



Access and Opportunity Committee Meeting Minutes

Date/Time: September 11, 2018, 10:05 a.m. – 11:23 a.m.

Place: IBEW 103
256 Freeport Street
Dorchester, MA 02122

Committee Members Present:

Jill Lacey Griffin
Crystal Howard
Bruce Stebbins
Nader Acevedo
Andrew DeAngelo
Emily Earll

Priscilla Flint-Banks
Kim Hokanson
Susan Moir
Jennie Peterson
Liz Skidmore

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

Call to Order

10:05 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee Meeting.

Approval of Minutes

10:13 a.m. The committee approved the minutes from August 22, 2018, with edits, based on suggestions from Liz Skidmore.

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

10:22 a.m. Ms. Peterson opened the presentation stating that as of the end of August, \$14.5 million in design contracts had been awarded to diverse firms, totaling 23.6%. That totaled 13 MBE's, 15 WBE's and 4 VBE's.

Ms. Peterson explained that many of these diverse-owned contracts are direct consultants to Wynn Design and Development. The largest subcontractors are Jacobs Consulting which is performing well with MBE and VBEs but are struggling with WBEs. They are currently partnering to help a small WBE grow and working diligently to increase performance. She stated that another major design subcontractor struggling with meeting compliance is on the interior side and that Encore is working on carrying some existing WBEs from CA and/or Vegas

forward to assist with that goal. Wynn Design is unique in that it is a lot of work in house and some of the contracts carry forward. However, these agencies are certified by the three entities approved by the commission for diverse-owned certification.

- 10:28 a.m. For construction contracts, Ms. Peterson stated that new businesses in August resulted in two new awards for WBE's. With the project beginning to tail off, there will not be many opportunities for new contracts to be awarded, so this was an exciting addition for Encore. WBE's have 154 contracts to date (11.4%), VBE's have 48 contracts (2.6%), and MBE's have 78 contracts (6%). All of Encore's construction contracts are exceeding the goal.
- 10:31 a.m. Ms. Peterson gave a workforce update for Encore, stating that 3,800,959 hours had been performed to date by 5,805 workers. Of those, 1,338 were minorities, 357 were women and 265 were veterans. Encore's goal for minorities is 15.3% and they are currently at 24.9%. She was excited to report that the women's workforce number, which had previously been trailing, is finally back at 6.9. The goal for veterans on the project is 3% and Encore is reporting they are at 6.2% overall.
- 10:33 a.m. Encore's outreach efforts continue. August's efforts included a union opportunity event held in conjunction with City Academy and Suffolk, as well as Locals 4 and 25. Encore also had a table at Northeastern's Supplier Diversity Networking event. In addition, they are still accepting walk-on applications and continue to circulate information to unions for walk-on opportunities. Ms. Peterson reminded everyone that Lan-Tel was officially rewarded for their performance regarding diversity initiatives. They have a 13.1% veteran hiring rate on the project to date, and also meet the goals for women and minorities. She stated that for subcontractors to meet and exceed goals in all three categories is extremely challenging.
- 10:37 a.m. In discussing corrective action updates, Ms. Peterson stated that about 3 months ago, Encore decided not just to distribute emails and make phone calls, but to have a formal meeting, bringing to the table the subcontractors needing to get into compliance. A direct result of those meetings is hitting the female target. She noted that these meetings are not just focused on women, but specifically minority hiring too. She stated that interestingly they find the two go hand in hand. There are very few subcontractors meeting the female hiring goal that are not meeting the minority 15.3 % hiring goal. Two contractors currently on weekly meetings until achieving compliance are Century Drywall and Coughlin. Ms. Peterson stated they're constantly encouraging the subs to exceed all goals, which is the emphasis of the rewards and recognition program.

Ms. Peterson stated that the winners of the diversity awards get a certificate, framed and signed. They get a formal letter that detail exactly what they've done and who was involved. They receive four \$200 dining gift cards for their team and they're entered into an annual drawing for all expenses paid trip to Wynn Vegas. They also host a pizza luncheon for the entire work crew of the winning subcontractor.

Ms. Peterson said that ongoing challenges include Otis elevator, the cement masons (who had zero women for month of August and have only 2% to date.) She noted that the carpenters have made a significant improvement for August, but Encore is still working with them to make improvements overall. By reaching 7.8% workforce on the project for women in the month of August, they can now put even more emphasis on increasing the minority compliance. Overall they've seen outstanding response to corrective action meetings.

10:52 a.m. Susan Moir commended Encore for having 9 contracts already hitting the "20% by 2020" Build a Life program goal well before 2020. She also indicated that two other subcontractors were only slightly under that goal at 19%+. Ms. Moir encouraged Ms. Peterson to consider those contractors when additional awards cycles come up. She also stated that Encore has clearly demonstrated that the face to face is the best practice, being more impactful than emails and calls, which is important for the committee to note.

10:57 a.m. Encore presented some rough data regarding weekend overtime and diversity in the workforce, which did show weekend crews being less diverse. Ms. Peterson stated that they compiled the data via turnstile numbers to see how the crews were doing, and admitted although they're not completely accurate, it's a good picture. Emily Earll noted they were still working on the LCD tracker data as well, but that it takes a bit longer to compile. The Tuesday and Wednesday headcount reports did seem to correlate that the project would be on track, but when certified payrolls came through, they'd see a significant lag. Encore has now been talking to the subcontractors about the fact that their data supports the weekend workforce disparity. Ms. Earll said they're looking very high level at the issue, and stated that with July and August numbers increasing by a full 1%, even with the total workforce going up, it's promising.

REVIEW: MGM Design/Construction Activity

11:04 a.m. Commissioner Stebbins provided a brief review of the MGM report in absentia. All data provided to date regarding construction, design and workforce were exceeding project goals.

The Commissioner noted that while no photos were provided, he personally was in attendance for both test nights and the opening night. He said feedback was very positive and that people are blown away by the final construction, especially with the way it blends into the local town and community. Additionally, he had spoken with Brian Packer, who was ecstatic with how both the project completion and the affirmative action plan turned out.

11:06 a.m. Two points were raised by Ms. Moir. She expressed concern that for the most recent quarter, the report showed women at 6.72% of hours worked, which is below the overall goal of 6.9%. Though the overall total for women's hours on the project is at 8.3%, MGM's union construction hours for women is at 7.36%. Ms. Moir expressed interest in making sure that the total does not slip below the 6.9%. Secondly, there was question about MGM Springfield's permanent construction

crew and hoping that goal for the workforce could be 20% women, in alignment with the Build a Life campaign's industry goal.

New Business/Announcements/Update –

11:15 a.m. Ms. Griffin reminded the committee that the last meeting for MGM with their final presentation will be on Oct. 9. The meeting has been moved, and will take place from 2-4pm with a diversity close out celebration to follow. That event, put on by MGM, will begin at 5:30pm and will include anyone who has worked on the project, as well as some others from the community.

She also made note of the meeting dates and locations for November and December, which had been updated and were included in the packet.

11:18 a.m. Ms. Skidmore stated that the MA Girls in Trades event will be held at the IBEW 103 on Nov. 14 and all are invited. At least 500 girls in vocational high schools will attend with a full program of career fair and workshops. That week is National Apprenticeship week, as well.

Ms. Peterson added that they plan on having an apprentice lunch that week, too.

Ms. Skidmore stated that anyone hosting an event in tandem with that week can submit their details and it will be posted to the National Apprenticeship Week website.

11:19 a.m. Ms. Peterson shared that Encore has begun some limited operational hiring. She noted that many more positions will open in the spring, but requested that committee members take one of her employment cards.

11:23 a.m. A motion was made to adjourn the meeting. Motion passed unanimously.

List of Documents and Other Items Used:

1. September 2018 MGC AOC Agenda, signed 9/6/18 (pdf)
2. MGC AOC Draft Meeting Minutes from Aug. 14, 2018
3. Encore Boston Harbor June 2018 AOC Report v2 (pdf)
4. 2018 August EBH Construction Workforce (pdf)
5. 9-11-18 MGM Springfield AOC Presentation- FINAL (pdf)
6. 8-31-18 August Workforce Diversity Reports (pdf)
7. MGM Springfield Access and Opportunity data August 2018 (pdf)
8. Encore Everett Access and Opportunity data August 2018 (pdf)