



19

**COMMUNITY
MITIGATION
FUND**

APPENDIX E

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

Please complete the entire Application.

	MASSHIRE METRO NORTH WORKFORCE BOARD
1.	NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT
	SUNNY SCHWARTZ, PRESIDENT AND CEO
2.	NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
	186 ALEWIFE BROOK PARKWAY, SUITE 216, CAMBRIDGE, MA 02138
3.	ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
	617-864-1570; SSCHWARTZ@MASSHIREMETRONORTH.ORG
4.	PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
	CHRIS ALBRIZIO-LEE, VICE PRESIDENT
5.	NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
	186 ALEWIFE BROOK PARKWAY, SUITE 216, CAMBRIDGE, MA 02138
6.	ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
	617-864-1524; CLEE@MASSHIREMETRONORTH.ORG
7.	PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
	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.

The construction of the Encore Boston Harbor gaming facility in Everett is creating, and will create, an impact on the region's labor market and workforce development system. The facility will bring over 5,000 new jobs to the region, covering a wide range of occupations in gaming and non-gaming, including, but not limited to, hospitality, culinary, building maintenance, IT, accounting, and cash handling. This influx of thousands of new jobs will put additional strain on a region that is already struggling to fill many open positions. For example, over 1,600 of the new jobs are expected to be in hospitality and culinary positions, in a region that is already experiencing a shortage of workers in these industries. This situation necessitates a regional, comprehensive approach to addressing the workforce impact created by this new gaming facility. The region will need to prepare and train local residents for jobs directly at the gaming facility as well as address the needs of existing employers who will be impacted by the project.

According to the Massachusetts Executive Office of Labor and Workforce Development (EOLWD), the "Accommodation and Food Services" industry is currently the fifth largest, and projected to be the third fastest growing between 2014-2024, industry in the Metro North workforce development area (WDA), the 20-municipality region north of Boston in which the host community, and most of the surrounding/neighboring communities, are located. This industry is also projected to be the third fastest growing industry in the City of Boston, one of the surrounding communities, between 2014-2024.

Many hospitality and restaurant employers in the region, in addition to Encore Boston Harbor, have reported that they anticipate hundreds of job openings in the next two to three years and currently have many openings that they are unable to fill. In addition, many of the surrounding communities, including Chelsea, Revere, Somerville, and Cambridge, have new hotels that are in various stages of development, which will put an additional strain on the labor market.

In November of 2018, the MassHire Metro North Workforce Board (MNWB) and MassHire Boston Workforce Board (BWB) conducted a series of employer focus groups to gather feedback and information regarding workforce challenges in the hospitality and culinary sector. Many of the employers, chambers of commerce, and municipal economic development departments who participated in these focus groups spoke of their challenges finding enough workers and the impact Encore is projected to have on the regional labor market.

Labor market information and direct conversations with the region's employers demonstrate that the Encore Boston Harbor gaming facility will have a major impact on the region's labor market and workforce development system. A regional, comprehensive mitigation strategy is necessary to address this impact.

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

a. Please identify the amount of funding requested

The Metro Boston Regional Gaming and Hospitality Consortium (MBRGHC) requests \$300,000 in funding to support this project. In addition, consortium partners have committed \$127,380 in additional matching contributions.

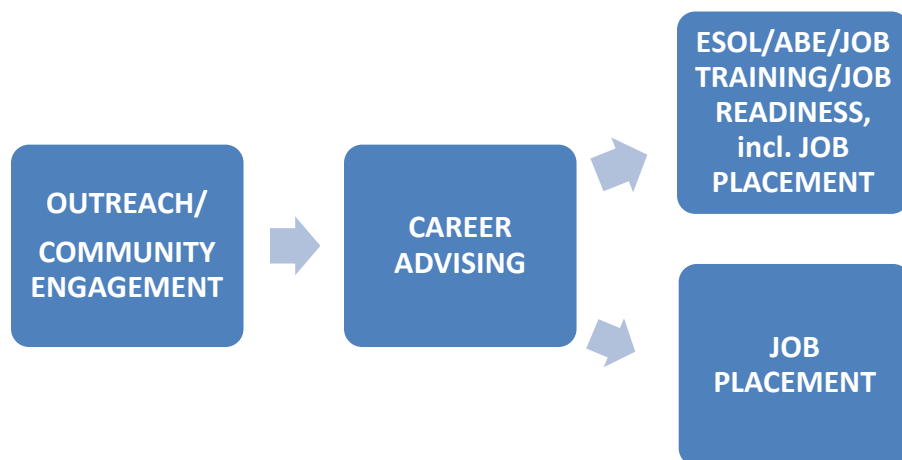
Please see Attachment B for support letters from partners outlining the match commitments.

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

MBRGHC proposes a project whereby local residents are engaged and provided services aimed at preparing them for career opportunities in the hospitality and gaming sector. Given that the period this grant covers will be after Encore opens, the proposed project will focus on both career opportunities directly at Encore and at other employers impacted by Encore's opening. While some turnover at Encore is expected, which will continue to provide job opportunities directly at the Encore facility, it is expected that a large number of jobs will need to be "backfilled" as current workers in the industry leave their positions at other employers to work at Encore. MBRGHC proposes a sector-wide, region-wide project to address the needs of the industry as a whole.

Project activities for the 2019 project include:

- An integrated sequence of services: in order to ensure that local residents from partner communities have access and opportunity for these employment opportunities, and recognizing the needs of these residents, the MBRGHC proposes to continue implementing an integrated, comprehensive sequence of services, which was started under the 2018 project. The steps of the sequence are:



The goal of this system is to engage local residents and move them through this sequence of services in an integrated manner, culminating with a job at Encore or another impacted employer. The services provided through this system could lead to any gaming or hospitality

career, including, but not limited to, hospitality, culinary, banking, IT, or some other career related to the Encore gaming facility.

- Job training: Given that culinary occupations remain one of the sector's highest demand needs, MBRGHC proposes to continue the culinary arts training program operated by New England Center for Arts and Technology (NECAT) in Everett that was started during the 2017 project. Two cycles of 15 participants each would be implemented as part of this 2019 project.

The MassHire Metro North Workforce Board (MNWB), as the lead consortium partner, will oversee all project activities, manage the various partnerships, and provide technical assistance and support to grant partners. A network of community-based organizations, municipalities, and career centers will implement the integrated sequence of services.

- 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 refer to Attachment A for the project's detailed budget.

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

The specific impacts this project proposes to mitigate are the additional stresses that an influx of 5,000-plus new jobs will have on the regional labor market, and the workforce development needs of the region's residents and employers impacted by these new jobs in the regional economy. This mitigation request directly addresses these impacts by ensuring that local residents are aware of and prepared for these employment opportunities and that Encore and other impacted employers have access to the talent to meet their workforce needs.

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.

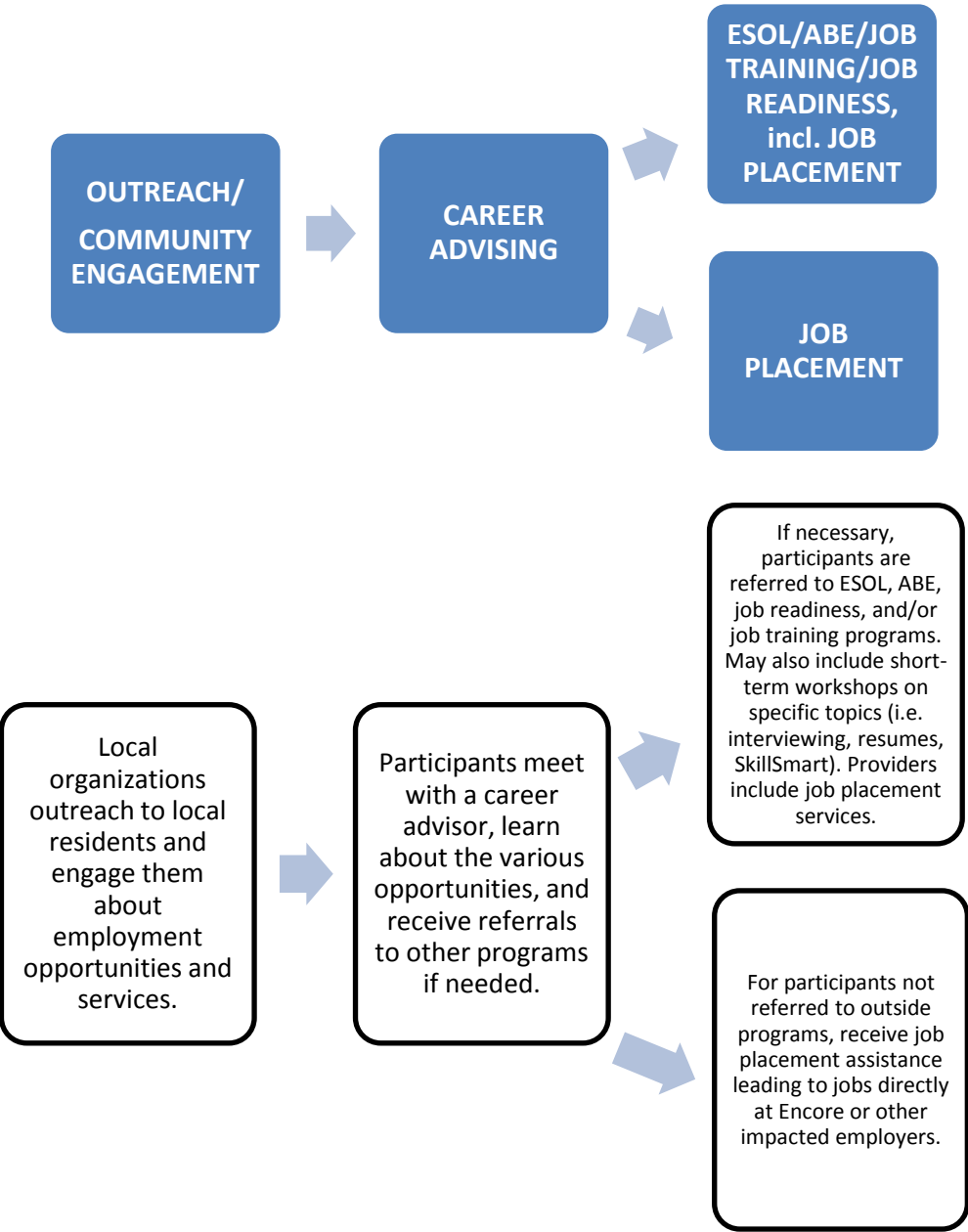
All of the proposed project's activities are meant to address the labor market and workforce impacts that the Encore gaming facility will have on the region's hospitality sector. Project activities will address job opportunities directly at Encore as well as backfill" opportunities at employers impacted by the Encore facility. The MBRGHC will address the impacts on a regional level, partnering with host and surrounding communities and organizations within those communities to ensure that local residents are aware of, and prepared for, all of the employment opportunities that will be available.

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.

The scope of the proposed project includes the following components:

- 1) An integrated sequence of services: the services provided at each step of the sequence are described as follows:



- a. Community Engagement and Outreach: In each partner city, local organizations will be responsible for outreaching to local residents, informing them of the employment opportunities created by the new Encore gaming facility, and recruiting participants for the programs and services funded through this project. This will be the first step in creating a pipeline of talent for employment opportunities directly at Encore as well as other impacted employers.
- b. Career Advising: In each partner city, there will be a location, and in some cases multiple locations, where local residents can go to meet with a gaming and hospitality career advisor. Services provided by the career advisor will include:
 - Provide information on the compendium of employment opportunities available in the hospitality sector in Greater Boston.
 - Provide basic assessment of individual's interests and needs.
 - Provide referrals to other programs that address individual's needs, such as ESOL, ABE, job training, job readiness programs, and short-term workshops.
 - Assist residents with job applications.

The MNWB, as lead project partner, will be responsible for convening the regional career advisors on a regular basis to discuss roles, responsibilities, and best practices. These meetings have been ongoing for the past two years, at first on a quarterly basis and currently on a bi-monthly basis. Since the period this grant covers is after Encore's opening, the career advisor network will focus on the entire hospitality sector in Greater Boston, including both Encore opportunities as well as opportunities at other hospitality employers impacted by Encore's opening.

- c. ESOL/ABE/Job Training/Job Readiness/Workshops: If needed, individuals who are interested in pursuing a gaming or hospitality career will be referred to additional services and programs. The gaming and hospitality career advisors will make the appropriate referrals depending on the individual's situation. These additional services may include short-term workshops covering specific topics such as basic information on gaming and hospitality careers, resumes, interviewing, and online job applications.
- d. Job placement: There may be some individuals who are interested in pursuing gaming and hospitality careers that will not need additional programs and services. In this case, the career advisor will provide job search and placement assistance.

MNWB will partner with a network of community-based organizations, municipalities, and career centers to implement the integrated sequence of services. The sequence is designed such that a large number of individuals can be engaged, provided services tailored to their needs, and ultimately leading to a high quality job in the hospitality and gaming sectors.

- 2) Job training: The New England Center for Arts and Technology (NECAT) will continue to deliver its successful culinary arts job training program in Everett. For the 2019 program, NECAT will utilize the Albert N. Parlin School, a K-8 school in Everett. The 300-hour NECAT curriculum includes:

- Hands-on occupational skills instruction in culinary arts- food safety and sanitation, knife skills, advanced cooking and baking techniques.
- Professional and life skills training- resume writing, job interviews, time management, and conflict resolution.
- Culinary vocabulary and culinary math skills.
- Case management and counseling services.
- Work “experience” opportunities to help participants gain experience in the field at an employer partner.
- Job placement and post-placement support services.

NECAT will train at least 30 local residents across two cycles.

5. COLLABORATIVE PARTNERS

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

MBRGHC partners include:

1. MassHire Metro North Workforce Board (MNWB) - lead partner. As the lead partner, the MNWB’s responsibilities under this project include:

- Overall management and oversight of project activities
- Management of partnerships with all project partners
- Leveraging of resources available through the Metro North One-Stop Career Centers
- Data collection and reporting
- Fiscal administration, including contracting, invoicing, and payments
- Facilitation of career advisor meetings and other project meetings
- Training and technical assistance to career advisors to understand the careers at Encore and the hospitality sector generally, affected industries, and education and training pathways to those opportunities.

2. The cities of Everett, Malden, Chelsea, Revere, Somerville, Cambridge, Melrose and Medford- host and surrounding communities providing support for the project.

3. Career Advisor partners implementing the integrated sequence of services:

- Everett- La Comunidad
- Malden- TBD
- Chelsea- The Neighborhood Developers/CONNECT, Chelsea Collaborative
- Revere- The Neighborhood Developers/CONNECT
- Somerville- Somerville Community Corporation
- Cambridge- Office of Workforce Development
- Lynn and North Shore- North Shore Career Center
- Medford- Medford Technical Vocational High School

In addition, the MNWB has been collaborating with the MassHire Boston Workforce Board (Boston Private Industry Council) over the past year on project activities related to the labor market impact of the new Encore gaming facility. For the 2019 project, MNWB and Boston PIC will continue to collaborate to ensure all residents of the Greater Boston region have access to services and resources and that the two regions' projects are delivered in a coordinated manner.

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

Please see Attachment A- Budget for list of matching funds/leveraged resources.

6. MEASUREMENT OF IMPACT

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

The MBRGHC proposes to engage and serve at least 1,000 residents across the region via the integrated sequence of services and NECAT culinary arts training.

The MBRGHC proposes to track and report the following performance indicators for each component of the project:

Integrated sequence of services (career advisors):

- Number of individuals reached through outreach/community engagement
- Type of outreach/community engagement
- Number of individuals received career advising and assessment services
- Number of individuals referred to ESOL/ABE/job training/job readiness programs and organization/institution referred to
- Number of individuals placed in employment, job title, and starting wage/benefits, and 30-day job retention for those receiving intensive services

Job training- NECAT culinary arts:

- Number of individuals recruited
- Number of individuals enrolled
- Number of individuals completed training
- Number of individuals placed into employment
- Wage and benefits at placement
- Number of individuals who reached 30-day employment retention

7. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS

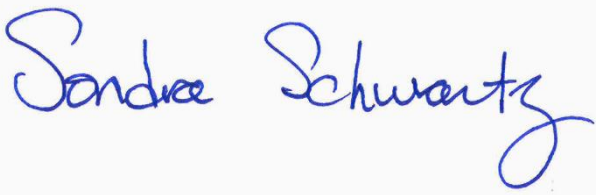
Please provide detail regarding the controls that will be used to ensure that funds will only be used to address the specific impact. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.

The MassHire Metro North Workforce Board (MNWB) has managed and administered federal, state, local, and private funds since its inception in 1995. MNWB has built the expertise and systems necessary to ensure that the funds it administers are used appropriately and compliantly. All sub-recipients receiving funds from this CMF Workforce Development Program will be required to enter into a sub-contract with the MNWB. This sub-contract will stipulate the specific responsibilities and uses of funds ("Scope of Work"), include a line-by-line budget, and delineate the process for invoicing and receiving grant disbursements. Sub-recipients will be required to submit regular invoices to the MNWB that directly coincides with the agreed-upon line-by-line budget. Sub-recipients will also be required to submit quarterly performance reports so that the MNWB may track and document progress towards grant outcomes and deliverables.

All sub-contracts will also include Terms and Conditions that include provisions regarding appropriate use of funds, documentation to verify appropriate use of funds, MNWB monitoring of such funds and grant activities, and remedies for any misuse of funds. These Terms and Conditions are standard operating procedure.

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.



2/1/2019

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

Date

**METRO BOSTON REGIONAL GAMING AND HOSPITALITY CONSORTIUM
FY2020 BUDGET**

REVENUE	
Grant	
MGC Workforce Development Program Grant	\$300,000
In-Kind and Cash Matching Contributions	
City of Cambridge	\$22,380
City of Medford	\$15,000
North Shore Career Center	\$15,000
City of Everett/WIOA ITA vouchers	\$30,000
City of Everett/Everett Public Schools	\$20,000
City of Somerville	\$25,000
<i>Total Match</i>	\$127,380

EXPENSES	GRANT	MATCH	SOURCE OF MATCH
Community Engagement/Career Advisors/Job Readiness Workshops and Courses/Job Placement			
City of Cambridge Office of Workforce Development/ Community Learning Center (CLC)/RSTA		\$22,380	City of Cambridge
City of Medford		\$15,000	City of Medford
North Shore Career Center (Lynn and North Shore)		\$15,000	North Shore Career Center
Chelsea - The Neighborhood Developers and Chelsea Collaborative	\$30,000		
Everett- La Comunidad	\$30,000		
Revere- The Neighborhood Developers	\$30,000		
Malden- Organization selected by MNWB	\$30,000		
Somerville Community Corporation		\$25,000	City of Somerville
Job Training- NECAT			
NECAT culinary arts training- staff, instruction, supplies, materials, recruitment, case management, job placement	\$110,000	\$30,000	City of Everett and WIOA ITA vouchers
Space/facilities at Parlin School for NECAT training		\$20,000	Everett City/Public Schools in-kind
Program Management and Fiscal Administration- MNWB			
Project Management- Management of all program elements, coordination among all partners and cities, technical assistance to partners, tracking outcomes, grant reporting	\$50,000		
Fiscal Management- contracts, invoices, payments, grant administration	\$20,000		
TOTAL EXPENSES	\$300,000	\$127,380	\$427,380

CITY OF EVERETT
Office of the Mayor

Carlo DeMaria, Jr.
Mayor



Everett City Hall
484 Broadway
Everett, MA 02149-3694
Phone: (617) 394-2270
Fax: (617) 381-1150

February 1, 2019

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

Dear Commissioners:

On behalf of the City of Everett, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

In addition to its support for this application for grant funding, the City of Everett will provide space at the Parlin School in Everett for the New England Center for Arts and Technology (NECAT) to operate a culinary arts training program. This in-kind contribution is valued at \$20,000.

The City of Everett will also work with the MassHire Metro North Workforce Board and other consortium partners to determine additional matching resources the City of Everett can provide. The City of Everett will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

I sincerely appreciate your consideration and the impact that this grant opportunity has for the residents of my community.

Sincerely,

Carlo DeMaria
Mayor



CITY OF SOMERVILLE, MASSACHUSETTS
JOSEPH A. CURTATONE
MAYOR

January 29, 2019

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

Dear Commissioners:

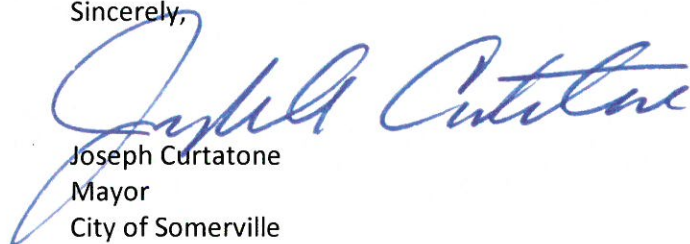
On behalf of the City of Somerville, I strongly support this application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

In addition to its support for this application for grant funding, the City of Somerville will commit the following additional resources to ensure the project has maximum impact and benefit:

- A \$25,000 contribution to support the following activities:
 - \$15,000 in cash to support outreach, career advising, and job placement services to local residents.
 - \$10,000 in-kind to support non-technical job readiness services.

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

Sincerely,



Joseph Curtatone
Mayor
City of Somerville





City of Cambridge

Executive Department

LOUIS A. DePASQUALE
City Manager

LISA C. PETERSON
Deputy City Manager

January 31, 2019

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

Dear Commissioners:

On behalf of the City of Cambridge, I submit this letter of support regarding the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor casino and resort.

In addition to its support for this application for grant funding, the City of Cambridge will commit a total match contribution of \$22,380 which consists of:

- Match contribution of staff salaries and benefits for two city staff members, one at Cambridge's Office of Workforce Development and one at the Community Learning Center, to serve as "gaming and hospitality career advisors" and additional dedicated time from guidance staff at the Rindge School of Technical Arts within Cambridge Rindge and Latin School.

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

Sincerely,

Louis A. DePasquale
City Manager
City of Cambridge





Stephanie M Burke
Mayor

City of Medford

Office of The Mayor

Room 202 – 204, City Hall
Medford, Massachusetts, 02155
Telephone (781) 393-2408

FAX (781) 393-2514
TTD (781) 393-2516
E-Mail mayor@medford.org

February 1, 2019

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

Dear Commissioners:

On behalf of the City of Medford, I submit this letter of support in regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor casino and resort.

In addition to its support for this application for grant funding, the City of Medford will commit an in-kind match contribution of \$15,000 for the Guidance/Career Counselor Alice Beth FitzPatrick at the Medford Vocational Technical High School to serve as a casino career advisor, providing community engagement, advising, referrals, and job placement services to local residents interested in pursuing a casino-related career.

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

Sincerely,

Stephanie M. Burke
Mayor



Thomas G. Ambrosino
City Manager

City of Chelsea
EXECUTIVE OFFICE
City Hall, 500 Broadway
Chelsea, Massachusetts 02150
tambrosino@chelseama.gov

Telephone: (617) 466-4100
Fax: (617) 466-4175

January 28, 2019

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

Re: *Letter of Support*

Dear Commissioners:

On behalf of the City of Chelsea, I am writing in support of the grant application from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

In addition to its support for this application, the City of Chelsea is prepared to work closely with the MassHire Metro North Workforce Board and local Chelsea-based community organizations to determine the feasibility of contributing additional resources to the consortium's project.

The City of Chelsea is always supportive of efforts to provide training, education and improved employment opportunities for our residents. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Thomas Ambrosino
City Manager



CITY OF REVERE

Brian M. Arrigo
Mayor

January 31st, 2019

Massachusetts Gaming Commission
101 Federal St, 12th Floor
Boston, MA 02210

Dear Commissioners:

On behalf of the City of Revere, I submit this letter of support in regards to the application for grant funding from the consortium led by Metro North Regional Employment Board for the 2019 Community Mitigation Fund Workforce Development Program. The new Encore Boston gaming facility and resort will create valuable employment opportunities for the region's residents impacted by the development.

The City of Revere fully supports the application and we look forward to working with all consortium partners to ensure the success of this project.

Regards,

Brian M. Arrigo
Mayor



www.cityofmalden.org

Gary Christenson, Mayor

January 30, 2019

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

Dear Commissioners:

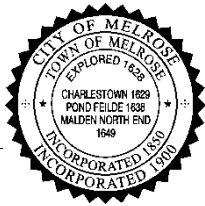
On behalf of the City of Malden, I submit this letter of support in regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor casino and resort.

As one of the surrounding communities of Encore Boston Harbor, the City of Malden is committed to ensuring that Malden residents have access to the career opportunities that arise both directly and indirectly from the new gaming facility. The City of Malden will be a supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gary Christenson".

GARY CHRISTENSON
Mayor, City of Malden



CITY OF MELROSE

OFFICE OF THE MAYOR

GAIL M. INFURNA
Mayor

City Hall, 562 Main Street
Melrose, Massachusetts 02176
Telephone - (781) 979-4440
Fax - (781) 662-2182

January 31, 2019

Dear Commissioners:

On behalf of the City of Melrose, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

The City of Melrose will make an effort to be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Gail M. Infurna
Mayor, City of Melrose

January 31, 2019

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

Dear Commissioners:

On behalf of the MassHire North Shore Workforce Board (NSWB) and MassHire North Shore Career Centers (NSCCs), I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

In addition to its support for this application for grant funding, the NSWB/NSCCs will commit the following additional resources to ensure the project has maximum impact and benefit:

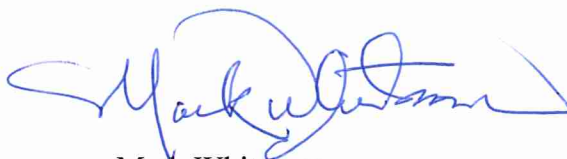
- An in-kind contribution of \$15,000 of staff time to provide outreach, career advising, and job placement services to Lynn residents.

The NSWB/NSCCs will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,



Mary Sarris
Executive Director
MassHire-North Shore Workforce Board



Mark Whitmore
Executive Director
MassHire-North Shore Career Centers

January 25, 2019

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

Dear Commissioners:

On behalf of the New England Center for Arts and Technology (NECAT), I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

NECAT is a non-profit culinary arts training organization with training centers in Boston and Everett. NECAT trains approximately 210 unemployed and underemployed local residents across the two sites per year for careers in the culinary arts. Since its inception in 2013, NECAT has graduated a total of 371 individuals, including 39 through the Everett program, and placed 73% of them in culinary positions at an average starting wage of \$14.72 per hour, plus benefits.

Under this proposed project led by the MNWB, NECAT will continue the program started in Everett as part of the 2017 and 2018 Community Mitigation Fund projects. NECAT will be providing comprehensive job training services, including occupational skills training in the culinary arts, job readiness/soft skills training, case management, job placement, and post-placement retention services. The Encore facility will bring over one thousand new "Food and Beverage" jobs, a quarter of which are for "cook" positions, to a region that already has a large need for trained culinary workers. The training NECAT will provide in Everett will address this need and ensure that local residents in communities impacted by the gaming facility will have the skills necessary to start careers in this field.

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

Sincerely,



Josephine Cuzzi



La Comunidad, Inc. 471 Broadway, Suite #1, Everett, MA 02149
Telephone (617) 387-9996 Fax (617) 387-9997 Web Site: www.lacomunidadinc.org

February 1, 2019

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

Dear Commissioners:

On behalf of La Comunidad, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the Encore Boston Harbor gaming facility and resort.

La Comunidad, Inc is a non-profit organization funded to provide a better future to the Latino-American community in the city of Everett and surrounded areas. Under this proposed project, La Comunidad is committed to providing the following services:

- Outreach and community engagement- La Comunidad will engage in a range of activities to educate and engage Everett residents about gaming and hospitality careers and the services offered through this project.
- Career advising and assessment- La Comunidad will provide career advising, assessment, and referral services for residents interested in pursuing a gaming or hospitality career.
- Job placement- La Comunidad will provide job placement services to residents interested in pursuing employment opportunities at Encore or other impacted employers.

La Comunidad will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Antonio Amaya Iraheta
Executive Director



Chelsea Collaborative

Empowering people, building our community

January 30, 2019

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

Dear Commissioners:

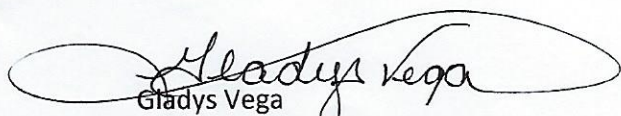
On behalf of the Chelsea Collaborative, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

The Chelsea Collaborative, Inc. originally founded in 1988 as the Chelsea Human Services Collaborative, is an organization dedicated to the needs of the community of Chelsea. Our mission is to enhance the social, environmental and economic health of the community and its people. Under this proposed project, the Chelsea Collaborative is committed to providing the following services:

- Outreach and community engagement- the Collaborative will engage in a range of activities to educate and engage Chelsea residents about gaming and hospitality careers and the services offered through this project.
- Career advising and assessment- the Collaborative will provide career advising, assessment, and referral services for residents interested in pursuing a gaming or hospitality career.
- Job placement- the Collaborative will provide job placement services to residents interested in pursuing employment opportunities at Encore or other impacted employers.

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

Sincerely,


Gladys Vega
Executive Director



January 30, 2019

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

Dear Commissioners:

On behalf of the CONNECT partnership, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

Launched in 2012 by The Neighborhood Developers (TND), CONNECT offers the services of five agencies working to improve the financial mobility of low-income families. This innovative collaboration capitalizes on greater utilization of existing services that are colocated, integrated and managed collectively to achieve greater impact for clients and greater efficiencies for service providers. Since CONNECT opened its doors, 17,714 individuals have accessed one or more service at the center. Clients come to CONNECT from throughout the Metro North region, although 60% of clients arrive from Chelsea, Revere, East Boston, Everett and Malden, communities that will experience the impact of the new casino.

The Neighborhood Developers (TND) serves as the Managing Partner of CONNECT. TND confirms that CONNECT is committed to providing the following services on behalf of the project:

- Outreach and community engagement - CONNECT will engage in a range of activities to educate and engage Chelsea and Revere residents about gaming and hospitality careers and the services offered through this project.
- Career advising and assessment - CONNECT will provide career advising, assessment, and referral services for residents interested in pursuing a gaming or hospitality career.
- Job placement - CONNECT will provide job placement services to residents interested in pursuing employment opportunities at Encore or other impacted employers.

In a typical year, CONNECT reaches over 3,000 individuals with employment counseling, job search, and skill development services. These services are primarily delivered by a satellite of the Commonwealth's One Stop Career Center system – Career Source.

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

Sincerely,

Rafael Mares
Executive Director



SOMERVILLE COMMUNITY CORPORATION

337 Somerville Avenue, 2nd Floor
Somerville, MA 02143
Phone (617) 776-5931
Fax (617) 776-0724

January 28, 2019

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

Dear Commissioners:

On behalf of the Somerville Community Corporation (SCC), I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

Founded in 1969, SCC is a membership organization that provides leadership for sustaining the City of Somerville as a vibrant, diverse and tolerant community. SCC offers services and leads community organizing that supports low- and moderate-income Somerville residents in their efforts to achieve economic sustainability and increase civic participation. Under this proposed project, SCC is committed to providing the following services:

- Outreach and community engagement- SCC will engage in a range of activities to educate and engage Somerville residents about gaming and hospitality careers and the services offered through this project.
- Career advising and assessment- SCC will provide career advising, assessment, and referral services for residents interested in pursuing gaming and hospitality careers.
- Job placement- SCC will provide job placement services to residents interested in pursuing employment opportunities at Encore or other casino-impacted employers.
- Job readiness- SCC will provide non-technical job readiness services, which may include resume writing, job interviewing skills, and workplace communication skills.

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

Sincerely,

Daniel LeBlanc
Executive Director