

Office of the County Executive

Monroe County, New York

Adam J. Bello
County Executive

May 6, 2022

To The Honorable
Monroe County Legislature
407 County Office Building
Rochester, New York 14614

Subject: Authorize the Implementation of a Project Labor Agreement for the Tropical Exhibit and Main Entry Plaza Project

Honorable Legislators:

I recommend that Your Honorable Body authorize the implementation of a Project Labor Agreement ("PLA") for the Tropical Exhibit and Main Entry Plaza project.

The Tropical Exhibit and Main Entry Plaza project (the "Project"), located at the south end of Seneca Park Zoo (the "Zoo"), will feature a state-of-the-art tropics complex housing animals from the ecosystems of Borneo and Madagascar, including naturalistic orangutan habitat enabling climbing and more "tree-top-like" movement, ring-tailed lemurs, and an aquarium. The Project also includes a new front entry plaza with a Conservation Resource Center, larger event capacity, admissions, and a new gift shop area.

To ensure work on the Tropical Exhibit and Main Entry Plaza project is being performed efficiently and effectively, a PLA will serve to provide uniform work conditions, cost savings, maximum labor-management harmony, and comprehensive protection against work disruptions arising out of labor disputes over the duration of the project. An economic benefits analysis performed by Seeler Engineering, P.C. indicates that the PLA for the Tropical Exhibit and Main Entry Plaza project may result in an estimated cost savings of \$3,146,600, which is 2.9% of the overall estimated construction cost. The benefits of such an agreement are outlined in the final Benefits Analysis Report, which will be on file in the Office of the Clerk of the Monroe County Legislature.

The terms of the PLA have been negotiated with the union trades by Monroe County, Seeler Engineering, P.C., and LeChase Construction Services, LLC, the construction manager for the Tropical Exhibit and Main Entry Plaza project. The PLA will be executed between LeChase Construction Services, LLC and the union trades. Monroe County negotiated and implemented PLAs for the O'Rourke Bridge Project in 2000, Monroe Community College Building 9 Expansion and Renovation Project in 2007, the Monroe County Public Safety Laboratory Project in 2009, the Monroe Community College Downtown Campus in 2015, the Modernization and Revitalization of Terminal Facilities at the Greater Rochester International Airport in 2017, and the Frank E. Van Lare Water Resource Recovery Facility Capital Improvements Projects in 2020.

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The specific legislative actions required are:

1. Authorize the implementation of a Project Labor Agreement for the benefit of the Tropical Exhibit and Main Entry Plaza project.
2. Authorize the County Executive, or his designee, to take such necessary action as is required to ensure that the work on the Tropical Exhibit and Main Entry Plaza project is carried out in accordance with the terms of the Project Labor Agreement and, in the event of a court order prohibiting the implementation of the Project Labor Agreement, to take such action as is necessary to progress the work without delay, including the letting of further or additional contracts necessary to complete the Project.

The provisions of the New York State Environmental Quality Review Act shall be complied with prior to Your Honorable Body undertaking, funding, or approving the action requested in this referral.

Funding for this project, consistent with authorized uses, is available in capital fund 1774. No additional net County support is required in the current Monroe County budget.

I recommend that this matter be referred to the appropriate committee(s) for favorable action by Your Honorable Body.

Sincerely,



Adam J. Bello
Monroe County Executive

AJB:db



REPORT PROJECT LABOR AGREEMENT BENEFIT ANALYSIS

MONROE COUNTY
TROPICAL EXHIBIT AND MAIN ENTRY PLAZA PROJECT
ROCHESTER, NEW YORK

APRIL 21, 2022

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Section 1 – Executive Summary

1.1 Background

Project Labor Agreements (PLAs), utilized in the private sector for many years, are recognized as a tool used to facilitate the cost effective and timely completion of major construction projects. The PLAs serve these objectives by providing cost savings, uniform working conditions, a stable labor environment, and comprehensive protection against work disruptions arising from labor disputes.

In March of 1993, the U.S. Supreme Court held that a governmental entity, when it is acting in its proprietary capacity as owner or manager of property and is participating in the construction industry marketplace much as a private employer, can utilize a PLA without conflicting with federal law. On March 28, 1996 the New York State Court of Appeals determined State Law allows the use of PLAs on publicly owned projects. In that case, involving the repair and refurbishing of the Tappan Zee Bridge, the Court emphasized the need for the PLA to foster the dual purposes underlying the State's various competitive bidding laws: (1) protecting public fisc and (2) avoiding favoritism, fraud or corruption. For additional details, see *New York State Chapter, Inc. v. New York State Thruway Auth.*, 88 N.Y.2d 56, 643 N.Y.S.2d 480 (1996) (sometimes referred to as the "Tappan Zee" case).

The Courts place great emphasis on the importance of potential cost savings to the public through the use of a PLA. This was clearly the message when the Court rejected employing a PLA in a companion case involving the Roswell Park Cancer Institute in Buffalo. In that case, the Courts prohibited the use of a PLA because of insufficient evidence that the Dormitory Authority intended it as a cost saving device.

As set forth in Section 222 of New York State Labor Law, a state agency or any political subdivision thereof having jurisdiction over a public works project may require a contractor to enter into a PLA when the agency determines that its interest is best met with application of a PLA that:

- 1) obtains the best work at the lowest price in the construction process;
- 2) prevents favoritism, fraud and corruption; and
- 3) is based on other factors such as the impact of delays, the possibility of cost savings advantages and history of labor unrest in the area.

Monroe County (the County) is in the process of procuring construction contracts for the Tropical Exhibit and Main Entry Plaza Project (the Project). The Project, which is Phase 2 of the Seneca Park Zoo Maser Plan, has an estimated construction cost of approximately \$109 million. Based upon the scope and schedule for this Project and consistent with New York State Labor Law Section 222, the County is considering the use of a PLA for which the terms have not yet been negotiated.

The County has retained Seeler Engineering, P.C. (Seeler), an independent consultant experienced in the development and implementation of PLAs, to conduct a thorough analysis of the costs/benefits of a PLA for this Project. In preparing this report, Seeler evaluated the key aspects of the Project scope to assess

areas of potential costs/benefits against PLA terms and conditions successfully negotiated in previous agreements in the area. The results of this independent study will serve as the basis for the decision to proceed with negotiations on a PLA for this Project.

1.2 Tropical Exhibit and Main Entry Plaza Project

The Seneca Park Zoo (the Zoo) is a 20-acre zoo located in Rochester. The Zoo is home to over 90 species including mammals, reptiles, birds, amphibians, fish, and arachnids. The zoo is operated by Monroe County. In 2018, the Zoo began a multi-year transformation as outlined in their Master Plan to increase the Zoo's footprint by over 20 percent as well as adding new species, best-in-class habitats, and improved services.

The Tropical Exhibit and Main Entry Plaza Project will focus on the construction of a new Front Entry Complex as well as the construction of a new Tropics Building. The new Front Entry Complex will focus on offering an exceptional guest experience while the new Tropics Building will provide habitats that foster enrichment and enhanced animal welfare.

1.3 Our Study

This study includes an assessment of the economic and non-economic considerations of a PLA. Seeler analyzed the existing applicable area Collective Bargaining Agreements (CBAs) of 17 labor craft unions (with 22 agreements). The CBAs would govern construction on the Project in the absence of a PLA. Seeler's study identifies Project components where the use of a PLA can result in a reduced total Project labor cost.

Given the nature and size of this Project, as well as the make-up of the market, we would expect, in the absence of a PLA, on a dollar basis, the percent of successful unionized contractors and sub-contractors covered by one or more of the applicable CBAs to be a minimum of 65 percent. This projection is based upon the author's review of projects recently executed in the Rochester Region (the Region), as well as an understanding of the construction labor supply and demand in the Region, the size of the Project, the nature and makeup of contractors in the Region who routinely execute this type of work, and previous projects constructed in the Region with and without PLAs. For a project of this size and nature, we would not expect to see a significant number of new contractors/subcontractors from outside the Region.

1.4 Summary

Project cost savings estimated for the Project were prepared based upon contract provisions routinely negotiated into PLAs in the Region and are summarized below.

1.4.1 Project Cost Savings: Labor

We estimate that a PLA could result in a savings of \$846,600 or approximately 3.3 percent of the projected cost of labor for the entire Project (estimated at \$25,519,100). Cost savings attributed to each potential change in current CBAs are presented below.

Item No.	Provision	Savings
1	Flexible Shift Start Times	\$ 57,000
2	Industry Funds	\$ 65,100
3	Union Apprentice Ratios	\$ 10,400
4	Non-Union Apprentice Program	\$ 128,500
5	Guaranteed Pay	\$ 15,800
6	No Holiday Pay	\$ 65,000
7	Shift Work	\$ 3,500
8	Offsite Fabrication	\$ 50,900
9	Work Break Time Reduction	\$ 95,500
10	Wage Concessions	\$ 224,700
11	Management Rights	\$ 196,600
12	Rochester Careers in Construction	\$ (66,400)
Total Savings		\$ 846,600
Total Labor Cost		\$ 25,519,100
Total Savings Percentage		3.3%
Total Construction Cost		\$ 109,000,000

1.4.2 Project Cost Savings: Wicks Law Exemption

Use of a PLA exempts the Project from the requirements of the Wicks Law. While not directly related to labor cost reductions, the ability to implement the Project without the requirement to follow the Wicks Law has shown significant Project cost reduction through increased efficiency in coordination. We anticipate that the benefits of exemption from the Wicks Law are definable and would be effective when applied to this Project. Project cost savings are estimated to be approximately \$2.3 Million. The benefits of Wicks Law Exemption and the savings related are discussed further in Section 5 of this report. These savings are available whether or not the Project team executes Phase 2A and Phase 2B together as one contract or as two separate contracts.

1.4.3 Project Cost Savings: Total

We estimate, therefore, that total savings from labor cost reductions and the Wicks exemption could reach nearly \$3.2 Million for a total Project construction cost of \$109 Million, which is approximately a 2.9 percent savings on overall construction cost.

1.4.4 Non-Economic Considerations

Labor Harmony

PLAs can help avoid the costly delays of potential strikes and other disruptions arising from work disputes to ensure a timely project completion with a prohibition on strikes and other forms of job actions. PLAs can also expand worker harmony through the use of uniform work rules that reduce conflicts, uniform rules for settlements of disputes, and clear procedures for resolution of jurisdictional claims and disputes. During the planned construction period, over half of the local CBAs are set to expire. The Rochester Region trades are noted to be strong advocates for the use of local union labor as frequently evidenced by job site demonstrations. Long or disruptive job actions,

however have not been noted in recent history. We therefore assess risk of job actions that would significantly impact the planned Project to be low.

Equal Opportunity and Workforce Training Objectives

Other benefits not easily translated into economic savings include enhanced workforce diversity and training objectives. Project specific objectives consistent with County policies and objectives are anticipated for this Project. Numerical goals relating to workforce diversity have not been established nor have extraordinary recruitment and training objectives, therefore, enhanced language regarding workforce diversity and/or recruitment and training offers no significant benefit to this Project. Use of a PLA would also provide access to qualified contractor apprentices who would otherwise have none. This access is considered a cost saving benefit and is addressed further in the cost savings section of this report.

Minority/Women Business Enterprise (M/WBE) participation

Minority/Women Business Enterprise participation in the Project is also an important objective. Project specific M/WBE goals of 12 percent Minority and three percent Women Business Enterprises are required for all County-funded projects and will be included in this Project. These goals may increase as additional state funding is anticipated for this Project. Union affiliation in the M/WBE business sector in the Rochester Region is not uniform for all crafts or trades. A PLA could incorporate language addressing the unique challenges and needs faced by M/WBE contractors and is, therefore, considered a benefit.

Section 2 – Project Description

2.1 Scope

Phase 2A & 2B of the Zoo's multi-year transformation will focus on the construction of a new Front Entry Complex as well as the construction of a new Tropics Building. Phase 2A, the new Front Entry Complex, will include the demolition of the existing Admission Building, Ticketing Structures, RPZ Building, Gift Shop Structure, Education Outreach Structure and other miscellaneous site demolition of the existing plaza and drop off area. A new Front Entry Complex will then be constructed to house the Welcome Center, Zoo Shop and Education & Conservation Center with a second-floor suite. Temporary structures will be constructed to provide the needed services to the visitors of the zoo while construction is underway. The Entry Plaza will be re-constructed including landscaping and hardscaping with some modifications at the Trolley/Bus drop off. The East Service Drive (access road) will also be reconstructed as well as miscellaneous parking lot modifications including restriping and adding a raised pedestrian walk through the center. The East Service Drive entry will need to be completed prior to the start of Phase 2B.

Phase 2B will include the construction of a new Tropics Building with the goal of creating a living, breathing tropical forest environment that serves as an authentic year-round visitor's experience and world class animal habitats. The Tropics Building will be a transparent structure located just inside the main entry of the zoo and will feature new exhibits including an indoor rainforest and animal habitat exhibits, and outdoor animal habitat exhibits, public galleries and an aquarium. Phase 2B will also include a new warehouse building and service areas to assist staff with routine maintenance. The new Tropics Building will be constructed with all new structures including electrical, plumbing, HVAC, fire protection, and building system components as well as exterior improvements to connect with the existing Zoo.

2.2 Schedule

A preliminary construction schedule has been established for the Project and is included as Appendix A. The overall Project construction duration is projected to be 37 months. Phase 2A construction is anticipated to start in October of 2022 with all work to be substantially completed by March of 2023. Phase 2B construction is anticipated to start in September of 2023 with all work to be substantially completed by November of 2025.

There are components of Phase 2A such as the access road that will need to be constructed prior to the start of construction on the Tropics Building of Phase 2B. Additionally, there will be minor restrictions on when some work activities can be performed such as planned utility outages that will need to be conducted during off hours as the Zoo will remain open and operational for the duration of the Project. Therefore, construction activities at the Zoo will require careful planning and scheduling to avoid unintended consequences, disruptions to the Project, as well as to maintain the safety of the visitors to the Zoo and the health and safety of the animals. Based on the size and nature of the Project, the anticipated construction schedule, while not lavish, is considered sufficient to complete the Project without extensive use of unique work schedules that result in labor premiums.

2.3 Construction Costs

The Project team has prepared a preliminary Project cost estimate. The total Project cost is estimated at \$121 million, with Project construction costs for work that would be covered by any PLA valued at \$109 million. A copy of the estimate is included in Appendix B.

Section 3 – Estimate of Craft Labor Needs

3.1 Craft Labor Breakdown

Nineteen craft labor unions would represent the construction industry in the Region. A complete listing of the unions is presented on Table 1. Of this number, 17 craft labor unions with 22 agreements would have active involvement in the work planned for the Project, and includes the Bricklayers (separate Building and Heavy & Highway agreements), Carpenters (separate Building and Heavy & Highway agreements), Cement Masons, Electrical Workers, Elevator Constructors, Glaziers, Heat & Frost Insulators, Iron Workers, Laborers (separate Building and Heavy & Highway agreements), Operating Engineers (separate Building, Heavy & Highway and Technical agreements), Painters, Plasterers, Plumbers & Steamfitters, Roofers, Sheet Metal Workers, Sprinkler Fitters and Teamsters. The work included in this study is subject to both Building and Heavy & Highway agreements for those trades where separate agreements for Building and Heavy & Highway work have been established. Trades which have separate agreements for Building and Heavy & Highway work include the Bricklayers, Carpenters, Laborers, Operating Engineers, and Teamsters.

Table 2 includes work area labor breakdowns for the Project. This analysis estimates that nearly 443,000 craft labor hours will be required to complete construction work for the Project. Demand for craft labor will be immediate upon initiation of the construction activities.

In the absence of a PLA, we would expect, on a dollar basis, the percent of successful unionized contractors and sub-contractors covered by one or more of the applicable CBAs to be a minimum of 65 percent. These projections are based upon the author's in-depth knowledge of construction labor supply and demand in the Rochester Region, as well as the size of the Project, and the nature and makeup of contractors in the Region who routinely execute this type of project. For a project of this size and nature, we would not expect to see a significant number of new contractors/subcontractors from outside the Region.

As such, our Detailed Cost Savings Calculations (Appendix C) contained in this report are based on the projections that 65 percent of the Project would be executed by unionized contractors.

3.2 Projected Labor Costs

Seeler projected labor costs for the Project utilizing applicable journeyman wage and benefit rates. The craft labor cost (wages and benefits) for the Project is estimated at \$25,519,100 or 23.4 percent of the anticipated construction cost, with the actual percentage varying on individual components from 20 to 50 percent.

Section 4 – Summary of Existing Agreements

4.1 Existing Agreements

Seeler has developed a comparative analysis of the 17 applicable crafts with 22 agreements. The crafts analyzed are the Bricklayers (separate Building and Heavy & Highway agreements), Carpenters (separate Building and Heavy & Highway agreements), Cement Masons, Electrical Workers, Elevator Constructors, Glaziers, Heat & Frost Insulators, Iron Workers, Laborers (separate Building and Heavy & Highway agreements), Operating Engineers (separate Building, Heavy & Highway and Technical agreements), Painters, Plasterers, Plumbers & Steamfitters, Roofers, Sheet Metal Workers, Sprinkler Fitters and Teamsters. The work included in this study is subject to both Building and Heavy & Highway agreements for those trades where separate agreements for Building and Heavy & Highway work have been established. Trades which have separate agreements for Building and Heavy & Highway work include the Bricklayers, Carpenters, Laborers, Operating Engineers and Teamsters. Significant aspects of each of the 22 agreements are summarized in Table 3. The intent of the review is to identify areas of improvement that may be realized through the use of a PLA to achieve potential Project labor cost reductions. A brief synopsis of the terms of the existing agreements is presented below. It is important to note that while the Elevator Constructors are expected to have involvement on this Project, they typically do not participate in PLA agreements with the exception of the No Strike Clause and the Dispute Resolution Clause.

4.1.1 Contract Duration/Expiration Date

Contract durations range from two to five years, with majority of the agreements established at either three- or five-year durations. Thirteen of the applicable agreements are set to expire at the start or during the planned Project construction period and will require renewal. Those agreements are:

- Electrical Workers (5/31/2024)
- Heat & Frost Insulators (5/31/2023)
- Iron Workers (6/30/2024)
- Laborers – Building (4/30/2024)
- Laborers – Heavy & Highway (3/31/2024)
- Operating Engineers – Building (2/28/2023)
- Operating Engineers – Heavy & Highway (3/31/2023)
- Plasterers (3/31/2023)
- Plumbers & Steamfitters (4/30/2025)
- Roofers (6/1/2024)
- Sheet Metal Workers (4/28/2024)
- Sprinkler Fitters (3/31/2025)
- Teamsters – Heavy & Highway (3/31/2024)

Should there be any significant disruption during contract renewal negotiations, the objective of completing all Project components on time could be jeopardized.

4.1.2 Regular Work Hours/Regular Work Day

Regular work hours/work day designations are not consistent between agreements. Although all of the agreements standardize on a five-day, 40-hour work week, many of the agreements allow four

10-hour days as an alternative to the extent permitted by law and/or with permission from the union. Specific start and quitting times are not consistent between the unions; however, they do state that the hours must be consecutive with a one-half hour lunch.

4.1.3 Overtime

All agreements provide time and a half pay for overtime work on weekdays and Saturdays, and two times pay for Sundays and holidays.

4.1.4 Guaranteed Pay

All of the agreements, with the exception of the Heat & Frost Insulators and Ironworkers require two or more hours pay for reporting in at their designated hourly rate. Ironworkers require \$35 per hour for the first two hours if the employee shows up and no work is provided due to weather or any other unforeseen condition. The Heat & Frost Insulators do not address Guaranteed Pay. Some agreements require payment only if the event is not controlled by the employer, while others require it regardless. The Operating Engineers essentially guarantee a minimum of three full days of pay once the work week begins regardless of the hours actually worked. In some instances, these guarantees can be as much as 40 hours. All of the unions allow Saturdays as a make-up day at straight time pay for weather related delays.

4.1.5 Shift Work/Single Irregular Shifts

The agreements vary regarding shift work. Nearly half of the agreements shorten the hours worked for the second and third shift (7.5 hours for the second shift and 7 hours for the third shift) but require eight hours of pay when three shifts are worked. Other agreements carry an hourly premium of up to 17.3 percent for second shifts and 31.4 percent for third shifts but require the full eight hours of work. Additionally, the Carpenters (Heavy & Highway), Glaziers, Laborers (Heavy & Highway), Operating Engineers (Heavy & Highway) and Painters specify a night shift, or single irregular shift premium for any shift that has a starting time outside the normal working hours. These premiums range from \$1.75 to \$2.50 above the applicable rate.

4.1.6 Holidays

The agreements vary on holiday pay. All unions standardize on six recognized holidays: Christmas, New Years, Thanksgiving, Labor Day, Memorial Day and Independence Day. The Carpenters, Elevator Constructors, Laborers (Heavy & Highway) and Operating Engineers (all) receive a paid day off of work, however the requirements vary by agreement. The Laborers (Heavy & Highway) and Operating Engineers (Heavy & Highway and Technical) must work one day before and one day after the designated holiday. The Carpenters (Heavy & Highway) must also work one day before and one day after, however they only receive holiday pay for the 4th of July and Labor Day. The Operating Engineers (Building) must work five days before and one day after to receive a paid day off. The Elevator Constructors must be on the company payroll within the last week.

4.1.7 Apprentice Ratios

The ratios vary and change with the number of Journeymen at the site. For example, many unions allow the first Apprentice with the first Journeyman. While one Apprentice is usually allowed initially, once staffing grows beyond a small labor force, the following ratios have been established:

Journeyman/Apprentice Ratio	Number of Agreements
1/1	1
1/0	1
2/1	2
3/1	13
3/2	1
4/1	3
5/1	1

4.1.8 Mileage and Parking

Most agreements do not address mileage reimbursement. Some agreements, such as the Bricklayers, require mileage to be paid at the current IRS rate when traveling from job to job. Other agreements, such as the Sheet Metal Workers require mileage to be paid when employees are required to use personal vehicles outside the designated free zone.

4.1.9 Off-Site Fabrication

Off-site fabrication rules vary from agreement to agreement. For example, the Plumbers & Steamfitters agreement states that prefabrication of welded pipe formation, lap joint work, and re-facing of flanges shall be performed within their jurisdiction and paid at the prevailing building construction wage rates. Other crafts, such as the Carpenters, have similar language that could restrict flexibility in the use and selection of off-site fabricators.

4.1.10 Management Rights

Most existing agreements do not contain a "Management's Rights" clause which would give contractors greater flexibility to control and manage the Project work, including control of the level of staffing and control/selection of key personnel such as the Foreman.

4.2 Labor Unrest

In accordance with Section 222 of New York Labor Law, we reviewed the general labor climate in upstate New York State (excluding New York City and Long Island). While construction trade unions have generally avoided participation in work stoppages, they have been active in organizing picketing activities across the state to raise awareness of construction labor issues in the area. Our review revealed a mixed picture.

4.2.1 Labor Unrest Statewide

- In 2019 over 70 demonstrations took place by the Operating Engineers alone across New York. The demonstrations included the use of banners and other visuals.
- In October 2019, the Upstate New York Operating Engineers Local 158 picketed with "Scabby the Rat" to protest a subcontractor on the North Campus Residential Expansion Project at Cornell University for paying its workers substandard wages. Demonstrations in the town of Schodack over the use of a non-local contractor for site preparations for the new Amazon warehouse also included the use of three large inflatable rats.

- In August of 2019, the Greater Capital Region Building & Construction Trades Council held a rally outside the construction site for the Hyatt Place Hotel in downtown Albany over the use of non-unionized laborers, despite the developer receiving millions of dollars in tax incentives. The local unions had been protesting for 50 days straight at the time of the rally.
- In August 2018, Tompkins-Cortland Building & Construction Trades Council union members picketed to draw public attention to the lack of local building trades involved in construction of the Maplewood student housing complex at Cornell University.
- In May of 2018, the Carpenters picketed at the \$20 million state-subsidized Electric City Apartments construction project over the use of non-union labor being paid far less than the prevailing wage.
- In January of 2018, a dispute lasting over one year was settled between the Capital Region construction trades and the Albany Hilton Hotel over the use of non-union contractors and payment of substandard wages.
- Several years ago, the Buffalo Building and Construction Trades Council received a favorable ruling from the courts establishing a “two-minute” rule that sets a precedent for the amount of time picketers could take to cross a project site entrance. The ruling delays entry to the project site by two minutes for every vehicle entering or leaving. Such actions could have significant impact on project productivity as demonstrated in January of 2018 by members of the Carpenters Union and Laborers Union who picketed outside the Ellicott Development Company site in Buffalo because contractors from Buffalo and Rochester did not pay the area standard wage. The dispute was settled after three weeks of project slowdown and delay. Cost impacts to the project have not yet been determined.

4.2.2 Regional Labor Unrest

The Rochester Region has generally been free of construction labor unrest in recent years due to high demand for specialty trades such as Plumbers and Electricians. There have been no strikes among construction trade unions. However, there have been several picketing activities in recent years, including:

- In 2018 there were picketing activities organized by the carpenter unions including an event in April where members of the Northeast Regional Council of Carpenters Local 276 picketed against Hewitt Young Electric in Rochester for using an out of the area non-union carpentry contractor for their office renovations.
- There was a picketing event at a Rochester Wegmans grocery store in September 2013 by the Teamsters Local 118 related to the union’s filing of a claim against Wegmans for unfair labor practices. Local 118 also threatened a Kraft-Heinz plant shutdown due to a contract dispute in 2015 and was awarded a legal victory in October 2017 from a labor dispute against Palmer Food Company.

4.2.3 Labor Employment/Unemployment Statistics

Unsurprisingly, there was a large spike in unemployment caused by the COVID-19 pandemic and associated economic shutdown throughout New York State in early 2020. But as the State starts to re-open, those numbers are beginning to drop again as evident over the past year. The 52-county Upstate New York region's unemployment rate stood at 2.8 percent in December 2021, a decrease from 6.2 percent in December 2020. The labor force, however, has decreased by 151,200 from December 2020 and December 2021 as many workers were sent home because of the pandemic and have either not returned to the workforce or have relocated. Additionally, the Rochester Region, like most areas of New York State and the United States, has looming labor shortages in most of the skilled trades due to aging of the workforce and lack of new skilled workers entering the workforce. As demands on skilled labor increase, availability will decrease, and access to skilled workers through hiring halls and certified apprenticeship programs will be even more valuable. This gives union workers greater strength at the bargaining table, increases the potential for confrontation in local bargaining, and increases the potential for labor disruption as local area bargaining agreements go through the negotiation process.

4.2.4 Summary

With the current unemployment conditions, we view the labor market in the Rochester Region as stable in the short-term. However, the labor market could begin to tighten over the next few years as the labor market returns to pre-COVID-19 conditions and the looming labor shortages in most of the skilled trades continue to increase.

The Rochester Region trades are noted to be strong advocates for the use of local union labor as frequently evidenced by job site demonstrations. The trades will continue to actively advocate for the employment of local, union labor. Various types of project site demonstrations such as bannerling, hand billing, and picketing are likely to become more common occurrences; however, strikes of any significant duration are not expected in the near term. We therefore assess risk of job actions that would significantly impact the planned Project to be low.

Section 5 – Economic Considerations

5.1 General

We conducted an analysis of potential cost savings for the Project utilizing the projected labor craft hours, wage rates currently in effect, and contract provisions routinely negotiated into other PLAs in the Rochester Region. Given the nature and size of this Project, and the make-up of the market, in the absence of a PLA, we would expect, on a dollar basis, the percentage of successful unionized contractors and subcontractors covered by one or more of the applicable CBAs to be a minimum of 65 percent. These projections are based upon the author's review of projects recently executed in the Rochester Region, as well as an understanding of the construction labor supply and demand in the Region, the size of the Project, the nature and makeup of contractors in the Region who routinely execute this type of project, and previous projects constructed in the Region with and without PLAs. It is important to note that while the Elevator Constructors are expected to have involvement on this Project, they typically do not participate in PLA agreements with the exception of the No Strike Clause and the Dispute Resolution Clause. Therefore, no savings associated with the Elevator Constructors have been reflected in this analysis.

5.2 Labor Cost Savings Attributed to the Use of a PLA

Labor cost savings estimated for the Project were prepared based upon contract provisions routinely negotiated into PLAs in the Region. The potential for economic savings for each contract provision is discussed below.

5.2.1 Flexible Shift Start Times

A PLA could provide flexibility for the contractors/subcontractors to set start times between the hours of 6 a.m. and 9 a.m. and use special shift start and finish times to fit the needs of the assignment. This would give the contractor the ability to schedule the work day to maximize productivity. Flexible hour schedules could accommodate for seasonal daylight and after-hours work, which would enhance productivity. Increased productivity with the flexibility of start times is estimated to translate into approximately one hour per week per person productivity gained. This analysis assumes that the productivity gained through the coordination of start times would only be needed for work elements of the Electrical Workers, Plumbers & Steamfitters, Sheet Metal Workers and Sprinkler Fitters. This analysis also assumes savings related to the use of flexible shift start times would be applicable to summer months only (June, July & August) for the duration of the Project. Savings resulting from the implementation of flexible shift start times is estimated to be approximately \$57,000.

5.2.2 Industry Fund Payments

A PLA could limit the workers' pay to base wages and fringe benefit payments as published in the prevailing wage schedules. This, in turn, would avoid collectively bargained payments, such as Industry Promotion Funds, which are in excess of those required by/for public works projects. These payments range from \$0.00 to as much as \$2.68. Based on anticipated labor loadings, it is projected that savings from this provision would be approximately \$65,100.

5.2.3 Union Apprentice Ratios

A PLA could agree to apprentice ratios equal to or better than those set by the New York State Department of Labor. This translates to apprentice ratios of 3 to 1 or better. A reduction in labor cost

would be realized by moving several of the crafts to this ratio. We have applied this projection only to union employers (65 percent). We have projected that crew sizes large enough to utilize apprentice ratios to their fullest would represent approximately 20 percent of the projected union labor hours for all crafts. Based on anticipated labor loadings, it is projected that savings from this provision would be approximately \$10,400.

5.2.4 Non-Union Apprentice Program Participation

A PLA could provide access to a qualified pool of apprentices for non-union contractors otherwise not available. This is of increased importance given the County's pilot program regarding apprentice participation including very specific numerical goals. This provision allows non-union contractors (who do not have state approved apprentice programs) to obtain qualified apprentices through the referral process and thus lower overall crew labor cost. We have projected that crew sizes large enough to utilize apprentice ratios and the mix of contractors that could likely participate to their fullest would represent approximately 20 percent of the projected non-union labor hours for all crafts. Based on anticipated labor loadings, it is projected that savings from this provision would be approximately \$128,500.

5.2.5 Guaranteed Pay

A PLA could eliminate guaranteed pay in its entirety and replace it with a travel allowance equivalent to one hour's pay. Standardizing on this provision for all trades and assuming two events total (one event for each phase) during the Project results in an estimated savings of \$15,800.

5.2.6 Holiday Pay

A PLA could eliminate the requirement of holiday pay for the Carpenters, Laborers, and Operating Engineers. Our analysis assumes a total of 17 applicable holidays for the duration of the Project spread over the two phases. Our analysis also assumes Project shutdown over Christmas and New Year's Day; therefore, they were excluded from the savings calculations. The total estimated savings is \$65,000.

5.2.7 Shift Work

A PLA could reduce applicable shift premiums by standardizing on a five percent premium for a second shift with no reduction in the hours worked (i.e., 8 hours of work for 8 hours of pay) when premiums are required by applicable CBAs. Based on the scope of work and the anticipated schedule, it is anticipated that the need for shift work will be minimal and limited to planned temporary utility outages that can only be performed during Zoo off hours. Our analysis assumes approximately two percent of the total project hours will be subject to multiple shifts. Of that, approximately 40 percent of those hours will be on a second shift. Therefore, the total estimated savings would be approximately \$3,500.

5.2.8 Off-Site Fabrication

A PLA could limit off-site work subject to prevailing wage and union agreements to that work defined by Section 222 or that specifically covered by a CBA. This would allow for some work to be performed off-site and not be subject to prevailing wage rate requirements. Based upon this our analysis projects that this off-site work would be applicable to approximately two percent of the total craft hours for the Electrical Workers, Ironworkers and Plumbers & Steamfitters, and five percent of the total craft

hours for the Carpenters and Sheet Metal Workers. No off-site work is projected for the access road in Phase 2A. The off-site work performed by the above-mentioned crafts is estimated to reduce costs by 20 percent. The estimated savings is \$50,900.

5.2.9 Work Break Time Reduction

A PLA could eliminate the daily ritual of an organized work break to which Union workers are entitled. While each worker would be allowed to have a coffee container near their work area and take a brief break, an increase in productivity would be realized when workers do not leave the work area. We estimate that this practice would increase productivity for each worker each day by five minutes. Our analysis projects that reducing the duration of downtime every day for every worker on site by five minutes would result in a savings of approximately \$95,500.

5.2.10 Wage Concessions

A PLA could allow for a wage concession through the reclassification of site/utility work outside the Front Entry and Tropics Building from Heavy & Highway to Building rate. Successful negotiations for past projects have resulted in the elimination of premiums associated with the Heavy & Highway rate structure by reclassifying the work as subject to Building agreements only. This type of concession could result in wage and benefit rate reductions for the Bricklayers, Carpenters, Laborers, Operating Engineers and Teamsters. As this savings provision is applicable to all workers at the site regardless of union affiliation, the estimated savings by reclassifying the work is projected to be \$224,700.

5.2.11 Management Rights/Jurisdictional Requirements

A PLA could contain very strong Management Rights language whereby management retains full and exclusive authority for the management of the operation including the hiring, promotion, transfer, layoff, discipline or discharge for just cause of employees, the selection of foremen, the assignment and scheduling of work, the promulgation of reasonable work rules, the requirements for overtime and the number and identity of employees engaged in the work. Such language coupled with uniform dispute resolution procedures, which prevent work disruption while disputes are resolved, provide significant efficiencies in the workforce.

For large or complex projects with high labor loadings, savings of two percent of the labor costs from these clearly established management rights are typically realized. For smaller or less complex projects with moderate schedules and less intense labor loadings, these advantages are reduced to 0.5 percent.

Further adjustments are made to small projects when considering the effect of jurisdictional restrictions. In an open shop environment, workers would be allowed to perform the work of more than one trade over the work day. While prevailing wage requirements would dictate that they must be compensated for the work of each trade in accordance with the applicable schedule in effect for that trade, they would still be allowed to perform the differing tasks. Union agreements and, by their nature, PLAs would restrict the work of the governing trade, thereby prohibiting crossover to take place. The crossover of individual workers from one trade activity to another in a single day's work is more frequent on smaller, less intense projects. This practice also occurs more frequently in the general building construction trades than in other crafts.

A strong management rights clause in a PLA could provide additional value given the need to coordinate the efforts of multiple labor crafts in a very efficient manner. We anticipate a 0.25 percent cost advantage for enhanced management rights language offered by the use of a PLA. Savings are projected to be \$196,600.

5.2.12 Workforce Development - Rochester Careers in Construction

A recent County implemented PLA established a contribution to Rochester Careers in Construction, Inc., a New York not-for-profit corporation. The program, funded by this contribution, is directed at recruitment, development and training of minorities and women to enter the construction trades as a career as well as for more immediate employment on this Project. Participation in this program is consistent with the long-term County objectives of enhancing diversity in the construction industry and providing long-term employment opportunities for minorities and women and is complementary to the apprentice training pilot program recently announced by the County. This feature adds \$66,400, the equivalent of \$0.15/hour for each projected hour to be worked, to the cost of the Project.

5.2.13 Productivity Gain 10-Hour Days

A PLA could provide flexibility in the regular work week by allowing a contractor to use a four 10-hour day schedule or a regular day without requiring permission or consent from the union or formal waiver from the Department of Labor. This would eliminate the setup and breakdown time for one work day each week. Savings are estimated to be approximately one hour per week per person. However, based on the scope and schedule for the Project, it is not anticipated that a contractor will utilize a four 10-hour day schedule for the Project. On that basis, it is not anticipated that language included in the PLA giving the contractor flexibility to implement such a schedule would result in any savings to the Project. However, should there be any scheduling changes requiring the use of a four 10-hour day schedule, this term would provide measurable benefit to the Project, and therefore would be beneficial to include in a PLA if one is negotiated.

5.2.14 Night Work

A PLA could reduce applicable governmentally mandated single irregular shift premiums by \$1.00 when premiums are required by applicable CBAs. However, based on the anticipated schedule, it is not anticipated that a contractor will utilize a single irregular shift operation for the Project. As such, we are not projecting any savings from reducing the applicable governmentally mandated single irregular shift premiums. Should there be any scheduling changes requiring the use of a single irregular shift, this term would provide measurable benefit to the Project, and therefore would be beneficial to include in a PLA if one is negotiated.

5.2.15 Contract Duration/Expiration Date

A PLA could prohibit strikes and lock-outs or other job actions for the duration of the agreement. This would avoid the potential for work stoppages or picketing that would trigger the two-minute ruling resulting from wage and benefit negotiation at the end of each craft's local area agreement. It would also ensure uninterrupted project completion. While there is value implied by the security this term would provide, no explicit calculation of savings is made for this report.

5.3 Other Economic Savings Attributable to a PLA

Additional savings not directly related to labor are projected for the Project based upon negotiated contract provisions. These other economic savings are discussed in detail below.

5.3.1 Wicks Law Exemption

Projects implemented by governmental agencies subject to Section 222 of the NYS Labor Law can be exempt from the requirements of the Wicks Law if a Project Labor Agreement is used. The Wicks Law requires that public works projects of a certain nature use multiple prime contractors, in a designated fashion, rather than allowing a single contractor on construction projects. In the absence of a PLA, the Wicks Law would be applicable to this Project. Various studies have reported added cost to construction from Wicks Law compliance ranging between 10% and 30% of the total construction costs. See, for example, the reports prepared by the New York State Division of Budget (May 1987) and New York State School Boards Association (March 1991) indicating that elimination of the requirements for applicable components of the project to comply with Wicks Law would reduce construction costs by 24 to 30 percent and 20 to 30 percent respectively. The Project team is currently considering application of an exemption for the Project. Assessing savings on aspects related to electrical, HVAC, and plumbing work for the Front Entry and Tropics Building (construction cost estimated to be approximately \$23,100,000) would result in a range of savings from \$4.6 Million to more than \$6.9 Million. Assuming the Wicks Law exemption would be applicable to the above-mentioned work and using a modest ten percent reduction in cost, the savings to the Project would represent \$2.3 Million. Because a PLA is the only way to exempt a project Wicks Law application under Section 222, the savings from that avoidance should be considered itself related to the PLA.

5.4 Summary

On the basis of the projections above, we estimate that using a PLA could result in an estimated savings of \$846,600 in direct labor costs or approximately 3.3 percent of the projected total cost of labor for the Project (estimated at \$25,519,100). Additional savings of \$2.3 Million are derived from Wicks Law exemption. Total savings from labor cost reductions and the Wicks exemption could reach nearly \$3.2 Million for a total Project construction cost of \$109 Million, which is approximately a 2.9 percent savings on overall construction cost.

Section 6 – Additional Considerations

Use of a PLA can offer additional non-economic benefits. These are difficult to precisely quantify in monetary terms at this time but could nonetheless be significant factors in the overall success of the Project.

6.1 Labor Stability

As this Project is located at the Seneca Park Zoo, the need for careful planning and scheduling and close coordination of labor activities is amplified as to not disrupt the visitors or staff. Should there be any significant disruption to the supply of labor, or job actions over the use of non-union or non-local labor, the Project could be disrupted and the objective of completing all Project components on time would be jeopardized.

Prior to the COVID-19 pandemic, the Rochester Region was becoming an increasingly strained labor market. However, given the current levels of unemployment within the regional construction industry, we view the current market as stable in the near term. Assuming a return to normalcy by year's end (2022), we would anticipate the labor market to begin tightening again over the next few years. Any disruption, while difficult to precisely quantify, would have an impact to the Project. For projects with multiple crafts working under multiple contracts/subcontracts, disruptions can result in claims of delay by individual contractor/sub-contractors working on the site who are dependent upon the performance of other contractors/sub-contractors subject to the action. Further, Project administrative costs, such as additional costs for architectural/engineering oversight and interim Project financing would be incurred. At a minimum, an estimated \$15,000 to \$25,000/month in Project administration and engineering oversight costs would be expected. Given the recent inflationary indications, unplanned delays in project execution could also translate into significant unanticipated rises in future construction costs. A PLA could be an effective tool in reducing or eliminating these risks.

6.2 The "Tag Along Provision"

Key provisions of any Project Labor Agreement include the "Union Recognition and Employment" provisions, specifically the Union Referral requirement. Commonly referred to as the "Tag Along" requirement, this provision governs the process of bringing craft workers to the Project. All craft workers are required to pass through the job referral systems and hiring halls established by the unions. The "Tag Along" provision specifically allows a contractor who is not signatory to a collective bargaining agreement to bring his/her own core employees to the Project. The number of core employees brought to the job is limited by the agreement on the basis of a percentage of the workforce on the Project, thus typically increasing the number of workers delivered to the Project by the signatory unions. Historically regional PLAs have established a "Tag Along" requirement of 25 percent with special considerations sometimes provided for M/WBEs working under an approved plan. These special considerations offer significant opportunity for these M/WBEs by allowing a greater percentage of their own staff to participate. The "Tag Along" requirements are often the subject of much debate when considering the application of a PLA. The increased number of workers delivered to the Project by union hiring halls in exchange for the concessions and resultant economic savings to the Project as described in Section 5 is, however, the core element of every negotiation.

6.3 Workforce Enhancement, Recruiting & Training Programs, and M/WBE Programs

Enhanced workforce diversity and training objectives are other benefits not easily translated into economic savings. Project specific objectives consistent with County policies and objectives are anticipated for this Project. Numerical goals relating to workforce diversity have not been established nor have extraordinary recruitment and training objectives, therefore, enhanced language regarding workforce diversity and/or recruitment and training offers no significant benefit to this Project. Use of a PLA would also provide access to qualified contractor apprentices who would otherwise have none. This access is considered a cost saving benefit and is addressed further in the cost savings section of this report.

Minority/Women Business Enterprise participation in the Project is also an important objective. Project specific M/WBE goals of 12 percent Minority and three percent Women Business Enterprises are required for all County-funded projects and are included in this Project. These goals may increase as additional state funding is anticipated for this Project. Union affiliation in the M/WBE business sector in the Rochester Region is not uniform for all crafts or trades. A PLA could incorporate language addressing the unique challenges and needs faced by M/WBE contractors and is, therefore, considered a benefit.

Section 7 - Conclusions

7.1 Conclusions

Based upon the size and scope of the Project, the proposed schedule and the anticipated mix of craft labor, we conclude that a PLA could provide Monroe County with measurable economic benefit. We estimate that using a PLA could result in an estimated savings of \$846,600 in direct labor costs or approximately 3.3 percent of the projected total cost of labor for the Project (estimated at \$25,519,100). Additional savings of \$2.3 Million are derived from Wicks Law exemption. Total savings from labor cost reductions and the Wicks exemption could reach nearly \$3.2 Million for a total Project construction cost of \$109 Million, which is approximately a 2.9 percent savings on overall construction cost.

Non-quantifiable benefits would also be available through the use of a PLA and include:

- 1) avoiding the costly delays of potential strikes, slowdowns, walkouts, picketing and other disruptions arising from work disputes and promoting labor harmony and peace for the duration of the Project;
- 2) standardizing the terms and conditions governing the employment of labor on the Project;
- 3) providing comprehensive and standardized mechanisms for the settlement of work disputes, including those relating to jurisdiction;
- 4) ensuring a reliable source of skilled and experienced labor in an increasingly tightening labor market potentially enhancing the ability to meet required workforce participation goals;
- 5) potentially enhancing M/WBE participation; and
- 6) avoiding favoritism, fraud and/or corruption by ensuring availability of the benefits of the PLA to all successful bidders regardless of union/non-union status or the status of their employees.

In summary, based upon our experience, the use of a PLA would promote a number of Monroe County's stated objectives, including the prudent use of public funds and avoiding favoritism, fraud and/or corruption. Seeler Engineering, P.C. recommends that the County proceed with negotiations for a PLA on the Tropical Exhibit and Main Entry Plaza Project.

Tables

Table 1

Labor Unions Representing the Construction Industry in Monroe County

Craft	Local Union Number
Boilermakers	5
Bricklayers	3
Carpenters	276
Cement Masons	111
Electrical Workers	86
Elevator Constructors	27
Glaziers	4
Heat & Frost Insulators	26
Iron Workers	33
Laborers	435
Millwrights	1163
Operating Engineers	158
Painters	4
Plasterers	9
Plumbers & Steamfitters	13
Roofers	22
Sheet Metal Workers	46
Sprinkler Fitters	669
Teamsters	118

Table 2

Total Labor Breakdown by Craft

Craft	Hours per Craft
Boilermakers	0
Bricklayers - Building	19,836
Bricklayers - H&H	576
Carpenters - Building	83,376
Carpenters - H&H	3,654
Cement Masons	2,191
Electrical Workers	39,964
Elevator Constructors	2,810
Glaziers	7,107
Heat & Frost Insulators	32,470
Iron Workers	26,173
Laborers - Abatement	142
Laborers - Building	65,716
Laborers - H&H	55,666
Millwrights	0
Operating Engineers - Building	24,057
Operating Engineers - H&H	14,769
Operating Engineers - Tech	2,167
Painters	3,025
Plasterers	421
Plumbers & Steamfitters	32,489
Roofers	6,967
Sheet Metal Workers	15,816
Sprinkler Fitters	2,931
Teamsters - Building	0
Teamsters - H&H	637
Total	442,960

Table 3

Table 3
Key Features of Existing Labor Agreements

Agreement Provision	Bricklayers - Building	Bricklayers - M&M	Carpenters - Building	Carpenters - M&M	Contract Masons	Electrical Workers	Elevator Constructors	Glaziers	Heat & Frost Insulators	Iron Workers
Local Number	4	3	275	275	275	275	275	4	26	27
Contract Expiration	4/30/2023	5/31/2022	5/31/2024	4/30/2023	6/30/2026	5/30/2024	7/8/2022	4/30/2022	5/31/2023	6/30/2024
Contract Duration	3 Years	4 Years	3 Years	3 Years	3 Years	3 Years	3 Years	4 Years	3 Years	3 Years
Regular Work Week	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri	40 Hrs Mo - Fri
Regular Work Day	8 hrs/Day + 0.5 hr lunch	8 hrs/Day + 0.5 hr lunch	8 hrs/Day + 0.5 hr lunch	8 hrs/Day + 0.5 hr lunch	8 hrs/Day + 0.5 hr lunch	8 hrs/Day + 0.5 hr lunch	8 hrs/Day + 0.5 hr lunch	8 hrs/Day + 0.5 hr lunch	8 hrs/Day + 0.5 hr lunch	8 hrs/Day + 0.5 hr lunch
Start Time	6:00 AM Earliest	6:00 - 8:00 AM set by Contractor	6:00 - 9:00 AM	7:00 AM (8:00 AM if over 8-)	8:00 AM	7:00 AM (Can vary by 1 hour)	6:00 AM earliest	6:00 AM - 9:00 AM	7:00 AM - 8:00 AM	6:00 AM Earliest
4-30 hour Days	Acceptable with 48 hours notice	Acceptable with 48 hours notice	Acceptable to the extent permitted by law	Acceptable to the extent permitted by law	Not Addressed	Acceptable with 24 hours notice to the Union	Acceptable upon written notification by the Local qualified Representative	Acceptable to the extent permitted by law	Not Addressed	Not Addressed
Overtime	1.5x Outside Regular Work Week/Saturdays	1.5x Outside Regular Work Week/Saturdays	1.5x Outside Regular Work Week/Saturdays	1.5x Outside Regular Work Week/Saturdays	1.5x Outside Regular Work Week/Saturdays	1.5x Outside Regular Work Week/Saturday	1.5x Outside Regular Work Week/Saturday	1.5x Outside Regular Work Week/Saturday	1.5x Outside Regular Work Week/Saturday	1.5x After 4/Outside Work Week/Saturday
End of Shift Pay Day	2	3	3	2	2	2	2	2	2	2
Report on Pay Description	2 Hours paid if employee shows up and no work is provided due to inclement weather	2 Hours paid if employee shows up and no work is provided	If no work is provided, unless due to inclement weather, utility failure, strike, riot or civil disturbance	If employee shows up and no work is provided	If employee reports for work and no work is provided due to unforeseen conditions or inclement weather	If employee reports to the job and are not put to work due to conditions beyond the control of the employee	If no work is provided, unless beyond control of the company	If no work is provided, unless out of the control of the employer	Not Addressed	If employee reports to work and through no fault of his own is unable to start work because of inclement weather or any other unforeseen condition @ \$15/hr
Shift Work	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay
Holiday Pay	No	No	No	Yes, Only 4th of July and Labor Day, must work the day before and day after	No	No	Yes, must be on company payroll within the last week	No	No	No
Observed Holidays	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	New Year's Day Memorial Day Independence Day Labor Day Thanksgiving Christmas New Year's Day	New Year's Day Memorial Day Independence Day Labor Day Thanksgiving Christmas New Year's Day	New Year's Day Memorial Day Independence Day Labor Day Thanksgiving Christmas New Year's Day	New Year's Day Memorial Day Fourth of July Thanksgiving Labor Day
Insurance (Ratio)	4	5	3	3	3	3	1	1	3	4
Apprentice Ratio	1	1	1	1	1	1	1	1	1	1
Ratio Job Specific (Y/N)	No	No	No	No	No	No	No	No	No	No
Travel/Parking Reimbursement Description	When traveling from job to job, mileage will be paid at IRS rate	Not Addressed	Not Addressed	Not Addressed	Parking to be paid in the downtown area if no free parking is available, must be within 8 blocks of the jobsite	If traveling from job to job, mileage paid at IRS rate	Travel time and expenses shall be paid in accordance with the Local Representative Agreement	Mileage paid from edge of free zone to job site. Parking fees reimbursed by the employer, not to exceed \$10.00	Travel Expenses depending on Township	Not Addressed
Mileage Reimbursement	\$0.54	\$0.00	\$0.58	\$0.00	\$0.00	\$0.54	\$0.00	\$0.40	\$0.00	\$0.00
Parking Reimbursement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Industry Funds	\$0.10	\$0.10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.10	\$0.10	\$0.00
Other	NA	NA	NA	\$2.00 Single Irregular Shift Premium	NA	NA	NA	Shift differential where prevailing rate and/or Project Labor Agreements apply. \$2.00 for prior to 6:00 AM or after 12:00 noon	NA	NA

Tropical Lohit and Main
Entry Plaza Project

Table 3
Key Features of Existing Labor Agreements

Due diligence study
Morocco County

Agreement Provisions	Laborers - Building	Laborers - M&M	Operating Engineers - Building	Operating Engineers - M&M	Operating Engineers - Tech	Painters	Plasterers	Plumbers & Steamfitters	Roofers	Sheet Metal Workers
Local Building	541	471	318	318	518	4	7	71	71	81
Contract Expiration	4/10/2024	2/11/2024	2/28/2023	2/11/2023	3/11/2026	4/10/2021	3/31/2023	4/10/2025	6/1/2024	4/28/2024
Contract Duration	3 Years	3 Years	4 Years	4 Years	4 Years	3 Years	2 Years	5 Years	3 Years	5 Years
Regular Work Week	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri	40 hrs Mo - Fri
Regular Work Day	8 hrs/Day - 6.5 hr Lunch	8 hrs/Day - 6.5 hr Lunch	8 hrs/Day - 6.5 hr Lunch	8 hrs/Day - 6.5 hr Lunch	8 hrs/Day - 6.5 hr Lunch	8 hrs/Day - 6.5 hr Lunch	8 hrs/Day - 6.5 hr Lunch	8 hrs/Day - 6.5 hr Lunch	8 hrs/Day - 6.5 hr Lunch	8 hrs/Day - 6.5 hr Lunch
Start Time	Not Addressed	6:00 AM - 6:00 AM	6:00 AM to 6:00 AM	6:00 AM - 6:00 AM (Union mutually agreed)	Flexible, Set by Contractor	8:00 AM	8:00 AM	6:00 AM Earliest	5:00 AM - 4:30 PM	6:00 AM (earliest)
4-10 Hour Days	Not Addressed	Not Addressed	Acceptable	Acceptable	Acceptable unless prohibited by law	Acceptable as permitted by law	Not Addressed	Not Addressed	Not Addressed	Acceptable
Overtime	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays	1.5X Outside Regular Work Week/Saturdays 2X Sundays/Holidays
Report in Day 2017	7	2	2	3	3	1	3	3	4	2
Report on Pay Description	If employee reports for work and no work is provided unless due to inclement weather	If employee reports for work and no work is provided	If employee reports for work and no work is provided	If employee reports for work and no work is provided	If employee reports for work and no work is provided	If employee reports for work and no work is provided	If employee reports for work and no work is provided	If employee reports for work and no work is provided due to unforeseen conditions or inclement weather	If employee reports for work and no work is provided, unless due to inclement weather	If employee reports for work and no work is provided due to weather or lack of material
Shift Work	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay or 3rd Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay	\$2.00 Premium for all shifts before 6:00 AM or after 12:00 PM	No premium	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay + 30%	Not Addressed	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 8 hrs/8 hrs pay + 30% 3rd Shift: 8 hrs/8 hrs pay + 30%
Holiday Pay	No	Yes, must work day before/after	Yes, must work 5 days before/1 after	Yes, must work day before/after	No	No	No	No	No	No
Observed Holidays	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day	Memorial Day 4th of July Labor Day Thanksgiving Christmas New Year's Day
Surveys (Rolls)	3	3	8	8	3	8	3	4	8	5
Approximate Roll Rate into Specifier (1/1)	1	1	1	1	1	1	1	1	1	1
Travel/Working Reimbursement Description	Not Addressed	Not Addressed	Not Addressed	Not Addressed	Not Addressed	Travel pay depending on time	Per diem to be paid	Not Addressed	Per diem paid at 85 rate minimum \$100/day maximum \$150/day Board \$100/day or \$110/work	Travel compensation outside Area 2000
Mileage Reimbursement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.54	\$0.54
Parking Reimbursement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Industry Funds	\$0.00	\$0.00	\$0.05	\$0.05	\$0.05	\$0.15	\$0.00	\$2.00	\$0.00	\$0.17
Other	NA	\$1.75 Night Shift Premium	District 232	\$2.50 Single Long Shift Premium	District 232	NA	NA	NA	NA	NA

Tropical Exhibit and Maui
Entry Plaza Project

Agreement Provisions	Sprinkler Filters	Teamsters - H&M
Local Number	809	318
Contract Expiration	3/31/2025	3/31/2024
Contract Duration	4 Years	3 Years
Regular Work Week	40 hrs Mon - Fri	40 hrs Mon - Fri
Regular Work Day	9 hrs/day 7:30 AM - 5:30 PM	9 hrs/day 7:30 AM - 5:30 PM
Start Time	6:00 AM Earliest	5:00 AM Earliest
4-10 Hour Days	Acceptable with prior written notice to the union	Acceptable
Overtime	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays	1.5x Outside Regular Work Week/Saturdays 2x Sundays/Holidays
Report on Pay Description	4 hours @ Prevailing Wage if employee reports for work at regular time and no work is provided	If employee reports for work at regular time and no work is provided
Shift Work	1st Shift: 8 hrs/8 hours pay 2nd Shift: 8 hrs/11.5x pay 3rd Shift: 8 hrs/11.5x pay	1st Shift: 8 hrs/8 hrs pay 2nd Shift: 7.5 hrs/8 hrs pay 3rd Shift: 7 hrs/8 hrs pay
Holiday Pay	No	No
Observed Holidays	New Year's Day Memorial Day July 4th Labor Day Thanksgiving Day Christmas Day	New Year's Day Memorial Day July 4th Labor Day Thanksgiving Day Christmas Day
Journeyman (Ratio)	1	1
Apprentice (Ratio)	1	0
Ratio Job Specific (1/74)	No	No
Travel/Parking Reimbursement Description	0-60 miles = no expenses paid 61-80 miles = \$17.50/Day 81-100 miles = \$40.00/Day \$0.45/mile + 1/24th hourly rate per 25 miles thereafter	Not Addressed
Mileage Reimbursement	\$0.00	\$0.00
Parking Reimbursement	\$0.00	\$0.00
Industry Funds	\$0.25	\$0.00
Other	NA	NA

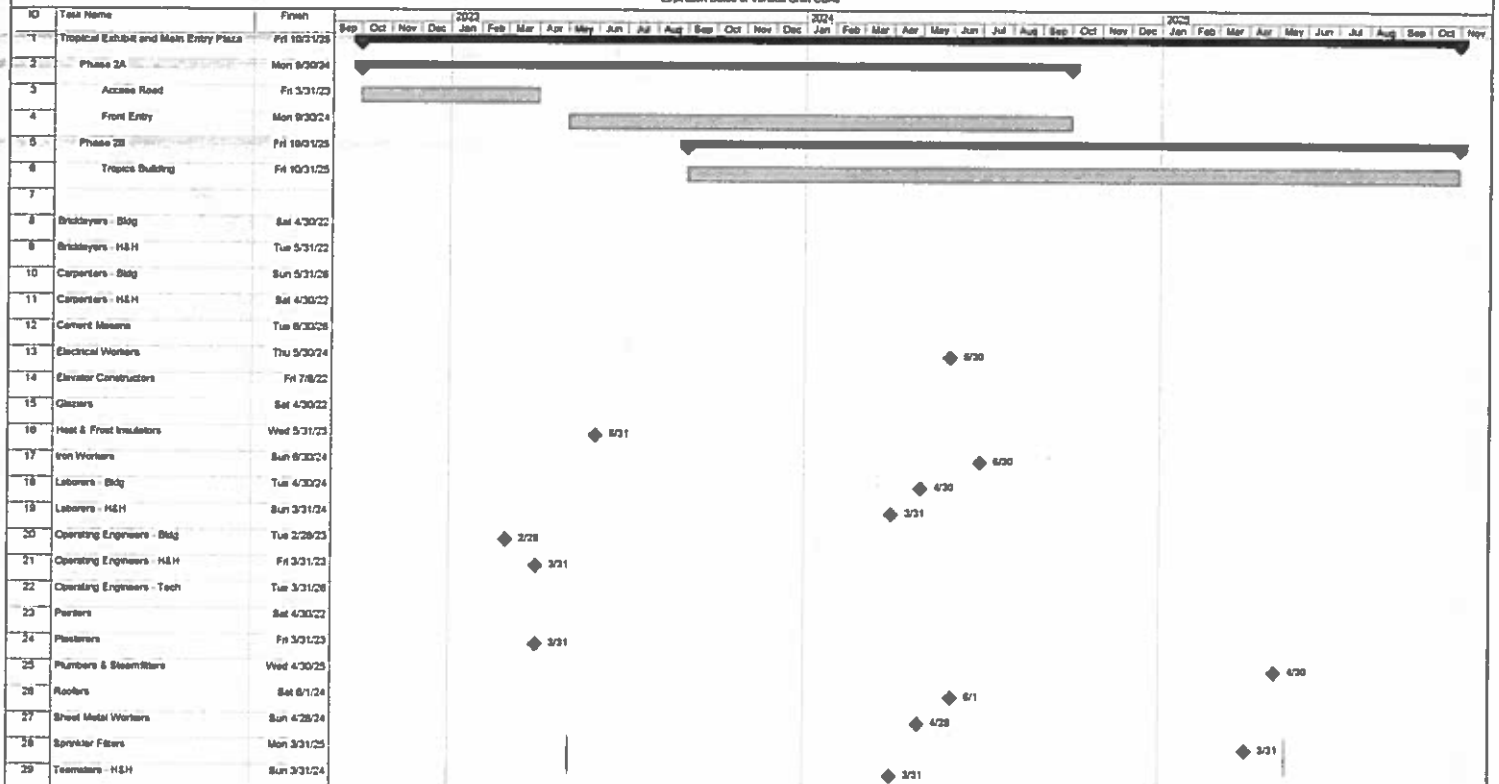
Table 3
Key Features of Existing Labor Agreements

Due Diligence Study
Marathon County

Appendices

Appendix A

Appendix A
Monroe County
Tropical Exhibit and Main Entry Plaza Project
PLA Scenario Analysis
Expiration Dates of Various Craft CBA's



Appendix B

Tropical Exhibit and Main
Entry Plaza Project

Appendix B
Cost Breakdown

Due Diligence Study
Monroe County

Project Description	Final Construction Cost	
Phase 2A - Front Entry Buildings	\$	24,000,000
Phase 2B - Tropics Building/Complex	\$	85,000,000
Total	\$	109,000,000
Contingencies/Owner Soft Costs		
Design & Estimating Contingency (7.5%)		<i>*Included Above</i>
Labor & Materials Escalation (6%)		<i>*Included Above</i>
Trade Soft Cost (1.25%)		<i>*Included Above</i>
Construction Contingency (3%)		<i>*Included Above</i>
A&E Fees, Owner Soft Costs	\$	12,000,000
Contingencies Total	\$	12,000,000
2022 Total Project Cost	\$	121,000,000

Appendix C

Tropical Exhibit and Main
Entry Plaza Project

Appendix C
Summary

Due Diligence Study
Monroe County

Item No.	Provision	Savings
1	Flexible Shift Start Times	\$ 57,000
2	Industry Funds	\$ 65,100
3	Union Apprentice Ratios	\$ 10,400
4	Non-Union Apprentice Program	\$ 128,500
5	Guaranteed Pay	\$ 15,800
6	No Holiday Pay	\$ 65,000
7	Shift Work	\$ 3,500
8	Offsite Fabrication	\$ 50,900
9	Work Break Time Reduction	\$ 95,500
10	Wage Concessions	\$ 224,700
11	Management Rights	\$ 196,600
12	Rochester Careers in Construction	\$ (66,400)
Total Savings		\$ 846,600
Total Labor Cost		\$ 25,519,100
Total Savings Percentage		3.3%
Total Construction Cost		\$ 109,000,000

Tropical Exhibit and Main
Entry Plaza Project

Flexible Shift Start Times
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Productivity gain of one (1) hour per person per week for coordination of the following crafts:
 - Electrical Workers
 - Plumbers & Steamfitters
 - Sheet Metal Workers
 - Sprinkler Fitters
- All other crafts not subject to savings from flexible start times
- Applicable to only the summer months (June, July, August)
- Applicable for the Front Entry and Tropics Building only
- Assume four (4) weeks per month

Hours Per Week Saved	1
Applicable Months	0

Phase 2A - Access Road	Rates Package	Workers per Week	Total Savings
Bricklayers - Building	\$ 55.95	0	\$ -
Bricklayers - H&H	\$ 55.95	4	\$ -
Carpenters - Building	\$ 53.54	0	\$ -
Carpenters - H&H	\$ 57.33	2	\$ -
Cement Masons	\$ 62.47	1	\$ -
Electrical Workers	\$ 62.70	5	\$ -
Elevator Constructors	\$ 91.38	0	\$ -
Glaziers	\$ 52.17	0	\$ -
Heat & Frost Insulators	\$ 57.97	0	\$ -
Iron Workers	\$ 60.26	2	\$ -
Laborers - Abatement	\$ 49.85	0	\$ -
Laborers - Building	\$ 48.85	0	\$ -
Laborers - H&H	\$ 54.96	14	\$ -
Operating Engineers - Building	\$ 67.37	0	\$ -
Operating Engineers - H&H	\$ 77.79	4	\$ -
Operating Engineers - Tech	\$ 69.36	3	\$ -
Painters	\$ 48.35	1	\$ -
Plasterers	\$ 52.64	0	\$ -
Plumbers & Steamfitters	\$ 63.09	0	\$ -
Roofers	\$ 51.37	0	\$ -
Sheet Metal Workers	\$ 62.01	1	\$ -
Sprinkler Fitters	\$ 64.26	0	\$ -
Teamsters - H&H	\$ 50.65	2	\$ -
Total			\$ -

Union Participation 65%

Savings from the Introduction of Flexible Shift Start Times - Phase 2A - Access Road \$ -

Assumptions:

- Productivity gain of one (1) hour per person per week for coordination of the following crafts:
 - Electrical Workers
 - Plumbers & Steamfitters
 - Sheet Metal Workers
 - Sprinkler Fitters
- All other crafts not subject to savings from flexible start times
- Applicable to only the summer months (June, July, August)
- Applicable for the Front Entry and Tropics Building only
- Assume four (4) weeks per month

Hours Per Week Saved	1
Applicable Months	6

Phase 2A - Front Entry	Rates Package	Workers per Week	Total Savings
Bricklayers - Building	\$ 55.95	6	\$ -
Bricklayers - H&H	\$ 55.95	0	\$ -
Carpenters - Building	\$ 53.54	10	\$ -
Carpenters - H&H	\$ 57.33	0	\$ -
Cement Masons	\$ 62.47	2	\$ -
Electrical Workers	\$ 62.70	8	\$ 12,038
Elevator Constructors	\$ 91.38	5	\$ -
Glaziers	\$ 52.17	4	\$ -
Heat & Frost Insulators	\$ 57.97	3	\$ -
Iron Workers	\$ 60.26	8	\$ -
Laborers - Abatement	\$ 49.85	1	\$ -
Laborers - Building	\$ 48.85	6	\$ -
Laborers - H&H	\$ 54.96	0	\$ -
Operating Engineers - Building	\$ 67.37	4	\$ -
Operating Engineers - H&H	\$ 77.79	0	\$ -
Operating Engineers - Tech	\$ 69.36	3	\$ -
Painters	\$ 48.35	5	\$ -
Plasterers	\$ 52.64	3	\$ -
Plumbers & Steamfitters	\$ 63.09	5	\$ 7,571
Roofers	\$ 51.37	6	\$ -
Sheet Metal Workers	\$ 62.01	5	\$ 7,441
Sprinkler Fitters	\$ 64.26	5	\$ 7,711
Teamsters - H&H	\$ 50.65	0	\$ -
Total			\$ 34,762

Union Participation 65%

Savings from the Introduction of Flexible Shift Start Times - Phase 2A - Front Entry **\$ 22,595**

Tropical Exhibit and Main
Entry Plaza Project

Flexible Shift Start Times
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Productivity gain of one (1) hour per person per week for coordination of the following crafts:
 - Electrical Workers
 - Plumbers & Steamfitters
 - Sheet Metal Workers
 - Sprinkler Fitters
- All other crafts not subject to savings from flexible start times
- Applicable to only the summer months (June, July, August)
- Applicable for the Front Entry and Tropics Building only
- Assume four (4) weeks per month

Hours Per Week Saved	1
Applicable Months	6

Phase 2B - Tropics Building	Rates Package	Workers per Week	Total Savings
Bricklayers - Building	\$ 55.95	8	\$ -
Bricklayers - H&H	\$ 55.95	0	\$ -
Carpenters - Building	\$ 53.54	16	\$ -
Carpenters - H&H	\$ 57.33	8	\$ -
Cement Masons	\$ 62.47	4	\$ -
Electrical Workers	\$ 62.70	11	\$ 16,553
Elevator Constructors	\$ 91.38	7	\$ -
Glaziers	\$ 52.17	7	\$ -
Heat & Frost Insulators	\$ 57.97	11	\$ -
Iron Workers	\$ 60.26	10	\$ -
Laborers - Abatement	\$ 49.85	0	\$ -
Laborers - Building	\$ 48.85	15	\$ -
Laborers - H&H	\$ 54.96	11	\$ -
Operating Engineers - Building	\$ 67.37	5	\$ -
Operating Engineers - H&H	\$ 77.79	3	\$ -
Operating Engineers - Tech	\$ 69.36	5	\$ -
Painters	\$ 48.35	7	\$ -
Plasterers	\$ 52.64	0	\$ -
Plumbers & Steamfitters	\$ 63.09	13	\$ 19,684
Roofers	\$ 51.37	7	\$ -
Sheet Metal Workers	\$ 62.01	6	\$ 8,929
Sprinkler Fitters	\$ 64.26	5	\$ 7,711
Teamsters - H&H	\$ 50.65	0	\$ -
Total			\$ 52,878

Union Participation 65%

Savings from the Introduction of Flexible Shift Start Times - Phase 2B - Tropics Bldg **\$ 34,370**

Total from through the Introduction of Flexible Shift Start Times \$ 56,965

Tropical Exhibit and Main
Entry Plaza Project

Industry Funds
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Maximum Fund Contribution
- Minimum Fund Contribution
- Maximum Savings
- Total Savings

\$2.68/hr.
\$0.00/hr.
\$392
\$254

Phase 2A - Access Road	Total Hours	Industry Contribution	Total Cost
Bricklayers - Building	0	\$ 0.10	\$ -
Bricklayers - H&H	576	\$ 0.29	\$ 167
Carpenters - Building	0	\$ -	\$ -
Carpenters - H&H	172	\$ -	\$ -
Cement Masons	74	\$ -	\$ -
Electrical Workers	2,173	\$ -	\$ -
Elevator Constructors	0	\$ -	\$ -
Glaziers	0	\$ 0.10	\$ -
Heat & Frost Insulators	0	\$ 0.10	\$ -
Iron Workers	319	\$ 0.04	\$ 13
Laborers - Abatement	0	\$ -	\$ -
Laborers - Building	0	\$ -	\$ -
Laborers - H&H	12,719	\$ -	\$ -
Operating Engineers - Building	0	\$ 0.05	\$ -
Operating Engineers - H&H	3,713	\$ 0.05	\$ 186
Operating Engineers - Tech	381	\$ 0.05	\$ 19
Painters	31	\$ 0.15	\$ 5
Plasterers	0	\$ -	\$ -
Plumbers & Steamfitters	0	\$ 2.68	\$ -
Roofers	0	\$ -	\$ -
Sheet Metal Workers	14	\$ 0.17	\$ 2
Sprinkler Fitters	0	\$ 0.25	\$ -
Teamsters - H&H	637	\$ -	\$ -
Total		\$	392
Union Participation			65%
Savings through the Elimination of Industry Funds - Phase 2A - Access Road			\$ 254

Tropical Exhibit and Main
Entry Plaza Project

Industry Funds
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Maximum Fund Contribution	\$2.68/hr.
- Minimum Fund Contribution	\$0.00/hr.
- Maximum Savings	\$26,980
- Total Savings	\$17,537

Phase 2A - Front Entry	Total Hours	Industry Contribution		Total Cost
Bricklayers - Building	5,220	\$	0.10	\$ 522
Bricklayers - H&H	0	\$	0.29	\$ -
Carpenters - Building	18,670	\$	-	\$ -
Carpenters - H&H	0	\$	-	\$ -
Cement Masons	200	\$	-	\$ -
Electrical Workers	7,022	\$	-	\$ -
Elevator Constructors	772	\$	-	\$ -
Glaziers	3,759	\$	0.10	\$ 376
Heat & Frost Insulators	2,834	\$	0.10	\$ 283
Iron Workers	7,186	\$	0.04	\$ 287
Laborers - Abatement	142	\$	-	\$ -
Laborers - Building	5,082	\$	-	\$ -
Laborers - H&H	0	\$	-	\$ -
Operating Engineers - Building	3,321	\$	0.05	\$ 166
Operating Engineers - H&H	0	\$	0.05	\$ -
Operating Engineers - Tech	437	\$	0.05	\$ 22
Painters	1,962	\$	0.15	\$ 294
Plasterers	421	\$	-	\$ -
Plumbers & Steamfitters	8,998	\$	2.68	\$ 24,115
Roofers	4,909	\$	-	\$ -
Sheet Metal Workers	4,313	\$	0.17	\$ 733
Sprinkler Fitters	724	\$	0.25	\$ 181
Teamsters - H&H	0	\$	-	\$ -
Total				\$ 26,980

Union Participation 65%

Savings through the Elimination of Industry Funds - Phase 2A - Front Entry **\$ 17,537**

Tropical Exhibit and Main
Entry Plaza Project

Industry Funds
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Maximum Fund Contribution	\$2.68/hr.
- Minimum Fund Contribution	\$0.00/hr.
- Maximum Savings	\$72,780
- Total Savings	\$47,307

Phase 2B - Tropics Building	Total Hours	Industry Contribution	Total Cost
Bricklayers - Building	14,617	\$ 0.10	\$ 1,462
Bricklayers - H&H	0	\$ 0.29	\$ -
Carpenters - Building	64,707	\$ -	\$ -
Carpenters - H&H	3,483	\$ -	\$ -
Cement Masons	1,918	\$ -	\$ -
Electrical Workers	30,770	\$ -	\$ -
Elevator Constructors	2,038	\$ -	\$ -
Glaziers	3,349	\$ 0.10	\$ 335
Heat & Frost Insulators	29,637	\$ 0.10	\$ 2,964
Iron Workers	18,669	\$ 0.04	\$ 747
Laborers - Abatement	0	\$ -	\$ -
Laborers - Building	60,635	\$ -	\$ -
Laborers - H&H	42,948	\$ -	\$ -
Operating Engineers - Building	20,737	\$ 0.05	\$ 1,037
Operating Engineers - H&H	11,057	\$ 0.05	\$ 553
Operating Engineers - Tech	1,349	\$ 0.05	\$ 67
Painters	1,033	\$ 0.15	\$ 155
Plasterers	0	\$ -	\$ -
Plumbers & Steamfitters	23,491	\$ 2.68	\$ 62,956
Roofers	2,059	\$ -	\$ -
Sheet Metal Workers	11,490	\$ 0.17	\$ 1,953
Sprinkler Fitters	2,207	\$ 0.25	\$ 552
Teamsters - H&H	0	\$ -	\$ -

Total \$ 72,780

Union Participation 65%

Savings through the Elimination of Industry Funds - Phase 2B - Tropics Building \$ 47,307

Total Savings through the Elimination of Industry Funds \$ 65,098

Tropical Exhibit and Main
Entry Plaza Project

Union Apprentice Ratios
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Apprentice ratios per individual craft Collective Bargaining Agreement (CBA)
- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Phase 2A - Access Road	Labor Cost Using Apprentice Ratios Per CBA						Union Hours	Total Cost
	Journeyman Package	Apprentice Package	J	A	Average Package			
Bricklayers - Building	\$ 55.95	\$ 39.76	4	1	\$ 52.71	0	\$ -	
Bricklayers - H&H	\$ 55.95	\$ 46.19	5	1	\$ 54.32	374	\$ 20,339	
Carpenters - Building	\$ 53.54	\$ 36.26	3	1	\$ 49.22	0	\$ -	
Carpenters - H&H	\$ 57.33	\$ 37.99	3	1	\$ 52.50	112	\$ 5,869	
Cement Masons	\$ 62.47	\$ 31.83	3	1	\$ 54.81	48	\$ 2,636	
Electrical Workers	\$ 62.70	\$ 48.36	3	2	\$ 56.97	1,412	\$ 80,460	
Elevator Constructors	\$ 91.38	\$ 74.71	1	1	\$ 83.05	0	\$ -	
Glaziers	\$ 52.17	\$ 43.81	3	1	\$ 50.08	0	\$ -	
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	1	\$ 55.35	0	\$ -	
Iron Workers	\$ 60.26	\$ 41.44	4	1	\$ 56.50	207	\$ 11,714	
Laborers - Abatement	\$ 49.85	\$ 34.20	3	1	\$ 45.94	0	\$ -	
Laborers - Building	\$ 48.85	\$ 34.20	3	1	\$ 45.19	0	\$ -	
Laborers - H&H	\$ 54.96	\$ 38.47	3	1	\$ 50.84	8,267	\$ 420,291	
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	1	\$ 64.69	0	\$ -	
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	1	\$ 74.35	2,413	\$ 179,441	
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	1	\$ 66.20	248	\$ 16,395	
Painters	\$ 48.35	\$ 40.96	3	1	\$ 46.50	20	\$ 937	
Plasterers	\$ 52.64	\$ 43.60	2	1	\$ 49.63	0	\$ -	
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	4	1	\$ 58.29	0	\$ -	
Roofers	\$ 51.37	\$ 35.66	3	1	\$ 47.44	0	\$ -	
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	1	\$ 57.34	9	\$ 522	
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	0	\$ -	
Teamsters - H&H	\$ 50.65	\$ -	1	0	\$ 50.65	414	\$ 20,972	
Total						13,526	\$ 759,577	

Assumptions:

- Apprentice ratios per individual craft Collective Bargaining Agreement (CBA)
- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Labor Cost Using Apprentice Ratios of 3:1 or Better

Phase 2A - Access Road	Journeyman Package	Apprentice Package	J	A	Average Package	Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	1	\$ 51.90	0	\$ -
Bricklayers - H&H	\$ 55.95	\$ 46.19	3	1	\$ 53.51	374	\$ 20,034
Carpenters - Building	\$ 53.54	\$ 36.26	3	1	\$ 49.22	0	\$ -
Carpenters - H&H	\$ 57.33	\$ 37.99	3	1	\$ 52.50	112	\$ 5,869
Cement Masons	\$ 62.47	\$ 31.83	3	1	\$ 54.81	48	\$ 2,636
Electrical Workers	\$ 62.70	\$ 48.36	3	2	\$ 56.97	1,412	\$ 80,460
Elevator Constructors	\$ 91.38	\$ 74.71	1	1	\$ 83.05	0	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	1	\$ 50.08	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	1	\$ 55.35	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	3	1	\$ 55.56	207	\$ 11,519
Laborers - Abatement	\$ 49.85	\$ 34.20	3	1	\$ 45.94	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	1	\$ 45.19	0	\$ -
Laborers - H&H	\$ 54.96	\$ 38.47	3	1	\$ 50.84	8,267	\$ 420,291
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	1	\$ 64.69	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	1	\$ 74.35	2,413	\$ 179,441
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	1	\$ 66.20	248	\$ 16,395
Painters	\$ 48.35	\$ 40.96	3	1	\$ 46.50	20	\$ 937
Plasterers	\$ 52.64	\$ 43.60	2	1	\$ 49.63	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	1	\$ 57.09	0	\$ -
Roofers	\$ 51.37	\$ 35.66	3	1	\$ 47.44	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	1	\$ 57.34	9	\$ 522
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	0	\$ -
Teamsters - H&H	\$ 50.65	\$ -	1	0	\$ 50.65	414	\$ 20,972
Total						13,526	\$ 759,077

Utilization Based on Site Activity

20%

Savings from the Implementation of Apprentice Ratios of 3:1 or Better - Ph 2A - Access Road

\$ 100

Tropical Exhibit and Main
Entry Plaza Project

Union Apprentice Ratios
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Apprentice ratios per individual craft Collective Bargaining Agreement (CBA)
- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Phase 2A - Front Entry	Labor Cost Using Apprentice Ratios Per CBA						Union Hours	Total Cost
	Journeyman Package	Apprentice Package	J	A	Average Package			
Bricklayers - Building	\$ 55.95	\$ 39.76	4	1	\$ 52.71		3,393	\$ 178,852
Bricklayers - H&H	\$ 55.95	\$ 46.19	5	1	\$ 54.32		0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	1	\$ 49.22		12,136	\$ 597,294
Carpenters - H&H	\$ 57.33	\$ 37.99	3	1	\$ 52.50		0	\$ -
Cement Masons	\$ 62.47	\$ 31.83	3	1	\$ 54.81		130	\$ 7,125
Electrical Workers	\$ 62.70	\$ 48.36	3	2	\$ 56.97		4,564	\$ 260,006
Elevator Constructors	\$ 91.38	\$ 74.71	1	1	\$ 83.05		502	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	1	\$ 50.08		2,443	\$ 122,361
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	1	\$ 55.35		1,842	\$ 101,961
Iron Workers	\$ 60.26	\$ 41.44	4	1	\$ 56.50		4,671	\$ 263,887
Laborers - Abatement	\$ 49.85	\$ 34.20	3	1	\$ 45.94		92	\$ 4,240
Laborers - Building	\$ 48.85	\$ 34.20	3	1	\$ 45.19		3,303	\$ 149,268
Laborers - H&H	\$ 54.96	\$ 38.47	3	1	\$ 50.84		0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	1	\$ 64.69		2,159	\$ 139,644
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	1	\$ 74.35		0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	1	\$ 66.20		284	\$ 18,805
Painters	\$ 48.35	\$ 40.96	3	1	\$ 46.50		1,275	\$ 59,306
Plasterers	\$ 52.64	\$ 43.60	2	1	\$ 49.63		274	\$ 13,580
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	4	1	\$ 58.29		5,849	\$ 340,928
Roofers	\$ 51.37	\$ 35.66	3	1	\$ 47.44		3,191	\$ 151,382
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	1	\$ 57.34		2,803	\$ 160,738
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63		471	\$ 28,531
Teamsters - H&H	\$ 50.65	\$ -	1	0	\$ 50.65		0	\$ -
Total							49,382	\$ 2,597,907

Tropical Exhibit and Main
Entry Plaza Project

Union Apprentice Ratios
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Apprentice ratios per individual craft Collective Bargaining Agreement (CBA)
- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Labor Cost Using Apprentice Ratios of 3:1 or Better

Phase 2A - Front Entry	Journeyman Package	Apprentice Package	J	A	Average Package	Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	1	\$ 51.90	3,393	\$ 176,105
Bricklayers - H&H	\$ 55.95	\$ 46.19	3	1	\$ 53.51	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	1	\$ 49.22	12,136	\$ 597,294
Carpenters - H&H	\$ 57.33	\$ 37.99	3	1	\$ 52.50	0	\$ -
Cement Masons	\$ 62.47	\$ 31.83	3	1	\$ 54.81	130	\$ 7,125
Electrical Workers	\$ 62.70	\$ 48.36	3	2	\$ 56.97	4,564	\$ 260,006
Elevator Constructors	\$ 91.38	\$ 74.71	1	1	\$ 83.05	502	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	1	\$ 50.08	2,443	\$ 122,361
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	1	\$ 55.35	1,842	\$ 101,961
Iron Workers	\$ 60.26	\$ 41.44	3	1	\$ 55.56	4,671	\$ 259,492
Laborers - Abatement	\$ 49.85	\$ 34.20	3	1	\$ 45.94	92	\$ 4,240
Laborers - Building	\$ 48.85	\$ 34.20	3	1	\$ 45.19	3,303	\$ 149,268
Laborers - H&H	\$ 54.96	\$ 38.47	3	1	\$ 50.84	0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	1	\$ 64.69	2,159	\$ 139,644
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	1	\$ 74.35	0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	1	\$ 66.20	284	\$ 18,805
Painters	\$ 48.35	\$ 40.96	3	1	\$ 46.50	1,275	\$ 59,306
Plasterers	\$ 52.64	\$ 43.60	2	1	\$ 49.63	274	\$ 13,580
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	1	\$ 57.09	5,849	\$ 333,911
Roofers	\$ 51.37	\$ 35.66	3	1	\$ 47.44	3,191	\$ 151,382
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	1	\$ 57.34	2,803	\$ 160,738
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	471	\$ 28,531
Teamsters - H&H	\$ 50.65	\$ -	1	0	\$ 50.65	0	\$ -
Total						49,382	\$ 2,583,748

Utilization Based on Site Activity

20%

Savings from the Implementation of Apprentice Ratios of 3:1 or Better - Ph 2A - Front Entry

\$ 2,832

Tropical Exhibit and Main
Entry Plaza Project

Union Apprentice Ratios
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Apprentice ratios per individual craft Collective Bargaining Agreement (CBA)
- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Phase 2B - Tropics Building	Labor Cost Using Apprentice Ratios Per CBA						Union Hours	Total Cost
	Journeyman Package	Apprentice Package	J	A	Average Package			
Bricklayers - Building	\$ 55.95	\$ 39.76	4	1	\$ 52.71		9,501	\$ 500,819
Bricklayers - H&H	\$ 55.95	\$ 46.19	5	1	\$ 54.32		0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	1	\$ 49.22		42,060	\$ 2,070,118
Carpenters - H&H	\$ 57.33	\$ 37.99	3	1	\$ 52.50		2,264	\$ 118,847
Cement Masons	\$ 62.47	\$ 31.83	3	1	\$ 54.81		1,247	\$ 68,332
Electrical Workers	\$ 62.70	\$ 48.36	3	2	\$ 56.97		20,001	\$ 1,139,332
Elevator Constructors	\$ 91.38	\$ 74.71	1	1	\$ 83.05		1,325	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	1	\$ 50.08		2,177	\$ 109,014
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	1	\$ 55.35		19,264	\$ 1,066,275
Iron Workers	\$ 60.26	\$ 41.44	4	1	\$ 56.50		12,135	\$ 685,570
Laborers - Abatement	\$ 49.85	\$ 34.20	3	1	\$ 45.94		0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	1	\$ 45.19		39,413	\$ 1,780,964
Laborers - H&H	\$ 54.96	\$ 38.47	3	1	\$ 50.84		27,916	\$ 1,419,190
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	1	\$ 64.69		13,479	\$ 871,963
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	1	\$ 74.35		7,187	\$ 534,361
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	1	\$ 66.20		877	\$ 58,049
Painters	\$ 48.35	\$ 40.96	3	1	\$ 46.50		671	\$ 31,225
Plasterers	\$ 52.64	\$ 43.60	2	1	\$ 49.63		0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	4	1	\$ 58.29		15,269	\$ 890,057
Roofers	\$ 51.37	\$ 35.66	3	1	\$ 47.44		1,338	\$ 63,495
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	1	\$ 57.34		7,469	\$ 428,212
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63		1,435	\$ 86,972
Teamsters - H&H	\$ 50.65	\$ -	1	0	\$ 50.65		0	\$ -
Total							225,026	\$ 11,922,796

Assumptions:

- Apprentice ratios per individual craft Collective Bargaining Agreement (CBA)
- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Labor Cost Using Apprentice Ratios of 3:1 or Better

Phase 2B - Tropics Building	Journeyman Package	Apprentice Package	J	A	Average Package	Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	1	\$ 51.90	9,501	\$ 493,128
Bricklayers - H&H	\$ 55.95	\$ 46.19	3	1	\$ 53.51	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	1	\$ 49.22	42,060	\$ 2,070,118
Carpenters - H&H	\$ 57.33	\$ 37.99	3	1	\$ 52.50	2,264	\$ 118,847
Cement Masons	\$ 62.47	\$ 31.83	3	1	\$ 54.81	1,247	\$ 68,332
Electrical Workers	\$ 62.70	\$ 48.36	3	2	\$ 56.97	20,001	\$ 1,139,332
Elevator Constructors	\$ 91.38	\$ 74.71	1	1	\$ 83.05	1,325	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	1	\$ 50.08	2,177	\$ 109,014
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	1	\$ 55.35	19,264	\$ 1,066,275
Iron Workers	\$ 60.26	\$ 41.44	3	1	\$ 55.56	12,135	\$ 674,152
Laborers - Abatement	\$ 49.85	\$ 34.20	3	1	\$ 45.94	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	1	\$ 45.19	39,413	\$ 1,780,964
Laborers - H&H	\$ 54.96	\$ 38.47	3	1	\$ 50.84	27,916	\$ 1,419,190
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	1	\$ 64.69	13,479	\$ 871,963
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	1	\$ 74.35	7,187	\$ 534,361
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	1	\$ 66.20	877	\$ 58,049
Painters	\$ 48.35	\$ 40.96	3	1	\$ 46.50	671	\$ 31,225
Plasterers	\$ 52.64	\$ 43.60	2	1	\$ 49.63	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	1	\$ 57.09	15,269	\$ 871,739
Roofers	\$ 51.37	\$ 35.66	3	1	\$ 47.44	1,338	\$ 63,495
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	1	\$ 57.34	7,469	\$ 428,212
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	1,435	\$ 86,972
Teamsters - H&H	\$ 50.65	\$ -	1	0	\$ 50.65	0	\$ -
Total						225,026	\$ 11,885,367

Utilization Based on Site Activity | 20%

Savings from the Implementation of Apprentice Ratios of 3:1 or Better - Ph 2B - Tropics Bldg **\$ 7,486**

Total Savings through the Implementation of Apprentice Ratios of 3:1 or Better \$ 10,417

Tropical Exhibit and Main
Entry Plaza Project

Non-Union Apprentice Program
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Non-Union Labor Cost Using No Apprentices

Phase 2A - Access Road	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95	0	\$ -
Bricklayers - H&H	\$ 55.95	\$ 46.19	3	0	\$ 55.95	202	\$ 11,280
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54	0	\$ -
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33	60	\$ 3,451
Cement Masons	\$ 62.47	\$ 31.83	3	0	\$ 62.47	26	\$ 1,618
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70	761	\$ 47,686
Elevator Constructors	\$ 91.38	\$ 74.71	3	0	\$ 91.38	0	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	0	\$ 52.17	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26	112	\$ 6,728
Laborers - Abatement	\$ 49.85	\$ 34.20	3	0	\$ 49.85	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85	0	\$ -
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96	4,452	\$ 244,663
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79	1,300	\$ 101,092
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36	133	\$ 9,249
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35	11	\$ 525
Plasterers	\$ 52.64	\$ 43.60	3	0	\$ 52.64	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09	0	\$ -
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01	5	\$ 304
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26	0	\$ -
Teamsters - H&H	\$ 50.65	\$ -	3	0	\$ 50.65	223	\$ 11,292
Total						7,283	\$ 437,888

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Non-Union Labor Cost Using Apprentice Ratios of 3:1 or Better

Phase 2A - Access Road	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	1	\$ 51.90	0	\$ -
Bricklayers - H&H	\$ 55.95	\$ 46.19	3	1	\$ 53.51	202	\$ 10,788
Carpenters - Building	\$ 53.54	\$ 36.26	3	1	\$ 49.22	0	\$ -
Carpenters - H&H	\$ 57.33	\$ 37.99	3	1	\$ 52.50	60	\$ 3,160
Cement Masons	\$ 62.47	\$ 31.83	3	1	\$ 54.81	26	\$ 1,420
Electrical Workers	\$ 62.70	\$ 48.36	3	2	\$ 56.97	761	\$ 43,325
Elevator Constructors	\$ 91.38	\$ 74.71	1	1	\$ 83.05	0	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	1	\$ 50.08	0	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 47.49	8	1	\$ 55.35	0	\$ -
Iron Workers	\$ 60.26	\$ 41.44	3	1	\$ 55.56	112	\$ 6,203
Laborers - Abatement	\$ 49.85	\$ 34.20	3	1	\$ 45.94	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	1	\$ 45.19	0	\$ -
Laborers - H&H	\$ 54.96	\$ 38.47	3	1	\$ 50.84	4,452	\$ 226,311
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	1	\$ 64.69	0	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	1	\$ 74.35	1,300	\$ 96,622
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	1	\$ 66.20	133	\$ 8,828
Painters	\$ 48.35	\$ 40.96	3	1	\$ 46.50	11	\$ 505
Plasterers	\$ 52.64	\$ 43.60	2	1	\$ 49.63	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	1	\$ 57.09	0	\$ -
Roofers	\$ 51.37	\$ 35.66	3	1	\$ 47.44	0	\$ -
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	1	\$ 57.84	5	\$ 281
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	0	\$ -
Teamsters - H&H	\$ 50.65	\$ -	1	0	\$ 50.65	223	\$ 11,292
Total						7,283	\$ 408,734
Utilization Based on Site Activity							20%
Savings for Non-Union Labor Using Apprentices - Phase 2A - Access Road							\$ 5,831

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Phase 2A - Front Entry	Non-Union Labor Cost Using No Apprentices						Non-Union Hours	Total Cost
	Journeyman Package	Apprentice Package	J	A	Average Package			
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95		1,827	\$ 102,221
Bricklayers - H&H	\$ 55.95	\$ 46.19	3	0	\$ 55.95		0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54		6,535	\$ 349,857
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33		0	\$ -
Cement Masons	\$ 62.47	\$ 31.83	3	0	\$ 62.47		70	\$ 4,373
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70		2,458	\$ 154,098
Elevator Constructors	\$ 91.38	\$ 74.71	3	0	\$ 91.38		270	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	0	\$ 52.17		1,316	\$ 68,637
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97		992	\$ 57,500
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26		2,515	\$ 151,560
Laborers - Abatement	\$ 49.85	\$ 34.20	3	0	\$ 49.85		50	\$ 2,478
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85		1,779	\$ 86,889
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96		0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37		1,162	\$ 78,308
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79		0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36		153	\$ 10,609
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35		687	\$ 33,202
Plasterers	\$ 52.64	\$ 43.60	3	0	\$ 52.64		147	\$ 7,757
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09		3,149	\$ 198,689
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37		1,718	\$ 88,261
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01		1,510	\$ 93,607
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26		253	\$ 16,283
Teamsters - H&H	\$ 50.65	\$ -	3	0	\$ 50.65		0	\$ -
Total							26,590	\$ 1,504,329

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Non-Union Labor Cost Using Apprentice Ratios of 3:1 or Better

Phase 2A - Front Entry	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	1	\$ 51.90	1,827	\$ 94,826
Bricklayers - H&H	\$ 55.95	\$ 46.19	3	1	\$ 53.51	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	1	\$ 49.22	6,535	\$ 321,620
Carpenters - H&H	\$ 57.33	\$ 37.99	3	1	\$ 52.50	0	\$ -
Cement Masons	\$ 62.47	\$ 31.83	3	1	\$ 54.81	70	\$ 3,837
Electrical Workers	\$ 62.70	\$ 48.36	3	2	\$ 56.97	2,458	\$ 140,003
Elevator Constructors	\$ 91.38	\$ 74.71	1	1	\$ 83.05	270	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	1	\$ 50.08	1,316	\$ 65,886
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	1	\$ 55.35	992	\$ 54,902
Iron Workers	\$ 60.26	\$ 41.44	3	1	\$ 55.56	2,515	\$ 139,726
Laborers - Abatement	\$ 49.85	\$ 34.20	3	1	\$ 45.94	50	\$ 2,283
Laborers - Building	\$ 48.85	\$ 34.20	3	1	\$ 45.19	1,779	\$ 80,375
Laborers - H&H	\$ 54.96	\$ 38.47	3	1	\$ 50.84	0	\$ -
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	1	\$ 64.69	1,162	\$ 75,193
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	1	\$ 74.35	0	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	1	\$ 66.20	153	\$ 10,126
Painters	\$ 48.35	\$ 40.96	3	1	\$ 46.50	687	\$ 31,934
Plasterers	\$ 52.64	\$ 43.60	2	1	\$ 49.63	147	\$ 7,312
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	1	\$ 57.09	3,149	\$ 179,798
Roofers	\$ 51.37	\$ 35.66	3	1	\$ 47.44	1,718	\$ 81,513
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	1	\$ 57.34	1,510	\$ 86,551
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	253	\$ 15,363
Teamsters - H&H	\$ 50.65	\$ -	1	0	\$ 50.65	0	\$ -
Total						26,590	\$ 1,391,249
Utilization Based on Site Activity							20%
Savings for Non-Union Labor Using Apprentices - Phase 2A - Access Road							\$ 22,616

Tropical Exhibit and Main
Entry Plaza Project

Non-Union Apprentice Program
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Non-Union Labor Cost Using No Apprentices

Phase 2B - Tropics Building	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	0	\$ 55.95	5,116	\$ 286,237
Bricklayers - H&H	\$ 55.95	\$ 46.19	3	0	\$ 55.95	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	0	\$ 53.54	22,647	\$ 1,212,544
Carpenters - H&H	\$ 57.33	\$ 37.99	3	0	\$ 57.33	1,219	\$ 69,888
Cement Masons	\$ 62.47	\$ 31.83	3	0	\$ 62.47	671	\$ 41,936
Electrical Workers	\$ 62.70	\$ 48.36	3	0	\$ 62.70	10,770	\$ 675,248
Elevator Constructors	\$ 91.38	\$ 74.71	3	0	\$ 91.38	713	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	0	\$ 52.17	1,172	\$ 61,151
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	0	\$ 57.97	10,373	\$ 601,320
Iron Workers	\$ 60.26	\$ 41.44	3	0	\$ 60.26	6,534	\$ 393,748
Laborers - Abatement	\$ 49.85	\$ 34.20	3	0	\$ 49.85	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	0	\$ 48.85	21,222	\$ 1,036,707
Laborers - H&H	\$ 54.96	\$ 38.47	3	0	\$ 54.96	15,032	\$ 826,148
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	0	\$ 67.37	7,258	\$ 488,968
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	0	\$ 77.79	3,870	\$ 301,043
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	0	\$ 69.36	472	\$ 32,748
Painters	\$ 48.35	\$ 40.96	3	0	\$ 48.35	362	\$ 17,481
Plasterers	\$ 52.64	\$ 43.60	3	0	\$ 52.64	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	0	\$ 63.09	8,222	\$ 518,717
Roofers	\$ 51.37	\$ 35.66	3	0	\$ 51.37	721	\$ 37,020
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	0	\$ 62.01	4,022	\$ 249,373
Sprinkler Fitters	\$ 64.26	\$ 53.36	3	0	\$ 64.26	772	\$ 49,638
Teamsters - H&H	\$ 50.65	\$ -	3	0	\$ 50.65	0	\$ -
Total						121,168	\$ 6,899,915

Assumptions:

- Crew sizes large enough to utilize apprentice ratios is estimated to be 20 percent of the total non-union hours
- Savings based on standardizing on ratios set by New York State Department of Labor (3:1 or better)

Non-Union Labor Cost Using Apprentice Ratios of 3:1 or Better

Phase 2B - Tropics Building	Journeyman Package	Apprentice Package	J	A	Average Package	Non-Union Hours	Total Cost
Bricklayers - Building	\$ 55.95	\$ 39.76	3	1	\$ 51.90	5,116	\$ 265,531
Bricklayers - H&H	\$ 55.95	\$ 46.19	3	1	\$ 53.51	0	\$ -
Carpenters - Building	\$ 53.54	\$ 36.26	3	1	\$ 49.22	22,647	\$ 1,114,679
Carpenters - H&H	\$ 57.33	\$ 37.99	3	1	\$ 52.50	1,219	\$ 63,994
Cement Masons	\$ 62.47	\$ 31.83	3	1	\$ 54.81	671	\$ 36,794
Electrical Workers	\$ 62.70	\$ 48.36	3	2	\$ 56.97	10,770	\$ 613,487
Elevator Constructors	\$ 91.38	\$ 74.71	1	1	\$ 83.05	713	\$ -
Glaziers	\$ 52.17	\$ 43.81	3	1	\$ 50.08	1,172	\$ 58,700
Heat & Frost Insulators	\$ 57.97	\$ 47.49	3	1	\$ 55.35	10,373	\$ 574,148
Iron Workers	\$ 60.26	\$ 41.44	3	1	\$ 55.56	6,534	\$ 363,005
Laborers - Abatement	\$ 49.85	\$ 34.20	3	1	\$ 45.94	0	\$ -
Laborers - Building	\$ 48.85	\$ 34.20	3	1	\$ 45.19	21,222	\$ 958,980
Laborers - H&H	\$ 54.96	\$ 38.47	3	1	\$ 50.84	15,032	\$ 764,179
Operating Engineers - Building	\$ 67.37	\$ 56.65	3	1	\$ 64.69	7,258	\$ 469,519
Operating Engineers - H&H	\$ 77.79	\$ 64.03	3	1	\$ 74.35	3,870	\$ 287,733
Operating Engineers - Tech	\$ 69.36	\$ 56.73	3	1	\$ 66.20	472	\$ 31,257
Painters	\$ 48.35	\$ 40.96	3	1	\$ 46.50	362	\$ 16,813
Plasterers	\$ 52.64	\$ 43.60	2	1	\$ 49.63	0	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 39.10	3	1	\$ 57.09	8,222	\$ 469,398
Roofers	\$ 51.37	\$ 35.66	3	1	\$ 47.44	721	\$ 34,189
Sheet Metal Workers	\$ 62.01	\$ 43.31	3	1	\$ 57.34	4,022	\$ 230,576
Sprinkler Fitters	\$ 64.26	\$ 53.36	2	1	\$ 60.63	772	\$ 46,831
Teamsters - H&H	\$ 50.65	\$ -	1	0	\$ 50.65	0	\$ -

Total

121,168

\$ 6,399,813

Utilization Based on Site Activity

20%

Savings for Non-Union Labor Using Apprentices - Phase 2B - Tropics Building

\$ 100,020

Total Savings for Non-Union Labor Using Apprentices

\$ 128,467

Tropical Exhibit and Main
Entry Plaza Project

Guaranteed Pay
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Assume one (1) event for Phase 2A (Access Road work only) and one (1) event for Phase 2B
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	1

Phase 2A - Access Road	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	0	2	\$ -
Bricklayers - H&H	\$ 55.95	\$ 32.53	4	2	\$ 317
Carpenters - Building	\$ 53.54	\$ 30.65	0	2	\$ -
Carpenters - H&H	\$ 57.33	\$ 33.13	2	2	\$ 163
Cement Masons	\$ 62.47	\$ 31.00	1	2	\$ 94
Electrical Workers	\$ 62.70	\$ 36.00	5	2	\$ 447
Elevator Constructors	\$ 91.38	\$ 52.41	0	2	\$ -
Glaziers	\$ 52.17	\$ 27.88	0	2	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 33.26	0	0	\$ -
Iron Workers	\$ 60.26	\$ 29.50	2	2	\$ 182
Laborers - Abatement	\$ 49.85	\$ 28.37	0	2	\$ -
Laborers - Building	\$ 48.85	\$ 27.37	0	2	\$ -
Laborers - H&H	\$ 54.96	\$ 30.71	14	2	\$ 1,109
Operating Engineers - Building	\$ 67.37	\$ 35.73	0	2	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 45.86	4	2	\$ 439
Operating Engineers - Tech	\$ 69.36	\$ 42.11	3	2	\$ 290
Painters	\$ 48.35	\$ 24.62	1	2	\$ 72
Plasterers	\$ 52.64	\$ 30.15	0	2	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	0	2	\$ -
Roofers	\$ 51.37	\$ 29.80	0	2	\$ -
Sheet Metal Workers	\$ 62.01	\$ 33.89	1	2	\$ 90
Sprinkler Fitters	\$ 64.26	\$ 36.33	0	4	\$ -
Teamsters - H&H	\$ 50.65	\$ 25.88	2	2	\$ 152
Total		\$ 762.62			\$ 3,355

Savings through the Reduction of Guaranteed Pay - Phase 2A - Access Road **\$ 3,355**

Tropical Exhibit and Main
Entry Plaza Project

Guaranteed Pay
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Assume one (1) event for Phase 2A (Access Road work only) and one (1) event for Phase 2B
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	0

Phase 2A - Front Entry	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	6	2	\$ -
Bricklayers - H&H	\$ 55.95	\$ 32.53	0	2	\$ -
Carpenters - Building	\$ 53.54	\$ 30.65	10	2	\$ -
Carpenters - H&H	\$ 57.33	\$ 33.13	0	2	\$ -
Cement Masons	\$ 62.47	\$ 31.00	2	2	\$ -
Electrical Workers	\$ 62.70	\$ 36.00	8	2	\$ -
Elevator Constructors	\$ 91.38	\$ 52.41	5	2	\$ -
Glaziers	\$ 52.17	\$ 27.88	4	2	\$ -
Heat & Frost Insulators	\$ 57.97	\$ 33.26	3	0	\$ -
Iron Workers	\$ 60.26	\$ 29.50	8	2	\$ -
Laborers - Abatement	\$ 49.85	\$ 28.37	1	2	\$ -
Laborers - Building	\$ 48.85	\$ 27.37	6	2	\$ -
Laborers - H&H	\$ 54.96	\$ 30.71	0	2	\$ -
Operating Engineers - Building	\$ 67.37	\$ 35.73	4	2	\$ -
Operating Engineers - H&H	\$ 77.79	\$ 45.86	0	2	\$ -
Operating Engineers - Tech	\$ 69.36	\$ 42.11	3	2	\$ -
Painters	\$ 48.35	\$ 24.62	5	2	\$ -
Plasterers	\$ 52.64	\$ 30.15	3	2	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	5	2	\$ -
Roofers	\$ 51.37	\$ 29.80	6	2	\$ -
Sheet Metal Workers	\$ 62.01	\$ 33.89	5	2	\$ -
Sprinkler Fitters	\$ 64.26	\$ 36.33	5	4	\$ -
Teamsters - H&H	\$ 50.65	\$ 25.38	0	2	\$ -
Total		\$ 762.62			\$ -

Savings through the Reduction of Guaranteed Pay - Phase 2A - Front Entry **\$ -**

Tropical Exhibit and Main
Entry Plaza Project

Guaranteed Pay
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Assume one (1) event for Phase 2A (Access Road work only) and one (1) event for Phase 2B
- Based on the number of workers on site per week
- Only eight (8) hours of 24 guaranteed unworked

Revised Pay Hours	1
Number of Events	1

Phase 2B - Tropics Building	Rates & Benefits	Rates Only	Workers per Week	Guaranteed Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	\$ 30.56	8	2	\$ 651
Bricklayers - H&H	\$ 55.95	\$ 32.53	0	2	\$ -
Carpenters - Building	\$ 53.54	\$ 30.65	16	2	\$ 1,223
Carpenters - H&H	\$ 57.33	\$ 33.13	8	2	\$ 652
Cement Masons	\$ 62.47	\$ 31.00	4	2	\$ 376
Electrical Workers	\$ 62.70	\$ 36.00	11	2	\$ 983
Elevator Constructors	\$ 91.38	\$ 52.41	7	2	\$ -
Glaziers	\$ 52.17	\$ 27.88	7	2	\$ 535
Heat & Frost Insulators	\$ 57.97	\$ 33.26	11	0	\$ -
Iron Workers	\$ 60.26	\$ 29.50	10	2	\$ 910
Laborers - Abatement	\$ 49.85	\$ 28.37	0	2	\$ -
Laborers - Building	\$ 48.85	\$ 27.37	15	2	\$ 1,055
Laborers - H&H	\$ 54.96	\$ 30.71	11	2	\$ 871
Operating Engineers - Building	\$ 67.37	\$ 35.73	5	2	\$ 495
Operating Engineers - H&H	\$ 77.79	\$ 45.86	3	2	\$ 329
Operating Engineers - Tech	\$ 69.36	\$ 42.11	5	2	\$ 483
Painters	\$ 48.35	\$ 24.62	7	2	\$ 505
Plasterers	\$ 52.64	\$ 30.15	0	2	\$ -
Plumbers & Steamfitters	\$ 63.09	\$ 35.38	13	2	\$ 1,180
Roofers	\$ 51.37	\$ 29.80	7	2	\$ 511
Sheet Metal Workers	\$ 62.01	\$ 33.89	6	2	\$ 541
Sprinkler Fitters	\$ 64.26	\$ 36.33	5	4	\$ 1,104
Teamsters - H&H	\$ 50.65	\$ 25.38	0	2	\$ -
Total		\$ 762.62			\$ 12,404

Savings through the Reduction of Guaranteed Pay - Phase 2AB - Tropics Building **\$ 12,404**

Total Savings through the Reduction of Guaranteed Pay \$ 15,759

Tropical Exhibit and Main
Entry Plaza Project

No Holiday Pay
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays

Phase 2A - Access Road	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	0	0	\$ -
Bricklayers - H&H	\$ 55.95	4	0	\$ -
Carpenters - Building	\$ 53.54	0	0	\$ -
Carpenters - H&H	\$ 57.33	2	8	\$ -
Cement Masons	\$ 62.47	1	0	\$ -
Electrical Workers	\$ 62.70	5	0	\$ -
Elevator Constructors	\$ 91.38	0	8	\$ -
Glaziers	\$ 52.17	0	0	\$ -
Heat & Frost Insulators	\$ 57.97	0	0	\$ -
Iron Workers	\$ 60.26	2	0	\$ -
Laborers - Abatement	\$ 49.85	0	0	\$ -
Laborers - Building	\$ 48.85	0	0	\$ -
Laborers - H&H	\$ 54.96	14	8	\$ 6,156
Operating Engineers - Building	\$ 67.37	0	8	\$ -
Operating Engineers - H&H	\$ 77.79	4	8	\$ 2,489
Operating Engineers - Tech	\$ 69.36	3	0	\$ -
Painters	\$ 48.35	1	0	\$ -
Plasterers	\$ 52.64	0	0	\$ -
Plumbers & Steamfitters	\$ 63.09	0	0	\$ -
Roofers	\$ 51.37	0	0	\$ -
Sheet Metal Workers	\$ 62.01	1	0	\$ -
Sprinkler Fitters	\$ 64.26	0	0	\$ -
Teamsters - H&H	\$ 50.65	2	0	\$ -
Total				\$ 8,645
Union Participation 65%				
Savings through the Elimination of Holiday Pay - Phase 2A - Access Road				\$ 5,619

Tropical Exhibit and Main
Entry Plaza Project

No Holiday Pay
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays

Phase 2A - Front Entry	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	6	0	\$ -
Bricklayers - H&H	\$ 55.95	0	0	\$ -
Carpenters - Building	\$ 53.54	10	0	\$ -
Carpenters - H&H	\$ 57.33	0	8	\$ -
Cement Masons	\$ 62.47	2	0	\$ -
Electrical Workers	\$ 62.70	8	0	\$ -
Elevator Constructors	\$ 91.38	5	8	\$ -
Glaziers	\$ 52.17	4	0	\$ -
Heat & Frost Insulators	\$ 57.97	3	0	\$ -
Iron Workers	\$ 60.26	8	0	\$ -
Laborers - Abatement	\$ 49.85	1	0	\$ -
Laborers - Building	\$ 48.85	6	0	\$ -
Laborers - H&H	\$ 54.96	0	8	\$ -
Operating Engineers - Building	\$ 67.37	4	8	\$ 12,935
Operating Engineers - H&H	\$ 77.79	0	8	\$ -
Operating Engineers - Tech	\$ 69.36	3	0	\$ -
Painters	\$ 48.35	5	0	\$ -
Plasterers	\$ 52.64	3	0	\$ -
Plumbers & Steamfitters	\$ 63.09	5	0	\$ -
Roofers	\$ 51.37	6	0	\$ -
Sheet Metal Workers	\$ 62.01	5	0	\$ -
Sprinkler Fitters	\$ 64.26	5	0	\$ -
Teamsters - H&H	\$ 50.65	0	0	\$ -
Total				\$ 12,935

Union Participation 65%

Savings through the Elimination of Holiday Pay - Phase 2A - Front Entry

Tropical Exhibit and Main
Entry Plaza Project

No Holiday Pay
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Based on the number of workers on site for each observed holiday
- Assume project site planned shutdown on Christmas/New Years week (no pay obligation)

Number of Holidays

Phase 2B - Tropics Building	Rates & Benefits	Workers per Week	Holiday Pay (Hrs)	Total Savings
Bricklayers - Building	\$ 55.95	8	0	\$ -
Bricklayers - H&H	\$ 55.95	0	0	\$ -
Carpenters - Building	\$ 53.54	16	0	\$ -
Carpenters - H&H	\$ 57.33	8	8	\$ 22,015
Cement Masons	\$ 62.47	4	0	\$ -
Electrical Workers	\$ 62.70	11	0	\$ -
Elevator Constructors	\$ 91.38	7	8	\$ -
Glaziers	\$ 52.17	7	0	\$ -
Heat & Frost Insulators	\$ 57.97	11	0	\$ -
Iron Workers	\$ 60.26	10	0	\$ -
Laborers - Abatement	\$ 49.85	0	0	\$ -
Laborers - Building	\$ 48.85	15	0	\$ -
Laborers - H&H	\$ 54.96	11	8	\$ 29,019
Operating Engineers - Building	\$ 67.37	5	8	\$ 16,169
Operating Engineers - H&H	\$ 77.79	3	8	\$ 11,202
Operating Engineers - Tech	\$ 69.36	5	0	\$ -
Painters	\$ 48.35	7	0	\$ -
Plasterers	\$ 52.64	0	0	\$ -
Plumbers & Steamfitters	\$ 63.09	13	0	\$ -
Roofers	\$ 51.37	7	0	\$ -
Sheet Metal Workers	\$ 62.01	6	0	\$ -
Sprinkler Fitters	\$ 64.26	5	0	\$ -
Teamsters - H&H	\$ 50.65	0	0	\$ -
Total				\$ 78,404

Union Participation 65%

Savings through the Elimination of Holiday Pay - Phase 2B - Tropics Building

Total Savings through the Elimination of Holiday Pay

Tropical Exhibit and Main
Entry Plaza Project

Shift Work
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Shift work is applicable to 2% of the total project hours (40% of applicable hours worked on a second shift/0% of applicable hours worked on a third shift)
- Shift work not applicable to Access Road work
- Shift premiums set at 5% for second shift, 10% for third shift (or less as specified in the current applicable CBA)

Craft	Wage Rates by Craft									
	1st Shift Union	1st Shift Non-Union	2nd Shift Union	2nd Shift Union (5%)	2nd Shift Non-Union	3rd Shift Union	3rd Shift Union (10%)	3rd Shift Non-Union		
Bricklayers - Building	\$ 30.56	\$ 30.56	\$ 33.43	\$ 32.09	\$ 32.09	\$ 36.29	\$ 33.62	\$ 33.62		
Bricklayers - H&H	\$ 32.53	\$ 32.53	\$ 35.58	\$ 34.16	\$ 34.16	\$ 38.63	\$ 35.78	\$ 35.78		
Carpenters - Building	\$ 30.65	\$ 30.65	\$ 33.52	\$ 32.18	\$ 32.18	\$ 36.40	\$ 33.72	\$ 33.72		
Carpenters - H&H	\$ 33.13	\$ 33.13	\$ 36.24	\$ 34.79	\$ 34.79	\$ 39.34	\$ 36.44	\$ 36.44		
Cement Masons	\$ 31.00	\$ 30.56	\$ 33.91	\$ 32.55	\$ 32.09	\$ 36.81	\$ 34.10	\$ 33.62		
Electrical Workers	\$ 36.00	\$ 36.00	\$ 39.38	\$ 37.80	\$ 37.80	\$ 42.75	\$ 39.60	\$ 39.60		
Elevator Constructors	\$ 52.41	\$ 52.41	\$ 57.12	\$ 55.03	\$ 55.03	\$ 62.24	\$ 57.65	\$ 57.65		
Glaziers	\$ 27.88	\$ 26.05	\$ 30.49	\$ 29.27	\$ 27.35	\$ 33.11	\$ 30.67	\$ 28.66		
Heat & Frost Insulators	\$ 33.26	\$ 33.26	\$ 36.38	\$ 34.92	\$ 34.92	\$ 39.50	\$ 36.59	\$ 36.59		
Iron Workers	\$ 29.50	\$ 29.50	\$ 32.27	\$ 30.98	\$ 30.98	\$ 35.03	\$ 32.45	\$ 32.45		
Laborers - Abatement	\$ 28.17	\$ 28.37	\$ 31.03	\$ 29.79	\$ 29.79	\$ 33.69	\$ 31.21	\$ 31.21		
Laborers - Building	\$ 27.37	\$ 27.37	\$ 29.94	\$ 28.74	\$ 28.74	\$ 32.50	\$ 30.11	\$ 30.11		
Laborers - H&H	\$ 30.71	\$ 30.71	\$ 33.59	\$ 32.25	\$ 32.25	\$ 36.47	\$ 33.78	\$ 33.78		
Operating Engineers - Building	\$ 35.73	\$ 35.73	\$ 39.08	\$ 37.52	\$ 37.52	\$ 42.43	\$ 39.30	\$ 39.30		
Operating Engineers - H&H	\$ 45.86	\$ 45.86	\$ 50.16	\$ 48.15	\$ 48.15	\$ 54.46	\$ 50.45	\$ 50.45		
Operating Engineers - Tech	\$ 42.11	\$ 42.11	\$ 46.06	\$ 44.22	\$ 44.22	\$ 50.01	\$ 46.32	\$ 46.32		
Painters	\$ 24.62	\$ 24.62	\$ 26.93	\$ 25.85	\$ 25.85	\$ 29.24	\$ 27.08	\$ 27.08		
Plasterers	\$ 30.15	\$ 30.56	\$ 32.98	\$ 31.66	\$ 32.09	\$ 35.80	\$ 33.17	\$ 33.62		
Plumbers & Steamfitters	\$ 35.38	\$ 35.38	\$ 38.70	\$ 37.15	\$ 37.15	\$ 42.01	\$ 38.92	\$ 38.92		
Roofers	\$ 29.80	\$ 29.80	\$ 32.59	\$ 31.29	\$ 31.29	\$ 35.39	\$ 32.78	\$ 32.78		
Sheet Metal Workers	\$ 33.89	\$ 33.89	\$ 37.07	\$ 35.58	\$ 35.58	\$ 40.24	\$ 37.28	\$ 37.28		
Sprinkler Fitters	\$ 36.33	\$ 36.33	\$ 39.74	\$ 38.15	\$ 38.15	\$ 43.14	\$ 39.96	\$ 39.96		
Teamsters - H&H	\$ 25.38	\$ 25.38	\$ 27.76	\$ 26.65	\$ 26.65	\$ 30.14	\$ 27.92	\$ 27.92		

Tropical Exhibit and Main
Entry Plaza Project

Shift Work
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Shift work is applicable to 2% of the total project hours (40% of applicable hours worked on a second shift/0% of applicable hours worked on a third shift)
- Shift work not applicable to Access Road work
- Shift premiums set at 5% for second shift, 10% for third shift (or less as specified in the current applicable CBA)

Phase 2A - Access Road	Project Hours	Applicable Hours	Hours Breakdown by Shift					
			1st Shift Union	1st Shift Non-Union	2nd Shift Union	2nd Shift Non-Union	3rd Shift Union	3rd Shift Non-Union
Bricklayers - Building	0	0	0	0	0	0	0	0
Bricklayers - H&H	576	0	0	0	0	0	0	0
Carpenters - Building	0	0	0	0	0	0	0	0
Carpenters - H&H	172	0	0	0	0	0	0	0
Cement Masons	74	0	0	0	0	0	0	0
Electrical Workers	2,173	0	0	0	0	0	0	0
Elevator Constructors	0	0	0	0	0	0	0	0
Glaziers	0	0	0	0	0	0	0	0
Heat & Frost Insulators	0	0	0	0	0	0	0	0
Iron Workers	319	0	0	0	0	0	0	0
Laborers - Abatement	0	0	0	0	0	0	0	0
Laborers - Building	0	0	0	0	0	0	0	0
Laborers - H&H	12,719	0	0	0	0	0	0	0
Operating Engineers - Building	0	0	0	0	0	0	0	0
Operating Engineers - H&H	3,713	0	0	0	0	0	0	0
Operating Engineers - Tech	381	0	0	0	0	0	0	0
Painters	31	0	0	0	0	0	0	0
Plasterers	0	0	0	0	0	0	0	0
Plumbers & Steamfitters	0	0	0	0	0	0	0	0
Roofers	0	0	0	0	0	0	0	0
Sheet Metal Workers	14	0	0	0	0	0	0	0
Sprinkler Fitters	0	0	0	0	0	0	0	0
Teamsters - H&H	637	0	0	0	0	0	0	0
Total	20,809	0	0	0	0	0	0	0

Tropical Exhibit and Main
Entry Plaza Project

Shift Work
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Due Diligence Study
Monroe County

Assumptions:

- Shift work is applicable to 2% of the total project hours (40% of applicable hours worked on a second shift/0% of applicable hours worked on a third shift)
- Shift work not applicable to Access Road work
- Shift premiums set at 5% for second shift, 10% for third shift (or less as specified in the current applicable CBA)

Phase 2A - Access Road	Cost Breakdown by Shift							
	All Shifts (No Differential)	1st Shift (STD)	2nd Shift (STD)	2nd Shift (5%)	2nd Shift (MIN)	3rd Shift (STD)	3rd Shift (10%)	3rd Shift (Min)
Bricklayers - Building	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Bricklayers - H&H	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Carpenters - Building	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Carpenters - H&H	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Cement Masons	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Electrical Workers	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Elevator Constructors	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Glaziers	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Heat & Frost Insulators	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Iron Workers	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Laborers - Abatement	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Laborers - Building	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Laborers - H&H	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Operating Engineers - Building	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Operating Engineers - H&H	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Operating Engineers - Tech	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Painters	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Plasterers	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Plumbers & Steamfitters	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Roofers	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Sheet Metal Workers	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Sprinkler Fitters	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Teamsters - H&H	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Total	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$

Phase 2A - Access Road	Cost	Savings
Standard Shift Differentials	\$	- \$
5% 2nd Shift/10% 3rd Shift Differentials or Less	\$	- \$
No Differentials	\$	- \$

Tropical Exhibit and Main
Entry Plaza Project

Shift Work
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Shift work is applicable to 2% of the total project hours (40% of applicable hours worked on a second shift/0% of applicable hours worked on a third shift)
- Shift work not applicable to Access Road work
- Shift premiums set at 5% for second shift, 10% for third shift (or less as specified in the current applicable CBA)

Phase 2A - Front Entry	Project Hours	Applicable Hours	Hours Breakdown by Shift					
			1st Shift Union	1st Shift Non-Union	2nd Shift Union	2nd Shift Non-Union	3rd Shift Union	3rd Shift Non-Union
Bricklayers - Building	5,720	304	41	22	20	11	7	4
Bricklayers - H&H	0	0	0	0	0	0	0	0
Carpenters - Building	18,670	373	146	78	73	39	24	13
Carpenters - H&H	0	0	0	0	0	0	0	0
Cement Masons	200	0	0	0	0	0	0	0
Electrical Workers	7,022	140	55	29	27	15	9	5
Elevator Constructors	772	0	0	0	0	0	0	0
Glassers	3,759	0	0	0	0	0	0	0
Heat & Frost Insulators	2,814	0	0	0	0	0	0	0
Iron Workers	7,186	144	56	30	28	15	9	5
Laborers - Abatement	142	0	0	0	0	0	0	0
Laborers - Building	5,082	102	40	21	20	11	7	4
Laborers - H&H	0	0	0	0	0	0	0	0
Operating Engineers - Building	3,321	0	0	0	0	0	0	0
Operating Engineers - H&H	0	0	0	0	0	0	0	0
Operating Engineers - Tech	437	0	0	0	0	0	0	0
Painters	1,962	0	0	0	0	0	0	0
Plasterers	421	0	0	0	0	0	0	0
Plumbers & Steamfitters	8,998	180	70	38	35	19	12	6
Roofers	4,909	0	0	0	0	0	0	0
Sheet Metal Workers	4,313	0	0	0	0	0	0	0
Sprinkler Fitters	724	0	0	0	0	0	0	0
Teamsters - H&H	0	0	0	0	0	0	0	0
Total	75,972	1,044	407	219	203	110	68	37

Tropical Exhibit and Main
Entry Plaza Project

Shift Work
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Due Diligence Study
Monroe County

Assumptions:

- Shift work is applicable to 2% of the total project hours (40% of applicable hours worked on a second shift/0% of applicable hours worked on a third shift)
- Shift work not applicable to Access Road work
- Shift premiums set at 5% for second shift, 10% for third shift (or less as specified in the current applicable CBA)

Phase 2A - Front Entry	Cost Breakdown by Shift								
	All Shifts (No Differential)	1st Shift (STD)	2nd Shift (STD)	2nd Shift (5%)	2nd Shift (MIN)	3rd Shift (STD)	3rd Shift (10%)	3rd Shift (Min)	
Bricklayers - Building	\$ 3,218	\$ 1,914	\$ 1,032	\$ 1,005	\$ 1,005	\$ 369	\$ 351	\$ 351	
Bricklayers - H&H	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Carpenters - Building	\$ 11,945	\$ 6,867	\$ 3,703	\$ 3,605	\$ 3,605	\$ 1,324	\$ 1,259	\$ 1,259	
Carpenters - H&H	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cement Masons	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Electrical Workers	\$ 5,100	\$ 3,034	\$ 1,636	\$ 1,593	\$ 1,593	\$ 585	\$ 556	\$ 556	
Elevator Constructors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Glaziers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Heat & Frost Insulators	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Iron Workers	\$ 4,277	\$ 2,544	\$ 1,372	\$ 1,316	\$ 1,316	\$ 490	\$ 466	\$ 466	
Laborers - Abatement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Laborers - Building	\$ 2,806	\$ 1,669	\$ 900	\$ 876	\$ 876	\$ 322	\$ 306	\$ 306	
Laborers - H&H	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Engineers - Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Engineers - H&H	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Engineers - Tech	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Painters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Plasterers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Plumbers & Steamfitters	\$ 6,423	\$ 3,820	\$ 2,060	\$ 2,006	\$ 2,006	\$ 737	\$ 700	\$ 700	
Roofers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sheet Metal Workers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Sprinkler Fitters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Teamsters - H&H	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ 33,369	\$ 19,848	\$ 10,702	\$ 10,420	\$ 10,420	\$ 3,827	\$ 3,639	\$ 3,639	

Phase 2A - Front Entry	Cost	Savings
Standard Shift Differentials	\$ 34,377	\$ -
5% 2nd Shift/10% 3rd Shift Differentials or Less	\$ 33,907	\$ 470
No Differentials	\$ 33,369	\$ 1,008

Tropical Exhibit and Main
Entry Plaza Project

Shift Work
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Shift work is applicable to 2% of the total project hours (40% of applicable hours worked on a second shift, 0% of applicable hours worked on a third shift)
- Shift work not applicable to Access Road work
- Shift premiums set at 5% for second shift, 10% for third shift (or less as specified in the current applicable CBA)

Phase 2B - Tropics Building	Project Hours	Applicable Hours	Hours Breakdown by Shift					
			1st Shift Union	1st Shift Non-Union	2nd Shift Union	2nd Shift Non-Union	3rd Shift Union	3rd Shift Non-Union
Bricklayers - Building	14,617	292	114	61	57	31	19	10
Bricklayers - H&H	0	0	0	0	0	0	0	0
Carpenters - Building	64,707	1,294	505	272	252	136	84	45
Carpenters - H&H	3,483	0	0	0	0	0	0	0
Cement Masons	1,918	0	0	0	0	0	0	0
Electrical Workers	30,770	615	240	129	120	65	40	22
Elevator Constructors	2,038	0	0	0	0	0	0	0
Glassers	3,349	0	0	0	0	0	0	0
Heat & Frost Insulators	29,637	593	231	124	116	62	39	21
Iron Workers	18,669	373	146	78	73	39	24	13
Laborers - Abatement	0	0	0	0	0	0	0	0
Laborers - Building	60,635	1,213	473	255	236	127	79	42
Laborers - H&H	47,944	859	335	180	167	90	56	30
Operating Engineers - Building	20,737	415	162	87	81	44	27	15
Operating Engineers - H&H	11,057	221	86	46	43	23	14	8
Operating Engineers - Tech	1,349	0	0	0	0	0	0	0
Painters	1,033	0	0	0	0	0	0	0
Plasterers	0	0	0	0	0	0	0	0
Plumbers & Steamfitters	23,491	470	183	99	92	49	31	16
Roofers	2,059	0	0	0	0	0	0	0
Sheet Metal Workers	11,490	230	90	48	45	24	15	8
Sprinkler Fitters	2,207	0	0	0	0	0	0	0
Teamsters - H&H	0	0	0	0	0	0	0	0
Total	346,194	6,575	2,564	1,381	1,282	690	427	230

Tropical Exhibit and Main
Entry Plaza Project

Shift Work
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Shift work is applicable to 2% of the total project hours (40% of applicable hours worked on a second shift/0% of applicable hours worked on a third shift)
- Shift work not applicable to Access Road work
- Shift premiums set at 5% for second shift, 10% for third shift (or less as specified in the current applicable CBA)

Phase 2B - Tropics Building	Cost Breakdown by Shift									
	All Shifts (No Differential)	1st Shift (STD)	2nd Shift (STD)	2nd Shift (5X)	2nd Shift (MIN)	3rd Shift (STD)	3rd Shift (10%)	3rd Shift (Min)	3rd Shift (Min)	3rd Shift (Min)
Bricklayers - Building	\$ 9,012	\$ 5,360	\$ 2,890	\$ 2,814	\$ 2,814	\$ 1,034	\$ 983	\$ 983	\$ 983	\$ 983
Bricklayers - H&H	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Carpenters - Building	\$ 40,012	\$ 23,799	\$ 12,833	\$ 12,495	\$ 12,495	\$ 4,589	\$ 4,363	\$ 4,363	\$ 4,363	\$ 4,363
Carpenters - H&H	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cement Masons	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electrical Workers	\$ 22,348	\$ 13,293	\$ 7,168	\$ 6,979	\$ 6,979	\$ 2,563	\$ 2,437	\$ 2,437	\$ 2,437	\$ 2,437
Elevator Constructors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Glaziers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Heat & Frost Insulators	\$ 19,887	\$ 11,829	\$ 6,378	\$ 6,210	\$ 6,210	\$ 2,281	\$ 2,169	\$ 2,169	\$ 2,169	\$ 2,169
Iron Workers	\$ 11,111	\$ 6,609	\$ 3,564	\$ 3,470	\$ 3,470	\$ 1,274	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212
Laborers - Abatement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Laborers - Building	\$ 33,482	\$ 19,915	\$ 10,739	\$ 10,455	\$ 10,455	\$ 3,840	\$ 3,651	\$ 3,651	\$ 3,651	\$ 3,651
Laborers - H&H	\$ 26,609	\$ 15,827	\$ 8,534	\$ 8,309	\$ 8,309	\$ 3,052	\$ 2,902	\$ 2,902	\$ 2,902	\$ 2,902
Operating Engineers - Building	\$ 14,948	\$ 8,891	\$ 4,794	\$ 4,668	\$ 4,668	\$ 1,714	\$ 1,630	\$ 1,630	\$ 1,630	\$ 1,630
Operating Engineers - H&H	\$ 10,230	\$ 6,085	\$ 3,283	\$ 3,195	\$ 3,195	\$ 1,173	\$ 1,116	\$ 1,116	\$ 1,116	\$ 1,116
Operating Engineers - Tech	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Painters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plasterers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plumbers & Steamfitters	\$ 16,768	\$ 9,973	\$ 5,178	\$ 5,236	\$ 5,236	\$ 1,921	\$ 1,828	\$ 1,828	\$ 1,828	\$ 1,828
Roofers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sheet Metal Workers	\$ 7,856	\$ 4,673	\$ 2,520	\$ 2,453	\$ 2,453	\$ 901	\$ 857	\$ 857	\$ 857	\$ 857
Sprinkler Fitters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Teamsters - H&H	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 212,265	\$ 126,254	\$ 68,079	\$ 66,283	\$ 66,283	\$ 24,943	\$ 23,147	\$ 23,147	\$ 23,147	\$ 23,147

Phase 2B - Tropics Building	Cost	Savings
Standard Shift Differentials	\$ 218,676	\$ -
5% 2nd Shift/10% 3rd Shift Differentials or Less	\$ 215,684	\$ 2,992
No Differentials	\$ 212,265	\$ 6,411

Total Savings through the Reduction of Shift Premiums **\$ 3,462**

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)

Phase 2A - Access Road	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	0	0%	20%	\$ -
Bricklayers - H&H	\$ 55.95	576	0%	20%	\$ -
Carpenters - Building	\$ 53.54	0	0%	20%	\$ -
Carpenters - H&H	\$ 57.33	172	0%	20%	\$ -
Cement Masons	\$ 62.47	74	0%	20%	\$ -
Electrical Workers	\$ 62.70	2,173	0%	20%	\$ -
Elevator Constructors	\$ 91.88	0	0%	20%	\$ -
Glaziers	\$ 52.17	0	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	0	0%	20%	\$ -
Iron Workers	\$ 60.26	319	0%	20%	\$ -
Laborers - Abatement	\$ 49.85	0	0%	20%	\$ -
Laborers - Building	\$ 48.85	0	0%	20%	\$ -
Laborers - H&H	\$ 54.96	12,719	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	0	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	3,713	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	381	0%	20%	\$ -
Painters	\$ 48.35	31	0%	20%	\$ -
Plasterers	\$ 52.64	0	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	0	0%	20%	\$ -
Roofers	\$ 51.37	0	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	14	0%	20%	\$ -
Sprinkler Fitters	\$ 64.26	0	0%	20%	\$ -
Teamsters - H&H	\$ 50.65	637	0%	20%	\$ -
Total		20,809			\$ -

Union Participation 65%

Savings through the Use of Offsite Fabrication - Phase 2A - Access Road **\$ -**

Tropical Exhibit and Main
Entry Plaza Project

Offsite Fabrication
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)

Phase 2A - Front Entry	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	5,220	0%	20%	\$ -
Bricklayers - H&H	\$ 55.95	0	0%	20%	\$ -
Carpenters - Building	\$ 53.54	18,670	5%	20%	\$ 9,996
Carpenters - H&H	\$ 57.33	0	5%	20%	\$ -
Cement Masons	\$ 62.47	200	0%	20%	\$ -
Electrical Workers	\$ 62.70	7,022	2%	20%	\$ 1,761
Elevator Constructors	\$ 91.38	772	0%	20%	\$ -
Glaziers	\$ 52.17	3,759	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	2,834	0%	20%	\$ -
Iron Workers	\$ 60.26	7,186	2%	20%	\$ 1,732
Laborers - Abatement	\$ 49.85	142	0%	20%	\$ -
Laborers - Building	\$ 48.85	5,082	0%	20%	\$ -
Laborers - H&H	\$ 54.96	0	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	3,321	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	0	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	437	0%	20%	\$ -
Painters	\$ 48.35	1,962	0%	20%	\$ -
Plasterers	\$ 52.64	421	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	8,998	2%	20%	\$ 2,271
Roofers	\$ 51.37	4,909	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	4,313	5%	20%	\$ 2,674
Sprinkler Fitters	\$ 64.26	724	0%	20%	\$ -
Teamsters - H&H	\$ 50.65	0	0%	20%	\$ -
Total		75,972			\$ 18,434

Union Participation 65%

Savings through the Use of Offsite Fabrication - Phase 2A - Front Entry **\$ 11,982**

Assumptions:

- Offsite fabrication would result in a 20% cost reduction
- Offsite fabrication only applies to the following crafts:
 - Carpenters (5% of total hours)
 - Electrical Workers (2% of total hours)
 - Iron Workers (2% of total hours)
 - Plumbers & Steamfitters (2% of total hours)
 - Sheet Metal Workers (5% of total hours)

Phase 2B - Tropics Building	Rates & Benefits	Project Hours	Offsite Work	Cost Reduction	Total Savings
Bricklayers - Building	\$ 55.95	14,617	0%	20%	\$ -
Bricklayers - H&H	\$ 55.95	0	0%	20%	\$ -
Carpenters - Building	\$ 53.54	64,707	5%	20%	\$ 34,644
Carpenters - H&H	\$ 57.33	3,483	0%	20%	\$ -
Gement Masons	\$ 62.47	1,918	0%	20%	\$ -
Electrical Workers	\$ 62.70	30,770	2%	20%	\$ 7,717
Elevator Constructors	\$ 91.38	2,038	0%	20%	\$ -
Glaziers	\$ 52.17	3,349	0%	20%	\$ -
Heat & Frost Insulators	\$ 57.97	29,637	0%	20%	\$ -
Iron Workers	\$ 60.26	18,669	2%	20%	\$ 4,500
Laborers - Abatement	\$ 49.85	0	0%	20%	\$ -
Laborers - Building	\$ 48.85	60,635	0%	20%	\$ -
Laborers - H&H	\$ 54.96	42,948	0%	20%	\$ -
Operating Engineers - Building	\$ 67.37	20,737	0%	20%	\$ -
Operating Engineers - H&H	\$ 77.79	11,057	0%	20%	\$ -
Operating Engineers - Tech	\$ 69.36	1,349	0%	20%	\$ -
Painters	\$ 48.35	1,033	0%	20%	\$ -
Plasterers	\$ 52.64	0	0%	20%	\$ -
Plumbers & Steamfitters	\$ 63.09	23,491	2%	20%	\$ 5,928
Roofers	\$ 51.37	2,059	0%	20%	\$ -
Sheet Metal Workers	\$ 62.01	11,490	5%	20%	\$ 7,125
Sprinkler Fitters	\$ 64.26	2,207	0%	20%	\$ -
Teamsters - H&H	\$ 50.65	0	0%	20%	\$ -
Total		346,194			\$ 59,914

Union Participation 65%

Savings through the Use of Offsite Fabrication - Phase 2B - Tropics Building **\$ 38,944**

Total Savings through the Use of Offsite Fabrication \$ 50,927

Tropical Exhibit and Main
Entry Plaza Project

Work Break Time Reduction
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Phase 2A - Access Road	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	0	0	0	\$ -
Bricklayers - H&H	\$ 32.53	576	4	18	\$ 195
Carpenters - Building	\$ 30.65	0	0	0	\$ -
Carpenters - H&H	\$ 33.13	172	2	11	\$ 59
Cement Masons	\$ 31.00	74	1	9	\$ 24
Electrical Workers	\$ 36.00	2,173	5	54	\$ 815
Elevator Constructors	\$ 52.41	0	0	0	\$ -
Glaziers	\$ 27.88	0	0	0	\$ -
Heat & Frost Insulators	\$ 33.26	0	0	0	\$ -
Iron Workers	\$ 29.50	319	2	20	\$ 98
Laborers - Abatement	\$ 28.37	0	0	0	\$ -
Laborers - Building	\$ 27.37	0	0	0	\$ -
Laborers - H&H	\$ 30.71	12,719	14	114	\$ 4,069
Operating Engineers - Building	\$ 35.73	0	0	0	\$ -
Operating Engineers - H&H	\$ 45.86	3,713	4	116	\$ 1,774
Operating Engineers - Tech	\$ 42.11	381	3	16	\$ 167
Painters	\$ 24.62	31	1	4	\$ 8
Plasterers	\$ 30.15	0	0	0	\$ -
Plumbers & Steamfitters	\$ 35.38	0	0	0	\$ -
Roofers	\$ 29.80	0	0	0	\$ -
Sheet Metal Workers	\$ 33.89	14	1	2	\$ 5
Sprinkler Fitters	\$ 36.33	0	0	0	\$ -
Teamsters - H&H	\$ 25.38	637	2	40	\$ 168
Total		20,809			\$ 7,382

Union Participation 65%

Savings through the Reduction of Work Breaks - Phase 2A - Access Road **\$ 4,798**

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Phase 2A - Front Entry	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	5,220	6	109	\$ 1,662
Bricklayers - H&H	\$ 32.53	0	0	0	\$ -
Carpenters - Building	\$ 30.65	18,670	10	233	\$ 5,961
Carpenters - H&H	\$ 33.13	0	0	0	\$ -
Cement Masons	\$ 31.00	200	2	13	\$ 65
Electrical Workers	\$ 36.00	7,022	8	110	\$ 2,633
Elevator Constructors	\$ 52.41	772	5	19	\$ -
Glaziers	\$ 27.88	3,759	4	117	\$ 1,092
Heat & Frost Insulators	\$ 33.26	2,834	3	118	\$ 982
Iron Workers	\$ 29.50	7,186	8	112	\$ 2,208
Laborers - Abatement	\$ 28.37	142	1	18	\$ 42
Laborers - Building	\$ 27.37	5,082	6	106	\$ 1,449
Laborers - H&H	\$ 30.71	0	0	0	\$ -
Operating Engineers - Building	\$ 35.73	3,321	4	104	\$ 1,236
Operating Engineers - H&H	\$ 45.86	0	0	0	\$ -
Operating Engineers - Tech	\$ 42.11	437	3	18	\$ 192
Painters	\$ 24.62	1,962	5	49	\$ 503
Plasterers	\$ 30.15	421	3	18	\$ 132
Plumbers & Steamfitters	\$ 35.38	8,998	5	225	\$ 3,316
Roofers	\$ 29.80	4,909	6	102	\$ 1,524
Sheet Metal Workers	\$ 33.89	4,313	5	108	\$ 1,523
Sprinkler Fitters	\$ 36.33	724	5	18	\$ 274
Teamsters - H&H	\$ 25.38	0	0	0	\$ -
Total		75,972			\$ 24,793
					Union Participation 65%
Savings through the Reduction of Work Breaks - Phase 2A - Front Entry					\$ 16,115

Tropical Exhibit and Main
Entry Plaza Project

Work Break Time Reduction
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Savings assumed by reducing one (1) work break by approximately five (5) minutes per day per employee

Phase 2B - Tropics Building	Union Rates	Project Hours	Workers per Week	Estimated Days	Total Savings
Bricklayers - Building	\$ 30.56	14,617	8	228	\$ 4,653
Bricklayers - H&H	\$ 32.53	0	0	0	\$ -
Carpenters - Building	\$ 30.65	64,707	16	506	\$ 20,659
Carpenters - H&H	\$ 33.13	3,483	8	54	\$ 1,202
Cement Masons	\$ 31.00	1,918	4	60	\$ 619
Electrical Workers	\$ 36.00	30,770	11	350	\$ 11,539
Elevator Constructors	\$ 52.41	2,038	7	36	\$ -
Glaziers	\$ 27.88	3,349	7	60	\$ 973
Heat & Frost Insulators	\$ 33.26	29,637	11	337	\$ 10,268
Iron Workers	\$ 29.50	18,669	10	233	\$ 5,737
Laborers - Abatement	\$ 28.37	0	0	0	\$ -
Laborers - Building	\$ 27.37	60,635	15	505	\$ 17,287
Laborers - H&H	\$ 30.71	42,948	11	488	\$ 13,739
Operating Engineers - Building	\$ 35.73	20,737	5	518	\$ 7,718
Operating Engineers - H&H	\$ 45.86	11,057	3	461	\$ 5,282
Operating Engineers - Tech	\$ 42.11	1,349	5	34	\$ 592
Painters	\$ 24.62	1,033	7	18	\$ 265
Plasterers	\$ 30.15	0	0	0	\$ -
Plumbers & Steamfitters	\$ 35.38	23,491	13	226	\$ 8,657
Roofers	\$ 29.80	2,059	7	37	\$ 639
Sheet Metal Workers	\$ 33.89	11,490	6	239	\$ 4,056
Sprinkler Fitters	\$ 36.33	2,207	5	55	\$ 835
Teamsters - H&H	\$ 25.38	0	0	0	\$ -
Total		346,194			\$ 114,721
					Union Participation 65%
Savings through the Reduction of Work Breaks - Phase 2B - Tropics Building					\$ 74,568
Total Savings through the Reduction of Work Breaks					\$ 95,482

Tropical Exhibit and Main
Entry Plaza Project

Wage Concessions
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Assume all craft hous with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

Phase 2A - Access Road	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	0	\$ 30.56	\$ 30.56	\$ -	\$ -	\$ -
Bricklayers - H&H	576	\$ 32.53	\$ 30.56	\$ 18,737	\$ 17,603	\$ 1,135
Carpenters - Building	0	\$ 30.65	\$ 30.65	\$ -	\$ -	\$ -
Carpenters - H&H	172	\$ 33.13	\$ 30.65	\$ 5,698	\$ 5,272	\$ 427
Cement Masons	74	\$ 31.00	\$ 31.00	\$ 2,294	\$ 2,294	\$ -
Electrical Workers	2,173	\$ 36.00	\$ 36.00	\$ 78,228	\$ 78,228	\$ -
Elevator Constructors	0	\$ 52.41	\$ 52.41	\$ -	\$ -	\$ -
Glaziers	0	\$ 27.88	\$ 27.88	\$ -	\$ -	\$ -
Heat & Frost Insulators	0	\$ 33.26	\$ 33.26	\$ -	\$ -	\$ -
Iron Workers	319	\$ 29.50	\$ 29.50	\$ 9,411	\$ 9,411	\$ -
Laborers - Abatement	0	\$ 28.37	\$ 28.37	\$ -	\$ -	\$ -
Laborers - Building	0	\$ 27.37	\$ 27.37	\$ -	\$ -	\$ -
Laborers - H&H	12,719	\$ 30.71	\$ 27.37	\$ 390,600	\$ 348,119	\$ 42,481
Operating Engineers - Building	0	\$ 35.73	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - H&H	3,713	\$ 45.86	\$ 35.73	\$ 170,278	\$ 132,665	\$ 37,613
Operating Engineers - Tech	381	\$ 42.11	\$ 42.11	\$ 16,044	\$ 16,044	\$ -
Painters	31	\$ 24.62	\$ 24.62	\$ 763	\$ 763	\$ -
Plasterers	0	\$ 30.15	\$ 30.15	\$ -	\$ -	\$ -
Plumbers & Steamfitters	0	\$ 35.38	\$ 35.38	\$ -	\$ -	\$ -
Roofers	0	\$ 29.80	\$ 29.80	\$ -	\$ -	\$ -
Sheet Metal Workers	14	\$ 33.89	\$ 33.89	\$ 474	\$ 474	\$ -
Sprinkler Fitters	0	\$ 36.33	\$ 36.33	\$ -	\$ -	\$ -
Teamsters - H&H	637	\$ 25.38	\$ 25.38	\$ 16,167	\$ 16,167	\$ -
Total	20,809			\$ 708,695	\$ 627,040	\$ 81,655
Union Participation 65%						
Savings through the Use of Wage Concessions - Phase 2A - Access Road						\$ 53,076

Tropical Exhibit and Main
Entry Plaza Project

Wage Concessions
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Assume all craft hous with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

Phase 2A - Front Entry	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	5,220	\$ 30.56	\$ 30.56	\$ 159,523	\$ 159,523	\$ -
Bricklayers - H&H	0	\$ 32.53	\$ 30.56	\$ -	\$ -	\$ -
Carpenters - Building	18,670	\$ 30.65	\$ 30.65	\$ 572,236	\$ 572,236	\$ -
Carpenters - H&H	0	\$ 33.13	\$ 30.65	\$ -	\$ -	\$ -
Cement Masons	200	\$ 31.00	\$ 31.00	\$ 6,200	\$ 6,200	\$ -
Electrical Workers	7,022	\$ 36.00	\$ 36.00	\$ 252,792	\$ 252,792	\$ -
Elevator Constructors	772	\$ 52.41	\$ 52.41	\$ 40,461	\$ 40,461	\$ -
Glaziers	3,759	\$ 27.88	\$ 27.88	\$ 104,801	\$ 104,801	\$ -
Heat & Frost Insulators	2,834	\$ 33.26	\$ 33.26	\$ 94,259	\$ 94,259	\$ -
Iron Workers	7,186	\$ 29.50	\$ 29.50	\$ 211,987	\$ 211,987	\$ -
Laborers - Abatement	142	\$ 28.37	\$ 28.37	\$ 4,029	\$ 4,029	\$ -
Laborers - Building	5,082	\$ 27.37	\$ 27.37	\$ 139,094	\$ 139,094	\$ -
Laborers - H&H	0	\$ 30.71	\$ 27.37	\$ -	\$ -	\$ -
Operating Engineers - Building	3,321	\$ 35.73	\$ 35.73	\$ 118,659	\$ 118,659	\$ -
Operating Engineers - H&H	0	\$ 45.86	\$ 35.73	\$ -	\$ -	\$ -
Operating Engineers - Tech	437	\$ 42.11	\$ 42.11	\$ 18,402	\$ 18,402	\$ -
Painters	1,962	\$ 24.62	\$ 24.62	\$ 48,304	\$ 48,304	\$ -
Plasterers	421	\$ 30.15	\$ 30.15	\$ 12,693	\$ 12,693	\$ -
Plumbers & Steamfitters	8,998	\$ 35.38	\$ 35.38	\$ 318,349	\$ 318,349	\$ -
Roofers	4,909	\$ 29.80	\$ 29.80	\$ 146,288	\$ 146,288	\$ -
Sheet Metal Workers	4,313	\$ 33.89	\$ 33.89	\$ 146,168	\$ 146,168	\$ -
Sprinkler Fitters	724	\$ 36.33	\$ 36.33	\$ 26,303	\$ 26,303	\$ -
Teamsters - H&H	0	\$ 25.38	\$ 25.38	\$ -	\$ -	\$ -
Total	75,972			\$ 2,420,548	\$ 2,420,548	\$ -

Union Participation 65%

Savings through the Use of Wage Concessions - Phase 2A - Front Entry \$ -

Tropical Exhibit and Main
Entry Plaza Project

Wage Concessions
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Assume all craft hous with Heavy & Highway classification be reclassified as Building
- All reclassified work subject to Building rates only

Phase 2B - Tropics Building	Project Hours	Union Rates	Conession Rates	Labor Cost (w/o Con.)	Labor Cost (w/ Con.)	Total Savings
Bricklayers - Building	14,617	\$ 30.56	\$ 30.56	\$ 446,696	\$ 446,696	\$ -
Bricklayers - H&H	0	\$ 32.53	\$ 30.56	\$ -	\$ -	\$ -
Garpenters - Building	64,707	\$ 30.65	\$ 30.65	\$ 1,983,270	\$ 1,983,270	\$ -
Carpenters - H&H	3,483	\$ 33.13	\$ 30.65	\$ 115,392	\$ 106,754	\$ 8,638
Gement Masons	1,918	\$ 31.00	\$ 31.00	\$ 59,458	\$ 59,458	\$ -
Electrical Workers	30,770	\$ 36.00	\$ 36.00	\$ 1,107,720	\$ 1,107,720	\$ -
Elevator Constructors	2,038	\$ 52.41	\$ 52.41	\$ 106,812	\$ 106,812	\$ -
Glaziers	3,349	\$ 27.88	\$ 27.88	\$ 93,370	\$ 93,370	\$ -
Heat & Frost Insulators	29,637	\$ 33.26	\$ 33.26	\$ 985,727	\$ 985,727	\$ -
Iron Workers	18,669	\$ 29.50	\$ 29.50	\$ 550,736	\$ 550,736	\$ -
Laborers - Abatement	0	\$ 28.37	\$ 28.37	\$ -	\$ -	\$ -
Laborers - Building	60,635	\$ 27.37	\$ 27.37	\$ 1,659,580	\$ 1,659,580	\$ -
Laborers - H&H	42,948	\$ 30.71	\$ 27.37	\$ 1,318,933	\$ 1,175,487	\$ 143,446
Operating Engineers - Building	20,737	\$ 35.73	\$ 35.73	\$ 740,933	\$ 740,933	\$ -
Operating Engineers - H&H	11,057	\$ 45.86	\$ 35.73	\$ 507,074	\$ 395,067	\$ 112,007
Operating Engineers - Tech	1,349	\$ 42.11	\$ 42.11	\$ 56,806	\$ 56,806	\$ -
Painters	1,033	\$ 24.62	\$ 24.62	\$ 25,432	\$ 25,432	\$ -
Plasterers	0	\$ 30.15	\$ 30.15	\$ -	\$ -	\$ -
Plumbers & Steamfitters	23,491	\$ 35.38	\$ 35.38	\$ 831,112	\$ 831,112	\$ -
Roofers	2,059	\$ 29.80	\$ 29.80	\$ 61,358	\$ 61,358	\$ -
Sheet Metal Workers	11,490	\$ 33.89	\$ 33.89	\$ 389,396	\$ 389,396	\$ -
Sprinkler Fitters	2,207	\$ 36.33	\$ 36.33	\$ 80,180	\$ 80,180	\$ -
Teamsters - H&H	0	\$ 25.38	\$ 25.38	\$ -	\$ -	\$ -
Total	346,194			\$ 11,119,984	\$ 10,855,892	\$ 264,092
Union Participation 65%						
Savings through the Use of Wage Concessions - Phase 2B - Tropics Building						\$ 171,660
Total Savings through the Use of Wage Concessions						\$ 224,736

Tropical Exhibit and Main
Entry Plaza Project

Managements Rights
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- 2% for large, long duration, complex projects
- 1% for smaller, shorter duration, less complex projects
- 1/4% to 1/2% savings reduction resulting from jurisdictional restrictions on small projects
- 1/4% to 1/2% savings reduction resulting from efficiencies already available through Design/Build Contracts

Management Rights Savings	Project	Project Cost	Percent Union	Total Savings
0.25%	Seneca Park Zoo	\$ 121,000,000	65%	\$ 196,625
Total				\$ 196,625

Total Savings through a Strong Managements Rights Clause **\$ 196,625**

Tropical Exhibit and Main
Entry Plaza Project

Rochester Careers in Construction

Due Diligence Study
Monroe County

Assumptions:

- Contractor contributions equivalent to \$0.15/hr

Narrative:

To support Rochester Careers in Construction, Inc., a New York not-for-profit corporation, the Construction Manager will contribute \$0.15/hr.

Project	Project Hours	Program Cost (\$/hr)	Program Cost
Seneca Park Zoo	442,960	\$ (0.15)	\$ (66,444)
Total			\$ (66,444)
Total Cost of Supporting Rochester Careers in Construction			\$ (66,444)

Tropical Exhibit and Main
Entry Plaza Project

Wicks Law Exemption
Appendix C

Due Diligence Study
Monroe County

Assumptions:

- Wicks Law is applicable to all MEP work
- Assume a modest ten (10) percent reduction in project cost

Narrative:

Recent state legislation includes a provision that allows the Project Owner to avoid the use of Wicks Law if a Project Labor Agreement is implemented. Wicks Law requires that public works projects of this nature use multiple prime contractors, in a designated fashion, rather than allowing a single contractor on a construction projects.

Reports prepared by the New York State Division of Budget (May 1987) and New York State School Boards Association (March 1991) indicate that elimination of the requirement to comply with Wicks Law would reduce construction costs by 20 to 30 percent.

Project	Project Cost	Wicks Law Reduction	Program Cost
Seneca Park Zoo	\$ 23,098,577	10%	\$ 2,309,858
Total			\$ 2,309,858
Total Savings through the Avoidance of Wicks Law			\$ 2,309,858

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