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## Access and Opportunity Committee Meeting Minutes

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**Date/Time:** August 14, 2018 – 10:00 a.m. – 12:02 p.m.

**Place:** Building Pathways  
2201 Washington Street  
Roxbury, MA 02119

**Committee Members Present:**

Jill Griffin  
Crystal Howard  
Andrew DeAngelo  
Emily Earll  
Kate Harrison  
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Susan Moir  
Liz Skidmore  
Mary Vogel  
Shelley Webster

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

**Call to Order**

10:11 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee Meeting.

**Approval of Minutes**

10:12 a.m. The committee approved the minutes from July 10, 2018.

**Introductions/ Host Welcome – Mary Vogel, Building Pathways**

10:13 a.m. Ms. Vogel welcomed the group to Building Pathways and gave a little information about the organization as well as some general housekeeping updates.

**REPORT: Encore Design/Construction Activity – Emily Earll, Project Controls Manager for Suffolk Construction; Shelley Webster, Diversity Consultant for In Order Business Solutions**

10:14 a.m. Ms. Webster provided construction and design updates, stating that the qualified spend to date was \$62,789,085 for design with \$14.5 million in contracts awarded to M, W and VBE businesses. Only WBE's in this category came in below the 10% goal, at 8%. For construction, contracts and purchase orders totaled \$222.4 million as of July, with 3 new awards to MBE, 5 to WBE and 1 to a VBE in the month of July. To date, all construction awards are above the goals and the total qualified spend is \$1,267,485,056.

A question was brought up regarding the data on slide 5, which showed \$76.4 million had been awarded, but \$139 million had been paid in the MBE category. Ms. Webster said they would look into that, and it likely had to do with the change orders that had occurred. (A corrected version was later submitted.)

Ms. Webster noted that in the awarded contracts list, any duplications are because the company had been awarded several contracts for various projects

During construction of the project, 3,476,221 workforce hours have been completed by 5,497 workers to date. Of those, 1,250 are minority individuals, 328 are female and 252 are veterans. The only workforce goal not met at this time is for women, at 6.8% project to date which is just under the 6.9% target. Encore Boston Harbor did exceed the 6.9% goal for this month reaching 7% women on the construction workforce.

10:22 a.m. Ms. Webster stated that outreach is ongoing, and includes the monthly tradeswomen luncheon, which this past month included the Encore career team discussing the permanent maintenance/facilities positions that will be available. Over 60 women attended. Other outreach activities included hosting a site tour for MGC's AOC members and Suffolk's (SCCI) apprentice learning workplace exploration day. This event was offered to 8<sup>th</sup> grade female students in various trades (not just construction- salon, etc) who are part of a summer internship program connecting them to professionals in the workplace such as Linda Dorcena Forry. It included an introduction to the smart lab, virtual tour, use of the smart board, leadership and team building, and hearing personal stories regarding careers and rewards of the construction industry. The event opened with a video of tradespeople from Encore, and had a project manager involved as well.

Susan Moir and Kate Harrington reminded Ms. Webster that NCTE now has a Tradeswomen's Speakers Bureau, and they would be thrilled to be involved on events of that nature in the future.

In addition, outreach for Encore included the 2<sup>nd</sup> quarter Diversity Recognition award, which went to Lan-Tel Communications, Inc for exceeding all workforce goals through the June 2018, with 41.5% minority, 11.0% female and 13.5% veteran.

10:27 a.m. Ms. Webster provided an update regarding corrective action meetings that have been in progress on the project, showing that 21 meetings had been held in July, alone, which resulted in 21 new additions of women and veterans on the project. She stated that because some veterans don't self-identify, and the trade partners don't have a process in place for identification, it has been helpful getting them to understand who qualifies, resulting in many subcontractors realizing they do have veterans on their existing work teams.

10:35 a.m. The workforce chart for Encore was reviewed, and Ms. Webster stated the project had peaked this past month, so they'll be gradually decreasing workforce over the remainder of the project.

10:36 a.m. A discussion regarding the corrective action meeting procedures, and a review of the trades or subcontractors that continue to be a challenge took place. Ms. Webster assured the committee that they review the certified payroll reports on a consistent basis and are having many conversations and communications that go beyond the corrective action meetings reported, as well. Liz Skidmore asked if Encore had been able to send letters to the JATC following best practices developed by PGTI and other projects. Ms. Webster said that they ask the contractors to write a letter to the JATC to state they haven't been able to accomplish the goals, encouraging the JATC to enroll an increased rate of women and minorities to aid the workforce goals on the project.

A community member was curious if the number of corrective action meetings listed was more or less than last month. Ms. Webster said it was more and indicated that for August they had already held 5 or 6.

The same community member stated that as a massive developer, Suffolk and Encore have great influence in the industry, and asked what their tactics were for driving interest from non-union skilled contractors. Ms. Webster stated that they work collaboratively with the business agents and contractors, who have indicated that they intentionally visit non-union sites to recruit and discuss opportunities with those who are not yet in a union, and may have interest in working on their project.

Ms. Skidmore stated that they have to encourage women on the project to be more vocal and specifically request overtime and specific skilled work opportunities. She stated that since the project is at the peak, the work hours will continue to go down, so we really have to pay attention to the fact that women are being laid off at a heavy rate. Ms. Skidmore stated it is apparent they're being the first cut from these crews.

Ms. Webster stated they are keeping a log of the women who had been on the site and are no longer there, logging their reasoning for leaving. She also noted an important impact is that over half the women on the site are apprentices.

Ms. Moir said what they can do is look at the data over time now that there is a baseline to evaluate the change. She also said they need to make sure Suffolk is reinforcing the policy and taking a strong stance on it internally by building in operational mechanisms. But she highly encouraged Suffolk to evaluate the overtime impact on women to see if it reflects discrimination. Ms. Earll said they would look into the possibility of reviewing and pulling the data, and determine if they have the capacity to get such a report.

Another community member acknowledged that a number of unions are doing better with diversity goals, specifically the minority goal, than has shown over the last 50 years, however he felt that in the current economic climate for people of color, it was important to note that there is still a need for improvement. Additionally, he was curious if the project would be evaluating the rates at which MBE's hire minority tradespeople vs non-MBEs.

Ms. Moir stated that the data he was interested in could be tracked, and additionally stated the importance of noting that 13 unions have met or exceeded the goal on this project, which had never happened in history. She stated what the committee has done is really important. The 15.3% minority goal is a truly challenging number for a project this size, but here they're doing really well. There are several players that have moved in massive ways on this which should be recognized. She gave an example of Elevator Operators Union being at 8.5%, which is a low number but is important to emphasize that it was at zero a year and a half ago. There are changes in leadership at several trades which are making changes and impacting for the positive.

Ms. Moir also noted that the project now has enough data to analyze the workforce summary reports in excel for comparison to existing Big Dig data and prove or disprove that WBE's hire women at a lower rate in comparison to other businesses.

### **REVIEW: MGM Design/Construction Activity**

11:25 a.m. Ms. Griffin briefly discussed the submission of data from MGM and encouraged everyone to review the report on their own, reminding the committee that the final report from MGM will take place at the October AOC meeting in Springfield.

### **Guest Presentation – Kate Harrison, Northeast Center for Tradeswomen's Equity**

11:29 a.m. Kate Harrison discussed the Build a Life That Works campaign, which is in partnership with MGC, and the Massachusetts Building Trades Council. The goal of the campaign is to get more women into the pipeline for union apprenticeships, the campaign was launched about a year prior. Since then, they've held 18 outreach events in Boston and Springfield, with 347 interested women attending. They've also seen 678 contacts via their website. She provided details and examples from the advertising campaign and noted that 26% of leads come from the recent MBTA transit ads that are up. Jill noted that these will be around until a paid advertiser requests the space. Additionally, Ms. Harrison noted that the campaign is award-winning, having received the Ad Club's Rosoff Diversity Award earlier this year. Additionally, she stated that 207 women eligible for apprenticeship have been identified since the launch, meeting all the basic requirements, and some women have already graduated pre-apprenticeship. In the next few weeks, NCTE plans to implement a formal evaluation.

11:53 p.m. A video was shown from a recent CNBC airing, discussing the Encore project, the diversity goals, and highlighting the Build a Life campaign and women on the project.

### **Schedule Update**

11:55 p.m. Ms. Griffin requested that everyone take note of the calendar of AOC meetings in the packet and gave a brief update regarding upcoming meeting logistics. She

stated that they are still working on details for the October 9 AOC meeting in Springfield, but that it will be in the afternoon, unlike most of the meetings. It will be followed by MGM's diversity closeout event, and the entire committee will be invited. MGM is also inviting all construction workers who have ever worked on their project back to thank them. It will likely start around 5pm.

**New Business/Announcements –**

- 12:01 a.m. Ms. Vogel announced that Building Pathways is hiring a Case Coordinator, which will also be shared partly with NCTE to focus on female recruitment.
- 12:02 p.m. A motion was made to adjourn the meeting. Motion passed unanimously.

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

1. August 2018 MGC AOC Agenda, signed August 9, 2018 (pdf)
2. MGC AOC Draft Meeting Minutes from June 10, 2018
3. Encore Boston Harbor June 2018 AOC Report revised (pdf)
4. July 2018 EBH Construction Workforce (pdf)
5. 8-14-18 MGM Springfield AOC Presentation- FINAL (pdf)
6. 7-25-18 MGM July Workforce Diversity Reports (pdf)
7. MGM Springfield Access and Opportunity trendline July 2018 (pdf)
8. Encore Everett Access and Opportunity trendline July 2018 (pdf)
9. CNBC [video](#)