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## Access and Opportunity Committee Meeting Minutes

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**Date/Time:** September 12, 2017 – 10:30 a.m. – 12:30 p.m.

**Place:** Springfield Technical Community College  
1 Armory Square; Scibelli Hall, Room 703/4  
Springfield, MA

**Committee Members Present:**

Chair Jill Lacey Griffin  
Commissioner Bruce Stebbins  
Nader Acevedo  
Chelan Brown  
Lisa Clauson  
Eddie Corbin  
Emily Earll  
John Fitzpatrick  
Kate Harrison  
Susan Moir  
John Perez  
Jennie Peterson  
Mei-Ling Rodriguez  
Jason Rosewell  
Elizabeth Skidmore  
Joseph Truschelli  
Shelley Webster

**Call to Order**

10:41 a.m. Chair Jill Griffin called to order the Access and Opportunity Committee Meeting. Everyone introduces themselves and their organizations.

**Approval of Minutes**

10:44 a.m. A motion was made and seconded to approve the minutes of the Access and Opportunity Committee (“AOC”) meeting held on August 8, 2017. The minutes were approved by committee members unanimously.

**MGM’s Report**

10:45 a.m. Jill Griffin then turned the meeting over to MGM and Chelan Brown, Diversity Specialist, Construction and Operations. Ms. Brown began their presentation with their update on outreach. She noted Minority Business Enterprise (“MBE”),

Women Business Enterprise (“WBE”) and Veteran Business Enterprise (“VBE”) outreach to a list of diverse construction and consultant companies. She then provided an update on the Community Partners Network (“CPN”), noting the monthly membership meeting on August 2<sup>nd</sup>. She said the Membership Committee is focusing on recruiting new community based organizations to network them with existing community based organizations. The Advocacy Team is continuing to work with Baystate Medical Center on a diverse workforce and procurement policy for other upcoming construction jobs in the area. The Work Readiness Team is tracking and following up on union and non-union applicants. There will be a strategic planning session in September to finalize a Construction Diversity work plan for the final year of MGM’s construction as well as other upcoming projects in the area. She added that they are also working with the Northeast Center for Tradeswomen Equity on the marketing campaign project. Chelan Brown went on to talk about union partnership and outreach. She said that there are continued meetings with local trade unions and CPN representatives. MGM staff met with three union business managers from the Painters, Ironworkers, and Sheet Metal Workers unions this month. The goal is to assess the needs of the individual unions so as to target diversity recruitment. Additionally, through their union application process, they have identified two new union members looking for work.

- 10:51 a.m. Chelan Brown went on to present other upcoming diversity work and outreach events for September and October, noting that MGM along with CPN will be sponsoring a Hi-Set testing night which will allow applicants to obtain their GED. She then shifted to a Diversity Success Story video featuring Brian Arnold, a M/VBE carpenter who is working for S&F Concrete Contractors, Inc. He served in the US Marine Corps. and had always wanted to work in construction. This MGM project provided the perfect opportunity for that. He has been on the project from the beginning and can’t wait to be there to see it completed.
- 10:55 a.m. Jason Rosewell picked up the presentation to go over the Construction Workforce Diversity Statistics, including both the union and total statistics as of August 31<sup>st</sup>. He noted that they had reached a milestone recently of one million workforce hours completed on the job. In the three month look-ahead he went through each of the phases of construction and expected completion dates for each. He said by end of September 2017, the exterior façade will be complete, noting that it will be visible to on-lookers driving by. He added the exterior windows and the daycare facility that is in conjunction with the casino will also be complete. Also scheduled to be complete in September 2017 is the Armory Button Up Scope. He said that part of the project was a bit more complex because the building was built in 1895 and needed to be protected from the outside during construction. The exterior work has to be complete before the interior work can begin. He then went through the projected labor schedule, which is focused primarily on laborers, carpenters and sheet metal workers. He went through the Design and Construction and Design and Consulting commitment numbers (attached) as of August 31<sup>st</sup> and then wrapped up that portion of the presentation with the Workforce Diversity Report. He noted that they are starting to lose some of their earlier workers, as the project work starts to shift. They are looking at it from a maintenance stand point to keep up their numbers. He said they found that workers aren’t necessarily willing or able to

travel to other project sites, especially to or from the Boston area. Mr. Rosewell mentioned the project has reached the milestone of one million workforce hours completed.

11:08 a.m. Jill Griffin then opened the meeting up to questions and comments from committee and community members. Susan Moir began by commenting that there is a Regional Workforce Goal of 20% by 2020 for women, adding for all jobs, not just casinos. She added that the numbers needed to come up for the minority goals and was wondering why there were no employee counts. Chelan Brown said that the report had been updated and she would forward the revised version including the employee counts. Susan responded saying that would help the project overall in the City of Springfield. With the Disparity Study being done it shows the amount of available female workforce, which is 9-12%, adding that the employee count would help with that.

There was then a discussion regarding the corrective action meetings, specifically to address the lower numbers of females on the job. The following questions asked by Susan Moir were addressed: How many corrective action meetings were held in the past month? The question was later clarified to how many formal corrective action meetings were held in the past month, and more specifically, who was in attendance at these meetings? Jason Rosewell responded saying they had three corrective action meetings in the past month. He did point out that the meetings are typically conference calls, and while everyone is on the call, not everyone is physically in the same room. Mei-Ling Rodriguez added that they are in constant communication on the project site. Susan Moir stated that the best practice is to have everyone in the same room to let them know, and then follow up with them a month later. Chelan Brown added that the lack of women is a union hall and community issue. Jason Rosewell provided an example of traveling to recruit to bring in five females. Of those five applicants, zero actually did one day on site at the union hall. Susan Moir suggested they sit down with the trades individually, noting the brick layers, painters, plumbers and pipe fitters specifically. Chelan said of the painters union, the only two female workers they had to offer were already working on the MGM project. Susan suggested offering the job to women in the eastern part of the state and see if they are willing to travel. Jason Rosewell reminded the group of the lower wage scales for Western MA and how busy unions are in Eastern MA. He added they have women from Connecticut on the job currently. Susan Moir suggested that they tell the union to have them bring the apprenticeship coordinators in to ask them when they will be bringing the women in. Jason Rosewell responded saying that for where they are on the project apprenticeships are not what they need. They are looking for journey people at this stage. Liz Skidmore added that the contractors want highly skilled people, and a lot of the work does require the skill level of a journeyman.

John Perez commented that this is a transitional time in the project, as it is moving from construction to operations. He said that MGM has been consistent with its minority goals. He gave kudos to both MGM and CPN, noting that MGM won't benefit from all of the work that they have put into creating best diversity practices in the industry. He pointed out that MGM has invested a lot of time and money which will ultimately benefit the industry as a whole. He said there is a new

Diversity Union Alliance which is partnering with the Springfield Chamber of Commerce. He said the industry should start thinking about what will help us, as a state. He said in general we are heading in the right direction. He said in the Springfield region there are some great ideas, but in practice they are harder to implement, noting the example of not having enough qualified workers. He wrapped up by saying that MGM is doing what they can to make this work.

11:28 a.m. There was a continued conversation regarding the shift of work on the job and how the balance of workers and trades are changing. Weezy Waldstein echoed the sentiment that they should be meeting with the unions and the training directors, as the numbers in the minority workforce are still low. Jason Rosewell explained that it is difficult to bring people on the job because the work will only last another six to nine months. Ms. Waldstein stated that there is about \$24 billion worth of work in the Boston pipeline, so there is plenty of regional work coming up. Jason Rosewell explained that many of these workers don't have a vehicle to travel to different regions. He said the unions tell them where to go on day one. If they don't have a car on day one, then they will have to work on local jobs due to the lack of public transportation.

11:34 a.m. Bruce Stebbins commented that he is impressed with the number of local (Massachusetts based) diverse companies. As MGM is about a year away from opening, he recognized all the work that has been done and thanked everyone who has been involved in the process from the start. He said there are a lot of good things going on and to come. Liz Skidmore echoed those sentiments saying that the finish work is what's happening on the job. She said to stay on it and keep up the good progress.

### **Wynn's Report**

11:38 a.m. Jill Griffin turned the meeting over to Jennie Peterson, Manager/Development for Wynn. Highlights included Minority Business Enterprise ("MBE"), Women Business Enterprise ("WBE") and Veteran Business Enterprise ("VBE") Participation Goals, Contracts Awarded for both Design and Construction, as of August 31<sup>st</sup>. For outreach, she said there are still ongoing efforts to work with community partners and Career Centers, as well as monthly notifications about upcoming apprenticeship application opportunities. The notifications are sent to all walks-on and union walk-on applicants as well. She said the available opportunities have been communicated to their diverse business partners. Shelley Webster then spoke about the Second Quarter Diversity Recognition Award presented to E.G. Sawyer on August 3<sup>rd</sup>. She said that one goal of this award is to keep the sub-contractors motivated throughout the project. As far as E.G. Sawyer is concerned, she said that their diversity numbers continued to be strong through the end of August. She added that on August 25<sup>th</sup> there was a diversity recognition team luncheon given to Derenzo (First Quarter Diversity Recognition Award recipient) and E.G. Sawyer. Jennie Peterson then continued talking about a few other events in August. On the 16<sup>th</sup> there was an MBE Advocates meeting, which included members of Urban League, STO and NAACP. She said at the meeting they got helpful feedback from the members, such as the MBE issue seems to be that the businesses are not union. Then on August 21<sup>st</sup> there was a Building Trades

Training Directors Meeting, in which there was a discussion regarding the upcoming shift in trades in the next phases of the project. She said given that fact they will have check-ins over the next four to six weeks. Finally, she said on the 29<sup>th</sup> there was a Veterans luncheon and visit from Secretary Urena.

- 11:52 a.m. Jennie Peterson gave an update on the current construction going on and showed photos of recent events and the site. Of the photos from the Veterans' lunch with Secretary Urena she said that the veteran workers are encouraged to wear their veteran hard hats on the job. She also shared a story about a VBE, Broco Oil. She said that the owner asked to speak to Secretary Urena to share his story. Because of Wynn and Suffolk, he has expanded their business. He started as a one man operation and now he has bought a second plant and jobs and various companies have taken him on. As a VBE he is also an advocate for other veterans and employs veterans.
- 11:56 a.m. Jennie Peterson then went through the photos of the current site pointing out various structures. She said that the Central Utility Plant should be fully enclosed and ready for the interior work. As far as framing, she said the hotel tower up to the sixth level will be complete this week, adding that they are anticipating one floor being complete every week going forward. The convention area center is 30% complete and the ballroom trusses will be arriving this week. They also will be starting the dredging sediments project on October 2<sup>nd</sup> and the off-site roadwork will start in the next two weeks. As far as Labor Projections, she said that they expect the iron workers, carpenters and mechanical trades will be ramping up.
- 12:01 p.m. Bruce Stebbins asked a question regarding the Design Participation report. He said he noticed one VBE company is out of Oklahoma and asked if it was typical to work with non-regional companies. Ms. Peterson explained that particular company is based in Tulsa and has had an on-going relationship with Wynn. She added that they had never been registered as a VBE before. Commissioner Stebbins then asked about a design company based on New York and whether or not a company like that could be locally sourced. Jennie Peterson responded saying that the Wynn design team can be particular about those companies but that she will work on getting more locally sourced businesses.
- 12:04 p.m. Jennie Peterson and Shelley Webster then went over the Workforce Report. Ms. Webster went through the High Impact Trade Partners and companies they are keeping their eye on to maintain diversity goals. For companies with lower female numbers she added that they are working with Building Pathways to remedy that. Liz Skidmore commented that the High Impact numbers allowed them to see where the numbers need to improve. She added that if women are not showing up to the job then they should be laid off. The skilled workers should not be laid off. Shelley Webster responded saying they conduct the reports every week, so when they are checking in with their subs they will start adding questions like, 'what happened to the woman who wasn't on site?' for example. Ms. Webster added that they take heed to the suggestions and feedback from the AOC.
- 12:20 p.m. Jill Griffin then opened up the meeting to any more questions/discussion from the rest of the committee and community members. Liz Skidmore asked if someone

looks at the trends daily as opposed to weekly. Jennie Peterson pointed out that they have someone to look at all of the workers on a daily basis. Jill Griffin added that each licensee gives quarterly reports to the Gaming Commission, which includes these diversity reports and numbers.

12:23 p.m. Liz Skidmore then spoke about the NCTE. She said thanks to the grant from the Mass Gaming Commission they held their first Open House in Boston. She said 60 women came and 90% were women of color. She said they are hoping to do the same in Springfield. Jill Griffin added an update about the marketing/ad campaign for NCTE, which will provide marketing opportunities for women and women of color. She said that the project is nearing completion, but won't be viewable before the public launch.

Weezy Waldstein added that CORI restrictions for casino operational jobs are a problem and asked that people please speak out to their local elected officials about it. Lisa Clauson added that they are getting Springfield on board with it. Jill Griffin then clarified what was meant by the restrictions and the Mass Gaming Commission's role in the scenario.

12:29 p.m. The meeting adjourned.

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

1. Massachusetts Gaming Commission Access and Opportunity Committee Notice of Meeting and Agenda dated September 12, 2017
2. Massachusetts Gaming Commission Access and Opportunity Committee Draft Meeting Minutes dated August 8, 2017
3. MGM Springfield Access and Opportunity Committee PowerPoint Presentation dated September 12, 2017
4. MGM Springfield Workforce Diversity Report (by Company and by Union) as of August 31, 2017
5. Wynn Boston Harbor Access and Opportunity Committee Monthly Update PowerPoint Presentation dated August 2017
6. Wynn Boston Harbor – Construction Workforce Diversity, Date Range 9/2015 – 8/31/2017