



Access and Opportunity Committee Meeting Minutes

Date/Time: October 10, 2017 – 10:30 a.m. – 12:30 p.m.

Place: Sheet Metal Workers' Local 17 Training Center
1181 Adams Street
Dorchester, MA

Committee Members Present:

Chair Jill Lacey Griffin

Commissioner Bruce Stebbins

Nader Acevedo

Chelan Brown

Andrew DeAngelo

Joseph Delaney

Emily Earll

Susan Moir

John Perez

Jennie Peterson

Mei-Ling Rodriguez

Jason Rosewell

Mary Vogel

Travis Watson

Shelley Webster

Brooke Woodson

Call to Order

10:43 a.m. Chair Jill Griffin called to order the Access and Opportunity Committee Meeting.

Approval of Minutes

10:44 a.m. A motion was made and seconded to approve the minutes of the Access and Opportunity Committee ("AOC") meeting held on September 12, 2017. The minutes were approved by committee members unanimously.

Wynn's Report

10:46 a.m. Jill Griffin turned the meeting over to Jennie Peterson, Manager/Development for Wynn. Highlights included Minority Business Enterprise ("MBE"), Women Business Enterprise ("WBE") and Veteran Business Enterprise ("VBE")

Participation Goals and actuals (attached), Contracts Awarded for both Design and Construction, as of September 30th. She noted that the WBE Saam Architecture will be taking on construction administrative work through the end of the project. When going through the Construction Workforce Participation, Ms. Peterson pointed out that as of September 30th they had reached a milestone of over one million workforce hours completed on the project by over 2,500 workers. Of those workers 6% are from Everett, 32% are from the Host and Surrounding Communities and 87% are from Massachusetts.

- 10:53 a.m. Jennie Peterson then spoke about their recent outreach efforts. She said there are still ongoing efforts to work with community partners and Career Centers, as well as monthly reminders about upcoming apprenticeship application opportunities. The reminders are sent to all union walk-on applicants as well. She said the available opportunities, particularly in the Finish trades, have been communicated to their diverse business partners. Shelley Webster then spoke about the first monthly Open House put on by the Northeast Center for Tradeswomen's Equity on September 5th. On September 19th there was a call for female plumbers and pipefitters candidates to work with E.M. Duggan. They had 20 candidates respond as a result of the call. On September 20th they collaborated with Building Pathways for a sprinkler fitters diversity review, in anticipation of the project ramping up. Chair Jill Griffin asked Jennie Peterson to speak to that meeting. She said that there had been a corrective action meeting with McCusker Gill. In attendance at that meeting were: representatives from the sprinkler fitters union, Wynn, Suffolk Construction, Building Pathways and John Healy from the Sheet Metal Workers' JATC Local 17. As a result of that meeting they interviewed a female candidate who is now training at JATC Local 17 and will soon be working on the Wynn project.
- 11:00 a.m. Jennie Peterson then gave a brief introduction and background to the UCANE address on the invitation of WBE sub-contractor Albanese. She said there were 300 people in attendance and Peter Campot (Wynn Boston Harbor's Director of Construction) gave a great speech. Ms. Peterson asked Shelley Webster to elaborate on the event. Ms. Webster said that she had met and became friends with Marcela Albanese years ago when they were both heading underground utility companies. She said that Ms. Albanese had been a card carrying member of Local 4 since the 1980's, having purchased the 40 year old business from her father in 2010. Ms. Webster remarked that Ms. Albanese is still the only woman-owned underground utility contractor in New England and they were honored to be her guest at the UCANE dinner.
- 11:03 a.m. Jennie Peterson gave an update and showed photos of the current construction progress on the site and recent events. She said that they are now into the finish work (painting, dry wall) and the goal is to complete one floor of the hotel every week to week and a half. She said the steel is now in place for the lobby. She added that they will be pouring the concrete for the eighth level of the hotel tower this week. She also noted that last Monday they reached a milestone; as they had started the dredging and water clean-up portion of the project.

- 11:06 a.m. Jennie Peterson went over the Labor Projections for December 2017, June 2018, December 2018 and for the opening in June 2019. A question was asked by a community member regarding what percentage of the project was complete. The answer was it was about 35% complete. Weezy Waldstein wanted to recognize Suffolk Construction for their efforts to place people from the community on the job. She added that their efforts go beyond the casino; Suffolk has taken on a leadership role in the entire industry. Ms. Waldstein then asked a question regarding the average number of working hours per person on the site and if the 400 hours per person was normal on a big construction site. She added that people seem to be going in and out fast without much stability. Jennie Peterson responded saying that was a good question and Jason Rosewell of MGM added that it is hard to do on an average. He said that doesn't give you a true understanding of the people on site. Weezy Waldstein suggested that exploring this idea/situation could be useful. Ms. Peterson noted that there is often a quick ramp up in certain trades on site. A representative from the carpenters' union said that is especially true of the concrete work and things change quickly. He pointed out that the industry needs to follow the example of Suffolk/Wynn's contractors and sub-contractors, adding that they are doing a great job.
- 11:14 a.m. Ms. Peterson and Shelley Webster then moved on to present and discuss the Workforce Report. They went through the companies who either needed improvement or were holding steady. They did point out that in the month of September they did notice a little drop in each category, which was not acceptable and was concerning to them. They said they are planning to take immediate steps to remediate that. Some of the issues that were pointed out were not having enough female or minority workers. Both Ms. Peterson and Ms. Webster said that they are well aware of these issues and conversations and corrective action meetings have been taking place accordingly. Susan Moir pointed out that they need to directly approach apprentice and training programs. Shelley Webster responded saying that they agree with Susan but they get push back from business agents. Jennie Peterson added that they need to push for the training directors to be in the corrective action meeting. Mary Vogel from Building Pathways pointed out that the training directors work for the board of trustees and that they need to get the message to the board of trustees.
- 11:30 a.m. Susan Moir moved on to a follow up question from the previous meeting regarding Wynn's analysis of the daily lay off of female workers. Shelley Webster responded that they have taken that into consideration and that Vera Addi from Suffolk does those reports. They are checking in to see why the females don't show for work on a given day and keeping a log of that information. Weezy Waldstein asked if they were doing that for minority workers as well. Ms. Webster said they are not due to the fact that there are too many workers. Jennie Peterson added that it is based on individuals, it is not statistical. Susan Moir requested a follow up on the issue with minority workers and that those numbers should be flagged. Shelley Webster said those numbers are done on a weekly basis and they are looking for trends. Jennie Peterson added that the weekly reports are based on certified payrolls.

- 11:34 a.m. Jill Griffin explained that she had to step out to another meeting and that Commissioner Bruce Stebbins would continue chairing the meeting. Commissioner Stebbins turned the meeting over to MGM for their presentation.

MGM's Report

- 11:36 a.m. Chelan Brown, Diversity Specialist, Construction and Operations began their presentation with an update on outreach. She noted Minority Business Enterprise (“MBE”), Women Business Enterprise (“WBE”) and Veteran Business Enterprise (“VBE”) outreach to a list of diverse construction and supplier companies. She added that Tishman Construction has a pretty complete list of local diverse companies, but they are always looking for more. She then provided an update on the Community Partners Network (“CPN”), noting that there was no monthly membership meeting held in September; individual committees met instead. The Work Readiness Team has been working on ways to recruit and track the status of union applicants. The Advocacy Team is continuing to work with Baystate Medical Center to adopt a final diversity workforce and procurement policy for other upcoming construction jobs in the area. She added that this takes time because there is no procurement policy in place now; they are starting from scratch. She also noted that they have identified two new developments/projects after MGM is complete. The Membership Team is focusing on recruiting new partners and community based organizations to network them with existing community based organizations. Additionally, there will be a strategic planning session in October to finalize a Construction Diversity work plan for the last year of MGM’s construction as well as other upcoming projects in the area. Also, the Carpenters Local 108 joined the MGM contingency to march in the Springfield Puerto Rican Parade. There they distributed information for those interested in joining the union.
- 11:44 a.m. Chelan Brown went on to present their updates on union partnership and outreach. She said that MGM staff, including her and Jason Rosewell, attended meetings with four union business managers this month to discuss issues especially as they relate to diversity participation and recruitment. In other diversity work, MGM continues to meet with Community Based Organizations. This past month they met with four: three of them were new and one is a current partner. Additionally, Tishman Construction continues to meet with the Pioneer Valley Building Trades on a monthly basis. Ms. Brown noted that they did not see the finger pointing they thought they would between the unions and the sub-contractors. She asked the AOC for feedback on how to get the apprenticeship directors to take it seriously. She said that Tishman shares MGM’s labor pool list with the sub-contractors and that MGM is working with the lower tier sub-contractors to ensure the goals are met. She added that Mei-Ling Rodriguez takes a hands-on approach with the sub-contractors by calling and emailing them on a daily basis.
- 11:51 a.m. Chelan Brown went on to present other upcoming diversity work and outreach events for September and October, noting that all significant construction procurement activities for MGM are substantially complete at this stage. She said they are continuing their construction mentorship programs with local area

vocational schools, including Putnam Academy and Westfield Technical Academy. She also went through a list of upcoming diversity work in October. Ms. Brown then shifted to a Diversity Success Story video featuring Lindsay Gustafson, a plumber who is working for T.J. Conway Co. Ms. Gustafson got into the trades through a friend and eventually joined the plumbers union and began working with T.J. Conway. In the video, Ms. Gustafson said she is now a journeyman and she has been able to support herself and her daughter, including being able to buy a home.

- 11:58 a.m. Jason Rosewell picked up the presentation to go over the Construction Workforce Diversity Statistics, including both the union and total statistics as of September 30th. He wanted to point out that the work done by Chelan Brown, Mei-Ling Rodriguez and he goes beyond the MGM project. Susan Moir asked whether or not MGM Management staff are included in the numbers, to which Jason Rosewell answered yes, they are included in the total numbers [Note: MGM provides Workforce Diversity statistics for both union workers and total workers – see attached]. In the three month look-ahead Mr. Rosewell went through the phases of construction and expected completion dates for each. He then went through the projected labor schedule, which is focused primarily on laborers, plumbers and pipe-fitters.
- 12:06 p.m. Mr. Rosewell went through the Design and Construction and Design and Consulting, as well as the Construction commitment numbers (attached) as of September 30th, and then went through a list of Diverse Construction Companies. He then wrapped up that portion of the presentation with the Workforce Diversity Report. He noted that they have been meeting with the unions and the sub-contractors and they both are seeing the same thing. He went on to explain that MGM had initially provided great influence and has developed comfortable, working relationships with their partners and that they are on the same path to achieve the same goal. He continued that as the MGM project is winding down the unions have been reluctant to open their doors, which has been a challenge. He provided the example of a union coming back and saying, “What do I do with the workers in 32 weeks [the approximate time frame the project will be wrapping up]?”
- 12:11 p.m. Commissioner Bruce Stebbins then opened the meeting up to questions and comments from committee and community members. There was a brief discussion regarding Boston area unions and getting those workers to go to MGM. Jason Rosewell stated that they can’t get the women to travel/drive because to them, it is not worth the three to four hours spent traveling. He added that they make more money in the Boston area, so it is hard to incentivize workers to come to MGM and Western MA. Weezy Waldstein commented that it sounded like there were not enough hours of work. Jason Rosewell responded with an example that if the work only lasts two months then it’s not fair to bring someone on just to have to let them go weeks down the road. Chelan Brown added that they are trying to get the apprenticeship directors to see the need and pull the trigger and make a decision about opening up their doors. The conversation then shifted to lay-offs. Jason Rosewell said they have been tracking lay-offs and individual workers to make sure that they are showing up, and if not, why they are missing work.

- 12:19 p.m. Commissioner Bruce Stebbins then asked a question about the three month look-ahead and what is on the rest of the to-do list. Jason Rosewell responded that they are focusing on finishing the interior and landscaping the exterior. He added that the trades that are currently on site will continue to be on site. Commissioner Stebbins then asked a question regarding the labor projections and whether or not they see any issues with meeting their diversity goals. Jason Rosewell responded that they are on top of it and there are no red flags at this point.
- 12:21 p.m. Joe Delaney, Construction Project Oversight Manager from MGC, wanted to add that next month for the first time MGM and Wynn will provide their actual spend along with their diversity goals.
- 12:22 p.m. The meeting adjourned.

List of Documents and Other Items Used:

1. Massachusetts Gaming Commission Access and Opportunity Committee Notice of Meeting and Agenda dated October 10, 2017
2. Massachusetts Gaming Commission Access and Opportunity Committee Draft Meeting Minutes dated September 12, 2017
3. Wynn Boston Harbor Access and Opportunity Committee Monthly Update PowerPoint Presentation dated September 2017
4. Wynn Boston Harbor – Construction Workforce Diversity, Date Range 9/2015 – 9/30/2017
5. MGM Springfield Access and Opportunity Committee PowerPoint Presentation dated October 10, 2017
6. MGM Springfield Workforce Diversity Report (by Company and by Union) as of September 30, 2017