



---

## Access and Opportunity Committee Meeting Minutes

---

**Date/Time:** October 9, 2018, 2:16 p.m. – 3:22 p.m.

**Place:** STCC  
One Armory Square  
Springfield, MA 01109

### **Committee Members Present:**

Jill Lacey Griffin  
Joseph Delaney  
Crystal Howard  
Eileen O'Brien  
Bruce Stebbins  
Enrique Zuniga  
Nader Acevedo  
Chelan Brown  
Alberto Calvo  
Lisa Clauson  
Eddie Corbin  
Emily Earll  
Priscilla Flint-Banks  
Jason Garand

Tony Gladney  
Kate Harrison  
Susan Moir  
John Perez  
Jennie Peterson  
Mei-Ling Rodriguez  
Jason Rosewell  
Liz Skidmore  
Mary Vogel  
Jessica Yamas

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

### **Call to Order**

2:16 p.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee Meeting. She also thanked MGM for the tour of the facility for the committee that morning and welcomed additional Commissioners to the meeting.

Ms. Griffin reminded the attendees that the focus of the AOC and the mission of the MGC is economic opportunity on all phases of casino development, with regard to equity and inclusion. She urged attendees to remember that progress is not all about the numbers, but also the opportunities resulting for all individuals.

### **Approval of Minutes**

2:19 p.m. The committee approved the minutes from the Sept. 11, 2018 meeting, unanimously.

**REPORT: Encore Design/Construction Activity** – Jennie Peterson, Director of Employment; Shelley Webster, Diversity Consultant for In Order Business Solutions

2:20 p.m. Ms. Peterson opened the presentation stating that just over 23% of design contracts have been awarded to minority, women and veteran owned business. Both MBE and VBE contracts are above their goal, but WBE contracts were a bit lower than the goal of 10%, at 8.1% to date. WBE's have 15 design contracts, MBE's have 13 and VBE's have 4.

Ms. Peterson noted that the WBE business may increase slightly as work continues, and in partnership with Sam Architecture and with change orders, but the majority of design work is decreasing at this point in the project.

For construction contracts, as of September 30th, \$229.3 million of construction contracts and purchase orders have been awarded to M/W/VBEs, which is 18%. That included one new award to a M/VBE in September. Minority, women and veteran contracts were all exceeding goals to date. In fact, the WBE contracts were more than double the goal of 5.4%, at 11.3%.

Ms. Peterson also reminded the committee that the total line does subtract any businesses that fall into multiple categories, so there is no double counting in these numbers.

In the workforce update for Encore, Ms. Peterson stated that over 3,984,216 hours had been performed to date by 6,020 workers. Of those, 1,339 were minorities, 375 were women and 275 were veterans. Each of Encore's reported data for diverse workforce participation were above the stated goals.

Encore Boston Harbor's outreach efforts for September included the usual Tradeswomen Tuesday participation and the monthly Tradeswomen Luncheon on the project site. Women working as project managers on the site participated in the September luncheon, as well, not just females in construction. Additionally, Encore staff attended the first annual Building Pathways Gala. On Sept, 26, Encore also was involved in the Builders of Colors Coalition making sure to have local representation, as well as diverse representation.

2:29 p.m. Encore facilitated seven corrective action meetings held in September, not only addressing workforce challenges, but also to ensure that as change orders make their way to Suffolk and prime contractors, some of the opportunity is provided to diverse-owned business.

While the workforce rate on the project is now decreasing, Ms. Peterson noted that there is still a lot going on, and more to be done. Providing a project update, she noted that all cranes have now come down on the site, solar panel installation is being completed, and all landscaping work is underway to make sure there's a season for fill-in. The Encore sign is up on the building, and some of the marquis signs have started to go up as well. At this time, all trades are on site and a lot of the finishing trades have begun as well.

Ms. Peterson said that Encore has seen one of the strongest months for workforce and overall for the month of September feel really great about progress made for women on the project and people of color. The team feels that the corrective action meetings are really beneficial, but the workforce pool as a whole coming down the curve is also really helping.

2:33 p.m. Mary Vogel inquired specifically about JC Canastrara's numbers and status. Ms. Earll stated they are doing mostly plumbing at this point, and since they're tailing off with work, they're having difficulties keeping their crews.

Ms. Moir commented that some trades have gone up quite dramatically in their workforce numbers for women, providing the iron workers as example, increasing from 6.6% to 19%. She noted that these trades are often the ones described as those "women won't go into," the big barriers for the industry, but they're obviously increasing. Ms. Moir still remained concerned for some areas of the project such as carpenters, which have a significant capacity to do better. Ms. Peterson said they will be returning to in-person meetings to address that.

Additionally, Ms. Moir noted that the operators had always been difficult, but had been represented well until now. Ms. Peterson stated that most of the operating engineers at this time are working on road work on the site and are significantly smaller crews. It makes checking the women on the site difficult because that's done through turnstiles every day, and if they're on roadwork, they're not reporting through the turnstiles. Encore will be checking the numbers and calling the subcontractors to find out what is happening.

2:41 p.m. Ms. Moir wanted to confirm that Encore was still looking into the overtime issues with women offered less opportunity at overtime than men, and Ms. Peterson stated they are.

Mr. Perez congratulated Ms. Peterson and the Encore team on a great report and excellent numbers. He stated their level of engagement is commendable and they're pleased to see the level of corrective action procedures to tackle the challenges.

**REPORT: MGM Springfield Final Design/Construction Activity** - Chelan Brown, Diversity Specialist, Construction & Operations; Jason Rosewell, Executive Director of Design and Construction

2:45 p.m. Mr. Rosewell provided the final report for MGM Springfield, which opened on August 24, 2018.

The project's construction workforce goals for diversity were 6.9% women, 15.3% minority and 8% veterans which were all exceeded. The final participation rates were as follows:

Union Women at 7.53%, Total Women at 8.55%  
Union Minority at 22.49%, Total Minority at 21.78%  
Union Veterans at 8.33%, Total Veterans at 8.71%

Additionally, while not a reporting requirement, MGM reported that the total hours worked by state and local individuals was as follows:  
Approximately 35% were from Springfield/ Surrounding Communities  
Approximately 55% were from Western Massachusetts  
Approximately 71% were from Massachusetts

With regards to design and construction payments, out of a total of \$552.3 million, the final result were as follows:

WBE	Goal- 10.0%	Payments- 20.5%	Value- \$113.1 million
MBE	Goal- 5.0%	Payments- 7.4%	Value- \$41.0 million
VBE	Goal- 2.0%	Payments- 6.3%	Value- \$34.7 million

Mr. Rosewell stated that total payments represent the diversity exemptions that were approved by the MGC.

Design and construction commitments, construction commitments, as well as design and consulting commitments also each well-exceeded the goals for diverse business.

3:00 p.m. The MGC presented Mr. Rosewell, Ms. Rodriguez, Ms. Brown and Mr. Brian Packer with certificates of appreciation for their commitment to diversity during the project, and for the efforts made with the AOC. Photos were taken with the committee.

3:22 p.m. A motion was made to adjourn the meeting. Motion passed unanimously.

**List of Documents and Other Items Used:**

1. October 2018 MGC AOC Agenda, signed 10/3/18 (pdf)
2. 9.11.2018 AOC Meeting Minutes- Draft (word)
3. 2018 September Encore Boston Harbor AOC Report Final (pdf)
4. 2018 September EBH Construction Workforce (pdf)
5. 10-9-18 MGM Springfield AOC Presentation- FINAL (pdf)
6. 9-30-18 September Workforce Diversity Reports (pdf)
7. Encore Everett Access and Opportunity trendline September 2018 (pdf)