



## 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, September 13, 2016 10:30 AM-12:30 PM**  
Springfield Technical Community College, Scibelli Hall, 1 Armory Square, Springfield, MA 01105

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

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**INTRODUCTION** – Dr. John B. Cook – President of Springfield Technical Community College

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**APPROVAL OF THE MINUTES**

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**REPORT:**

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

**Chelan Brown, Diversity Specialist**  
Construction & Operations

**Jason Rosewell**  
Executive Director of Design and Construction

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**COMMITTEE MEMBER DISCUSSION**

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**COMMUNITY INPUT**

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**REPORT:**

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

**Jennie Peterson**  
Manager, Development

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**COMMITTEE MEMBER DISCUSSION**

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**COMMUNITY INPUT**

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**Next MGC Access and Opportunity Committee Meeting**  
**October 11, 2016**


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

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**ADJOURN**

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)

9/7/16  
(date)

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

**Date Posted to Website:** September 8, 2016 at 4:00 p.m.



Massachusetts Gaming Commission

101 Federal Street, 12<sup>th</sup> Floor, Boston, Massachusetts 02110 | TEL 617.979.8400 | FAX 617.725.0258 | [www.massgaming.com](http://www.massgaming.com)



**MassGaming Access and Opportunity Committee  
Meeting Minutes**

**August 9<sup>th</sup>, 2016, 10:30 am – 12:30 pm**

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

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**Call to Order/Introductions** **10:33 am**  
The meeting was called to order by MassGaming’s Director of Workforce, Supplier and Diversity Development, Jill Griffin. Committee member and guest introductions followed.

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**Approval of the Minutes** **10:40 am**  
Minutes unanimously approved.

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**Compliance Update** **10:41 am**  
MGC Construction Project Oversight Manager made introductions and spoke of role with the MGC.

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**Reports:**

**Wynn Boston Harbor** **10:49 am**  
Presented by: Jennie Peterson, Project Manager

- Design: M/W/VBE Participation – Awarded contracts as of 7/31/2016
  - MBE: 7.9% (Goal: 7.9%)
  - WBE: 4.7% (Goal: 10.0%)
  - VBE: 6.5% (Goal: 1.0%)
- Design & Construction Outreach
  - Bi-weekly email communications sent to local Chambers of Commerce, diverse business group partners: Supplier Diversity Office, GNEMSDC, Mass Minority Contractors Association, Center for Women & Enterprise, and the Hispanic American Institute.
  - 7/13: Launched outreach campaign for Suffolk Trade Partnership Series.
  - 7/26: Mass Minority Contractors Association Members Meeting.
  - 8/2: Hispanic American Institute Outreach event targeting uncertified, diverse-owned businesses. Co-hosted by the North Shore Latino Business Association, Chelsea Chamber of Commerce, Social Capital Inc.
  - Ongoing communication about upcoming bid opportunities, providing prime subcontractors with list of lower tiered sub-contractors (M/W/VBE and local companies and suppliers).

- A Suffolk representative spoke about the fall Suffolk Trades Partnership Series, which is accepting applications until August 12<sup>th</sup>.
  - The Suffolk representative fielded questions about the Series and its components.
- Wynn’s Project Manager discussed the website “DiverseMA.work”, organized by the Hispanic American Institute, which helps streamline the certification process and steps to working on the Wynn site.
- Construction: M/W/VBE Participation – Awarded contracts as of 7/31/2016
  - MBE: 5.7% (Goal: 5.0%)
  - WBE: 4.3% (Goal: 5.4%)
  - VBE: 0.8% (Goal: 1.0%)
- Construction Workforce Participation: (As of 7/31/2016)
  - Minority: 18.4% (Goal: 15.3%)
  - Women: 7.3% (Goal: 6.9%)
  - Veteran: 7.3% (Goal: 3.0%)
- Construction Workforce Outreach
  - Suffolk’s Compliance Officer spoke of ongoing meetings with sub-contractors to emphasize diversity goals and meetings to address compliance issues with union representation present.
  - Suffolk’s Compliance Officer also spoke of the creation of a dedicated phone line for compliance and the availability of office hours.
  - Ongoing outreach and work with community partners and Career Centers, including monthly reminders about upcoming Building Trades Apprenticeship Opportunities. Continuing referrals for career seekers to apprenticeship programs and on-site sub-contractors.
  - Centralized Sub-Contractor Outstanding Performers Incentive Program to recognize and reward top sub-contractor diversity performance on a quarterly basis.
  - 7/18: Building Pathways information session at Everett City Hall.
  - 7/20: Massachusetts Girls in Trades annual planning summit.
  - 7/21: Met with Somerville Community Development Corporation to discuss ways to connect local residents with careers in the trades.
  - 7/29-31: Sponsored Puerto Rican Festival of Massachusetts; provided community members with information about job and business opportunities.
  - Wynn’s Project Manager mentioned job fairs that will be held on September 10<sup>th</sup> and 11<sup>th</sup> and September 17<sup>th</sup> and 18<sup>th</sup>.
- Construction Look-Ahead
  - Wynn was granted the Chapter 91 license, with full clearance to start construction. This will allow for larger volume of contracts and hiring going forward.

- A community member asked about job fair held in other Boston neighborhoods, such as Roxbury and Dorchester. Wynn's Project Manager said that though there will be a job fair in Charlestown, she agreed that it would be a good idea to expand.
- A committee member asked about any partnership Wynn has with Madison Park High School. Wynn's Project Manager said they have an ongoing dialogue with the school and will continue to communicate opportunities.
- A community member was encouraged by Wynn's sponsorship of the Puerto Rican Festival and encouraged Wynn to continue that type of outreach, especially by remaining aware of events through local community newspapers. The community member also suggested communicating through local community religious institutions.
- Wynn's Project Manager welcomed any suggestions about places to spread the word regarding opportunities.
- A community member noted that there was not much outreach to the veteran community. Wynn's Project Manager said all of the bi-weekly emails go out to various veteran groups, but Wynn would like to make a more organized outreach effort to veterans, including a possible event.
- A community member emphasized a need for a gender component in outreach to veterans. The member also commended Wynn's Project Manager's implementation of best practices, but drew attention to women's workforce numbers that decreased since June.
- A committee member asked tradeswomen guests to stand up and encouraged contractors present to connect with the tradeswomen.
- A committee member said that he and other groups would be able to help Wynn connect with other cultural groups.
- A community member mentioned that Wynn has referred to the compliance percentages as "floors" as opposed to "goals" and asked for their spreadsheets and PowerPoint to reflect that terminology.
- A committee member commended Wynn's numbers, specifically because of how early in their project timeline they are. She also suggested a best practice used in Illinois, which is a bid credit system for sub-contractors who go above and beyond compliance requirements. She also asked if Suffolk's Compliance Officer could make an informational flier with her number and office hours to use for dissemination.
- A committee member suggested the women's committee of the Massachusetts Building Congress as a contact for Wynn.

## **MGM Springfield**

**11:35 am**

Presented by: Chelan Brown, Diversity Specialist: Construction & Operations

- Outreach to MBE, WBE and VBE Companies
  - Met with 7 companies that were either suppliers or vendors of construction-related goods, services, and materials, and added to a list to share with local sub-contractors and Tishman.
- Outreach to local Community Groups/Organizations/Departments

- Met 1-on-1 with 5 organizations in Springfield, MA.
- Community Partners Network
  - A separate committee is looking at membership policies due to the large growth of the network.
  - July 11, 2016: Meeting with MGM Construction Team: attended by 16 community partners; MGM Springfield shared current diversity workforce numbers; CPN Steering Committee gave update on infrastructure items.
    - Established sub-committees/action teams of CPN partners to hold meetings/do necessary work after bi-weekly CPN meetings.
    - Teams include: Steering Action Team; Basic Eligibility Action Team; Support Services/Work Readiness Action Team; Advocacy in Construction Action Team; Defining “Success” Action Team; Temp. Membership Action Team.
    - Pam Howland of Community Works updated on new Basic Eligibility Screening Team of CPN partners.
    - Fiore Grassetti (Ironworkers Local #7) spoke about local advocacy issues and work regarding construction, diversity, and Project Labor Agreements.
    - Discussed ways to mitigate challenges.
  - July 26, 2016: MGM Springfield Construction Site tour for CPN.
- Union Partnership & Outreach
  - Continued meetings and discussions with local trade unions to include: assistance with targeted diversity recruitment; partnerships on outreach events; challenges of new union members; sharing the MGM labor pool of eligible diverse union members seeking work.
- Union Referral System Update
  - Continued referrals and tracking of new diverse union applicants in their union application process.
  - 4 new diverse individuals were accepted into local trade unions and are ready to work.
- Other Diversity Work & Outreach/Events
  - July 2016 & On-Going: Sub-Contractor Diversity Kick Off Meetings: Workforce & Commitments Review
  - July 13, 2016: MGM Springfield Construction Outreach Session: Diverse MEP Suppliers/Vendors
  - July 28, 2016: MGM Springfield Construction Outreach Session: General Contractors for 95 & 101 State St.
  - August 2016: Diversity Task Force Meeting
  - August 2016: MGM Community Partners Network Meeting
  - August 2016: MGM Springfield Construction Outreach Session: Diverse/Non-Diverse Paint & Drywall Contractors
  - August 18-21, 2016: 2016 Sponsor of The Wall That Heals
- Upcoming Outreach Events/Dates

- MGM Springfield Community Partners Network Trainings:
    - August 29-30, 2016: OSHA 10 Training & Certification
    - September 2016: “A Day In The Life of A Union Tradesperson” Information Session Work – Readiness Training & Certification
    - October 2016: “A Day In The Life of A Union Tradesperson” Information Session Work – On-the-Job Conflict Resolution Workshop
    - November 2016: “A Day In The Life of A Union Tradesperson” Information Session – Financial Literacy Workshop
- Union Construction Workforce: Through 7/28/2016
  - Women: 7.86% (Goal: 6.90%)
  - Minority: 37.10% (Goal: 15.30%)
  - Veteran: 8.01% (Goal: 8.00%)
- Total Construction Workforce: Through 7/28/2016
  - Women: 9.71% (Goal: 6.90%)
  - Minority: 28.17% (Goal: 15.30%)
  - Veteran: 9.33% (Goal: 8.00%)
- Workforce 3 – Month Look Ahead
  - Work in Progress – Water/Sewer Infrastructure
  - Work in Progress – Temp Power Infrastructure for Tower Crane
  - Work in Progress – Garage Foundations
  - Work in Progress – Underground MEP for Garage
  - Work in Progress—Zorzi Lot Site Prep
  - Work in Progress—Union Chandler Façade Preservation/Demo
  - Work in Progress—Systems Separation 95/101 State
  - Work in Progress—Hotel-Podium Foundations
  - Work in Progress—Generator Switch Gear Area
  - Work in Progress –Dave’s Furniture Abatement & Demo
  - Work in Progress – Water Retention Basin
  - Work in Progress – Underground MEP Hotel Podium
  - Sept. 2016—Tower Crane Erection
  - Sept. 2016—Pre-cast Garage Elements
  - Sept. 2016—Concrete Slab on Grade for Podium
  - Sept. 2016—Garage Erection
  - Oct. 2016—Steel Erection for Hotel Podium
- Design & Construction Commitments: Through 7/31/2016
  - WBE: 13.5% (Goal: 10.0%)
  - MBE: 6.5% (Goal: 5.0%)
  - VBE: 6.4% (Goal: 2.0%)
- Design & Consulting Commitments: Through 7/31/2016
  - WBE: 12.3% (Goal: 10.0%)
  - MBE: 11.3% (Goal: 5.0%)
  - VBE: 2.9% (Goal: 2.0%)
- Construction Commitments: Through 7/31/2016
  - WBE: 13.8% (Goal: 10.0%)

- o MBE: 5.6% (Goal: 5.0%)
- o VBE: 7.1% (Goal: 2.0%)

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**Committee Member Comments and Discussion****12:00 pm**

- Dir. Griffin asked MGM's Diversity Specialist to clarify the color coding of the list of diverse construction companies. MGM's Diversity Specialist clarified that the green highlighted companies had worked onsite and been paid as of June 30, 2016.
- A community member commended MGM on their report. Dir. Griffin added that last month, it was noted that both applicants had been working very hard.
- A committee member asked for MGM to clarify the role of Tishman in diversity efforts. MGM's Diversity Specialist explained that a Tishman representative attends many community and diversity meetings and focuses on compliance on the contracting and workforce side.
- The committee member noted that there were no women at Tishman in July. Tishman's representative said that their work has been reduced, and a woman who worked for Tishman shifted to working for a sub-contractor.
- The committee member mentioned possible reasons of why WBEs have low numbers of women and encouraged MGM and Tishman to aggressively work with WBEs to encourage them to hire woman. The committee member extended that suggestion to encouraging sub-contractors with low numbers of women to raise their numbers and penalizing those who do not.
- A committee member asked if there is a particular process that allows MGM to look at local companies and get them involved, as opposed to companies from other states. MGM's Diversity Specialist responded that all bids have to be competitive, but whenever possible, MGM is focused on using local companies.
- A committee member asked what the "Day In the Life of a Tradesperson" trainings will look like. MGM's Diversity Specialist said that they are still developing the agendas, but unions will be involved in curriculum, in particular women and minority union members who will speak about their experiences.
- A committee member asked about MGM/Tishman's lack of a walk-on process. The member said that only having an online application is not following best practices and could shut out the very people they hope to recruit. The committee member said she would share a protocol document on best practices for walk-on applications.
- A committee member mentioned that Wynn has estimations for total project hours, and asked if MGM had similar numbers. The Tishman representative said that she would send those numbers to the member.
- A community member asked if there was data on the dollar amount of contracts awarded to state vs. out of state companies. MGM's Diversity Specialist said that there is no data at the moment, but she would talk with others at MGM about getting those numbers.
- A committee member noted that the management minority numbers are

significantly less than workforce minority numbers. She said it would seem that there is an obstacle to minorities gaining management positions and encouraged MGM to look into that.

- The committee member also said that the growing numbers of women in the trades shows that there has been traction in the past four years towards tradeswoman number goals. The member also said that despite this, more work is needed in Western and Central Massachusetts. She also extended an open invitation to Policy Group on Tradeswomen’s Issues meetings.
- A committee member said that driving gender diversity drives racial diversity, though the reverse is not true. She emphasized that these particular jobs are the gateway to vulnerable communities.

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**Meeting Adjourned**

**12:19 pm**

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<b>Committee Members and Supporting Committee/Staff</b>	<b><u>Attendees</u> Members of the Community and Guests</b>	<b>Remote Attendees</b>
Jill Lacey Griffin	Darrell LeMar	Maureen Carney
Bruce Stebbins	Mukiya Baker-Gomez	Seth Stratton
Lloyd Macdonald	Eyon Lozanne	
Chelan Brown	Maggie Drouineaud	
Mei-Ling Rodriguez	Allison Cornelio	
Laura Piscopo	Jayci A. Mooney	
John Fitzpatrick	Julie A. Boucher	
Keith Greenaway	Elizabeth DeAlmeida	
Tameka Moss	Yusef Liban	
Chris King	Emily Earll	
Ny Mahasadeth	Terri Brady	
Hadley Price	Sabrina Jackson	
Brian Doherty	Todd Bida	
Mary Vogel	Iliana Panameño	
Lisa Clauson	Charles Cofield	
Shelley Webster	Carol Thomas	
Jennie Peterson	Chuck Turner	
Brian McPherson	Carline Powell	
Susan Moir	René Mardones	
Liz Skidmore	Weezy Waldstein	
Joseph Delaney	Beatrice Agosto	
Alberto Calvo	Martin Sanchez	
Priscilla Flint-Banks		

### **List of Documents and Other Items Used**

- MGC Access and Opportunity Committee, Notice of Public Meeting and Agenda dated August 3, 2016
- July 12, 2016 MGC Access and Opportunity Committee Meeting Minutes
- Wynn Boston Harbor Access & Opportunity Committee Monthly Update May PowerPoint Presentation dated August 9, 2016
- Wynn Boston Harbor – Construction Workforce Diversity as of: July 26, 2016
- Suffolk Construction Information Packet
- MGM Springfield Access and Opportunity Committee PowerPoint Presentation dated August 9, 2016
- MGM Springfield Workforce Company Union Hours Diversity Report – Construction as of: July 28, 2016
- Suffolk Construction Fall 2016 Trades Partnership Series Handout dated July 12, 2016

**MGM Springfield**  
**Workforce Diversity Report (By Company)**  
As of: August 31, 2016

Reference	Company	This Month's Workforce Diversity Statistics								Project To Date Workforce Diversity Statistics							
		Employee Count	This Month's Total Hours	Women		Minority		Veteran		Employee Count	Project To Date Total Hours	Women		Minority		Veteran	
				Hours	%	Hours	%	Hours	%			Hours	%	Hours	%	Hours	%
1	Acraom Masonry Enterprises, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	1,548.50	0.00	0.00%	824.50	53.25%	0.00	0.00%
2	AeroClean	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	1,740.00	0.00	0.00%	847.50	48.71%	0.00	0.00%
3	Allied Fire Protection, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,354.00	0.00	0.00%	256.00	18.91%	0.00	0.00%
4	American Environmental, Inc.	7	216.00	0.00	0.00%	136.00	62.96%	0.00	0.00%	166	26,029.75	1,530.00	5.88%	22,961.25	88.21%	288.50	1.11%
5	Ayotte & King For Tile, Inc	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	24	450.50	0.00	0.00%	4.00	0.89%	0.00	0.00%
6	Bay Crane Northeast	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	10.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
7	Bay State Elevator Co.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	8	315.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
8	BECO Electrical Contractors, Inc.	1	2.00	0.00	0.00%	0.00	0.00%	2.00	100.00%	11	3,433.50	0.00	0.00%	1,116.50	32.52%	2,088.00	60.81%
9	Berkshire Concrete Cutting	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	24.50	0.00	0.00%	0.00	0.00%	7.50	30.61%
10	Champlain Masonry, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	36	5,090.75	100.00	1.96%	1,965.00	38.60%	679.50	13.35%
11	Chandler Architectural Products	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	455.50	0.00	0.00%	53.00	11.64%	64.00	14.05%
12	CK Flooring Solutions, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	8	231.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
13	Coghlin Electrical Contractors, Inc.	5	552.00	0.00	0.00%	0.00	0.00%	96.00	17.39%	5	818.00	0.00	0.00%	0.00	0.00%	96.00	11.74%
14	Collins Electrical	17	1,372.50	124.00	9.03%	18.00	1.31%	111.00	8.09%	29	5,102.50	1,006.50	19.73%	573.50	11.24%	1,194.50	23.41%
15	Commonwealth Guardrail, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	17	690.00	4.00	0.58%	69.00	10.00%	0.00	0.00%
16	Connecticut Drywall Finishing, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	20	1,335.50	0.00	0.00%	158.50	11.87%	0.00	0.00%
17	Conte Company, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	24.00	0.00	0.00%	0.00	0.00%	8.00	33.33%
18	EDM Construction, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	103.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
19	EF Corcoran Plumbing & Heating, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	16.00	16.00	100.00%	0.00	0.00%	0.00	0.00%
20	Evermore Light and Power, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	613.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
21	Federal Concrete, Inc.	35	2,183.00	150.00	6.87%	463.00	21.21%	173.50	7.95%	51	12,912.00	1,118.50	8.66%	2,819.50	21.84%	982.00	7.61%
22	Folan Waterproofing & Construction	3	80.00	0.00	0.00%	24.00	30.00%	0.00	0.00%	3	80.00	0.00	0.00%	24.00	30.00%	0.00	0.00%
23	Fontaine Bros, Inc.	1	24.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	41	5,500.00	568.00	10.33%	2,016.00	36.65%	0.00	0.00%
24	Food Equipment Installation, Inc.	-	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%
25	Frisoli Electric Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	299.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
26	Gagliarducci Construction, Inc.	4	13.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	47	4,262.50	635.00	14.90%	709.50	16.65%	796.50	18.69%
27	Harry Grodsky & Co.	4	308.50	0.00	0.00%	114.00	36.95%	0.00	0.00%	33	6,244.50	322.50	5.16%	308.00	4.93%	0.00	0.00%
28	Hayward Baker Inc.	8	246.00	0.00	0.00%	18.00	7.32%	0.00	0.00%	26	3,386.50	306.50	9.05%	1,170.50	34.56%	0.00	0.00%
29	Cyn Environmental Services	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	24.00	0.00	0.00%	24.00	100.00%	0.00	0.00%
30	JDC Demolition	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	2,802.00	202.00	7.21%	416.00	14.85%	40.00	1.43%
31	JRL Construction, Inc.	14	1,590.00	118.00	7.42%	228.50	14.37%	369.50	23.24%	40	12,209.75	1,483.00	12.15%	5,008.50	41.02%	1,856.75	15.21%
32	L.K. Sheet Metal, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	2,925.50	294.00	10.05%	0.00	0.00%	0.00	0.00%
33	Langan Insulation LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	568.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
34	Marr Scaffold	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	503.00	0.00	0.00%	147.00	29.22%	0.00	0.00%
35	Marguerite Concrete	2	13.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	110.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
36	Medeiros Hydroseeding & Landscape Construction, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	17.00	0.00	0.00%	11.00	64.71%	0.00	0.00%
37	Moran Sheet Metal, Inc.	1	5.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	120.50	0.00	0.00%	24.00	19.92%	0.00	0.00%
38	New England Foundation Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	20	2,727.00	0.00	0.00%	587.50	21.54%	0.00	0.00%
39	Northeast Steel Erectors	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	1,335.00	34.00	2.55%	183.00	13.71%	393.00	29.44%
40	Northeastern Steel Corporation	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	64.00	9.00	14.06%	50.00	78.13%	0.00	0.00%
41	Northern General	26	2,268.00	126.50	5.58%	297.00	13.10%	45.00	1.98%	64	15,368.00	863.50	5.62%	2,360.00	15.36%	107.00	0.70%
42	P. Gioioso & Sons Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	834.50	114.50	13.72%	0.00	0.00%	0.00	0.00%
43	Palmer Paving Corporation	19	95.00	10.00	10.53%	8.00	8.42%	0.00	0.00%	42	469.50	15.50	3.30%	8.00	1.70%	0.00	0.00%
44	Performance Testing & Balancing, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	64.00	0.00	0.00%	0.00	0.00%	38.00	59.38%
45	Professional Drywall Construction Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	64	3,793.50	196.50	5.18%	776.50	20.47%	347.00	9.15%
46	Regis Steel Corp	20	966.00	92.00	9.52%	304.00	31.47%	125.00	12.94%	24	1,634.00	92.00	5.63%	464.00	28.40%	133.00	8.14%
47	RoadSafe Traffic Systems	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	25.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
48	S & F Concrete Contractors, Inc.	42	2,279.00	82.50	3.62%	562.00	24.66%	173.00	7.59%	73	6,193.50	281.50	4.55%	1,537.50	24.82%	486.00	7.85%
49	Safespan	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	356.00	0.00	0.00%	56.00	15.73%	0.00	0.00%
50	Save-On-Wall Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	290.50	45.00	15.49%	45.00	15.49%	8.00	2.75%
51	Security Construction Services, Inc. d/b/a: Security Fence Co.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	14	3,866.00	300.00	7.76%	1,233.25	31.90%	40.00	1.03%
52	Soep Painting Corp	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	1,475.50	0.00	0.00%	6.00	0.41%	0.00	0.00%
53	Stamford Wrecking	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,189.00	76.00	6.39%	122.00	10.26%	74.00	6.22%
54	Superior Caulking & Waterproofing Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	193.00	0.00	0.00%	155.50	80.57%	0.00	0.00%
55	T & M Equipment Corporation	24	2,321.00	205.00	8.83%	363.50	15.66%	132.00	5.69%	50	14,010.05	1,137.50	8.12%	2,919.05	20.84%	515.00	3.68%
56	Tech Valley Contracting, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	8	2,018.00	206.00	10.21%	0.00	0.00%	0.00	0.00%
57	Tishman	4	800.00	0.00	0.00%	200.00	25.00%	200.00	25.00%	10	11,160.00	1,840.00	16.49%	2,400.00	21.51%	4,320.00	38.71%
58	Titan Roofing Company	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	38	1,720.50	0.00	0.00%	201.00	11.68%	138.00	8.02%
59	T.J. Conway Company	8	524.00	0.00	0.00%	112.00	21.37%	0.00	0.00%	26	2,291.50	0.00	0.00%	575.00	25.09%	0.00	0.00%
60	Triton Leasing and Rental, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	34	3,187.50	0.00	0.00%	1,547.50	48.55%	0.00	0.00%
61	Ultimate Abatement Company, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	35	7,914.00	1,116.00	14.10%	7,914.00	100.00%	0.00	0.00%

**MGM Springfield**  
**Workforce Diversity Report (By Company)**  
As of: August 31, 2016

Reference	Company	This Month's Workforce Diversity Statistics								Project To Date Workforce Diversity Statistics							
		Employee Count	This Month's Total Hours	Women		Minority		Veteran		Employee Count	Project To Date Total Hours	Women		Minority		Veteran	
				Hours	%	Hours	%	Hours	%			Hours	%	Hours	%	Hours	%
62	Universal Electric Co.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	18	5,635.00	556.50	9.88%	1,284.50	22.80%	394.00	6.99%
63	William Roberts Electric Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	292.50	0.00	0.00%	93.00	31.79%	0.00	0.00%
64	Willow Tree Outdoor, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	261.50	0.00	0.00%	105.50	40.34%	0.00	0.00%
65	Wolfe House Movers, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	1,194.50	0.00	0.00%	306.00	25.62%	228.00	19.09%
66	Wolverine Fire Protection Co	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	276.00	0.00	0.00%	96.00	34.78%	0.00	0.00%
67	Worcester Elevator Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	12.00	0.00	0.00%	0.00	0.00%	6.00	50.00%
<b>Total - Unions</b>		<b>245</b>	<b>15,858.50</b>	<b>908.00</b>	<b>5.73%</b>	<b>2,848.00</b>	<b>17.96%</b>	<b>1,427.00</b>	<b>9.00%</b>	<b>1,299</b>	<b>191,316.80</b>	<b>14,469.50</b>	<b>7.56%</b>	<b>66,532.55</b>	<b>34.78%</b>	<b>15,328.25</b>	<b>8.01%</b>
68	On-Site Design / Management	93	7,633.40	1,264.50	16.57%	1,024.30	13.42%	770.50	10.09%	168	78,898.60	11,107.50	14.08%	6,271.80	7.95%	9,462.50	11.99%
<b>Total</b>		<b>338</b>	<b>23,491.90</b>	<b>2,172.50</b>	<b>9.25%</b>	<b>3,872.30</b>	<b>16.48%</b>	<b>2,197.50</b>	<b>9.35%</b>	<b>1,467</b>	<b>270,215.40</b>	<b>25,577.00</b>	<b>9.47%</b>	<b>72,804.35</b>	<b>26.94%</b>	<b>24,790.75</b>	<b>9.17%</b>

Totals - Overall			
Group	Project Goals	Project To Date	Delta
Women	6.90%	9.47%	2.57%
Minority	15.30%	26.94%	11.64%
Veteran	8.00%	9.17%	1.17%

**Notes:**

- (1) Statistics include all workforce reports that were received by MGM as of August 31, 2016.
- (2) The total number of unique union workers that have worked on site is approximately 1,231. The 1,299 union workers identified above includes workers that have worked for multiple companies.

**MGM Springfield**  
**Workforce Diversity Report (By Union)**  
**As of: August 31, 2016**

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	%
1	AFSCME Local #230	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	48.00	0.00	0.00%	48.00	100.00%	0.00	0.00%
2	Asbestos Workers #6	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	26	2,864.50	0.00	0.00%	1,483.50	51.79%	0.00	0.00%
3	Boston Plasters' & Cement Masons' - Asphalt Layers' Union #534	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	25.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
4	Bricklayers Local #1	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	447.00	0.00	0.00%	11.00	2.46%	0.00	0.00%
5	Bricklayers Local #3	3	80.00	0.00	0.00%	24.00	30.00%	0.00	0.00%	62	6,189.50	206.00	3.33%	1,510.00	24.40%	679.50	10.98%
6	Carpenters - Local #108	47	3,344.00	232.50	6.95%	712.00	21.29%	247.00	7.39%	172	24,693.50	1,680.00	6.80%	6,451.00	26.12%	4,566.50	18.49%
7	Carpenters Local #107	1	200.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	1,160.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
8	Carpenters Local #210	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	16.00	0.00	0.00%	0.00	0.00%	8.00	50.00%
9	Carpenters Local #33	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	160.00	45.00	28.13%	0.00	0.00%	0.00	0.00%
10	Carpenters Local #475	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	39.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
11	CT Bricklayers #1	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	24.00	0.00	0.00%	24.00	100.00%	0.00	0.00%
12	Floorcoverers Local #2168	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	304.50	0.00	0.00%	4.00	1.31%	0.00	0.00%
13	International Association of Iron Workers Local #7	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	19	1,751.00	43.00	2.46%	315.00	17.99%	597.00	34.09%
14	International Brotherhood of Electrical Workers - IBEW Local #455	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	112.25	50.75	45.21%	112.25	100.00%	0.00	0.00%
15	International Brotherhood of Electrical Workers - IBEW Local #7	23	1,926.50	124.00	6.44%	18.00	0.93%	209.00	10.85%	73	16,258.00	1,563.00	9.61%	3,099.50	19.06%	3,772.50	23.20%
16	International Union of Elevator Constructors Local #41	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	327.00	0.00	0.00%	0.00	0.00%	6.00	1.83%
17	International Union of Operating Engineers - IUOE Local #4	6	345.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	34	3,933.00	0.00	0.00%	82.00	2.08%	40.00	1.02%
18	International Union of Operating Engineers - IUOE Local #5	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	9.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
19	International Union of Operating Engineers - IUOE Local #98	32	1,954.50	10.00	0.51%	132.00	6.75%	0.00	0.00%	109	16,953.05	338.00	1.99%	1,748.55	10.31%	970.50	5.72%
20	International Union of Painters and Allied Trades - IUPAT District #11	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	125.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
21	International Union of Painters and Allied Trades - IUPAT Local #1333	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	306.50	0.00	0.00%	29.00	9.46%	64.00	20.88%
22	Iron Workers District Council of New England	27	1,323.50	92.00	6.95%	490.00	37.02%	125.00	9.44%	36	3,696.50	164.00	4.44%	1,476.00	39.93%	133.00	3.60%
23	Laborers' District Council	4	52.00	0.00	0.00%	18.00	34.62%	0.00	0.00%	11	1,731.00	0.00	0.00%	728.00	42.06%	0.00	0.00%
24	Laborer's International Union of North America - LIUNA Building Wreckers Local #1421	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	152	24,027.75	1,360.75	5.66%	22,877.25	95.21%	0.00	0.00%
25	Laborers Local #22	9	501.50	0.00	0.00%	58.00	11.57%	90.50	18.05%	17	3,966.00	0.00	0.00%	358.50	9.04%	465.00	11.72%
26	Laborers Local #223	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	108.00	0.00	0.00%	54.00	50.00%	0.00	0.00%
27	Laborers Local #230	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	295.25	0.00	0.00%	270.75	91.70%	7.50	2.54%
28	Laborers Local #243	1	137.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	2,287.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
29	Laborers Local #39	1	45.00	0.00	0.00%	0.00	0.00%	45.00	100.00%	3	210.00	0.00	0.00%	0.00	0.00%	45.00	21.43%
30	Laborers Local #455	1	40.00	0.00	0.00%	40.00	100.00%	0.00	0.00%	15	4,020.00	1,043.50	25.96%	4,020.00	100.00%	0.00	0.00%
31	Laborers Local #473	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,094.00	0.00	0.00%	2.00	0.18%	0.00	0.00%
32	Laborers Local #547	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	502.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
33	Laborers Local #596	13	1,332.00	174.50	13.10%	313.00	23.50%	0.00	0.00%	78	13,538.25	1,230.00	9.09%	4,315.00	31.87%	45.00	0.33%
34	Laborers Local #609	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	77.00	0.00	0.00%	8.00	10.39%	0.00	0.00%
35	Laborers Local #610	1	4.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	4.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
36	Laborers Local #611	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	270.50	0.00	0.00%	270.50	100.00%	0.00	0.00%
37	Laborers Local #665	1	40.00	0.00	0.00%	40.00	100.00%	0.00	0.00%	8	1,643.50	32.00	1.95%	1,643.50	100.00%	0.00	0.00%
38	Laborers Local #675	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	133.50	0.00	0.00%	133.50	100.00%	0.00	0.00%
39	Laborers Local #88 [Tunnel Workers]	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	338.50	0.00	0.00%	8.00	2.36%	0.00	0.00%
40	Laborers Local #999	55	3,416.00	275.00	8.05%	777.00	22.75%	710.50	20.80%	209	36,449.25	5,966.50	16.37%	13,196.25	36.20%	3,864.75	10.60%
41	NY Bricklayers #2	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	4.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
42	Operating Engineers Local #4	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	8	303.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
43	Operating Engineers Local #478	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	329.50	0.00	0.00%	139.50	42.34%	0.00	0.00%
44	Painters and Allied Trades District Council #35	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	24	2,717.50	0.00	0.00%	164.50	6.05%	0.00	0.00%
45	Pile Drivers Local #56	5	248.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	17	1,848.00	0.00	0.00%	468.50	25.35%	0.00	0.00%
46	Plasterers and Cement Masons Local #534	1	8.00	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%
47	Plumbers & Pipefitters #104	12	832.50	0.00	0.00%	226.00	27.15%	0.00	0.00%	60	8,552.00	338.50	3.96%	883.00	10.33%	0.00	0.00%
48	Roofers #248	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	30	1,516.00	0.00	0.00%	206.00	13.59%	26.00	1.72%
49	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%
50	Sheet Metal Workers #40	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	436.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
51	Sheet Metal Workers #63	1	5.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	23	2,771.50	294.00	10.61%	24.00	0.87%	38.00	1.37%
52	Sprinkler Fitters #669	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	1,630.00	0.00	0.00%	352.00	21.60%	0.00	0.00%
53	Teamsters' #404	1	24.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	945.50	114.50	12.11%	16.00	1.69%	0.00	0.00%
<b>Subtotal - Other Unions</b>		<b>245</b>	<b>15,858.50</b>	<b>908.00</b>	<b>5.73%</b>	<b>2,848.00</b>	<b>17.96%</b>	<b>1,427.00</b>	<b>9.00%</b>	<b>1,316</b>	<b>191,316.80</b>	<b>14,469.50</b>	<b>7.56%</b>	<b>66,532.55</b>	<b>34.78%</b>	<b>15,328.25</b>	<b>8.01%</b>
54	On-Site Design / Management	92	7,633.40	1,264.50	16.57%	1,024.30	13.42%	770.50	10.09%	168	78,898.60	11,107.50	14.08%	6,271.80	7.95%	9,462.50	11.99%
<b>Total</b>		<b>337</b>	<b>23,491.90</b>	<b>2,172.50</b>	<b>9.25%</b>	<b>3,872.30</b>	<b>16.48%</b>	<b>2,197.50</b>	<b>9.35%</b>	<b>1,484</b>	<b>270,215.40</b>	<b>25,577.00</b>	<b>9.47%</b>	<b>72,804.35</b>	<b>26.94%</b>	<b>24,790.75</b>	<b>9.17%</b>

Totals - Overall			
Group	Project Goals	Project To Date	Delta
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Minority	15.30%	26.94%	11.64%
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**Notes:**  
(1) Statistics include all workforce reports that were received by MGM as of August 31, 2016.  
(2) The total number of unique union workers that have worked on site is approximately 1,231. The 1,316 union workers identified above includes workers that have worked for multiple companies and/or multiple unions.

# Access and Opportunity Committee

September 13, 2016



# 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. Outreach to Local Community Groups
3. Community Partners Network
4. Union Partnership & Outreach
5. Other Diversity Outreach Work
6. Upcoming Events



# OUTREACH TO MBE, WBE & VBE COMPANIES

## Design/ Suppliers/ Vendors/ Consultants

Ref	Company	Location	Diversity Status
1	U.S. Inspection & Consulting, LLC.	Lake Havasu City, AZ	MBE

## Construction:

Ref	Company	Location	Diversity Status
1	Aulson Company	Methuen, MA	VBE
2	Dependable Masonry Construction Co.	North Reading, MA	MBE
3	Pristine Engineers, Inc.	Raynham, MA	MBE
4	S O S Corporation	Milford, MA	WBE
5	S-Cel-O Painting Co.	Springfield, MA	MBE
6	Senices Enterprises, Inc.	Malden, MA	MBE

# OUTREACH TO LOCAL COMMUNITY GROUPS/ ORGANIZATIONS/ DEPARTMENTS

Ref	Organizations	Location
1	Community Partners Network	Springfield, MA
2	Neighbor to Neighbor	Springfield, MA
3	Training Resources of America	Springfield, MA
4	Uptown Construction Collaborative	Springfield, MA
5	Y.U.E.E.A.	Springfield, MA

# COMMUNITY PARTNERS NETWORK

Ref	Organization	Location
1	Association of Black Business & Professionals	Springfield, MA
2	A.W.A.K.E. Inc.	Springfield, MA
3	Betterman Construction, Inc.	Springfield, MA
4	Career Point	Holyoke, MA
5	Carpenters Union #108	Springfield, MA
6	Community Works	Springfield, MA
7	East African Cultural Center	Springfield, MA
8	Gandara Springfield Family Resource Center	Springfield, MA
9	Greater Springfield NAACP	Springfield, MA
10	HAP Housing	Springfield, MA
11	Ironworkers Union #7	Springfield, MA
12	Lighthouse	Springfield, MA
13	Ludlow Veterans Services Organization	Ludlow, MA
14	Neighbor to Neighbor	Springfield/Holyoke, MA
15	New North Citizens Council	Springfield, MA
16	Partners for Community	Springfield/Holyoke, MA

# COMMUNITY PARTNERS NETWORK

Ref	Organization	Location
17	ROCA	Springfield, MA
18	School Based Services	Springfield, MA
19	Springfield Partners for Community Action	Springfield, MA
20	Springfield Veterans Services Dept.	Springfield, MA
21	Springfield Vets Center	West Springfield, MA
22	STCC Workforce Development Department	Springfield, MA
23	Training Resources of America	Western Massachusetts
24	Uptown Construction Collaborative	Springfield, MA
25	Urban League of Greater Springfield	Springfield, MA
26	Veteran's Inc.	Springfield, MA
27	We The Villagers	Springfield, MA
28	Western Mass. COSH	Western Massachusetts
29	Western Mass. Employment Collaborative	Springfield, MA
30	Westover Job Corps.	Westover, MA
31	Young Urban Engineering Entrepreneurship Academy	Springfield, MA
32	YWCA/Youth Build	Springfield, MA

# COMMUNITY PARTNERS NETWORK

**August 3, 2016:** Meeting with MGM Springfield Construction Team

## Meeting Highlights:

- 19 Community Partners attended.
- MGM Springfield team shared current Diversity workforce numbers to date with the Network.
- Held Vacant Steering Committee Position Election: Jynai McDonald, Area Director for Training Resources of America was elected to the vacant seat.



# COMMUNITY PARTNERS NETWORK

- CPN Steering Committee gave an update on the Infrastructure items worked on to include: Applying for grants/funding as a Network, Formalizing the CPN Membership Process, and other CPN Infrastructure priorities.
- CPN Sub-Committees/Action Teams gave updates on their work.
- MGM gave an update on the Diversity Task Force meeting and next steps.



# COMMUNITY PARTNERS NETWORK

- Review of upcoming CPN Training Calendar.
- Focus Group Discussion with Jill Lacey Griffin, Director of Workforce, Supplier Diversity Development for the Massachusetts Gaming Commission.



# SUB-COMMITTEE/ ACTION TEAMS UPDATE

## Interim CPN Membership Team:

- Met in August.
- Identified/drafted proposed CPN membership policies.
- Policies to be finalized and presented to full CPN at September CPN meeting.
- Directory of Community Partners Network organizations, individuals, and services to be created.



## Advocacy Team:

- Working on identifying Advocacy priorities.
- Looking at CPN Advocacy involvement as it relates to Construction Diversity on other local/regional development projects; in discussions with Baystate Medical Center on Diversity Participation for new campus expansion.
- Will be meeting with the local Responsible Ordinance Committee to review new proposed City of Springfield Responsible Employee Ordinance.



# SUB-COMMITTEE/ ACTION TEAMS UPDATE

## Defining Our Success Team:

- Finalizing Flow Chart for Measuring the Success of the CPN.
- Archiving and collection of Success Stories.
- Working closely with the Union Applicant Committees to track successful placement in unions, apprenticeship programs, and regional job sites.



## Basic Eligibility Screening Team:

- Currently screening over 60 new individuals interested in union construction to determine eligibility or referral to Work Readiness Committee.
- First Point of Contact with MGM and the CPN.
- Working from a shared document to document all union applicants' progress, issues, and referrals, and issues which may impede success in local unions and job sites.

# SUB-COMMITTEE/ ACTION TEAMS UPDATE

## Work Readiness Team:

- Currently deciding on training topics, trainers, and information sessions for the remainder of the year.
- Currently working with all union applicants deemed “not union eligible” to offer Work Readiness and supportive ancillary services as needed; referrals to community based organizations.
- Currently designing CPN Work Readiness 2 day training program for individuals needing work readiness/ development.



# UNION PARTNERSHIP & OUTREACH

## Continued meetings and discussions with local trade unions to include:

- Assistance with targeted diversity recruitment based on the needs of the individual trade union through the MGM Springfield and Community Partners Network referral work.
- Assistance with upcoming new Union Apprenticeship Enrollment events.
- Partnerships on upcoming outreach events.
- Addressing challenges of newly accepted union members and working with a community sponsor to assist in retaining new members, i.e. exploring the idea a partnership between unions and community partners to develop an Apprenticeship Retention collaboration.
- Sharing the MGM Labor Pool of eligible diverse union members looking for work as the unions ramp up on the MGM Springfield project and other local construction projects.

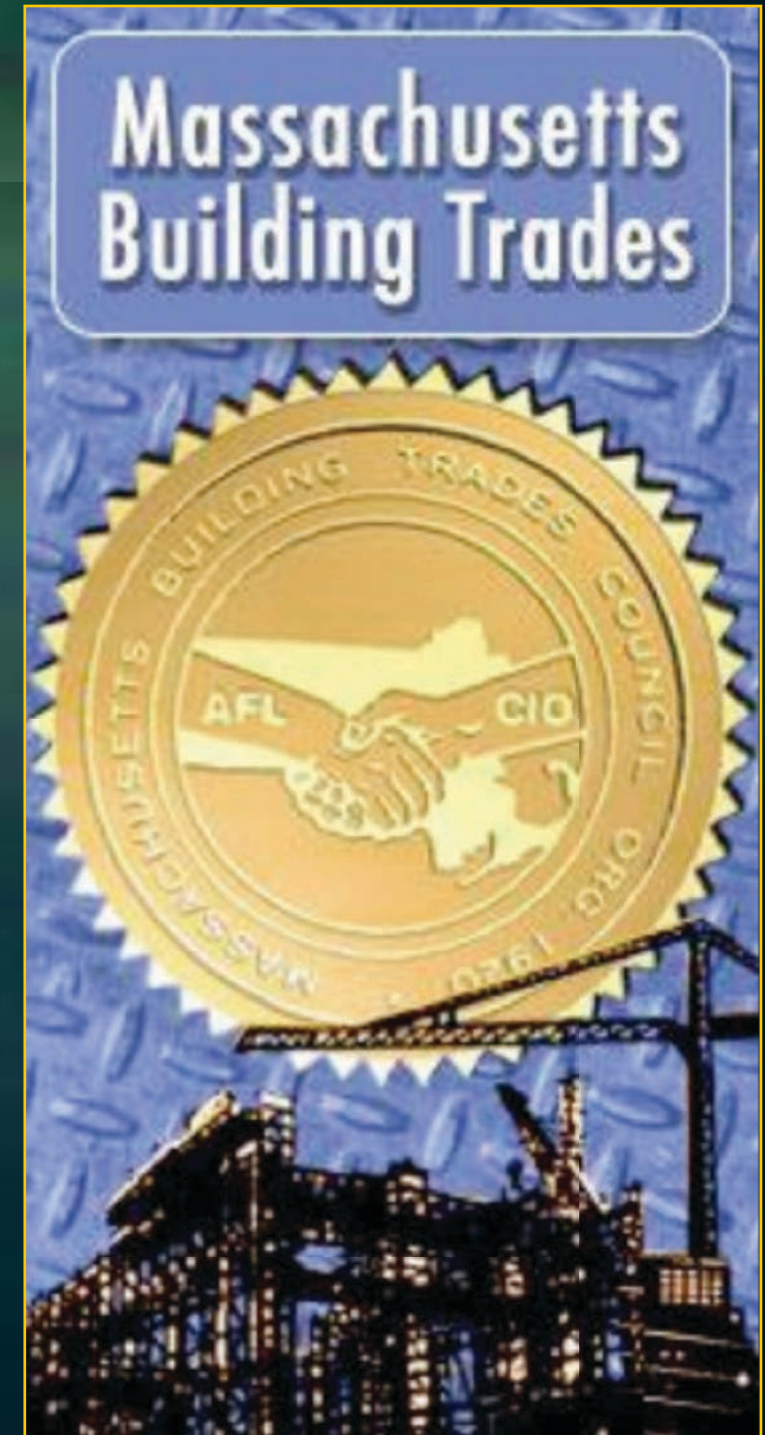


# UNION REFERRAL SYSTEM UPDATE

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

Capturing and tracking success stories and highlights:

- **3 new diverse individuals** were successfully accepted into local trade unions through the MGM Springfield Union Referral System and are ready for work.



# OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **August 24, 2016:** MGM Springfield Construction Outreach Session – Union Paint & Drywall Contractors
  - Met with 7 Union Paint & Drywall Contractors; 3 Local Diverse Contractors
  - Explained upcoming scope of work for Paint/Drywall Contracting, Bid Process, and Diversity Requirements for both Workforce and Contracting

**BUILDING A STRONG FOUNDATION**

ARE YOU A UNION PAINTING OR DRYWALL CONTRACTOR?

Union painting and drywall contractors are invited to one-on-one information sessions to learn about opportunities related to the MGM Springfield project. Certified MBE, WBE and VBE contractors are strongly encouraged to attend.

When: Wednesday, August 24  
30-minute slots available from 9 a.m. to 3 p.m.  
BY APPOINTMENT ONLY  
To schedule an appointment, email [construction@mgmspringfield.com](mailto:construction@mgmspringfield.com)

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

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

  
Building Excitement.



# OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **August 29 & 30, 2016:** Free OSHA 10 Training for Diverse Individuals Referred by Community Partners Network

Trainers: Western Massachusetts Coalition for Occupational Safety & Health

15 Participants Trained:

- 14 Minorities
- 6 Women (4 included in minority count)
- 2 Veterans (Both included in minority count)



# OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **August 23, 2016:** U.S. Department of Labor Forum for Tradeswomen and Their Allies - At the New England Regional Council of Carpenters Office in Boston, MA
- **August 2016 & Ongoing:** MGM/Tishman Diversity Team Meetings
- **August 2016 & Ongoing:** MGM/Tishman/Subcontractor Diversity Kick-Off & Review Meetings (Beginning of job and as needed)

# UPCOMING OUTREACH/ EVENTS

## Upcoming Diversity Outreach Work:

- **September, 2016:** Community Partners Network Meeting
- **September 8 & 16, 2016:** Smith College Women's Architectural & Engineering Program Site Tours
- **September 14, 2016:** Putnam Vocational Academy Construction Faculty/Tishman Tour & Meeting
- **September 14, 2016:** Diversity Task Force Meeting
- **September 19, 2016:** MGM Springfield Construction Outreach Session: Spray Fireproofing and Scaffolding
- **September 30, 2016:** Putnam Vocational Academy & Tishman Construction Co. Student/Construction Program Launch
- **On-Going:** Diversity General Contractor and Subcontractor meetings as needed



# UPCOMING OUTREACH/ EVENTS

## MGM Springfield Community Partners Network Trainings:

- **September 2016, TBD:** “A Day In The Life of A Union Tradesperson”
- **September 10 & 17, 2016:** Free OSHA 10 Course & Certification
- **October 2016:** “A Day In The Life of A Union Tradesperson” Information Session - On-the-Job Conflict Resolution Workshop
- **November 2016:** “A Day In The Life of A Union Tradesperson” Information Session - Work Readiness 2 Day Training
- **December 2016:** “A Day In The Life of A Union Tradesperson” Information Session - Financial Literacy

# Construction Workforce



# WORKFORCE DIVERSITY STATISTICS - UNION

## AS OF AUGUST 31, 2016

Group	Project Goals	Project To Date %
Women	6.90%	7.56%
Minority	15.30%	34.78%
Veteran	8.00%	8.01%

Notes:

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

# WORKFORCE DIVERSITY STATISTICS - TOTAL

## AS OF AUGUST 31, 2016

Group	Project Goals	Project To Date %
Women	6.90%	9.47%
Minority	15.30%	26.94%
Veteran	8.00%	9.17%

**Notes:**

- (1) Statistics include all workforce reports that were received by MGM as of August 31, 2016.
- (2) The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 5.54% of total workforce hours are included in two of the diversity categories and 0.18% 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 2016 is as follows:
  - Approximately 35% are from Springfield/ Surrounding Communities
  - Approximately 56% are from Western Massachusetts
  - Approximately 82% are from Massachusetts

# WORKFORCE 3 MONTH LOOK AHEAD

1. **Work in Progress** - Water/Sewer Infrastructure
2. **Work in Progress** - Temp Power infrastructure for Tower Crane
3. **Work in Progress** - Garage Foundations
4. **Work in Progress** - Underground MEP for Garage
5. **Work in Progress** - Union Chandler Facade Preservation/Demo
6. **Work in Progress** - Systems Separation 95/101 State
7. **Work in Progress** - Hotel-Podium Foundations
8. **Work in Progress** - Generator Switch Gear Area
9. **Work in Progress** - Water Retention Basin
10. **Work in Progress** - Underground MEP Hotel Podium
11. **Work in Progress** - Concrete Slab on Grade for Podium
12. Sept. 2016 - Tower Crane Erection
13. Sept. 2016 - Pre-cast Garage Elements
14. Sept. 2016 - Garage Erection
15. Oct. 2016 - Steel Erection for Hotel Podium

# Design & Construction Commitments



# DESIGN & CONSTRUCTION COMMITMENTS

## THROUGH AUGUST 31, 2016

Group	Project Goals	Commitments	Variance	Company Count	Value
WBE	10.0%	13.4%	3.4%	47	\$27.68M
MBE	5.0%	6.6%	1.6%	30	\$13.56M
VBE	2.0%	6.7%	4.7%	12	\$13.74M

**Notes:**

(1) Total Commitments through August 31, 2016 are \$205.9M.

(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.

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

# Design & Consulting Commitments





# DESIGN & CONSULTING COMMITMENTS

## THROUGH AUGUST 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	12.0%	15	\$4.26M
MBE	5.0%	11.3%	15	\$4.01M
VBE <sup>(3)</sup>	2.0%	4.7%	2	\$1.67M

**Notes:**

(1) Total Commitments through August 31, 2016 are \$35.6M.

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

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

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

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

# DESIGN & CONSULTING COMMITMENTS

## THROUGH AUGUST 31, 2016

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

**Notes:**

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

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

(2) Green highlighted companies have been paid as of July 31, 2016.

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

# DESIGN & CONSULTING COMMITMENTS

## THROUGH AUGUST 31, 2016

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

**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, 2016.

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

# Construction Commitments



# CONSTRUCTION COMMITMENTS

## THROUGH AUGUST 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	13.8%	32	\$23.42M
MBE	5.0%	5.6%	15	\$9.55M
VBE <sup>(3)</sup>	2.0%	7.1%	10	\$12.07M

**Notes:**

(1) Total Commitments through August 31, 2016 are \$170.3M.

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

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

(3) Connecticut Temperature controls VBE diversity is not currently being counted pending a review by the Massachusetts Gaming Commission.

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

# DIVERSE CONSTRUCTION COMPANIES

## THROUGH AUGUST 31, 2016

Ref	Company	Scope	Location	Diversity Status
1	Aces Enterprises, LLC	Steel Plate Supplier	Dunlap, IL	VBE
2	All American Signs	Signage	Plymouth, MA	VBE
3	American Environmental, Inc.	Abatement	Holyoke, MA	MBE
4	Arrow Security Corporation	Security Guard Services	Springfield, MA	VBE
5	Ayala Excavating and Trucking, LLC	Trucking	Springfield, MA	MBE
6	BECO Electrical Contractors, Inc.	Electrical	Monson, MA	VBE
7	Berkshire Concrete Cutting, LLC	Saw Cutting	Torrington, CT	WBE
8	C&C Contractors, LLC	Trucking Services	Springfield, MA	MBE
9	C&D Electronics, Inc.	Cabling, Wiring, Electronics Supplier	Holyoke, MA	WBE
10	CK Flooring Solutions, Inc.	Carpet Installer	Chicopee, MA	WBE
11	CMJ, LLC	Property Management/Maintenance	Springfield, MA	MBE
12	Connecticut Drywall Finishing, Inc.	Drywall	West Springfield, MA	WBE
13	Connecticut Temperature Controls, LLC	Controls	Newington, CT	VBE
14	Coghlin Electrical Contractors, Inc.	Electrical Services	Worcester, MA	WBE
15	C.R. Levesque Trucking Corp.	Hauling & Equipment Transportation	Monson, MA	WBE

**Notes:**

(1) Green highlighted companies have worked on site and been paid as of July 31, 2016.

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

# DIVERSE CONSTRUCTION COMPANIES

## THROUGH AUGUST 31, 2016

Ref	Company	Scope	Location	Diversity Status
16	Davenport Advisors, LLC	Asset Management, Financing, Leasing, Repositioning and Redevelopment of Existing Properties	Boston, MA	MBE
17	Dependable Masonry Construction Company, Inc.	Masonry and Brickpaving	North Reading, MA	MBE
18	Eastern General Contractors, Inc.	General Contractor - Rigging	Springfield, MA	MBE
19	EDM Construction, Inc.	Carpentry & Structural Steel Erection	Merrimac, MA	WBE
20	E L Waterman, Inc.	Pipe Supplier	Foxboro, MA	WBE
21	Evermore Light & Power, Inc.	Electrical	Somerville, MA	WBE
22	Fabiano Oil Corp.	Fuel & Oil Supplier	Wrentham, MA	WBE
23	Fisher Contracting Corporation	General Contracting Services	Worcester, MA	WBE
24	Federal Concrete, Inc.	Concrete Services	Hopedale, MA	WBE
25	Fletcher Sewer & Drain, Inc.	Inspection - FEIR	Ludlow, MA	WBE
26	Folan Waterproofing and Construction Company, Inc.	Masonry Contractors & Waterproofing	South Easton, MA	WBE
27	Frisoli Electric, Inc.	Electrical	Holbrook, MA	VBE
28	Gomes Construction Co. Inc.	Utility Connections	Ludlow, MA	WBE

**Notes:**

(1) Green highlighted companies have worked on site and been paid as of July 31, 2016.

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

# DIVERSE CONSTRUCTION COMPANIES

## THROUGH AUGUST 31, 2016

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

**Notes:**

(1) Green highlighted companies have worked on site and been paid as of July 31, 2016.

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



# DIVERSE CONSTRUCTION COMPANIES

## THROUGH AUGUST 31, 2016

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

**Notes:**

(1) Green highlighted companies have worked on site and been paid as of July 31, 2016.

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

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Wynn Boston Harbor | September 13, 2016

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# **ACCESS & OPPORTUNITY COMMITTEE MONTHLY UPDATE AUGUST 2016**

# Participation Goals Review

## **Consultant / Contractor Participation – Design Contracts:**

Minority Business Enterprise (MBE): 7.9%

Women Business Enterprise (WBE): 10%

Veteran Business Enterprise (VBE): 1%

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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%

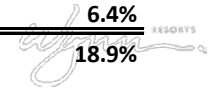
# Design: M/W/VBE Participation

- As of August 31st, 18.9%, over \$10.0 million, of project design contracts have been awarded to M/W/VBEs.
- Wynn expects to exceed its overall goal of 18.9% diverse design contracts with a total of 21.8% M/W/VBE participation on design contracts, following award of contracts in the pipeline.

	# Awards	Goal	Awarded	<i>Including Award Pipeline</i>
<b>MBE</b>	11	7.9%	7.8%	8.8%
<b>WBE</b>	10	10.0%	4.7%	6.6%
<b>VBE</b>	3	1.0%	6.4%	6.4%
<b>TOTAL</b>	<b>24</b>	<b>18.9%</b>	<b>18.9%</b>	<b>21.8%</b>

# Design: M/W/VBE Participation, Contracts Awarded

MBE (11)	Consultant / Contractor	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	Michael Hong Architects Inc.	Culver City, CA	Themed Architecture			
	Fernandez & Associates (Sub to Jacobs)	Byfield, MA	Fire Protection			
	SAR Engineering (Sub to Jacobs)	Quincy, MA	MEP			
	Crabtree McGrath (Sub to Jacobs)	Georgetown, MA	Food Service			
	DREAM Collaborative (Sub to Jacobs)	Boston, MA	Architecture			
	Shen Milsom & Wilke (Sub to Jacobs)	New York, NY	Acoustics			
	Eric Montelongo Irrigation Design	Orange, CA	Irrigation Design			
	Bukhari Design Studio	Las Vegas, NV	Interior Design			
	Nobis Engineering (Sub to Bohler)	Concord, NH	Service Road Design			
	Bryant Associates (Sub to AECOM)	Boston, MA	Surveying			
	C&C Consulting Engineers (Sub to AECOM)	Boston, MA	Surveying			
<b>TOTAL</b>				<b>\$4,141,864</b>	<b>7.9%</b>	<b>7.8%</b>
<b>WBE (10)</b>						
	Pam Shadley Associates (Sub to Lifescapes)	Lexington, MA	Landscape Architecture			
	Cleo Design	Las Vegas, NV	Interior Design			
	Design Enterprise	Las Vegas, NV	Interior Design			
	Saam Architecture (Sub to Jacobs)	Boston, MA	Architecture			
	Ryan Biggs Clark Davis	Clifton Park, NY	Independent Structural Review			
	Keville Enterprises (Sub to AECOM)	Boston, MA	Scheduling, Cost Estimating			
	Comprehensive Environmental (Sub to AECOM)	Marlborough, MA	Permitting, Environmental			
	Pam Shadley Associates (Sub to AECOM)	Lexington, MA	Landscape Architecture			
	Regina Villa Associates (Sub to AECOM)	Boston, MA	Public Relations / Outreach			
	Lumen Studio (Sub to AECOM)	Lowell, MA	Lighting Design			
<b>TOTAL</b>				<b>\$2,531,386</b>	<b>10.0%</b>	<b>4.7%</b>
<b>VBE (3)</b>						
	JBA Consulting Engineers (Sub to Jacobs)	Las Vegas, NV	MEP, FP, Telecomm			
	JBA Consulting Engineers	Las Vegas, NV	Audio Visual			
	Fort Hill Infrastructure (Sub to AECOM)	Boston, MA	Traffic Engineering			
<b>TOTAL</b>				<b>\$3,423,757</b>	<b>1.0%</b>	<b>6.4%</b>
<b>TOTAL DIVERSE CONTRACTS</b>				<b>\$10,097,007</b>	<b>18.9%</b>	<b>18.9%</b>
<b>TOTAL QUALIFIED DESIGN AWARDS</b>				<b>\$53,350,198</b>		



# Design & Construction M/W/VBEs: Outreach

- **Bi-weekly email communications** sent to local Chambers of Commerce, diverse business group partners: Supplier Diversity Office, GNEMSDC, Mass Minority Contractors Association, Center for Women & Enterprise, and the Hispanic American Institute.
- **8/2:** Hispanic American Institute, North Shore Latino Business Association Business Opportunities event
- Selected participants for the Suffolk Trade Partnership Series, including eight MBEs, seven WBEs, one VBE, and one Everett business.

# Construction: M/W/VBE Participation

- As of August 31st, 12.4%, over \$24.4 million, of construction contracts have been awarded to M/W/VBEs.
- Construction contracts in August included awards to five MBEs, twelve WBEs, and two VBEs.
- Negotiations with additional M/W/VBE sub-contractors are underway, following awards to prime tier sub-contractors.

	# Contract Awards	Goal	Awarded to Date	\$ Awarded to Date
<b>MBE</b>	13	5.0%	6.7%	\$13.2 M
<b>WBE</b>	31	5.4%	5.0%	\$9.8 M
<b>VBE</b>	8	1.0%	0.7%	\$1.4 M
<b>TOTAL</b>	<b>52</b>	<b>11.4%</b>	<b>12.4%</b>	<b>\$24.4 M</b>



# Construction: MBE Participation, 13 Contracts Awarded

Sub-Contractor	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
Andella Iron Inc.	Chelsea, MA	Rebar Install			
Charter Contracting Company	Boston, MA	Remediation			
Charter Contracting Company	Boston, MA	Trucking			
Dependable Masonry Construct	North Reading, MA	Masonry			
Don Martin	Marshfield, MA	Paving			
Don Martin	Marshfield, MA	Paving			
D. Silva Trucking	Carver, MA	Trucking			
I.P.S.	Houston, TX	Drill Casing Supplier			
M-O-N Landscaping	North Dartmouth, MA	Erosion Control			
Regis Steel	Fall River, MA	Rebar Cages			
Richard W. Reid Electrical	Billerica, MA	Electrical			
US Inspection & Consulting	Phoenix, AZ	Materials Testing			
Wood & Wire Fence	Lincoln, RI	Temporary Fence			
<b>TOTAL</b>			<b>\$13,217,723</b>	<b>5.0%</b>	<b>6.7%</b>

# Construction: WBE Participation, 31 Contracts Awarded

Sub-Contractor	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
ABC Soils, Inc.	Sudbury, MA	Soil Testing			
Adonai Water	Randolph, MA	Water Supply			
Albanese Brothers, Inc	Dracut, MA	Stone			
Albanese Brothers, Inc	Dracut, MA	Furnish stone & gravel			
Alliance Detective & Security	Everett, MA	Site Security			
Alliance Detective & Security	Everett, MA	Site Security			
All Time Service, Inc.	Jamaica Plain, MA	Cleaning			
Brennan Consulting	Burlington, MA	Surveying			
BOSS Steel	Everett, MA	Steel Erection			
Carol's Light Supply	Canton, MA	Electrical Materials & Equipment			
Charles George Trucking	Londonderry, NH	Trucking			
Dagle Electrical Construction	Woburn, MA	Electrical			
Delucca Fence Company	Methuen, MA	Fencing			
Delucca Fence Company	Methuen, MA	Fencing			
Edwards Group	Mattapan, MA	Onsite Trucking/Soils Hauling			
Fabiano Oil Corp	Wrentham, MA	Fuel Supply			
Fabiano Oil Corp	Wrentham, MA	Fuel Supply			
Fabiano Oil Corp	Wrentham, MA	Fuel			
Granite City Electrical	Quincy, MA	Electrical Supplies			
Granite City Electrical	Quincy, MA	Electrical Supplies			
JMD Building Products	New York, NY	Pipe supplies			
J. Rego Trucking	Taunton, MA	Trucking			
Keville Enterprises	Boston, MA	Construction Inspections			
Lub-O-Line Industrial Oil	Somerville, MA	Lube & Fuel Supplier			
Pest End Inc	Methuen, MA	Pest Control			
Ramco	West Bridgewater, MA	Stakes, Hay Bales, Fence			
Rebars & Mesh	Haverhill, MA	Rebar Supply			
Stadium Fuel	Peabody, MA	Fuel			
Tools Unlimited	Stoughton, MA	Small tools supply			
Welch Associates Land Surveyo	West Bridgewater, MA	Layouts, As-built Surveys			
Wang Commissioning	West Roxbury, MA	Building Commissioning			
<b>TOTAL</b>			<b>\$9,753,202</b>	<b>5.4%</b>	<b>5.0%</b>

# Construction: VBE Participation, 8 Contracts Awarded

Sub-Contractor	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
Anvil Steel Engineering	Brockton, MA	Shear Stud Installation			
Arrow Security	Springfield, MA	Site Security			
Broco Oil	North Reading, MA	Fuel			
Broco Oil	North Reading, MA	Fuel			
Broco Oil	North Reading, MA	Fuel			
J Rams	East Wareham, MA	Sign Installation			
Recon Outfitters	Sturbridge, MA	Water/slurry tanks			
Thompson & Lichtner, Inc.	Canton, MA	Materials Testing			
<b>TOTAL</b>			<b>\$1,429,360</b>	<b>1.0%</b>	<b>0.7%</b>

# Construction: Workforce Participation

- As of August 28th, 77,259 hours of work had been completed on the project site.
- 68 minorities, 20 females, and 14 veterans have performed construction work on the project.

	# Workers*	# Diverse Workforce Hours*	Goal	% Diverse Workforce Hours to Date
<b>Minority</b>	68	16,750.5	15.3%	21.7%
<b>Female</b>	20	4,038.0	6.9%	5.2%
<b>Veteran</b>	14	4,728.0	3.0%	6.1%

# Construction Workforce: Outreach

- Ongoing outreach and work with community partners and Career Centers, including monthly reminders about upcoming Building Trades Apprenticeship Application Opportunities. Continuing referrals for career seekers to apprenticeship programs and on-site sub-contractors.
- Announced September Construction Career Fairs.
- **8/3:** Round table presentation at the Freedom House Road to Success event.
- **8/22:** Building Trades Training Directors meeting.
- **8/23:** Apprenticeship USA Construction Accelerator Summit.
- **8/24:** Community update with the Asian American Civic Association, Chinatown Neighborhood Coalition, the Chinatown Neighborhood Council.
- **8/24:** Policy Group on Tradeswomen's Issues.



## The Wynn Boston Harbor Building Trades Career Fairs

Meet local trade unions and discuss how to start a career building the \$2.1 billion Wynn Resort in Everett. Members will help identify the trade that best fits you. Women, minorities and veterans are encouraged to attend.

**Saturday, September 10, 2016**

9:00am – 11:00am

**Saturday, September 10, 2016**

2:00pm – 4:00pm

**Tuesday, September 13, 2016**

6:00pm – 8:00pm

**Wednesday, September 14, 2016**

6:00pm – 8:00pm

**Saturday, September 17, 2016**

9:00am – 11:00am

**Saturday, September 17, 2016**

2:00pm – 4:00pm

**Wednesday, September 21, 2016**

6:00pm – 8:00pm

**Malden High School**

77 Salem Street, Malden, MA 02148

**90th Annual Italian Festival**

17 Warren Street, Cambridge, MA 02141

**Medford High School**

489 Winthrop Street, Medford, MA 02155

**Reggie Lewis Track & Athletic Center**

1350 Tremont Street, Roxbury, MA 02120

**Chelsea High School**

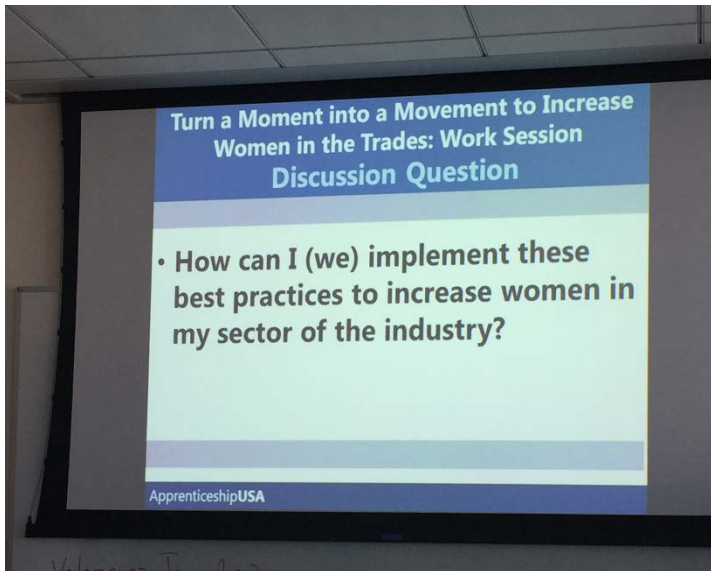
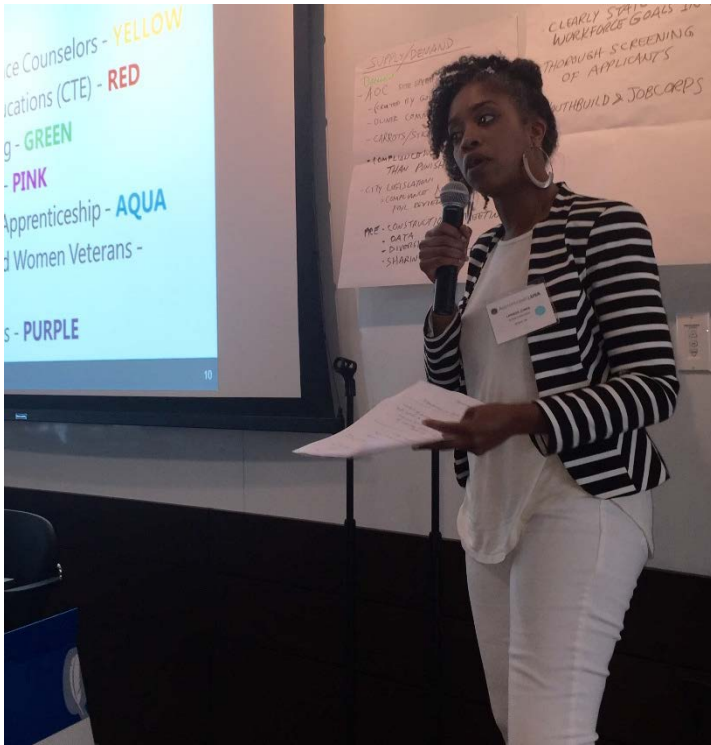
299 Everett Avenue, Chelsea, MA 02150


**Everett Village Fest**

10 Santilli Highway, Everett, MA 02149

**Bunker Hill Knights of Columbus**









545 Medford Street, Charlestown, MA 02129



 **ApprenticeshipUSA**

**Construction Accelerator Meeting**  
August 23, 2016

Select a color sticker  
for a corresponding breakout:

-  Youth
-  High Schools/Guidance Counselors
-  Career Technical Education (CTE)
-  Retention / Mentoring
-  Pre-Apprenticeship
-  Supply / Demand in Apprenticeship
-  Women of Color and Women Veterans
-  Community Colleges

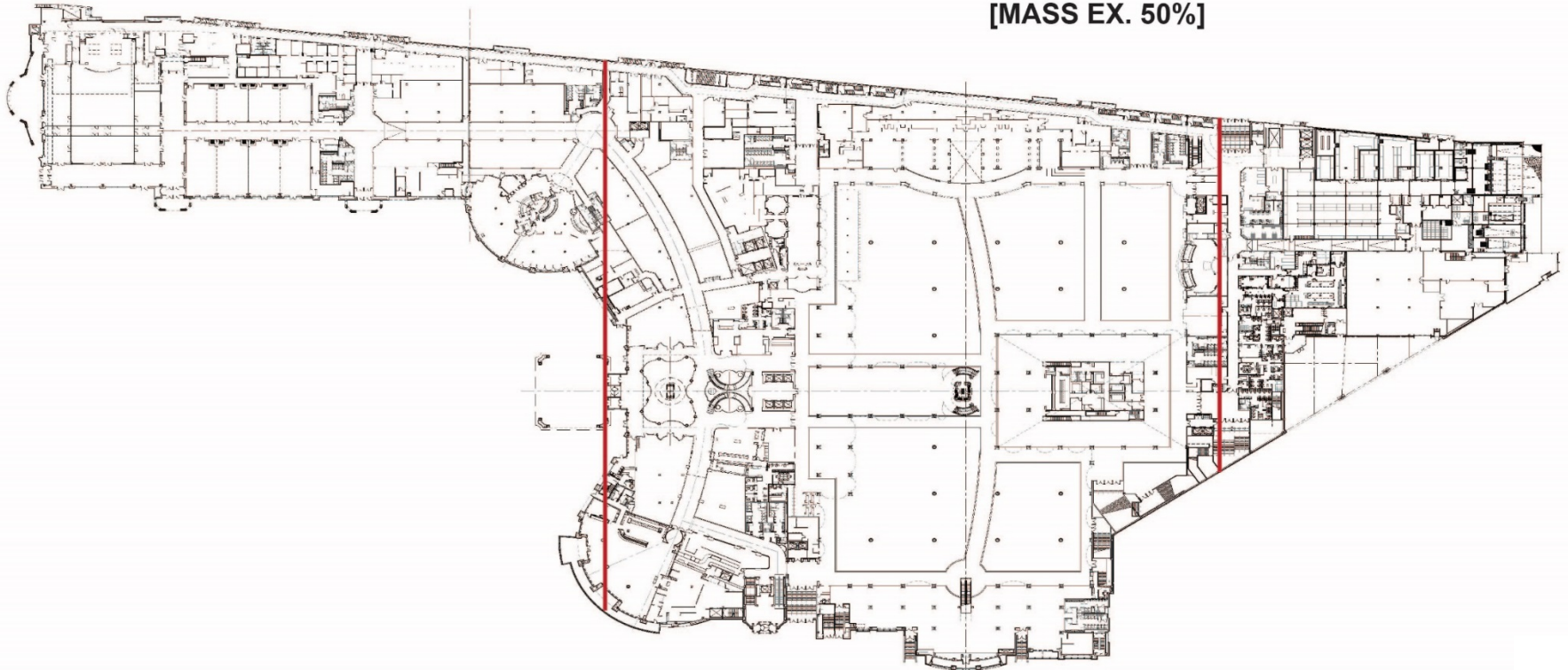
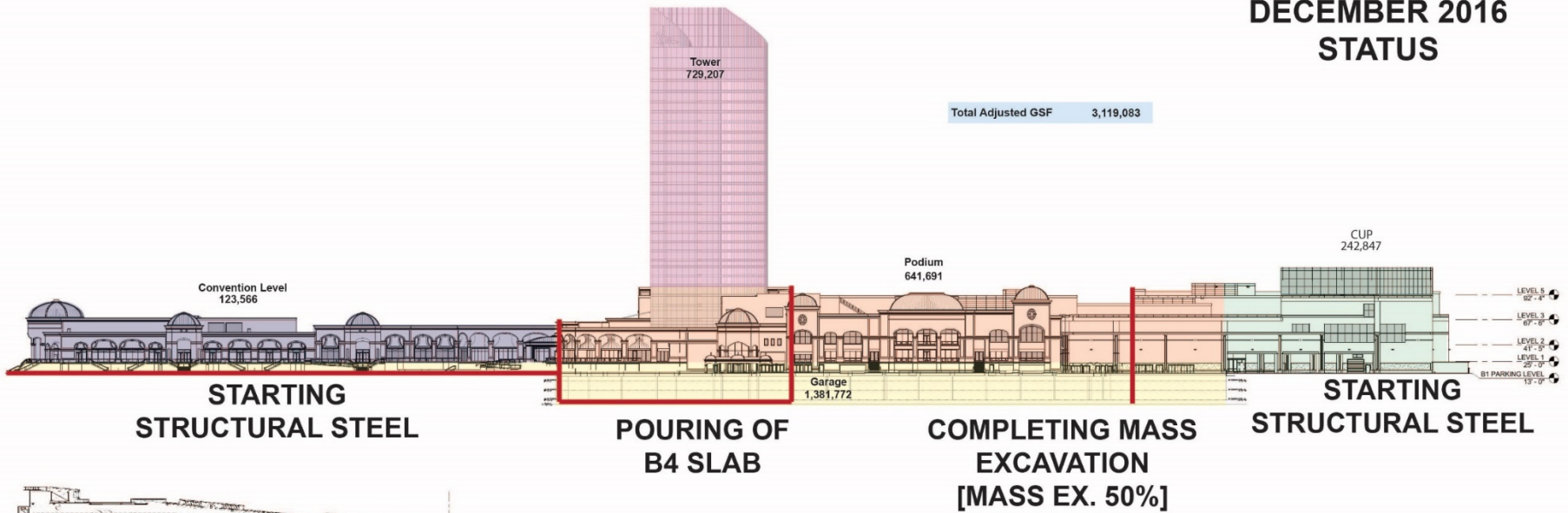






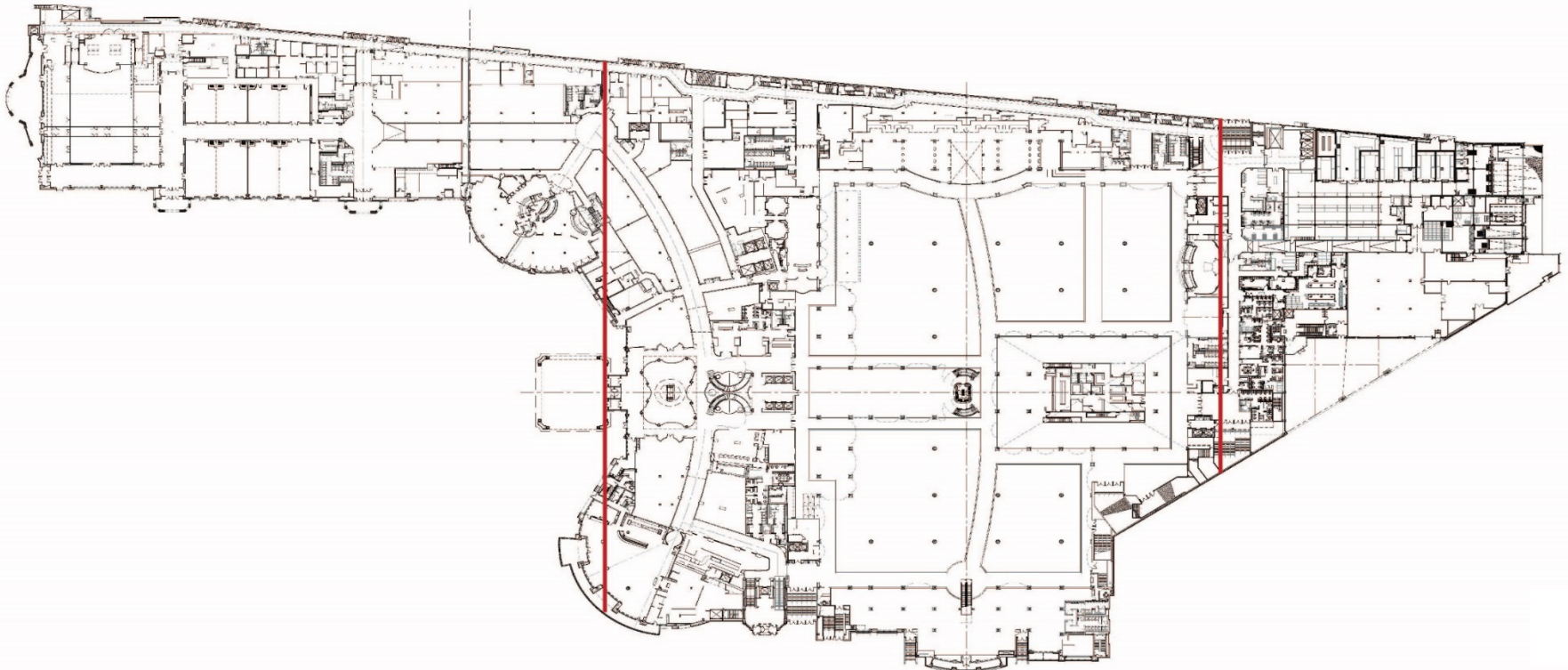
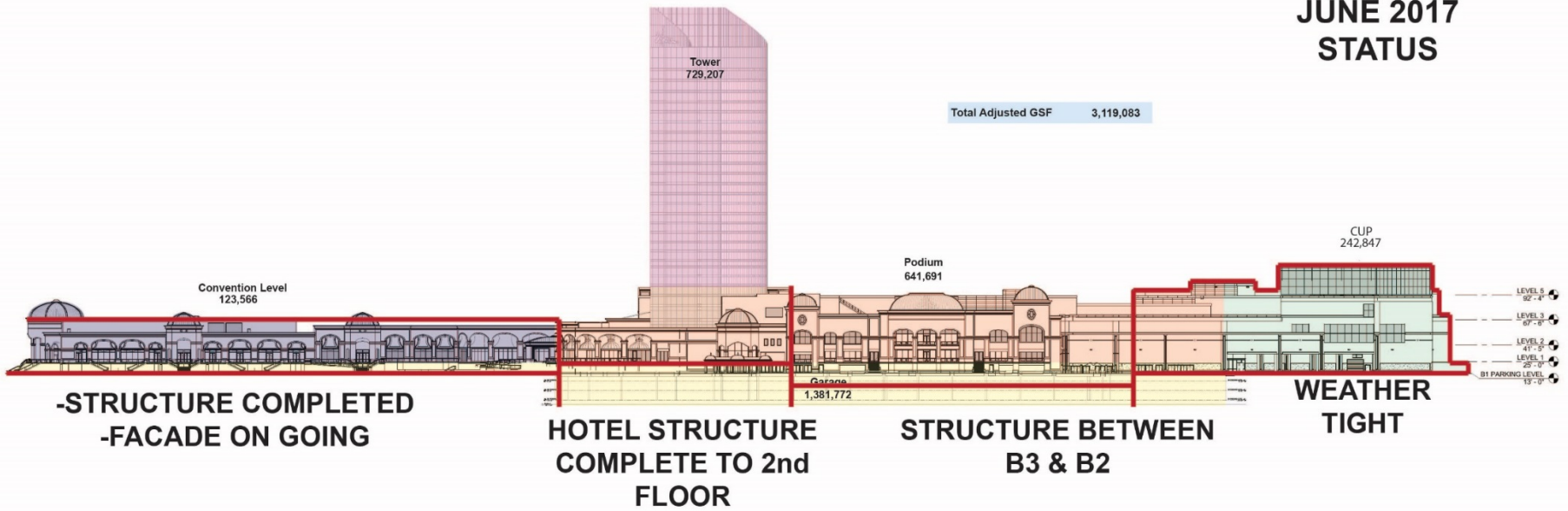
# DECEMBER 2016 STATUS

Total Adjusted GSF 3,119,083

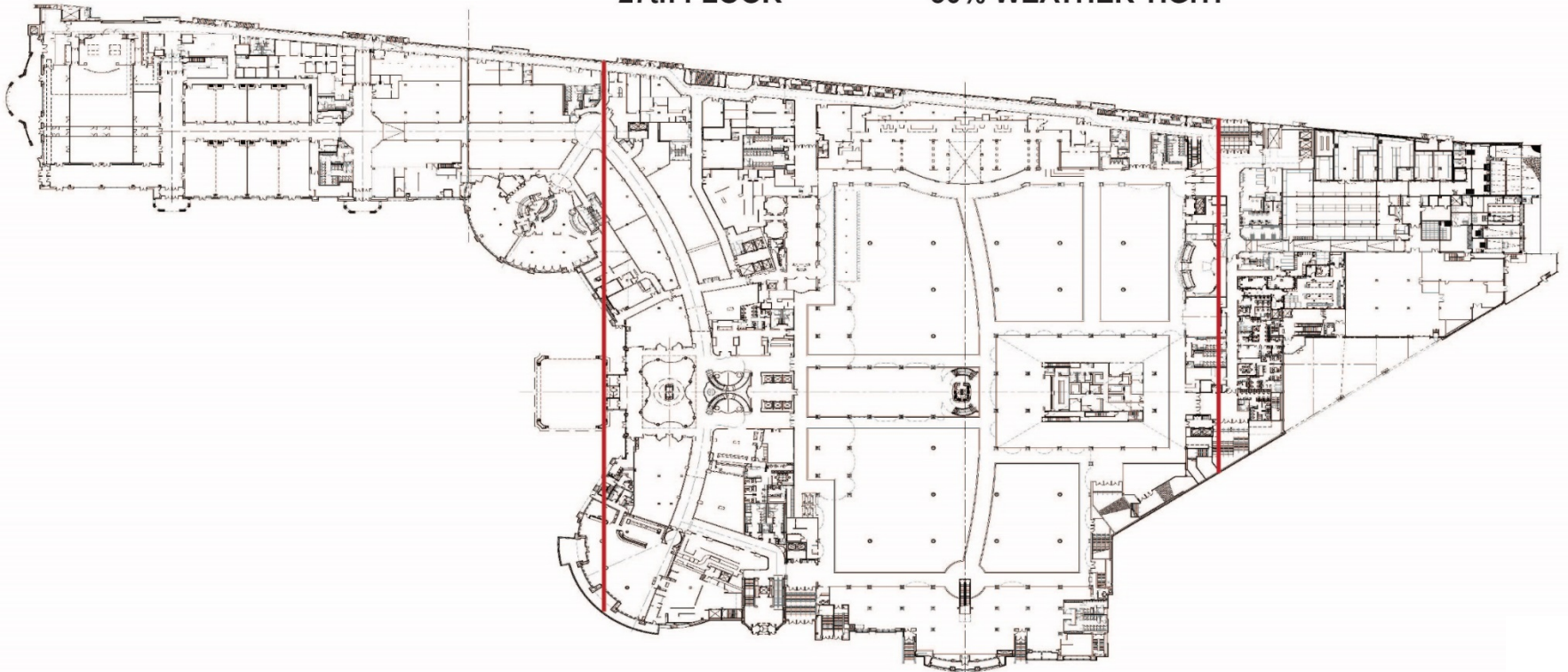
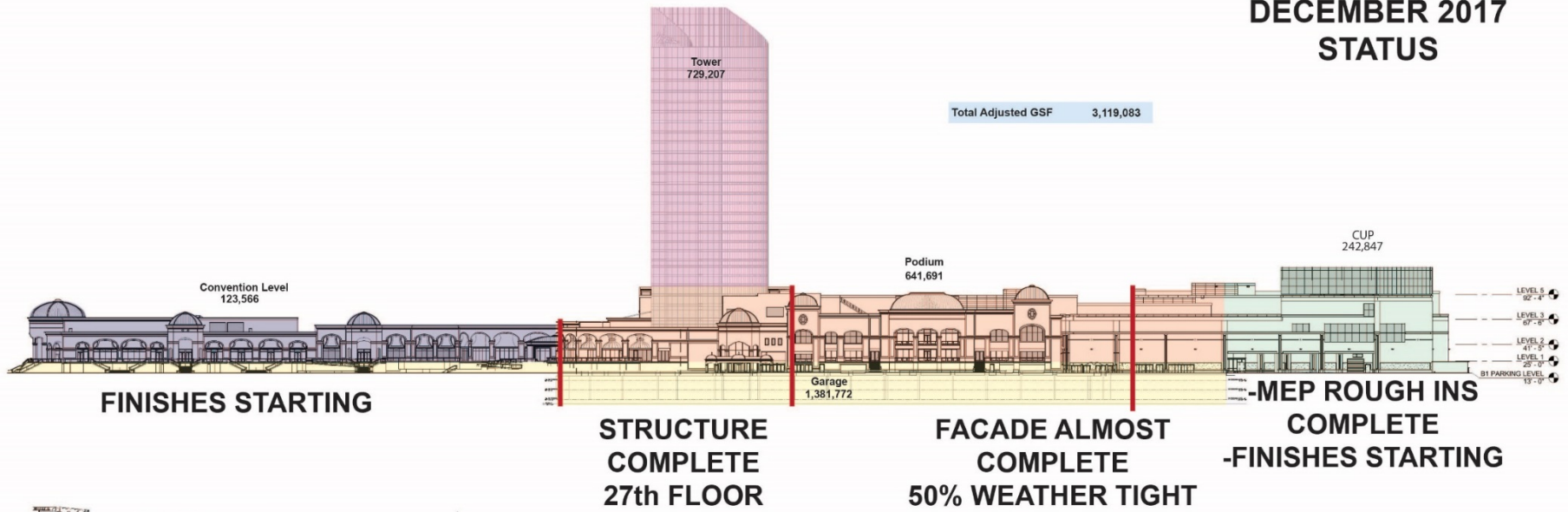


# JUNE 2017 STATUS

Total Adjusted GSF 3,119,083



# DECEMBER 2017 STATUS



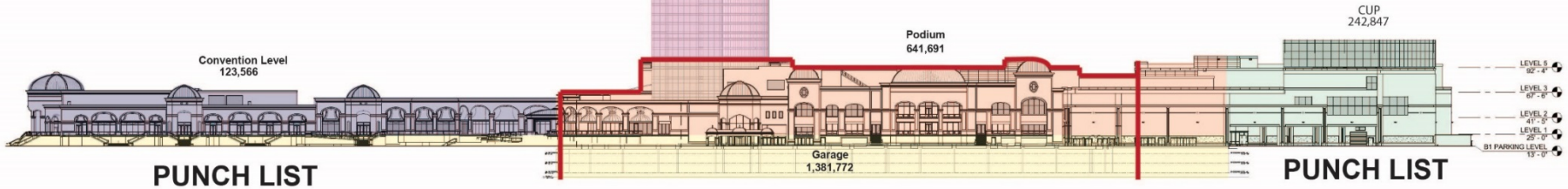
**JUNE 2018  
STATUS**

**-CURTAIN WALL  
COMPLETE  
-HOISTS REMOVED**

**ON GOING**

- FINISHES
- ELEVATORS
- HOIST AREA  
BUILD BACK

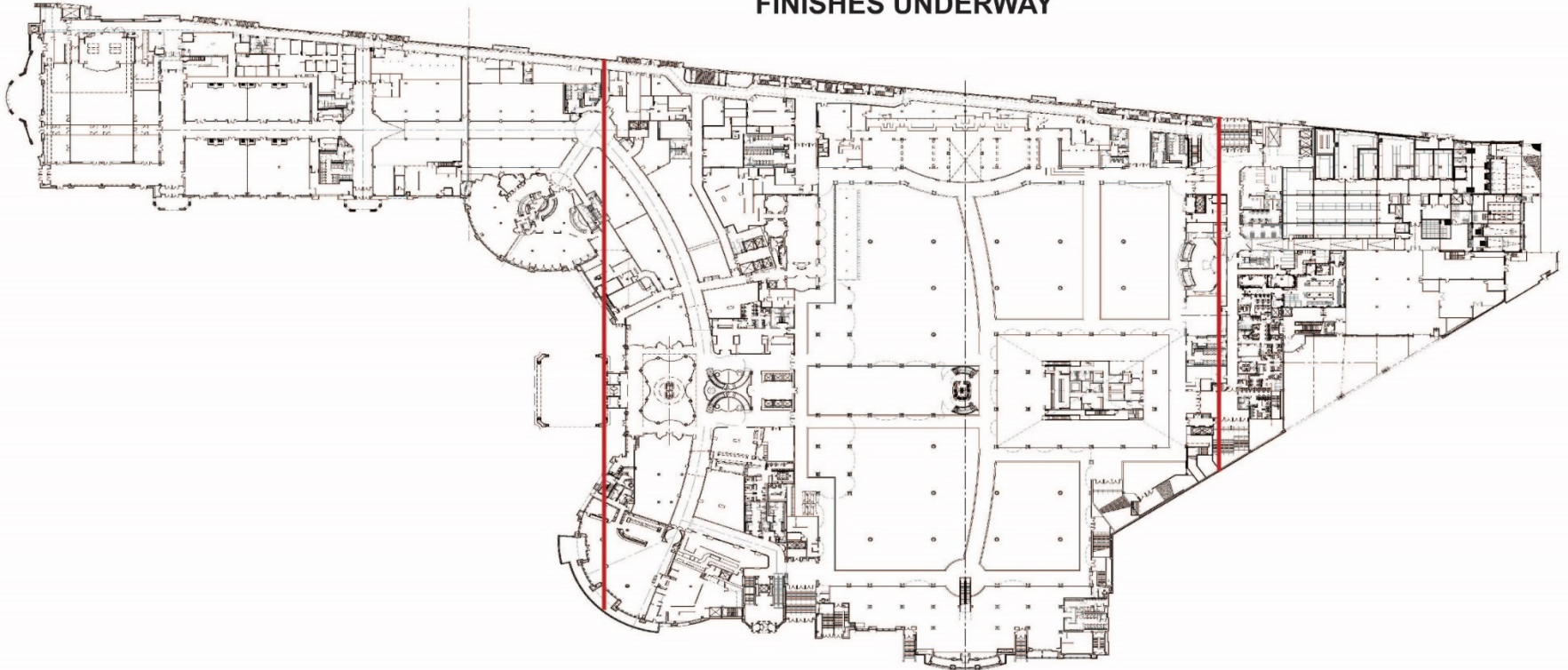
Total Adjusted GSF 3,119,083



**PUNCH LIST**

**PUNCH LIST**

**FINISHES UNDERWAY**

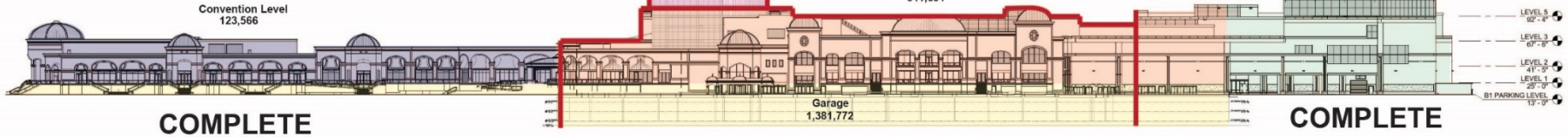


# DECEMBER 2018 STATUS

## PUNCH LIST/ FFE

Tower  
729,207

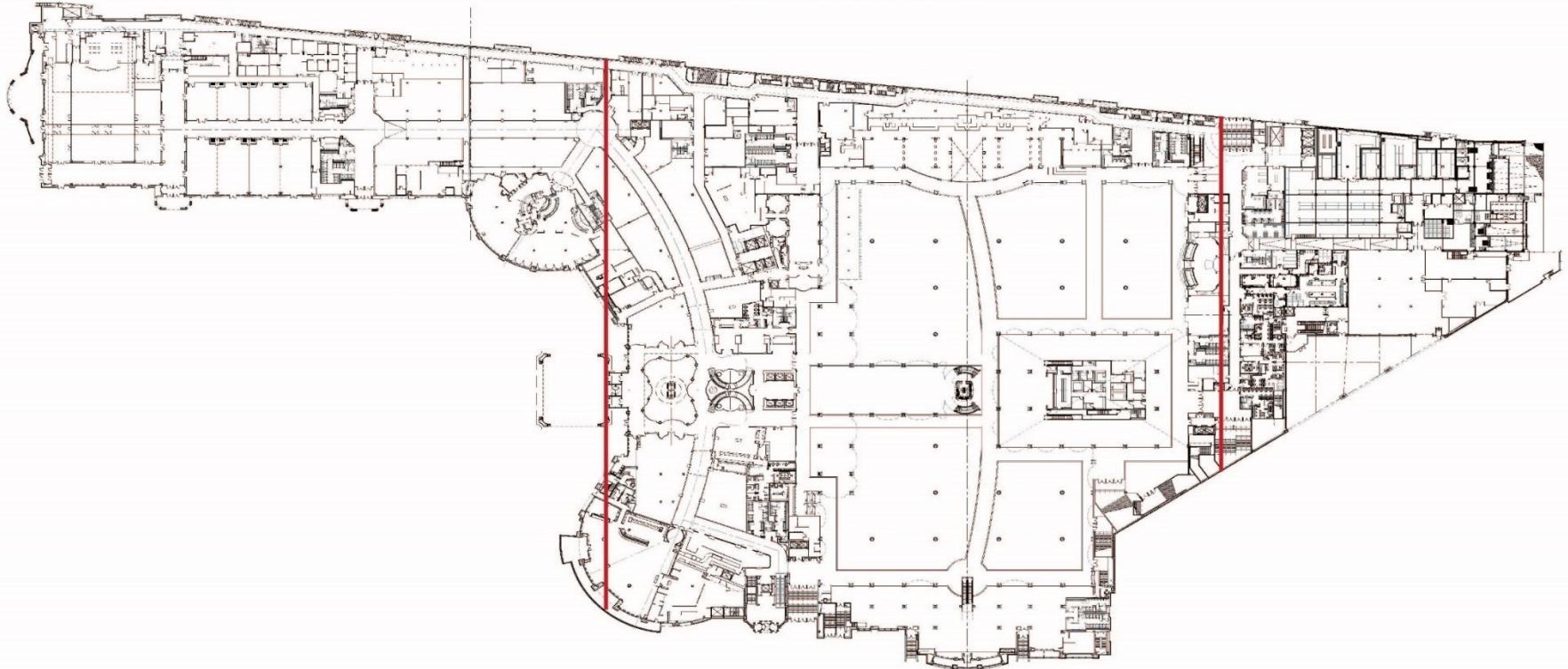
Total Adjusted GSF 3,119,083



COMPLETE

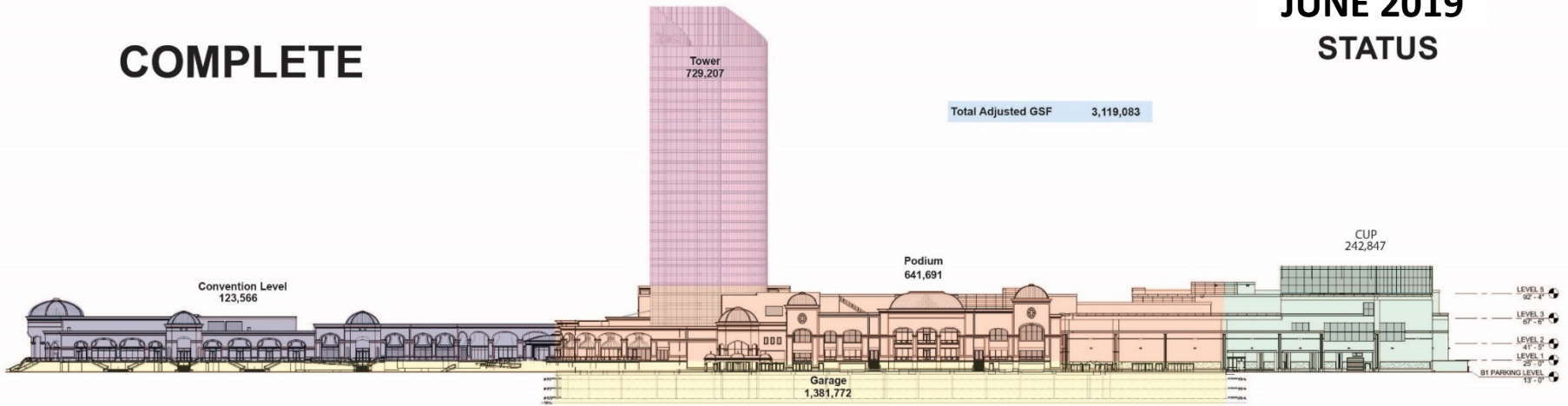
COMPLETE

## PUNCH LIST/ FFE

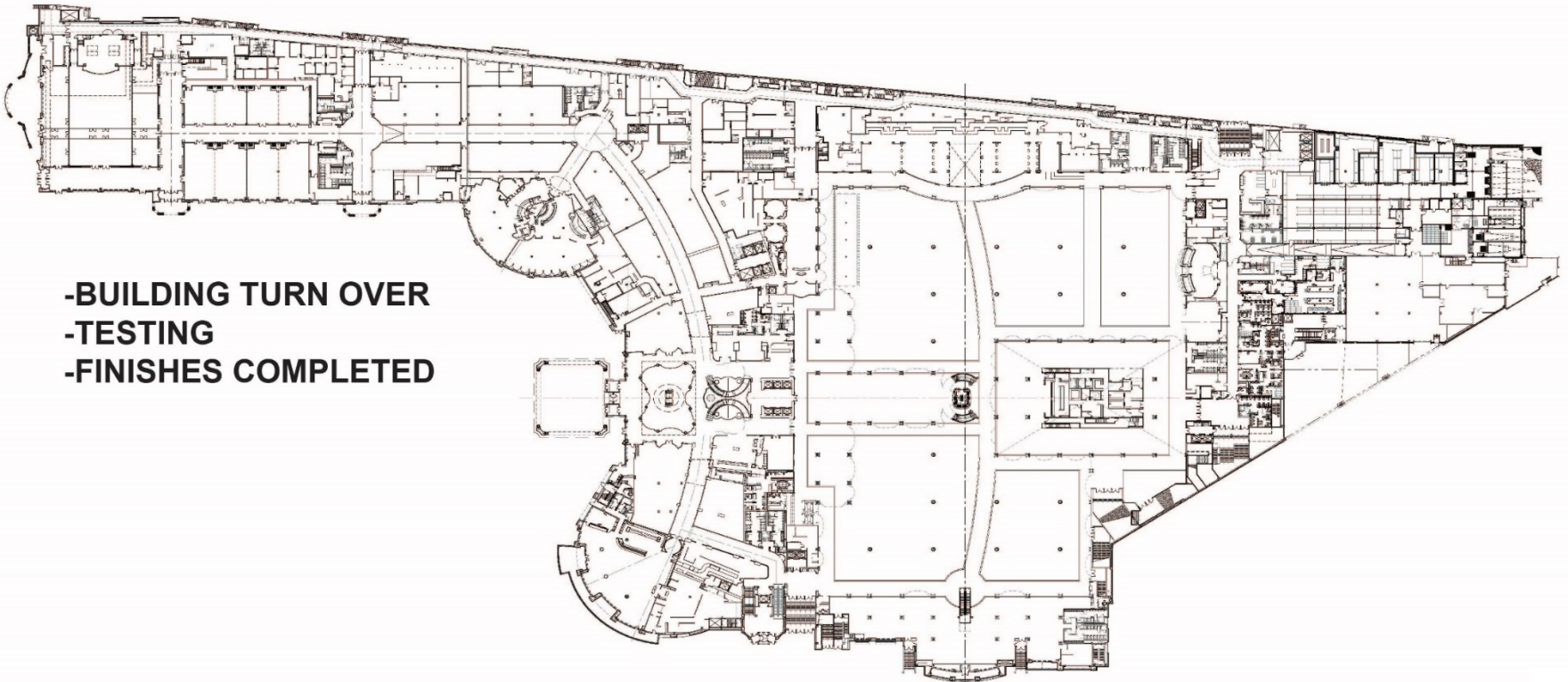


# COMPLETE

# JUNE 2019 STATUS



**-BUILDING TURN OVER  
-TESTING  
-FINISHES COMPLETED**



*Wynn* BOSTON HARBOR  
®



## Workforce Summary Report

WYNN BOSTON HARBOR  
 Construction Workforce Diversity  
 Date Range: 9/2015 - 8/28/2016

LOCAL TRADE UNION	AUGUST 2016									
	Total Hours	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
		# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Carpenters Local 107	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 218	424.0	1	96.0	22.6%	1	96.0	22.6%	0	0.0	0.0%
Carpenters Local 26	88.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 275	88.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 33	166.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 624	72.0	1	72.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Electricians Local 103 I.B.E.W.	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Elevator Constructors Local 4	432.5	1	105.5	24.4%	0	0.0	0.0%	1	105.5	24.4%
Iron Workers Local 7	1,937.5	5	596.5	30.8%	2	184.0	9.5%	0	0.0	0.0%
Laborers Local 133	16.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 138	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 1421 (Wreckers)	280.0	6	280.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 151	604.0	1	194.5	32.2%	1	194.5	32.2%	0	0.0	0.0%
Laborers Local 22	6,214.5	19	2,739.0	44.1%	5	533.0	8.6%	1	157.5	2.5%
Laborers Local 223	290.5	1	86.5	29.8%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 243	21.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 271	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 385	219.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 429	65.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 560	353.5	2	353.5	100.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 609	16.0	1	8.0	50.0%	0	0.0	0.0%	1	8.0	50.0%
Laborers Local 610	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 721	179.5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 876	204.0	1	204.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 88 (Tunnel Workers)	286.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Operating Engineers Local 4	13,526.0	9	1,640.0	12.1%	2	309.5	2.3%	4	743.5	5.5%
Piledrivers Local 56	3,495.0	3	631.5	18.1%	2	222.5	6.4%	2	484.5	13.9%
Woodframe Local 723	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
<b>TOTAL</b>	<b>28,978.0</b>	<b>51</b>	<b>7,007.0</b>	<b>24.2%</b>	<b>13</b>	<b>1,539.5</b>	<b>5.3%</b>	<b>9</b>	<b>1,499.0</b>	<b>5.2%</b>

LOCAL TRADE UNION	PROJECT TO DATE									
	Total Hours	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
		# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Carpenters Local 107	24.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 218	628.0	1	128.0	20.4%	1	128.0	20.4%	0	0.0	0.0%
Carpenters Local 26	132.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 275	112.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 33	304.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 624	105.0	1	105.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Electricians Local 103 I.B.E.W.	34.0	2	16.0	47.1%	0	0.0	0.0%	0	0.0	0.0%
Elevator Constructors Local 4	472.5	1	105.5	22.3%	0	0.0	0.0%	1	105.5	22.3%
Iron Workers Local 7	3,571.5	5	1,019.5	28.5%	2	208.0	5.8%	0	0.0	0.0%
Laborers Local 133	78.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 138	8.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 1421 (Wreckers)	280.0	6	280.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 151	2,448.5	1	601.0	24.5%	2	609.0	24.9%	0	0.0	0.0%
Laborers Local 22	21,000.5	31	7,146.0	34.0%	10	2,088.0	9.9%	4	1,498.5	7.1%
Laborers Local 223	1,095.0	2	310.0	28.3%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 243	39.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 271	8.0	1	4.0	50.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 385	868.5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 429	108.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 560	999.0	3	999.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 609	74.0	1	50.0	67.6%	0	0.0	0.0%	1	24.0	32.4%
Laborers Local 610	32.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 721	387.5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 876	699.5	1	691.5	98.9%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 88 (Tunnel Workers)	470.5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Operating Engineers Local 4	34,932.5	9	3,957.0	11.3%	2	653.0	1.9%	4	1,888.5	5.4%
Piledrivers Local 56	8,339.5	3	1,338.0	16.0%	3	352.0	4.2%	4	1,211.5	14.5%
Woodframe Local 723	8.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
<b>TOTAL</b>	<b>77,259.0</b>	<b>68</b>	<b>16,750.5</b>	<b>21.7%</b>	<b>20</b>	<b>4,038.0</b>	<b>5.2%</b>	<b>14</b>	<b>4,728.0</b>	<b>6.1%</b>

**SUMMARY PERFORMANCE: PROJECT TO DATE**

	# Workers	Hours	Goal	Project to Date
Minority	68	16,750.5	15.3%	21.7%
Female	20	4,038.0	6.9%	5.2%
Veteran	14	4,728.0	3.0%	6.1%

### Workforce Summary Report

**WYNN BOSTON HARBOR**  
**Construction Workforce Diversity**  
**Date Range: 9/2015 - 8/28/2016**

CONTRACTOR	AUGUST 2016									
	Total Hours	# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Cashman Dredging & Marine Contracting	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Cavalieri Construction Company, Inc.	672.5	4	487.0	72.4%	0	0.0	0.0%	1	157.5	23.4%
Coastal Marine Construction	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
DeLucca Fence Company	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
J Rams Inc	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
J. Derenzo Co.	6,850.5	7	1,296.0	18.9%	2	391.0	5.7%	3	430.5	6.3%
Liberty Construction Services	1,695.5	6	435.0	25.7%	2	176.5	10.4%	0	0.0	0.0%
Lockwood Remediation	0.0	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%
NewRoads Environmental	288.0	7	288.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Rapid Flow Inc.	16.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Regis Steel Corporation	1,937.5	5	596.5	30.8%	2	184.0	9.5%	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%
The Railroad Associates Corporation	65.5	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%
TREVIICOS CORPORATION	15,477.0	20	3,635.5	23.5%	7	788.0	5.1%	3	733.5	4.7%
Vynorius Piledriving Inc.	1,975.5	2	269.0	13.6%	0	0.0	0.0%	2	177.5	9.0%
Wood & Wire Fence Co. Inc	0.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
<b>TOTAL</b>	<b>28,978.0</b>	<b>51</b>	<b>7,007.0</b>	<b>24.2%</b>	<b>13</b>	<b>1,539.5</b>	<b>5.3%</b>	<b>9</b>	<b>1,499.0</b>	<b>5.2%</b>

CONTRACTOR	PROJECT TO DATE									
	Total Hours	# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Cashman Dredging & Marine Contracting	200.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Cavalieri Construction Company, Inc.	1,147.5	4	817.0	71.2%	0	0.0	0.0%	1	249.5	21.7%
Coastal Marine Construction	2,223.5	0	0.0	0.0%	1	84.0	3.8%	1	116.5	5.2%
DeLucca Fence Company	394.5	5	110.0	27.9%	1	16.0	4.1%	1	24.0	6.1%
J Rams Inc	17.0	0	0.0	0.0%	0	0.0	0.0%	1	8.0	47.1%
J. Derenzo Co.	18,202.5	7	3,637.0	20.0%	3	1,242.5	6.8%	3	1,138.5	6.3%
Liberty Construction Services	3,405.0	11	840.0	24.7%	3	253.5	7.4%	0	0.0	0.0%
Lockwood Remediation	32.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
MON Landscaping Inc.	96.0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
NewRoads Environmental	288.0	7	288.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Rapid Flow Inc.	176.5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Regis Steel Corporation	3,571.5	5	1,019.5	28.5%	2	208.0	5.8%	0	0.0	0.0%
Richard W. Reid Electric Company Inc.	34.0	2	16.0	47.1%	0	0.0	0.0%	0	0.0	0.0%
The Railroad Associates Corporation	65.5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
The Welch Corporation	11,582.5	2	1,308.0	11.3%	3	1,057.0	9.1%	2	1,225.0	10.6%
TREVIICOS CORPORATION	32,388.0	22	8,310.0	25.7%	7	1,177.0	3.6%	3	1,629.5	5.0%
Vynorius Piledriving Inc.	3,427.0	2	401.0	11.7%	0	0.0	0.0%	2	337.0	9.8%
Wood & Wire Fence Co. Inc	8.0	1	4.0	50.0%	0	0.0	0.0%	0	0.0	0.0%
<b>TOTAL</b>	<b>77,259.0</b>	<b>68</b>	<b>16,750.5</b>	<b>21.7%</b>	<b>20</b>	<b>4,038.0</b>	<b>5.2%</b>	<b>14</b>	<b>4,728.0</b>	<b>6.1%</b>

**SUMMARY PERFORMANCE: PROJECT TO DATE**

	# Workers	Hours	Goal	Project to Date
<b>Minority</b>	68	16,750.5	15.3%	21.7%
<b>Female</b>	20	4,038.0	6.9%	5.2%
<b>Veteran</b>	14	4,728.0	3.0%	6.1%