



Access and Opportunity Committee Meeting Minutes

Date/Time: March 12, 2019, 10:12 a.m. – 11:21 a.m.

Place: Massachusetts Gaming Commission
101 Federal Street – 12th Floor
Boston, MA 02110

Committee Members Present:

MGC:
Ed Bedrosian
Jill Lacey Griffin
Crystal Howard
Bruce Stebbins
Cathy Judd Stein

OTHER:
Nader Acevedo
Emily Earll
Nhat Le
Susan Moir
Jennie Peterson
Shelley Webster
Brooke Woodson

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

Call to Order

- 10:06 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee meeting. The Commission's new chairperson, Cathy Judd-Stein introduced herself to the committee.
- 10:07 a.m. The committee members all introduced themselves and gave a little bit of background to Ms. Judd-Stein. Susan Moir stated that this would be her last meeting, as she was retiring.

Review of Minutes

- 10:14 a.m. The committee unanimously voted to approve the minutes from the February 12, 2019 meeting.

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

- 10:15 a.m. Ms. Peterson opened the presentation with an update on design contracts, stating that as of the end of February there were, to date, 22.6% (\$14.8 million) of

contracts awarded to MBE, VBE and WBEs. Ms. Peterson stated that WBE contracts did decrease slightly because some small design contracts went through for some smaller spaces on the property. She highlighted that VBE's were doing great on the design portion of the project, at 6.1%. MBE's were at 8.4%. The Encore/Suffolk team is actively tracking the paid to date figures, and do not anticipate any issues with businesses that have been promised contracts actually getting that work and being paid.

In construction contracts, by the end of February, Encore had awarded over 19% (\$240.9 million) of contracts and purchase orders to MBE, VBE and WBE contractors. New contracts last month included three to an MBE, two to an M/WBE, two to an M/W/VBE and two to a WBE. They stated this was due to a few prime tier or sub tier contractors on the project getting certifications recently.

10:19 a.m. Ms. Peterson provided a workforce update, stating that over 5.2 million hours had been completed on the project by over 7,000 workers. Of those, 1,685 were minority, 452 were female, and 301 were veterans. Encore is exceeding their goal in every category, currently standing at 25.3% minority, 7.2% female and 5.6% veterans.

Ms. Peterson stated that the usual outreach continues. She indicated that Encore has tried to do some matchmaking between their contractors and members of the trades looking for work, including a female carpenter and a female painter that they were able to put on the project, working with one of their subs. They again held the monthly tradeswomen lunch. Ms. Peterson stated that the greatest challenge now is where to hold it as work comes to completion, so it had to be in the garage this month.

10:22 a.m. In a construction update, Ms. Peterson stated that hotel work was complete up to the 18th floor. Most of the restaurants have been turned over as well. The project timeline is on track and there's a downward trend of workflow projections.

10:25 a.m. Dr. Moir stated that she noticed 27% of the work in February was done by two contractors, and that Coughlin Electrical was continuously coming up short regarding meeting diversity goals for females in the workforce. Dr. Moir thought it could be due to the lack of female representation in the local union in Worcester where the company derives many of its workers. Dr. Moir referred to an apprenticeship report and chart on the PGTI website, which showed the percentage increases in female apprentices in each union training program during 2018. Some unions were far in excess of 20% increases in that year. However, the apprentice program for Worcester electricians (JATC) came out near the bottom of the list. Dr. Moir explained that the area is just not bringing in women like the apprentice programs are in Boston.

Dr. Moir asked about the Encore/Suffolk team conversations they have had with Coughlin regarding increasing the female numbers. Ms. Webster replied that they repeatedly hear from Coughlin Electrical that the volume of work awarded on the project and the pricing, doesn't afford the ability to add more apprentices to do the work. Dr. Moir also asked if Coughlin Electrical had 20% apprentices, stating that

their collective bargaining agreement with the union calls for that. Dr. Moir encouraged Encore and Suffolk to lean on Coughlin Electrical about that, as well as the weekend hours. Ms. Webster stated that Coughlin has the only female electrician on the weekend. Additionally, she stated that the Encore electrical project is an extremely large scale, complex electrical job with the podium and many change orders, Coughlin is struggling. Dr. Moir requested it to be noted that according to the data regarding female tradespeople working on the project, 1) Coughlin dropped from project to date (PTD) again this month which has been an ongoing trend. 2) Encore should look at the apprenticeship to workforce ratio. On that note, Ms. Earll specified that some of Coughlin's work has been recently subbed out to MacDonald Electrical. 3) Dr. Moir requested that Encore have a conversation with Coughlin about how much she's drawing from Local 103.

10:37 a.m. A comment was made that Liberty Construction Services deserved kudos for increasing their numbers. Ms. Earll said they do general cleanup, construction carpentry, and concrete work.

10:39 a.m. There was a conversation about floor covering. Dr. Moir said it is very difficult work which has historically been done by immigrant and minority men. Women are often not choosing roofing or floor covering.

Additionally, Dr. Moir stated there had never been a job, ever, that had this many women on their project, including the Big Dig. She also showed data that from 2016 to 2018 the number of female union apprentices increased from 421 to 619 in Massachusetts, which is up 43% from 2016 when casino construction began. Dr. Moir stated that the AOC, MGC and the project, as well as UMass Building Authority have been the drivers of that change.

New Business

11:05 a.m. Ms. Griffin announced a contractor had been chosen by the Gaming Commission to develop a report of chronicling diversity efforts and best practices during the construction of the three casinos in Massachusetts including AOC efforts and requested that many individuals on the committee be interviewed by the consultant who will be in contact with them shortly.

Additionally, she stated that the next meeting would be the last in-person meeting for Encore Boston Harbor. In May prior to Encore's planned June 23rd opening, they will submit electronically and the committee will review in absentia via teleconference.

Each committee member provided remarks, gratitude and appreciation for Dr. Moir as she retires.

11:21 a.m. A motion was made to adjourn the meeting. Motion passed unanimously.

List of Documents and Other Items Used:

1. Agenda March 2019 - signed (pdf)
2. Feb 12 2019 AOC minutes- drafted (word)
3. 2019 February Encore Boston Harbor AOC Report_Final (pdf)
4. 2019 February EBH Construction Workforce (pdf)
5. <https://policygroupontradeswomen.org/2019/02/22/2018-apprentice-data-26-45-increase-in-women-apprentices-in-ma-union-jatcs/>