



Access and Opportunity Committee Meeting Minutes

Date/Time: February 12, 2019, 10:12 a.m. – 11:32 a.m.

Place: New England Regional Council of Carpenters
750 Dorchester Ave
Dorchester, MA 02125

Committee Members Present:

Jill Lacey Griffin
Crystal Howard
Nader Acevedo
Andrew DeAngelo
Emily Earll
Kate Harrison

Nhat Le
Susan Moir
Jennie Peterson
Liz Skidmore
Shelley Webster
Brooke Woodson

A list of all committee members is available to the public by request.

Call to Order

10:12 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee meeting.

Review of Minutes

10:13 a.m. The committee unanimously voted to approve the minutes from both the December 11, 2018 and January 8, 2019 meetings.

REPORT: Encore Design/Construction Activity – Jennie Peterson, Director of Employment; Emily Earll, Project Controls Manager; Shelley Webster, Diversity Consultant

10:14 a.m. Ms. Peterson opened the presentation with an update on design contracts, stating that as of the end of January there had been no changes. To date, 23.6% (\$15.1 million) has been awarded to MBE, VBE and WBEs. Ms. Peterson stated that WBE contracts are slightly lower than the 10% goal, at 8.8%, and won't likely change because the design phase has started to wrap up. She noted that Sam architecture is a subconsultant to Jacob, and really worked in a close partnership. With that contract closing out, there might be a very slight increase in the percentage but Encore's will likely stay in the 8.5-9% range. The other categories are both over goal with VBE's at 6.3% and MBE's at 8.8%.

In construction contracts, by the end of January, Encore had awarded 18.3% (\$240.9 million) in contracts and purchase orders to MBE, VBE and WBE contractors. Ms. Peterson stated that work on the project is really slowing down, so only one new award came out last month to a WBE, within the FF&E scope. Eighty contracts (6.1%) have gone to MBE's, 155 have gone to WBE's (11.8%) and 48 have gone to VBE's (2.5%), all of which greatly exceed the stated goals of the construction phase.

Ms. Peterson provided a workforce update, stating that over 4,988,103 hours had been completed on the project by 6,772 workers. Of those, 1,608 were minority, 433 were female, and 299 were veterans. Encore is exceeding their goal in every category, currently standing at 25.2% minority, 7.2% female and 5.7% veterans.

Ms. Peterson stated that the usual outreach communications for the project have continued. In January, Encore selected the 2018 4th quarter Diversity Recognition Award winner, which was E.M. Duggan. At that time, they held project stats of 17.6% minority, 7.5% female and 10.6% veteran. Ms. Peterson acknowledged that for this contractor, reaching the diversity targets was a true effort, which didn't start off as smooth, yet ended up very successful, and included over 150,000 hours with a large crew. Best Efforts recognition went to Tavares and Liberty Construction. Additionally, the monthly Tradeswomen Luncheon was held on January 16th and continues to see many tradeswomen coming together in one place on the property.

10:23 a.m. Ms. Webster said that six corrective action meetings were held in January, with a heavy push for a few of the contractors met with to provide support letters to the JATC. Ms. Webster stated that it can be beneficial because if the crew gets smaller, but the contractor keeps on many of their diverse crew members, they'll see an increase in their project to date metrics slightly. Encore stated that they're receiving a lot of information about shared crews between projects resulting in a lack of bodies, and union membership limitations, but they're not letting up and continue to move forward with the same processes.

NCTE members requested that Ms. Webster share with them the Corrective Action invite to relay their protocol, and she agreed.

10:31 a.m. Ms. Skidmore inquired as to why Liberty Construction Services would be awarded a diversity award recognition when their project to date metric for women was only 4.6%. Encore explained that Liberty Construction and Liberty Equipment Services work together in tandem. They are run together (via the same management) and have had very strong minority and veteran numbers, as well. Recently, Liberty Construction also made increases to their female participation. Ms. Peterson said that part of this recognition effort really was about the effort, the strategy and cooperation, as well as the responsiveness, not just about achieving the numbers. She said that Liberty has been helpful in achieving the project goals overall, not just their own, which is very important.

In other notes, Ms. Peterson noted that the project has had about 25% apprenticeship for the workforce in project-to-date, and sits at about 19% of labor

for the project currently, but they aren't sure of the journey:apprentice union ratio within the trades. Additionally, Mr. Woodson stated that Liberty has also recently hired a full-time compliance officer, which the committee expressed was a great effort.

- 10:40 a.m. There was a brief discussion about particular individuals on the project who had been laid off and whether they could go back to work. There was also a conversation about permanent facilities positions at Encore, in which Ms. Peterson stated that at Tradeswomen Tuesdays, which is averaging about 60 women attending per month, they have had a facilities recruiter on site to chat with women about the potential jobs with the casino such as painters, HVAC techs, electricians, plumbers and installers. There will be around 80-100 permanent facilities positions with good pay that is competitive to the trades. There are hospitality benefits included, a more regular schedule than construction, work is done primarily indoors, no layoff periods, and one work location daily.
- 10:51 a.m. Ms. Moir brought up a correlation between veteran workers on the project and female workforce participation rates. Ms. Peterson said that the group of veterans on the project is very diverse, but Ms. Moir said that the general population of veterans, especially in construction wasn't diverse so the increase in veteran workforce participation often has a disparate impact on the female workforce participation percentage. Ms. Peterson specified that on the project there were many examples where subcontractors were exceeding in their workforce goals for both groups.
- 11:01 a.m. In a project update, Encore said there are currently 1,300-1,500 people on the site daily and that the labor projection chart is on the tail, but about where anticipated, so they're still on track for a June 23rd opening. All panels are up in the curtain wall, and there are just a few touch ups remaining. Interiors are continuing in the tower, being loaded into the 16th and 17th floors of 27 floors. Carpets are now down in the casino and slots have begun going in. There is a lot of millwork remaining. The team said that most of the back of house is complete, and a lot of finishes are being wrapped up in the restaurant areas.

New Business

- 11:14 a.m. Ms. Moir said that she sent everyone the year-end report for apprentices, which included the numbers for all the union apprenticeship programs. The report shows that they're up to 8.5% female apprentices, totaling 612. This is a 26.5% increase in from 2017, which was at 484.

The committee discussed the potential for developing women within leadership/BA roles, as well as tradespeople. There was also a brief discussion about childcare availability at Encore. Ms. Peterson said Encore was committed to build and open a daycare and is actively working on that, but there weren't more details to offer at this time.

Ms. Griffin announced an RFR was released by the Gaming Commission seeking a consultant to develop a report of best practices regarding AOC efforts toward casino diversity goals.

Mr. DeAngelo announced that Building Pathways is recruiting for their late spring/summer cohorts, and also that an office administrator role will be posted soon.

11:32 a.m. A motion was made to adjourn the meeting. Motion passed unanimously.

List of Documents and Other Items Used:

1. Agenda Feb 2019 - signed (pdf)
2. Dec 11 2018 AOC Minutes- to vote Jan (pdf)
3. Jan 8 2019 AOC minutes- drafted (word)
4. 2019 January Encore Boston Harbor AOC Report_Final (pdf)
5. 2019 January EBH Construction Workforce (pdf)
6. 2019 Meeting Schedule updated 2.8 (pdf)