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## Access and Opportunity Committee Meeting Minutes

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**Date/Time:** November 13, 2018, 10:20 a.m. – 11:37 a.m.

**Place:** Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> floor  
Boston, MA 02110

### **Committee Members Present:**

Ed Bedrosian  
Jill Lacey Griffin  
Joseph Delaney (via phone)  
Crystal Howard  
Mukiya Baker-Gomez  
Emily Earll

Priscilla Flint-Banks  
Nhat Le  
John Perez  
Jennie Peterson  
Liz Skidmore

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

### **Call to Order**

10:20 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee Meeting.

### **Approval of Minutes**

10:21 a.m. Attendees approved the minutes from the Oct. 9, 2018 meeting, unanimously.

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

10:22 a.m. Ms. Peterson began with an overall status update, stating that \$14.5 million had been awarded to minority-owned, veteran-owned or women-owned businesses. She noted that while the award status hasn't changed much in recent months, the paid to date status, which is a calculated percentage of every contract that's been paid, is tracking the projected awards value pretty closely.

In construction contracts, 17.2% of awards as of the end of October were going to MBE, VBE and WBE businesses. For minority-owned businesses, 80 contracts had been awarded for a total of \$77.9 million (5.8%). For veteran-owned businesses there were 49 contracts, totaling \$32.7 million (2.4%). Women-owned

businesses had 154 contracts for a total of \$146.6 million (5.4%). In the month of October, there was one new contract each.

Ms. Peterson stated that construction contracts and payments tend to lag about 2 months behind, so it's normal to see a slight delay and reporting difference in payments. However, she said that no one has stated they couldn't perform the work because of payment lag time which is common in the industry. Suffolk stated that if there's an issue, it is more likely with capacity building, and that Suffolk is aiding smaller-scale companies in that aspect, such as payroll and invoicing. While it is not necessarily something Suffolk usually deals with, Emily Earll said that they have been very hands-on to meet goals for this project.

Ms. Peterson also noted that where there are contractors listed multiple times on the reporting, it means they have contracts or supplier agreements with multiple sub-tier contractors.

Additionally, they explained the gradual drop in MBE numbers over the past couple of months, where it was at 6% but is now at 5.8%. They stated there was a reconciliation based on in-scope change orders, in which they were able to allocate allowance or budgeted items to the subcontractors. The out of scope change orders from July were settled between Suffolk and Wynn on the Tuesday prior to the meeting and there was a lump sum agreement.

In the workforce review, Encore ended October with over 4.2 million hours completed on the project by 6,237 individual workers to date. Of those, 1,451 (25%) were minorities, 393 (7%) were female and 280 (3%) were veterans. Each of these are exceeding the stated goals, and Ms. Peterson noted that they are still looking to build upon them. A conversation took place discussing whether there had been another single phase project that has had that many women in the workforce. It is likely this is the largest number of women on a project at least in MA.

In her outreach update, Ms. Peterson said they continue to work with community partners and career centers, including putting out monthly reminders about apprentice application opportunities. As usual, they held the monthly Tradeswomen lunch, and some of newer apprentices were able to interact with more experienced tradeswomen, which was positive. The quarterly diversity recognition award went to Anvil Steel. They're a graduate of the Suffolk trade partnership series, where they were assigned a Suffolk mentor to help with all backend systems needed to succeed in the industry. Now, Anvil Steel has been one of the longest standing subcontractors on the site. They started with one contract, moved to another after that ended, and have continued to get picked up. It has been a launching point for them for other jobs around city, as well. Anvil Steel did an outstanding job with their workforce goals. They were reported at 45.3% minority, 7.7% female and 20.6% veterans at end of last quarter.

Committee members expressed an interest in Encore improving its outreach in reference to the individual stories that can be told, through videos, local media/PR and other awareness efforts. Ms. Peterson said a new social media person had just come on board and could likely help with that.

11:00 a.m. Encore Boston Harbor facilitated six corrective action meetings in October, stating that there were many other additional calls and emails that took place, but they stand by that nothing is as effective as an in-person meeting. As a result, East Coast Fireproofing was able to add a female at beginning of November. Additionally, Sweeney added a woman as well. Ms. Earll noted that Greenwood does have a veteran on their workforce, but that individual has specifically chosen not to identify. FC Construction was performing road work, and was called in all three categories, but did add a female at the beginning of November. Dagle also added a woman and two minority individuals.

Liz Skidmore shared with the group that one of the challenges with bricklayers is they have to go to Maryland for five weeks for bricklaying training, and some people can't go without five weeks of income. She encouraged Ms. Peterson to look into that and whether there was anything that could be done.

A new addition to Encore's outreach was a PGTI meeting which brought together women in administrative work for construction companies, mostly who were doing compliance and data collection. There were 35 women in attendance, a majority whom were African-American. Two influential women spoke about their trajectory, and encouraged the attendees to build a community and share expertise amongst the group to help learn from each other.

11:15 a.m. Ms. Peterson provided an update on the construction progress. Currently, there is a lot of ongoing landscaping work being done and portions of the events lawn have been completed. The large sign on the street is now up, and installation is now at the 7th floor for the guest rooms.

There was a concern about the number of women being down. Ms. Skidmore says it's important to keep an eye on the high-impact, poor performers, but to also focus on the positive, by inquiring who of those women who had left the workforce would the company be interested in getting back.

## **New Business**

11:29 a.m. Ms. Baker-Gomez began a discussion regarding connecting construction and employment opportunities with the Boston Housing Authority and other housing authorities. The BHA community support office provides childcare and transportation support for those searching for work. MassHousing also has a phenomenal network for communicating with tenants.

Additionally, Ms. Baker-Gomez felt that she could be helpful in connecting Encore with an elevator contractor who may be helpful with regard to workforce diversity challenges within the elevator industry.

11:34 a.m. Ms. Skidmore announced that it was National Apprentice Week, and the Tradeswomen industry focuses on Thursday as National Apprenticeship Day. She encouraged everyone to post and share the information on social media.

Additionally, she noted that Tradeswomen Tuesday continues. It is held in Boston every month, but there are also some dates in Worcester and some in the south coast. They will also be continuing in Western MA.

11:37 a.m. A motion was made to adjourn the meeting. Motion passed unanimously.

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

1. November 2018 MGC AOC Agenda, signed 11/8/18 (pdf)
2. Oct AOC Meeting Minutes- Draft 11.8.18 (word)
3. 2018 October Encore Boston Harbor AOC Report Final (pdf)
4. 2018 October EBH Construction Workforce (pdf)
5. Encore Everett Access and Opportunity trendline November 2018 (pdf)
6. 2018-19 Meeting Schedule Update (word)