

Encore Boston Harbor

Monitoring of Project Construction and Licensee Requirements 205 CMR 135

Quarterly Report Massachusetts Gaming Commission as of March 31, 2019



Monitoring of Project Construction and Licensee Requirements

Quarterly Report as of March 31, 2019

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 a 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, 2019. During the quarter ending March 31, 2019, 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/15906/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, 2019 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. Another permit modification was received on June 25, 2018 to address erosion of a limited portion of the cap.

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 a 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 June 18, 2018, the Department approved an amendment to address erosion of a limited area of the sediment remediation cap. On May 24, 2018, Wynn filed a Minor Project Modification for the sediment remediation Chapter 91 License to address the limited cap erosion, the request was presumptively approved following a thirty (30) day review 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

Public Involvement Plan (“PIP”) process. On December 6, 2018 Wynn filed the Phase IV As-Built Construction and Final Inspection Report, Partial Permanent Solution Statement, and two Activity Use Limitations (“AULs”) as part of the sediment remediation closure documents. A public meeting was held on December 17, 2018 and the public comment period ended on January 9, 2019. No comments were received and the final Phase IV As-Built Construction and Final Inspection Report, Partial Permanent Solution Statement, and two AULs for the sediment remediation were submitted in February 2019.

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 Project’s service road for temporary and emergency access purposes. On April 2, 2018, MassDEP sent a Decision on Request for Third Minor Project Modification asking for additional documentation to allow for the additional parcels to be added to the License. Wynn responded to DEP’s Decision on June 15, 2018.

On April 23, 2018, Wynn filed a Chapter 91 License Application for Phase 1 of the DCR Harborwalk Connector project (as defined below). DEP issued the Chapter 91 License on September 21, 2018.

On April 30, 2018 an application for Site Plan review and approval was submitted to Boston Water & Sewer Commission (“BWSC”) for pedestrian and landscape improvements on Alford Street. BWSC approved the Site Plan on July 18, 2018.

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 Application Site Plan Review and Special Permit for the Project's service road 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 Project's 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 June 11, 2018 Wynn filed an application for an amendment to the Everett Order of Conditions for minor landscaping and grading revisions in the southeast portion of the Project Site adjacent to the City of Boston and a request to extend the Order of Conditions. Both the amended Order of Conditions and Extension were issued on June 21, 2018.

On May 3, 2017, Wynn filed a Notice of Intent with the City of Boston for sediment remediation within the portion of the cove located within the City of Boston. The City of Boston issued an Order of Conditions on June 13, 2017 and the Certificate of Compliance was received on July 18, 2018. On May 4, 2017, Wynn filed a Notice of Intent with the City of Everett for sediment remediation within the portion of the cove located within the City of Everett. The City of Everett issued an Order of Conditions on June 15, 2017 and an Amended Order of Conditions to address erosion due to a shoreline seep on May 7, 2018. Wynn received the Certificate of Compliance on November 15, 2018.

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

On April 18, 2018, a Notice of Intent was filed with the City of Boston for pedestrian and landscape improvements. An Order of Conditions was issued on May 16, 2018.

On May 3, 2018, a Notice of Intent was filed with the City of Everett for Phase 1 of the DCR Harborwalk Connector. An Order of Conditions was issued on May 17, 2018.

On July 27, 2018, a Notice of Intent was filed with the City of Everett for Phase 2 of the DCR Harborwalk Connector. An Order of Conditions was issued on August 16, 2018.

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 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 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). 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. Time of Year waivers, issued by the USACE and DEP, allowed for capping operations to continue until March 23, 2018. The Sediment Remediation project is substantially complete as of March 31, 2018 and a Partial Permanent Solution with Conditions was filed in November 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. was 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 were scheduled for completion in January 2019, with the majority of work being performed in the spring, summer, and fall of 2018. However, due to a number of third-party utility delays and inclement weather, the completion dates have been extended to late May for CP #1, CP #2, and CP #4. 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, 2019 depicting the percent complete in duration:

Roadway Construction Packages

- CP #1 – Broadway/ Truck Route 80% complete
- CP#2 – Route 16/ Revere Beach Pkwy 75% complete
- CP#3 – MBTA Stations 90% complete
- CP#4 – Sullivan Square 75% complete

For CP #1, 2 and 4 the installation of underground infrastructure is significantly complete including roadway drainage systems, electrical traffic signal conduit, mast arm foundations and street lighting conduit. Sidewalk improvements and paving for CP #1, 2, and 4 continued

throughout the winter. Traffic signal fine tuning and testing began and will continue through the spring, as needed. Significant work for CP#3 is completed and the Encore shuttle bus shelters will be installed in February. The remaining sidewalk and paving for CP #1, 2, and 4 will be completed by the end of May.

Median installation, paving, pavement marking installation, sign installation and traffic signal installation have been completed on Broadway. Landscaping work on Broadway remains to be completed in the Spring of 2019. Full depth pavement reconstruction of the truck route on Robin and Dexter Street was substantially completed in November and December. An additional 500 feet of Robin Street will be completed in the Spring after Eversource utility work is completed. The pavement surface course, pavement markings, and remaining sidewalk along the truck route will be completed by the end of May.

The City of Medford has requested that Wynn undertake a water main replacement project within Wellington Circle under the CP#2 project. This impacted the milling and paving schedule which was on track for completion by November 30, 2018. Due to the MassDOT winter moratorium, the water installation and pavement mill and overlay will be completed in the Spring.

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 was chaired by the Secretary of Transportation, and consisted of elected officials and staff of the three Cities 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, former Congressman Capuano's office, the Massachusetts Port Authority, and Wynn were also participants of the LMRWG.

The Working Group released its report on March 14, 2019.

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 a redesign of 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 December 31, 2018:

Hotel Tower – The curtain wall infill from the man hoist removal neared completion in December and tower signage is now lit full-time. MEP rough work is complete and finish work continued on levels 21-26. The punchlist is complete through Level 15 and Levels 5-11 have been turned over to Wynn on schedule.

Central Utility Plant (CUP) - The CUP was turned over to Wynn at the end of November and Wynn received a temporary certificate of occupancy for this area. Wynn's operations team has taken possession of this area.

Podium - Interior framing, rough mechanical and drywall are proceeding on schedule in the gaming, meeting and event space, and all adjacent areas. Raised flooring in the gaming area nears completion and two sectors of the gaming floor have been punchlisted. All of the restaurant areas have been framed and most are entirely dry walled and taped. The "Fratelli's" restaurant was punchlisted in December and the Buffet will follow in January. Finishes are currently being installed in all restaurants with the exception of Rare, Bru, and Sinatra. Finishes are underway in the meeting and event space and the lobby.

Site Work - Subgrade paving was completed in November and 95% of large trees have been planted. The remaining site work, planting, and paving is being installed in coordination with the exterior façade finishes.

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.

The remaining service road scope of work is deferred until the Spring, 2019 construction schedule.

4.9 *DCR Harborwalk Connector.*

The DCR Harborwalk Connector project will connect the existing paths at the Massachusetts Department of Conservation and Recreation (“DCR”) Gateway Park to the Encore Boston Harbor harborwalk. The design of the DCR Harborwalk Connector is complete. Construction commenced in September. Sitework has been completed with finishes, final paving, and landscaping in the Spring.

4.10 *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.

4.11 *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.

4.12 *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.

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

	December 31,	
	2018	2017
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 2,215,001	\$ 2,804,474
Investment securities	—	166,773
Receivables, net	276,644	224,128
Inventories	66,627	71,636
Prepaid expenses and other	83,104	156,773
Total current assets	2,641,376	3,423,784
Property and equipment, net	9,385,920	8,498,756
Restricted cash	4,322	2,160
Investment securities	—	160,682
Intangible assets, net	222,506	123,705
Deferred income taxes, net	736,452	240,533
Other assets	225,693	232,119
Total assets	\$ 13,216,269	\$ 12,681,739
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities:		
Accounts and construction payables	\$ 321,796	\$ 285,437
Customer deposits	955,450	1,049,629
Gaming taxes payable	247,341	211,600
Accrued compensation and benefits	163,966	140,450
Accrued interest	61,595	94,695
Current portion of long-term debt	11,960	62,690
Other accrued liabilities	119,955	85,789
Total current liabilities	1,882,063	1,930,290
Long-term debt	9,411,140	9,565,936
Other long-term liabilities	108,277	107,163
Total liabilities	11,401,480	11,603,389
Commitments and contingencies (Note 15)		
Stockholders' equity:		
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; 122,115,585 and 116,391,753 shares issued; 107,232,026 and 103,005,866 shares outstanding, respectively	1,221	1,164
Treasury stock, at cost; 14,883,559 and 13,385,887 shares, respectively	(1,344,012)	(1,184,468)
Additional paid-in capital	2,457,079	1,497,928
Accumulated other comprehensive loss	(1,950)	(1,845)
Retained earnings	921,785	635,067
Total Wynn Resorts, Limited stockholders' equity	2,034,123	947,846
Noncontrolling interests	(219,334)	130,504
Total stockholders' equity	1,814,789	1,078,350
Total liabilities and stockholders' equity	\$ 13,216,269	\$ 12,681,739

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,		
	2018	2017	2016
		(as adjusted)	(as adjusted)
Operating revenues:			
Casino	\$ 4,784,990	\$ 4,244,303	\$ 2,750,890
Rooms	751,800	670,957	595,610
Food and beverage	754,128	732,115	635,411
Entertainment, retail and other	426,742	422,785	363,886
Total operating revenues	6,717,660	6,070,160	4,345,797
Operating expenses:			
Casino	3,036,907	2,718,120	1,768,320
Rooms	254,549	244,828	206,848
Food and beverage	611,706	567,690	499,202
Entertainment, retail and other	183,113	196,547	179,150
General and administrative	761,415	685,485	548,143
Litigation settlement	463,557	—	—
Provision (benefit) for doubtful accounts	6,527	(6,711)	8,203
Pre-opening	53,490	26,692	154,717
Depreciation and amortization	550,596	552,368	404,730
Property charges and other	60,256	29,576	54,822
Total operating expenses	5,982,116	5,014,595	3,824,135
Operating income	735,544	1,055,565	521,662
Other income (expense):			
Interest income	29,866	31,193	13,536
Interest expense, net of amounts capitalized	(381,849)	(388,664)	(289,365)
Change in derivatives fair value	(4,520)	(1,056)	433
Change in Redemption Note fair value	(69,331)	(59,700)	65,043
Gain (loss) on extinguishment of debt	104	(55,360)	—
Other	(4,074)	(21,709)	(712)
Other income (expense), net	(429,804)	(495,296)	(211,065)
Income before income taxes	305,740	560,269	310,597
Benefit (provision) for income taxes	497,344	328,985	(8,128)
Net income	803,084	889,254	302,469
Less: net income attributable to noncontrolling interests	(230,654)	(142,073)	(60,494)
Net income attributable to Wynn Resorts, Limited	\$ 572,430	\$ 747,181	\$ 241,975
Basic and diluted income per common share:			
Net income attributable to Wynn Resorts, Limited:			
Basic	\$ 5.37	\$ 7.32	\$ 2.39
Diluted	\$ 5.35	\$ 7.28	\$ 2.38
Weighted average common shares outstanding:			
Basic	106,529	102,071	101,445
Diluted	107,032	102,598	101,855

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,		
	2018	2017	2016
Net income	\$ 803,084	\$ 889,254	\$ 302,469
Other comprehensive income (loss):			
Foreign currency translation adjustments, before and after tax	(1,936)	(3,832)	(180)
Change in net unrealized loss (gain) on investment securities, before and after tax	1,292	(563)	522
Redemption Note credit risk adjustment, net of tax of \$2,735	9,211	—	—
Total comprehensive income	811,651	884,859	302,811
Less: comprehensive income attributable to noncontrolling interests	(230,115)	(141,007)	(60,444)
Comprehensive income attributable to Wynn Resorts, Limited	\$ 581,536	\$ 743,852	\$ 242,367

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)

	<u>Common stock</u>				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					
Balances, January 1, 2016	101,571,909	\$ 1,146	\$ (1,152,680)	\$ 983,131	\$ 1,092	\$ 55,332	\$ (111,979)	\$ 133,824	\$ 21,845
Net income	—	—	—	—	—	241,975	241,975	60,494	302,469
Currency translation adjustment	—	—	—	—	(130)	—	(130)	(50)	(180)
Change in 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 purchased 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)
Distributions to noncontrolling interest	—	—	—	—	—	—	—	(33)	(33)
Excess tax benefits from stock-based compensation	—	—	—	802	—	—	802	—	802
Stock-based compensation	—	—	—	20,957	—	—	20,957	3,632	24,589
Balances, December 31, 2016	101,799,471	1,150	(1,166,697)	1,226,915	1,484	95,097	157,949	99,932	257,881
Cumulative effect, change in accounting for stock-based compensation	—	—	—	2,807	—	(2,696)	111	—	111
Net income	—	—	—	—	—	747,181	747,181	142,073	889,254
Currency translation adjustment	—	—	—	—	(2,766)	—	(2,766)	(1,066)	(3,832)
Change in 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 interest	—	—	—	—	—	—	—	(11,436)	(11,436)
Stock-based compensation	—	—	—	38,677	—	—	38,677	3,573	42,250
Balances, December 31, 2017	103,005,866	1,164	(1,184,468)	1,497,928	(1,845)	635,067	947,846	130,504	1,078,350
Cumulative effect, change in accounting for credit risk, net of tax of \$2,735	—	—	—	—	(9,211)	9,211	—	—	—
Net income	—	—	—	—	—	572,430	572,430	230,654	803,084
Currency translation adjustment	—	—	—	—	(1,397)	—	(1,397)	(539)	(1,936)
Change in net unrealized loss on investment securities	—	—	—	—	1,292	—	1,292	—	1,292
Redemption Note settlement	—	—	—	—	9,211	—	9,211	—	9,211
Exercise of stock options	261,470	2	—	21,463	—	—	21,465	506	21,971
Issuance of common stock	5,300,000	53	—	915,187	—	—	915,240	—	915,240
Issuance of restricted stock	288,270	3	—	1,295	—	—	1,298	501	1,799
Cancellation of restricted stock	(125,908)	(1)	—	1	—	—	—	—	—
Shares repurchased by the Company and held as treasury shares	(1,497,672)	—	(159,544)	—	—	—	(159,544)	—	(159,544)
Shares of subsidiary repurchased for share award plan	—	—	—	(4,497)	—	—	(4,497)	(1,735)	(6,232)
Cash dividends declared	—	—	—	—	—	(294,923)	(294,923)	(276,528)	(571,451)
Distributions to noncontrolling interest	—	—	—	—	—	—	—	(305,372)	(305,372)
Stock-based compensation	—	—	—	25,702	—	—	25,702	2,675	28,377
Balances, December 31, 2018	107,232,026	\$ 1,221	\$ (1,344,012)	\$ 2,457,079	\$ (1,950)	\$ 921,785	\$ 2,034,123	\$ (219,334)	\$ 1,814,789

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,		
	2018	2017	2016
		(as adjusted)	(as adjusted)
Cash flows from operating activities:			
Net income	\$ 803,084	\$ 889,254	\$ 302,469
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	550,596	552,368	404,730
Deferred income taxes	(498,654)	(310,854)	6,356
Change in Redemption Note fair value	69,331	59,700	(65,043)
Property charges and other	56,974	44,004	42,670
Amortization of debt issuance costs	36,917	25,013	24,326
Stock-based compensation expense	35,040	43,971	43,722
Provision (benefit) for doubtful accounts	6,527	(6,711)	8,203
Change in derivatives fair value	4,520	1,056	(433)
Loss on extinguishment of debt	4,391	55,360	—
Excess tax benefits from stock-based compensation	—	—	(742)
Increase (decrease) in cash from changes in:			
Receivables, net	(59,157)	829	(39,272)
Inventories and prepaid expenses and other	(5,212)	(4,372)	(36,642)
Customer deposits	(92,395)	456,005	163,217
Accounts payable and accrued expenses	49,527	70,954	116,985
Net cash provided by operating activities	961,489	1,876,577	970,546
Cash flows from investing activities:			
Capital expenditures, net of construction payables and retention	(1,475,972)	(935,474)	(1,225,943)
Purchase of intangible and other assets	(126,414)	(13,571)	(14,985)
Proceeds from sale of assets	54,213	20,374	3,872
Proceeds from the sale or maturity of investment securities	359,461	200,366	144,829
Purchase of investment securities	(34,098)	(229,328)	(196,750)
Return of investment in unconsolidated affiliates	—	—	727
Net cash used in investing activities	(1,222,810)	(957,633)	(1,288,250)
Cash flows from financing activities:			
Repayments of long-term debt	(3,032,267)	(2,959,843)	(400,707)
Proceeds from issuance of long-term debt	2,788,925	2,429,988	1,430,313
Payments for financing costs	(48,297)	(91,174)	(5,381)
Payment to acquire derivatives	(3,900)	—	—
Proceeds from issuance of common stock, net of issuance costs	915,240	—	—
Dividends paid	(569,781)	(320,760)	(325,217)
Distribution to noncontrolling interest	(305,372)	(11,436)	(33)
Repurchase of common stock	(159,544)	(17,771)	(14,017)
Proceeds from exercise of stock options	21,971	62,209	3,487
Shares of subsidiary repurchased for share award plan	(6,232)	(392)	(7,580)
Sale of ownership interest in subsidiaries	75,000	180,000	217,000
Income taxes paid from sale of ownership interest of subsidiary	—	(25,176)	—
Payments on long-term land concession obligation	—	—	(15,978)
Excess tax benefits from stock-based compensation	—	—	742
Net cash (used in) provided by financing activities	(324,257)	(754,355)	882,629
Effect of exchange rate on cash	(1,733)	(3,900)	(1,129)
Cash, cash equivalents and restricted cash:			
Increase (decrease) in cash, cash equivalents and restricted cash	(587,311)	160,689	563,796
Balance, beginning of period	2,806,634	2,645,945	2,082,149
Balance, end of period	\$ 2,219,323	\$ 2,806,634	\$ 2,645,945
Supplemental cash flow disclosures			
Cash paid for interest, net of amounts capitalized	\$ 378,023	\$ 367,074	\$ 265,076

Cash paid for income taxes	\$	1,885	\$	37,089	\$	2,040
Property and equipment acquired under capital lease	\$	—	\$	16,593	\$	—
Stock-based compensation capitalized into construction	\$	11	\$	80	\$	92
Liability settled with shares of common stock	\$	1,800	\$	19,225	\$	—
Change in accounts and construction payables related to property and equipment	\$	35,934	\$	(35,447)	\$	(34,049)
Change in dividends payable on unvested restricted stock included in other accrued liabilities	\$	1,669	\$	323	\$	(11,291)
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, 2019

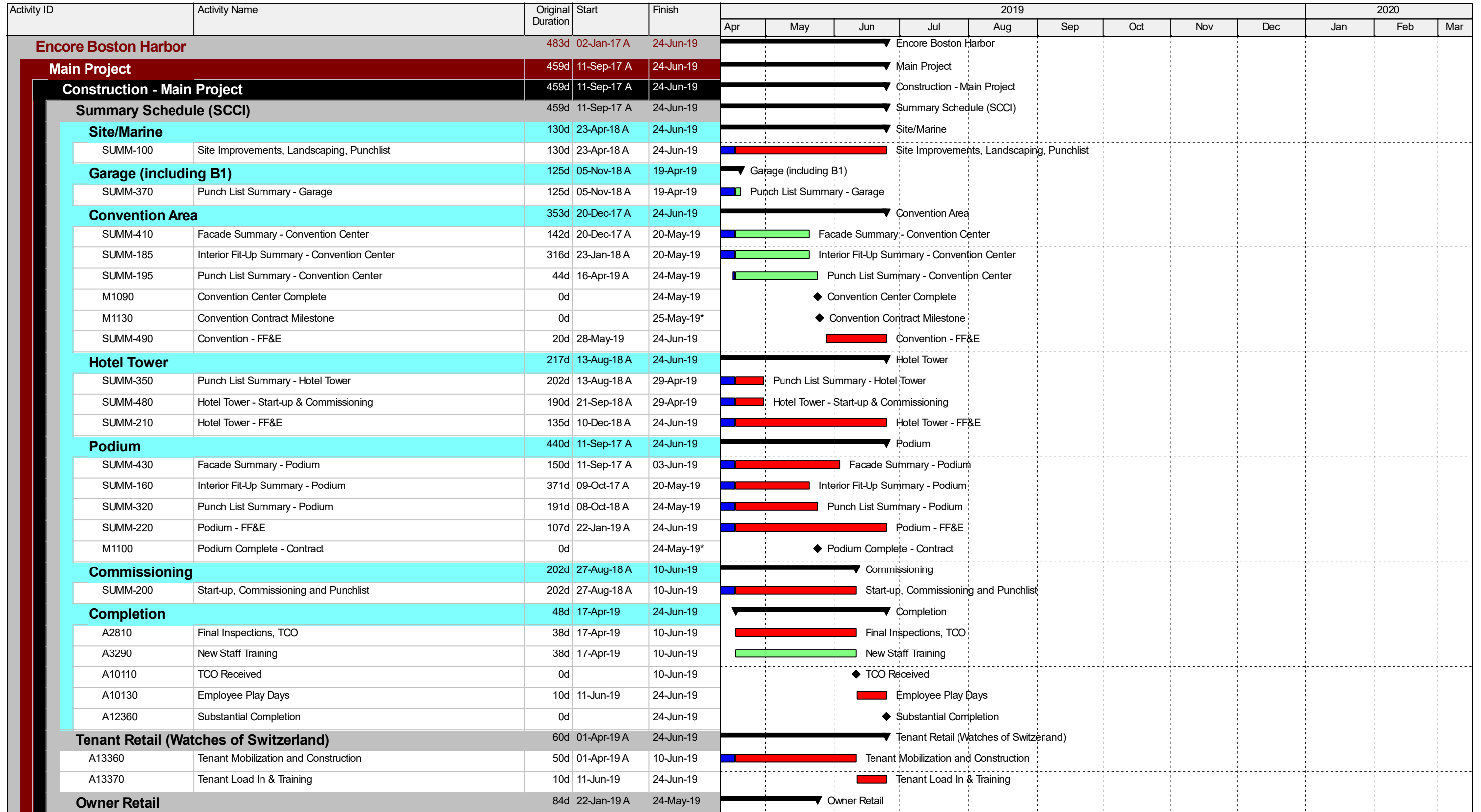
Reference 205 CMR 135.02(5)(c)

Vendor/Contractor	Date	Services	MGC Status
AECOM	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
	04/26/18	Parking Design – Lower Broadway	NGV092
Aerotek Inc.	10/22/18	Design Consultant – QA/QC	NGV1900
AMEC Massachusetts Inc.	08/25/16	Peer Review – Supplemental Phase II Site Assessment	NGV952
Alliance Detective & Security	12/31/15	Site Security	NGV326
Arup USA, Inc.	12/10/14	Fire Protection Consulting	NGV102
Balance Architects, Inc.	01/23/19	Architectural Design Services – EBH Daycare	NGV2220
Bard, Roa + Athanas Consulting Engineers, Inc.	08/31/16	Commissioning Services	NGV884
Bohler Engineering MA, LLC	06/08/16	Engineering Services – Property Redevelopment - McDonalds	NGV845
Building Enclosure Associates, LLC	08/30/16	Building Enclosure – Commissioning Svcs.	NGV989
Bukhari Design Studio, LLC	7/15/15	Concept and Documentation Services – High Limit Gaming	NGV434
Cashman Dredging & Marine Contracting and Company, LLC	9/2/15	Site Clean-up/Fencing	NGV450
CE Power Engineered Services, LLC	01/31/19	Engineering Review of Electrical Distribution – Battery Farm	NGV2056
Charter Contracting Company	11/10/15	Site Remediation Services	NGV479
Christopher Gordon		Project Management	NGV226
Cleo Design, LLC	7/15/15	Design Consultant – Staff Dining	NGV500
	7/15/15	Design Consultant – Executive Offices	NGV500
Code Red Consultants LLC	10/04/16	Life & Safety Systems Commissioning	NGV844
Crabtree McGrath Associates	03/01/18	Food Service Consulting – Beverage Dispensing System	NGV428
Cranshaw Construction of NE	01/21/19	General Contractor – EBH Daycare Build-out	NGV2213
Cross Spectrum Acoustics	02/06/17	Acoustical Consultants	NGV1149
DHA Design Services LTD	9/24/15	Exterior Lighting Design	NGV522
D.W. White Construction	10/25/17	Off-site Roadway Improvements – Sullivan Square	NGV1353
Design Enterprise	9/17/15	Design Consultant – High Limit Gaming	NGV460
Eco Systems Pest Control Inc.	02/16/18	Pest Control Services – WBH MBTA Warehouse	NGV268

Environmental Health & Engineer	11/07/17	Engineering Consultant – Asbestos Removal - Dredging	NGV1367
Eslick Design Associates	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
Express Services, Inc.	12/11/18	Temporary Labor – WBH MBTA Warehouse	NGV2039
First Circle Design, Inc.	10/14/15	Design Consultant – Interior Lighting – Meeting & Convention/Gaming	NGV518
Fenagh Engineering & Testing, LLC	09/08/16	Quality Control and Inspection Services	NGV185
	11/14/18	QC and Inspection Services – Community Parking Lot	NGV185
Fennell Engineering Inc.	12/27/17	Structural Design – DCR Harbor Walk	NGV1437
Fort Point Associates, Inc.	12/30/14	Planning and Environmental Consulting	NGV075
	06/28/16	Environmental Consulting – Harbor Walk	NGV075
	06/18/18	Permitting Consulting – Redevelopment of the BWAS Material Handling Facility	NGV075
	06/22/18	Water Shuttle Study	NGV075
Forte Specialty Contractors, LLC	09/13/17	Contractor – Art Feature Installation	NGV789
Foundry Interior Design	10/21/15	Design Consultant – Performance Lounge	NGV535
Gilbane Building Company	01/24/14	Preconstruction Consulting Services	NGV035
GZA Geo Environmental, Inc.	04/21/16	Geotechnical and Environmental Services – Harbor Walk	NGV013
Haks Engineers, P.C.	09/08/16	Quality Control and Testing	NGV894
Hirsch Bedner Associates dba HBA/Hirsch Bedner Associates	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
	05/22/15	Design Consultant – Meeting and Convention	NGV133
Howard/Stein-Hudson Associates, Inc.	12/30/14	Traffic Engineering	NGV079
	4/28/15	Traffic Engineering	NGV079
Harry Feldman, Inc., dba Feldman Land Surveyors	02/06/15	Surveying	NGV071
	05/10/17	Surveying – DC Harbor Walk	NGV071
	12/28/17	Surveying – Mystic River Pedestrian Bridge	NGV071
In Order Business Solutions	07/20/17	Consultant – Diversity Reporting – Offsite Infrastructure	NGV397
JBA Consulting Engineers	09/30/15	A/V Engineering Services	NGV642

JDC Demolition Co. Inc.	10/29/18	Demolition Contractor – Community Parking Lot	NGV378
J. Derenzo Company	10/23/17	Off-site Roadway Improvements – Route 16 Improvements	NGV870
	09/24/18	GC - Lower Broadway Community Parking	NGV870
	09/25/18	GC - DCR Harbor Walk Connector	NGV870
Jacobs Consultants Inc.	12/04/14	Executive Architect	NGV181
John A. Martin & Associates of Nevada, Inc.	07/29/16	Structural Expansion Joint Review	NGV919
John Lyons Systems - Moonlighting	05/09/16	A/V Engineering Services	NGV805
Koncerted LLC	11/11/16	Low Voltage Project Oversight	NGV1070
Lifescapes International, Inc.	02/03/15	Landscape Architect	NGV151
Lighting Design Alliance	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
Halifax Security Inc. dba M. Malia & Associates	01/23/15	Security and Surveillance Consulting	NGV123
M. Arthur Gensler Jr. & Associates	03/13/18	Design Consultant – Retail Area	NGV063
McDonald Electrical Corp.	12/29/18	Electrical Contractor – Installation of Battery Farm	NGV2154
Medcor, Incorporated	08/31/16	On-site Safety Services Program	NGV851
Michael Hong Architects, Inc.	12/11/14	Architectural Design Services	NGV206
Musgrove Engineering P.A.	07/13/2017	Engineering Consultant – Snow Melt System Design	Exempt
National Grid	04/11/16	Relocation of Utilities – Service Road	Exempt
	06/08/16	Relocation of Gas Main – Main Site	
Nobis Engineering Inc.	01/22/18	Geotechnical Engineering – DCR Harborwalk Connector	NGV1440
Oguz Cem Yazici	3/23/16	Construction Consultant – Scheduling	NGV801
One Call Facility Services, LLC	12/28/17	Facility Services – WBH MBTA Warehouse	NGV1416
PMA Consultants, LLC	03/21/17	Construction Consultant – Contractor Auditing	NGV1185
	09/21/18	Construction Consultant – Offsite Roadway Improvements	NGV1185
Pasek Corporation	11/29/17	Security System Design & Install – WBH MBTA Warehouse	NGV257
Quench USA, Inc.	05/31/17	Water Service	NGV317
RF Networks	11/12/15	Communication Systems Specifications	NGV688
Ryan Biggs Clark Davis Engineers	10/29/15	Structural Peer Review of Jacobs Drawings	NGV508
SAAM Architecture LLC	10/13/17	Design Consultant – Sundries Store	NGV1347
SJ Lighting Inc.	11/03/16	Theatrical Engineering and Special Effects	NGV1111
Stys Hospitality Initiative LLC	12/29/18	Construction Consultant – Project Management of Retail Build-out.	NGV2025
SPS New England Inc.	10/06/17	GC – Dredging and Sediment Remediation	NGV1316
	10/17/17	Off-site Roadway Improvements – Lower Broadway	NGV1316
Shadley Associates P.C.	05/08/17	Landscape Architect – DCR Harbor Walk	NGV1602
Sound Investment Audio	11/03/16	Audio Design	NGV1129
Suffolk Construction Company, Inc.	01/08/16	Construction Management	NGV163
The Vertex Companies, Inc.	06/21/17	Environmental Consulting – DCR Harbor Walk	NGV609

	06/30/17	Environmental Site Assessment – Offsite Infrastructure	NGV609
TRC Environmental Corporation	09/30/15	Construction Consultant - Building Demolition	NGV067
Trinity Building + Construction	02/19/19	General Contractor – Retail Store Build-outs	NGV2201
Valmont & Cie, LLC	01/31/19	Design Consultant – Fine Art Labeling	NGV2098
Vanasse & Associates, Inc.	02/06/15	Supplemental Final Environmental Impact Report - Transportation	NGV066
Vermuelens, Inc.	02/03/16	Construction Consultant – Construction Cost Analysis	NGC072
Vicente Wolf Associates	05/22/15	Design Consultant – F&B	NGV283
WES Construction Corporation	11/16/16	MBTA Maintenance Facility Improvements	NGV948
Yesco	03/13/18	Design Consultant – F&B Signage	NGV724



Activity ID	Activity Name	Original Duration	Start	Finish	2019												2020							
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar								
A13430	Mobilization and Construction (Collection)	84d	22-Jan-19 A	24-May-19		Mobilization and Construction (Collection)																		
A13450	Mobilization and Construction (Sundries)	74d	22-Jan-19 A	24-May-19		Mobilization and Construction (Sundries)																		
A13470	Mobilization and Construction (Men's)	74d	22-Jan-19 A	24-May-19		Mobilization and Construction (Men's)																		
A13490	Mobilization and Construction (Beauty)	74d	22-Jan-19 A	24-May-19		Mobilization and Construction (Beauty)																		

Activity ID	Activity Name	Original Duration	Start	Finish	2019												2020		
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
	Service Road and Utilities Projects	33d	17-Apr-19	03-Jun-19															
	Service Road Construction	33d	17-Apr-19	03-Jun-19															
12120	Final Roadway Top, Striping, Landscaping	33d	17-Apr-19*	03-Jun-19															

Activity ID	Activity Name	Original Duration	Start	Finish	2019												2020		
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Off-Site Transportation Improvements		468d	02-Jan-17 A	10-Jun-19	Off-Site Transportation Improvements														
Milestone		276d	13-Oct-17 A	07-Jun-19	Milestone														
Package #1 (Lower Broadway and Truck Route)		260d	13-Oct-17 A	07-Jun-19	Package #1 (Lower Broadway and Truck Route)														
AMS.800.1140	CP#1 Construction (Lower Broadway and Truck Route)	260d	13-Oct-17 A	07-Jun-19	CP#1 Construction (Lower Broadway and Truck Route)														
Package #2 (Santilli, Sweetser, Wellington, Bell and C/M Signals)		251d	09-Nov-17 A	17-May-19	Package #2 (Santilli, Sweetser, Wellington, Bell and C/M Signals)														
AMS.800.1220	CP#2 Construction (Sweetser Circle)	251d	09-Nov-17 A	17-May-19	CP#2 Construction (Sweetser Circle)														
AMS.800.1230	CP#2 Construction (Wellington Circle)	251d	09-Nov-17 A	17-May-19	CP#2 Construction (Wellington Circle)														
Package #4 (Sullivan Square)		255d	01-Nov-17 A	07-Jun-19	Package #4 (Sullivan Square)														
AMS.800.1300	CP#4 Construction (Sullivan Square)	255d	01-Nov-17 A	07-Jun-19	CP#4 Construction (Sullivan Square)														
Land Transfers, Easements		454d	02-Jan-17 A	10-Jun-19	Land Transfers, Easements														
Proposed Dexter Realignment (CP #1)		439d	02-Jan-17 A	17-May-19	Proposed Dexter Realignment (CP #1)														
14950	Previous Owner/Tenant Legal Agreement Reached (TBD)	110d	02-Jan-17 A	19-Apr-19	Previous Owner/Tenant Legal Agreement Reached (TBD)														
14960	Tenant Vacates (TBD)	20d	22-Apr-19	17-May-19	Tenant Vacates (TBD)														
Final Planning Board Approval		38d	17-Apr-19	10-Jun-19	Final Planning Board Approval														
14970	Final Planning Board Approval	38d	17-Apr-19	10-Jun-19*	Final Planning Board Approval														
Construction Package #1 - Lower Broadway & Truck Route		309d	16-Feb-18 A	07-Jun-19	Construction Package #1 - Lower Broadway & Truck Route														
Lower Broadway & Truck Route		309d	16-Feb-18 A	07-Jun-19	Lower Broadway & Truck Route														
CP#1 Construction		309d	16-Feb-18 A	07-Jun-19	CP#1 Construction														
ALB.900.1250	Dexter and Robin Streets	140d	16-Feb-18 A	17-May-19	Dexter and Robin Streets														
ALB.900.1110	Beacham Street at Robin Street Intersection	93d	10-Sep-18 A	07-Jun-19	Beacham Street at Robin Street Intersection														
ALB.900.1280	Broadway Overall	35d	25-Mar-19 A	17-May-19	Broadway Overall														
ALB.900.1270	Alford Street at Dexter Street Intersection	35d	01-Apr-19 A	17-May-19	Alford Street at Dexter Street Intersection														
ALB.900.1070	CP #1 Completed	0d		07-Jun-19	◆ CP #1 Completed														
Construction Package #2 - Route 16		275d	17-Apr-18 A	17-May-19	Construction Package #2 - Route 16														
CP#2 Construction		275d	17-Apr-18 A	17-May-19	CP#2 Construction														
ALB.900.1200	Wellington	160d	17-Apr-18 A	17-May-19	Wellington														
ALB.900.1220	Sweetser	125d	17-Apr-18 A	17-May-19	Sweetser														
ALB.900.1260	Bell Circle	125d	23-Apr-18 A	17-May-19	Bell Circle														
ALB.900.1060	CP #2 Completed	0d		17-May-19	◆ CP #2 Completed														
Construction Package #4 - Sullivan Square Charlestown		373d	27-Nov-17 A	07-Jun-19	Construction Package #4 - Sullivan Square Charlestown														
ALB.900.1120	Phase 1 - Alford Street Southbound	150d	27-Nov-17 A	17-May-19	Phase 1 - Alford Street Southbound														
ALB.900.1140	Phase 3 - Sullivan MBTA Station	165d	22-Jan-18 A	24-May-19	Phase 3 - Sullivan MBTA Station														
ALB.900.1130	Phase 2 - Alford Street Northbound	121d	17-Apr-18 A	10-May-19	Phase 2 - Alford Street Northbound														
ALB.900.1180	Phase 8 - D Street and Spice Street	44d	16-Jul-18 A	10-May-19	Phase 8 - D Street and Spice Street														
ALB.900.1170	Phase 6 - Cambridge Street	54d	17-Sep-18 A	17-May-19	Phase 6 - Cambridge Street														
A7560	Overall Finishes, Signal Fine Tune, Testing	50d	01-Apr-19 A	07-Jun-19	Overall Finishes, Signal Fine Tune, Testing														
A7550	Sullivan Square Completed	0d		07-Jun-19	◆ Sullivan Square Completed														

Data Date: 17-Apr-19
Print Date: 17-Apr-19
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Encore Boston Harbor
Project Master Schedule
Schedule Update #50



Appendix 5

Project Construction Workforce: Women, Minority, Veteran Participation As of March 31st, 2019

Reference 205 CMR 135.02(5)(e)

As of March 31st, 2019, 5,456,938.2 work hours had been completed on the Project Site by 7,165 individuals, with 1,713 minorities, 456 females, and 303 veterans, performing work on site.

	# of Workers	Participation to Date (% of workforce hours)	Goal (% of workforce hours)
Minority	1,713	25.3%	15.3%
Female	456	7.2%	6.9%
Veteran	303	5.5%	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	69,895.0	133	32	13,450.0	19.2%	10	3,433.5	4.9%	8	5,563.0	8.0%
Boilermakers Local 29	2,265.5	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	235,747.6	377	73	51,962.8	22.0%	11	10,459.0	4.4%	12	7,593.0	3.2%
Carpenters, New England	957,729.8	1121	308	263,758.5	27.5%	70	58,764.0	6.1%	47	51,358.3	5.4%
Electricians Local 103 I.B.E.W.	1,163,083.5	1011	164	202,524.0	17.4%	66	78,379.8	6.7%	50	62,799.0	5.4%
Electricians Local 104 I.B.E.W (Utilities)	2,939.0	40	1	116.0	3.9%	1	259.0	8.8%	0	0.0	0.0%
Elevator Constructors Local 4	85,308.5	118	13	8,204.8	9.6%	6	4,717.8	5.5%	12	6,454.8	7.6%
Floorcoverers Local 2168	58,552.3	80	47	35,702.5	61.0%	3	2,882.8	4.9%	1	337.5	0.6%
Iron Workers Local 7	448,855.7	758	188	117,023.5	26.1%	49	32,320.0	7.2%	35	35,883.0	8.0%
Massachusetts Laborers	1,021,701.3	1416	451	346,402.2	33.9%	130	110,988.6	10.9%	41	36,064.0	3.5%
Millw rights Local 1121	277.0	5	2	94.0	33.9%	0	0.0	0.0%	0	0.0	0.0%
Operating Engineers Local 4	331,003.7	507	61	57,021.5	17.2%	20	16,843.5	5.1%	31	31,522.0	9.5%
Operating Engineers Local 98	646.3	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	321,337.5	472	184	129,413.5	40.3%	37	27,197.5	8.5%	8	9,487.5	3.0%
Pledrivers Local 56	46,522.0	106	9	5,218.5	11.2%	8	1,775.0	3.8%	9	5,113.0	11.0%
Pipe Fitters Local 537	131,097.0	124	17	26,950.5	20.6%	8	11,817.0	9.0%	10	9,585.0	7.3%
Plasterers & Cement Masons Local	83,076.7	246	56	17,439.8	21.0%	10	1,850.7	2.2%	7	1,141.1	1.4%
Plumbers & Gasfitters Local 12	197,334.3	235	29	31,551.0	16.0%	16	12,593.0	6.4%	13	15,832.0	8.0%
Roofers & Slaters Local 33	64,444.8	136	40	21,463.3	33.3%	4	5,157.8	8.0%	4	4,786.0	7.4%
Sheet Metal Workers Local 17	136,260.0	196	28	34,633.5	25.4%	5	6,975.5	5.1%	7	5,989.3	4.4%
Sheet Metal Workers Local 63	54.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sprinkler Fitters Local 550	98,568.0	63	10	19,118.5	19.4%	2	5,194.5	5.3%	6	8,415.5	8.5%
Teamsters Local 25	215.0	10	0	0.0	0.0%	0	0.0	0.0%	2	11.0	5.1%
Union Number	16.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Woodframe Local 723	8.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Total	5,456,938.2	7,165	1,713	1,382,048.2	25.3%	456	391,608.7	7.2%	303	297,934.8	5.5%

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	%
AJ Conveyer and Laundry Systems	269.0	4	1	86.0	32.0%	0	0.0	0.0%	0	0.0	0.0%
Allegheny Contract Flooring, Inc.	70,848.8	84	20	21,009.5	29.7%	5	3,805.0	5.4%	4	3,143.0	4.4%
All-Pro Electric, LLC	480.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
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)	15,634.0	23	3	3,447.5	22.1%	0	0.0	0.0%	1	94.0	0.6%
Anvil Steel Engineering, Inc. (MVBE)	22,581.5	40	15	10,026.0	44.4%	5	2,222.5	9.8%	4	4,502.0	19.9%
Archer Corp	14,718.5	23	3	1,228.0	8.3%	2	1,015.0	6.9%	0	0.0	0.0%
Atlantic Lining Company Inc	649.5	16	12	555.5	85.5%	0	0.0	0.0%	1	15.0	2.3%
Axion Specialty Contracting	38,249.5	71	16	4,764.5	12.5%	6	1,103.0	2.9%	5	2,945.0	7.7%
Back Bay Concrete Corp. (WBE)	3,801.0	58	15	963.0	25.3%	4	53.5	1.4%	3	96.5	2.5%
Bay State Specialties, Inc.	991.0	4	1	24.0	2.4%	0	0.0	0.0%	1	480.0	48.4%
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%
Bow line Construction	1,267.0	10	4	281.0	22.2%	0	0.0	0.0%	1	48.0	3.8%
Brava Electric & Telecom, Inc. (MBE)	4,200.0	4	2	2,535.3	60.4%	0	0.0	0.0%	0	0.0	0.0%
Brightview Landscaping Development Inc.	35,427.4	67	22	17,200.8	48.6%	4	2,621.6	7.4%	1	404.0	1.1%
Bunting Graphics, Inc.	6,253.7	16	4	2,179.0	34.8%	0	0.0	0.0%	0	0.0	0.0%
Capco Steel Erection Company	15,100.0	31	4	1,283.5	8.5%	1	236.0	1.6%	0	0.0	0.0%
Capital Carpet and Flooring Specialists, Inc.	58,552.3	80	47	35,702.5	61.0%	3	2,882.8	4.9%	1	337.5	0.6%
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.	5,369.5	28	6	2,443.5	45.5%	0	0.0	0.0%	1	537.5	10.0%
Century Drywall, Inc.	461,146.8	444	185	182,998.5	39.7%	27	29,695.5	6.4%	11	19,338.8	4.2%
Chapman Construction Group, Inc. (WVBE)	16,002.0	21	3	1,681.5	10.5%	4	4,173.5	26.1%	2	1,820.0	11.4%
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)	506,353.0	264	43	80,034.0	15.8%	14	27,158.0	5.4%	14	26,661.5	5.3%
Collins Overhead Door Inc.	474.2	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Component Assembly Systems, Inc.	71,054.5	78	20	14,062.5	19.8%	3	2,832.5	4.0%	3	3,391.5	4.8%
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.	39,085.0	78	16	9,494.5	24.3%	2	2,078.0	5.3%	1	56.0	0.1%
Cross Country Food Service Equipment Installers	5,195.5	12	1	54.0	1.0%	1	54.0	1.0%	1	1,328.5	25.6%
D.W. White Construction	30,667.5	64	11	5,774.0	18.8%	4	2,395.5	7.8%	1	1,482.5	4.8%
Dagle Electrical Construction Corporation (WBE)	9,220.0	76	5	1,208.0	13.1%	2	288.0	3.1%	4	179.5	1.9%
Daniel Marr and Son Co.	150,526.0	204	28	24,963.0	16.6%	14	7,398.5	4.9%	9	11,328.0	7.5%
DeLucca Fence Company (WBE)	1,593.5	41	9	211.5	13.3%	2	64.0	4.0%	1	27.0	1.7%
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)	2,104.0	29	12	814.0	38.7%	0	0.0	0.0%	1	90.0	4.3%
Draper Elevator Cab Co, Inc.	94.5	2	0	0.0	0.0%	0	0.0	0.0%	2	94.5	100.0%
D's Welding	438.0	9	1	69.0	15.8%	0	0.0	0.0%	0	0.0	0.0%
Duggan & Marcon, Inc.	800.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
E.H. Marchant Co. Inc.	5,022.0	14	1	1,039.0	20.7%	1	160.0	3.2%	1	220.0	4.4%
E.M. Duggan, Inc.	166,690.8	162	24	29,239.5	17.5%	14	12,475.0	7.5%	12	16,973.0	10.2%
East Coast Fireproofing Co	9,477.0	21	4	1,926.0	20.3%	2	585.0	6.2%	3	850.0	9.0%
East Coast Interiors	13,575.0	29	5	1,728.0	12.7%	2	776.0	5.7%	1	946.0	7.0%
Eastern Exterior Wall Systems, Inc. (VBE)	752.5	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.	200,221.0	156	27	46,003.0	23.0%	13	19,181.5	9.6%	4	6,729.5	3.4%
EverGreene Architectural Arts	5,719.7	12	6	2,885.3	50.4%	2	369.7	6.5%	1	695.1	12.2%
Evermore Light and Power Inc. (WBE)	6,120.0	6	0	0.0	0.0%	1	296.0	4.8%	1	1,533.0	25.0%
F.C. Construction Corp.	4,633.0	42	11	1,189.5	25.7%	1	167.0	3.6%	1	235.0	5.1%
Federal Concrete (WBE)	7,514.5	48	10	1,190.0	15.8%	6	976.5	13.0%	2	418.5	5.6%
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.	5,103.5	13	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Garrity Asphalt Reclaiming, Inc.	149.5	5	1	29.5	19.7%	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.	7,587.0	14	4	2,066.5	27.2%	1	592.0	7.8%	0	0.0	0.0%
Greenwood Industries, Inc.	9,625.3	46	14	3,108.3	32.3%	1	456.3	4.7%	0	0.0	0.0%
Griffin Door dba Overhead Door Specialties	112.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%

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	%
H. Carr & Sons, Inc.	2,852.5	14	3	808.0	28.3%	0	0.0	0.0%	0	0.0	0.0%
Hayward Baker Inc.	10,688.0	55	4	1,472.0	13.8%	2	250.0	2.3%	1	365.5	3.4%
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.	54,520.5	46	11	10,893.0	20.0%	3	4,663.5	8.6%	2	3,946.0	7.2%
J Rams Inc	17.0	2	0	0.0	0.0%	0	0.0	0.0%	1	8.0	47.1%
J&K Drywall	2,722.0	15	9	1,585.0	58.2%	0	0.0	0.0%	0	0.0	0.0%
J. Derenzo Co.	187,467.4	149	20	43,433.5	23.2%	11	21,724.5	11.6%	12	16,512.0	8.8%
J. Thibert Architectural Woodwork Installation	12,699.5	14	1	1,057.5	8.3%	1	1,057.5	8.3%	1	1,323.5	10.4%
J.C. Cannistraro	41,868.0	64	4	5,474.0	13.1%	3	3,062.5	7.3%	2	504.0	1.2%
J.C. Higgins Corp	97,227.0	84	11	16,215.0	16.7%	5	8,484.5	8.7%	4	5,483.0	5.6%
J.F. White Contracting Company, Inc	37,225.0	61	8	4,712.0	12.7%	3	3,946.5	10.6%	3	1,334.5	3.6%
Jackson Glass, Inc. (WBE)	77,571.0	61	15	17,025.0	21.9%	6	10,356.0	13.4%	7	8,705.5	11.2%
JENKAT Painting LLC	6,820.0	27	5	2,075.0	30.4%	1	80.0	1.2%	0	0.0	0.0%
Jerez LLC (MWBE)	13,416.0	11	9	12,058.0	89.9%	1	972.5	7.2%	0	0.0	0.0%
JM Electrical Company, Inc.	780.0	4	0	0.0	0.0%	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.	1,261.0	13	5	592.0	46.9%	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&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.	12,603.0	18	5	3,203.0	25.4%	3	1,670.0	13.3%	2	4,234.0	33.6%
K&M Fire Protection Services, Inc.	98,568.0	63	10	19,118.5	19.4%	2	5,194.5	5.3%	6	8,415.5	8.5%
K. DaPonte Construction Corp.	3,072.0	29	2	512.0	16.7%	2	152.0	4.9%	0	0.0	0.0%
K.O. Stone Inc. (MBE)	7,402.0	20	16	6,554.0	88.5%	10	4,056.0	54.8%	0	0.0	0.0%
Kenneth Castellucci & Associates, Inc.	25,825.0	42	2	1,429.0	5.5%	0	0.0	0.0%	1	38.0	0.1%
Killea Equipment	920.0	3	2	550.0	59.8%	0	0.0	0.0%	0	0.0	0.0%
KM Kelly, Inc.	32,339.3	26	6	6,100.0	18.9%	4	4,334.3	13.4%	2	1,817.0	5.6%
L.J. Mishel Electrical Contractors, Inc.	96.0	2	0	0.0	0.0%	0	0.0	0.0%	1	48.0	50.0%
Lan-Tel Communications, Inc.	24,387.0	19	6	10,233.0	42.0%	1	2,304.0	9.4%	2	3,755.5	15.4%
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	557,724.0	439	136	160,349.5	28.8%	37	53,634.5	9.6%	10	9,989.0	1.8%
Liberty Equipment and Supply	49,976.5	71	10	14,556.0	29.1%	6	3,212.5	6.4%	4	4,107.0	8.2%
Lockwood Remediation	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Longden Company Inc.	4,822.0	11	4	1,081.0	22.4%	0	0.0	0.0%	2	1,168.0	24.2%
Lund Rebar Services, Inc.	109,408.5	132	60	50,392.0	46.1%	11	7,612.0	7.0%	6	8,400.0	7.7%
M. Cohen and Sons, Inc.	10,973.5	25	5	3,051.0	27.8%	2	1,198.0	10.9%	3	2,023.5	18.4%
M.L. McDonald Sales Company, LLC	144,298.0	183	47	28,431.0	19.7%	12	9,515.0	6.6%	6	7,523.0	5.2%
Manganaro Northeast	834.0	7	2	378.0	45.3%	0	0.0	0.0%	0	0.0	0.0%
Marguerite Concrete, Inc.	1,543.8	57	14	441.0	28.6%	2	38.0	2.5%	2	139.0	9.0%
Marr Equipment Corp.	202.0	9	0	0.0	0.0%	0	0.0	0.0%	1	3.0	1.5%
Mass Bay Electrical Corp.	5,706.0	52	1	201.0	3.5%	2	275.0	4.8%	0	0.0	0.0%
Massey's Plate Glass Aluminum, Inc.	10,154.5	25	4	2,400.0	23.6%	2	723.0	7.1%	1	664.0	6.5%
Maxim Crane Works, L.P.	47,085.5	73	14	11,248.5	23.9%	3	3,756.5	8.0%	5	6,816.5	14.5%
McCusker-Gill, Inc.	83,709.5	103	19	28,431.0	34.0%	2	5,159.5	6.2%	5	4,203.8	5.0%
McDonald Electrical Corp.	78,737.0	88	15	9,919.5	12.6%	8	4,948.5	6.3%	5	1,949.5	2.5%
McGregor Industries, Inc.	22,741.5	40	7	1,954.5	8.6%	2	3,808.5	16.7%	4	1,872.5	8.2%
McPhee Electric Ltd.	39,972.3	43	6	4,313.3	10.8%	3	2,098.0	5.2%	4	5,717.5	14.3%
Melo's Robbusters, 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 Inc.	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Miharmer Associates, Inc.	3,722.0	7	0	0.0	0.0%	1	64.0	1.7%	0	0.0	0.0%
Mitsubishi Electric US, Inc.	6,662.0	10	3	2,287.0	34.3%	1	943.0	14.2%	4	3,589.0	53.9%
MON Landscaping Inc.	448.0	18	1	16.0	3.6%	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.	795.0	15	10	644.0	81.0%	0	0.0	0.0%	0	0.0	0.0%
Murphy Electric & Industrial Control, LLC	339.0	3	1	40.0	11.8%	0	0.0	0.0%	1	227.0	67.0%
NER Construction Mgmt	18,872.5	39	4	380.5	2.0%	0	0.0	0.0%	1	48.0	0.3%
New England Finish Systems	1,771.5	26	1	44.0	2.5%	5	235.0	13.3%	0	0.0	0.0%
New England Installation, Inc.	1,849.0	10	2	175.0	9.5%	0	0.0	0.0%	1	264.5	14.3%
New Roads Environmental	7,961.5	42	40	7,906.5	99.3%	4	1,412.0	17.7%	1	172.0	2.2%
Newtech Installation USA Inc	30,071.8	46	10	5,840.0	19.4%	3	1,340.5	4.5%	3	1,635.0	5.4%
North East Foam Solutions, Inc.	7,273.0	10	4	1,425.0	19.6%	1	2,236.0	30.7%	3	3,056.0	42.0%
Northeast Interior aka Artisan Millwork	7,439.5	12	3	2,713.0	36.5%	1	568.0	7.6%	1	1,442.5	19.4%
NorthStar Contracting Group, Inc	37.0	2	1	12.0	32.4%	0	0.0	0.0%	0	0.0	0.0%

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	%
Oasis Shower Doors	8,101.0	11	2	1,864.0	23.0%	1	509.5	6.3%	0	0.0	0.0%
Otis Elevator Company	73,320.3	88	8	5,063.5	6.9%	5	3,774.8	5.1%	4	2,180.8	3.0%
P.J. Dionne Company, Inc.	1,954.5	6	1	276.0	14.1%	1	228.0	11.7%	0	0.0	0.0%
P.J. Spillane Company, Inc. (WBE)	19,619.0	48	10	2,594.0	13.2%	2	2,134.5	10.9%	1	36.0	0.2%
Peak Mechanical Services	15,159.5	24	5	6,258.0	41.3%	0	0.0	0.0%	3	2,069.0	13.6%
Pick Crane Service, Inc.	110.5	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Port Morris Tile & Marble Boston LP	85,872.5	140	29	20,971.0	24.4%	4	5,251.0	6.1%	4	4,272.0	5.0%
Pro Cut Inc.	16.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
PSN Construction Inc.	1,347.2	2	2	1,347.2	100.0%	0	0.0	0.0%	0	0.0	0.0%
Quality Air Metals, Inc. (WBE)	19,033.0	16	3	4,482.0	23.5%	1	1,698.0	8.9%	1	457.0	2.4%
Quality Construction Specialty, Inc.	4,548.5	8	1	212.0	4.7%	0	0.0	0.0%	0	0.0	0.0%
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%
Roadsafe Traffic Systems, Inc	618.0	18	2	17.0	2.8%	0	0.0	0.0%	0	0.0	0.0%
Roman Iron Works, Inc.	492.0	3	1	145.0	29.5%	0	0.0	0.0%	0	0.0	0.0%
S&A Cranes LLC	62.5	7	1	10.5	16.8%	0	0.0	0.0%	1	8.0	12.8%
S&F Concrete Contractors, Inc.	425,161.0	414	103	129,999.0	30.6%	17	23,739.0	5.6%	11	15,248.5	3.6%
S-Cal-O Painting LLC (MWBE)	3,535.0	8	3	1,212.0	34.3%	3	1,144.0	32.4%	0	0.0	0.0%
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.	2,014.5	14	2	171.0	8.5%	1	107.0	5.3%	0	0.0	0.0%
SOEP Painting Corp.	58,369.5	84	30	20,777.0	35.6%	10	5,471.0	9.4%	2	2,042.0	3.5%
SOS Corporation (WBE)	7,108.0	36	23	4,332.0	60.9%	22	3,841.0	54.0%	1	192.0	2.7%
SPS New England, Inc.	59,076.5	83	17	10,828.5	18.3%	6	3,730.5	6.3%	1	424.0	0.7%
Stanley & Sons, Inc.	17,067.0	33	10	4,844.5	28.4%	3	2,198.5	12.9%	4	2,492.0	14.6%
Structures Derek International SA	2,159.5	10	4	1,143.5	53.0%	0	0.0	0.0%	0	0.0	0.0%
Sullivan & McLaughlin Co., Inc.	4,209.0	12	1	873.0	20.7%	2	945.0	22.5%	1	681.0	16.2%
Sunrise Erectors, Inc.	47,933.5	80	12	5,418.5	11.3%	6	2,692.5	5.6%	4	3,615.5	7.5%
Swan Contracting, LLC (MWBE)	72.0	1	1	72.0	100.0%	0	0.0	0.0%	0	0.0	0.0%
Sweeney Drywall Finishes Corp	12,037.0	40	14	4,161.0	34.6%	2	798.0	6.6%	1	32.0	0.3%
T & T Steel Erectors, Inc. (MBE)	859.0	6	1	305.0	35.5%	1	240.0	27.9%	0	0.0	0.0%
T&T Electrical Contractors, Inc.	166,881.0	165	23	25,270.0	15.1%	10	7,532.0	4.5%	6	7,613.5	4.6%
Tavares LLC (MBE)	41,739.5	70	36	27,136.5	65.0%	3	3,180.0	7.6%	1	2,351.0	5.6%
TCI Installations Inc. (WBE)	3,340.0	8	1	416.0	12.5%	0	0.0	0.0%	1	983.0	29.4%
Tekon-Technical Consultants, Inc.	628.5	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
The Cheviot Corporation	4,803.0	16	3	539.5	11.2%	1	523.5	10.9%	1	126.0	2.6%
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)	16,677.0	36	11	4,575.5	27.4%	2	1,047.0	6.3%	1	1,643.0	9.9%
Titan Roofing, Inc. (MWBE)	65,947.8	107	29	19,062.5	28.9%	3	4,701.5	7.1%	4	4,786.0	7.3%
Total Mechanical Service Corp. (MBE)	96.0	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
TREVICOS CORPORATION	60,534.5	89	24	16,023.0	26.5%	7	4,090.5	6.8%	3	2,630.0	4.3%
Triboro Crane & Rigging Services	1,242.0	9	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Ultra-Lum Services, LLC	2,200.0	11	3	690.0	31.4%	0	0.0	0.0%	0	0.0	0.0%
Union Temporary Services, Inc.	9,782.0	12	2	1,458.0	14.9%	1	1,132.5	11.6%	0	0.0	0.0%
Unistrut International Corp.	17,165.8	22	5	5,994.5	34.9%	2	1,186.5	6.9%	1	1,996.0	11.6%
United Elevator Company (WBE)	732.0	5	0	0.0	0.0%	0	0.0	0.0%	1	21.0	2.9%
Universal Automation & Mechanical Services	1,580.0	9	1	8.0	0.5%	0	0.0	0.0%	0	0.0	0.0%
Urban Insulation Inc. (WBE)	12,952.0	20	5	4,110.0	31.7%	2	1,283.5	9.9%	2	975.0	7.5%
UTEC Constructors LLC	688.0	9	1	116.0	16.9%	0	0.0	0.0%	0	0.0	0.0%
Vanguard Plumbing & Mechanical LLC	352.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Vynorius Piledriving Inc.	13,626.3	32	3	1,810.3	13.3%	3	657.5	4.8%	4	1,592.0	11.7%
Walco Installations, LLC	782.0	8	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
WES Construction Corp	4,134.0	15	1	356.5	8.6%	1	398.0	9.6%	0	0.0	0.0%
Whitehawk Construction Services, Inc.	1,575.0	18	6	561.0	35.6%	1	136.0	8.6%	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%
TOTAL	5,456,938.2	7,165	1,713	1,382,048.2	25.3%	456	391,608.7	7.2%	303	297,934.8	5.5%

**Contracts and Payments to Minority, Women and
Veteran Business Enterprises for Construction Phase**
As of March 31, 2019

Reference 205 CMR 135.02(5)(f)

As of March 31st, 2019, Encore had awarded \$260,068,013 or 19.1% of qualified construction contracts, in contracts to M/W/VBEs. As of March 31st, 2019, Encore and Encore's contractors and sub-contractors awarded 80 contracts to MBEs, 151 contracts to WBEs, and 49 contracts to VBEs for construction.

	# Contract Awards*	Contract Award Value (\$)	% of Total Construction Contracts Awarded to Date	% Goal	Paid to Date (\$) As of 12/31/18
MBE	81	79,848,381	5.9%	5.0%	66,397,482
WBE	151	173,221,778	12.8%	5.4%	130,651,268
VBE	49	37,495,939	2.8%	1.0%	30,213,433
TOTAL**	252	\$260,068,013	19.1%	11.4%	\$200,537,952

*Note that a majority of M/W/VBEs are sub-contracted with Encore'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 31st, 2019

Reference 205 CMR 135.02(5)(f)

As of March 31st, 2019, Encore had awarded \$15,097,886 or 23.6% of qualified design contracts, to M/W/VBES for design work. As of March 31st, 2019, Encore and Encore’s consultants awarded 13 contracts to MBEs, 14 contracts to WBEs, and 4 contracts to VBEs for design work.

	# Contract Awards*	Contract Award Value (\$)	% Total Design Contract*	% Goal	Paid to Date (\$) <i>As of 12/31/18</i>
MBE	13	5,517,871	8.4%	7.9%	5,315,293
WBE	14	5,364,495	8.2%	10.0%	4,790,947
VBE	4	3,993,851	6.1%	1.0%	3,649,171
TOTAL**	30	\$14,876,217	22.8%	18.9%	\$13,755,411

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

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.