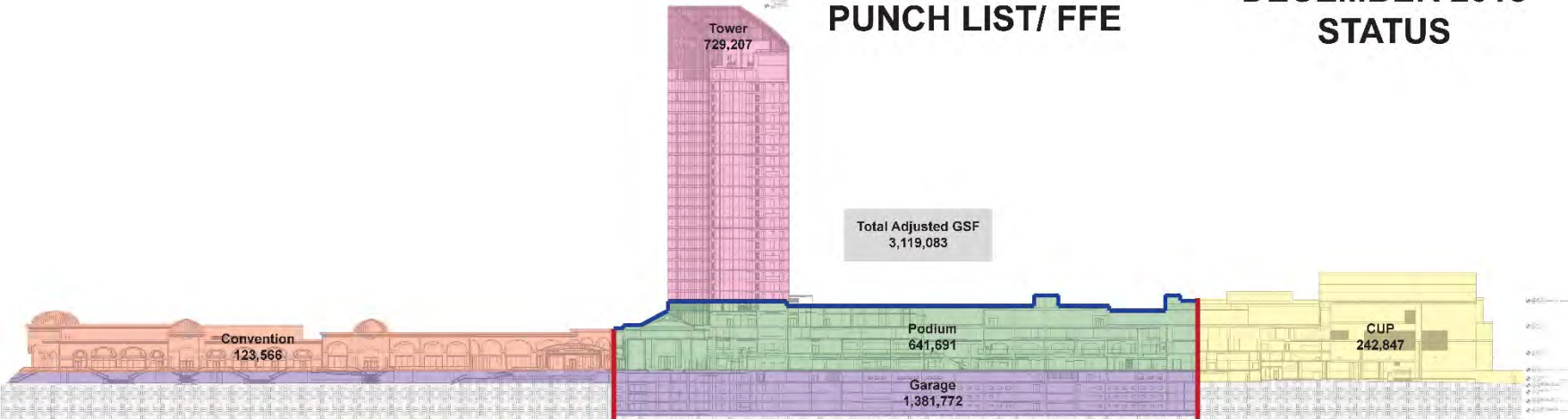
**PUNCH LIST**



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



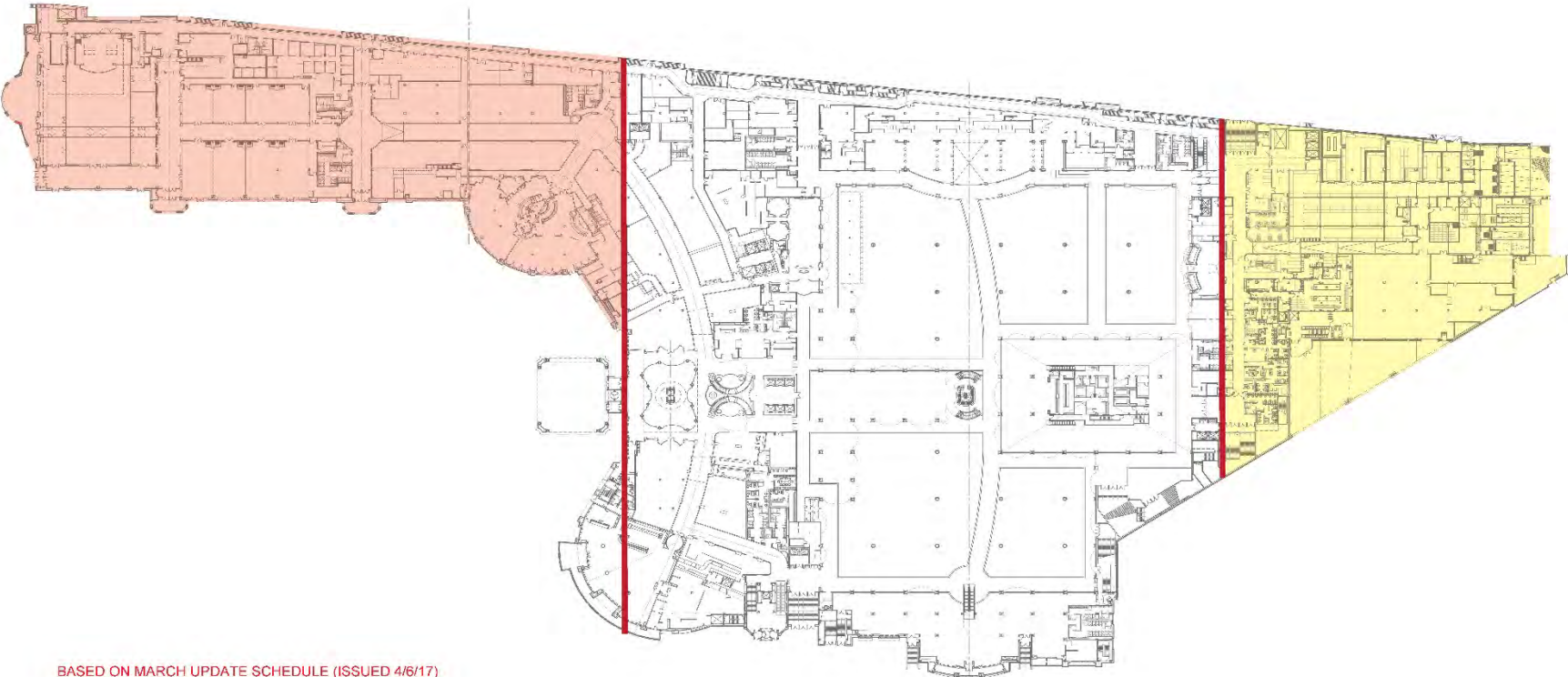
PUNCH LIST/ FFE



INTERIOR FIT OUT UNDERWAY

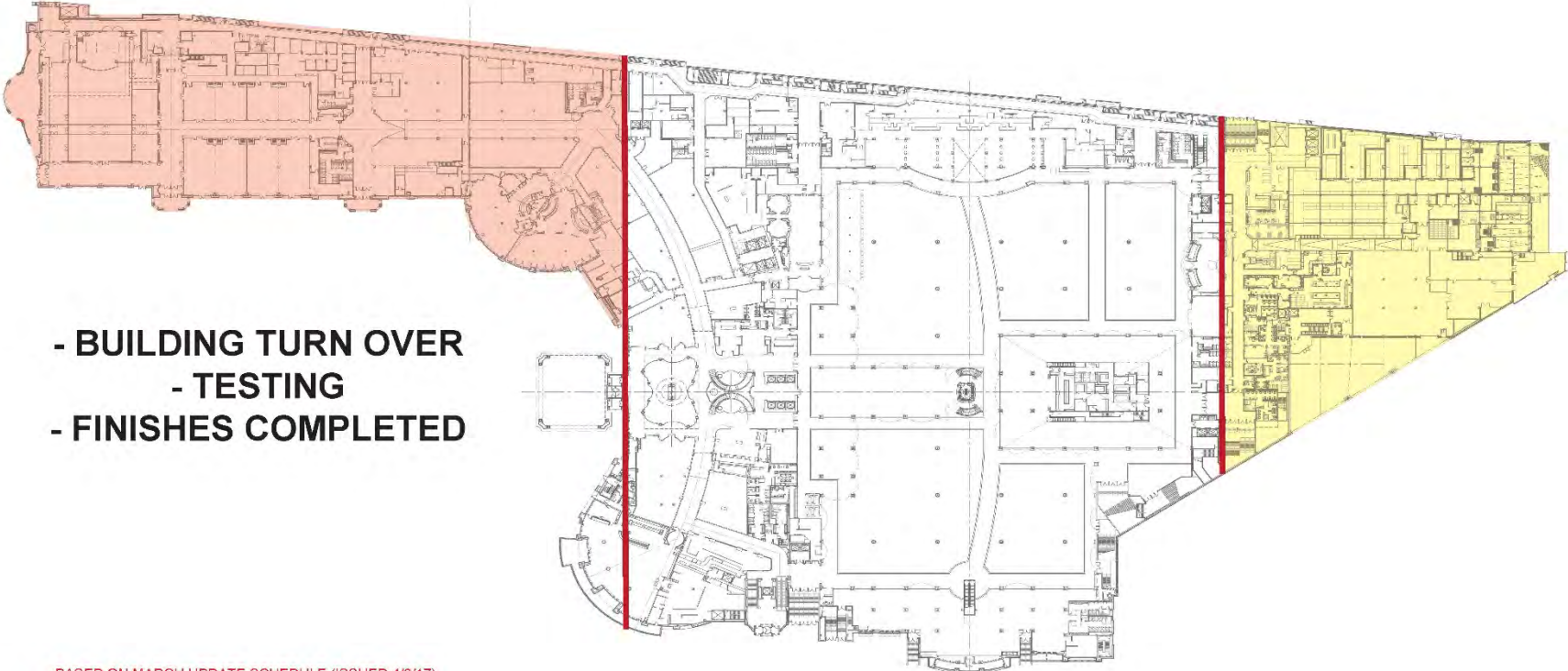
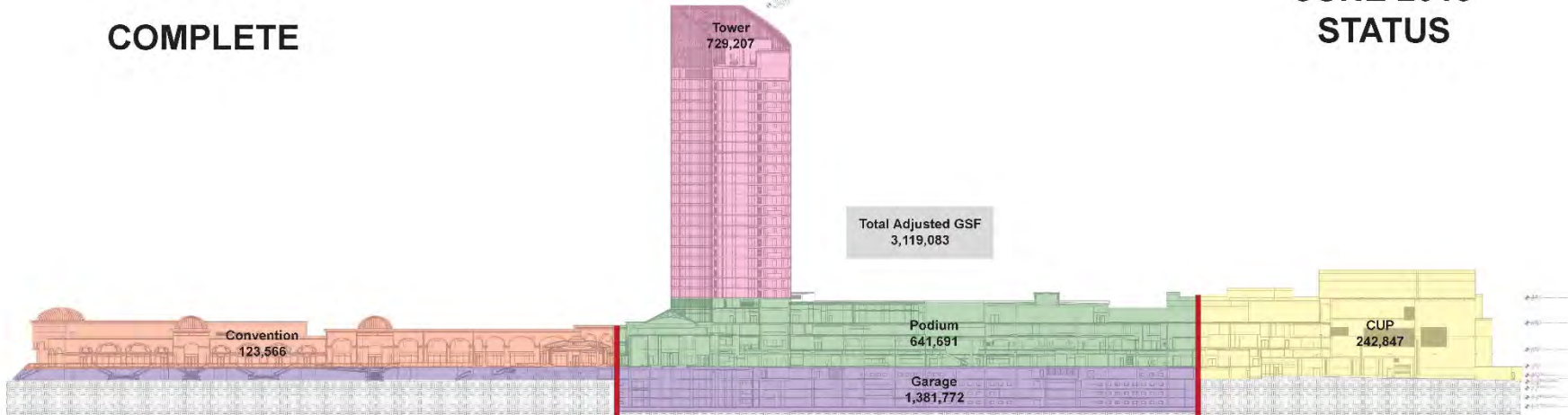
PUNCH LIST/ FFE

COMPLETE



**COMPLETE**

**JUNE 2019  
STATUS**



- BUILDING TURN OVER
- TESTING
- FINISHES COMPLETED

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

*Wynn* BOSTON HARBOR  
®

# Workforce Summary Report

**WYNN BOSTON HARBOR**  
**Construction Workforce Diversity**  
**Date Range: 9/2015 - 8/31/2017**

	AUGUST 2017										
			MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
LOCAL TRADE UNION	Total Hours	Total # Workers	# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Asbestos Workers Local 6	381.5	5	1	96.0	25.2%	1	96.0	25.2%	1	80.0	21.0%
Boilermakers Local 29	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	1,817.5	25	4	401.0	22.1%	1	120.0	6.6%	1	28.0	1.5%
Carpenters Local 107	426.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 108	379.0	2	2	379.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 111	721.0	8	4	332.0	46.0%	1	117.0	16.2%	0	0.0	0.0%
Carpenters Local 1305	1,072.0	10	4	466.0	43.5%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 218	7,463.0	52	14	2,268.0	30.4%	5	794.0	10.6%	4	687.0	9.2%
Carpenters Local 26	164.0	2	1	112.0	68.3%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 275	409.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 33	4,113.5	34	8	815.5	19.8%	2	297.0	7.2%	3	348.0	8.5%
Carpenters Local 40	423.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 424	282.0	2	0	0.0	0.0%	0	0.0	0.0%	1	120.0	42.6%
Carpenters Local 475	429.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 535	117.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 624	2,285.5	21	7	775.0	33.9%	2	155.0	6.8%	0	0.0	0.0%
Carpenters Local 67	1,929.5	15	7	628.0	32.5%	1	40.0	2.1%	1	112.0	5.8%
Carpenters Local 94	232.0	2	0	0.0	0.0%	0	0.0	0.0%	1	120.0	51.7%
Electricians Local 103 I.B.E.W.	9,821.5	106	25	2,235.0	22.8%	7	730.0	7.4%	3	263.0	2.7%
Electricians Local 104 I.B.E.W.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Elevator Constructors Local 4	867.8	12	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Floorcoverers Local 2168	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Iron Workers Local 7	11,591.0	181	48	3,886.5	33.5%	8	647.0	5.6%	15	1,011.5	8.7%
Laborers Local 133	208.5	3	1	40.0	19.2%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 138	346.5	3	2	276.0	79.7%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 14	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 1421 (Wreckers)	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 146	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 151	1,836.5	13	5	759.0	41.3%	1	169.5	9.2%	0	0.0	0.0%
Laborers Local 175	1,855.5	13	7	1,411.0	76.0%	0	0.0	0.0%	1	226.0	12.2%
Laborers Local 22	13,703.5	106	34	4,251.0	31.0%	14	2,014.0	14.7%	0	0.0	0.0%
Laborers Local 223	778.5	6	1	146.0	18.8%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 230	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 243	224.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 271	819.5	6	1	224.0	27.3%	0	0.0	0.0%	1	110.5	13.5%
Laborers Local 385	745.5	5	3	370.0	49.6%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 39	0.5	1	0	0.0	0.0%	0	0.0	0.0%	1	0.5	100.0%
Laborers Local 401	562.0	10	1	8.0	1.4%	1	160.0	28.5%	1	183.0	32.6%
Laborers Local 401E	146.5	1	0	0.0	0.0%	0	0.0	0.0%	1	146.5	100.0%
Laborers Local 429	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 455	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 473	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 547	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 560	926.0	8	3	175.0	18.9%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 596	16.0	2	1	8.0	50.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 609	848.0	11	5	301.5	35.6%	0	0.0	0.0%	1	50.0	5.9%
Laborers Local 610	510.0	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 611	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 665	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 675	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 721	387.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 876	5.5	1	1	5.5	100.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 88 (Tunnel Workers)	234.0	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 999	8.0	1	1	8.0	100.0%	0	0.0	0.0%	0	0.0	0.0%

	PROJECT TO DATE										
			MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
Total Hours	Total # Workers	# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%	
381.5	5	1	96.0	25.2%	1	96.0	25.2%	1	80.0	21.0%	
306.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
8,218.5	47	9	1,544.0	18.8%	1	451.5	5.5%	2	44.0	0.5%	
2,969.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
2,255.5	3	3	2,255.5	100.0%	0	0.0	0.0%	0	0.0	0.0%	
4,182.0	10	4	2,710.0	64.8%	1	149.0	3.6%	0	0.0	0.0%	
4,074.0	14	4	1,849.0	45.4%	0	0.0	0.0%	0	0.0	0.0%	
61,362.5	97	27	18,459.0	30.1%	9	7,044.5	11.5%	7	5,145.5	8.4%	
1,675.0	4	1	620.0	37.0%	0	0.0	0.0%	0	0.0	0.0%	
4,309.5	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
37,835.0	58	11	7,981.0	21.1%	3	1,865.0	4.9%	3	4,103.0	10.8%	
3,956.5	6	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
1,431.5	2	0	0.0	0.0%	0	0.0	0.0%	1	661.5	46.2%	
3,120.5	5	1	160.0	5.1%	0	0.0	0.0%	0	0.0	0.0%	
438.5	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
12,470.0	33	8	4,567.0	36.6%	2	886.0	7.1%	2	458.0	3.7%	
13,308.5	18	9	5,293.5	39.8%	1	56.0	0.4%	2	541.0	4.1%	
304.0	3	0	0.0	0.0%	0	0.0	0.0%	1	152.0	50.0%	
58,419.5	228	46	12,759.0	21.8%	10	4,196.0	7.2%	5	2,257.0	3.9%	
1,041.5	18	1	116.0	11.1%	1	112.0	10.8%	0	0.0	0.0%	
4,032.0	30	3	629.3	15.6%	1	49.0	1.2%	1	569.5	14.1%	
0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
149,581.3	397	105	40,827.5	27.3%	23	9,122.5	6.1%	20	12,841.5	8.6%	
2,261.5	9	2	336.5	14.9%	0	0.0	0.0%	0	0.0	0.0%	
2,021.0	10	2	1,689.0	83.6%	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%	
7,628.5	33	32	7,581.5	99.4%	4	1,412.0	18.5%	1	164.0	2.1%	
0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
19,502.0	31	6	7,111.0	36.5%	2	2,576.5	13.2%	0	0.0	0.0%	
13,395.0	25	9	8,972.0	67.0%	0	0.0	0.0%	1	1,313.0	9.8%	
170,744.9	329	100	54,544.0	31.9%	41	23,466.5	13.7%	9	4,150.0	2.4%	
17,099.5	31	10	4,986.5	29.2%	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%	
3,757.5	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
4,746.5	13	4	2,063.0	43.5%	0	0.0	0.0%	1	154.5	3.3%	
4,659.0	14	6	1,573.5	33.8%	0	0.0	0.0%	0	0.0	0.0%	
10.5	2	0	0.0	0.0%	0	0.0	0.0%	1	0.5	4.8%	
4,594.5	16	2	237.0	5.2%	1	468.0	10.2%	2	1,414.5	30.8%	
420.5	2	0	0.0	0.0%	0	0.0	0.0%	1	316.5	75.3%	
2,436.5	2	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%	
162.5	1	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%	
6,156.0	16	5	2,359.5	38.3%	0	0.0	0.0%	0	0.0	0.0%	
16.0	2	1	8.0	50.0%	0	0.0	0.0%	0	0.0	0.0%	
11,919.5	27	6	4,843.5	40.6%	0	0.0	0.0%	2	579.0	4.9%	
5,735.0	12	3	91.0	1.6%	0	0.0	0.0%	0	0.0	0.0%	
0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
3,870.5	8	2	67.5	1.7%	0	0.0	0.0%	0	0.0	0.0%	
2,161.5	10	2	2,022.5	93.6%	0	0.0	0.0%	0	0.0	0.0%	
17,479.0	40	5	1,864.0	10.7%	1	44.0	0.3%	1	641.5	3.7%	
8.0	1	1	8.0	100.0%	0	0.0	0.0%	0	0.0	0.0%	

AUGUST 2017											
LOCAL TRADE UNION	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Operating Engineers Local 4	5,856.0	59	9	1,124.5	19.2%	2	335.0	5.7%	8	997.5	17.0%
Painters & Allied Trades D.C. #35	455.0	9	1	4.0	0.9%	0	0.0	0.0%	0	0.0	0.0%
Piledrivers Local 56	1,563.0	16	1	125.0	8.0%	0	0.0	0.0%	2	146.0	9.3%
Pipe Fitters Local 537	2,384.0	18	3	472.0	19.8%	1	174.0	7.3%	1	174.0	7.3%
Plasterers & Cement Masons Local	2,102.5	34	5	259.0	12.3%	1	112.0	5.3%	0	0.0	0.0%
Plumbers & Gasfitters Local 12	7,126.5	57	7	812.0	11.4%	5	489.0	6.9%	6	792.0	11.1%
Roofers & Slaters Local 33	2,361.5	22	8	895.0	37.9%	2	336.0	14.2%	2	211.0	8.9%
Sheet Metal Workers Local 17	2,011.0	24	5	406.0	20.2%	1	8.0	0.4%	3	268.0	13.3%
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	2,055.5	18	4	460.0	22.4%	0	0.0	0.0%	2	266.5	13.0%
Teamsters Local 25	10.0	1	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%
<b>Total</b>	<b>95,020.3</b>	<b>954</b>	<b>234</b>	<b>24,934.5</b>	<b>26.2%</b>	<b>56</b>	<b>6,793.5</b>	<b>7.1%</b>	<b>60</b>	<b>6,341.0</b>	<b>6.7%</b>

**SUMMARY PERFORMANCE: PROJECT TO DATE**

	# Workers	Hours	Goal	Project to Date
Minority	540	247,496.3	15.3%	25.7%
Female	137	68,652.5	6.9%	7.1%
Veteran	117	65,958.0	3.0%	6.9%

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	%	
181,996.0	305	46	29,016.0	15.9%	12	11,250.0	6.2%	24	20,024.5	11.0%	
1,364.0	20	3	33.0	2.4%	0	0.0	0.0%	0	0.0	0.0%	
38,643.0	98	8	4,829.5	12.5%	8	1,775.0	4.6%	9	4,895.5	12.7%	
8,912.0	25	4	1,888.0	21.2%	1	471.0	5.3%	1	471.0	5.3%	
15,893.5	109	15	1,660.5	10.4%	3	200.0	1.3%	2	118.5	0.7%	
20,446.5	87	13	4,658.0	22.8%	8	1,758.0	8.6%	9	2,932.0	14.3%	
5,855.5	38	11	2,212.0	37.8%	2	817.0	14.0%	2	412.5	7.0%	
5,497.0	32	5	1,351.5	24.6%	1	387.0	7.0%	3	397.0	7.2%	
0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	
6,974.0	21	4	1,623.0	23.3%	0	0.0	0.0%	2	1,112.5	16.0%	
26.0	3	0	0.0	0.0%	0	0.0	0.0%	1	8.0	30.8%	
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%	
<b>962,073.2</b>	<b>2,369</b>	<b>540</b>	<b>247,496.3</b>	<b>25.7%</b>	<b>137</b>	<b>68,652.5</b>	<b>7.1%</b>	<b>117</b>	<b>65,958.0</b>	<b>6.9%</b>	

Wynn Everett: Totals for Access and Opportunity Goals as of 8/31/2017 -- 962,073.2 Hours Completed

