



# MGM SPRINGFIELD

## QUARTERLY STATUS REPORT #5

Monitoring of Project Construction and  
Licensee Requirements  
205 CMR 135

For the Period:  
January–March 2016



**QUARTERLY STATUS REPORT: JANUARY-MARCH 2016**

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135.02.2 The commission shall, in accordance with M.G.L. c. 23K, §§ 10 and 11 approve for each gaming licensee, a project schedule for the gaming licensee's capital investment in its gaming establishment and related infrastructure which includes:

(a) all major stages of design and construction; including all permitting and approvals, design deliverables, site preparation, foundation, structure, plumbing, electrical, mechanical, exterior finish and fenestration, long lead items, insulation, interior finish and furnishings and landscaping, building commissioning and commissioning of gaming equipment and information technology systems.

(b) For a Category 1 gaming establishment, a timeline for commencement of the final stage of construction pursuant to M.G.L. c. 23K, § 10(a); and

(c) a timeline for the stage of construction at which the gaming licensee shall be approved to open for business or operate a slot machine pursuant to M.G.L. c. 23K, §§10(c) and 11(a).

135.02.4 If unforeseen and/or changed circumstances necessitate a change to a project schedule approved pursuant to 205 CMR 135.02(2) which will impact the completion date or requires a major change in the method or progress of construction, the gaming licensee may submit to the commission for its approval a revised project schedule, with a detailed statement of the unforeseen changed circumstances which justify the revised project schedule. If the commission approves such revised project schedule, it shall substitute and supersede the previously approved project schedule.

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### 1 PROJECT SCHEDULE

#### 1a CURRENT SCHEDULE

On August 6, 2015, the Massachusetts Gaming Commission approved a revised opening date of thirty (30) days following a construction completion date of either August 6, 2018 or the date on which the I-91 Viaduct Project achieves Full and Beneficial Use (as defined in MassDOT project documents), whichever occurs later. MGM submitted a final project schedule for consideration on November 6, 2015. In accordance with our commitment to providing monthly schedule updates, schedule updates were provided to MGC's representative on January 7, February 3, March 3, and March 30 of this year. The March 30<sup>th</sup> update is included in this document as Appendix A.

#### 1b PROJECT SCHEDULE CHANGES

There are no changes to report that would alter MGM's opening date.

**QUARTERLY STATUS REPORT: JANUARY-MARCH 2016**

135.02.3 Within the time frame provided in the award of the gaming license, the licensee shall provide to the commission for commission approval an affirmative action program of equal opportunity whereby the licensee establishes specific goals for the utilization of minorities, women and veterans on construction jobs and for contracting with minority, women or veteran owned businesses during either design or construction; provided, however that such goals shall be equal to or greater than the goals contained in Executive Office of Administration and Finance Administrative Bulletin Number 14.

135.02.5c To ensure adherence to the project schedule approved pursuant to 205 CMR 135.02(2) or (4), the gaming licensee shall submit to the commission in a media, format and level of detail acceptable to the commission, quarterly a status report including:

(e) a detailed statistical report pursuant to M.G.L. c. 23K, §21(a)(23) on the number, gender and race, and veteran status of individuals by job classifications hired to perform labor as part of the construction of the gaming establishment and related infrastructure, and a comparison of this report with the goals established by the gaming licensee and commission pursuant to M.G.L. c. 23K, §21(a)(22). In the event the licensee’s hiring of the aforementioned entities does not comply with the goals established the licensee shall submit within 20 days of a request by the commission a response as to why the goals have not been achieved, identify any good faith efforts that have been undertaken to achieve those goals and provide a plan to bring the dollar amount contracted and spent into compliance with the goals.

(f) a report describing the number of contracts, total dollar amounts contracted with and actually paid to minority business enterprises, women business enterprises and veteran business enterprises for design and construction of the gaming establishment 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 the gaming licensee and commission pursuant to M.G.L. c. 23K, §21(a)(21). In the event the licensee’s hiring of the aforementioned entities does not comply with the goals established the licensee shall submit within 20 days of a request by the commission a response as to why the goals have not been achieved, identify any good faith efforts that have been undertaken to achieve those goals and provide a plan to bring the dollar amount contracted and spent into compliance with the goals.

**2 CONSTRUCTION PHASE DIVERSITY PROGRAM FOR EQUAL OPPORTUNITY**

**2a DIVERSITY SUMMARY**

The following is a snapshot of Construction and Design Diversity Commitments through March 31:

GROUP	PROJECT GOALS	COMMITMENTS	VARIANCE	COMPANY COUNT	VALUE
WBE	10.00%	16.6%	6.6%	29	\$11.50M
MBE	5.00%	9.9%	4.9%	19	\$6.84M
VBE	2.00%	6.2%	4.2%	8	\$4.27M

Notes:

1. Total Commitments through March 31, 2016 are \$69.3M
2. Includes companies that are certified with the following agencies:
  - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
  - WBE - Massachusetts Supplier Diversity Office or Women’s Business Enterprise National Council.
  - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.





## QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

Updates on outreach activities and additional diversity reporting are presented monthly to the Access and Opportunity Committee of the Massachusetts Gaming Commission. The most recent AOC presentation of April 12, 2016 is included as [Appendix B](#).

### 2b COMMITMENTS

#### Design Commitments

The following is a snapshot of Design Diversity Commitments through March 31:

GROUP	COMMITMENTS	COMPANY COUNT	VALUE
WBE	11.3%	9	\$2.65M
MBE	8.4%	8	\$1.96M
VBE	4.1%	2	\$0.96M

Notes:

1. Total Commitments through March 31, 2015 are \$23.4M
2. Includes companies that are certified with the following agencies:
  - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
  - WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
  - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.
3. Value for VBE (Stevens & Associates) is included in the Construction Commitments because they are being billed through the Construction Manager, Tishman Construction Corporation.

A listing of construction companies included in the totals above is included in [Appendix B](#).

#### Construction Commitments

The following is a snapshot of Construction Diversity Commitments through March 31:

GROUP	COMMITMENTS	COMPANY COUNT	VALUE
WBE	19.3%	20	\$8.85M
MBE	10.6%	11	\$4.88M
VBE	7.2%	6	\$3.31M

Notes:

1. Total Commitments through March 31, 2016 are \$45.9M
2. Includes companies that are certified with the following agencies:
  - MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
  - WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
  - VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

A listing of construction companies included in the totals above is included in [Appendix B](#).



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## 2c WORKFORCE STATISTICS

Subcontractors have been submitting workforce tracking forms after each pay period. The most recent available results have been tallied and are included as [Appendix C](#).

Summary workforce statistics for the total Project as of March 28 are as follows:

GROUP	PROJECT GOALS	PROJECT TO DATE %
Women	6.90%	10.56%
Minority	15.30%	28.35%
Veteran	8.00%	8.65%

Note: Statistics include all workforce reports that were received by MGM as of March 28, 2016.

Additional workforce statistics and reporting is included in [Appendix B](#).



## QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

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135.02.5a To ensure adherence to the project schedule approved pursuant to 205 CMR 135.02(2) or (4), the gaming licensee shall submit to the commission in a media, format and level of detail acceptable to the commission, quarterly a status report including:

(a) the total estimated cost of construction of the project and related infrastructure improvements, including a sworn certification regarding costs incurred 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

(b) a sworn certification regarding the capitalization of the gaming licensee, sufficient for the commission to determine, pursuant to M.G.L. c. 23K §10(e) or 11(c), that the gaming licensee has adequate funds to complete the gaming establishment and related infrastructure improvements.

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### 3 COST OF CONSTRUCTION / CAPITALIZATION OF GAMING LICENSEE

Pursuant to 205 CMR 135.02.5(a) and (b), please see [Appendix D](#) for a certification regarding (a) the total estimated cost of construction of the project and related infrastructure improvements, and (b) the capitalization of MGM Springfield.

# QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

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135.02.5c To ensure adherence to the project schedule approved pursuant to 205 CMR 135.02(2) or (4), the gaming licensee shall submit to the commission in a media, format and level of detail acceptable to the commission, quarterly a status report including:

(c) a copy of all design and construction contracts executed within the prior quarter by the gaming licensee to design and construct the gaming establishment and related infrastructure improvements

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## 4 DESIGN & CONSTRUCTION CONTRACTS

The following contracts were executed in the first quarter of 2016:

COMPANY	CONTRACT	MGC STATUS
1. Tishman Construction Company	Letter of Authorization for Design-Build Services for Parking Garage	REGISTRANT
2. AFO Consulting	Construction Support Services	REGISTRANT
3. Strategic Building Solutions dba Colliers International	Commissioning and Testing Services	REGISTRANT
4. Thornton Tomasetti, Inc.	Independent Structural Engineering Peer Review Services	REGISTRANT

Copies of executed contracts are available to the Massachusetts Gaming Commission’s Representative for review.



## QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

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135.02.5d To ensure adherence to the project schedule approved pursuant to 205 CMR 135.02(2) or (4), the gaming licensee shall submit to the commission in a media, format and level of detail acceptable to the commission, quarterly a status report including:

(d) a status report reflecting the progress of construction and certifying compliance with the approved project schedule for major stages of construction. In the event that the progress of construction does not comply with the project schedule approved pursuant to 205 CMR 135.02, the licensee shall submit a detailed plan to bring the progress of construction into compliance with the approved project schedule or submit a request for a revised project schedule pursuant to 205 CMR 135.02(4)

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### 5 STATUS OF WORK COMPLETED / PROGRESS PHOTOGRAPHS

#### 5a STATUS OF WORK COMPLETED

##### Onsite Activities

The following onsite activities took place in the past quarter or are currently underway:

- Demolition was completed for 59 Howard Street (Zanetti School), 79-83 State Street, 1090-1104 Main Street, 1120 Main Street, 1126 Main Street, 1156-1178 Main Street (Edisonia Theater Block), 15 Bliss Street (VFW), 19 Bliss Street (former Springfield Rescue Mission), rear garage of 1132-1142 Main Street (Union House/Chandler Hotel)
- Abatement and Interior demolition of 95 State Street is underway.
- Utility disconnects were completed in preparation for demolition of 15 Bliss Street (VFW), 19 Bliss Street (former Springfield Rescue Mission), Union House/Chandler Hotel.
- The haul road for the French Church relocation was constructed, and the foundation poured at the new location. Equipment is being mobilized to prepare for the relocation. Interior bracing is underway in preparation for the move.
- Site clearing and bulk excavation is underway for the new Parking Garage. Dust monitoring is in place and dust control measures are being implemented as necessary.
- YWCA building exterior salvage work was completed.
- Discontinuances of Bliss and Howard Streets were approved and barriers and fencing were installed.
- The Springfield Rescue Mission vacated its former building at 19 Bliss Street on 12/31/15.
- Utility work took place on and around the site, including a storm drain tie in at Bliss Street, Howard Street sewer work, water and sewer work on State Street, a gas main at State Street, and storm drain at 1317-1343 E. Columbus Avenue.
- The water main and storm drain is being installed at the site of the future MGM Way.
- Soil removal work has begun in the former parking lot between Bliss and Howard Streets.

# QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

A revised site key plan was developed to notify property abutters and the general public via biweekly email and website updates of upcoming construction activities.



MGM Springfield Project Site Key Plan for Bi-Weekly Construction Activities Updates



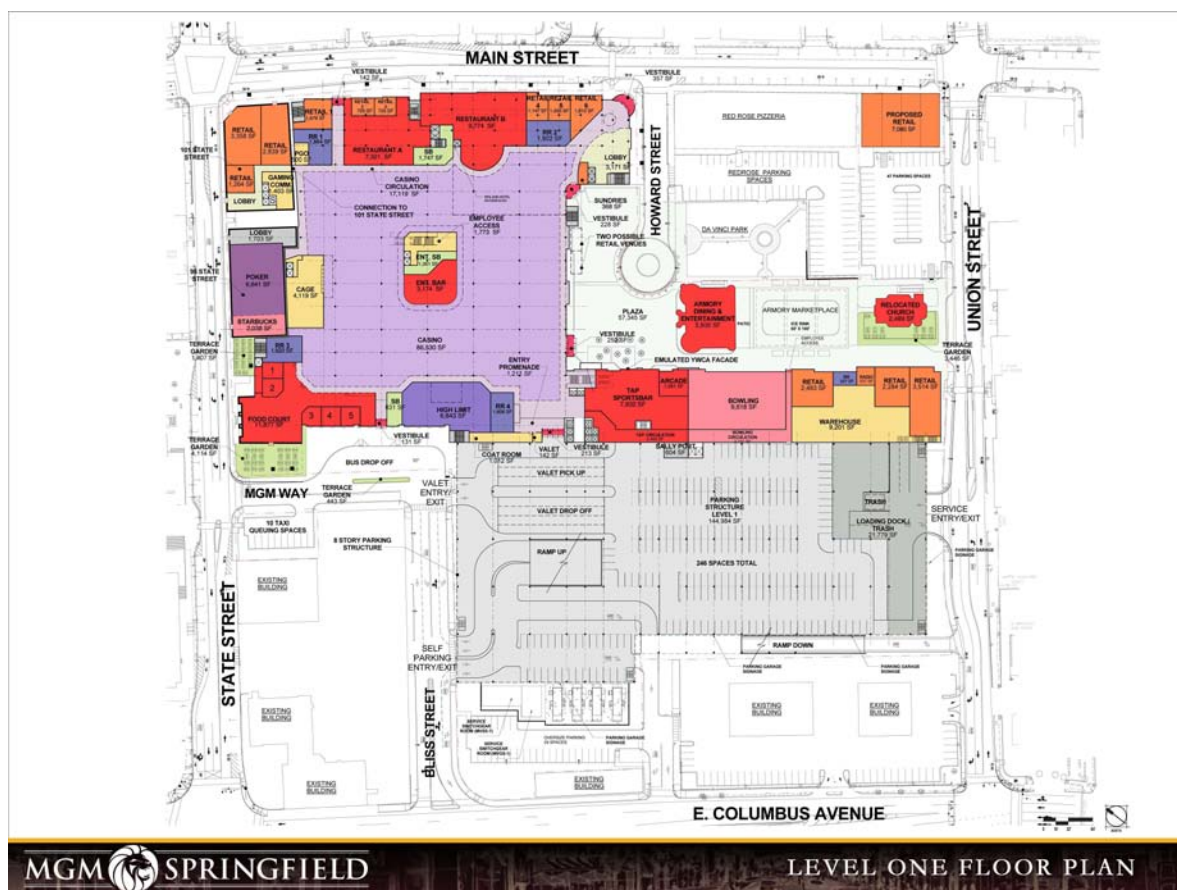
# QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

## Design Progress

MGM presented its final site plan to the City of Springfield for review and approval by the City Council. The Council approved MGM's Site Plan with certain conditions on February 22, 2016. A copy of the Findings and Decision of the City Council including the conditions is included in this document as Appendix E. The Design Team is working towards a final design presentation to the MGC in early May. Select progress plans and renderings are included below.

A core and shell design development set for the hotel/podium was prepared by the team and submitted for owner review on 1/29/16, and a progress construction document package was submitted on 3/18/16.

The Garage Design/Build team submitted a schematic design set for owner review. Material samples for the exterior facades of the garage were reviewed with the City of Springfield.



MGM SPRINGFIELD

LEVEL ONE FLOOR PLAN







View of Garage and Signage from I-91



Main Street Elevation

### 5b PROGRESS PHOTOGRAPHS

An images set of construction site progress photographs as of March 31, 2016 is included in this document as Appendix F.



## QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

135.02.6 The licensee shall have a continuing obligation, pursuant to 205 CMR 120.01(2) to timely provide to the commission an updated permits chart and all documents and information listed in 205 CMR 120.01: Permitting Requirements, as well as any updates to the MEPA process such that the commission is continuously apprised of all material developments with respect to all permits and approvals required for the gaming establishment. Pursuant to 205 CMR 120.01(1)(h) the licensee shall provide to the commission copies of any appeal within 20 days of filing, whether to a municipal or state entity or for judicial review, filed with respect to any permit of approval listed in 205 CMR 120.01(1) along with a copy of the docket sheet and each decision on any appeal.

### 6 PERMITS

The following is the status of required permits and approvals:

AGENCY OR GOVERNING LEGAL AUTHORITY	PERMIT, REVIEW, OR APPLICATION	DATE APPLICATION SUBMITTED OR ESTIMATED ANTICIPATED APPLICATION DATE
<b>FEDERAL</b>		
1. US Environmental Protection Agency (EPA)	USEPA Construction General Permit	Permit received 2/23/15: USEPA MAR120000
	NPDES General Permit	Permit for Main St. and East Columbus Ave. received 3/9/15: MAR12B410
	NPDES Remediation General Permit (RGP)	Based on foundation design, no permit is expected to be required.
2. Federal Aviation Administration	Determination of No Hazard to Air Navigation	Aeronautical Study Requests for Parking Garage and Hotel/Podium filed with FAA on 2/22/16.
<b>STATE</b>		
1. Massachusetts Gaming Commission	Gaming License	Received 11/7/14
	Findings issued pursuant to M.G.L. ch. 30 sec. 61	Section 61 Findings issued by MGC on December 17, 2015.
2. Executive Office of Energy and Environmental Affairs	Massachusetts Environmental Policy Act (MEPA) Review	Certificate on Final Environmental Impact Report Received 12/31/14 (EEA 15033); Certificate on Notice of Project Change (NPC) finding no Supplement Environmental Impact Report required issued on November 25, 2015.
3. Massachusetts Department of Environmental Protection (MA DEP)	MA DEP Underground Injection Control (UIC) BRP WS-06	To be filed at project completion
	Construction Dewatering Permit	Based on foundation design, no permit is required as groundwater can be managed internal to the site boundary. A permit will be pursued if any deeper excavation is required.

## QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

4. Massachusetts Historical Commission (MHC)	Review of project relative to potential effects of State Register historic/ archeological resources	Final Memorandum of Agreement Approved by MGC on December 17, 2015 and Signed by MHC on December 18, 2015.
5. Massachusetts Department of Transportation (MassDOT)	Findings pursuant to M.G.L c. 30, sec. 61	Final Road Safety Audits (RSAs) provided to MassDOT in December 2015 consistent with MEPA Certificate. Revised Draft Section 61 Findings Presented to MassDOT on December 23, 2015. MassDOT issued finding pursuant to G.L. c. 30, sec. 61 on March 28, 2016. These findings will be incorporated by reference into the Massachusetts Gaming Commission Section 61 Findings.
	Category III Application for Permit to Access State Highway	MGM submitted a 25% design package and Design Exception Report for MassDOT review on 2/8/16—assumed to be a Category III Application for Permit to Access State Highway. Upon receipt of the 25% level comments, MGM will prepare a combined 75%/100% design package for MassDOT’s review. Upon receipt of 75/100% level comments, MGM will prepare a PS&E design package for MassDOT’s final review. MassDOT will issue the Highway Access Permit prior to construction of multimodal roadway and traffic control improvements.
6. Massachusetts Department of Housing and Community Development	Chapter 121A Designation as an Urban Redevelopment Project	Approval letter received 12/31/14
7. Massachusetts Department of Public Safety	Elevator Decommission Permit	Permit to decommission elevator at 83 State Street, 2/9/16: No. ELV16-0359 Permit to decommission elevator at 1170 Main Street, 2/9/16: No. ELV16-0360
	Elevator Construction Permits	Application(s) to be filed pending final drawings
	Storage Permit	Not required per 527 CMR 9.00. No fuel tanks in excess of 10,000 gallons are expected to be included in the project.
<b>LOCAL PERMITS AND APPROVALS UPDATE FOR FIRST QUARTER 2016</b>		
1. City of Springfield Department of Public Works	General Roadway Excavation, Trenching	Howard Street between Main Street and E. Columbus Ave., 2/12/16: No. 20160198
		Main Street between Gridiron Street and Union Street, 1/29/16: No. 20160119



## QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

	Construction Management & Temporary Traffic Control Plans	Phase 3, Rev. 3 Approval Letter dated 2/22/16
	Proposed Stormwater Change	Updated hydrocad stormwater model prepared by Allen and Major and memo concerning pipe diameter change to drainage on Bliss St. – Approval letter dated 2/10/16
	Phase 2 Interim Utility Package Site Plan	Approval Letter dated 2/3/16
2. City of Springfield – Code Enforcement/Building Division	Building Permit Demolition	Demolish YWCA/former detention center at 26 Howard Street, application date 3/30/16
		Demolish Garage at rear of parcel at 1132-1142 Main Street, 3/28/16: No. 16BLDOT-00053AL
		Demolish former Mission at 21 Bliss Street*, 3/22/16: No. 16DEMO-00022 **Note: address on permit is listed in error; building is at 19 Bliss Street.
		Demolish former VFW at 19 Bliss Street*, 3/22/16: No. 16DEMO-00023 *Note: address on permit is listed in error; building is at 15 Bliss Street.
		Demolish interior of 95 State Street, 3/21/16: No. 16BLDOT-00051AL
		Demolish office building at 1156 Main Street, 3/15/16: No. 16DEMO-00020
		Demolish former commercial space at 79 State Street, 1/28/16: No. 16DEMO-00010
		Demolish retail building at 1090 Main Street, 1/22/16: No. 16DEMO-00004
		Demolish business building at 1120 Main Street, 1/14/16: No. 15DEMO-00115
		Demolish retail building at 1126 Main Street, 1/8/16: No. 15DEMO-00114
Demolish former school at 59 Howard Street, 1/6/16: No. 15DEMO-00028		
	Permit to Move French Church	94 Union Street, 1/28/16: No. 16BDOT-00004ER
3. City of Springfield Historical Commission	MHC Review Concurring Party; Demolition Delay	SHC approved changes to design for purposes of historic resources and revised MOU on October 23, 2015.

**QUARTERLY STATUS REPORT: JANUARY-MARCH 2016**

4. Springfield City Council	Overlay District Special Permit	Overlay District Special Permit approved by City Council on December 22, 2015.
	Site Plan Review	MGM Site Plan submission deemed completed on November 23, 2015. The City Council voted to approval the plan on 2/22/16.
	Amendments to HCA	Amendment No. 1 approved by Council vote on 6/22/15. Amendment No. 2 approved by Council vote on 2/22/16.
	Public Way Discontinuance Approval	The City Council voted to approve street discontinuances of both Bliss and Howard Streets on 1/26/16.
5. City of Springfield Department of Health and Human Services	Food Service Establishment Permit	TBD as venues are finalized
6. City of Springfield – Forestry Division	Municipal Tree Work Permit	No Current Permits
7. Springfield Water and Sewer Commission	Water and Sewer Connection Permits	New Main at Howard Street between E. Columbus and Main Street, 2/4/16
		CIPP lining existing pipe at Howard Street between E. Columbus and Main Street, 2/4/16
8. City of Springfield – Fire Prevention Bureau	Sprinkler Shutdown	Fire Sprinkler Shutdown at 95 State Street, 3/4/16: No. 160475
	Installation of Above Ground Storage Tank Permit(s)	To be filed at installation of emergency generators and fire pump.
	Fuel Oil, Gasoline and Diesel Fuel Storage Permit	To be filed prior to occupancy of the Parking Garage.

## QUARTERLY STATUS REPORT: JANUARY-MARCH 2016

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*135.02.7 In furtherance of specific goals for the utilization of minorities, women and veterans on construction jobs, the licensee shall send and provide a copy to the commission, to each labor union or representative of workers with which the licensee has a collective bargaining agreement or other contract of understanding, a notice advising the labor union or workers representative of the licensee's commitments pursuant to M.G.L. c. 23K §(15) and §§21(a)(21) and (22).*

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### **7 ORGANIZED LABOR LETTER**

The Project Labor Agreement (PLA) was executed on February 26, 2015. Article XVIII on Page 25 of the Agreement states the construction manager and labor unions' commitment to comply with Owner's Diversity and Affirmative Marketing Program as adopted on January 22, 2015.

A copy of the executed PLA is available to the Massachusetts Gaming Commission's Representative for review.

*135.02.8 Prior to the gaming establishment opening for business, in furtherance of specific goals for the utilization of minority business enterprises, women business enterprises and veteran business enterprises as vendors in the provision of goods and services to the gaming establishment, the licensee shall provide to the commission an affirmative marketing plan in which the licensee identifies specific goals, expressed as an overall program goal applicable to the total dollar value of contracts entered into, for the utilization of minority business enterprises, women business enterprises and veteran business enterprises to participate as vendors in the provision of goods and services procured by the gaming establishment and any businesses operated as part of the gaming establishment; provided, however, that the specific goals for the utilization of such minority business enterprises, women business enterprises and veteran business enterprises shall be based on the availability of such minority business enterprises, women business enterprises and veteran business enterprises engaged in the type of work to be contracted by the gaming licensee.*

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### **8 OPERATIONAL PHASE DIVERSITY PROGRAM FOR EQUAL OPPORTUNITY**

MGM's Diversity and Affirmative Marketing Program was approved on January 22, 2015. MGM will comply with this program to meet goals for Diversity participation in the operational phase of the project.

**APPENDIX A**

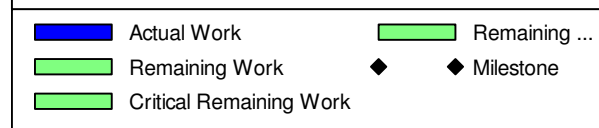
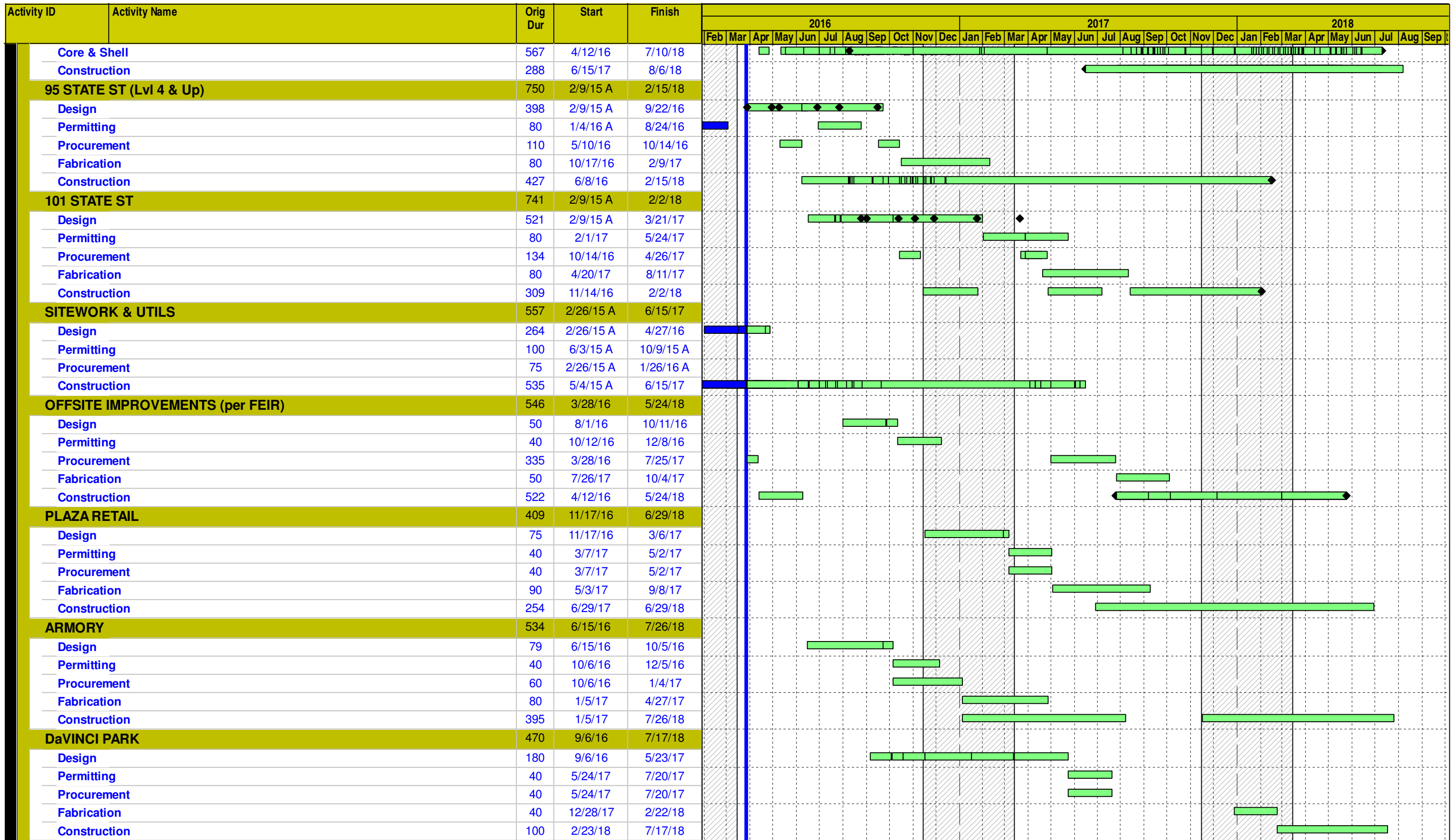
**LEVEL 1, LEVEL 2 AND DETAILED PROJECT SCHEDULES**

**AS OF MARCH 30, 2016**












Activity ID	Activity Name	Orig Dur	Start	Finish	2016																															2017												2018																												
					Oct			N			D			J			F			M			A			M			J			Jul			A			S			Oct			N			D			J			F			M			Apr			M			J			Jul			A			S		
					Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S																								
<b>MGM Springfield Sep 2018 Opening - CURRENT</b>					928	9/19/14 A	9/5/18																																																																					
<b>PROJECT MANAGEMENT</b>					928	11/4/14 A	9/5/18																																																																					
PM-100	Referendum Vote / Project Start	0	11/4/14 A																																																																									
PM-200	Tishman Const Co Released	0	11/5/14 A																																																																									
PM-999	Construction Completion (TCO): Aug 06, 2018	0		8/6/18																																																																								
PM-220	I-91 Viaduct (Milestone 03 Beneficial Use): Aug 06, 2018	0		8/6/18																																																																								
PM-990	Operations Commencement: Sept 5, 2018 (I-91 Milestone 03 +30CD)	0		9/5/18*																																																																								
<b>Assist MGM with development of Project Criteria</b>					57	1/2/15 A	4/29/16																																																																					
PM-918	Parking Garage Concept Design	0		1/12/15 A																																																																								
PM-926	Begin SD	0	3/18/15 A																																																																									
PM-920	Kickoff Meeting	0	3/18/15 A																																																																									
PM-922	Enabling Design -- (March)	30	2/4/15 A	5/29/15 A																																																																								
PM-910	Budget review	22	1/2/15 A	4/29/16																																																																								
<b>Negotiate and Finalize Project Labor Agreement</b>					39	1/7/15 A	2/26/15 A																																																																					
PM-916	Negotiate and Finalize Project Labor Agreement	39	1/7/15 A	2/26/15 A																																																																								
<b>Mass Gaming Commission</b>					866	11/4/14 A	9/5/18																																																																					
<b>1 Statute-Chap 23K</b>					235	11/4/14 A	2/18/16 A																																																																					
MGC-653	Own land within 60 days of license issuance	0		11/4/14 A																																																																								
MGC-070	Prep & Submit: expected vehicle traffic generated by the site, and plans for mitigating v	10	12/22/14 A	12/31/14 A																																																																								
MGC-063	Prep & Submit: PLA. MGM to show plans for insuring labor harmony during constr & op	10	2/16/15 A	2/26/15 A																																																																								
MGC-651	provide a community impact fee to the host community;	0		8/1/15 A																																																																								
MGC-652	Prep& Submit: Licensees required to (15) provide commission aggr demographic info	10	8/1/15 A	8/1/15 A																																																																								
MGC-650	Have a certified and binding vote by the host community in favor of the license;	0		8/1/15 A																																																																								
MGC-067	Prep & Submit: names and addresses of the architects, engineers and designers of th	5	2/15/16 A	2/18/16 A																																																																								
<b>2 Licensing Agreement</b>					40	3/15/18	5/10/18																																																																					
MGC-655	Prep& Submit: create plan to identify potential local vendor in ninety (90) days fr Effecti	10	3/15/18	3/28/18																																																																								
MGC-656	Rev& Approv: create plan to identify potential local vendor in ninety (90) days fr Effecti	10	4/27/18	5/10/18																																																																								
<b>3 205 CMR</b>					866	2/17/15 A	9/5/18																																																																					
MGC-136	Prep & Submit: Affirmative Action Plan	1	2/17/15 A	2/27/15 A																																																																								
MGC-149	Submit Schematic Designs (Site Plan)	0		2/22/16 A																																																																								
MGC-659	Prep& Submit: The commission may request or have access to, at any time, plans spe	0		8/10/16																																																																								
MGC-171	MGC Requested Review - Access; eg doors, locking systems, sally port (front - versus	0		8/11/16																																																																								
MGC-172	MGC Requested Review - Location of staff entrance	0		8/11/16																																																																								
MGC-173	MGC Requested Review - Location of security office	0		8/11/16																																																																								
MGC-174	MGC Requested Review - Number, nature and type of conx pts between gaming and i	0		8/11/16																																																																								
MGC-175	MGC Requested Review - Surveillance coverage (location and types of cameras)	0		8/11/16																																																																								
MGC-176	MGC Requested Review - Surveillance monitoring (eg location of surv rm, dedicated s	0		8/11/16																																																																								
MGC-177	MGC Requested Review-Count rm layout & design (eg size, reinf walls, washrm, move	0		8/11/16																																																																								
MGC-178	MGC Requested Review - Cage layout (eg mantrap, reinforced walls, window design)	0		8/11/16																																																																								
MGC-179	MGC Requested Review - Slot floor layout (eg placement of machines, services, integ	0		8/11/16																																																																								
MGC-180	MGC Requested Review - Access to gaming floor (eg adequacy of security positions,	0		8/11/16																																																																								
MGC-181	MGC Requested Review - Regulator office space (eg size, location, IT Requirements)	0		8/11/16																																																																								
MGC-182	MGC Requested Review - Policing agency space (eg office size, interview areas, hold	0		8/11/16																																																																								
MGC-183	MGC Requested Review - Responsible gaming space (eg size, access and placeme	0		8/11/16																																																																								
MGC-184	MGC Requested Review - Sensitive areas (eg definition (cage, count room, surveillanc	0		8/11/16																																																																								
MGC-185	MGC Requested Review - Building system specs	0		8/11/16																																																																								
MGC-186	MGC Requested Review - i. back-up generator	0		8/11/16																																																																								
MGC-187	MGC Requested Review - ii. Independent power sources	0		8/11/16																																																																								

■ Remaining Level of Effort    ■ Critical Re...  
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Activity ID	Activity Name	Orig Dur	Start	Finish	2016												2017												2018											
					Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S
<b>1090- 1104 Main Street</b>																																								
AB-212	Abatement (Substantially Complete)	25	6/3/15 A	11/3/15 A	[Gantt bar: Oct 2015 to Nov 2015]																																			
AB-226	Demo	25	1/5/16 A	1/22/16 A	[Gantt bar: Jan 2016 to Feb 2016]																																			
<b>1008- 1028 Main Street / Daves Furniture</b>																																								
AB-214	Abatement & Demo	25	8/16/16	9/20/16	[Gantt bar: Aug 2016 to Sep 2016]																																			
<b>Demolition/ Stabilization</b>																																								
<b>Phase I: Parking Garage</b>																																								
AB-109	Demo E Columbus / Robbies	20	5/18/15 A	6/1/15 A	[Gantt bar: May 2015 to Jun 2015]																																			
AB-116	Relocated Overhead Lines (Verizon)	10	5/15/15 A	11/25/15 A	[Gantt bar: May 2015 to Nov 2015]																																			
<b>Phase II (Hotel Tower):</b>																																								
AB-162	Cut, cap, make safe	30	4/1/15 A	4/29/15 A	[Gantt bar: Apr 2015 to May 2015]																																			
AB-176	Demolition of Parcels 1C (Bliss Garage), 2, 6	40	6/15/15 A	8/30/15 A	[Gantt bar: Jun 2015 to Sep 2015]																																			
AB-228	Ready to begin Excavation for Hotel Foundation	0	5/2/16		[Milestone: May 2016]																																			
AB-126	Ready to begin Excavation Phase II	0		6/13/16	[Milestone: Jun 2016]																																			
AB-178	Select Demo Office Building (95 State)	57	3/25/16 A	6/16/16	[Gantt bar: Mar 2016 to Jun 2016]																																			
<b>Phase III (Podium):</b>																																								
AB-118	Demolition of Edisonia	20	2/29/16 A	3/25/16 A	[Gantt bar: Feb 2016 to Mar 2016]																																			
AB-124	Demolition - Dave's furniture	30	9/21/16	11/2/16	[Gantt bar: Sep 2016 to Nov 2016]																																			
<b>Demolition of Historic Structures</b>																																								
DHS-00	MHC MOA Recvd	0		12/21/15 A	[Milestone: Dec 2015]																																			
DHS-01	Demo Seq 1 Complete	0		2/29/16 A	[Milestone: Feb 2016]																																			
DHS-02	Demo Seq 2 Complete	0		7/11/16	[Milestone: Jul 2016]																																			
DHS-03	Demo Seq 3 Complete	0		7/11/16	[Milestone: Jul 2016]																																			
<b>Sequence 1</b>																																								
AB-141	Demo 82 Howard rectory	31	7/10/15 A	7/30/15 A	[Gantt bar: Jul 2015 to Aug 2015]																																			
AB-232	1156-1178 Main St Abatement cert. by Spfld DoB	0	1/18/16 A		[Milestone: Jan 2016]																																			
AB-210	1090-1104 Main St Demo	25	1/4/16 A	1/22/16 A	[Gantt bar: Jan 2016 to Feb 2016]																																			
AB-204	1156-1178 Main St Edisonia Abatement duration (Allow)	20	1/4/16 A	1/29/16 A	[Gantt bar: Jan 2016 to Feb 2016]																																			
AB-186	Demolish 79 State Street	30	1/25/16 A	2/29/16 A	[Gantt bar: Jan 2016 to Mar 2016]																																			
<b>Sequence 2</b>																																								
AB-108	Demo Howard St School / Zanetti	35	1/11/16 A	2/12/16 A	[Gantt bar: Jan 2016 to Feb 2016]																																			
AB-114	Demolition of YWCA (Sherriffs)	40	4/29/16	6/24/16	[Gantt bar: Apr 2016 to Jun 2016]																																			
<b>Stabilize 73 State / United Electric</b>																																								
73S-12	Closed by	0	12/2/14 A		[Milestone: Dec 2014]																																			
73S-10	Notification period	15	12/2/14 A	12/4/14 A	[Gantt bar: Dec 2014 to Dec 2014]																																			
73S-20	Structural Probes	10	3/16/15 A	3/27/15 A	[Gantt bar: Mar 2015 to Mar 2015]																																			
73S-14	Vacated by	42	1/5/15 A	3/30/15 A	[Gantt bar: Jan 2015 to Mar 2015]																																			
73S-18	73 State (incl dome salvage)	30	2/25/15 A	4/24/15 A	[Gantt bar: Feb 2015 to Apr 2015]																																			
73S-16	73 State Street – Stabilize single bay, allow for demolition of balance of structure, assis	30	2/16/15 A	5/1/15 A	[Gantt bar: Feb 2015 to May 2015]																																			
73S-22	Buy: 73 State Stabilization of existing structures	15	4/27/15 A	6/5/15 A	[Gantt bar: Apr 2015 to Jun 2015]																																			
73S-24	Dome Salvage	20	5/11/15 A	6/22/15 A	[Gantt bar: May 2015 to Jul 2015]																																			
73S-26	Stabilization of 73 State - Ready (Abatement Complete)	0	9/14/15 A		[Milestone: Sep 2015]																																			
73S-28	Complete demolition and backfill 79 State Street	6	3/7/16 A	3/18/16 A	[Gantt bar: Mar 2016 to Mar 2016]																																			
73S-30	Complete MOA documentation as needed	5	3/28/16	4/4/16	[Gantt bar: Mar 2016 to Mar 2016]																																			
73S-36	Auger Helical Piles & Install	5	4/18/16	4/22/16	[Gantt bar: Apr 2016 to Apr 2016]																																			
73S-32	Install interior and exterior bracing	10	4/11/16	4/22/16	[Gantt bar: Apr 2016 to Apr 2016]																																			
73S-34	Provide shoring support and protection for existing canopy	10	4/11/16	4/22/16	[Gantt bar: Apr 2016 to Apr 2016]																																			
73S-40	Monitoring Points & Survey	10	5/20/16	6/3/16	[Gantt bar: May 2016 to Jun 2016]																																			
73S-38	Stabilize structure/Onsite engineer review (by Stamford and DeSimone)	29	4/25/16	6/3/16	[Gantt bar: Apr 2016 to Jun 2016]																																			

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					Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S																		
<b>Contract</b>																																																										
PG-M-20	Contractual Required Project Completion	0	12/29/17	12/29/17																																																						
<b>Enabling</b>																																																										
PG-M-22	MGM Complete MEPA Process	0	12/21/15 A	4/12/16																																																						
PG-M-24	MGM Receive Zoning Overlay Approval	0	12/21/15 A	4/12/16																																																						
PG-M-26	Howard Street School Demolished and all Foundations Removed	0	2/11/16 A	4/12/16																																																						
PG-M-28	MGC Secondary Gaming License in Place	0	2/16/16 A	4/12/16																																																						
PG-M-30	MGM Receive - Roadway Discontinuance	0	2/29/16 A	4/12/16																																																						
PG-M-32	MGM Receive Site Plan Approval	0	2/29/16 A	4/12/16																																																						
PG-M-34	MGM Complete Entitlement Process	0	2/29/16 A	4/12/16																																																						
PG-M-36	Tishman to Submit Ins Certificate	0	3/2/16 A	4/12/16																																																						
PG-M-38	CMP City of Springfield Approved	0	3/11/16 A	4/12/16																																																						
PG-M-40	MGM Issue Decision on Alternates	0	3/28/16	4/12/16																																																						
PG-M-42	Owner provide infor re:Exterior Sign Loads & Conx Points	0	4/12/16	4/12/16																																																						
<b>Design</b>																																																										
PG-02	Resolve Award Notice Issues with Ramp / Shear Wall	18	2/1/16 A	2/22/16 A																																																						
PG-10	Schematic Design (SD)	15	2/9/16 A	2/29/16 A																																																						
PG-14	Owner Review & Approval - SD	10	3/1/16 A	3/25/16 A																																																						
PG-04	Resolve Award Notice Issues with Exterior Skin	30	2/1/16 A	4/11/16																																																						
PG-16	Design Development (DD)	20	3/17/16 A	4/15/16																																																						
PG-22	Owner Review & Approval DD	10	4/18/16	4/29/16																																																						
PG-26	Construction Documents (CD)	40	5/2/16	6/27/16																																																						
PG-30	Owner Review & Approval CD	10	6/28/16	7/12/16																																																						
<b>Foundation</b>																																																										
PG-38	Foundation Design Complete	20	2/1/16 A	3/9/16 A																																																						
PG-40	Foundation Peer Review Complete	10	3/10/16 A	4/6/16																																																						
PG-42	Foundation Permit Submission	0	4/6/16	4/6/16																																																						
<b>Presentations</b>																																																										
PG-32	Foundation Permit Presentation	0	4/6/16	4/6/16																																																						
PG-48	Schematic Design Presentation to the City	0	4/18/16	4/18/16																																																						
PG-52	50% Design Documents Presentation	0	4/22/16	4/22/16																																																						
PG-54	95% Design Documents Presentation	0	7/5/16	7/5/16																																																						
<b>Permitting</b>																																																										
PG-56	Mass Excavation Permit	10	3/4/16 A	3/18/16 A																																																						
PG-46	Superstructure Peer Review	10	4/4/16	4/15/16																																																						
PG-18	Foundation Permit	25	4/7/16	5/11/16																																																						
PG-20	Building Permit	10	7/13/16	7/26/16																																																						
<b>Procurement</b>																																																										
PG-PRO-14	Secure Staging Yard	0	3/28/16 A	2/2/17																																																						
PG-PRO-16	Bid - Award HVAC Contractor	5	3/28/16	4/4/16																																																						
PG-PRO-20	Prep & Submit Shop Dwgs Exhaust Fans	10	4/5/16	4/18/16																																																						
PG-PRO-26	Bid - Award Elev Pit Damproofing	5	5/2/16	5/6/16																																																						
PG-PRO-22	Rev & Appv Shop Dwgs Boilers	20	4/19/16	5/16/16																																																						
PG-PRO-24	Rev & Appv Shop Dwgs Exhaust Fans	20	4/19/16	5/16/16																																																						
<b>Precast Structure Vendor Shop Dwgs</b>																																																										
PG-PRO-12	Owner Approval of Structure	0	3/28/16 A	2/2/17																																																						
PG-PRO-10	Precast 3D Model & Framing Drawings (Blakesley)	135	3/28/16 A	10/6/16																																																						
PG-PRO-28	Precast Member Design & Production Dwgs	190	5/3/16	2/2/17																																																						

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Activity ID	Activity Name	Orig Dur	Start	Finish	2016												2017												2018																			
					Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S								
<b>HVAC Shop Dwgs</b>					10	4/5/16																																										4/18/16
PG-PRO-18	Prep & Submit Shop Dwgs Boilers	10	4/5/16																																										4/18/16			
<b>Fabrication</b>					240	5/17/16																																										4/28/17
PG-58	Fab & Deliver Snow Melt Boilers	30	5/17/16																																										6/28/16			
PG-60	Fab & Deliver Exhaust Fans	50	5/17/16																																										7/27/16			
PG-36	First Precast Delivery	0																																											9/7/16*			
PG-50	Fab & Deliver Elevators	110	7/13/16																																										12/19/16			
PG-24	Fab & Deliver Precast Structure	230	6/1/16																																										4/28/17			
<b>Construction</b>					444	3/14/16 A																																										12/29/17
<b>Foundation / Exc</b>					336	3/14/16 A																																										7/26/17
PG-101	Site Demo	10	3/14/16 A																																										4/8/16			
PG-206	Excavate Elevator Pit	5	5/16/16																																										5/20/16			
PG-702	Construct Elev Pits	10	5/23/16																																										6/7/16			
PG-712	Damproofing Elev Pits	10	6/8/16																																										6/21/16			
PG-100	Bulk Ex Soil Improvement (MASS-X-01) SUMMARY	20	3/22/16 A																																										7/7/16			
PG-700	Cast Slab on Grade Part 1	35	10/25/16																																										12/16/16			
PG-704	Cast Slab on Grade Part 2	68	4/18/17																																										7/26/17			
<b>Column Lines G10-G15</b>					57	3/22/16 A																																										6/29/16
PG-102	Bulk Excavation / Col. G10-G15 (MASS EX 01)	20	3/22/16 A																																										4/15/16			
PG-201	Structural Excavation G10-G15	5	4/28/16																																										5/4/16			
PG-202	Install Foundation / Footings / Grade Beams G10-G15	27	5/5/16																																										6/15/16			
PG-210	Back Fill to -2' G10-G15 (& Soil Improvement)	10	6/16/16																																										6/29/16			
<b>Column Lines G5-G10</b>					80	4/18/16																																										8/9/16
PG-103	Bulk Excavation / Col. G5-G10 (MASS EX 01)	15	4/18/16																																										5/6/16			
PG-203	Structural Excavation G5-G10	5	6/9/16																																										6/15/16			
PG-204	Install Foundation / Footings / Grade Beams G5-G10	26	6/16/16																																										7/25/16			
PG-212	Back Fill to -2' G5-G10 (& Soil Improvement)	10	7/26/16																																										8/9/16			
<b>Column Lines G1-G5</b>					54	6/16/16																																										8/31/16
PG-104	Bulk Excavation / Col. G1-G5 (MASS EX 01)	15	6/16/16																																										7/7/16			
PG-205	Structural Excavation G1-G5	5	7/19/16																																										7/25/16			
PG-208	Install Foundation / Footings / Grade Beams G1-G5	16	7/26/16																																										8/17/16			
PG-214	Back Fill to -2' G1-G5 (& Soil Improvement)	10	8/18/16																																										8/31/16			
<b>Form &amp; Place Topping Slabs</b>					107	3/15/17																																										8/16/17
PG-216	Form & Place Quad #1	10	3/15/17*																																										3/29/17			
PG-218	Form & Place Quad #2	10	3/29/17																																										4/13/17			
PG-242	Form & Place Quad #3	10	7/20/17																																										8/2/17			
PG-244	Form & Place Quad #4	10	8/3/17																																										8/16/17			
<b>Precast Structure Erection</b>					200	9/8/16																																										7/19/17
PG-ES-01	Erect Sequence 1	10	9/8/16																																										9/22/16			
PG-ES-02	Erect Sequence 2	9	9/27/16																																										10/11/16			
PG-ES-03	Erect Sequence 3	8	10/12/16																																										10/24/16			
PG-ES-04	Erect Sequence 4	8	10/25/16																																										11/3/16			
PG-ES-05	Erect Sequence 5	8	11/4/16																																										11/16/16			
PG-ES-06	Erect Sequence 6	7	11/17/16																																										11/29/16			
PG-ES-07	Erect Sequence 7	8	11/30/16																																										12/12/16			
PG-ES-08	Erect Sequence 8	8	12/13/16																																										12/23/16			
PG-ES-09	Erect Sequence 9	8	12/27/16																																										1/9/17			
PG-ES-10	Erect Sequence 10	7	1/12/17																																										1/23/17			
PG-ES-11	Erect Sequence 11	7	1/24/17																																										2/2/17			

█ Remaining Level of Effort    █ Critical Re...  
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					Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S
<b>HOTEL</b>		868	2/9/15 A	8/6/18																																				
<b>Design</b>		397	2/9/15 A	9/22/16																																				
<b>Phases</b>		397	2/9/15 A	9/22/16																																				
HT-100	Enabling Phase Deliverables	20	2/9/15 A	3/9/15 A																																				
HT-102	Concept Phase (4Wks)	20	2/9/15 A	3/10/15 A																																				
HT-104	Schematic Design (10 Wks) (SD)	13	3/30/15 A	6/1/15 A																																				
HT-106	Owner Approval - SD	5	3/28/16	4/4/16																																				
HT-108	Design Development (DD)	50	4/5/16	6/14/16																																				
HT-110	Owner Approval DD	5	6/15/16	6/21/16																																				
HT-112	Construction Documents (CD)	70	6/15/16	9/22/16																																				
HT-114	Owner Approval CD	5	9/16/16	9/22/16																																				
<b>Procurement Packages</b>		125	3/28/16	9/22/16																																				
HT-130	100%SD - Issue Vertical Transp Pkg	0		3/28/16																																				
HT-120	100%SD - Issue Fdn & Utility Corridor Pkg	0		4/4/16																																				
HT-122	100%SD - Issue Mockup Pkg	0		4/4/16																																				
HT-124	100%SD - Issue Laundry Chute Pkg	0		5/16/16																																				
HT-126	100%SD - Issue Undergrnd MEPs Pkg	0		5/16/16																																				
HT-128	100%DD - Issue Steel Frame Structure Pkg	0		5/17/16																																				
HT-134	100%DD - Issue MEP Long Lead Equip Pkg	0		6/21/16																																				
HT-136	100%DD - Issue MEP/Low V D/A Pkg	0		6/21/16																																				
HT-138	20%CD - Issue Drywall & Framing Pkg	0		7/7/16																																				
HT-140	100%CD - Issue Finishes Pkg	0		9/22/16																																				
<b>Permitting Packages</b>		91	5/16/16	9/22/16																																				
HT-160	100%DD - Issue for Foundation Permit	0		5/16/16																																				
HT-162	100%DD - Issue for Superstructure Permit	0		5/16/16																																				
HT-164	100%DD - Issue for Core & Shell Permit	0		5/16/16																																				
HT-166	20%CD - Issue for Fit Out Permit	0		9/22/16																																				
<b>Host Community Pkgs</b>		60	5/9/16	8/3/16																																				
HT-180	50%DD - Submission to City of Springfield	0		5/9/16																																				
HT-184	100%DD - Submission to City of Springfield	0		6/14/16																																				
HT-182	50%CD - Submission to City of Springfield	0		8/3/16																																				
<b>Procurement</b>		155	3/28/16	11/4/16																																				
HT-PRO-14	Foundation(Bid/Descope/Award)	20	4/5/16	5/2/16																																				
HT-PRO-16	Mockup Package	20	4/5/16	5/2/16																																				
HT-PRO-10	Vertical Transportation - Design Assist	30	3/28/16	5/9/16																																				
HT-PRO-12	Elevators	40	3/28/16	5/23/16																																				
HT-PRO-18	Steel Frame Hotel Structure (incl tie-in to Union Chandler)	35	4/26/16	6/14/16																																				
HT-PRO-20	UG MEP's (Bid/Descope/Award)	30	5/16/16	6/27/16																																				
HT-PRO-22	Long Lead Equipment	40	6/22/16	8/17/16																																				
HT-PRO-24	Hotel MEPs DA Subcontractor	40	6/22/16	8/17/16																																				
HT-PRO-26	Drywall and Framing	30	7/8/16	8/18/16																																				
HT-PRO-28	Hotel Façade Bid & Award	30	7/21/16	8/31/16																																				
HT-PRO-30	Finishes	30	9/23/16	11/4/16																																				
<b>Fabrication</b>		412	5/3/16	12/19/17																																				
HT-410	DA Mockups w Owner Approval	70	5/3/16	8/10/16																																				
HT-414	Fab & Deliver Elevators	100	5/24/16	10/14/16																																				
HT-408	Structural Steel Frame	100	6/15/16	11/4/16																																				
HT-416	Fab & Deliver Facade	80	8/11/16	12/6/16																																				
HT-412	Switchgear	80	8/18/16	12/13/16																																				

■ Remaining Level of Effort    ■ Critical Re...  
■ Actual Work                      ◆ Milestone  
■ Remaining Work                      ▼ Summary





























































Activity ID	Activity Name	Orig Dur	Start	Finish	2016																															2017												2018											
					Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S																			
PO-PF-307	CLEAN & PUNCHLIST	15	3/7/18	3/27/18																																																							
PO-PF-305	OWNER PUNCH & FINAL	15	3/21/18	4/11/18																																																							
<b>BOH Corridors</b>		75	11/3/17	2/20/18																																																							
PO-BOH-402	INSTALL CHECKERED PLATE AT CORRIDOR WALLS	10	11/3/17	11/16/17																																																							
PO-BOH-407	INSTALL DOORS & HARDWARE	5	11/17/17	11/24/17																																																							
PO-BOH-403	INSTALL MILLWORK	5	11/27/17	12/1/17																																																							
PO-BOH-400	INSTALL CEILING GRID	15	11/17/17	12/8/17																																																							
PO-BOH-401	MEPS DROPS TO GRID	15	12/11/17	1/2/18																																																							
PO-BOH-404	INSTALL CEILING TILE	10	1/3/18	1/16/18																																																							
PO-BOH-406	VCT/CARPET FLOORING & BASE	10	1/3/18	1/16/18																																																							
PO-BOH-405	MEPS TRIM WALLS/CEILING	10	1/17/18	1/30/18																																																							
PO-BOH-408	OWNER SIGNAGE	5	1/31/18	2/6/18																																																							
PO-BOH-409	CLEAN & PUNCHLIST	10	2/7/18	2/20/18																																																							
<b>FF&amp;E</b>		50	4/30/18	7/10/18																																																							
PO-FFE	FF&E	50	4/30/18	7/10/18																																																							
<b>Commissioning</b>		288	6/15/17	8/6/18																																																							
PO-COM-103	Permanent Power Available	0		6/15/17																																																							
PO-COM-102	Commissioning BOH & MEPs	288	6/16/17	8/6/18																																																							
<b>95 STATE ST (Lvl 4 &amp; Up)</b>		750	2/9/15 A	2/15/18																																																							
<b>Design</b>		398	2/9/15 A	9/22/16																																																							
<b>Phases</b>		398	2/9/15 A	9/22/16																																																							
95SS-102	Enabling Phase Deliverables	20	2/9/15 A	5/8/15 A																																																							
95SS-104	Concept Design	20	2/9/15 A	6/1/15 A																																																							
95SS-112	Design Development (DD)	50	3/28/16	6/7/16																																																							
95SS-116	Owner Approval DD	5	6/8/16	6/14/16																																																							
95SS-118	Construction Documents (CD)	70	6/8/16	9/15/16																																																							
95SS-122	Owner Approval CD	5	9/16/16	9/22/16																																																							
<b>Procurement Pkgs</b>		120	3/28/16	9/15/16																																																							
95SS-124	Issue Seismic Pkg	0		3/28/16																																																							
95SS-126	Issue Demolition Pkg	0		5/9/16																																																							
95SS-130	100%CD - Issue Fitout Pkg	0		9/15/16																																																							
<b>Permit Pkgs</b>		0	6/28/16	6/28/16																																																							
95SS-142	20%CD - Issue for Fitout Permit	0		6/28/16																																																							
<b>Host Community Pkgs</b>		96	4/29/16	9/15/16																																																							
95SS-180	50%DD - Submission to City of Springfield	0		4/29/16																																																							
95SS-182	50%CD - Submission to City of Springfield	0		7/27/16																																																							
95SS-184	100%CD - Submission to City of Springfield	0		9/15/16																																																							
<b>Permitting</b>		80	1/4/16 A	8/24/16																																																							
95SS-202	Demo / Core & Shell Permit R/A	40	1/4/16 A	3/3/16 A																																																							
95SS-200	Interiors Permit R/A	40	6/29/16	8/24/16																																																							
<b>Procurement</b>		110	5/10/16	10/14/16																																																							
95SS-302	Procure Demo	20	5/10/16	6/7/16																																																							
95SS-300	Procure Fit Out	20	9/16/16	10/14/16																																																							
<b>Fabrication</b>		80	10/17/16	2/9/17																																																							
95SS-400	Fab for Fit Out	80	10/17/16	2/9/17																																																							
<b>Construction</b>		427	6/8/16	2/15/18																																																							
95SS-500	Demo	50	6/8/16	8/17/16																																																							
95SS-502	Core & Shell	60	9/16/16	12/13/16																																																							

█ Remaining Level of Effort    █ Critical Re...  
█ Actual Work                      ◆ Milestone  
█ Remaining Work                    ▶ Summary



























**APPENDIX B**

**PRESENTATION TO THE ACCESS AND OPPORTUNITY COMMITTEE OF APRIL 12, 2016**

# Access and Opportunity Committee

April 12, 2016



# Agenda

1. Outreach Update
2. Construction Workforce
3. Design Commitments
4. Construction Commitments



# Outreach Update





# OUTREACH UPDATE

1. Outreach to MBE, WBE & VBE Companies
2. Outreach to local Community Groups
3. Community Partners Network
4. Construction Diversity Task Force
5. Union Partnership & Outreach
  - Putnam Vocation Academy Graduating Seniors MGM Springfield Site Tour
  - MGM Springfield Diversity Program MGC Presentation
  - One on One meetings with Unions and Union Apprenticeship Programs
6. Outreach Events
  - Union and Union Apprenticeship Program Referral Update
  - Upcoming Outreach Events/ Dates

# OUTREACH TO MBE, WBE & VBE COMPANIES

## Design & Consulting:

Ref	Company	Location	Diversity Status
1	Business Solutions Unplugged	Birmingham, MA	MBE
2	Gericho Construction	Springfield, MA	MBE/WBE
3	IMC Private Security Services <sup>(1)</sup>	Springfield, MA	MBE
4	Pari Riahi Architects, Inc.	Amherst, MA	WBE

## Construction:

Ref	Company	Location	Diversity Status
5	Avid Ironworks Inc.	Springfield, MA	WBE
6	Boss Steel Inc.	Everett, MA	WBE
7	C4 Cable <sub>(2)</sub>	Taunton, MA	WBE
8	Chapman Construction Corporation Inc.	Sandwich, MA	MBE
9	Costa Brothers Masonry, Inc.	Fairhaven, MA	MBE
10	Fisher Contracting Corporation	Worcester, MA	MBE/WBE
11	Fletcher Sewer & Drain Inc.	Ludlow, MA	WBE
12	Gericho Construction	Springfield, MA	MBE/WBE
13	H.M. Nunes & Sons Construction	Ludlow, MA	MBE/WBE
14	Ms. Pipe, LLC.	South Windsor, CT	WBE

### Notes:

- (1) Business has an application pending with Mass. Supplier Diversity Office for MBE Certification.
- (2) C4 Cable is both a Design & Construction business.

# OUTREACH TO LOCAL COMMUNITY GROUPS/ ORGANIZATIONS/ DEPARTMENTS

Ref	Company	Location
1	A.W.A.K.E. Inc.	Springfield, MA
2	American Legion	Springfield, MA
3	City of Springfield Department of Veterans Services	Springfield, MA
4	Community Partners Network	Springfield, MA
5	Community Works	Springfield, MA
6	Interise Collaborative	Western Massachusetts
7	Neighbor to Neighbor	Springfield, MA
8	Springfield Partners for Community Action	Springfield, MA
9	S.T.E.M. Young Urban Engineering & Entrepreneur Academy	Springfield, MA
10	Urban League of Springfield	Springfield, MA
11	VOICE Collaborative	Northampton, MA
12	YWCA/ Youth Build	Springfield, MA



# COMMUNITY PARTNERS NETWORK

Ref	Organization	Location
1	A.W.A.K.E. Inc.	Springfield, MA
2	Career Point	Holyoke, MA
3	Community Works	Springfield, MA
4	East African Cultural Center	Springfield, MA
5	Greater Springfield NAACP	Springfield, MA
6	HAP Housing	Springfield, MA
7	Ludlow Veterans Services Organization	Ludlow, MA
8	Neighbor to Neighbor	Springfield/Holyoke, MA
9	Partners for Community	Springfield/Holyoke, MA
10	ROCA	Springfield, MA
11	School Based Services	Springfield, MA
12	Springfield Partners for Community Action	Springfield, MA
13	Springfield Veterans Services Dept.	Springfield, MA
14	Springfield Vets Center	West Springfield, MA
15	UMASS Employment Collaborative	Springfield, MA
16	Uptown Construction Collaborative	Springfield, MA
17	Urban League of Greater Springfield	Springfield, MA
18	Veteran's Inc.	Springfield, MA
19	VOICE-Veteran Service Organizations Collaborative	Western Massachusetts
20	Westover Job Corps.	Westover, MA
21	YWCA/Youth Build	Springfield, MA

**Notes:**

(1) Organizations highlighted in yellow represent new organizations to the network since last AOC meeting.



# COMMUNITY PARTNERS NETWORK

## Progress Made to Date:

- Holding bi-weekly meetings to finalize mission, vision, and action plans with a paid facilitator.
- Has identified 2 main areas of focus:
  - Working together to recruit diverse populations who meet union requirements and are ready to join a Union/Union JATC.
  - Working to recruit diverse populations who may not meet union requirements, and who need supportive services and soft skill training.
- Has grown in new members from 9 to 21 community based organizations.
- Hosting a Union Construction Information Session for their program participants on April 5th in Springfield, done in partnership with local trade union representatives.
- Working on developing a plan for Advocacy for Diversity in Construction.
- Continued referrals and work to get diverse populations into the local trade unions.

# CONSTRUCTION DIVERSITY TASK FORCE

## Progress Made to Date:

- **March 10, 2016** - First Task Force Meeting was held and attended by the 4 elected community partners, representatives from the Pioneer Valley Building Trades Unions, Carpenters Union #108, Tishman Construction, and MGM Springfield.

## Meeting Outcomes:

- Formal introductions between the community partners and the union representatives occurred.
- Task Force members agreed that there is a need for a working body of community representatives, owners, construction representatives, and trade unions to address diversity in the construction career and unions.





# CONSTRUCTION DIVERSITY TASK FORCE

## Meeting Outcomes:

- Allowed attendees to develop lines of communication with each other outside of the Diversity Task Force meetings.
- The interaction between community partners and the union representatives gave attendees a better understanding of union membership and recruitment processes, and allowed room to address misconceptions about the issue of lack of diversity in the unions.
- Attendees gained a better understanding of the construction landscape of Western MA, and began discussions on how to “right size” their outreach, diversity recruitment, and programming in relationship to current/upcoming construction projects in the area.



# CONSTRUCTION DIVERSITY TASK FORCE

## Meeting Outcomes:

- Began discussion on the diversity membership of the local trade unions, i.e. diverse individuals working on jobs, what diversity exists on the bench.
- MGM Springfield will continue to act as the convener of the Diversity Task Force until the task force develops into an established and self-sustaining initiative.
- Task Force agreed that it should address diversity in the unions and entire construction workforce, and not just focus solely on the MGM Springfield project.



# UNION PARTNERSHIP & OUTREACH

## Putnam Vocational Academy Seniors MGM Springfield Site Tour

- **March 3, 2016** - Walking Tour done with MGM Springfield and Tishman Construction representatives.
- Partnered with Carpenters Union #108, and Ironworkers #7 to deliver the presentation to attendees.
- Attended by 14 Putnam Graduating Seniors in the Vocational/Construction Careers Program.





# UNION PARTNERSHIP & OUTREACH

## Putnam Vocational Academy Seniors MGM Springfield Site Tour

- MGM Springfield and Tishman Construction is exploring the possibility of developing an on-going partnership with Putnam Vocational Academy students interested in joining unions and working on the MGM Springfield job site.





# UNION PARTNERSHIP & OUTREACH

## Massachusetts Gaming Commission Invites MGM Springfield and Carpenters Union #108 to Monthly Meeting To Share Diversity Work and Best Practices

- **March 17, 2016** - MGM Springfield Construction Staff delivered the March Access & Opportunities Committee (AOC) presentation to the full Mass. Gaming Commission.

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### MGM Springfield exceeding diversity targets on construction

Among those interviewing veteran owned contractors for possible work on the MGM Springfield project are Chelan Brown, left, human relations specialist/communication, and Jason Rosewell, right, executive director, design with MGM Springfield. In the foreground is Bill Hays, president of HIC Fire Containment Solutions based in West Woodbury, VT.

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# UNION PARTNERSHIP & OUTREACH

- MGM answered questions from MGC Commissioners about the work of the Diversity Outreach Program, Union Partnership, and Partnership with Community Partners.
- MGC Commissioners cited MGM Springfield's Diversity Program work as Best Practices around increasing access and opportunities to the union construction workforce for diverse populations.
- Carpenters Union #108 shared success stories that have happened as a result of partnering with the unions such as getting new minority, women, and veteran owned companies signatory with the local trade unions, and getting new women, minorities, and veterans in the union pipeline for work.



# UNION PARTNERSHIP & OUTREACH

## Individual Meetings with Local Trade Unions

- MGM has met/outreached with the following trade unions individually as well. MGM will continue to meet individually with local trade unions.

Ref	Union Name	Trade	Location
1	Boilermakers #29	Boilermakers	Quincy, MA
2	Bricklayers and Allied Craftsmen Union Local #3	Bricklayers	Springfield, MA
3	Carpenters Union #108	Carpentry	Springfield, MA
4	Heat & Frost Insulators and Allied Workers #6	Heat & Frost Insulation	Dorchester, MA
5	IBEW	Electrical	Springfield, MA
6	International Alliance Theatrical Stage Employees Local #53	Stage Hands/Theatre Workers/Rigging/Audio/	Springfield, MA
7	International Union Elevator Constructors Local #41	Elevator Construction	Springfield, MA
8	Ironworkers Local #7	Iron	Springfield, MA
9	Laborers Union #999	General Construction Labor	East Longmeadow, MA

Notes:

- (1) Unions highlighted in yellow represent new unions met with since last AOC meeting.

# UNION PARTNERSHIP & OUTREACH

## Individual Meetings with Local Trade Unions

- MGM has met/outreached with the following trade unions individually as well. MGM will continue to meet individually with local trade unions.

Ref	Union Name	Trade	Location
10	LiUna Building Wreckers #1421	Demolition/Complete Building Teardowns	Tewsbury, MA
11	Painters & Allied Traders Council #35	Painting	Springfield, MA
12	Plasters & Cement Masons #534	Plasters & Cement Masonry	Dorchester, MA
13	Plumbers & Pipefitters #104	Plumbing/Pipefitting	Chicopee, MA
14	PVBT Business Managers	All trades	Western Massachusetts
15	Road Sprinkler Fitters Local #669	Sprinkler Fitters	Rutland, MA
16	Sheet Metal Workers Local	Sheet Metal	Springfield, MA
17	Teamsters #404	Trucking/Hauling	Springfield, MA

Notes:

(1) Unions highlighted in yellow represent new unions met with since last AOC meeting.

# UNION PARTNERSHIP & OUTREACH

## Goals of One on One Union Meetings:

- Share Construction Timelines of the MGM Springfield Project
- Discuss/Review MGM Springfield Diversity Program
- Discuss/Review ability for the unions to meet the diversity goals of the MGM Springfield project
- Discuss potential partnerships between MGM and the unions
- Discuss MGM Springfield Union Referral System



# UNION APPRENTICESHIP PROGRAM REFERRAL UPDATE

## Trade Union Referral System:

- MGM is following up with over 100 contacts who may be interested in joining the unions through the following:
  - MGM Springfield On-Line Construction Workforce Interest Form
  - Referrals and list from our community partners
  - Attendance at outreach events
- MGM is tracking the progress of each referral and documenting all union referral work in a union referral database.

# UNION APPRENTICESHIP PROGRAM REFERRAL UPDATE

## Trade Union Referral System:

- Referred individuals are placed into categories in relation to them being eligible for union placement:
  - Eligible/Ready for Work (meets all union requirements)
  - Ineligible/Referred to Community Partners (doesn't meet all of the union requirements)
  - Existing Union Member (diverse person already accepted into unions and are looking for work to complete their apprenticeship program hours requirement)

# UNION APPRENTICESHIP PROGRAM REFERRAL UPDATE

## Trade Union Referral System:

Basic Eligibility Assessment/Screening Process: (In relation to successful union acceptance)

- Applicant must have High School Diploma or Hi-Set (G.E.D.) (all except International Alliance Theatrical Stage Employees Local #53)
- Applicant must be able to pass a Drug Test
- Applicant must have access to reliable transportation
- Must be 18 years of age at time of Apprenticeship acceptance
- Must be physically capable of performing the work of interested trade
- Must have a valid driver's license or photo ID (some unions require a valid drivers license)



# UNION APPRENTICESHIP PROGRAM REFERRAL UPDATE

## Trade Union Referral System:

### Eligible Applicants Tracking:

- Attended Mandatory/Outreach Information Session/Meeting
- Application in Process/Completed
- Interview Scheduled/Completed
- Drug Test Scheduled/Completed
- Acceptance/Ready for Work or Not Accepted
- Placed on a job site

# OTHER DIVERSITY WORK & UPCOMING OUTREACH/ EVENTS

- **April 2016** - Construction Diversity Task Force Meeting
- **April 1, 2016** - Tour of YWCA Youth Build Program
- **April 28, 2016** - Minorities Interested in Union Construction Open Houses in partnership with the Greater Springfield Urban League, A.W.A.K.E., Veteran's Inc., and Neighbor to Neighbor Jobs Not Jails Program
- **April 29, 2016** - Baypath College Annual Women's Conference – Exhibit Table w/Union Partners
- **May 2016** - MGM Springfield Construction Website Updates to include Community Partners Directory/Information
- **May 2016** - Women Interested in Union Construction Open Houses; in partnership with the Springfield Y.W.C.A. and the Youth Build program

# Construction Workforce





# WORKFORCE DIVERSITY STATISTICS - UNION

## THROUGH MARCH 28, 2016

Group	Project Goals	Project To Date %
Women	6.90%	8.94%
Minority	15.30%	39.31%
Veteran	8.00%	6.38%

Notes:

(1) Statistics include all workforce reports that were received by MGM as of March 28, 2016.

# WORKFORCE DIVERSITY STATISTICS - TOTAL

## THROUGH MARCH 28, 2016

Group	Project Goals	Project To Date %
Women	6.90%	10.56%
Minority	15.30%	28.35%
Veteran	8.00%	8.65%

**Notes:**

- (1) Statistics include all workforce reports that were received by MGM as of March 28, 2016.
- (2) The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 4.75% of total workforce hours are included in two of the diversity categories. There are not any hours currently reported within three diversity categories.

# WORKFORCE 3 MONTH LOOK AHEAD

1. **Work in Progress** - 95 State Street Abatement
2. **Work in Progress** - Water/Sewer Infrastructure
3. **Work in Progress** - 95 State Interior Demo
4. **Work in Progress** - Site Prep for Garage
5. **Work in Progress** - YWCA Demolition
6. April 2016 - 3rd Party Inspections Award for Garage
7. April 2016 - 73 State Street Support
8. April 2016 - Temp Power Connections
9. Late April 2016 - French Church Relocation
10. May 2016 - Armory Rear Demo
11. May 2016 - Vault V86 Relocation
12. May 2016 - Union Chandler Facade Preservation/Demo



# Design & Construction Commitments



# DESIGN & CONSTRUCTION COMMITMENTS

## THROUGH MARCH 31, 2016

Group	Project Goals	Commitments	Variance	Company Count	Value
WBE	10.0%	16.6%	6.6%	29	\$11.50M
MBE	5.0%	9.9%	4.9%	19	\$6.84M
VBE	2.0%	6.2%	4.2%	8	\$4.27M

**Notes:**

(1) Total Commitments through March 31, 2016 are \$69.3M.

(2) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

# Design Commitments





# DESIGN COMMITMENTS

## THROUGH MARCH 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	11.3%	9	\$2.65M
MBE	5.0%	8.4%	8	\$1.96M
VBE <sup>(3)</sup>	2.0%	4.1%	2	\$0.96M

**Notes:**

(1) Total Commitments through March 31, 2016 are \$23.4M.

(2) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(3) Value for VBE (Stevens & Associates) is included in the Construction Commitments because they are being billed through Tishman.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

# DESIGN COMPANIES

## THROUGH MARCH 31, 2016

Ref	Company	Scope	Location	Diversity Status
1	AAC Investments, LLC dba Avenue Interior Design	Interior Design	Los Angeles, CA	WBE
2	Akal Engineering, Inc.	MEP Consulting Engineering Services	Berlin, MA	MBE
3	AFO Project Consulting, LLC	Construction Consulting	Las Vegas, NV	VBE
4	Andelman & Lelek Engineering, Inc.	Energy Modeling	Norwood, MA	WBE
5	Convergent Technologies Design Group, Inc.	Acoustics/ Audio Visual/ IT/ Low Voltage	Lockport, NY	WBE
6	Copley Wolff Design Group, Inc.	Full Landscape Architectural Services	Boston, MA	WBE
7	Desman, Inc.	Parking Garage Bridging Documents (LOA)	Boston, MA	MBE
8	Dietz & Company Architects, Inc.	Full Service Architecture and Interior Design	Springfield, MA	WBE
9	Engineers Design Group, Inc.	Structural Engineering Consulting Services	Malden, MA	MBE

**Notes:**

(1) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(2) Green highlighted companies have been paid as of February 29, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.



# DESIGN COMPANIES

## THROUGH MARCH 31, 2016

Ref	Company	Scope	Location	Diversity Status
10	Fernandez & Associates	Fire Protection Design and Code Consulting Services	Byfield, MA	MBE
11	Marshall Moya Design, LLC	Architectural Services	Washington, DC	MBE
12	MCLA, Inc.	Lighting	Washington, DC	WBE
13	Pari Riahi Architects, Inc.	Executive Architect	Amherst, MA	WBE
14	Soden Sustainability Consulting, LLC	LEED	Winchester, MA	WBE
15	Spec's Design Group, LLC	Interior Design	Springfield, MA	WBE
16	Stevens & Associates	Façade Stabilization Design	Brattleboro, VT	VBE
17	Timothy Haahs & Associates, Inc.	Architect and Engineer of Record/ Parking Consultant	Blue Bell, PA	MBE
18	VAV International, Inc.	Mechanical Consulting	Woburn, MA	MBE
19	WA Architects, Inc.	Architectural Services	Cleveland, OH	MBE

**Notes:**

(1) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(2) Green highlighted companies have been paid as of February 29, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.



# Construction Commitments



# CONSTRUCTION COMMITMENTS

## THROUGH MARCH 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	19.3%	20	\$8.85M
MBE	5.0%	10.6%	11	\$4.88M
VBE <sup>(3)</sup>	2.0%	7.2%	6	\$3.31M

**Notes:**

(1) Total Commitments through March 31, 2016 are \$45.9M.

(2) Includes companies that are certified with the following agencies:

- MBE - Massachusetts Supplier Diversity Office or Greater New England Minority Supplier Development Council.
- WBE - Massachusetts Supplier Diversity Office or Women's Business Enterprise National Council.
- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

(3) Connecticut Temperature controls VBE diversity is not currently being counted pending a review by the Massachusetts Gaming Commission.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

# DIVERSE CONSTRUCTION COMPANIES

## THROUGH MARCH 31, 2016

Ref	Company	Scope	Location	Diversity Status
1	American Environmental, Inc.	Abatement	Holyoke, MA 01040	MBE
2	Arrow Security Corporation	Security Guard Services	Springfield, MA 01114	VBE
3	Ayala Excavating and Trucking, LLC	Trucking	Springfield, MA 01107	MBE
4	BECO Electrical Contractors, Inc.	Electrical	Monson, MA 01057	VBE
5	Berkshire Concrete Cutting, LLC	Saw Cutting	Torrington, CT 06790	WBE
6	C&C Contractors, LLC	Trucking Services	Springfield, MA 01104	MBE
7	CK Flooring Solutions, Inc.	Carpet Installer	Chicopee, MA 01020	WBE
8	CMJ, LLC	Property Management/Maintenance	Springfield, MA 01101	MBE
9	Connecticut Drywall Finishing, Inc.	Drywall	West Springfield, MA 01089	WBE
10	EDM Construction, Inc.	Carpentry & Structural Steel Erection	Merrimac, MA 01860	WBE
11	E L Waterman, Inc.	Pipe Supplier	Foxboro, MA 02035	WBE
12	Erection & Welding, LLC	Steel Supplier	New Milford, CT 06776	MBE
13	Evermore Light & Power, Inc.	Electrical	Somerville, MA 02145	WBE

**Notes:**

(1) Green highlighted companies have worked on site and been paid as of February 29, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.



# DIVERSE CONSTRUCTION COMPANIES

## THROUGH MARCH 31, 2016

Ref	Company	Scope	Location	Diversity Status
14	Federal Concrete, Inc.	Concrete Services	Hopedale, MA 01743	WBE
15	Fletcher Sewer & Drain, Inc.	Inspection - FEIR	Ludlow, MA 01056	WBE
16	Frisoli Electric, Inc.	Electrical	Holbrook, MA 02343	VBE
17	Gomes Construction Co. Inc.	Utility Connections	Ludlow, MA 01056	WBE
18	Granite City Electric Supply Company, Inc.	Electrical Supplier	Quincy, MA 02169	WBE
19	JRL Construction, Inc.	General Contractor - Demolition	Springfield, MA 01103	VBE
20	Kittredge Equipment Company, Inc.	Kitchen Equipment	Agawam, MA 01001	WBE
21	L.K. Sheet Metal, Inc.	Sheet Metal	East Hartford, CT 06108	WBE
22	Larry's Trucking Co.	Trucking	Springfield, MA 01129	MBE
23	Lindon Group	Piping Materials	East Providence, RI 02914	WBE
24	Medeiros Hydroseeding & Landscaping Construction, Inc.	Trucking and Soil Materials	Monson, MA 01057	MBE
25	New England Foundation Company, Inc.	Helical Piles	Andover, MA 01810	WBE
26	Northeastern Steel Corporation	Steel Distributor	Revere, MA 02151	MBE

**Notes:**

(1) Green highlighted companies have worked on site and been paid as of February 29, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

# DIVERSE CONSTRUCTION COMPANIES

## THROUGH MARCH 31, 2016

Ref	Company	Scope	Location	Diversity Status
27	Optimum Building & Inspection, Inc.	Carpentry	Springfield, MA 01104	MBE
28	Performance Testing & Balancing LLC	Testing & Balancing	South Hampton, MA 01073	VBE
29	Rebars & Mesh, Inc.	Concrete	Haverhill, MA 01835	WBE
30	S&F Concrete Contractors, Inc.	Concrete	Hudson, MA 01749	MBE
31	Security Construction Services, Inc.	Fencing	Hudson, MA 01749	WBE
32	Steere Engineering, Inc.	Engineering Services	Warwick, RI 02886	WBE
33	T & M Equipment Corporation	Excavating Contractor	Springfield, MA 01104	VBE
34	Titan Roofing Company	Roofing	Springfield, MA 01104	MBE
35	Triton Leasing and Rental, Inc.	Demolition & Abatement	Feeding Hills, MA 01030	WBE
36	Ultimate Abatement Company, Inc.	Abatement	Plainfield, MA 01070	WBE
37	Willow Tree Outdoor, LLC	Landscape	Springfield, MA 01105	WBE

**Notes:**

(1) Green highlighted companies have worked on site and been paid as of February 29, 2016.

WBE = Woman-owned Business Enterprise; MBE = Minority-owned Business Enterprise; VBE = Veteran-owned Business Enterprise.

**APPENDIX C**

**CONSTRUCTION WORKFORCE STATISTICS AS OF MARCH 28, 2016**



MGM Springfield

Workforce Company Union Hours Diversity Report - Construction

As of: March 28, 2016

Reference	Company	This Month's Workforce Diversity Statistics								Project To Date Workforce Diversity Statistics							
		Employee Count	This Month's Total Hours	Women		Minority		Veteran		Employee Count	Project To Date Total Hours	Women		Minority		Veteran	
				Hours	%	Hours	%	Hours	%			Hours	%	Hours	%	Hours	%
1	Allied Fire Protection, Inc. - Sub to Harry Grodsky & Co., Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,354.00	0.00	0.00%	256.00	18.91%	0.00	0.00%
2	American Environmental, Inc.	18	677.50	32.00	4.72%	593.00	87.53%	29.00	4.28%	134	19,932.25	1,498.00	7.52%	18,304.75	91.83%	280.50	1.41%
3	Ayotte & King For Tile, Inc. - Sub to Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	23	450.50	0.00	0.00%	4.00	0.89%	0.00	0.00%
4	Bay State Elevator Company	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	8	315.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
5	Beco Electrical Contractors, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	248.00	0.00	0.00%	0.00	0.00%	158.00	63.71%
6	Champlain Masonry, Inc. - Sub to Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	37	5,090.75	100.00	1.96%	1,965.00	38.60%	679.50	13.35%
7	Chandler Architectural Products, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	455.50	0.00	0.00%	53.00	11.64%	64.00	14.05%
8	CK Flooring Solutions, Inc. - Sub to Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	231.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
9	Collins Electric Co.	4	49.50	0.00	0.00%	0.00	0.00%	17.50	35.35%	15	1,662.00	423.50	25.48%	250.00	15.04%	561.00	33.75%
10	Commonwealth Guardrail - Sub to Willow Tree Outdoor	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	16	690.00	4.00	0.58%	69.00	10.00%	0.00	0.00%
11	Connecticut Drywall Finishing - Professional Drywall - Sub to Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	20	1,335.50	0.00	0.00%	158.50	11.87%	0.00	0.00%
12	Edward F. Corcoran Plumbing & Heating Co., Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	16.00	16.00	100.00%	0.00	0.00%	0.00	0.00%
13	Evermore Light & Power, Inc. - Sub to Universal Electric Co.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	613.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
14	Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	40	5,476.00	568.00	10.37%	2,016.00	36.82%	0.00	0.00%
15	Food Equipment Installation, Inc. - Sub to Kittredge Equipment Co., Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	116.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
16	Frisoli Electric Inc. - Sub to Universal Electric Co.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	299.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
17	Gagliarducci Construction, Inc.	4	75.00	0.00	0.00%	34.00	45.33%	0.00	0.00%	38	3,778.00	635.00	16.81%	611.00	16.17%	796.50	21.08%
18	Harry Grodsky & Co., Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	28	5,446.00	322.50	5.92%	26.00	0.48%	0.00	0.00%
19	JDC-Cyn Environmental Services	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	24.00	0.00	0.00%	24.00	100.00%	0.00	0.00%
20	JDC Demolition Company	7	672.00	72.00	10.71%	192.00	28.57%	0.00	0.00%	14	2,520.00	202.00	8.02%	416.00	16.51%	40.00	1.59%
21	JRL Construction, Inc.	5	336.00	80.00	23.81%	160.00	47.62%	0.00	0.00%	5	944.00	232.00	24.58%	464.00	49.15%	0.00	0.00%
22	L.K. Sheet Metal - Sub to Harry Grodsky & Co., Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	2,925.50	294.00	10.05%	0.00	0.00%	0.00	0.00%
23	Langan Insulation, LLC - Sub to Harry Grodsky & Co., Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	568.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
24	Marr Scaffolding, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	72.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
25	Medeiros Hydro Seeding & Landscape Construction - Sub to Northern Construction Service, LLC	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	17.00	0.00	0.00%	11.00	64.71%	0.00	0.00%
26	Northeast Steel Erectors, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	1,335.00	34.00	2.55%	183.00	13.71%	393.00	29.44%
27	Northeastern Steel Corp - Sub to Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	64.00	9.00	14.06%	50.00	78.13%	0.00	0.00%
28	Northern General Contractors	14	904.50	0.00	0.00%	225.00	24.88%	0.00	0.00%	23	5,791.00	406.50	7.02%	729.00	12.59%	18.00	0.31%
29	P. Gioioso and Sons, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	834.50	114.50	13.72%	0.00	0.00%	0.00	0.00%
30	Performance Testing & Balancing, LLC - Sub to Harry Grodsky Co.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	64.00	0.00	0.00%	0.00	0.00%	38.00	59.38%
31	Professional Drywall Construction Inc. - Sub to Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	64	3,793.50	196.50	5.18%	776.50	20.47%	347.00	9.15%
32	RoadSafe Traffic Systems, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	25.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
33	S&F Concrete Contractors, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	12	221.00	0.00	0.00%	83.50	37.78%	0.00	0.00%
34	Security Construction Services, Inc.	5	76.00	0.00	0.00%	16.00	21.05%	0.00	0.00%	12	3,382.00	300.00	8.87%	1,029.25	30.43%	0.00	0.00%
35	Soep Painting Corp - Sub to Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,475.50	0.00	0.00%	6.00	0.41%	0.00	0.00%
36	Superior Caulking & Waterproofing Co., Inc. - Sub to Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	193.00	0.00	0.00%	155.50	80.57%	0.00	0.00%
37	T & M Equipment Corporation - Sub to Fontaine Bros, Inc.	8	232.00	56.00	24.14%	72.00	31.03%	0.00	0.00%	35	3,186.00	135.50	4.25%	672.00	21.09%	0.00	0.00%
38	Tech Valley Contracting, LLC - Sub to Fontaine Bros, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	8	2,018.00	206.00	10.21%	0.00	0.00%	0.00	0.00%
39	Tishman Construction	5	600.00	120.00	20.00%	240.00	40.00%	240.00	40.00%	10	6,720.00	1,600.00	23.81%	800.00	11.90%	2,720.00	40.48%
40	Titan Roofing, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	38	1,720.50	0.00	0.00%	201.00	11.68%	138.00	8.02%
41	TJ Conway Company	4	274.00	0.00	0.00%	78.00	28.47%	0.00	0.00%	10	500.00	0.00	0.00%	95.00	19.00%	0.00	0.00%
42	Triton Leasing & Rental, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	33	3,187.50	0.00	0.00%	1,547.50	48.55%	0.00	0.00%
43	Ultimate Abatement Co, Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	43	8,598.00	1,438.00	16.72%	8,390.00	97.58%	0.00	0.00%
44	Universal Electric Co., Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	18	5,635.00	556.50	9.88%	1,284.50	22.80%	394.00	6.99%
45	William Roberts Electric Co., Inc. - Sub to Harry Grodsky & Co., Inc.	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	292.50	0.00	0.00%	93.00	31.79%	0.00	0.00%
46	Willow Tree Outdoor	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	261.50	0.00	0.00%	105.50	40.34%	0.00	0.00%
<b>Total - Unions</b>		<b>74</b>	<b>3,896.50</b>	<b>360.00</b>	<b>9.24%</b>	<b>1,610.00</b>	<b>41.32%</b>	<b>286.50</b>	<b>7.35%</b>	<b>799</b>	<b>103,877.00</b>	<b>9,291.50</b>	<b>8.94%</b>	<b>40,829.50</b>	<b>39.31%</b>	<b>6,627.50</b>	<b>6.38%</b>
46	On-Site Design / Management	29	2,738.00	360.00	13.15%	163.00	5.95%	514.00	18.77%	69	46,426.75	6,574.00	14.16%	1,789.00	3.85%	6,367.00	13.71%
<b>Total</b>		<b>103</b>	<b>6,634.50</b>	<b>720.00</b>	<b>10.85%</b>	<b>1,773.00</b>	<b>26.72%</b>	<b>800.50</b>	<b>12.07%</b>	<b>868</b>	<b>150,303.75</b>	<b>15,865.50</b>	<b>10.56%</b>	<b>42,618.50</b>	<b>28.35%</b>	<b>12,994.50</b>	<b>8.65%</b>

Totals - Overall			
Group	Project Goals	Project To Date	Delta
Women	6.90%	10.56%	3.66%
Minority	15.30%	28.35%	13.05%
Veteran	8.00%	8.65%	0.65%

Notes:

(1) Statistics Include all workforce reports that were received by MGM as of March 28, 2016.

(2) Hours for AFO Project Consulting, LLC, Allen & Major Associates, Inc., Fletcher Sewer & Drain Inc, Form + Place Inc., Howard Stein Hudson, Kittredge Equipment Co., Inc., Northern Construction Service, LLC, Unwin Overhead Doors and Valet Park of America are included in "On-Site Design / Management".

MGM Springfield  
 Workforce Union Diversity Report - Construction  
 As of: March 28, 2016

Reference	Union	This Month's Workforce Diversity Statistics							Project To Date Workforce Diversity Statistics								
		Employee Count	This Month's Total Hours	Women		Minority		Veteran		Employee Count	Project To Date Total Hours	Women		Minority		Veteran	
				Hours	%	Hours	%	Hours	%			Hours	%	Hours	%	Hours	%
1	Asbestos Workers #6	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	24	2,864.50	0.00	0.00%	1483.50	51.79%	0.00	0.00%
2	Boston Plasters' & Cement Masons' - Asphalt Layers' Union #534	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	25.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
3	Bricklayers Local #3	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	56	5,661.50	206.00	3.64%	1038.00	18.33%	679.50	12.00%
4	Carpenters - Local #108	1	120.00	0.00	0.00%	120.00	100.00%	120.00	100.00%	89	8,992.00	352.00	3.91%	1915.00	21.30%	2,651.00	29.48%
5	Carpenters Local #107	1	120.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	240.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
6	Carpenters Local #475	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	39.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
7	CT Bricklayers #1	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	24.00	0.00	0.00%	24.00	100.00%	0.00	0.00%
8	Floorcoverers Local #2168	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	14	304.50	0.00	0.00%	4.00	1.31%	0.00	0.00%
9	International Brotherhood of Electrical Workers - IBEW Local #7	4	49.50	0.00	0.00%	0.00	0.00%	17.50	35.35%	48	8,814.00	980.00	11.12%	1659.50	18.83%	1,113.00	12.63%
10	International Brotherhood of Electrical Workers - IBEW Local #455	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	112.25	50.75	45.21%	112.25	100.00%	0.00	0.00%
11	International Association of Iron Workers Local #7	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	14	1,431.00	43.00	3.00%	233.00	16.28%	393.00	27.46%
12	International Union of Elevator Constructors Local #41	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	8	315.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
13	International Union of Operating Engineers - IUOE Local #4	4	222.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	11	1,557.00	0.00	0.00%	0.00	0.00%	40.00	2.57%
14	International Union of Operating Engineers - IUOE Local #98	13	546.00	16.00	2.93%	42.00	7.69%	0.00	0.00%	49	4,898.50	16.00	0.33%	127.50	2.60%	926.50	18.91%
15	International Union of Painters and Allied Trades - IUPAT District #11	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	125.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
16	International Union of Painters and Allied Trades - IUPAT Local #1333	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	306.50	0.00	0.00%	29.00	9.46%	64.00	20.88%
17	Laborer's International Union of North America - LIUNA Building Wreckers Local #1421	9	458.00	0.00	0.00%	318.00	69.43%	0.00	0.00%	139	22,327.75	1,682.75	7.54%	21100.25	94.50%	0.00	0.00%
18	Laborers Local #22	1	100.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	462.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
19	Laborers Local #230	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	58.75	0.00	0.00%	58.75	100.00%	0.00	0.00%
20	Laborers Local #243	1	163.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	1,085.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
21	Laborers Local #39	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	124.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
22	Laborers Local #455	3	224.00	80.00	35.71%	224.00	100.00%	0.00	0.00%	6	1,971.50	643.50	32.64%	1971.50	100.00%	0.00	0.00%
23	Laborers Local #473	1	93.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	988.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
24	Laborers Local #596	8	473.50	0.00	0.00%	324.00	68.43%	29.00	6.12%	61	7,383.25	725.00	9.82%	1810.00	24.51%	45.00	0.61%
25	Laborers Local #609	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	67.50	0.00	0.00%	8.00	11.85%	0.00	0.00%
26	Laborers Local #611	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	270.50	0.00	0.00%	270.50	100.00%	0.00	0.00%
27	Laborers Local #665	1	72.00	32.00	44.44%	72.00	100.00%	0.00	0.00%	1	596.50	32.00	5.36%	596.50	100.00%	0.00	0.00%
28	Laborers Local #675	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	133.50	0.00	0.00%	133.50	100.00%	0.00	0.00%
29	Laborers Local #999	18	924.00	232.00	25.11%	432.00	46.75%	120.00	12.99%	100	17,142.00	3,813.50	22.25%	7491.25	43.70%	651.50	3.80%
30	NY Bricklayers #2	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	4.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
31	Operating Engineers Local #4	2	20.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	34.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
32	Painters and Allied Trades District Council #35	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	24	2,717.50	0.00	0.00%	164.50	6.05%	0.00	0.00%
33	Plumbers & Pipefitters #104	4	274.00	0.00	0.00%	78.00	28.47%	0.00	0.00%	39	5,962.00	338.50	5.68%	121.00	2.03%	0.00	0.00%
34	Roofers #248	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	30	1,516.00	0.00	0.00%	206.00	13.59%	26.00	1.72%
35	Sheet Metal Workers #17	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	116.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
36	Sheet Metal Workers #40	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	436.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
37	Sheet Metal Workers #63	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	18	2,651.00	294.00	11.09%	0.00	0.00%	38.00	1.43%
38	Sprinkler Fitters #669	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,354.00	0.00	0.00%	256.00	18.91%	0.00	0.00%
39	Teamsters' #404	3	36.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	765.50	114.50	14.96%	16.00	2.09%	0.00	0.00%
<b>Total - Unions</b>		<b>74</b>	<b>3,896.50</b>	<b>360.00</b>	<b>9.24%</b>	<b>1,610.00</b>	<b>41.32%</b>	<b>286.50</b>	<b>7.35%</b>	<b>799</b>	<b>103,877.00</b>	<b>9,291.50</b>	<b>8.94%</b>	<b>40,829.50</b>	<b>39.31%</b>	<b>6,627.50</b>	<b>6.38%</b>
40	On-Site Design / Management	29	2,738.00	360.00	13.15%	163.00	5.95%	514.00	18.77%	69	46,426.75	6,574.00	14.16%	1,789.00	3.85%	6,367.00	13.71%
<b>Total</b>		<b>103</b>	<b>6,634.50</b>	<b>720.00</b>	<b>10.85%</b>	<b>1,773.00</b>	<b>26.72%</b>	<b>800.50</b>	<b>12.07%</b>	<b>868</b>	<b>150,303.75</b>	<b>15,865.50</b>	<b>10.56%</b>	<b>42,618.50</b>	<b>28.35%</b>	<b>12,994.50</b>	<b>8.65%</b>

Totals - Overall			
Group	Project Goals	Project To Date	Delta
Women	6.90%	10.56%	3.66%
Minority	15.30%	28.35%	13.05%
Veteran	8.00%	8.65%	0.65%

**Notes:**  
 (1) Statistics include all workforce reports that were received by MGM as of March 28, 2016.

**APPENDIX D**

**LETTER REGARDING COST OF CONSTRUCTION AND CAPITALIZATION OF GAMING LICENSE**





April 26, 2016

Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

**Re: Quarterly Report – First Quarter 2016**

Dear Commissioners:

In accordance with 205 CMR 135.02(5)(a) of the Massachusetts Gaming Commission Monitoring of Project Construction and Licensee Requirements (the “Monitoring Regulations”), please see on the attached Exhibit A the costs of construction, infrastructure improvements and related costs incurred by Blue Tarp reDevelopment, LLC (“MGM”) through March 31, 2016 in connection with the development of MGM Springfield project in Springfield, Massachusetts (the “Project”) compared to MGM’s cost estimates as of that date, which costs have been calculated in accordance with 205 CMR 122.03: Costs Included in the Calculation of Capital Investment.

In addition, in accordance with 205 CMR 135.02(b) of the Monitoring Regulations, I direct you to the publicly-filed financial statements of MGM Resorts International, the parent company of Blue Tarp reDevelopment, LLC (the “Licensee”), including MGM’s Annual Report on Form 10-K for the year ended December 31, 2015, filed with Securities and Exchange Commission (the “SEC”) on February 29, 2016, which is available at [www.sec.gov](http://www.sec.gov). As reflected in these financial statements, the Licensee has sufficient resources in order to meet all expected financial obligations relating to the completion of the gaming establishment and related infrastructure improvements associated with the Project.

I hereby certify that the foregoing and attached information is truthful and accurate to the best of my knowledge and belief.

Sincerely,

Seth N. Stratton  
Vice President & General Counsel

cc: Michael Mathis, President & COO  
Edward Pikula, Esq., Springfield City Solicitor

# **EXHIBIT A**

# Q1 2016 COST ESTIMATE (\$mm)

Ref	Description	Incurred To Date	Remaining	Total Estimate
1	Construction / Design	\$31.9	\$463.5	\$495.5
2	FF&E	\$0	\$74.9	\$74.9
3	OSE	\$0	\$43.7	\$43.7
	<b>Subtotal of Eligible Cap. Costs</b>	<b>\$31.9</b>	<b>\$582.2</b>	<b>\$614.1</b>
4	Land	\$49.5	\$1.8	\$51.3
5	Off-site Parcel Improvements	\$11.2	\$0.2	\$11.4
6	License/ Application Fees	\$85.0	\$0	\$85.0
7	Pre-opening Exp. / Host Comm. Costs	\$29.5	\$80.6	\$110.1
8	Fin. Costs / Capitalized Int.	\$6.4	\$62.1	\$68.5
9	Project Contingency	\$0	\$35.0 - \$55.1	\$35.0 - \$55.1
	<b>Subtotal of Ineligible Costs</b>	<b>\$181.6</b>	<b>\$179.7- \$199.8</b>	<b>\$361.3 - \$381.4</b>
	<b>Total</b>	<b>\$213.5</b>	<b>\$761.9 - \$782.0</b>	<b>\$975.4 - \$995.5</b>

Notes:

(1) Majority of Contingency will be spent on Eligible Capital Costs.

(2) The figures above are approximations to the nearest hundred thousand, which in some instances results in minor discrepancies (\$100k or less) in sums.

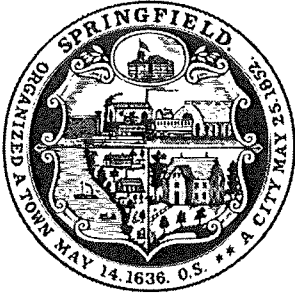


**APPENDIX E**

**CITY OF SPRINGFIELD**

**SITE PLAN REVIEW**

**FINDINGS AND DECISION OF THE CITY COUNCIL**



RECEIVED

2016 MAR -4 P 4:14

CITY CLERK'S OFFICE  
SPRINGFIELD, MA

## City of Springfield

Office of Planning & Economic Development

70 Tapley Street

Springfield, MA 01104

### **SITE PLAN REVIEW FINDINGS AND DECISION OF THE CITY COUNCIL**

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**Project:** For a Casino Overlay Site Plan Review to Facilitate the Location of a Licensed Casino and Casino Complex with the Boundaries Established by the City of Springfield for Casino Gaming Activities as Outlined Under the Casino Overlay Regulations (Article 8, Section 8.5) at the Property Bounded by State Street, Main Street, Union Street and East Columbus Avenue.

Owner: Blue Tarp reDevelopment, LLC

By: Seth Stratton, Vice President & General Counsel

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#### **SITE PLAN REVIEW DECISION**

##### **I. MATERIALS SUBMITTED INTO RECORD :**

The materials submitted into the record of the hearing on the application for Site Plan Review, in addition to the plans as recorded were submitted into the public record, are listed in the attached Exhibit A, and are incorporated by reference into this decision.

##### **II. FINDINGS and CONDITIONS:**

**A. Using the criteria for evaluation set forth in Section 12.3.51 the City Council finds that the application complies with such review criteria in Section 12.3.51. Specifically:**

1. Complies with all applicable provisions and requirements of this Ordinance, including all use, dimensional, site, utility, and overlay district standards: *The City's review of the site plan submittal materials confirms general compliance with the Ordinance. The plans illustrate a development that responds to the opportunities within the site and through the "casino overlay district".*
2. Avoids significant detrimental environmental impacts, including storm water runoff, erosion or sedimentation: *The civil engineering and utility plans*

*sufficiently address all site work aspects and the integration of open space, landscape terraces and roof gardens within the site illustrates a positive environmental effect of the project.*

3. Ensures adequate light and air quality for adjacent properties and minimize detrimental visual impacts on adjacent uses and public STREETS, parks, BUILDINGS, and other public places: *The site plan embodies improvements including additional setback from adjacent structures, specifically the parking garage; additionally the inclusion of significant usable open space throughout the project including the main Plaza, the Armory Marketplace, improved Da Vinci Park, abundant outdoor terraces and roof top gardens, ensure the project has minimized any adverse impacts on light and air quality.*
4. Does not impair pedestrian safety or overload existing roads, considering their current width, surfacing, and condition: *Springfield's downtown city streets can accommodate additional load without compromising public safety or quality of life, and the addition of new businesses, pedestrian and vehicular activity is a positive to the overall urban condition.*
5. Provides adequate access for fire, police, and emergency vehicles: *Proper widths, materials and access have all been reviewed with the relevant City agencies including enhancements to public areas, paved open spaces/promenades to ensure proper safety and emergency accessibility.*
6. Minimizes noise, dust, odors, solid waste, glare, or any other nuisances in accordance with the City Ordinance. *The site plan materials reflect that all noise, dust, odors, solid waste, glare, or any other nuisance are planned for and will be addressed during construction and upon operation in accordance with the City Ordinance and such reasonable conditions on the issuance of any Building or other permit.*
7. Minimizes impacts on historic resources as determined by Section 12.7: *The site plan materials reflect that all historic resources have been addressed consistent with the MOU with local and state historic preservation agencies.*

**B. Pursuant to Section 12.3.60, the City Council makes the following Specific Findings:**

1. Pursuant to Section 12.3.62 the City Council finds that the application meets all zoning requirements, and imposes reasonable conditions as set forth in this decision to ensure compliance with these requirements and other provisions of this Ordinance, consistent with the limitations set forth in Section 12.3.70. These conditions shall be incorporated into any BUILDING PERMIT Road and Curb Cut Permit, Public Way Discontinuance , approved Application for Re-Zoning as well as the Host Community Agreement ("HCA") and any amendments thereto Plan or any other approval issued by the City including



but not limited to the City's involvement as to Traffic and Transportation mitigation matters, many of which must be coordinated with the City and others and which may involve the Commonwealth of Massachusetts Department of Transportation ("MassDOT") or the Pioneer Valley Transit Authority ("PVTA"); Air Quality mitigation measures that may involve Commonwealth of Massachusetts Department of Environmental Protection ("MassDEP"); Greenhouse Gas Emissions; Water and Wastewater mitigation matters that may involve the City and the Springfield Water and Sewer Commission ("SWSC"); Historic Resources which involve the Massachusetts Historic Commission ("MHC"), Springfield Historic Commission, ("SHC") or Springfield Preservation Trust ("SPT"); Storm water mitigation measures that may involve the SWSC and MassDEP; Hazardous Materials which may involve City of Springfield regulations; and Construction Period issues which involve the City and MassDOT insofar as they affect traffic management including road closures, detours, and parking; noise, use or occupation of the public ways, or otherwise authorizing the City's participation as to compliance with the terms and conditions of the Notice of Project Change ("NPC") Letter or the findings of the Massachusetts Gaming Commission, ("MGC") In accordance with M.G.L. c. 30, section 61 ("Section 61 Findings").2. Pursuant to Section 12.3.63 prior to granting approval of the Site Plan Review application, the City Council makes a finding that the proposed DEVELOPMENT is in conformance with this Ordinance, and if applicable, that with conditions imposed, the review criteria in Section 12.3.50 will be satisfied.

3. Pursuant to Section 12.3.64 such findings in this Decision shall pertain to the entire proposed DEVELOPMENT, including any Site Plan modifications requested by the City Council as a condition of its approval, and any off-site improvements proposed by the applicant or required by the City Council as condition of its approval.

**C. Pursuant to Section 12.3.70 City Council Site Plan Review the following Conditions, Limitations and Safeguards are imposed:**

1. Approval of the Site Plan submittal is contingent on the following general conditions and performance parameters:
  - a. This Casino Overlay Site Plan Review approval is granted solely for the development of a licensed casino and casino complex with the boundaries established by the City of Springfield for casino gaming activities as outlined under the Casino Overlay District Regulations (Article 8, Section 8.5) at the properties listed above. b. The use shall be developed according to the attached plans and elevations, except as listed in the conditions and provided for by the amendment process outlined below.

- c. All other requirements and permits shall be sought and received, including, but not limited to, utility connections and Board of Health approvals. The Applicant shall bear the burden of ensuring all state and local permitting has been sought and received, including but not limited to any licenses and/or permits issued by the SWSC, MGC , and any conditions contained in any such license including but not limited to the Section 61 Findings and the Memorandum of Agreement (MOA) with the MHC.
- d. All of the lastly revised plans, including those submitted during the public hearings and as referenced above, shall be updated as Conditioned in this Decision and three (3) complete sets shall be provided to the Office of Planning and Economic Development (“OPED”) and the Department of Public Works (“DPW”). The plans shall be properly stamped and as certified by the applicant (dated and indexed). These plans shall indicate compliance with all applicable zoning by-laws.
- e. The Applicant shall coordinate with OPED and the Casino Liaison Office to set up a pre-construction meeting with staff prior to the start of any construction to review these conditions and any and all final construction sequencing, details, and/or plans for this Project. The limit of work line for the particular area or phase being developed shall be demarcated at this time through the placement of temporary fence material or erosion control barriers. Periodic status reports and progress meetings (agreed upon at said pre-construction meeting) shall be coordinated with parties mentioned above, which shall outline the general status of the construction and major milestones completed.
- f. The Applicant shall continue to advance the design and construction documents in substantial conformance with the governing drawings and documents collectively contained in Section I (MATERIALS) of this Decision.
- g. The Applicant shall continue an ongoing and regular dialogue with the City departments and their consultants to pursue further advancement to design and engineering details so that the final construction documents meet or exceed the intent herein resulting in construction of a high quality urban development.
- h. Should any of the requirements set forth in the conditions herein be temporarily inapplicable or impractical to comply with due to repair, renovation or remodeling, tenant moves, utility repairs, necessary life safety accommodations or similar issues, the Applicant shall promptly notify OPED of the same.

**D. Approval of the Site Plan submittal is contingent on the following Conditions Limitations and Safeguards and performance parameters by use in the various Hotel/Casino/Convention Complex, Entertainment Complex, and Parking Garage and relating to abutting property.**

1. The proposed hotel shall be developed and operated as a four (4) star quality, urban venue including but not limited to the level of interior fit out and finishes, guest/public amenities, programming, marketing and branding suitable to be highly competitive with other four star urban hospitality venues in the state and region.
2. MGM Way shall be established as a public way. An ANR (Approval Not Required) Plan, incorporating all the individual parcels, shall be submitted to the Springfield Planning Board for review and approval and filed at the Hampden County Registry of Deeds.
3. Pursuant to the Section 61 Findings the Howard Street cul-de-sac shall meet all requirements of a public way as outlined in the Springfield Subdivision Regulations. The proposed Howard Street cul-de-sac shall meet all the underlying requirements of the Board of Public Works, including all fire lanes. Directional signage shall be installed to minimize impact on the business and parking area located at 1070-1076 Main Street and currently used by Red Rose Pizzeria, Inc. (identified in the Assessors Map ID: 081300096; Street Parcel 8130-0096), containing approximately 40,976 sq. ft. according to the Assessors Property Card. In order to avoid confusion to patrons of Red Rose seeking to utilize its parking lot, and to clarify that the Howard Street cul-de-sac is a public way, the surface materials used for Howard Street shall be generally consistent with public ways in Springfield and shall be subject to the mutual agreement of DPW and Red Rose Pizzeria, Inc., which agreement shall not be unreasonably withheld or delayed. No on street parking shall be allowed on either side of Howard Street. In order to discourage "drop off" traffic in the cul-de-sac area, signage will be provided indicating that no parking or idling is allowed. The preceding shall be incorporated within a traffic, parking and signed plan to be recommended by DPW.
4. The Applicant shall coordinate the installation of all street trees with the City Forester in conformance with the "Agreement for Removal and Replacement of Trees", signed October 26, 2015.
5. The Applicant shall have the responsibility of maintaining or replacing landscaping, fencing and lighting as indicated in the plans required herein and if such landscape maintenance is not handled directly by the Applicant's



employees, the Applicant shall be required to maintain a contract with professional landscaping and maintenance services company. Irrigation systems shall also be installed within all areas proposed to be grassed and/or turf.

6. An ornamental fence shall be installed to encircle DaVinci Park. Final landscaping plans, including improvements to Da Vinci Park, shall be submitted to OPED and the Parks Department for review and approval, prior to installation.
7. Adequate landscaping and screening shall be placed around the generators shown as located on the west side of the Applicant's property between Bliss and Howard Streets, to insure that the generators are not visually or audibly intrusive.
8. Pursuant to the Section 61 Findings, the traffic signals installed at the intersection of Union and Main Streets shall be appropriately timed to accommodate extra traffic turning left from Union Street onto Main Street in order to reach the public way portion of Howard Street.
9. Any trash receptacles located on the Applicant's property in the vicinity of its parking area westerly of its generators shall be adequately screened to view from Howard and Bliss Streets, and East Columbus Avenue.
10. The Applicant agrees that it will pay or reimburse Courthouse Park for the expense of the installation of a parking barrier that would be either radio controlled or some other mechanism on Courthouse Park property at its driveway on Bliss Street for customers and employees of its property to enter and exit, that is reasonably suited to reduce the potential for "cut through" traffic movements through the property and unauthorized parking on the property, particularly after normal office business hours. The Applicant shall also pay or reimburse for the installation of an ornamental fence on the Courthouse Park property along Bliss Street to improve the appearance of the public way and for the installation of appropriate traffic signage on the property. The Applicant shall also install signage directing traffic exiting its garage for right and left turns to avoid entrance onto the Courthouse Park property.
11. The Applicant agrees that it shall, at its expense, reconstruct the sidewalk along the northerly side of Bliss Street and maintain suitable landscaping in the tree belt.
12. The Applicant agrees that it shall construct a curbing in the west end of Howard Street adjacent to Colvest's property line substantially as shown on a plan submitted into the record as an attachment to Exhibit 43 and marked as "Abutter Conditions Exhibit A – The Colvest Group" attached to a submission

from abutters as “SITE PLAN ABUTTER PROPOSED CONDITIONS WITH MGM RESPONSE (Revisions to January 25, 2016 Version) February 17, 2016”, or the City shall and construct the curbing, which shall be paid for by the Applicant as part of its expense in constructing its access to Howard Street, in accordance with DPW standards for curbing on public ways, to prevent the use of the Colvest property as a “cut-through” to Union Street by the Applicant’s visitors exiting the Applicant’s parking garage.

13. As part of the redesign and restriping of Union Street between Main Street and East Columbus Avenue, the Applicant shall install and maintain a “Do Not Block the Box” area (box and cross hatching) with appropriate signage in front of the Pride Union Street Driveway to improve traffic mitigation and to maintain the existing usage of the Pride Union Street entrance/exit.
14. During construction and following project completion, the Applicant shall continue to reasonably work with the abutters and the City to review proposed mitigation measure to remedy additional impacts to the abutters based on the project related impacts that were not reasonably foreseen at the time of the Site Plan Review process, and abutters shall be given the opportunity to review with the Applicant and OPED any issues addressed in the Findings and Conditions of the Final Site Plan Approval from time to time.
15. Within the surface parking lots shown in the plans submitted with the application for Site Plan approval, the Applicant shall permit two (2) hour free public parking from 8:00 a.m. to 6:00 p.m. and handicapped parking sufficient to replace the number of handicapped parking spaces formerly available on Bliss and Howard Streets, of which at least twenty-five (25) spaces shall be in the lot immediately adjacent to what has been identified in the hearing as “Parcel 14”, also known as 1317-1343 East Columbus Avenue, which is shown on Assessor’s Map ID: 043030502, Parcel No. 04303-0502, such abutting property currently owned by Jay N. Michelman & Jeffrey A. Burstein. Such abutting property is currently used for a mix of commercial and residential use, and such adjacent property currently uses approximately 3,614 square feet as residential apartments containing five (5) living units. The Applicant further agrees that so long as the current owners continue to use the property for residential use, it will provide one (1) parking space for each residential living unit up to a total of five (5) parking spaces for overnight use of the occupants renting the residential living units on Parcel 14 upon provision of reasonable evidence of occupancy and rental agreement, which spaces shall be for such residential occupant’s personal vehicles only and shall be non-transferable. Such spaces are intended generally for daily use, and not for long term or extended vehicle storage. Applicant may terminate this arrangement if the above conditions are not met or if it reasonably believes that the misuse of such space is interfering with its parking operations or the experience of the other occupants of the lot.

16. During construction of the Project and upon reasonable waiver of claims and indemnification by the current owners of Parcel 14, the Applicant agrees it will provide the current owners of Parcel 14 with a license to use six (6) parking spots located in the parking lot adjacent to Parcel 14's northern border (See Exhibit 44 in the record), or at some other location with reasonable walking distance to Parcel 14 in the Applicant's sole and exclusive discretion. Said parking spots shall be designated for the sole use of the customers and tenants of Parcel 14. In addition, during construction of the Project, the Applicant agrees that it will reimburse the current owners of Parcel 14 for the monthly cost of up to an additional four spaces leased from a third party, not to exceed seventy-five (\$75.00) dollars per month per space, upon the presentation of reasonable documentation that such expense was incurred and paid.
17. The current owners of Parcel 14 will be allowed to use space on the north side of Parcel 14 as depicted on Exhibit 44 in the record, attached thereto, for the storage and servicing of trash receptacles, the provision and servicing of which shall be the sole and exclusive responsibility of the current owners of Parcel 14.
18. The Applicant shall reimburse the current owners of Parcel 14, upon presentation of reasonable documentation, reasonable funds actually expended for fabric awnings or interior window treatments for use by the residential occupants in any one (1) of the five (5) living units currently on Parcel 14, as appropriate, to mitigate any effect that the lighting for the Project have on the residential occupants.
19. Sidewalks in and around Parcel 14 shall be constructed as provided for as depicted on Exhibit 44 in the record, attached thereto and shall be available for public use.
20. The Applicant will generally offer parking within its garage during the day for use by the public to offset the parking that will be displaced by project as described in the Final Environmental Impact Report ("FEIR"); Notice of Project Change (NPC), and Section 61 Findings. MGM has agreed to the following:
  - a. The Applicant's garage will contain approximately 3,400 spaces.
  - b. A minimum of approximately 700 spaces will be generally available for public parking from 8:00 a.m. to 6:00 p.m. Monday through Friday at rate to be determined by the Applicant in its reasonable discretion.
  - c. Rates may vary periodically based on peak usage, special events and other parking demands, as well as any applicable employee or patron discount programs.



- d. The Applicant may restrict overnight/24-hour parking to invited hotel/casino guests.
  - e. Leaving unaccompanied minors in vehicles shall be prohibited.
  - f. The Applicant will engage in best efforts to provide:
    - i. preferential parking for rideshare, carpool, and hybrid vehicles;
    - ii. charging stations for electric vehicles; and
    - iii. incentives for employees to use alternative modes of transportation.
  - g. The Applicant reserves the right to enforce all applicable rules in its discretion, including without limitation through towing violators' vehicles at the violators' expense.
  - h. The Applicant reserves the right to modify these rules and practices from time to time in its reasonable discretion.
21. In the event that traffic at the intersection of Union Street and East Columbus Avenue requires improvements that the City Council determines at some future proceeding, and specifically not being determined as of the date of this Site Plan Review, can only be achieved through a widening of the right of way on Union Street between Main Street and East Columbus Avenue through the exercise of its eminent domain powers, the Applicant will be required to construct an additional turning lane with associated traffic appurtenances, on Union Street to improve traffic mitigation at the intersection of Union Street and East Columbus Avenue.
22. The owner of 55 State Street may apply at any time for a curb cut off of the proposed MGM Way. If a curb cut is applied for by the owner, the proposed parking area will be required to meet all current zoning rules and regulations under the OPED and the DPW including but not limited to setbacks, landscaping, open air parking permit, drainage, parking space size, drive aisle width, entrance / exit curb radii, driveway aprons, fencing, etc. Plans stamped by a Civil Engineer need to be submitted to the Engineering Division of DPW for proper review. Modification of any Open Air parking permit need to be addressed to the City Clerk's office for consideration by the City Council.
- E. Additional Conditions Limitations and Safeguards:**
- 1. The Fire Suppression System, hydrant locations and alarm design shall be subject to approval by the Fire Commissioner or his/her designee and the Code Enforcement Commissioner or his/her designee.

2. No refuse containers, trailers, construction materials or construction equipment of any kind shall be placed, parked or stored upon a public way without written approval from DPW.
3. The public sidewalks immediately adjacent to the Project site along State Street, Main Street, Union Street and East Columbus Avenue shall be maintained, including snow removal. The applicant will be responsible for street sweeping, snow removal and general upkeep of MGM Way, Bliss Street and both sections of Howard Street.
4. The Applicant shall ensure daily that exterior areas of the site remain clear of debris, trash and any equipment used in connection with commercial activity on the site, and any property or refuse from the commercial operation of the tenants shall not accumulate off-site. The Applicant shall ensure that the required parking spaces are accessible at all times. Snow storage shall not restrict sight lines or damage landscaping.
5. The Applicant shall submit final architectural renderings for all buildings, indicating the proposed construction details, which shall be subject to design review and approval by OPED. These renderings shall indicate a consistent treatment of the elevations on all sides in terms of design, detail, relief, colors and materials. EFIS systems should be avoided. Further, the elevation plans shall include details on the proposed valet entrance within the garage.
6. The final drainage, grading and utility designs shall be revised according to this Decision, subject to further review and approval, as necessary, by the City Engineer or his/her designee.
7. Final construction plans shall be submitted to the Commissioner of Code Enforcement or his/her designee and Fire Commissioner or his/her designee, for review and approval, prior to the issuance of a Building Permit.
8. All documentation on prior environmental remediation shall be provided to the Commissioner of Code Enforcement; any further contamination or analysis identified shall be remediated in accordance with applicable local, state and federal standards.
9. The Applicant shall schedule a meeting with the Building Inspector, Casino Liaison Office and OPED at least thirty (30) days before the request for a Building Permit to review compliance with this Decision.

10. The Applicant shall provide written proof to the OPED, City Engineer and the Building Inspector that the performance standards, as Conditioned herein, were included in the construction documents.
11. The Applicant shall provide a detailed Construction Sequencing Plan, subject to the approval of the City Engineer or his/her designee, the Casino Liaison Office and the Commissioner of Code Enforcement or his/her designee.
12. All DPW comments/conditions, as outlined in the December 21, 2015: MGM 30-Day Comments/Questions Response and Appendices and as noted above in the "materials submittals", shall be reasonably addressed by the applicant, prior to the issuance of a Building Permit.
13. A full detailed sign plan (as per Article 8, Section 8.5.70) indicating locations, sizes, materials, type of illumination, etc., of all signage shall be submitted to the City Council for review and approval, prior to the issuance of a sign permit(s).
14. The Applicant shall use best efforts, including appropriate signage, subject to the approval of the City Council, to ensure that all delivery trucks to the businesses on the premises shall access and exit the property to and from Union Street.
15. The Applicant shall submit the location for the off-site bus parking to the Department of Public Works (DPW).
16. All proposed new street lights, to be located on the public way, shall be reviewed and approved by Eversource, OPED and DPW.
17. The Applicant shall continue to work with DPW to review taxi drop-off/pick-up issues to ensure that traffic related issues do not occur at the new hotel entrance located at the corner of Main Street and Howard Street.
18. All proposed entrances/exits providing access to the food and/or retail establishments, from a public way, shall generally remain open during full food and/or retail business hours. Prior to issuance of a building permit, any plans to change the proposed layout of the entrances or exits shall be reviewed and approved by OPED.
19. The Applicant shall work with the Springfield Police Department on plans for security related issues during construction including the implementation of the resources provided for under the HCA to enhance public safety in the surrounding area, as well as any post construction issues in so far as the use or



jurisdiction of Springfield Police Officers in accordance with an MOU with the State Police pursuant to the provisions of G.L. c. 23K.

20. Construction activities shall be conducted in a workmanlike manner at all times. Blowing dust or debris shall be controlled by the Applicant through stabilization, wetting down, and proper storage and disposal methods, subject to the approval of the Code Enforcement Commissioner or designee. The Applicant shall ensure that abutting local streets and private ways are kept clear of dirt and debris, which may accumulate as a result of construction activities for the Project and documentation, shall be provided demonstrating ongoing pest management control, subject to the approval of and administration by the Code Enforcement Commissioner.
21. Public transportation access shall be maintained throughout the construction phase to the extent that necessary public utility work or life safety measures in connection with construction do not prohibit.
22. The applicant shall work with OPED and PVTA to coordinate the final proposed trolley transit linkages to other activities and venues with the City of Springfield.
23. The Applicant shall work with remaining tenants on the Project Site, including Focus Springfield, to facilitate relocation.
24. The Applicant shall meet all terms and commitments contained and referenced in the HCA, as amended (including full and satisfactory performance related to joint agreements with civic organizations and other public agencies).
25. The Applicant shall demonstrate, through submission of plans, specifications, or other satisfactory documentation, submitted to OPED and for approval by the Mayor and City Council, its compliance with Applicant's residential development commitment set forth in the HCA, as amended.

### III. MODIFICATIONS

- A. Approved site plans and elevations, and other aspects of the development proposal, including uses, may be amended from what is specified in the HCA and Site Plan Approval, pursuant to the same procedure and subject to the same limitations and requirements by which said plans and proposals were initially approved. However, upon written request by the petitioner minor changes from what is specified in the HCA and approved development parameters may be permitted by the Office of Planning & Economic

Development subject to a finding that such changes will not cause any of the following:

- i. A change in the character of the development, including the overall massing, primary land uses, quality of materials or significant deviation from the architectural character or building footprints of approved site plans and elevations; or
- ii. An increase in the ratio of gross floor area (as specified in the HCA) to LOT area by more than twenty five percent (25%); or
- iii. A material decrease in open space, pedestrian areas, parks and amenities within Applicant's control unless justified by changes in other factors; or
- iv. A material reduction or increase in approved off-street parking unless justified by changes in other factors.
- v. Copies of all changes found to be "minor" by the Mayor shall be forwarded to the City Council.

Dated: Voted and approved February 22, 2016

Filed with City Clerk March 4, 2016



Philip Dromey, Deputy Director of Planning  
Office of Planning & Economic Development

*Appeal: The Appeal of any decision of the City council hereunder shall be made in accordance with the provisions of Mass. Gen. L. 40A, Section 17 within 20 days after filing with the City Clerk.*

DATE: 3/4/2016

# **CASINO OVERLAY SITE PLAN REVIEW MEETINGS**

**JANUARY 4, 19, 20, 25, 26/  
FEBRUARY 17, 22, 2016**

## **EXHIBITS**

- ☒Exhibit 1 Office of Planning & Economic Development Analysis**
- ☒Exhibit 2 The Chicago Consultants Studio, Inc. Summary Report**
- ☒Exhibit 3 MGM Springfield Responses Letter 1-11-16 (Includes 11-25-15 NPC Letter from the State Office of Environmental Affairs – Mitigation Section 61 Findings)**
- ☒Exhibit 4 Law Department Draft Findings and Decision 1-19-16**
- ☒Exhibit 5 MGM Springfield Power Point Presentation 1-19-16**
- ☒Exhibit 6 Robinson Donovan Letter dated 1-5-16 – 1-19-16**
- ☒Exhibit 7 Robinson Donovan Letter dated 1-12-16 – 1-19-16**
- ☒Exhibit 8 Mitigation Request of Abutting Parcel # 14 dated 1/8/16 - 1-19-16**
- ☒Exhibit 9 Mary Kay Wydra Written Testimony 1-19-16**
- ☒Exhibit 10 Aimee Loiselle Letter – 1-20-16**
- ☒Exhibit 11 Mark Checkwicz CNBC Letter 1-20-16**
- ☒Exhibit 12 Pride Objections and Response Memo to Site Changes -1-20-16**
- ☒Exhibit 13 Michael Thomas Vertical Farm Concept Letter - 1-20-16**
- ☒Exhibit 14 Jennifer Kiely – Evan Plotkin’s Email - 1-20-16**

- ☒Exhibit 15 Abutter Parcel #14 – Site Plan Review remarks and PowerPoint Presentation  
1-20-16**
- ☒Exhibit 16 Robinson Donovan Letter dated 1-19-16 - 1-20-16**
- ☒Exhibit 17 Draft Conditions Robinson Donovan on behalf of Abutters 1-20-16**
- ☒Exhibit 18 MGM Site Plan Review Submittal #1 – 10-19-15**
- ☒Exhibit 19 MGM Storm Water Management – 12-22-15**
- ☒Exhibit 20 MGM Site Plan Review Submittal #2 – 10-23-15**
- ☒Exhibit 21 MGM Elevation Materials Board/Signage Letter - 11-18-15**
- ☒Exhibit 22 Allen & Major, Landscaping Plans – 11-12-15**
- ☒Exhibit 23 Record of the public meeting including MGM PowerPoint presentation and  
Questions & Answers – 11-18-15**
- ☒Exhibit 24 MGM 30-Day Comments/Questions Response and Appendices -12-21-15**
- ☒Exhibit 25 MGM Reissued Site Improvement Plans for MGM-Springfield; Allen and  
Major, Civil/Landscape -12-22-15**
- ☒Exhibit 26 “Agreement for Removal and Replacement of Trees” -10-26-15**
- ☒Exhibit 27 M.G.L. c. 30, §61 Agency Findings, Including Massachusetts Historical  
Commission Memorandum of Agreement - 12-22-15**
- ☒Exhibit 28 “Project Property Line Plan; prepared and stamped by Allen & Major  
Associates, Inc.**
- ☒Exhibit 29 City comments submitted during the EIR process as to project design and  
mitigation measures related to traffic and transportation impacts.**
- ☒Exhibit 30 Abutter comments submitted to the Springfield Planning Board -12-16-15**



- ☒Exhibit 31 Fitzgerald Attorney at Law Abutter response letter -1-19-16**
- ☒Exhibit 32 DPW Notice of Discontinuance of Bliss Street and Howard Street -1-22-16**
- ☒Exhibit 33 Office of Planning & Economic Development Determination of Incomplete Application – 10-26-15/ Determination of Completed Application -11-23-15**
- ☒Exhibit 34 BrownRudnick submission to Mass Gaming Commission – 1-18-16**
- ☒Exhibit 35 MGM revised renderings submitted to MGC -1-18-16**
- ☒Exhibit 36 MGM Quarterly Status Report #4 (October-December) submitted to MGC - 1-21-16**
- ☒Exhibit 37 TEC/MGM response letter to Pride Convenience & Gas Station Site Plan Review Comments – 1-25-16**
- ☒Exhibit 38 MGM Site Plan Abutter Comments with Exhibits – 1-25-16**
- ☒Exhibit 39 Additional Pride Abutter Comments – 1-25-16**
- ☒Exhibit 40 Pride Email and Proposed Plan – 2-16-16**
- ☒Exhibit 41 Briarwood Thirteen Letter – 2-16-16**
- ☒Exhibit 42 City Response to Briarwood Thirteen Letter – 2-17-16**
- ☒Exhibit 43 Exhibits Attached to City Solicitor’s Opinion – 2-17-16**
- ☒Exhibit 44 MGM Schematic 2016.08 C-1829-02D-Parcel 14 Sidewalks etc. F. Fitzgerald Site Plan – Final 2-8-16**
- ☒Exhibit 45 City Council Minutes/Agenda’s – 1-4-16, 1-19-16, 1-20-16, 1-25-16, 1-26-16, 2-17-16 & 2-22-16**

**APPENDIX F**

**CONSTRUCTION SITE PROGRESS IMAGES AS OF MARCH 31, 2016**



# OVERALL SITE PROGRESS



Aerial View - December 26, 2015



Aerial View - March 25, 2016



# OVERALL SITE PROGRESS



Overall Site Activity - March 24, 2016



# FRENCH CHURCH RELOCATION



French Church Prepared for Relocation - January 7, 2016



Preparing new Church foundation - January 28, 2016



Clearing soil from Church foundations - March 16, 2016



# FRENCH CHURCH RELOCATION



Workers bracing Church for move - March 18, 2016



New foundation pad for Church - March 24, 2016



Lifting Church for relocation - March 31, 2016



# BUILDING SALVAGE



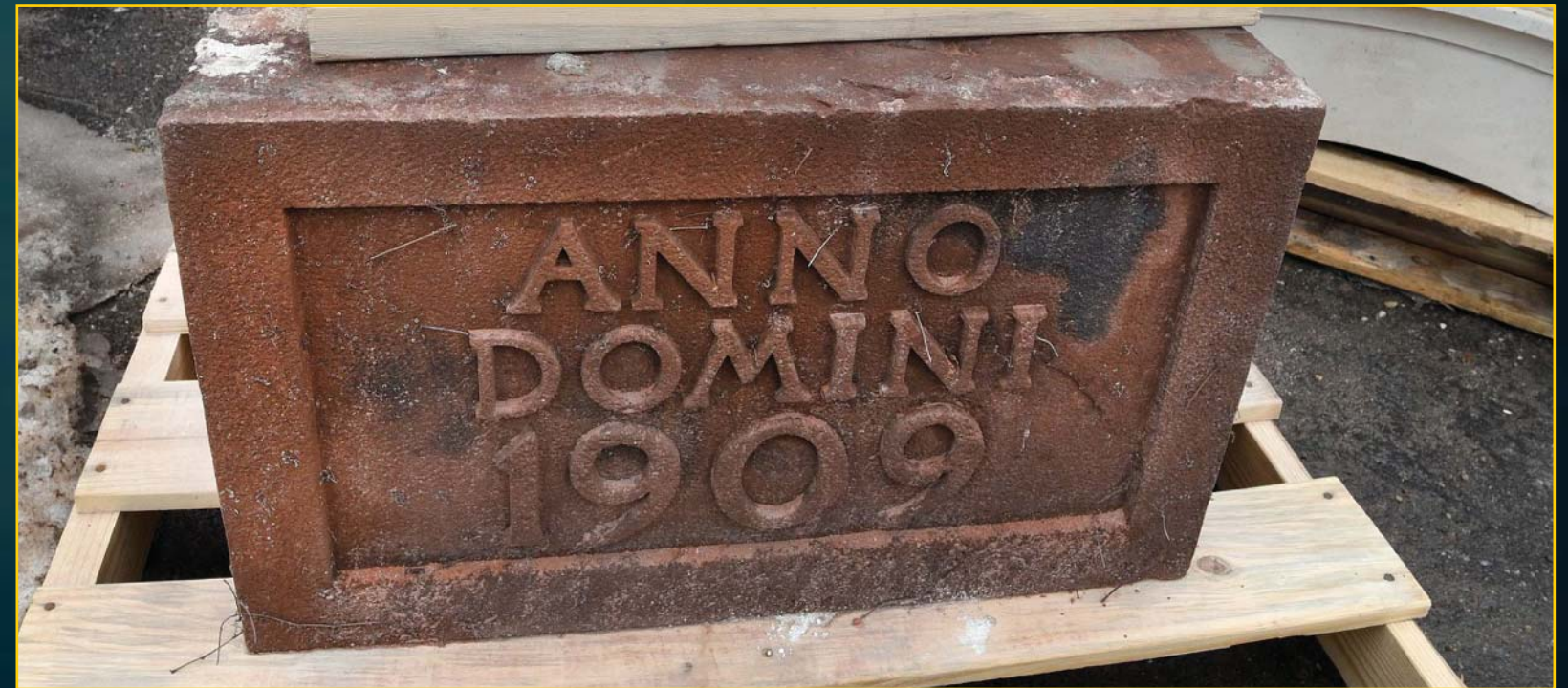
YWCA Building Salvage - January 22, 2016



YWCA Building Salvage - January 25, 2016



Howard Street School Sign - January 28, 2016



YWCA Corner Stone - February 17, 2016



# DEMOLITION - HOWARD STREET SCHOOL



Howard Street School Demolition - January 11, 2016



Howard Street School Demolition - January 12, 2016



Howard Street School Demolition - January 21, 2016



# DEMOLITION - HOWARD STREET SCHOOL



Howard Street School Demolition - January 26, 2016



Howard Street School Demolition - January 27, 2016



# DEMOLITION - MAIN STREET



Main Street Demolition and Recycling - March 8, 2016



Edisonia Block Demolition - March 9, 2016



1156 Main Street Demolition - March 10, 2016



# DEMOLITION - BLISS STREET



Bliss Street Demolition - March 3, 2016



Bliss Street Demolition - March 16, 2016



Bliss Street Demolition - March 18, 2016



# DEMOLITION - STATE STREET



79 State Street Demolition - February 15, 2016



81 State Street Demolition - February 17, 2016



79 State Street Demolition - February 24, 2016



# SORTING AND RECYCLING



March 18, 2016



March 29, 2016



March 29, 2016



March 30, 2016



# SITE UTILITY WORK



Offsite Utility Work - January 14, 2016



Howard Street Sewer - February 22, 2016



# ROAD CLOSURES



Howard Street Closure - February 25, 2016



Bliss Street Closure - March 3, 2016



Howard Street Closure - March 3, 2016