



20

COMMUNITY MITIGATION FUND

APPENDIX E

2020 Workforce Development Program Grant Application
BD-20-1068-1068C-1068L- 46130

Check if a joint application

Please complete the entire Application.

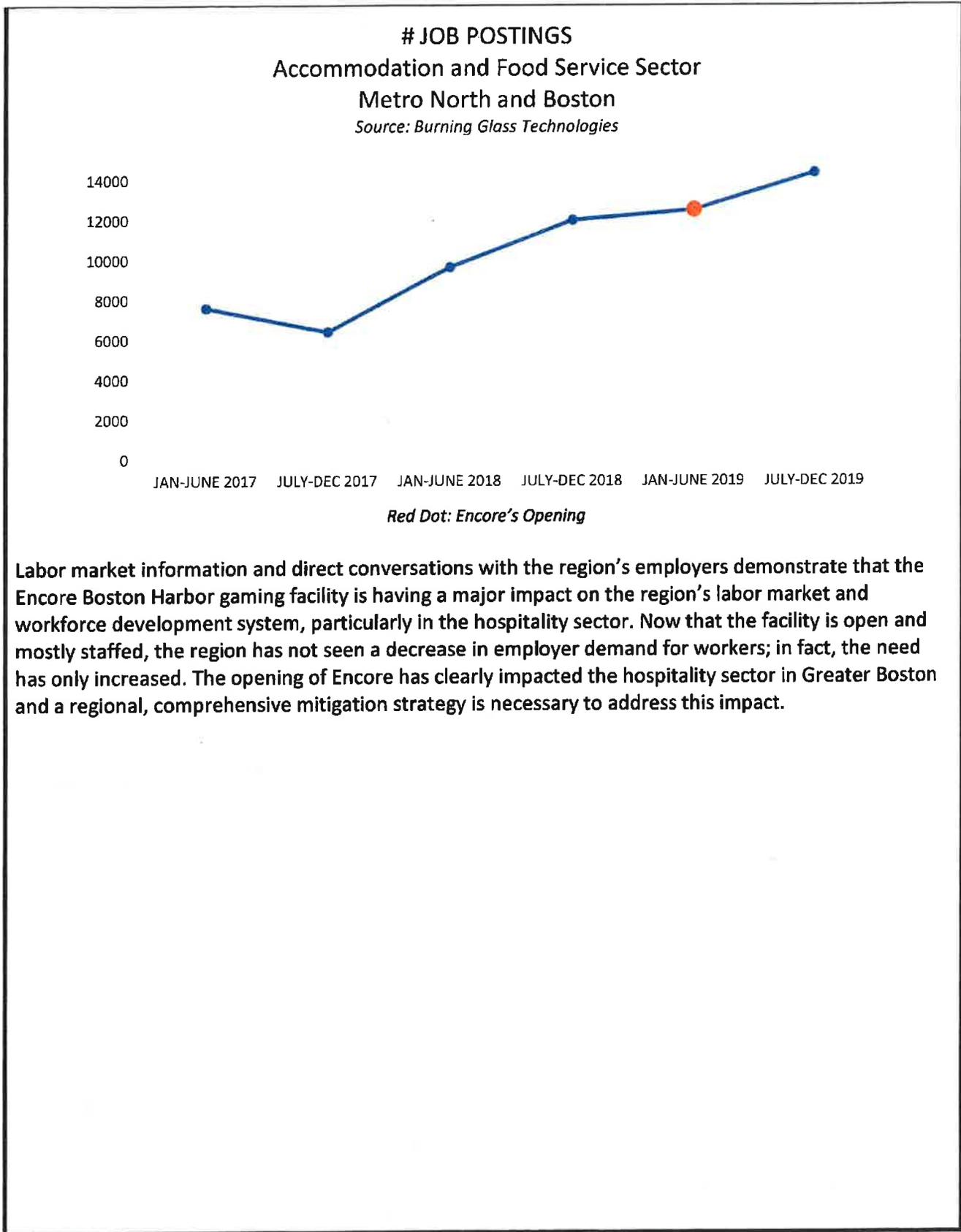
| | |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | MASSHIRE METRO NORTH WORKFORCE BOARD AND THE CITY OF BOSTON |
| | NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT |
| | METRO BOSTON REGIONAL GAMING AND HOSPITALITY CONSORTIUM (MBRGHC) |
| 2. | PROJECT NAME (limit 10 words) |
| | MBRGHC is a regional project aimed at addressing the workforce needs of the hospitality sector impacted by the Encore Boston Harbor gaming facility. A consortium of partners will provide career and employment services, ESOL, and occupational skills training to prepare local residents for high quality hospitality careers. |
| 3. | BRIEF PROJECT DESCRIPTION (limit 50 words) |
| | CHRIS ALBRIZIO-LEE, PRESIDENT AND CEO, MASSHIRE METRO NORTH WORKFORCE BOARD |
| 4. | NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY |
| | 186 ALEWIFE BROOK PARKWAY, SUITE 216, CAMBRIDGE, MA 02138 |
| 5. | ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY |
| | 617-864-1524; CLEE@MASSHIREMETRONORTH.ORG |
| 6. | PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY |
| | LORRAINE RIVERA, DIRECTOR OF SECTOR PROJECTS, MASSHIRE METRO NORTH WORKFORCE BOARD |
| 7. | 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 |
| 8. | ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY |
| | 617-864-1597; LRIVERA@MASSHIREMETRONORTH.ORG |
| 9. | PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY |
| | ENCORE BOSTON HARBOR |
| 10. | NAME OF GAMING LICENSEE |

1. IMPACT DESCRIPTION

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

The Encore Boston Harbor gaming facility has caused a major impact on the region's labor market and workforce development system. The facility itself has necessitated the hiring of 4,000+ employees, but the impact has been much broader, affecting hospitality and other employers across the Greater Boston area. The addition of 4,000+ new jobs into an industry that was already struggling to fill open positions 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 have been impacted by the gaming facility's opening.

Labor market data shows that the need for hospitality workers has only been increasing both in the lead up to and after Encore's opening in June of 2019. In fact, since the Encore Boston Harbor facility opened, the number of open positions posted by Greater Boston area hospitality employers has increased, despite Encore being operational and having filled 4,000+ positions. According to Burning Glass Technologies, in the 6 months prior to Encore's opening, there were 12,515 open positions posted online in the "Accommodation and Food Service" industry in the 21 cities and towns that comprise the Metro North and Boston workforce development regions. That number increased to 14,379 open positions in the 6 months after Encore opened. The increasing number of open hospitality jobs in Greater Boston in the lead up to, and especially after Encore's opening, clearly shows the gaming facility is having a wide-ranging impact on the regional hospitality labor market. If Encore had no impact on the hospitality labor market, we would expect to see the number of open jobs in the sector return to pre-Encore levels after the facility opened and was mostly staffed up. The opposite is the case. This impact is further solidified when considering Encore only comprised 1.2% of the posted job positions in the 6 months after it opened, evidence that shows the increase in open positions is largely being felt by other employers. Looking at one employer, Marriott International, is illustrative of this impact. Marriott International posted the most open positions in both the 6-month period before and the 6-month period after Encore's opening in the Greater Boston area according to Burning Glass Technologies. In the 6-month period after Encore opened, Marriott posted 5% more open positions than in the 6-months before Encore's opening.



- Please demonstrate the significance of the workforce need faced by the region related to the operation of a gaming establishment

The workforce need that has been impacted by the new Encore gaming facility is quite significant. Recent labor market data and direct conversations with employers shows that the addition of 4,000+ new hospitality-related jobs has only exacerbated workforce issues in the hospitality industry. 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 add the 3rd most amount of jobs between 2016-2026 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/neighborhood communities, are located. This industry is also the fourth largest and projected to be *the fastest* growing industry in the City of Boston, one of the surrounding communities, between 2016-2026. Previous long-term industry growth projections reported in last year's application showed the "Accommodation and Food Service" industry was the 3rd fastest growing industry in the City of Boston, while the most recent projections now show it as *the fastest* growing of all industries.

Specific to the hotel industry, many employers in the region, in addition to Encore Boston Harbor, have reported significant workforce needs that have only increased since Encore's opening. Seven (7) Greater Boston area hotels have submitted support letters to this application outlining the impact and workforce needs. In addition to hotels that are already in operation, many more hotels are in the "pipeline" in the Greater Boston area, which will only further exacerbate the significant workforce shortages the industry is currently facing. In the partner communities of Boston, Cambridge, Chelsea, Revere, and Somerville, 37 new hotels totaling over 6,800 new hotel rooms are in various stages of construction and permitting. If Greater Boston area hotels are already struggling to fill open positions, the situation will only get worse as dozens of new hotels open in the coming years.

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 \$450,000 in funding to support this project. In addition, consortium partners have committed \$237,940 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. Please provide detailed scope, budget and timetable for the use of funds.

MBRGHC proposes a project whereby local residents are engaged and provided services aimed at preparing them for career opportunities in the hospitality sector, with a targeted focus on the hotel industry. The proposed project will focus on career opportunities at high quality Greater Boston area

hotels, including Encore. MBRGHC proposes a sector-wide, region-wide project to address the needs of the industry as a whole.

Project activities for the 2020 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 a high quality Greater Boston area hotel, Encore, or other impacted employer.

- Job training: MBRGHC proposes to support job training programs in culinary arts operated by the New England Center for Arts and Technology (NECAT) and hospitality training operated by BEST Corp. Additional hospitality training may be offered via a matching contribution from the City of Revere in partnership with the International Institute of New England (IINE).

The MassHire Metro North Workforce Board (MNWB), as the lead consortium partner, will oversee all project activities and provide administrative support. MNWB and the City of Boston will jointly 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. All project activities will take place in Fiscal Year 2021 (July 1, 2020 through June 30, 2021).

- 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 operation 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 impact this project proposes to mitigate is the significant additional strain the influx of 4,000+ new jobs at Encore has had 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. All project activities have the end goal of placing local residents in high quality careers at hospitality employers across the Greater Boston area that have been impacted by the opening of the new gaming facility, as evidenced by the labor market data and direct feedback from employers described in the response to question 1.

3. CONNECTION TO GAMING FACILITY

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

As described in the response to question 1, there is significant labor market data and direct feedback from hospitality employers that shows the workforce needs of the Greater Boston area hospitality sector has only increased since the opening of the new gaming facility. All of the funds requested in this application will go towards activities that have the end goal of placing local residents into high quality hospitality careers that have been created or impacted by the opening of the new gaming facility. These careers could include those directly at Encore but also, perhaps just as importantly, the numerous positions that need to be backfilled at other employers. All of the proposed project's activities are meant to address the labor market and workforce impacts that the Encore gaming facility has had on the region's hospitality sector. 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.

b. Please provide information regarding any meetings (include dates) and communications with Licensees regarding specific workforce needs and what feedback they provided

Since the start of the current 2019 project, MBRGHC partners have engaged in the following meetings with Encore:

9/13/19 – Meeting with Kara Henson, Recruitment Manager at Encore

Discussed current job opportunities available now that casino is open. Completed a tour to learn more about each department and general operations, as well as any upcoming changes for HR/Recruitment process.

9/19/19 – Meeting with Jobs Action Network/Action for Equity and Encore at La Comunidad

Met with Jacqui Krum, SVP & General Counsel for Encore. Discussed retention issues and ways to address employee retention.

10/3/19 – Meeting with Jobs Action Network/Action for Equity and Encore at Chelsea Collaborative

Met with Jacqui Krum, SVP & General Counsel for Encore. Continued discussion on retention issues and ways to address them to increase job retention of employees.

10/10/19 – Meeting with Jobs Action Network/Action for Equity and Encore at Encore

Met with Jacqui Krum, SVP & General Counsel for Encore. Continued discussion on ways Encore and partners can work together to address employment, retention, and hiring.

12/6/2019 – Meeting with CBO's, training providers, municipalities, MassHire staff, MGC, and Encore at new Encore HR Offices

Met with Susie McDaniel VP of HR and Marilyn Crespo-Perry HR Recruitment Manager. Discussed open positions, hiring process (background checks, drug testing, Gaming License), updates on recruitment events, gaming school, application and interview process. Discussed possible new process for hiring hourly cook positions (staging). Updates from MGC on upcoming grant guidelines, as well as upcoming public meetings. Updates from Encore on union negotiations and timeline. Updates from attendees on upcoming trainings and events. Updates from MNWB and City of Boston re: our CMF grants.

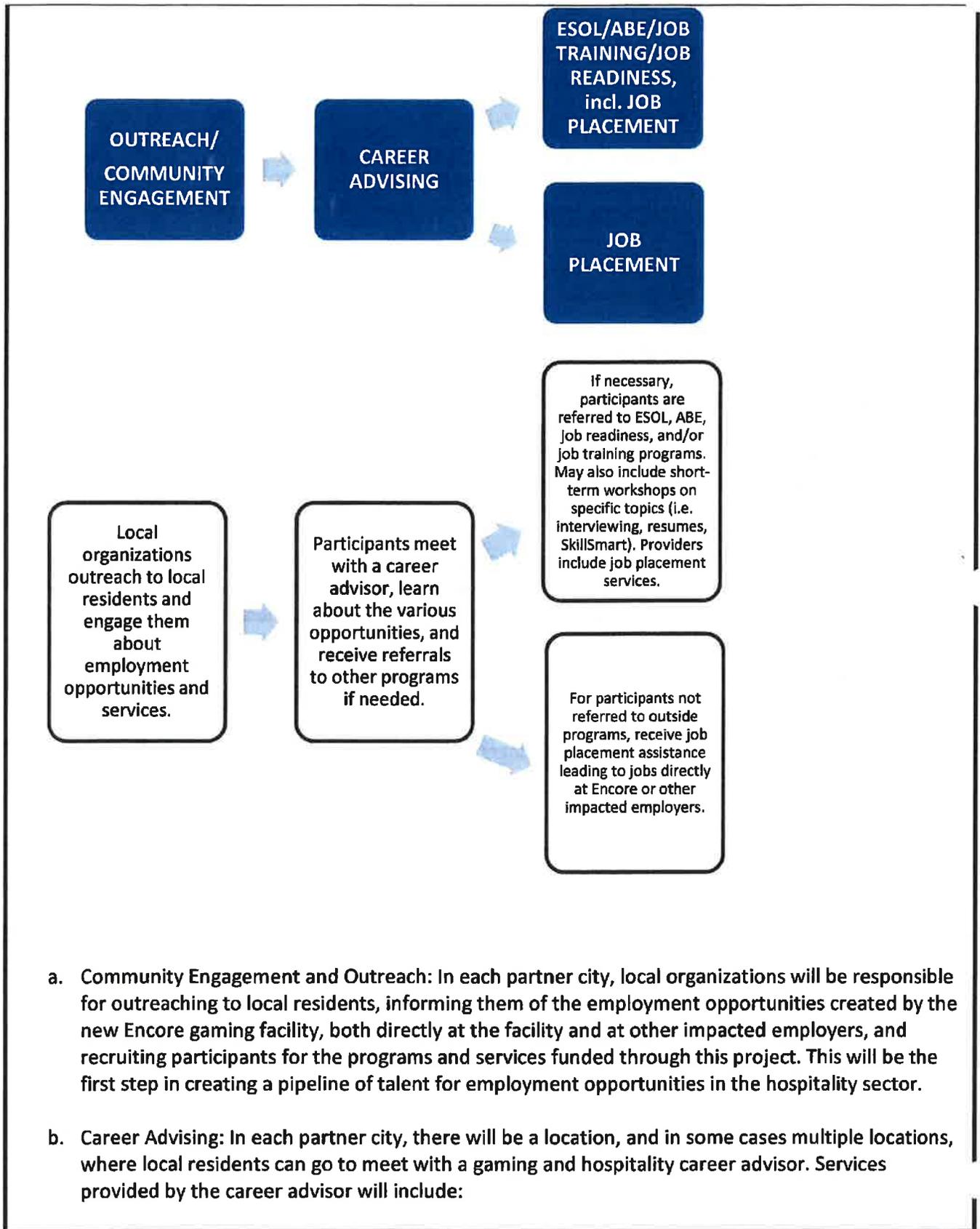
In addition to these meetings, MBRGHC partners receive weekly recruitment updates from Encore with open positions and recruitment events.

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, both directly at the facility and at other impacted employers, 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 in the hospitality sector.
- 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 and City of Boston 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. 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, with a particular focus on hotels.

- 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:

- a. The New England Center for Arts and Technology (NECAT) will continue to deliver its successful culinary arts job training program in Everett. For the 2020 program, NECAT will utilize Everett High School as the training location. 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 40 local residents across two cycles.

- b. BEST Hospitality Training will offer two training programs under the 2020 project: an Introduction to Hospitality, Housekeeping pre-apprenticeship program and an English for Hospitality (EFH) program.

The Housekeeping pre-apprenticeship program is 6 weeks and offered 5 times per year. BEST will enroll 15 participants as part of this 2020 project.

The EFH program is 13 weeks and offered 3 times per year. BEST will enroll 20 participants into the EFH program as part of this 2020 project.

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
- Data collection and reporting
- Fiscal administration, including contracting, invoicing, and payments
- Training and technical assistance
- Management of project partners
- Organizing and facilitating project meetings
- Dissemination of labor market data, employment opportunities, and facilitating connections with employer partners

2. The City of Boston- joint partner. As a joint partner, the City of Boston will be responsible for:

- Coordination of project activities taking place in the City of Boston
- Management of partnerships for Boston-based partners
- Co-facilitation of meetings
- Facilitating connections with Boston-based employer partners

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

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

- Everett- La Comunidad
- Malden- Somerville Community Corporation
- 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

5. Job Training Partners- provide occupational skills training in hospitality-related careers:

- NECAT
- BEST Hospitality Training

b. Please list any matched funds or other leveraged resources and program supports provided by local communities, state or private funders or other partners

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

c. Please describe your plans to ensure outreach to local and diverse communities.

The MBRGHC has been intentionally structured such that community-based organizations with deep knowledge and expertise in their local communities are key partners that outreach to and engage local residents. The organizations identified in the response to question 5a were chosen specifically for their knowledge, skills, and abilities engaging residents of their communities. In addition, the municipal governments in each of our partner communities are also key partners who will work with project partners to ensure local and diverse residents are connected to project services. This structure has worked well the past 3 years and will continue to be utilized in the 2020 project.

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 job training.

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

Integrated sequence of services:

- 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:

- 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. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

Please provide detail regarding the internal controls that will be used to ensure that funds will only be used to address the 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 utilizing the Mass. Gaming Commission quarterly reporting form 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.



Signature of Responsible Municipal
Official/Governmental Entity

Date 1/31/2020

**METRO BOSTON REGIONAL GAMING AND HOSPITALITY CONSORTIUM
2020 Community Mitigation Fund BUDGET**

| EXPENSES | GRANT | MATCH | SOURCE OF MATCH |
|--------------------------------------------------------------------------------|------------------|------------------|----------------------------------------------------------|
| Project Personnel | | | |
| Metro North Project Manager | \$20,000 | | |
| Boston Project Manager | | \$20,000 | City of Boston in-kind |
| Community Engagement, Outreach, and Organizing | | | |
| Chelsea - Chelsea Collaborative/The Neighborhood Developers | \$10,000 | | |
| Everett- La Comunidad | \$10,000 | | |
| Revere- The Neighborhood Developers | \$10,000 | | |
| Malden- Somerville Community Corporation | \$10,000 | | |
| Somerville- Somerville Community Corporation | \$10,000 | | |
| Boston-Action for Regional Equity/Jobs Action Network | \$30,000 | | |
| Career Advising, Employment Services, Workshops | | | |
| Cambridge- Office of Workforce Development/ Community Learning Center (CLC) | | \$22,940 | City of Cambridge in kind |
| Medford- City of Medford | | \$15,000 | City of Medford in-kind |
| Lynn/North Shore- North Shore Career Center | | \$15,000 | North Shore Career Center in-kind |
| Chelsea - Chelsea Collaborative/The Neighborhood Developers | \$22,000 | | |
| Everett- La Comunidad | \$22,000 | | |
| Revere- The Neighborhood Developers | \$22,000 | | |
| Malden- Somerville Community Corporation | \$22,000 | | |
| Somerville- Somerville Community Corporation | \$7,000 | \$15,000 | City of Somerville cash match |
| Boston- organization(s) TBD | \$22,000 | | |
| Job Training | | | |
| Culinary Arts- NECAT | \$100,000 | \$20,000 | City of Everett in-kind for space at Everett High School |
| Hospitality- BEST | \$100,000 | | |
| Project Administration | | | |
| 7.5% of grant | \$33,000 | | |
| Other Leveraged Resources | | | |
| City of Revere- Hospitality Training | | \$100,000 | Support for hospitality training |
| City of Chelsea- Employment and Workforce Services | | \$50,000 | Support for employment and workforce services |
| TOTAL EXPENSES | \$450,000 | \$237,940 | \$687,940 |



Karen Wells
Interim Executive Director
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

January 24th 2020

Dear Director Wells,

I am pleased to support MassHire Metro North's application to the Community Mitigation Fund of the Massachusetts Gaming Commission. The proposed activities will provide critical funds for job-training in the hospitality industry throughout Greater Boston. Since the opening of the Encore Boston Harbor Casino, we have seen a sea change in our local hospitality industry. Local restaurant and hotel employers are competing to attract and retain the best talent. In the coming years, as several new hotel projects come online, this competition will intensify.

Funds from the gaming commission will allow us to mitigate the impact of the Casino on local employers, while providing training opportunities for Boston residents. As partners in this work, MassHire Metro North and Boston's Mayor's Office of Workforce Development will work together to create a pipeline of qualified candidates for careers in hospitality. OWD will provide staff time, and leverage local funding opportunities including through our Neighborhood Jobs Trust, to expand the impact of this grant.

I thank you for giving this application your full consideration.

Respectfully yours,



Trinh Nguyen
Director, Mayor's Office of Workforce Development



City of Cambridge

Executive Department

LOUIS A. DePASQUALE
City Manager

LISA C. PETERSON
Deputy City Manager

January 28, 2020

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 2020 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 \$22,940 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





CITY OF CHELSEA, MA
Office of the City Manager

City Hall, 500 Broadway, Room 302 · Chelsea, MA 02150
Phone: 617.466.4100 · Fax: 617.466.4175 · Email: tambrosino@chelseama.gov

Thomas G. Ambrosino
City Manager

January 29, 2020

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 submit this letter of support in regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in partnership with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. This proposed project is 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.

The City of Chelsea is committed to ensuring that Chelsea residents have access to the career opportunities that have arisen both directly and indirectly from the new gaming facility. Toward that end, the City of Chelsea will be an active and supportive member of this consortium. Further, in addition to the City's support for this application for grant funding, the City of Chelsea will contribute a minimum of \$50,000 in municipally appropriated funds to support Chelsea community-based organizations providing employment and workforce development services to Chelsea residents.

We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Thomas G. Ambrosino
City Manager



www.cityofmalden.org

Gary Christenson, Mayor

January 31, 2020

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

Dear Commissioners:

On behalf of the City of Malden, I submit this letter in support of the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2020 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 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,

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

GARY CHRISTENSON
Mayor, City of Malden



CITY OF REVERE

Brian M. Arrigo
Mayor

January 30, 2020

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

Dear Commissioners:

On behalf of the City of Revere, 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, in partnership with the City of Boston, for the 2020 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 significant and evolving 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 Revere is committed to continuing to support the delivery of hospitality training programs targeting Revere residents. This programmatic, in-kind support to the regional Pilot Program shall be in the form of the City's \$100,000 commitment to underwrite the delivery of hospitality training programs in Revere, which the City will implement with its local workforce partners in conjunction and coordination with regional efforts.

The City of Revere is committed to ensuring that Revere residents have access to the career opportunities that have arisen both directly and indirectly from the new gaming facility. The City of Revere 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.

Regards,

Brian Arrigo
Mayor



CITY OF SOMERVILLE, MASSACHUSETTS
JOSEPH A. CURTATONE
MAYOR

January 30, 2020

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

Dear Commissioners:

On behalf of the City of Somerville, I submit this letter of support for the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in partnership with the City of Boston, for the 2020 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 our 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 match contribution to support the following activities:
 - \$15,000 cash contribution to support outreach, career advising, and job placement services to local residents.
 - \$10,000 in-kind contribution for City staff to support project activities and engagement with local hospitality businesses.

The City of Somerville is committed to ensuring that our residents have access to the career opportunities that have arisen both directly and indirectly from the new gaming facility. We will be an active and supportive member of this consortium, and we look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

A handwritten signature in blue ink that reads "Joseph A. Curtatone".

Joseph A. Curtatone
Mayor





NORTH SHORE WORKFORCE BOARD

70 Washington Street, Suite 314
Salem, MA 01970
978.741.3805
Fax 978.741.3809

January 29, 2020

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 regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in partnership with the City of Boston, for the 2020 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 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 North Shore 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 Center



January 30, 2020

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

Dear Commissioners:

On behalf of the Action for Equity/Jobs Action Network, we submit this letter of support in regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in partnership with the City of Boston, for the 2020 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. Including funding for both the community organizing needed to connect residents to the Community Pipeline to good jobs and the workforce services residents then need to take their next steps is an important funding innovation.

Action for Equity/Jobs Action Network is committed to ensuring that Metro North and Boston residents have access to the career opportunities that have arisen both directly and indirectly from the new gaming facility. The Jobs Action Network 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,

A handwritten signature in blue ink that reads "Marvin Martin".

Marvin Martin
Director

367 Washington St.
Dorchester, MA, 02124
action4equity.org
Tel (617) 620-9904

Arborway Committee
Bikes Not Bombs
Boston Tenant Coalition
City Life/Vida Urbana
Chelsea Collaborative
Conservation Law Foundation
Fair Housing Center of Greater Boston
Greater Four Corners Action Coalition

Jamaica Plain Racial Justice and Equity Collaborative
Livable Streets Alliance
MassPIRG
One Everett
Sierra Club of Massachusetts
Somerville Community Corporation
Transit Riders Union
United for a Fair Economy



January 29, 2020

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

Dear Commissioners:

On behalf of Chelsea Collaborative, 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, in partnership with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a community based organization working with residents in this region that have been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address the workforce needs.

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



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

January 29, 2020

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

Dear Commissioners:

On behalf of La Comunidad, Inc., 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, in partnership with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a community based organization working with residents in this region that have been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address the workforce needs.

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, Inc is committed to providing the following services:

- Outreach and community engagement- La Comunidad, Inc, 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, Inc will provide career advising, assessment, and referral services for residents interested in pursuing a gaming or hospitality career.
- Job placement- La Comunidad, Inc will provide job placement services to residents interested in pursuing employment opportunities at Encore or other impacted employers.

La Comunidad, Inc. 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
Executive Director



SOMERVILLE COMMUNITY CORPORATION

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

January 30, 2020

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

Dear Commissioners:

On behalf of Somerville Community Corporation (SCC), 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, in partnership with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a community development corporation working with residents in this region that have been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address the workforce needs of our community.

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. SCC operates the First Source Jobs Program, which connects local residents looking for jobs with local employers – providing residents with increased economic stability and employers with qualified, highly-motivated job candidates. SCC confirms the First Source Jobs Program is committed to providing the following services on behalf of the project:

- Outreach and community engagement- SCC will engage in a range of activities to educate and engage 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,

A handwritten signature in cursive script that reads "Daniel LeBlanc".

Daniel LeBlanc
Executive Director



January 30, 2020

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

Dear Commissioners:

On behalf of The Neighborhood Developers (TND) - CONNECT, 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, in partnership with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a community development corporation working with residents in this region that have been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address the workforce needs.

Launched in 2012, 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 collocated, integrated and managed collectively to achieve greater impact for clients and greater efficiencies for service providers. Since CONNECT opened its doors, 15,250 individuals have accessed one or more service at the center. Clients come to CONNECT from throughout the Metro North region though 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 – MassHire.

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
The Neighborhood Developers



January 29, 2020

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

Dear Commissioners:

On behalf of NECAT, I submit this letter of support for the job training application from the consortium led by the MassHire Metro North Workforce Board and the Office of Workforce Development. This proposed project will continue to support the integrated, comprehensive system we have designed to meet the workforce needs of the region's residents and employers impacted by the Encore Boston Harbor gaming facility and resort.

NECAT is a non-profit culinary arts training organization with training centers in Boston and Everett – our Everett program was launched through the MGC Community Mitigation Fund in 2018. We provide comprehensive culinary training, job readiness and social/emotional training, case management, job placement services and post-placement retention support. Annually, NECAT trains over 200 unemployed and underemployed individuals across its two sites. Since its inception in 2013, NECAT has graduated nearly 500 individuals, including 57 through the Everett program. The Everett program has placed 83% of graduates into culinary employment, earning an average of \$16.76 per hour, plus benefits, this past year. In total, Encore Boston Harbor has hired 36 of our graduates between our two training sites.

With this grant, we commit to continuing this important work and remaining an active and supportive member of this consortium.

We greatly appreciate your consideration.

Sincerely,



Josephine Cuzzi

January 29, 2020

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

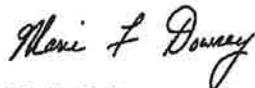
Dear Commissioners:

On behalf of Boston Education, Skills & Training (BEST) Corp., 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, in partnership with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a training provider working with employers in this region that have been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address the workforce needs.

BEST was founded in 2004 as a sector-based, 501(c)3 non-profit workforce development agency focused on the hospitality industry. Our mission is to provide individuals with the education, skills, and training to excel in the hospitality industry and in their personal lives. By combining pre-employment and incumbent worker training, we assist hard-working low-income individuals to obtain and succeed in well-paying hospitality positions. Our Introduction to Hospitality Training, Housekeeping Pre-Apprenticeship Program, which now leads to a Housekeeping Apprenticeship, gives those seeking entry into well-paid hotel jobs the ability to do so. Our incumbent worker classes include English for Hospitality, Computers, U.S. Citizenship Preparation, CPR/AED, ServSafe, TIPS, MA Allergen Training, Basic Culinary Skills Training, On-Call Banquet Server Training, and Barista Training.

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

Sincerely,



Marie F. Downey, Executive Director

Abrigal Forrester
President
Executive Director
Center for Teen
Empowerment

Aparna Ramesh
Secretary/Treasurer
Chief Financial Officer
Federal Reserve Bank of
Boston

Suzanne Lee
Director
Former Principal
Quincy School in
Chinatown

Jaimie McNeil
Director
General Agent
UNITE HERE Local 26

Tanisha Meranda
Director
Room Attendant
Aloft Hotel



**Memorandum of Agreement
BEST Hospitality Training Partnership**

I. Purpose of this Memorandum

This Memorandum of Agreement (MOA) outlines the agreement between the parties listed below and BEST (Boston Education, Skills, & Training) Corp. to continue the existing partnership that serves pre-employment clients and meets the hiring needs of Greater Boston's hospitality industry.

II. Term

This MOA shall be in effect from July 1, 2019 and shall end on June 30, 2024. Individual partners may withdraw at the end of the fiscal cycle with thirty days' notice to partners.

III. Partners

Boston Education, Skills & Training (BEST) Corp. shall be the lead partner.

Other Partners Include:

Greater Boston Hospitality Employers (GBHE) Education and Training Fund
UNITE HERE Local 26*

GBHE Trust Fund Participating Hospitality employers include:

| | |
|----------------------------------------------|----------------------------------------|
| Aloft Hotel | Hilton Garden Inn Boston Logan Airport |
| Ames Hotel | Hotel Commonwealth |
| ARAMARK at Fenway Park | Hyatt Place Braintree |
| Boston Park Plaza Hotel | InterContinental Hotel |
| Colonnade Hotel | Le Meridien Cambridge |
| Copley Square Hotel | Lenox Hotel |
| Courtyard by Marriott Boston Logan Airport | Levy Restaurants/BCEC and Hynes |
| Courtyard by Marriott Cambridge | Loews Boston Hotel |
| Courtyard by Marriott South Boston | Nine Zero Hotel |
| Doubletree Suites by Hilton | Omni Parker House |
| Fairmont Battery Wharf | Renaissance Boston Waterfront |
| Fairmont Copley Plaza | Ritz Carlton Boston Common |
| Hampton Inn & Suites Boston Crosstown Center | Sheraton Boston Hotel & Towers |
| Hilton Boston Back Bay | Sheraton Commander |
| Hilton Boston Downtown/Faneuil Hall | Taj Boston |
| Hilton Boston Logan Airport | W Hotel |
| | Westin Copley Place |
| | Westin Waterfront |

IV. Roles and Expectations of Partners

BEST Corp. agrees to:

- Outreach, recruitment, screening, job placement, coaching/case management and retention services.
- Provide eligible participants with quality skills training to target the specific needs of hotel partners and their associates.
- Provide oversight and daily management of the fiscal responsibilities.
- Provide each participant with career counseling and the formation of a comprehensive Individual career plan.
- Facilitate quarterly Advisory Committee meetings with partners to assess program effectiveness, update partners on developments and gather information on best practices to improve programs and communication among partners.

Greater Boston Hospitality Employers Participating Hotels agree to:

- Provide information on hiring needs, skills gaps and participant performance.
- Identify participants who may be appropriate applicants. Contribute to the class by providing guest speakers, hotel tours and/or job shadowing opportunities when possible.
- Designate a staff member to attend quarterly Advisory Committee meetings when feasible.

UNITE HERE Local 26 agrees to:

- Work collaboratively to identify appropriate participants.
- Advise Shop Stewards and Organizers of programs to inform and assist with outreach and overall communication.

All parties agree:

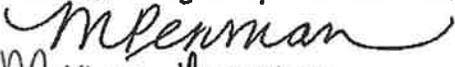
- To recognize that privacy issues for participants must be respected.
- Hotels partners are under no obligation to promote or hire BEST Corp. participants.

V. General Terms and Conditions

Each partner shall have a representative attend and participate in quarterly program Advisory Board meetings when feasible. The terms and conditions of this MOA may be revised or modified at any time during the effective period of the MOA, upon written consent of all partners.

VI. Signatures

This MOA will shall be signed by a Contractual Authority.

Name 
Megan Penman Date 4/26/2019

Position Director of HR Operations

Organization Marriott Intl. - The Westin Copley Place

Address 10 Huntington Ave
Boston, MA 02116

Phone 617-262-9600

Email megan.penman@westin.com

VI. Signatures

This MOA will shall be signed by a Contractual Authority.

Name Monica Hurd Date _____

Position Complex Dir Human Resources

Organization Alott & Element Boston Seaport District Hotels

Address 401-403 D Street

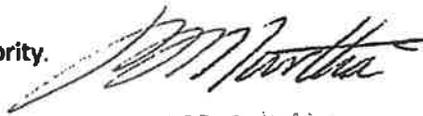
Boston, MA 02210

Phone 617-530-1610

Email monica.hurd@marriott.com

VI. Signatures

This MOA will shall be signed by a Contractual Authority.



Name John Murtha Date APR 23 2011

Position Area Managing Director

Organization Omni Parker House

Address 60 School Street
Boston, MA 02108

Phone (617) 227-8600

Email jmurtha@omnihotels.com

VI. Signatures

This MOA will shall be signed by a Contractual Authority.

Name Jonathan D. Crella Date 4/26/19

Position Managing Director

Organization Boston Park Plaza

Address 50 Park Plaza

Boston, MA 02116

Phone 617-457-2201

Email jcrella@bostonparkplaza.com

January 8, 2020

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

Dear Commissioners:

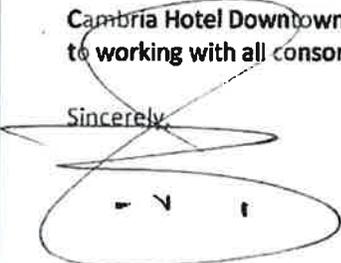
On behalf of the Cambria Hotel Downtown, I submit this letter of support in regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in conjunction with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a hospitality employer in this region that has been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address our workforce needs.

As a partner in the project, Cambria Hotel Downtown will:

- Share updates on various job openings, career pathways, and hiring requirements.
- Contribute knowledge and expertise regarding curriculum and program design to ensure graduates of the training programs supported through this consortium meet hiring needs.
- Interview qualified candidates from training programs supported through this consortium for employment opportunities.

Cambria Hotel Downtown 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,


Bernardo Gubert
General Manager

January 24, 2020

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

Dear Commissioners:

On behalf of Collegiate Hospitality Capital LLC dba The Harvard Square Hotel 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, in conjunction with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a hospitality employer in this region that has been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address our workforce needs.

As a partner in the project, Collegiate Hospitality Capital LLC will:

- Share updates on various job openings, career pathways, and hiring requirements.
- Contribute knowledge and expertise regarding curriculum and program design to ensure graduates of the training programs supported through this consortium meet hiring needs.
- Interview qualified candidates from training programs supported through this consortium for employment opportunities.

Collegiate Hospitality Capital LLC 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,



CFO / Partner
Collegiate Hospitality Capital LLC





Boston Crosstown Center
811 Massachusetts Ave. Boston MA 02118 Tel: 617.445.6400

January 20, 2020

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

Dear Commissioners:

On behalf of the Hampton Inn and Suites by Hilton – Boston Crosstown Center, 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, in conjunction with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a hospitality employer in this region that has been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address our workforce needs.

As a partner in the project, Hampton Inn and Suites Boston Crosstown Center will:

- Share updates on various job openings, career pathways, and hiring requirements.
- Contribute knowledge and expertise regarding curriculum and program design to ensure graduates of the training programs supported through this consortium meet hiring needs.
- Interview qualified candidates from training programs supported through this consortium for employment opportunities.

Billy Zephir our Chief Engineer and the Hampton Inn and Suites Boston Crosstown Center 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,

A handwritten signature in black ink, appearing to read "Thea Melluzzo".

Thea Melluzzo

General Manager – Hampton Inn and Suites by Hilton Boston Crosstown Center

Holiday Inn Boston-Bunker Hill
30 Washington Street
Somerville, MA 02143
t: 617.628.1000
holidayinn.com



DATE 1/23/2020

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

Dear Commissioners:

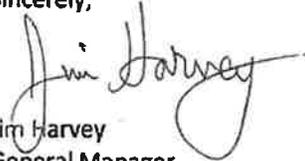
On behalf of the Holiday Inn Boston – Bunker Hill, I submit this letter of support in regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in conjunction with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a hospitality employer in this region that has been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address our workforce needs.

As a partner in the project, the Holiday Inn will:

- Share updates on various job openings, career pathways, and hiring requirements.
- Contribute knowledge and expertise regarding curriculum and program design to ensure graduates of the training programs supported through this consortium meet hiring needs.
- Interview qualified candidates from training programs supported through this consortium for employment opportunities.

The Holiday Inn 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,



Jim Harvey
General Manager
Holiday Inn Boston – Bunker Hill



1/10/2020

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

Dear Commissioners:

On behalf of Hotel 1868, 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, in conjunction with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a hospitality employer in this region that has been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address our workforce needs. We have been fortunate enough to hire employees who live locally but continue to find difficulties outside the area. Encore's opening was positive from a job creation standpoint, but now makes what was our most difficult task, hiring, even more difficult. As we look to open two additional hotels, we'll need all the assistance we can get from this type of grant.

As a partner in the project, Hotel 1868 will:

- Share updates on various job openings, career pathways, and hiring requirements.
- Contribute knowledge and expertise regarding curriculum and program design to ensure graduates of the training programs supported through this consortium meet hiring needs.
- Interview qualified candidates from training programs supported through this consortium for employment opportunities.

Hotel 1868 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,
Curtis Butcher
General Manager
Hotel 1868



1/10/2020

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

Dear Commissioners:

On behalf of Porter Square Hotel, 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, in conjunction with the City of Boston, for the 2020 Community Mitigation Fund Workforce Development Pilot Program. As a hospitality employer in this region that has been impacted by the new Encore Boston Harbor gaming facility and resort, this proposed project will be an important investment designed to create an integrated, comprehensive system to address our workforce needs. We have been fortunate enough to hire employees who live locally but continue to find difficulties outside the area. Encore's opening was positive from a job creation standpoint, but now makes what was our most difficult task, hiring, even more difficult. As we look to open two additional hotels, we'll need all the assistance we can get from this type of grant.

As a partner in the project, Porter Square Hotel will:

- Share updates on various job openings, career pathways, and hiring requirements.
- Contribute knowledge and expertise regarding curriculum and program design to ensure graduates of the training programs supported through this consortium meet hiring needs.
- Interview qualified candidates from training programs supported through this consortium for employment opportunities.

Porter Square Hotel 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,
Curtis Butcher
General Manager
Porter Square Hotel