



**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, December 11, 2018 | 10 AM
Suffolk Construction National Headquarters
65 Allerton Street
Boston, MA 02119

1. **Call to Order-**
Jill Lacey Griffin, Chair
2. **Host Welcome-**
Linda Dorcena Forry, Vice President of Diversity, Inclusion and Community Relations
Brooke Woodson, Director of Trade Partner Diversity
Suffolk Construction
3. **Approval of Minutes from November 13, 2018 - Committee**
4. **REPORT: Encore Boston Harbor Design/Construction Activity**
Jennie Peterson, Director of Employment;
Emily Earl, Project Controls Manager
 - Labor Outcomes to Date
 - Contractor Outcomes to Date
 - Upcoming Construction Activity

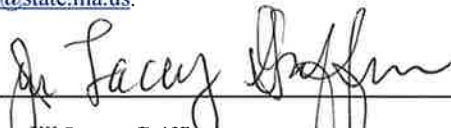
Followed by committee member questions/discussion and community input.
5. **New Business - Committee**

Next Meeting:
January 8, 2019 | 10 AM
Massachusetts Gaming Commission
101 Federal 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.

12/4/18

(date)



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

Posted to Website: 12/6/2018 | 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: November 13, 2018, 10:20 a.m. – 11:37 a.m.

Place: Massachusetts Gaming Commission
101 Federal Street, 12th floor
Boston, MA 02110

Committee Members Present:

Ed Bedrosian
Jill Lacey Griffin
Joseph Delaney (via phone)
Crystal Howard
Mukiya Baker-Gomez
Emily Earll

Priscilla Flint-Banks
Nhat Le
John Perez
Jennie Peterson
Liz Skidmore

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

Call to Order

10:20 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee Meeting.

Approval of Minutes

10:21 a.m. Attendees approved the minutes from the Oct. 9, 2018 meeting, unanimously.

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

10:22 a.m. Ms. Peterson began with an overall status update, stating that \$14.5 million had been awarded to minority-owned, veteran-owned or women-owned businesses. She noted that while the award status hasn't changed much in recent months, the paid to date status, which is a calculated percentage of every contract that's been paid, is tracking the projected awards value pretty closely.

In construction contracts, 17.2% of awards as of the end of October were going to MBE, VBE and WBE businesses. For minority-owned businesses, 80 contracts had been awarded for a total of \$77.9 million (5.8%). For veteran-owned businesses there were 49 contracts, totaling \$32.7 million (2.4%). Women-owned

businesses had 154 contracts for a total of \$146.6 million (5.4%). In the month of October, there was one new contract each.

Ms. Peterson stated that construction contracts and payments tend to lag about 2 months behind, so it's normal to see a slight delay and reporting difference in payments. However, she said that no one has stated they couldn't perform the work because of payment lag time which is common in the industry. Suffolk stated that if there's an issue, it is more likely with capacity building, and that Suffolk is aiding smaller-scale companies in that aspect, such as payroll and invoicing. While it is not necessarily something Suffolk usually deals with, Emily Earll said that they have been very hands-on to meet goals for this project.

Ms. Peterson also noted that where there are contractors listed multiple times on the reporting, it means they have contracts or supplier agreements with multiple sub-tier contractors.

Additionally, they explained the gradual drop in MBE numbers over the past couple of months, where it was at 6% but is now at 5.8%. They stated there was a reconciliation based on in-scope change orders, in which they were able to allocate allowance or budgeted items to the subcontractors. The out of scope change orders from July were settled between Suffolk and Wynn on the Tuesday prior to the meeting and there was a lump sum agreement.

In the workforce review, Encore ended October with over 4.2 million hours completed on the project by 6,237 individual workers to date. Of those, 1,451 (25%) were minorities, 393 (7%) were female and 280 (3%) were veterans. Each of these are exceeding the stated goals, and Ms. Peterson noted that they are still looking to build upon them. A conversation took place discussing whether there had been another single phase project that has had that many women in the workforce. It is likely this is the largest number of women on a project at least in MA.

In her outreach update, Ms. Peterson said they continue to work with community partners and career centers, including putting out monthly reminders about apprentice application opportunities. As usual, they held the monthly Tradeswomen lunch, and some of newer apprentices were able to interact with more experienced tradeswomen, which was positive. The quarterly diversity recognition award went to Anvil Steel. They're a graduate of the Suffolk trade partnership series, where they were assigned a Suffolk mentor to help with all backend systems needed to succeed in the industry. Now, Anvil Steel has been one of the longest standing subcontractors on the site. They started with one contract, moved to another after that ended, and have continued to get picked up. It has been a launching point for them for other jobs around city, as well. Anvil Steel did an outstanding job with their workforce goals. They were reported at 45.3% minority, 7.7% female and 20.6% veterans at end of last quarter.

Committee members expressed an interest in Encore improving its outreach in reference to the individual stories that can be told, through videos, local media/PR and other awareness efforts. Ms. Peterson said a new social media person had just come on board and could likely help with that.

11:00 a.m. Encore Boston Harbor facilitated six corrective action meetings in October, stating that there were many other additional calls and emails that took place, but they stand by that nothing is as effective as an in-person meeting. As a result, East Coast Fireproofing was able to add a female at beginning of November. Additionally, Sweeney added a woman as well. Ms. Earll noted that Greenwood does have a veteran on their workforce, but that individual has specifically chosen not to identify. FC Construction was performing road work, and was called in all three categories, but did add a female at the beginning of November. Dagle also added a woman and two minority individuals.

Liz Skidmore shared with the group that one of the challenges with bricklayers is they have to go to Maryland for five weeks for bricklaying training, and some people can't go without five weeks of income. She encouraged Ms. Peterson to look into that and whether there was anything that could be done.

A new addition to Encore's outreach was a PGTI meeting which brought together women in administrative work for construction companies, mostly who were doing compliance and data collection. There were 35 women in attendance, a majority whom were African-American. Two influential women spoke about their trajectory, and encouraged the attendees to build a community and share expertise amongst the group to help learn from each other.

11:15 a.m. Ms. Peterson provided an update on the construction progress. Currently, there is a lot of ongoing landscaping work being done and portions of the events lawn have been completed. The large sign on the street is now up, and installation is now at the 7th floor for the guest rooms.

There was a concern about the number of women being down. Ms. Skidmore says it's important to keep an eye on the high-impact, poor performers, but to also focus on the positive, by inquiring who of those women who had left the workforce would the company be interested in getting back.

New Business

11:29 a.m. Ms. Baker-Gomez began a discussion regarding connecting construction and employment opportunities with the Boston Housing Authority and other housing authorities. The BHA community support office provides childcare and transportation support for those searching for work. MassHousing also has a phenomenal network for communicating with tenants.

Additionally, Ms. Baker-Gomez felt that she could be helpful in connecting Encore with an elevator contractor who may be helpful with regard to workforce diversity challenges within the elevator industry.

11:34 a.m. Ms. Skidmore announced that it was National Apprentice Week, and the Tradeswomen industry focuses on Thursday as National Apprenticeship Day. She encouraged everyone to post and share the information on social media.

Additionally, she noted that Tradeswomen Tuesday continues. It is held in Boston every month, but there are also some dates in Worcester and some in the south coast. They will also be continuing in Western MA.

11:37 a.m. A motion was made to adjourn the meeting. Motion passed unanimously.

List of Documents and Other Items Used:

1. November 2018 MGC AOC Agenda, signed 11/8/18 (pdf)
2. Oct AOC Meeting Minutes- Draft 11.8.18 (word)
3. 2018 October Encore Boston Harbor AOC Report Final (pdf)
4. 2018 October EBH Construction Workforce (pdf)
5. Encore Everett Access and Opportunity trendline November 2018 (pdf)
6. 2018-19 Meeting Schedule Update (word)

DRAFT

ACCESS & OPPORTUNITY MONTHLY UPDATE NOVEMBER 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 November 30th, 22.9%, \$14.5 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%	8.6%	\$5.4 M
WBE	14	10.0%	8.1%	\$5.1 M
VBE	4	1.0%	6.4%	\$4.0 M
TOTAL	31	18.9%	22.9%	\$14.5 M

Total Qualified Design Spend = \$63,349,353

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.

Design: M/W/VBE Participation

MBE (13)	Consultant / Contractor	Location	Scope	Award Amount (\$)	% Goal	% of Awarded Contracts
	Bryant Associates (Sub to AECOM)	Boston, MA	Surveying			
	Bukhari Design Studio	Las Vegas, NV	Interior Design			
	Crabtree McGrath (Sub to Jacobs)	Georgetown, MA	Food Service			
	C&C Consulting Engineers (Sub to AECOM)	Boston, MA	Surveying			
	DREAM Collaborative (Sub to Jacobs)	Boston, MA	Architecture			
	Eric Montelongo Irrigation Design	Orange, CA	Irrigation Design			
	Fernandez & Associates (Sub to Jacobs)	Byfield, MA	Fire Protection			
	Michael Hong Architects Inc.	Culver City, CA	Themed Architecture			
	Nobis Engineering (Sub to Bohler)	Concord, NH	Service Road Design			
	PEER Consultants(M/WBE) (Sub to Bohler)	Burlington, MA	Construction Administration			
	The Radio Frequency Network Company	Burbank, CA	Network Design			
	SAR Engineering (Sub to Jacobs)	Quincy, MA	MEP			
	Shen Milsom & Wilke (Sub to Jacobs)	New York, NY	Acoustics			
	TOTAL			\$5,439,916	7.9%	8.6%
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%	8.1%
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%	6.4%

Construction: M/W/VBE Participation

- As of November 30th, 17.2%, \$231.0 million of construction contracts & purchase orders have been awarded to M/W/VBEs.
- Construction contracts & purchase orders in November included 1 award to a WBE.

	# Contract Awards	Goal	Awarded to Date	\$ Awarded to Date
MBE	80	5.0%	5.8%	\$78.1 M
WBE	155	5.4%	10.9%	\$146.7 M
VBE	49	1.0%	2.4%	\$32.7 M
TOTAL*	242	11.4%	17.2%	\$231.0 M

Total Qualified Construction Spend = \$1,345,467,548

* 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			
	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	% of Awarded	
				Amount (\$)	% Goal	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 Designer Hardware	Burlington, MA	Hardware			
	Moor Metals Inc	Holliston, MA	Pipe, Piles, Tile & Rod			
	Moor Metals Inc	Holliston, MA	Metal Materials			
	Moor Metals Inc	Holliston, MA	Metal Materials			
	Native Gaming Services	Atmore, AL	Gaming Furniture			
	PMA Consultants	Ann Arbor, MI	Change Order Review			
	PSN Construction	Leominster, MA	Labor			
	Radiant Logistics Partners LLC	Bellevue, WA	Logistical Services and Warehousing			
	Regis Steel	Fall River, MA	Rebar Cages			
	Regis Steel	Fall River, MA	Rebar Cages			
	Regis Steel	Fall River, MA	Install Rebar & Mesh			
	SK Fabrics	Beaverton, OR	Fabrics			
	Sunbay Supplies	Las Vegas, NV	Amenities			
	S-Celo LLC (M/WBE)	Springfield, MA	Painting & Wallcovering			
	T&T Steel Erectors	Hyde Park, MA	Steel Erection			
	Tango Construction	Fitchburg, MA	Castings Install			
	Tavares, LLC	Providence, RI	Millwork Materials & Install Services			
	Tavares, LLC	Providence, RI	Construction Labor			
	Titan Roofing (M/VBE)	Quincy, MA	Roofing			
	Total Mechanical Service Corp	Plymouth, MA	F&I Air Handlers, Heat Exchangers			
	US Inspection & Consulting	Phoenix, AZ	Materials Testing			
	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				\$78,077,783	5.0%	5.8%

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			
	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, 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			
	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				\$146,658,114	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			
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	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	Light Fixtures			
	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			
	Cobias	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%	12 2.4%

Construction: Workforce Participation

- As of November 30th, 4,555,394.1 hours of work had been completed on the project site by 6,445 workers.
- 1,515 minorities, 409 females, and 288 veterans have performed construction work on the project.

	# Workers*	# Diverse Workforce Hours*	Goal	% Diverse Workforce Hours to Date
Minority	1,515	1,142,240.7	15.3%	25.1%
Female	409	321,604	6.9%	7.1%
Veteran	288	265,231.8	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
- **11/05:** Vets Doing Business with Casinos
- **11/06:** NCTE Tradeswomen's Tuesday
- **11/13:** Encore Veteran's Lunch
- **11/14:** MGIT Eastern Conference

Veteran's Lunch



Tradeswomen's Tuesday



Massachusetts Girls in Trades Eastern Conference



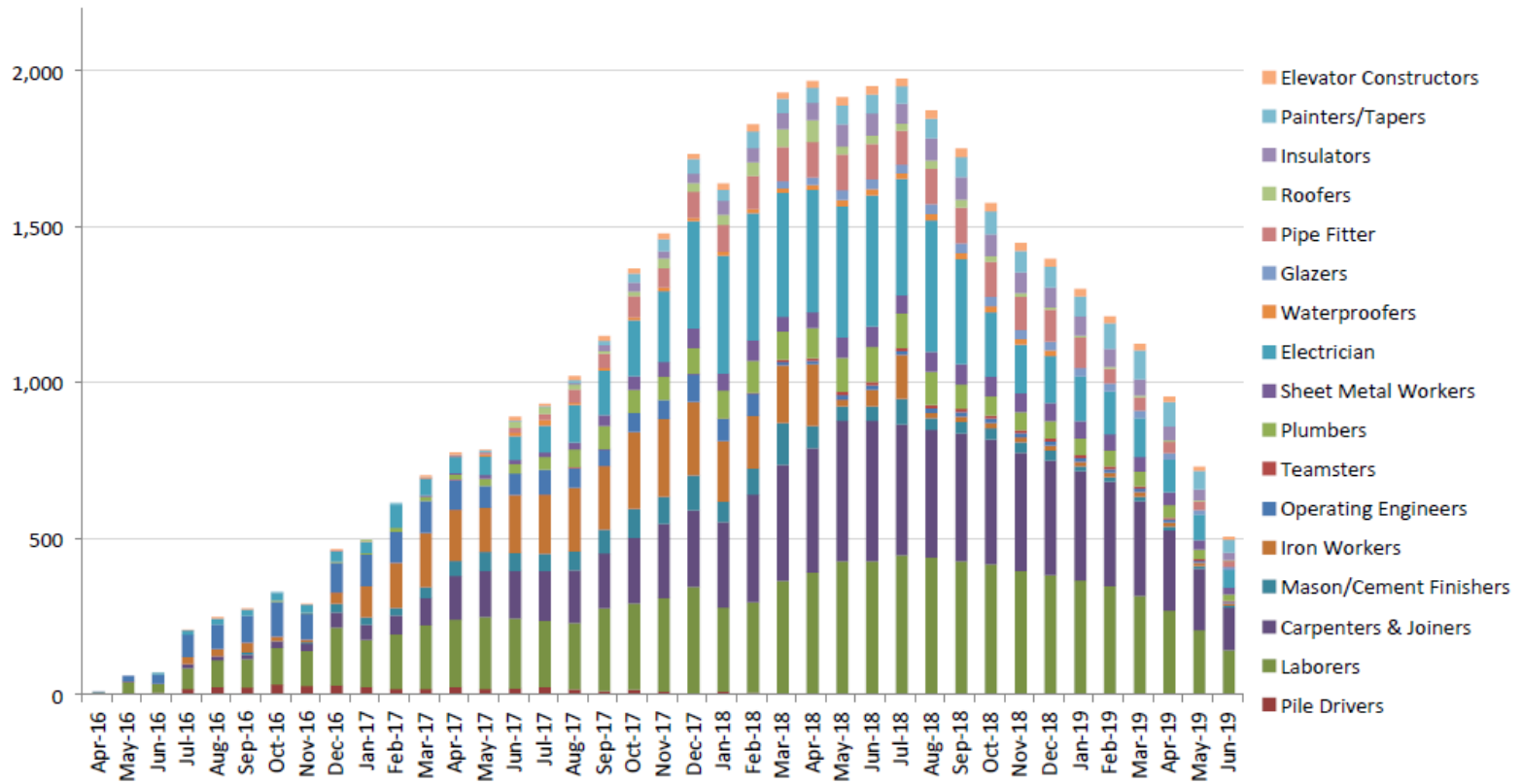
Massachusetts Girls in Trades Eastern Conference







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 - 11/27/2018

CONTRACTOR	NOVEMBER 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.	6,201.5	58	18	2,008.0	32.4%	3	324.5	5.2%	2	213.5	3.4%	54,707.0	78	20	15,709.0	28.7%	5	2,963.0	5.4%	3	2,680.5	4.9%
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)	471.0	11	1	54.0	11.5%	0	0.0	0.0%	1	24.0	5.1%	11,833.0	22	3	2,807.0	23.7%	0	0.0	0.0%	1	94.0	0.8%
Anvil Steel Engineering, Inc. (MVBE)	514.0	13	5	164.0	31.9%	4	122.0	23.7%	2	66.0	12.8%	22,581.5	40	15	10,026.0	44.4%	5	2,222.5	9.8%	4	4,502.0	19.9%
Archer Corp	992.0	10	1	105.0	10.6%	1	105.0	10.6%	0	0.0	0.0%	6,755.0	14	2	805.5	11.9%	1	592.5	8.8%	0	0.0	0.0%
Atlantic Lining Company Inc	190.5	11	9	171.5	90.0%	0	0.0	0.0%	1	15.0	7.9%	593.5	16	12	499.5	84.2%	0	0.0	0.0%	1	15.0	2.5%
Axon Specialty Contracting	1,081.0	15	4	207.0	19.1%	1	95.0	8.8%	1	58.0	5.4%	35,185.5	69	15	4,692.5	13.3%	6	1,103.0	3.1%	5	2,533.0	7.2%
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%
Bowline Construction	286.0	6	2	107.0	37.4%	0	0.0	0.0%	0	0.0	0.0%	659.0	8	2	107.0	16.2%	0	0.0	0.0%	1	48.0	7.3%
Brava Electric & Telecom, Inc. (MBE)	403.5	4	2	232.0	57.5%	0	0.0	0.0%	0	0.0	0.0%	2,944.0	4	2	1,490.8	50.6%	0	0.0	0.0%	0	0.0	0.0%
Brightview Landscaping Development Inc.	1,766.0	28	13	832.0	47.1%	1	64.0	3.6%	1	54.0	3.1%	23,626.0	57	20	11,909.0	50.4%	4	2,044.0	8.7%	1	250.0	1.1%
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	320.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	12,528.0	30	4	1,283.5	10.2%	1	183.0	1.5%	0	0.0	0.0%
Capital Carpet and Flooring Specialists, Inc. -	3,427.0	44	28	2,259.5	65.9%	3	160.0	4.7%	1	72.0	2.1%	23,367.5	68	41	12,695.0	54.3%	3	1,722.5	7.4%	1	80.0	0.3%
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.	20.0	3	0	0.0	0.0%	0	0.0	0.0%	1	4.0	20.0%	5,269.5	28	6	2,428.5	46.1%	0	0.0	0.0%	1	537.5	10.2%
Century Drywall, Inc.	10,298.5	141	65	4,595.5	44.6%	12	805.5	7.8%	4	305.5	3.0%	407,016.8	422	175	159,648.5	39.2%	27	25,693.5	6.3%	10	17,176.8	4.2%
Chapman Construction Group, Inc. (WVBE)	40.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	15,671.0	21	3	1,681.5	10.7%	4	3,987.5	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	0.0	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)	10,494.0	102	15	1,481.0	14.1%	7	671.0	6.4%	4	481.0	4.6%	427,503.0	244	37	68,596.0	16.0%	13	23,357.5	5.5%	13	22,547.5	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.	6,425.5	55	13	1,467.5	22.8%	2	229.5	3.6%	1	150.0	2.3%	41,265.5	72	16	7,245.0	17.6%	2	1,663.0	4.0%	3	2,655.5	6.4%
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.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	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	178.0	4	0	0.0	0.0%	0	0.0	0.0%	1	46.0	25.8%	2,499.5	10	0	0.0	0.0%	0	0.0	0.0%	1	664.5	26.6%
D.W. White Construction	2,056.5	18	3	338.0	16.4%	1	146.5	7.1%	1	119.5	5.8%	23,011.5	54	6	4,030.5	17.5%	4	1,843.0	8.0%	1	1,282.0	5.6%
Dagle Electrical Construction Corporation (WBE)	349.0	11	1	56.0	16.0%	1	8.0	2.3%	0	0.0	0.0%	5,867.0	57	5	704.0	12.0%	1	96.0	1.6%	3	110.5	1.9%
Daniel Marr and Son Co.	264.0	11	2	32.0	12.1%	0	0.0	0.0%	1	56.0	21.2%	149,634.0	203	28	24,939.0	16.7%	14	7,342.5	4.9%	9	11,248.0	7.5%
DeLucca Fence Company (WBE)	35.5	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,147.5	39	8	163.0	14.2%	2	24.0	2.1%	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)	214.5	16	8	122.0	56.9%	0	0.0	0.0%	1	21.0	9.8%	1,723.0	29	12	660.0	38.3%	0	0.0	0.0%	1	54.0	3.1%
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.	181.0	3	1	93.0	51.4%	0	0.0	0.0%	0	0.0	0.0%	4,875.0	13	1	983.0	20.2%	1	160.0	3.3%	1	220.0	4.5%
E.M. Duggan, Inc.	3,681.0	34	10	970.5	26.4%	4	377.0	10.2%	2	232.0	6.3%	149,550.0	153	23	25,833.5	17.3%	13	10,632.0	7.1%	12	16,248.0	10.9%
East Coast Fireproofing Co	184.0	5	3	104.0	56.5%	1	8.0	4.3%	1	72.0	39.1%	8,152.0	20	4	1,486.0	18.2%	2	193.0	2.4%	3	837.0	10.3%

CONTRACTOR	NOVEMBER 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	%
SOS Corporation (WBE)	328.0	7	4	208.0	63.4%	6	232.0	70.7%	0	0.0	0.0%	3,145.0	23	12	1,434.0	45.6%	14	1,384.0	44.0%	0	0.0	0.0%
SPS New England, Inc.	2,812.5	19	3	511.0	18.2%	0	0.0	0.0%	0	0.0	0.0%	54,720.5	83	17	9,896.5	18.1%	6	3,730.5	6.8%	1	424.0	0.8%
Stanley & Sons, Inc.	1,757.5	22	9	568.5	32.3%	3	178.0	10.1%	2	229.0	13.0%	11,475.5	33	10	3,052.5	26.6%	3	1,269.0	11.1%	4	1,743.0	15.2%
Structures Derek International SA	313.0	4	4	313.0	100.0%	0	0.0	0.0%	0	0.0	0.0%	2,159.5	10	4	1,143.5	53.0%	0	0.0	0.0%	0	0.0	0.0%
Sullivan & McLaughlin Co., Inc.	80.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	3,889.0	11	1	873.0	22.4%	2	945.0	24.3%	1	681.0	17.5%
Sunrise Erectors, Inc.	112.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	46,749.0	79	12	5,244.5	11.2%	6	2,692.5	5.8%	4	3,441.5	7.4%
Sweeney Drywall Finishes Corp	720.0	11	4	248.0	34.4%	1	72.0	10.0%	0	0.0	0.0%	4,986.0	29	10	1,743.0	35.0%	1	216.0	4.3%	1	32.0	0.6%
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.	9,735.0	80	11	1,271.0	13.1%	7	817.0	8.4%	3	380.0	3.9%	136,748.0	164	23	20,326.0	14.9%	10	5,943.0	4.3%	6	6,663.5	4.9%
Tavares LLC (MBE)	2,852.0	29	17	1,616.0	56.7%	2	192.0	6.7%	1	119.0	4.2%	32,844.0	59	30	20,932.0	63.7%	2	2,365.0	7.2%	1	2,155.0	6.6%
TCI Installations Inc. (WBE)	40.0	3	0	0.0	0.0%	0	0.0	0.0%	1	16.0	40.0%	2,803.0	8	1	416.0	14.8%	0	0.0	0.0%	1	738.0	26.3%
The Cheviot Corporation	346.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,724.5	5	1	8.0	0.5%	0	0.0	0.0%	0	0.0	0.0%
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)	413.0	6	2	144.0	34.9%	1	40.0	9.7%	0	0.0	0.0%	14,099.5	36	11	3,311.0	23.5%	2	830.5	5.9%	1	1,611.0	11.4%
Titan Roofing, Inc. (MVBE)	1,260.0	26	7	310.0	24.6%	1	58.0	4.6%	1	58.0	4.6%	55,301.5	105	28	15,939.0	28.8%	3	4,519.5	8.2%	4	3,862.0	7.0%
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	28.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	1,242.0	9	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Union Temporary Services, Inc.	624.5	6	1	110.5	17.7%	1	110.5	17.7%	0	0.0	0.0%	5,271.0	8	1	514.5	9.8%	1	514.5	9.8%	0	0.0	0.0%
Unistrut International Corp.	396.0	6	1	76.0	19.2%	0	0.0	0.0%	1	76.0	19.2%	16,453.8	22	5	5,734.5	34.9%	2	1,186.5	7.2%	1	1,840.0	11.2%
United Elevator Company (WBE)	0.0	0	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	0.0	0	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)	286.0	4	2	166.0	58.0%	0	0.0	0.0%	0	0.0	0.0%	10,962.5	20	5	3,020.5	27.6%	2	1,267.5	11.6%	2	959.0	8.7%
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	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%	670.0	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	153,966.5	1,860	489	39,905.5	25.9%	152	12,407.0	8.1%	80	6,871.3	4.5%	4,555,394.1	6,445	1,515	1,142,240.7	25.1%	409	321,604.0	7.1%	288	265,231.8	5.8%

SUMMARY PERFORMANCE: PROJECT TO DATE

	# Workers	Hours	Goal	Project to Date
Minority	1,515	1,142,240.7	15.3%	25.1%
Female	409	321,604.0	6.9%	7.1%
Veteran	288	265,231.8	3.0%	5.8%

Workforce Summary Report

ENCORE BOSTON HARBOR
Construction Workforce Diversity
09/01/2015 - 11/27/2018

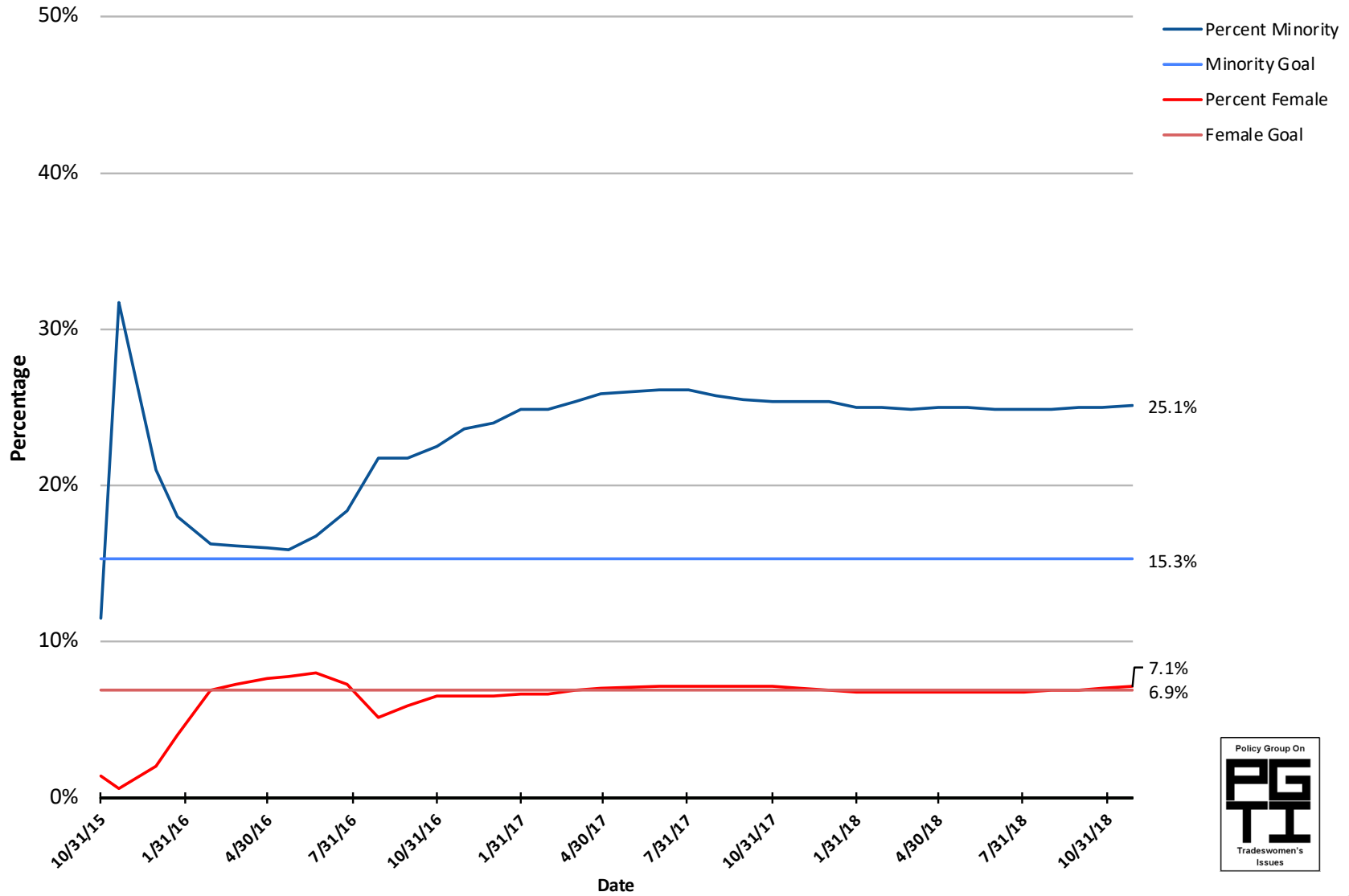
LOCAL TRADE UNION	NOVEMBER 2018										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Asbestos Workers Local 6	1,884.0	26	8	517.0	27.4%	2	135.0	7.2%	1	58.0	3.1%
Boilermakers Local 29	59.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	11,849.5	157	36	2,746.0	23.2%	7	476.5	4.0%	3	269.5	2.3%
Carpenters, New England	27,421.5	327	74	5,790.5	21.1%	26	2,026.5	7.4%	19	1,603.0	5.8%
Electricians Local 103 I.B.E.W.	37,318.8	386	66	6,322.3	16.9%	33	2,971.0	8.0%	21	2,089.5	5.6%
Electricians Local 104 I.B.E.W (Utilities)	263.5	12	0	0.0	0.0%	1	18.0	6.8%	0	0.0	0.0%
Elevator Constructors Local 4	3,863.3	40	2	121.0	3.1%	2	206.5	5.3%	1	118.3	3.1%
Floorcoverers Local 2168	3,427.0	44	28	2,259.5	65.9%	3	160.0	4.7%	1	72.0	2.1%
Iron Workers Local 7	3,362.5	59	12	525.0	15.6%	8	503.0	15.0%	4	231.0	6.9%
Massachusetts Laborers	25,459.5	319	119	9,445.5	37.1%	39	3,376.5	13.3%	14	1,086.5	4.3%
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	5,676.5	76	12	1,015.5	17.9%	1	91.0	1.6%	3	261.5	4.6%
Operating Engineers Local 98	11.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	17,385.0	212	87	7,280.0	41.9%	17	1,231.5	7.1%	4	389.0	2.2%
Piledrivers Local 56	349.0	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Pipe Fitters Local 537	3,185.0	31	8	875.0	27.5%	3	330.0	10.4%	2	240.0	7.5%
Plasterers & Cement Masons Local 534	961.5	27	5	181.0	18.8%	0	0.0	0.0%	2	34.0	3.5%
Plumbers & Gasfitters Local 12	4,515.5	46	9	883.5	19.6%	3	263.0	5.8%	2	232.0	5.1%
Roofers & Slaters Local 33	2,062.0	33	11	658.8	31.9%	2	154.5	7.5%	1	58.0	2.8%
Sheet Metal Workers Local 17	2,766.5	40	8	788.0	28.5%	3	240.0	8.7%	1	46.0	1.7%
Sheet Metal Workers Local 63	0.0	0	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%
Sprinkler Fitters Local 550	2,146.0	18	4	497.0	23.2%	2	224.0	10.4%	1	83.0	3.9%
Teamsters Local 25	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Union Number	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Woodframe Local 723	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Total	153,966.5	1,860	489	39,905.5	25.9%	152	12,407.0	8.1%	80	6,871.3	4.5%

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	60,431.5	126	31	11,024.0	18.2%	10	3,201.0	5.3%	8	5,103.0	8.4%
Boilermakers Local 29	2,072.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	143,819.5	303	57	30,887.0	21.5%	11	6,895.0	4.8%	10	5,484.5	3.8%
Carpenters, New England	783,261.3	981	272	235,534.0	30.1%	62	49,147.0	6.3%	45	45,441.3	5.8%
Electricians Local 103 I.B.E.W.	966,906.0	945	153	169,759.0	17.6%	62	65,449.8	6.8%	50	57,180.0	5.9%
Electricians Local 104 I.B.E.W (Utilities)	1,887.5	33	1	116.0	6.1%	1	197.0	10.4%	0	0.0	0.0%
Elevator Constructors Local 4	66,317.5	101	10	7,158.3	10.8%	6	3,341.8	5.0%	11	5,793.3	8.7%
Floorcoverers Local 2168	23,367.5	68	41	12,695.0	54.3%	3	1,722.5	7.4%	1	80.0	0.3%
Iron Workers Local 7	423,399.2	705	178	112,973.5	26.7%	47	29,452.5	7.0%	31	33,054.0	7.8%
Massachusetts Laborers	894,055.7	1305	404	297,339.7	33.3%	116	89,878.5	10.1%	40	32,825.0	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	304,649.0	489	60	50,469.0	16.6%	18	14,924.0	4.9%	28	27,812.0	9.1%
Operating Engineers Local 98	543.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	190,030.0	341	132	77,795.0	40.9%	26	16,993.0	8.9%	7	6,185.0	3.3%
Piledrivers Local 56	45,853.5	106	9	5,218.5	11.4%	8	1,775.0	3.9%	9	5,113.0	11.2%
Pipe Fitters Local 537	118,785.0	120	16	22,777.5	19.2%	7	10,138.0	8.5%	10	8,372.0	7.0%
Plasterers & Cement Masons Local 534	68,331.0	215	47	12,475.0	18.3%	7	1,451.0	2.1%	6	366.0	0.5%
Plumbers & Gasfitters Local 12	178,397.5	225	29	29,385.0	16.5%	16	11,630.0	6.5%	13	14,929.0	8.4%
Roofers & Slaters Local 33	53,099.0	123	38	17,760.8	33.4%	4	4,687.5	8.8%	4	3,862.0	7.3%
Sheet Metal Workers Local 17	118,128.5	174	26	31,764.5	26.9%	3	6,349.0	5.4%	7	5,325.3	4.5%
Sheet Metal Workers Local 63	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%
Sprinkler Fitters Local 550	87,414.0	63	10	17,023.0	19.5%	2	4,371.5	5.0%	6	8,295.5	9.5%
Teamsters Local 25	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%
Woodframe Local 723	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Total	4,555,394.1	6,445	1,515	1,142,240.7	25.1%	409	321,604.0	7.1%	288	265,231.8	5.8%

SUMMARY PERFORMANCE: PROJECT TO DATE

	# Workers	Hours	Goal	Project to Date
Minority	1,515	1,142,240.7	15.3%	25.1%
Female	409	321,604.0	6.9%	7.1%
Veteran	288	265,231.8	3.0%	5.8%

Encore Everett: Totals for Access and Opportunity Goals as of 11/27/2018 -- 4,555,394.1 Hours Completed



Upcoming MGC AOC 2018 Meetings

All meetings 10am- 11:30am unless noted

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	TBD
April 9	TBD
