



**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 Massachusetts Gaming Commission Access and Opportunity Committee. The meeting will take place:

**Tuesday, March 12, 2019 | 10 AM**  
**Massachusetts Gaming Commission**  
101 Federal Street – 12<sup>th</sup> floor  
Boston, MA 02110

1. **Call to Order-**  
Jill Lacey Griffin, Chair
  2. **Approval of Minutes: February 12, 2019-**  
Committee
  3. **REPORT: Encore Boston Harbor Design/Construction Activity**  
Jennie Peterson, Director of Employment (Encore Boston Harbor);  
Emily Earll, Project Controls Manager (Suffolk);  
Shelley Webster, Diversity Consultant
    - Labor Outcomes to Date
    - Contractor Outcomes to Date
    - Upcoming Construction Activity
- Followed by committee member questions/discussion and community input.*
4. **New Business -**  
Committee

**Next Meeting:**  
April 9, 2019 | 10 AM  
International Elevator's Union  
50 Park Street, Dorchester

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).

3/7/19

(date)

Jill Lacey Griffin

MGC Director of Workforce, Supplier and Diversity Development

**Posted to Website:** 3/8/2019 | 9:30 a.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)



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## Access and Opportunity Committee Meeting Minutes

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**Date/Time:** February 12, 2019, 10:12 a.m. – 11:32 a.m.

**Place:** New England Regional Council of Carpenters  
750 Dorchester Ave  
Dorchester, MA 02125

### Committee Members Present:

Jill Lacey Griffin  
Crystal Howard  
Nader Acevedo  
Andrew DeAngelo  
Emily Earll  
Kate Harrison

Nhat Le  
Susan Moir  
Jennie Peterson  
Liz Skidmore  
Shelley Webster  
Brooke Woodson

*A list of all committee members is available to the public by request.*

### Call to Order

10:12 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee meeting.

### Review of Minutes

10:13 a.m. The committee unanimously voted to approve the minutes from both the December 11, 2018 and January 8, 2019 meetings.

**REPORT: Encore Design/Construction Activity** – Jennie Peterson, Director of Employment; Emily Earll, Project Controls Manager; Shelley Webster, Diversity Consultant

10:14 a.m. Ms. Peterson opened the presentation with an update on design contracts, stating that as of the end of January there had been no changes. To date, 23.6% (\$15.1 million) has been awarded to MBE, VBE and WBEs. Ms. Peterson stated that WBE contracts are slightly lower than the 10% goal, at 8.8%, and won't likely change because the design phase has started to wrap up. She noted that Sam architecture is a subconsultant to Jacob, and really worked in a close partnership. With that contract closing out, there might be a very slight increase in the percentage but Encore's will likely stay in the 8.5-9% range. The other categories are both over goal with VBE's at 6.3% and MBE's at 8.8%.

In construction contracts, by the end of January, Encore had awarded 18.3% (\$240.9 million) in contracts and purchase orders to MBE, VBE and WBE contractors. Ms. Peterson stated that work on the project is really slowing down, so only one new award came out last month to a WBE, within the FF&E scope. Eighty contracts (6.1%) have gone to MBE's, 155 have gone to WBE's (11.8%) and 48 have gone to VBE's (2.5%), all of which greatly exceed the stated goals of the construction phase.

Ms. Peterson provided a workforce update, stating that over 4,988,103 hours had been completed on the project by 6,772 workers. Of those, 1,608 were minority, 433 were female, and 299 were veterans. Encore is exceeding their goal in every category, currently standing at 25.2% minority, 7.2% female and 5.7% veterans.

Ms. Peterson stated that the usual outreach communications for the project have continued. In January, Encore selected the 2018 4<sup>th</sup> quarter Diversity Recognition Award winner, which was E.M. Duggan. At that time, they held project stats of 17.6% minority, 7.5% female and 10.6% veteran. Ms. Peterson acknowledged that for this contractor, reaching the diversity targets was a true effort, which didn't start off as smooth, yet ended up very successful, and included over 150,000 hours with a large crew. Best Efforts recognition went to Tavares and Liberty Construction. Additionally, the monthly Tradeswomen Luncheon was held on January 16<sup>th</sup> and continues to see many tradeswomen coming together in one place on the property.

10:23 a.m. Ms. Webster said that six corrective action meeting were held in January, with a heavy push for a few of the contractors met with to provide support letters to the JATC. Ms. Webster stated that it can be beneficial because if the crew gets smaller, but the contractor keeps on many of their diverse crew members, they'll see an increase in their project to date metrics slightly. Encore stated that they're receiving a lot of information about shared crews between projects resulting in a lack of bodies, and union membership limitations, but they're not letting up and continue to move forward with the same processes.

NCTE members requested that Ms. Webster share with them the Corrective Action invite to relay their protocol, and she agreed.

10:31 a.m. Ms. Skidmore inquired as to why Liberty Construction Services would be awarded a diversity award recognition when their project to date metric for women was only 4.6%. Encore explained that Liberty Construction and Liberty Equipment Services work together in tandem. They are run together (via the same management) and have had very strong minority and veteran numbers, as well. Recently, Liberty Construction also made increases to their female participation. Ms. Peterson said that part of this recognition effort really was about the effort, the strategy and cooperation, as well as the responsiveness, not just about achieving the numbers. She said that Liberty has been helpful in achieving the project goals overall, not just their own, which is very important.

In other notes, Ms. Peterson noted that the project has had about 25% apprenticeship for the workforce in project-to-date, and sits at about 19% of labor

for the project currently, but they aren't sure of the journey:apprentice union ratio within the trades. Additionally, Mr. Woodson stated that Liberty has also recently hired a full-time compliance officer, which the committee expressed was a great effort.

10:40 a.m. There was a brief discussion about particular individuals on the project who had been laid off and whether they could go back to work. There was also a conversation about permanent facilities positions at Encore, in which Ms. Peterson stated that at Tradeswomen Tuesdays, which is averaging about 60 women attending per month, they have had a facilities recruiter on site to chat with women about the potential jobs with the casino such as painters, HVAC techs, electricians, plumbers and installers. There will be around 80-100 permanent facilities positions with good pay that is competitive to the trades. There are hospitality benefits included, a more regular schedule than construction, work is done primarily indoors, no layoff periods, and one work location daily.

10:51 a.m. Ms. Moir brought up a correlation between veteran workers on the project and female workforce participation rates. Ms. Peterson said that the group of veterans on the project is very diverse, but Ms. Moir said that the general population of veterans, especially in construction wasn't diverse so the increase in veteran workforce participation often has a disparate impact on the female workforce participation percentage. Ms. Peterson specified that on the project there were many examples where subcontractors were exceeding in their workforce goals for both groups.

11:01 a.m. In a project update, Encore said there are currently 1,300-1,500 people on the site daily and that the labor projection chart is on the tail, but about where anticipated, so they're still on track for a June 23<sup>rd</sup> opening. All panels are up in the curtain wall, and there are just a few touch ups remaining. Interiors are continuing in the tower, being loaded into the 16<sup>th</sup> and 17<sup>th</sup> floors of 27 floors. Carpets are now down in the casino and slots have begun going in. There is a lot of millwork remaining. The team said that most of the back of house is complete, and a lot of finishes are being wrapped up in the restaurant areas.

### **New Business**

11:14 a.m. Ms. Moir said that she sent everyone the year-end report for apprentices, which included the numbers for all the union apprenticeship programs. The report shows that they're up to 8.5% female apprentices, totaling 612. This is a 26.5% increase in from 2017, which was at 484.

The committee discussed the potential for developing women within leadership/BA roles, as well as tradespeople. There was also a brief discussion about childcare availability at Encore. Ms. Peterson said Encore was committed to build and open a daycare and is actively working on that, but there weren't more details to offer at this time.

Ms. Griffin announced an RFR was released by the Gaming Commission seeking a consultant to develop a report of best practices regarding AOC efforts toward casino diversity goals.

Mr. DeAngelo announced that Building Pathways is recruiting for their late spring/summer cohorts, and also that an office administrator role will be posted soon.

11:32 a.m. A motion was made to adjourn the meeting. Motion passed unanimously.



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

1. Agenda Feb 2019 - signed (pdf)
2. Dec 11 2018 AOC Minutes- to vote Jan (pdf)
3. Jan 8 2019 AOC minutes- drafted (word)
4. 2019 January Encore Boston Harbor AOC Report\_Final (pdf)
5. 2019 January EBH Construction Workforce (pdf)
6. 2019 Meeting Schedule updated 2.8 (pdf)



# ACCESS & OPPORTUNITY MONTHLY UPDATE FEBRUARY 2019



# 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 February 28<sup>th</sup>, 22.6%, \$14.8 million of project design contracts have been awarded to M/W/VBEs.

	# Contract Awards	Goal	Awarded to Date	\$ Awarded to Date	<i>Paid to Date**</i>	<i>\$ Paid to Date**</i>
MBE	13	7.9%	8.4%	\$5.5 M	9.2%	\$5.3 M
WBE	14	10.0%	8.2%	\$5.3 M	8.3%	\$4.8 M
VBE	4	1.0%	6.1%	\$4.0 M	6.3%	\$3.6 M
<b>TOTAL</b>	<b>30</b>	<b>18.9%</b>	<b>22.6%</b>	<b>\$14.8 M</b>	<b>23.9%</b>	<b>\$13.7 M</b>

**Total Qualified Design Spend = \$65,299,088**

*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.*

*\*Paid to date figures as of 12/31/2018*



# Design: M/W/VBE Participation



MBE (13)	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			
	PEER Consultants(M/WBE) (Sub to Bohler)	Burlington, MA	Construction Administration			
	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>\$5,477,841</b>	<b>7.9%</b>	<b>8.4%</b>
<b>WBE (14)</b>						
	City Point Partners (Sub to AECOM)	Boston, MA	Roadway Inspection Services			
	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 (M/WBE)(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			
	Saam Architecture	Boston, MA	Interior Architecture			
	Slover & Company	New York, NY	Signage Design			
<b>TOTAL</b>				<b>\$5,364,495</b>	<b>10.0%</b>	<b>8.2%</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>\$3,974,569</b>	<b>1.0%</b>	<b>6.1%</b>

# Construction: M/W/VBE Participation

- As of February 28<sup>th</sup>, 19.4%, \$257.9 million of construction contracts & purchase orders have been awarded to M/W/VBEs.
- Construction contracts & purchase orders in February included 3 awards to an MBE, 2 awards to an M/WBE, 2 awards to an M/W/VBE, and 2 awards to a WBE

	# Contract Awards	Goal	Awarded to Date	\$ Awarded to Date	<i>Paid to Date**</i>	<i>\$ Paid to Date**</i>
MBE	84	5.0%	6.0%	\$79.5 M	5.3%	\$66.4 M
WBE	152	5.4%	13.0%	\$173.1 M	10.5%	\$130.7 M
VBE	48	1.0%	2.7%	\$36.4 M	2.4%	\$30.2 M
<b>TOTAL*</b>	<b>251</b>	<b>11.4%</b>	<b>19.4%</b>	<b>\$257.9M</b>	<b>14.3%</b>	<b>\$177.4 M</b>

**Total Qualified Construction Spend = \$1,330,140,829**

\* 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.

\*\*Paid to Date Figures as of 12/31/2018; percentages reflect payments to M/W/VBEs as a % of total payments made.

# Construction: MBE Participation, 84 Contracts Awarded



MBE (84)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	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			
	Anvil Steel & Engineering (M/VBE)	Taunton, MA	Misc. Metals & Glass			
	Anvil Steel & Engineering (M/VBE)	Taunton, MA	Labor - Ironworkers			
	Ariston	Alhambra, CA	Furniture			
	ASA Environmental Products (M/WBE)	Stonington, CT	Drywall Materials Supply			
	ASA Environmental Products (M/WBE)	Stonington, CT	Construction Materials (K&M Fire)			
*	Atlantic Bay Contracting	Allston, MA	Paint Materials			
	Bluebird Graphic Solutions	Woburn, MA	Fabrication			
	BRAVA Electric & Telecom	Brockton, MA	Labor for PV Installation			
	Building Enclosure Associates	Charlestown, MA	Commissioning			
	C&D Electronics (M/WBE)	Holyoke, MA	Specialty Equipment, Appliances			
*	C&D Electronics (M/WBE)	Holyoke, MA	Specialty Equipment, Appliances			
*	C&D Electronics (M/WBE)	Holyoke, MA	Specialty Equipment, Appliances			
	Carl-Louis & Co. Inc.	Dorchester, MA	Pipes, Valves, Fittings, Drainage			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
*	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
*	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	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			
	Don Martin	Marshfield, MA	Paving			
	Don Martin	Marshfield, MA	Paving			
	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			
	Erik Rueda Design Lab (M/VBE)	Chelsea, MA	Conference Tables			
	Edwards Group (M/WBE)	Mattapan, MA	Onsite Trucking/Soils Hauling			
	Edwards Group (M/WBE)	Mattapan, MA	Trucking			
	Evermore Light & Power (M/WBE)	Tewksbury, MA	ALC Install			

# Construction: MBE Participation, 84 Contracts Awarded



MBE (84)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	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			
	Hope Trucking	Lynn, MA	Trucking			
	Henry Owens Movers	Everett, MA	Logistical Services and Warehousing			
*	Henry Owens Movers	Everett, MA	Logistical Services and Warehousing			
*	Henry Owens Movers	Everett, MA	Logistical Services and Warehousing			
	Independent Pipe Service	Houston, TX	Drill Casing Supply			
	Independent Pipe Service	Houston, TX	Pipe Supplies			
	In Order Business Solutions (M/WBE)	Roxbury, MA	Construction Compliance			
	Jerez LLC (M/WBE)	Saugus, MA	Sealer at VCT			
	Jerez LLC (M/WBE)	Saugus, MA	Construction Cleanup Services			
	Jerez LLC (M/WBE)	Saugus, MA	Final Cleaning			
	JHP Industrial Supply Co. Inc.	Syracuse, NY	Pipe, Valves, Fittings			
	KO Stone, Inc	Woburn, MA	Final Cleaning			
	Lancaster Packaging (M/WBE)	Hudson, MA	Special Equipment, Appliances			
	M-O-N Landscaping	North Dartmouth, MA	Erosion Control			
	Mack Designer Hardware	Burlington, MA	Hardware			
	Moor Metals Inc	Holliston, MA	Pipe, Piles, Tile & Rod			
	Moor Metals Inc	Holliston, MA	Metal Materials			
	Moor Metals Inc	Holliston, MA	Metal Materials			
	Native Gaming Services	Atmore, AL	Gaming Furniture			
	PMA Consultants	Ann Arbor, MI	Change Order Review			
	PSN Construction	Leominster, MA	Labor			
	Radiant Logistics Partners LLC	Bellevue, WA	Logistical Services and Warehousing			
	Regis Steel	Fall River, MA	Rebar Cages			
	Regis Steel	Fall River, MA	Rebar Cages			
	Regis Steel	Fall River, MA	Install Rebar & Mesh			
	SK Fabrics	Beaverton, OR	Fabrics			
	Sunbay Supplies	Las Vegas, NV	Amenities			
	S-Celo LLC (M/WBE)	Springfield, MA	Painting & Wallcovering			
	T&T Steel Erectors	Hyde Park, MA	Steel Erection			
	Tango Construction	Fitchburg, MA	Castings Install			
	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			
	Wang Commissioning (M/WBE)	West Roxbury, MA	Building Commissioning			
	West Hartford Lock (M/WBE)	Hartford, CT	Doors			
	Wood & Wire Fence	Lincoln, RI	Temporary Fence			
<b>TOTAL</b>				<b>\$79,519,270</b>	<b>5.0%</b>	<b>6.0%</b>

# Construction: WBE Participation, 152 Contracts Awarded



WBE (152)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	ACK Marine	Quincy, MA	Hopper Barge Rental			
	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	Materials			
	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			
	Architectural Products	Burlington, CT	Glass & Glazing Materials			
	ASA Environmental Products (M/WBE)	Stonington, CT	Drywall Materials Supply			
	ASA Environmental Products (M/WBE)	Stonington, CT	Construction Materials (K&M Fire)			
	Back Bay Concrete	Wakefield, MA	Place and Finish Concrete Slab			
	Baker Sign Works	Fall River, MA	Signage			
	Baker Steel	Fall River, MA	Steel Estimating & Procurement			
	Brennan Consulting	Burlington, MA	Surveying			
	Brennan Consulting	Burlington, MA	As-Built Survey			
	BOSS Steel	Everett, MA	Steel Erection			
	Boston Bridge & Steel	Methuen, MA	Catwalk Railing Fabrication			
	C&D Electronics (M/WBE)	Holyoke, MA	Specialty Equipment, Appliances			
	* C&D Electronics (M/WBE)	Holyoke, MA	Specialty Equipment, Appliances			
	* C&D Electronics (M/WBE)	Holyoke, MA	Specialty Equipment, Appliances			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Carol's Lighting (M/W/VBE)	Canton, MA	Light Fixtures			
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	* Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	* Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials			
	Chapman Electric (W/VBE)	Sandwich, MA	ALC Installation			
	Coastal Marine	Canton, MA	Remediation			
	Coghlin Electrical	Worcester, MA	Medium Voltage Electrical			
	Coghlin Electrical	Worcester, MA	Podium North Electrical			
	* Comtronics	Quincy, MA	Communications			
	Comtronics	Quincy, MA	Radios			
	Comus Design and Construction, Inc.	Clarksburg, MD	Diamond Plate Supplier			
	Consolidated Brick Supplies	Avon, MA	Masonry Accessories			
	County Draperies	Middleton, New York	Draperies			
	Dagle Electrical Construction	Woburn, MA	Electrical			
	Dagle Electrical Construction	Woburn, MA	Roadwork Electrical, MBTA Security			
	Delucca Fence Company	Methuen, MA	Fencing			
	Duende Glass	New Bedford, MA	Glass Balustrades			
	Edwards Group (M/WBE)	Mattapan, MA	Onsite Trucking/Soils Hauling			
	Edwards Group (M/WBE)	Mattapan, MA	Trucking & Freight			
	Evermore Light & Power (M/WBE)	Tewksbury, MA	ALC Install			

# Construction: WBE Participation, 152 Contracts Awarded



WBE (152)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	Fabiano Oil Corp	Wrentham, MA	Fuel Supply			
	Fabric Innovations	Coral Gables, FL	Fabrics			
	Federal Concrete	Hopkinton, MA	Site Concrete			
	Fiber Optic Splicing & Testing	Wakefield, MA	Furnish Fire Cable			
	Fisher Contracting Corporation (M/WBE)	Worcester, MA	Living Shoreline Earthwork, Concrete			
	FOH dba Front of House	Miami, FL	FF&E			
	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			
	Gladstone	Las Vegas, NV	Lighting & Hardware			
	Gladstone	Las Vegas, NV	Lighting & Hardware			
	Gladstone	Las Vegas, NV	Lighting & Hardware			
	Glass Art Studios 2	Boston, MA	Glass			
	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			
	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			
	HiWay Safety Systems Inc	Rockland, MA	Pavement Markings			
	Imex Cargo	East Boston, MA	Trucking & Freight			
	Inlight International	Gardena, CA	Portable and Hardwire Lighting			
	Interior Resources Group	Andover, MA	Office Furniture & Installation			
	Interstate Steel Sales, Inc.	Orchard Park, NY	Materials - Plates, Channels			
	In Order Business Solutions (M/WBE)	Dorchester, MA	Construction Compliance			
	J. Thibert Architectural Woodwork	Wilmington, MA	Millwork Installation			
	Jackson Glass	Roslindale, MA	`			
	Janet Yonaty	Hollywood, CA	Fabrics & Wallcover			
	Jerez LLC (M/WBE)	Saugus, MA	Construction Cleanup Services			
	Jerez LLC (M/WBE)	Saugus, MA	Final Cleaning			
	J F Shine Mechanical	West Roxbury, MA	Plumbing Insulation			
	JMD Building Products	New York, NY	Pipe supplies			
	Keiver Willard Lumber	Newburyport, MA	Lumber			
	Lancaster Packaging (M/WBE)	Hudson, MA	Special Equipment, Appliances			
	Lily Jack	Gardena, CA	Seating			
	L&L Contracting	Braintree, MA	Materials			
	Lub-O-Line Industrial Oil	Somerville, MA	Lube & Fuel Supplier			
	Lusive Décor	Los Angeles, CA	Hardwire and Portable Lighting			
	Lynn Ladder & Scaffolding	Lynn, MA	Scaffolding			
	Maya Romanoff Design	Skokie, IL	Wallcovering			
	MCQ Fine Art, LLC	Las Vegas, NV	Fine Art Sculptures			
	Michele Quinn Fine Art Advisory	Las Vegas, NV	Art and Antiques			
	Melo's Rodbusters	South Dartmouth, MA	Reinforcing Steel Supply			
	* Metropolitan Interactive	Oxford, CT	Audio Visual Systems			
	Modulease Corporation	Plainville, MA	Storage Container			



# Construction: WBE Participation, 152 Contracts Awarded



WBE (152)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	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			
	Valley Forge Textiles	Ft. Lauderdale, FL	Fabrics			
	Wallco Sales	Fairfield, MA	Labor			
	Welch Associates Land Surveyors	West Bridgewater, MA	Layouts, As-built Surveys			
	Welch Associates Land Surveyors	West Bridgewater, MA	Layouts, As-built Surveys			
	Wang Commissioning (M/WBE)	West Roxbury, MA	Building Commissioning			
	West Hartford Lock (M/WBE)	Hartford, CT	Doors			
	West Hartford Lock (M/WBE)	Hartford, CT	Doors			
	William G. Moore	Freehold, NJ	Timber Piles Supply			
	Wynco Distributors of New England	Wilmington, MA	Carpet Pad Vendor			
			<b>TOTAL</b>	<b>\$173,078,136</b>	<b>5.4%</b>	<b>13.0%</b>



# Construction: VBE Participation, 48 Contracts Awarded



VBE (48)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts	
	4 Seasons Property Management	Hull, MA	Painting				
	AJ Industries West	Las Vegas, NV	Laundry Equipment				
	Anvil Steel Engineering (M/VBE)	Taunton, MA	Shear Stud Installation				
	Anvil Steel & Engineering (M/VBE)	Taunton, MA	Rebar at main level				
	Anvil Steel & Engineering (M/VBE)	Taunton, MA	Misc. Metals & Glass				
	Anvil Steel & Engineering (M/VBE)	Taunton, MA	Labor - Ironworkers				
	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				
	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				
	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				
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	* Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	* Carol's Lighting (M/W/VBE)	Canton, MA	Lighting Supplies & Materials				
	Chair Choice	Santa Fe Springs, CA	Seating				
	Chapman Electric (W/VBE)	Sandwich, MA	ALC Installation				
	Cobix	Dedham, MA	Stud Rail Supply				
	Eastern Exterior Wall	Allentown, PA	Pre-Engineered Walls				
	Erik Rueda Design Lab (M/VBE)	Chelsea, MA	Conference Tables				
	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				
	Mack Desginer Hardware	Burlington, MA	Hardware				
	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				
	Thermo Dynamics	Amesbury, MA	Insulation				
	Thermo Dynamics	Amesbury, MA	Plumbing & Insulation				
				<b>TOTAL</b>	<b>\$36,416,017</b>	<b>1.0%</b>	<b>2.7%</b>

# Construction: Workforce Participation

- As of February 28<sup>th</sup>, 5,275,452 hours of work had been completed on the project site by 7,029 workers.
- 1,685 minorities, 452 females, and 301 veterans have performed construction work on the project.

	# Workers*	# Diverse Workforce Hours*	Goal	% Diverse Workforce Hours to Date
Minority	1,685	1,333,795.33	15.3%	25.3%
Female	452	378,041.1	6.9%	7.2%
Veteran	301	295,896.8	3.0%	5.6%

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

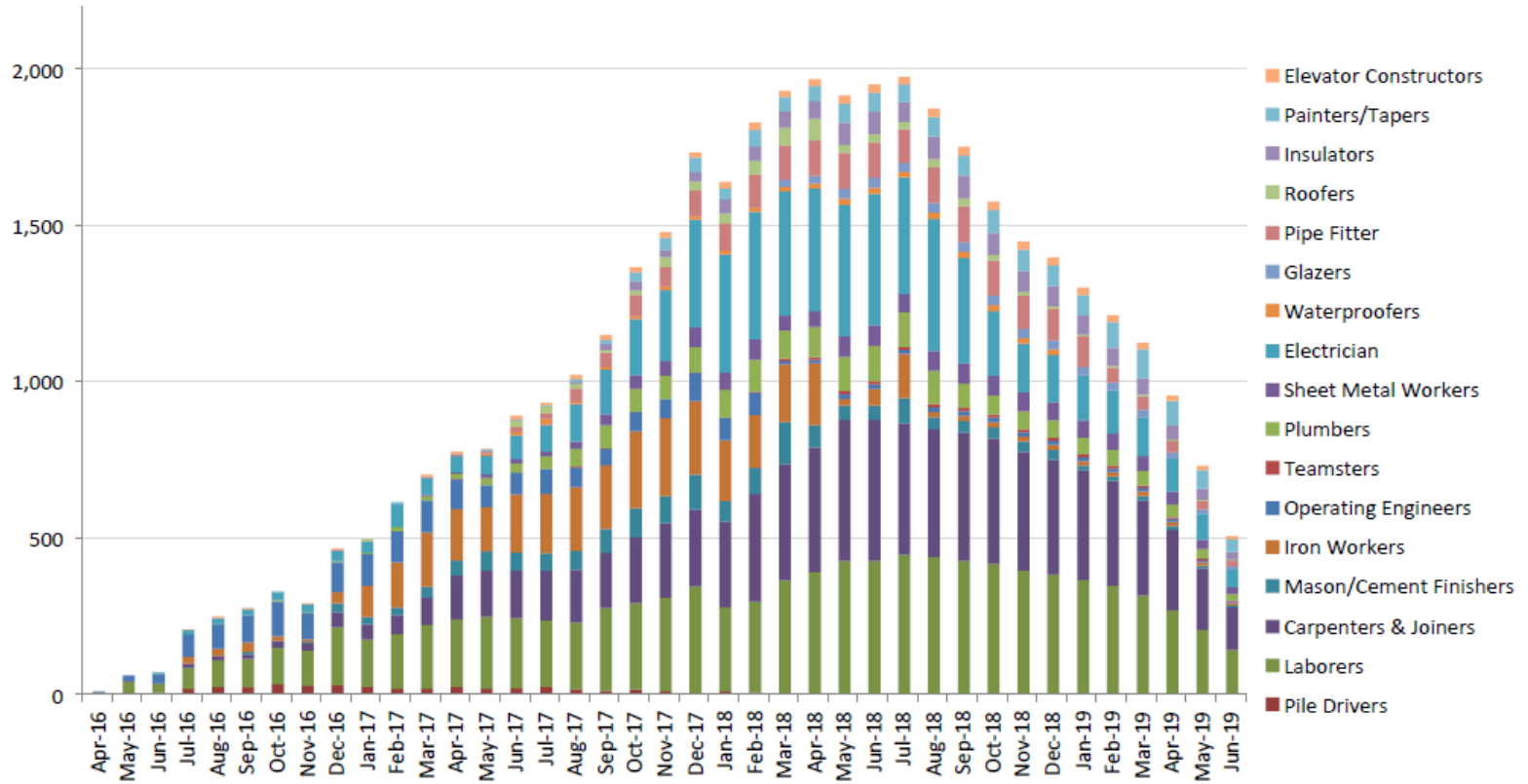
- Ongoing outreach and work with community partners and Career Centers, including monthly reminders about upcoming Building Trades Apprenticeship Opportunities
- On-site sub-contractors notifications sent to all union walk-on applicants
- 02/20/2019: Encore Tradeswomen's Lunch

# Tradeswomen's Lunch





## Encore Boston Harbor Labor Projection



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

THANK YOU













CONTRACTOR	FEBRUARY 2019										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Vanguard Plumbing & Mechanical LLC	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Vynorius Piledriving Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Wallco Installations, LLC	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
WES Construction Corp	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Weston & Sampson CMR, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Whitehawk Construction Services, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Willco Sales & Service, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Wood & Wire Fence Co. Inc. (MBE)	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Wynn Boston Harbor	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
YESCO LLC	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
<b>TOTAL</b>	<b>154,118.2</b>	<b>1,562</b>	<b>403</b>	<b>40,590.1</b>	<b>26.3%</b>	<b>124</b>	<b>11,944.7</b>	<b>7.8%</b>	<b>60</b>	<b>6,624.0</b>	<b>4.3%</b>

CONTRACTOR	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	%
Vanguard Plumbing & Mechanical LLC	312.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Vynorius Piledriving Inc.	13,626.3	32	3	1,810.3	13.3%	3	657.5	4.8%	4	1,592.0	11.7%
Wallco Installations, LLC	766.0	8	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
WES Construction Corp	4,134.0	15	1	356.5	8.6%	1	398.0	9.6%	0	0.0	0.0%
Weston & Sampson CMR, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Whitehawk Construction Services, Inc.	24.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Willco Sales & Service, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Wood & Wire Fence Co. Inc. (MBE)	8.0	2	1	4.0	50.0%	0	0.0	0.0%	0	0.0	0.0%
Wynn Boston Harbor	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
YESCO LLC	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
<b>TOTAL</b>	<b>5,275,452.0</b>	<b>7,029</b>	<b>1,685</b>	<b>1,333,795.3</b>	<b>25.3%</b>	<b>452</b>	<b>378,041.1</b>	<b>7.2%</b>	<b>301</b>	<b>295,896.8</b>	<b>5.6%</b>

**SUMMARY PERFORMANCE: PROJECT TO DATE**

	# Workers	Hours	Goal	Project to Date
<b>Minority</b>	1685	1,333,795.3	15.3%	25.3%
<b>Female</b>	452	378,041.1	6.9%	7.2%
<b>Veteran</b>	301	295,896.8	3.0%	5.6%

# Workforce Summary Report

**ENCORE BOSTON HARBOR**  
**Construction Workforce Diversity**  
**09/01/2015 - 02/28/2019**

LOCAL TRADE UNION	FEBRUARY 2019										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Asbestos Workers Local 6	1,935.5	29	9	525.0	27.1%	1	24.0	1.2%	1	56.0	2.9%
Boilermakers Local 29	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	14,673.0	155	33	3,055.0	20.8%	5	420.0	2.9%	2	206.0	1.4%
Carpenters, New England	25,857.5	278	55	4,941.5	19.1%	19	1,552.5	6.0%	15	1,501.0	5.8%
Electricians Local 103 I.B.E.W.	36,815.5	321	55	6,335.0	17.2%	24	2,326.5	6.3%	17	2,221.5	6.0%
Electricians Local 104 I.B.E.W (Utilities)	148.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Elevator Constructors Local 4	2,123.3	35	3	143.5	6.8%	2	175.0	8.2%	1	67.0	3.2%
Floorcoverers Local 2168	6,427.5	54	34	4,411.5	68.6%	2	224.0	3.5%	0	0.0	0.0%
Iron Workers Local 7	3,824.0	44	5	582.0	15.2%	5	512.0	13.4%	4	441.5	11.5%
Massachusetts Laborers	21,570.0	212	86	8,479.1	39.3%	38	3,820.7	17.7%	4	411.0	1.9%
Millwrights Local 1121	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Operating Engineers Local 4	3,807.4	37	6	946.0	24.8%	3	447.5	11.8%	3	442.5	11.6%
Operating Engineers Local 98	21.8	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	22,713.0	234	89	8,473.5	37.3%	17	1,830.0	8.1%	4	485.0	2.1%
Piledrivers Local 56	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Pipe Fitters Local 537	1,689.0	16	5	631.0	37.4%	2	232.0	13.7%	2	223.0	13.2%
Plasterers & Cement Masons Local 534	2,064.3	27	6	735.5	35.6%	1	8.0	0.4%	3	168.0	8.1%
Plumbers & Gasfitters Local 12	3,763.0	40	3	216.0	5.7%	2	128.0	3.4%	2	129.0	3.4%
Roofers & Slaters Local 33	1,743.8	20	5	499.0	28.6%	1	55.5	3.2%	1	111.5	6.4%
Sheet Metal Workers Local 17	3,031.3	38	6	288.5	9.5%	1	72.0	2.4%	1	161.0	5.3%
Sheet Metal Workers Local 63	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sprinkler Fitters Local 550	1,910.0	18	3	328.0	17.2%	1	117.0	6.1%	0	0.0	0.0%
Teamsters Local 25	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
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>154,118.2</b>	<b>1,562</b>	<b>403</b>	<b>40,590.1</b>	<b>26.3%</b>	<b>124</b>	<b>11,944.7</b>	<b>7.8%</b>	<b>60</b>	<b>6,624.0</b>	<b>4.3%</b>

LOCAL TRADE UNION	PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Asbestos Workers Local 6	67,668.5	130	31	12,879.5	19.0%	10	3,429.5	5.1%	8	5,479.0	8.1%
Boilermakers Local 29	2,141.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	213,647.8	372	70	46,877.0	21.9%	11	9,625.0	4.5%	10	7,082.0	3.3%
Carpenters, New England	930,451.8	1084	297	258,545.5	27.8%	69	57,370.5	6.2%	46	49,934.3	5.4%
Electricians Local 103 I.B.E.W.	1,129,994.5	1003	164	196,440.5	17.4%	66	76,355.8	6.8%	52	66,301.0	5.9%
Electricians Local 104 I.B.E.W (Utilities)	2,695.0	38	1	116.0	4.3%	1	243.0	9.0%	0	0.0	0.0%
Elevator Constructors Local 4	79,543.3	108	12	7,675.0	9.6%	6	4,501.0	5.7%	11	6,082.3	7.6%
Floorcoverers Local 2168	51,149.8	80	47	30,599.0	59.8%	3	2,685.8	5.3%	1	329.5	0.6%
Iron Workers Local 7	441,466.2	736	183	115,660.5	26.2%	49	31,897.0	7.2%	35	35,348.0	8.0%
Massachusetts Laborers	995,123.7	1401	448	335,786.3	33.7%	129	106,343.7	10.7%	41	35,516.5	3.6%
Millwrights Local 1121	277.0	5	2	94.0	33.9%	0	0.0	0.0%	0	0.0	0.0%
Operating Engineers Local 4	326,092.9	504	61	55,804.0	17.1%	20	16,195.0	5.0%	31	31,022.0	9.5%
Operating Engineers Local 98	646.3	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	292,499.5	455	182	119,671.5	40.9%	36	24,457.0	8.4%	8	8,854.5	3.0%
Piledrivers Local 56	46,522.0	106	9	5,218.5	11.2%	8	1,775.0	3.8%	9	5,113.0	11.0%
Pipe Fitters Local 537	128,803.0	123	17	26,170.5	20.3%	8	11,801.0	9.2%	10	9,321.0	7.2%
Plasterers & Cement Masons Local 534	81,113.7	241	56	16,861.3	20.8%	10	1,835.2	2.3%	7	1,141.1	1.4%
Plumbers & Gasfitters Local 12	193,747.3	234	29	31,258.5	16.1%	16	12,457.0	6.4%	13	15,597.0	8.1%
Roofers & Slaters Local 33	63,139.3	133	39	21,151.3	33.5%	4	5,157.8	8.2%	4	4,598.0	7.3%
Sheet Metal Workers Local 17	132,162.8	192	27	34,225.0	25.9%	4	6,865.5	5.2%	7	5,751.3	4.4%
Sheet Metal Workers Local 63	54.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sprinkler Fitters Local 550	96,274.0	63	10	18,761.5	19.5%	2	5,046.5	5.2%	6	8,415.5	8.7%
Teamsters Local 25	215.0	10	0	0.0	0.0%	0	0.0	0.0%	2	11.0	5.1%
Union Number	16.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Woodframe Local 723	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
<b>Total</b>	<b>5,275,452.0</b>	<b>7,029</b>	<b>1,685</b>	<b>1,333,795.3</b>	<b>25.3%</b>	<b>452</b>	<b>378,041.1</b>	<b>7.2%</b>	<b>301</b>	<b>295,896.8</b>	<b>5.6%</b>

**SUMMARY PERFORMANCE: PROJECT TO DATE**

	# Workers	Hours	Goal	Project to Date
<b>Minority</b>	1685	1,333,795.3	15.3%	25.3%
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