



Division of Capital Asset Management & Maintenance (DCAMM)

Holyoke Soldiers' Home Preliminary Report on Diversity, Equity and Inclusion

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Pursuant to Subsection (d) of Section 5 of Chapter 15 of the Acts of 2021, the Division of Capital Asset Management and Maintenance (DCAMM) respectfully submits the following report.

Background

For over 35 years, DCAMM has been strongly committed to advancing access, inclusion, and diversity through its Affirmative Marketing Program (AMP) program. DCAMM's standard contracts contain AMP program minority business enterprise (MBE) and women business enterprise (WBE) participation obligations. On each major construction project, DCAMM sets project specific MBE & WBE participation goals and those business enterprise goals along with the Commonwealth's veteran business enterprise (VBE) and minority and women workforce goals are included in the procurement and contract documents before projects are advertised and procured. DCAMM then requires that contractors identify the MBE and WBE firms that will be working on the project to confirm the goals will be met before projects are awarded and work begins. Contractors are required to provide regular reporting on both MBE/WBE and minority and women workforce participation throughout the project and DCAMM agency staff monitor business and workforce participation for the duration of the project. AMP program and the MBE and WBE goals set on individual projects are based upon information and data derived from DCAMM's current Disparity Study.

DCAMM continues the basic tenets of its long-standing AMP program and is enhancing them in order to further expand diversity and opportunities on the Holyoke Soldiers' Home Project (the Project).

The MBE and WBE Business participation goals for the Project were set by DCAMM using disparity data and project specific factors at the time the Construction Manager at Risk procurement was undertaken. Executive Order No. 565 and ANF Bulletin 21 set the benchmark goal for Veteran-Owned Business Enterprises at 3%. The MBE, WBE, and VBE business participation goals for the Holyoke Soldiers Home are as follows:

MBE/WBE/VBE Goals

Business	Percentage Goal
MBE	4.7%
WBE	7.7%
VBE	3.0%

Outreach Efforts to Recruit and Certify MBE, WBE and VBEs

Construction Opportunity Outreach Sessions

DCAMM, in collaboration with the Supplier Diversity Office (SDO) and C|W Joint Venture, has held 6 virtual outreach event sessions entitled, “Massachusetts Construction Opportunities Event”. The first series of outreach events were held on February 24, March 11, and March 14, 2022. The second series were held on June 8, July 7, and August 11, 2022. There are currently four more scheduled for this fall on September 15, October 13, November 10, and December 8, 2022. These events are tailored to:

- inform subcontractors, vendors, and suppliers about opportunities to work on public construction projects;
- provide information necessary for firms considering working on public projects;
- provide resources and next step guidance for interested firms; and,
- provide information about the upcoming opportunities to work on the Holyoke Soldiers Home, other upcoming DCAMM construction projects in the Hampden, Northampton, Hampshire, and Worcester counties and work for other public agencies and entities.

Presenters from DCAMM, SDO, and C|W provided detailed information, guidance and resources and the presentation is followed by Q&A.

DCAMM, SDO, and C|W sent out over 1,700 direct mailings to MBE, WBE, and VBE businesses that could be interested in bidding on the Project. Additionally, DCAMM, SDO, and C|W targeted 102 M/W/VBE contractors in Hampden County via email. DCAMM, SDO, and C|W will continue to conduct outreach to MBE, WBE, and VBE businesses as procurement progresses.

DCAMM utilized Eventbrite to register guests to attend the outreach sessions. The breakdown of attendance for each session was as follows:

February 24 Meeting:

- 25 individual firms attended this meeting.
 - 5 WBEs, 4 VBEs (1 VBE, 3 Service-Disabled Veteran Owned Business Enterprise [SDVOBE]), 3 MBEs

March 11 Meeting:

- 45 Individual firms attended this meeting.
 - 8 MBE, 7 WBE, 3 VBE (1VBE, 2 SDVOBE)

March 14 Meeting:

- 21 individual firms attended this meeting.
 - 7 WBE, 2 MBE, 2 SDVOBE

June 9 Meeting.

- 23 individual firms attended this meeting.
 - 9 MBEs, 4 VBE (1 VBE, 3 SDVOBE), 4 WBE

July 7 Meeting.

- 6 individual firms attended this meeting.
 - 3 MBE, 1 WBE

August 11 Meeting:

- 33 Individual firms attended this meeting.
 - 12 MBE, 4 WBE, 1 SDVBE

After each session, copies of the PowerPoint presentation were sent to each person that registered, whether they attended or not.

Holyoke Project Bidding Informational Announcement

To alert contractors, suppliers, and vendors across the Commonwealth of the breadth of contracting opportunities available on the Project, DCAMM in consultation with C|W, developed a Holyoke Soldiers' Home Project digital flyer for contractors, subcontractors, and suppliers to “engage and connect” and a process to follow-up with interested firms. The flyer contains an extensive listing of the various scopes of work available on the project with estimated construction costs to enable firms to determine if they are interested in the work. The flyer will be distributed to various minority and woman trade associations, Chambers of Commerce in Central and Western Mass, affinity groups, construction trade associations, awarding authorities, and construction services businesses listed in the SDO, C|W and DCAMM databases upon the issuance of the Request for Qualifications. The flyer includes an embedded webform through which interested firms can submit their information directly to C|W and DCAMM via email and DCAMM and C|W can follow-up directing the firms to bidding opportunities and other relevant resources. For early package work two firms submitted their information the webform. In addition, the flyer is posted on the DCAMM and SDO websites. Upon confirmation of federal funding, DCAMM and C|W will issue a revised Project Bidding Informational flyer reflecting the main package work and expects a much stronger response.

Dedicated AIDC Outreach Database (AIDC)

To augment its outreach efforts, DCAMM – upon request from the AIDC group – set up an exclusive excel spreadsheet for AIDC Committee members to track and report on businesses and individuals to whom they reached out when inviting attendees to these outreach events.¹

Email and Phone Communications with Industry Partners

Our industry partners received both the *Holyoke Project Bidding Informational Announcement* and the *Construction Opportunities Outreach Sessions Flyers* and were asked to distribute them to their membership via email blast and to post on their websites and outgoing newsletters. Through this effort, the flyer reached over 3,600 people.

Industry partners include the following:

Construction

¹ The AIDC's role as established in the legislation is to implement and monitor DEI workforce and minority business enterprise (MBE) and women business enterprise (WBE) goals. Holyoke Soldiers' Home Reconstruction Access, Inclusion & Diversity Committee | Mass.gov

- Associated Subcontractors of Massachusetts (ASM)
- Associated General Contractors of Massachusetts (AGC)
- Associated Builders and Contractors/Massachusetts (ABC)
- Merit Construction Alliance – Mass. (MCA)
- Pioneer Valley Building and Construction Trades Council
- Construction Management Association of America – New England Chapter
- Massachusetts Minority Contractors Association (MMCA)
- Builders of Color Coalition Boston (BCC)
- National Hispanic Construction Association
- Native American Contractors Association
- PBE Coalition - Massachusetts
- National Association of Women in Construction – Northeast Region -Boston
- Professional Women in Construction - - Boston Chapter
- Center for Women and Enterprise (CWE)
- The Policy Group on Tradeswomen’s Issues (PGTI)

Supplier

- Greater New England Minority Supplier Development Council (GNEMSDC)

Legislative

- Black & Latino Caucus

Community

- Black Economic Council (BECMA)

Public / Quasi Public Partners

- MA Supplier Diversity Office
- MA Attorney General's Office
- MA Inspector General's Office
- MA Governor's Office of Access and Opportunity
- MA Veteran’s Services
- MA Labor and Workforce Development
- Commonwealth Corporation
- MassDevelopment
- MA Housing Investment Corporation
- MA Department of Transportation
- MassHousing
- MA Water Resource Authority
- Massachusetts Bay Transportation Authority
- MA Growth Capital Corporation
- MA Office of Business Development

- MA Gaming Commission
- UMass Building Authority
- MA School Building Authority
- MA Port Authority
- University of Massachusetts
- MA State College Building Authority
- Division of Capital Asset Management and Maintenance
- MA Convention Center Authority
- MA Life Sciences Center
- MA Department of Conservation and Recreation
- City of Boston
- City of Springfield
- City of Worcester
- City of Holyoke
- Chamber of Commerce
- LinkedIn

Financial Resources

- Mass Growth Capital
- U.S. Small Business Administration

Non-Core Work Filed Sub-Bid Subcontracting Work.

In effort to increase Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) participation, DCAMM initiated an innovative approach to set MBE and WBE goals on specific filed sub-bid trade packages in which there is non-core work available. This would allow opportunities for MBE and WBE businesses to participate on non-core work in the filed sub-bid trade packages. Under current interpretation of the law, filed sub-bid subcontractors must self-perform “core work.” Non-core work would include Paragraph E and other work that is ancillary work associated with the main trade but not customarily performed by the filed sub-bid firm. (Example in the HVAC trade: insulation is considered the paragraph E work that is a component of HVAC installation).