



MGM SPRINGFIELD

QUARTERLY STATUS REPORT #8

Monitoring of Project Construction and
Licensee Requirements
205 CMR 135

For the Period:
October–December 2016



QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 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.

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 October 2, November 2, November 30 of 2016 and January 3 of 2017 (date date 1/1/17). The January 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.

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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 December 31:

GROUP	PROJECT GOALS	COMMITMENTS	VARIANCE	COMPANY COUNT	VALUE
WBE	10.00%	17.0%	7.0%	51	\$43.12M
MBE	5.00%	7.8%	2.8%	32	\$19.92M
VBE	2.00%	5.8%	3.8%	13	\$14.62M

Notes:

1. Total Commitments through December 31, 2016 are \$254.1M
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.



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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 for January 10, 2017 is included as [Appendix B](#).

2b COMMITMENTS

Design and Consulting Commitments

The following is a snapshot of Design and Consulting Diversity Commitments through December 31:

GROUP	PROJECT GOALS	COMMITMENTS	CONSULTANT COUNT	VALUE
Women	10.00%	13.9%	16	\$5.15M
Minority	5.00%	11.6%	15	\$4.28M
Veteran	2.00%	4.5%	2	\$1.67M

Notes:

- Total Commitments through December 31, 2016 are \$37.0M
- 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.
- Value for VBE (Stevens & Associates) is included in the Construction Commitments because they are being billed through Tishman.

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

Construction Commitments

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

GROUP	PROJECT GOALS	COMMITMENTS	CONSULTANT COUNT	VALUE
Women	10.0%	17.5%	35	\$37.97M
Minority	5.0%	7.2%	17	\$15.64M
Veteran ⁽³⁾	2.0%	6.0%	11	\$12.95M

Notes:

- Total Commitments through December 31, 2016 are \$217.1M
- 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 December 31 are as follows:

GROUP	PROJECT GOALS	PROJECT TO DATE %
Women	6.9%	10.07%
Minority	15.3%	24.70%
Veteran	8.0%	9.76%

Notes:

1. Statistics include all workforce reports that were received by MGM as of December 31, 2016.
2. The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 6.31% of total workforce hours are included in two of the diversity categories. .27% of total hours are currently reported within three diversity categories.
3. While this is not a reporting requirement of the approved diversity plan, the total hours worked to date break down as follows:
 - Approximately 36% are from Springfield/Surrounding Communities
 - Approximately 58% are from Western Massachusetts
 - Approximately 83% are from Massachusetts

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



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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.

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.

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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

4 DESIGN & CONSTRUCTION CONTRACTS

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

COMPANY	CONTRACT	MGC STATUS
1. Johnson Controls, Inc.	Tishman Letter of Agreement for Air Handling Units	Subcontractor to Tishman
2. Collins Electric Co., Inc.	Tishman Letter of Agreement for Electrical Work at Central Utility Plant	Subcontractor to Tishman
3. Harry Grodsky & Co.	Tishman Letter of Agreement for Mechanical Work at Central Utility Plant	Subcontractor to Tishman
4. Titan Roofing	Tishman Letter of Agreement for Roofing at Podium	Subcontractor to Tishman
5. TJ Conway	Tishman Letter of Agreement for Above Ground Storm Primary and Secondary Systems at Hotel Podium	Subcontractor to Tishman
6. Chabot and Burnett Construction Co.	Tishman Letter of Agreement for Masonry at Central Electric Facility	Subcontractor to Tishman
7. H. Carr and Sons	Tishman Letter of Agreement for Cementitious Fireproofing for Hotel Podium	Subcontractor to Tishman
8. Safway	Tishman Letter of Agreement for Scaffolding at Hotel Podium	Subcontractor to Tishman

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



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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)

5 STATUS OF WORK COMPLETED / PROGRESS PHOTOGRAPHS

5a STATUS OF WORK COMPLETED

The following onsite activities took place in the 4th quarter of 2016:

- Parking Garage: Precast erecting is proceeding, with sequence 13 currently being erected. The slab on grade at the loading dock was poured. Caulking of Double Tee joints on the upper levels is proceeding. Lighting fabrication and temporary power installation took place. Masons worked on block walls in Loading Dock Area. Rough electrical for lighting and plumbing is proceeding on all levels and sprinkler mains are being installed.
- Hotel/Podium: Installation of rock anchors and spread footings took place. Underslab MEP is underway, and slab placements are proceeding. Structural Steel erection and slab on metal deck placements are underway. Grouting of hollow core planks and temporary power and lighting installation is underway.
- 95 and 101 State Street: Demolition of the pedestrian bridges between 95 and 101 State took place. Select interior demolition and abatement at 95 State Street took place, along with window infills, boiler piping, winterization, hot water and steam work. Power for temporary heating units was installed. Reinforcing steel at the south wall of 101 State Street took place.
- Armory: Interior gutting took place.
- Dave's Furniture: Preparation for pavement and set up of craft labor check point took place.
- Entertainment block: Foundation work, underslab MEP, and slab placements took place, and structural steel erection is underway.
- Plaza: Storm drain installation took place. Staging is taking place for third crane and entertainment steel.
- Surrounding Streets/Offsite Utilities
 - State Street: Gas service installation took place.
 - Main Street: Gas service installation took place, as well as excavation for water tie ins. Reflectorized drums have been placed in the south bound lane to shift traffic from 6am-6pm to allow for the unloading of certain materials onto the construction site. The barrels are moved out of the road at the end of each day to allow parking during non-working hours. Two way traffic is maintained at all times and police details are present.
 - Union Street: Gas service installation took place. Water service disconnection to previously demolished buildings on site took place.
 - East Columbus Avenue: Gas service installation took place.
 - Bliss Street: No work took place.

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- Howard Street: Gas service installation, water main installation, sewer main installation, storm drain installation and street patching took place.
- Support Area: Foundation and installation of conduits and area drains for Central Electric Facility (CEF) took place. Core and shell construction of the CEF is underway.
- Model Room: Construction continues on the hotel room mock-up.

Design Progress

- 50% submissions were made to the City of Springfield and Springfield Historical Commission as required by the Host Community Agreement and Historical Memorandum of Agreement. The following 13 packages were submitted:
 1. Podium Progress Drawings
 2. Hotel Progress Drawings
 3. 101 State Street Progress Drawings
 4. 95 State Street Progress Drawings
 5. Offsite Roadway Progress Drawings
 6. Parking Garage Progress Drawings
 7. Garage and Podium Exterior Signage Concepts
 8. Landscaping/Hardscape and Exterior Street/Plaza Lighting Progress Drawings
 9. Exterior Building Material Mock-up Locations and Progress Photographs
 10. Initial Concept Studies for Potential Tenants – Daycare/Armory/Church/Retail Corner (Main/Union)
 11. Updated Square Footage Calculations – see sample SF diagram on the next page
 12. MGM Follow-up Comments on the July 21, 2016 CCS Review of the 50% Core and Shell
 13. Civil Progress Drawings
- Proposals were solicited and reviewed for the Architecture/Engineering team for the Daycare Center. A letter of agreement is expected to be signed in the first quarter of 2017.
- Garage construction drawings through Addendum 5 were submitted to the City of Springfield Building department as an update to the Permit set.
- Coordinated Civil Site Plans were issued to the City of Springfield on October 31, 2016.
- The final PS&E Submittal for Offsite Mitigation, package 1 of 2, was made by TEC to the Mass DOT on October 20, 2016.
- The 25/75% submission for the Intelligent Transportation System (ITS) enhancements and roadway lighting mitigation as part of Package 2 was submitted by TEC to MassDOT on 12/2/16.

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5b PROGRESS PHOTOGRAPHS

A set of construction site progress photographs as of December 31, 2016 is included in this document as Appendix E. The overall aerial and panoramic views below show progress over the course of the 4th Quarter, including substantial foundation progress as well as garage precast and podium structural steel erection.



September 20, 2016



December 14, 2016

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September 26, 2016



October 14, 2016



December 28, 2016



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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, including local permits issued in the Fourth Quarter of 2016:

AGENCY OR GOVERNING LEGAL AUTHORITY	PERMIT, REVIEW, OR APPLICATION	DATE APPLICATION SUBMITTED OR ESTIMATED ANTICIPATED APPLICATION DATE
FEDERAL		
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	Approval letters received April 13, 2016: 2016-ANE-471-OE for Hotel/Casino 2016-ANE-471-OE for Parking Garage
		Approval letters received July 14, 2016 for Tower Crane and Liebherr 1250 Crawler Crane
	Form 7460-2: Notice of Actual Construction or Alteration	To be e-filed for Hotel/Casino and Parking Garage within 5 days after the construction reaches its greatest height.
STATE		
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 Dec. 17, 2015.
	Site Plan Approval	Final Design/Site Plan approved by unanimous vote at meeting on May 12, 2016.

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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 11/25/15.
3. Massachusetts Department of Environmental Protection (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.
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	Section 61 Findings issued by MassDOT on March 28, 2016.
	Category III Application for Permit to Access State Highway – Package 1 of 2	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. Comments on the 25% level package received 4/11/16. Comments were addressed in a 75/100% design package submitted for MassDOT’s review on 5/23/16. PS&E design package submitted 9/7/16 for MassDOT’s review. Minor comments received and incorporated in final submission of 10/20/16. Highway Access Permit #2-2016-0079 granted on 11/9/16 for construction of multimodal roadway and traffic control improvements for all work affecting the State’s infrastructure.
	Category III Application for Permit to Access State Highway – Package 2 of 2	Following several coordination meetings, the 25/75% submission for the Intelligent Transportation System (ITS) enhancements and roadway lighting mitigation as part of Package 2 was submitted to MassDOT on 12/2/16. Comments expected from MassDOT’s District 2 office in early 2017. This package is expected to be expedited through final design since the improvements are wholly within the State’s jurisdiction area and the scope of improvements has been narrowly defined.
6. Massachusetts Dept. of Housing & Community Development	Chapter 121A Designation as an Urban Redevelopment Project	Approval letter received 12/31/14

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7. Massachusetts Department of Public Safety	Elevator Decommission Permit (recent filings)	None this reporting period.
	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.
8. Commonwealth of Massachusetts-Dept. of Fire Services-Office of State Fire Marshall	Storage Tank Removal Permit	None this reporting period.
9. Massachusetts Division of Fisheries and Wildlife	Natural Heritage and Endangered Species Prog.	Filing exemption for Memorial Bridge improvements received on 6/21/16.
LOCAL PERMITS AND APPROVALS UPDATE FOR OCTOBER-DECEMBER, 2016		
1. City of Springfield Department of Public Works – Engineering Division	Construction Management Plan and Temporary Traffic Control Plan	Approval letter dated 12/1/16 for amendment to sheet set for Phase III, submitted 10/25/16.
2. City of Springfield – Code Enforcement/Building Division	Building Permit Demolition	None this reporting period.
	Building Permit Alteration	Removal of two pedestrian bridges at 8th and 10th floors, 95 State Street, 11/16/16: <i>16BDOT-00236AL</i>
	Building Permit – Sheet Metal	Combustion Air/HVAC 2 nd Floor at 95 State Street, 11/16/16: <i>16BDOT-00000051SM</i>
	Permit To Do Electrical Wiring	Run temp feeds to pumps P3+P4 / Supply+setup transformer / circuits / connect space heaters / temp wiring / 11-story building at 95 State Street: 11/17/16: <i>16BDOT-02687EL</i>
		Temporary wiring for heat: 12/2/16, <i>16BDOT-02802EL</i>
Permit To Do Gas Piping	Provide temp power/lighting at 12 MGM Way, 12/28/16: <i>16BDOT-03009EL</i>	
3. City of Springfield Historical Commission	MHC Review Concurring Party; Demolition Delay	1 st Floor Temporary Heater at 34 MGM Way, 12/23/16: <i>16BDOT-01546GA</i>
		SHC approved changes to design for purposes of historic resources and revised MOU on 10/23/15.

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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 approve 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	None this reporting period.
7. Springfield Water and Sewer Commission		None this reporting period
8. City of Springfield – Fire Prevention Bureau	Sprinkler Shut Down	None this reporting period.
	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.
9. City of Springfield – Conservation Commission	Wetlands Protection Act Filing Exemption	None this reporting period.

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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).

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.

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.

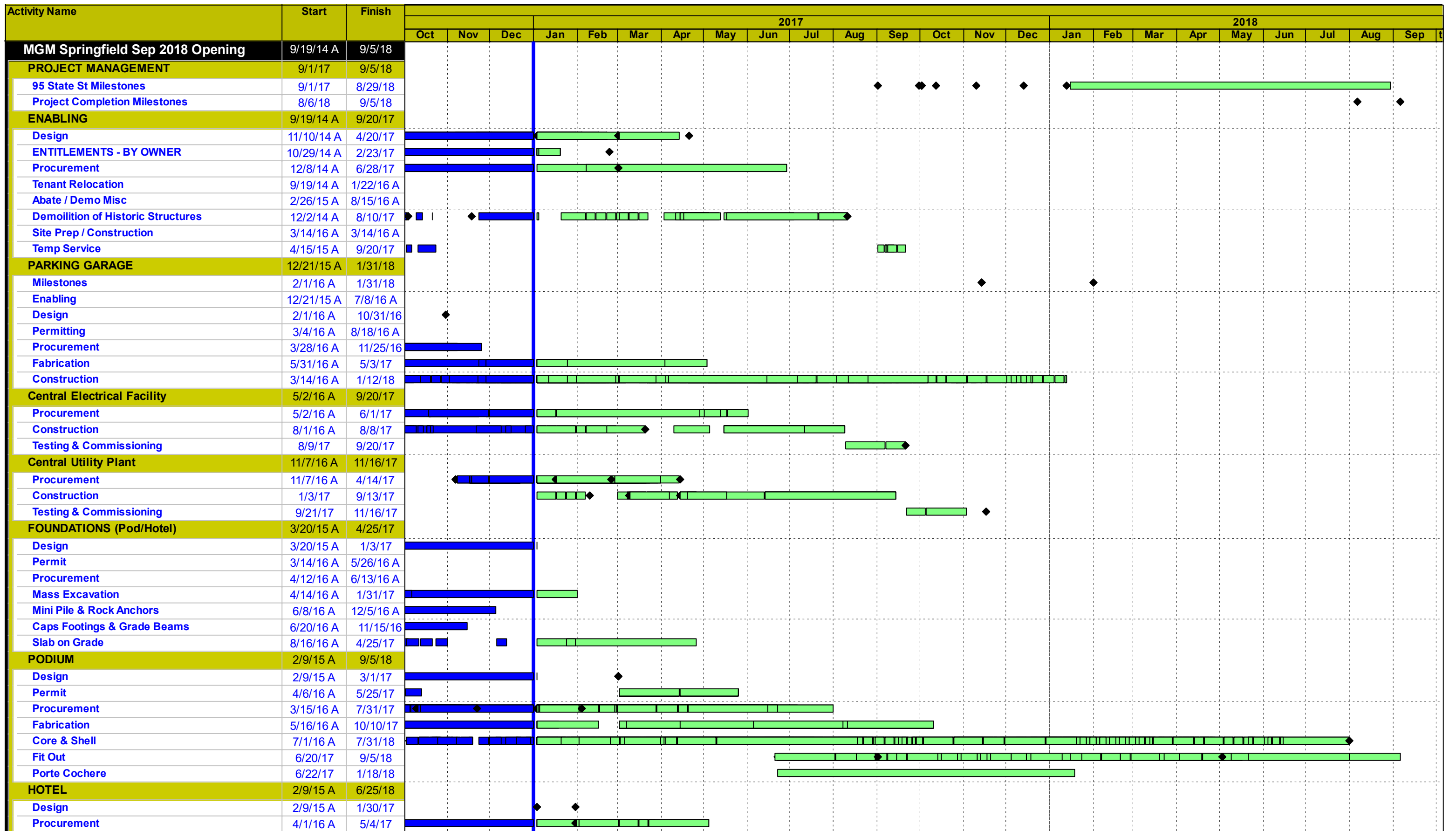
APPENDIX A

LEVEL 1 AND LEVEL 2 PROJECT SCHEDULES

JANUARY 3, 2017 (DATA DATE JANUARY 1, 2017)

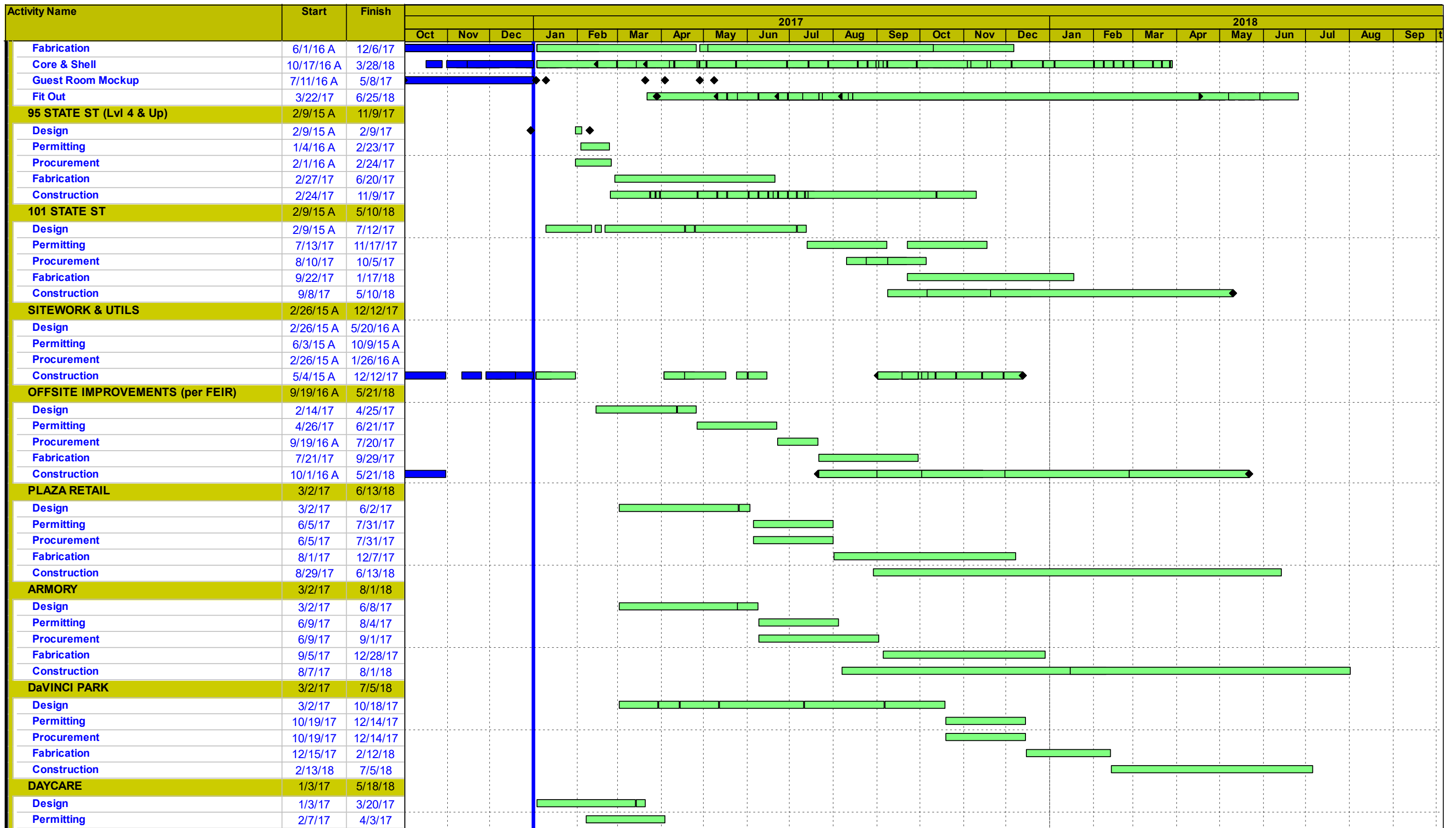
MGM Springfield Project Schedule





- Actual Work
- Remaining Work
- Critical Remaining Work
- Milestone





- Actual Work
- Remaining Work
- Critical Remaining Work
- ◆ Milestone



Activity Name	Start	Finish	2017																								2018											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct											
			Procurement	3/14/17	5/9/17																																	
Fabrication	8/4/17	10/30/17																																				
Construction	10/31/17	5/18/18																																				
ENTERTAINMENT BLK (F/O)	5/26/17	6/25/18																																				
Procurement	5/26/17	1/5/18																																				
Interior Fit Outs	8/22/17	6/25/18																																				
RESIDENTIAL	1/9/17	8/6/18																																				
Design	1/9/17	7/12/17																																				
Permitting	7/13/17	9/7/17																																				
Procurement	5/31/17	7/26/17																																				
Fabrication	7/27/17	12/18/17																																				
Construction	7/27/17	8/6/18																																				

- █ Actual Work
- █ Remaining Work
- █ Critical Remaining Work
- ◆ Milestone



Activity ID	Activity Name	Orig Dur	Start	Finish	Total Float	Predecessors	Successors	Primary Constrai	2017												2018											
									D	J	F	M	A	May	J	July	A	S	O	N	D	J	F	M	A	May	J	July	A	S		
MGC-205	"Construction Completion Date"	0		8/6/18	21	PM-999	PM-990																									
MGC-206	"Final Completion" means the completion of the Work, as	0		8/6/18	21	PM-999	PM-990																									
MGC-207	"Final Completion Date"	0		8/6/18	30	LEED-73, MGC-4	PM-990																									
MGC-210	"Operations Commencement Date"	0		9/5/18	0	PM-999	PM-990																									
6 FEIR Tracking		467	9/15/16 A	9/5/18	0																											
MGC-443	Stage 3 -Constr of the parking garage and building supers	316	9/15/16 A	1/31/18	109	MGC-442	MGC-444, MGC-1																									
MGC-689	During the construction of the I-91 Viaduct Deck Replacen	0		1/3/17*	425	PM-100	MGC-207	Finish																								
MGC-634b	Implement a Construction parking plan, including the GC's	0		3/1/17	150	MGC-659, MGC-	PG-M-16																									
MGC-694	Replacement of a 12-inch vitrified clay sewer main and up,	0		6/14/17	125	SW-906, SW-908	SW-999																									
MGC-692	Replacement of a 10-inch sewer main within Union Street	0		9/29/17	50	SW-902	SW-999																									
MGC-693	Replacement of a 24-inch water main in Union Street	0		9/29/17	50	SW-902	SW-999																									
MGC-444	Stage 4 -(Final Stage of Constr) Bldg finishing and fit-out.	130	2/1/18	8/6/18	0	MGC-443	PM-999																									
MGC-573b	Install on-site stationary sources of potential air pollutants,	0		3/28/18	0	PM-100	PM-999	As Lat																								
MGC-459	Reconstruction Union Street under I-91 Overpass to 5-Lan	0		5/10/18	0	91V-018	PM-999	As Lat																								
MGC-546	Prep & Submit: LEED Gold Level or higher (Grnhs Gas Ei	20	6/11/18	7/9/18	21	LEED-11	MGC-425	As Lat																								
MGC-447	Signal Timing Optimization at Dwight Street/I-291 WB Ra	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-448	Signal Timing Optimization at East Columbus Avenue/We	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-449	Signal Timing Optimization at Mill Street/Locust Street/Be	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-450	Signal Timing Optimization at Belmont Avenue/Sumner A'	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-451	Widen sidewalks along site frontage	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-452	Complete pavement mill and overlay on Union Street betw	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-453	Construct trolley stop adjacent to Armory Square	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-454	Widen and restripe roadway along site frontage	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-455	Upgrade accessible wheelchair ramps	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-456	Install vehicular/pedestrian/bicycle wayfinding signs	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-457	Install mid-block crosswalk, pedestrian flasher assembly, a	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-458	Install bicycle "sharrows" and share-the-road signage	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-460	Modify vehicular and pedestrian signal phasing scheme at	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-461	Upgrade vehicular and pedestrian traffic signal equipment	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-462	Optimize traffic signal timings, clearance intervals, signal c	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-463	Widen sidewalks along site frontage	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-464	Construct trolley stop adjacent to MGM Springfield	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-465	Restripe State Street along site frontage	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-466	Stripe intersection tracking markings across intersection of	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-467	Complete pavement mill and overlay State Street between	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-468	Upgrade accessible wheelchair ramps at State St/Main St	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-469	Install vehicular/pedestrian/bicycle wayfinding signs	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-470	Install mid-block crosswalk, pedestrian flasher assembly a	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-471	Install bicycle "sharrows" and share-the-road signage, inst:	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-472	Modify pedestrian crossing across East Columbus Avenue	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-473	Construction pedestrian refuge island along St. James Ave	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-474	Upgrade pedestrian traffic signal equipment only at: State	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-475	Upgrade vehicular and pedestrian traffic signal equipment	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-476	Modify traffic signal phasing at intersection of State Street	0		6/22/18	0	OFF-530	PM-999	As Lat																								
MGC-477	Optimize traffic signal timings, clearance intervals, signal c	0		6/22/18	0	OFF-530	PM-999	As Lat																								

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

MGM Springfield Sep 2018 Opening
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Activity ID	Activity Name	Orig Dur	Start	Finish	Total Float	Predecessors	Successors	Primary Constrai	2017												2018											
									D	J	F	M	A	May	J	July	A	S	O	N	D	J	F	M	A	May	J	July	A	S		
HT-416	Fab & Deliver Facade	80	1/3/17	4/25/17	345	HT-410			[Gantt bar: 1/3/17 to 4/25/17]																							
HT-RSK-62	PROCURE FOOD SERVICE EQUIPMENT (DA / DB PA	154	4/28/17	12/6/17	104	HT-PRO-22	HT-RSK-30	As Lat	[Gantt bar: 4/28/17 to 12/6/17]																							
HT-RSK-60	PROCURE HOODS & WALK-IN COOLERS	110	5/4/17	10/10/17	129	HT-PRO-22	HT-RSK-12	As Lat	[Gantt bar: 5/4/17 to 10/10/17]																							
Core & Shell		314	11/15/16 A	3/28/18	111				[Summary bar: 11/15/16 to 3/28/18]																							
Hoist		215	2/2/17	12/7/17	188				[Summary bar: 2/2/17 to 12/7/17]																							
HT-HST-04	Erect Hoist	5	2/2/17	2/8/17	398	HT-S-P01	HT-HST-08		[Gantt bar: 2/2/17 to 2/8/17]																							
HT-HST-08	Hoist In Operation	200	2/9/17	11/22/17	67	HT-HST-04	HT-HST-06		[Gantt bar: 2/9/17 to 11/22/17]																							
HT-HST-06	Remove Hoist	10	11/24/17	12/7/17	67	HT-P2-42, HT-HS	HT-SCAF-40		[Gantt bar: 11/24/17 to 12/7/17]																							
Hotel Superstructure		95	11/15/16 A	5/16/17	330				[Summary bar: 11/15/16 to 5/16/17]																							
Steel (w Crawler Crane)		47	1/24/17	3/29/17	4				[Summary bar: 1/24/17 to 3/29/17]																							
HT-S-P04	Hotel P04 Steel	4	1/24/17	1/27/17	4	HT-P-P03, HT-G	HT-S-P05		[Gantt bar: 1/24/17 to 1/27/17]																							
HT-S-P05	Hotel P05 Steel	4	1/30/17	2/2/17	4	HT-S-P04, HT-G	HT-SF-2-2, HT-P-I		[Gantt bar: 1/30/17 to 2/2/17]																							
HT-S-P07	Hotel P07 Steel Level 6 and Roof	4	3/20/17	3/23/17	4	HT-P-P05-5	HT-S-P08		[Gantt bar: 3/20/17 to 3/23/17]																							
HT-S-P08	Hotel P08 Steel Level 6 and Roof	4	3/24/17	3/29/17	4	HT-S-P07	PO-P26		[Gantt bar: 3/24/17 to 3/29/17]																							
Plank (w Crawler Crane)		80	12/29/16 A	4/25/17	64				[Summary bar: 12/29/16 to 4/25/17]																							
HT-P-P02	Hotel P02 Plank	4	12/29/16 A	1/3/17	4	PO-P21	HT-P-P03, HT-G-F		[Gantt bar: 12/29/16 to 1/3/17]																							
HT-P-P03	Hotel P03 Plank	4	1/4/17	1/9/17	4	HT-P-P02	HT-S-P04, HT-G-F		[Gantt bar: 1/4/17 to 1/9/17]																							
HT-P-P06	Hotel P06 Plank	5	2/3/17	2/9/17	4	HT-S-P03, HT-S-	HT-P-P06R		[Gantt bar: 2/3/17 to 2/9/17]																							
HT-P-P06R	Hotel P06 Roof Plank	3	2/10/17	2/14/17	4	HT-P-P06	HT-SF-00, HT-RF-		[Gantt bar: 2/10/17 to 2/14/17]																							
HT-P-P04-4	Hotel P04 Plank Level4	4	2/24/17	3/1/17	4	PO-P17	HT-G-P05, HT-P-F		[Gantt bar: 2/24/17 to 3/1/17]																							
HT-P-P04-5	Hotel P04 Plank Level 5	4	3/2/17	3/7/17	4	HT-P-P04-4	HT-P-P05-5, HT-C		[Gantt bar: 3/2/17 to 3/7/17]																							
HT-P-P05-4	Hotel P05 Plank Level4	4	3/8/17	3/13/17	4	HT-P-P04-5	HT-G-P05, HT-P-F		[Gantt bar: 3/8/17 to 3/13/17]																							
HT-P-P05-5	Hotel P05 Plank Level 5	4	3/14/17	3/17/17	4	HT-P-P04-5, HT-	HT-S-P07, HT-G-F		[Gantt bar: 3/14/17 to 3/17/17]																							
HT-P-P07	Hotel P07 Level 6 and Roof Plank	6	4/10/17	4/17/17	4	PO-P26	HT-P-P08, HT-P1-		[Gantt bar: 4/10/17 to 4/17/17]																							
HT-P-P08	Hotel P08 Level 6 and Roof Plank	6	4/18/17	4/25/17	4	HT-P-P07, HT-P;	HT-P-P99, HT-EL-		[Gantt bar: 4/18/17 to 4/25/17]																							
HT-P-P99	Hotel Steel Complete	0		4/25/17	64	HT-P-P08, PO-5	HT-RF-26		[Milestone: 4/25/17]																							
Decking		15	12/19/16 A	1/20/17	59				[Summary bar: 12/19/16 to 1/20/17]																							
HT-DECK-02	Hotel Decking Seq 2	15	12/19/16 A	1/11/17	59	HT-DECK-01, HT	HT-DECK-03, HT-		[Gantt bar: 12/19/16 to 1/11/17]																							
HT-DECK-03	Hotel Decking Seq 3	7	1/12/17	1/20/17	59	HT-DECK-02, HT	HT-COMD-03		[Gantt bar: 1/12/17 to 1/20/17]																							
Concrete on Metal Deck		12	1/12/17	1/27/17	59				[Summary bar: 1/12/17 to 1/27/17]																							
HT-COMD-02	Hotel COMD Seq 2	5	1/12/17	1/18/17	66	HT-DECK-02	HT-SF-2-2		[Gantt bar: 1/12/17 to 1/18/17]																							
HT-COMD-03	Hotel COMD Seq 3	5	1/23/17	1/27/17	59	HT-DECK-03	HT-SF-2-2		[Gantt bar: 1/23/17 to 1/27/17]																							
Grout		95	12/27/16 A	5/16/17	330				[Summary bar: 12/27/16 to 5/16/17]																							
HT-G-P01	Grout P01 Lvl 3-4	5	12/27/16 A	1/9/17	63	HT-P-P01	HT-SF-00		[Gantt bar: 12/27/16 to 1/9/17]																							
HT-G-P02	Grout P02 Lvl 3	5	1/4/17	1/10/17	13	HT-P-P02	HT-S-P04		[Gantt bar: 1/4/17 to 1/10/17]																							
HT-G-P03	Grout P03 Lvl 3	5	1/10/17	1/16/17	13	HT-P-P03	HT-S-P05, HT-SF-		[Gantt bar: 1/10/17 to 1/16/17]																							
HT-G-P06	Grout P06 Lvl 5-Rf	5	2/15/17	2/21/17	339	HT-P-P06R	HT-SF-1-5		[Gantt bar: 2/15/17 to 2/21/17]																							
HT-G-P05	Grout P04 & 5 Lvl 4-5	15	3/20/17	4/10/17	356	HT-P-P04-4, HT-			[Gantt bar: 3/20/17 to 4/10/17]																							
HT-G-P07	Grout P07 & 8 Lvl 6-Rf	15	4/26/17	5/16/17	330	HT-P-P07, HT-P-			[Gantt bar: 4/26/17 to 5/16/17]																							
Stairs		81	11/15/16 A	2/27/17	104				[Summary bar: 11/15/16 to 2/27/17]																							
HT-STR-02	Erect Stairs	81	11/15/16 A	2/27/17	104	HT-P-P01	HT-RF-26		[Gantt bar: 11/15/16 to 2/27/17]																							
Spray Fireproofing		110	2/15/17	7/21/17	284				[Summary bar: 2/15/17 to 7/21/17]																							
Ph I (North of GL HG)		40	2/15/17	4/12/17	314				[Summary bar: 2/15/17 to 4/12/17]																							
HT-SF-00	Spray Fire - Ready to Begin	0	2/15/17		37	HT-P-P06R, PO-	HT-502, HT-SF-1-2		[Milestone: 2/15/17]																							
HT-SF-1-2	Spray Fire - Ph I (North of GL HG) Lvl 2	10	2/15/17	2/28/17	37	HT-SF-00	HT-SF-2-2, HT-SF		[Gantt bar: 2/15/17 to 2/28/17]																							

■ Remaining Level of Effort ■ Remaining ...
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File M0

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APPENDIX B

PRESENTATION TO THE ACCESS AND OPPORTUNITY COMMITTEE OF JANUARY 10, 2017

Access and Opportunity Committee

January 10, 2017



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. Community Partners Network
3. Union Partnership & Outreach
4. Other Diversity Outreach Work
5. Upcoming Events

OUTREACH TO MBE, WBE & VBE COMPANIES

Construction:

Ref	Company	Location	Diversity Status
1	Capasso Restoration	North Haven, CT	WBE
2	CCB, Inc. Construction Services	Westbrook, ME	WBE ⁽¹⁾
3	Kittredge Food Service Equipment & Supplies	Agawam, MA	WBE
4	T & M Equipment Corporation	Springfield, MA	VBE

Supplier:

Ref	Company	Location	Diversity Status
5	Carol's Lighting & Supply Co.	Canton, MA	MBE/WBE
6	JMK Building Supply Inc.	Colchester, CT	WBE

Design/Consulting:

Ref	Company	Location	Diversity Status
7	Aero Sage, LLC	Tampa, FL	VBE

Notes:

(1) CCB is in the process of certifying with Massachusetts SDO as a WBE.

COMMUNITY PARTNERS NETWORK

Ref	Organization	Location
1	A.W.A.K.E. Inc.	Springfield, MA
2	Betterman Construction, Inc.	Springfield, MA
3	Carpenters Union #108	Springfield, MA
4	Community Works	Springfield, MA
5	East African Cultural Center	Springfield, MA
6	Gandara Springfield Family Resource Center	Springfield, MA
7	HAP Housing	Springfield, MA
8	Ironworkers Union #7	Springfield, MA
9	Laborers #999	Springfield, MA
10	Lighthouse/ Human Resources Unlimited	Springfield, MA
11	Neighbor to Neighbor	Springfield/Holyoke, MA
12	Springfield Veterans Services Dept.	Springfield, MA

COMMUNITY PARTNERS NETWORK

Ref	Organization	Location
13	STCC Workforce Development Department	Springfield, MA
14	Training Resources of America	Western Massachusetts
15	Uptown Construction Collaborative	Springfield, MA
16	Urban League of Greater Springfield	Springfield, MA
17	Veteran's Inc.	Springfield, MA
18	We The Villagers	Springfield, MA
19	Western Mass. COSH	Western Massachusetts
20	Western Mass. Employment Collaborative	Springfield, MA
21	Westover Job Corps.	Westover, MA
22	Young Urban Engineering Entrepreneurship Academy	Springfield, MA
23	YWCA/Youth Build	Springfield, MA

COMMUNITY PARTNERS NETWORK

December 7, 2016: Meeting held with MGM Springfield Construction Team

Meeting Highlights:

- 10 Community Partners attended.
- Review of the CPN Launch Announcement.
- Report on which new community organizations have submitted CPN membership applications, or made inquiries about joining the CPN.
- Review of upcoming CPN Training Calendar.



COMMUNITY PARTNERS NETWORK

- Review of Upcoming Union Apprenticeship Enrollment/Application Dates.
- Brainstorm on the upcoming work of the CPN for 2017 & beyond.
- Review of Advocacy items coming up in 2017, including the REO meetings/hearings.



UNION PARTNERSHIP & OUTREACH

Continued meetings and discussions with local trade unions to include:

- Assistance with targeted diversity recruitment based on the needs of the individual trade union.
- Assistance with upcoming new Union Apprenticeship Enrollment events.
- Partnerships on upcoming outreach events.
- Sharing the MGM Labor Pool of eligible diverse union members looking for work as the unions ramp up on the MGM Springfield project and other local construction projects.
- MGM Springfield Diversity & Public Relations Team to work with PVBT & Carpenters Union #108 to coordinate a Public Relations & Outreach campaign that will begin in the 1st Qtr. of 2017.



UNION PARTNERSHIP & OUTREACH

Continued referrals and tracking of new diverse union applicants in their union application process.

Capturing and tracking success stories and highlights:

- **1 newly identified union member** looking for work identified through outreach and added to the MGM Springfield Available Labor Pool list and shared with Tishman Construction and MGM Springfield Sub-Contractors looking for union workers.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 5, 2016:** MGM Springfield Construction Outreach Session: Food Service Equipment & Misc. Metals.



BUILDING A STRONG FOUNDATION

ARE YOU A MISCELLANEOUS METALS OR FOOD SERVICE EQUIPMENT CONTRACTOR?

MGM Springfield would like to invite you to a 1-on-1 info session. Open miscellaneous metals and food service contractors with average annual turnover greater than \$5 million or are invited to learn about opportunities with the MGM Springfield project. Metals contractors must have recent experience on projects of \$2.5 million or more, as well as in-house fabrication and limited engineering and detailing capability. Food service contractors must have recent experience on projects of \$5 million or more, design/build experience and capacity, and the ability to project manage and install in-line rim blenders, vibrators, in-house stainless steel fabrication also required.

When: Monday, December 5th
10-minute slots available from 9 a.m. to 1 p.m.
BY APPOINTMENT ONLY
To schedule an appointment, email construction@mgmspringfield.com

Where: MGM Springfield
Commercial Office
One Monarch Place, Suite 910
Springfield, MA 01144

MGM Springfield and Tishman representatives will meet with qualified contractors to explain the scope of upcoming work, the prequalification process, and MGM Springfield's policy on contractors, vendors and purchasing. There will also be an overview of the project's diversity requirements.



Building Excellence



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 12, 2016:** MGM Construction Outreach Session: Mill Work & Tile/Stone/Carpet.



BUILDING A STRONG FOUNDATION

ARE YOU A UNION STONE, TILE AND CARPET OR MILL WORK CONTRACTOR?

MGM Springfield would like to invite you to a 1-on-1 Info session. Union stone and tile contractors who have installed a minimum of 50,000 sq. ft. of material with contracts in excess of \$1 million are invited to learn about opportunities with the MGM Springfield project. Union carpet contractors must have worked on a festive project and installed a minimum of 100,000 sq. ft. with contracts greater than \$2 million and 3-4 50+ level of finish. Union millwork contractors must have installed multiple Class A 4-star finishes with a contract value greater than \$5 million.

When: Monday, December 12th
30-minute slots available from 9 am to 1 pm. BY APPOINTMENT ONLY
To schedule an appointment, email construction@mgmspringfield.com

Where: MGM Springfield Community Office
One Massachusetts Plaza, Suite 900
Springfield, MA 01104

MGM Springfield and Fishman representatives will meet with qualified contractors to explain the scope of upcoming work, the prequalification process, and MGM Springfield's policy on contractors, vendors and purchasing. There will also be an overview of the project's diversity requirements.



Equal Opportunity Employer



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 14, 2016:** Minority Construction Council MGM Springfield Construction Diversity Presentation and Q/A.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 15, 2016:** MGM Springfield Construction Diversity Presentation/Meeting w/Greater Hartford Urban League Construction & Vocational Program Staff.



OTHER DIVERSITY WORK & OUTREACH/ EVENTS

- **December 16, 2016:** U.S. Small Business Administration.
- **December 19, 2016:** Girls In Trades Conference & Fair Western Mass. Planning Meeting.



UPCOMING OUTREACH/ EVENTS

Upcoming Diversity Outreach Work:

- **January, 2017:** A Day in the Life of a Union Tradesperson Networking Event
- **January 19, 2017:** MGM Springfield Construction Outreach Session: Hardscape & Landscape Contractors
- **February, 2017:** Community Partners Network Meeting
- **February, 2017:** MGM Springfield FF&E Information Session

BUILDING A STRONG FOUNDATION

ARE YOU A CONTRACTOR
SPECIALIZING IN
HARDSCAPE/LANDSCAPE?

Union hardscape/landscape contractors are invited to one-on-one information sessions to learn about opportunities related to the MGM Springfield project. Companies must have completed three or more large scale commercial projects larger than \$3 million over the past three years and have experience with irrigation, pavers, specialty finishes, specialty lighting, firepits, roof decks, high quality painters and plantings.

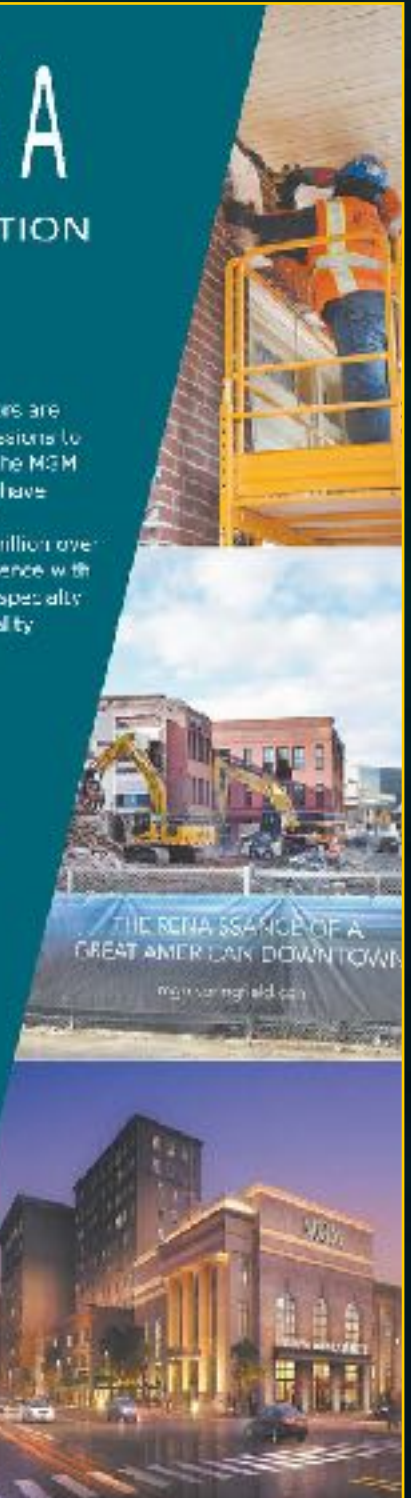
When: Thursday, January 19
30-minute slots available from
9 a.m. to 1 p.m.
BY APPOINTMENT ONLY
To schedule an appointment, email
construction@mgmspringfield.com

Where: MGM Springfield
Community Office
One Merriam Place, Suite 910
Springfield, MA 01104

MGM Springfield and Tishman representatives will meet with qualified contractors to explain the scope of upcoming work, the prequalification process, and MGM Springfield's policy on contractors, vendors and purchasing. There will also be an overview of the project's diversity requirements.



Building Communities.



DIVERSITY SUCCESS STORIES

- **MGM Springfield Union Construction Worker January 2017 Highlight:**

Stephanie Stevens

- Carpenters 108
- U.S. Army Veteran, Minority, Female, Springfield Resident



Construction Workforce



WORKFORCE DIVERSITY STATISTICS - UNION

AS OF DECEMBER 31, 2016

Group	Project Goals	Project To Date %
Women	6.90%	8.55%
Minority	15.30%	30.01%
Veteran	8.00%	8.88%

Notes:

(1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.

WORKFORCE DIVERSITY STATISTICS - TOTAL

AS OF DECEMBER 31, 2016

Group	Project Goals	Project To Date %
Women	6.90%	10.07%
Minority	15.30%	24.70%
Veteran	8.00%	9.76%

Notes:

- (1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.
- (2) The Diversity plan approved by the MGC allows reporting to include hours allocated to multiple diversity categories. 6.31% of total workforce hours are included in two of the diversity categories and 0.27% of total workforce hours are included in three diversity categories.
- (3) While this is not a reporting requirement of the approved diversity plan, the total hours worked through 4th Quarter 2016 is as follows:
 - Approximately 36% are from Springfield/ Surrounding Communities
 - Approximately 58% are from Western Massachusetts
 - Approximately 83% are from Massachusetts

WORKFORCE 3 MONTH LOOK AHEAD

1. **Work in Progress** - Water/Sewer/Gas/Electric Infrastructure
2. **Work in Progress** - Garage Foundations
3. **Work in Progress** - Underground MEP for Garage
4. **Work in Progress** - Generator Switch Gear Area
5. **Work in Progress** - Underground MEP Hotel Podium
6. **Work in Progress** - Concrete Slab on Grade for Podium
7. **Work in Progress** - Pre-cast Garage Elements
8. **Work in Progress** - Garage Erection
9. **Work in Progress** - Steel Erection for Hotel Podium
10. **Work in Progress** - Temp Heating
11. **Work in Progress** - Interior Fitout of 95 State
12. **Work in Progress** - Scaffolding
13. **Work in Progress** - Spray Fireproofing
14. **Work in Progress** - Concrete Slab on Metal Deck
15. **Work in Progress** - CEF Masonry
16. Jan 2017 - Garage Interior MEP, Sprinklers, Storm
17. Jan 2017 - 95 State Street Interior Fit Out
18. Feb 2017 - Building Enclosure
19. Feb 2017 - MEP Distribution for Podium
20. Mar 2017 - Interior Masonry

Design & Construction Commitments



DESIGN & CONSTRUCTION COMMITMENTS

THROUGH DECEMBER 31, 2016

Group	Project Goals	Commitments	Variance	Company Count	Value
WBE	10.0%	17.0%	7.0%	51	\$43.12M
MBE	5.0%	7.8%	2.8%	32	\$19.92M
VBE	2.0%	5.8%	3.8%	13	\$14.62M

Notes:

(1) Total Commitments through December 31, 2016 are \$254.1M.

(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 & Consulting Commitments



DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	13.9%	16	\$5.15M
MBE	5.0%	11.6%	15	\$4.28M
VBE ⁽³⁾	2.0%	4.5%	2	\$1.67M

Notes:

(1) Total Commitments through December 31, 2016 are \$37.0M.

(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 & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
1	A I Engineers, Inc.	Construction Engineering and Inspection	Middletown, CT	MBE
2	AAC Investments, LLC	Interior Design	Los Angeles, CA	WBE
3	AFO Project Consulting, LLC	Construction Consulting	Las Vegas, NV	VBE
4	Akal Engineering, Inc.	MEP Consulting Engineering Services	Boylston, MA	MBE
5	Andelman & Lelek Engineering, Inc.	Energy Modeling	Norwood, MA	WBE
6	Black Hawk Group	Consulting Engineer Services	Philadelphia, PA	MBE
7	C&C Consulting Engineers, LLC	Structural Peer Review	Allston, MA	MBE
8	Calvin Consulting Services, LLC	Construction Consulting	Las Vegas, NV	WBE
9	Communications for Design LLC	Design and Project Management Support Services	Northfield, MN	WBE
10	Convergent Technologies	Acoustics/ Audio Visual/ IT/ Low Voltage	Lockport, NY	WBE
11	Copley Wolff Design Group, Inc.	Full Landscape Architectural Services	Boston, MA	WBE
12	Desert Construction Consulting, Ltd	Estimating and Contractor Bidding Services	Henderson, NV	MBE
13	Desman, Inc.	Parking Garage Bridging Documents (LOA)	Boston, MA	MBE
14	Dietz & Company Architects, Inc.	Full Service Architecture and Interior Design	Springfield, MA	WBE
15	Engineers Design Group, Inc.	Structural Engineering Consulting Services	Malden, MA	MBE
16	Erin Chrusciel Photography, LLC	Photography	East Longmeadow, MA	WBE

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 November 30, 2016.

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

DESIGN & CONSULTING COMMITMENTS

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
17	Fernandez & Associates	Fire Protection Design and Code Consulting Services	Byfield, MA	MBE
18	JoAnn Jones	Administrative Services	Henderson, NV	WBE
19	Keville Enterprises, Inc.	Construction Management and Inspection	Marshfield, MA	WBE
20	Marshall Moya Design, LLC	Architectural Services	Washington, DC	MBE
21	MCLA, Inc.	Lighting	Washington, DC	WBE
22	Nitsch Engineering, Inc.	Engineering Services	Boston, MA	WBE
23	Pari Riahi Architects, Inc.	Executive Architect	Amherst, MA	WBE
24	Pristine Engineers, Inc.	MEP Peer Review Services	Raynham, MA	MBE
25	Renderready, LLC	Rendering and Graphic Design	Henderson, NV	MBE
26	Soden Sustainability Consulting, LLC	LEED	Winchester, MA	WBE
27	Spec's Design Group, LLC	Interior Design	Springfield, MA	WBE
28	Stevens & Associates	Façade Stabilization Design	Brattleboro, VT	VBE
29	Timothy Haahs & Associates, Inc.	Architect and Engineer of Record/ Parking Consultant	Blue Bell, PA	MBE
30	US Inspection & Consulting, LLC	Construction Inspections	Lake Havasu City, AZ	MBE
31	VAV International, Inc.	Mechanical Consulting	Woburn, MA	MBE
32	WA Architects, Inc.	Architectural Services	Cleveland, OH	MBE
33	YA Construction Services, LLC	MEP Peer Review	St. Louis, MO	WBE

Notes:

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

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- VBE - United States Department of Veteran Affairs or Massachusetts Gaming Commission.

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Construction Commitments



CONSTRUCTION COMMITMENTS

THROUGH DECEMBER 31, 2016

Group	Project Goals	Commitments	Company Count	Value
WBE	10.0%	17.5%	35	\$37.97M
MBE	5.0%	7.2%	17	\$15.64M
VBE	2.0%	6.0%	11	\$12.95M

Notes:

(1) Total Commitments through December 31, 2016 are \$217.1M.

(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.

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
1	Aces Enterprises, LLC	Steel Plate Supplier	Dunlap, IL	VBE
2	All American Signs	Signage	Plymouth, MA	VBE
3	Alonzee Consulting	Construction Consulting	Las Vegas, NV	WBE
4	American Environmental, Inc.	Abatement	Holyoke, MA	MBE
5	Architectural Products, Inc.	Glass and Glazing	Burlington, CT	WBE
6	Arrow Security Corporation	Security Guard Services	Springfield, MA	VBE
7	Ayala Excavating and Trucking, LLC	Trucking	Springfield, MA	MBE
8	BECO Electrical Contractors, Inc.	Electrical	Monson, MA	VBE
9	Berkshire Concrete Cutting, LLC	Saw Cutting	Torrington, CT	WBE
10	C&C Contractors, LLC	Trucking Services	Springfield, MA	MBE
11	C&D Electronics, Inc.	Cabling, Wiring, Electronics Supplier	Holyoke, MA	WBE
12	Chabot & Burnett Construction Co., Inc.	Masonry Contractor	Agawam, MA	WBE
13	CK Flooring Solutions, Inc.	Carpet Installer	Chicopee, MA	WBE
14	CMJ, LLC	Property Management/Maintenance	Springfield, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

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

DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
15	Connecticut Drywall Finishing, Inc.	Drywall	West Springfield, MA	WBE
16	Connecticut Temperature Controls, LLC	Controls	Newington, CT	VBE
17	Coghlin Electrical Contractors, Inc.	Electrical Services	Worcester, MA	WBE
18	C.R. Levesque Trucking Corp.	Hauling & Equipment Transportation	Monson, MA	WBE
19	Davenport Advisors, LLC	Property Management/ Maintenance	Boston, MA	MBE
20	Dependable Masonry Construction Company, Inc.	Masonry and Brickpaving	North Reading, MA	MBE
21	Eastern General Contractors, Inc.	General Contractor - Rigging	Springfield, MA	MBE
22	EDM Construction, Inc.	Carpentry & Structural Steel Erection	Merrimac, MA	WBE
23	E L Waterman, Inc.	Pipe Supplier	Foxboro, MA	WBE
24	Evermore Light & Power, Inc.	Electrical	Somerville, MA	WBE
25	Fabiano Oil Corp.	Fuel & Oil Supplier	Wrentham, MA	WBE
26	Fisher Contracting Corporation	General Contracting Services	Worcester, MA	WBE
27	Federal Concrete, Inc.	Concrete Services	Hopedale, MA	WBE
28	Fletcher Sewer & Drain, Inc.	Inspection - FEIR	Ludlow, MA	WBE
29	Folan Waterproofing and Construction Company, Inc.	Masonry Contractors & Waterproofing	South Easton, MA	WBE
30	Frisoli Electric, Inc.	Electrical	Holbrook, MA	VBE

Notes:

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DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
31	Gomes Construction Co. Inc.	Utility Connections	Ludlow, MA	WBE
32	Granite City Electric Supply Company, Inc.	Electrical Supplier	Quincy, MA	WBE
33	Green Insulation, Inc.	Insulation	Adams, MA	WBE
34	H B Welding, Inc.	Steel, Welding, Iron Work	Johnston, RI	WBE
35	Homeland Mechanical, LLC	Pipe Supplier	Quincy, MA	VBE
36	Industrial Flame Cutting, Inc.	Steel Plate Supplier	Beacon Falls, CT	VBE
37	JRL Construction, Inc.	General Contractor - Demolition	Springfield, MA	VBE
38	Kittredge Equipment Company, Inc.	Kitchen Equipment	Agawam, MA	WBE
39	L.K. Sheet Metal, Inc.	Sheet Metal	East Hartford, CT	WBE
40	Larry's Trucking Co.	Trucking	Springfield, MA	MBE
41	Lindon Group	Piping Materials	East Providence, RI	WBE
42	Medeiros Hydroseeding & Landscaping Construction, Inc.	Trucking and Soil Materials	Monson, MA	MBE
43	Moor Metals, Inc.	Sales and Distribution of Metals	Holliston, MA	MBE
44	Ms. Pipe, LLC	Procurement of Valves, Pipes and Fittings	South Windsor, CT	WBE
45	New England Foundation Company, Inc.	Helical Piles	Boston, MA	WBE
46	Northeastern Steel Corporation	Steel Distributor	Revere, MA	MBE

Notes:

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DIVERSE CONSTRUCTION COMPANIES

THROUGH DECEMBER 31, 2016

Ref	Company	Scope	Location	Diversity Status
47	Performance Testing & Balancing LLC	Testing & Balancing	South Hampton, MA	VBE
48	Rebars & Mesh, Inc.	Concrete	Haverhill, MA	WBE
49	Regis Steel Corporation	Steel Erection/ Reinforcing	Fall River, MA	MBE
50	S&F Concrete Contractors, Inc.	Concrete	Hudson, MA	MBE
51	Security Construction Services, Inc.	Fencing	Hudson, MA	WBE
52	SOS Corporation	Construction Cleaning, Selective Interior Demolition	Milford, MA	WBE
53	Steere Engineering, Inc.	Engineering Services	Warwick, RI	WBE
54	Strategic Environmental Services, Inc.	Environmental Consultants	Sutton, MA	WBE
55	Supplies Exchange Systems	Materials Supplier	Dorchester, MA	MBE
56	Tavares, LLC	Fireproofing	Providence, RI	MBE
57	T & M Equipment Corporation	Excavating Contractor	Springfield, MA	VBE
58	Titan Roofing Company	Roofing	Springfield, MA	MBE
59	Triton Leasing and Rental, Inc.	Demolition & Abatement	Feeding Hills, MA	WBE
60	Ultimate Abatement Company, Inc.	Abatement	Plainfield, MA	WBE
61	Welch Associates Land Surveyors, Inc.	Land Surveying	West Bridgewater, MA	WBE
62	Willow Tree Outdoor, LLC	Landscape	Springfield, MA	WBE
63	Younger Brothers Construction, LLC	Materials Supplier	Watertown, MA	MBE

Notes:

(1) Green highlighted companies have worked on site and been paid as of November 30, 2016.

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

APPENDIX C

CONSTRUCTION WORKFORCE STATISTICS AS OF DECEMBER 31, 2016

MGM Springfield
Workforce Diversity Report (By Company)
As of: December 31, 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	Acraom Masonry Enterprises, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	1,580.50	0.00	0.00%	824.50	52.17%	0.00	0.00%
2	AeroClean	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	1,740.00	0.00	0.00%	847.50	48.71%	0.00	0.00%
3	Allied Fire Protection, Inc.	-	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%
4	American Environmental, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	188	27,425.75	1,530.00	5.58%	24,245.25	88.40%	288.50	1.05%
5	AmQuip Crane Rental LLC	4	241.00	0.00	0.00%	120.50	50.00%	0.00	0.00%	8	1,151.50	0.00	0.00%	559.50	48.59%	0.00	0.00%
6	Ayotte & King For Tile, Inc	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	24	450.50	0.00	0.00%	4.00	0.89%	0.00	0.00%
7	Bay Crane Northeast	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	10.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
8	Bay State Elevator Co.	-	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%
9	BECO Electrical Contractors, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	11	3,433.50	0.00	0.00%	1,116.50	32.52%	2,088.00	60.81%
10	Berkshire Concrete Cutting	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	24.50	0.00	0.00%	0.00	0.00%	7.50	30.61%
11	Berlin Steel Construction Company	53	6,273.50	497.00	7.92%	907.50	14.47%	728.00	11.60%	56	14,682.50	1,527.00	10.40%	2,495.00	16.99%	1,870.00	12.74%
12	Blakeslee Prestress, Inc.	21	1,994.50	223.00	11.18%	262.00	13.14%	124.50	6.24%	33	8,946.00	921.50	10.30%	1,118.50	12.50%	618.00	6.91%
13	Chabot & Burnett Construction Co., Inc.	12	944.50	0.00	0.00%	150.00	15.88%	71.00	7.52%	19	1,347.50	0.00	0.00%	196.00	14.55%	102.00	7.57%
14	Champlain Masonry, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	36	5,090.75	100.00	1.96%	1,965.00	38.60%	688.00	13.51%
15	Chandler Architectural Products	-	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%
16	CK Flooring Solutions, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	11	279.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
17	Coghlin Electrical Contractors, Inc.	8	688.00	32.00	4.65%	8.00	1.16%	8.00	1.16%	19	2,689.00	32.00	1.19%	58.00	2.16%	290.00	10.78%
18	Collins Electrical	15	1,295.00	160.00	12.36%	176.00	13.59%	77.00	5.95%	45	10,906.00	1,905.50	17.47%	1,021.00	9.36%	1,825.00	16.73%
19	Commonwealth Guardrail, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	17	690.00	4.00	0.58%	69.00	10.00%	0.00	0.00%
20	Connecticut Drywall Finishing, Inc.	-	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%
21	Conte Company, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	24.00	0.00	0.00%	0.00	0.00%	8.00	33.33%
22	EDM Construction, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	266.50	30.50	11.44%	90.50	33.96%	94.50	35.46%
23	EF Corcoran Plumbing & Heating, Inc.	-	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%
24	Evermore Light and Power, Inc.	-	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%
25	Federal Concrete, Inc.	18	658.00	46.00	6.99%	8.00	1.22%	70.00	10.64%	59	17,122.00	1,348.50	7.88%	3,308.00	19.32%	1,340.50	7.83%
26	Folan Waterproofing & Construction	1	16.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,263.00	0.00	0.00%	534.50	42.32%	0.00	0.00%
27	Fontaine Bros, Inc.	2	49.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	43	5,807.00	568.00	9.78%	2,016.00	34.72%	0.00	0.00%
28	Food Equipment Installation, Inc.	-	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%
29	Frisoli Electric Inc.	-	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%
30	Fusion Electric, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	112.00	0.00	0.00%	104.00	92.86%	0.00	0.00%
31	Gagliarducci Construction, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	47	4,262.50	635.00	14.90%	709.50	16.65%	906.50	21.27%
32	Gomes Construction Company, Inc.	3	20.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	575.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
33	Harry Grodsky & Co.	12	925.00	0.00	0.00%	151.00	16.32%	0.00	0.00%	42	11,012.50	706.50	6.42%	1,025.00	9.31%	0.00	0.00%
34	Hayward Baker Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	36	4,465.50	306.50	6.86%	1,170.50	26.21%	775.00	17.36%
35	Heritage Restoration, Inc.	3	208.00	56.00	26.92%	56.00	26.92%	0.00	0.00%	4	235.00	56.00	23.83%	56.00	23.83%	0.00	0.00%
36	Hickman & Sgroi Electric Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	192.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
37	Cyn Environmental Services	-	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%
38	JDC Demolition	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	20	3,336.00	400.00	11.99%	654.00	19.60%	152.00	4.56%
39	Jones Engineering LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	168.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
40	JRL Construction, Inc.	9	720.50	158.50	22.00%	242.00	33.59%	160.00	22.21%	43	19,636.25	2,578.00	13.13%	7,217.00	36.75%	3,689.50	18.79%
41	L.K. Sheet Metal, Inc.	-	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%
42	Langan Insulation LLC	-	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%
43	Marr Scaffold	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	527.00	0.00	0.00%	253.00	48.01%	16.50	3.13%
44	Marguerite Concrete	17	303.50	0.00	0.00%	37.00	12.19%	0.00	0.00%	20	442.50	0.00	0.00%	37.00	8.36%	0.00	0.00%
45	Medeiros Hydroseeding & Landscape Construction, Inc.	-	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%
46	Moran Sheet Metal, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	201.50	0.00	0.00%	24.00	11.91%	0.00	0.00%
47	NER Construction Management	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	893.00	0.00	0.00%	245.00	27.44%	0.00	0.00%
48	New England Foundation Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	20	2,727.00	0.00	0.00%	587.50	21.54%	226.00	8.29%
49	Northeast Steel Erectors	-	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%
50	Northeastern Steel Corporation	-	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%
51	Northern General	12	1,346.50	81.00	6.02%	195.50	14.52%	132.00	9.80%	70	23,976.50	1,440.50	6.01%	3,972.50	16.57%	981.00	4.09%
52	P. Gioioso & Sons Inc.	-	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%
53	Palmer Paving Corporation	8	56.00	7.00	12.50%	0.00	0.00%	0.00	0.00%	49	695.00	34.50	4.96%	14.00	2.01%	0.00	0.00%
54	Performance Testing & Balancing, LLC	-	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%
55	Professional Drywall Construction Inc.	-	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%
56	Regis Steel Corp	9	724.00	128.00	17.68%	84.00	11.60%	0.00	0.00%	51	6,380.00	873.50	13.69%	2,039.00	31.96%	289.00	4.53%
57	RoadSafe Traffic Systems	-	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%
58	S & F Concrete Contractors, Inc.	64	3,998.00	230.50	5.77%	1,069.00	26.74%	393.00	9.83%	208	32,677.50	1,572.50	4.81%	8,895.00	27.22%	2,805.50	8.59%
59	Safespan	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	356.00	0.00	0.00%	56.00	15.73%	0.00	0.00%
60	Save-On-Wall Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	290.50	45.00	15.49%	45.00	15.49%	8.00	2.75%
61	Security Construction Services, Inc. d/b/a: Security Fence Co.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	14	3,866.00	300.00	7.76%	1,233.25	31.90%	40.00	1.03%

MGM Springfield
Workforce Diversity Report (By Company)
As of: December 31, 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	%
62	Soep Painting Corp	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	1,475.50	0.00	0.00%	6.00	0.41%	0.00	0.00%
63	Stamford Wrecking	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	1,189.00	76.00	6.39%	122.00	10.26%	74.00	6.22%
64	Superior Caulking & Waterproofing Co., Inc.	-	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%
65	T & M Equipment Corporation	15	980.50	103.00	10.50%	226.00	23.05%	0.00	0.00%	61	23,353.55	1,840.50	7.88%	4,462.05	19.11%	1,008.50	4.32%
66	Tech Valley Contracting, LLC	-	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%
67	Tishman	5	800.00	160.00	20.00%	160.00	20.00%	160.00	20.00%	16	14,621.00	2,421.00	16.56%	3,120.00	21.34%	5,040.00	34.47%
68	Titan Roofing Company	-	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%
69	T.J. Conway Company	18	1,539.50	157.00	10.20%	149.00	9.68%	157.00	10.20%	41	6,916.50	387.00	5.60%	973.00	14.07%	345.00	4.99%
70	Triton Leasing and Rental, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	35	3,187.50	0.00	0.00%	1,547.50	48.55%	239.00	7.50%
71	Ultimate Abatement Company, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	48	10,150.50	3,352.50	33.03%	9,879.50	97.33%	0.00	0.00%
72	Universal Electric Co.	-	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%
73	William Roberts Electric Co., Inc.	2	140.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	456.50	0.00	0.00%	93.00	20.37%	0.00	0.00%
74	Willow Tree Outdoor, LLC	-	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%
75	Wolfe House Movers, LLC	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	1,194.50	0.00	0.00%	306.00	25.62%	228.00	19.09%
76	Wolverine Fire Protection Co	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	318.00	0.00	0.00%	113.00	35.53%	0.00	0.00%
77	Worcester Elevator Co., Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	12.00	0.00	0.00%	0.00	0.00%	6.00	50.00%
Total - Unions		311	23,921.00	2,039.00	8.52%	4,001.50	16.73%	2,080.50	8.70%	1,781	308,814.80	26,418.50	8.55%	92,686.55	30.01%	27,423.50	8.88%
78	On-Site Design / Management	66	5,626.50	910.75	16.19%	824.75	14.66%	535.00	9.51%	226	112,981.35	16,076.85	14.23%	11,476.10	10.16%	13,738.80	12.16%
Total		377	29,547.50	2,949.75	9.98%	4,826.25	16.33%	2,615.50	8.85%	2,007	421,796.15	42,495.35	10.07%	104,162.65	24.70%	41,162.30	9.76%

Totals - Overall			
Group	Project Goals	Project To Date	Delta
Women	6.90%	10.07%	3.17%
Minority	15.30%	24.70%	9.40%
Veteran	8.00%	9.76%	1.76%

Notes:

- (1) Statistics include all workforce reports that were received by MGM as of December 31, 2016.
- (2) The total number of unique union workers that have worked on site is approximately 1,689. The 1,781 union workers identified above includes workers that have worked for multiple companies.

MGM Springfield
Workforce Diversity Report (By Union)
As of: December 31, 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	AFSCME Local #230	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	48.00	0.00	0.00%	48.00	100.00%	0.00	0.00%
2	Asbestos Workers #6	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	27	2,864.50	0.00	0.00%	1,483.50	51.79%	239.00	8.34%
3	Boston Plasters & Cement Masons' - Asphalt Layers' Union #534	23	646.00	0.00	0.00%	67.50	10.45%	0.00	0.00%	43	1,506.00	0.00	0.00%	173.00	11.49%	10.50	0.70%
4	Bricklayers Local #1	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	572.00	0.00	0.00%	11.00	1.92%	0.00	0.00%
5	Bricklayers Local #3	16	1,110.50	56.00	5.04%	92.00	8.28%	0.00	0.00%	86	10,264.50	262.00	2.55%	2,448.50	23.85%	679.50	6.62%
6	Carpenters - Local #108	20	1,930.50	286.00	14.81%	470.00	24.35%	231.00	11.97%	210	42,526.50	3,612.50	8.49%	11,402.50	26.81%	6,680.00	15.71%
7	Carpenters Local #107	1	160.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	1,880.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
8	Carpenters Local #210	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	16.00	0.00	0.00%	0.00	0.00%	8.00	50.00%
9	Carpenters Local #33	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	5	160.00	45.00	28.13%	0.00	0.00%	0.00	0.00%
10	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%
11	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%
12	Floorcoverers Local #2168	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	18	352.50	0.00	0.00%	4.00	1.13%	0.00	0.00%
13	International Association of Iron Workers Local #7	45	5,348.00	359.00	6.71%	769.50	14.39%	422.00	7.89%	66	14,229.50	1,071.00	7.53%	2,311.00	16.24%	1,803.50	12.67%
14	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%
15	International Brotherhood of Electrical Workers - IBEW Local #7	25	2,123.00	192.00	9.04%	184.00	8.67%	85.00	4.00%	109	24,377.50	2,494.00	10.23%	3,709.00	15.21%	4,597.00	18.86%
16	International Brotherhood of Electrical Workers - IBEW 2nd District	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	23.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
17	International Union of Elevator Constructors Local #41	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	10	327.00	0.00	0.00%	0.00	0.00%	6.00	1.83%
18	International Union of Operating Engineers - IUOE Local #4	3	184.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	49	6,121.50	0.00	0.00%	241.50	3.95%	799.00	13.05%
19	International Union of Operating Engineers - IUOE Local #5	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	1	9.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
20	International Union of Operating Engineers - IUOE Local #98	34	2,165.00	145.00	6.70%	437.50	20.21%	306.00	14.13%	146	28,383.05	992.00	3.50%	3,649.05	12.86%	1,761.00	6.20%
21	International Union of Operating Engineers - IUOE Local #478	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	168.00	0.00	0.00%	0.00	0.00%	0.00	0.00%
22	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%
23	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%
24	Iron Workers District Council of New England	30	2,192.50	351.00	16.01%	318.00	14.50%	124.50	5.68%	95	14,953.00	1,929.50	12.90%	4,160.00	27.82%	991.50	6.63%
25	Laborers' District Council	1	79.00	0.00	0.00%	79.00	100.00%	0.00	0.00%	21	2,275.00	0.00	0.00%	837.00	36.79%	15.00	0.66%
26	Laborer's International Union of North America - LIUNA Building Wreckers Local #1421	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	183	27,090.75	3,589.25	13.25%	25,618.75	94.57%	0.00	0.00%
27	Laborers Local #138	2	28.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	28.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
28	Laborers Local #151	2	44.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	44.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
29	Laborers Local #22	3	230.00	0.00	0.00%	0.00	0.00%	70.00	30.43%	17	5,373.50	0.00	0.00%	454.00	8.45%	711.50	13.24%
30	Laborers Local #223	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	108.00	0.00	0.00%	54.00	50.00%	0.00	0.00%
31	Laborers Local #230	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	295.25	0.00	0.00%	270.75	91.70%	7.50	2.54%
32	Laborers Local #243	1	183.50	0.00	0.00%	0.00	0.00%	0.00	0.00%	2	3,173.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
33	Laborers Local #39	1	132.00	0.00	0.00%	0.00	0.00%	132.00	100.00%	3	897.50	0.00	0.00%	0.00	0.00%	728.00	81.11%
34	Laborers Local #455	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	4,100.00	1,043.50	25.45%	4,100.00	100.00%	0.00	0.00%
35	Laborers Local #473	1	41.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,135.00	0.00	0.00%	2.00	0.18%	0.00	0.00%
36	Laborers Local #547	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	3	502.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
37	Laborers Local #596	14	1,030.00	81.00	7.86%	210.50	20.44%	71.00	6.89%	98	20,024.75	1,783.00	8.90%	5,904.50	29.49%	140.50	0.70%
38	Laborers Local #609	5	70.00	0.00	0.00%	8.00	11.43%	0.00	0.00%	9	147.00	0.00	0.00%	16.00	10.88%	0.00	0.00%
39	Laborers Local #610	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%
40	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%
41	Laborers Local #665	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	9	1,659.50	32.00	1.93%	1,659.50	100.00%	0.00	0.00%
42	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%
43	Laborers Local #88 [Tunnel Workers]	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	338.50	0.00	0.00%	8.00	2.36%	41.00	12.11%
44	Laborers Local #999	52	3,662.50	412.00	11.25%	1,065.50	29.09%	482.00	13.16%	294	60,015.75	7,996.00	13.32%	20,028.75	33.37%	7,530.50	12.55%
45	Massachusetts Laborers' District Council	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	6	400.00	0.00	0.00%	85.00	21.25%	0.00	0.00%
46	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%
47	Operating Engineers Local #4	2	96.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	11	443.50	0.00	0.00%	0.00	0.00%	0.00	0.00%
48	Operating Engineers Local #478	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	329.50	0.00	0.00%	139.50	42.34%	0.00	0.00%
49	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%
50	Pile Drivers Local #56	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	19	2,114.00	0.00	0.00%	468.50	22.16%	180.50	8.54%
51	Plasterers and Cement Masons Local #534	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	13	317.00	0.00	0.00%	52.50	16.56%	21.00	6.62%
52	Plumbers & Pipefitters #104	30	2,464.50	157.00	6.37%	300.00	12.17%	157.00	6.37%	84	17,945.00	1,109.50	6.18%	1,998.00	11.13%	345.00	1.92%
53	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%
54	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%
55	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%
56	Sheet Metal Workers #63	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	25	2,852.50	294.00	10.31%	24.00	0.84%	38.00	1.33%
57	Sprinkler Fitters #669	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	15	1,672.00	0.00	0.00%	369.00	22.07%	0.00	0.00%
58	Teamsters' #404	0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	7	945.50	114.50	12.11%	16.00	1.69%	0.00	0.00%
Subtotal - Other Unions		311	23,921.00	2,039.00	8.52%	4,001.50	16.73%	2,080.50	8.70%	1,830	308,814.80	26,418.50	8.55%	92,686.55	30.01%	27,423.50	8.88%
59	On-Site Design / Management	66	5,626.50	910.75	16.19%	824.75	14.66%	535.00	9.51%	226	112,981.35	16,076.85	14.23%	11,476.10	10.16%	13,738.80	12.16%
Total		377	29,547.50	2,949.75	9.98%	4,826.25	16.33%	2,615.50	8.85%	2,056	421,796.15	42,495.35	10.07%	104,162.65	24.70%	41,162.30	9.76%

Totals - Overall			
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(2) The total number of unique union workers that have worked on site is approximately 1,689. The 1,830 union workers identified above includes workers that have worked for multiple companies and/or multiple unions.

APPENDIX D

LETTER REGARDING COST OF CONSTRUCTION AND CAPITALIZATION OF GAMING LICENSE



February 22, 2017

Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: Quarterly Report – Fourth 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 December 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 Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2016, filed with Securities and Exchange Commission (the “SEC”) on November 9, 2016, which is available at 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 & Legal Counsel

cc: Michael Mathis, President & COO
Courtney Wenleder, Vice President & CFO
Edward Pikula, Esq., Springfield City Solicitor

EXHIBIT A

Q4 2016 COST ESTIMATE (\$mm)

Ref	Description	Incurred To Date	Remaining	Total Estimate
1	Construction / Design	\$148.6	\$348.1	\$496.7
2	FF&E	\$0.1	\$74.9	\$75.0
3	OSE	\$0	\$43.7	\$43.7
	Subtotal of Eligible Cap. Costs	\$148.7	\$466.7	\$615.4
4	Land	\$49.5	\$1.8	\$51.3
5	Off-site Parcel Improvements	\$11.4	\$0	\$11.4
6	License/ Application Fees	\$85.0	\$0	\$85.0
7	Pre-opening Exp. / Host Comm. Costs	\$43.3	\$79.2	\$122.5
8	Fin. Costs / Capitalized Int.	\$13.9	\$54.5	\$68.5
9	Project Contingency	\$0	\$35.0 - \$41.8	\$35.0 - \$41.8
	Subtotal of Ineligible Costs	\$203.1	\$170.6 – \$177.4	\$373.7 - \$380.5
	Total	\$351.8	\$637.3 - \$644.1	\$989.1 - \$995.9

Notes:

(1) Total estimate before Contingency is \$954.1mm. If spent, Contingency is more likely to be spent on and reclassified as 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

CONSTRUCTION SITE PROGRESS IMAGES AS OF DECEMBER 31, 2016

OVERALL SITE PROGRESS



Overall Site Activity from 95 State - October 6, 2016

OVERALL SITE PROGRESS



Overall Site Activity from 95 State - November 23, 2016

OVERALL SITE PROGRESS



Overall Site Activity from 95 State - December 28, 2016

OVERALL SITE PROGRESS



Overall Site Activity from Armory - November 17, 2016

OVERALL SITE PROGRESS



Overall Site Activity from Armory - December 28, 2016

AERIAL PROGRESS



Aerial View - September 20, 2016



Aerial View - December 14, 2016

PODIUM CONSTRUCTION PROGRESS



First Steel - October 3, 2016



Podium Steel - November 7, 2016

PODIUM CONSTRUCTION PROGRESS



Podium Steel Erection - November 8, 2016



Podium Steel - December 7, 2016

PODIUM CONSTRUCTION PROGRESS



Podium Steel Erection - December 13, 2016



Podium Steel - December 21, 2016



Podium Steel - December 28, 2016

HOTEL CONSTRUCTION PROGRESS

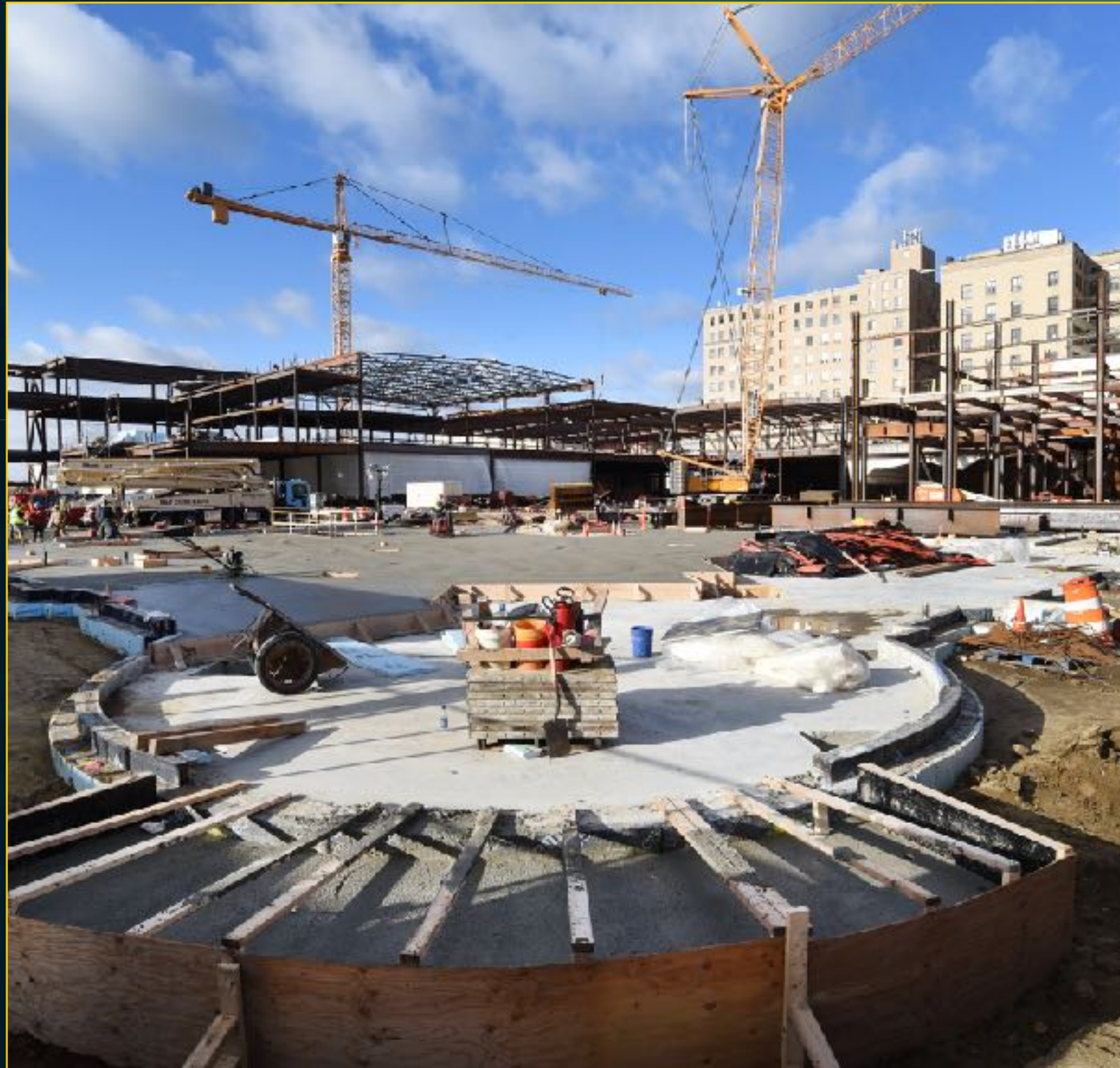


Hotel Construction - October 18, 2016



Hotel Construction - October 25, 2016

HOTEL CONSTRUCTION PROGRESS



Hotel Construction - December 12, 2016



Hotel Construction - December 28, 2016



Hotel Construction - December 28, 2016

ENTERTAINMENT CONSTRUCTION PROGRESS



Entertainment Foundation - November 23, 2016



Entertainment Construction - December 28, 2016



Entertainment Construction - December 28, 2016

GARAGE CONSTRUCTION PROGRESS



Garage Construction - November 2, 2016



Garage Construction - December 28, 2016



Garage Construction - December 28, 2016

CONSTRUCTION PROGRESS



Crane Erection - October 17, 2016



CEF Building - December 28, 2016



Pedestrian Bridge Demolition - November 19, 2016