

# **Encore Boston Harbor**

## **Monitoring of Project Construction and Licensee Requirements 205 CMR 135**

### **Quarterly Report Massachusetts Gaming Commission as of March 31, 2018**



## Monitoring of Project Construction and Licensee Requirements

### Quarterly Report as of March 31, 2018

#### 1.0 Project at a Glance

The Encore Boston Harbor (the “Project”) is an approximately \$2.4 billion luxury resort that will transform a blighted section of the City of Everett, Massachusetts adjacent to the Mystic River, into a world-class destination. The Project will contribute hundreds of millions of dollars, including tens of millions of dollars in infrastructure contributions to the City of Everett, the region, and the Commonwealth of Massachusetts. The Project is under construction on the contaminated site of a former chemical manufacturing plant totaling approximately 33.9 acres (the “Project Site”).



The Project will be comprised of a luxury hotel with 671 rooms, a gaming area, retail space, food and beverage outlets, event and meeting space, a spa and gym, a parking garage, and other complementary amenities. The Project will also include extensive landscape and open space amenities including a public gathering area with an outdoor park-like open space, a pavilion, waterfront features, a public harborwalk, and water transportation docking facilities reconnecting the City of Everett to the Mystic River and Boston Harbor for the first time in generations.

The Project will also include off-site improvements including extensive transportation improvements and a multiuse path from the Project's harborwalk to the existing paths at the Massachusetts Department of Conservation and Recreation ("DCR") Gateway Park. The Project will be developed in a single phase.

Wynn MA, LLC ("Wynn") received a conditional Category 1 gaming license for Region A (the "Gaming License") in November 2014. Since receiving the conditional Gaming License, Wynn has made significant progress on community outreach, project entitlements, permitting, land acquisition, the design, and construction of the Project.

In August 2015, Wynn selected Charter Contracting Company, LLC, a Massachusetts limited liability company, as its remediation contractor. Remediation of the landside portion of the Project Site commenced in October 2015, and final completion documentation was filed on August 4, 2016.

On July 15, 2015, Wynn filed its Second Supplemental Final Environmental Impact Report ("SSFEIR") to address the remaining three principal areas of study that were outlined in the Certificate of the Secretary of Energy and Environmental Affairs on Wynn's Supplemental Final Environmental Impact Report ("SFEIR") dated April 3, 2015. On August 28, 2015, Wynn received a Certificate of the Secretary of Energy and Environmental Affairs on its SSFEIR (the "Secretary's Certificate") concluding that Wynn's SSFEIR "adequately and properly complies" with the Massachusetts Environmental Policy Act ("MEPA").

In accordance with MEPA, following the receipt of its Secretary's Certificate, Wynn worked with various state agencies to obtain "Section 61 findings," a determination made by an agency of the Commonwealth describing the environmental impact, if any, of the Project and a finding that all feasible measures have been taken to avoid or minimize said impact. Wynn received its Section 61 findings from the following agencies on the dates set forth below:

Massachusetts Water Resources Authority:	January 12, 2016
Massachusetts Port Authority:	January 21, 2016
Massachusetts Department of Transportation & Department of Conservation and Recreation:	April 5, 2016
Massachusetts Gaming Commission:	April 25, 2016

On August 24, 2015, Wynn filed its Chapter 91 License Application for the Project with the Massachusetts Department of Environmental Protection (“MassDEP”) to obtain license authorization for the development of portion of the Project on private filled and flowed tidelands. MassDEP issued the Chapter 91 License on August 3, 2016.

On February 28, 2017, Wynn filed a Notice of Project Change (“NPC”) identifying changes to programming and design refinements for the Project and including a sediment remediation plan for a portion of the Project Site and an adjacent area of the Mystic River.

## **2.0 Cost of Construction and Capitalization of Gaming Licensee**

Pursuant to 205 CMR 135.02(5)(a) and (b), please see Appendix 1 for a sworn certification regarding (a) the total estimated cost of construction of the Project and related infrastructure improvements and (b) the capitalization of the Wynn for the quarter ending March 31, 2018. During the quarter ending March 31, 2018, Wynn Resorts, Limited filed its certified financial statements with the Securities and Exchange Commission as part of its 10-K annual report. Included in Appendix 1 are the Consolidated Balance Sheets, Consolidated Statements of Income, Consolidated Statements of Comprehensive Income, Consolidated Statements of Stockholders’ Equity, and Consolidated Statements of Cash Flows from the 10-K filing. The complete annual 10-K report can be accessed at: <https://wynnresortslimited.gcs-web.com/node/14861/html>.

## **3.0 Design and Construction Contracts**

Pursuant to 205 CMR 135.02(5)(c), please see Appendix 2 for a list of all design and construction contracts executed for the quarter ending March 31, 2018 to design and construct the gaming establishment and related infrastructure improvements.

## **4.0 Progress of Construction**

Pursuant to 205 CMR 135.02(5) (d), the following is a status report regarding the progress of the construction of the Project.

### *4.1 Federal Permits.*

On May 18, 2017, Wynn filed a Permit Modification Request with the US Army Corps of Engineers to modify the permit previously issued for the Project to include (i) accessibility improvements for the floating dock system, (ii) installation of three piles to protect an outfall, and (iii) remedial activities including the removal of derelict barges, debris removal,

and additional dredging and filling in the Mystic River. The permit modification was issued on August 31, 2017 and reissued on September 11, 2017.

#### 4.2 State Permits.

On July 15, 2015, Wynn filed its SSFEIR to address the remaining three principal areas of study that were outlined in the Certificate of the Secretary of Energy and Environmental Affairs on Wynn's SFEIR dated April 3, 2015. On August 28, 2015, Wynn received a Secretary's Certificate concluding that Wynn's SSFEIR "adequately and properly complies" with MEPA.

The Secretary's Certificate confirmed that Wynn's traffic analysis and mitigation plans are effective to mitigate the Project's impacts on existing transportation infrastructure. With respect to broader regional transportation impacts, the Secretary's Certificate required the establishment of a "Regional Working Group" to be led by MassDOT for the purpose of assessing and developing long-term transportation improvements that will support sustainable redevelopment and economic growth in and around Sullivan Square. Wynn committed to participating in this Regional Working Group and providing a proportionate share of funding to support this effort. Wynn has attended all monthly meetings of the Lower Mystic Regional Working Group ("LMRWG").

The Secretary's Certificate also required enhanced public review during permitting and development of Section 61 findings by MassDOT and the Massachusetts Gaming Commission ("MGC"). Following the receipt of the Secretary's Certificate, Wynn had productive meetings with each of the State Agencies with permitting authority over the Project for the purpose of preparing Section 61 findings to be issued by each such State Agency. Wynn received its Section 61 findings from the following agencies on the dates set forth below:

Massachusetts Water Resources Authority:	January 12, 2016
Massachusetts Port Authority:	January 21, 2016
Massachusetts Department of Transportation & Department of Conservation and Recreation:	April 5, 2016
Massachusetts Gaming Commission:	April 25, 2016

On February 28, 2017, Wynn filed an NPC with MEPA. The primary purpose of the NPC was to describe the sediment remediation plans for a portion of the Project Site and an adjacent parcel located in the Mystic River. The NPC also described refinements to the program and interior layout of the building to reflect current market conditions as they have changed

since prior MEPA filings. Program changes include a reduction in retail space, a reduction of hotel suites to provide for additional rooms, an increase in food and beverage space, the addition of a larger luxury ballroom space, and an increase in “back of house” support space. The NPC contained updated square footage for each of the Project components as they were further refined and finalized as part of the design process. Other minor changes that developed over the course of designing and preparing construction documents for the Project were also included in the NPC (e.g., minor adjustments to the elevation of the salt marsh to improve viability, minor changes to the docking and float systems to accommodate Americans with Disabilities Act (“ADA”) and other passenger needs, and a minor reduction in the navigational dredge footprint).

On August 24, 2015, Wynn filed its Chapter 91 License Application for the Project with the MassDEP to obtain license authorization for the development of portion of the Project on private filled and flowed tidelands. Wynn received its “Written Determination” from MassDEP on January 22, 2016. On February 11, 2016, Mayor Joseph A. Curtatone, in his capacity as Mayor of the City of Somerville (“Somerville”), filed a “Notice of Claim” with the Executive Office of Energy and Environmental Affairs, Department of Environmental Protection, requesting an adjudicatory hearing with respect to the Written Determination. On February 18, 2016, the Office of Appeals and Dispute Resolution of MassDEP issued a Scheduling Order pursuant to which a hearing on Somerville’s appeal was set for June 2, 2016. As a direct result of this appeal, Wynn was unable to commence construction activities within those portions of the Project Site that are subject to Chapter 91.

On June 2, 2016, Wynn, Somerville and the DEP participated in the adjudicatory hearing. On July 15, 2016, MassDEP’s Office of Appeals and Dispute Resolution issued a “Recommended Final Decision” affirming Wynn’s Written Determination, and MassDEP issued the Chapter 91 License on August 3, 2016.

On February 22, 2017, Wynn filed a request with MassDEP for a Minor Project Modification, pursuant to CMR 9.22(3), to modify the below-grade footprint of underground parking facility. The requested modifications included (i) decreasing the below-grade parking structure from three (3) levels to one (1) level under the peninsular portion of the building footprint, (ii) a setback of the below-grade parking structure footprint under the main entrance, and (iii) increasing the below-grade parking structure from three (3) levels to four (4) levels under the remaining portion of the main building footprint. None of the foregoing modifications extended the below-grade building footprint, increased the total number of parking spaces, or changed any previously authorized uses. On February 28, 2017, MassDEP determined that the proposed modifications comply with the minor project modification

provisions set forth in 310 CMR 9.22(3)(a) and that the submission of a Chapter 91 Waterways License Application was not required for such modifications.

On March 16, 2017, Wynn filed a request with MassDEP for a second Minor Project Modification, pursuant to CMR 9.22(3), to (1) reduce the living shoreline elevation, (2) increase the total number of hotel rooms from 629 to 671, (3) modify the docking facility of the Project to accommodate an improved accessible ramping system, (4) install three fender piles to protect an outfall structure, and (5) in response to market conditions, change the size and location of some first floor uses. On March 29, 2017, the DEP determined that the proposed modifications (1) through (4) above comply with the minor project modification provisions set forth in 310 CMR 9.22(3)(a) and that the proposed modification (5) complies with 310 CMR 9.22(3)(b). Therefore, DEP determined that the submission of a Chapter 91 Waterways License Application was not required for such modifications.

On May 12, 2017, Wynn filed a Chapter 91 License and Water Quality Certification Application with MassDEP for the removal of deteriorated barges and sediment remediation in a portion of the Mystic River located in the Cities of Boston and Everett. MassDEP issued a Water Quality Certification on August 25, 2017, which came into effect on September 15, 2017 after the three-week appeal period ended. A draft Chapter 91 License was issued on August 29, 2017. The final license was issued on September 25, 2017 following the expiration of the appeal period.

On May 22, 2017, Wynn submitted a request for an amendment to its combined 401 Water Quality Certification with MassDEP to conduct remediation activities at an area of the proposed living shore line where seepage of discolored water was observed. On June 29, 2017, MassDEP approved the amendment.

On June 21, 2017, Wynn filed a combined Phase III Remedial Action Plan and Phase IV Remedy Implementation Plan with MassDEP for the sediment portion of the Project Site. The purpose of the Phase III Remedial Action Plan was to establish remedial objectives, identify and evaluate remedial action technologies, formulate and evaluate remedial action alternatives, and select a remedial action alternative for the sediment portion of the Project Site that will result in a Permanent Solution. The Phase IV Remedy Action Plan addresses the design, construction, and implementation of the "Comprehensive Remedial Action" to be implemented for the sediment portion of the Disposal Site. A public meeting was held on June 29, 2017 and the public comment period ended July 11, 2017 in accordance with the PIP process.

A MassDOT/DCR Access Permit for transportation and pedestrian improvements work on Route 16 in Everett, Medford, and Revere, was received on October 31, 2017. MWRA 8(m) permits were also granted for the transportation improvements projects in Sullivan Square on November 8, 2017, and on Route 16 and Broadway/Alford Street on November 28, 2017, respectively.

On March 16, 2018, Wynn filed a request with MassDEP for a third Minor Project Modification, pursuant to CMR 9.22(3), to (1) add additional open space between Alford Street and the Project with landscaping and other improvements and (2) add additional open space west of the Service Road for temporary and emergency access purposes.

#### *4.3 Local Permits.*

On May 11, 2015, Wynn submitted its Form 19A Site Plan Review Application to the Everett Planning Board. The City of Everett engaged outside consultants, LDD Collaborative, Inc. and TranSystems, to provide Site Plan Review services for the Project. On July 13, 2015, Wynn presented its Site Plan Review Application at the Everett Planning Board public meeting and advised the Everett Planning Board that it would be modifying its application to address comments raised by the City of Everett's outside consultants. On August 24, 2015, Wynn presented its modified application to the Everett Planning Board and the Everett Planning Board heard public comments. On September 16, 2015, the Everett Planning Board concluded the public hearing and unanimously approved the application.

The service road Application Site Plan Review and Special Permit was submitted to the City of Everett Planning Board for review in January 2016. On May 5, 2016, the Everett Planning Board issued the Site Plan Approval for the Service Road.

On August 11, 2015, Wynn submitted its Notice of Intent for the Project to the City of Everett Conservation Commission in order to obtain approval under the Massachusetts Wetland Protection Act for work within wetlands resource areas and buffer zones. The Everett Conservation Commission held an initial public meeting on August 20, 2015. On September 17, 2015, the Everett Conservation Commission held another public meeting and voted unanimously to approve Wynn's Notice of Intent. The Everett Conservation Commission issued its Order of Conditions with respect to the Project on September 24, 2015.



On May 31, 2017, Wynn filed an application for an amendment to the Everett Conservation Commission Order of Conditions. The purpose of the amendment was to include accessibility improvements for the floating dock system and installation of three piles to protect an outfall. The revised Order of Conditions was issued on July 13, 2017.

On October 19, 2017, Wynn received a Roadway Construction Approval from the City of Everett for the roadway improvements on Broadway and Alford Streets.

Pursuant to 205 CMR 135.02(6), please see [Appendix 3](#) for an updated permits chart and all documents and information listed in 205 CMR 120.01: *Permitting Requirements*.

#### *4.4 Site Remediation.*

Prior to the commencement of the remediation, Wynn completed field investigation including nearly 2,000 samples landside and in the river, and significant laboratory analysis of the samples. On April 8, 2015, Wynn received a petition from residents of the City of Everett requesting that the disposal site be designated as a Public Involvement Plan (“PIP”) site in accordance with Massachusetts General Laws (MGL) c. 21E §14(a). This law requires that, upon receiving such a petition, a plan for involving the public in decisions regarding response actions must be prepared and a public meeting held to present the proposed plan. The disposal site was designated as a PIP site on April 28, 2015. The PIP process was used to educate the public on the remediation process and provide a forum for addressing any comments. The PIP process will continue through the completion of the construction related remediation activities.

Wynn and GZA GeoEnvironmental, Inc., the Licensed Site Professional (“LSP”) for the Project Site, presented the draft PIP plan at a public meeting on June 2, 2015 at Everett City Hall. In addition, the draft Release Abatement Measure (“RAM”) plan was also presented at the meeting. The comment period for the PIP plan was scheduled to end on June 22, 2015, but was extended by Wynn at the request of the petitioners for an additional 21 days to July 13, 2015. In addition, the comment period for the draft RAM plan was extended an additional 30 days to July 22, 2015.

On August 19, 2015, the Release Abatement Measure (“RAM”) plan for the landside remediation (known as Phase 1) was submitted to the MassDEP and all petitioners were notified accordingly.

Pursuant to the RAM Plan, Wynn held public meetings in Everett and Charlestown on October 15 and 16, 2015, respectively, for the purpose of informing the public regarding the remediation prior to commencement. Remediation of the Project Site began following such meetings. Weekly updates on the remediation were posted on Wynn's website ([www.encorebostonharbor.com](http://www.encorebostonharbor.com)). The perimeter air-monitoring system was operational throughout the remediation and no alarm conditions attributable to the RAM work were recorded.

Phase 1 remediation of the Project Site was completed in the second quarter of 2016. A total of approximately 10,680 tons of contaminated soil was transported off-site for proper disposal during Phase 1. The soil was transported in lined trailers that were cleaned prior to leaving the Project Site. The Draft Phase I RAM Completion Report and Immediate Response Action Report was submitted on August 4, 2016. A public meeting on the Phase I RAM Completion Report was held on September 7, 2016. The public comment period ended September 27, 2016, and no comments were received.

A separate RAM Plan was prepared to address construction-related RAM activities. Response actions to be conducted under this RAM Plan included the excavation of contaminated soil, the dredging of contaminated sediment, and the placement of clean fill materials at the properties identified in the RAM Plan. On February 17, 2016, a public meeting on the construction-related RAM Plan was held at the Everett City Hall. The public comment period for the construction-related RAM Plan ended on March 9, 2016. No comments were received. On May 2, 2016 the construction-related RAM Plan and a Final Revised Public Involvement Plan was filed. On August 30, 2016, constructed-related RAM Status Report No. 1 was filed. On October 28, 2016 and November 16, 2016, RAM Modifications were filed with MassDEP to address the detection of asbestos in soil associated with demolition debris. On February 2, 2017, a RAM Modification was filed with MassDEP to revise perimeter and interior air sampling for airborne fibers. On November 1, 2017, a RAM Modification was filed with DEP to document the engineering controls including clean cover materials, marker layers, and hardscape materials that will be installed as part of the final grading activities and the planned reduction in the number of active perimeter air monitoring stations.

Wynn has undertaken a project to dredge and cap approximately seven acres of the Mystic River within and immediately adjacent to the Project Site. The intent of the dredging is to (1) remove and replace contaminated sediments that reside on the bottom of the river as a result of decades of industrial use of the surrounding land, and (2) to restore the depth of the navigable channel to allow for safe and efficient access to the Project Site by various

size passenger craft. Orders of Conditions were issued from the Boston and Everett Conservation Commissions on June 14, 2017 and June 15, 2017, respectively. For the sediment remediation, DEP issued a Water Quality Certification (“WQC”) on August 25, 2017 and Chapter 91 license on September 25, 2017 and U.S. Army Corps of Engineers modified the resort permit to allow for the sediment remediation on September 11, 2017. Dredging began in October 2017. Fish migration in the river restricts dredging activities to an annual window of October to February. As of March 31, 2018, the sediment remediation project is substantially complete. Time of Year waivers, issued by the USACE and DEP, allowed for capping operations to continue until March 23, 2018.

#### *4.5 Offsite Infrastructure.*

As described above, the Secretary’s Certificate confirmed that Wynn’s traffic analysis and mitigation plans are effective to mitigate the Project’s impacts on existing transportation infrastructure. In light of this positive response, an RFP was issued on June 26, 2015 to select a design and permitting team to deliver the offsite roadway and transit station improvements. In November 2015, Wynn entered into an agreement with AECOM USA of America, a Massachusetts corporation (“AECOM”), to provide civil and geotechnical engineering and construction oversight services for off-site infrastructure related to the Project. During first quarter 2016, AECOM completed the applicable Roadway Safety Audits and continued with site surveys and concept design. During the second quarter 2016, site surveys were completed as well as the development of the 25% design plans and functional design reports. On April 26, 2016, Wynn and AECOM staff met with MassDOT, MBTA and DCR transportation officials to discuss the projects and schedule.

On June 14, 2016, the 25% design plans and functional design reports were submitted to the City of Everett and their peer review consultant, Weston & Sampson, at a design briefing meeting. The 25% design plans and functional design reports were submitted for review to MassDOT at a design briefing meeting held on June 24, 2016. MassDOT and the City of Everett both submitted comments in the third quarter 2016. Coordination with the Massachusetts Central Transportation Planning staff continued regarding the progression of the 25% design. Work continued on further developing the design documents to the 75%/100% stage and submittals were made to MassDOT as well as the Cities of Everett, Medford, Boston, and Chelsea for the Route 16 Roadway improvement projects that included Wellington, Sweetser, and Santilli Circles, as well as Broadway and the proposed truck route.

Howard/Stein-Hudson Associates, Inc. is Wynn’s designer for the Sullivan Square improvements. During the first quarter of 2017, the MBTA contracted with Urban Idea Lab to conduct a peer review of the current design alternatives and coordination continued with the MBTA on advancing the Sullivan Square station design. Wynn filed 25% design documents for the roadway and station improvements with the City, MBTA, MassDOT, and Massport in April 2017. On March 22, 2017, Wynn filed a Notice of Intent (“NOI”) application with the City of Boston Conservation Commission for its proposed improvements to the Sullivan Square Rotary and its approaches.

The offsite transportation improvements have been fully designed with comments from agency reviews incorporated. There are four separate bid packages, known as Construction Packages 1-4, generally organized by Broadway (CP #1), Revere Beach Parkway (CP #2), Wellington and Malden Center Train Stations (CP #3), and Sullivan Square, including the MBTA station (CP #4). Contracts have been awarded for all Construction Packages and all contracts are scheduled for completion in January 2019, with the majority of work being performed in the spring, summer, and fall of 2018. Close coordination is underway with the Cities of Everett, Boston, and Medford, as well as numerous state agencies to reduce the impact of the work on commuters. The communication plan for alerting drivers of upcoming work or real time problems is in place through social media, variable message signs, and press engagement.

Subject to Wynn receiving all permits required to complete the work, all offsite improvements are envisioned to be completed and operable prior to the opening of the Project.

The Off-site roadway improvement work commenced in November 2017 and the following is a summary of construction activities through March 31, 2018:

#### Roadway Construction Packages

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| • CP #1 – Broadway/ Truck Route      | Underway                          |
| • CP#2 – Route 16/ Revere Beach Pkwy | Underway                          |
| • CP#3 – MBTA Stations               | Scheduled to commence in May 2018 |
| • CP#4 – Sullivan Square             | Underway                          |

For CP #1, 2 and 4 the installation of underground infrastructure is ongoing including roadway drainage systems, electrical traffic signal conduit, mast arm foundations and street lighting conduit. This work will continue into the next quarter. Sidewalk improvements and paving for all contracts is scheduled for Fall 2018.

In addition to the foregoing mitigation improvements, in accordance with Wynn’s Section 61 findings, Wynn is an active participant in the LMRWG. The LMRWG was convened by MassDOT to assess and develop short and long-range transportation improvements that can support sustainable redevelopment and economic growth for the Lower Mystic River area. MassDOT has engaged the services of staff from the Boston Region Metropolitan Planning Organization – including from the Metropolitan Area Planning Council (“MAPC”) and from the Central Transportation Planning Staff – to provide technical assistance and study support.

The Working Group is chaired by the Secretary of Transportation, and consists of elected officials and staff of the three communities of Boston, Everett and Somerville as well as MAPC. Representatives from the Executive Office of Housing and Economic Development, the Attorney General’s Office of Massachusetts, the Massachusetts Gaming Commission, Congressman Capuano’s office, the Massachusetts Port Authority, and the Encore Boston Harbor are also participants of the LMRWG.

#### *4.6 Design.*

Construction Drawings (dated September 16, 2016) were issued on September 30, 2016. The hotel tower, podium, site, and interiors were reviewed by the City of Everett and a Building Permit was issued on December 15, 2016. Project design is complete, including redesign for the meeting and event space area and food and beverage modifications as outlined in the NPC. Drawings for these areas were issued in July 2017.

#### *4.7 Construction Services.*

On January 8, 2016, Wynn entered into an Agreement for Guaranteed Maximum Price Construction Services with Suffolk Construction Company, Inc. (“Suffolk”). Following the receipt of Wynn’s Chapter 91 License, construction activities were commenced on all portions of the Project Site. Wynn finalized Suffolk’s Guaranteed Maximum Price on April 28, 2017. Below is a summary of the construction activities through March 31, 2018:

#### Sitework

Landscaping preparatory work, including tree drainage installation, continued in the first quarter of 2018 to prepare for large tree planting to begin the first week of April.

- |                     |                        |
|---------------------|------------------------|
| • Marine - Landside | Substantially complete |
| • Marine - Dredging | Substantially complete |

- |                                    |  |
|------------------------------------|--|
| • Marine - Capping                 | Substantially complete                                     |
| • Site Utilities                   | Substantially complete                                     |
| • EPS (extruded polystyrene) Block | 90% complete   |
| • Landscaping Prep Work            | Underway, will continue as weather permits                 |
| • Landscaping                      | Purchasing and selection of all planting material underway |
| • Resort Roadway Construction      | West side roadway complete                                 |

### Garage

The garage is on schedule to be substantially complete by August 2018, with the exception of areas that are being utilized to facilitate podium construction (i.e., storage of materials).

### Podium North/Central Utility Plant

The building area from 12 line north, including the Central Utility Plant, is on schedule to be substantially complete by August 2018, approximately 6 months ahead of schedule. All major building systems will be online ready to support additional space as it gets turned over. Interior finishes are continuing to be installed on all levels.

### Podium

The podium structure is 100% complete and is being enclosed with a combination of the permanent wall system and temporary enclosures on the south side. The permanent roof is being installed and is currently 90% complete including the convention center. The remaining 10% of roof area is being addressed on a temporary basis. This allows for the entire podium to be weather-tight and temporarily heated.

### *Gaming*

- |                         |   |
|-------------------------|---|
| • MEP installation      | Underway, on schedule                                     |
| • Interior wall framing | Underway, approximately 90% complete                      |
| • Ceiling framing       | Underway, approximately 70% complete                      |
| • Exterior facade       | Underway, approximately 60% complete                      |
| • Escalators            | All are installed, except two at the bus entry            |
| • Elevators             | Shaft construction underway and elevator install underway |

### *Garden Lobby*

- |                       |              |
|-----------------------|--------------|
| • Circular escalators | 60% complete |
| • Mechanical roughing | Underway     |
| • Wall framing        | Underway     |
| • Ceiling Framing     | 35% complete |

*Spa/Executive Offices*

- Wall panels Underway, 95% complete
- Mechanical roughing Underway, 75% complete
- Wall framing exec offices Underway, 90% complete
- Roofing Temporary installed, 70% complete

*Convention Area*

Wall framing and MEP have started in all areas that are currently weather-tight and will continue on schedule.

- Fireproofing Underway, 98% complete
- Roofing Underway as weather permits, currently 80% complete
- Mechanical roughing Underway, 65% complete
- Exterior facade sheathing Underway, 75% complete
- Exterior stairs Underway, 70% complete

Hotel Tower

The concrete structure is complete through the 25th floor. About one floor per week is being installed, depending on weather. It is being followed by the curtain wall system, which is currently on Floor 17, as planned. The concrete structure is now expected to be complete mid-April 2018. The Golden Rooms are on schedule to be complete in May 2018.

- Curtain wall Underway, north, west, and south complete through floor15, east side underway
- Interior framing Floors 5-12 substantially complete
- Mechanical roughing Underway, floor 5 complete, underway on floors 6-17
- Drywall installation Underway on floors 5, 6, 7 and 8
- Golden rooms Underway and on schedule for May completion

In February 2017, the wheel wash was reconstructed to accommodate changes to the Project Site. Street sweeping is done daily on Horizon Way, Broadway, Dexter Street, and the adjacent MBTA property.

Soil disposal via rail car was completed in February 2017.

*4.8 Service Road.*

The service road and utilities drawings were prepared and issued on March 31, 2016. Bids were received in early May to allow early construction of this critical work. On May 25, 2016, J. Derenzo Co. was awarded the Service Road and Utility Relocation contract. The road has been open for public use since Fall, 2016.

Minor improvements along the Service Road have been completed over the last 2 quarters, including completion of access stairs and rails to a modified MBTA loading dock and removal of de-energized electrical tower and poles. The remaining Service Road scope of work is deferred until the Fall 2018 – Spring 2019 construction schedule.

#### 4.9 *Owner Controlled Insurance Program (“OCIP”).*

Wynn, in conjunction with Willis Towers Watson, initiated an Owner Controlled Insurance Program for the Project. The Worker’s Compensation and General Liability insurance programs were implemented on July 1, 2016 and Builder’s Risk was implemented on August 15, 2016.

#### 4.10 *Project Labor Agreement.*

Following the engagement of Suffolk, Wynn and Suffolk re-engaged in discussions with local labor leaders and finalized the draft Project Labor Agreement for the Project. The Project Labor Agreement was executed on May 5, 2016.

#### 4.11 *Construction Management Plan.*

Howard/Stein-Hudson Associates, Inc. prepared a Construction Management Plan (“CMP”) for the purpose of mitigating any adverse impacts to the host and surrounding communities. The CMP was submitted to the City of Everett on April 21, 2016.

## **5.0 Project Schedule**

### 5.1 *Six Month Look Ahead*

The 6-month look ahead schedule is attached hereto as Appendix 4.

### 5.2 *Project Master Schedule*

The development of the Master Schedule has evolved from a high level schedule to a more detailed schedule. This coincides with the contractor’s efforts to increase the detail level of their schedule by working with the subcontractors as they are selected for the Project.



**6.0 Project Resources/Diversity**

Pursuant to 205 CMR 135.02(5)(f), please see Appendix 5 for a report describing the number of contracts, total dollars amounts contracted with and actually paid to minority business enterprises, women business enterprises and veteran business enterprises for design and construction of the Project and related infrastructure, and the total number and value of all subcontracts awarded to a minority, women and veteran owned business, and a comparison of these reports with the goals established by Wynn as approved by the MGC.



May 8, 2018

Massachusetts Gaming Commission  
 101 Federal St., 12th  
 Boston, MA 02110

Dear Commissioners:

In accordance with 205 CMR 135.02(5)(a), please see below for the total estimated cost of construction of the project and related infrastructure improvements and the costs incurred as of March 31, 2018, calculated pursuant to 205 CMR 122.03: *Costs Included in the Calculation of Capital Investment*, and separately identifying detailed costs for design, land acquisition, site preparation and construction and off-site improvements:

***MGC Quarterly Report***

***Appendix 1***

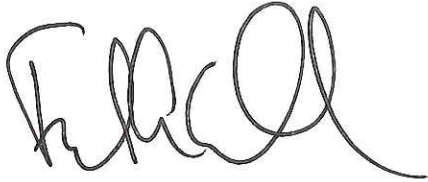
(US\$ thousands)

<b>Component</b>	<b>Cost Incurred 03/31/2018</b>	<b>Estimated Remaining Cost</b>	<b>Total Estimated Cost</b>
Construction / on-site development	\$ 935,398	\$ 751,762	\$ 1,687,160
Design and engineering	110,848	12,729	123,577
Site preparation	31,380	1,276	32,656
Off-Site Improvements	8,540	37,004	45,544
Land acquisition	63,951	2,258	66,209
Pre-opening	45,372	68,619	113,991
Owner FF&E	9,723	145,289	155,012
<b>Total</b>	<b>\$ 1,205,212</b>	<b>\$ 1,018,937</b>	<b>\$ 2,224,149</b>

In addition, in accordance with 205 CMR 135.02(5)(b), I direct you to the financial statements of Wynn Resorts, Limited (NASDAQ: WYNN), the parent of Wynn MA, LLC (the "Licensee"), including Wynn Resorts' Quarterly Report on Form 10-K for the year ended December 31, 2017, filed with the Securities and Exchange Commission (the "SEC") on February 28, 2018, which is available at [www.sec.gov](http://www.sec.gov). As reflected in these financial statements, Licensee has sufficient financial resources in order to meet all expected financial obligations relating to the completion of the Project and related infrastructure improvements associated with the Project.

I, Frank Cassella, hereby certify to my knowledge and in my capacity as Chief Financial Officer of Wynn MA, LLC, as to the material veracity of the foregoing.

Sincerely,

A handwritten signature in black ink, appearing to read 'Frank Cassella', with a long, sweeping tail extending to the right.

Frank Cassella  
Chief Financial Officer

**WYNN RESORTS, LIMITED AND SUBSIDIARIES**  
**CONSOLIDATED BALANCE SHEETS**  
(in thousands, except share data)

	December 31,	
	2017	2016
<b>ASSETS</b>		
<b>Current assets:</b>		
Cash and cash equivalents	\$ 2,804,474	\$ 2,453,122
Investment securities	166,773	173,437
Receivables, net	224,128	218,968
Inventories	71,636	91,541
Prepaid expenses and other	156,773	53,299
<b>Total current assets</b>	<b>3,423,784</b>	<b>2,990,367</b>
Property and equipment, net	8,498,756	8,259,631
Restricted cash	2,160	192,823
Investment securities	160,682	128,023
Intangible assets, net	123,705	113,588
Deferred income taxes, net	240,533	—
Other assets	232,119	269,125
<b>Total assets</b>	<b>\$ 12,681,739</b>	<b>\$ 11,953,557</b>
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
<b>Current liabilities:</b>		
Accounts and construction payables	\$ 285,437	\$ 298,505
Customer deposits	1,049,629	599,566
Gaming taxes payable	211,600	162,706
Accrued compensation and benefits	140,450	165,501
Accrued interest	94,695	98,118
Current portion of long-term debt	62,690	—
Other accrued liabilities	85,789	91,905
<b>Total current liabilities</b>	<b>1,930,290</b>	<b>1,416,301</b>
Long-term debt	9,565,936	10,125,352
Other long-term liabilities	107,163	87,462
Deferred income taxes, net	—	66,561
<b>Total liabilities</b>	<b>11,603,389</b>	<b>11,695,676</b>
<b>Commitments and contingencies (Note 14)</b>		
<b>Stockholders' equity:</b>		
Preferred stock, par value \$0.01; 40,000,000 shares authorized; zero shares issued and outstanding	—	—
Common stock, par value \$0.01; 400,000,000 shares authorized; 116,391,753 and 115,036,945 shares issued; 103,005,866 and 101,799,471 shares outstanding, respectively	1,164	1,150
Treasury stock, at cost; 13,385,887 and 13,237,474 shares, respectively	(1,184,468)	(1,166,697)
Additional paid-in capital	1,497,928	1,226,915
Accumulated other comprehensive income (loss)	(1,845)	1,484
Retained earnings	635,067	95,097
<b>Total Wynn Resorts, Limited stockholders' equity</b>	<b>947,846</b>	<b>157,949</b>
Noncontrolling interests	130,504	99,932
<b>Total stockholders' equity</b>	<b>1,078,350</b>	<b>257,881</b>
<b>Total liabilities and stockholders' equity</b>	<b>\$ 12,681,739</b>	<b>\$ 11,953,557</b>

The accompanying notes are an integral part of these consolidated financial statements.

**WYNN RESORTS, LIMITED AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF INCOME**  
(in thousands, except per share data)

	Years Ended December 31,		
	2017	2016	2015
<b>Operating revenues:</b>			
Casino	\$ 4,948,319	\$ 3,268,141	\$ 2,932,419
Rooms	704,202	603,272	538,500
Food and beverage	690,942	601,514	597,080
Entertainment, retail and other	424,783	363,428	350,622
<b>Gross revenues</b>	<b>6,768,246</b>	<b>4,836,355</b>	<b>4,418,621</b>
Less: promotional allowances	(461,878)	(370,058)	(342,738)
<b>Net revenues</b>	<b>6,306,368</b>	<b>4,466,297</b>	<b>4,075,883</b>
<b>Operating expenses:</b>			
Casino	3,197,729	2,079,740	1,862,687
Rooms	177,511	157,904	149,009
Food and beverage	410,825	375,234	361,246
Entertainment, retail and other	177,328	161,144	157,432
General and administrative	685,485	548,141	464,793
(Benefit) provision for doubtful accounts	(6,711)	8,203	11,115
Pre-opening	26,692	154,717	77,623
Depreciation and amortization	552,368	404,730	322,629
Property charges and other	29,576	54,822	10,535
<b>Total operating expenses</b>	<b>5,250,803</b>	<b>3,944,635</b>	<b>3,417,069</b>
<b>Operating income</b>	<b>1,055,565</b>	<b>521,662</b>	<b>658,814</b>
<b>Other income (expense):</b>			
Interest income	31,193	13,536	7,229
Interest expense, net of amounts capitalized	(388,664)	(289,365)	(300,906)
Change in interest rate swap fair value	(1,056)	433	(5,300)
Change in Redemption Note fair value	(59,700)	65,043	52,041
Loss on extinguishment of debt	(55,360)	—	(126,004)
Equity in income from unconsolidated affiliates	—	16	1,823
Other	(21,709)	(728)	1,550
<b>Other income (expense), net</b>	<b>(495,296)</b>	<b>(211,065)</b>	<b>(369,567)</b>
<b>Income before income taxes</b>	<b>560,269</b>	<b>310,597</b>	<b>289,247</b>
Benefit (provision) for income taxes	328,985	(8,128)	(7,723)
<b>Net income</b>	<b>889,254</b>	<b>302,469</b>	<b>281,524</b>
Less: net income attributable to noncontrolling interests	(142,073)	(60,494)	(86,234)
<b>Net income attributable to Wynn Resorts, Limited</b>	<b>\$ 747,181</b>	<b>\$ 241,975</b>	<b>\$ 195,290</b>
Basic and diluted income per common share:			
Net income attributable to Wynn Resorts, Limited:			
Basic	\$ 7.32	\$ 2.39	\$ 1.93
Diluted	\$ 7.28	\$ 2.38	\$ 1.92
Weighted average common shares outstanding:			
Basic	102,071	101,445	101,163
Diluted	102,598	101,855	101,671

The accompanying notes are an integral part of these consolidated financial statements.

**WYNN RESORTS, LIMITED AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**  
(in thousands)

	Years Ended December 31,		
	2017	2016	2015
<b>Net income</b>	<b>\$ 889,254</b>	<b>\$ 302,469</b>	<b>\$ 281,524</b>
<b>Other comprehensive income (loss):</b>			
Foreign currency translation adjustments, before and after tax	(3,832)	(180)	(448)
Unrealized gain (loss) on available-for-sale securities, before and after tax	(563)	522	(1,086)
<b>Total comprehensive income</b>	<b>884,859</b>	<b>302,811</b>	<b>279,990</b>
Less: comprehensive income attributable to noncontrolling interests	(141,007)	(60,444)	(86,113)
<b>Comprehensive income attributable to Wynn Resorts, Limited</b>	<b>\$ 743,852</b>	<b>\$ 242,367</b>	<b>\$ 193,877</b>

The accompanying notes are an integral part of these consolidated financial statements.

**WYNN RESORTS, LIMITED AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY**  
(in thousands, except share data)

	Common stock				Accumulated other comprehensive income (loss)	Retained earnings	Total Wynn Resorts, Limited stockholders' equity (deficit)	Noncontrolling interests	Total stockholders' equity
	Shares outstanding	Par value	Treasury stock	Additional paid-in capital					
<b>Balances, January 1, 2015</b>	101,439,297	\$ 1,144	\$(1,145,481)	\$ 948,566	\$ 2,505	\$ 164,487	\$ (28,779)	\$ 239,870	\$ 211,091
Net income	—	—	—	—	—	195,290	195,290	86,234	281,524
Currency translation adjustment	—	—	—	—	(327)	—	(327)	(121)	(448)
Net unrealized loss on investment securities	—	—	—	—	(1,086)	—	(1,086)	—	(1,086)
Exercise of stock options	50,716	1	—	3,025	—	—	3,026	—	3,026
Issuance of restricted stock	132,765	1	—	(1)	—	—	—	—	—
Shares repurchased by the company and held as treasury shares	(50,869)	—	(7,199)	—	—	—	(7,199)	—	(7,199)
Shares of subsidiary purchased for share award plan	—	—	—	(3,169)	—	—	(3,169)	(1,222)	(4,391)
Cash dividends declared	—	—	—	—	—	(304,445)	(304,445)	(195,439)	(499,884)
Excess tax benefits from stock-based compensation	—	—	—	387	—	—	387	—	387
Stock-based compensation	—	—	—	34,323	—	—	34,323	4,502	38,825
<b>Balances, December 31, 2015</b>	<b>101,571,909</b>	<b>1,146</b>	<b>(1,152,680)</b>	<b>983,131</b>	<b>1,092</b>	<b>55,332</b>	<b>(111,979)</b>	<b>133,824</b>	<b>21,845</b>
Net income	—	—	—	—	—	241,975	241,975	60,494	302,469
Currency translation adjustment	—	—	—	—	(130)	—	(130)	(50)	(180)
Net unrealized gain on investment securities	—	—	—	—	522	—	522	—	522
Exercise of stock options	74,000	1	—	3,486	—	—	3,487	—	3,487
Issuance of restricted stock	412,504	4	—	(4)	—	—	—	—	—
Cancellation of restricted stock	(60,000)	(1)	—	1	—	—	—	—	—
Shares repurchased by the company and held as treasury shares	(198,942)	—	(14,017)	—	—	—	(14,017)	—	(14,017)
Shares of subsidiary repurchased for share award plan	—	—	—	(5,471)	—	—	(5,471)	(2,109)	(7,580)
Sale of ownership interest in subsidiary, net of income tax of \$49.8 million	—	—	—	224,013	—	—	224,013	15,890	239,903
Cash dividends declared	—	—	—	—	—	(202,210)	(202,210)	(111,716)	(313,926)
Distribution to noncontrolling interests	—	—	—	—	—	—	—	(33)	(33)
Excess tax benefits from stock-based compensation	—	—	—	802	—	—	802	—	802
Stock-based compensation	—	—	—	20,957	—	—	20,957	3,632	24,589
<b>Balances, December 31, 2016</b>	<b>101,799,471</b>	<b>1,150</b>	<b>(1,166,697)</b>	<b>1,226,915</b>	<b>1,484</b>	<b>95,097</b>	<b>157,949</b>	<b>99,932</b>	<b>257,881</b>
Effect of change in accounting for stock-based compensation	—	—	—	2,807	—	(2,696)	111	—	111
<b>Balances, December 31, 2016, as adjusted</b>	<b>101,799,471</b>	<b>1,150</b>	<b>(1,166,697)</b>	<b>1,229,722</b>	<b>1,484</b>	<b>92,401</b>	<b>158,060</b>	<b>99,932</b>	<b>257,992</b>
Net income	—	—	—	—	—	747,181	747,181	142,073	889,254
Currency translation adjustment	—	—	—	—	(2,766)	—	(2,766)	(1,066)	(3,832)
Net unrealized loss on investment securities	—	—	—	—	(563)	—	(563)	—	(563)
Exercise of stock options	661,800	7	—	61,988	—	—	61,995	214	62,209
Issuance of restricted stock	706,341	7	—	18,565	—	—	18,572	653	19,225
Cancellation of restricted stock	(13,333)	—	—	—	—	—	—	—	—
Shares repurchased by the Company and held as treasury shares	(148,413)	—	(17,771)	—	—	—	(17,771)	—	(17,771)
Shares of subsidiary repurchased for share award plan	—	—	—	(283)	—	—	(283)	(109)	(392)
Sale of ownership interest in subsidiary, net of income tax of \$17.8 million	—	—	—	149,259	—	—	149,259	13,238	162,497
Cash dividends declared	—	—	—	—	—	(204,515)	(204,515)	(116,568)	(321,083)
Distributions to noncontrolling interests	—	—	—	—	—	—	—	(11,436)	(11,436)
Stock-based compensation	—	—	—	38,677	—	—	38,677	3,573	42,250
<b>Balances, December 31, 2017</b>	<b>103,005,866</b>	<b>\$ 1,164</b>	<b>\$(1,184,468)</b>	<b>\$ 1,497,928</b>	<b>\$ (1,845)</b>	<b>\$ 635,067</b>	<b>\$ 947,846</b>	<b>\$ 130,504</b>	<b>\$ 1,078,350</b>

The accompanying notes are an integral part of these consolidated financial statements.

**WYNN RESORTS, LIMITED AND SUBSIDIARIES**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
(in thousands)

	Years Ended December 31,		
	2017	2016	2015
<b>Cash flows from operating activities:</b>			
Net income	\$ 889,254	\$ 302,469	\$ 281,524
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	552,368	404,730	322,629
Deferred income taxes	(310,854)	6,356	6,498
Stock-based compensation expense	43,971	43,722	38,475
Excess tax benefits from stock-based compensation	—	(742)	(792)
Amortization of debt issuance costs	25,013	24,326	19,785
Loss on extinguishment of debt	55,360	—	126,004
(Benefit) provision for doubtful accounts	(6,711)	8,203	11,115
Property charges and other	44,004	42,670	9,664
Equity in income of unconsolidated affiliates, net of distributions	—	—	1,615
Change in interest rate swap fair value	1,056	(433)	5,300
Change in Redemption Note fair value	59,700	(65,043)	(52,041)
Increase (decrease) in cash from changes in:			
Receivables, net	829	(39,272)	47,011
Inventories and prepaid expenses and other	(4,372)	(36,642)	(23,613)
Customer deposits	456,005	163,217	(112,748)
Accounts payable and accrued expenses	70,954	116,985	(107,613)
<b>Net cash provided by operating activities</b>	<b>1,876,577</b>	<b>970,546</b>	<b>572,813</b>
<b>Cash flows from investing activities:</b>			
Capital expenditures, net of construction payables and retention	(935,474)	(1,225,943)	(1,921,240)
Purchase of investment securities	(229,328)	(196,750)	(253,284)
Proceeds from sale or maturity of investment securities	200,366	144,829	247,723
Return of investment in unconsolidated affiliates	—	727	1,901
Purchase of intangible assets and other assets	(13,571)	(14,985)	(3,912)
Proceeds from sale of assets	20,374	3,872	37,254
<b>Net cash used in investing activities</b>	<b>(957,633)</b>	<b>(1,288,250)</b>	<b>(1,891,558)</b>
<b>Cash flows from financing activities:</b>			
Proceeds from exercise of stock options	62,209	3,487	3,026
Excess tax benefits from stock-based compensation	—	742	792
Sale of ownership interest in subsidiary	180,000	217,000	—
Dividends paid	(320,760)	(325,217)	(499,107)
Distribution to noncontrolling interest	(11,436)	(33)	—
Proceeds from issuance of long-term debt	2,429,988	1,430,313	5,290,747
Repayments of long-term debt	(2,959,843)	(400,707)	(3,342,106)
Restricted cash	190,643	(190,763)	(1,083)
Repurchase of common stock	(17,771)	(14,017)	(7,199)
Income taxes paid related to sale of ownership interest in subsidiary	(25,176)	—	—
Shares of subsidiary repurchased for share award plan	(392)	(7,580)	(4,391)
Payments on long-term land concession obligation	—	(15,978)	(30,833)
Payment of financing costs	(91,174)	(5,381)	(193,588)
<b>Net cash (used in) provided by financing activities</b>	<b>(563,712)</b>	<b>691,866</b>	<b>1,216,258</b>
<b>Effect of exchange rate on cash</b>	<b>(3,880)</b>	<b>(1,129)</b>	<b>412</b>
<b>Cash and cash equivalents:</b>			
<b>Increase (decrease) in cash and cash equivalents</b>	<b>351,352</b>	<b>373,033</b>	<b>(102,075)</b>
<b>Balance, beginning of year</b>	<b>2,453,122</b>	<b>2,080,089</b>	<b>2,182,164</b>
<b>Balance, end of year</b>	<b>\$ 2,804,474</b>	<b>\$ 2,453,122</b>	<b>\$ 2,080,089</b>
<b>Supplemental cash flow disclosures</b>			
Cash paid for interest, net of amounts capitalized	\$ 367,074	\$ 265,076	\$ 291,313
Cash paid for income taxes	\$ 37,089	\$ 2,040	\$ 2,873



Property and equipment acquired under capital lease	\$	16,593	\$	—	\$	—
Stock-based compensation capitalized into construction	\$	80	\$	92	\$	350
Liability settled with shares of common stock	\$	19,225	\$	—	\$	—
Change in accounts and construction payables related to property and equipment	\$	(35,447)	\$	(34,049)	\$	13,031
Change in dividends payable on unvested restricted stock included in other accrued liabilities	\$	323	\$	(11,291)	\$	777
Note receivable acquired from sale of ownership interest in subsidiary	\$	—	\$	72,464	\$	—

The accompanying notes are an integral part of these consolidated financial statements.

Appendix 2

**Design and Construction Contracts**

As of March 31, 2018

Reference 205 CMR 135.02(5)(c)

<b>Vendor/Contractor</b>	<b>Date</b>	<b>Services</b>	<b>MGC Status</b>
<b>AECOM</b>	11/4/15	Civil and Geotechnical Eng. – Offsite Infrastructure	NGV092
	1/18/16	Design and Construction Phase Services – MBTA Everett Maintenance Facility	NGV092
	05/10/17	Concept Design – Mystic River Pedestrian Bridge	NGV092
	12/28/17	Bridge Design – Mystic River Pedestrian Bridge	NGV092
<b>AMEC Massachusetts Inc.</b>	08/25/16	Peer Review – Supplemental Phase II Site Assessment	NGV952
<b>Alliance Detective &amp; Security</b>	12/31/15	Site Security	NGV326
<b>Arup USA, Inc.</b>	12/10/14	Fire Protection Consulting	NGV102
<b>Bard, Roa + Athanas Consulting Engineers, Inc.</b>	08/31/16	Commissioning Services	NGV884
<b>Bohler Engineering MA, LLC</b>	06/08/16	Engineering Services – Property Redevelopment - McDonalds	NGV845
<b>Building Enclosure Associates, LLC</b>	08/30/16	Building Enclosure – Commissioning Svcs.	NGV989
<b>Bukhari Design Studio, LLC</b>	7/15/15	Concept and Documentation Services – High Limit Gaming	NGV434
<b>Cashman Dredging &amp; Marine Contracting and Company, LLC</b>	9/2/15	Site Clean-up/Fencing	NGV450
<b>Charter Contracting Company</b>	11/10/15	Site Remediation Services	NGV479
<b>Christopher Gordon</b>		Project Management	NGV226
<b>Cleo Design, LLC</b>	7/15/15	Design Consultant – Staff Dining	NGV500
	7/15/15	Design Consultant – Executive Offices	NGV500
<b>Code Red Consultants LLC</b>	10/04/16	Life & Safety Systems Commissioning	NGV844
<b>Crabtree McGrath Associates</b>	03/01/18	Food Service Consulting – Beverage Dispensing System	NGV428
<b>Cross Spectrum Acoustics</b>	02/06/17	Acoustical Consultants	NGV1149
<b>DHA Design Services LTD</b>	9/24/15	Exterior Lighting Design	NGV522
<b>D.W. White Construction</b>	10/25/17	Off-site Roadway Improvements – Sullivan Square	NGV1353
<b>Design Enterprise</b>	9/17/15	Design Consultant – High Limit Gaming	NGV460
<b>Eco Systems Pest Control Inc.</b>	02/16/18	Pest Control Services – WBH MBTA Warehouse	NGV268
<b>Environmental Health &amp; Engineer</b>	11/07/17	Engineering Consultant – Asbestos Removal - Dredging	NGV1367
<b>Eslick Design Associates</b>	05/22/15	Design Consultant – Site Signage	NGV383
	7/15/15	Design Consultant – Low-Rise and Garage Signage	NGV383
	7/15/15	Design Consultant – High-Rise Signage	NGV383

<b>First Circle Design, Inc.</b>	10/14/15	Design Consultant – Interior Lighting – Meeting & Convention/Gaming	NGV518
<b>Fenagh Engineering &amp; Testing, LLC</b>	09/08/16	Quality Control and Inspection Services	NGV185
<b>Fennell Engineering Inc.</b>	12/27/17	Structural Design – DCR Harbor Walk	NGV1437
<b>Fort Point Associates, Inc.</b>	12/30/14	Planning and Environmental Consulting	NGV075
	06/28/16	Environmental Consulting – Harbor Walk	
<b>Forte Specialty Contractors, LLC</b>	09/13/17	Contractor – Art Feature Installation	NGV789
<b>Foundry Interior Design</b>	10/21/15	Design Consultant – Performance Lounge	NGV535
<b>Gilbane Building Company</b>	01/24/14	Preconstruction Consulting Services	NGV035
<b>GZA Geo Environmental, Inc.</b>	04/21/16	Geotechnical and Environmental Services – Harbor Walk	NGV013
<b>Haks Engineers, P.C.</b>	09/08/16	Quality Control and Testing	NGV894
<b>Hirsch Bedner Associates dba HBA/Hirsch Bedner Associates</b>	02/25/15	Design Consultant – High-Rise Interiors	NGV133
	05/22/15	Design Consultant – Public Areas	NGV133
	05/22/15	Design Consultant – F&B	NGV133
	05/22/15	Design Consultant – Public Areas	NGV133
	05/22/15	Design Consultant – Buffet	NGV133
	05/22/15	Design Consultant – Public Restrooms	NGV133
<b>Howard/Stein-Hudson Associates, Inc.</b>	12/30/14	Traffic Engineering	NGV079
	4/28/15	Traffic Engineering	NGV079
<b>Harry Feldman, Inc., dba Feldman Land Surveyors</b>	02/06/15	Surveying	NGV071
	05/10/17	Surveying – DC Harbor Walk	NGV071
	12/28/17	Surveying – Mystic River Pedestrian Bridge	NGV071
<b>In Order Business Solutions</b>	07/20/17	Consultant – Diversity Reporting – Offsite Infrastructure	NGV397
<b>JBA Consulting Engineers</b>	09/30/15	A/V Engineering Services	NGV642
<b>J. Derenzo Company</b>	10/23/17	Off-site Roadway Improvements – Route 16 Improvements	NGV870
<b>Jacobs Consultants Inc.</b>	12/04/14	Executive Architect	NGV181
<b>John A. Martin &amp; Associates of Nevada, Inc.</b>	07/29/16	Structural Expansion Joint Review	NGV919
<b>John Lyons Systems - Moonlighting</b>	05/09/16	A/V Engineering Services	NGV805
<b>Koncerted LLC</b>	11/11/16	Low Voltage Project Oversight	NGV1070
<b>Lifescapes International, Inc.</b>	02/03/15	Landscape Architect	NGV151
<b>Lighting Design Alliance</b>	10/29/15	Design Consultant – Interior Lighting – Food and Beverage/Public Areas	NGV439
	05/11/16	Design Consultant – Interior Lighting – Meeting and Convention Areas	NGV439
<b>Halifax Security Inc. dba M. Malia &amp; Associates</b>	01/23/15	Security and Surveillance Consulting	NGV123
<b>M. Arthur Gensler Jr. &amp; Associates</b>	03/13/18	Design Consultant – Retail Area	NGV063
<b>Medcor, Incorporated</b>	08/31/16	On-site Safety Services Program	NGV851

<b>Michael Hong Architects, Inc.</b>	12/11/14	Architectural Design Services	NGV206
<b>Musgrove Engineering P.A.</b>	07/13/2017	Engineering Consultant – Snow Melt System Design	Exempt
<b>National Grid</b>	04/11/16	Relocation of Utilities – Service Road	Exempt
	06/08/16	Relocation of Gas Main – Main Site	
<b>Nobis Engineering Inc.</b>	01/22/18	Geotechnical Engineering – DCR Harborwalk Connector	NGV1440
<b>Oguz Cem Yazici</b>	3/23/16	Construction Consultant – Scheduling	NGV801
<b>One Call Facility Services, LLC</b>	12/28/17	Facility Services – WBH MBTA Warehouse	NGV1416
<b>PMA Consultants, LLC</b>	03/21/17	Construction Consultant – Contractor Auditing	NGV1185
<b>Pasek Corporation</b>	11/29/17	Security System Design & Install – WBH MBTA Warehouse	NGV257
<b>Quench USA, Inc.</b>	05/31/17	Water Service	NGV317
<b>RF Networks</b>	11/12/15	Communication Systems Specifications	NGV688
<b>Ryan Biggs Clark Davis Engineers</b>	10/29/15	Structural Peer Review of Jacobs Drawings	NGV508
<b>SAAM Architecture LLC</b>	10/13/17	Design Consultant – Sundries Store	NGV1347
<b>SJ Lighting Inc.</b>	11/03/16	Theatrical Engineering and Special Effects	NGV1111
<b>SPS New England Inc.</b>	10/06/17	GC – Dredging and Sediment Remediation	NGV1316
	10/17/17	Off-site Roadway Improvements – Lower Broadway	NGV1316
<b>Sound Investment Audio</b>	11/03/16	Audio Design	NGV1129
<b>Suffolk Construction Company, Inc.</b>	01/08/16	Construction Management	NGV163
<b>The Vertex Companies, Inc.</b>	06/21/17	Environmental Consulting – DCR Harbor Walk	NGV609
	06/30/17	Environmental Site Assessment – Offsite Infrastructure	NGV609
<b>TRC Environmental Corporation</b>	09/30/15	Construction Consultant - Building Demolition	NGV067
<b>Vanasse &amp; Associates, Inc.</b>	02/06/15	Supplemental Final Environmental Impact Report - Transportation	NGV066
<b>Vermuelens, Inc.</b>	02/03/16	Construction Consultant – Construction Cost Analysis	NGC072
<b>Vicente Wolf Associates</b>	05/22/15	Design Consultant – F&B	NGV283
<b>WES Construction Corporation</b>	11/16/16	MBTA Maintenance Facility Improvements	NGV948
<b>Yesco</b>	03/13/18	Design Consultant – F&B Signage	NGV724

## Appendix 3

### **Permits** As of September 30, 2017

Reference 205 CMR 135.02(6)

Agency Governing Legal Authority (Statute/Regulation/Ordinance)	Permit, Review, or Approval	Date Application Submitted or Estimated Anticipated Application Date	Maximum Agency Decision Time Maximum Effective Period (if provided in applicable statute, regulation or ordinance)
<b>Federal</b>			
<b>Federal Aviation Administration (FAA)</b>  49 U.S.C. Subtitle VII, Aviation Programs, Part A and B; 14 CFR 77, Subpart D; Order JO 7400.2J, Procedures for Handling Airspace Matters, Ch. 7 Determinations	Determination Regarding Air Navigation	<u>Building:</u> Received January 9, 2016 <u>Cranes:</u> Cranes 1 & 2 received August 18, 2016 Cranes 3-8 received August 11, 2016. January 29, 2018 received extension. <u>Podium:</u> Received August 10, 2016. Notice of Actual Construction or Alteration filed February 9, 2018.	Determination is effective for 18 months and may apply for one 18-month renewal.
<b>U.S. Army Corps of Engineers (ACOE)</b>  Section 10 of Federal Rivers and Harbors Act; 33 USC s. 403; 33 CFR Parts 322, 325	Work in Navigable Waters (Section 10) Permit	<u>Project:</u> Received December 12, 2016	No fixed maximum decision time. For individual permits, ACOE will be guided by the target schedule of decision within 60 days of receiving completed application, subject to receipt of any additional information needed for decision and processes required by other state and federal laws (such as CZM Act) to precede decision.
<b>U.S. Army Corps of Engineers (ACOE)</b>  Section 404 of Federal Clean Water Act; 33 USC s. 1344; 33 CFR Parts 323, 325	Clean Water Act (Section 404) Individual Permit	<u>Project:</u> Received December 12, 2016	Individual permits for a permanent structure or activity typically do not expire, but may specify when the work must start - usually within 1 year of issuance.
<b>U.S. Army Corps of Engineers (ACOE)</b>  Section 404 of Federal Clean Water Act; 33 USC s. 1344; 33 CFR Parts 323, 325	Clean Water Act (Section 404) Individual Permit	<u>Sediment Remediation:</u> Permit Modification Received August 31, 2017, Revised September 11, 2017	ACOE modified the resort permit to allow for sediment remediation activity.
<b>U.S. Environmental Protection</b>	National Pollutant Discharge	On-site: April 6, 2016	Decision time for CGP and

<p><b>Agency (EPA)</b></p> <p>Federal Clean Water Act Section 402(p); 33 USC s. 1342(p); 40 CFR 122.26; NPDES Construction General Permit, Effective February 16, 2012</p>	<p>Elimination System (NPDES) Construction General Permit (CGP) NOI (for stormwater management)</p>	<p>On-site under 2017 CGP: May 23, 2017</p>	<p>RGP: effective 14 days after NOI submittal to and acknowledged by EPA. The CGP expired on February 16, 2017, a new NOI for those activities covered by the CGP was filed under the new CGP.</p>
<p><b>U.S. Environmental Protection Agency (EPA)</b></p> <p>Federal Clean Water Act Section 402(a), 33 USC s. 1342(a); 40 CFR 122.28; 314 CMR 4.00; NPDES Remediation General Permit, NPDES Permit No. MAG910000, Effective September 10, 2010</p>	<p>NPDES Remediation General Permit (RGP) (for construction dewatering)</p>	<p>NOI Submitted May 25, 2016, 10 day waiting period ended June 9, 2016 NOI under 2017 RGP: Submitted July 6, 2017, Authorization received August 3, 2017. Notice of Termination submitted March 7, 2018.</p>	<p>When the RGP expired on September 10, 2015, those activities covered by the RGP filed a NOI under the new RGP.</p>

<b>State</b>			
<p><b>Executive Office of Energy and Environmental Affairs</b></p> <p>Massachusetts Environmental Policy Act; MGL c. 30 ss. 61-62I; 301 CMR 11.00</p>	<p>Massachusetts Environmental Policy Act (MEPA) Review</p>	<p><u>Project:</u></p> <p>Certificate on EENF received 11/26/13</p> <p>Certificate on DEIR received 2/21/14</p> <p>Certificate on FEIR received 8/15/14</p> <p>Certificate on SFEIR Received 4/03/15</p> <p>Certificate on SSFEIR Received 8/28/15</p> <p><u>Sediment Remediation:</u> Notice of Project Change filed 2/28/17, Certificate received 4/7/17</p>	<p>Secretary determines whether a Draft EIR, or Final EIR, as applicable, is adequate within 37 days of notice of availability of the EIR in the Environmental Monitor.</p> <p>A project that has not commenced either construction, or other project development activities (including final design, property acquisition, or marketing), within five years of notice of availability of Final EIR must file a Notice of Project Change.</p> <p>Secretary determines whether a subsequent filing is required.</p> <p>MEPA review is complete if no further filings are required.</p>
<p><b>Executive Office of Energy and Environmental Affairs</b></p> <p>MGL c. 21A ss. 2 and 4A; 301 CMR 23.00</p>	<p>Municipal Harbor Plan</p>	<p>Submitted on 10/16/13 Approved on 2/10/14</p>	<p>After publication of proposed Plan in <i>Environmental Monitor</i> and 30 day public comment period, Secretary has 60 days to consult with municipality proposing the Plan and other applicable agencies/entities, and 21 days thereafter to issue a</p>

			written decision on the MHP.
<b>Massachusetts Department of Environmental Protection (MassDEP)</b>  MGL c. 91 ss. 12-14; 310 CMR 9.00	Chapter 91 Waterways Determination of Applicability	Determination of Applicability re Chapter 91 jurisdictional boundaries received on July 29, 2013	
<b>Massachusetts Department of Environmental Protection (MassDEP)</b>  MGL c. 91 ss. 12-14; 310 CMR 9.00	Chapter 91 Waterways License	<u>Project</u> : Submitted August 19, 2015 License received August 3, 2016  Minor Project Modification (MPM) #1 received February 28, 2017  MPM #2 received March 29, 2017  MPM #3 filed March 16, 2018  <u>Sediment Remediation</u> : Submitted May 2017, License Received September 25, 2017	Licenses are issued for a fixed term; the standard term is 30 years but a license may be issued for an extended term (maximum of 99 years) if certain additional requirements are met.
<b>MassDEP</b>  MGL c. 21 s. 43; 310 CMR 7.12	Compliance Certification for Stationary Engine	TBD	Required for CHP and generator
<b>MassDEP</b>  MGL c. 111 ss. 142A-142E; 310 CMR 7.09	Notification of Construction and Demolition	TBD	Effective 10 working days after filing of notification.
<b>MassDEP</b>  Section 401 of Federal Clean Water Act, 33 USC s. 1341; Massachusetts Clean Waters Act, MGL c. 21 ss. 26 et seq.; 314 CMR 9.00 (which cites to 310 CMR 4.00)	Water Quality Certification (401)	<u>Project</u> : Submitted September 8, 2015 Approval received January 22, 2016  Amendment #1 received February 2017  Amendment #2 received June 2017  <u>Sediment Remediation</u> : Approval Received August 25, 2017	Standard MassDEP technical review period is 120 days (24 days for determination of administrative completeness and 96 days for technical review). No fixed maximum decision time.
<b>MassDEP</b>  MGL c. 131 s. 40; 310 CMR 10.00	Wetlands Superseding Order of Conditions	Only in event of appeal of Order of Conditions issued by Everett Conservation Commission	Per 310 CMR 10.05 (7)(f) Issued within 70 days of request for superseding action (unless MassDEP requests additional information).

<p><b>MassDEP Bureau of Waste Site Cleanup/Massachusetts Contingency Plan (MCP)</b></p> <p>MGL c. 21E; 310 CMR 40.000</p>	<p>(Submittals by Licensed Site Professional on behalf of Site Owner - do not need DEP approval)</p>	<p><u>Landside Remediation:</u> Draft RAM Plan provided to DEP in May 2015; PIP process underway</p> <p><u>Sediment Remediation:</u> Phase II submitted December 2015</p> <p>Revised Phase II submitted December 30, 2016</p> <p>Phase III/IV submitted June 2017</p>	<p>Agency decision time frame N/A under MCP privatized program.</p>
<p><b>Massachusetts Water Resources Authority (MWRA)</b></p> <p>Chapter 372 of the Acts of 1984, s. 8(m); 360 CMR 10.000</p>	<p>Section 8(m) Permit (to cross or construct within an MWRA easement)</p>	<p><u>Project:</u> 8M permits were submitted to MWRA and received. in November, 2017</p>	
<p><b>Massachusetts Office of Coastal Zone Coastal Zone Management (CZM)</b></p> <p>301 CMR 20.00, M.G.L. c. 21A, §§2 and 4A</p> <p>Coastal Zone Management Act of 1972, 16 U.S.C. 1451 et seq.,15 CFR §§ 923 and 930</p>	<p>Federal Consistency Certification</p>	<p><u>Project:</u> Received August 12, 2016</p>	
<p><b>Massachusetts Historical Commission (MHC)</b></p> <p>MGL c. 9 ss. 26 et seq.; 950 CMR 71.00</p>	<p>Review of project relative to potential effects on State Register historic/ archaeological resources.</p>	<p>Review Completed</p>	<p>Within 30 days of receipt of a completed Project Notification Form or ENF, the MHC will determine whether further information is needed and/or consultation is needed because the project may affect State Register properties. Beyond initial period, no other maximum decision times apply.</p>
<p><b>Board of Underwater Archaeological Resources (BUAR)</b></p> <p>M.G.L. c. 6, ss. 179 and 180; 312 CMR 2.00</p>	<p>Review of waterside activities</p>	<p><u>Project:</u> Review Completed</p> <p><u>Sediment Remediation:</u> Review Completed under NPC</p>	
<p><b>Massachusetts Department of Transportation (MassDOT)</b></p> <p>MGL c. 81 s. 21, 720 CMR 13.00</p>	<p>Non-Vehicular Access Permit - Off-site roadway improvements</p>	<p>MassDOT highway access permit applications have been submitted for all applicable MassDOT roadways that will be improved. Access permits have been received for the Route 16 improvements. The access permit for Sullivan Square 93 off ramp</p>	<p>MassDOT completes technical reviews of the Access Permit application in 75 business days (35 business days following receipt of the 25% design submission, 20 business days following receipt of the 75%/100% design submission, and 20 business</p>



		improvements was submitted and comments have been received and are being addressed. The permit is anticipated to be received by May 31, 2018.	days following receipt of the PS&E submission.) Following technical review and approval, Section 61 Finding, and completion of MHC review and Mass. Wetlands Protection Act permitting, the MassDOT permit is issued 5 to 7 business days following final design approval.
<b>Massachusetts Department of Transportation (MassDOT)</b>  MGL c. 40 s. 54A	Consent to issuance of building permit for construction on land formerly used by railroad company	<u>Project</u> : Approval issued May 2, 2016	
<b>Massachusetts Department of Transportation (MassDOT)</b>  MGL c. 161A s. 5(b)	MBTA Land Disposition and Easement Agreements	Issued November 2016	

<b>Local</b>			
<b>City of Boston (Off-site Roadway) Public Improvement Commission (PIC) Boston Transportation Department (BTD)</b>  Revised Ordinances of City of Boston of 1961, Ch.21, Sect. 36	Approvals	Filed January 30, 2015. All PIC permits have been received.	
<b>Everett Planning Board</b>  M.G.L. 40A, as amended, and Everett Zoning Ordinance, Section 28A, Resort Casino Overlay District (RCOD) in Lower Broadway Economic Development District (LBEDD)	Site Plan Review	<u>Project</u> : Approval Received October 14, 2015  <u>Access Road</u> : Approval Received May 5, 2016	Site Plan Review decisions shall be issued within 180 calendar days after filing of a completed application. Everett Zoning Ordinance, Sec. 28A(10)(B)(iii).  Everett has accepted expedited permitting processes for Priority Development Sites pursuant to MGL c. 43D. All lots located in the LBEDD and RCOD are Priority Development Sites, Everett Zoning Ordinance Section 28A(10)(B).
<b>Everett Conservation Commission</b>  Everett City Charter, c. 2, Article III, Division 7, Section 2-252 M.G.L. c. 131 §40; 310 CMR 10.00	Wetlands Order of Conditions	<u>Project</u> : Order of Conditions issued September 24, 2015, Amended Order of Conditions Received July 13, 2017  <u>Landside Remediation</u> : Order of Conditions Issued	Decision time (about 42 days plus duration of public hearing which may consist of more than one ConComm meeting):  - A public hearing must be held within 21 days of

		2015 <u>Sediment Remediation:</u> Received June 2017	receiving NOI. - Orders of Conditions issued within 21 days of the close of the public hearing.  Orders of Conditions are valid for 3 years unless extended.
<b>Everett Fire Department</b>  Rev. Ordinance 1976, Pt.2, Ch.7, §33  Everett City Charter, Chapter 8, Article I, §2-252  M.G.L. c. 148 §10A	Review of Plans Fire Suppression System Installation Fuel Storage Permit LP Gas Storage Permit Underground Storage Tank Removal Permit (Commercial)	TBD	
<b>Everett Health Department</b>  M.G.L. c. 140	Food Establishment Permit Application	TBD	Permits are annual, and expire May 31st of each year.
<b>Everett Licensing Commission</b>  Victualler License: M.G.L. c. 140	Alcohol License Common Victualler License	TBD	
<b>Everett Public Works</b>  Sewer: M.G.L., c. 83; Everett City Charter, Chapter 15  Water: Everett City Charter, Chapter 20	Sewer Connection Permit Water Connection Permit	TBD TBD	
<b>Everett Building Department</b>  State Building Code, 780 CMR 105.3.1	Building Permit <ul style="list-style-type: none"> <li>• Plumbing</li> <li>• Gas</li> <li>• Electrical</li> <li>• Wire</li> <li>• Trench</li> <li>• Mechanical</li> <li>• Foundation</li> </ul>	Foundation Permit May 2, 2016 Building Permit December 15, 2016	30 days from submission of completed application. Specific permits (plumbing, gas, etc.) to be requested and issued at various times during construction period within 30 days following application
<b>Boston Conservation Commission</b> M.G.L. c. 131 §40; 310 CMR 10.00	Wetlands Order of Conditions	<u>Sediment Remediation:</u> Issued June 2017	

Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020		
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
<b>Encore Boston Harbor</b>					801d 01-Feb-16 A 24-Jun-19																										
<b>Main Project</b>					531d 22-May-17 A 24-Jun-19																										
<b>Construction - Main Project</b>					531d 22-May-17 A 24-Jun-19																										
<b>Summary Schedule (SCCI)</b>					531d 22-May-17 A 24-Jun-19																										
<b>Site/Marine</b>					93d 01-Oct-18 11-Feb-19																										
A5290	Phase 3 Marine - Walkways, Finishes	93d	01-Oct-18	11-Feb-19	Phase 3 Marine - Walkways, Finishes																										
<b>Garage</b>					429d 12-Jun-17 A 26-Nov-18																										
SUMM-360	Interior Fit-up Summary - Garage	268d	12-Jun-17 A	15-Oct-18	Interior Fit-up Summary - Garage																										
SUMM-370	Punch List Summary - Garage	152d	29-May-18	26-Nov-18	Punch List Summary - Garage																										
<b>Central Utility Plant</b>					383d 22-May-17 A 26-Nov-18																										
SUMM-140	Interior Fit-Up Summary - CUP	353d	22-May-17 A	17-Oct-18	Interior Fit-Up Summary - CUP																										
SUMM-190	Punch List Summary - CUP	33d	18-Oct-18	26-Nov-18	Punch List Summary - CUP																										
M1050	Central Utility Plant Contract Milestone	0d		26-Nov-18*	Central Utility Plant Contract Milestone																										
<b>Convention Area</b>					353d 20-Dec-17 A 24-Jun-19																										
SUMM-410	Facade Summary - Convention Center	142d	20-Dec-17 A	31-Aug-18	Facade Summary - Convention Center																										
SUMM-185	Interior Fit-Up Summary - Convention Center	316d	23-Jan-18 A	19-Apr-19	Interior Fit-Up Summary - Convention Center																										
SUMM-195	Punch List Summary - Convention Center	31d	19-Apr-19	24-May-19	Punch List Summary - Convention Center																										
M1090	Convention Center Complete	0d		24-May-19	Convention Center Complete																										
M1130	Convention Contract Milestone	0d		25-May-19*	Convention Contract Milestone																										
SUMM-490	Convention - FF&E	20d	28-May-19	24-Jun-19	Convention - FF&E																										
<b>Hotel Tower</b>					502d 03-Jul-17 A 24-Jun-19																										
SUMM-340	Superstructure Summary - Hotel Tower	150d	03-Jul-17 A	26-Apr-18	Superstructure Summary - Hotel Tower																										
SUMM-440	Facade Summary - Hotel Tower	150d	23-Oct-17 A	05-Jun-18	Facade Summary - Hotel Tower																										
SUMM-150	Interior Fit-Up Summary - Hotel Tower	309d	30-Oct-17 A	08-Feb-19	Interior Fit-Up Summary - Hotel Tower																										
M1000	Weather Tight - Hotel	0d		05-Jun-18	Weather Tight - Hotel																										
SUMM-350	Punch List Summary - Hotel Tower	202d	10-Aug-18	10-Apr-19	Punch List Summary - Hotel Tower																										
SUMM-480	Hotel Tower - Start-up & Commissioning	202d	10-Aug-18	10-Apr-19	Hotel Tower - Start-up & Commissioning																										
M1140	Hotel Turnover (Levels 5-8) - Contract	0d		10-Dec-18	Hotel Turnover (Levels 5-8) - Contract																										
SUMM-210	Hotel Tower - FF&E	135d	10-Dec-18	24-Jun-19	Hotel Tower - FF&E																										
M1170	Hotel Turnover (Levels 9-12) - Contract	0d		07-Jan-19	Hotel Turnover (Levels 9-12) - Contract																										
M1180	Hotel Turnover (Levels 14-17) - Contract	0d		04-Feb-19	Hotel Turnover (Levels 14-17) - Contract																										
M1190	Hotel Turnover (Levels 18-21) - Contract	0d		04-Mar-19	Hotel Turnover (Levels 18-21) - Contract																										
M1150	Hotel Turnover (Levels 22-26) - Contract	0d		15-Apr-19	Hotel Turnover (Levels 22-26) - Contract																										
<b>Podium</b>					440d 11-Sep-17 A 24-Jun-19																										
SUMM-430	Facade Summary - Podium	150d	11-Sep-17 A	14-Sep-18	Facade Summary - Podium																										
SUMM-160	Interior Fit-Up Summary - Podium	371d	09-Oct-17 A	08-Apr-19	Interior Fit-Up Summary - Podium																										
SUMM-320	Punch List Summary - Podium	220d	01-Sep-18	24-May-19	Punch List Summary - Podium																										

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 Print Date: 02-May-18  
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**Encore Boston Harbor**  
 Project Master Schedule  
 Schedule Update #38





Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020		
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
<b>Service Road and Utilities Projects</b>		260d	27-Apr-18	03-May-19	Service Road and Utilities Projects																										
<b>Service Road Construction</b>		211d	09-Jul-18	03-May-19	Service Road Construction																										
12110	Service Road - Phase 4c - Pavement Alignment (on Hold)	12d	09-Jul-18*	24-Jul-18	Service Road - Phase 4c - Pavement Alignment (on Hold)																										
12120	Final Roadway Top, Striping, Landscaping	25d	01-Apr-19*	03-May-19	Final Roadway Top, Striping, Landscaping																										
<b>National Grid Gas Line Extension on Broadway</b>		9d	27-Apr-18	09-May-18	National Grid Gas Line Extension on Broadway																										
A2970	National Grid Complete Gas Line Upgrades	9d	27-Apr-18	09-May-18	National Grid Complete Gas Line Upgrades																										
A3000	Tie in at Alford Street	9d	27-Apr-18	09-May-18	Tie in at Alford Street																										
A9810	Gas Line Upgrades Completed	0d		09-May-18	Gas Line Upgrades Completed																										

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 Print Date: 02-May-18  
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**Encore Boston Harbor**  
 Project Master Schedule  
 Schedule Update #38



Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020		
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
<b>Off-Site Transportation Improvements</b>		791d	01-Feb-16 A	10-Jun-19	Off-Site Transportation Improvements																										
<b>Milestone</b>		276d	13-Oct-17 A	23-Apr-19	Milestone																										
<b>Package #1 (Lower Broadway and Truck Route)</b>		260d	13-Oct-17 A	27-Dec-18	Package #1 (Lower Broadway and Truck Route)																										
AMS.800.1140	CP#1 Construction (Lower Broadway and Truck Route)	260d	13-Oct-17 A	27-Dec-18	CP#1 Construction (Lower Broadway and Truck Route)																										
<b>Package #2 (Santilli, Sweetser, Wellington, Bell and C/M Signals)</b>		251d	09-Nov-17 A	23-Jan-19	Package #2 (Santilli, Sweetser, Wellington, Bell and C/M Signals)																										
AMS.800.1160	CP#2 Construction (Santilli Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Santilli Circle)																										
AMS.800.1220	CP#2 Construction (Sweetser Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Sweetser Circle)																										
AMS.800.1230	CP#2 Construction (Wellington Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Wellington Circle)																										
AMS.800.1240	CP#2 Construction (Bell Circle)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Bell Circle)																										
AMS.800.1250	CP#2 Construction (Chelsea/Medford Signals)	251d	09-Nov-17 A	23-Jan-19	CP#2 Construction (Chelsea/Medford Signals)																										
<b>Package #3 (Wellington and Malden Stations)</b>		34d	14-May-18	29-Jun-18	Package #3 (Wellington and Malden Stations)																										
AMS.800.1180	CP#3 Construction (Wellington and Malden Stations)	34d	14-May-18	29-Jun-18	CP#3 Construction (Wellington and Malden Stations)																										
<b>Package #4 (Sullivan Square)</b>		255d	01-Nov-17 A	23-Apr-19	Package #4 (Sullivan Square)																										
AMS.800.1300	CP#4 Construction (Sullivan Square)	255d	01-Nov-17 A	23-Apr-19	CP#4 Construction (Sullivan Square)																										
<b>Land Transfers, Easements</b>		454d	02-Jan-17 A	10-Jun-19	Land Transfers, Easements																										
<b>Sprague (CP #1)</b>		45d	12-Jan-18 A	04-May-18	Sprague (CP #1)																										
1150	License Agreement	14d	12-Jan-18 A	27-Apr-18	License Agreement																										
1170	Utility Relocations, Remove Pole	30d	01-Feb-18 A	04-May-18	Utility Relocations, Remove Pole																										
<b>Proposed Dexter Realignment (CP #1)</b>		404d	02-Jan-17 A	29-Mar-19	Proposed Dexter Realignment (CP #1)																										
14950	Previous Owner/Tenant Legal Agreement Reached (TBD)	110d	02-Jan-17 A	01-Mar-19	Previous Owner/Tenant Legal Agreement Reached (TBD)																										
14960	Tenant Vacates (TBD)	20d	04-Mar-19	29-Mar-19	Tenant Vacates (TBD)																										
<b>Final Planning Board Approval</b>		40d	15-Apr-19	10-Jun-19	Final Planning Board Approval																										
14970	Final Planning Board Approval	40d	15-Apr-19	10-Jun-19*	Final Planning Board Approval																										
<b>Construction Package #1 - Lower Broadway &amp; Truck Route</b>		306d	13-Oct-17 A	27-Dec-18	Construction Package #1 - Lower Broadway & Truck Route																										
<b>Lower Broadway &amp; Truck Route</b>		306d	13-Oct-17 A	27-Dec-18	Lower Broadway & Truck Route																										
<b>CP#1 Construction</b>		306d	13-Oct-17 A	27-Dec-18	CP#1 Construction																										
ALB.900.1050	CP#1 - Construction (Lower Broadway and Truck Route) 440 days	440d	13-Oct-17 A	27-Dec-18	CP#1 - Construction (Lower Broadway and Truck Route) 440 days																										
ALB.900.1250	Dexter and Robin Streets	140d	16-Feb-18 A	10-Sep-18	Dexter and Robin Streets																										
ALB.900.1080	Stage 1	97d	16-Mar-18 A	27-Jul-18	Stage 1																										
ALB.900.1090	Stage 2	25d	30-Jul-18	31-Aug-18	Stage 2																										
ALB.900.1110	Intersections	70d	20-Aug-18	28-Nov-18	Intersections																										
ALB.900.1100	Stage 3	30d	04-Sep-18	15-Oct-18	Stage 3																										
ALB.900.1070	CP #1 Completed	0d		27-Dec-18	CP #1 Completed																										
<b>Construction Package #2 - Route 16</b>		306d	09-Nov-17 A	23-Jan-19	Construction Package #2 - Route 16																										
<b>CP#2 Construction</b>		306d	09-Nov-17 A	23-Jan-19	CP#2 Construction																										
ALB.900.1040	CP#2 - Construction (Santilli, Wellington, Sweetser, Bell Circles, Chelsea)	440d	09-Nov-17 A	23-Jan-19	CP#2 - Construction (Santilli, Wellington, Sweetser, Bell Circles, Chelsea/Medford Signals)																										
ALB.900.1190	Route 16 Side Streets	180d	09-Nov-17 A	24-Jul-18	Route 16 Side Streets																										

Data Date: 20-Apr-18  
Print Date: 02-May-18  
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**Encore Boston Harbor**  
**Project Master Schedule**  
**Schedule Update #38**



Activity ID	Activity Name	Original Duration	Start	Finish	2018												2019												2020		
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
ALB.900.1200	Wellington	160d	17-Apr-18 A	03-Dec-18	Wellington																										
ALB.900.1210	Santilli	160d	17-Apr-18 A	03-Dec-18	Santilli																										
ALB.900.1220	Sweetser	125d	17-Apr-18 A	11-Oct-18	Sweetser																										
ALB.900.1230	Bell	135d	02-May-18	09-Nov-18	Bell																										
ALB.900.1060	CP #2 Completed	0d		23-Jan-19													◆ CP #2 Completed														
<b>Construction Package #3 - MBTA Wellington &amp; Malden Station</b>		44d	09-Apr-18 A	29-Jun-18	Construction Package #3 - MBTA Wellington & Malden Station																										
<b>MBTA Wellington &amp; Malden Station</b>		44d	09-Apr-18 A	29-Jun-18	MBTA Wellington & Malden Station																										
<b>CP#3 Construction</b>		44d	09-Apr-18 A	29-Jun-18	CP#3 Construction																										
AWM.900.1060	CP #3 - Contracting/Award (NTP)	15d	09-Apr-18 A	27-Apr-18	CP #3 - Contracting/Award (NTP)																										
AWM.900.1040	CP#3 - Construction (Wellington and Malden MBTA Stations)	49d	12-May-18	29-Jun-18	CP#3 - Construction (Wellington and Malden MBTA Stations)																										
AWM.900.1050	CP #3 Completed	0d		29-Jun-18	◆ CP #3 Completed																										
<b>Construction Package #4 - Sullivan Square Charlestown</b>		332d	01-Nov-17 A	23-Apr-19	Construction Package #4 - Sullivan Square Charlestown																										
A7420	Construction - Sullivan Square	440d	01-Nov-17 A	15-Jan-19	Construction - Sullivan Square																										
ALB.900.1120	Phase 1 - Alford Street Southbound	150d	27-Nov-17 A	05-Oct-18	Phase 1 - Alford Street Southbound																										
ALB.900.1140	Phase 3 - MBTA Station	165d	22-Jan-18 A	05-Oct-18	Phase 3 - MBTA Station																										
ALB.900.1130	Phase 2 - Alford Street Northbound	121d	17-Apr-18 A	05-Oct-18	Phase 2 - Alford Street Northbound																										
ALB.900.1180	Phase 8 - D Street and Spice Street	105d	21-May-18	17-Oct-18	Phase 8 - D Street and Spice Street																										
ALB.900.1240	Phase 7 - Main Street	226d	29-May-18	16-Apr-19	Phase 7 - Main Street																										
ALB.900.1160	Phase 5 - Beacham Street	195d	19-Jul-18	23-Apr-19	Phase 5 - Beacham Street																										
ALB.900.1170	Phase 6 - Cambridge Street	173d	13-Aug-18	16-Apr-19	Phase 6 - Cambridge Street																										
ALB.900.1150	Phase 4 - Maffa Way	132d	08-Oct-18	12-Apr-19	Phase 4 - Maffa Way																										
A7550	Sullivan Square Completed	0d		23-Apr-19	◆ Sullivan Square Completed																										
<b>Woods Memorial Bridge (by DOT)</b>		520d	01-Feb-16 A	11-May-18	Woods Memorial Bridge (by DOT)																										
A4040	Project by DOT	520d	01-Feb-16 A	11-May-18	Project by DOT																										
A4080	Bridge Completed	0d		11-May-18	◆ Bridge Completed																										

Appendix 5

**Project Construction Workforce:  
Women, Minority, Veteran Participation  
As of March 31, 2018**

Reference 205 CMR 135.02(5)(e)

As of March 31<sup>st</sup>, 2018, 2,385,054.8 work hours had been completed on the Project Site by 4,398 individuals, with 980 minorities, 257 females, and 213 veterans, performing work on site.

	<b># of Workers</b>	<b>Participation to Date (% of workforce hours)</b>	<b>Goal (% of workforce hours)</b>
<b>Minority</b>	980	24.9%	15.3%
<b>Female</b>	257	6.8%	6.9%
<b>Veteran</b>	213	6.5%	3.0%



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	22,284.5	84	20	3,413.0	15.3%	5	1,099.0	4.9%	6	2,130.5	9.6%
Boilermakers Local 29	734.5	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	29,213.0	101	16	4,606.5	15.8%	2	1,111.5	3.8%	4	163.5	0.6%
Carpenters Local 107	6,571.5	8	0	0.0	0.0%	0	0.0	0.0%	1	176.0	2.7%
Carpenters Local 108	4,840.0	11	5	3,607.0	74.5%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 111	7,888.5	16	8	4,936.5	62.6%	1	1,158.0	14.7%	0	0.0	0.0%
Carpenters Local 1305	27,546.0	48	11	8,285.5	30.1%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 218	138,077.3	182	48	41,591.0	30.1%	19	15,787.0	11.4%	11	11,161.3	8.1%
Carpenters Local 26	4,176.0	6	2	1,951.0	46.7%	1	213.0	5.1%	0	0.0	0.0%
Carpenters Local 275	10,786.5	23	4	991.0	9.2%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 33	87,025.5	112	23	20,216.0	23.2%	3	3,316.0	3.8%	5	7,129.5	8.2%
Carpenters Local 40	14,618.0	30	8	2,884.5	19.7%	2	322.5	2.2%	0	0.0	0.0%
Carpenters Local 424	4,294.5	5	0	0.0	0.0%	0	0.0	0.0%	1	1,854.5	43.2%
Carpenters Local 475	8,015.5	13	5	1,342.0	16.7%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 535	4,949.5	9	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Carpenters Local 624	31,313.5	42	8	8,694.0	27.8%	2	2,185.0	7.0%	2	707.0	2.3%
Carpenters Local 67	40,564.0	58	30	19,746.5	48.7%	5	443.0	1.1%	3	1,335.0	3.3%
Carpenters Local 94	12,421.5	24	7	4,516.0	36.4%	0	0.0	0.0%	1	1,151.0	9.3%
Electricians Local 103 I.B.E.W.	363,781.5	653	113	69,514.0	19.1%	40	23,129.5	6.4%	36	22,724.0	6.2%
Electricians Local 104 I.B.E.W.	1,049.5	20	1	116.0	11.1%	1	112.0	10.7%	0	0.0	0.0%
Elevator Constructors Local 4	20,442.5	61	7	2,523.5	12.3%	3	656.0	3.2%	9	2,712.0	13.3%
Floorcoverers Local 2168	1,345.0	16	9	775.0	57.6%	1	134.0	10.0%	0	0.0	0.0%
Iron Workers Local 7	330,666.7	603	153	93,020.5	28.1%	39	19,379.0	5.9%	26	26,082.0	7.9%
Laborers Local 133	5,415.5	14	3	368.5	6.8%	0	0.0	0.0%	1	48.0	0.9%
Laborers Local 138	4,898.0	13	2	3,922.5	80.1%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 1421 (Wreckers)	8,695.0	46	39	7,836.5	90.1%	5	1,532.0	17.6%	2	286.0	3.3%
Laborers Local 151	32,319.5	43	7	12,323.5	38.1%	2	3,225.0	10.0%	0	0.0	0.0%
Laborers Local 175	29,188.5	38	14	20,474.5	70.1%	2	702.5	2.4%	1	2,413.5	8.3%
Laborers Local 22	335,394.9	480	149	106,171.0	31.7%	60	45,457.0	13.6%	18	9,851.0	2.9%
Laborers Local 223	34,565.0	49	14	9,061.0	26.2%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 243	2,023.0	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 271	10,540.5	15	4	3,271.0	31.0%	0	0.0	0.0%	2	1,715.0	16.3%
Laborers Local 385	11,408.5	31	8	4,342.5	38.1%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 39	112.0	2	0	0.0	0.0%	0	0.0	0.0%	1	13.5	12.1%
Laborers Local 401	27,930.5	49	10	3,933.0	14.1%	2	1,820.0	6.5%	3	3,310.5	11.9%
Laborers Local 401E	1,301.5	2	0	0.0	0.0%	0	0.0	0.0%	1	316.5	24.3%
Laborers Local 429	2,576.5	8	3	72.0	2.8%	1	40.0	1.6%	0	0.0	0.0%
Laborers Local 473	162.5	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 560	13,177.5	23	7	3,683.0	27.9%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 596	34.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 609	23,751.5	33	9	8,007.0	33.7%	0	0.0	0.0%	2	1,192.0	5.0%
Laborers Local 610	9,200.5	16	3	91.0	1.0%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 721	5,374.5	10	2	99.5	1.9%	0	0.0	0.0%	0	0.0	0.0%
Laborers Local 876	4,409.0	25	8	2,270.5	51.5%	1	835.0	18.9%	0	0.0	0.0%
Laborers Local 88 (Tunnel)	17,539.0	40	5	1,864.0	10.6%	1	44.0	0.3%	1	641.5	3.7%
Laborers Local 999	258.0	2	1	8.0	3.1%	0	0.0	0.0%	0	0.0	0.0%
Operating Engineers Local 4	235,127.0	391	48	37,198.0	15.8%	14	13,362.0	5.7%	26	25,151.5	10.7%
Operating Engineers Local 98	35.3	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	29,436.0	99	30	7,178.0	24.4%	7	2,949.5	10.0%	2	913.5	3.1%
Piledrivers Local 56	42,838.5	102	9	5,218.5	12.2%	8	1,775.0	4.1%	9	5,113.0	11.9%
Pipe Fitters Local 537	51,381.0	86	10	9,275.0	18.1%	5	5,063.0	9.9%	7	3,731.0	7.3%
Plasterers & Cement Masons	47,829.0	182	40	8,333.5	17.4%	6	1,232.0	2.6%	3	196.5	0.4%
Plumbers & Gasfitters Local 12	102,134.0	180	24	15,189.5	14.9%	11	7,291.0	7.1%	11	9,653.0	9.5%
Roofers & Slaters Local 33	27,953.5	96	25	8,651.0	30.9%	3	2,394.0	8.6%	4	2,292.5	8.2%
Sheet Metal Workers Local 17	49,285.8	117	18	13,814.0	28.0%	3	2,793.0	5.7%	7	5,812.3	11.8%
Sheet Metal Workers Local 63	20.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sprinkler Fitters Local 550	46,039.0	59	10	9,237.5	20.1%	2	1,697.5	3.7%	6	6,077.5	13.2%
Teamsters Local 25	87.5	6	0	0.0	0.0%	0	0.0	0.0%	1	8.0	9.1%
Woodframe Local 723	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
<b>Total</b>	<b>2,385,054.8</b>	<b>4,398</b>	<b>980</b>	<b>594,623.5</b>	<b>24.9%</b>	<b>257</b>	<b>161,258.0</b>	<b>6.8%</b>	<b>213</b>	<b>156,062.5</b>	<b>6.5%</b>

CONTRACTOR	PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Allegheny Contract Flooring, Inc.	879.5	8	0	0.0	0.0%	0	0.0	0.0%	2	103.5	11.8%
Andella Iron Inc.	565.0	4	1	153.0	27.1%	0	0.0	0.0%	0	0.0	0.0%
Angelini Plastering, Inc. (WBE)	4,928.0	13	3	1,336.0	27.1%	0	0.0	0.0%	0	0.0	0.0%
Anvil Steel Engineering, Inc. (MVBE)	9,398.0	26	10	4,263.0	45.4%	1	200.0	2.1%	2	2,594.5	27.6%
Atlantic Lining Company Inc	307.0	8	6	248.0	80.8%	0	0.0	0.0%	0	0.0	0.0%
Axion Specialty Contracting	13,340.0	48	9	1,755.0	13.2%	3	408.0	3.1%	4	1,013.0	7.6%
Back Bay Concrete Corp. (WBE)	3,801.0	58	15	963.0	25.3%	4	53.5	1.4%	3	96.5	2.5%
BOSS Steel Inc. (WBE)	22,036.8	71	16	4,196.0	19.0%	3	1,406.0	6.4%	3	1,399.5	6.4%
Brightview Landscaping Development Inc.	278.0	12	3	80.0	28.8%	0	0.0	0.0%	0	0.0	0.0%
Bunting Graphics, Inc.	5,785.7	16	4	1,982.0	34.3%	0	0.0	0.0%	0	0.0	0.0%
Capco Steel Erection Company	5,885.5	23	3	517.5	8.8%	1	8.0	0.1%	0	0.0	0.0%
Capital Carpet and Flooring Specialists, Inc.	1,345.0	16	9	775.0	57.6%	1	134.0	10.0%	0	0.0	0.0%
Cashman Dredging & Marine Contracting	200.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Cavalieri Construction Company, Inc.	3,784.0	24	5	2,007.5	53.1%	0	0.0	0.0%	1	496.5	13.1%
Century Drywall, Inc.	143,979.3	271	94	46,967.0	32.6%	18	7,777.5	5.4%	8	6,735.8	4.7%
Chapman Construction Group, Inc. (WVBE)	7,589.5	17	3	1,117.5	14.7%	3	1,559.5	20.5%	2	1,256.0	16.5%
Coastal Marine Construction	2,223.5	15	0	0.0	0.0%	1	84.0	3.8%	1	116.5	5.2%
Coghlin Electrical Contractors, Inc. (WBE)	166,389.0	205	35	27,215.5	16.4%	12	8,656.5	5.2%	13	9,954.5	6.0%
Collins Overhead Door Inc.	423.2	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Component Assembly Systems, Inc.	279.0	7	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Composite Company, Inc.	470.0	6	2	278.0	59.1%	0	0.0	0.0%	0	0.0	0.0%
Construction Drilling, Inc.	499.5	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Costa Brothers Masonry, Inc.	33,057.5	70	13	7,812.5	23.6%	2	1,754.5	5.3%	1	24.0	0.1%
D.W. White Construction	1,488.5	24	1	59.0	4.0%	0	0.0	0.0%	0	0.0	0.0%
Dagle Electrical Construction Corporation	3,417.0	28	3	462.0	13.5%	0	0.0	0.0%	0	0.0	0.0%
Daniel Marr and Son Co.	132,335.0	188	25	21,125.0	16.0%	14	6,639.5	5.0%	9	9,842.0	7.4%
DeLucca Fence Company (WBE)	857.5	32	6	135.0	15.7%	1	16.0	1.9%	1	24.0	2.8%
Dependable Masonry Construction Co.	848.5	6	2	203.0	23.9%	0	0.0	0.0%	0	0.0	0.0%
Don Martin Corporation (MBE)	726.0	20	7	212.0	29.2%	0	0.0	0.0%	1	12.0	1.7%
Draper Elevator Cab Co, Inc.	90.5	2	0	0.0	0.0%	0	0.0	0.0%	2	90.5	100.0%
D's Welding	438.0	9	1	69.0	15.8%	0	0.0	0.0%	0	0.0	0.0%
E.H. Marchant Co. Inc.	1,958.0	10	1	117.0	6.0%	0	0.0	0.0%	1	106.0	5.4%
E.M. Duggan, Inc.	78,611.5	127	19	11,386.5	14.5%	9	5,292.5	6.7%	10	9,921.0	12.6%
East Coast Fireproofing Co	3,417.0	14	3	658.0	19.3%	2	112.0	3.3%	3	160.0	4.7%
Eastern Exterior Wall Systems, Inc. (VBE)	632.5	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Easton Concrete Cutting & Drilling LLC	594.0	13	1	27.0	4.5%	0	0.0	0.0%	0	0.0	0.0%
Edward G. Sawyer Co., Inc.	82,841.0	103	18	19,981.0	24.1%	7	6,989.5	8.4%	3	3,321.0	4.0%
Evermore Light and Power Inc. (WBE)	2,144.0	5	0	0.0	0.0%	0	0.0	0.0%	1	597.0	27.8%
Federal Concrete (WBE)	39.0	7	2	12.0	30.8%	1	6.0	15.4%	0	0.0	0.0%
Ferguson-Neudorf Glass Inc.	44.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Fischbach & Moore Electric Group, LLC	996.0	7	1	8.0	0.8%	0	0.0	0.0%	0	0.0	0.0%
Fisher Contracting Corporation (MWBE)	4,876.0	20	3	604.0	12.4%	3	837.0	17.2%	1	276.0	5.7%
Food Equipment Installations, Inc.	1,246.0	11	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Geologic Earth Exploration, Inc.	72.5	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Gleeson Powers, Inc.	1,314.0	7	3	609.5	46.4%	0	0.0	0.0%	0	0.0	0.0%
Greenwood Industries, Inc.	1,228.0	9	2	470.5	38.3%	0	0.0	0.0%	0	0.0	0.0%
Griffin Door dba Overhead Door Specialities	112.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Hayward Baker Inc.	10,532.0	55	4	1,472.0	14.0%	2	250.0	2.4%	1	365.5	3.5%
Homeland Mechanical LLC (VBE)	340.0	3	0	0.0	0.0%	0	0.0	0.0%	1	168.0	49.4%
Hub Foundation Co., Inc.	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.	19,965.0	31	6	3,362.5	16.8%	2	1,751.5	8.8%	2	2,192.5	11.0%
J Rams Inc	17.0	2	0	0.0	0.0%	0	0.0	0.0%	1	8.0	47.1%
J. Derenzo Co.	135,552.9	106	16	31,383.5	23.2%	10	15,719.5	11.6%	9	13,096.5	9.7%
J.C. Cannistraro	25,612.5	47	4	4,249.0	16.6%	3	2,968.5	11.6%	2	504.0	2.0%
J.C. Higgins Corp	44,805.0	71	8	7,496.0	16.7%	4	4,093.0	9.1%	4	2,685.0	6.0%
J.F. White Contracting Company, Inc	32,204.5	47	8	4,648.0	14.4%	2	3,904.5	12.1%	3	1,334.5	4.1%
Jackson Glass, Inc. (WBE) - Payroll is done	25,566.0	46	10	6,331.0	24.8%	6	2,888.0	11.3%	6	2,768.0	10.8%
Jerez LLC (MWBE)	3,378.5	6	4	2,351.5	69.6%	0	0.0	0.0%	0	0.0	0.0%
John W. Egan Co., Inc.	40.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
JP Obelisk, Inc.	1,233.0	11	3	564.0	45.7%	0	0.0	0.0%	0	0.0	0.0%
JR Vinagro Corp.	2,657.0	25	5	223.0	8.4%	1	120.0	4.5%	1	122.0	4.6%
K Safe Corp	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
K&H Electrical Systems, Inc.	12,275.5	30	8	3,050.5	24.9%	1	457.5	3.7%	1	120.5	1.0%
K&K Acoustical Ceilings, Inc.	1,393.0	6	1	141.0	10.1%	1	80.0	5.7%	1	541.0	38.8%
K&M Fire Protection Services, Inc. - Payroll	46,039.0	59	10	9,237.5	20.1%	2	1,697.5	3.7%	6	6,077.5	13.2%
Kenneth Castellucci & Associates, Inc.	232.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
KM Kelly, Inc.	8,345.0	22	5	2,169.0	26.0%	3	970.0	11.6%	2	592.0	7.1%

CONTRACTOR	PROJECT TO DATE										
	Total Hours	Total # Workers	MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
L.J. Mishel Electrical Contractors, Inc.	72.0	2	0	0.0	0.0%	0	0.0	0.0%	1	36.0	50.0%
Lan-Tel Communications, Inc.	5,520.0	12	6	2,386.0	43.2%	1	539.0	9.8%	1	748.0	13.6%
Leading Way Construction Co., Inc.	96.0	6	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Liberty Construction Services	270,918.0	334	97	76,463.5	28.2%	30	24,175.5	8.9%	7	5,716.0	2.1%
Liberty Equipment and Supply	10,776.0	34	7	2,227.5	20.7%	2	655.0	6.1%	1	1,217.0	11.3%
Lockwood Remediation	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Lund Rebar Services, Inc.	100,389.5	127	58	45,709.0	45.5%	11	6,816.0	6.8%	6	7,655.0	7.6%
M.L. McDonald Sales Company, LLC	47,930.0	93	20	7,466.0	15.6%	6	2,671.0	5.6%	4	3,627.0	7.6%
Marguerite Concrete, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Marr Equipment Corp.	74.5	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Mass Bay Electrical Corp.	2,851.0	40	1	153.0	5.4%	1	112.0	3.9%	0	0.0	0.0%
Maxim Crane Works, L.P.	38,877.5	63	11	9,315.5	24.0%	3	2,902.5	7.5%	4	5,391.0	13.9%
McCusker-Gill, Inc.	37,448.3	74	15	12,043.0	32.2%	2	2,188.0	5.8%	6	5,355.3	14.3%
McDonald Electrical Corp.	5,258.5	34	5	1,118.0	21.3%	4	364.0	6.9%	2	239.0	4.5%
McGregor Industries, Inc.	9,901.5	12	1	605.0	6.1%	1	1,870.0	18.9%	2	1,534.5	15.5%
McPhee Electric Ltd.	7,889.5	19	2	1,445.0	18.3%	1	242.0	3.1%	2	982.0	12.4%
Melo's Rodbusters, Inc. (WBE)	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	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Mitsubishi Electric US, Inc.	2,573.0	7	2	886.0	34.4%	1	494.0	19.2%	4	1,592.0	61.9%
MON Landscaping Inc.	416.0	15	1	16.0	3.8%	0	0.0	0.0%	0	0.0	0.0%
Moretrench	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.	287.0	10	8	254.0	88.5%	0	0.0	0.0%	0	0.0	0.0%
NER Construction Mgmnt	3,779.0	16	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
New England Installation, Inc.	145.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
NewRoads Environmental	7,857.5	40	39	7,810.5	99.4%	4	1,412.0	18.0%	1	164.0	2.1%
Newtech Installation USA Inc	434.5	6	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
North East Foam Solutions, Inc.	2,928.0	10	4	526.0	18.0%	1	828.0	28.3%	3	1,072.0	36.6%
Northeast Interior aka Artisan Millwork	1,340.0	7	1	232.0	17.3%	0	0.0	0.0%	1	264.0	19.7%
NorthStar Contracting Group, Inc	37.0	2	1	12.0	32.4%	0	0.0	0.0%	0	0.0	0.0%
Otis Elevator Company	15,707.3	44	4	1,060.3	6.8%	2	162.0	1.0%	2	460.0	2.9%
P.J. Spillane Company, Inc. (WBE)	4,680.5	34	10	1,112.0	23.8%	1	192.0	4.1%	1	36.0	0.8%
Peak Mechanical Services	2,388.0	6	2	1,216.0	50.9%	0	0.0	0.0%	0	0.0	0.0%
Pick Crane Service, Inc.	99.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Port Morris Tile & Marble Boston LP	2,605.5	13	2	630.0	24.2%	0	0.0	0.0%	0	0.0	0.0%
Quality Air Metals, Inc.	6,149.0	11	2	1,041.0	16.9%	1	605.0	9.8%	1	457.0	7.4%
R.J. Cobb LTD	48.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Rapid Flow Inc.	1,572.0	2	0	0.0	0.0%	0	0.0	0.0%	1	8.0	0.5%
Regis Steel Corporation (MBE)	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.	34.0	3	2	16.0	47.1%	0	0.0	0.0%	0	0.0	0.0%
Roman Iron Works, Inc.	0.0	0	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
S&A Cranes LLC	34.0	4	0	0.0	0.0%	0	0.0	0.0%	1	8.0	23.5%
S&F Concrete Contractors, Inc.	375,567.5	396	99	114,941.5	30.6%	17	20,149.0	5.4%	13	18,166.0	4.8%
Silverback Construction Inc.	416.0	18	1	27.0	6.5%	0	0.0	0.0%	0	0.0	0.0%
Skylight Consultants of America, Inc.	806.0	9	1	64.0	7.9%	0	0.0	0.0%	0	0.0	0.0%
SOEP Painting Corp.	542.5	16	3	43.0	7.9%	0	0.0	0.0%	0	0.0	0.0%
SOS Corporation (WBE)	475.0	4	1	32.0	6.7%	0	0.0	0.0%	0	0.0	0.0%
SPS New England, Inc.	30,172.5	43	7	5,297.0	17.6%	4	2,201.5	7.3%	1	424.0	1.4%
Stanley & Sons, Inc.	809.0	4	0	0.0	0.0%	1	42.5	5.3%	1	192.0	23.7%
Structures Derek International SA	1,242.5	7	2	594.5	47.8%	1	77.0	6.2%	0	0.0	0.0%
Sullivan & McLaughlin Co., Inc.	2,341.0	9	1	673.0	28.7%	2	745.0	31.8%	1	553.0	23.6%
Sunrise Erectors, Inc.	25,813.5	63	9	3,807.5	14.8%	4	1,712.5	6.6%	3	2,670.5	10.3%
Sweeney Drywall Finishes Corp	362.0	8	2	169.0	46.7%	0	0.0	0.0%	1	13.5	3.7%
T&T Electrical Contractors, Inc.	35,580.5	94	16	6,188.0	17.4%	4	823.0	2.3%	5	2,100.5	5.9%
Tavares LLC (MBE)	8,834.0	25	12	5,737.0	64.9%	1	819.0	9.3%	0	0.0	0.0%
TCI Installations Inc. (WBE)	1,024.0	4	1	320.0	31.3%	0	0.0	0.0%	1	245.0	23.9%
The Railroad Associates Corporation	68.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
The Welch Corporation	11,582.5	21	2	1,308.0	11.3%	3	1,057.0	9.1%	2	1,225.0	10.6%
Thermo-Dynamics International, Inc. (VBE)	6,610.0	25	10	1,653.0	25.0%	1	264.5	4.0%	1	1,021.0	15.4%
Titan Roofing, Inc. (MVBE)	28,033.3	93	23	8,180.5	29.2%	3	2,394.0	8.5%	4	2,292.5	8.2%
Total Mechanical Service Corp. (MBE)	48.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
TREVIICOS CORPORATION	60,534.5	89	24	16,023.0	26.5%	7	4,090.5	6.8%	3	2,630.0	4.3%
Triboro Crane & Rigging Services	843.0	9	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Unistrut International Corp.	4,599.5	13	3	1,661.0	36.1%	1	227.5	4.9%	0	0.0	0.0%
Urban Insulation Inc. (WBE)	2,334.5	11	1	5.0	0.2%	1	426.5	18.3%	1	96.5	4.1%
UTEC Constructors LLC	688.0	9	1	116.0	16.9%	0	0.0	0.0%	0	0.0	0.0%
Vynorius Piledriving Inc.	13,626.3	32	3	1,810.3	13.3%	3	657.5	4.8%	4	1,592.0	11.7%
Wallco Installations, LLC	398.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
WES Construction Corp	4,134.0	15	1	356.5	8.6%	1	398.0	9.6%	0	0.0	0.0%
Wood & Wire Fence Co. Inc. (MBE)	8.0	2	1	4.0	50.0%	0	0.0	0.0%	0	0.0	0.0%
<b>TOTAL</b>	<b>2,384,702.8</b>	<b>4,398</b>	<b>980</b>	<b>594,455.5</b>	<b>24.9%</b>	<b>257</b>	<b>161,226.0</b>	<b>6.8%</b>	<b>213</b>	<b>156,030.5</b>	<b>6.5%</b>

**Contracts and Payments to Minority, Women and  
Veteran Business Enterprises for Construction Phase**  
As of March 31, 2018

Reference 205 CMR 135.02(5)(f)

As of March 31, 2018, Wynn had awarded \$197,814,747 or 16.5% of qualified construction contracts, in contracts to M/W/VBEs. As of March 31, 2018, Wynn and Wynn contractors and sub-contractors awarded 70 contracts to MBEs, 141 contracts to WBEs, and 47 contracts to VBEs for construction.

	# Contract Awards*	Contract Award Value (\$)	% of Total Construction Contracts Awarded to Date	% Goal	Paid to Date (\$)
<b>MBE</b>	70	70,231,585	5.9%	5.0%	32,135,653
<b>WBE</b>	141	120,192,390	10.0%	5.4%	67,516,936
<b>VBE</b>	47	30,453,746	2.5%	1.0%	20,552,446
<b>TOTAL**</b>	<b>216</b>	<b>\$197,814,747</b>	<b>16.5%</b>	<b>11.4%</b>	<b>\$111,339,753</b>

\*Note that a majority of M/W/VBEs are sub-contracted with Wynn's contractors and sub-contractors.

\*\*M/W/VBE contract awards and payments report includes awards and payments 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.

**Contracts and Payments to Minority, Women and  
Veteran Business Enterprises for Design Phase  
As of March 31, 2018**

Reference 205 CMR 135.02(5)(f)

As of March 31, 2018, Wynn had awarded \$14,224,570 or 23.3% of qualified design contracts, to M/W/VBEs for design work. As of March 31, 2018, Wynn and Wynn consultants awarded twelve contracts to MBEs, 15 contracts to WBEs, and four contracts to VBEs for design work.

	# Contract Awards*	Contract Award Value (\$)	% Total Design Contract*	% Goal	Paid to Date (\$)
<b>MBE</b>	12	5,400,730	8.9%	7.9%	5,041,187
<b>WBE</b>	15	4,774,822	7.8%	10.0%	3,881,174
<b>VBE</b>	4	4,049,018	6.6%	1.0%	3,678,499
<b>TOTAL</b>	<b>31</b>	<b>\$14,224,570</b>	<b>23.3%</b>	<b>18.9%</b>	<b>\$12,600,860</b>

\*Note that 9 MBE contracts, 9 WBE contracts, and 2 VBE contract, are sub-contracted with Wynn's consultants.