



**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, January 8, 2019 | 10 AM**  
**Massachusetts Gaming Commission**  
101 Federal Street – 12<sup>th</sup> floor  
Boston, MA 02110

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1. **Call to Order-**  
Jill Lacey Griffin, Chair
  2. **Approval of Minutes from December 11, 2018 - Committee**
  3. **REPORT: Encore Boston Harbor Design/Construction Activity**  
Jennie Peterson, Director of Employment;  
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**

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**Next Meeting:**  
February 12, 2019 | 10 AM  
Carpenters Union  
750 Dorchester Ave, Dorchester

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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).

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(date)

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**Jill Lacey Griffin**  
MGC Director of Workforce, Supplier and Diversity Development

**Posted to Website:** 1/4/2019 | 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:** December 11, 2018, 10:14 a.m. – 11:08 a.m.

**Place:** Suffolk Headquarters  
65 Allerton Street  
Boston, MA 02119

### Committee Members Present:

Jill Lacey Griffin  
Crystal Howard  
Maggie Drouineaud  
Emily Earll  
Priscilla Flint-Banks

Kate Harrison  
Nhat Le  
Jennie Peterson  
Liz Skidmore

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

### Call to Order

10:14 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee Meeting and there was a round of introductions.

### HOST: Welcome

10:16 a.m. Brooke Woodson welcomed the attendees to the Suffolk National Headquarters. He gave a bit of history, stating that Suffolk has been around since 1982, and explained that the company takes diversity requirements on its projects very seriously. He is personally very pleased with the results so far on the Encore project, but ensured they're still working toward finishing strong. Mr. Woodson discussed a few programs Suffolk runs to enhance diversity efforts, making special mention of the Trade Partnership Series. He stated that an emphasis on retaining individuals in the trades is important.

10:18 Linda Dorcena-Forry stated that she was happy to be hosting the AOC and to have MGC in the building. She gave a special thanks to Jill Griffin and Emily Earll on Suffolk's behalf and stated that their leadership has been important. Ms. Forry also commended MGC's Build a Life campaign. She stated that the leadership and vision from the top and bringing the right folks to the table for collaboration and building opportunities is critical in diversity efforts. Ms. Forry noted that John Fish, Suffolk's leader, believes in the Access and Opportunity mission, which

means there's a lot of support to work toward bringing women, minorities and veterans to the project and working with their partners and subcontractors to make that happen. She emphasized that diversity is a priority for Suffolk and they're still really focused on the individual numbers, with the intent on exceeding them.

### **Approval of Minutes**

10:22 a.m. The committee approved the minutes from the November 13, 2018 meeting, unanimously.

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

10:23 a.m. Ms. Peterson kicked off the presentation with an update on design contracts, stating that not much has changed. At the end of November, 22.9% of contracts were awarded to MBE, VBE and WBE businesses. MBE's had been awarded 13 contracts with a goal of 7.9% and an 8.6 % actual awarded to date status totaling \$5.4M. For WBE's, over \$5.1 million had been awarded (14 contracts), totaling 8.1% against a 10% goal. For VBE's, there were 4 contracts awarded, totaling \$4 million, which is 6.4% actual against a 1% goal. Ms. Peterson notes that these numbers will not be changing significantly over the remainder of the project.

In construction, 17.2% of contracts, amounting in \$231 million, had been awarded to MBE, VBE and WBE businesses at the end of November. MBE's received 80 contracts, VBE's had been awarded 49 and WBE's received 155. Each segment was exceeding goals at this point, and Ms. Peterson stated they are also watching very closely so that the numbers don't drop as change orders come through.

10:27 a.m. Ms. Peterson provided a workforce update, stating that as of Nov. 30<sup>th</sup>, over 4,555,394 hours of work had been completed on the project by 6,455 workers. Of those, 1,515 were minorities, 409 were females and 288 were veterans. At this time, Encore is exceeding each workforce diversity goal.

10:28 a.m. Ms. Peterson provided information on the outreach efforts for Encore during November, which included attending and presenting at the Nov. 5 event for Veteran businesses hosted by MGC. They also held their own Veterans Tradesperson luncheon on the property on Nov. 13. The monthly Tradeswomens Luncheon was also held, and they attended the annual Mass Girls in Trades Eastern Conference as well, which they noted the event has some of the first success stories, seeing some women who had attended past sessions and are now in the trades.

Additionally, Ms. Peterson noted that Encore considers it a win that the bricklayers are reaching out 6-8 weeks in advance to request a more diverse applicant pool for their apprenticeships. She stated that although its unlikely that if they get into the trades now, they'd be on the Encore project, they're still happy to facilitate future work and diversity in the area.

10:32 a.m. Ms. Peterson and Ms. Earll provided an update on the construction, which is still on track for the June opening. Encore Boston Harbor has received a TCO for the utilities plant, so some of Wynn's team has been able to move in and start those areas. Work continues on the curtain wall. In the hotel, they are now up to 8<sup>th</sup> floor of completed rooms. Additionally, the IT and facilities team are beginning to move in, and people are starting to occupy the property to clean and operate. Landscaping is ongoing including the planting of over 1000 trees. Broadway has begun to look very different as road work continues.

As far as labor projections, Ms. Peterson said that work is starting to tail down, but there are still 1,300-1,500 workers on the site each day. That number will continue to decline for Encore, but is by no means a "small" workforce.

10:35 a.m. Ms. Earll stated that Encore Boston Harbor facilitated just one corrective action meeting this month with East Coast Interiors and they were very receptive. She said that they're finding that as the workforce gets smaller, it's somewhat easier to maintain the percentages of the workforce numbers, but they're in no way backing off as the work declines.

10:36 a.m. Ms. Skidmore congratulated Encore again on their work, stating the 407 women on the project is very relevant and the fact that they're now over the goal for female workers is a really big deal. She explained that she got a call with a concern about T&T Electric, who have had over 100,000 hours total on the project but they're only at 4.3% women to date. She noted that they rose this past month to 8.4%, but are still not where they need to be. Additionally, two women were laid off this month and one was told by a foreman, "We laid them off after we met our hours."

Ms. Peterson said this information was helpful, and that every week their team looks at the turnstyle and badging numbers of individuals onsite and are actively comparing week to week. She said she would be looking further into Ms. Skidmore's inquiry.

Additionally, Ms. Skidmore had heard concerns of an issue for women regarding bathrooms on the project. She asked if there was only one bathroom for the women, and 12 floors to travel to get to it. Ms. Peterson confirmed that Encore is currently trying to move the bathrooms to be more accessible. She also acknowledged that some could consider such things to sound petty, but that bathroom issues really are a big deal with the long hours on the site right now to meet project deadlines, so she assured she wants to address those things quickly. Ms. Skidmore added that it's also imperative because if it takes a woman 45 minutes to go to the bathroom, she's suddenly an unproductive worker.

Additionally there were concerns that there's only one gate right now open from the parking lot, so it's taking 45 minutes to get out of the lot after a shift. Ms. Peterson noted that they recently lost 200 spots on the site, but reminded the committee that they're one of the few projects that provide free parking. They're trying to accommodate road work and site work. It was noted as a concern for safety, and Ms. Peterson said that there is police detail in the lots, but they're

amidst 80 million dollars of road work right now and that's impacting quick exit from the site.

10:44 a.m. There was a discussion regarding certain subcontractors not meeting their workforce goals, but Ms. Skidmore acknowledged that she felt the Encore team was doing all that they could to enforce the goals of the project. She stated that while there are some cases that can be explained by labor shortages, that's not the entire case, and certainly not for some of the constantly underperforming subs. Ms. Skidmore stated, "I don't know what more you could be doing regarding diversity on this project—how are you going to take some of the learnings to other projects?" Mr. Woodson stated that what they're trying to do internally to make change is during the estimating stage, to consider the compliance record before awarding the next contract. He stated that an informed look of the history is helpful, but has to happen at the early stage of the project.

A conversation ensued about how to replicate this work on other projects, and all agreed that it's very important that Suffolk, DCAM and others start this conversation and emphasis right from the start, and it has to be addressed that the same "repeat offenders" are not in compliance and continue to get contracts anyway on other projects.

Ms. Peterson commended Suffolk for communicating early and often with subcontractors on the Encore project, and said each of those opportunities help to get the message across. Where the rubber hits the road is the weekly phone call and request of plan to get them in compliance. She felt that the compliance tracker is a really great tool as well, not only for safety on the project but also for monitoring workforce.

Ms. Griffin added that Suffolk is one player, granted a major player, but there are others- unions, subcontractors and apprenticeship coordinators among others. She was curious what other things Suffolk and Encore would recommend or call out as best practices. Ms. Peterson responded that consistent communication, reiteration, repeating the need and the demand are key. But she also said it's important to celebrate the milestones, the successes, and the achievements. Ms. Earll added that the growing relationships with the unions and apprenticeship directors are really important. They're what create a shift in the reaction, to the forward thinking and planning. Ms. Peterson also noted that they met with every business director and agent from the get-go to see where they were training, starting the relationship there and discussing the goal immediately. That's an effective best practice from the beginning.

10:56 a.m. Ms. Griffin addressed the committee saying that while we tend to focus on the numbers, what it's really about is much more than the numbers. She said that even after reaching goals, the team continues efforts and it shows in that Encore keeps increasing in female and minority workforce representation, and they're continuing to trend in the right direction. Ms. Griffin commended the future focus on the change orders. She reminded everyone that the committee is truly focused on expanding opportunities for people, and the data shows that is happening. She stated that when the casino legislation provided these goals, the MGC looked at

one project that had been very successful for women's workforce numbers, which was the UMass project. That was what that led to this AOC model. She stated that they can tell that it works, with a lot of effort from behind the scenes. Mr. Woodson agreed, saying that in the beginning, it was more contentious, but it really was impactful and it's great to see it evolve and progress. Ms. Flint-Banks agreed and added that it's great to have the community at the table, since the community are the people impacted and those who lack the opportunities, so that's important to have as part of the model.

## **New Business**

11:00 a.m. Ms. Harrison noted that Tradeswomen Tuesdays were very successful in 2018, and will continue through 2019, starting in February. She invited all committee members to stop in to one, as examples of real people who are in the industry, to help those interested relate to the work.

Ms. Flint- Banks reminded the committee that the industry still needs to tackle the daycare issue, as it is a significant roadblock. Ms. Skidmore gave an update of the ongoing work there is being done to try to tackle the national problem, at least locally, citing a new model that is underway with a manufacturing company. She stated they were provided 100,000 dollars to determine a solution, and were trying to find second and third shift home childcare providers to get licensed and work with these employees to provide for parents to be able to work nontraditional shifts.

11:08 a.m. A motion was made to adjourn the meeting. Motion passed unanimously.

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

1. December 2018 MGC AOC Agenda- Final, signed 12/6/18 (pdf)
2. Nov 13 AOC Minutes- Draft update (pdf)
3. 2018 November Encore Boston Harbor AOC Report Final (pdf)
4. 2018 November EBH Construction Workforce (pdf)
5. Encore Everett Access and Opportunity trendline December 2018 (pdf)
6. 2018-19 Meeting Schedule Update- dec (pdf)

## MGC AOC 2019 Meetings

*All meetings 10:00am- 11:30am unless noted*

January 8	Massachusetts Gaming Commission 101 Federal Street 12th Floor Boston, MA 02110
February 12	Carpenters Union 750 Dorchester Ave – 3 <sup>rd</sup> Floor Dorchester, MA
March 12	Massachusetts Gaming Commission 101 Federal Street 12 <sup>th</sup> Floor Boston, MA 02110
April 9	International Elevator's Union 50 Park St. Dorchester, MA
May 14	Massachusetts Gaming Commission 101 Federal Street 12 <sup>th</sup> Floor Boston, MA 02110
June 11	Massachusetts Gaming Commission 101 Federal Street 12 <sup>th</sup> Floor Boston, MA 02110

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# ACCESS & OPPORTUNITY MONTHLY UPDATE DECEMBER 2018





# 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 December 31<sup>st</sup> , 23.6%, or \$15.1 million, of project design contracts have been awarded to M/W/VBEs.

	# Contract Awards	Goal	Awarded to Date	\$ Awarded to Date
MBE	13	7.9%	8.5%	\$5.4 M
WBE	14	10.0%	8.8%	\$5.7 M
VBE	4	1.0%	6.3%	\$4.0 M
<b>TOTAL</b>	<b>31</b>	<b>18.9%</b>	<b>23.6%</b>	<b>\$15.1 M</b>

**Total Qualified Design Spend = \$63,965,016**

*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.*

# Design: M/W/VBE Participation



MBE (13)	Consultant / Contractor	Location	Scope	Award		% of Awarded Contracts
				Amount (\$)	% Goal	
	Bryant Associates (Sub to AECOM)	Boston, MA	Surveying			
	Bukhari Design Studio	Las Vegas, NV	Interior Design			
	Crabtree McGrath (Sub to Jacobs)	Georgetown, MA	Food Service			
	C&C Consulting Engineers (Sub to AECOM)	Boston, MA	Surveying			
	DREAM Collaborative (Sub to Jacobs)	Boston, MA	Architecture			
	Eric Montelongo Irrigation Design	Orange, CA	Irrigation Design			
	Fernandez & Associates (Sub to Jacobs)	Byfield, MA	Fire Protection			
	Michael Hong Architects Inc.	Culver City, CA	Themed Architecture			
	Nobis Engineering (Sub to Bohler)	Concord, NH	Service Road Design			
	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>\$5,440,916</b>	<b>7.9%</b>	<b>8.5%</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>\$5,658,670</b>	<b>10.0%</b>	<b>8.8%</b>
<b>VBE (4)</b>						
	JBA Consulting Engineers (Sub to Jacobs)	Las Vegas, NV	MEP, FP, Telecomm			
	JBA Consulting Engineers	Las Vegas, NV	Audio Visual			
	Eslick Design Associates	Tulsa, OK	Signage			
	Fort Hill Infrastructure (Sub to AECOM)	Boston, MA	Traffic Engineering			
<b>TOTAL</b>				<b>\$4,038,300</b>	<b>1.0%</b>	<b>6.3%</b>

# Construction: M/W/VBE Participation

- As of December 31<sup>st</sup> , 18.0%, \$237.4 million of construction contracts & purchase orders have been awarded to M/W/VBEs.
- Construction contracts & purchase orders in December included 1 award to a WBE.

	# Contract Awards	Goal	Awarded to Date	\$ Awarded to Date
MBE	80	5.0%	6.0%	\$79.1 M
WBE	155	5.4%	11.5%	\$151.9 M
VBE	48	1.0%	2.5%	\$33.2 M
<b>TOTAL*</b>	<b>242</b>	<b>11.4%</b>	<b>18.0%</b>	<b>\$237.4 M</b>

**Total Qualified Construction Spend = \$1,316,626,027**

*\* M/W/VBE contract awards report includes awards made to businesses with more than one diverse classification (i.e. M/WBE).*

*Totals reported deduct any double counting due to awards to businesses with more than one diverse classification.*

# Construction: MBE Participation, 80 Contracts Awarded



MBE (80)	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)			
	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			
	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			
	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, 80 Contracts Awarded



MBE (80)	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			
	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 Desginer 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			
	Villanova Construction	Boston, MA	Paint Materials and Supplies			
	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			
	Wood & Wire Fence	Lincoln, RI	Temporary Fence			
<b>TOTAL</b>				<b>\$79,180,150</b>	<b>5.0%</b>	<b>6.0%</b>

# Construction: WBE Participation, 155 Contracts Awarded

WBE (155)	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	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			
	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			
	C&D Electronics (M/WBE)	Holyoke, MA	Specialty Equipment, Appliances			
	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	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			
	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			

# Construction: WBE Participation, 155 Contracts Awarded



WBE (155)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	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			
	Heritage Construction	Watertown, MA	Supplies			
	Heritage Construction & Supply	South Boston, MA	Paint Supplies			
	HiWay Safety Systems Inc	Rockland, MA	Pavement Markings			
	Imex Cargo	East Boston, MA	Trucking & Freight			
	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	Sealer at VCT			
	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			
	Ketchum Professional Resources	Portage, MI	Food Service Equipment			
	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			
	Modulease Corporation	Plainville, MA	Storage Container			
	Nobscot Supply Company	Framingham, MA	Supplies			
	Novel Iron Works	Amesbury, MA	Steel Fabrication			
	Off Shore Construction	Manchester, CT	Roofing Materials			



# Construction: WBE Participation, 155 Contracts Awarded



WBE (155)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	Opuzen Design	Los Angeles, CA	Fabrics			
	Osprey Construction Supply	Sharon, MA	Pipe Hanger & Fastener Supply			
	Osprey Construction Supply	Sharon, MA	Pipe Hanger & Fastener Supply			
	Osprey Construction Supply	Sharon, MA	Materials, Supplies			
	Osprey Construction Supply	Sharon, MA	Pipe Markers			
	Osprey Construction Supply	Sharon, MA	Furnish pipe & valve tag ID			
	Osprey Construction Supply	Sharon, MA	Materials & Supplies			
	PC Trucking	Tewksbury, MA	Trucking			
	Pest End Inc	Methuen, MA	Pest Control			
	P J Spillane	Everett, MA	Waterproofing			
	P J Spillane	Everett, MA	Waterproofing			
	P J Spillane	Everett, MA	Waterproofing			
	P J Spillane	Everett, MA	Waterproofing			
	Quality Air	Holbrook, MA	Sheet Metal Fabrication			
	Ramco	West Bridgewater, MA	Stakes, Hay Bales, Fence			
	RAREculture	New York, NY	Artwork			
	Rebars & Mesh	Haverhill, MA	Rebar Supply			
	Rebars & Mesh	Haverhill, MA	Rebar Supply			
	Rebars & Mesh	Haverhill, MA	Rebar Supply			
	Rebars & Mesh	Haverhill, MA	Rebar at Lower Garage			
	Reid Witlin	Northridge, CA	Fabrics			
	S-Celo LLC (M/WBE)	Springfield, MA	Painting & Wallcovering			
	Shanahan Sound & Electronics	Lowell, MA	Audio/Video			
	SOS Corporation	Milford, MA	Labor - Pre-Cast Masonry			
	SOS Corporation	Milford, MA	Labor - Pre-Cast Masonry			
	SOS Corporation	Milford, MA	Materials			
	SOS Corporation	Milford, MA	Final Cleaning			
	Southcoast Supplies	Fairhaven, MA	CMU, Mortar, and Grout			
	Swan Contracting, LLC	Millis, MA	Labor for Installation			
	Taibi Equipment	Wakefield, MA	Equipment Rental			
	Taycam LLC	Plymouth, MA	Equipment Rental			
	Taycam LLC	Plymouth, MA	Tools / Fixtures			
	Thompson Company	E. Weymouth, MA	Doors, Frames, Hardware			
	Thompson Company	E. Weymouth, MA	Doors, Frames, Hardware			
	Tools Unlimited	Stoughton, MA	Small tools supply			
	Tools Unlimited	Stoughton, MA	Tools & Hanging Materials			
	Tools Unlimited	Stoughton, MA	Saw Blades, Small Tools, PPE			
	Turtle & Hughes	Linden, NJ	Commodities / Gear			
	Turtle & Hughes	Linden, NJ	Electrical Materials & Equipment			
	Turtle & Hughes	Linden, NJ	Electrical Materials & Equipment			
	Turtle & Hughes	Linden, NJ	Electrical Materials & Equipment			
	Turtle & Hughes	Linden, NJ	Electrical Materials & Equipment			
	Turtle & Hughes	Linden, NJ	Electrical Materials & Equipment			
	United Elevators	Knoxville, TN	End Suite Elevators			

# Construction: WBE Participation, 155 Contracts Awarded



WBE (155)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	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>\$151,910,975</b>	<b>5.4%</b>	<b>11.5%</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				
	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				
	Custom Chemicals	N. Billerica, MA	Division 10 Specialties				
	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				
	The Aulson Company Inc	Methuen, MA	Shotblast				
	Thermo Dynamics	Amesbury, MA	Insulation				
	Thermo Dynamics	Amesbury, MA	Plumbing & Insulation				
				<b>TOTAL</b>	<b>\$33,168,567</b>	<b>1.0%</b>	<b>2.5%</b>

# Construction: Workforce Participation

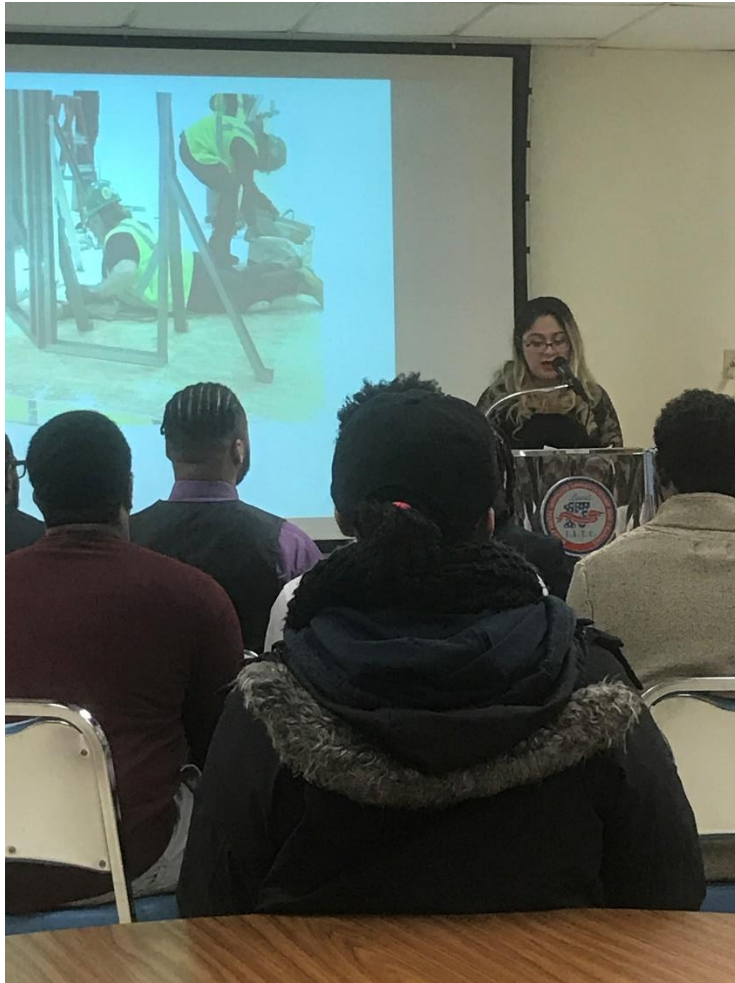
- As of December 31<sup>st</sup> , 4,791,304.6 hours of work had been completed on the project site by 6,617 workers.
- 1,552 minorities, 423 females, and 292 veterans have performed construction work on the project.

	# Workers*	# Diverse Workforce Hours*	Goal	% Diverse Workforce Hours to Date
Minority	1,552	1,203,874.4	15.3%	25.1%
Female	423	340,058.5	6.9%	7.1%
Veteran	292	276,301.8	3.0%	5.8%

\*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 Application Opportunities
- On-site sub-contractors notifications sent to all union walk-on applicants
- **12/13:** Building Pathways Graduation
- **12/19:** Encore Tradeswomen's Lunch
- **12/19:** PGTI Meeting

# Building Pathways Graduation





# Building Pathways Graduation



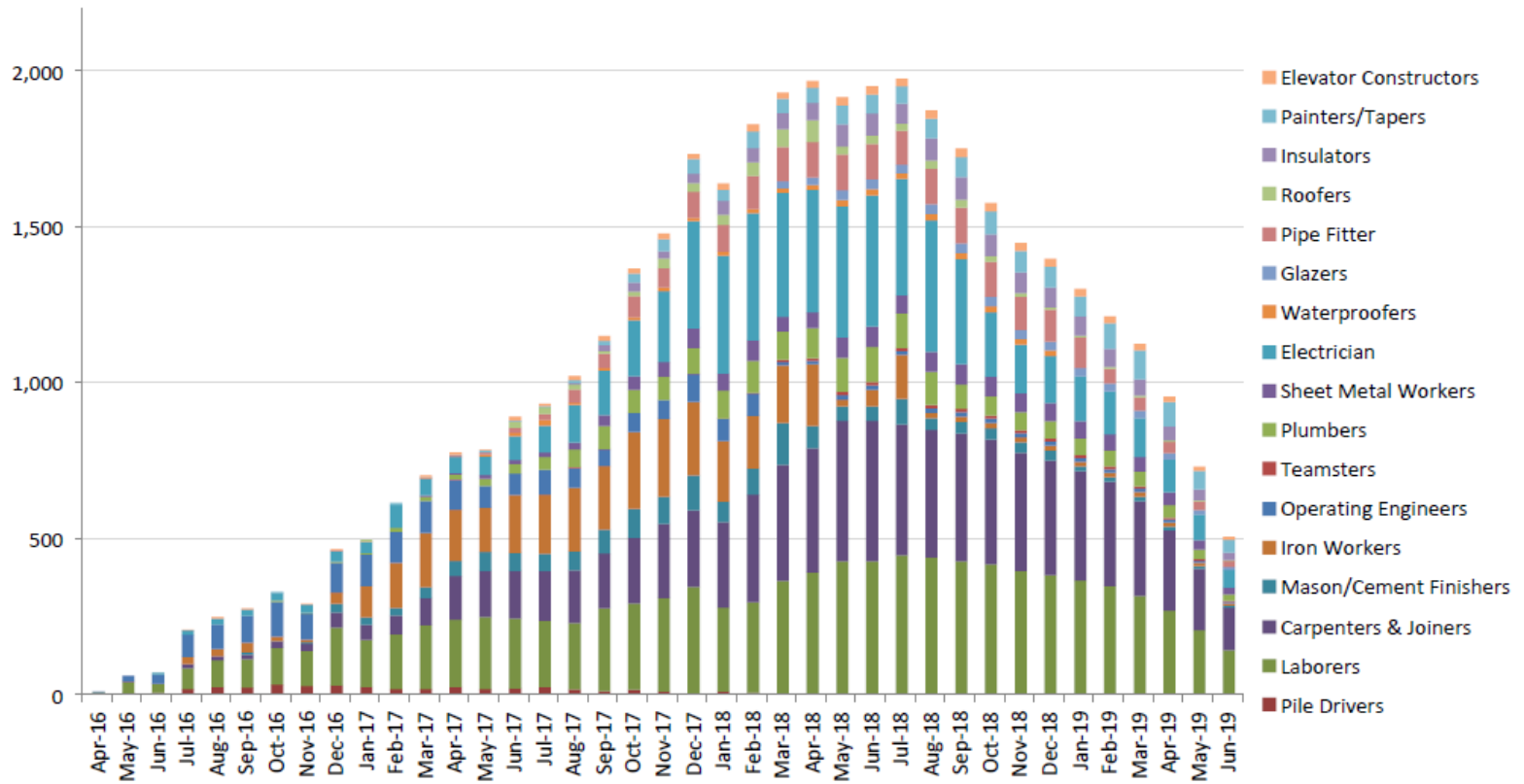
# Tradeswomen's Lunch







## Encore Boston Harbor Labor Projection



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

THANK YOU



## Workforce Summary Report

**ENCORE BOSTON HARBOR**  
**Construction Workforce Diversity**  
**09/01/2015 - 12/21/2018**

CONTRACTOR	DECEMBER 2018											PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%			Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
AJ Conveyer and Laundry Systems	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	269.0	4	1	86.0	32.0%	-	0.0	0.0%	-	0.0	0.0%
Allegheny Contract Flooring, Inc.	4,367.5	58	19	1,552.0	35.5%	3	226.0	5.2%	2	138.5	3.2%	63,244.0	79	20	18,600.5	29.4%	5	3,376.5	5.3%	3	2,991.5	4.7%
All-Pro Electric, LLC	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	480.0	4	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Andella Iron Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	565.0	4	1	153.0	27.1%	-	0.0	0.0%	-	0.0	0.0%
Angelini Plastering, Inc. (WBE)	683.0	6	1	94.0	13.8%	-	0.0	0.0%	-	0.0	0.0%	12,595.5	22	3	2,901.0	23.0%	-	0.0	0.0%	1	94.0	0.7%
Anvil Steel Engineering, Inc. (MVBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	22,581.5	40	15	10,026.0	44.4%	5	2,222.5	9.8%	4	4,502.0	19.9%
Archer Corp	810.0	11	1	21.0	2.6%	1	21.0	2.6%	-	0.0	0.0%	8,159.5	14	2	904.5	11.1%	1	691.5	8.5%	-	0.0	0.0%
Atlantic Lining Company Inc	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	649.5	16	12	555.5	85.5%	-	0.0	0.0%	1	15.0	2.3%
Axion Specialty Contracting	588.0	11	0	0.0	0.0%	-	0.0	0.0%	2	56.0	9.5%	35,957.5	69	15	4,692.5	13.1%	6	1,103.0	3.1%	5	2,621.0	7.3%
Back Bay Concrete Corp. (WBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	3,801.0	58	15	963.0	25.3%	4	53.5	1.4%	3	96.5	2.5%
Bay State Specialties, Inc.	238.0	4	1	24.0	10.1%	-	0.0	0.0%	1	102.0	42.9%	254.0	4	1	24.0	9.4%	-	0.0	0.0%	1	118.0	46.5%
BOSS Steel Inc. (WBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	22,036.8	71	16	4,196.0	19.0%	3	1,406.0	6.4%	3	1,399.5	6.4%
Bowline Construction	200.0	6	2	40.0	20.0%	-	0.0	0.0%	-	0.0	0.0%	859.0	8	2	147.0	17.1%	-	0.0	0.0%	1	48.0	5.6%
Brava Electric & Telecom, Inc. (MBE)	198.5	3	1	94.5	47.6%	-	0.0	0.0%	-	0.0	0.0%	3,234.5	4	2	1,617.3	50.0%	-	0.0	0.0%	-	0.0	0.0%
Brightview Landscaping Development Inc.	2,880.5	33	13	1,248.0	43.3%	1	132.0	4.6%	1	110.0	3.8%	27,630.5	59	20	13,669.0	49.5%	4	2,212.0	8.0%	1	404.0	1.5%
Bunting Graphics, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	6,253.7	16	4	2,179.0	34.8%	-	0.0	0.0%	-	0.0	0.0%
Capco Steel Erection Company	550.0	5	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	13,222.0	30	4	1,283.5	9.7%	1	183.0	1.4%	-	0.0	0.0%
Capital Carpet and Flooring Specialists, Inc.	3,968.5	53	34	2,598.0	65.5%	2	158.5	4.0%	1	40.0	1.0%	30,012.0	73	44	16,985.5	56.6%	3	1,969.0	6.6%	1	174.0	0.6%
Cashman Dredging & Marine Contracting	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	200.0	2	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Cavalieri Construction Company, Inc.	100.0	8	2	15.0	15.0%	-	0.0	0.0%	-	0.0	0.0%	5,369.5	28	6	2,443.5	45.5%	-	0.0	0.0%	1	537.5	10.0%
Century Drywall, Inc.	12,633.5	116	50	5,826.5	46.1%	10	954.5	7.6%	4	363.0	2.9%	426,724.3	424	176	168,932.0	39.6%	27	27,234.0	6.4%	10	17,811.3	4.2%
Chapman Construction Group, Inc. (WVBE)	45.0	2	0	0.0	0.0%	1	4.0	8.9%	-	0.0	0.0%	15,716.0	21	3	1,681.5	10.7%	4	3,991.5	25.4%	2	1,820.0	11.6%
Coastal Marine Construction	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	2,223.5	15	-	0.0	0.0%	1	84.0	3.8%	1	116.5	5.2%
Coghlin Electrical Contractors, Inc. (WBE)	10,489.0	119	16	1,342.0	12.8%	7	567.5	5.4%	6	494.0	4.7%	446,379.0	256	38	71,015.5	15.9%	14	24,341.0	5.5%	13	23,364.0	5.2%
Collins Overhead Door Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	474.2	3	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Component Assembly Systems, Inc.	7,097.5	58	15	1,572.0	22.1%	3	318.0	4.5%	1	140.0	2.0%	49,669.0	78	20	9,059.0	18.2%	3	2,012.0	4.1%	3	2,825.5	5.7%
Composite Company, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	470.0	6	2	278.0	59.1%	-	0.0	0.0%	-	0.0	0.0%
Construction Drilling, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	499.5	4	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Costa Brothers Masonry, Inc.	152.0	6	1	16.0	10.5%	-	0.0	0.0%	1	32.0	21.1%	38,359.5	77	16	9,302.5	24.3%	2	2,078.0	5.4%	1	56.0	0.1%
Cross Country Food Service Equipment Installers	244.0	3	0	0.0	0.0%	-	0.0	0.0%	1	110.0	45.1%	2,743.5	10	-	0.0	0.0%	-	0.0	0.0%	1	774.5	28.2%
D.W. White Construction	2,506.0	25	3	290.5	11.6%	2	236.0	9.4%	1	138.5	5.5%	26,248.0	56	6	4,425.0	16.9%	4	2,141.5	8.2%	1	1,448.5	5.5%
Dagle Electrical Construction Corporation (WBE)	761.0	14	2	152.0	20.0%	1	8.0	1.1%	1	21.0	2.8%	6,668.0	59	5	856.0	12.8%	1	104.0	1.6%	3	131.5	2.0%
Daniel Marr and Son Co.	396.0	7	0	0.0	0.0%	-	0.0	0.0%	1	48.0	12.1%	150,194.0	203	28	24,947.0	16.6%	14	7,342.5	4.9%	9	11,328.0	7.5%
DeLucca Fence Company (WBE)	91.0	6	1	16.0	17.6%	1	16.0	17.6%	-	0.0	0.0%	1,309.5	40	8	179.0	13.7%	2	40.0	3.1%	1	27.0	2.1%
Dependable Masonry Construction Co.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	848.5	6	2	203.0	23.9%	-	0.0	0.0%	-	0.0	0.0%
Don Martin Corporation (MBE)	86.0	11	5	40.0	46.5%	-	0.0	0.0%	1	8.0	9.3%	1,809.0	29	12	700.0	38.7%	-	0.0	0.0%	1	62.0	3.4%
Draper Elevator Cab Co, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	94.5	2	-	0.0	0.0%	-	0.0	0.0%	2	94.5	100.0%
D's Welding	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	438.0	9	1	69.0	15.8%	-	0.0	0.0%	-	0.0	0.0%
Duggan & Marcon, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	800.0	1	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
E.H. Marchant Co. Inc.	37.0	4	1	16.0	43.2%	-	0.0	0.0%	-	0.0	0.0%	4,912.0	14	1	999.0	20.3%	1	160.0	3.3%	1	220.0	4.5%
E.M. Duggan, Inc.	4,261.3	36	9	1,048.0	24.6%	5	592.0	13.9%	2	212.0	5.0%	155,108.3	156	24	27,203.0	17.5%	14	11,432.0	7.4%	12	16,524.0	10.7%
East Coast Fireproofing Co	328.0	4	2	152.0	46.3%	1	120.0	36.6%	-	0.0	0.0%	8,660.0	20	4	1,726.0	19.9%	2	385.0	4.4%	3	850.0	9.8%
East Coast Interiors	2,136.0	20	4	410.0	19.2%	2	70.0	3.3%	1	149.0	7.0%	7,340.0	28	5	901.0	12.3%	2	490.0	6.7%	1	489.0	6.7%
Eastern Exterior Wall Systems, Inc. (VBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	752.5	1	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%



## Workforce Summary Report

**ENCORE BOSTON HARBOR**  
**Construction Workforce Diversity**  
**09/01/2015 - 12/21/2018**

CONTRACTOR	DECEMBER 2018											PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%			Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Easton Concrete Cutting & Drilling LLC	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	594.0	13	1	27.0	4.5%	-	0.0	0.0%	-	0.0	0.0%
Edward G. Sawyer Co., Inc.	3,241.0	64	12	549.0	16.9%	8	318.0	9.8%	2	96.0	3.0%	181,037.5	154	27	42,058.5	23.2%	13	17,676.0	9.8%	4	6,223.5	3.4%
Evermore Light and Power Inc. (WBE)	184.0	2	0	0.0	0.0%	1	64.0	34.8%	-	0.0	0.0%	5,760.0	6	-	0.0	0.0%	1	296.0	5.1%	1	1,533.0	26.6%
F.C. Construction Corp.	577.0	22	7	218.5	37.9%	1	79.0	13.7%	1	32.5	5.6%	4,633.0	42	11	1,189.5	25.7%	1	167.0	3.6%	1	235.0	5.1%
Federal Concrete (WBE)	851.5	19	2	48.0	5.6%	1	116.5	13.7%	1	40.0	4.7%	5,476.0	42	9	1,078.5	19.7%	6	755.0	13.8%	2	310.0	5.7%
Ferguson-Neudorf Glass Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	44.0	1	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Fischbach & Moore Electric Group, LLC	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	996.0	7	1	8.0	0.8%	-	0.0	0.0%	-	0.0	0.0%
Fisher Contracting Corporation (MWBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	4,876.0	20	3	604.0	12.4%	3	837.0	17.2%	1	276.0	5.7%
Food Equipment Installations, Inc.	172.0	4	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	4,319.0	13	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Geologic Earth Exploration, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	72.5	2	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Gleeson Powers, Inc.	369.0	10	3	34.0	9.2%	1	48.0	13.0%	-	0.0	0.0%	6,973.0	14	4	1,994.5	28.6%	1	568.0	8.1%	-	0.0	0.0%
Glenn Rieder	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	0.0	-	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Greenwood Industries, Inc.	2,045.0	17	5	625.0	30.6%	1	128.8	6.3%	-	0.0	0.0%	7,801.5	37	13	2,728.8	35.0%	1	296.8	3.8%	-	0.0	0.0%
Griffin Door dba Overhead Door Specialities	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	112.0	2	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
H. Carr & Sons, Inc.	248.0	6	1	40.0	16.1%	-	0.0	0.0%	-	0.0	0.0%	2,460.5	13	2	688.0	28.0%	-	0.0	0.0%	-	0.0	0.0%
Hayward Baker Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	10,688.0	55	4	1,472.0	13.8%	2	250.0	2.3%	1	365.5	3.4%
Homeland Mechanical LLC (VBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	340.0	3	-	0.0	0.0%	-	0.0	0.0%	1	168.0	49.4%
Hub Foundation Co., Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	18,363.5	45	6	2,839.5	15.5%	2	1,164.0	6.3%	6	4,377.0	23.8%
J & M Brown Company, Inc.	1,809.0	17	4	346.0	19.1%	1	144.0	8.0%	1	136.0	7.5%	49,362.5	44	11	10,313.0	20.9%	2	4,183.5	8.5%	2	3,834.0	7.8%
J Rams Inc	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	17.0	2	-	0.0	0.0%	-	0.0	0.0%	1	8.0	47.1%
J. Derenzo Co.	3,826.5	38	9	982.5	25.7%	5	421.5	11.0%	4	422.0	11.0%	180,066.9	146	20	41,394.5	23.0%	11	20,874.5	11.6%	12	15,988.0	8.9%
J. Thibert Architectural Woodwork Installation	1,326.0	11	1	128.0	9.7%	1	128.0	9.7%	1	140.0	10.6%	9,186.5	14	1	748.5	8.1%	1	748.5	8.1%	1	992.5	10.8%
J.C. Cannistraro	883.0	9	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	38,962.0	64	4	5,474.0	14.0%	3	3,062.5	7.9%	2	504.0	1.3%
J.C. Higgins Corp	1,793.0	14	2	312.0	17.4%	2	233.0	13.0%	1	120.0	6.7%	93,435.0	83	11	15,551.0	16.6%	5	8,070.5	8.6%	4	5,147.0	5.5%
J.F. White Contracting Company, Inc	500.5	8	0	0.0	0.0%	1	42.0	8.4%	-	0.0	0.0%	37,176.0	61	8	4,712.0	12.7%	3	3,946.5	10.6%	3	1,334.5	3.6%
Jackson Glass, Inc. (WBE)	2,839.5	17	3	444.0	15.6%	3	488.0	17.2%	2	268.0	9.4%	68,891.0	61	15	15,272.5	22.2%	6	9,029.5	13.1%	7	7,691.5	11.2%
Jerez LLC (MWBE)	664.0	6	6	664.0	100.0%	1	72.0	10.8%	-	0.0	0.0%	11,644.0	10	8	10,286.0	88.3%	1	620.5	5.3%	-	0.0	0.0%
JM Electrical Company, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	168.0	4	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
John W. Egan Co., Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	40.0	1	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
JP Obelisk, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	1,261.0	13	5	592.0	46.9%	-	0.0	0.0%	-	0.0	0.0%
JR Vinagro Corp.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	2,657.0	25	5	223.0	8.4%	1	120.0	4.5%	1	122.0	4.6%
K&H Electrical Systems, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	12,275.5	30	8	3,050.5	24.9%	1	457.5	3.7%	1	120.5	1.0%
K&K Acoustical Ceilings, Inc.	1,080.0	13	4	340.0	31.5%	2	187.0	17.3%	2	287.0	26.6%	9,011.0	17	4	1,943.0	21.6%	3	1,253.0	13.9%	2	3,173.0	35.2%
K&M Fire Protection Services, Inc.	1,720.0	20	4	358.0	20.8%	2	187.0	10.9%	1	40.0	2.3%	89,694.0	63	10	17,527.0	19.5%	2	4,624.5	5.2%	6	8,335.5	9.3%
K. DaPonte Construction Corp.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	2,648.0	29	2	448.0	16.9%	2	120.0	4.5%	-	0.0	0.0%
K.O. Stone Inc. (MBE)	688.0	10	9	616.0	89.5%	5	328.0	47.7%	-	0.0	0.0%	3,680.0	16	13	3,408.0	92.6%	8	1,856.0	50.4%	-	0.0	0.0%
Kenneth Castellucci & Associates, Inc.	3,025.5	26	1	144.0	4.8%	-	0.0	0.0%	-	0.0	0.0%	15,393.0	38	1	696.0	4.5%	-	0.0	0.0%	-	0.0	0.0%
Killea Equipment	75.0	2	1	43.0	57.3%	-	0.0	0.0%	-	0.0	0.0%	696.0	3	2	420.0	60.3%	-	0.0	0.0%	-	0.0	0.0%
KM Kelly, Inc.	912.0	9	2	216.0	23.7%	1	120.0	13.2%	-	0.0	0.0%	29,587.3	26	6	5,604.0	18.9%	4	3,838.3	13.0%	2	1,817.0	6.1%
L.J. Mishel Electrical Contractors, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	96.0	2	-	0.0	0.0%	-	0.0	0.0%	1	48.0	50.0%
Lan-Tel Communications, Inc.	1,343.0	14	5	582.0	43.3%	1	104.0	7.7%	2	222.0	16.5%	19,322.0	18	6	7,866.5	40.7%	1	1,903.0	9.8%	2	2,800.0	14.5%
Leading Way Construction Co., Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	96.0	6	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Liberty Construction Services	18,137.0	148	40	4,760.0	26.2%	15	1,974.5	10.9%	2	232.0	1.3%	484,033.5	404	122	139,345.5	28.8%	34	44,276.5	9.1%	10	8,944.0	1.8%
Liberty Equipment and Supply	1,445.0	16	5	531.0	36.7%	2	147.5	10.2%	3	277.0	19.2%	38,073.5	61	10	10,785.0	28.3%	6	1,610.5	4.2%	4	2,634.0	6.9%

## Workforce Summary Report

**ENCORE BOSTON HARBOR**  
**Construction Workforce Diversity**  
**09/01/2015 - 12/21/2018**

CONTRACTOR	DECEMBER 2018											PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%			Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Lockwood Remediation	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	32.0	1	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Longden Company Inc.	221.0	3	0	0.0	0.0%	-	0.0	0.0%	1	85.0	38.5%	2,830.0	7	1	404.0	14.3%	-	0.0	0.0%	2	744.0	26.3%
Lund Rebar Services, Inc.	50.0	3	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	109,222.5	129	59	50,340.0	46.1%	11	7,592.0	7.0%	6	8,400.0	7.7%
M.L. McDonald Sales Company, LLC	4,561.0	63	10	759.0	16.6%	4	282.0	6.2%	2	119.0	2.6%	107,327.0	144	29	17,214.0	16.0%	9	6,545.0	6.1%	6	6,941.0	6.5%
Marguerite Concrete, Inc.	66.5	8	3	24.0	36.1%	1	8.0	12.0%	-	0.0	0.0%	982.0	42	9	265.0	27.0%	1	16.0	1.6%	2	59.0	6.0%
Marr Equipment Corp.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	202.0	9	-	0.0	0.0%	-	0.0	0.0%	1	3.0	1.5%
Mass Bay Electrical Corp.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	4,999.0	50	1	201.0	4.0%	2	225.0	4.5%	-	0.0	0.0%
Massey's Plate Glass Aluminum, Inc.	983.5	13	3	240.0	24.4%	1	16.0	1.6%	1	48.0	4.9%	6,673.5	22	4	1,908.0	28.6%	1	407.0	6.1%	1	559.0	8.4%
Maxim Crane Works, L.P.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	47,085.5	73	14	11,248.5	23.9%	3	3,756.5	8.0%	5	6,816.5	14.5%
McCusker-Gill, Inc.	1,319.0	13	6	621.0	47.1%	2	190.0	14.4%	-	0.0	0.0%	80,690.0	101	19	27,218.0	33.7%	2	4,873.0	6.0%	5	4,203.8	5.2%
McDonald Electrical Corp.	4,352.0	36	4	477.5	11.0%	3	373.5	8.6%	3	317.0	7.3%	62,973.5	78	12	7,743.0	12.3%	7	3,516.5	5.6%	8	6,325.0	10.0%
McGregor Industries, Inc.	417.0	5	0	0.0	0.0%	1	112.0	26.9%	-	0.0	0.0%	22,124.0	36	7	1,954.5	8.8%	2	3,565.5	16.1%	3	1,864.5	8.4%
McPhee Electric Ltd.	2,214.5	22	4	320.0	14.5%	2	150.0	6.8%	3	344.0	15.5%	29,480.3	37	6	3,366.3	11.4%	3	1,392.5	4.7%	4	4,150.5	14.1%
Melo's Rodbusters, Inc. (WBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	13,566.5	22	11	7,113.0	52.4%	-	0.0	0.0%	1	1,820.0	13.4%
Midnight Iron Construction Management Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	32.0	1	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Mitsubishi Electric US, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	5,922.0	7	2	2,119.0	35.8%	1	943.0	15.9%	4	3,391.0	57.3%
MON Landscaping Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	448.0	18	1	16.0	3.6%	-	0.0	0.0%	-	0.0	0.0%
Moretrench	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	19,856.0	38	11	5,850.0	29.5%	3	302.0	1.5%	2	1,335.5	6.7%
MTK Construction Services, Inc.	209.0	6	5	200.0	95.7%	-	0.0	0.0%	-	0.0	0.0%	795.0	15	10	644.0	81.0%	-	0.0	0.0%	-	0.0	0.0%
NER Construction Mgmt	634.0	9	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	10,575.0	28	2	80.0	0.8%	-	0.0	0.0%	1	48.0	0.5%
New England Finish Systems	64.0	5	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	934.5	17	1	44.0	4.7%	4	50.0	5.4%	-	0.0	0.0%
New England Installation, Inc.	135.0	4	1	26.0	19.3%	-	0.0	0.0%	-	0.0	0.0%	990.5	10	2	167.0	16.9%	-	0.0	0.0%	1	106.5	10.8%
NewRoads Environmental	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	7,929.5	42	40	7,874.5	99.3%	4	1,412.0	17.8%	1	172.0	2.2%
Newtech Installation USA inc	2,883.5	29	8	620.0	21.5%	2	170.0	5.9%	2	248.0	8.6%	22,345.8	41	10	3,992.0	17.9%	3	894.0	4.0%	3	1,199.0	5.4%
North East Foam Solutions, Inc.	168.0	3	1	8.0	4.8%	1	80.0	47.6%	2	88.0	52.4%	6,761.0	10	4	1,417.0	21.0%	1	1,988.0	29.4%	3	2,808.0	41.5%
Northeast Interior aka Artisan Millwork	206.0	3	1	78.0	37.9%	-	0.0	0.0%	1	48.0	23.3%	6,767.5	11	3	2,324.0	34.3%	1	568.0	8.4%	1	1,370.5	20.3%
NorthStar Contracting Group, Inc	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	37.0	2	1	12.0	32.4%	-	0.0	0.0%	-	0.0	0.0%
Oasis Shower Doors	212.0	9	2	60.0	28.3%	-	0.0	0.0%	-	0.0	0.0%	5,658.0	11	2	1,336.5	23.6%	1	509.5	9.0%	-	0.0	0.0%
Otis Elevator Company	2,412.3	33	1	83.8	3.5%	3	238.5	9.9%	1	36.0	1.5%	59,873.5	79	6	4,328.3	7.2%	5	2,799.5	4.7%	4	1,829.3	3.1%
P.J. Dionne Company, Inc.	138.0	3	1	10.0	7.2%	-	0.0	0.0%	-	0.0	0.0%	1,476.5	6	1	198.0	13.4%	1	120.0	8.1%	-	0.0	0.0%
P.J. Spillane Company, Inc. (WBE)	731.0	8	0	0.0	0.0%	1	120.0	16.4%	-	0.0	0.0%	16,355.5	47	10	2,582.0	15.8%	2	1,686.5	10.3%	1	36.0	0.2%
Peak Mechanical Services	702.0	8	3	252.0	35.9%	-	0.0	0.0%	1	112.0	16.0%	12,566.5	22	5	4,787.0	38.1%	-	0.0	0.0%	3	1,268.0	10.1%
Pick Crane Service, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	110.5	3	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Port Morris Tile & Marble Boston LP	4,768.0	66	16	1,272.0	26.7%	4	312.0	6.5%	3	200.0	4.2%	46,568.5	101	18	10,130.0	21.8%	4	3,173.0	6.8%	4	3,111.0	6.7%
Pro Cut Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	16.0	1	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
PSN Construction Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	1,347.2	2	2	1,347.2	100.0%	-	0.0	0.0%	-	0.0	0.0%
Quality Air Metals, Inc. (WBE)	683.0	6	2	170.0	24.9%	-	0.0	0.0%	-	0.0	0.0%	17,671.0	15	3	4,282.0	24.2%	1	1,698.0	9.6%	1	457.0	2.6%
R.J. Cobb LTD	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	48.0	2	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Rapid Flow Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	1,572.0	2	-	0.0	0.0%	-	0.0	0.0%	1	8.0	0.5%
Regis Steel Corporation (MBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	6,283.5	24	6	1,415.5	22.5%	3	613.0	9.8%	-	0.0	0.0%
Richard W. Reid Electric Company Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	34.0	3	2	16.0	47.1%	-	0.0	0.0%	-	0.0	0.0%
Roadsafe Traffic Systems, Inc	302.0	7	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	521.5	15	2	17.0	3.3%	-	0.0	0.0%	-	0.0	0.0%
Roman Iron Works, Inc.	80.0	2	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	358.0	3	1	102.0	28.5%	-	0.0	0.0%	-	0.0	0.0%
S&A Cranes LLC	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%	62.5	7	1	10.5	16.8%	-	0.0	0.0%	1	8.0	12.8%

## Workforce Summary Report

**ENCORE BOSTON HARBOR**  
**Construction Workforce Diversity**  
**09/01/2015 - 12/21/2018**

CONTRACTOR	DECEMBER 2018										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
S&F Concrete Contractors, Inc.	701.5	29	3	31.0	4.4%	-	0.0	0.0%	-	0.0	0.0%
S-Cel-O Painting LLC (M/WBE)	507.0	4	1	144.0	28.4%	1	120.0	23.7%	-	0.0	0.0%
Silverback Construction Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Skylight Consultants of America, Inc.	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
SOEP Painting Corp.	6,039.0	53	19	2,081.0	34.5%	4	392.0	6.5%	1	136.0	2.3%
SOS Corporation (WBE)	660.0	19	12	543.0	82.3%	14	432.0	65.5%	-	0.0	0.0%
SPS New England, Inc.	2,280.5	15	3	502.0	22.0%	-	0.0	0.0%	-	0.0	0.0%
Stanley & Sons, Inc.	502.5	14	3	118.0	23.5%	3	94.0	18.7%	2	84.0	16.7%
Structures Derek International SA	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Sullivan & McLaughlin Co., Inc.	39.0	2	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Sunrise Erectors, Inc.	320.0	7	1	78.0	24.4%	-	0.0	0.0%	1	78.0	24.4%
Sweeney Drywall Finishes Corp	943.0	12	5	245.0	26.0%	1	112.0	11.9%	-	0.0	0.0%
T & T Steel Erectors, Inc. (MBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
T&T Electrical Contractors, Inc.	7,930.5	74	9	1,027.0	13.0%	6	543.0	6.8%	3	340.0	4.3%
Tavares LLC (MBE)	3,071.0	26	15	1,872.0	61.0%	2	265.0	8.6%	1	112.0	3.6%
TCI Installations Inc. (WBE)	47.0	4	0	0.0	0.0%	-	0.0	0.0%	1	13.0	27.7%
Tekon-Technical Consultants, Inc.	13.0	1	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
The Cheviot Corporation	428.5	7	1	40.0	9.3%	1	40.0	9.3%	-	0.0	0.0%
The Railroad Associates Corporation	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%
Thermo-Dynamics International, Inc. (VBE)	366.0	5	2	136.0	37.2%	1	16.0	4.4%	-	0.0	0.0%
Titan Roofing, Inc. (MVBE)	2,461.5	30	10	825.0	33.5%	1	105.0	4.3%	3	230.0	9.3%
Total Mechanical Service Corp. (MBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
TREVIICOS CORPORATION	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Triboro Crane & Rigging Services	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Union Temporary Services, Inc.	787.0	6	1	144.0	18.3%	1	144.0	18.3%	-	0.0	0.0%
Unistrut International Corp.	260.0	5	1	88.0	33.8%	-	0.0	0.0%	1	88.0	33.8%
United Elevator Company (WBE)	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Universal Automation & Mechanical Services	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Urban Insulation Inc. (WBE)	380.0	4	2	170.0	44.7%	-	0.0	0.0%	-	0.0	0.0%
UTEC Constructors LLC	0.0	-	0	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Vanguard Plumbing & Mechanical LLC	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%
Wallco Installations, LLC	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%
Whitehawk Construction Services, Inc.	16.0	2	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%
<b>TOTAL</b>	<b>161,867.0</b>	<b>1,837</b>	<b>468</b>	<b>41,813.8</b>	<b>25.8%</b>	<b>155</b>	<b>13,069.3</b>	<b>8.1%</b>	<b>83</b>	<b>7,200.5</b>	<b>4.4%</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	%
S&F Concrete Contractors, Inc.	424,417.5	412	103	129,981.5	30.6%	17	23,739.0	5.6%	12	17,676.0	4.2%
S-Cel-O Painting LLC (M/WBE)	899.0	4	1	256.0	28.5%	1	224.0	24.9%	-	0.0	0.0%
Silverback Construction Inc.	416.0	18	1	27.0	6.5%	-	0.0	0.0%	-	0.0	0.0%
Skylight Consultants of America, Inc.	2,014.5	14	2	171.0	8.5%	1	107.0	5.3%	-	0.0	0.0%
SOEP Painting Corp.	39,452.5	78	27	14,443.0	36.6%	9	4,291.0	10.9%	1	946.0	2.4%
SOS Corporation (WBE)	3,909.0	28	16	2,057.0	52.6%	17	1,888.0	48.3%	-	0.0	0.0%
SPS New England, Inc.	57,632.0	83	17	10,503.0	18.2%	6	3,730.5	6.5%	1	424.0	0.7%
Stanley & Sons, Inc.	12,444.5	33	10	3,325.0	26.7%	3	1,435.0	11.5%	4	1,890.0	15.2%
Structures Derek International SA	2,159.5	10	4	1,143.5	53.0%	-	0.0	0.0%	-	0.0	0.0%
Sullivan & McLaughlin Co., Inc.	3,956.0	11	1	873.0	22.1%	2	945.0	23.9%	1	681.0	17.2%
Sunrise Erectors, Inc.	47,075.0	79	12	5,322.5	11.3%	6	2,692.5	5.7%	4	3,519.5	7.5%
Sweeney Drywall Finishes Corp	6,415.0	29	10	2,123.0	33.1%	1	383.0	6.0%	1	32.0	0.5%
T & T Steel Erectors, Inc. (MBE)	859.0	6	1	305.0	35.5%	1	240.0	27.9%	-	0.0	0.0%
T&T Electrical Contractors, Inc.	144,678.5	165	23	21,353.0	14.8%	10	6,486.0	4.5%	6	7,003.5	4.8%
Tavares LLC (MBE)	36,674.0	61	32	23,291.0	63.5%	2	2,702.0	7.4%	1	2,291.0	6.2%
TCI Installations Inc. (WBE)	2,850.0	8	1	416.0	14.6%	-	0.0	0.0%	1	751.0	26.4%
Tekon-Technical Consultants, Inc.	121.5	4	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
The Cheviot Corporation	2,349.0	9	2	48.0	2.0%	1	40.0	1.7%	-	0.0	0.0%
The Railroad Associates Corporation	68.5	3	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
The Welch Corporation	11,582.5	21	2	1,308.0	11.3%	3	1,057.0	9.1%	2	1,225.0	10.6%
Thermo-Dynamics International, Inc. (VBE)	14,600.5	36	11	3,518.0	24.1%	2	846.5	5.8%	1	1,611.0	11.0%
Titan Roofing, Inc. (MVBE)	58,518.0	107	29	16,901.5	28.9%	3	4,634.5	7.9%	4	4,152.0	7.1%
Total Mechanical Service Corp. (MBE)	96.0	3	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
TREVIICOS CORPORATION	60,534.5	89	24	16,023.0	26.5%	7	4,090.5	6.8%	3	2,630.0	4.3%
Triboro Crane & Rigging Services	1,242.0	9	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Union Temporary Services, Inc.	6,330.0	8	1	698.5	11.0%	1	698.5	11.0%	-	0.0	0.0%
Unistrut International Corp.	16,785.8	22	5	5,846.5	34.8%	2	1,186.5	7.1%	1	1,952.0	11.6%
United Elevator Company (WBE)	565.0	2	-	0.0	0.0%	-	0.0	0.0%	-	0.0	0.0%
Universal Automation & Mechanical Services	1,580.0	9	1	8.0	0.5%	-	0.0	0.0%	-	0.0	0.0%
Urban Insulation Inc. (WBE)	11,656.5	20	5	3,327.5	28.5%	2	1,283.5	11.0%	2	967.0	8.3%
UTEC Constructors LLC	688.0	9	1	116.0	16.9%	-	0.0	0.0%	-	0.0	0.0%
Vanguard Plumbing & Mechanical LLC	312.0	2	-	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	694.0	7	-	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%
Whitehawk Construction Services, Inc.	22.0	2	-	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%
<b>TOTAL</b>	<b>4,791,304.6</b>	<b>6,617</b>	<b>1,552</b>	<b>1,203,874.4</b>	<b>25.1%</b>	<b>423</b>	<b>340,058.5</b>	<b>7.1%</b>	<b>292</b>	<b>276,301.8</b>	<b>5.8%</b>

**SUMMARY PERFORMANCE: PROJECT TO DATE**

	# Workers	Hours	Goal	Project to Date
<b>Minority</b>	1552	1,203,874.4	15.3%	25.1%
<b>Female</b>	423	340,058.5	6.9%	7.1%
<b>Veteran</b>	292	276,301.8	3.0%	5.8%

## Workforce Summary Report

**ENCORE BOSTON HARBOR**  
**Construction Workforce Diversity**  
**09/01/2015 - 12/21/2018**

LOCAL TRADE UNION	DECEMBER 2018										
	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	1,494.0	22	4	306.0	20.5%	1	16.0	1.1%	2	56.0	3.7%
Boilermakers Local 29	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	13,404.0	170	38	3,093.0	23.1%	7	538.0	4.0%	6	370.5	2.8%
Carpenters, New England	30,216.0	332	69	5,631.5	18.6%	28	2,252.0	7.5%	19	1,686.0	5.6%
Electricians Local 103 I.B.E.W.	33,282.5	372	59	5,106.0	15.3%	32	2,396.0	7.2%	21	1,970.0	5.9%
Electricians Local 104 I.B.E.W (Utilities)	128.0	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Elevator Constructors Local 4	2,412.3	33	1	83.8	3.5%	3	238.5	9.9%	1	36.0	1.5%
Floorcoverers Local 2168	3,968.5	53	34	2,598.0	65.5%	2	158.5	4.0%	1	40.0	1.0%
Iron Workers Local 7	3,298.0	41	1	78.0	2.4%	4	474.0	14.4%	3	256.0	7.8%
Laborers, New England	28,285.5	331	119	9,987.5	35.3%	46	3,890.0	13.8%	10	968.0	3.4%
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	5,268.0	66	12	1,053.5	20.0%	3	189.5	3.6%	6	473.0	9.0%
Operating Engineers Local 98	23.5	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	21,925.0	213	85	9,433.5	43.0%	15	1,473.0	6.7%	5	521.0	2.4%
Piledrivers Local 56	400.5	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Pipe Fitters Local 537	3,297.0	29	8	932.0	28.3%	4	545.0	16.5%	2	232.0	7.0%
Plasterers & Cement Masons Local 534	1,289.0	24	3	206.0	16.0%	1	8.0	0.6%	0	0.0	0.0%
Plumbers & Gasfitters Local 12	4,517.3	45	8	706.0	15.6%	3	280.0	6.2%	2	212.0	4.7%
Roofers & Slaters Local 33	3,754.0	38	14	1,370.0	36.5%	2	233.8	6.2%	3	230.0	6.1%
Sheet Metal Workers Local 17	3,176.0	36	9	871.0	27.4%	2	190.0	6.0%	1	110.0	3.5%
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	1,720.0	20	4	358.0	20.8%	2	187.0	10.9%	1	40.0	2.3%
Teamsters Local 25	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>161,867.0</b>	<b>1837</b>	<b>468</b>	<b>41,813.8</b>	<b>25.8%</b>	<b>155</b>	<b>13,069.3</b>	<b>8.1%</b>	<b>83</b>	<b>7,200.5</b>	<b>4.4%</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	62,590.5	127	31	11,538.0	18.4%	10	3,233.0	5.2%	8	5,199.0	8.3%
Boilermakers Local 29	2,094.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	168,646.0	321	58	36,909.5	21.9%	11	7,952.5	4.7%	10	6,242.5	3.7%
Carpenters, New England	847,846.8	1017	283	243,434.0	28.7%	67	52,307.0	6.2%	46	47,738.3	5.6%
Electricians Local 103 I.B.E.W.	1,017,464.0	965	154	177,696.0	17.5%	63	69,130.8	6.8%	50	59,851.5	5.9%
Electricians Local 104 I.B.E.W (Utilities)	2,061.5	35	1	116.0	5.6%	1	209.0	10.1%	0	0.0	0.0%
Elevator Constructors Local 4	70,954.8	103	10	7,301.5	10.3%	6	3,742.5	5.3%	11	5,884.3	8.3%
Floorcoverers Local 2168	30,012.0	73	44	16,985.5	56.6%	3	1,969.0	6.6%	1	174.0	0.6%
Iron Workers Local 7	427,465.2	708	178	113,059.5	26.4%	47	30,001.5	7.0%	31	33,366.0	7.8%
Laborers, New England	931,558.7	1337	414	310,953.7	33.4%	120	34,933.0	10.2%	40	34,199.5	3.7%
Millwrights Local 1121	269.0	4	1	86.0	32.0%	0	0.0	0.0%	0	0.0	0.0%
Operating Engineers Local 4	313,119.5	495	60	52,498.5	16.8%	20	15,241.5	4.9%	31	29,497.0	9.4%
Operating Engineers Local 98	591.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	221,976.0	360	139	91,178.5	41.1%	27	19,133.0	8.6%	7	6,906.0	3.1%
Piledrivers Local 56	46,473.0	106	9	5,218.5	11.2%	8	1,775.0	3.8%	9	5,113.0	11.0%
Pipe Fitters Local 537	122,730.0	122	17	23,891.5	19.5%	8	10,819.0	8.8%	10	8,626.0	7.0%
Plasterers & Cement Masons Local 534	71,710.5	225	48	13,071.0	18.2%	7	1,459.0	2.0%	6	366.0	0.5%
Plumbers & Gasfitters Local 12	184,199.8	228	29	30,320.5	16.5%	16	12,026.0	6.5%	13	15,205.0	8.3%
Roofers & Slaters Local 33	57,383.0	129	39	19,281.3	33.6%	4	4,931.3	8.6%	4	4,152.0	7.2%
Sheet Metal Workers Local 17	122,190.0	181	27	32,808.0	26.8%	3	6,571.0	5.4%	7	5,435.3	4.4%
Sheet Metal Workers Local 63	52.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sprinkler Fitters Local 550	89,694.0	63	10	17,527.0	19.5%	2	4,624.5	5.2%	6	8,335.5	9.3%
Teamsters Local 25	215.0	10	0	0.0	0.0%	0	0.0	0.0%	2	11.0	5.1%
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>4,791,304.6</b>	<b>6617</b>	<b>1552</b>	<b>1,203,874.4</b>	<b>25.1%</b>	<b>423</b>	<b>340,058.5</b>	<b>7.1%</b>	<b>292</b>	<b>276,301.8</b>	<b>5.8%</b>

**SUMMARY PERFORMANCE: PROJECT TO DATE**

	# Workers	Hours	Goal	Project to Date
<b>Minority</b>	1552	1,203,874.4	15.3%	25.1%
<b>Female</b>	423	340,058.5	6.9%	7.1%
<b>Veteran</b>	292	276,301.8	3.0%	5.8%



Encore Everett: Totals for Access and Opportunity Goals as of 12/31/2018 -- 4,791,304.6 Hours Completed Hours Completed

