



Access and Opportunity Committee Meeting Minutes

Date/Time: January 8, 2019, 10:00 a.m. – 10:50 a.m.

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

Committee Members Present:

MGC:

Ed Bedrosian
Joe Delaney
Jill Lacey Griffin
Crystal Howard
Bruce Stebbins

Andrew DeAngelo
Emily Earll
Kate Harrison
Nhat Le
Jordana Monteiro
Jennie Peterson
Mary Vogel

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

Call to Order

10:00 a.m. Chair, Jill Griffin, called to order the Access and Opportunity Committee meeting and there was a round of introductions.

Review of Minutes

10:02 a.m. The committee determined there was not a critical mass, and deferred approval of the minutes to the February 12, 2019 meeting.

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

10:04 a.m. Ms. Peterson stated that while December was a quieter month than usual due to the holidays, there was still a lot of progress and great work taking place. Design contracts still no significant changes from the prior month with the end of December coming in at 23.6% (\$15.1 million) having been awarded to MBE, VBE and WBEs, totaling 31 contracts. Ms. Peterson stated that WBE contracts are slightly lower than the 10% goal, at 8.8%, but they're exceeding in the MBE and VBE categories, as well as the overall goal of 18.9%.

In construction contracts, by the end of December, Encore had awarded 18% (\$237.4 million) in contracts and purchase orders to MBE, VBE and WBE contractors. This included one new award in the facilities areas, for a total of 242 contracts. At this time, all categories are exceeding Encore's stated goals. Ms. Peterson reminded the attendees that the "total" line in the reports does not include any double counting. Additionally, she added that there were change order questions in prior meetings, which have been included substantially in the December reports and have been reconciled. Most of the change orders have been written to the subcontractors at this point. Emily Earll also pointed out that what changed the MBE award number to date from last month was a decimal in the wrong location during calculation for one of the awards, which represented a correction from 5.5 million to 55 million.

10:11 a.m. Ms. Griffin asked what the chances were that the current 6% value for MBE's would fall below the 5% goal. Ms. Peterson stated that they are watching very closely and have determined that it'd have to be a very large swing to take place. A scope change could potentially shift it, but the EBH and Suffolk team doesn't see something being enough to move a full percentage because it'd have to be such a large dollar amount.

Ms. Peterson stated a very good indicator for them is the paid to date amount, and in March they intend to look very closely to how those paid to date dollars track to the awards. However, she said with the regular check-ins and monthly reporting, it really keeps them on track. As contracts come closer to completion, they're watching weekly how the cash flows and who the vendors are.

Alberto Calvo (sitting in for Nader Acevedo) requested clarification on whether the \$1.3 billion project reference was the Suffolk contract. Ms. Peterson stated that the biggest component of it is Suffolk, which is close to \$1.1 billion. In the Suffolk amount, there are some expenditures that are excluded from the diverse spend- such as spiral escalators, which are unique and exclusive. Other things like remediation and roadwork are contracted directly with Wynn. FF&E items also run directly with Wynn, but the biggest piece is Suffolk. Part of the \$1.2 billion remaining is also licensing costs, soft costs of working staff, design etc.

10:16 a.m. Ms. Peterson provided a workforce update, noting that the workforce reporting for this meeting was only captured through Dec. 21, the deadline for submitting the certified payroll reports, due to the holidays. As of that date, over 4.7 million hours had been completed on the project by 6,617 workers. Of those, 1,552 were minority, 423 were female, and 292 were veterans. Encore is exceeding their goal in every category, currently standing at 25.1% minority, 7.1% female and 5.8% veterans.

Ms. Peterson and Ms. Earll wished to address previous concerns about the project environment, which had come up in the last meeting. In doing so, she said that bathroom locks are sprayed every day with WD40 to avoid freezing, which was the trouble with the locks that had been a concern. Additionally, they confirmed there are bathrooms (for both men and women) on every single floor. They noted that some are plumbed and some are not, so that may be what the comment about

unavailable bathrooms was, but they did check thoroughly and verified there are no issues with availability. Parking was another issue that came up, and Ms. Peterson and Ms. Earll acknowledged that Encore was making some upgrades to the lot, losing about 200 spaces last month, but those issues have now cleared up and road work has calmed down a bit. There is still one egress for traffic flow, but there are two egresses available if there were an emergency.

10:20 a.m. Ms. Peterson stated that outreach communications for the project are still ongoing. She said that Encore had some apprenticeship notifications go out last month. In an example, she said they had a female carpenter referred to them and were able to refer her to other subcontractors whose work wasn't winding down, but also stated they try to refer individuals to other Suffolk projects if they're confirmed to be a strong worker.

Ms. Earll stated that at the project's peak, they were at over 2,000 workers per day on the site. Currently, the workforce is at 1,200-1,300 a day and it will continue to wind down from here. The labor emphasis is now moving toward painting, carpet install, millwork, moldings.

10:27 a.m. In a project update, the glass curtain has been installed. Various signage is now on, including 2019 lights (via hotel room windows) lit up during New Years for festivity. A dedicated turning lane and lights are up on Broadway. Finishing work in the interior is ongoing, floors 6-8 of the hotel rooms are being completed, and carpet is going down in the gaming area. The marquis sign on roadway and the entrance arch both installed.

10:30 a.m. Ms. Peterson wanted to highlight an example of what corrective action meetings can do. She described a meeting with T&T that was held and stated that while they're not quite reaching targets yet, being low on minority and female goals, they've seen month to date some large improvements in bringing women onto the crew.

She also wanted to highlight progress with Century Drywall. After eight months, they're approaching their project to date goals, and had a very successful month in December, making strides in their workforce participation.

Mary Vogel asked whether the Encore team was still following up with women who had been laid off the project, and Ms. Peterson ensured they know exactly where the women are who are no longer tracking in the turnstiles, which they use to monitor the workforce data and overtime. She stated they're seeing less of an overtime issue, because there's less overtime available in general. Because of high apprenticeship numbers, there are particular individuals getting the majority of OT over others, but agreed with the subcontractors' premise that if you need to be paying time and a half, it should go to the most efficient workers.

New Business

10:44 a.m. Ms. Vogel announced that Otis elevator had held interviews the previous Friday and hired 3 female Skills Build graduates. She noted that it was off-cycle of their usual apprenticeship hiring. Ms. Earll stated that Suffolk had sent a letter acknowledging the demand for a diverse workforce. Ms. Vogel agreed they had been great with Building Pathways, as well. Women have seen huge improvement in Otis' workforce, but overall their minority status is still very low, at 3.5%.

Ms. Vogel added that she was concerned the diversity figures for the painters this month were low. Ms. Peterson noted that they were at 8.6% for women in project to date goals, but had only come in at 6.7% for December. She reminded the committee that it had been an unusual month for work on the project due to weather, but assured she'd keep an eye on it. They agreed to continue to speak with the subcontractor, SOEP. Ms. Harrison added that NCTE had heard there were a few women who received letters stating that they'd been accepted to apprenticeship. She will follow up with them.

10:50 a.m. A motion was made to adjourn the meeting. Motion passed unanimously.

List of Documents and Other Items Used:

1. Agenda January 2019 - signed 1/4/19 (pdf)
2. Dec 11 2018 AOC Minutes- Drafted (pdf)
3. 2018 December Encore Boston Harbor AOC Report_Final (pdf)
4. 2018 December EBH Construction Workforce (pdf)
5. Encore Everett Access and Opportunity trendline December 2018 (pdf)
6. 2019 Meeting Schedule (pdf)