



19

**COMMUNITY
MITIGATION
FUND**

APPENDIX E

***Workforce Development Pilot Program Grant Application
BD-19-1068-1068C-1068L- 33629***

Please complete the entire Application.

1.	<p>City of Boston/Mayor's Office Workforce Development</p> <p>NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT</p>
2.	<p>Trinh Nguyen, Director of Workforce Development</p> <p>NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</p> <p>43 Hawkins Street, Boston MA 02114</p>
3.	<p>ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</p> <p>617-918-5252; trinh.nguyen@boston.gov</p>
4.	<p>PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</p> <p>Katy Gall, Deputy Director for Workforce and Policy</p>
5.	<p>NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</p> <p>43 Hawkins Street, Boston MA 02114</p>
6.	<p>ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</p> <p>617-918-5233; katy.gall@boston.gov</p>
7.	<p>PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</p>

Encore Boston Harbor

8. NAME OF GAMING LICENSEE

1. **IMPACT DESCRIPTION**

Please describe in detail the impact that is attributed to the construction or operation of a gaming facility. Please provide support that the construction or operation of the gaming facility caused or is causing the impact.

Encore Boston Harbor is a \$2.5 billion investment in Eastern Massachusetts that will create 4,500 jobs, increase funding for economic development and transportation, and provide an economic boost to the region. This investment comes at a time when the unemployment rate in the Greater Boston area is down to 2.4%, below the state unemployment rate of 3.3%.

The already tight labor market for jobs in Accommodation and Food Services (NAICS 7200000) will experience additional pressure with the opening of Encore. The majority of jobs created at the casino and resort facilities will require a high school diploma or equivalent. Even though unemployment rates for adults with a high school diploma or less remain much higher than for those with a college degree, their labor market prospects have improved substantially in recent years. According to the American Community Surveys, in Suffolk County in 2010, the unemployment rate for high school graduates was 17.2%. By 2017, it had declined to 10.6%.

Real-time job postings also indicate that demand is currently high for workers in hospitality and food services occupations. See Attachment 1, *Job Postings in Hospitality, Food, and Tourism in Middlesex and Suffolk Counties*.

Encore has stated its support for the host and surrounding communities, as well as its commitment to hiring local people for the new resort. Although Massachusetts's minimum wage recently rose to \$12/hour, the living wage in Suffolk and Middlesex Counties is over \$14. Median wages for housekeeping and food services jobs (Mass.gov/LMI) are:

- Maids and housekeeping cleaners: \$31,360
- Janitors and cleaners, except maids and housekeeping cleaners: \$34,220
- First-line supervisors of housekeepers and janitorial workers: \$45,370
- First-line supervisors of food preparation and serving workers: \$37,530

In addition, a condition in the license and anticipated unionization of many positions will also ensure that wages and benefits at the new casino will outpace wages and benefits at other local employers. Through the first months of the Greater Boston Casino Pipeline initiative, there has been strong interest in career opportunities at the casino from residents who want to earn living wages and benefits. More than 1400 residents have attended information sessions organized by GBCPI community support partners. Skilled workers already employed in the hospitality and culinary fields may migrate to Encore, leaving other employers to backfill positions.

This pressure also comes at a time when other employers in the hospitality industry have announced large-scale new developments. This suggests that the pressure in these sectors of the local economy will continue to mount as Encore opens its doors in the summer of 2019.

A second impact, however, creates the potential for leaving behind workers who are most in need of good jobs. Skill requirements such as having a high level of English proficiency, good communication skills, and a high school degree may mean that many local residents will not be able to take advantage of this opportunity without assistance now. Potential employees will need job application assistance to prepare for and apply to available jobs at Encore. In the first year of the GBCPI, job training providers hosted information sessions, drop-in application and resume assistance, and helped residents establish their online profiles via Skillworks. In the next phase of our proposed pilot, this work will continue.

Finally, the scale of new job opportunities and the existing pressure on the local labor market creates opportunities for residents of limited English proficiency to gain access to new career opportunities. Providing access to contextualized English through experienced training providers will help unlock the talent in Greater Boston's immigrant communities.

2. PROPOSED MITIGATION (Please attach additional sheets/supplemental materials if necessary.)

a. Please identify the amount of funding requested

We are requesting \$300,000 to support the next phase of the Greater Boston Casino Pipeline Initiative.

b. Please identify below the manner in which the funds are proposed to be used.

For a complete breakdown of requested funds and allocations, please see Attachment 2 (Cost Allocation).

The Greater Boston Casino Pipeline Initiative (GBCPI) will address the need for qualified candidates for the 4,500 projected positions at Encore Boston Harbor, a luxury resort and casino that is currently under construction in Everett. The GBCPI will create a pipeline of interested job seekers to resolve the backfill needs of local hospitality employers as talent migrates to Encore. The GBCPI will serve residents in Boston, Somerville, Chelsea and Everett. MassHire Metro North supports this application.

Our pipeline approach will encompass three phases – community outreach and engagement; application assistance; and skills training (contextualized English education and culinary skills). The funds will support direct costs associated with these efforts, and provide training and education opportunities for over 100 residents, while allowing us to provide outreach and application assistance to hundreds more.

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c. Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact from the construction of a proposed gaming establishment.

Please see attached letters of support from consortium members.

d. Please describe how the mitigation request will address the specific impact indicated.

Funds from the Gaming Commission will support the GBCPI's work to prepare residents to apply for jobs at Encore.

Outreach – Community organizations in Boston (specifically in Dorchester, Roxbury and Mattapan) are committed to expanding opportunities for residents to access quality jobs. Through leveraging their relationships and networks, organizations will assess community needs and advocate for improved pathways into newly available positions. Community partners have committed to hosting information sessions, partnering with educators to provide on-site ESL training, and working one on one with interested applicants.

Job Placement and Application Assistance – Many residents of Greater Boston are already employed in hotel and restaurant trades and are aware of the opportunities presented by Encore's commitment to paying industry-leading wages and benefits. They need support to navigate the application system (including developing SkillsSmart accounts, creating resumes, and preparing for interviews).

Training – For those residents who need additional training before, the GBCPI will work with a consortium of providers to support a pathway into careers at Encore.

- Bridge to Hospitality is an innovative program that prepares students for success in culinary and hospitality skills training.
- Contextualized English Skills will help residents prepare for training programs or prepare to use their existing skills to apply for jobs at Encore.
- Culinary Arts Training through consortium training providers will equip residents for skilled culinary jobs at Encore, as well as other local employers who need to backfill as talented food preparation workers migrate to the Casino.

Convening partners and evaluating – Collectively, our consortium of community organizations, workforce providers and training programs have an impressive depth of experience and expertise in their respective fields. The network and relationships built through joint work on the GBCPI will build the capacity of Boston's workforce development system to respond to the needs of Encore as the casino comes online in the summer of 2019. Through regular convening, evaluation, and employer engagement, we will identify and pilot new approaches to meeting the needs of our communities.

3. CONNECTION TO GAMING FACILITY

Please provide specificity/evidence that the requested funds will be used to address issues or impacts directly related to the gaming facility.

The GBCPI proposal addresses the impact on the local labor force by expanding host and surrounding communities' access to jobs. Encore is committed to working with communities to *hire eligible residents*, while the GBCPI is focused on working with the communities to help *make residents eligible to apply* for

these jobs. Continuing to build an infrastructure of support and opportunity will greatly increase the pipeline of residents who will be eligible for all career levels at the casino.

The GBCPI has built a network to connect the existing workforce system with community supports available for residents. In the next phase, we will sustain that work and provide pathways for residents to access job opportunities related to the arrival of casino gaming. This includes both preparing for jobs at Encore, *and* working with other hospitality sector employers to support their needs to hire and train in qualified employees in a tight labor market. For this phase we have focused on two areas of job training – contextualized English learning and culinary skills training – that will provide the greatest opportunities for under-and unemployed residents.

The strategic work led by the Boston PIC to align educational, training and career opportunities will enhance the ability of our region’s existing workforce providers to prepare residents for these new career opportunities.

4. SCOPE OF PROJECT

Please describe the scope of the Project including description of training/education program, topics, number of hours, number of individuals to be served, location, cities and towns served, and deliverables.

GBCPI partners have seen a groundswell of interest in job opportunities at Encore. In the past few months, more than 1400 residents have attended workshops and information sessions.

With continued support from the Gaming Commission’s Mitigation Fund, we will be able to –

- Continue to reach residents in four communities (Boston, Chelsea, Everett and Somerville). Community partners offer one on one application assistance at locations, hours and languages that are accessible to job-seekers. A minimum of 800 residents will attend information sessions. The GBCPI anticipates that 60% of residents will attend the secondary assessment session and will complete an intake and referral form.
- Enroll sixty students in Bridge to Hospitality, an innovative program that prepares students to successfully complete culinary and hospitality skills training programs.
- 20 students will complete culinary skills training programs at one of our consortium partners.
- Serve 30+ residents with job-focused English learning programs.
- Support the continued work of the Boston PIC aligning education, job training and employment opportunities.

5. COLLABORATIVE PARTNERS

a. Please define the roles of the applicant and any collaborative partners.

City of Boston – The City’s Mayor’s Office of Workforce Development, along with the Mayor’s Office of Economic Development, will serve as the consortium convener. In addition, the Mayor’s Office of Workforce Development/EDIC will serve as the fiscal agent for the grant, including managing contracts with consortium partners, collecting and analyzing data, and reporting on grant activities and progress.

Bridge to Hospitality – An innovative pre-training program developed and run by the staff of the City of Boston Mayor’s Office of Workforce Development (Office of Financial Empowerment), Bridge to Hospitality provides basic job readiness skills for under- and unemployed residents interested in completing culinary and hospitality skills training programs. To date, 132 students have enrolled and 113 have graduated, with graduates moving on to training at BEST Corporation, the Kroc Center, NECAT and Community Servings. The program manager works with alumni to assist them to secure jobs, with average wages of \$15.54 per hour (compared to typical entry level wages of \$13-15 for culinary workers).

The Boston Private Industry Council (PIC) - The Boston PIC convenes multiple sector collaborations to strengthen transitions between education and workforce systems and create visible career pathways into economically self-sustaining careers that are responsive to industry changes. An important aspect of this grant is the coordination of the residents, community partners, and the existing workforce development network. The PIC will continue to convene partners in the Hospitality arena to align education, job readiness and employment opportunities. The PIC will work with network of career centers, access points, financial empowerment centers, and CBO’s to make them more accessible and responsive to residents needs.

Building on the work of the 2018 grant, the PIC will expand their work to engage Boston area hotel and restaurants to create opportunities for residents beyond the Encore positions. As a member of MPact, a consortium of culinary and hospitality trainers, we will promote the MPact programs as an approved industry standard, and work to build preference for MPact graduates.

It is important that we use the information from these networks, along with local labor market data, to align training funds with programs that meet the needs of the employer. Working with the Office of Workforce Development, we will target WIOA training funds to high demand occupational training.

Casino Action Group - The Casino Action group is a coalition of community based organizations, convened by Action for Equity (Dorchester). Other partners include The Chelsea Collaborative, La Comunidad Inc/One Everett, New England United for Justice (Dorchester/Mattapan), Alternatives for Community and Environment (Roxbury) and Somerville Community Corporation. The Casino Action Group will provide ongoing connections to local communities, working with local residents to identify and advocate for meeting the needs of residents and job-seekers.

Viet Aid - Located in the Fields Corner neighborhood of Dorchester, Viet Aid has a 25-year track of working to alleviate poverty and encourage civic participation among Boston’s Vietnamese community. Viet Aid will leverage their local relationships to identify barriers to accessing training opportunities for underemployed members of the Vietnamese community. In particular, Viet Aid will develop contextualized English education and 1:1 supports to jobseekers.

The Salvation Army Ray & Joan Kroc Corps. Community Center Culinary Skills Training

Program - The Boston Kroc Center Culinary Skills training aspires to lift economically disadvantaged residents out of poverty through culinary education, life skills coaching, and job placement services. Funding will allow us to enroll residents who have successfully completed Bridge to Hospitality in the Kroc Center’s Culinary skills training program.

New England Culinary Arts Training (NECAT) - NECAT provides chronically unemployed adults with a pathway to stable, long-term employment in the food services industry through comprehensive technical and job readiness training and individualized support and employment services. NECAT’s 16-week culinary skills training program prepares students for careers at Encore or other hospitality employers.

BEST Hospitality – BEST Hospitality Training combines pre-employment and incumbent worker training to provide individuals with the education, skills and training to excel in the hospitality industry and in their personal lives and to meet the labor needs of our hotel partners. This year, we partnered with the Boston Private Industry Council to serve individuals through our Introduction to Hospitality Training Housekeeping Pre-Apprenticeship program and our English for Hospitality classes. BEST’s English for Hospitality classes are run from their offices at Medford’s Station Landing, conveniently located in the same building as Encore’s administrative offices. BEST offers day and evening classes with a skilled teaching team, a robust curriculum and advanced technology integrated into every class. In addition, BEST will share their English for Hospitality customized curriculum with several ESL providers to increase the supply of potential hospitality workers in the pipeline.

Community Works Services – CWS’s Food Arts training program prepares students for culinary careers. Participants earn a ServeSafe Manager’s Certificate and have hands-on work experience. CWS provides holistic career counseling and development services to help students from diverse backgrounds chart their own career path.

b. Please list any matched funds or other leveraged resources and program supports provided by partners

Leveraged and in-kind supports are detailed in Attachment 2, *Cost Allocation*.

6. MEASUREMENT OF IMPACT

Please describe how you propose to measure the impact of your program including indicators proposed to measure results.

In the next phase, the GBCPI will continue to track attendance, participation, enrollment and graduation for all residents participating in the grant. Pre-registration and sign-in sheets will gather contact information on residents who attend the group information sessions. Residents not interested in casino careers – or who are unable to apply because of the background check requirements - will be referred to the One Stop Career Centers and their local community-based organization.

Consortium partners will provide quarterly written updates on outreach (including how many residents attended information sessions, completed intake/enrollment forms, or received application assistance), enrollment, graduation, and job placement.

Measure	Impact
Number attending orientation	800
Number attending small group assessment and intake	528
Number referred for additional service	320
Number enrolled in contextualized English training (GBCPI Funded)	45
Number enrolled in Bridge to Hospitality	50
Number trained by consortium training providers (GBCPI Funded)	21
Total enrolled in education and training	116
Entered Employment	232

Our partners use different systems to track the impact of their work. Rather than asking for additional tracking, each partner will be asked to share data for evaluation purposes through their quarterly reporting.

- The Casino Action Group manages a database of community support that tracks attendance and referrals for residents reached through their efforts.
- Bridge to Hospitality uses Efforts to Outcomes (ETO) to track services, training, and post-training placement and employment.
- Our consortium job training providers track participants through a variety of platforms including Salesforce, ETO, and the Commonwealth’s MOSES platform.

7. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS

Please provide detail regarding the controls that will be used to ensure that funds will only be used to address the specific impact. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.

The Mayor's Office of Workforce Development/EDIC has extensive experience managing both public and private funding sources. Annually, OWD's finance team manages \$12-14 million in funds from federal, state and private grants. OWD staff manage job training contracts for over 90 partner organizations.

The Office of Workforce Development will act as fiscal agent on this grant and will subcontract with training providers and community-based organizations to fund the programs listed in the proposal. Each sub-recipient will have a contract with a defined scope of work, budget, and budget narrative. Contracts will contain terms and conditions on the approved use of funds, and all unapproved uses will be considered disallowed costs. OWD and Economic Development staff will provide oversight on the project and engage with the program advisory committee on a regular basis. The advisory group will address any changes in the proposed work plan.

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

On behalf of the aforementioned municipality/governmental entity I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this Application.



**Signature of Responsible Municipal
Official/Governmental Entity**

Date

**Attachment I: Job Postings in Hospitality, Food, and Tourism in Middlesex and Suffolk
County**

Nov 1, 2018 - Jan 31, 2019

Occupation	Job Postings	Days to Fill Job	Time to Fill Job Relative to U.S. Average
Food Service Team Member	921	41	Similar
Restaurant / Food Service Manager	665	44	Similar
Waiter / Waitress	642	43	Similar
Cook	588	46	Similar
Maid / Housekeeping Staff	529	40	Similar
Restaurant / Food Service Supervisor	490	40	Similar
Janitor / Cleaner	480	37	Similar
Host / Hostess	343	42	Similar
Event Planner	282	26	Similar
Dishwasher	272	50	Similar
Bartender	252	43	Similar
Chef	243	44	Similar
Busser / Banquet Worker / Cafeteria Attendant	234	43	Similar
Barista	211	42	Similar
Baker	153	41	Similar
Concierge	150	38	Similar
Kitchen Staff	128	45	Similar
Hotel Manager	97	38	Similar
Butcher / Meat Cutter	92	39	Similar
Housekeeping / Environmental Services Supervisor	92	40	Similar
Entertainment / Recreation Attendant	66	39	Similar
Travel Agent	43	42	Similar
Detailer	42	39	Similar
Travel / Tour Guide	42	41	Similar
Bell Person / Baggage Attendant	30	41	Similar
Food Production Worker	21	36	Similar
Gaming Supervisor	14	43	Similar
Salon / Spa Manager	9	59	Harder
Casino Dealer	5	47	Similar
Gaming Worker	2	41	Similar
Meat and Seafood Processor / Packager	1	38	Similar

Source: Burning Glass Labor Insight/Jobs, Hard to Fill Jobs Report, January 31, 2019

Cost Allocation – Greater Boston Casino Pipeline Initiative

What	Amount	Calculation	Details
English for Hospitality classes	\$30,000	25 slots for one year of English; 6 hours/week	For unemployed and low-wage workers to improve their English to get jobs at Encore or backfill positions opened by people getting jobs at Encore. These slots would allow BEST to train more than 25 workers, since seats would become open on a rolling basis as students gain proficiency.
Bridge to Hospitality	\$40,000	Cost to pay contracted teaching staff for four sessions of training classes (\$10,000 per session for four sessions).	OWD's Bridge to Hospitality training program offers job-readiness and skills training to prepare residents for success in partner hospitality and culinary training programs.
Support from community-based organizations	\$66,000		Provide connections to communities in Boston, Everett, Somerville and Chelsea. Organizations will work one-on-one with residents to enroll them in the job training and access pipeline.
Culinary skills training	\$104,000	Cost varies by training program. These funds would allow us to serve 18-20 trainees.	Bridge graduates will be placed into culinary skills training programs through partner providers. These partners include NECAT, the Salvation Army's Kroc Center Culinary Skills program, and Community Work Services' Culinary Arts training program.
Boston Private Industry Council	\$30,000	Staff time to coordinate employer engagement.	PIC staff will coordinate with employers (including non-casino employers in hospitality and restaurant) and continue work to align training providers around a common set of skills/competencies that reflect the needs of employers.
Overhead	\$30,000	Calculated at 10%	Financial management of grant funds through the Mayor's Office of Workforce Development.
Total	\$300,000		

Committed Matching Funds

What	Amount	Calculation	Details
BEST	\$10,800		Sharing BEST's English for Hospitality curriculum with 2-3 other providers for three train-the-trainer sessions. (How to use the curriculum, lesson planning around the curriculum, hospitality-specific activities, how to interview using behavioral questions, hospitality specific information.) Ongoing support from BEST teaching staff.
City of Boston	\$22,000	.15% FTE	To convene consortium partners.
City of Boston, Mayor's Office of Workforce Development	\$17,400		Supplies, staffing and space for Bridge to Hospitality Program.
Career Centers	\$6000	\$3,000 per OSCC.	OSCC will identify a staff member to be the casino advisor. The advisor will be trained on industry needs

ATTACHMENT 2

			and will work with the Casino Career Navigator to host information sessions, orientations, and career fairs.
Casino Action Network/ Action for Regional Equity	\$30,000		Includes work the staff and leaders will accomplish for grant activities including outreach activities, hosting community group, facilitation, providing space, and in-kind resources.
Viet Aid	\$4500		Donated Space for Community workshops (\$2500) and staff time for translation/interpretation services (\$2000).
Total	\$90,700		



BOSTON WORKFORCE BOARD

Boston Private Industry Council
2 Oliver Street, 3rd Floor
Boston, Massachusetts 02109
617.488.1300

January 30, 2019

MA Gaming Commission
101 Federal St, 12th Floor
Boston, MA 02110

To Whom It May Concern:

The MassHire Boston Workforce Board supports this application by the Mayor's Office of Workforce Development (OWD) to the 2019 community mitigation grant for workforce development (BD-19-1068-1068C-1068L- 33629).

As the recipient of the 2018 mitigation fund, we see OWD's proposal as an opportunity to build on the work of the Greater Boston Casino Pipeline Initiative. This proposal will connect Boston residents to training and employment services that result in jobs that lead to economic self-sufficiency. Specifically, this proposal will increase capacity in training, education and expand industry-focused English as Second Language (ESL) classes.

The MassHire Boston Workforce Board, together with OWD, oversees the Boston public workforce system that includes the career centers, access points and approved training providers. As the city's workforce board, we will continue to be an engaged partner in this initiative and look forward to working with all involved to ensure successful implementation of this project.

Sincerely,

Neil Sullivan
Executive Director

www.masshireboston.org
www.bostonpic.org

January 31, 2019

Ms. Jill Lacy Griffin
Director of Workforce, Supplier and Diversity Development
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Jill:

On behalf of the Office of Financial Empowerment (OFE), I am writing to support the Boston Mayor's Office of Workforce Development's application to the Gaming Mitigation Fund.

The Greater Boston Casino Pipeline Initiative (GBCPI) will support community organizations and workforce training providers who are helping residents of Boston, Chelsea and Somerville to train and apply for jobs at Encore Boston Harbor. In the communities we serve, there is enormous interest in the opportunities presented by the quality and scale of jobs available at Encore Boston Harbor. By working together with a consortium that includes the City, workforce development training providers, employers and community organizations, we can create a pipeline of talent to fill the needs of hospitality employers.

The Boston OFE is an innovative office in the Mayor's Office of Workforce Development that provides tailored financial services, programs and strategic policy development and strategies to build wealth and increase job readiness and enhance workforce development opportunities for the working poor. This funding will allow our office to expand our "Bridge to Hospitality" program that provides a job readiness "bridge" to hospitality training programs, providing a much needed pipeline to the Encore Boston Harbor jobs. In its three years, the Bridge has graduated ten cohorts of varying sizes, who progress to advanced hospitality training with BEST, NECAT, the Kroc Center, and Community Servings. In addition to basic skills and conflict resolution, OFE's curriculum includes Massachusetts Allergen Training American Red Cross: Adult and Pediatric CPR and First Aide, Automated External Defibrillator (AED), and initial study of ServSafe Food Handler. All of the students who went to the Boston Kroc Center and NECAT have passed the Food Handler Certification. In addition, approximately 10 students have passed the next level certification, ServSafe Food Safety Manager.

This workforce strategy has demonstrated success in developing trainees to be capable and qualified hotel workers. We are looking forward to building on the first year of the Greater Boston Casino Pipeline initiative.

Sincerely,

Constance Martin
Deputy Director
Mayor's Office of Financial Empowerment



Vietnamese American Initiative for Development
42 Charles Street, Suite E, Dorchester MA 02122
Tel : 617-822-3717 - Fax : 617-822-3718 - www.vietaid.org

To Whom This May Concern:

On behalf of the Vietnamese American Initiative for Development, Inc. (VietAID), I am writing to express our enthusiasm partnering with EDIC Boston to ensure that individuals in the Vietnamese American community have access to the range of services that would allow them to train for jobs within the growing hospitality industry.

The Vietnamese American Initiative for Development (VietAID) was founded in 1994 by community leaders and residents who believed that a community development corporation could provide comprehensive economic development programs and services to alleviate poverty and advance civic participation in the Fields Corner Vietnamese community of Dorchester. VietAID sits in the heart of a multicultural neighborhood and provides accessible, affordable services to the Fields Corner community. In a study by Asian American Advancing Justice "A Community in Contrast Northeast," 11,600 (2010 census) Vietnamese residents call Boston home; the largest concentration in Fields Corner and the immediate surrounding neighborhoods. Of which, 69% are foreign born and 67% limited English proficient. The per capita income for Vietnamese Americans is \$14,150, substantially lower than all other racial and ethnic groups. Two out of five Vietnamese American youth live in poverty, the same rate as Latino youth and among the highest rates across racial and ethnic groups.

Given the needs of the community and the potential of good jobs available with the Encore Casino, VietAID is looking forward to a partnership with Boston EDIC leveraging our cultural competency and reputation within the Vietnamese community. VietAID will target currently under-employed workers (many employed in low-wage professions such as nail technician and flooring installation) and provide:

- Leveraging our networks, recruit LEP and low-wage Vietnamese workers through direct 1:1 contact, social media and ethnic media
- Resources to help potential candidates' access SkillsSmart (including information sessions, one-on-one assistance).
- Referrals to the culinary and hospitality training providers that are part of this consortium (Best, NECAT, etc)
- Subcontract with St. Marks ESOL, an experienced ESL provider in Dorchester to coordinate job-focused ESL classes for the Vietnamese community.

Sincerely,

A handwritten signature in black ink, appearing to read "Lisette Le".

Lisette Le
Executive Director



On the way to work

January 30, 2019

MA Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

To Whom it May Concern:

On behalf of Community Work Services, I am writing to support the Boston Mayor's Office of Workforce Development's application to the Gaming Mitigation Fund. The Greater Boston Casino Pipeline Initiative (GBCPI) will support community organizations and workforce training providers who are helping residents of Boston, Chelsea and Somerville to train and apply for jobs at Encore Boston Harbor. In the communities we serve, there is enormous interest in the opportunities presented by the quality and scale of jobs available at Encore Boston Harbor. By working together with a consortium that includes the City, workforce development training providers, employers and community organizations, we can create a pipeline of talent to fill the needs of hospitality employers.

We are looking forward to building on the first year of the Greater Boston Casino Pipeline initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "Sean A. [unclear]".

Executive Director

174 Portland Street, Boston, MA 02114
Phone: 617-720-2233 Fax: 617-367-4756
www.cwsnewengland.org



Chelsea Collaborative

Empowering people, building our community

January 30, 2019

MA Gaming Commission
101 Federal St, 12th Floor
Boston, MA 02110

To Whom It May Concern:

The Chelsea Collaborative has been working to improve the lives of Chelsea residents for 30 years. We remain deeply committed to ensuring that residents get new opportunities for good jobs and employment at Encore Boston Harbor and also opportunities at other employers who will be losing their employees to Encore or who are expanding in the next year.

The first half year of the Greater Boston Pipeline Initiative has already proven its value. Community partners have reached out to over 1200 residents in the first few months. We have worked with the service provider community to expand local access to the workshops residents need to be strong applicants. The Casino Action Network/Action for Equity is serving as a point of coordination to help us share resources and information quickly and build connections to Encore. We are working together with our cities, workforce system, and major employer to achieve the diversity and local hiring we all want.

All of us are seeing an increase in the number of residents wanting information and other assistance. We are fully committed to continuing this work next year. We are looking forward to expanding our work to connect to other employers seeking to fill similar positions.

We are pleased to submit this letter in support of the application for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI). We look forward to working with EDIC and MassHire Boston Workforce Board next year to continue making progress creating the pipeline labor market infrastructure our residents need.

In addition, we anticipate in providing \$8500 in matching commitment in the next year.

We will:

1. Participate in the Greater Boston Casino Pipeline Initiative, in partnership with MassHire Boston Workforce Board, to provide a regional approach to filling positions at Encore Boston Harbor and creating a pipeline for future positions in hospitality in Boston and related industries.
2. Coordinated by Action for Equity, regional meetings will include regional partners including Alternatives for Community and the Environment (Boston), Chelsea Collaborative (Chelsea), New England United for Justice (Boston), One Everett/La Comunidad Inc. (Everett), and Somerville Community Corporation (Somerville).
3. Work with local residents to identify needs and advocate for meeting the needs of local residents, including setting goals for job placements for local residents.
4. Reach out to involve local mentors and service providers including advocating that residents get the training and support they need.
5. Enroll residents interested in the good jobs into the pipeline
6. Register resident names, email and other contact information and document connections to services and other outcomes.
7. Advocate for cities and workforce boards to include additional employers with commitments to good jobs and local hiring
8. Maintain financial records for all expenditures.
9. Report on program activity quarterly to the EDIC.

The Chelsea collaborarive will be an active supportive member of this consortium. We look forward to working with all partners to ensure the success of this project

Sincerely,

Gladys Vega

New England United 4 Justice



1845 Dorchester Ave. Boston, MA 02124 617-265-7100 or 617-905-9939 mimi.neunited4justice@gmail.com

MA Gaming Commission
101 Federal St, 12th Floor Boston, MA 02110

To Whom It May Concern:

New England United 4 Justice, NEU4J has been working to improve the lives of Boston residents for the past 9 years. We are a social justice, grassroots organization that works to empower low income, communities of color and working class neighborhoods in the City and we are a proud member of both the Casino Action Network and Community Labor United that links community, good jobs access and policy efforts that center our neighborhood voices. Through these efforts, we are a new partner at the table and we have been excited about the opportunities to engage with the City and many partners within the region, around collective models that work to connect residents into Good Jobs and support the continued building of a pipeline to good jobs, with real results. We remain deeply committed to ensuring that residents get new opportunities for good jobs and employment at Encore Boston Harbor and also opportunities at other employers who will be losing their employees to Encore or who are expanding in the next year.

The first half year of the Greater Boston Pipeline Initiative has already proven its value. Community partners have reached out to over 1200 residents in the first few months. We have worked with the service provider community to expand local access to the workshops residents need to be strong applicants. The Casino Action Network/Action for Equity is serving as a point of coordination to help us share resources and information quickly and build connections to Encore.

All of us are seeing an increase in the number of residents wanting information and other assistance. We are fully committed to continuing this work next year. We are looking forward to expanding our work to connect to other employers seeking to fill similar positions. We are pleased to submit this letter in support of the application for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI). We look forward to working with EDIC and MassHire Boston Workforce Board next year to continue making progress creating the pipeline labor market infrastructure our residents need.

We will:

1. *Participate in the Greater Boston Casino Pipeline Initiative, in partnership with MassHire Boston Workforce Board, to provide a regional approach to filling positions at Encore Boston Harbor and creating a pipeline for future positions in hospitality in Boston and related industries.*
2. *Coordinated by Action for Equity, regional meetings will include regional partners including Alternatives for Community and the Environment (Boston), Chelsea Collaborative (Chelsea), New England United for Justice (Boston), One Everett/La Comunidad Inc. (Everett), and Somerville Community Corporation (Somerville).*
3. *Work with local residents to identify needs and advocate for meeting the needs of local residents, including setting goals for job placements for local residents.*
4. *Reach out to involve local mentors and service providers including advocating that residents get the training and support they need.*
5. *Enroll residents interested in the good jobs into the pipeline*
6. *Register resident names, email and other contact information and document connections to services and other outcomes.*
7. *Advocate for cities and workforce boards to include additional employers with commitments to good jobs and local hiring*
8. *Maintain financial records for all expenditures.*
9. *Report on program activity quarterly to the EDIC.*

Sincerely,

Noemi Mimi Ramos, Executive Director
New England United 4 Justice, NEU4J



SOMERVILLE COMMUNITY CORPORATION
137 Somerville Avenue, Second Floor • Somerville, MA 02143

MA Gaming Commission
101 Federal St, 12th Floor
Boston, MA 02110

To Whom It May Concern:

Somerville Community Corporation has been working to improve the lives of Somerville residents for almost 50 years. We remain deeply committed to ensuring that residents get new opportunities for good jobs and employment at Encore Boston Harbor and also opportunities at other employers who will be losing their employees to Encore or who are expanding in the next year.

The first half year of the Greater Boston Pipeline Initiative has already proven its value. Community partners have reached out to over 1200 residents in the first few months. We have worked with the service provider community to expand local access to the workshops residents need to be strong applicants. The Casino Action Network/Action for Equity is serving as a point of coordination to help us share resources and information quickly and build connections to Encore. We are working together with our cities, workforce system, and major employer to achieve the diversity and local hiring we all want.

All of us are seeing an increase in the number of residents wanting information and other assistance. We are fully committed to continuing this work next year. We are looking forward to expanding our work to connect to other employers seeking to fill similar positions.

We are pleased to submit this letter in support of the application for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI). We look forward to working with EDIC and MassHire Boston Workforce Board next year to continue making progress creating the pipeline labor market infrastructure our residents need.

In addition, we anticipate in providing 2,000 in matching commitment in the next year.

We will:

1. Participate in the Greater Boston Casino Pipeline Initiative, in partnership with MassHire Boston Workforce Board, to provide a regional approach to filling positions at Encore Boston Harbor and creating a pipeline for future positions in hospitality in Boston and related industries.
2. Coordinated by Action for Equity, regional meetings will include regional partners including Alternatives for Community and the Environment (Boston), Chelsea Collaborative (Chelsea), New England United for Justice (Boston), One Everett/La Comunidad Inc. (Everett), and Somerville Community Corporation (Somerville).
3. Work with local residents to identify needs and advocate for meeting the needs of local residents, including setting goals for job placements for local residents.
4. Reach out to involve local mentors and service providers including advocating that residents get the training and support they need.
5. Enroll residents interested in the good jobs into the pipeline
6. Register resident names, email and other contact information and document connections to services and other outcomes.



MA Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

January 31, 2019

To Whom it May Concern:

On behalf of The Salvation Army Boston Kroc Center Culinary Arts Training Program, I am writing to support the Boston Mayor's Office of Workforce Development's application to the Gaming Mitigation Fund. The Greater Boston Casino Pipeline Initiative (GBCPI) will support community organizations and workforce training providers who are helping residents of Boston, Chelsea and Somerville to train and apply for jobs at Encore Boston Harbor.

In the communities we serve, there is enormous interest in the opportunities presented by the quality and scale of jobs available at Encore Boston Harbor. By working together with a consortium that includes the City, workforce development training providers, employers and community organizations, we can create a pipeline of talent to fill the needs of hospitality employers.

The Boston Kroc Center Culinary Training Program aspires to lift economically disadvantaged residents out of poverty through culinary education, life skills coaching, and job placement services.

We are looking forward to building on the first year of the Greater Boston Casino Pipeline initiative.

Sincerely,

A handwritten signature in black ink that reads "Timothy Tucker".

Chef Timothy Tucker
Manager/ Instructor, Culinary Arts Training Program
The Salvation Army Boston Kroc Center
Timothy.Tucker@use.salvationarmy.org
Phone: 617.318.6954
Fax: 617.318.6999

UNITE HERE! LOCAL 26

January 29, 2019 101 Station Landing, 4th Floor • Medford, MA 02155 • Tel (617) 832-6699 • Fax (617) 426-7684

MA Gaming Commission
101 Federal St, 12th Floor
Boston, MA 02110

To Whom It May Concern:

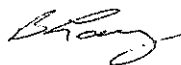
On behalf of UNITE HERE Local 26, Boston's Hospitality Union, I submit this letter in support of the application by the Mayor's Office of Workforce Development for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI).

The GBCPI will fund a workforce development initiative to create a pipeline to quality careers in gaming and hospitality, expand industry-focused English as Second Language (ESL) classes, upskill hospitality workers, and provide tuition and supports for gaming school applicants. This program will move residents from Boston, Chelsea, Everett, and Somerville into better jobs with great opportunities for advancement and create a pipeline to meet the needs of the local businesses impacted by the new casino resort.

UNITE HERE has a long history of partnering with Wynn Resorts to provide quality jobs to hotel and restaurant workers. In Las Vegas, all Wynn properties are part of a collaborative bargaining agreement with UNITE HERE. We look forward to working with Encore Boston in a similar, collaborative manner. BEST.Hospitality Training, the Local 26 Training Center, is known for its high quality and industry-specific training. They are well-positioned to upskill current hotel workers as Boston's industry grows over the next two to five years.

We look forward to working with all involved to ensure successful implementation of this project.

Sincerely,



Brian Lang
President
UNITE HERE Local 26

CC: Marie Downey

Brian Lang
President

Carlos Aramayo
Secretary of Treasure



January 30, 2019

MA Gaming Commission
101 Federal St, 12th Floor
Boston, MA 02110

To Whom It May Concern:

Please accept this letter on behalf of BEST Hospitality Training, in support of the application by the Mayor's Office of Workforce Development for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI). The GBCPI will fund a workforce development initiative to create a pipeline to quality careers in gaming and hospitality, expand industry-focused English as Second Language (ESL) classes, upskill hospitality workers, and provide tuition and supports for gaming school applicants. This program will move residents from Boston, Chelsea, Everett, and Somerville into better jobs with great opportunities for advancement and create a pipeline to meet the needs of the local businesses impacted by the new casino resort.

BEST Hospitality Training combines pre-employment and incumbent worker training to provide individuals with the education, skills and training to excel in the hospitality industry and in their personal lives and to meet the labor needs of our hotel partners. This year, we partnered with the Boston Private Industry Council to serve individuals through our Introduction to Hospitality Training Housekeeping Pre-Apprenticeship program and our English for Hospitality classes. This partnership allowed us to increase our capacity and address a crucial need in the communities we work. Through past experience and understanding of industry standards, we know that language development and industry-specific skills training make a difference in people's ability to obtain quality jobs and change their lives.

As one of the Mayor's Office of Workforce Development regional partners, we are looking forward to assisting them in increasing both the skills profile and the delivery of qualified individuals from traditionally over-looked and under-resourced communities into the hospitality industry pipeline.

We look forward to working with all involved to ensure successful implementation of this project.

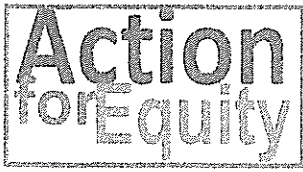
Sincerely,

A handwritten signature in cursive script that reads "Marie Downey".

Marie Downey
Executive Director

BEST

617-542-1177 • www.BESThtc.org
101 Station Landing, Fourth Floor, Medford, MA 02155
2201 Washington Street, Roxbury, MA 02119



January 31, 2019

MA Gaming Commission
101 Federal St, 12th Floor
Boston, MA 02110

To Whom It May Concern:

Through our Casino Action Network, Action for Equity has been working since 2013 to ensure that the new Region A casino provide good jobs for local residents, particularly residents of color. We remain deeply committed to ensuring that residents get new opportunities for good jobs and employment at Encore Boston Harbor and also opportunities at other employers who will be losing their employees to Encore or who are expanding in the next year.

On behalf of Action for Equity, the Casino Action Network, and our community partners, Alternatives for Community and Environment (Roxbury), Chelsea Collaborative, La Comunidad Inc/One Everett, New England United for Justice (Dorchester, Mattapan) and Somerville Community Corporation, we want to thank the Massachusetts Gaming Commission for the opportunity to begin to implement the Pipeline to Good Jobs in all our communities. We look forward to completing our pilot next year.

The first half year of the Greater Boston Pipeline Initiative has already proven its value. Community partners have reached out to over 1400 residents in the first few months. We are working with our cities and service provider communities to expand local access to the workshops residents need to be strong applicants. The Casino Action Network/Action for Equity is serving as a point of coordination to share resources and information quickly and build connections to Encore. We are developing ongoing practice with both the MassHire Boston Workforce Board (Boston PIC) and MassHire Metro North. We are working together with our cities, workforce system, and major employer to achieve the diversity and local hiring we all want.

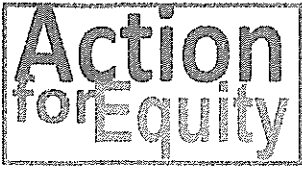
All of us are seeing an increase in the number of residents wanting information and other assistance. We are fully committed to continuing this work next year. We are looking forward to expanding our work to connect to other employers seeking to fill similar positions.

We are pleased to submit this letter in support of the application for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI). We look forward to working with EDIC, the city of Boston, and MassHire Boston Workforce Board next year to continue making progress creating the pipeline labor market infrastructure our residents need.

167 Washington St
Dorchester, MA, 02124
Tel: (617) 676-0904

Alternatives for Community
and Environment
Boston Tenant Union
Curtis Center
Conservation Law Foundation
Fair Housing Center
Greater Fair Center
Institute for Employment Rights

Chelsea Collaborative
EDIC
Greater Boston Workforce Board
La Comunidad Inc
New England United for Justice
Somerville Community Corporation
The Pipeline Initiative



In addition, we anticipate in providing \$12,000 in in-kind matching commitment ourselves in the next year. We will be providing staff coordination as part of this match. Across all community partners, we expect to provide over \$30,000 in in-kind match.

We will:

1. Participate in the Greater Boston Casino Pipeline Initiative, in partnership with MassHire Boston Workforce Board, to provide a regional approach to filling positions at Encore Boston Harbor and creating a pipeline for future positions in hospitality in Boston and related industries.
2. Coordinated by Action for Equity, regional meetings will include regional partners including Alternatives for Community and the Environment (Boston), Chelsea Collaborative (Chelsea), New England United for Justice (Boston), One Everett/La Comunidad Inc. (Everett), and Somerville Community Corporation (Somerville).
3. Work with local residents to identify needs and advocate for meeting the needs of local residents, including setting goals for job placements for local residents.
4. Reach out to involve local mentors and service providers including advocating that residents get the training and support they need.
5. Enroll residents interested in the good jobs into the pipeline
6. Register resident names, email and other contact information and document connections to services and other outcomes.
7. Advocate for cities and workforce boards to include additional employers with commitments to good jobs and local hiring
8. Maintain financial records for all expenditures.
9. Report on program activity quarterly to the EDIC.
10. We will also continue our coordination role, including reporting, tracking, staff development, planning, and evaluation.

Sincerely,

A handwritten signature in cursive script that reads "Marvin Martin".

Marvin Martin
Executive Director