



**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, November 13, 2018 | 10 AM
Massachusetts Gaming Commission
101 Federal Street – 12th floor
Boston, MA 02110

1. **Call to Order-**
Jill Lacey Griffin, Chair
2. **Approval of Minutes from October 9, 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. (2:30 – 2:35pm)
4. **New Business - Committee**

Next Meeting:
December 11, 2018 | 10 AM
Suffolk Construction
65 Allerton Street, Boston

I certify that on this date, this Notice was posted as “MassGaming Access and Opportunity Committee Meeting” at www.massgaming.com and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us.

11/8/18
(date)

A handwritten signature in black ink, appearing to read 'Jill Lacey Griffin', written over a horizontal line.
Jill Lacey Griffin
MGC Director of Workforce, Supplier and Diversity Development

Posted to Website: 11/8/2018 | 9:30 a.m.



Massachusetts Gaming Commission

101 Federal Street, 12th Floor, Boston, Massachusetts 02110 | TEL 617.979.8400 | FAX 617.725.0258 | www.massgaming.com



Access and Opportunity Committee Meeting Minutes

Date/Time: October 9, 2018, 2:16 p.m. – 3:22 p.m.

Place: STCC
One Armory Square
Springfield, MA 01109

Committee Members Present:

Jill Lacey Griffin
Joseph Delaney
Crystal Howard
Eileen O'Brien
Bruce Stebbins
Enrique Zuniga
Nader Acevedo
Chelan Brown
Alberto Calvo
Lisa Clauson
Eddie Corbin
Emily Earll
Priscilla Flint-Banks
Jason Garand

Tony Gladney
Kate Harrison
Susan Moir
John Perez
Jennie Peterson
Mei-Ling Rodriguez
Jason Rosewell
Liz Skidmore
Mary Vogel
Jessica Yamas

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

Call to Order

2:16 p.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee Meeting. She also thanked MGM for the tour of the facility for the committee that morning and welcomed additional Commissioners to the meeting.

Ms. Griffin reminded the attendees that the focus of the AOC and the mission of the MGC is economic opportunity on all phases of casino development, with regard to equity and inclusion. She urged attendees to remember that progress is not all about the numbers, but also the opportunities resulting for all individuals.

Approval of Minutes

2:19 p.m. The committee approved the minutes from the Sept. 11, 2018 meeting, unanimously.

REPORT: Encore Design/Construction Activity – Jennie Peterson, Director of Employment; Shelley Webster, Diversity Consultant for In Order Business Solutions

2:20 p.m. Ms. Peterson opened the presentation stating that just over 23% of design contracts have been awarded to minority, women and veteran owned business. Both MBE and VBE contracts are above their goal, but WBE contracts were a bit lower than the goal of 10%, at 8.1% to date. WBE's have 15 design contracts, MBE's have 13 and VBE's have 4.

Ms. Peterson noted that the WBE business may increase slightly as work continues, and in partnership with Sam Architecture and with change orders, but the majority of design work is decreasing at this point in the project.

For construction contracts, as of September 30th, \$229.3 million of construction contracts and purchase orders have been awarded to M/W/VBEs, which is 18%. That included one new award to a M/VBE in September. Minority, women and veteran contracts were all exceeding goals to date. In fact, the WBE contracts were more than double the goal of 5.4%, at 11.3%.

Ms. Peterson also reminded the committee that the total line does subtract any businesses that fall into multiple categories, so there is no double counting in these numbers.

In the workforce update for Encore, Ms. Peterson stated that over 3,984,216 hours had been performed to date by 6,020 workers. Of those, 1,339 were minorities, 375 were women and 275 were veterans. Each of Encore's reported data for diverse workforce participation were above the stated goals.

Encore Boston Harbor's outreach efforts for September included the usual Tradeswomen Tuesday participation and the monthly Tradeswomen Luncheon on the project site. Women working as project managers on the site participated in the September luncheon, as well, not just females in construction. Additionally, Encore staff attended the first annual Building Pathways Gala. On Sept, 26, Encore also was involved in the Builders of Colors Coalition making sure to have local representation, as well as diverse representation.

2:29 p.m. Encore facilitated seven corrective action meetings held in September, not only addressing workforce challenges, but also to ensure that as change orders make their way to Suffolk and prime contractors, some of the opportunity is provided to diverse-owned business.

While the workforce rate on the project is now decreasing, Ms. Peterson noted that there is still a lot going on, and more to be done. Providing a project update, she noted that all cranes have now come down on the site, solar panel installation is being completed, and all landscaping work is underway to make sure there's a season for fill-in. The Encore sign is up on the building, and some of the marquis signs have started to go up as well. At this time, all trades are on site and a lot of the finishing trades have begun as well.

Ms. Peterson said that Encore has seen one of the strongest months for workforce and overall for the month of September feel really great about progress made for women on the project and people of color. The team feels that the corrective action meetings are really beneficial, but the workforce pool as a whole coming down the curve is also really helping.

2:33 p.m. Mary Vogel inquired specifically about JC Canastrara's numbers and status. Ms. Earl stated they are doing mostly plumbing at this point, and since they're tailing off with work, they're having difficulties keeping their crews.

Ms. Moir commented that some trades have gone up quite dramatically in their workforce numbers for women, providing the iron workers as example, increasing from 6.6% to 19%. She noted that these trades are often the ones described as those "women won't go into," the big barriers for the industry, but they're obviously increasing. Ms. Moir still remained concerned for some areas of the project such as carpenters, which have a significant capacity to do better. Ms. Peterson said they will be returning to in-person meetings to address that.

Additionally, Ms. Moir noted that the operators had always been difficult, but had been represented well until now. Ms. Peterson stated that most of the operating engineers at this time are working on road work on the site and are significantly smaller crews. It makes checking the women on the site difficult because that's done through turnstiles every day, and if they're on roadwork, they're not reporting through the turnstiles. Encore will be checking the numbers and calling the subcontractors to find out what is happening.

2:41 p.m. Ms. Moir wanted to confirm that Encore was still looking into the overtime issues with women offered less opportunity at overtime than men, and Ms. Peterson stated they are.

Mr. Perez congratulated Ms. Peterson and the Encore team on a great report and excellent numbers. He stated their level of engagement is commendable and they're pleased to see the level of corrective action procedures to tackle the challenges.

REPORT: MGM Springfield Final Design/Construction Activity - Chelan Brown, Diversity Specialist, Construction & Operations; Jason Rosewell, Executive Director of Design and Construction

2:45 p.m. Mr. Rosewell provided the final report for MGM Springfield, which opened on August 24, 2018.

The project's construction workforce goals for diversity were 6.9% women, 15.3% minority and 8% veterans which were all exceeded. The final participation rates were as follows:

Union Women at 7.53%, Total Women at 8.55%
Union Minority at 22.49%, Total Minority at 21.78%
Union Veterans at 8.33%, Total Veterans at 8.71%

Additionally, while not a reporting requirement, MGM reported that the total hours worked by state and local individuals was as follows:
Approximately 35% were from Springfield/ Surrounding Communities
Approximately 55% were from Western Massachusetts
Approximately 71% were from Massachusetts

With regards to design and construction payments, out of a total of \$552.3 million, the final result were as follows:

WBE	Goal- 10.0%	Payments- 20.5%	Value- \$113.1 million
MBE	Goal- 5.0%	Payments- 7.4%	Value- \$41.0 million
VBE	Goal- 2.0%	Payments- 6.3%	Value- \$34.7 million

Mr. Rosewell stated that total payments represent the diversity exemptions that were approved by the MGC.

Design and construction commitments, construction commitments, as well as design and consulting commitments also each well-exceeded the goals for diverse business.

- 3:00 p.m. The MGC presented Mr. Rosewell, Ms. Rodriguez, Ms. Brown and Mr. Brian Packer with certificates of appreciation for their commitment to diversity during the project, and for the efforts made with the AOC. Photos were taken with the committee.
- 3:22 p.m. A motion was made to adjourn the meeting. Motion passed unanimously.

List of Documents and Other Items Used:

1. October 2018 MGC AOC Agenda, signed 10/3/18 (pdf)
2. 9.11.2018 AOC Meeting Minutes- Draft (word)
3. 2018 September Encore Boston Harbor AOC Report Final (pdf)
4. 2018 September EBH Construction Workforce (pdf)
5. 10-9-18 MGM Springfield AOC Presentation- FINAL (pdf)
6. 9-30-18 September Workforce Diversity Reports (pdf)
7. Encore Everett Access and Opportunity trendline September 2018 (pdf)

ACCESS & OPPORTUNITY MONTHLY UPDATE OCTOBER 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%

Contractor Participation – Construction Contracts:

Minority Business Enterprise (MBE): 5%

Women Business Enterprise (WBE): 5.4%

Veteran Business Enterprise (WBE): 1%

Workforce Participation – Construction (% of workforce hours):

Minorities: 15.3%

Women: 6.9%

Veterans: 3%

Design: M/W/VBE Participation

- As of October 31st, 23.4%, \$14.5 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%	8.8%	\$5.4 M	8.9%	\$5,097,899
WBE	14	10.0%	8.2%	\$5.1 M	8.3%	\$4,778,131
VBE	4	1.0%	6.5%	\$4.0 M	6.4%	\$3,671,308
TOTAL	31	18.9%	23.4%	\$14.5 M	23.6%	\$13.5 M

Total Qualified Design Spend = \$62,149,353

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 9/30/2018*

Design: M/W/BE 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			
TOTAL			\$5,439,916	7.9%	8.8%
WBE (14)					
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			
TOTAL			\$5,109,870	10.0%	8.2%
VBE (4)					
JBA Consulting Engineers (Sub to Jacobs)	Las Vegas, NV	MEP, FP, Telecomm			
JBA Consulting Engineers	Las Vegas, NV	Audio Visual			
Eslick Design Associates	Tulsa, OK	Signage			
Fort Hill Infrastructure (Sub to AECOM)	Boston, MA	Traffic Engineering			
TOTAL			\$4,038,300	1.0%	6.5%

Construction: M/W/VBE Participation

- As of October 31st, 17.2%, \$230.7 million of construction contracts & purchase orders have been awarded to M/W/VBEs.
- Construction contracts & purchase orders in October included 1 award to an MBE, 1 to a WBE, and 1 to a VBE.

	# Contract Awards	Goal	Awarded to Date	\$ Awarded to Date	<i>Paid to Date**</i>	<i>\$ Paid to Date**</i>
MBE	80	5.0%	5.8%	\$77.9 M	4.6%	\$57.1 M
WBE	154	5.4%	10.9%	\$146.6 M	9.5%	\$117.7 M
VBE	49	1.0%	2.4%	\$32.7 M	2.3%	\$29.0 M
TOTAL*	241	11.4%	17.2%	\$230.7 M	14.3%	\$177.4 M

Total Qualified Construction Spend = \$1,344,974,924

* 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 09/30/2018; percentages reflect payments to M/W/VBEs as a % of total payments made.

Construction: MBE Participation, 80 Contracts Awarded

MBE (80)	Sub-Contractor / Supplier	Location	Scope	Award		% of Awarded Contracts
				Amount (\$)	% Goal	
	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	Light Fixtures			
	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			

TOTAL \$77,954,877 5.0% 5.8% 7

Construction: WBE Participation, 154 Contracts Awarded



WBE (154)	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			
	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			
	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			
	Duende Glass	New Bedford, MA	Glass Balustrades			
	Fisher Contracting Corporation (M/WBE)	Worcester, MA	Living Shoreline Earthwork, Concrete			
	FOH dba Front of House	Miami, FL	FF&E			

Construction: WBE Participation, 154 Contracts Awarded

WBE (154)	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			
	Keville Enterprises	Boston, MA	Construction Inspections			
	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, 154 Contracts Awarded



WBE (154)	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			
	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			
	Urban Insulation	Salisbury, MA	Furnish, Install Pipe Insulation			
	Urban Insulation	Salisbury, MA	Insulation			

Construction: WBE Participation, 154 Contracts Awarded



WBE (154)	Sub-Contractor / Supplier	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	Urban Insulation	Salisbury, MA	F&I HVAC Ductwork & Piping			
	Valley Forge Textiles	Ft. Lauderdale, FL	Fabrics			
	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			
			TOTAL	\$146,608,114	5.4%	10.9%

Construction: VBE Participation, 49 Contracts Awarded



VBE (49)	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			
	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			
	Thompson & Lichtner, Inc.	Canton, MA	Materials Testing			
TOTAL				\$32,733,679	1.0%	2.4%

Construction: Workforce Participation

- As of October 31st, 4,285,085.1 hours of work had been completed on the project site by 6,237 workers.
- 1,451 minorities, 393 females, and 280 veterans have performed construction work on the project.

	# Workers*	# Diverse Workforce Hours*	Goal	% Diverse Workforce Hours to Date
Minority	1,451	1,071,803.2	15.3%	25.0%
Female	393	300,250.8	6.9%	7.0%
Veteran	280	255,662.3	3.0%	6.0%

*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
- **10/02:** NCTE's Tradeswomen Tuesday
- **10/17:** Monthly Tradeswomen's Lunch
- **10/23:** Massachusetts Minority Contractors Association
- **10/24:** PGTI Meeting
- **10/25:** Diversity Recognition Announcement – Best Performance Anvil Steel (M/VBE)

Corrective Action Meetings

- 1) East Coast Fireproofing
- 2) Greenwood Industries
- 3) Sweeney Drywall
- 4) F.C. Construction
- 5) Dagle Electrical Construction Corp.
- 6) Allegheny Contract Flooring

Tradeswomen's Monthly Lunch



PGTI October 24th Meeting



DIVERSITY RECOGNITION

- 45.3% minorities
- 7.7% females
- 20.6% veterans



AWARDED TO

Anvil Steel Engineering, Inc.

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

Signed October 29, 2018

John F. Fish, Chairman & CEO, Suffolk

Robert DeSalvio, President, Encore Boston Harbor



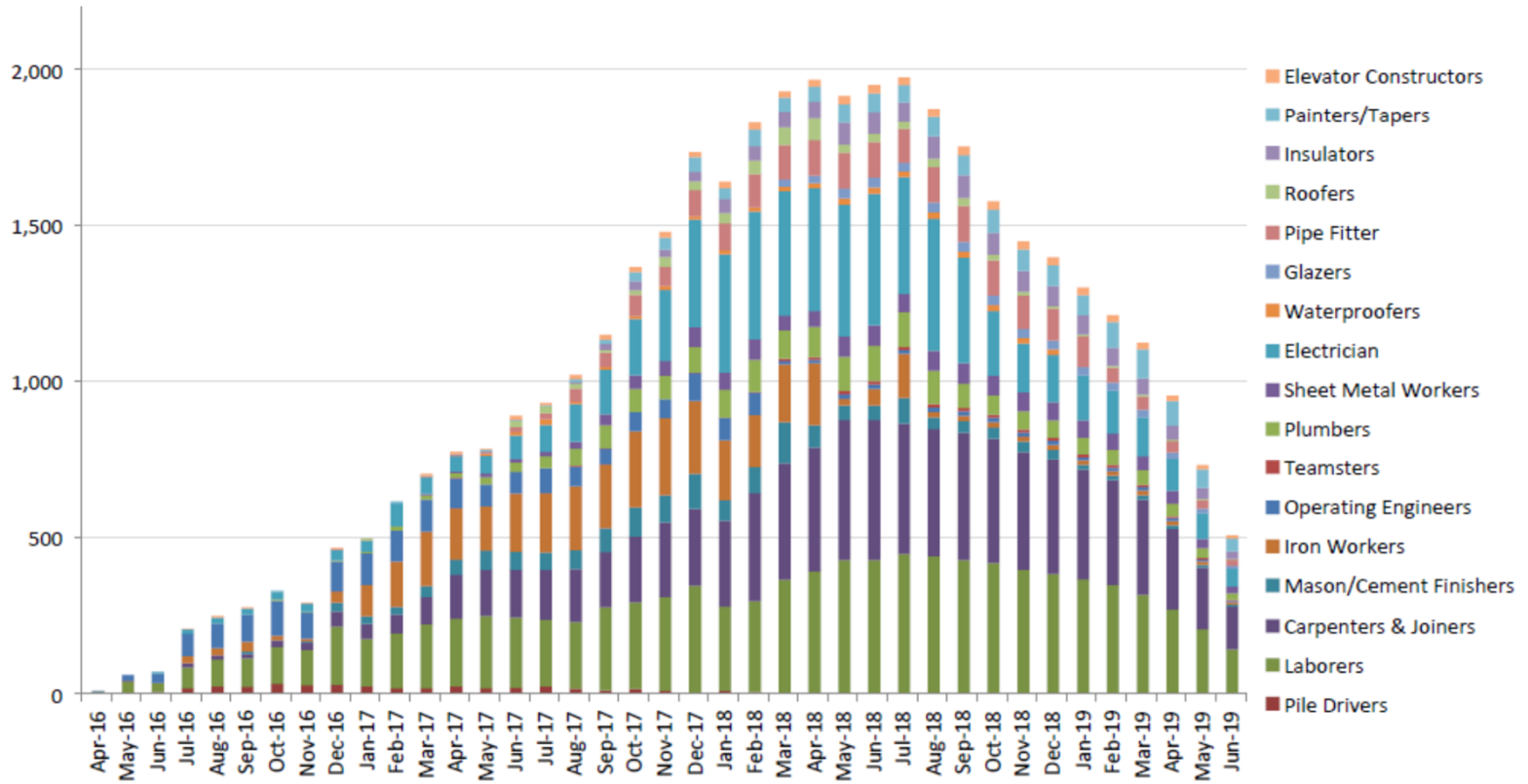
3rd Quarterly Diversity Recognition Award – Best Efforts

- D.W. White Construction Inc
17.4% minorities | 8.4% females | 5.5% veterans
- Federal Concrete, Inc.
25% minorities | 15.2% females | 6.9% veterans
- K&K Acoustical Ceilings, Inc.
18.7% minorities | 13.4% females | 39.1% veterans
- Maxim Crane Works, LP
23.9% minorities | 8.5% females | 9.6% veterans
- Port Morris Tile & Marble Boston, LP
19.6% minorities | 7.4% females | 8.9% veterans
- Stanley & Sons, Inc.
22% minorities | 11.5% females | 17.4% veterans
- Unistrut International Corp
36% minorities | 7.5% females | 10.8% veterans





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
09/01/2018 - 10/26/2018

CONTRACTOR	OCTOBER 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	0.0	0.0%	269.0	4	1	86.0	32.0%	0	0.0	0.0%	0	0.0	0.0%
Allegheny Contract Flooring, Inc.	5,715.0	53	16	1,868.0	32.7%	3	323.0	5.7%	1	135.0	2.4%	46,381.5	76	20	12,995.5	28.0%	5	2,522.0	5.4%	3	2,385.0	5.1%
All-Pro Electric, LLC	0.0	0	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	0.0	0.0%
Andella Iron Inc.	0.0	0	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	0.0%
Angelini Plastering, Inc. (WBE)	904.0	11	1	54.0	6.0%	0	0.0	0.0%	1	34.0	3.8%	11,020.5	22	3	2,717.0	24.7%	0	0.0	0.0%	1	34.0	0.3%
Anvil Steel Engineering, Inc. (MVBE)	1,023.0	14	6	418.0	40.9%	4	283.0	27.7%	2	149.0	14.6%	21,073.5	40	15	9,500.0	45.1%	5	1,818.5	8.6%	4	4,274.0	20.3%
Archer Corp	1,330.5	12	2	247.0	18.6%	1	135.0	10.1%	0	0.0	0.0%	5,407.5	13	2	644.5	11.9%	1	455.5	8.4%	0	0.0	0.0%
Atlantic Lining Company Inc	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	403.0	9	6	328.0	81.4%	0	0.0	0.0%	0	0.0	0.0%
Axion Specialty Contracting	1,740.0	20	4	352.0	20.2%	0	0.0	0.0%	1	108.0	6.2%	33,532.5	68	15	4,349.5	13.0%	6	968.0	2.9%	5	2,451.0	7.3%
Back Bay Concrete Corp. (WBE)	0.0	0	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%
BOSS Steel Inc. (WBE)	0.0	0	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%
Brava Electric & Telecom, Inc. (MBE)	204.0	3	1	72.0	35.3%	0	0.0	0.0%	0	0.0	0.0%	2,263.5	4	2	1,133.8	50.1%	0	0.0	0.0%	0	0.0	0.0%
Brightview Landscaping Development Inc.	3,025.5	32	14	1,631.0	53.9%	1	132.0	4.4%	1	76.0	2.5%	20,927.5	55	20	10,573.0	50.5%	4	1,940.0	9.3%	1	156.0	0.7%
Bunting Graphics, Inc.	0.0	0	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	0.0%
Capco Steel Erection Company	552.0	8	1	32.0	5.8%	0	0.0	0.0%	0	0.0	0.0%	12,048.0	30	4	1,283.5	10.7%	1	183.0	1.5%	0	0.0	0.0%
Capital Carpet and Flooring Specialists, Inc. - Payroll	2,455.0	38	23	1,479.0	60.2%	3	144.0	5.9%	0	0.0	0.0%	17,429.0	59	34	8,723.0	50.0%	3	1,435.5	8.2%	0	0.0	0.0%
Cashman Dredging & Marine Contracting	0.0	0	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	0.0	0.0%
Cavalieri Construction Company, Inc.	2.5	1	0	0.0	0.0%	0	0.0	0.0%	1	2.5	100.0%	5,249.5	28	6	2,428.5	46.3%	0	0.0	0.0%	1	533.5	10.2%
Century Drywall, Inc.	10,114.5	145	65	4,526.0	44.7%	13	853.0	8.4%	5	322.0	3.2%	385,887.3	417	171	150,237.5	38.9%	27	23,975.5	6.2%	10	16,536.8	4.3%
Chapman Construction Group, Inc. (WVBE)	585.0	7	0	0.0	0.0%	2	224.0	38.3%	0	0.0	0.0%	15,423.0	21	3	1,681.5	10.9%	4	3,955.5	25.6%	2	1,820.0	11.8%
Coastal Marine Construction	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	2,223.5	15	0	0.0	0.0%	1	84.0	3.8%	1	116.5	5.2%
Coghlin Electrical Contractors, Inc. (WBE)	10,563.5	120	19	1,587.5	15.0%	8	520.5	4.9%	5	441.0	4.2%	407,327.5	244	37	65,721.5	16.1%	13	22,138.5	5.4%	13	21,647.0	5.3%
Collins Overhead Door Inc.	0.0	0	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	0.0	0.0%
Component Assembly Systems, Inc.	6,543.0	56	9	961.5	14.7%	2	229.5	3.5%	2	277.5	4.2%	29,543.5	64	11	4,707.0	15.9%	2	1,261.5	4.3%	3	2,313.5	7.8%
Composite Company, Inc.	0.0	0	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	0.0%
Construction Drilling, Inc.	0.0	0	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	0.0	0.0%
Costa Brothers Masonry, Inc.	302.0	7	3	102.0	33.8%	1	76.0	25.2%	0	0.0	0.0%	38,157.5	77	16	9,286.5	24.3%	2	2,078.0	5.4%	1	24.0	0.1%
Cross Country Food Service Equipment Installers Inc.	414.0	5	0	0.0	0.0%	0	0.0	0.0%	1	120.0	29.0%	2,289.5	10	0	0.0	0.0%	0	0.0	0.0%	1	618.5	27.0%
D.W. White Construction	1,334.5	19	5	294.5	22.1%	1	84.0	6.3%	1	72.0	5.4%	19,500.0	53	6	3,463.0	17.8%	4	1,600.5	8.2%	1	1,068.0	5.5%
Dagle Electrical Construction Corporation (WBE)	304.0	12	2	26.0	8.6%	1	16.0	5.3%	0	0.0	0.0%	5,093.0	55	5	544.0	10.7%	1	88.0	1.7%	3	92.5	1.8%
Daniel Marr and Son Co.	332.0	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	149,250.0	202	28	24,907.0	16.7%	14	7,342.5	4.9%	9	11,192.0	7.5%
DeLucca Fence Company (WBE)	86.0	10	1	4.0	4.7%	0	0.0	0.0%	1	3.0	3.5%	1,112.0	38	8	163.0	14.7%	2	24.0	2.2%	1	27.0	2.4%
Dependable Masonry Construction Co.	0.0	0	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	0.0%
Don Martin Corporation (MBE)	79.5	10	6	48.0	60.4%	0	0.0	0.0%	1	8.0	10.1%	1,403.0	29	12	507.0	36.1%	0	0.0	0.0%	1	30.0	2.1%
Draper Elevator Cab Co, Inc.	0.0	0	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	0.0%	2	94.5	100.0%
D's Welding	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	438.0	9	1	69.0	15.8%	0	0.0	0.0%	0	0.0	0.0%
Duggan & Marcon, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	800.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
E.H. Marchant Co. Inc.	217.0	4	1	73.0	33.6%	0	0.0	0.0%	0	0.0	0.0%	4,686.0	13	1	890.0	19.0%	1	160.0	3.4%	1	220.0	4.7%
E.M. Duggan, Inc.	2,859.0	39	11	743.0	26.0%	4	325.0	11.4%	3	208.0	7.3%	142,686.5	153	23	24,041.0	16.8%	13	9,932.0	7.0%	12	15,759.0	11.0%
East Coast Fireproofing Co	424.0	7	2	112.0	26.4%	0	0.0	0.0%	1	104.0	24.5%	7,751.0	20	4	1,294.0	16.7%	2	169.0	2.2%	3	701.0	9.0%
East Coast Interiors	950.0	17	2	106.0	11.2%	1	74.0	7.8%	1	32.0	3.4%	3,131.0	19	2	218.0	7.0%	1	396.0	12.6%	1	298.0	9.5%
Eastern Exterior Wall Systems, Inc. (VBE)	0.0	0	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	0.0	0.0%
Easton Concrete Cutting & Drilling LLC	0.0	0	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	0.0%

CONTRACTOR	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	%
Edward G. Sawyer Co., Inc.	5,858.5	80	17	1,316.0	22.5%	8	585.5	10.0%	3	170.0	2.9%	160,202.5	151	27	37,789.5	23.6%	12	15,612.0	9.7%	4	5,569.5	3.5%
Evermore Light and Power Inc. (WBE)	118.0	2	0	0.0	0.0%	1	48.0	40.7%	0	0.0	0.0%	5,200.0	6	0	0.0	0.0%	1	48.0	0.9%	1	1,533.0	29.5%
F.C. Construction Corp.	320.0	21	4	56.0	17.5%	0	0.0	0.0%	1	24.0	7.5%	2,797.5	38	8	470.5	16.8%	0	0.0	0.0%	1	135.0	4.8%
Federal Concrete (WBE)	128.0	5	1	24.0	18.8%	0	0.0	0.0%	0	0.0	0.0%	4,052.5	29	8	1,006.5	24.8%	4	594.5	14.7%	2	270.0	6.7%
Ferguson-Neudorf Glass Inc.	0.0	0	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	0.0	0.0%
Fischbach & Moore Electric Group, LLC	0.0	0	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	0.0%
Fisher Contracting Corporation (MWBE)	0.0	0	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.	96.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	3,819.0	12	0	0.0	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	0.0	0.0%	72.5	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Gleeson Powers, Inc.	342.0	6	2	30.0	8.8%	1	104.0	30.4%	0	0.0	0.0%	6,048.0	14	4	1,884.5	31.2%	1	424.0	7.0%	0	0.0	0.0%
Greenwood Industries, Inc.	164.5	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	3,604.3	20	7	1,462.0	40.6%	0	0.0	0.0%	0	0.0	0.0%
Griffin Door dba Overhead Door Specialities	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	112.0	2	0	0.0	0.0%	0	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	0.0	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	0.0	0.0%	340.0	3	0	0.0	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	0.0	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.	2,103.0	17	4	502.0	23.9%	1	112.0	5.3%	1	120.0	5.7%	44,179.5	44	11	9,074.0	20.5%	2	3,806.5	8.6%	2	3,461.0	7.8%
J Rams Inc	0.0	0	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	0.0%	1	8.0	47.1%
J. Derenzo Co.	4,342.0	42	10	1,132.0	26.1%	5	600.0	13.8%	4	403.0	9.3%	169,381.4	145	20	38,642.5	22.8%	11	19,607.5	11.6%	12	14,761.5	8.7%
J. Thibert Architectural Woodwork Installation	1,152.5	10	1	112.0	9.7%	1	112.0	9.7%	1	136.0	11.8%	5,739.0	12	1	442.5	7.7%	1	442.5	7.7%	1	656.5	11.4%
J.C. Cannistraro	973.0	11	1	112.0	11.5%	0	0.0	0.0%	0	0.0	0.0%	36,635.0	61	4	5,474.0	14.9%	3	3,062.5	8.4%	2	504.0	1.4%
J.C. Higgins Corp	2,336.0	21	4	513.0	22.0%	2	196.0	8.4%	1	86.0	3.7%	88,460.0	83	11	14,601.0	16.5%	5	7,497.5	8.5%	4	4,861.0	5.5%
J.F. White Contracting Company, Inc	586.5	9	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	35,502.5	59	8	4,712.0	13.3%	2	3,904.5	11.0%	3	1,334.5	3.8%
Jackson Glass, Inc. (WBE) - Payroll is done on	1,061.5	15	2	144.0	13.6%	2	127.5	12.0%	2	141.0	13.3%	62,250.0	60	15	14,191.5	22.8%	6	7,912.5	12.7%	7	6,981.5	11.2%
Jerez LLC (MWBE)	598.0	5	5	598.0	100.0%	1	112.0	18.7%	0	0.0	0.0%	9,966.0	9	7	8,608.0	86.4%	1	383.5	3.8%	0	0.0	0.0%
John W. Egan Co., Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	40.0	1	0	0.0	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	0.0	0.0%	1,261.0	13	5	592.0	46.9%	0	0.0	0.0%	0	0.0	0.0%
JR Vinagro Corp.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	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	0.0	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.	336.0	6	2	96.0	28.6%	1	40.0	11.9%	2	112.0	33.3%	6,403.0	10	2	1,233.0	19.3%	2	853.0	13.3%	2	2,485.0	38.8%
K&M Fire Protection Services, Inc. - Payroll done on	1,633.0	21	4	308.0	18.9%	2	136.0	8.3%	1	64.0	3.9%	83,627.0	63	10	16,223.0	19.4%	2	4,003.5	4.8%	6	8,135.5	9.7%
K. DaPonte Construction Corp.	168.0	10	2	64.0	38.1%	1	32.0	19.0%	0	0.0	0.0%	1,440.0	23	2	248.0	17.2%	2	96.0	6.7%	0	0.0	0.0%
K.O. Stone Inc. (MBE)	488.0	5	5	488.0	100.0%	2	224.0	45.9%	0	0.0	0.0%	1,568.0	13	11	1,544.0	98.5%	5	824.0	52.6%	0	0.0	0.0%
Kenneth Castellucci & Associates, Inc.	1,553.0	16	1	112.0	7.2%	0	0.0	0.0%	0	0.0	0.0%	8,491.5	25	1	344.0	4.1%	0	0.0	0.0%	0	0.0	0.0%
Killea Equipment	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	557.0	3	2	345.0	61.9%	0	0.0	0.0%	0	0.0	0.0%
KM Kelly, Inc.	1,184.0	11	2	200.0	16.9%	1	104.0	8.8%	0	0.0	0.0%	26,883.3	26	6	5,044.0	18.8%	4	3,534.3	13.1%	2	1,817.0	6.8%
L.J. Mishel Electrical Contractors, Inc.	0.0	0	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	0.0%	1	48.0	50.0%
Lan-Tel Communications, Inc.	1,249.5	13	5	447.5	35.8%	1	96.0	7.7%	2	214.0	17.1%	15,901.0	17	6	6,491.5	40.8%	1	1,639.0	10.3%	2	2,234.0	14.0%
Leading Way Construction Co., Inc.	0.0	0	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	0.0	0.0%
Liberty Construction Services	11,422.0	145	42	3,373.0	29.5%	14	1,139.0	10.0%	2	136.0	1.2%	433,063.0	392	119	125,051.0	28.9%	33	38,897.0	9.0%	8	7,991.0	1.8%
Liberty Equipment and Supply	1,471.0	20	6	596.0	40.5%	1	88.5	6.0%	0	0.0	0.0%	21,375.5	54	10	4,955.0	23.2%	4	767.5	3.6%	1	1,217.0	5.7%
Lockwood Remediation	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Longden Company Inc.	432.0	5	1	112.0	25.9%	0	0.0	0.0%	1	72.0	16.7%	2,127.0	7	1	364.0	17.1%	0	0.0	0.0%	2	501.0	23.6%
Lund Rebar Services, Inc.	70.0	4	0	0.0	0.0%	1	16.0	22.9%	0	0.0	0.0%	109,027.5	128	59	50,274.0	46.1%	11	7,584.0	7.0%	6	8,400.0	7.7%
M.L. McDonald Sales Company, LLC	5,313.0	54	10	1,039.0	19.6%	5	471.0	8.9%	1	184.0	3.5%	91,931.0	131	28	14,603.0	15.9%	9	5,296.0	5.8%	5	5,961.0	6.5%
Marguerite Concrete, Inc.	3.5	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	737.0	36	9	191.0	25.9%	1	8.0	1.1%	2	49.0	6.6%
Marr Equipment Corp.	0.0	0	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	0.0%	1	3.0	1.5%
Mass Bay Electrical Corp.	83.0	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	4,280.5	47	1	201.0	4.7%	2	195.0	4.6%	0	0.0	0.0%
Massey's Plate Glass Aluminum, Inc.	1,108.0	15	3	232.0	20.9%	1	94.0	8.5%	1	80.0	7.2%	4,337.0	19	4	1,294.0	29.8%	1	368.0	8.5%	1	391.0	9.0%
Maxim Crane Works, L.P.	13.0	2	1	9.0	69.2%	0	0.0	0.0%	0	0.0	0.0%	47,077.5	73	14	11,240.5	23.9%	3	3,756.5	8.0%	5	6,816.5	14.5%

CONTRACTOR	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	%
McCusker-Gill, Inc.	1,233.0	19	9	577.0	46.8%	2	128.0	10.4%	0	0.0	0.0%	76,472.5	101	19	25,373.5	33.2%	2	4,331.0	5.7%	5	4,203.8	5.5%
McDonald Electrical Corp.	4,420.0	49	6	550.0	12.4%	3	244.0	5.5%	6	524.0	11.9%	52,728.0	77	12	6,601.0	12.5%	7	2,658.0	5.0%	8	5,515.0	10.5%
McGregor Industries, Inc.	778.0	6	0	0.0	0.0%	1	123.0	15.8%	0	0.0	0.0%	20,322.0	33	7	1,954.5	9.6%	2	3,252.5	16.0%	3	1,864.5	9.2%
McPhee Electric Ltd.	2,487.5	20	2	301.0	12.1%	2	182.0	7.3%	3	405.0	16.3%	23,999.0	35	5	2,561.5	10.7%	3	948.5	4.0%	4	3,306.5	13.8%
Melo's Rodbusters, Inc. (WBE)	0.0	0	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	0.0%	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	0.0	0.0%	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Mitsubishi Electric US, Inc.	19.0	1	0	0.0	0.0%	0	0.0	0.0%	1	19.0	100.0%	5,905.0	7	2	2,119.0	35.9%	1	943.0	16.0%	4	3,374.0	57.1%
MON Landscaping Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	416.0	15	1	16.0	3.8%	0	0.0	0.0%	0	0.0	0.0%
Moretrench	0.0	0	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.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	514.0	12	8	396.0	77.0%	0	0.0	0.0%	0	0.0	0.0%
NER Construction Mgmt	440.0	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	8,700.5	22	1	48.0	0.6%	0	0.0	0.0%	1	48.0	0.6%
New England Finish Systems	100.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	695.5	15	1	44.0	6.3%	4	42.0	6.0%	0	0.0	0.0%
New England Installation, Inc.	37.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	855.5	8	1	141.0	16.5%	0	0.0	0.0%	1	106.5	12.4%
NewRoads Environmental	0.0	0	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	1,849.0	23	4	276.0	14.9%	2	52.0	2.8%	2	90.0	4.9%	14,590.3	36	8	2,353.5	16.1%	2	161.0	1.1%	2	506.0	3.5%
North East Foam Solutions, Inc.	278.0	6	2	48.0	17.3%	1	104.0	37.4%	2	136.0	48.9%	6,025.0	10	4	1,297.0	21.5%	1	1,692.0	28.1%	3	2,472.0	41.0%
Northeast Interior aka Artisan Millwork	142.0	5	2	48.0	33.8%	0	0.0	0.0%	1	16.0	11.3%	5,674.5	10	3	2,022.0	35.6%	1	568.0	10.0%	1	1,138.5	20.1%
NorthStar Contracting Group, Inc	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	37.0	2	1	12.0	32.4%	0	0.0	0.0%	0	0.0	0.0%
Oasis Shower Doors	594.5	9	2	128.0	21.5%	1	70.0	11.8%	0	0.0	0.0%	3,256.0	10	2	857.0	26.3%	1	399.5	12.3%	0	0.0	0.0%
Otis Elevator Company	1,148.0	31	2	103.5	9.0%	3	107.0	9.3%	0	0.0	0.0%	47,800.5	72	6	3,793.5	7.9%	5	1,841.5	3.9%	3	1,517.8	3.2%
P.J. Dionne Company, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,270.5	6	1	188.0	14.8%	1	120.0	9.4%	0	0.0	0.0%
P.J. Spillane Company, Inc. (WBE)	695.0	15	1	8.0	1.2%	1	80.0	11.5%	0	0.0	0.0%	13,985.5	47	10	2,574.0	18.4%	2	1,320.0	9.4%	1	36.0	0.3%
Peak Mechanical Services	848.0	11	3	298.0	35.1%	0	0.0	0.0%	1	112.0	13.2%	10,706.0	19	5	4,167.0	38.9%	0	0.0	0.0%	3	988.0	9.2%
Pick Crane Service, Inc.	0.0	0	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	0.0	0.0%
Port Morris Tile & Marble Boston LP	4,994.0	51	12	1,096.0	21.9%	3	288.0	5.8%	1	128.0	2.6%	31,058.5	79	12	6,215.0	20.0%	4	2,225.0	7.2%	3	2,459.0	7.9%
PSN Construction Inc.	43.5	1	1	43.5	100.0%	0	0.0	0.0%	0	0.0	0.0%	1,193.7	2	2	1,193.7	100.0%	0	0.0	0.0%	0	0.0	0.0%
Quality Air Metals, Inc. (WBE)	658.0	10	2	154.0	23.4%	1	91.0	13.8%	0	0.0	0.0%	16,141.0	15	3	3,894.0	24.1%	1	1,627.0	10.1%	1	457.0	2.8%
R.J. Cobb LTD	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	48.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Rapid Flow Inc.	0.0	0	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	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	0.0	0.0%	6,283.5	24	6	1,415.5	22.5%	3	613.0	9.8%	0	0.0	0.0%
Richard W. Reid Electric Company Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	34.0	3	2	16.0	47.1%	0	0.0	0.0%	0	0.0	0.0%
Roadsafe Traffic Systems, Inc	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	45.0	4	2	17.0	37.8%	0	0.0	0.0%	0	0.0	0.0%
Roman Iron Works, Inc.	16.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	230.0	3	1	102.0	44.3%	0	0.0	0.0%	0	0.0	0.0%
S&A Cranes LLC	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	62.5	7	1	10.5	16.8%	0	0.0	0.0%	1	8.0	12.8%
S&F Concrete Contractors, Inc.	615.5	15	2	137.0	22.3%	0	0.0	0.0%	1	16.0	2.6%	422,188.0	406	102	129,573.0	30.7%	17	23,739.0	5.6%	13	19,972.0	4.7%
Silverback Construction Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	416.0	18	1	27.0	6.5%	0	0.0	0.0%	0	0.0	0.0%
Skylight Consultants of America, Inc.	188.0	4	1	49.0	26.1%	1	49.0	26.1%	0	0.0	0.0%	2,014.5	14	2	171.0	8.5%	1	107.0	5.3%	0	0.0	0.0%
SOEP Painting Corp.	4,906.0	54	18	1,747.0	35.6%	6	520.0	10.6%	1	104.0	2.1%	24,045.5	69	24	9,108.0	37.9%	9	3,150.0	13.1%	1	618.0	2.6%
SOS Corporation (WBE)	284.0	9	5	194.0	68.3%	6	152.0	53.5%	0	0.0	0.0%	2,551.0	16	8	1,024.0	40.1%	8	992.0	38.9%	0	0.0	0.0%
SPS New England, Inc.	1,745.5	15	4	480.5	27.5%	1	119.5	6.8%	0	0.0	0.0%	50,218.5	81	17	9,039.5	18.0%	6	3,710.5	7.4%	1	424.0	0.8%
Stanley & Sons, Inc.	795.0	22	9	330.5	41.6%	2	114.0	14.3%	1	64.0	8.1%	8,504.5	32	10	2,027.0	23.8%	2	997.0	11.7%	4	1,408.0	16.6%
Structures Derek International SA	326.0	4	2	126.0	38.7%	0	0.0	0.0%	0	0.0	0.0%	1,846.5	9	3	830.5	45.0%	0	0.0	0.0%	0	0.0	0.0%
Sullivan & McLaughlin Co., Inc.	56.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	3,797.0	11	1	873.0	23.0%	2	945.0	24.9%	1	681.0	17.9%
Sunrise Erectors, Inc.	1,143.0	13	1	55.0	4.8%	2	206.0	18.0%	1	55.0	4.8%	46,477.0	79	12	5,244.5	11.3%	6	2,692.5	5.8%	4	3,441.5	7.4%
Sweeney Drywall Finishes Corp	830.0	10	4	294.0	35.4%	1	112.0	13.5%	0	0.0	0.0%	3,970.0	26	9	1,383.0	34.8%	1	112.0	2.8%	1	32.0	0.8%
T & T Steel Erectors, Inc. (MBE)	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	859.0	6	1	305.0	35.5%	1	240.0	27.9%	0	0.0	0.0%
T&T Electrical Contractors, Inc.	7,817.5	78	9	900.0	11.5%	7	688.0	8.8%	3	308.0	3.9%	124,301.0	160	21	18,702.5	15.0%	10	4,886.0	3.9%	6	6,165.5	5.0%
Tavares LLC (MBE)	2,520.5	28	14	1,226.5	48.7%	2	248.0	9.8%	1	112.0	4.4%	29,149.0	53	24	18,886.0	64.8%	2	2,093.0	7.2%	1	2,004.0	6.9%
TCI Installations Inc. (WBE)	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	2,606.0	8	1	416.0	16.0%	0	0.0	0.0%	1	674.0	25.9%

CONTRACTOR	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	%
The Railroad Associates Corporation	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	68.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
The Welch Corporation	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	11,582.5	21	2	1,308.0	11.3%	3	1,057.0	9.1%	2	1,225.0	10.6%
Thermo-Dynamics International, Inc. (VBE)	264.0	4	0	0.0	0.0%	1	56.0	21.2%	0	0.0	0.0%	13,574.5	35	10	3,167.0	23.3%	2	774.5	5.7%	1	1,611.0	11.9%
Titan Roofing, Inc. (MVBE)	1,716.0	33	12	573.0	33.4%	2	83.0	4.8%	1	41.0	2.4%	52,382.8	105	28	15,157.0	28.9%	3	4,402.5	8.4%	4	3,740.0	7.1%
Total Mechanical Service Corp. (MBE)	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	96.0	3	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	0.0	0.0%	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	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,213.5	9	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Union Temporary Services, Inc.	527.0	6	1	94.0	17.8%	1	94.0	17.8%	0	0.0	0.0%	4,406.5	8	1	364.0	8.3%	1	364.0	8.3%	0	0.0	0.0%
Unistrut International Corp.	296.0	6	1	32.0	10.8%	1	32.0	10.8%	1	32.0	10.8%	15,761.8	22	5	5,602.5	35.5%	2	1,186.5	7.5%	1	1,708.0	10.8%
United Elevator Company (WBE)	8.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	269.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Universal Automation & Mechanical Services	158.0	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,580.0	9	1	8.0	0.5%	0	0.0	0.0%	0	0.0	0.0%
Urban Insulation Inc. (WBE)	451.0	4	2	228.0	50.6%	0	0.0	0.0%	0	0.0	0.0%	10,510.5	20	5	2,772.5	26.4%	2	1,267.5	12.1%	2	959.0	9.1%
UTEC Constructors LLC	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	688.0	9	1	116.0	16.9%	0	0.0	0.0%	0	0.0	0.0%
Vanguard Plumbing & Mechanical LLC	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	312.0	2	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%	13,626.3	32	3	1,810.3	13.3%	3	657.5	4.8%	4	1,592.0	11.7%
Wallco Installations, LLC	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	662.0	6	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%	4,134.0	15	1	356.5	8.6%	1	398.0	9.6%	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%	6.0	1	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%	8.0	2	1	4.0	50.0%	0	0.0	0.0%	0	0.0	0.0%
TOTAL	144,193.5	1,831	462	36,449.5	25.3%	150	11,799.0	8.2%	78	6,196.0	4.3%	4,285,085.1	6,237	1,451	1,071,803.2	25.0%	393	300,250.8	7.0%	280	255,662.3	6.0%

SUMMARY PERFORMANCE: PROJECT TO DATE

	# Workers	Hours	Goal	Project to Date
Minority	1451	1,071,803.2	15.3%	25.0%
Female	393	300,250.8	6.9%	7.0%
Veteran	280	255,662.3	3.0%	6.0%

Workforce Summary Report

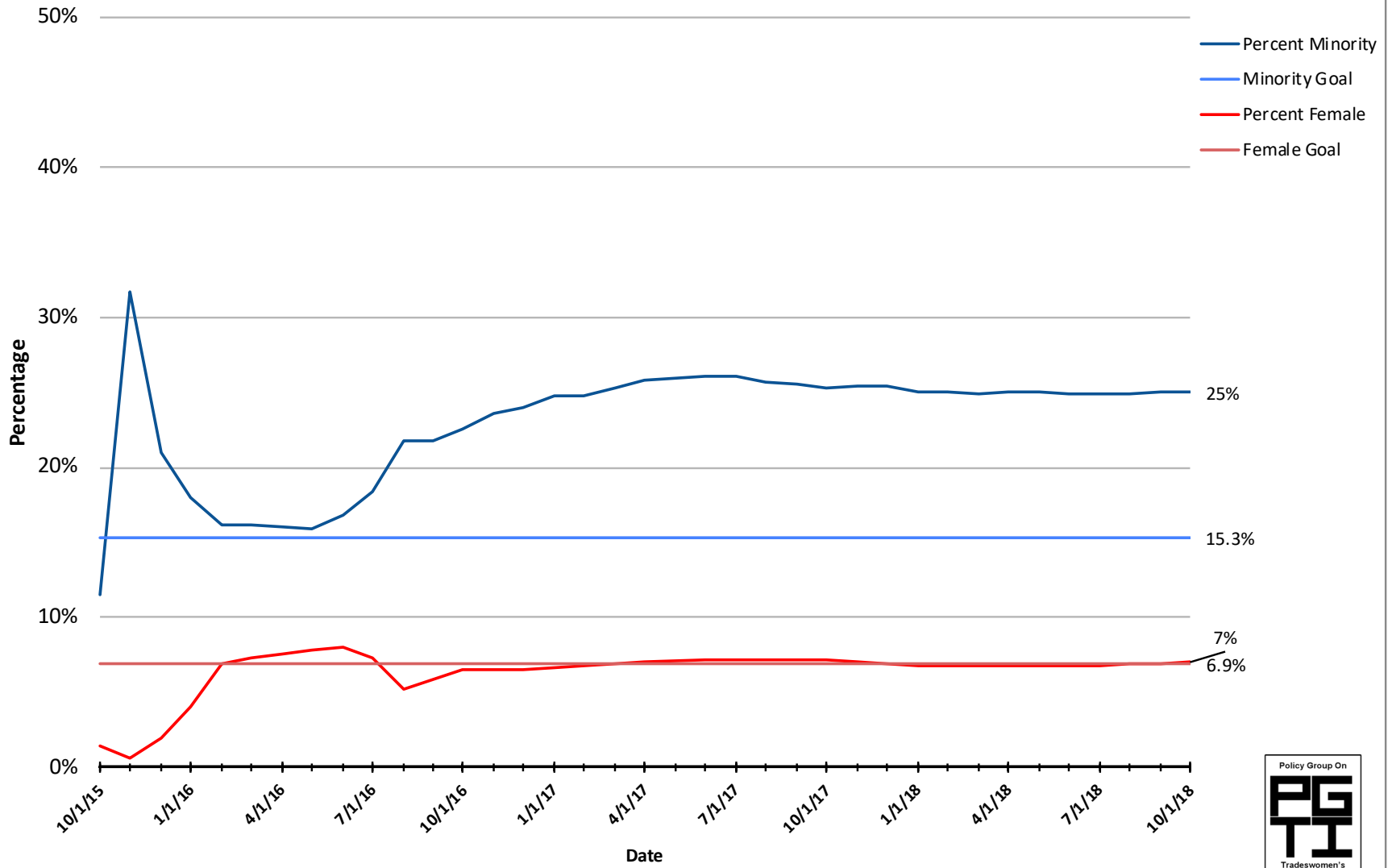
WYNN BOSTON HARBOR
Construction Workforce Diversity
09/01/2015 - 10/26/2018

LOCAL TRADE UNION	OCTOBER 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	%
Asbestos Workers Local 6	2,455.0	28	6	580.0	23.6%	1	56.0	2.3%	1	108.0	4.4%	57,617.5	123	30	10,289.0	17.9%	10	3,010.0	5.2%	8	5,021.0	8.7%
Boilermakers Local 29	80.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,920.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	13,295.5	143	32	3,182.5	23.9%	7	687.0	5.2%	2	263.0	2.0%	126,124.0	277	51	26,872.5	21.3%	11	6,150.0	4.9%	9	4,952.0	3.9%
Carpenters, New England	24,666.5	319	78	5,327.0	21.6%	24	1,796.5	7.3%	18	1,187.5	4.8%	759,258.8	945	264	225,287.5	29.7%	59	45,651.5	6.0%	43	45,021.3	5.9%
Electricians Local 103 I.B.E.W.	37,183.5	424	67	5,902.0	15.9%	35	2,820.0	7.6%	23	2,182.0	5.9%	906,552.3	937	150	159,566.3	17.6%	61	60,716.8	6.7%	50	54,010.5	6.0%
Electricians Local 104 I.B.E.W (Utilities)	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,592.0	29	1	116.0	7.3%	1	179.0	11.2%	0	0.0	0.0%
Elevator Constructors Local 4	1,225.0	37	2	103.5	8.4%	3	107.0	8.7%	1	19.0	1.6%	57,394.8	96	10	6,766.8	11.8%	6	2,784.5	4.9%	10	5,555.8	9.7%
Floorcoverers Local 2168	2,455.0	38	23	1,479.0	60.2%	3	144.0	5.9%	0	0.0	0.0%	17,429.0	59	34	8,723.0	50.0%	3	1,435.5	8.2%	0	0.0	0.0%
Iron Workers Local 7	4,731.5	66	10	631.0	13.3%	10	785.5	16.6%	4	265.0	5.6%	417,499.2	699	177	112,036.5	26.8%	47	28,494.5	6.8%	31	32,578.5	7.8%
Massachusetts Laborers	21,273.5	248	83	6,427.5	30.2%	28	2,353.0	11.1%	13	993.5	4.7%	729,943.8	1025	290	218,376.2	29.9%	87	75,573.5	10.4%	34	28,046.0	3.8%
Millwrights Local 1121	0.0	0	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	0.0%
Operating Engineers Local 4	4,695.5	60	12	932.0	19.8%	1	88.5	1.9%	3	185.0	3.9%	286,505.0	476	60	45,314.0	15.8%	17	14,356.5	5.0%	28	27,395.5	9.6%
Operating Engineers Local 98	88.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	520.8	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	16,713.0	195	73	6,302.0	37.7%	19	1,590.0	9.5%	4	328.0	2.0%	159,484.0	304	115	65,598.5	41.1%	25	14,698.0	9.2%	6	5,219.5	3.3%
Piledrivers Local 56	449.5	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	45,106.5	106	9	5,218.5	11.6%	8	1,775.0	3.9%	9	5,113.0	11.3%
Pipe Fitters Local 537	3,553.0	37	9	956.0	26.9%	3	268.0	7.5%	2	198.0	5.6%	114,199.0	120	16	21,528.5	18.9%	7	9,656.0	8.5%	10	8,060.0	7.1%
Plasterers & Cement Masons Local 534	1,636.5	23	2	166.0	10.1%	0	0.0	0.0%	1	34.0	2.1%	66,425.0	214	47	12,166.0	18.3%	7	1,451.0	2.2%	6	296.0	0.4%
Plumbers & Gasfitters Local 12	3,680.0	49	11	783.0	21.3%	3	253.0	6.9%	3	208.0	5.7%	170,714.5	220	29	27,832.5	16.3%	16	11,116.0	6.5%	13	14,440.0	8.5%
Roofers & Slaters Local 33	1,289.5	29	10	496.0	38.5%	2	83.0	6.4%	1	41.0	3.2%	49,311.8	111	33	16,510.0	33.5%	3	4,402.5	8.9%	4	3,740.0	7.6%
Sheet Metal Workers Local 17	3,074.0	49	13	808.0	26.3%	3	219.0	7.1%	1	120.0	3.9%	113,048.5	174	26	30,335.5	26.8%	3	5,958.0	5.3%	7	5,279.3	4.7%
Sheet Metal Workers Local 63	16.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	52.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Shop and Mill Cabinet Local 51	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sprinkler Fitters Local 550	1,633.0	21	4	308.0	18.9%	2	136.0	8.3%	1	64.0	3.9%	83,627.0	63	10	16,223.0	19.4%	2	4,003.5	4.8%	6	8,135.5	9.7%
Teamsters Local 25	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	215.0	10	0	0.0	0.0%	0	0.0	0.0%	2	11.0	5.1%
Union Number	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Woodframe Local 723	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Total	144,193.5	1,831	462	36,449.5	25.3%	150	11,799.0	8.2%	78	6,196.0	4.3%	4,285,085.1	6,237	1,451	1,071,803.2	25.0%	393	300,250.8	7.0%	280	255,662.3	6.0%

SUMMARY PERFORMANCE: PROJECT TO DATE

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Minority	1,451	1,071,803.2	15.3%	25.0%
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Encore Everett: Totals for Access and Opportunity Goals as of 10/26/2018 -- 4,285,085.1 Hours Completed



Upcoming MGC AOC 2018 Meetings

All meetings 10am- 11:30am unless noted

November 13	Massachusetts Gaming Commission 101 Federal Street 12 th Floor Boston, MA 02110
December 11	Suffolk Construction National Headquarters 65 Allerton Street Boston, MA 02119
January 8	Massachusetts Gaming Commission 101 Federal Street 12th Floor Boston, MA 02110
February 12	TBD
March 12	Massachusetts Gaming Commission 101 Federal Street 12 th Floor Boston, MA 02110
April 9	TBD
