

MGM SPRINGFIELD

QUARTERLY STATUS REPORT #8

Monitoring of Project Construction and Licensee Requirements 205 CMR 135

For the Period: 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, \S 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 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.



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.



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:

- 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.

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:

- 1. Total Commitments through Deember 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.

A listing of construction companies included in the totals above is included in Appendix B.



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.



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 <u>Appendix D</u> 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.



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:

CO	MPANY	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.



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.



- 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.



5b PROGRESS PHOTOGRAPHS

A set of construction site progress photographs as of December 31, 2016 is included in this document as <u>Appendix E</u>. 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





September 26, 2016



October 14, 2016



December 28, 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, 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		
US Environmental Protection Agency (EDA)	USEPA Construction General Permit	Permit received 2/23/15: USEPA MAR120000
(EPA)	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.
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	'	
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.



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	Underground Injection Control (UIC) BRP WS-06	To be filed at project completion
	Environmental Protection (MA DEP)	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	Findings pursuant to M.G.L c. 30, sec. 61	Section 61 Findings issued by MassDOT on March 28, 2016.
	(MassDOT)	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



7.	Massachusetts Department of Public	Elevator Decommission Permit (recent filings)	None this reporting period.
	Safety	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.
LO	CAL PERMITS AND APPR	ROVALS UPDATE FOR OCTOB	ER-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	Building Permit Demolition	None this reporting period.
	Enforcement/Building Division	Building Permit Alteration	Removal of two pedestrian bridges at 8th and 10th floors, 95 State Street, 11/16/16: 16BDOT-00236AL
		Building Permit – Sheet Metal	Combustion Air/HVAC 2 nd Floor at 95 State Street, 11/16/16: 16BDOT-00000051SM
		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: 16BDOT-02687EL
			Temporary wiring for heat: 12/2/16, 16BDOT-02802EL
			Provide temp power/lighting at 12 MGM Way, 12/28/16: 16BDOT-03009EL
		Permit To Do Gas Piping	1st Floor Temporary Heater at 34 MGM Way, 12/23/16: 16BDOT-01546GA
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 10/23/15.



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.
	Prevention Bureau	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.



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 licesee 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 $M.G.L.\ c.\ 23K\ \S(15)$ and $\S\S21(a)(21)$ and $\S21(a)(21)$.

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 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

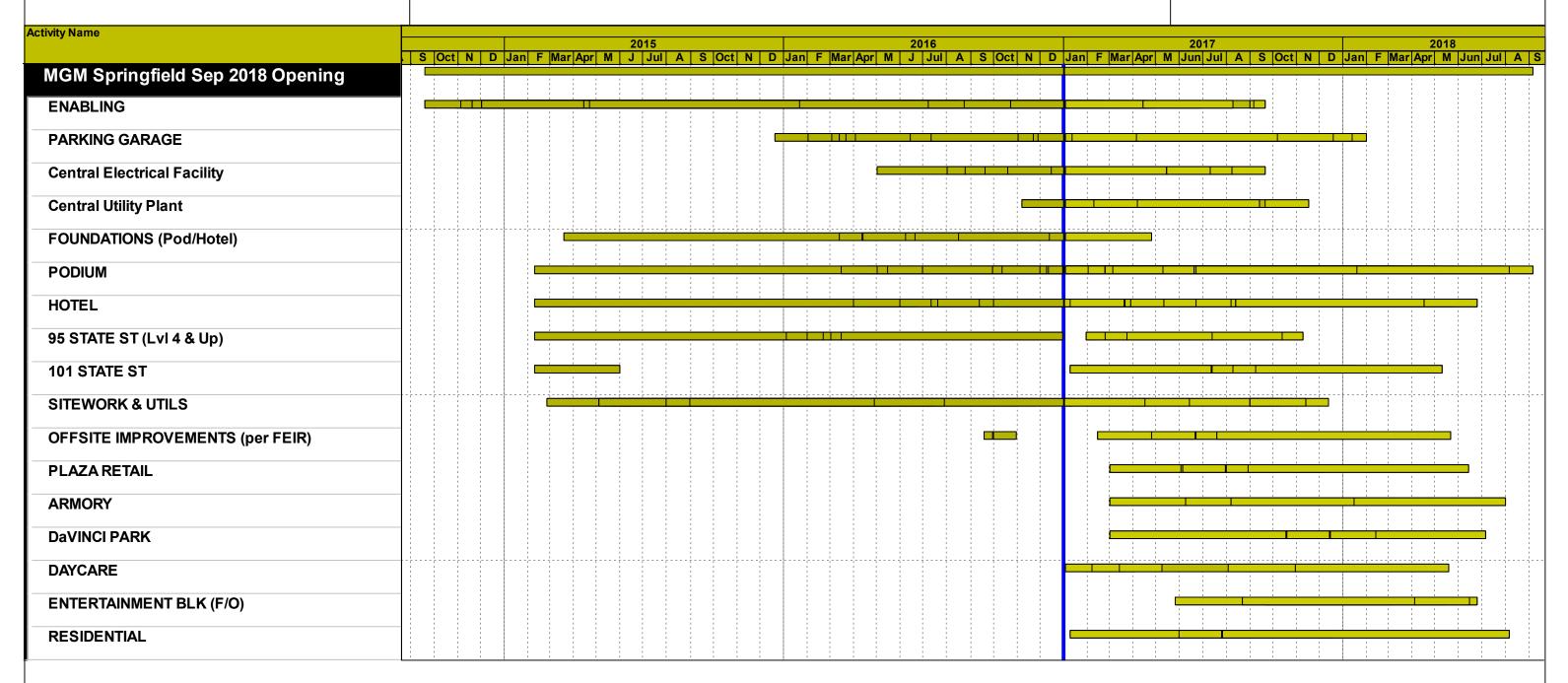
JANUARY 3, 2017 (DATA DATE JANUARY 1, 2017)



Run Date 1/3/17 Data Date 1/1/17

MGM Springfield Project Schedule

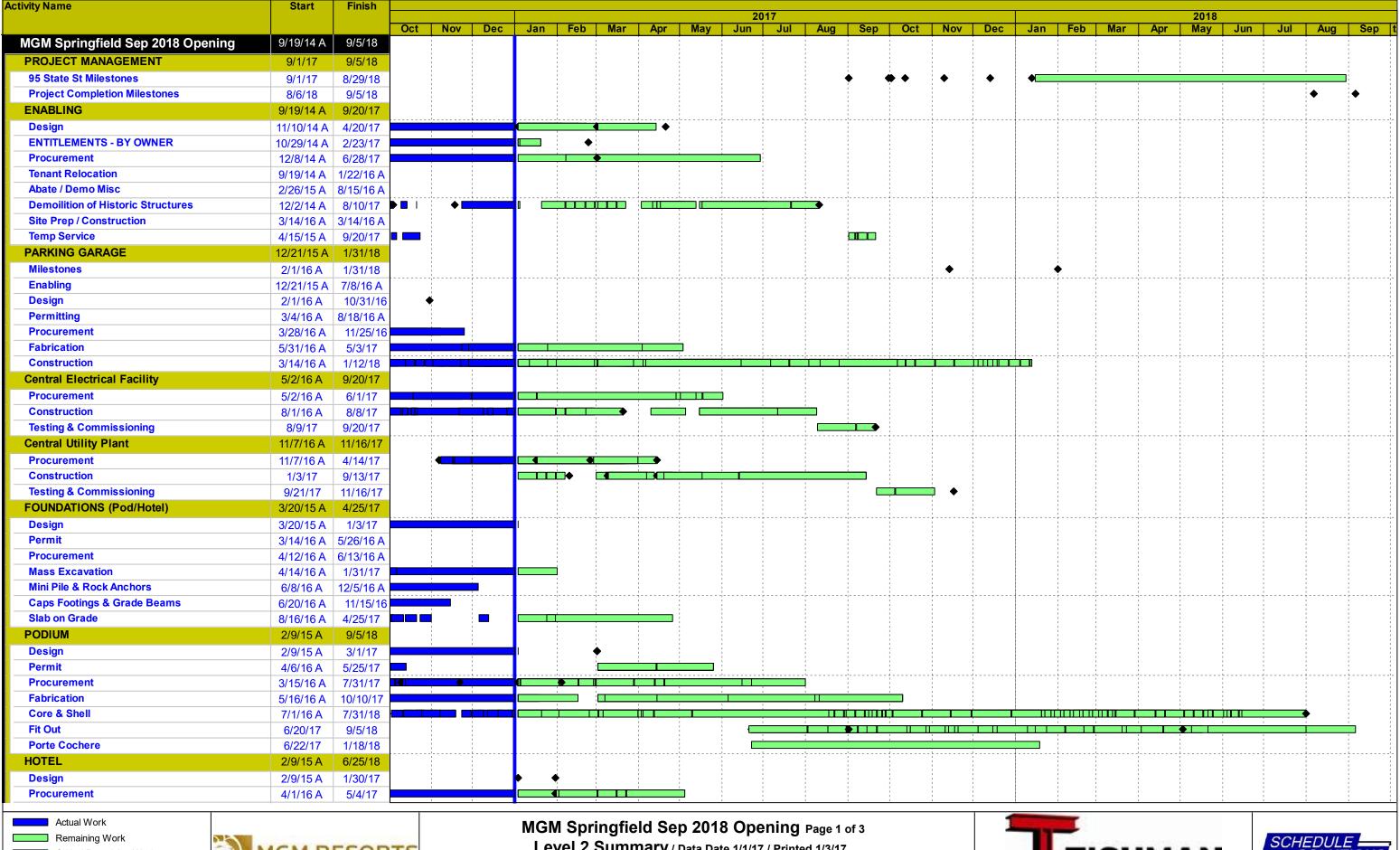
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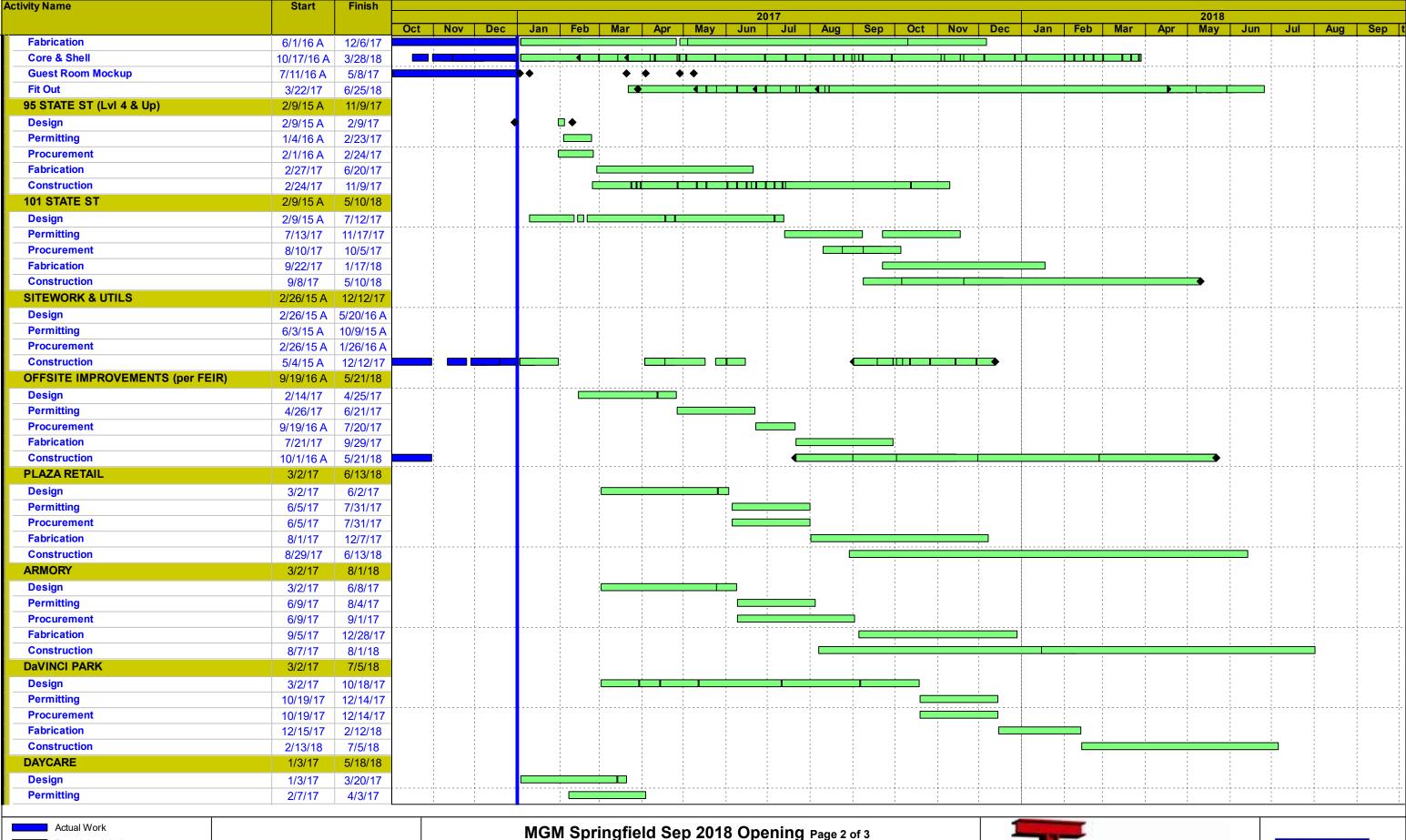




Level 2 Summary / Data Date 1/1/17 / Printed 1/3/17







Remaining Work

Critical Remaining Work

Milestone

Critical Remaining Work

MGM Springfield Sep 2018 Opening Page 2 of 3 Level 2 Summary / Data Date 1/1/17 / Printed 1/3/17





Activity Name	Start	Finish																								
											2	017										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
Procurement	3/14/17	5/9/17		1	:						1				1	1	:				1					
Fabrication	8/4/17	10/30/17		1	; ; ;		:	1	1	1	:			:	1	1	; ; ;				1	1	: :	:		
Construction	10/31/17	5/18/18		1	:			1	1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1	:	:	1	1	1							1			
ENTERTAINMENT BLK (F/O)	5/26/17	6/25/18		1					į		1				i !		! !						1			
Procurement	5/26/17	1/5/18		' ! !	:		-;									1										
Interior Fit Outs	8/22/17	6/25/18		1 1 1	! ! !		1	1	1	1	1	1	•	1	1	1					1	1	1	1		
RESIDENTIAL	1/9/17	8/6/18		1 1 1	:		:	1	1	1 1 1	:	:	1	1 1	: : :	1 1 1	: : :		:		1	:	: : :	:		
Design	1/9/17	7/12/17		i i i	1] 🔳			1	i i i	: :						1			
Permitting	7/13/17	9/7/17		1	: : :		:	1	1	1	:		:		: : :	1 1 1	: : :		:		1	1	:	:		
Procurement	5/31/17	7/26/17			; ;		-,								T	r	, · · · · · · · · · · · ·									
Fabrication	7/27/17	12/18/17		! !	:			1	1	! !	:										1	!	! !	:		
Construction	7/27/17	8/6/18		1 1 1	1 1 1			!	1 1	1 1 1	1 1		1	1	1	I and the second	ı	<u>i</u>			1	I .	1	1		,

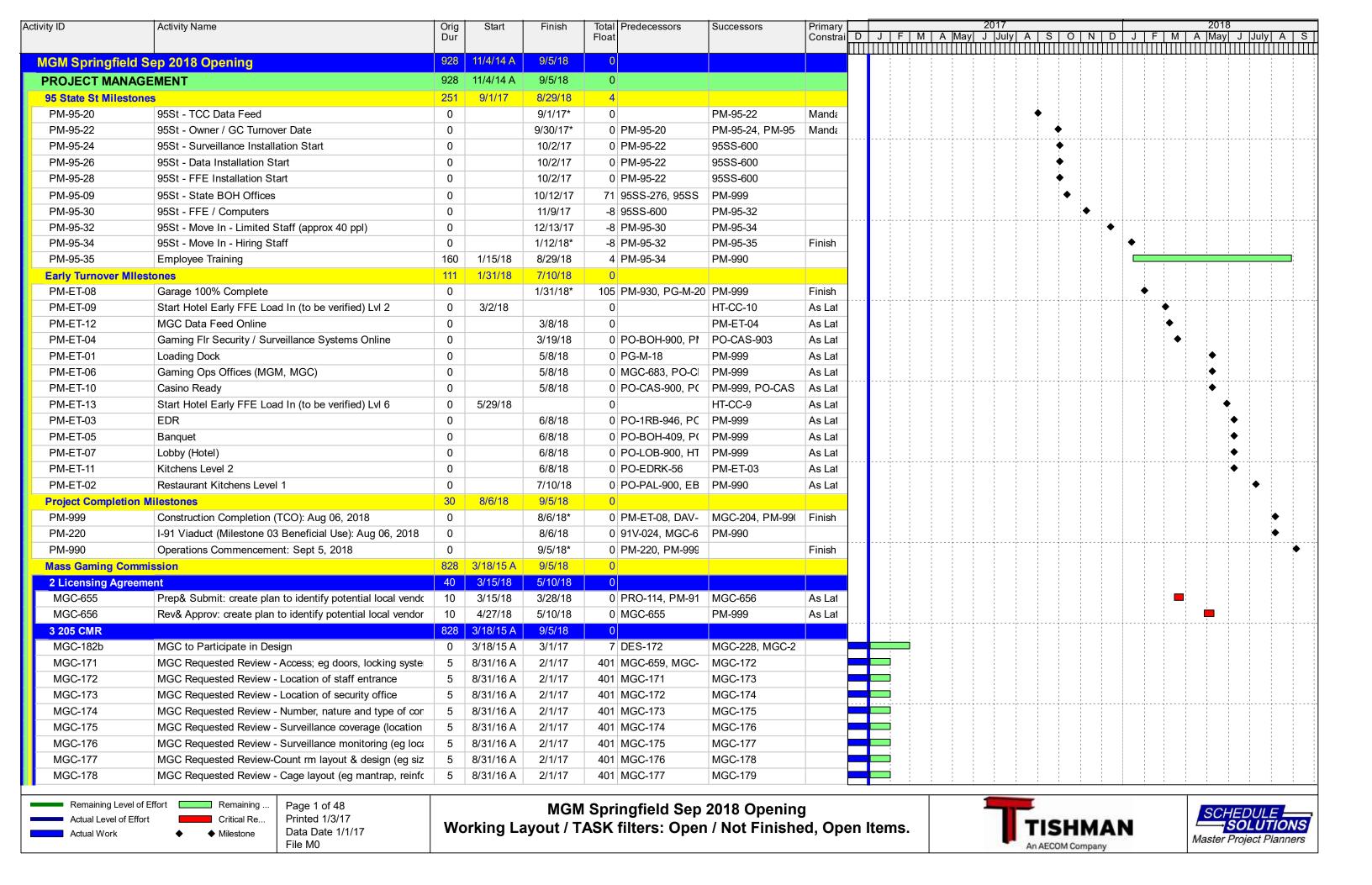


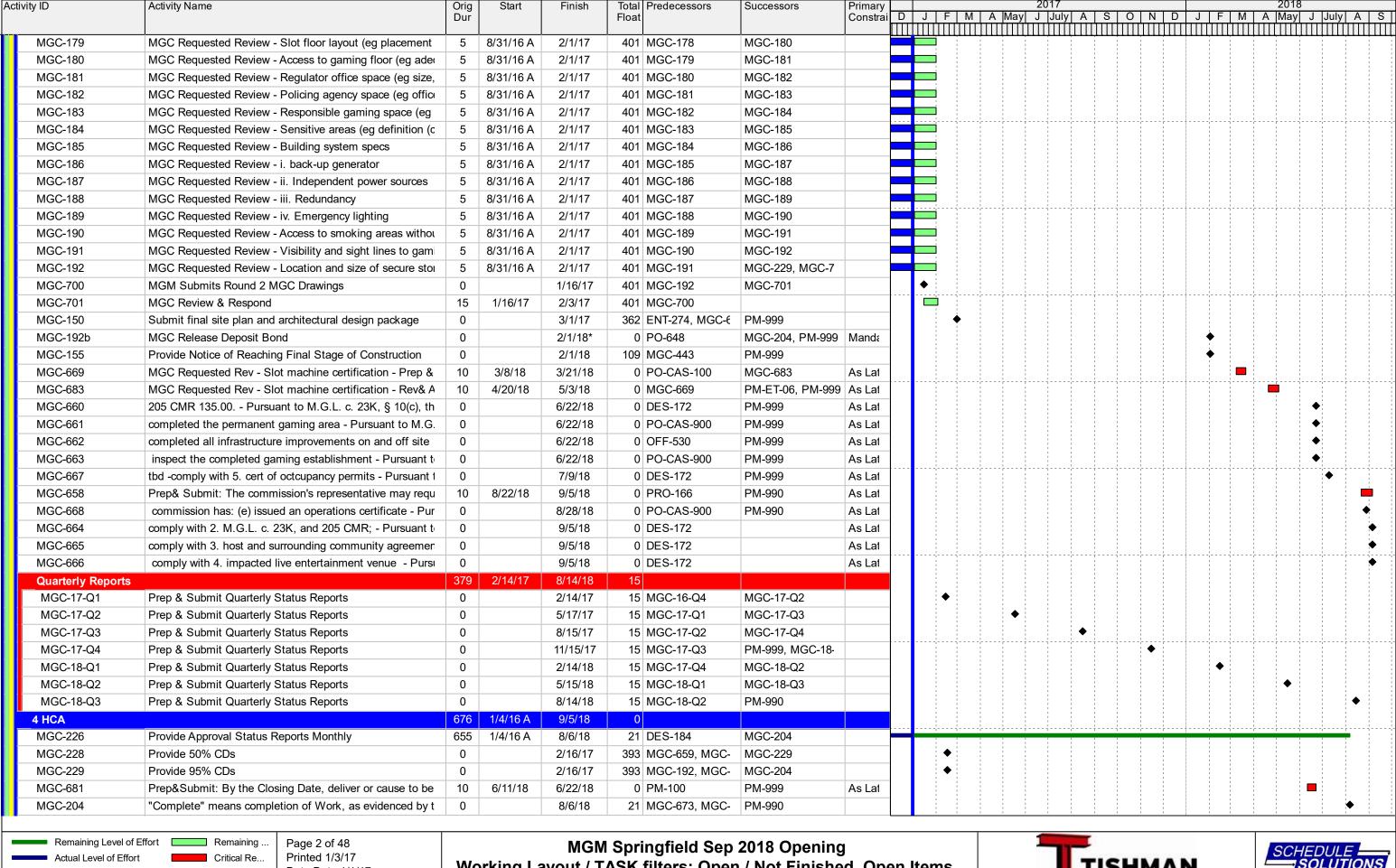












Actual Work

Milestone

Data Date 1/1/17 File M0

Working Layout / TASK filters: Open / Not Finished, Open Items.





Activity ID	Activity Name	Orig	Start	Finish	Total Predecessors	Successors	Primary		.			201			I N				2018		A 0
		Dur			Float		Constrai		J I	: M <i>i</i>	A [May] [[[]]]	J J HHH	uly A	(0 N 		J F	<u> М </u>	A [May] TTTTTTT	J July	A S
MGC-205	"Construction Completion Date"	0		8/6/18	21 PM-999	PM-990		-				11111			1111111		11111111	++++++		11111111	*
MGC-206	"Final Completion" means the completion of the Work, as	0		8/6/18	21 PM-999	PM-990			:			1	1 1		1 1					\	• ! !
MGC-207	"Final Completion Date"	0		8/6/18	30 LEED-73, MGC-(PM-990						1	1 1 1		1 1 1					\	,
MGC-210	"Operations Commencement Date"	0		9/5/18	0 PM-999	PM-990		_	:			1	1		:	:			1 1	1 1	•
6 FEIR Tracking		_	9/15/16 A	9/5/18	0							1	1		1						1 1
MGC-443	Stage 3 -Constr of the parking garage and building supers		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	-				1	1		1					! !	1 1
MGC-634b	Implement a Construction parking plan, including the GC's	0		3/1/17	150 MGC-659, MGC-	PG-M-16				♦		1	1								
MGC-694	Replacement of a 12-inch vitrified clay sewer main and up	0		6/14/17	125 SW-906, SW-908							•	1								
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.	-	2/1/18	8/6/18	0 MGC-443	PM-999		_			1 1	1	1		: :						
MGC-573b	Install on-site stationary sources of potential air pollutants,	0	2/ 1/ 10	3/28/18	0 PM-100	PM-999	As Lat	_				1	1		:						
MGC-459	Reconstruction Union Street under I-91 Overpass to 5-Lan	0		5/10/18	0 91V-018	PM-999	As Lat	_	:			1	1 1 1		1	:				1 1	1 1
MGC-546	Prep & Submit: LEED Gold Level or higher (Grnhs Gas El		6/11/18	7/9/18	21 LEED-11	MGC-425	As Lat	_	:		: :	1	1 1		1	:					1 1
MGC-340	Signal Timing Optimization at Dwight Street/I-291 WB Ra	0	0/11/10	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	_				1	1								
MGC-449	Signal Timing Optimization at East Columbus Avenue/We Signal Timing Optimization at Mill Street/Locust Street/Be	0			0 OFF-530	PM-999	As Lat	_					1								
		-		6/22/18				_				1			:						
MGC-450	Signal Timing Optimization at Belmont Avenue/Sumner A	0		6/22/18	0 OFF-530	PM-999	As Lat	_				1	1								
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				1 1	1	1		1						
MGC-453	Construct trolley stop adjacent to Armory Square	0		6/22/18	0 OFF-530	PM-999	As Lat	_	:			:	1 1		:	:			1 1		1 1
MGC-454	Widen and restripe roadway along site frontage	0		6/22/18	0 OFF-530	PM-999	As Lat		:	: :	: :	:	1		:					•	
MGC-455	Upgrade accessible wheelchair ramps	0		6/22/18	0 OFF-530	PM-999	As Lat					1	1							•	
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					:	1		:					•	
MGC-460	Modify vehicular and pedestrian signal phasing scheme at	0		6/22/18	0 OFF-530	PM-999	As Lat					1	1		1 1					•	
MGC-461	Upgrade vehicular and pedestrian traffic signal equipment	0		6/22/18	0 OFF-530	PM-999	As Lat				: :	:	1		1 1		!			•	1 1
MGC-462	Optimize traffic signal timings, clearance intervals, signal (0		6/22/18	0 OFF-530	PM-999	As Lat	1												•	
MGC-463	Widen sidewalks along site frontage	0		6/22/18	0 OFF-530	PM-999	As Lat					1	1 1		1	:			1 1	•	1 1
MGC-464	Construct trolley stop adjacent to MGM Springfield	0		6/22/18	0 OFF-530	PM-999	As Lat					:	1		:					•	
MGC-465	Restripe State Street along site frontage	0		6/22/18	0 OFF-530	PM-999	As Lat					1	1		1					•	
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 betweer	0		6/22/18	0 OFF-530	PM-999	As Lat					1	1							•	
MGC-468	Upgrade accessible wheelchair ramps at State St/Main St	0		6/22/18	0 OFF-530	PM-999	As Lat	1												•	1 1
MGC-469	Install vehicular/pedestrian/bicycle wayfinding signs	0		6/22/18	0 OFF-530	PM-999	As Lat					1	1		1 1					•	1 1
MGC-470	Install mid-block crosswalk, pedestrian flasher assembly a	0		6/22/18	0 OFF-530	PM-999	As Lat		:	1 1	: :	1	1 1 1		1 1 1	:	:			•	
MGC-471	Install bicycle "sharrows" and share-the-road signage, insta	0		6/22/18	0 OFF-530	PM-999	As Lat		:	1 1	: :	1	1 1		1 1	:	!		1 1 1 1 1 1	•	1 1
MGC-472	Modify pedestrian crossing across East Columbus Avenue	0		6/22/18	0 OFF-530	PM-999	As Lat		:	1 1		1	1 1 1		1 1		!		1 1	•	1 1
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			1 1		1	1 1		1 1				1 1	•	1 1
MGC-475	Upgrade vehicular and pedestrian traffic signal equipment	0		6/22/18	0 OFF-530	PM-999	As Lat			1 1		1	1 1 1		1 1 1	:	:			•	
MGC-476	Modify traffic signal phasing at intersection of State Street	0		6/22/18	0 OFF-530	PM-999	As Lat			1 1	1 1	1	1		1	1				•	
MGC-477	Optimize traffic signal timings, clearance intervals, signal c	0		6/22/18	0 OFF-530	PM-999	As Lat					1	1		:					•	
Remaining Level of E		1	l.		Springfield Sep		ı	-1	1		, ,	1		<u> </u>	1	ı	1		SCH	EDULE	

Remaining Level of Effort

Actual Level of Effort

Actual Work



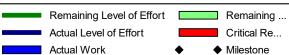
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MGM Springfield Sep 2018 Opening
Working Layout / TASK filters: Open / Not Finished, Open Items.





Activity ID	Activity Name	Orig	Start	Finish	Total Predecessors	Successors	Primary 2017 2018
		Dur			Float		Constrai D J F M A May J July A S O N D J T T T T T T T T T
MGC-478	Widen sidewalks along site frontage	0		6/22/18	0 OFF-530	PM-999	As Lat
MGC-479	Relocate PVTA bus stops along Main Street	0		6/22/18	0 OFF-530	PM-999	As Lat ◆
MGC-480	Complete a pavement mill and overlay Main Street between	0		6/22/18	0 OFF-530	PM-999	As Lat ◆
MGC-481	Restripe Main Street between State Street and Union Stre	0		6/22/18	0 OFF-530	MGC-482	As Lat ◆
MGC-482	Stripe intersection tracking markings across intersection of	0		6/22/18	0 MGC-481	MGC-483	As Lat ◆
MGC-483	Upgrade accessible wheelchair ramps at: Main Street/Uni	0		6/22/18	0 MGC-482	MGC-484	As Lat ◆
MGC-484	Install vehicular/pedestrian/bicycle wayfinding signs	0		6/22/18	0 MGC-483	MGC-485	As Lat ◆
MGC-485	Install mid-block crosswalk north of Howard Street	0		6/22/18	0 MGC-484	MGC-486	As Lat ◆
MGC-486	Install bicycle "sharrows" and share-the-road signage betw	0		6/22/18	0 MGC-485	MGC-487	As Lat ◆
MGC-487	Install bike lane northbound and bicycle "sharrows" southb	0		6/22/18	0 MGC-486	MGC-488	As Lat ◆
MGC-488	Install bike boxes, shift stop lines and recalculated clearan	0		6/22/18	0 MGC-487	MGC-489	As Lat ◆
MGC-489	Install new parking regulation signs along Main Street bet	0		6/22/18	0 MGC-488	MGC-490	As Lat ◆
MGC-490	Upgrade pedestrian traffic signal equipment only at: Main	0		6/22/18	0 MGC-489	MGC-491	As Lat ◆
MGC-491	Optimize traffic signal timings, clearance intervals, signal c	0		6/22/18	0 MGC-490	MGC-492	As Lat ◆
MGC-492	Restripe Lyman Street between Main Street and Dwight S	0		6/22/18	0 MGC-491	MGC-493	As Lat ◆
MGC-493	Install bicycle lanes and wayfinding signage	0		6/22/18	0 MGC-492	MGC-494	As Lat ◆
MGC-494	Install vehicular/pedestrian/bicycle wayfinding signs	0		6/22/18	0 MGC-493	MGC-495	As Lat ◆
MGC-495	Restripe Boland Way eastbound between East Columbus	0		6/22/18	0 MGC-494	MGC-496	As Lat ◆
MGC-496	Stripe intersection tracking markings across intersection of	0		6/22/18	0 MGC-495	MGC-497	As Lat ◆
MGC-497	Install "sharrows" along Boland Way between East Colum	0		6/22/18	0 MGC-496	MGC-498	As Lat ◆
MGC-498	Upgrade accessible wheelchair ramps at: East Columbus	0		6/22/18	0 MGC-497	MGC-499	As Lat ◆
MGC-499	Upgrade vehicular and pedestrian traffic signal equipment	0		6/22/18	0 MGC-498	MGC-500	As Lat ◆
MGC-500	Optimize traffic signal timings, clearance intervals, signal c	0		6/22/18	0 MGC-499	MGC-501	As Lat ◆
MGC-501	Install vehicular/pedestrian/bicycle wayfinding signs	0		6/22/18	0 MGC-500	MGC-502	As Lat ◆
MGC-502	Restripe West Columbus Avenue southbound approach an	0		6/22/18	0 MGC-501	MGC-503	As Lat ◆
MGC-503	Complete pavement mill and overlay East Columbus Aven	0		6/22/18	0 MGC-502	MGC-504	As Lat ◆
MGC-504	Restripe West Columbus Avenue between Boland Way an	0		6/22/18	0 MGC-503	MGC-505	As Lat ◆
MGC-505	Restripe Memorial Bridge cross-section and install bike lar	0		6/22/18	0 MGC-504	MGC-506	As Lat ◆
MGC-506	Remove scored concrete median	0		6/22/18	0 MGC-505	MGC-507	As Lat
MGC-507	Reconstruct gaps along former scored concrete median wi	0		6/22/18	0 MGC-506	MGC-508	As Lat ◆
MGC-508	Complete pavement mill and overlay Memorial Bridge	0		6/22/18	0 MGC-507	MGC-509	As Lat ◆
MGC-509	Restriping the Plainfield Street westbound approach from	0		6/22/18	0 MGC-508	MGC-510	As Lat ◆
MGC-510	Restriping Plainfield Street westbound to provide one thro	0		6/22/18	0 MGC-509	MGC-511	As Lat ◆
MGC-511	Restriping the terminus of the I-91 NB Off-Ramp to enter	0		6/22/18	0 MGC-510	MGC-512	As Lat ◆
MGC-512	Construct new sidewalk along Plainfield Street north of US	0		6/22/18	0 MGC-511	MGC-513	As Lat ◆
MGC-513	Remove existing offset sidewalk between the newly constr	0		6/22/18	0 MGC-512	MGC-514	As Lat ◆
MGC-514	Install new crosswalk with flashing warning assembly and	0		6/22/18	0 MGC-513	MGC-515	As Lat ◆
MGC-515	Install "No Pedestrian Crossing" signage at locations along	0		6/22/18	0 MGC-514	MGC-516	As Lat ◆
MGC-516	Construct accessible wheelchair ramps, install new pedest	0		6/22/18	0 MGC-515	MGC-517	As Lat
MGC-517	Proponent has committed to work with MassDOT to deplo	0		6/22/18	0 MGC-516	MGC-519	As Lat ◆
MGC-519	Update and retrofit pedestrian signal equipment at study a	0		6/22/18	0 MGC-517	MGC-520	As Lat
MGC-520	Provide striping improvements for bicycle lanes or sharrow	0		6/22/18	0 MGC-519	MGC-521	As Lat
MGC-521	Provide pedestrian and bicycle wayfinding signage through	0		6/22/18	0 MGC-520	MGC-522	As Lat
MGC-522	Provide ADA improvements at wheelchair ramps near the	0		6/22/18	0 MGC-521	MGC-523	As Lat
MGC-523	Provide enhanced connectivity to the Connecticut River W	0		6/22/18	0 MGC-522	MGC-524	As Lat ◆
	of Effort Pompining Page 4 of 40	I					





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MGM Springfield Sep 2018 Opening Working Layout / TASK filters: Open / Not Finished, Open Items.



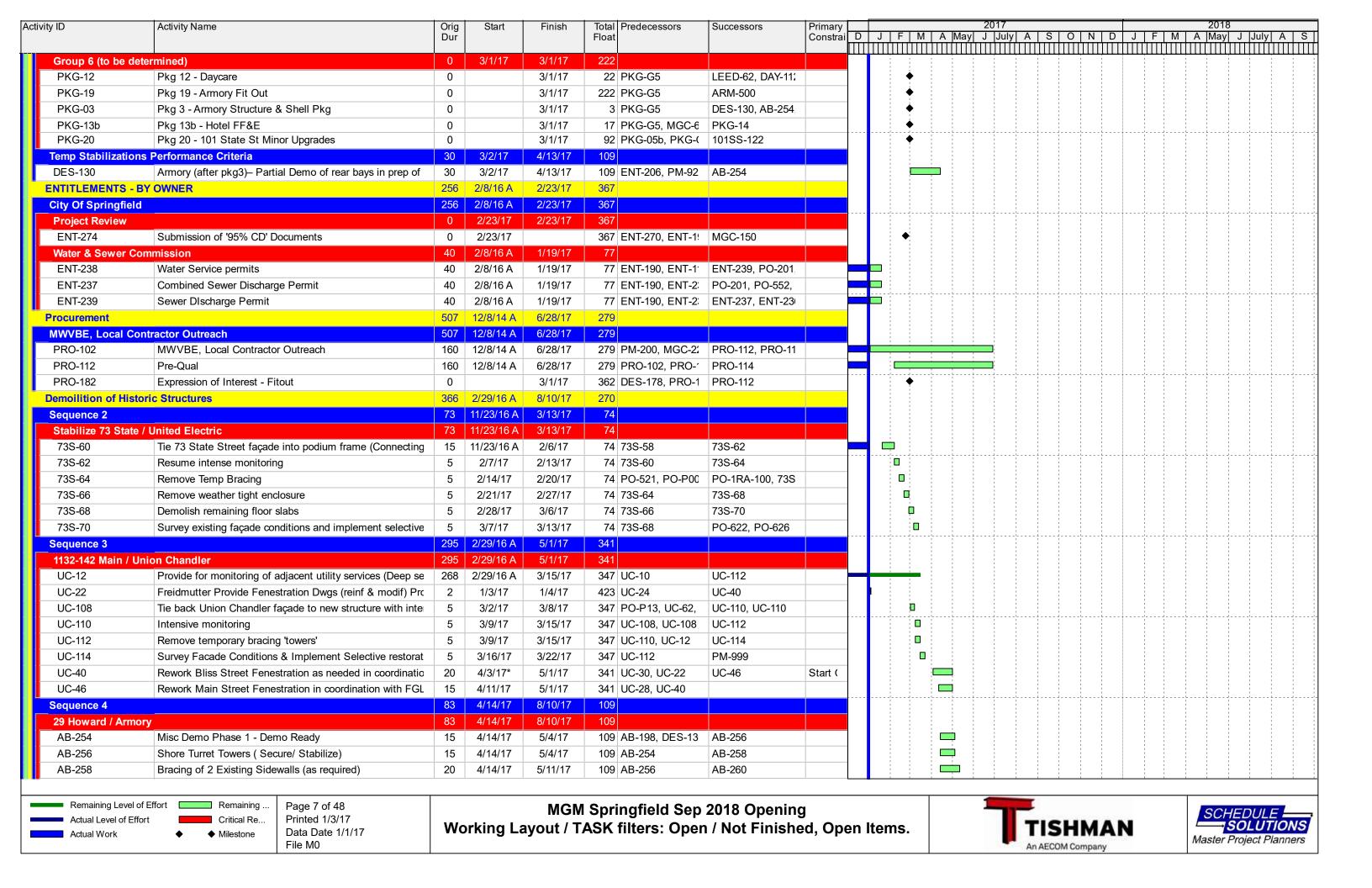


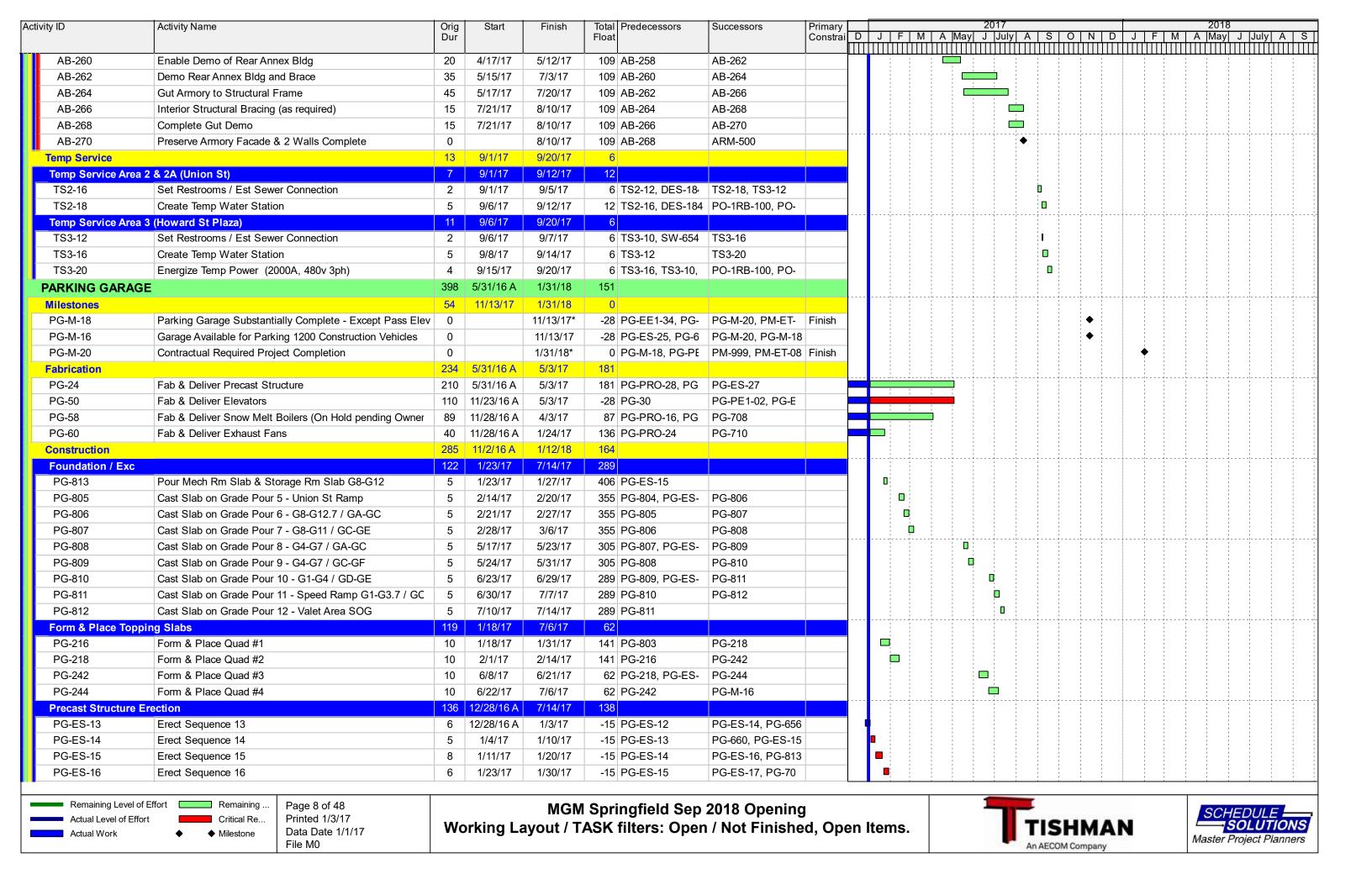
ctivity ID	Activity Name	Orig Dur	Start	Finish	Total Float	Predecessors	Successors	Primary Constrai	D	J F	MA	May J	2017 July <i>i</i>	A S	O N	D		M A M	2018 A May J Ju	
MGC-524	Provide secure, weather protected, long-term bicycle parki	0		6/22/18	n	MGC-523	MGC-525	As Lat	Ш								ЩЩ			111111
MGC-525	Provide bicycle racks for short-term users at several locatic	0		6/22/18		MGC-524	MGC-526	As Lat					1 1						•	
MGC-526	Provide bicycles and equipment for employees	0		6/22/18		MGC-525	MGC-528	As Lat					1 1					1 1		
MGC-528	Provide showers for employees who commute by walking	0		6/22/18		MGC-526	MGC-529	As Lat					1 1	1 1				1 1		1
MGC-529	Include a repair station near the bike cages and/or advertis	0		6/22/18		MGC-528	MGC-529					1 1	1 1	1 1				1 1 1 1 1 1		1
MGC-529 MGC-530	Reconstruct sidewalks along streets surrounding the site th			6/22/18		MGC-529	MGC-531	As Lat												
MGC-531	Construction mid-block crossing with pedestrian warning de	0		6/22/18		MGC-529	MGC-531	As Lat		:		1 1	1 1					1 1		1
	Construct mid-block crossing with raised median island on						PM-999	As Lat					1 1	1 1				1 1		
MGC-532	ū	0		6/22/18		MGC-531, OFF-{ OFF-530	PM-999	As Lat				1 1	1 1	1 1				1 1		1
MGC-533	Provide charging stations for electric vehicles, which will be	0		6/22/18				As Lat		-	: :	: :	1 1					: : : : : :		1
MGC-534	Implement an intelligent parking system to direct drivers to	0		6/22/18		OFF-530	PM-999	As Lat												
MGC-542	Reconstruct existing curb cut ramps to bring into complian	0		6/22/18		OFF-530	MGC-543	As Lat												
MGC-543	Reconstruct pedestrian traffic signals to bring them into co	0		6/22/18		MGC-542	MGC-544	As Lat					1 1					1 1		
MGC-544	Bicycle and pedestrian accommodations where feasible su	0		6/22/18		OFF-530, MGC-	PM-999	As Lat				: :	1 1						•	
MGC-425	Project certified at LEED Gold or higher	0		8/6/18		MGC-546, PM-99	PM-990						1 1	1 1				1 1		•
MGC-579	Provide a self-certification document to the MEPA Office in	0		8/6/18		PM-100	PM-999	As Lat										· · · · · · · · · · · · · · · · · · ·		
MGC-684	MGM will initiate and fund the implementation of a Trolley	0		9/5/18		PM-100	PM-990	As Lat			1 1	: :	1 1					1 1	1 1	1 1 1
MGC-685	MGM will provide funds to PVTA to operate two existing P	0		9/5/18	0	PM-100	PM-990	As Lat												1
MGC-686	MGM shall reimburse PVTA for costs associated with oper	0		9/5/18	0	PM-100	PM-990	As Lat												
MGC-687	MGM will pay for the cost of retrofitting/accessorizing the 1	0		9/5/18	0	PM-100	PM-990	As Lat		i		1 1	1 1					1 1	1 1	
MGC-688	MGM will reimburse the PVTA for the cost of providing AE	0		9/5/18	0	PM-100	PM-990	As Lat				1 1	1 1					: : : :		1
I-91 Viaduct		0	8/6/18	8/6/18	0								1 1					1 1		
91V-024	Construction Completion (TCO) - I-91 Viaduct (Milestone (0		8/6/18*	0	91V-022	PM-220	Finish			: :	: :	1 1					: : : : : :	1 1	•
Logistics Planning		120 11	1/4/14 A	6/15/17	288								1 1	1 1				1 1	! !	1
PM-901	Construction Access and circulation	50 11	1/4/14 A	6/7/17	294	PM-100	PM-999				1 1									
PM-906	I-91 Via Duct Coord w Mass DOT & City of Sprfld	120 11	/14/14 A	6/15/17	288	PM-100	PM-999													
LEED		389 1	1/19/17	8/1/18	24									:						
LEED Campus Cred	it Submission	0 :	3/1/17	3/1/17	343								1 1					1 1		
LEED-11	Master Site PreCertification Review	0		3/1/17	343	LEED-10, LEED-	MGC-546, PM-99	9		i	•	1 1	1 1					1 1	1 1	
Casino Podium, Hot	tel & Adjacent Buildings	253 1	1/27/17	1/29/18	153							1 1	1 1					1 1		1
LEED-21	Energy Modeling Complete & Reviewed Phase 1	0		1/27/17*	274	LEED-20, PKG-(LEED-22, LEED-2	Finish		•		1 1	1 1					1 1 1 1		
LEED-22	Design Submission Completion	0		3/1/17		LEED-21, PO-10					•									
LEED-21-2	Energy Modeling Complete & Reviewed Phase 2	0		8/4/17	274	LEED-21						1 1	•					1 1	1 1	1
LEED-23	Construction Credit Submssion	0		1/29/18		PO-CAS-900, LE	LEED-73					: :	1 1	1 1	1		•	; ; ; ;	1 1	
Armory			3/1/17	8/1/18	3													1 1		
LEED-31	Energy Modeling Complete & Reviewed	0		3/1/17	362	LEED-30, PKG-03	3 LEED-32				•		1 1					1 1		1
LEED-32	Design Submission Completion	0		6/8/17		ARM-122, LEED														
LEED-33	Construction Credit Submssion	0		8/1/18		LEED-32, ARM-5							1 1		!			, t		•
Fr Church	CONSTRUCTION CIEUR CUDITISSION		3/1/17	3/1/17	362		1 101-999					1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1					1 1 1 1 1 1		1 1
LEED-41	Energy Modeling Complete & Reviewed		3/1/17	3/1/17		LEED-40, PKG-03	R LEED 42			- 1		1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1				1 1 1 1 1 1		1 1 1
LEED-41		0										: :	1 1 1 1 1 1	1 1			: :	: : : : : :	1 1 1 1 1 1	1 1 1
	Design Submission Completion	0		3/1/17		LEED-41, PKG-03					-X					·				
LEED-43	Construction Credit Submssion	0	1/40/47	3/1/17		LEED-42, FC-68	РМ-999													
Retail	Francis Madelina Constitution Constitution	355 1 0	1/19/17	6/13/18	37		LEED 50						1 1					1 1		
LEED-51	Energy Modeling Complete & Reviewed			1/19/17		LEED-50, DES-1				▼			1 1				: :	; ; ; ; ; ; ; ; ; ; ; ; ; ; ; ; ; ; ;		1
LEED-52	Design Submission Completion			2/3/17		LEED-51, PKG-16				•		1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1				1 1 1 1 1 1		1
LEED-53	Construction Credit Submssion	0		6/13/18	37	LEED-52, RTL-5	PM-999					1 1	1 1	1 1	1 1			1 1	<u> </u>	1
Remaining Level of I Actual Level of Effor	- 9	Work	king La		•	•	2018 Openin n / Not Finish	_	en I	ltems	5.		T	r TIS	НМ	AN			CHEDU → <mark>SOLU</mark> er Project	JTIO

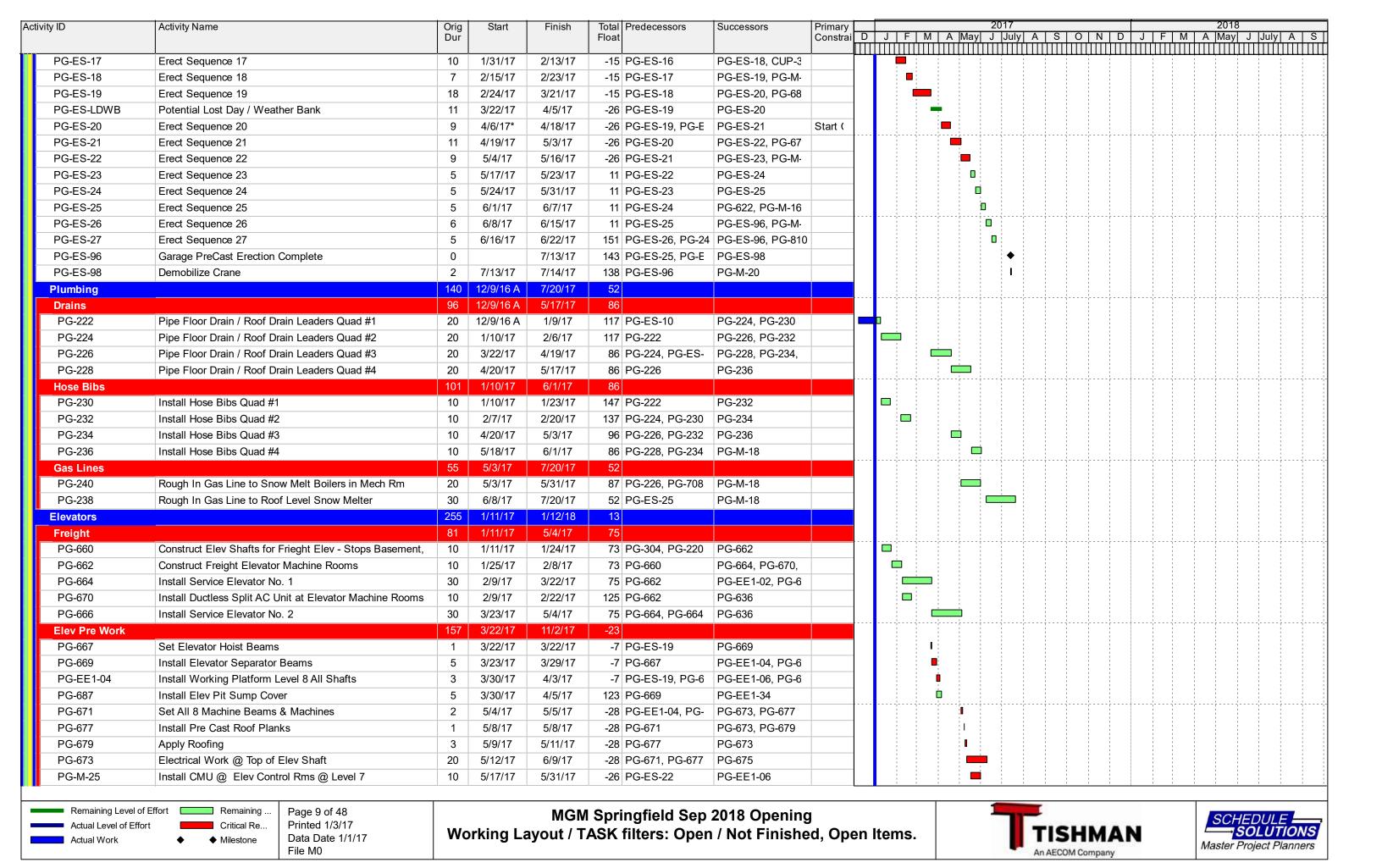
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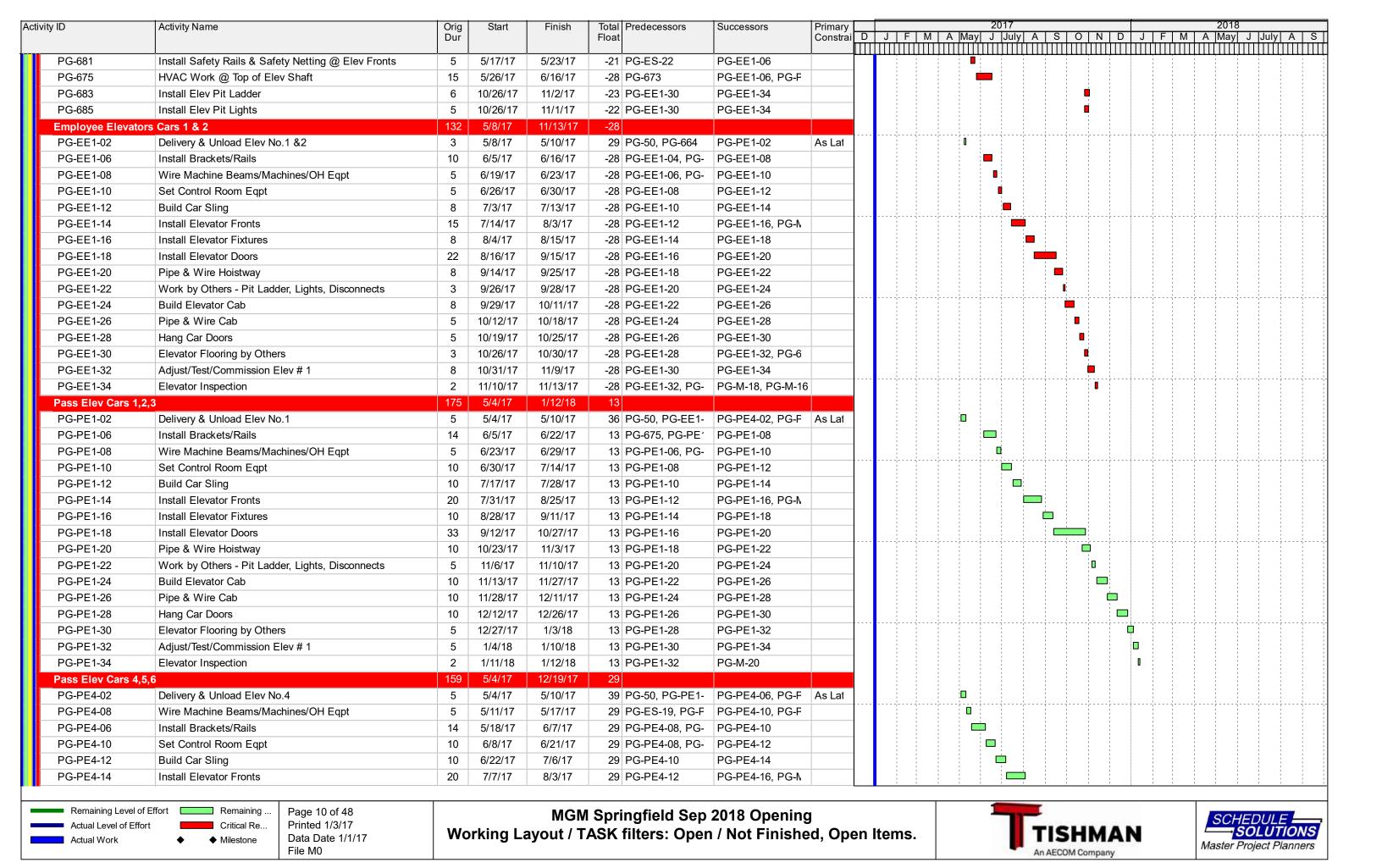
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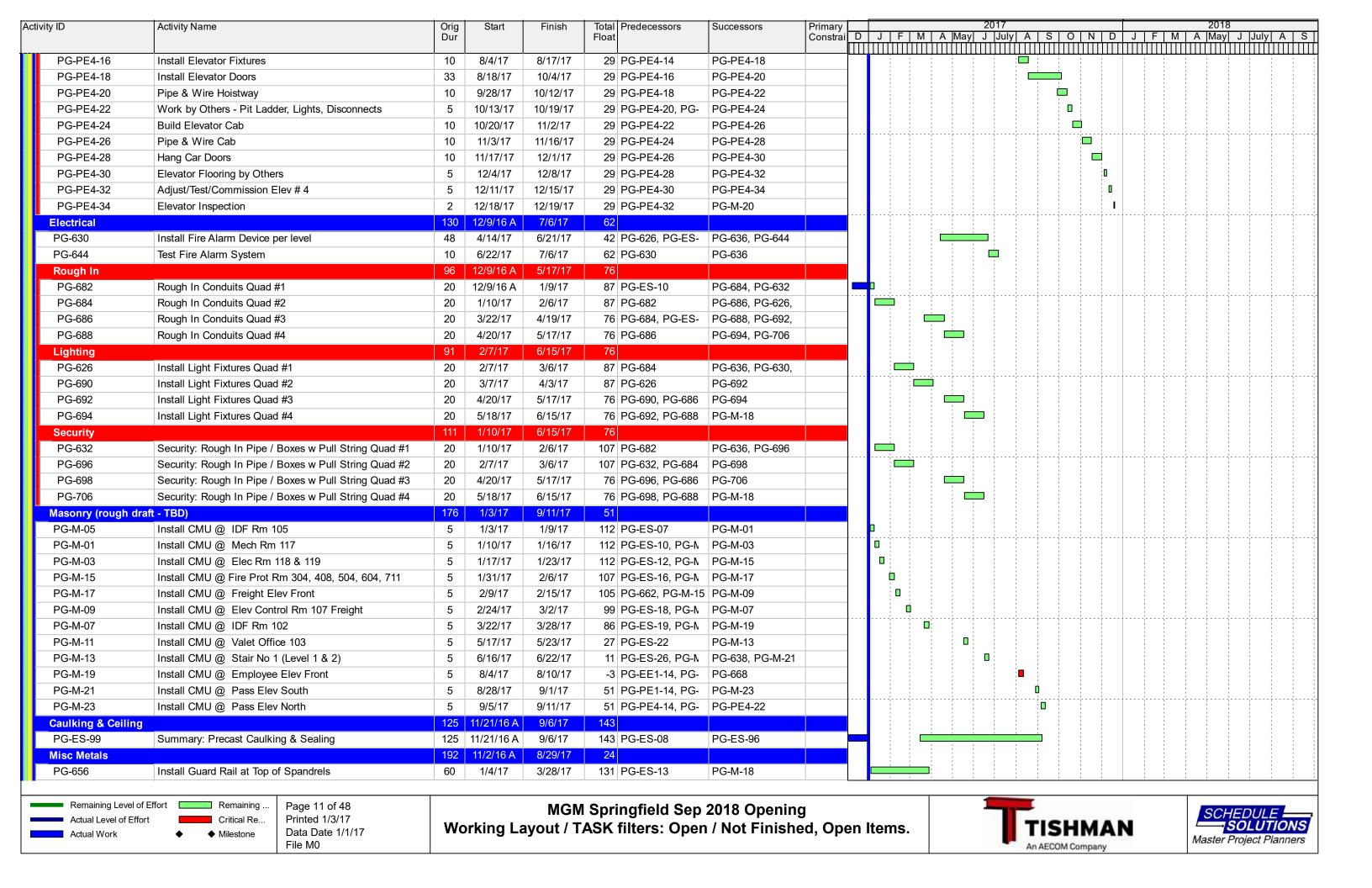
Activity ID		Activity Name		Orig	Start	Finish	Total Predecessors	Successors	Primary				2	.017					2018	
		/ tourney realine	Dur	3.5.1	Float				i D	J F	MA	May J	July A	S C) N D	JF	- M	A May J	July A S	
	Daycare			328	2/2/17	5/18/18	54					ЩШЩШ	ЩШЩШ	11111111111	111111111	ЩЩЩ	ЩШЩ	щшш	ЩШШШ	
Н	LEED-61	Energy Modeling Complet	te & Reviewed	0	2/2/11	2/2/17	362 LEED-60, PKG-12	2 LEED-62			•			1 1	1 1					
Н	LEED-62	Design Submission Comp		0		3/1/17	362 LEED-61, PKG-12			-				1 1	1 1					
Н	LEED-63	Construction Credit Subm		0		5/18/18	54 LEED-62, DAY-1'			-	:				1 1					
Н	LEED for Neighborh		331011	230	3/1/17	1/29/18	153	1 101-555			:		1 1	!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!	1 1					
Н	LEED-71	Smart Location & Linkage	Prerequisite Review	0	3/1/17	3/1/17	383 LEED-70, MGC-(LEED-72				<u> </u>								
Н	LEED-72	Initial Stage Review	7 Toroquisite Neview	0		3/1/17	383 LEED-71	LEED-73		-				1 1	1 1					
Н	LEED-73	Subsequent Stage Review	M.	0		1/29/18	153 LEED-72, LEED-			-				1 1	1 1					
-	ENABLING	Oubsequent Otage Neviev	v	648	12/8/14 A	9/20/17	242	WGG-207			:			1 1	1 1					
-					9/2/16 A	4/20/17	187				:		1 1	!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!	1 1					
Ш	Design	Acciera Deckarea		138		4/20/17	187													
Н	Freidmutter Group Design Packages Core & Shell			1/3/17	1/3/17					:				1 1						
Н	<u> </u>		rk TEC/Allen Major	0	1/3/17	1/3/17	53 PKG-07	OFF-118						! ! ! !	1 1				!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!	
Н				0	9/12/16 A	2/3/17	178	OFF-116						1 1	1 1					
Н	Group 1 PKG-G1	Group 1 Design Extended		85	9/12/16 A 9/12/16 A	2/3/17	-8 DES-178	PKG-16, MGC-22	Mande						1 1	1 1				
Н	PKG-05b				9/12/10 A	1/30/17	-8 MGC-659, DES-		Manua											
Н		<u> </u>		0			· ·	95SS-122, 95SS-	Finish	-					1 1				1 1 1 1 1 1	
Н	PKG-16	ID 40 Back of House	iic Spaces (Lobby, Lob Bar)	0		2/3/17*	2 PKG-G1	PKG-17, LEED-52	FINISH	-	X								1 1 1 1 1 1	
Ш	PKG-18	-		0		2/3/17	178 PKG-16	PKG-22		-	X									
Н	PKG-22	ID 42 Executive Offices		0		2/3/17	178 PKG-18	PKG-24		-	X								1 1	
Н	PKG-24	ID 50 Poker Room		0		2/3/17	178 PKG-22	PO-CAS-100							- +					
Ш	PKG-25	ID 51 Casino / Public RR		0		2/3/17	178 PKG-16	PKG-26, PO-CAS		_			: :	! ! ! ! ! !	1 1	1 1			! ! ! !	
Ш	PKG-26	ID 80 Casino		0		2/3/17	178 PKG-25	PKG-27, PO-CAS		_	Ţ			1 1	1 1				1 1	
Ш	PKG-27	ID 81 High Limit Slots / Ta		0		2/3/17	178 PKG-26	PO-CAS-100		-			: : : :	1 1 1 1 1 1	1 1	1 1			1 1	
Н	PKG-28	ID 82 Entertainment Loun ID 30 Convention Center	ige	0		2/3/17	178 PKG-16	PKG-29		-	X								1 1	
Н	PKG-29		In Dan	0		2/3/17	178 PKG-28	PKG-30			· · · ·				- +					
	PKG-30	ID 83 Center Bar / Walk U	Jp Bar	0	0/0/40 A	2/3/17	178 PKG-29	PO-CAS-100							1 1				1 1	
Н	Group 2	Consum O Danium Futandad		81	9/2/16 A	1/30/17	129	DI/O 42- LIT 020	Manada										1 1	
Н	PKG-G2	Group 2 Design Extended Pkg 13a - Hotel Interiors (33	9/2/16 A	1/30/17	129 PKG-G1	· ·	Manda						1 1				1 1	
Н	PKG-13a	Pkg 13a - Hotel Interiors ((Guest Room)	0	44/7/46 A	1/30/17	129 PKG-02a, PKG-(H1-PRO-30, PO-6							1 1		:			
Н	Group 3 PKG-G3	Croup 2 Design Extended		56	11/7/16 A 11/7/16 A	2/15/17	13 PKG-10, PKG-11	LEED-51, PKG-G4												
Н		Group 3 Design Extended		56	11/7/10 A	2/15/17	· ·	PKG-G3	A a L at						1 1		:			
Н	PKG-10 PKG-11a	ID 140 Retail ID 21 Restaurant A		0		2/15/17	13	PKG-G3	As Lat	-				1 1	1 1					
Н	PKG-11a PKG-11b	ID 71 Restaurant B		0		2/15/17	13	PKG-G3	As Lat	-	•				1 1					
Н		ID / I Restaurant B			11/21/16 A	2/13/17	228	PKG-G3	AS Lai											
Н	Group 4 PKG-G4	Group 4 Design Extended			11/21/16 A		9 PKG-G3	PKG-11, PKG-21,												
	PKG-09	ID 70 Pkg 9 - Food Empo		0	11/21/10 A	2/21/17	153 PKG-G4	PO-FCT-100							1 1	1 1			1 1	
Н	PKG-09 PKG-11	ID 110 Pkg 11 - Tap Bar fi		0		2/21/17	153 PKG-G4	EB-1ER-100, EB-		-	Ĭ									
Н	PKG-11	ID 41 Employee Dining Ro		0		2/21/17	228 PKG-G4	PO-EDRC-117		-	Ĭ									
Н		1D 41 Employee bining N	OOM		9/16/16 A	4/20/17	157	FO-LDIXC-117												
Н	Group 5 PKG-G5	Group 5 Design Extended			9/16/16 A 9/16/16 A	3/1/17	3 PKG-G4	PKG-17, PKG-14,	Mande			i i								
Н	PKG-03	ID 150 Pkg 14 - Starbuck		0	3/ 10/ 10 A	3/1/17	17 PKG-13b, PKG-(PKG-17, FKG-14,	Mailuc	-										
	PKG-14 PKG-15			0		3/1/17	17 PKG-130, PKG-0	DAV-102, RTL-118				Ĭ				1 1			1 1	
Н	PKG-17			0		3/1/17				-										
	PKG-06	ID 60 Pkg 17 - Spa, Salon, Fitness ID 31 Pkg 6 - Landscape Hardscape Drainage (Pool & Roc				4/20/17	72 PKG-04, PKG-G								1 1	1 1				
	PKG-06 ID 31 Pkg 6 - Landscape Hardscape Drainage (Pool & Rot 0 4/20/17 72 PKG-04, PKG-G PO-RF-02											:	<u> </u>					<u> </u>		
	Remaining Level of E	Effort Remaining	Page 6 of 48			84054	Coming sufficient Co	0040 0					1							
Actual Level of Effort Critical Re Printed 1/3/17										_									SCHE	DULE —
•	Actual Work	♦ Milestone	Data Date 1/1/17	Wc	Working Layout / TASK filters: Open / Not Finished, Open Items.											AMI	N			DLUTIONS ject Planners
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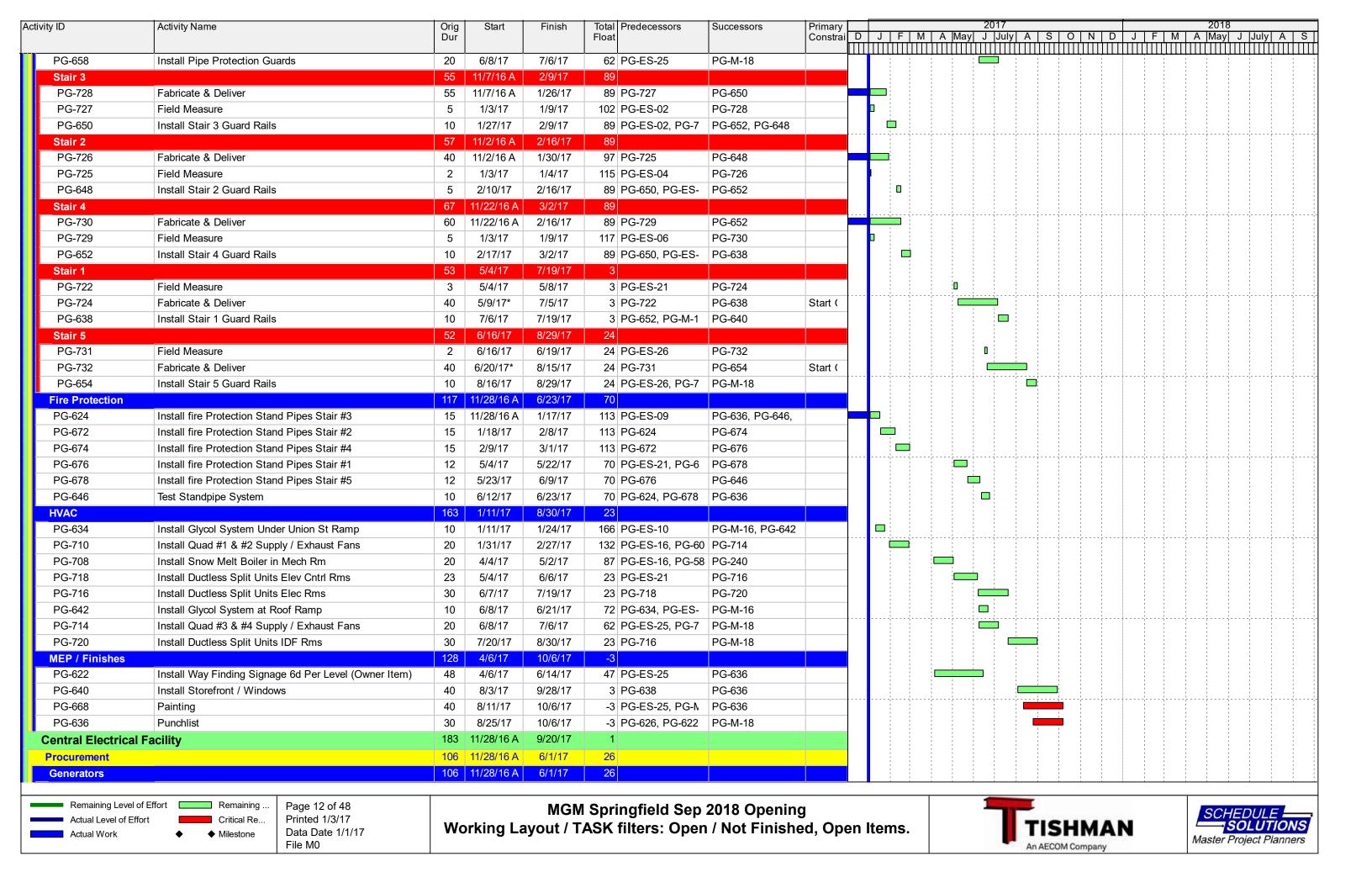


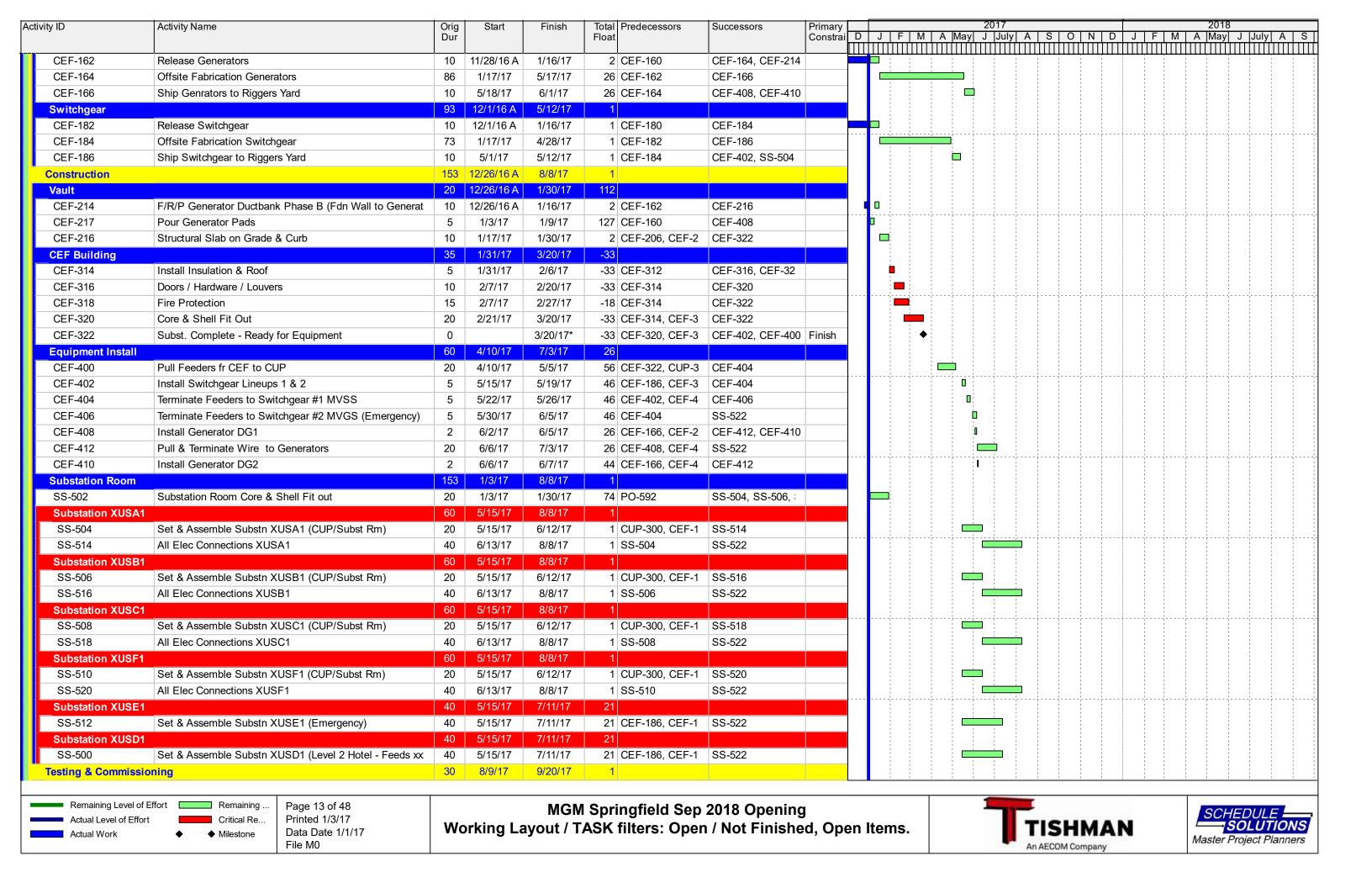


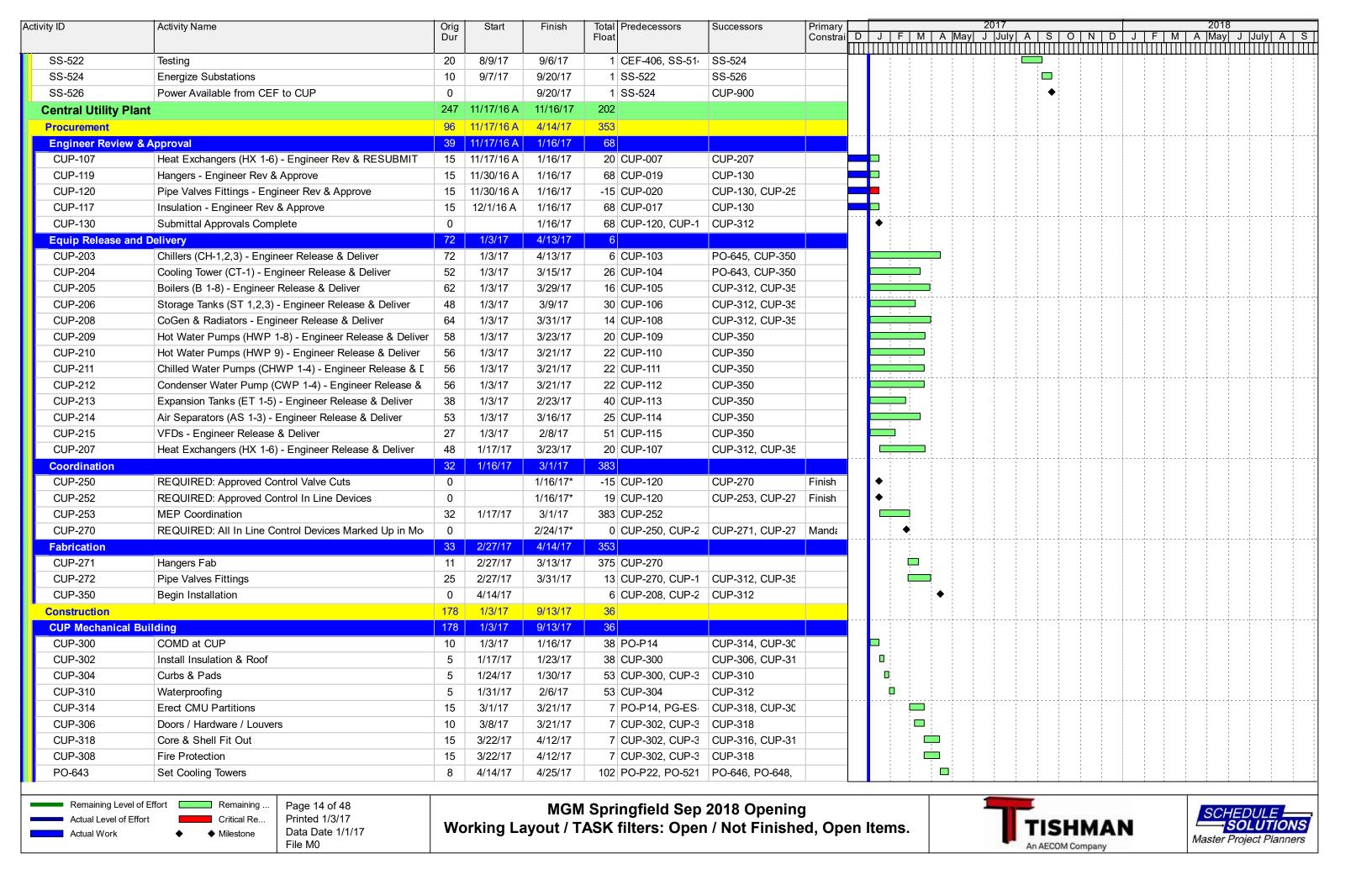


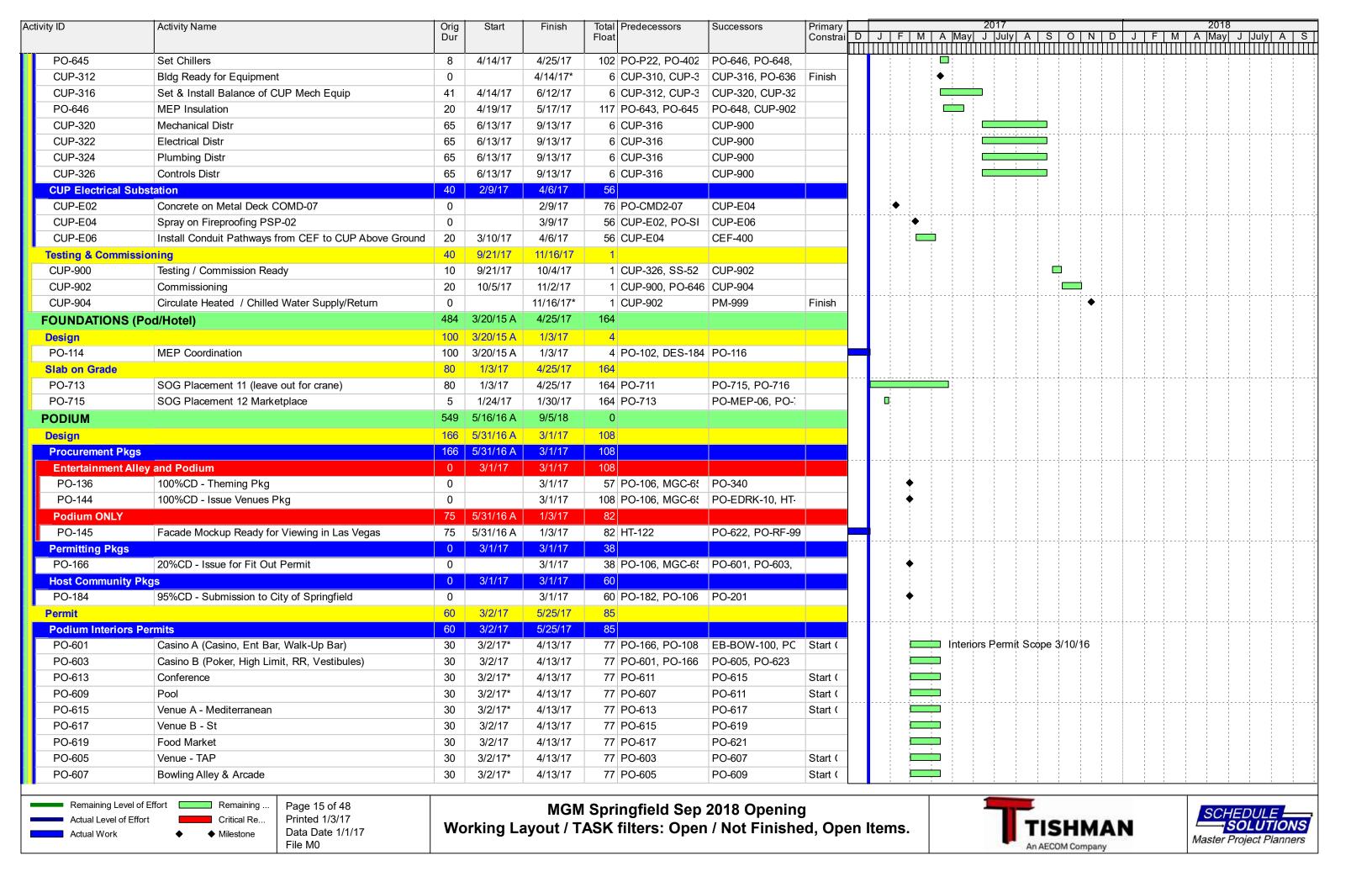


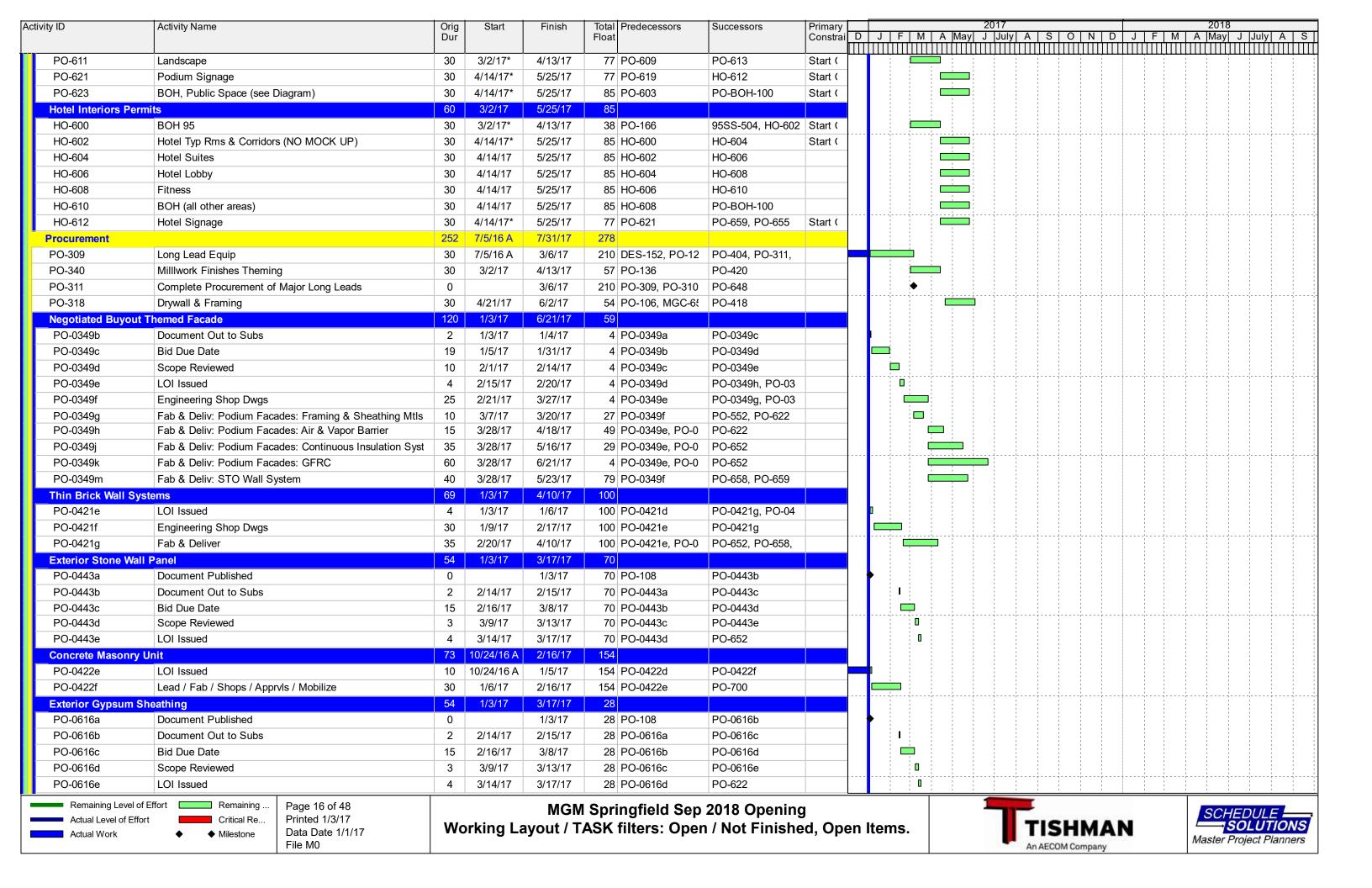


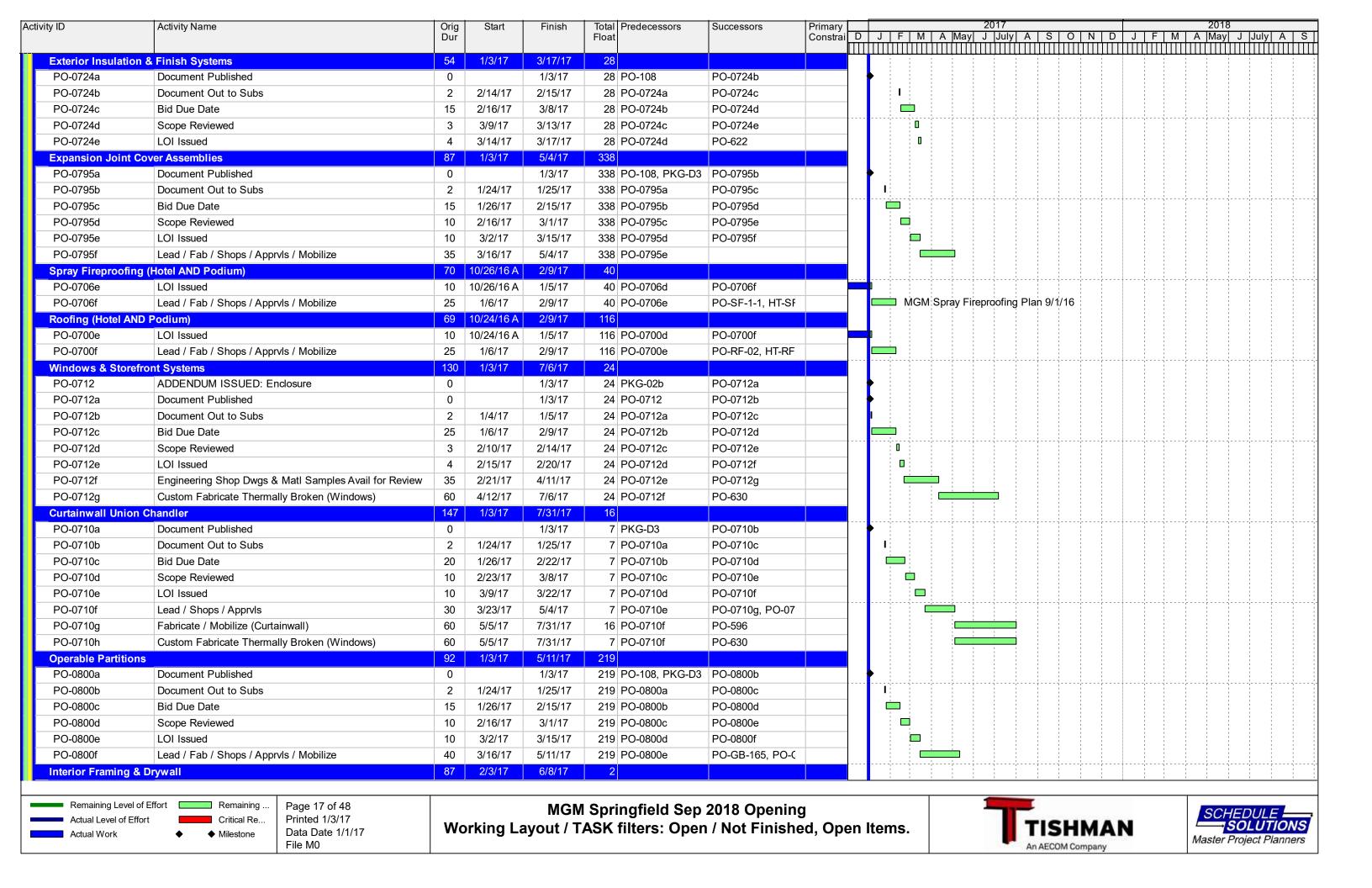


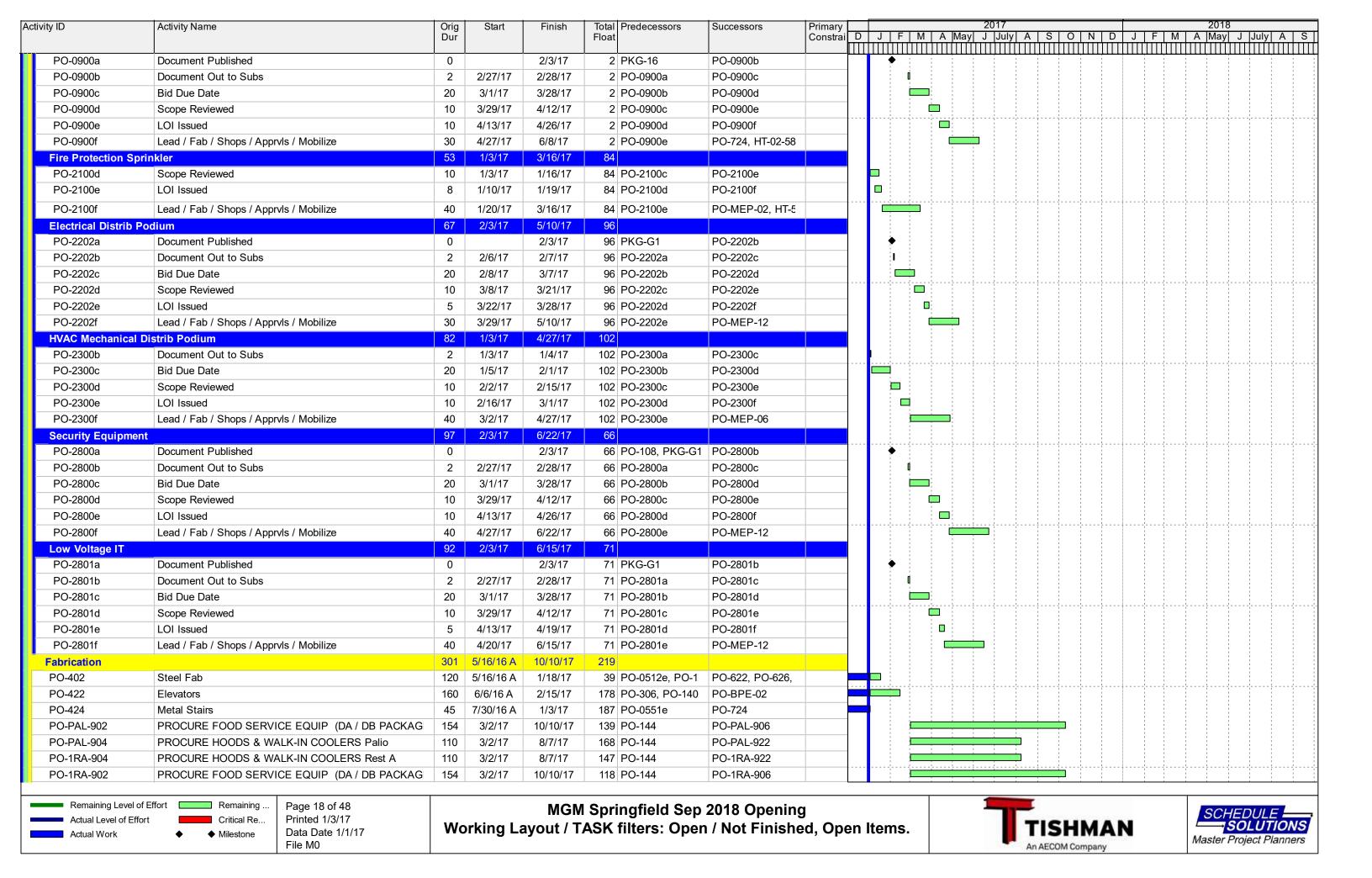


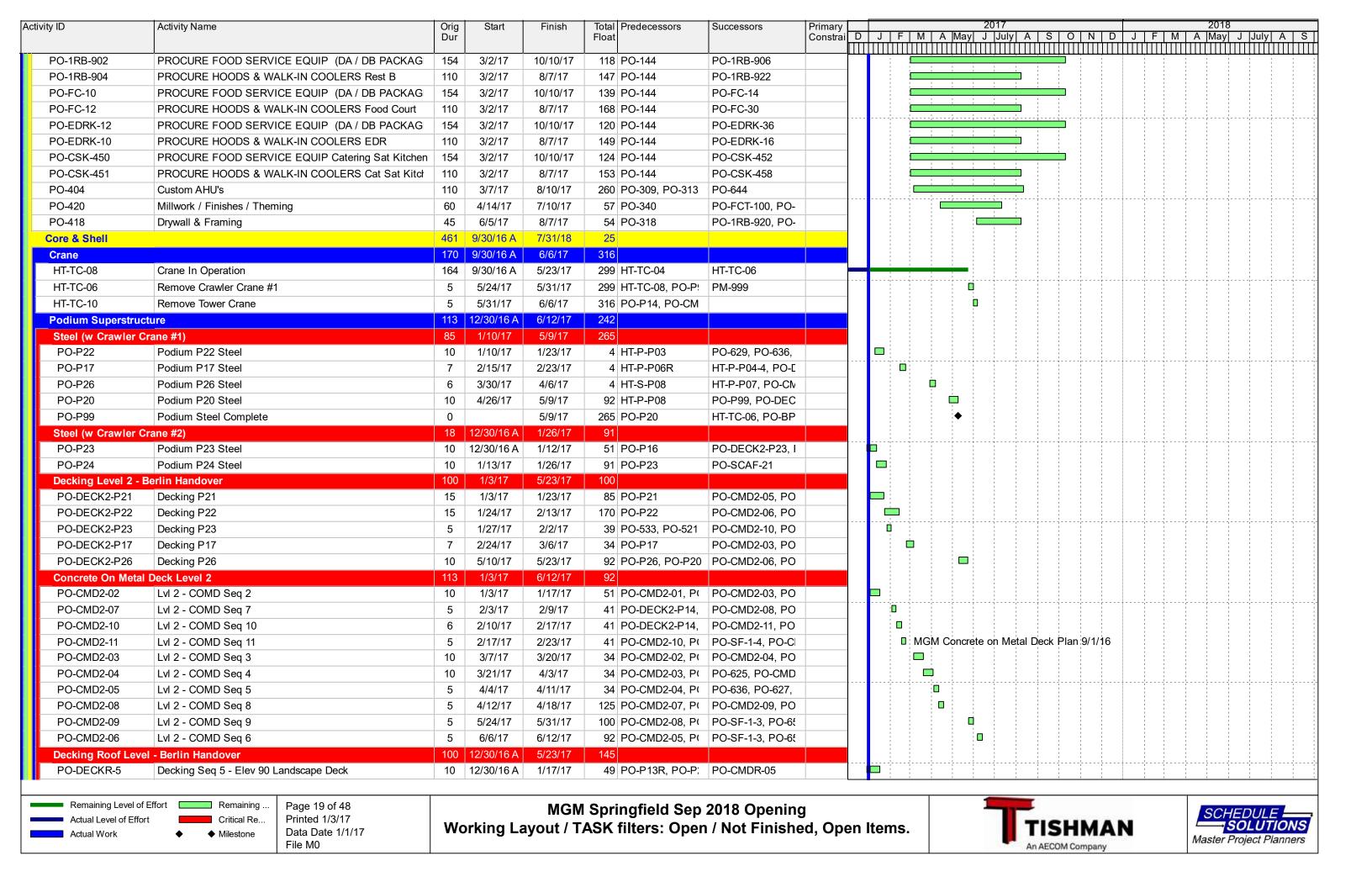


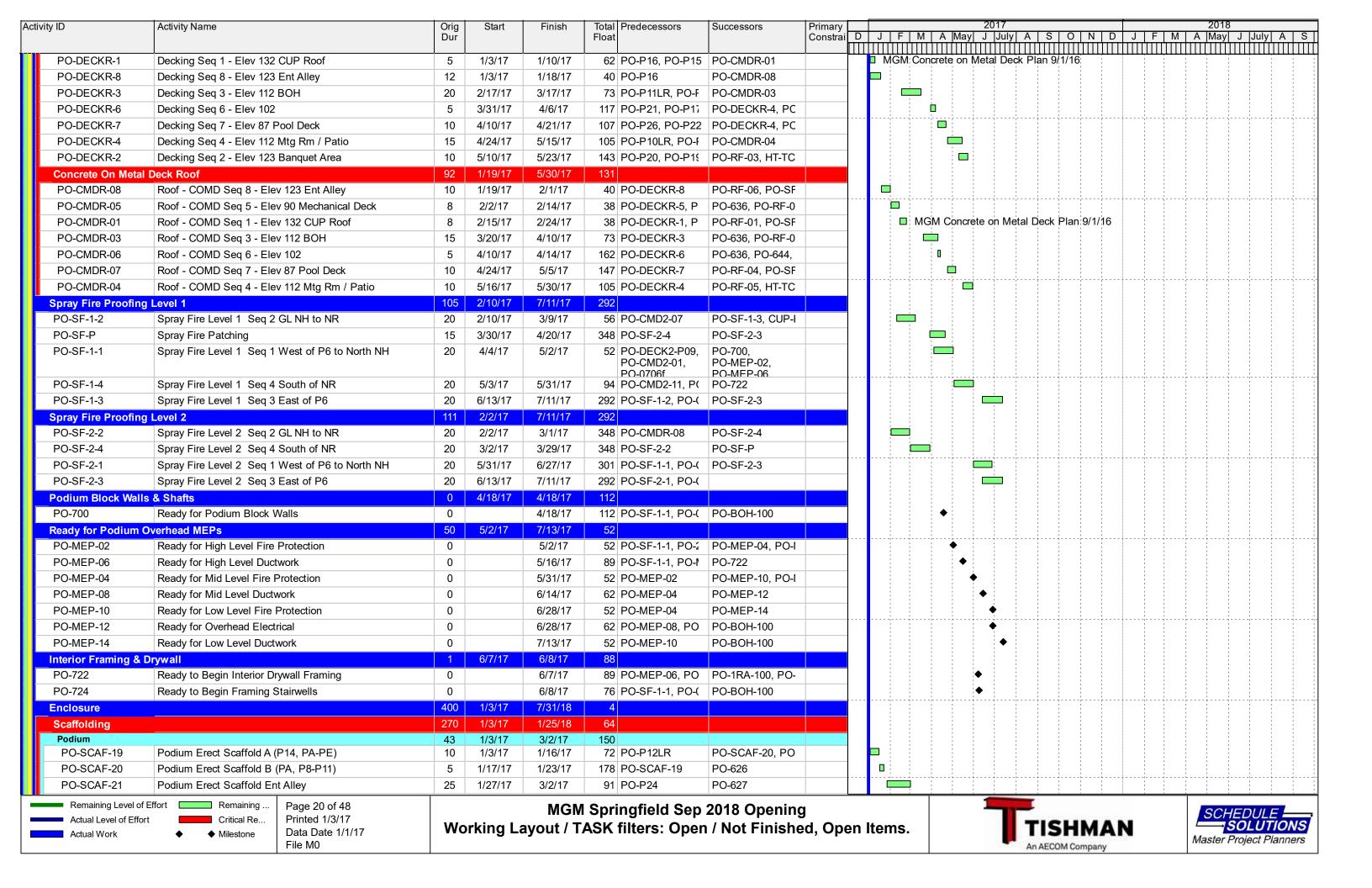


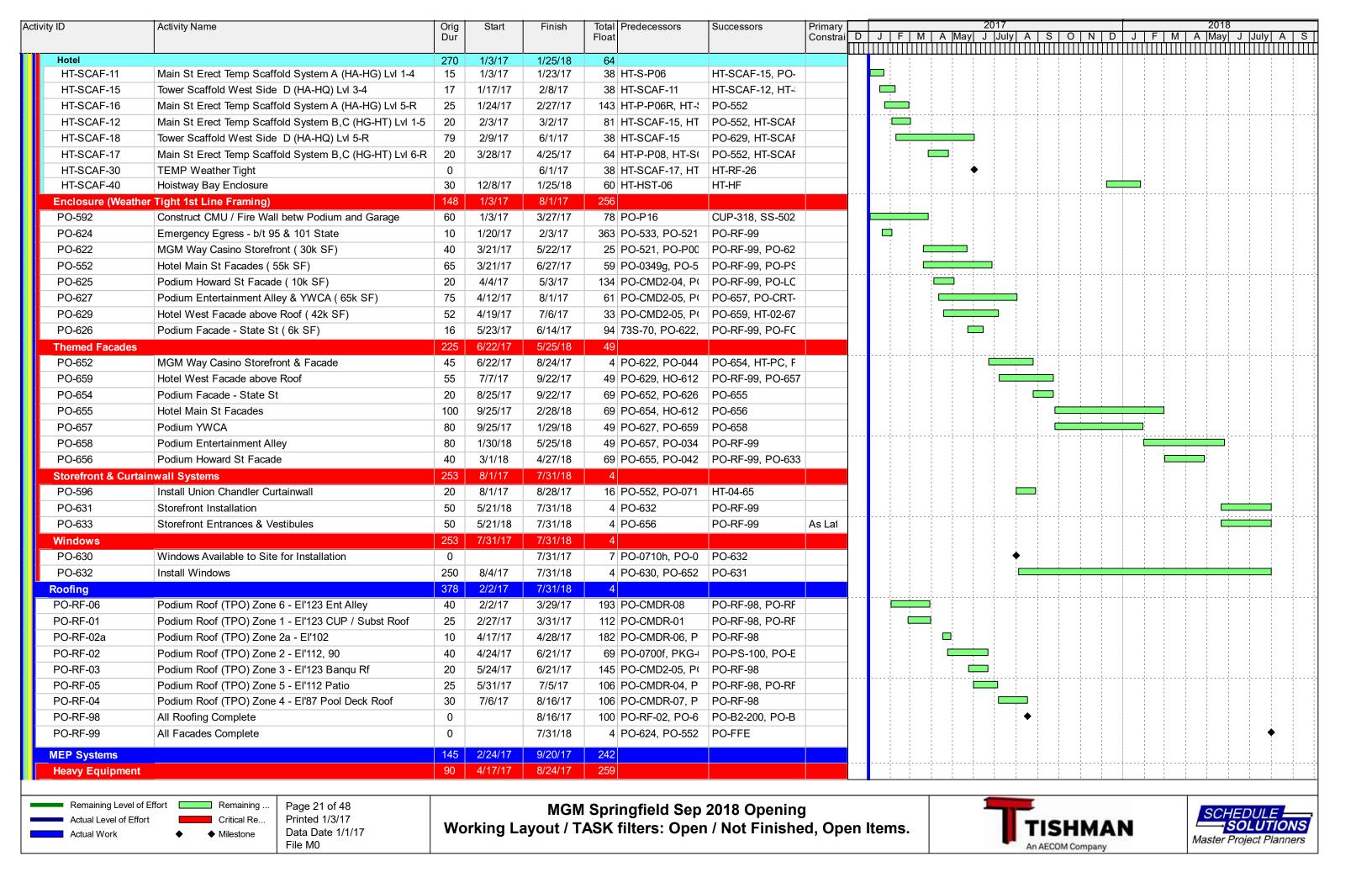


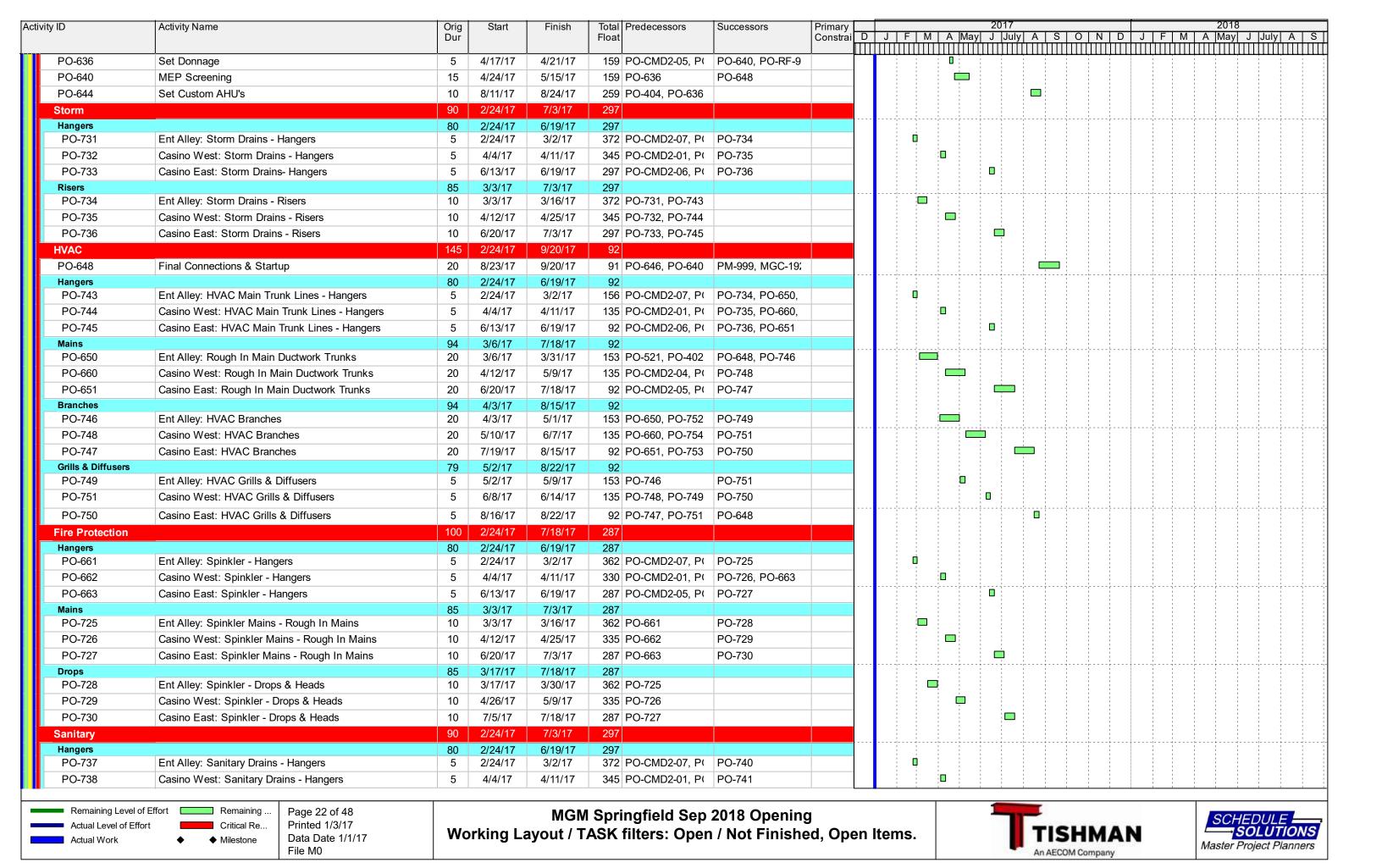


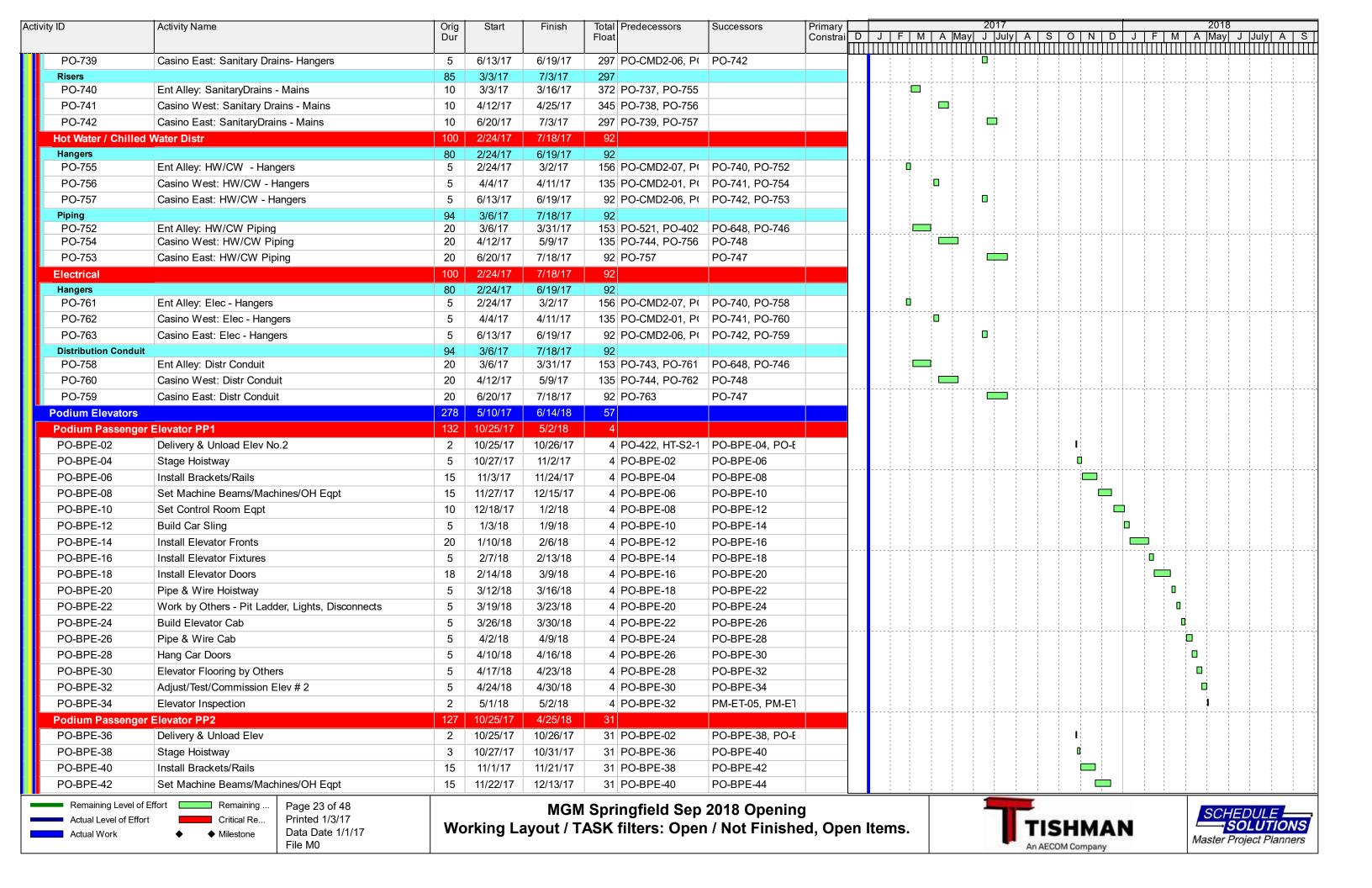












vity ID	Activity Name	Orig Dur	Start	Finish	Total Float	Predecessors	Successors	Primary Constrai	D	J F M		017 July A	S 0 1	N D	JF	20 ² M A Ma		<u>/</u> А
									Ш			ШШШ		ЩЩ		ЩЩЩШ		Щ
PO-BPE-44	Set Control Room Eqpt	10	12/14/17	12/28/17		PO-BPE-42	PO-BPE-46				1 1				<u> </u>		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
PO-BPE-46	Build Car Sling	5	12/29/17	1/5/18		PO-BPE-44	PO-BPE-48				1 1	1 1		; [1
PO-BPE-48	Install Elevator Fronts	20	1/8/18	2/2/18		PO-BPE-46	PO-BPE-50				: :	1 1				1 1 1 1 1 1	1 1	:
PO-BPE-50	Install Elevator Fixtures	5	2/5/18	2/9/18		PO-BPE-48	PO-BPE-52				: : : :	1 1						
PO-BPE-52	Install Elevator Doors	18	2/12/18	3/7/18		PO-BPE-50	PO-BPE-54] ; ;		
PO-BPE-54	Pipe & Wire Hoistway	5	3/8/18	3/14/18		PO-BPE-52	PO-BPE-56											
PO-BPE-56	Work by Others - Pit Ladder, Lights, Disconnects	5	3/15/18	3/21/18	31	PO-BPE-54	PO-BPE-58											į
PO-BPE-58	Build Elevator Cab	5	3/22/18	3/28/18	31	PO-BPE-56	PO-BPE-60											
PO-BPE-60	Pipe & Wire Cab	5	3/29/18	4/4/18	31	PO-BPE-58	PO-BPE-62				: :	1 1						
PO-BPE-62	Hang Car Doors	5	4/5/18	4/12/18	31	PO-BPE-60	PO-BPE-64				1 1	1 1		1				
PO-BPE-64	Elevator Flooring by Others	2	4/13/18	4/16/18	31	PO-BPE-62	PO-BPE-66					1 1						
PO-BPE-66	Adjust/Test/Commission Elev # 2	5	4/17/18	4/23/18	31	PO-BPE-64	PO-BPE-68			1 1 1	: : : :	1 1		:			1 1	
PO-BPE-68	Elevator Inspection	2	4/24/18	4/25/18	31	PO-BPE-66	PM-ET-07				1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				0	1 1	
Podium Service	Elevator PS1	69	12/18/17	3/26/18	52	2					1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		:		: : : : : :	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1
PO-BPE-104	Delivery & Unload Elev	2	12/18/17*	12/19/17	52	PO-533, PO-521	PO-BPE-106	Start (1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		1		: : : : : : : : : : : : : : : : : : :	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
PO-BPE-106	Stage Hoistway	3	12/20/17	12/22/17	52	PO-BPE-104	PO-BPE-108							0				
PO-BPE-108	Install Brackets/Rails	10	12/26/17	1/9/18	52	PO-BPE-106	PO-BPE-110											
PO-BPE-110	Set Machine Beams/Machines/OH Eqpt	10	1/10/18	1/23/18	52	PO-BPE-108	PO-BPE-112				1 1							
PO-BPE-112	Set Control Room Eqpt	10	1/10/18	1/23/18	52	PO-BPE-110	PO-BPE-114				: :	1 1				1 1		
PO-BPE-114	Build Car Sling	5	1/24/18	1/30/18	52	PO-BPE-112	PO-BPE-116				: :	1 1		:				i
PO-BPE-116	Install Elevator Fronts	10	1/31/18	2/13/18	52	PO-BPE-114	PO-BPE-118											
PO-BPE-118	Install Elevator Fixtures	5	2/14/18	2/20/18		PO-BPE-116	PO-BPE-120				1 1	1 1 1 1 1 1						
PO-BPE-120	Install Elevator Doors	5	2/14/18	2/20/18		PO-BPE-118	PO-BPE-122			1 1 1	: : : :	1 1		:		: : : :	1 1	
PO-BPE-122	Pipe & Wire Hoistway	5	2/21/18	2/27/18		PO-BPE-120	PO-BPE-124				: :	1 1					1 1	
PO-BPE-124	Work by Others - Pit Ladder, Lights, Disconnects	5	2/21/18	2/27/18		PO-BPE-122	PO-BPE-126				: :					1 1		
PO-BPE-126	Build Elevator Cab	5	2/28/18	3/6/18		PO-BPE-124	PO-BPE-128									I		
PO-BPE-128	Pipe & Wire Cab	4	3/1/18	3/6/18		PO-BPE-126	PO-BPE-130											
PO-BPE-130	Hang Car Doors	5	3/7/18	3/13/18		PO-BPE-128	PO-BPE-132											
PO-BPE-132	Elevator Flooring by Others	3	3/14/18	3/16/18		PO-BPE-130	PO-BPE-134					1 1				_		
PO-BPE-134	Adjust/Test/Commission Elev # 2	1	3/19/18	3/22/18		PO-BPE-132	PO-BPE-136				: :	1 1		1		ת		
PO-BPE-136	Elevator Inspection	2	3/23/18	3/26/18		PO-BPE-134	PM-ET-07											
	·		3/8/18	6/14/18	36		FIVI-L 1-07				1 1			1				
Podium Passeng PO-BPE-70	Delivery & Unload Elev	69	3/8/18*	3/9/18		PO-BPE-36, PO-	PO-BPE-72	Start (1 1	1 1 1 1 1 1	1 1 1 1 1 1 1 1 1	:		1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
PO-BPE-72	Stage Hoistway	3	3/12/18	3/14/18		PO-BPE-70	PO-BPE-74	Start			1 1	1 1		1				
PO-BPE-74	Install Brackets/Rails		3/15/18			PO-BPE-72	PO-BPE-76				1 1	1 1						
PO-BPE-76	Set Machine Beams/Machines/OH Eqpt	10	3/15/16	3/28/18 4/12/18		PO-BPE-72	PO-BPE-78						1 1 1					
PO-BPE-78	Set Control Room Eqpt	10	3/29/18			PO-BPE-74	PO-BPE-78				1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1 1	:			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1
PO-BPE-78 PO-BPE-80	Build Car Sling	10 5	4/13/18	4/12/18 4/19/18		PO-BPE-78	PO-BPE-80				1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1 1	1			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1
PO-BPE-80 PO-BPE-82	Install Elevator Fronts		4/13/18			PO-BPE-78	PO-BPE-84				1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1 1	1			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1
		10		5/3/18							1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		:			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1
PO-BPE-84	Install Elevator Fixtures	5	5/4/18	5/10/18		PO-BPE-82	PO-BPE-86		<mark> </mark>									
PO-BPE-86	Install Elevator Doors	5	5/4/18	5/10/18		PO-BPE-84	PO-BPE-88							1			1 1	
PO-BPE-88	Pipe & Wire Hoistway	5	5/11/18	5/17/18		PO-BPE-86	PO-BPE-90										1 1	
PO-BPE-90	Work by Others - Pit Ladder, Lights, Disconnects	5	5/11/18	5/17/18		PO-BPE-88	PO-BPE-92							1		_		1
PO-BPE-92	Build Elevator Cab	5	5/18/18	5/24/18		PO-BPE-90	PO-BPE-94					1 1					1 : :	
PO-BPE-94	Pipe & Wire Cab	4	5/21/18	5/24/18	36	PO-BPE-92	PO-BPE-96				1 1	i I I I	1 1 1 1 1 1	:				<u> </u>

Remaining .

Critical Re...

Milestone

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Activ	rity ID	Activity Name	Orig	Start	Finish	Total Predecessors	Successors	Primary					017						2018		
			Dur			Float		Constrai											A May J 	July A	5
	PO-BPE-96	Hang Car Doors	5	5/25/18	6/1/18	36 PO-BPE-94	PO-BPE-98				 				! 				***************************************		
	PO-BPE-98	Elevator Flooring by Others	3	6/4/18	6/6/18	36 PO-BPE-96	PO-BPE-100												0		
Ш	PO-BPE-100	Adjust/Test/Commission Elev # 2	4	6/7/18	6/12/18	36 PO-BPE-98	PO-BPE-102														
	PO-BPE-102	Elevator Inspection	2	6/13/18	6/14/18	36 PO-BPE-100	PM-999												1		
	Podium Service Ele	vator PS2	69	6/19/17	9/25/17	123															
Ш	PO-BPE-138	Delivery & Unload Elev	2	6/19/17*	6/20/17	123 PO-521, PO-402	PO-BPE-140	Start (ı		-	1						
Ш	PO-BPE-140	Stage Hoistway	3	6/21/17	6/23/17	123 PO-BPE-138	PO-BPE-142														
	PO-BPE-142	Install Brackets/Rails	10	6/26/17	7/10/17	123 PO-BPE-140	PO-BPE-144														
Ш	PO-BPE-144	Set Machine Beams/Machines/OH Eqpt	10	7/11/17	7/24/17	123 PO-BPE-142	PO-BPE-146														
	PO-BPE-146	Set Control Room Eqpt	10	7/11/17	7/24/17	123 PO-BPE-144	PO-BPE-148														
Ш	PO-BPE-148	Build Car Sling	5	7/25/17	7/31/17	123 PO-BPE-146	PO-BPE-150				1 1	- 		i							
Ш	PO-BPE-150	Install Elevator Fronts	10	8/1/17	8/14/17	123 PO-BPE-148	PO-BPE-152							-							
	PO-BPE-152	Install Elevator Fixtures	5	8/15/17	8/21/17	123 PO-BPE-150	PO-BPE-154														
	PO-BPE-154	Install Elevator Doors	5	8/15/17	8/21/17	123 PO-BPE-152	PO-BPE-156														
	PO-BPE-156	Pipe & Wire Hoistway	5	8/22/17	8/28/17	123 PO-BPE-154	PO-BPE-158														
	PO-BPE-158	Work by Others - Pit Ladder, Lights, Disconnects	5	8/22/17	8/28/17	123 PO-BPE-156	PO-BPE-160								1 1						
	PO-BPE-160	Build Elevator Cab	5	8/29/17	9/5/17	123 PO-BPE-158	PO-BPE-162							Ė					· · · · · · · · · · · · · · · · · · ·		
П	PO-BPE-162	Pipe & Wire Cab	4	8/30/17	9/5/17	123 PO-BPE-160	PO-BPE-164														
	PO-BPE-164	Hang Car Doors	5	9/6/17	9/12/17	123 PO-BPE-162	PO-BPE-166														
	PO-BPE-166	Elevator Flooring by Others	3	9/13/17	9/15/17	123 PO-BPE-164	PO-BPE-168						1 1	0							
	PO-BPE-168	Adjust/Test/Commission Elev # 2	4	9/18/17	9/21/17	123 PO-BPE-166	PO-BPE-170				1 1	- 	·								
	PO-BPE-170	Elevator Inspection	2	9/22/17	9/25/17	123 PO-BPE-168	PO-BPE-172														
11	Entertainment Passe	enger Elevator EP1	116	9/26/17	3/12/18	123															
	PO-BPE-172	Delivery & Unload Elev	2	9/26/17*	9/27/17	123 PO-BPE-170	PO-BPE-174, PO-	Start (:		: : : : : :	1 1 1 1 1 1	į l			:	: : : : : :	; ; ; ;		1
	PO-BPE-174	Stage Hoistway	3	9/28/17	10/2/17	123 PO-BPE-172	PO-BPE-176					1 1			Ó		:		i i		1
	PO-BPE-176	Install Brackets/Rails	15	10/3/17	10/24/17	123 PO-BPE-174	PO-BPE-178														
	PO-BPE-178	Set Machine Beams/Machines/OH Eqpt	15	10/25/17	11/14/17	123 PO-BPE-176	PO-BPE-180										:				
	PO-BPE-180	Set Control Room Eqpt	15	10/25/17	11/14/17	123 PO-BPE-178	PO-BPE-182										:	! ! ! !			:
	PO-BPE-182	Build Car Sling	10	11/15/17	11/29/17	123 PO-BPE-180	PO-BPE-184					1 1					:	: : : :			:
	PO-BPE-184	Install Elevator Fronts	20	11/30/17	12/28/17	123 PO-BPE-182	PO-BPE-186										:				
	PO-BPE-186	Install Elevator Fixtures	15	12/29/17	1/19/18	123 PO-BPE-184	PO-BPE-188							1 1 1		-			1 1		
	PO-BPE-188	Install Elevator Doors	15	12/29/17	1/19/18	123 PO-BPE-186	PO-BPE-190			:		: : : :	1 1	1		-			1 1		:
	PO-BPE-190	Pipe & Wire Hoistway	5	1/22/18	1/26/18	123 PO-BPE-188	PO-BPE-192							1			0				
	PO-BPE-192	Work by Others - Pit Ladder, Lights, Disconnects	5	1/29/18	2/2/18	123 PO-BPE-190	PO-BPE-194							1			<u> </u>				
	PO-BPE-194	Build Elevator Cab	5	2/5/18	2/9/18	123 PO-BPE-192	PO-BPE-196		ļ					: : :		<u>.</u>	0				
	PO-BPE-196	Pipe & Wire Cab	5	2/12/18	2/16/18	123 PO-BPE-194	PO-BPE-198														
	PO-BPE-198	Hang Car Doors	5	2/19/18	2/23/18	123 PO-BPE-196	PO-BPE-200							1							
	PO-BPE-200	Elevator Flooring by Others	5	2/26/18	3/2/18	123 PO-BPE-198	PO-BPE-202							1							
	PO-BPE-202	Adjust/Test/Commission Elev # 2	4	3/5/18	3/8/18	123 PO-BPE-200	PO-BPE-204							1				.0			
	PO-BPE-204	Elevator Inspection	2	3/9/18	3/12/18	123 PO-BPE-202	PO-COM-102		ļ					 	ļļ			. 0			
	Entertainment Passe	<u>. </u>	116	9/26/17	3/12/18	123								1							
	PO-BPE-206	Delivery & Unload Elev	2	9/26/17	9/27/17	123 PO-BPE-172, PC	PO-BPE-208														
	PO-BPE-208	Stage Hoistway	3	9/28/17	10/2/17	123 PO-BPE-206	PO-BPE-210							1	0						
	PO-BPE-210	Install Brackets/Rails	15	10/3/17	10/24/17	123 PO-BPE-208	PO-BPE-212							1							
	PO-BPE-212	Set Machine Beams/Machines/OH Eqpt	15	10/25/17	11/14/17	123 PO-BPE-210	PO-BPE-214						1 1	: 1 1		:					1
												-						<u> </u>			_
	Remaining Level of E	fort Remaining Page 25 of 48			MGM	Springfield Sep	2018 Opening	l				1	11						SCHE		

Remaining .

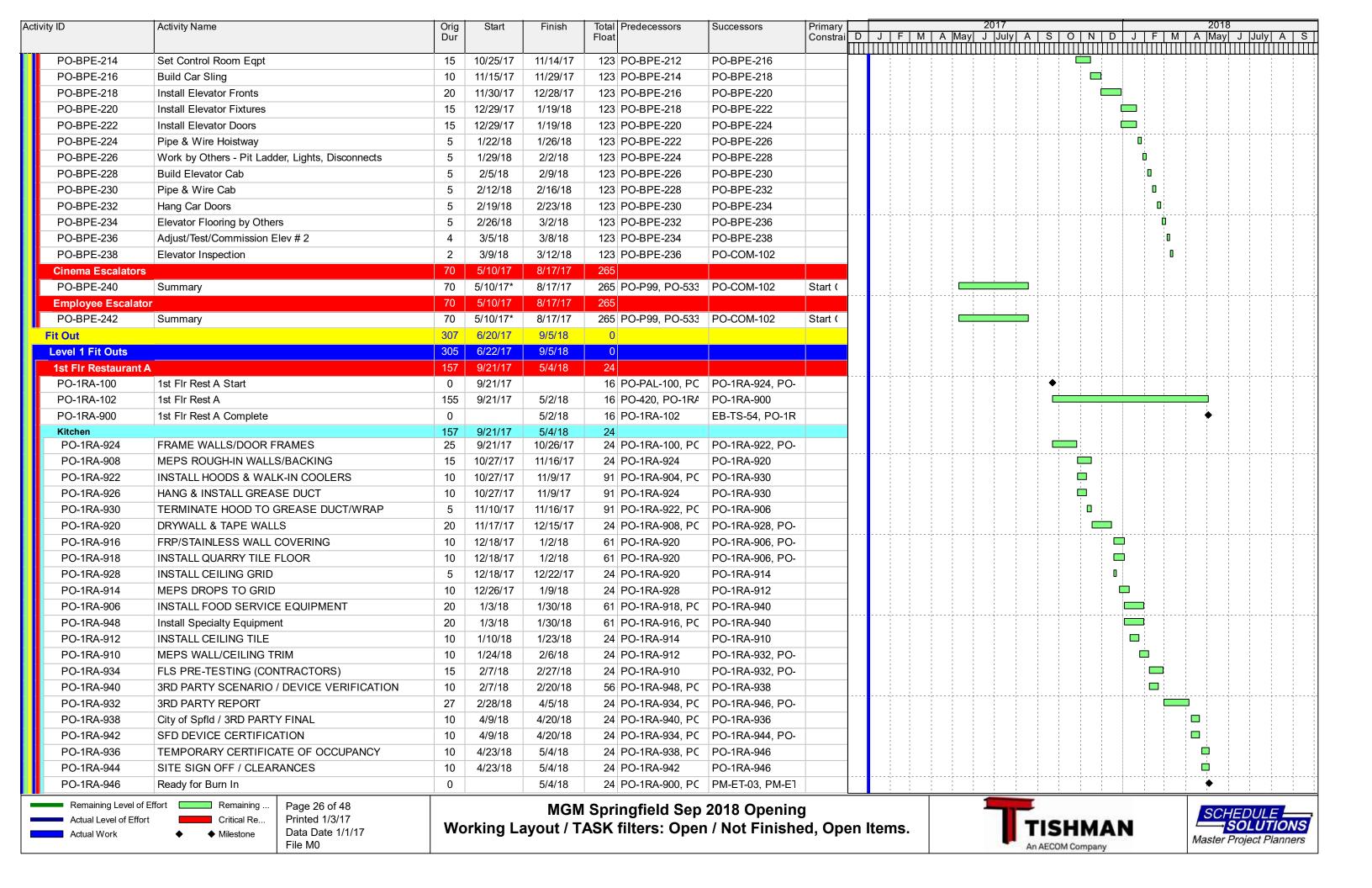
Critical Re...

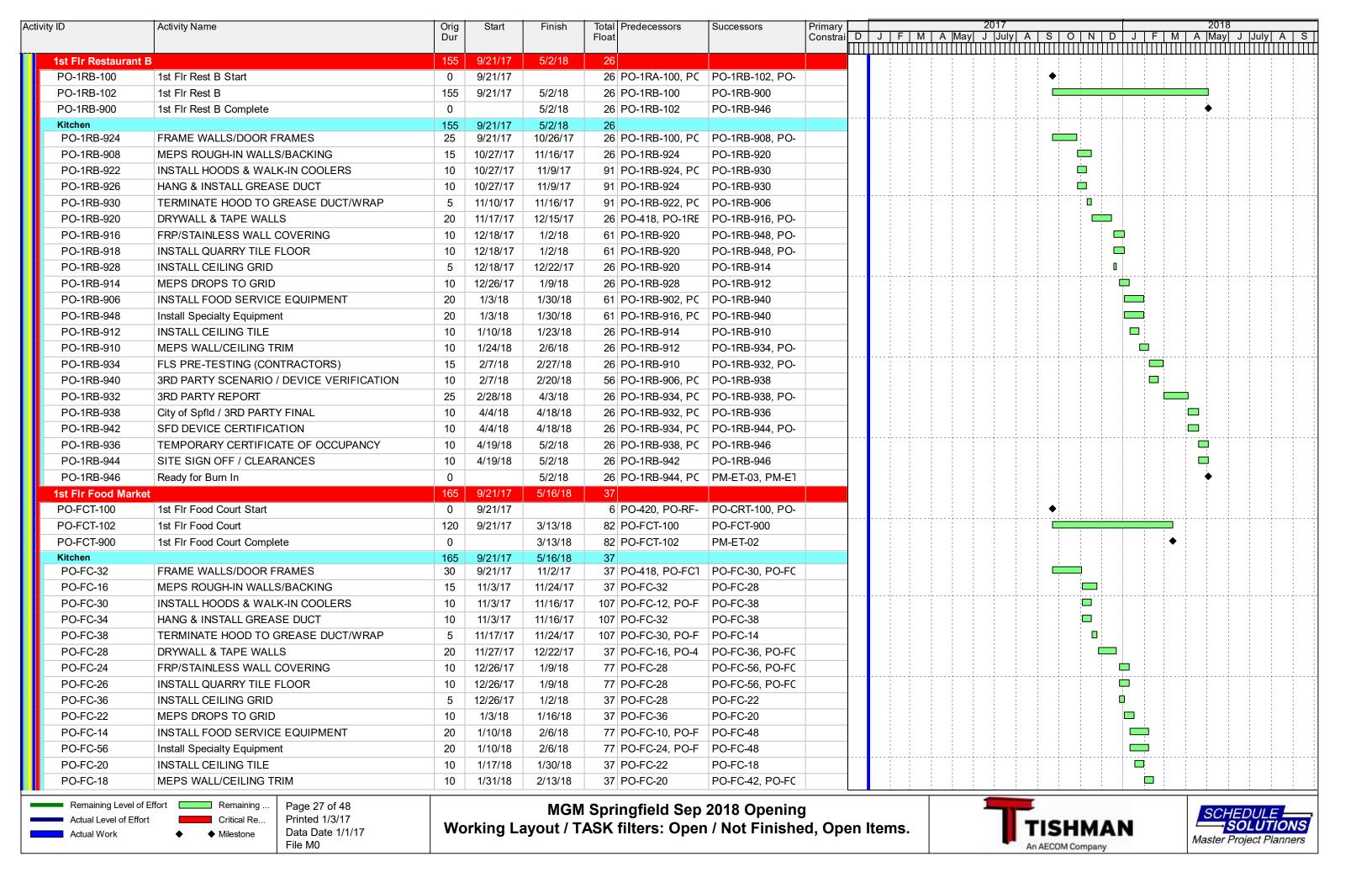
Milestone

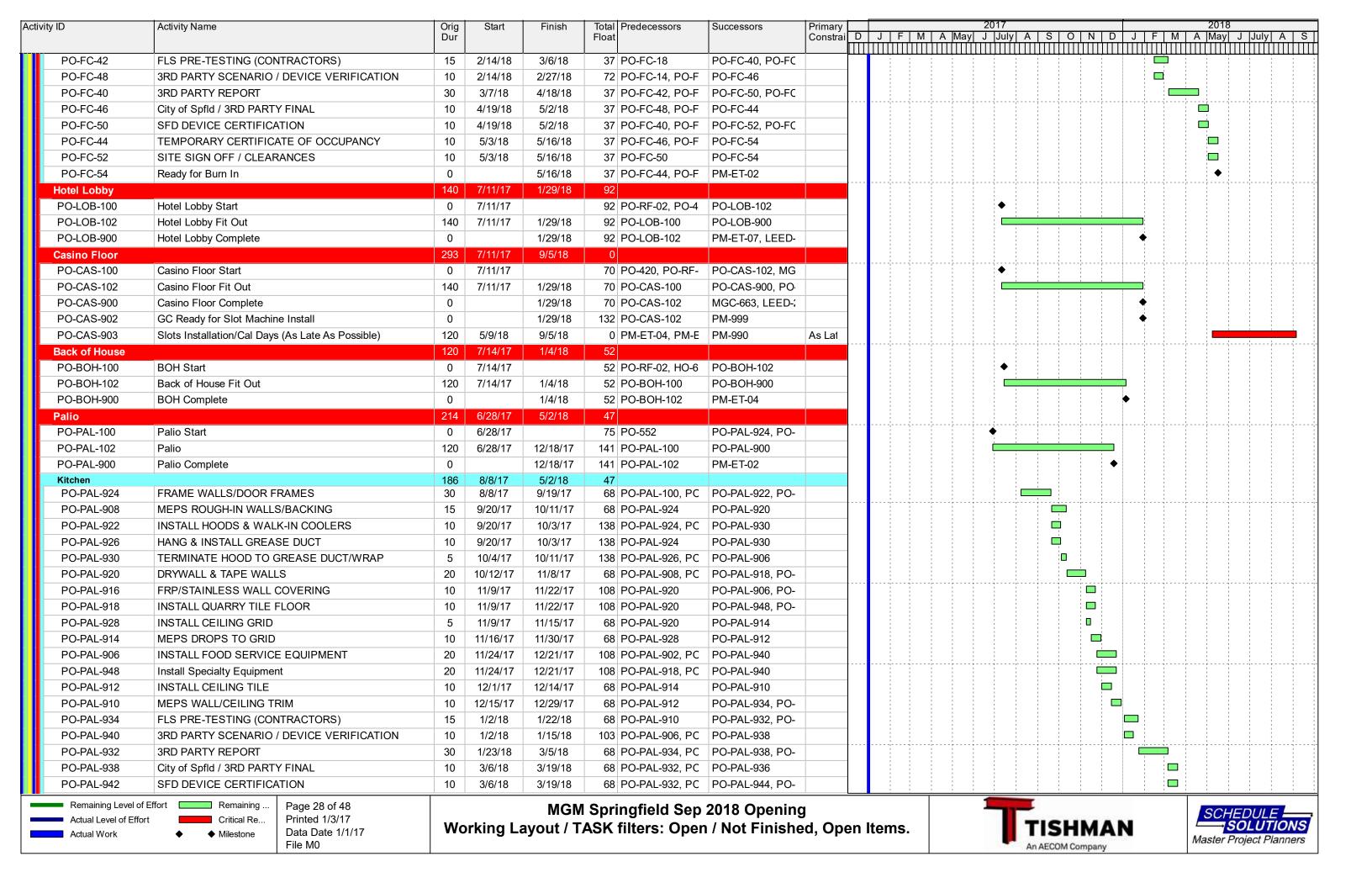
Page 25 of 48 Printed 1/3/17 Data Date 1/1/17 File M0

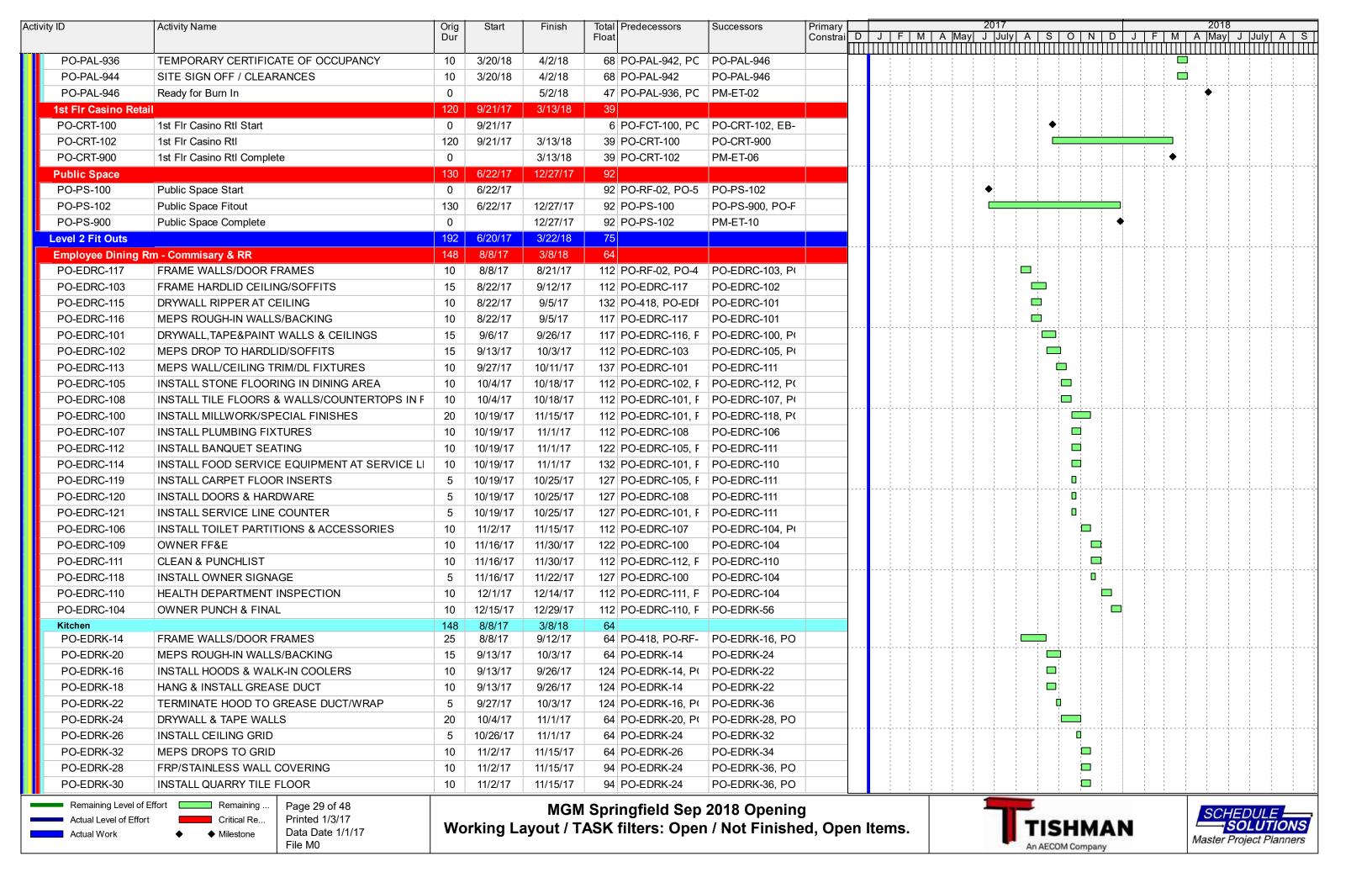


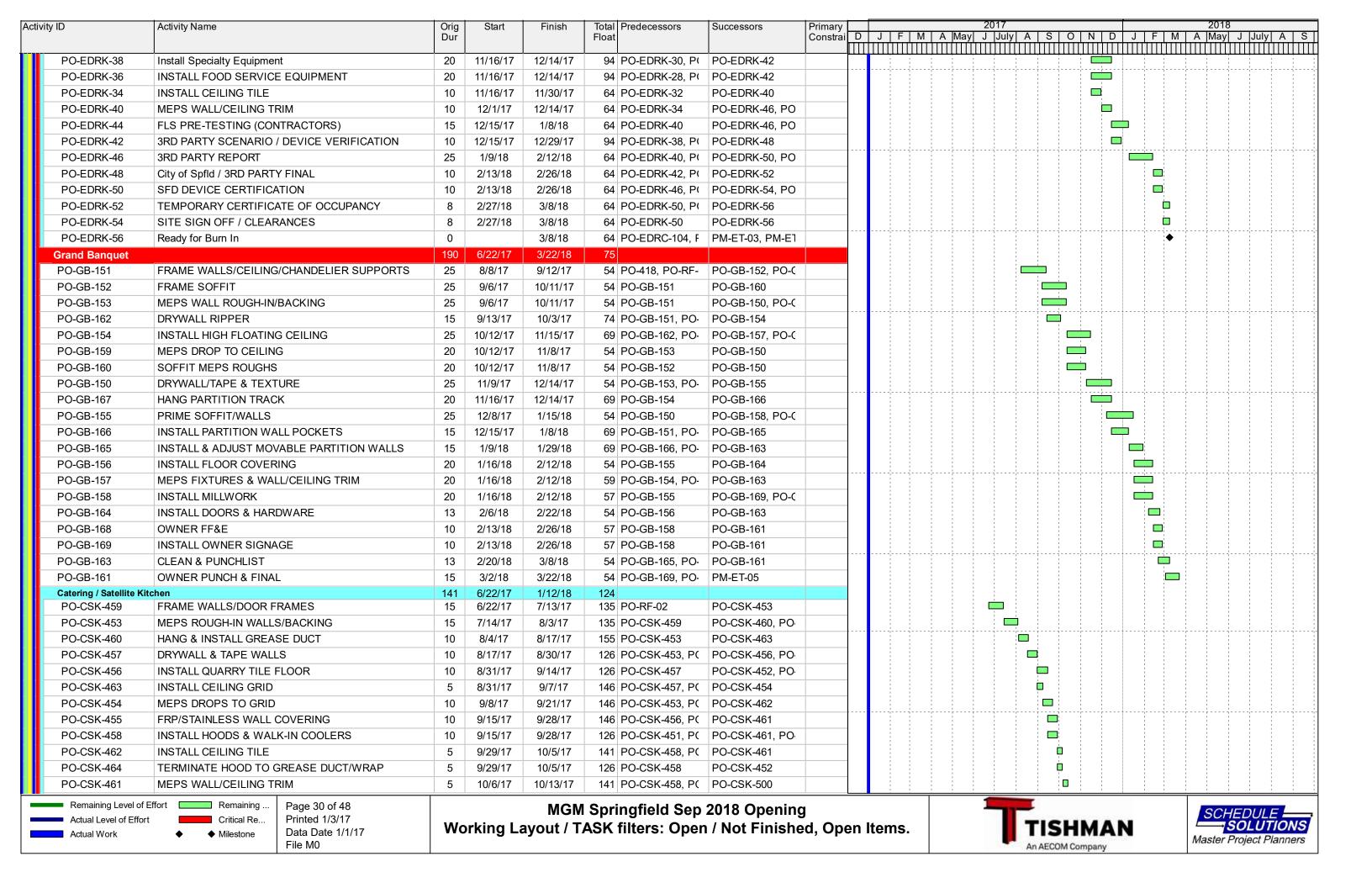








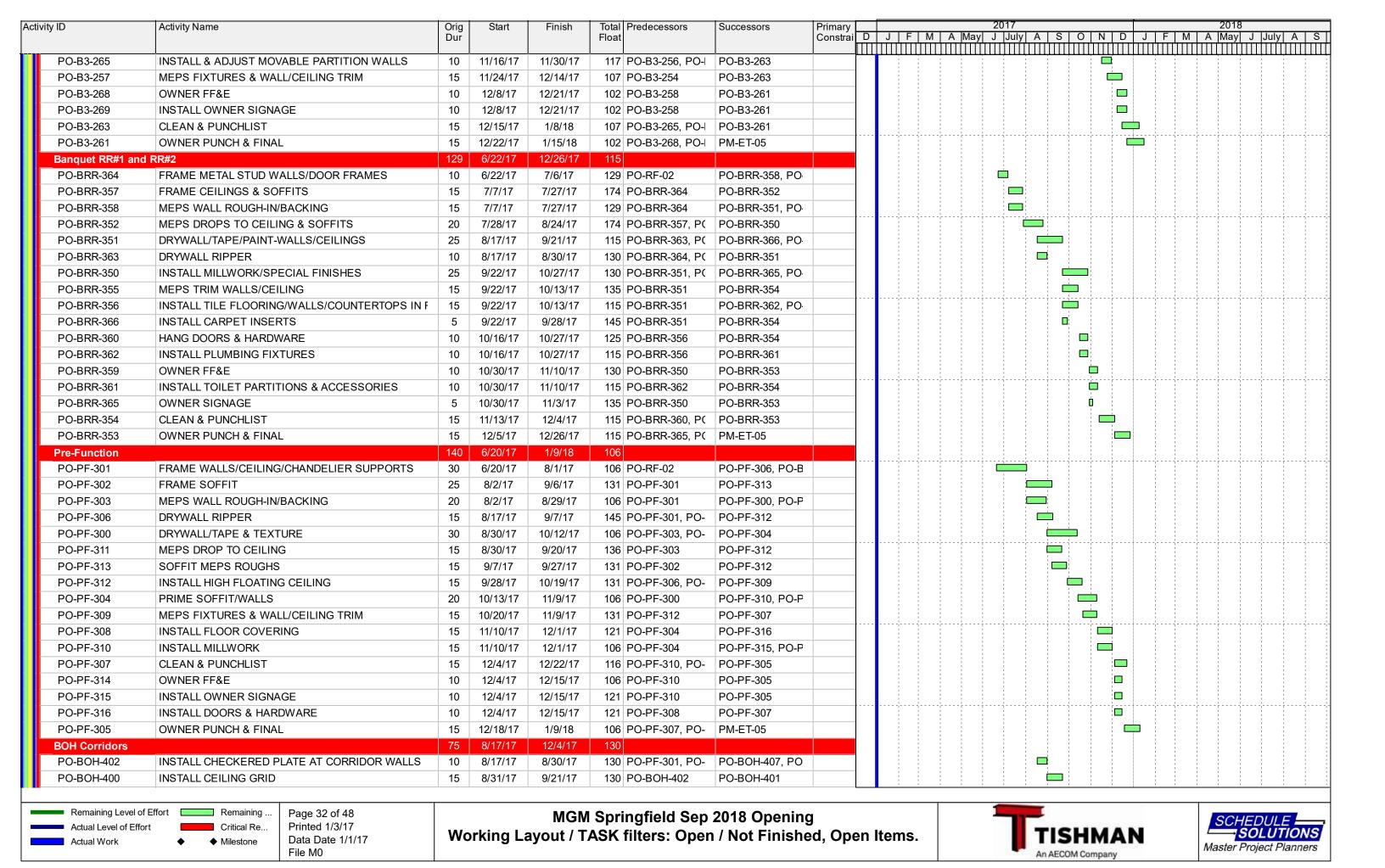


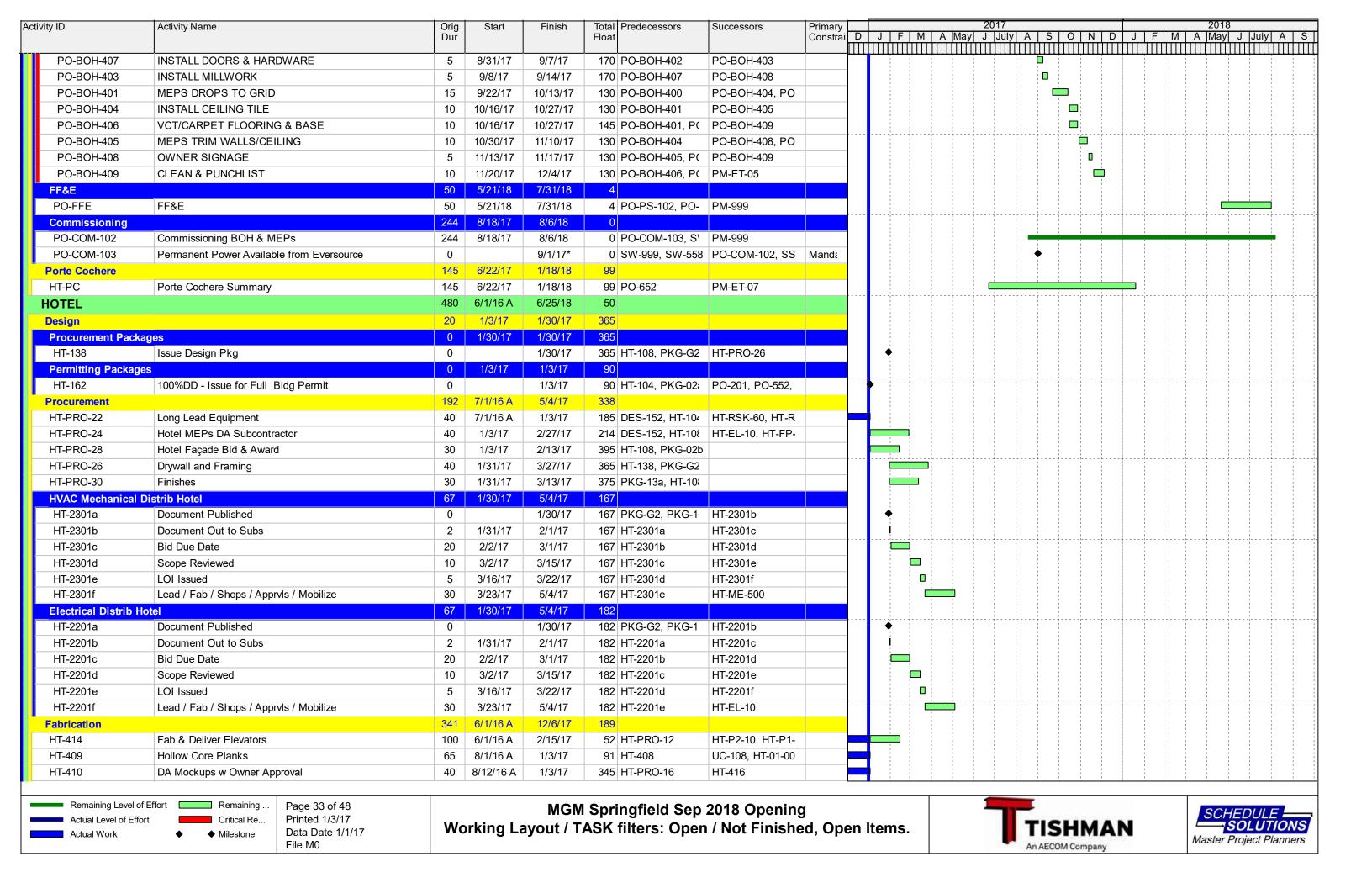


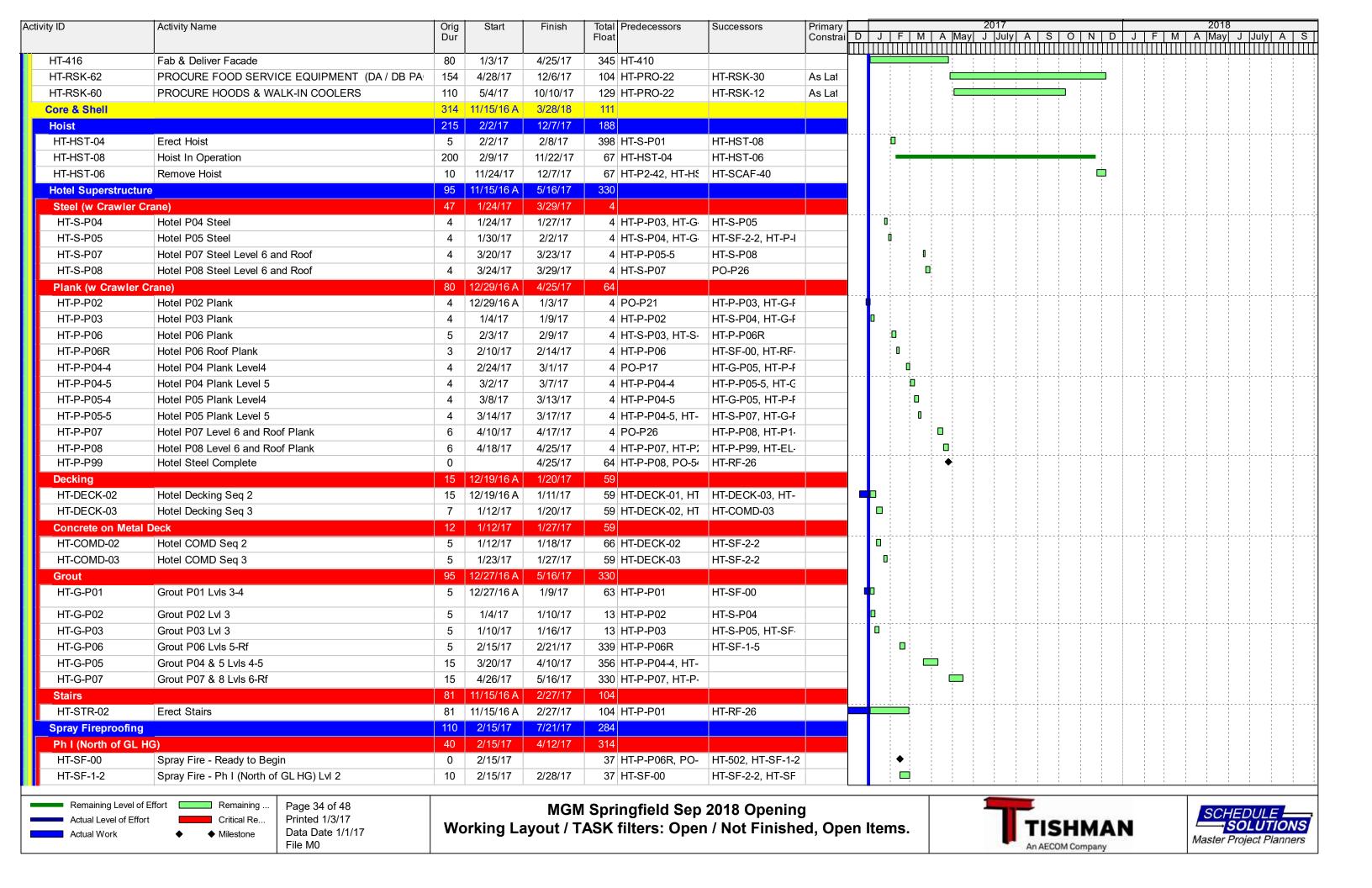
Activit	y ID	Activity Name	Orig	Start	Finish	Total Predecessors	Successors	Primary					2017			N I D	1			2018	Lukal A I	\Box
			Dur			Float		Constrai	H		M <i>P</i>	. ∣iviay ∏∏∏∏∏	J July				$\frac{1}{111111}$			iayi J i.	July A S	\mathbb{H}
	PO-CSK-452	INSTALL FOOD SERVICE EQUIPMENT	20	10/11/17	11/7/17	124 PO-CSK-450, PC	PO-CSK-500															
	PO-CSK-500	FLS PRE-TESTING (CONTRACTORS)	15	11/8/17	11/29/17	124 PO-CSK-452, PC	PO-CSK-503, PO-			:		1 1	:	1 1 1 1 1 1				:	: : : :	i i	1 1	
	PO-CSK-501	3RD PARTY SCENARIO / DEVICE VERIFICATION	10	11/8/17	11/21/17	144 PO-CSK-500	PO-CSK-505			:			1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				:		1 1	1 1	:
	PO-CSK-503	3RD PARTY REPORT	10	11/30/17	12/13/17	124 PO-CSK-500	PO-CSK-502, PO-			:			1	1 1				:		1 1	1 1	:
	PO-CSK-502	SFD DEVICE CERTIFICATION	10	12/14/17	12/28/17	124 PO-CSK-503	PO-CSK-504, PO-			:			1					:			1 1	
	PO-CSK-505	City of Springfield Signoff & 3RD PARTY FINAL	5	12/14/17	12/20/17	129 PO-CSK-501, PC	PO-CSK-506]							,				
Ш	PO-CSK-504	SITE SIGN OFF / CLEARANCES	5	12/29/17	1/5/18	129 PO-CSK-502	PO-CSK-508			:		: :	1	1 1				:	1 1	i i	: : : :	:
	PO-CSK-506	TEMPORARY CERTIFICATE OF OCCUPANCY	10	12/29/17	1/12/18	124 PO-CSK-505, PC	PO-CSK-508			1			1	1 1				:		! ! ! !	i i	:
	PO-CSK-508	Ready for Burn In	0		1/12/18	124 PO-CSK-504, PC	PM-ET-02			:		: :	1	1 1 1 1 1 1			•	:		1 1	1 1	
	Banquet 2		150	8/15/17	3/19/18	57				:		1 1	1	1 1 1 1 1 1					1 1	1 1	1 1	- :
ШГ	PO-B2-201	FRAME WALLS/CEILING/CHANDELIER SUPPORTS	20	8/15/17	9/12/17	57 PO-GB-151	PO-B3-251, PO-B															
	PO-B2-202	FRAME SOFFIT	25	9/13/17	10/18/17	57 PO-B2-201	PO-B2-217, PO-B			:			1	ı				:		1 1	1 1	
Ш	PO-B2-203	MEPS WALL ROUGH-IN/BACKING	20	9/13/17	10/11/17	77 PO-B2-201	PO-B2-209, PO-B						1	1				:		1 1	1 1	
Ш	PO-B2-212	DRYWALL RIPPER	15	9/13/17	10/3/17	107 PO-RF-98, PO-B	PO-B2-204			:		1 1	1					:	1 1	1 1	1 1	- :
Ш	PO-B2-209	MEPS DROP TO CEILING	15	10/12/17	11/1/17	87 PO-B2-203	PO-B2-204			:		1 1	1	1 1 1 1 1 1					1 1	1 1	1 1	:
Ш	PO-B2-210	SOFFIT MEPS ROUGHS	15	10/19/17	11/8/17	57 PO-B2-202	PO-B2-200															
Ш	PO-B2-217	HANG PARTITION TRACK	15	10/19/17	11/8/17	107 PO-B2-202	PO-B2-216			:			1	1 1 1 1 1 1				:		1 1	1 1	
Ш	PO-B2-204	INSTALL HIGH FLOATING CEILING	20	11/2/17	11/30/17	87 PO-B2-209, PO-I	PO-B2-207						1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				:		1 1	1 1	
Ш	PO-B2-200	DRYWALL/TAPE & TEXTURE	20	11/9/17	12/7/17	57 PO-RF-98, PO-B	PO-B2-205			:		1 1	1	1 1 1 1 1 1	1			:	1 1	1 1	1 1	:
Ш	PO-B2-216	INSTALL PARTITION WALL POCKETS	15	11/9/17	11/30/17	107 PO-B2-217, PO-	PO-B2-215			1		1 1	1	1 1 1 1 1 1					1 1	1 1	1 1	:
Ш	PO-B2-207	MEPS FIXTURES & WALL/CEILING TRIM	15	12/1/17	12/21/17	87 PO-B2-204	PO-B2-213															
Ш	PO-B2-205	PRIME SOFFIT/WALLS	15	12/8/17	12/29/17	57 PO-B2-200	PO-B2-206, PO-B			1		: :	1	1 1				:		: : : :	: : : :	:
Ш	PO-B2-206	INSTALL FLOOR COVERING	15	1/2/18	1/22/18	57 PO-B2-205	PO-B2-214, PO-B			1		1 1	1	1 1 1 1 1 1						1 1	1 1	:
Ш	PO-B2-208	INSTALL MILLWORK	25	1/2/18	2/5/18	57 PO-B2-205	PO-B2-218, PO-B			:		: :	1	1 1				:	1 1	1 1	1 1	:
Ш	PO-B2-214	INSTALL DOORS & HARDWARE	10	1/23/18	2/5/18	57 PO-B2-206	PO-B2-213			1		: :	1	1 1				:		i i	i i	:
Ш	PO-B2-215	INSTALL & ADJUST MOVABLE PARTITION WALLS	10	1/23/18	2/5/18	72 PO-B2-206, PO-l	PO-B2-211															
Ш	PO-B2-213	CLEAN & PUNCHLIST	15	2/6/18	2/26/18	57 PO-B2-207, PO-	PO-B2-211			1		: :	1	1 1 1 1 1 1						: : : :	: : : :	:
Ш	PO-B2-218	OWNER FF&E	10	2/6/18	2/19/18	62 PO-B2-208	PO-B2-211						1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1						1 1	1 1	
Ш	PO-B2-219	INSTALL OWNER SIGNAGE	10	2/6/18	2/19/18	62 PO-B2-208	PO-B2-211			:		1 1	1	1 1 1 1 1 1	1				1 1	1 1	1 1	:
Ш	PO-B2-211	OWNER PUNCH & FINAL	15	2/27/18	3/19/18	57 PO-B2-218, PO-l	PM-ET-05			1			1					<u> </u>		1 1	1 1	
║╴	Banquet 3		105	8/15/17	1/15/18	102															1 1	
ШГ	PO-B3-251	FRAME WALLS/CEILING/CHANDELIER SUPPORTS	15	8/15/17	9/5/17	102 PO-B2-201	PO-B3-252, PO-B						1							1 1	1 1	
Ш	PO-B3-252	FRAME SOFFIT	15	9/6/17	9/26/17	107 PO-B3-251	PO-B3-260, PO-B			1		1 1	1 1					:	1 1	1 1	1 1	
Ш	PO-B3-253	MEPS WALL ROUGH-IN/BACKING	15	9/6/17	9/26/17	102 PO-B3-251	PO-B3-259, PO-B			:			1							1 1	1 1	
Ш	PO-B3-262	DRYWALL RIPPER	15	9/6/17	9/26/17	137 PO-RF-98, PO-B	PO-B3-254			:		1 1	1						1 1	1 1	1 1	
Ш	PO-B3-250	DRYWALL/TAPE & TEXTURE	15	9/27/17	10/18/17	102 PO-B3-253, PO-	PO-B3-255														1 1	
Ш	PO-B3-260	SOFFIT MEPS ROUGHS	15	9/27/17	10/18/17	107 PO-B3-252	PO-B3-259						1							1 1	1 1	
	PO-B3-267	HANG PARTITION TRACK	15	9/27/17	10/18/17	122 PO-B3-252	PO-B3-266			1		1 1 1 1 1 1	1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		1 1 1 1 1 1	1		1 1	1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	:
	PO-B3-255	PRIME SOFFIT/WALLS	10	10/19/17	11/1/17	102 PO-B3-250	PO-B3-258, PO-B			:		1 1	1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				:	: : : :	1 1 1 1 1 1	1 1 1 1 1 1	:
	PO-B3-259	MEPS DROP TO CEILING	15	10/19/17	11/8/17	107 PO-B3-260, PO-	PO-B3-254															
	PO-B3-266	INSTALL PARTITION WALL POCKETS	15	10/19/17	11/8/17	122 PO-B3-267, PO-	PO-B3-265							1 1							1 1	
	PO-B3-256	INSTALL FLOOR COVERING	10	11/2/17	11/15/17	117 PO-B3-255	PO-B3-264, PO-B			:		1 1	: : :	1 1 1 1 1 1				:	: : : : : :	1 1 1 1 1 1	1 1 1 1 1 1	1
	PO-B3-258	INSTALL MILLWORK	25	11/2/17	12/7/17	102 PO-B3-255	PO-B3-261, PO-B			:		1 1	1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				:	1 1	1 1 1 1 1 1	1 1 1 1 1 1	:
	PO-B3-254	INSTALL HIGH FLOATING CEILING	10	11/9/17	11/22/17	107 PO-B3-259, PO-	PO-B3-257			:		1 1	1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				:	: : : : : :	1 1	1 1 1 1 1 1	:
	PO-B3-264	INSTALL DOORS & HARDWARE	10	11/16/17	11/30/17	117 PO-B3-256	PO-B3-263			:		1 1	1	1 1 1 1 1 1			:		· · · · · · · · · · · · · · · · · · ·	1 1	1 1	
	Remaining Level of E Actual Level of Effort Actual Work		Wo	rking La		Springfield Sep ASK filters: Oper			en I	tems			٦	TI	SH	MA	N			$\lnot sol$	ULE UTIONS	

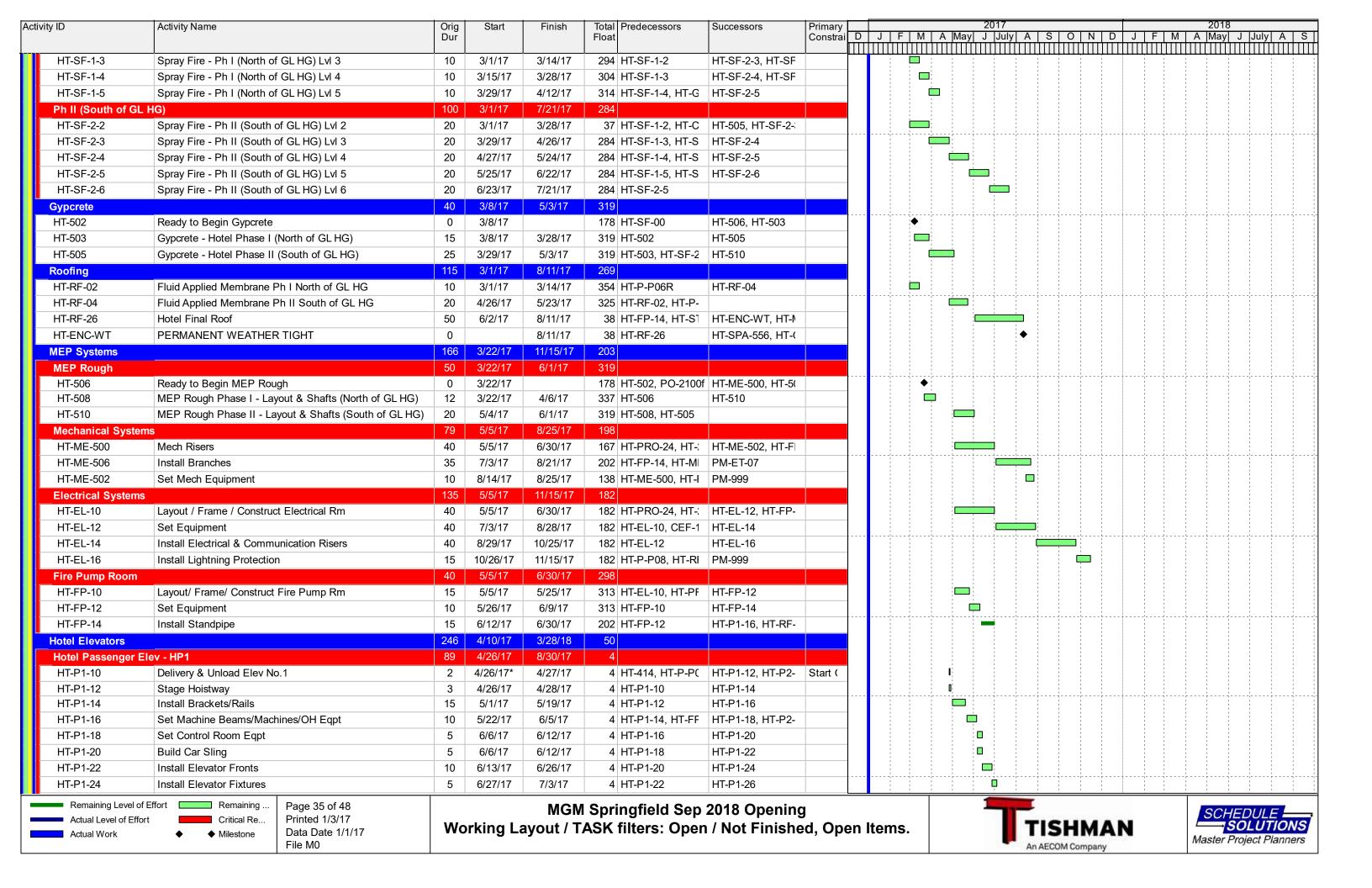
An AECOM Company

File M0









Acti	vity ID	Activity Name	Orig	Start	Finish	Total Predecessors	Successors	Primary					017						2018	
			Dur			Float		Constrai							0 N 				. May J	July A S
	HT-P1-26	Install Elevator Doors	15	7/5/17	7/25/17	4 HT-P1-24	HT-P1-28								 					
П	HT-P1-28	Pipe & Wire Hoistway	5	7/26/17	8/1/17	4 HT-P1-26	HT-P1-30													
Ш	HT-P1-30	Work by Others - Pit Ladder, Lights, Disconnects	5	7/26/17	8/1/17	4 HT-P1-28	HT-P1-32													
Ш	HT-P1-32	Build Elevator Cab	5	8/2/17	8/8/17	4 HT-P1-30	HT-P1-34													
Ш	HT-P1-34	Pipe & Wire Cab	5	8/9/17	8/15/17	4 HT-P1-32	HT-P1-36					; i			ii					
Ш	HT-P1-36	Hang Car Doors	5	8/9/17	8/15/17	4 HT-P1-34	HT-P1-38							ı						
П	HT-P1-38	Elevator Flooring by Others	4	8/16/17	8/21/17	4 HT-P1-36	HT-P1-40													
Ш	HT-P1-40	Adjust/Test/Commission Elev # 1	5	8/22/17	8/28/17	4 HT-P1-38	HT-P1-42													
Ш	HT-P1-42	Elevator Inspection	2	8/29/17	8/30/17	4 HT-P1-40	HT-HST-06, HT-S							ı						
Ш	Hotel Passenger Ele	ev - HP2	159	4/10/17	11/22/17	67						; i			ii					
ш	HT-P2-08	Delivery (#1) Machine Beam Assembly	1	4/10/17	4/10/17	4	HT-P-P08	As Lat			1									
Ш	HT-P2-10	Delivery (#2) & Unload Elev No.2	2	4/26/17	4/27/17	67 HT-414, HT-P1-1	HT-P2-12, HT-P3-				ı									
П	HT-P2-12	Stage Hoistway	3	4/28/17	5/2/17	67 HT-P2-10	HT-P2-14				ı)								
	HT-P2-14	Install Brackets/Rails	15	5/3/17	5/23/17	67 HT-P2-12	HT-P2-16							1						
	HT-P2-16	Set Machine Beams/Machines/OH Eqpt	25	5/24/17	6/28/17	67 HT-P2-14, HT-P1	HT-P2-18							-	, ,					
	HT-P2-18	Set Control Room Eqpt	10	6/29/17	7/13/17	67 HT-P2-16	HT-P2-20					. , ! !		1						
	HT-P2-20	Build Car Sling	10	7/14/17	7/27/17	67 HT-P2-18	HT-P2-22					: : : : : :		1			:	: : : :		
Ш	HT-P2-22	Install Elevator Fronts	15	7/28/17	8/17/17	67 HT-P2-20	HT-P2-24							1						
Ш	HT-P2-24	Install Elevator Fixtures	5	8/18/17	8/24/17	67 HT-P2-22	HT-P2-26													
Ш	HT-P2-26	Install Elevator Doors	20	8/25/17	9/22/17	67 HT-P2-24	HT-P2-28													
Ш	HT-P2-28	Pipe & Wire Hoistway	5	9/25/17	9/29/17	67 HT-P2-26	HT-P2-30								i					
Ш	HT-P2-30	Work by Others - Pit Ladder, Lights, Disconnects	5	10/2/17	10/6/17	67 HT-P2-28	HT-P2-32							1	0					
Ш	HT-P2-32	Build Elevator Cab	5	10/10/17	10/16/17	67 HT-P2-30	HT-P2-34							1						
Ш	HT-P2-34	Pipe & Wire Cab	5	10/17/17	10/23/17	67 HT-P2-32	HT-P2-36							1						
Ш	HT-P2-36	Hang Car Doors	10	10/24/17	11/6/17	67 HT-P2-34	HT-P2-38													
Ш	HT-P2-38	Elevator Flooring by Others	5	11/7/17	11/13/17	67 HT-P2-36	HT-P2-40			:		: : : :		1			:	: : : :	! ! ! !	
Ш	HT-P2-40	Adjust/Test/Commission Elev # 2	5	11/14/17	11/20/17	67 HT-P2-38	HT-P2-42			:		: : : :		1			:	: : : :	i i i	
ш	HT-P2-42	Elevator Inspection	2	11/21/17	11/22/17	67 HT-P2-40	HT-HST-06							1	1				1 1	
ш	Hotel Passenger Ele	ev - HP3	159	4/10/17	11/22/17	137				:	: : : :	: : : : : :	1 1 1 1 1 1	1 1 1	1 1		:	: : : :		
Ш	HT-P3-08	Delivery (#1) Machine Beam Assembly	1	4/10/17	4/10/17	4	HT-P-P08	As Lat			- - - - -		1 1		1 1 1 1					
Ш	HT-P3-10	Delivery (#2) & Unload Elev	2	4/26/17	4/27/17	137 HT-P2-10, HT-P-	HT-P3-12				ı	: : : : : :	1 1	! ! !	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		:		1 1	
Ш	HT-P3-12	Stage Hoistway	3	4/28/17	5/2/17	137 HT-P3-10	HT-P3-14			:		j :	1 1	1	1 1 1 1 1 1		:		1 1	
	HT-P3-14	Install Brackets/Rails	15	5/3/17	5/23/17	137 HT-P3-12	HT-P3-16			1	: : : :		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		:	! ! ! ! ! !	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	HT-P3-16	Set Machine Beams/Machines/OH Eqpt	25	5/24/17	6/28/17	137 HT-P3-14	HT-P3-18			: : :	: : : : : :	: :		1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		:	: : : : : :	1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	HT-P3-18	Set Control Room Eqpt	10	6/29/17	7/13/17	137 HT-P3-16	HT-P3-20		1		 			1	1 1 1				1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	HT-P3-20	Build Car Sling	10	7/14/17	7/27/17	137 HT-P3-18	HT-P3-22			:	: : : :	: ! : !		1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		:		1 1	
	HT-P3-22	Install Elevator Fronts	15	7/28/17	8/17/17	137 HT-P3-20	HT-P3-24			:	: : : : : :	: ; : :]	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		:		1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	HT-P3-24	Install Elevator Fixtures	5	8/18/17	8/24/17	137 HT-P3-22	HT-P3-26			:		. ! ! !	1 1		1 1				1 1	
	HT-P3-26	Install Elevator Doors	20	8/25/17	9/22/17	137 HT-P3-24	HT-P3-28			:		: ; : :		!	1 1 1 1 1 1 1 1 1		:	: : : :	1 1	
	HT-P3-28	Pipe & Wire Hoistway	5	9/25/17	9/29/17	137 HT-P3-26	HT-P3-30		1]					
	HT-P3-30	Work by Others - Pit Ladder, Lights, Disconnects	5	10/2/17	10/6/17	137 HT-P3-28	HT-P3-32					. !		1	0		1			
	HT-P3-32	Build Elevator Cab	5	10/10/17	10/16/17	137 HT-P3-30	HT-P3-34					. !						. !		
	HT-P3-34	Pipe & Wire Cab	5	10/17/17	10/23/17	137 HT-P3-32	HT-P3-36					. ! ! ! ! !	1 1					. !		
	HT-P3-36	Hang Car Doors	10	10/24/17	11/6/17	137 HT-P3-34	HT-P3-38					, ! ! !							1 1	
	HT-P3-38	Elevator Flooring by Others	5	11/7/17	11/13/17	137 HT-P3-36	HT-P3-40			 		 	1 1							
												,			'					
_	Remaining Level of E	- J			MGM	Springfield Sep	2018 Opening	נ				1	17						SCHE	DULE —
	Actual Level of Effort	Critical Re Printed 1/3/17			• 11	1 aa. a.ob	P 6	,							Name and Association	O'ESTATE !			JUNE	JULE -

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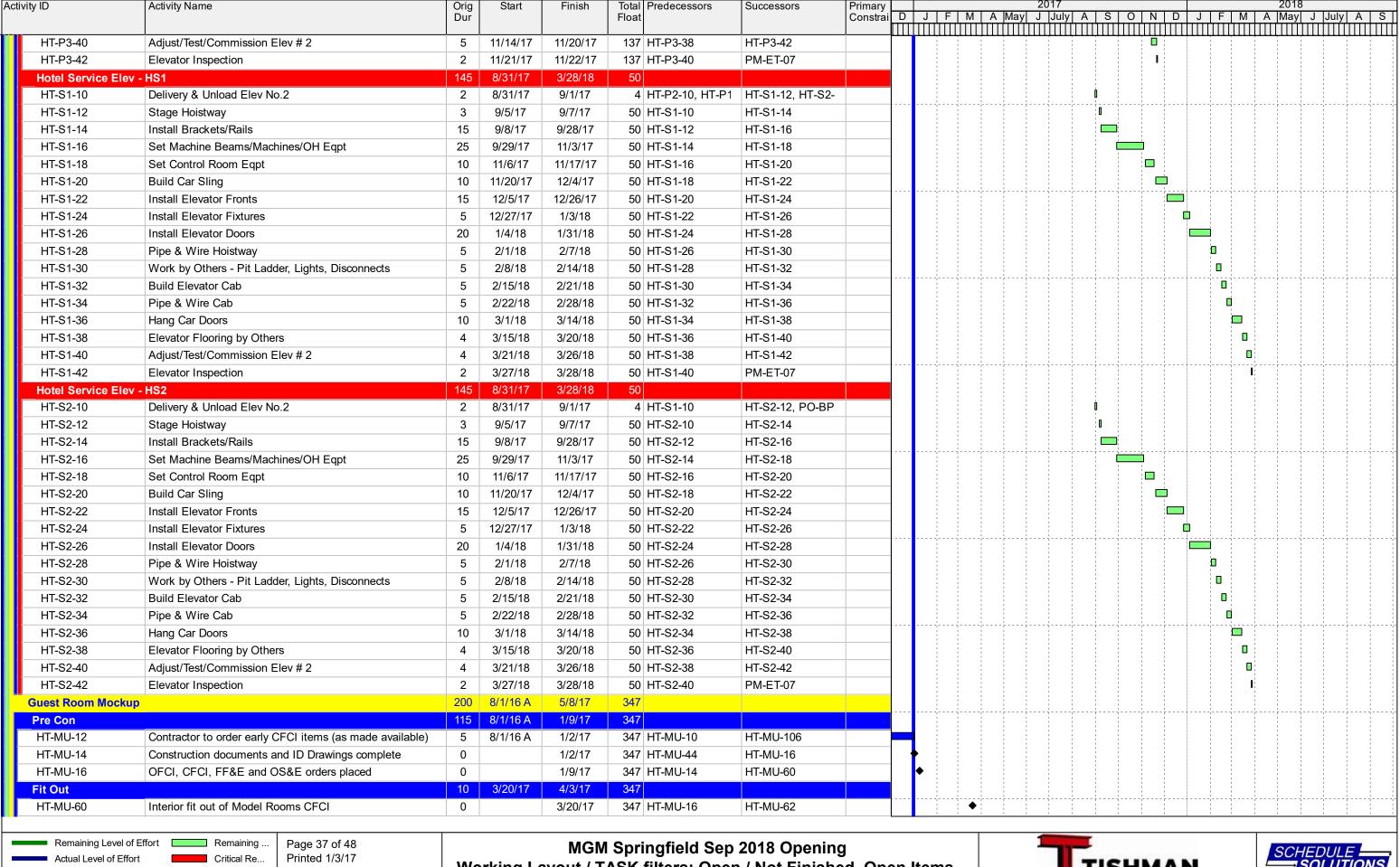
Critical Re...

Milestone

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Actual Work

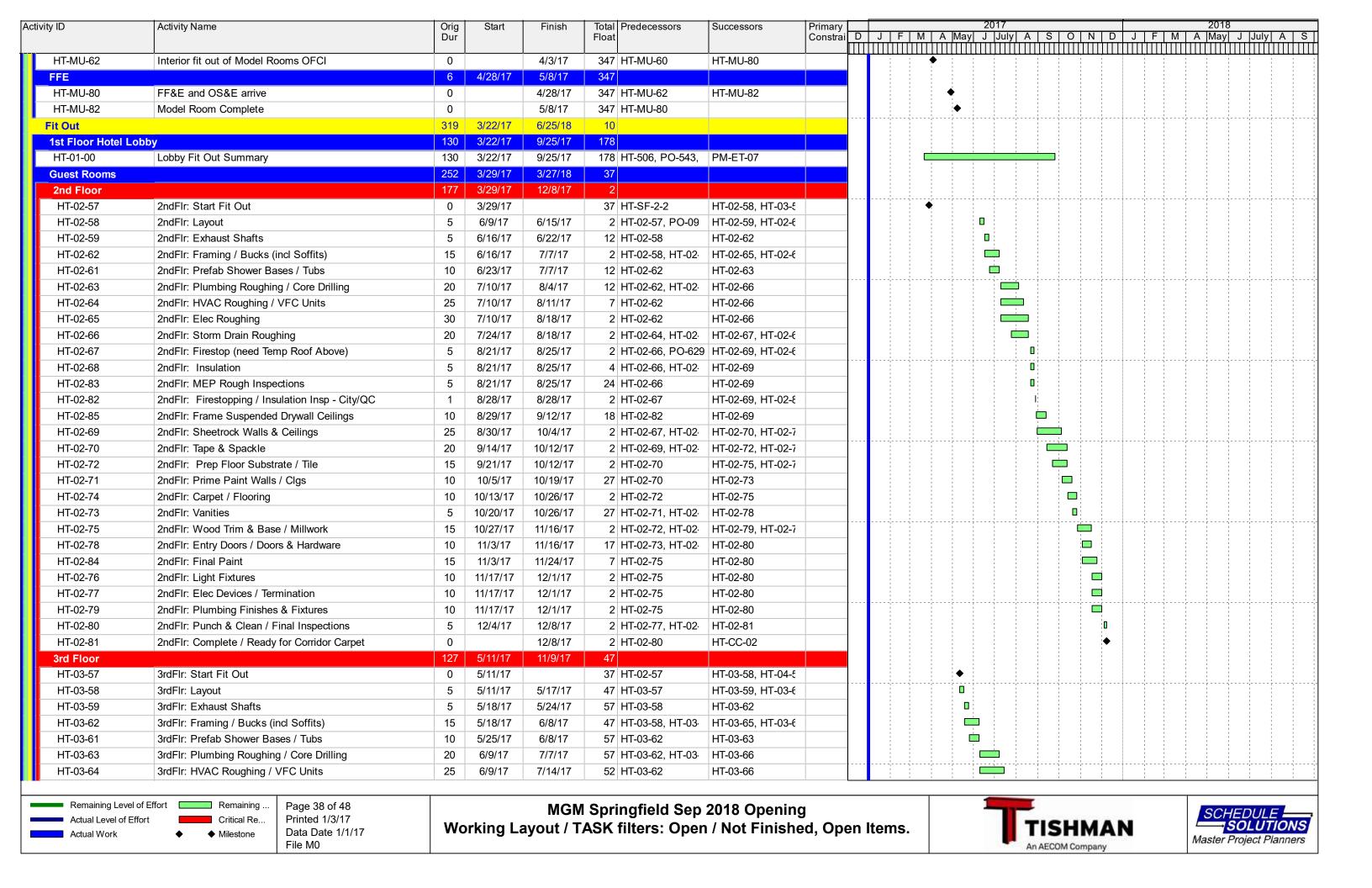
Milestone

Data Date 1/1/17 File M0

Working Layout / TASK filters: Open / Not Finished, Open Items.







Activity ID	Activity Name	Orig	Start	Finish	Total Predecessors	Successors	Primary	2017 2018	A I O I
		Dur			Float		Constrai		
HT-03-65	3rdFlr: Elec Roughing	30	6/9/17	7/21/17	47 HT-03-62	HT-03-66			
HT-03-66	3rdFlr: Sprinkler Roughing	20	6/23/17	7/21/17	47 HT-03-64, HT-03-	HT-03-67, HT-03-6			
HT-03-67	3rdFIr: Firestop (need Temp Roof Above)	5	7/24/17	7/28/17	47 HT-03-66	HT-03-69, HT-03-6			
HT-03-68	3rdFlr: Insulation	5	7/24/17	7/28/17	49 HT-03-66, HT-03-	HT-03-69			
HT-03-83	3rdFlr: MEP Rough Inspections	5	7/24/17	7/28/17	69 HT-03-66	HT-03-69			
HT-03-82	3rdFlr: Firestopping / Insulation Insp - City/QC	1	7/31/17	7/31/17	47 HT-03-67	HT-03-69, HT-03-8			
HT-03-85	3rdFlr: Frame Suspended Drywall Ceilings	10	8/1/17	8/14/17	63 HT-03-82	HT-03-69			
HT-03-69	3rdFlr: Sheetrock Walls & Ceilings	25	8/2/17	9/6/17	47 HT-03-67, HT-03-	HT-03-70, HT-03-7			
HT-03-70	3rdFlr: Tape & Spackle	20	8/16/17	9/13/17	47 HT-03-69, HT-03-	HT-03-72, HT-03-7			
HT-03-72	3rdFlr: Prep Floor Substrate / Tile	15	8/23/17	9/13/17	47 HT-03-70	HT-03-75, HT-03-7			
HT-03-71	3rdFlr: Prime Paint Walls / Clgs	10	9/7/17	9/20/17	72 HT-03-70	HT-03-73			
HT-03-74	3rdFlr: Carpet / Flooring	10	9/14/17	9/27/17	47 HT-03-72	HT-03-75			
HT-03-73	3rdFlr: Vanities	5	9/21/17	9/27/17	72 HT-03-71, HT-03-	HT-03-78			
HT-03-75	3rdFlr: Wood Trim & Base / Millwork	15	9/28/17	10/19/17	47 HT-03-72, HT-03	HT-03-79, HT-03-7			
HT-03-78	3rdFlr: Entry Doors / Doors & Hardware	10	10/5/17	10/19/17	62 HT-03-73, HT-03	HT-03-80			
HT-03-84	3rdFlr: Final Paint	15	10/5/17	10/26/17	52 HT-03-75	HT-03-80			
HT-03-76	3rdFlr: Light Fixtures	10	10/20/17	11/2/17	47 HT-03-75	HT-03-80			
HT-03-77	3rdFlr: Elec Devices / Termination	10	10/20/17	11/2/17	47 HT-03-75	HT-03-80			
HT-03-79	3rdFlr: Plumbing Finishes & Fixtures	10	10/20/17	11/2/17	47 HT-03-75	HT-03-80			
HT-03-80	3rdFlr: Punch & Clean / Final Inspections	5	11/3/17	11/9/17	47 HT-03-77, HT-03	HT-03-81			
HT-03-81	3rdFlr: Complete / Ready for Corridor Carpet	0		11/9/17	47 HT-03-80	HT-CC-03			
4th Floor		153	6/23/17	1/31/18	16				
HT-04-57	4thFlr: Start Fit Out	0	6/23/17		37 HT-03-57	HT-04-58, HT-05-5			
HT-04-58	4thFlr: Layout	5	6/23/17	6/29/17	42 HT-04-57	HT-04-59, HT-04-6			
HT-04-59	4thFlr: Exhaust Shafts	5	6/30/17	7/7/17	52 HT-04-58	HT-04-62			
HT-04-62	4thFlr: Framing / Bucks (incl Soffits)	15	6/30/17	7/21/17	42 HT-04-58, HT-04	HT-04-65, HT-04-6			
HT-04-61	4thFlr: Prefab Shower Bases / Tubs	10	7/10/17	7/21/17	52 HT-04-62	HT-04-63			
HT-04-63	4thFlr: Plumbing Roughing / Core Drilling	20	7/24/17	8/18/17	52 HT-04-62, HT-04	HT-04-66			
HT-04-64	4thFIr: HVAC Roughing / VFC Units	25	7/24/17	8/25/17	47 HT-04-62	HT-04-66			
HT-04-65	4thFlr: Elec Roughing	30	8/29/17	10/11/17	16 HT-04-62, PO-596	HT-04-66			
HT-04-66	4thFlr: Sprinkler Roughing	20	9/13/17	10/11/17	16 HT-04-64, HT-04	HT-04-67, HT-04-6			
HT-04-67	4thFlr: Firestop (need Temp Roof Above)	5	10/12/17	10/18/17	16 HT-04-66	HT-04-69, HT-04-6			
HT-04-68	4thFlr: Insulation	5	10/12/17	10/18/17	18 HT-04-66, HT-04	HT-04-69			
HT-04-83	4thFlr: MEP Rough Inspections	5	10/12/17	10/18/17	38 HT-04-66	HT-04-69			
HT-04-82	4thFlr: Firestopping / Insulation Insp - City/QC	1	10/19/17	10/19/17	16 HT-04-67	HT-04-69, HT-04-8			
HT-04-85	4thFlr: Frame Suspended Drywall Ceilings	10	10/20/17	11/2/17	32 HT-04-82	HT-04-69			
HT-04-69	4thFlr: Sheetrock Walls & Ceilings	25	10/23/17	11/27/17	16 HT-04-67, HT-04	HT-04-70, HT-04-7			
HT-04-70	4thFlr: Tape & Spackle	20	11/6/17	12/4/17	16 HT-04-69, HT-04	HT-04-72, HT-04-7			
HT-04-72	4thFlr: Prep Floor Substrate / Tile	15	11/13/17	12/4/17	16 HT-04-70	HT-04-75, HT-04-7			
HT-04-71	4thFlr: Prime Paint Walls / Clgs	10	11/28/17	12/11/17	41 HT-04-70	HT-04-73			
HT-04-74	4thFlr: Carpet / Flooring	10	12/5/17	12/18/17	16 HT-04-72	HT-04-75			
HT-04-73	4thFlr: Vanities	5	12/12/17	12/18/17	41 HT-04-71, HT-04	HT-04-78			
HT-04-75	4thFlr: Wood Trim & Base / Millwork	15	12/19/17	1/10/18	16 HT-04-72, HT-04	HT-04-79, HT-04-7			
HT-04-78	4thFir: Entry Doors / Doors & Hardware	10	12/27/17	1/10/18	31 HT-04-73, HT-04	HT-04-80			
HT-04-84	4thFlr: Final Paint	15	12/27/17	1/17/18	21 HT-04-75	HT-04-80			
									• •
Remaining	Level of Effort Remaining Page 39 of 48			MCM	Sprinafield Sep	2019 Opening		SCHEDILLE	

Remaining ...

Critical Re...

Milestone

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Activity ID	Activity Name	Orig	Start	Finish	Total Predecessors	Successors	Primary)17					2018		
		Dur			Float		Constrai							1 N O				J July 	A S
HT-04-76	4thFlr: Light Fixtures	10	1/11/18	1/24/18	16 HT-04-75	HT-04-80					<u> </u>					*******			:
HT-04-77	4thFlr: Elec Devices / Termination	10	1/11/18	1/24/18	16 HT-04-75	HT-04-80			:			! ! ! !	1 1 1 1 1 1	1 1		1 1	1 1	1 1	:
HT-04-79	4thFlr: Plumbing Finishes & Fixtures	10	1/11/18	1/24/18	16 HT-04-75	HT-04-80			:			1 1						1 1	
HT-04-80	4thFlr: Punch & Clean / Final Inspections	5	1/25/18	1/31/18	16 HT-04-77, HT-04	HT-04-81						! ! ! !					! ! ! !	1 1	1
HT-04-81	4thFlr: Complete / Ready for Corridor Carpet	0		1/31/18	16 HT-04-80	HT-CC-04						1 1			*	, ! !	1 1	1 1	
5th Floor		127	8/7/17	2/6/18	37				:									1 1	
HT-05-57	5thFlr: Start Fit Out	0	8/7/17		37 HT-04-57	HT-05-58, HT-06-5			:			•	1 1 1 1 1 1	1 1		1 1	1 1	1 1	:
HT-05-58	5thFlr: Layout	5	8/7/17	8/11/17	37 HT-05-57	HT-05-59, HT-05-€			1			0				1 1	1 1	1 1 1 1 1 1	
HT-05-59	5thFlr: Exhaust Shafts	5	8/14/17	8/18/17	47 HT-05-58	HT-05-62						0		1 1		1 1	! ! ! !	! ! ! !	
HT-05-62	5thFlr: Framing / Bucks (incl Soffits)	15	8/14/17	9/1/17	37 HT-05-58, HT-05-	HT-05-65, HT-05-€				1 1				1 1		1 1	1 1	1 1	
HT-05-61	5thFlr: Prefab Shower Bases / Tubs	10	8/21/17	9/1/17	47 HT-05-62	HT-05-63			:									1 1	
HT-05-63	5thFlr: Plumbing Roughing / Core Drilling	20	9/5/17	10/2/17	47 HT-05-62, HT-05-	HT-05-66			:			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		1 1		: :	1 1	1 1 1 1 1 1	:
HT-05-64	5thFlr: HVAC Roughing / VFC Units	25	9/5/17	10/10/17	42 HT-05-62	HT-05-66			1			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		1 1		1 1	1 1	1 1	
HT-05-65	5thFlr: Elec Roughing	30	9/5/17	10/17/17	37 HT-05-62	HT-05-66			:		: : : : : :	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1					1 1	1 1	1 1 1
HT-05-66	5thFlr: Sprinkler Roughing	20	9/19/17	10/17/17	37 HT-05-64, HT-05	HT-05-67, HT-05-6		1										- -	:
HT-05-67	5thFlr: Firestop (need Temp Roof Above)	5	10/18/17	10/24/17	37 HT-05-66	HT-05-69, HT-05-€			1		1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1				1 1	1 1	1 1 1
HT-05-68	5thFlr: Insulation	5	10/18/17	10/24/17	39 HT-05-66, HT-05	HT-05-69			:	: :	: :	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1			: :	1 1	1 1	: : :
HT-05-83	5thFlr: MEP Rough Inspections	5	10/18/17	10/24/17	59 HT-05-66	HT-05-69			1			! ! ! ! ! ! ! ! ! ! ! ! ! ! ! ! ! ! !	1 1			: :	1 1 1 1 1 1	1 1 1 1 1 1	:
HT-05-82	5thFlr: Firestopping / Insulation Insp - City/QC	1	10/25/17	10/25/17	37 HT-05-67	HT-05-69, HT-05-8			:			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				: :	1 1 1 1 1 1	1 1 1 1 1 1	:
HT-05-85	5thFlr: Frame Suspended Drywall Ceilings	10	10/26/17	11/8/17	53 HT-05-82	HT-05-69		1				,		-					
HT-05-69	5thFlr: Sheetrock Walls & Ceilings	25	10/27/17	12/1/17	37 HT-05-67, HT-05	HT-05-70, HT-05-7			:			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1			: :	1 1	1 1	:
HT-05-70	5thFlr: Tape & Spackle	20	11/10/17	12/8/17	37 HT-05-69, HT-05-	HT-05-72, HT-05-7			:			: : : : : : : : : : : : : : : : : : :				: :	: : : :	1 1	:
HT-05-72	5thFlr: Prep Floor Substrate / Tile	15	11/17/17	12/8/17	37 HT-05-70	HT-05-75, HT-05-7						1 1					1 1	1 1	:
HT-05-71	5thFlr: Prime Paint Walls / Clgs	10	12/4/17	12/15/17	62 HT-05-70	HT-05-73			:			: : : : : : : : : : : : : : : : : : :]	: :	1 1	1 1	:
HT-05-74	5thFlr: Carpet / Flooring	10	12/11/17	12/22/17	37 HT-05-72	HT-05-75		1		1		,							
HT-05-73	5thFlr: Vanities	5	12/18/17	12/22/17	62 HT-05-71, HT-05	HT-05-78			:			! ! ! !		1 1		: :	1 1	1 1	:
HT-05-75	5thFlr: Wood Trim & Base / Millwork	15	12/26/17	1/16/18	37 HT-05-72, HT-05	HT-05-79, HT-05-7			:			: : : : : : : : : : : : : : : : : : :		: :		: :	: : : :	1 1	:
HT-05-78	5thFlr: Entry Doors / Doors & Hardware	10	1/3/18	1/16/18	52 HT-05-73, HT-05	HT-05-80			1			! ! ! !		1 1			1 1	1 1 1 1 1 1	:
HT-05-84	5thFlr: Final Paint	15	1/3/18	1/23/18	42 HT-05-75	HT-05-80			:			! ! ! !		: :		: :	: :	1 1 1 1 1 1	:
HT-05-76	5thFlr: Light Fixtures	10	1/17/18	1/30/18	37 HT-05-75	HT-05-80		1		1		,							
HT-05-77	5thFlr: Elec Devices / Termination	10	1/17/18	1/30/18	37 HT-05-75	HT-05-80			:			! ! ! !		1 1		: :	1 1	1 1	:
HT-05-79	5thFlr: Plumbing Finishes & Fixtures	10	1/17/18	1/30/18	37 HT-05-75	HT-05-80													
HT-05-80	5thFlr: Punch & Clean / Final Inspections	5	1/31/18	2/6/18	37 HT-05-77, HT-05	HT-05-81			1			! ! ! !		1 1		1	1 1	1 1 1 1 1 1	:
HT-05-81	5thFlr: Complete / Ready for Corridor Carpet	0		2/6/18	37 HT-05-80	HT-CC-05			:			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1	1 1	\	• :	1 1	1 1	:
6th Floor		132	9/19/17	3/27/18	37			1				,							
HT-06-57	6thFlr: Start Fit Out	0	9/19/17		37 HT-05-57	HT-06-58			:		: : : : : :	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	•	1 1			1 1	1 1	1 1 1
HT-06-58	6thFlr: Layout	5	9/19/17	9/25/17	37 HT-06-57	HT-06-59, HT-06-€			:		: : : : : :	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		1 1			1 1	1 1	1 1 1
HT-06-59	6thFlr: Exhaust Shafts	5	9/26/17	10/2/17	37 HT-06-58	HT-06-62			:		! ! ! !	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		1 1		1 1	1 1	1 1	1 1 1
HT-06-62	6thFlr: Framing / Bucks (incl Soffits)	15	10/3/17	10/24/17	37 HT-06-58, HT-06-	HT-06-65, HT-06-€			:	: :	: : : : : :	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	-			: :	1 1	1 1	1 1 1
HT-06-61	6thFlr: Prefab Shower Bases / Tubs	10	10/11/17	10/24/17	47 HT-06-62	HT-06-63				1		,							1
HT-06-63	6thFlr: Plumbing Roughing / Core Drilling	20	10/25/17	11/21/17	47 HT-06-62, HT-06-	HT-06-66			:		: : : : : :	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1				1 1	1 1	1 1 1
HT-06-64	6thFlr: HVAC Roughing / VFC Units	25	10/25/17	11/29/17	42 HT-06-62	HT-06-66			:			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1			: :	1 1 1 1 1 1	1 1 1 1 1 1 1 1	1 1 1
HT-06-65	6thFlr: Elec Roughing	30	10/25/17	12/6/17	37 HT-06-62	HT-06-66			:		! ! ! !	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			1 1	1 1	1 1	1 1 1
HT-06-66	6thFlr: Sprinkler Roughing	20	11/8/17	12/6/17	37 HT-06-64, HT-06-	HT-06-67, HT-06-€			:	: :	: : : : : :	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1			: :	1 1	1 1	1 1 1
HT-06-67	6thFlr: Firestop (need Temp Roof Above)	5	12/7/17	12/13/17	37 HT-06-66	HT-06-69, HT-06-6		1		1			·						1
Remaining Level of Actual Level of Effo	19			MGM	Springfield Sep	2018 Opening	J				1	11-		- 5, 186 (2, 4, 5)	- 201		SCH	EDULE	

Remaining ...
Critical Re...

Milestone

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Activity ID	Activity Name	Orig	Start	Finish	Total Predecessors	Successors	Primary		_ N4	A N.4	2017	I. I. A. I				NA L A	2018		A C
		Dur			Float		Constrai		<u> ТМ Т</u>						J F		A [May] TTTTTT	J July	
HT-06-68	6thFlr: Insulation	5	12/7/17	12/13/17	39 HT-06-66, HT-06	HT-06-69			+++++			-1-1-1-1-1-1			111111			********	******
HT-06-83	6thFlr: MEP Rough Inspections	5	12/7/17	12/13/17	59 HT-06-66	HT-06-69													
HT-06-82	6thFlr: Firestopping / Insulation Insp - City/QC	1	12/14/17	12/14/17	37 HT-06-67	HT-06-69, HT-06-8								1				1 1	
HT-06-85	6thFlr: Frame Suspended Drywall Ceilings	10	12/15/17	12/29/17	53 HT-06-82	HT-06-69				:	1 1	1 1				:		1 1 1 1 1 1	1 1
HT-06-69	6thFlr: Sheetrock Walls & Ceilings	25	12/18/17	1/23/18	37 HT-06-67, HT-06-	HT-06-70, HT-06-7		 	- 1		1 1								,
HT-06-70	6thFlr: Tape & Spackle	20	1/3/18	1/30/18	37 HT-06-69, HT-06-	HT-06-72, HT-06-7				:	1 1	1 1				:		1 1 1 1 1 1	1 1
HT-06-72	6thFlr: Prep Floor Substrate / Tile	15	1/10/18	1/30/18	37 HT-06-70	HT-06-75, HT-06-7				:	1 1	1 1				:		1 1 1 1 1 1	1 1
HT-06-71	6thFlr: Prime Paint Walls / Clgs	10	1/24/18	2/6/18	62 HT-06-70	HT-06-73				:		1 1				1		1 1	1 1
HT-06-74	6thFlr: Carpet / Flooring	10	1/31/18	2/13/18	37 HT-06-72	HT-06-75				:	1 1 1 1 1 1	1 1			—	1		1 1	
HT-06-73	6thFlr: Vanities	5	2/7/18	2/13/18	62 HT-06-71, HT-06-	HT-06-78		 			1 1	1 1							
HT-06-75	6thFlr: Wood Trim & Base / Millwork	15	2/14/18	3/6/18	37 HT-06-72, HT-06-	HT-06-79, HT-06-7		:		:		1 1						1 1	
HT-06-78	6thFIr: Entry Doors / Doors & Hardware	10	2/21/18	3/6/18	52 HT-06-73, HT-06-	HT-06-80		:		:	! ! ! !	1 1]	1 1	1 1	
HT-06-84	6thFlr: Final Paint	15	2/21/18	3/13/18	42 HT-06-75	HT-06-80				:	1 1	1 1						1 1	
HT-06-76	6thFlr: Light Fixtures	10	3/7/18	3/20/18	37 HT-06-75	HT-06-80				:	1 1 1 1 1 1	1 1					1 1	1 1	
HT-06-77	6thFlr: Elec Devices / Termination	10	3/7/18	3/20/18	37 HT-06-75	HT-06-80						1 1							
HT-06-79	6thFlr: Plumbing Finishes & Fixtures	10	3/7/18	3/20/18	37 HT-06-75	HT-06-80		:		:	1 1 1 1 1 1	! ! ! ! ! !					1 1 1 1 1 1	1 1 1 1 1 1	
HT-06-80	6thFlr: Punch & Clean / Final Inspections	5	3/21/18	3/27/18	37 HT-06-77, HT-06-	HT-06-81		:		:	! ! ! !	1 1					1 1		
HT-06-81	6thFlr: Complete / Ready for Corridor Carpet	0		3/27/18	37 HT-06-80	HT-CC-06				:	1 1	1 1				•		1 1	
Corridors		90	1/19/18	5/25/18	0														1 1
Ceilings		75	1/19/18	5/4/18	0						1 1					!			
HT-CL-02	Frame Clg Soffits / Installl Clg 2nd Flr	15	1/19/18	2/8/18	0	HT-AT-02	As Lat			:	1 1				:	:		1 1	1 1
HT-CL-03	Frame Clg Soffits / Installl Clg 3rd Flr	15	2/9/18	3/1/18	0	HT-AT-03	As Lat	:		:	1 1					!		1 1	1 1
HT-CL-04	Frame Clg Soffits / Installl Clg 4th Flr	15	3/2/18	3/22/18	0	HT-AT-04	As Lat								1 1			1 1 1 1 1 1	1 1
HT-CL-05	Frame Clg Soffits / Installl Clg 5th Flr	15	3/23/18	4/13/18	0	HT-AT-05	As Lat			:						<u> </u>			1 1
HT-CL-06	Frame Clg Soffits / Installl Clg 6th Flr	15	4/16/18	5/4/18	0	HT-AT-06	As Lat								1			1 1	
ACT		65	2/9/18	5/11/18	0							1 1			:			1 1	1 1
HT-AT-02	ACT 2nd Flr	5	2/9/18	2/15/18	0 HT-CL-02	HT-FD-02	As Lat								•				
HT-AT-03	ACT 3rd Flr	5	3/2/18	3/8/18	0 HT-CL-03	HT-FD-03	As Lat												
HT-AT-04	ACT 4th Flr	5	3/23/18	3/29/18	0 HT-CL-04	HT-FD-04	As Lat	 											
HT-AT-05	ACT 5th Flr	5	4/16/18	4/20/18	0 HT-CL-05	HT-FD-05	As Lat										ı		
HT-AT-06	ACT 6th Fir	5	5/7/18	5/11/18	0 HT-CL-06	HT-FD-06	As Lat	i											
Fixtures / Devices		65	2/16/18	5/18/18	0														
HT-FD-02	Fixtures / Devices / Sconces 2nd Flr	5	2/16/18	2/22/18	0 HT-AT-02	HT-CC-02	As Lat			:		1 1				_		1 1	
HT-FD-03	Fixtures / Devices / Sconces 3rd Flr	5	3/9/18	3/15/18	0 HT-AT-03	HT-CC-03	As Lat	 								<u> </u>			
HT-FD-04	Fixtures / Devices / Sconces 4th Flr	5	3/30/18	4/5/18	0 HT-AT-04	HT-CC-04	As Lat	:		:	1 1	1 1 1 1 1 1	1 1		:			1 1	1 1
HT-FD-05	Fixtures / Devices / Sconces 5th Flr	5	4/23/18	4/27/18	0 HT-AT-05	HT-CC-05	As Lat	:		:	1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1		1 1	1		1 1	
HT-FD-06	Fixtures / Devices / Sconces 6th Flr	5	5/14/18	5/18/18	0 HT-AT-06	HT-CC-06	As Lat	:		:	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1		1 1	1		1 1 1 1 1 1	
Carpet	Camidan Camada Ond Eli	65	2/23/18	5/25/18	0	LIT OO OO LIT OO	A = 1	:		:	1 1 1 1 1 1	1 1 1 1 1 1	1 1			:	1 1	1 1 1 1 1 1	
HT-CC-02	Corridor Carpet - 2nd Fly	5	2/23/18	3/1/18	0 HT-FD-02, HT-02	· · · · · · · · · · · · · · · · · · ·	As Lat	 											
HT-CC-03	Corridor Carpet - 3rd Flr	5	3/16/18	3/22/18	0 HT-CC-02, HT-FI	,	As Lat	:		:	1 1 1 1 1 1	1 1 1 1 1 1	1 1	1	: :	• ;	1 1	1 1 1 1 1 1	
HT-CC-04	Corridor Carpet - 4th Flr	5	4/9/18	4/13/18	0 HT-CC-03, HT-FI	,	As Lat	:		:								1 1 1 1 1 1	
HT-CC-05	Corridor Carpet - 5th Fir	5	4/30/18	5/4/18	0 HT-CC-04, HT-FI	,	As Lat	:		:							•	1 1	
HT-CC-06	Corridor Carpet - 6th Flr	5	5/21/18	5/25/18	<u> </u>	PM-990, HT-CC-9	As Lat	:		:		1 1			: :	:	•	1 1	1 1
Hoistway Finishes HT-HF	Hoistway Bay Finishes	50	12/22/17 12/22/17	3/6/18 3/6/18	66 HT-SCAF-40	PM-ET-07		 								-			
ПІ -ПГ	Holstway Day Fillishes	50	12/22/11	3/0/18	00 11-3CAF-40				<u> </u>		1 1	1 1				- ;		1 1	
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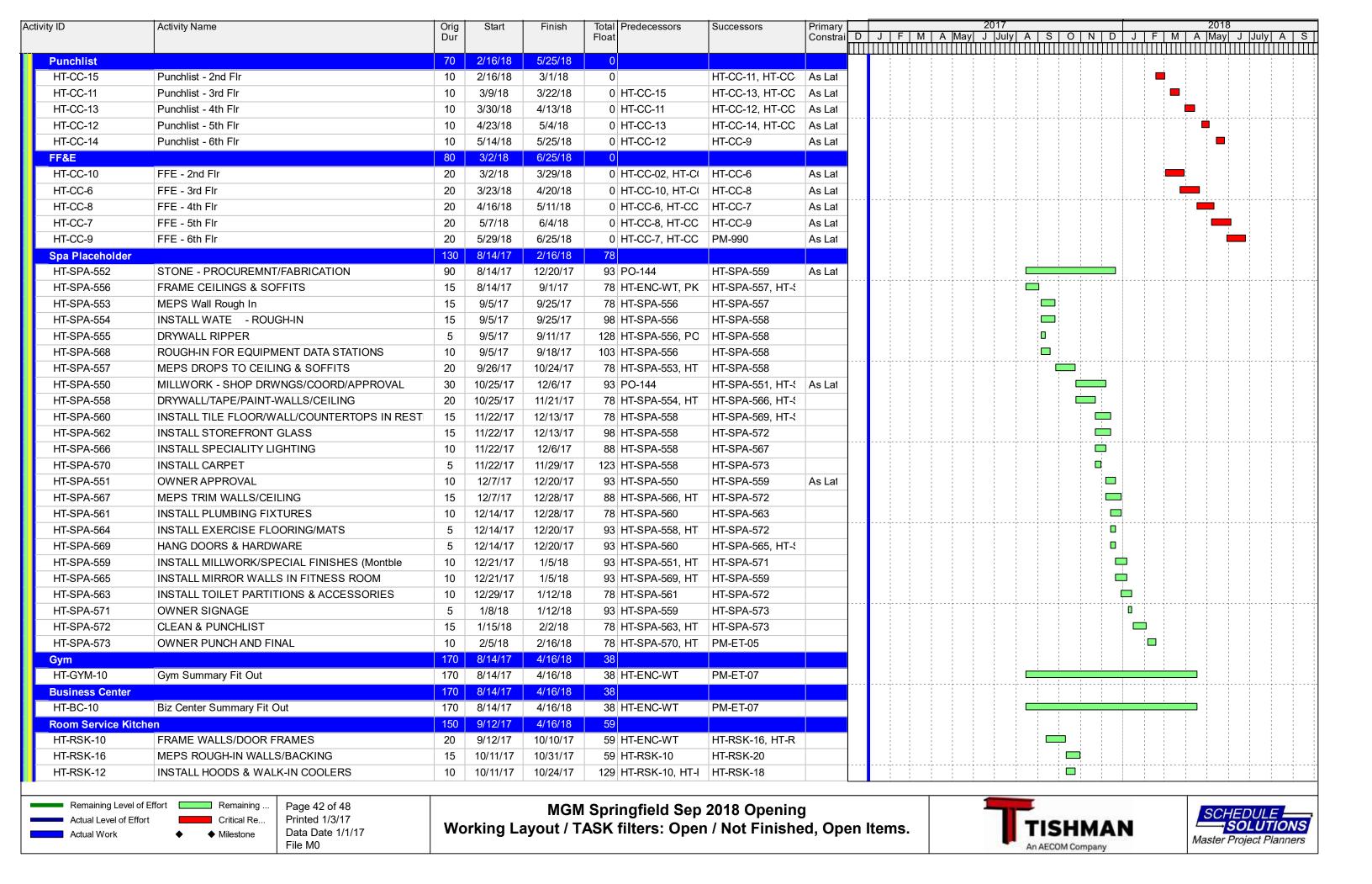
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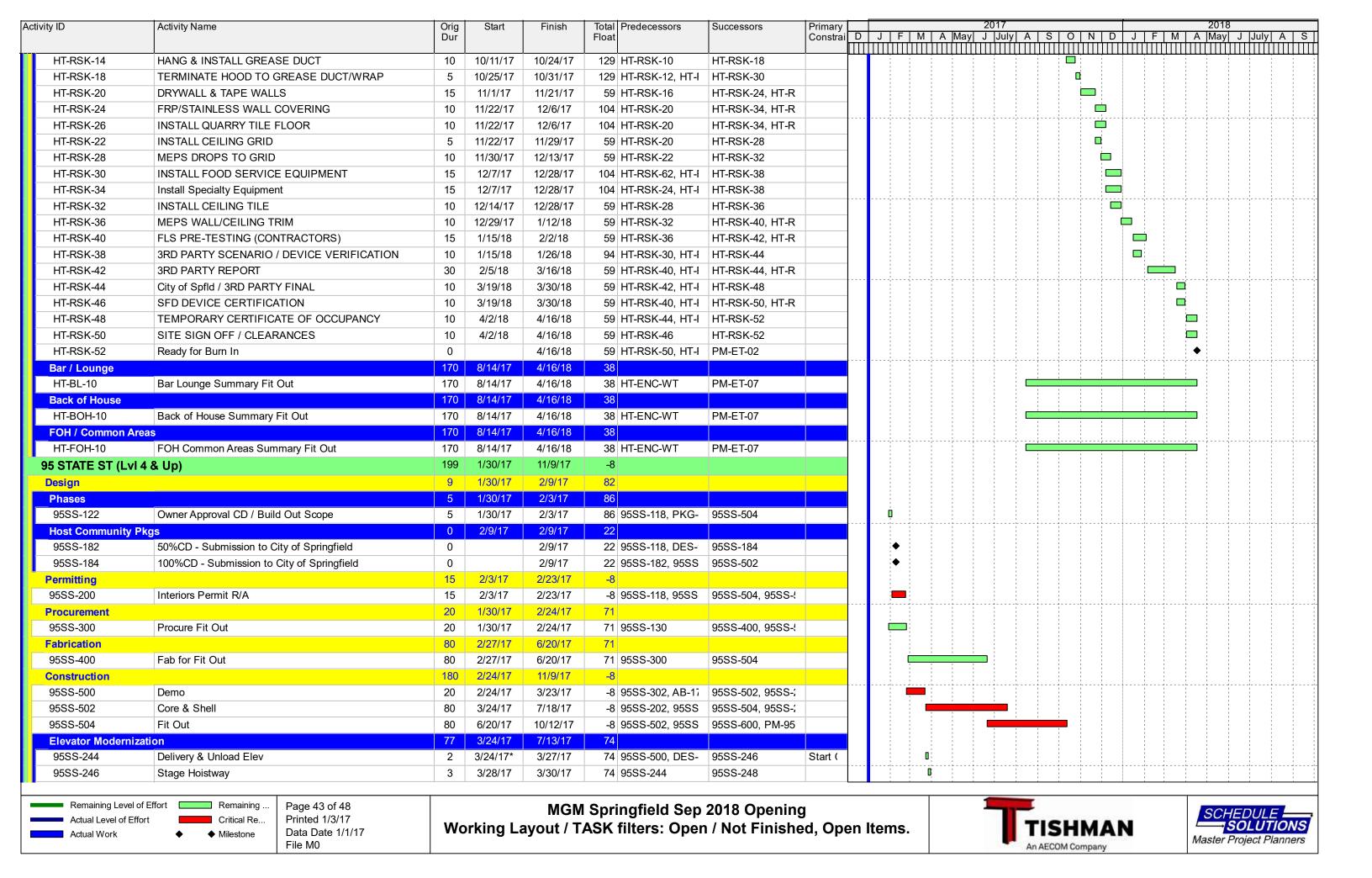
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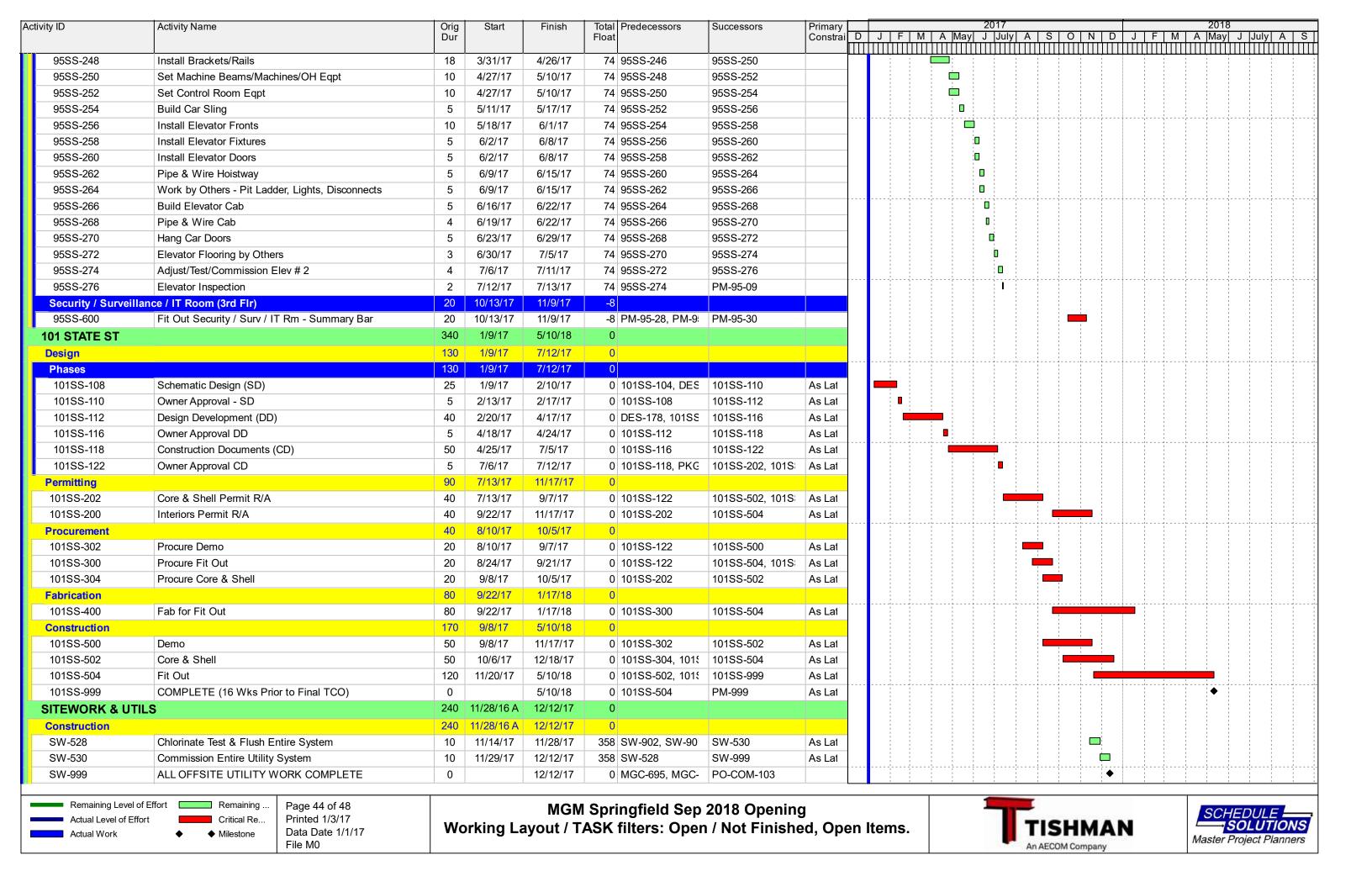
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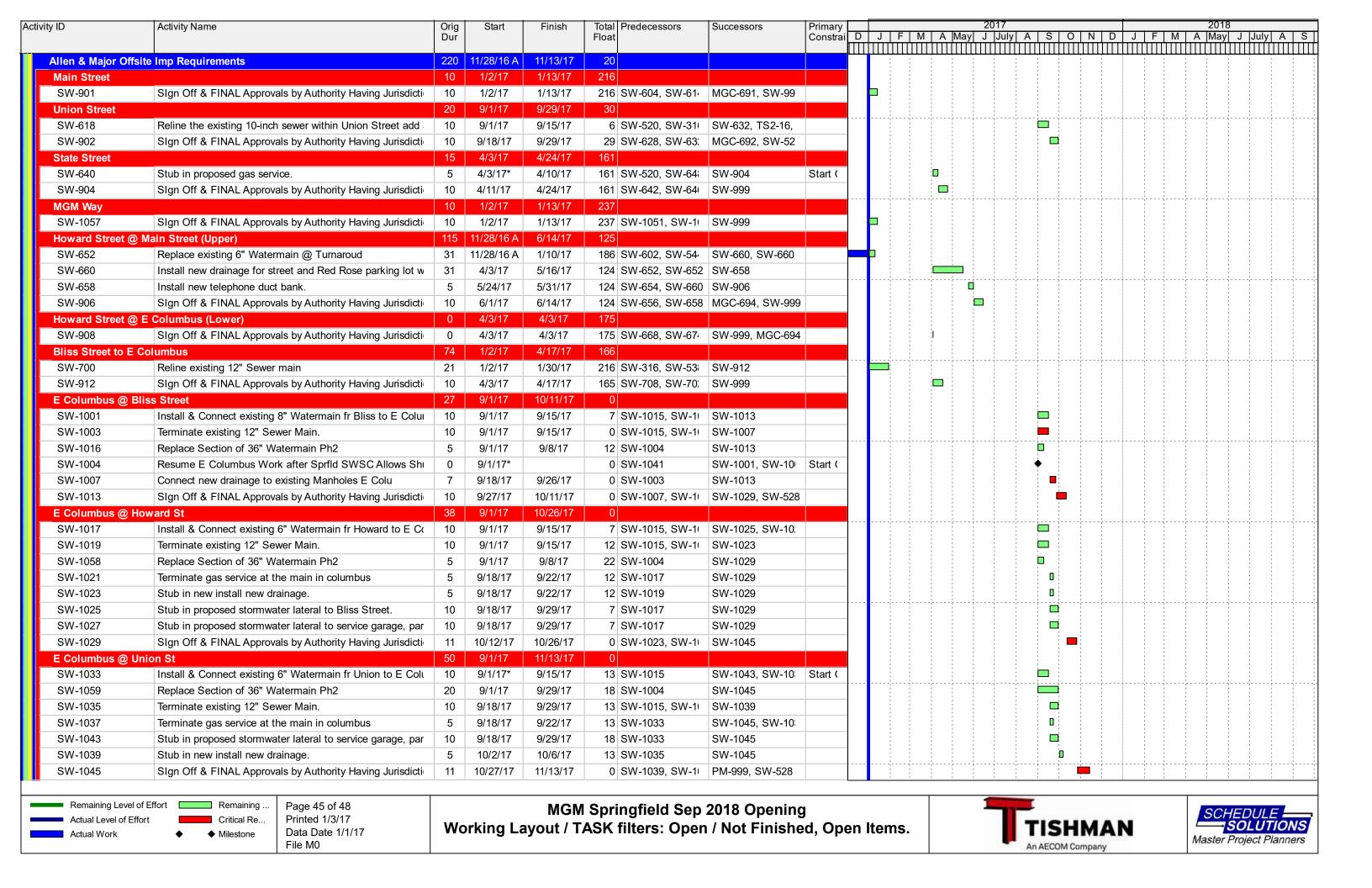


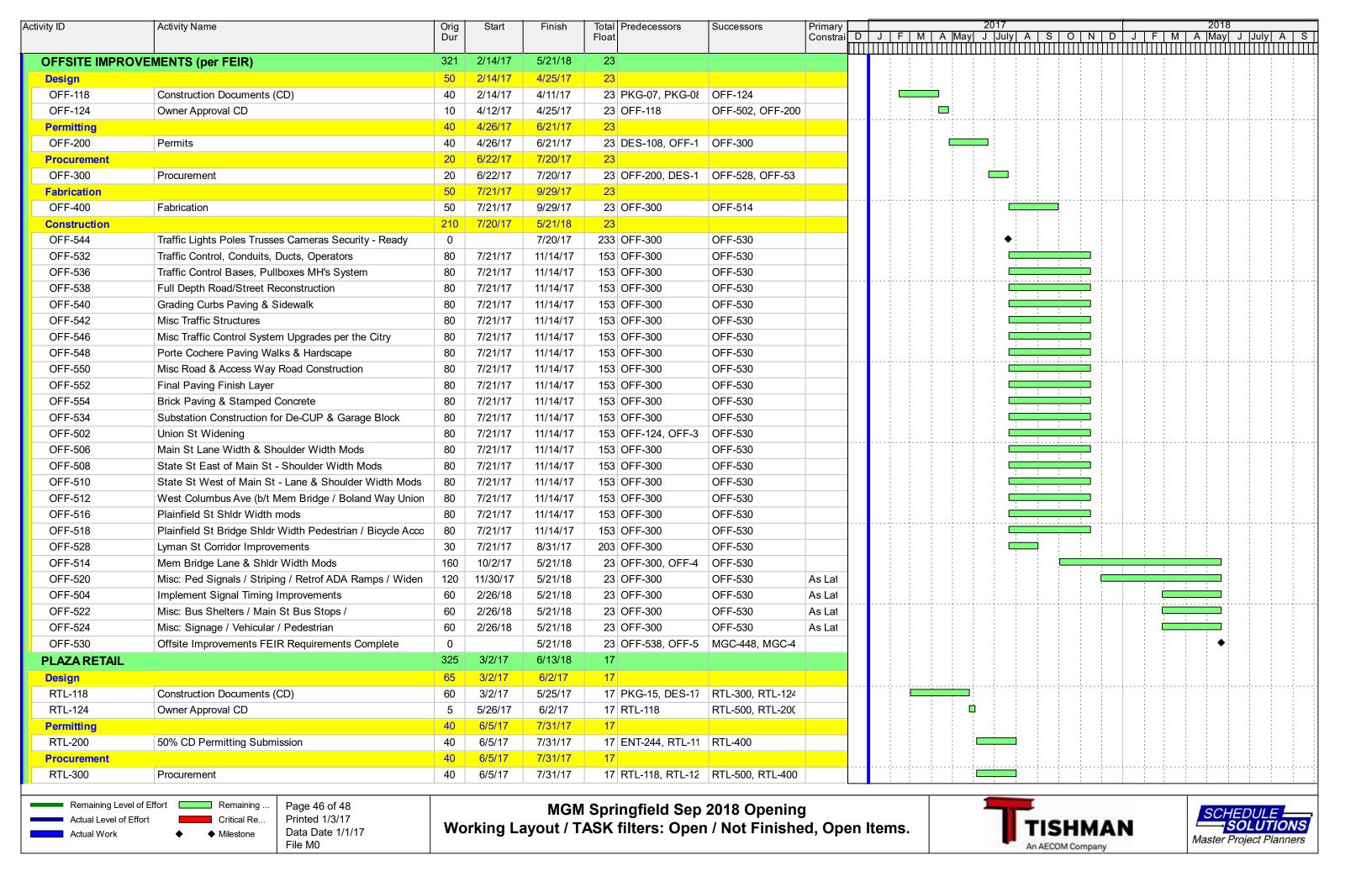


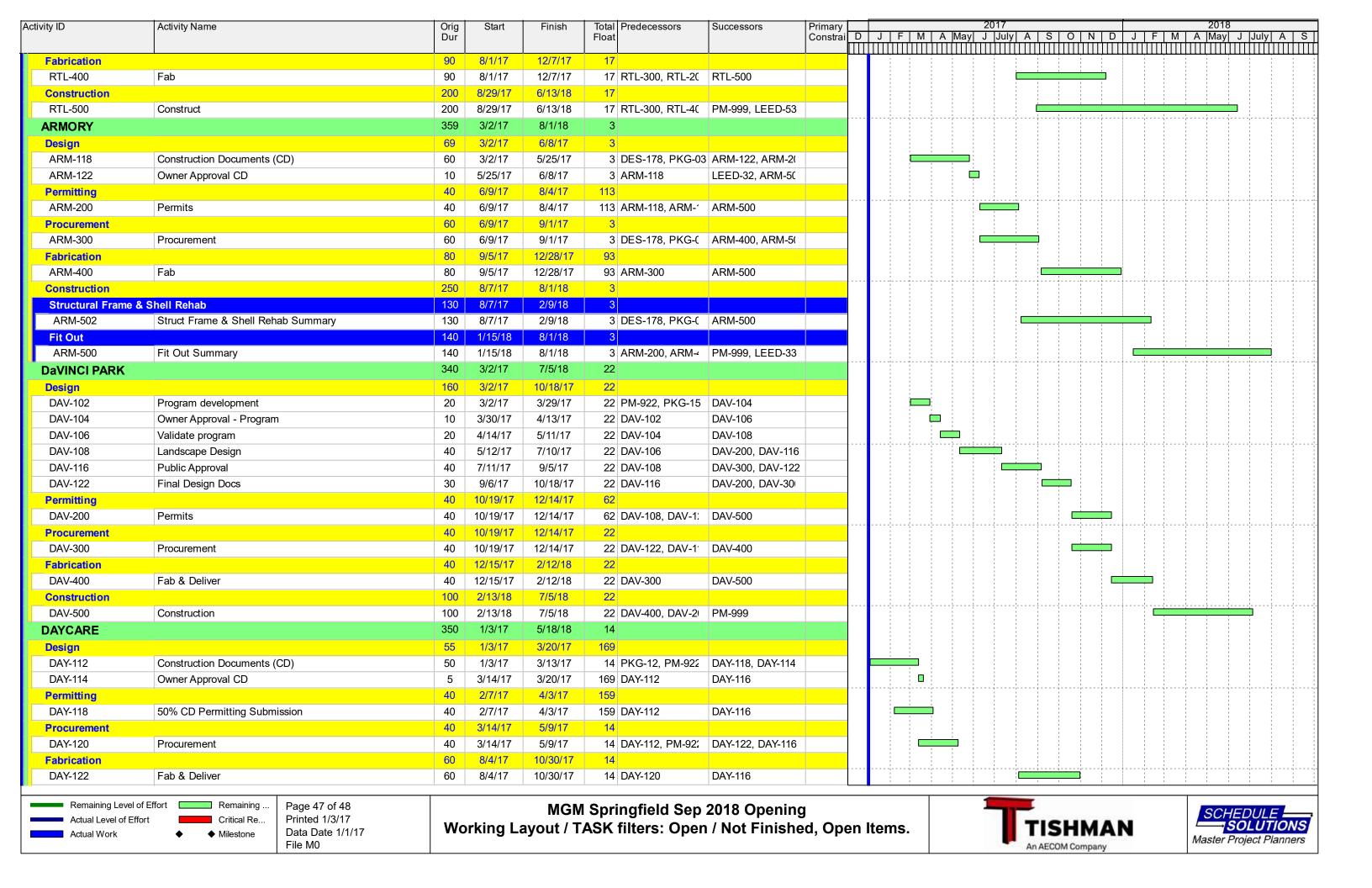


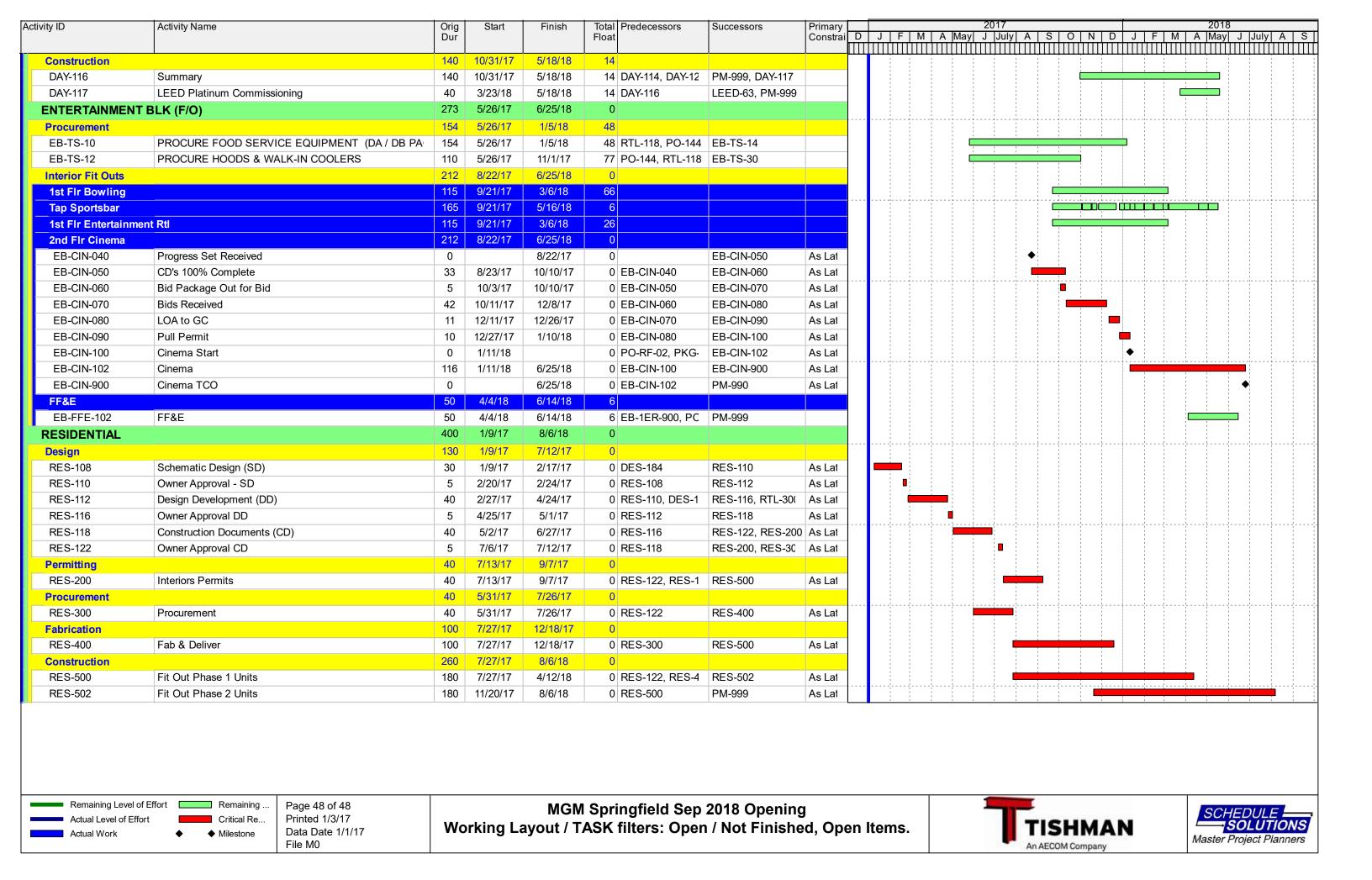












QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

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.



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



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



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.





- 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 Apprentice 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.

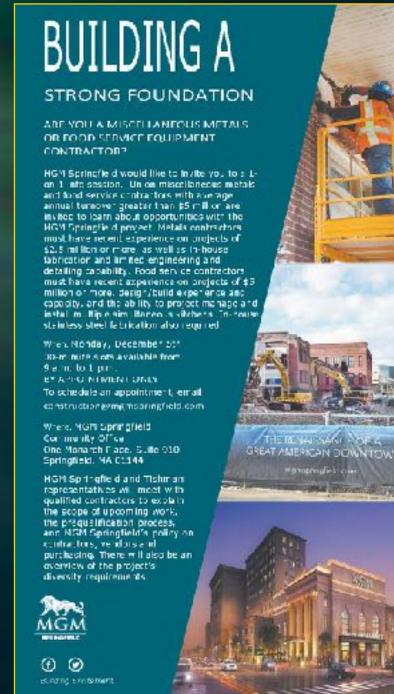




December 5, 2016: MGM
 Springfield Construction
 Outreach Session: Food
 Service Equipment & Misc.
 Metals.

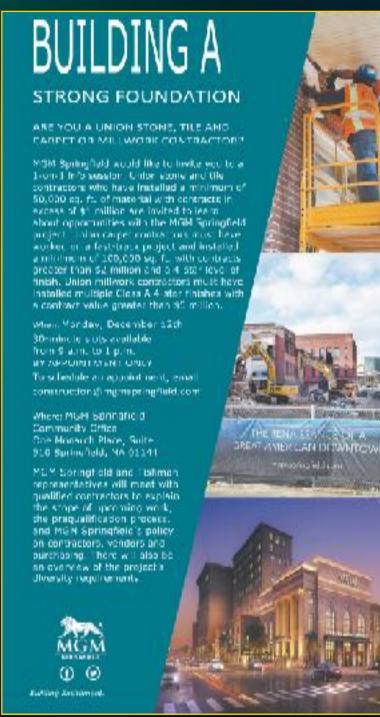






 December 12, 2016: MGM Construction Outreach Session: Mill Work & Tile/ Stone/Carpet.





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

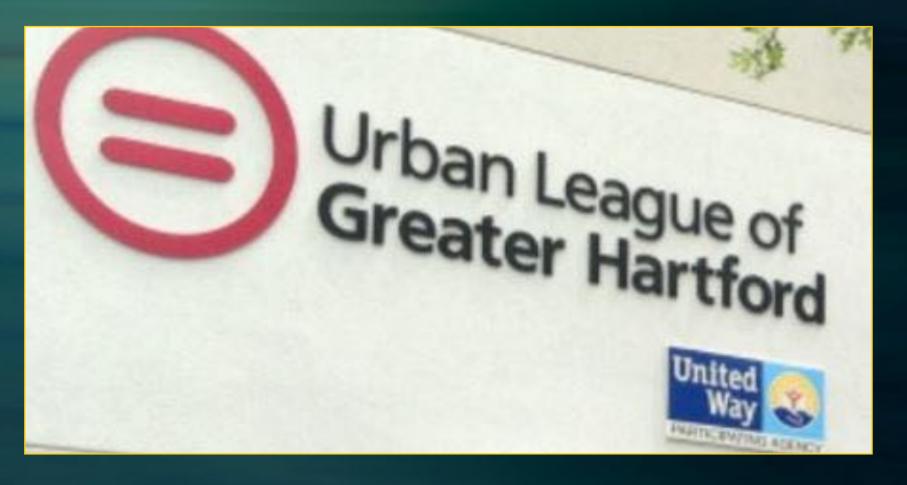








December 15, 2016: MGM
 Springfield Construction Diversity
 Presentation/Meeting w/Greater
 Hartford Urban League Construction
 & Vocational Program Staff.



 December 16, 2016: U.S. Small Business Administration.



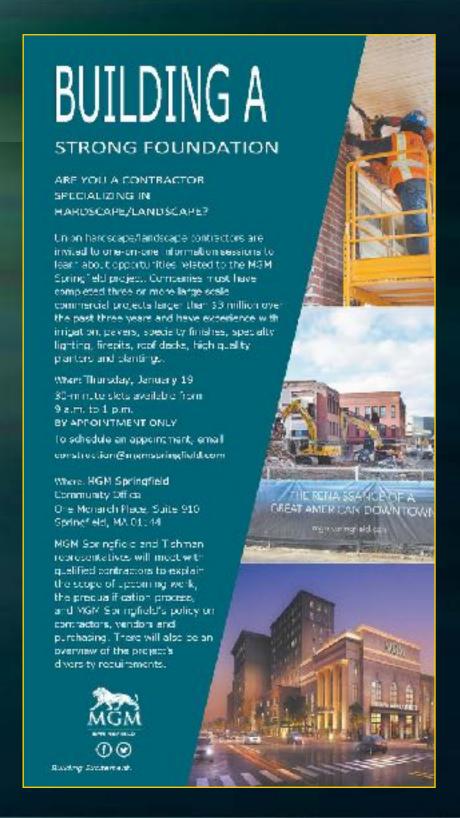
• December 19, 2016: Girls In Trades Conference & Fair Western Mass. Planning Meeting.



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



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:

- Statistics include all workforce reports that were received by MGM as of December 31, 2016.
- 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.
- 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:

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

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:

- 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. 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

- 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.
- 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

- 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.
- 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.



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:

- 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.

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



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.



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:

(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.



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:

(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.



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.

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QUARTERLY STATUS REPORT: OCTOBER-DECEMBER 2016

APPENDIX C

CONSTRUCTION WORKFORCE STATISTICS AS OF DECEMBER 31, 2016



		This Month's Workforce Diversity Statistics								Project To Date Workforce Diversity Statistics							
				Women Minority			rity	Veteran				Women		Minority		Veteran	
		Employee	This Month's Total							Employee	Project To Date						
Reference	Company	Count	Hours	Hours	%	Hours	%	Hours	%	Count	Total Hours	Hours	%	Hours	%	Hours	%
1	Acranom 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	,	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. Evermore Light and Power, Inc.	-	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	4	16.00 613.50	16.00 0.00	100.00%	0.00	0.00%	0.00	0.00%
24 25	Federal Concrete, Inc.	18	0.00 658.00	46.00	0.00% 6.99%	8.00	0.00% 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	10	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.	1	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.	2	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	43	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 Saya On Wall Co. Inc.	-	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%

				This Month's Workforce Diversity Statistics							Project To Dat	te Workforce	Diversity Statist	tics			
				Wome	en	Minor	rity	Veter	an			Wom	en	Minor	ity	Vetera	an
Reference	Company	Employee Count	This Month's Total Hours	Hours	%	Hours	%	Hours	%	Employee Count	Project To Date Total 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.

Part			This Month's Workforce Diversity Statistics						Project To Date Workforce Diversity Statistics									
APPACE LIGHT Company									Veter	ran							Veter	ran
1												*						
2 Access Several B. 20 600	Reference	Union	Count	Hours	Hours	%	Hours	%	Hours	%	Count	Total Hours	Hours	%	Hours	%	Hours	%
1	1	AESCME 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	0.009
The content of the	2		0								27						239.00	8.349
3 Rectipes Face of High Control (1998) 1998 (1998) 199	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	0.709
Common Leaf 1986	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	0.009
The company of the	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	6.629
Section Company Comp	6	Carpenters - Local #108	20	,							210	,					6,680.00	15.719
Formation Form	7	1	1														0.00	0.00%
Description Composed and AFS			V														8.00	50.009
11 CF Pick Spreed			·								5						0.00	0.009
3			ŏ								1						0.00	0.009
1		·	ŏ														0.00	0.009
1			Ü														1,803.50	12.67%
15 Instructional patchemistry Processed Workers - PRWT (cast 27 25 2,15 \times 0, 100 0.00												,					0.00	0.009
Part											-						4,597.00	18.869
PT International United Forum Constructions Load #141				,											- /		0.00	0.009
18			0								10						6.00	1.839
Poster American Control Operating Enginess—FORD Local PS 1 200 0.000			3														799.00	13.059
21 International Librar of Operating Engineers. HIGH Excels #187 0	19		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	0.009
22 International United Planters and Miles Trades. IRPAT Exert #1533 0 00 0.00 0.00 0.00 0.00 0.00 0.00 0	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%
23 International Union of Painers and Allied Trades - IIIPAT Local #1833 0 0.00 0.00			ŏ								2						0.00	0.00%
24 Image: March District Council of New England 30 2.192.5 351.0 16.9% 318.00 11.59% 12.50% 5.50% 55 11.595.00 12.99% 4.190.0 2.72% 9.70% 30.0 3.00% 3.1 2.775.00 3.00% 3.00% 3.1 2.775.00 3.00% 3			ŏ														0.00	0.00%
25 Labourn Doubles Counced 1 7900 0.00 0.000 7900 10.000 0.000 0.000 21 2.275.00 0.00 0.000 357.00				0.00													64.00	20.88%
20 Labores International Union of Nich American - LUNA Building Weeken Local #142 0 0.00 0		ž	30	,											,		991.50	6.63%
27 Labores Local #155 2 44.50 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00%			1									,					15.00	0.66%
28 Labores Local #157 3 2500 0.00		· ·	0									,					0.00	0.00%
29 Labores Local #273 0 0 0 0 0 0 0 0 0			2														0.00	0.00%
Section Colored Color Colored Color Colored Co			2								_						711.50	13.24%
31 Laboren Local #230			0								2	,					0.00	0.00%
22 Labores Local #241			0								6						7.50	2.54%
33 Labores Local 499			1								2						0.00	0.00%
State			1								3						728.00	81.11%
Statement Leaf March Leaf Leaf March Leaf Lea			0					0.00%			15						0.00	0.00%
37 Laborers Local #596 14 1,030.00 8,100 7,86% 20.04% 71.00 6.99% 98 20,024.75 1,783.00 8.90% 5,904.50 29.49% 140 38 Laborers Local #610 0 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 1 4.00 0.00 0.00% 0.00% 0	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		2.00	0.18%	0.00	0.00%
Standard S	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%
39 Laborers Local #610	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%
40 Labores Local #611 0 0 0.00 0.00 0.00%		Laborers Local #609	5								9						0.00	0.00%
41 Labores Local #665 0 0 0.00 0.00 0.00 0.00 0.00 0.00 0.			ŏ								1						0.00	0.00%
42 Labores Local #85 [Tumel Worken] 0 0.00 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 4 1 133.50 0.00 0.00% 133.50 100.00% 50 44 138.80 0.00 0.00% 133.50 100.00% 50 44 138.80 0.00 0.00% 133.50 100.00% 50 44 138.80 0.00 0.00% 133.50 100.00% 50 44 138.80 0.00 0.00% 133.50 100.00% 50 44 138.80 0.00 0.00% 133.50 100.00% 50 44 138.80 0.00 0.00% 133.50 100.00% 14 133.80 0.00 0.00% 133.50 100.00% 14 133.80 0.00 0.00% 133.50 100.00% 14 133.80 0.00 0.00% 133.50 100.00% 14 133.80 0.00 0.00% 133.50 100.00% 14 133.80 0.00 0.00% 133.50 100.00% 14 133.80 0.00 0.00% 133.50 100.00% 14 133.80 0.00 0.00% 133.50 100.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 14 133.80 0.00 0.00% 133.50 133.7											1						0.00	0.00%
43 Labores Local #88 [Tunnel Workers] 44 Labores Local #999 52 3,662.50 412.00 11.25% 1,065.50 29.09% 482.00 13.16% 294 60.015.75 7,96.00 13.32% 20.028.75 33.7% 7,530 45 Massachusetts Labores District Council 50 0.00 0.00 0.00%			·								9	,			,		0.00	0.00%
44 Labores Local #999 5 52 3,662.50 412.00 11.25% 1,065.50 29.09% 482.00 13.16% 294 60,015.75 7,996.00 13.2% 20,028.75 33.37% 7,530 45 Massachusetts Laborer's District Council			Ü								1						0.00	0.00%
45 Massachusetts Laborers District Council 46 NY Bricklayers #2 0 0 0.00 0.00% 0.00 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% 1 4.00 0.00 0.00% 0.00			Ü														41.00	12.119
46 NY Bricklayers #2 0 0 0.00 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% 1 4.00 0.00 0.00% 0.00							,					,					0.00	12.55% 0.00%
47 Operating Engineers Local #44 Operating Engineers Local #478 Operating Engineers Action 1000 000 000% Operating Engineers Action 1000 000% Operating Engineers Action 1000 000% Operation 10000 000% Operation 1000 000% Operation 1000 000% Operation 10000 000																	0.00	0.009
48 Operating Engineers Local #478 0 0 0.00 0.00 0.00 0.00 0.00 0.00 0.0		*	2								-						0.00	0.00%
49 Painters and Allied Trades District Council #35 0 0.00<			0														0.00	0.00%
50 Pile Drivers Local #56 0 0.00 0.00 0.00% 0.00% 0.00% 0.00 0.00% 0.00% 0.00 0.00%			0					0.00%			24		0.00				0.00	0.00%
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 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% 26 54 Sheet Metal Workers #17 0 0.00 0.00 0.00% 0.00 0.00% 4 116.00 0.00 0.00% 0.0 0.00% 4 116.00 0.00 0.00% 0.0 0.00% 0.0 0.00% 4 116.00 0.00 0.00% 0.0 0.00% 0.0 0.00% 4 116.00 0.00 0.00 0.00 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 25 2,852.50 294.00 0.01 0.00 0.00	50		0	0.00	0.00	0.00%	0.00	0.00%	0.00	0.00%		,	0.00		468.50		180.50	8.54%
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% 26.00 13.59% 26 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% 4 116.00 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 0.00% 4 116.00 0.00 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00% 0.00 0.00 0.00% <t< td=""><td>51</td><td>Plasterers and Cement Masons Local #534</td><td>0</td><td>0.00</td><td>0.00</td><td>0.00%</td><td>0.00</td><td>0.00%</td><td>0.00</td><td>0.00%</td><td>13</td><td>317.00</td><td>0.00</td><td>0.00%</td><td>52.50</td><td>16.56%</td><td>21.00</td><td>6.629</td></t<>	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	6.629
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 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% 5 56 Sheet Metal Workers #63 0 0.00 0.00 0.00% 0.00 0.00% 0.00 0.00% 2 2,852.50 294.00 10.31% 24.00 0.84% 38 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 58 Teamsters* #404 0 0.00 0.00 0.00% 0.00 0.00% 7 945.50 114.50 12.11% 16.00 2.00% 0 50 On-Site Design / Management 66	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	1.929
55 Sheet Metal Workers #40 0 0.00 0.00 0.00 0.00 0.00 0.00 0.0	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	1.729
56 Sheet Metal Workers #63 0 0.00 0.00 0.00% 0.00 0.00% 0.00 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 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 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 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 59 On-Site Design / Management 66 5,626.50 910.75 16.19% 824.75 14.66% 535.00				0.00							4						0.00	0.009
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 58 Teamsters' #404 0 0.00 0.00% 0.00 0.00% 0.00 0.00% 7 945.50 114.50 12.11% 16.00 1.69% 0 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 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											2						0.00	0.009
58 Teamsters' #404 0 0.00 0.00 0.00 0.00 0.00 0.00 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 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 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																	38.00	1.339
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 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		1		0.00													0.00	0.00
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			Ü														0.00	0.00
	ototal - Other Unio	ons	311	25,921.00	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
	50	On-Site Design / Management	66	5 626 50	010.75	16 100/	824.75	1/1 660/	525 00	0.510/	226	112 001 25	16.076.95	1/1/220/	11 476 10	10 160/	13 729 90	12.16
Total 1 377 20 547 50 2 040 75 0 080/1 4 876 75 16 330/1 2 056 40 706 15 40 405 35 10 070/1 104 167 65 24 700/1 41 160	Total	On-One Design / Ividiagement	377		2,949.75	9.98%	4,826.25	16.33%	2,615.50	9.51% 8.85%	2,056	421,796.15		10.07%		24.70%		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 1,830 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:

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



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

APPENDIX E

CONSTRUCTION SITE PROGRESS IMAGES AS OF DECEMBER 31, 2016





Overall Site Activity from 95 State - October 6, 2016





Overall Site Activity from 95 State - November 23, 2016





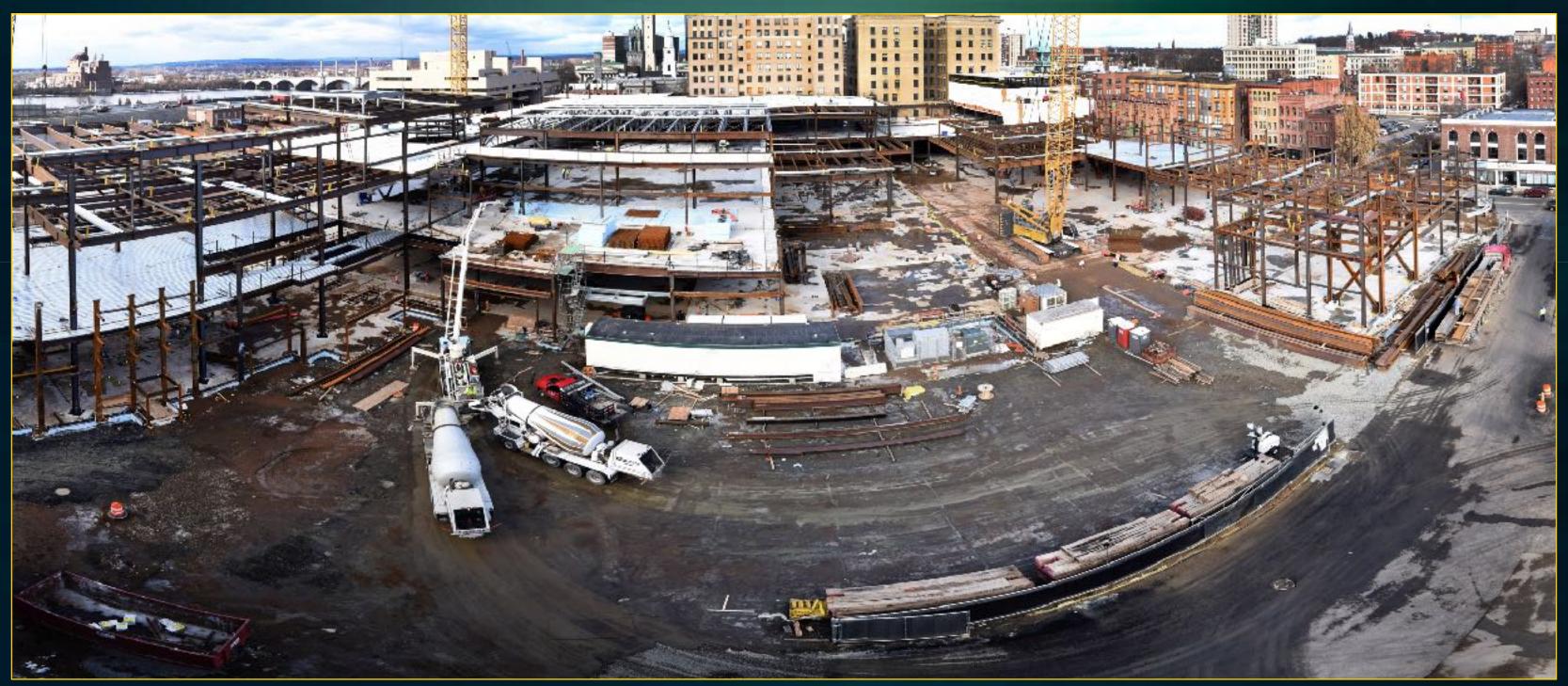
Overall Site Activity from 95 State - December 28, 2016





Overall Site Activity from Armory - November 17, 2016





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



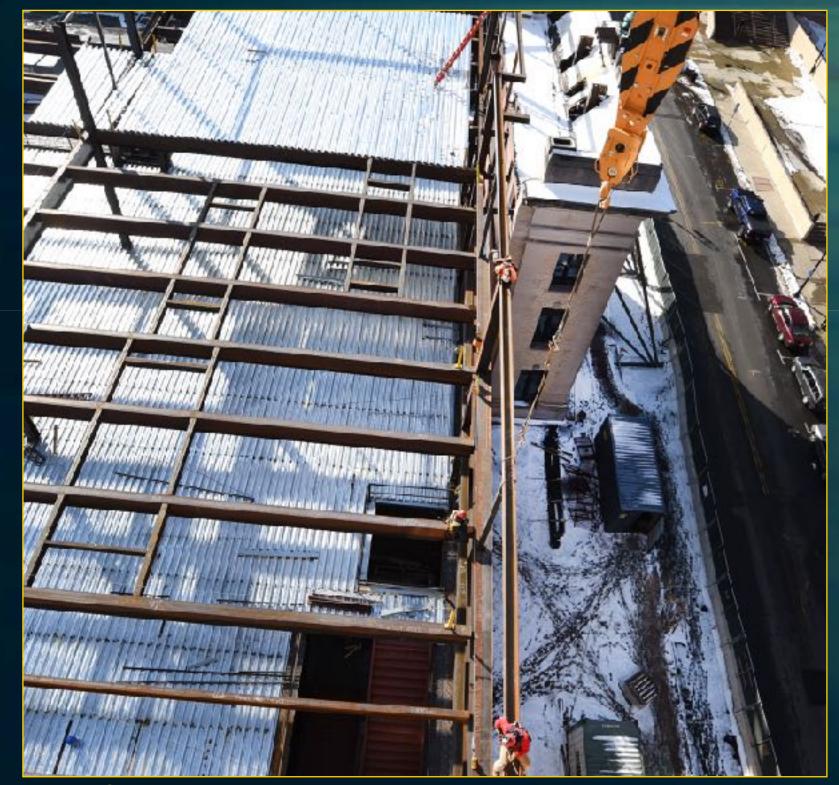




Podium Steel - December 7, 2016



PODIUM CONSTRUCTION PROGRESS



Podium Steel - December 21, 2016

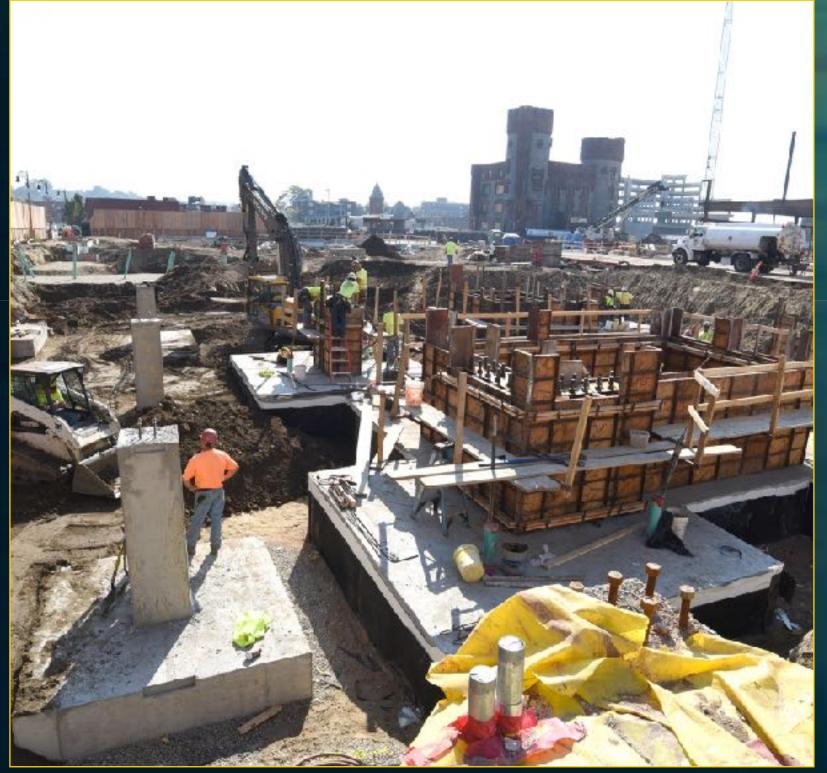


Podium Steel - December 28, 2016





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



Pedestrian Bridge Demolition - November 19, 2016



CEF Building - December 28, 2016

