

# **Encore Boston Harbor**

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

### **Quarterly Report Massachusetts Gaming Commission as of June 30, 2019**



## Monitoring of Project Construction and Licensee Requirements

### Quarterly Report as of June 30, 2019

#### 1.0 Project at a Glance

The Encore Boston Harbor (the “Project”) is an approximately \$2.6 billion luxury resort that transformed a blighted section of the City of Everett, Massachusetts adjacent to the Mystic River, into a world-class destination. The Project contributed 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 located on the site of a former chemical manufacturing plant totaling approximately 33.9 acres (the “Project Site”).



The Project is 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 also includes 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 also includes 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 was 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 made significant progress on community outreach, project entitlements, permitting, land acquisition, the design, construction, and completion 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 <sup>1</sup>

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<sup>1</sup> The Massachusetts Gaming Commission approved a minor modification of the April 25, 2016 Section 61 findings effective July 13, 2017, and a second amended Section 61 findings effective May 29 2019.

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.

On May 31, 2019, Wynn received a temporary certificate of occupancy from the City of Everett. On June 21, 2019, the Massachusetts Gaming Commission issued a conditional Operation Certificate to Wynn in accordance with 205 CMR 151.01(1) enabling the commencement of operations on June 23, 2019, and on June 27, 2019, the Massachusetts Gaming Commission issued Wynn a permanent Operations Certificate. On June 23, 2019, the Project opened to the public under the name, “Encore Boston Harbor.”

## **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 June 30, 2019. During the quarter ending June 30, 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 June 30, 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 <sup>2</sup>

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.

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<sup>2</sup> The Massachusetts Gaming Commission approved a minor modification of the April 25, 2016 Section 61 findings effective July 13, 2017, and a second amended Section 61 findings effective May 29 2019.

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. Wynn received a Certificate of Compliance on May 10, 2019.

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.

On May 31, 2019, the City of Everett issued Wynn a temporary certificate of occupancy for the Project.

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](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 undertook 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 was 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 was 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 were fully designed with comments from agency reviews incorporated. There were 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 were 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 were extended to late May for CP #1, CP #2, and CP #4. Construction was undertaken in close coordination with the Cities of Everett, Boston, and Medford, as well as numerous state agencies to reduce the impact of the work on commuters. In addition, Wynn developed and implemented a communication plan to alert drivers of upcoming work or real time problems through social media, variable message signs, and press engagement.

The Off-site roadway improvement work commenced in November, 2017 and all offsite improvements were completed and operable prior to the opening of the Project on June 23, 2019.

In addition to the foregoing mitigation improvements, in accordance with Wynn's Section 61 findings, Wynn was 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. All aspects of the construction were completed prior to opening on June 23, 2019.

#### *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 road is now completed and fully operational.

#### *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 and was completed prior to opening on June 23, 2019.

#### *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.





July 26, 2019

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 September 30, 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**

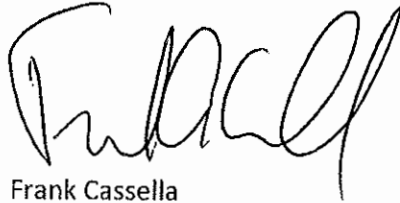
**(US\$ thousands)**

<b>Component</b>	<b>Cost Incurred</b>	<b>Estimated</b>	<b>Total</b>
	<b>06/30/2019</b>	<b>Remaining Cost</b>	<b>Estimated Cost</b>
Construction / on-site Development	\$ 1,619,759	\$ 103,829	\$ 1,723,588
Design and engineering	115,583	968	116,551
Site preparation	44,931	(3,094)	41,837
Off-site improvements	42,000	11,748	53,748
Land acquisition	68,667	(2,458)	66,209
Pre-opening	146,972	(1,451)	145,521
Owner FF&E	133,745	31,887	165,632
<b>Total</b>	<b>\$ 2,171,657</b>	<b>\$ 141,429</b>	<b>\$ 2,313,086</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-Q for the quarter ended September 30, 2018, filed with the Securities and Exchange Commission (the "SEC") on November 7, 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', written in a cursive style.

Frank Cassella  
Chief Financial Officer

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

	December 31,	
	2018	2017
<b>ASSETS</b>		
<b>Current assets:</b>		
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
<b>Total current assets</b>	<b>2,641,376</b>	<b>3,423,784</b>
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
<b>Total assets</b>	<b>\$ 13,216,269</b>	<b>\$ 12,681,739</b>
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
<b>Current liabilities:</b>		
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
<b>Total current liabilities</b>	<b>1,882,063</b>	<b>1,930,290</b>
Long-term debt	9,411,140	9,565,936
Other long-term liabilities	108,277	107,163
<b>Total liabilities</b>	<b>11,401,480</b>	<b>11,603,389</b>
<b>Commitments and contingencies (Note 15)</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; 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
<b>Total Wynn Resorts, Limited stockholders' equity</b>	<b>2,034,123</b>	<b>947,846</b>
Noncontrolling interests	(219,334)	130,504
<b>Total stockholders' equity</b>	<b>1,814,789</b>	<b>1,078,350</b>
<b>Total liabilities and stockholders' equity</b>	<b>\$ 13,216,269</b>	<b>\$ 12,681,739</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,		
	2018	2017	2016
		(as adjusted)	(as adjusted)
<b>Operating revenues:</b>			
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
<b>Total operating revenues</b>	<b>6,717,660</b>	<b>6,070,160</b>	<b>4,345,797</b>
<b>Operating expenses:</b>			
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
<b>Total operating expenses</b>	<b>5,982,116</b>	<b>5,014,595</b>	<b>3,824,135</b>
<b>Operating income</b>	<b>735,544</b>	<b>1,055,565</b>	<b>521,662</b>
<b>Other income (expense):</b>			
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)
<b>Other income (expense), net</b>	<b>(429,804)</b>	<b>(495,296)</b>	<b>(211,065)</b>
<b>Income before income taxes</b>	<b>305,740</b>	<b>560,269</b>	<b>310,597</b>
Benefit (provision) for income taxes	497,344	328,985	(8,128)
<b>Net income</b>	<b>803,084</b>	<b>889,254</b>	<b>302,469</b>
Less: net income attributable to noncontrolling interests	(230,654)	(142,073)	(60,494)
<b>Net income attributable to Wynn Resorts, Limited</b>	<b>\$ 572,430</b>	<b>\$ 747,181</b>	<b>\$ 241,975</b>
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
<b>Net income</b>	<b>\$ 803,084</b>	<b>\$ 889,254</b>	<b>\$ 302,469</b>
<b>Other comprehensive income (loss):</b>			
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	—	—
<b>Total comprehensive income</b>	<b>811,651</b>	<b>884,859</b>	<b>302,811</b>
Less: comprehensive income attributable to noncontrolling interests	(230,115)	(141,007)	(60,444)
<b>Comprehensive income attributable to Wynn Resorts, Limited</b>	<b>\$ 581,536</b>	<b>\$ 743,852</b>	<b>\$ 242,367</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)

	<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					
<b>Balances, January 1, 2016</b>	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
<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>
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
<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>
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
<b>Balances, December 31, 2018</b>	<b>107,232,026</b>	<b>\$ 1,221</b>	<b>\$ (1,344,012)</b>	<b>\$ 2,457,079</b>	<b>\$ (1,950)</b>	<b>\$ 921,785</b>	<b>\$ 2,034,123</b>	<b>\$ (219,334)</b>	<b>\$ 1,814,789</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,		
	2018	2017	2016
		(as adjusted)	(as adjusted)
<b>Cash flows from operating activities:</b>			
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
<b>Net cash provided by operating activities</b>	<b>961,489</b>	<b>1,876,577</b>	<b>970,546</b>
<b>Cash flows from investing activities:</b>			
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
<b>Net cash used in investing activities</b>	<b>(1,222,810)</b>	<b>(957,633)</b>	<b>(1,288,250)</b>
<b>Cash flows from financing activities:</b>			
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
<b>Net cash (used in) provided by financing activities</b>	<b>(324,257)</b>	<b>(754,355)</b>	<b>882,629</b>
<b>Effect of exchange rate on cash</b>	<b>(1,733)</b>	<b>(3,900)</b>	<b>(1,129)</b>
<b>Cash, cash equivalents and restricted cash:</b>			
<b>Increase (decrease) in cash, cash equivalents and restricted cash</b>	<b>(587,311)</b>	<b>160,689</b>	<b>563,796</b>
<b>Balance, beginning of period</b>	<b>2,806,634</b>	<b>2,645,945</b>	<b>2,082,149</b>
<b>Balance, end of period</b>	<b>\$ 2,219,323</b>	<b>\$ 2,806,634</b>	<b>\$ 2,645,945</b>
<b>Supplemental cash flow disclosures</b>			
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 June 30, 2019

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
	04/26/18	Parking Design – Lower Broadway	NGV092
<b>Aerotek Inc.</b>	10/22/18	Design Consultant – QA/QC	NGV1900
<b>AMEC Massachusetts Inc.</b>	08/25/16	Peer Review – Supplemental Phase II Site Assessment	NGV952
	04/01/19	Environmental Permitting Services – Mystic River Pedestrian Bridge	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>Balance Architects, Inc.</b>	01/23/19	Architectural Design Services – EBH Daycare	NGV2220
<b>Bard, Roa + Athanas Consulting Engineers, Inc.</b>	08/31/16	Commissioning Services	NGV884
<b>Boston Environmental Corp.</b>	02/08/19	Soil Characterization and LSP Services – Community Parking Lot	XXXXX
<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>CE Power Engineered Services, LLC</b>	01/31/19	Engineering Review of Electrical Distribution – Battery Farm	NGV2056
<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>Cranshaw Construction of NE</b>	01/21/19	General Contractor – EBH Daycare Build-out	NGV2213
<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>Express Services, Inc.</b>	12/11/18	Temporary Labor – WBH MBTA Warehouse	NGV2039
<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
	11/14/18	QC and Inspection Services – Community Parking Lot	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	NGV075
	06/18/18	Permitting Consulting – Redevelopment of the BWas Material Handling Facility	NGV075
	06/22/18	Water Shuttle Study	NGV075
<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
	05/22/15	Design Consultant – Meeting and Convention	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>JDC Demolition Co. Inc.</b>	10/29/18	Demolition Contractor – Community Parking Lot	NGV378
<b>J. Derenzo Company</b>	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
<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>Liberty Construction Services</b>	06/11/19	Scaffolding – DCR Harbor Walk Connector	NGV1559
<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>McDonald Electrical Corp.</b>	12/29/18	Electrical Contractor – Installation of Battery Farm	NGV2154
<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
	09/21/18	Construction Consultant – Offsite Roadway Improvements	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>Stys Hospitality Initiative LLC</b>	12/29/18	Construction Consultant – Project Management of Retail Build-out.	NGV2025
<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>Shadley Associates P.C.</b>	05/08/17	Landscape Architect – DCR Harbor Walk	NGV1602
	06/11/19	Landscape Architect – Battery Farm	NGV1602
<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>Trinity Building + Construction</b>	02/19/19	General Contractor – Retail Store Build-outs	NGV2201
<b>Valmont &amp; Cie, LLC</b>	01/31/19	Design Consultant – Fine Art Labeling	NGV2098
<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 June 30, 2019

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>			
<p><b>Federal Aviation Administration (FAA)</b></p> <p>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</p>	<p>Determination Regarding Air Navigation</p>	<p><u>Building</u>: Received January 9, 2016, Notice of Actual Construction or Alteration filed June 26, 2018.</p> <p><u>Cranes</u>: Cranes 1 &amp; 2 received August 18, 2016 Cranes 3-8 received August 11, 2016. January 29, 2018 received extension. Notice of Actual Construction or Alteration filed</p> <p><u>Podium</u>: Received August 10, 2016. Notice of Actual Construction or Alteration filed February 9, 2018.</p>	<p>Determination is effective for 18 months and may apply for one 18-month renewal.</p>
<p><b>U.S. Army Corps of Engineers (ACOE)</b></p> <p>Section 10 of Federal Rivers and Harbors Act; 33 USC s. 403; 33 CFR Parts 322, 325</p>	<p>Work in Navigable Waters (Section 10) Permit</p>	<p><u>Project</u>: Received December 12, 2016</p>	<p>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.</p>
<p><b>U.S. Army Corps of Engineers (ACOE)</b></p> <p>Section 404 of Federal Clean Water Act; 33 USC s. 1344; 33 CFR Parts 323, 325</p>	<p>Clean Water Act (Section 404) Individual Permit</p>	<p><u>Project</u>: Received December 12, 2016</p>	<p>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.</p>

<p><b>U.S. Army Corps of Engineers (ACOE)</b></p> <p>Section 404 of Federal Clean Water Act; 33 USC s. 1344; 33 CFR Parts 323, 325</p>	<p>Clean Water Act (Section 404) Individual Permit</p>	<p><u>Sediment Remediation:</u> Permit Modification Received August 31, 2017, Revised September 11, 2017 Modification Received June 25, 2018</p>	<p>ACOE modified the resort permit to allow for sediment remediation activity.</p>
<p><b>U.S. Environmental Protection 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>National Pollutant Discharge Elimination System (NPDES) Construction General Permit (CGP) NOI (for stormwater management)</p>	<p>On-site: April 6, 2016 On-site under 2017 CGP: May 23, 2017</p>	<p>Decision time for CGP and 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> Certificate on EENF received 11/26/13  Certificate on DEIR received 2/21/14  Certificate on FEIR received 8/15/14  Certificate on SFEIR Received 4/03/15  Certificate on SSFEIR Received 8/28/15  <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 written decision on the MHP.</p>
<p><b>Massachusetts Department of Environmental Protection (MassDEP)</b></p> <p>MGL c. 91 ss. 12-14; 310 CMR 9.00</p>	<p>Chapter 91 Waterways Determination of Applicability</p>	<p>Determination of Applicability re Chapter 91 jurisdictional boundaries received on July 29, 2013</p>	
<p><b>Massachusetts Department of Environmental Protection (MassDEP)</b></p> <p>MGL c. 91 ss. 12-14; 310 CMR 9.00</p>	<p>Chapter 91 Waterways License</p>	<p><u>Project:</u> Submitted August 19, 2015 License received August 3, 2016</p> <p>Minor Project Modification (MPM) #1 received February 28, 2017</p> <p>MPM #2 received March 29, 2017</p> <p>MPM #3 filed March 16, 2018</p> <p><u>Sediment Remediation:</u> Submitted May 2017, License Received September 25, 2017 Certificate of Compliance Received May 10, 2019</p> <p><u>DCR Harborwalk Connector:</u> Filed April 23, 2018. License Received September 21, 2018</p>	<p>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.</p>
<p><b>MassDEP</b></p> <p>MGL c. 21 s. 43; 310 CMR 7.12</p>	<p>Compliance Certification for Stationary Engine</p>	<p>TBD</p>	<p>Required for CHP and generator</p>
<p><b>MassDEP</b></p> <p>MGL c. 111 ss. 142A-142E; 310 CMR 7.09</p>	<p>Notification of Construction and Demolition</p>	<p>TBD</p>	<p>Effective 10 working days after filing of notification.</p>

<p><b>MassDEP</b></p> <p>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)</p>	<p>Water Quality Certification (401)</p>	<p><u>Project</u>: Submitted September 8, 2015 Approval received January 22, 2016</p> <p>Amendment #1 received February 2017</p> <p>Amendment #2 received June 2017</p> <p><u>Sediment Remediation</u>: Approval Received August 25, 2017</p> <p>Amendment #1 received June 18, 2018</p>	<p>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.</p>
<p><b>MassDEP</b></p> <p>MGL c. 131 s. 40; 310 CMR 10.00</p>	<p>Wetlands Superseding Order of Conditions</p>	<p>Only in event of appeal of Order of Conditions issued by Everett Conservation Commission</p>	<p>Per 310 CMR 10.05 (7)(f) Issued within 70 days of request for superseding action (unless MassDEP requests additional information).</p>
<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>: RAM Plan submitted May 2015; PIP process underway</p> <p>RAM Modifications: October 2016, November 2016, February 2017, November 2017, May 2019</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>Draft Phase IV, Partial Permanent Solution Statement, and AULs submitted December 2018</p> <p>Final Phase IV, Partial Permanent Solution Statement, and AULs submitted February 2019</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 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 improvements was received on May 29, 2018.</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 days following receipt of the PS&amp;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.</p>

<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 Amended Order of Conditions Received June 21, 2018 Extension to Order of Conditions Received June 21, 2018  <u>Landside Remediation</u> : Order of Conditions Issued 2015	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 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.

		<p><u>Sediment Remediation:</u> Received June 2017 Amended Order of Conditions Received May 7, 2018 Certificate of Compliance Issued November 15, 2018</p> <p><u>DCR Harborwalk Connector (Phase 1):</u> Received May 17, 2018</p> <p><u>DCR Harborwalk Connector (Phase 2):</u> Received August 16, 2018</p>	
<p><b>Everett Fire Department</b></p> <p>Rev. Ordinance 1976, Pt.2, Ch.7, §33</p> <p>Everett City Charter, Chapter 8, Article I, §2-252</p> <p>M.G.L. c. 148 §10A</p>	<p>Review of Plans Fire Suppression System Installation Fuel Storage Permit LP Gas Storage Permit Underground Storage Tank Removal Permit (Commercial)</p>	<p><u>Review of Plans:</u> Ongoing</p> <p><u>Fire Suppression System Installation:</u> In process</p> <p><u>Fuel Storage Permit:</u> Received June 25, 2018</p>	
<p><b>Everett Health Department</b></p> <p>M.G.L. c. 140</p>	<p>Food Establishment Permit Application</p>	TBD	<p>Permits are annual, and expire May 31st of each year.</p>
<p><b>Everett Licensing Commission</b></p> <p>Victualler License: M.G.L. c. 140</p>	<p>Alcohol License Common Victualler License</p>	TBD	
<p><b>Everett Public Works</b></p> <p>Sewer: M.G.L., c. 83; Everett City Charter, Chapter 15</p> <p>Water: Everett City Charter, Chapter 20</p>	<p>Sewer Connection Permit Water Connection Permit</p>	<p>TBD TBD</p>	
<p><b>Everett Building Department</b></p> <p>State Building Code, 780 CMR 105.3.1</p>	<p>Building Permit</p> <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>	<p>Foundation Permit May 2, 2016 Building Permit December 15, 2016</p>	<p>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</p>

<p><b>Boston Conservation Commission</b> M.G.L. c. 131 §40; 310 CMR 10.00</p>	<p>Wetlands Order of Conditions</p>	<p><u>Sediment Remediation:</u> Issued June 2017 Certificate of Compliance July 18, 2018</p> <p><u>Alford Street Pedestrian and Landscape Improvements:</u> Received May 16, 2018</p>	
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Activity ID	Activity Name	Original Duration	Start	Finish	2019											
					Jun	Jul	Aug	Sep	Oct	Nov	Dec					
<b>Encore Boston Harbor</b>					▼ Encore Boston Harbor											
<b>Main Project</b>					▼ Main Project											
<b>Construction - Main Project</b>					▼ Construction - Main Project											
<b>Summary Schedule (SCCI)</b>					▼ Summary Schedule (SCCI)											
<b>Site/Marine</b>					▼ Site/Marine											
SUMM-100	Site Improvements, Landscaping, Punchlist	130d	23-Apr-18 A	24-Jun-19	Site Improvements, Landscaping, Punchlist											
<b>Convention Area</b>					▼ Convention Area											
SUMM-490	Convention - FF&E	20d	28-May-19 A	24-Jun-19	Convention - FF&E											
<b>Hotel Tower</b>					▼ Hotel Tower											
SUMM-210	Hotel Tower - FF&E	135d	10-Dec-18 A	24-Jun-19	Hotel Tower - FF&E											
<b>Podium</b>					▼ Podium											
SUMM-220	Podium - FF&E	107d	22-Jan-19 A	24-Jun-19	Podium - FF&E											
<b>Commissioning</b>					▼ Commissioning											
SUMM-200	Start-up, Commissioning and Punchlist	202d	27-Aug-18 A	10-Jun-19	Start-up, Commissioning and Punchlist											
<b>Completion</b>					▼ Completion											
A2810	Final Inspections, TCO	38d	17-Apr-19 A	10-Jun-19	Final Inspections, TCO											
A3290	New Staff Training	38d	17-Apr-19 A	10-Jun-19	New Staff Training											
A10110	TCO Received	0d		10-Jun-19	◆ TCO Received											
A10130	Employee Play Days	10d	11-Jun-19	24-Jun-19	■ Employee Play Days											
A12360	Substantial Completion	0d		24-Jun-19	◆ Substantial Completion											
<b>Tenant Retail (Watches of Switzerland)</b>					▼ Tenant Retail (Watches of Switzerland)											
A13360	Tenant Mobilization and Construction	50d	01-Apr-19 A	10-Jun-19	Tenant Mobilization and Construction											
A13370	Tenant Load In & Training	10d	11-Jun-19	24-Jun-19	Tenant Load In & Training											
<b>Owner Retail</b>					▼ Owner Retail											
A13430	Mobilization and Construction (Collection)	84d	22-Jan-19 A	10-Jun-19	Mobilization and Construction (Collection)											
A13450	Mobilization and Construction (Sundries)	74d	22-Jan-19 A	10-Jun-19	Mobilization and Construction (Sundries)											
A13470	Mobilization and Construction (Men's)	74d	22-Jan-19 A	10-Jun-19	Mobilization and Construction (Men's)											
A13490	Mobilization and Construction (Beauty)	74d	22-Jan-19 A	10-Jun-19	Mobilization and Construction (Beauty)											

Activity ID	Activity Name	Original Duration	Start	Finish	2019						
					Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Service Road and Utilities Projects</b>		181d	04-Feb-19 A	15-Nov-19	Service Road and Utilities Projects						
<b>Service Road Construction</b>		181d	04-Feb-19 A	15-Nov-19	Service Road Construction						
12130	BESS System Installation and Testing	150d	04-Feb-19 A	15-Nov-19	BESS System Installation and Testing						
12120	Final Roadway Top, Striping, Landscaping	33d	17-Apr-19 A	22-Jul-19	Final Roadway Top, Striping, Landscaping						



Activity ID	Activity Name	Original Duration	Start	Finish	2019											
					Jun	Jul	Aug	Sep	Oct	Nov	Dec					
<b>Off-Site Transportation Improvements</b>		400d	13-Oct-17 A	10-Jun-19	▼ Off-Site Transportation Improvements											
<b>Milestone</b>		276d	13-Oct-17 A	10-Jun-19	▼ Milestone											
<b>Package #1 (Lower Broadway and Truck Route)</b>		260d	13-Oct-17 A	10-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	10-Jun-19	▶ CP#1 Construction (Lower Broadway and Truck Route)											
<b>Package #4 (Sullivan Square)</b>		255d	01-Nov-17 A	10-Jun-19	▼ Package #4 (Sullivan Square)											
AMS.800.1300	CP#4 Construction (Sullivan Square)	255d	01-Nov-17 A	10-Jun-19	▶ CP#4 Construction (Sullivan Square)											
<b>Land Transfers, Easements</b>		38d	17-Apr-19 A	10-Jun-19	▼ Land Transfers, Easements											
<b>Final Planning Board Approval</b>		38d	17-Apr-19 A	10-Jun-19	▼ Final Planning Board Approval											
14970	Final Planning Board Approval	38d	17-Apr-19 A	10-Jun-19*	▶ Final Planning Board Approval											
<b>Construction Package #1 - Lower Broadway &amp; Truck Route</b>		101d	10-Sep-18 A	10-Jun-19	▼ Construction Package #1 - Lower Broadway & Truck Route											
<b>Lower Broadway &amp; Truck Route</b>		101d	10-Sep-18 A	10-Jun-19	▼ Lower Broadway & Truck Route											
<b>CP#1 Construction</b>		101d	10-Sep-18 A	10-Jun-19	▼ CP#1 Construction											
ALB.900.1110	Beacham Street at Robin Street Intersection	93d	10-Sep-18 A	10-Jun-19	▶ Beacham Street at Robin Street Intersection											
ALB.900.1070	CP #1 Completed	0d		10-Jun-19	◆ CP #1 Completed											
<b>Construction Package #4 - Sullivan Square Charlestown</b>		50d	01-Apr-19 A	10-Jun-19	▼ Construction Package #4 - Sullivan Square Charlestown											
A7560	Overall Finishes, Signal Fine Tune, Testing	50d	01-Apr-19 A	10-Jun-19	▶ Overall Finishes, Signal Fine Tune, Testing											
A7550	Sullivan Square Completed	0d		10-Jun-19	◆ Sullivan Square Completed											

Appendix 5

**Project Construction Workforce:  
Women, Minority, Veteran Participation  
As of June 30<sup>th</sup>, 2019**

Reference 205 CMR 135.02(5)(e)

As of June 30<sup>th</sup>, 2019, 5,980,774.8 work hours had been completed on the Project Site by 7,740 individuals, with 1,870 minorities, 489 females, and 311 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>	1,870	25.7%	15.3%
<b>Female</b>	489	7.2%	6.9%
<b>Veteran</b>	311	5.3%	3.0%

LOCAL TRADE UNION	Total Hours	Total # Workers	PROJECT TO DATE								
			MINORITY - Goal: 15.3%			FEMALE - Goal: 6.9%			VETERAN - Goal: 3.0%		
			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
Asbestos Workers Local 6	74,367.5	136	33	14,595.0	19.6%	10	3,433.5	4.6%	9	5,921.0	8.0%
Boilermakers Local 29	2,360.0	2	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Bricklayers Local 3 Eastern Mass.	295,503.9	428	83	64,344.3	21.8%	11	12,412.0	4.2%	14	9,453.5	3.2%
Carpenters, New England	101,465.8	1,218	337	280,278.0	27.6%	72	61,288.0	6.0%	48	54,231.8	5.3%
Electricians Local 103 I.B.E.W.	1,268,350.0	1,064	177	227,290.8	17.9%	71	84,530.8	6.7%	48	63,900.0	5.0%
Electricians Local 104 I.B.E.W (Utilities)	3,941.0	43	2	132.0	3.3%	1	391.0	9.9%	0	0.0	0.0%
Elevator Constructors Local 4	108,388.5	159	13	9,630.8	8.9%	8	5,322.0	4.9%	12	7,437.8	6.9%
Floorcoverers Local 2168	76,684.8	84	47	47,975.5	62.6%	3	3,065.8	4.0%	2	471.5	0.6%
Iron Workers Local 7	469,772.2	787	194	121,467.0	25.9%	49	33,505.5	7.1%	36	38,222.0	8.1%
Massachusetts Laborers	1,137,656.8	1,594	513	391,523.1	34.4%	150	126,478.9	11.1%	42	37,567.5	3.3%
Milw 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	358,158.8	526	62	63,618.0	17.8%	20	18,521.0	5.2%	32	34,111.5	9.5%
Operating Engineers Local 98	658.8	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Painters & Allied Trades D.C. #35	383,920.8	538	211	153,362.0	39.9%	40	32,622.5	8.5%	9	11,133.5	2.9%
Pledrivers Local 56	47,748.0	114	10	5,347.0	11.2%	9	1,838.0	3.8%	10	5,157.0	10.8%
Pipe Fitters Local 537	135,846.5	126	16	27,782.5	20.5%	8	11,929.0	8.8%	10	10,096.5	7.4%
Plasterers & Cement Masons Local	84,825.7	251	57	15,062.8	17.8%	10	1,850.7	2.2%	7	1,149.1	1.4%
Plumbers & Gasfitters Local 12	203,241.8	236	33	35,027.5	17.2%	16	12,789.0	6.3%	13	16,232.0	8.0%
Roofers & Slaters Local 33	66,840.3	137	40	22,527.3	33.7%	4	5,174.8	7.7%	4	4,925.0	7.4%
Sheet Metal Workers Local 17	144,589.8	201	30	35,462.0	24.5%	5	6,991.5	4.8%	7	6,353.3	4.4%
Sheet Metal Workers Local 63	62.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Sprinkler Fitters Local 550	102,670.0	63	10	19,517.5	19.0%	2	5,629.5	5.5%	6	8,415.5	8.2%
Teamsters Local 25	413.0	18	0	0.0	0.0%	0	0.0	0.0%	2	11.0	2.7%
Union Number	24.0	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%
<b>Total</b>	<b>5,980,774.8</b>	<b>7,740</b>	<b>1,870</b>	<b>1,535,036.9</b>	<b>25.7%</b>	<b>489</b>	<b>427,773.3</b>	<b>7.2%</b>	<b>311</b>	<b>314,789.3</b>	<b>5.3%</b>

CONTRACTOR	PROJECT TO DATE										
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			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
4 Seasons Property Management (VBE)	1,549.0	5	2	94.0	6.1%	1	622.0	40.2%	0	0.0	0.0%
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.	76,669.8	95	23	21,326.5	27.8%	5	3,887.0	5.1%	4	3,267.5	4.3%
All-Pro Electric, LLC	480.0	4	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Aluminum Services, Inc.	117.5	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)	19,324.0	26	4	3,907.5	20.2%	0	0.0	0.0%	1	94.0	0.5%
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	17,309.5	23	4	1,268.0	7.3%	2	1,015.0	5.9%	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%
Atlantic Plant Maintenance, Inc.	198.0	8	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Axion Specialty Contracting	39,179.5	72	16	4,772.5	12.2%	6	1,103.0	2.8%	5	3,081.0	7.9%
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.	1,089.0	4	1	32.0	2.9%	0	0.0	0.0%	1	545.0	50.0%
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	1,595.0	12	5	430.0	27.0%	0	0.0	0.0%	1	48.0	3.0%
Brand Safway LLC	244.0	9	3	132.0	54.1%	0	0.0	0.0%	0	0.0	0.0%
Brava Electric & Telecom, Inc. (MBE)	4,471.0	4	2	2,782.3	62.2%	0	0.0	0.0%	0	0.0	0.0%
Brightview Landscaping Development Inc.	69,901.2	139	44	31,709.9	45.4%	12	4,437.4	6.3%	2	623.0	0.9%
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	18,503.0	45	5	1,375.5	7.4%	1	306.0	1.7%	0	0.0	0.0%
Capital Carpet and Flooring Specialists, Inc.	76,684.8	84	47	47,975.5	62.6%	3	3,065.8	4.0%	2	471.5	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.	5,401.5	29	6	2,443.5	45.2%	0	0.0	0.0%	1	537.5	10.0%
Century Drywall, Inc.	473,800.8	456	198	193,702.5	40.9%	28	30,179.5	6.4%	11	20,248.8	4.3%
Chapman Construction Group, Inc. (WVBE)	16,356.0	21	3	1,803.5	11.0%	4	4,389.5	26.8%	2	1,820.0	11.1%
Chapman Waterproofing Company	177.0	5	1	32.0	18.1%	0	0.0	0.0%	1	48.0	27.1%
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)	546,948.8	270	43	86,394.0	15.8%	14	27,836.0	5.1%	14	29,566.5	5.4%
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.	79,367.0	82	24	17,953.5	22.6%	3	3,208.5	4.0%	3	3,763.5	4.7%
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.	39,317.0	78	16	9,526.5	24.2%	2	2,078.0	5.3%	1	56.0	0.1%
Cross Country Food Service Equipment Installers	7,091.5	12	1	54.0	0.8%	1	54.0	0.8%	1	1,692.5	23.9%
D.W. White Construction	38,342.5	78	13	8,132.0	21.2%	4	2,836.5	7.4%	1	1,482.5	3.9%
Dagle Electrical Construction Corporation (WBE)	10,236.5	79	5	1,312.0	12.8%	2	296.0	2.9%	4	211.5	2.1%
Daniel Marr and Son Co.	150,534.0	204	28	24,963.0	16.6%	14	7,398.5	4.9%	9	11,328.0	7.5%
DeLucca Fence Company (WBE)	2,432.5	43	9	395.0	16.2%	2	139.0	5.7%	1	27.0	1.1%
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)	3,817.0	36	15	1,690.0	44.3%	0	0.0	0.0%	1	200.5	5.3%
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.	173,350.3	162	24	30,101.0	17.4%	14	12,783.0	7.4%	12	17,353.0	10.0%
East Coast Fireproofing Co	10,541.0	23	5	2,182.0	20.7%	2	833.0	7.9%	3	850.0	8.1%
East Coast Interiors	15,673.0	34	5	1,728.0	11.0%	2	776.0	5.0%	1	1,167.0	7.4%
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.	212,214.5	157	27	48,352.0	22.8%	13	20,089.5	9.5%	4	6,729.5	3.2%
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.	5,473.0	42	11	1,293.5	23.6%	1	167.0	3.1%	1	251.0	4.6%
Federal Concrete (WBE)	8,261.5	54	12	1,273.0	15.4%	7	1,061.5	12.8%	2	418.5	5.1%
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 (MVBE)	4,876.0	20	3	604.0	12.4%	3	837.0	17.2%	1	276.0	5.7%
Food Equipment Installations, Inc.	6,214.0	14	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%

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			# Workers	Hours	%	# Workers	Hours	%	# Workers	Hours	%
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.	7,627.0	14	4	2,066.5	27.1%	1	592.0	7.8%	0	0.0	0.0%
Greenwood Industries, Inc.	9,864.3	48	14	3,108.3	31.5%	1	456.3	4.6%	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%
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.	58,495.0	47	11	11,396.0	19.5%	3	5,144.5	8.8%	2	3,946.0	6.7%
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. Derezco Co.	200,188.4	161	21	45,814.0	22.9%	11	23,362.0	11.7%	12	17,304.5	8.6%
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	42,994.0	65	8	8,825.0	20.5%	3	3,062.5	7.1%	2	504.0	1.2%
J.C. Higgins Corp	98,561.0	84	11	16,215.0	16.5%	5	8,484.5	8.6%	4	5,483.0	5.6%
J.F. White Contracting Company, Inc	38,834.5	69	10	5,046.0	13.0%	4	4,009.5	10.3%	3	1,360.0	3.5%
Jackson Glass, Inc. (WBE)	83,801.5	66	16	18,511.0	22.1%	6	11,376.5	13.6%	8	9,376.5	11.2%
JENKAT Painting LLC	12,490.3	45	10	2,877.0	23.0%	2	453.0	3.6%	0	0.0	0.0%
Jerez LLC (MWBE)	13,536.0	11	9	12,178.0	90.0%	1	1,012.5	7.5%	0	0.0	0.0%
JM Electrical Company, Inc.	904.0	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.	14,962.5	19	5	3,668.5	24.5%	3	1,694.0	11.3%	2	5,099.5	34.1%
K&M Fire Protection Services, Inc.	102,670.0	63	10	19,517.5	19.0%	2	5,629.5	5.5%	6	8,415.5	8.2%
K. DaPonte Construction Corp.	3,568.0	29	2	592.0	16.6%	2	160.0	4.5%	0	0.0	0.0%
K.O. Stone Inc. (MBE)	8,942.0	23	19	8,022.0	89.7%	10	4,488.0	50.2%	0	0.0	0.0%
Kenneth Castellucci & Associates, Inc.	34,720.3	49	3	2,010.0	5.8%	0	0.0	0.0%	1	46.0	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.	34,535.3	26	6	6,485.0	18.8%	4	4,719.3	13.7%	2	1,817.0	5.3%
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.	33,703.8	25	7	12,790.3	37.9%	2	2,857.5	8.5%	0	0.0	0.0%
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	622,899.5	466	146	179,807.5	28.9%	40	60,799.5	9.8%	10	10,699.5	1.7%
Liberty Equipment and Supply	67,271.5	79	10	20,272.5	30.1%	6	4,890.0	7.3%	5	5,793.5	8.6%
Lockwood Remediation	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Longden Company Inc.	4,955.0	11	4	1,081.0	21.8%	0	0.0	0.0%	2	1,168.0	23.6%
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.	23,915.5	32	9	7,299.5	30.5%	2	1,812.0	7.6%	3	4,167.5	17.4%
M.L. McDonald Sales Company, LLC	175,929.0	194	54	41,319.0	23.5%	12	12,446.0	7.1%	6	8,058.0	4.6%
Manganaro Northeast	1,260.0	11	3	550.0	43.7%	0	0.0	0.0%	1	2.0	0.2%
Marguerite Concrete, Inc.	1,716.3	58	14	457.0	26.6%	2	38.0	2.2%	2	147.0	8.6%
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.	7,244.0	54	4	530.5	7.3%	2	407.0	5.6%	0	0.0	0.0%
Massey's Plate Glass Aluminum, Inc.	15,680.5	57	12	2,954.5	18.8%	2	1,037.0	6.6%	1	714.0	4.6%
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.	84,628.0	106	21	28,750.0	34.0%	2	5,159.5	6.1%	5	4,203.8	5.0%
McDonald Electrical Corp.	89,322.5	99	19	11,599.0	13.0%	10	6,271.0	7.0%	4	1,286.0	1.4%
McGregor Industries, Inc.	23,032.5	41	7	1,954.5	8.5%	2	3,808.5	16.5%	4	1,872.5	8.1%
McPhee Electric Ltd.	56,442.8	50	8	6,612.3	11.7%	5	3,569.0	6.3%	4	7,724.5	13.7%
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 Inc.	32.0	1	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Milharmer Associates, Inc.	5,230.0	7	0	0.0	0.0%	1	80.0	1.5%	0	0.0	0.0%

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Mitsubishi Electric US, Inc.	8,344.0	13	3	2,649.0	31.7%	1	943.0	11.3%	4	3,920.0	47.0%
MON Landscaping Inc.	1,359.0	32	4	144.0	10.6%	1	72.0	5.3%	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.	1,799.5	25	15	1,310.9	72.8%	0	0.0	0.0%	0	0.0	0.0%
Murphy Electric & Industrial Control, LLC	1,355.5	8	1	167.5	12.4%	0	0.0	0.0%	1	576.0	42.5%
NER Construction Mgmt	26,392.5	50	5	1,302.5	4.9%	0	0.0	0.0%	1	48.0	0.2%
New England Finish Systems	2,982.5	30	2	46.0	1.5%	5	467.0	15.7%	0	0.0	0.0%
New England Installation, Inc.	2,192.5	10	2	175.0	8.0%	0	0.0	0.0%	1	264.5	12.1%
New Roads Environmental	7,961.5	42	40	7,906.5	99.3%	4	1,412.0	17.7%	1	172.0	2.2%
New tech Installation USA inc	31,495.3	48	10	5,864.0	18.6%	3	1,340.5	4.3%	3	1,635.0	5.2%
North East Foam Solutions, Inc.	7,819.0	11	5	1,667.0	21.3%	1	2,484.0	31.8%	3	3,513.0	44.9%
Northeast Interior aka Artisan Millwork	8,109.5	13	3	3,044.0	37.5%	1	568.0	7.0%	1	1,442.5	17.8%
NorthStar Contracting Group, Inc	37.0	2	1	12.0	32.4%	0	0.0	0.0%	0	0.0	0.0%
Oasis Shower Doors	8,243.0	11	2	1,864.0	22.6%	1	509.5	6.2%	0	0.0	0.0%
Otis Elevator Company	93,953.3	121	8	6,127.5	6.5%	7	4,379.0	4.7%	4	2,832.8	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)	24,519.0	52	11	3,008.5	12.3%	2	2,390.0	9.7%	1	36.0	0.1%
Peak Mechanical Services	16,697.0	26	4	6,354.0	38.1%	0	0.0	0.0%	3	2,600.5	15.6%
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	115,977.0	148	31	29,250.5	25.2%	4	7,122.0	6.1%	5	5,952.0	5.1%
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)	19,299.0	16	3	4,493.0	23.3%	1	1,698.0	8.8%	1	457.0	2.4%
Quality Construction Specialty, Inc.	7,301.5	13	1	669.0	9.2%	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	1,433.0	30	3	70.0	4.9%	2	25.5	1.8%	0	0.0	0.0%
Roman Iron Works, Inc.	628.0	3	1	205.0	32.6%	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.	425,256.0	415	103	129,999.0	30.6%	17	23,739.0	5.6%	11	15,248.5	3.6%
S-Cel-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%
Semper Diving & Marine Corporation (VBE)	55.5	3	0	0.0	0.0%	0	0.0	0.0%	1	18.5	33.3%
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.	62,294.5	84	30	21,468.0	34.5%	10	5,699.0	9.1%	2	2,394.0	3.8%
SOS Corporation (WBE)	11,751.0	46	28	7,823.0	66.6%	28	7,201.0	61.3%	1	192.0	1.6%
SPS New England, Inc.	64,055.0	88	19	12,720.5	19.9%	6	3,730.5	5.8%	1	424.0	0.7%
Stalker Electric Inc.	686.0	7	0	0.0	0.0%	0	0.0	0.0%	1	219.0	31.9%
Stanley & Sons, Inc.	18,205.5	33	10	4,924.5	27.0%	3	2,326.5	12.8%	4	2,769.0	15.2%
Structures Derek International SA	2,207.5	11	4	1,143.5	51.8%	0	0.0	0.0%	0	0.0	0.0%
Sullivan & McLaughlin Co., Inc.	4,324.0	12	1	873.0	20.2%	2	945.0	21.9%	1	681.0	15.7%
Sunrise Erectors, Inc.	48,581.5	87	13	5,488.5	11.3%	6	2,692.5	5.5%	5	3,820.5	7.9%
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	12,882.0	40	14	4,393.0	34.1%	2	814.0	6.3%	1	32.0	0.2%
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.	172,143.0	168	27	32,980.0	19.2%	10	7,660.0	4.4%	6	7,621.5	4.4%
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)	3,584.0	9	1	416.0	11.6%	0	0.0	0.0%	1	1,011.0	28.2%
Tekon-Technical Consultants, Inc.	877.5	5	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
The Cheviot Corporation	9,313.0	26	7	1,354.5	14.5%	1	881.5	9.5%	1	340.0	3.7%
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)	18,769.0	38	12	5,616.5	29.9%	2	1,047.0	5.6%	2	1,865.0	9.9%
Titan Roofing, Inc. (MWBE)	70,442.5	108	29	20,625.0	29.3%	3	4,718.5	6.7%	4	4,925.0	7.0%
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%

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	%
Ultra-Lum Services, LLC	3,348.0	11	3	725.0	21.7%	0	0.0	0.0%	0	0.0	0.0%
Union Temporary Services, Inc.	16,281.5	29	7	3,163.0	19.4%	2	1,698.5	10.4%	0	0.0	0.0%
Unistrut International Corp.	17,445.8	22	5	6,106.5	35.0%	2	1,186.5	6.8%	1	2,044.0	11.7%
United Elevator Company (WBE)	983.0	8	0	0.0	0.0%	0	0.0	0.0%	1	21.0	2.1%
Universal Automation & Mechanical Services	2,022.0	9	1	8.0	0.4%	0	0.0	0.0%	0	0.0	0.0%
Urban Insulation Inc. (WBE)	13,144.0	20	5	4,206.0	32.0%	2	1,283.5	9.8%	2	975.0	7.4%
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 Pledriving 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	846.0	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.	6,018.5	25	8	1,539.0	25.6%	1	496.0	8.2%	0	0.0	0.0%
Won-Door Corporation	345.6	3	0	0.0	0.0%	0	0.0	0.0%	0	0.0	0.0%
Wood & Wire Fence Co. Inc. (MBE)	8.0	2	1	4.0	50.0%	0	0.0	0.0%	0	0.0	0.0%
<b>TOTAL</b>	<b>5,980,774.8</b>	<b>7,740</b>	<b>1,870</b>	<b>1,535,036.9</b>	<b>25.7%</b>	<b>489</b>	<b>427,773.3</b>	<b>7.2%</b>	<b>311</b>	<b>314,789.3</b>	<b>5.3%</b>

**Contracts and Payments to Minority, Women and  
Veteran Business Enterprises for Construction Phase**

As of June 30, 2019

Reference 205 CMR 135.02(5)(f)

As of June 30<sup>th</sup>, 2019, Encore had awarded \$263,348,345 or 18.9% of qualified construction contracts, in contracts to M/W/VBEs. As of June 30<sup>th</sup>, 2019, Encore and Encore's contractors and sub-contractors awarded 81 contracts to MBEs, 152 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 03/31/19
<b>MBE</b>	81	80,834,984	5.8%	5.0%	71,892,845
<b>WBE</b>	152	174,670,571	12.5%	5.4%	153,025,747
<b>VBE</b>	49	38,365,931	2.8%	1.0%	31,971,895
<b>TOTAL**</b>	<b>252</b>	<b>\$263,348,345</b>	<b>18.9%</b>	<b>11.4%</b>	<b>\$233,863,524</b>

\*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 June 30<sup>th</sup>, 2019

Reference 205 CMR 135.02(5)(f)

As of June 30<sup>th</sup>, 2019, Encore had awarded \$14,953,702 or 22.7% of qualified design contracts, to M/W/VBEs for design work. As of June 30<sup>th</sup>, 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 (\$) As of 03/31/19
<b>MBE</b>	13	5,619,350	8.5%	7.9%	5,407,293
<b>WBE</b>	14	5,399,784	8.2%	10.0%	5,111,598
<b>VBE</b>	4	3,974,569	6.0%	1.0%	3,650,616
<b>TOTAL **</b>	<b>30</b>	<b>\$14,953,702</b>	<b>22.7%</b>	<b>18.9%</b>	<b>\$14,141,175</b>

\*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.