

MGM NATIONAL HARBOR PRINCE GEORGE'S COUNTY COMMUNITY BENEFIT AGREEMENT (CBA)



The Compliance report is in response to the Community Benefits Agreement between Prince George's County and MGM National Harbor.

CBA Quarterly Report reflects Calendar Year 2014 information.

This report #1 is for the mutual and exclusive benefit of MGM National Harbor and Prince George's County; no third party shall claim right or entitlement under this Report.

Date Submitted: April 15, 2015





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Project Status

During 2014, development of the construction drawings and design work continued and construction commenced. Whiting-Turner fully mobilized in 2014 to the project as the Prime General Contractor with the establishment of a large Project site office complex which is also occupied by MGM National Harbor's construction project team.

As of December, 31, 2014, approximately 98% of the over 550,000 cubic yards of earth required to be removed from the Project site had been excavated and was taken to special soil disposal facilities capable of handling the petroleum impacted soil that MGM National Harbor discovered at the Project site.

Installation of the 6190 concrete foundation piles required for the Project was 60% complete with 3 crews working in 3 different areas. This drilled, cast-in-place, concrete foundation piling system was chosen, in part, due to its minimized impact to the community due to decreased noise generated from installation operations as compared to the pounded steel pile system originally proposed for the site.

Installation of foundation concrete commenced and remained in progress with 80% of P1 foundation concrete complete, 30% of foundation concrete of P2 complete, and foundation concrete work commencing on P5.

Over 750 companies participated in MGM National Harbor's outreach efforts during 2014.



Executive Summary

Article XIX of the Maryland Constitution and the 2012 County Referendum provided for the establishment and licensing of a gaming facility in Prince George's County, Maryland. In accordance with its statutory requirements MGM National Harbor has entered into a Community Benefits Agreement (CBA) with Prince George's County (the "County").

MGM National Harbor is pleased to provide to the County this inaugural report the initial results of its construction and supplier diversity program.

These outstanding results reflect the historic commitment to diversity and inclusion that are cornerstones of the corporate mission of MGM Resorts International.

Although only in the first months of construction on this iconic project, this report highlights the progress already made, including:

- More than \$20 million has been paid to MBEs;
- More than 40 Prince George's County Certified MBEs have been awarded contracts; and
- 10 of the 40 Prince George's County certified MBEs have been awarded contracts for work in the Architectural and Engineering phase.

Glossary

The definitions used in this report that are also included in Sections 10-308 and 10-309 of Subtitle 10 of the County Code are included for reference only. Capitalized terms and phrases used in this report but not defined shall have the same meaning as attributed to those same terms and phrases in their controlling Maryland Statutes, Regulations and/or the Community Benefit Agreement.

"CBB" means "County Based Business," which is a business whose principal place of operation, as determined by the Prince George's County Office of Central Services, is located within the County (including, without limitation, any CMBE).

"CLB" means "County Located Business," which, subject to verification by the Prince George's County Office of Central Services, is a business that:

- (a) has a County Office or pays applicable County property taxes; and
- (b) either has:
 1. at least five (5) FTE employees in the County Office for the full duration of the County Office's lease; or
 2. at least three (3) FTE employees in the County Office, with at least two (2) of the FTE employees being County Residents, for the minimum required duration of the County Office's lease (as specified in the definition for County Office); or

3. at least three (3) FTE employees in the County Office, if such business has an ownership interest in the building.

“CMBE” means County Based Minority Business Enterprise,” which is an MBE whose principal place of operation, as determined by the Prince George’s County Office of Central Services, is located within the County.

“LBE” means “Local Business Enterprise,” which is a CBB or CLB (including, without limitation, any CMBE).

“MBE” means “Minority Business Enterprise,” which is any entity or business that is at least fifty-one percent (51%) owned and controlled by one (1) or more Minority Individuals (or, in the case of any publicly-owned corporation, at least fifty-one percent (51%) of the stock of which is owned by one (1) or more Minority Individuals) and is managed or operated on a daily basis by one (1) of such individuals, and either:

- (a) is certified by one of the following authorized third party organizations:(i) MDOT, (ii) Maryland/District of Columbia Minority Supplier Development Council, (iii) Washington Metropolitan Area Transit Authority, (iv) Business Enterprise National Council, or (v) Women Business Enterprise National Council; or
- (b) is certified by the Prince George’s County Office of Central Services as a Minority Business Enterprise.

“MDOT” means the Maryland Department of Transportation.

Methodology

This Report constitutes MGM National Harbor’s compliance with its obligation in accordance with Section 6.1 of the CBA to submit a Quarterly Compliance Report (“The Report”) to the Compliance Manager. The Report encompasses business activity and employment activity from January 2014 through December 31, 2014.

All data and statistical analysis included in this report has been computed in accordance with the requirements agreed in the CBA. All definitions included in the CBA, unless specifically defined within this report, are incorporated as if they had been set forth herein. This report was generated based upon the following methodology regarding the modes and means of data collection and calculation of results.

In accordance with Section 6.1 of the CBA, the actual calculation of the percentage of expenditure with Certified Business Entities¹ shall be based on the availability of such Certified

¹ For the purposes of completeness and accuracy, CLBs are also included, although they do not yet have a certification process by an independent certifying body.

Business Entities to engage in the type of work to be conducted by MGM National Harbor. MGM National Harbor's calculations shall take into consideration the availability of Certified Business Entities who are able to provide goods and services of the type required by MGM National Harbor. The data required with regard to Business Enterprise Utilization and with regard to Construction Business Opportunities has been verified in accordance with MGM National Harbor established policies inclusive of: (i) vendor background checks; (ii) confirm regulatory compliance with the requirements of the Maryland Lotteries Gaming Commission requirements; (iii) verify work performed by reviewing certified payroll and payment application approval certificates (vi) vendor office and field visits; and (v) review of key documents (e.g. lien waivers, invoices, and evidence of payment).

The specific statistical data and analysis included in this Report may include sub-processes and or combinations of data resulting from the methods described herein.

All efforts described herein are based on MGM National Harbor's Best Efforts as follows:

- The Report includes all expenditures which comprise the Total Construction Purchase Value as described in Section 1.39 of the CBA.
- This Report accounts for all reportable expenditures with respect to County Based Business (CBB) Participation, County Located Business (CLB) Participation, County Based Minority Business Enterprise (CMBE) Participation, Local Business Enterprise (LBE) Participation, and Minority Business Enterprise (MBE) Participation in either Construction related Business Opportunities or Operation related Business Opportunities as compared and contrasted with MGM National Harbor's Total Construction Purchase Value as applicable using General Accepted Accounting Principles (GAAP) procedures.
- The Report tracks all jobs held by Minority Individuals who are members of groups included in Subsection 1.28 (a) through (i) of the CBA as compared with MGM National Harbor's overall Construction-related Employment and/or Operations related employment.
- This report also provides summary documentation of MGM National Harbor's Best Efforts to achieve its Business Utilization and Employment Goals, including, but not limited to, its Employment Outreach and Recruitment Efforts.
- There have been no allegations of Non-Payment reported to MGM National Harbor by any Certified Business Entity for the reporting period encompassed by this Report.

Summary Tables

Table 1. Percentage of Payment Summary Report (January 1, 2014 – December 31, 2014)

CONTRACTING CONSTRUCTION ^d					
	No. of Companies	Payments	Actual (%)	Goal (%)	MGM Aspiration Goal (%)
Total Construction Purchase Value ^a		\$64,534,269			
MBE	43	\$20,022,607.92	31%	30%	35%
CMBE	26	\$10,603,280.65	16%	12%	15%
CBB ^b	20	\$2,618,863.34	4%	2%	-
LBE ^c	20	\$2,618,863.34	4%	16%	20%

^a Total Construction Purchase Value calculated as set forth in the Community Benefits Agreement – Article 1, Section 1.5 and Section 1.39 are listed in Table 3 below.

^b The CBB Goal is calculated as an aspirational goal of 50% of LBE participation pursuant to Section 2.2(a) of the CBA. Accordingly, the "Goal %" will adjust with each report submitted.

^c The LBE totals included in this Report do not account for the business opportunities provided to CLBs. Calculation of CLBs began with the adoption of the Compliance Plan on March 31, 2015. The next Quarterly Compliance report will include an additional line item for CLBs which will also include participation levels for CLBs in 2014.

^d Payment amounts and percentage information is derived from monthly Payment Summary Reports received from certified companies.

Table 2. Labor Hours Summary Report (January 1, 2014 – December 31, 2014)

EMPLOYMENT CONSTRUCTION					
	Labor Hours Breakdown	Total Hours	Actual Hours (%)	CBA Goal (%)	MGM Aspiration Goal (%)
	PGC Residents	18,385.00	19%	20%	30%
	TOTAL LABOR HOURS	96,131.70			

*This report demonstrates all direct site construction labor hours from January through December 31, 2014.

I. Construction Contracting ²

During the 4 quarters of the 2014 reporting period, MGM National Harbor used the following Best Efforts to recruit local and minority owned businesses in compliance with Article III of the Community Benefits Agreement. The Best Efforts included herein are supported and supplemented by the items included in Section II of this Report³. As part of its ongoing Best Efforts, MGM National Harbor:

- a) Regularly accessed the following resources as part of its outreach efforts and bidding process:
 - i. Prince George's County Supplier Development and Diversity (SDDD) Supplier Directories
 - MBE Supplier Directory
 - County-based Supplier Directory
 - ii. MDOT Directory of Certified MBE, DBE, SBE, and ACDBE Firms
 - iii. MGM National Harbor Database
 - iv. MGM Resorts International Centralized Supplier Diversity Database
- b) Invited local MBE professionals, contractors, subcontractors, suppliers and vendors to attend in-person MGM National Harbor outreach sessions. MGM National Harbor determined invitees for sessions by utilizing the MDOT and the County MBE Databases⁴. In addition MGM National Harbor also requested that the State (GOMA and the MLGCC), County, Community Organizations and trade associations notify their interested parties in the specific trades about outreach sessions.
- c) Contacted and encouraged bona fide and qualified MBE professionals, contractors, subcontractors, supplier, and vendors to compete for project opportunities. MGM National Harbor notifies prequalified vendors of upcoming opportunities via targeted email notifications.

² Details for the advertising activities associated with the dissemination of information for alternative accommodations, and the numbers of businesses accessed from each certifying agency and/or their data, and the number of partnering and prime/subcontractor opportunities identified therewith were not detailed and tracked in real-time during 2014 and as such, are not included in this Report. These items are being tracked since the adoption of the Compliance Plan on March 31, 2015. Future reports will include details for the 2014 period if they become available.

³ Supporting records and documentation of each example of best efforts have been maintained by MGM and its Prime General Contractor, subcontractors, and consultants. Supporting documentation is available for review according to the terms of the CBA.

⁴ MGM has requested that the County provide an easily searchable version of its database that includes NAICS codes for MGM and its contractor to utilize in independent identification of bid opportunities for MBEs.

- d) Independently engaged community organizations, trade associations, institutions and other stakeholders to gather their input through community outreach and information programs, and facilitated public meetings.
- e) MGM National Harbor designated Brian D. Banks as the MGM appointed Member of the Oversight Committee.
- f) MGM National Harbor has directed its Prime General Contractor and subcontractors to provide consideration of LBE/MBE/CMBEs in all “make-or-buy” decisions
- g) MGM National Harbor continued to work closely with its Prime General Contractor to arrange solicitations, time for the preparation of bids, quantities, specification, and delivery schedules so as to facilitate the participation of LBE/MBE/CMBEs.
- h) MGM National Harbor maintained records showing (i) procedures adopted, including the establishment of a source list of LBE/MBE/CMBE, and (ii) awards to LBE/MBE/CMBE.
- i) MGM National Harbor promoted the segmentation of unbundling of work and/or creation of Joint Ventures or other methods of job-sharing so as to maximize the opportunity for LBE/MBE/CMBEs to participate in project work, etc.
- j) MGM National Harbor directed its Prime General Contractor and its Subcontractors to use LBE/MBE/CMBE bid preferences in the award of contracts
- k) MGM National Harbor actively sought and utilized information regarding past performance with respect to achieving diversity goals when considering the selection of a General Contractor, its subcontractors or other direct engaged contractors.
- l) MGM National Harbor required its Prime Contractor to provide information on bonding and financial assistance in all outreach sessions.

Table 3. Exclusions (January 1, 2014 – December 31, 2014)

EXCLUSION SUMMARY REPORT ^c		
Exclusion Code Per CBA Section 1.39	Description	Exclusion Amount
i	Data Processing Systems and Equipment	-
i	Network Systems and Equipment	-
i	Telecommunications Systems and Equipment	\$14,650
i	Security related systems and equipment and other related items	-
ii	Furniture and Fixtures	\$223,986
iii	Utilities	-
iv	Funds expended in an emergency	-
v a.	Gaming equipment, gaming software, gaming IT infrastructure, and such other related items	-
v b.	Structural steel, escalators, elevators, and other such related items	-
vi	State required internment of impacted soils ^a	\$18,042,179
vi	Payments to government ^b	\$3,459,473
vi	Insurance Premiums (excluding Broker Commissions) ^d	\$6,259,985
Total		\$28,000,273

^a MGM National Harbor experienced issues with petroleum impacted soil which was unexpected at the Project site and which MGM National Harbor was required by the State to dispose of with a licensed impacted soil disposal facility in 2014. MGM National Harbor made a diligent search of the available facilities located within commercially reasonable proximity of the Project site and determined that there are no licensed facilities that are certified MBE's. Thus, pursuant to section 1.39(vi) of the CBA, MGM National Harbor excluded the actual costs of disposing of the impacted soil at the approved disposal sites.

^b Payments to Government includes items for County and State required permitting and licenses as well as taxes and fees paid directly to the County and State.

^c Supporting documentation for each of the Exclusions is available for review pursuant to the CBA.

^d This exclusion does not include any amounts paid to brokers. Only amounts paid in actual premiums required to underwrite the project have been excluded. The long-term financial risk associated with underwriting the Project prevents most large publicly traded insurance companies from consideration. No MBEs, CMBEs or LBEs underwrite construction projects of MGM National Harbor's size and scale. Insurance companies engaged in OCIPs, project professional, and environmental coverage are required to have: minimum financial ratings of A- from a major recognized rating agency, and class size VII with a Policyholders' Surplus of USD \$50M or greater.

II. Outreach Events-Contracting Opportunities

MGM National Harbor Outreach events

Table 4. MGM National Harbor Contracting Outreach

Date	Time	Location	Event/Category	Attendance
02/26/14	10am – 12pm	Tantallon Country Club 300 St. Andrews Drive Ft. Washington, MD 20744	1. 2a-Grading/Excavation and Demolition of Utilities 2. 2b-Sheet and Shoring 3. 2c-Temporary Utilities 4. 7a-Waterproofing 5. 3a-Foundation/Pier	146 attendees 92 companies
03/12/14	2pm – 3pm	Tantallon Country Club 300 St. Andrews Drive Ft. Washington, MD 20744	1. General Contractors 2. 3b-Structural Concrete 3. 23a-Underground Mechanical & Plumbing 4. 26a-Underground Electrical	164 attendees 120 companies
08/12/14	9am – 10am 2pm – 3pm	Prince George's Community College Westphalia Training Center 9109 Westphalia Road Upper Marlboro, MD 20774	1. 05-Structural Steel/Metal Decking 2. 14-Elevators & Escalators 3. 22-Plumbing/Underground & Garage 4. 23-Mechanical/Garage 5. 03-Concrete/Structural	147 attendees 145 companies
09/03/14	1:30pm – 3:30pm	Prince George's Community College Westphalia Training Center 9109 Westphalia Road Upper Marlboro, MD 20774	1. 02A6-Sitework-Utilities 2. 03A5-Concrete-Slab on Metal Deck 3. 07A1-Foundation Waterproofing/Damp Proofing 4. 07A30-Roofing/Flashing/Trim Mechanical & Electrical Packages 5. 23A2-A4 Casino/Theater, Hotel or Garage 6. 23B1-Building	159 attendees 154 companies

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Date	Time	Location	Event/Category	Attendance
			Automated System (BAS) 7. 23A1-A6 Casino/Conservatory, Theater/Hotel	
10/14/14	7:30am – 9am	WT Corporate Office 300 East Joppa Road Baltimore, MD 21286	Get Down to Business Quarterly Outreach	109 Attendees and Hosted Whiting-Turner Diversity Team
10/23/14	4pm – 6pm	PGC Economic Development Corporation Inglewood 2 Building 1801 McCormick Drive, Suite 140 Largo, MD 20774	Whiting-Turner Outreach Session #3 (Combined Session) 21A1 – Fire Protection 02AE – Sitework - Electrical Ductbank 02AF – Sitework - Subdrainage 02AG – Sitework - Remaining Excavation/Grading 05A2 – Miscellaneous Metals (Structural Supports) 07A5 – Expansion Joints 08A7 – Exterior Louvers/Vents (Gamma) 11A3 – Food Service Equipment 12A5 – Telescoping Stands 27A1 – Technology/Security - Garage 27A2 – Technology/Security - Casino/Conservatory 27A3 – Technology/Security - Theater 27A4 – Technology/Security - Hotel 04A1 – Masonry – CMU Veneer 07A2 – Traffic Topping	240 Individual Businesses

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Date	Time	Location	Event/Category	Attendance
			07A4 – Spray Fireproofing	
			09A1D – Exterior	
			Studs/Sheathing	
			23B2 – MEP Testing &	
			Balancing	
			08A2 – D/F/H –	
			Casino/Theater/Conservat	
			ory/Garage	
			08A4 – Security	
			Doors/Vault Doors	
			08A6 – Special Doors -	
			Sound Control	
			08A9 –	
			Doors/Frames/Hardware -	
			Hotel	
			09A1A –	
			Drywall/Studs/Insulation/	
			Finishes - Casino	
			09A1B –	
			Drywall/Studs/Insulation/	
			Finishes - Hotel	
			09A1C –	
			Drywall/Studs/Insulation/	
			Finishes - Theater	
			09D6 – Special Coatings –	
			Intumescent Fire	
			Protection	
			12AA – Pools	
			04A2 – Masonry - Stone	
			Cladding	
			05A3 – Ornamental	
			Metals	
			06A1 – Carpentry -	
			Miscellaneous	
			Blocking/Rough	
			06A2 – Carpentry - Wood	
			Decking	
			08A8 – Interior Glass	
			Enclosures/Partitions	
			09C7 – Flooring - Raised	
			Access Flooring	
			11A1 – Parking Control	
			Systems	
			11A2 – Loading Dock	
			Equipment	

III. Employment Outreach / Recruitment Efforts

The list below demonstrates Best Efforts by MGM National Harbor and its contractors to achieve the County Resident hiring goals per the Community Benefits Agreement.

A Community Resource Center (the "Center"), located at the Clarion hotel (which is within one mile of the Project) opened on January 28, 2015. The Center was developed by MGM National Harbor, The Whiting-Turner Corporation, and in cooperation with the Unions and stakeholders from Prince George's County Government associated with workforce development and economic inclusion as a pipeline for construction workers. The Center provides a pathway and convenient location for County residents to assess and learn about opportunities to obtain job readiness skills, and to assist businesses with meeting local hiring requirements in their contracts.

MGM National Harbor has provided a "National Harbor First Choice" recruitment program in partnership with the Prince George's County Economic Development Council (EDC) Workforce Development and other Community organizations that will provide County Residents the first opportunity to learn and apply for positions.

MGM National Harbor has also actively been disseminating information on construction and operations employment via the MGM National Harbor website, through the MGM National Harbor Talent Network Online: <http://www.jobs.net/jobs/mgmnationalharbor/join>, and advertising through other media pursuant to the CBA.

The Community Organizations to which MGM National Harbor has provided information regarding outreach sessions and engaged for assisting in recruitment and outreach efforts include the organizations included in Appendix I.

On October 29, 2014 **MGM National Harbor** attended a County-Based Professional Fair and information session at Bowie State University.



MGM Resorts Chairman and CEO Jim Murren talks with attendees at the June Career Showcase held on the campus of Bowie State University.

Training and Career Development

MGM National Harbor has created a robust training program for all businesses that are selected to do work on the project. The onboarding process provides direction and instruction on the specific operations of the Project such as what contract documents are required, what presentation of licenses are required, what insurance is required and how to submit all reporting documents.

In addition, during 2014, MGM National Harbor was developing a Scale-up Program for businesses selected to work on the project and select unsuccessful LBE bidders which includes a mentorship and seminar series aimed at improving business practices and preparing them for work on this and future projects. In addition, the program will also connect firms with

institutions and other programs that may provide financial assistance to contractors working on the Project. The Scale-up Program is expected to commence soon.

Moreover, in 2014, MGM National Harbor also engaged in outreach and recruitment efforts with the following stakeholders:

Table 5. Employment Outreach Events (January 1, 2014 – December 31, 2014)

<u>Date</u>	<u>Company/Event</u>	<u>Contact</u>
06/19/14	MGM National Harbor Career Showcase	Bowie State University
09/10/14	Strafford University	Alexandria Grand Opening and Ribbon Cutting Ceremony
09/30/14	Radio One - Job Fair	The DC National Guard Armory
10/08/14	Morgan State University	Annual Career Day
10/14/14	Johns Hopkins University	Carey Business School
10/16/14	George Washington University	School of Business
10/29/14	Bowie State University	2014 Professional Fair
10/30/14	Coppin University	College of Business
11/07/14	VA Tech	Virginia Tech Hospitality Management Association Presentation and Tour
11/12/14	Prince George's Supplier Diversity	2014 MBE University & Prince George's County Conference & Expo
11/20/14	Greater Washington Chamber of Commerce and the Maryland's Governor's office of Hispanic Affairs	Opportunities at MGM National Harbor Presentation

Table 6. Labor Hours Report (January 1, 2014 – December 31, 2014)

EMPLOYMENT CONSTRUCTION					
	Labor Hours Breakdown	Total Hours	Actual Hours (%)	CBA Goal (%)	MGM Aspiration Goal (%)
	PGC Residents	18,385.00	19%	20%	30%
	TOTAL LABOR HOURS	96,131.70			

NOTE: Despite the limited amount of apprenticeable trades performing services on the Project during the ramp-up period in 2014, there were 25 registered apprentices working on the Project.

Appendix I. List of Community Organizations

This section identifies a broad listing of the organizations which MGM National Harbor contacted or whom have provided assistance in disseminating information regarding opportunities on the Project and future recruitment efforts. Although this listing includes organizations from diverse areas of the region and diverse constituencies, MGM National Harbor's efforts were focused on providing opportunities for residents of Prince George's County and Prince George's County Businesses.

Minority Neutral Organizations

American Council of Engineering Companies
American Subcontractors Association
Associate Builders & Contractors Baltimore Chapter
Associated Builders and Contractors Metro Washington Chapter
Associated Builders & Contractors Chesapeake Chapter
Associated Builders and Contractors Cumberland Valley Chapter
Baltimore Development Corporation
Eastern Shore Building Industry Association
Economic Development Training Institute
Maryland Associated General Contractors
Maryland Small Business & Technology Center
Maryland Transportation Builders Association
Prince George's Financial Services Corp.
Silver Spring Innovation Center
Technology Alliance, LLC
Tech Council of Maryland

Maryland Chambers of Commerce

Aberdeen Maryland Chamber of Commerce
African American Business Council of Montgomery County
Alleghany County Chamber of Commerce
Annapolis & Anne Arundel County Chamber of Commerce, Inc.
Asian Pacific American Chamber of Commerce

Baltimore City Chamber of Commerce
Baltimore County Chamber of Commerce
Baltimore Hispanic Chamber of Commerce
Baltimore/Washington Corridor Chamber of Commerce
Berlin, Maryland Chamber of Commerce
Black Chamber of Commerce Anne Arundel County
Calvert County Chamber of Commerce
Caribbean-American Chamber of Commerce and Industry for the Greater Washington Network
Caroline County Chamber of Commerce
Carroll County Chamber of Commerce
Cecil County Chamber of Commerce
Charles County Chamber of Commerce
Chesapeake Gateway Chamber of Commerce
Crisfield Chamber of Commerce
Dorchester Chamber of Commerce
Dundalk Chamber of Commerce
Frederick County African American Chamber of Commerce
Frederick County Chamber of Commerce
Gaithersburg-Germantown Chamber of Commerce
Garrett County Chamber of Commerce
Greater Baltimore Black Chamber of Commerce
Greater Baltimore Committee
Greater Bethesda-Chevy Chase Chamber of Commerce
Greater Bowie Chamber of Commerce
Greater Catonsville Chamber of Commerce
Greater Crofton Chamber of Commerce
Greater Ocean City Chamber of Commerce
Greater Prince George's Business Roundtable
Greater Severna Park Chamber of Commerce
Greater Silver Spring Chamber of Commerce
Greater Washington Board of Trade
Greater Washington Hispanic Chamber of Commerce
Hagerstown-Washington County Chamber of Commerce
Harford County Chamber of Commerce

Havre De Grace Chamber of Commerce
Hispanic Chamber of Commerce - Montgomery County
Howard County Chamber of Commerce
Hunt Valley Business Forum
Kent County Chamber of Commerce
Maryland Chamber of Commerce
Maryland Hispanic Chamber of Commerce
Mid-Atlantic Hispanic Chamber of Commerce
Montgomery County Chamber of Commerce
Northern Anne Arundel County Chamber of Commerce
Ocean Pines Area Chamber of Commerce
Olney Chamber of Commerce
Pikesville Chamber of Commerce
Pocomoke Area Chamber of Commerce
Potomac Chamber of Commerce
Prince George's Chamber of Commerce
Queen Anne's County Chamber of Commerce
Reisterstown-Owings Mills-Glyndon Chamber of Commerce
Rockville Chamber of Commerce
Salvadoran American Chamber of Commerce
Salisbury Area Chamber of Commerce
Southern Anne Arundel County Chamber of Commerce
Southern Maryland Black Chamber of Commerce
St. Mary's County Chamber of Commerce
Taneytown Chamber of Commerce
Talbot County Chamber of Commerce
Towson Chamber of Commerce
U.S. Black Chamber of Commerce
U.S. Pan Asian American Chamber of Commerce
West County Chamber of Commerce
Wheaton Kensington Chamber of Commerce

Minority Organizations

American Minority Contractors & Businesses Association
Baltimore American Indian Center
Calvert County Minority Business Alliance
Greater Baltimore Committee
Korean Minority Business Enterprise Association, Inc. (KOBE)
Maryland Minority Contractors Association
Md. Washington Minority Companies Association
Maryland Works
Capital Region Minority Supplier Development Council
Merge Business Development Systems, Inc.
Minority Building Industry Association
Minority Business Advocacy Council of Charles County
National Association of Minority Contractors
National Association of Women Business Owners - Baltimore Region
National Coalition for Asian Pacific American Community Development
National Association of Women in Construction
Southern Maryland Economic Development Association
Maryland Black Contractors Association
Maryland Minority Contractors Association
Economic Development and Training Institute
Maryland Washington Minority Companies Association
Prince George's Contractor's Association
Women Business Owners of Montgomery County
Women Business Owners of Prince George's County
Women Entrepreneurs of Baltimore, Inc.
Women Presidents' Educational Organization (WPEO)