



Access and Opportunity Committee Meeting Minutes

Date/Time: June 12, 2018 – 10:00 a.m. – 12:00 p.m.

Place: Plumber's Union – Local 12
1240 Massachusetts Avenue, Boston, MA 02125

Committee Members Present:

Jill Griffin
Crystal Howard
Bruce Stebbins
Nader Acevedo
Chelan Brown
Emily Earll
Kate Harrison
Susan Moir

Rich Pedi
Jennie Peterson
Nhat Le
Mei-Ling Rodriquez
Jason Rosewell
Liz Skidmore
Shelley Webster
Jessica Yamas

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

Call to Order

10:25 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee Meeting.

Approval of Minutes

10:27 a.m. The committee decided to delay approval of the meeting minutes from May 8, 2018 until the next meeting due to having limited committee members in attendance.

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

10:28 a.m. Jennie Peterson opened the presentation with a review of Encore Boston Harbor's participation goals. She provided a status update on the design contracts awarded to minority, women and veteran-owned businesses, which showed that Encore was exceeding MBE and VBE design project goals, but the contracts awarded to WBE's are at 7.8% compared to a goal of 10%. Encore is exceeding their diverse business goals for construction contracts. She noted they have been paying close attention to change orders and are working to create more opportunities for diverse-owned business. At this point, 17.3% of the construction contracts have

been awarded to MBE, WBE or VBE, totaling \$217.9 million. The total qualified construction spend has reached over \$1.2 billion.

Ms. Peterson also presented the Workforce Participation update, stating that over 2,872,680 hours of work have been completed by 4,848 workers on the project to date. Of those, 1,085 have been minorities, 287 have been female and 226 have been veterans. They are just slightly coming in under their 6.9% goal for women on the project at 6.8%. Encore's female participation on the project is 6.8% compared to a goal of 6.9%

The presentation continued, with an update on Encore's outreach, including work with career centers and community partners, as well as continuing to distribute information about the building trades apprenticeship applications.

10:40 a.m. Ms. Webster stated that several corrective action meetings were held last month, not just to work on diversity issues, but to have conversations regarding efficiencies and partnerships. Ms. Webster stated that contractors have been expressing challenges regarding the diversity demand throughout the state on every one of their projects- not just Encore.

Susan Moir declared that it's illegal in Boston (and at the federal level) to move workers between projects in order to meet a target goal. She warned that when there is a business large enough and there's evidence, PGTI will seek to involve the Attorney General regarding the issue. Ms. Moir made a specific request that Encore explicitly include in corrective action meetings, a statement about it being illegal to move women and minorities among projects to meet targets. She said she was not asking for enforcement, but asking for Encore to include such a statement as a best practice.

A discussion ensued regarding the issue, involving Rich Pedi of the Carpenters Union, Local 328, regarding the issue. It was said that part of the supply problem is just that there are not enough women in the unions, and at this volume of construction projects, there aren't enough women to support what's being asked for. Information from the locals was requested by a committee member regarding their perspective on this topic, and for support in pushing the union selection boards to aide in bringing on the applicants that are needed in the workforce. It was stated that while there are minorities and women among the apprentices that would help meet targets, they're at capacity as to what they can do on the project.

Mr. Pedi said they go to non-union sites to "strip" carpenters when they're maxed on their projects and need more people, but non-union sites really have no women to pull into that pool of individuals. He stated that he future going forward is "righting a wrong" being that the percentage of female journey people in his local is 2%, and the apprentices are at 9%. But he said the change would take time and the workforce doesn't change overnight. He did also note that many women drop out of the apprenticeship, so they're not only accepting women to meet the numbers, they want them to follow

through to be certain they're a good, strong fit and that they'll be safe on the job, so they're very strict, while making every effort.

Additionally, Mr. Pedi noted that the Carpenters' apprenticeship is 4 years long, and the on-the-job model is one week every month. Ms. Moir noted that other unions send apprenticeships on the job site one day of every week. She suggested that they consider looking into changes to the work model.

11:02 a.m. Encore's presentation continued with a construction update, noting that the project was now building just 4 floors from the roof, with interior finished beginning and the steel for the swoop signage being installed. Additionally, the harbor walk is being built out.

Guest Speaker – Jeff Saliba; Business Manager, Insulators Union Local 6

11:15 a.m. Mr. Saliba represented the insulators at the meeting as a new business representative. He stated that he believes they have a strong pipeline for women, including five who just came into the apprenticeship program. Jill Griffin recommended that Mr. Saliba connect with Kate Harrison of NCTE and potentially attend a Tradeswomen Tuesday event.

11:20 a.m. Susan Moir said there is a gap between business agents and those trustees on selection committees, and that the AOC committee has to be the lead on setting best practices by looking at how to implement new practices to bridge the gap. First, the committee must know who the trustees are. Additionally, analyze what opportunities there are for bringing people in off the traditional apprenticeship cycle. She feels this also has to be embedded in the corrective action process, to make sure it is clear that the industry is demanding this new population.

In looking at the workforce numbers provided, Ms. Moir said that seven trades have declined, which is a problem. If they're "checkerboarding," it's an illegal practice. Moving workers degrades their training and undermines recruitment. It's a waste of the JATC funds.

She also noted that dropping apprentices from overtime is a standard industry practice. To confront the problem, 1) those who are in charge of requesting staff to stay for OT need to be told it's not acceptable to go revert to a non-diverse team on the weekends, and 2) look deeply into the disparity of weekday vs. weekend numbers.

REPORT: MGM Design/Construction Activity – Chelan Brown, Construction Diversity Manager; Jason Rosewell, Executive Director of Design and Construction;

11:26 a.m. Ms. Brown kicked off MGM's presentation with an update on their outreach activities. The Community Partners Network continues to meet, working on leadership, management and structure determinations; as well as what their role will be after Aug 24 (opening). In July, there will be a meeting regarding

what needs to be addressed by the community, and not just MGM, with a focus on work still left to be done by the unions and how to continue diversity efforts.

Ms. Brown noted that at this point, the project is almost completely bought out for design and construction, however labor pool reviews, PLA meetings and compliance are still an emphasis. Three new union members were added to the project workforce last month, and two new diverse individuals in the union apprenticeships.

In September, an MGM Construction Diversity Appreciation Event will be held.

- 11:35 a.m. MGM presented a video highlighting a female on the project with Collins Electric from IBEW Local 7 Springfield.
- 11:37 a.m. Mr. Rosewell discussed construction updates, noting that they have milled the road, but the city has told the local utilities and similar entities, to work on their own road projects, so roadwork continues. Generators are being tested, so power to the entire site was turned off on Sunday for an 8-hour exercise, ensuring they're be prepared to react should in such an event. The garage elevators are in their final steps. Interior framing is almost complete in most areas. Food service equipment is now on site. Security and surveillance are also on site and being reviewed. Murals and iconic signage are scheduled for later June, and in July the final clean will take place. August 6th is the Temporary Certificate of Occupancy (TCO) date, so while MGM was 72 days away from opening during this meeting, they were only 58 days out from the TCO.
- 11:43 a.m. Design and Construction payments have surpassed \$450 million. The MGM team noted that they were proud that all numbers were exceeding goals, specifically with actual payments exceeding goals (some by 10%.) Remaining commitments were also trending above the goals, with the exception of VBE's for Design and Construction Commitments.

The workforce totals have exceeded 2.2 million hours. Of them, about 200,000 hours were performed by women, 500,000 by minorities and 200,000 by veterans. Mr. Rosewell noted that especially for a privately funded project, it was finishing strong at about 40% diverse. He said that perhaps most notable is that there is now both female and minority representation in the elevator operators union, which was unheard of when starting the project.

Mr. Rosewell stated that MGM is now at point where the work is running out, so they are actively trying to send tradespeople to a new project to ensure they have 9 or 10 months more of work ahead of them. There have also been a considerable amount of people going to "summer slammers" or school builds, and many workers are also heading to the Encore project. He defined that as

successful, and said they're happy to see the workforce have much more work and prosperity ahead of them.

11:50 a.m. Ms. Griffin asked Mr. Rosewell and Ms. Brown if there were any concerns with less than 70 days remaining, that any of the diversity numbers would dip below the goals, and Mr. Rosewell responded that they don't. He ensured that not having concerns hasn't stopped any of their efforts or taken their foot off the gas.

Ms. Moir expressed concern that the month-to-date data for the women on this project was also trending below goal, but noted that with only a couple of months left, they'll probably come out reaching their target. Ms. Brown said they're doing the math and running the numbers routinely to ensure they're not dropping below the bottom line, and that there is a whole team of people who focus on crunching the numbers and projecting out to the project's finish. Ms. Moir requested that MGM Springfield continue to be a leader in the industry and consider having 20% women on the maintenance/construction crews during operations.

New Business/Announcements –

11:56 a.m. It was announced that a tour of the Encore project would be held July 13, 2018, available to the committee members.

Kate Harrison provided an update from NCTE regarding a Tradeswomen picnic that was held in Western, MA, organized by the women themselves. Many have been working on the MGM project together and discussed how to build a network and support each other moving forward once the project comes to an end. Some organizing also took place to encourage women from other trades to develop Women's Committees in their locals.

Ms. Griffin announced that she had attended the BizNow conference that morning which featured Liz Skidmore. She commended Ms. Skidmore for the speaking engagement, which discussed efforts to get more women in the trades.

12:00 p.m. A motion was made to adjourn the meeting. Motion passed unanimously.

List of Documents and Other Items Used:

1. Massachusetts Gaming Commission (MGC) Access and Opportunity Committee (AOC) Notice of Meeting and Agenda dated June 8, 2018
2. MGC AOC Draft Meeting Minutes from May 8, 2018
3. Encore Boston Harbor May 2018 AOC Report (pdf)
4. EBH Construction Workforce 2018 May (pdf)
5. 6-12-18 MGM Springfield AOC Presentation (pdf)
6. 5-31-18 MGM May Workforce Diversity Reports (pdf)
7. MGM Springfield Access and Opportunity trendline May 2018 (pdf)
8. Encore Everett Access and Opportunity trendline May 2018 (pdf)
9. MGM Diversity [Video](#)