



# 23

COMMUNITY  
MITIGATION  
FUND

## 2023 Workforce Development Grant Application

Bid No. BD-23-1068-1068C-1068L-81256

All completed applications must be sent by January 31<sup>st</sup> to be considered for funding for the 2023 Grant Round. Please submit this completed form as well as any relevant attachments to [MGCCMF@Massgaming.gov](mailto:MGCCMF@Massgaming.gov).

For more detailed instructions as well as the 2023 Application Guidelines please visit <https://massgaming.com/about/community-mitigation-fund/>

<b>I. Project Summary</b>	
<b>Legal Name of Applicant:</b>	Metro North Regional Employment Board
<b>Project Name (Please limit to 5 words):</b>	Metro Boston Regional Hospitality Consortium
<b>Amount Requested:</b>	\$500,000
<b>Brief Project Description (approx. 50 words):</b>	MBRGHC is a regional project aimed at addressing the workforce needs of the hospitality sector impacted by the Encore Boston Harbor gaming facility and the COVID-19 induced economic downturn. A consortium of partners will provide contextualized ESOL training, occupational skills training, job readiness training, digital literacy training, and career counseling.

<b>II. Applicant Contact Information</b>	
Please provide below the manager for this grant and any other individuals you would like to be copied on all correspondence.	
<b>Grant Manager:</b>	Cyndy Chapin
<b>Email Address:</b>	<a href="mailto:cchapin@masshiremetronorth.org">cchapin@masshiremetronorth.org</a>
<b>Telephone Number:</b>	617-208-9140
<b>Address:</b>	240 Elm St, Somerville, MA 02144
<b>Contact II: Penny Hasseli</b>	
<b>Role:</b>	Senior Director of Strategy and Impact
<b>Email Address:</b>	<a href="mailto:phasseli@masshiremetronorth.org">phasseli@masshiremetronorth.org</a>
<b>Telephone Number:</b>	781-384-0163
<b>Address:</b>	240 Elm St, Somerville, MA 02144
<b>Contact III: Chris Albrizio-Lee</b>	
<b>Role:</b>	President & CEO
<b>Email Address:</b>	<a href="mailto:clee@masshiremetronorth.org">clee@masshiremetronorth.org</a>
<b>Telephone Number:</b>	508-669-7114
<b>Address:</b>	240 Elm St, Somerville, MA 02144

### **III. Detailed Project Description & Mitigation**

- 1) Please describe in detail the impact that is attributed to the operation of a gaming facility. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e. surveys, data, reports).

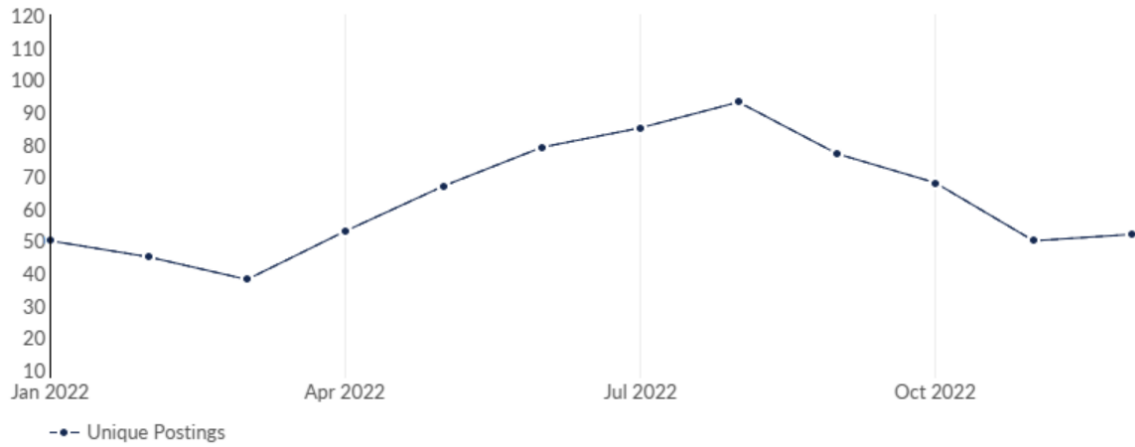
Since opening in 2019, the Encore Boston Harbor gaming facility has had a significant impact on Greater Boston's labor market and workforce development system. According to Burning Glass Technologies, in 2019 a total of 29,934 positions in the hospitality industry in the Greater Boston area were posted online. Of these, 569 were posted by Encore. In 2020, 14,034 hospitality positions were posted across the Greater Boston region. Encore posted 133 of these.

When the pandemic hit, the industry shut down. Hospitality employers, including Encore, laid off most of their workers and implemented a hiring freeze. The labor market became saturated with laid-off skilled hospitality workers in need of reemployment. For the 2021 Community Mitigation Fund, the effort to assist these laid-off workers through the Community Mitigation Fund grant focused on community outreach, career counseling, and skills training for laid off hospitality workers to adapt to the changing job market, develop new skills, and re-enter the workforce.

By summer of 2021, as the state began to reopen following an increase in vaccinations and a drop in COVID transmission, hospitality employers followed suit and slowly began reopening their operations. This included recalling laid-off staff and hiring new workers as needed. From August to December 2021, hospitality employers posted a total of 10,890 jobs across the Greater Boston region. 1,500 of those jobs were posted by hotel employers, and 105 of them were posted by Encore.

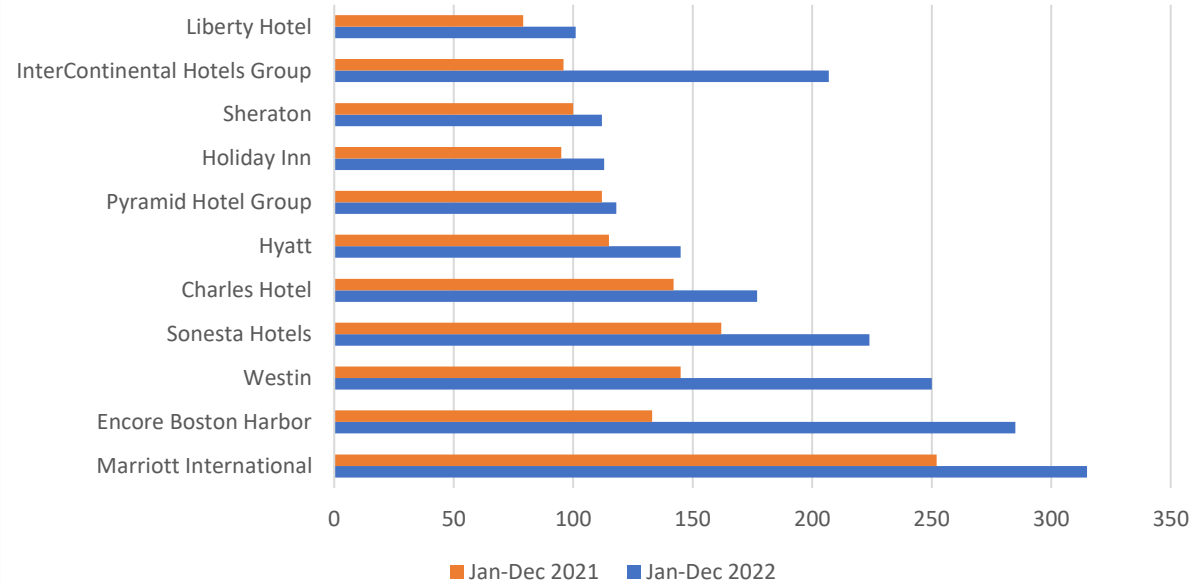
The latest data shows that in 2022, there were 30,080 unique job postings in the hospitality industry posted in Metro North and Boston with an average annual salary of \$45,000. The occupations most in demand are Food Service Managers, Cooks, Hotel Desk Clerks, and Housekeepers. During the same timeframe, Encore posted 285 unique jobs with an average annual salary of \$55,000, increasing their job openings +50% compared to 2021. The occupations most in demand at Encore are Hotel Desk Clerks, Food Service Managers, Housekeeping, and Cooks. Encore job postings show a demand for skills in Customer Service, Guest Relations, and Culinary. This steady recovery and growth projection phase is expected to continue into 2024.

**Number of Unique Jobs Posted by Encore in 2022**



This rising trend in hiring needs is not unique to Encore. The chart below demonstrates the hiring trends experienced by other hotel employers from the same period in 2020 and 2021.

**Number of Unique Jobs Posted by Top Ten Hotel Employers  
2022 vs 2021**



Although hiring in the last quarter of 2022 saw a significant increase, the hospitality industry has not returned to pre-pandemic levels and a high percentage of workers who have returned to the hospitality industry have done so with reduced hours. According to Lightcast, the Metro North and Boston region have a lower supply for hospitality candidates compared to the national average. In addition, Lightcast forecasts that the hospitality industry is projected to grow 14% between 2022-2027.

The apparent quandary between job openings, laid-off workers, and the labor shortage is tied to the conservative measures hospitality employers have undertaken to keep their businesses open, the changing impact of COVID restrictions on tourism and travel, and for workers, the ongoing challenges of life amidst the pandemic. As the hospitality industry recovers and strengthens, there is a need to create pathways to quality hospitality jobs, including at Encore, for the un- and under-employed workers living in the Greater Boston region.

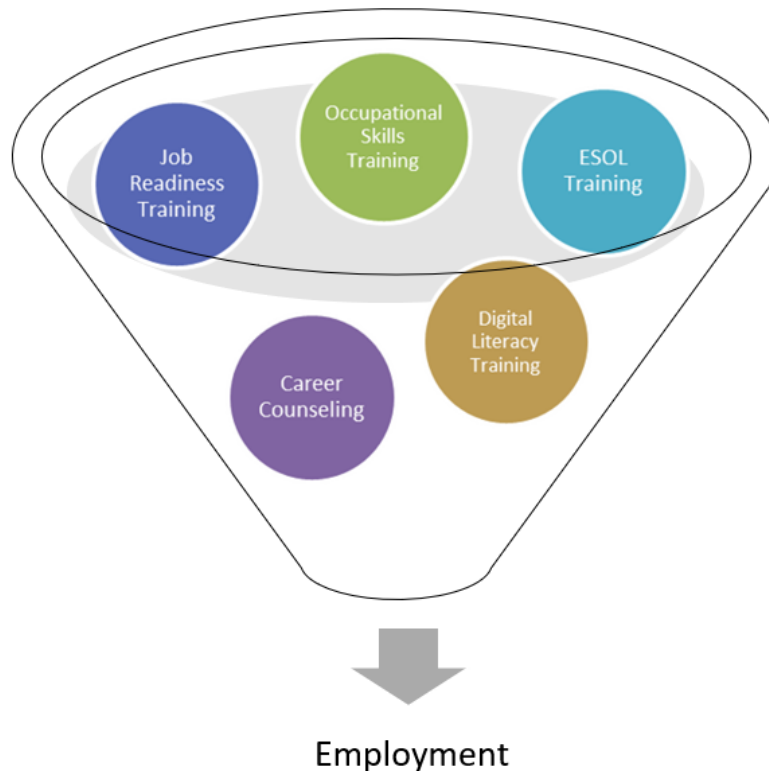
2) *(If applicable)* Please explain how this impact was not anticipated in the Applicant's Host or Surrounding Community Agreement.

3) Please describe what the Applicant is proposing and how the mitigation request will address the impact indicated.

The MBRGHC requests \$500,000 in funding to support a project that will engage un/underemployed skilled hospitality workers and provide them with a sequence of services including additional skills

development and re-employment. The MBRGHC will: (1) provide un- and under-employed hospitality workers with the skills and training necessary to get a quality job and (2) meet the hiring needs of hospitality employers, including Encore.

As in previous funding years, community partners will implement a funnel strategy in their

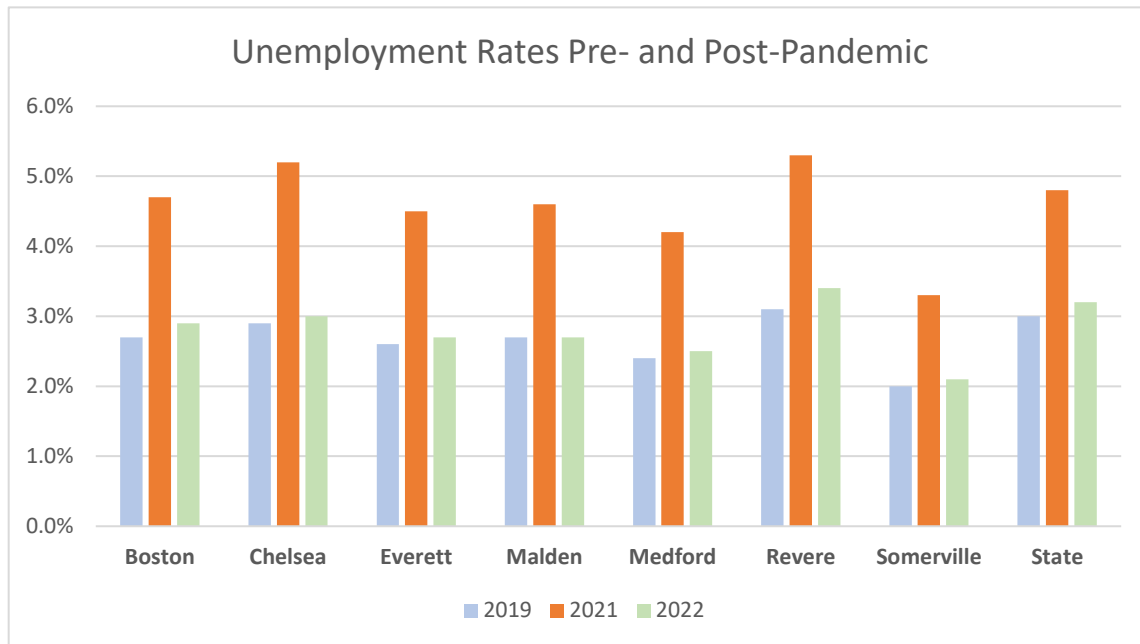


delivery of services, beginning with community engagement and outreach, through education and training services, and ending in employment services.

Community partners will provide services aimed at developing new work-related skills, improving English language proficiency, and searching for, securing, and retaining employment. Everyone will receive intake and assessment services to determine their starting point in the funnel strategy. Community partners will work closely to guarantee cross-referrals play an active role in the MBRGHC ecosystem. These strategies will ensure equitable access to quality services that lead to quality hospitality jobs.

4) Please demonstrate the significance of the workforce need faced by the region, related to the operation of a gaming establishment.

Data from the Department of Unemployment Assistance shows unemployment rates have declined sharply from their 2021 pandemic-induced highs, but for the most part remain higher than pre-pandemic 2019 levels, as shown in the below chart.



Furthermore, unemployment rates for hospitality workers from communities such as Chelsea and Revere doubled their 2019 unemployment rates and cities such as Boston, Everett, Malden, Medford, and Somerville continue to experience a higher unemployment rate for Accommodation and Food Service workers than in 2019.

Analyzing data sets, hiring trends and unemployment rates, we can conclude there is an opportunity to get these unemployed hospitality workers back into the workforce at hospitality employers, such as Encore, that need quality workers.

5) Please describe the deliverables, including number of individuals to be served, number of hours, projected outcomes, location of program, cities and towns served.

With a \$500,000 Workforce Development Grant, the MBRGHC proposes to serve at least **1,500** residents in one or more of the services outlined above. An estimated **100** of these residents will be enrolled in an Occupational Skills training program. From those who enroll in an occupational skills training program, at least **90%** will complete the course, and at least **70%** of students will be placed into employment with 30-day retention. We will collect data related to client demographics, learning gains, attainment of industry-recognized certifications, and starting wage.

Due to the impact of COVID-19, services will be delivered in-person, virtual, and hybrid formats. Partners will follow CDC guidance to determine whether in-person services can be delivered safely. Services will be available to all residents of the Greater Boston region, with a specific focus on Boston,

Cambridge, Chelsea, Everett, Malden, Revere, and Somerville. In-person instruction will be held in facilities located in Boston, Chelsea, Revere, and Somerville and will be accessible by public transit. To ensure that transportation is not a barrier, assistance in the form of T-Passes will be provided as needed. For online instruction, students may receive technology assistance if they do not have a computer or Chromebook.

6) 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 and leveraged resources.

<b>IV. Scope, Budget, and Timeline</b>	
<b>Applicant: Metro North Regional Employment Board</b>	<b>Vendor Code: VC6000181727</b>
<b>Total Amount Requested: <i>\$500,000</i></b>	<b>Estimated Total Project Cost: <i>\$565,000</i></b>

**Scope of Work**

Please include below a breakdown of the proposed work. The project scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.



MBRGHC proposes a project that will assist residents of the Greater Boston region in obtaining high-quality jobs at area hospitality employers including Encore. Services will be available to all residents, with a priority on serving individuals from Boston, Chelsea, Everett, Revere, Malden, Medford, and Somerville. Each partner organization will conduct intake and determine which services an individual needs to gain and retain employment. These services will include:

- a. **ESOL Training:** For residents to build English language proficiency to be considered for employment at Encore or another hospitality employer. Training will be contextualized for job readiness, customer service, and hospitality. All students will be pre- and post-tested using a standardized English assessment to ensure learning gains. After completing training, students will receive job placement assistance and/or be referred to a partner for occupational skills training.
- b. **Job Readiness Training:** For residents to develop soft skills necessary to gain employment and succeed in their new roles. Topics covered will include resume development, job interviews, professional communication, and conflict resolution. Some partners will deliver job readiness training as a standalone workshop, while others may include it as a part of occupational skills training. After completion, students will receive job placement assistance.
- c. **Occupational Skills Training:** For residents to receive training on hard skills related to their chosen career path. Training options include Hospitality Services, Housekeeping Pre-Apprenticeship, Culinary Arts, and Environmental Commercial Cleaning and Grounds Maintenance. Programs offer students the opportunity to connect with local industry related employers through mock interviews, guest speakers, site tours, and job shadowing. Students will have the opportunity to gain one or more industry-recognized credentials including ServSafe, DOL Pre-Apprenticeship and Apprenticeship certification, OSHA Housekeeping certification, and the Gold Star Service certification from the American Hotel and Lodging Educational Institute. After completing training, students will receive job placement assistance. In some cases, students may also be able to transfer training into credits at a local community college.
- d. **Digital Literacy Training:** For residents to build upon their computer skills for job searching and employment. Topics covered include how to complete online job applications, virtual interviewing, email etiquette, Microsoft and Google programs, and web searching.
- e. **Career Counseling:** Residents will receive one-on-one coaching and job placement assistance from a Career Advisor. This service will be available to graduates of training programs and individuals who are interested in re-employment or pursuing a new career in hospitality and do not need additional training. Career Advisors will conduct regular follow-up with clients to ensure retention. In addition, Career Advisors may refer clients to partners for additional services.
- f. **Support Services:** For residents facing barriers to employment. Services offered include case management, referral to community partners, transportation assistance, technology assistance, and assistance applying for public benefits.

Residents may receive one or more of these services. Some services will be short-term workshops or standalone appointments that will enable residents to become employed in a matter of weeks. Other services will be trainings lasting two to four months with job placement to follow.

The MassHire Metro North Workforce Board (MNWB) will serve as the lead consortium partner and will oversee all project activities and provide administrative support. The 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 and municipalities will implement the sequence of services. All project activities will take place in Fiscal Year 2024 (July 1, 2023, through June 30, 2024).

**Project Personnel:**

- 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
- 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
  - Co-facilitation of meetings
  - Facilitating connects with Boston-based employer partners

**Host Communities:**

The cities of Boston, Cambridge, Chelsea, Everett, Malden, Medford, Revere and Somerville will act as host communities providing support for the project.

**Local Partners:**

Partners will be responsible for serving **1,500** residents overall. Partners delivering occupational skills training will be responsible for ensuring an **90%** completion rate and a **70%** job placement rate. Graduates must have reached 30-day retention to be counted. Unless otherwise noted, programs are open to all residents living in the Greater Boston region. Specific partners and proposed project activities are as follows:

1. Action For Equity (A4E) – Located in Boston. A4E will continue building upon their community pipeline which currently serves 1,000 Boston residents. The infrastructure connects residents to various employers and opportunities. A4E will expand their community pipeline and on-

ramp services to focus on high quality jobs in hospitality and gaming near Encore, including Everett and Chelsea.

2. Boston Chinatown Neighborhood Center (BCNC) – Located in Boston. BCNC will deliver four cycles of its ten-week (virtual) or eight-week (in person) *ESOL for Customer Service* training program.
  - The program integrates ESOL instruction with instruction on general workplace and industry-specific customer service skills and includes individualized career counseling and case management services.
  - Malden residents will be targeted for the program. For the past three years, 13-25% of the students in BCNC Adult Education's Boston-based programming have resided in Malden.
  - BCNC has developed employer relationships with a variety of hospitality industry employers including Mass General Brigham, CVS Health, and the Omni Boston Hotel at the Seaport.
  - BCNC will mitigate barriers by providing students with a conditional cash incentive (paid in two installments at the middle and end of the course if students have at least 80% attendance) and T-Passes for three months. In addition, students without technology may borrow a Chromebook.
3. Boston Education, Skills, and Training (BEST) Corporation – located in Medford and Boston. BEST will deliver their *Housekeeping Pre-Apprenticeship Program* throughout the grant year.
  - Funding would provide slots in BEST's Introduction to Hospitality/Housekeeping Pre-Apprenticeship Program. In 2019, BEST enrolled 131 clients in its Introduction to Hospitality/Housekeeping Pre-Apprenticeship Program. 95% of clients completed the training and 85% were job placed with an average wage of \$19.73/hour. 76% of those placed are still working in those jobs today. (They were temporarily laid-off during the pandemic but are now back at work.) BEST graduates who are still working at union hotels today are earning \$27.20/hour with employers paying an additional \$10.65/hour into the Local 26 benefit plan.
  - The *Introduction to Hospitality/Housekeeping Pre-Apprenticeship Program* is a six-week, DOL registered training that leads to hotel housekeeping jobs. Participants learn about the hotel industry, do job shadowing at hotels, and receive career coaching that leads to job placement. Graduates can earn up to 12 credits at Bunker Hill Community College, DOL Pre-Apprenticeship and Apprenticeship certification, OSHA Housekeeping Safety certification, and NorthStar Digital Literacy certification.
  - BEST has several employer partners in the hospitality industry such as the Omni Boston Hotel at the Seaport, university dining services, and Encore. In addition, they have a strong partnership with the UNITE HERE Local 26 (the hotel workers and restaurant workers union).
4. La Colaborativa – located in Chelsea. La Colaborativa provides a suite of services throughout the grant year.
  - *Job Readiness Workshops*: offered weekly and prepare jobseekers to submit successful employment applications, transition into new work opportunities, and remain stably employed. Training topics include resume writing clinics, mock interviews, job research training, and how to apply. Other trainings focus on building teamwork, effective

communication, problem-solving, work ethic, flexibility/adaptability, and interpersonal skills.

- *Career Counseling*: Job coaches help members define and pursue next steps on their job pathways, through resume reviews, job opportunity research, application support, and introductions to employers.
- *English Classes*: offered in 13-week cycles. Classes are currently held virtually at the beginner, intermediate, and advanced levels in partnership with Harvard University's Phillips Brooks House Association (PBHA). Topics focus on basic language around life skills competencies that have direct applications to the hospitality industries. Students are provided with real world examples of how each topic can relate to work in a broad sense. Classes are culturally relevant and focused on English language skills for the workplace and economic advancement.
- *Digital Literacy Classes*: In partnership with Tech Goes Home, La Colaborativa offers computer classes for members to build technology skills needed to successfully research, apply for, and perform many jobs in today's market. Classes meet for 14 hours over a 2-week period and upon successful completion, students receive a Google Chromebook.
- Residents of Chelsea, East Boston, Everett, and Revere will be targeted for services.

5. Community Work Services (CWS) – located in Boston. CWS will deliver its *Workers Achieving Success (WACS) Program* throughout the grant year.

- All participants will go through a two-week Job Readiness Training (JRT). After that, they may choose to enroll in CWS's *Environmental Commercial Cleaning/Building & Grounds Maintenance Training Program* (six weeks) or its *Hospitality Services Training Program* (eight weeks with an optional added six weeks of culinary training).
- Training programs provide a combination of classroom learning and hands-on training to help participants develop the skills needed for career success. Job readiness, career coaching, and case management are provided to ensure participants have the support needed to earn the necessary industry recognized credentials to secure employment.
- Programs help participants to develop robust skills in customer service, program logistics and management, specialized pandemic safety procedures, and use of environmentally sourced products. CWS provides participants with opportunities to obtain professional certifications, including ServSafe and Gold Star Service.
- CWS is recognized for serving the most challenging groups, including at-risk young adults, those with limited work experience or education, and formerly incarcerated individuals. Supports to mitigate barriers include an outcome-based stipend, transportation passes, laptops available to borrow, and childcare referrals.
- CWS has a large network of culinary/hospitality partners including the Massachusetts Restaurant Association, Finesse Hospitality, Union Hospitality Group, and the Boxer Hotel.

6. International Institute of New England (IINE) – located in Boston. IINE will deliver two eight-week cycles of its *Ready, Set, Serve!* Hospitality Training Program.

- Activities include applicant screening; interviewing; enrollment; contextualized English instruction (including mastery of vocabulary specific to the industry); comprehensive introduction to entry level hospitality jobs and associated roles and responsibilities; training in financial literacy; and professional development, including creating resumes, cover and thank you letters, preparing for interviews, and developing skills and competencies to succeed in the hospitality and accommodations sector.

- IINE has developed employer relationships with hospitality industry employers including Encore and the Omni Boston Hotel at the Seaport.
  - IINE will mitigate barriers by providing students with a conditional cash incentive (paid in two installments at the middle of the course and upon 30-day job retention) and Chromebooks to borrow.
7. Somerville Community Corporation (SCC) – located in Somerville. SCC will deliver its *First Source Jobs Program* throughout the grant year.
- Career coaches work individually with job seekers to assist with job readiness (career exploration, resumes, online job search and application, interview prep, references, etc.) and developing soft skills that will improve their job prospects (survival English, basic computer literacy, communication and body language, and self-confidence).
  - SCC has a network of over 40 local employers in the hospitality industry including Encore Boston Harbor, Holiday Inn, Mass General Brigham, Beth Israel Deaconess Medical Center, Boston Children’s Hospital, Cambridge Health Alliance, Harvard University, and Tufts University.
  - SCC has a strong partnership with Encore in particular, who hosts them every month for onsite hiring events where job seekers can interview for open positions. SCC conducts outreach for the events, works with the job seekers to prepare their resumes and fill the job applications, and meets the job seekers at Encore to offer support and last-minute interview preparation.
8. New England Culinary Arts Training (NECAT) – located in East Boston and Woburn. NECAT will deliver its 14-week multilingual *culinary arts training program*.
- On an annual basis, NECAT serves 150 participants in culinary jobs with a 75% placement rate and a \$20/hour starting wage. To date, NECAT has placed 47 students in jobs at Encore.
  - CMF funding would expand their Spanish language program and offer the curriculum in the evening at the East Boston center.
9. YMCA of Greater Boston (YGB) – located in Boston. YGB will deliver one-two cycles of a 12-week pilot program called *Artes Culinarias: Culinary Arts Training Program* in partnership with New England Culinary Arts Training (NECAT).
- The YGB will provide ESOL classes contextualized for the food and customer service industries, soft/power skills training, digital literacy training, and job placement services. Culinary training and ServSafe certification will be provided by the NECAT.
  - Residents of East Boston, Chelsea, and Revere will be targeted for training.
  - The YGB has a strong partnership with Cargo Ventures, a large commercial real estate firm specializing in the aviation and hospitality industries with a footprint in East Boston and the Logan Airport. They are also developing partnerships with employers in need of food safe certified employees.
  - To mitigate technology barriers, the YGB has partnerships with Tech Goes Home, the City of Boston and others to help students secure computers, Wi-Fi hot spots and other technology.

<b>Proposed MGC Grant Budget</b>			
Please use the following table to outline the budget of your project. Include any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation as an attachment. In determining the funding request, please round up to the nearest hundred dollars.			
<b>Timeline</b>	<b>Description of Purchase/Work</b>	<b>QTY</b>	<b>Budget</b>
7/1/2023 – 6/30/2024	Implement and deliver scope of services: skill training programs, job readiness classes, ESOL classes, career counseling job fairs, digital literacy trainings, etc.	1	\$462,500
7/1/2023 – 6/30/2024	Administration of grant		\$37,500
	<b>TOTAL:</b>		\$500,000
<b><u>Total Project Budget and Funding:</u></b>			
<b>Funding Source</b>	<b>Description of Purchase/Work</b>	<b>QTY</b>	<b>Budget</b>
In Kind Services	From the MassHire Metro North Workforce Board and City of Boston: Project management of partnership delivered by Metro North and City of Boston staff	1	\$40,000
Federal			
State			
Local Match	From the City of Somerville: \$15,000 cash contribution to support outreach, job placement, and career advising; \$10,000 in-kind contribution to support City staff	1	\$25,000

Please refer to Attachment A for more detailed information on this project's budget.

<b>V. Regional Incentive Award</b>	
<b>Are you applying for a Regional Incentive Award?</b>	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

<b>Partner Community Contact-</b>
<b>Name:</b>
<b>Role:</b>
<b>Email Address:</b>
<b>Telephone Number:</b>
<b>Address:</b>

<b>VI. Waiver</b>	
If you are applying for a waiver, please submit the Waiver Form with your application. The form can be found at <a href="http://www.massgaming.com/about/community-mitigation-fund/forms/">www.massgaming.com/about/community-mitigation-fund/forms/</a>	
<b>Are you applying for a waiver?</b>	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

<b>Please provide a brief description of each attachment.</b>
Attachment A – Grant budget of \$500k grant and match funding Attachment B – Letters of Support

**VII. Applicant Certification**

**On behalf of the aforementioned applicant/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.**



1/31/2023

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

**Date:**

Chris Albrizio-Lee

(print name)

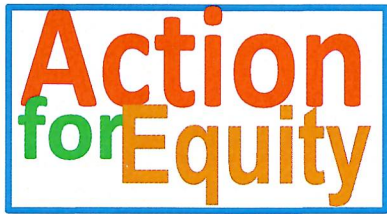
President and CEO

Title:



**Metro Boston Regional Gaming and Hospitality Consortium  
Attachment A - 2023 Community Mitigation Fund Budget**

<b>Project Personnel</b>				
		<b>Match Funding</b>	<b>Source of Match</b>	
Metro North Project Manager		\$ 20,000.00	MassHire Metro North Workforce Board in-kind	
Boston Project Manager		\$ 20,000.00	City of Boston in-kind	
<b>Local Partners</b>				
	<b>Service(s) Provided</b>	<b>Funding</b>	<b>Match Funding</b>	<b>Source of Match</b>
Action 4 Equity (A4E)	<i>Community Pipeline to Opportunities and Quality Jobs</i> - provide a community pipeline with on-ramps to better paying, quality jobs in gaming and hospitality, targeted to positions where specific hospitality employers say they anticipate hiring within the next year for which residents of color have transferable skills and experience.	\$ 27,095.00		
Boston Chinatown Neighborhood Center (BCNC)	<i>ESOL for Customer Service Training</i> - contextualized ESOL training, digital literacy training, and career counseling	\$ 30,000.00		
Boston Education, Skills, and Training (BEST) Corp.	<i>Education, Training and Coaching Reemployment Program</i> - contextualized ESOL training, digital literacy training, occupational skills training (hospitality and housekeeping pre-apprenticeship),	\$ 75,000.00		
City of Somerville	The City of Somerville commits to a match contribution to support outreach, career advising, and job placement services to local residents and for City staff to support project activities and engagement with local hospitality businesses.		\$ 25,000.00	\$15,000 cash contribution to support outreach, job placement, and career advising; \$10,000 in-kind contribution to support City staff
La Colaborativa	<i>Economic Stability Program</i> - contextualized ESOL training, digital literacy training, job readiness training, career counseling	\$ 64,000.00		
Community Work Services (CWS)	<i>Workers Achieving Success (WACS)</i> - job readiness training, occupational skills training (green cleaning/maintenance, hospitality, and/or culinary), career counseling	\$ 55,000.00		
International Institute of New England (IINE)	<i>Ready, Set, Serve! Training Program</i> - contextualized ESOL training, occupational skills training (hospitality), career counseling	\$ 61,905.00		
New England Culinary Arts Training (NECAT)	<i>Culinary training</i> - skills training in culinary delivered in multiple languages, career counseling	\$ 43,500.00		
Somerville Community Corporation (SCC)	<i>First Source Jobs Program</i> - job readiness training, career counseling	\$ 43,500.00		
YMCA of Greater Boston (YGB)	<i>Training, Inc. Culinary Specialization Program</i> - contextualized ESOL training, job readiness training, occupational skills (culinary) training, and career counseling	\$ 62,500.00		
<b>Project Administration</b>				
7.5% of grant		\$ 37,500.00		
<b>Totals</b>				
		<b>Funding</b>	<b>Match Funding</b>	
		\$ 500,000.00	\$ 65,000.00	
Grant and Match Funding:		\$	565,000.00	



January 18, 2023

Cathy Judd-Stein, Chair  
Massachusetts Gaming Commission  
101 Federal St. 12<sup>th</sup> Floor  
Boston, MA 02220

Dear Ms Judd-Stein:

On behalf of Action for Equity, we are submitting this letter in support of the application for a Mitigation Fund grant from the consortium led by MassHire Metro North Workforce Board, in partnership with the City of Boston, for the Community Mitigation Fund Workforce Development Pilot Program.

As a community organization and coalition based in the region's communities of color, we know that this project will be an important step to creating an integrated, comprehensive system to meet the workforce needs of the region's casino, hotel, and restaurant industries impacted by Encore Boston's gaming facility and the COVID pandemic and connect residents to quality opportunities.

Action for Equity, with our Casino Action Network, has been an active partner with the Gaming Commission and Encore, ensuring standards for high quality jobs and access and then working to connect residents in our communities to these opportunities. We look forward to increasing our Community Pipeline focus on opportunities in hospitality in the region including focusing on accounting, business, facilities, and IT, as well as in service positions. Our Community Pipeline services, including our curated Opportunities Catalog, Information/Q&A Sessions, individual assistance, and customized on-ramps, assists residents as they bring their transferable skills to new opportunities.

Action for Equity will be an active member of this consortium. We look forward to working with all partners to ensure the project's success.

Sincerely,

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

Marvin Martin  
Executive Director

**367 Washington St.  
Dorchester, MA, 02124  
action4equity.org  
Tel (617) 506-7232**

Alternatives for Community and Environment (ACE)  
Arborway Committee  
Boston Tenant Coalition  
City Life/Vida Urbana  
Conservation Law Foundation  
Greater Four Corners Action Coalition

Jamaica Plain Racial Justice and Equity Collaborative  
Livable Streets Alliance  
La Colaborativa  
La Comunidad Inc  
Sierra Club of Massachusetts  
Somerville Community Corporation  
United for a Fair Economy

January 23, 2023

Cathy Judd-Stein, Chair  
Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Ms. Judd-Stein:

On behalf of Boston Education, Skills, and Training (BEST) Corp., I submit this letter of support regarding 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 2023 Community Mitigation Fund. As an organization working with residents in this region, this proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's casino, hotel, and restaurant industries.

BEST's mission is to provide individuals with the education, skills, and training to excel in the hospitality industry and in their personal lives. Under the proposed project, BEST anticipates enrolling 10 un/under-employed individuals in its Introduction to Hospitality, Housekeeping Pre-Apprenticeship Program to gain the skills, certifications, and coaching they need to enter the hotel industry.

BEST 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,



Aisha Necoechea, Executive Director

**Abrigal Forrester**

President  
Executive Director  
Center for Teen  
Empowerment

**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



January 11, 2023

Cathy Judd-Stein, Chair  
Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Ms. Judd-Stein:

On behalf of La Colaborativa, I submit this letter of support regarding 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 2023 Community Mitigation Fund Workforce Development Pilot Program. As a community-based organization working with residents in this region, this proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's casino, hotel, and restaurant industries impacted by the Encore Boston Harbor gaming facility and the COVID-19 global pandemic.

La Colaborativa was originally founded in 1988 as the Chelsea Human Services Collaborative. Our mission is to enhance the social, environmental, and economic health of the community and its people. We provide the full range of support needed to get our community working and on their way to financial independence. In response to the economic impacts of the pandemic, we developed a rapid re employment model to address widespread unemployment and underemployment in our community. Under this proposed project, La Colaborativa would expand its English classes, Job Readiness Workshops, and employer engagements in the Hospitality industry with a focus on residents of Chelsea, East Boston, Everett, and Revere.

La Colaborativa 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 that reads "Gladys Vega". The signature is fluid and cursive, with a large loop at the end.

Gladys Vega  
Executive Director



**International  
Institute of  
New England**

January 10, 2023

Cathy Judd-Stein, Chair  
Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Ms. Judd-Stein:

On behalf of the International Institute of New England (IINE), I submit this letter of support regarding 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 2023 Community Mitigation Fund Workforce Development Program. As a community-based organization working with residents in this region, this proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's casino, hotel, and restaurant industries impacted by the Encore Boston Harbor gaming facility and the COVID-19 global pandemic.

The mission of the International Institute of New England (IINE) is to create opportunities for refugees and immigrants to succeed through resettlement, education, career advancement and pathways to citizenship. Under the proposed project, IINE anticipates enrolling 15 participants in our *Ready, Set, Service!* training program to recruit, train, and place residents of Boston and Metro North into entry-level hospitality positions at Encore Boston Harbor, and to ensure their retention in these jobs. Thanks to funding received last year from the Community Mitigation Fund, five individuals graduated from *Ready, Set, Service!* in December 2022. Ten new students are set to launch the second *Ready, Set, Service!* cohort at the end of January 2023. All graduates of our program are in active recruitment steps at Encore Boston Harbor with assistance from IINE career navigators. We hope to continue building upon this success with renewed funding.

The International Institute of New England will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the project's success.

Sincerely,

Alexandra Weber, LICSW  
Senior Vice President and Chief Advancement Officer

***CITY OF EVERETT***  
***Office of the Mayor***

**Carlo DeMaria**  
Mayor



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

January 27, 2023

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

Dear Commissioners:

On behalf of the City of Everett, 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 2024 Community Mitigation Fund Workforce Development Program. This proposed project will be an important investment designed to provide residents of Metro North and Boston communities with access to career training and adult education - including the development of English language and digital literacy skills - needed to thrive at the casino as well as other employers in our region.

The region's hospitality workforce has been particularly hard-hit by the ongoing impacts of the COVID-19 pandemic and related shutdowns of restaurants, hotels, and gaming facilities. We are committed to supporting nonprofit organizations with long-standing relationships in their communities, as we believe these are the institutions with the relationships necessary to deliver high-quality, timely job training and job search opportunities to our region. The Metro North-Boston proposal reflects that commitment.

As one of the surrounding communities of Encore Boston Harbor, the City of Everett is committed to ensuring that our residents have access to training, workforce development services, and career opportunities, particularly those most impacted by the COVID-19 pandemic. Thank you in advance for your consideration.

Regards,

Carlo DeMaria  
Mayor



# City of Cambridge

## Executive Department

**YI-AN HUANG**  
City Manager

January 24, 2023

Massachusetts Gaming Commission  
101 Federal Street, 12th FL  
Boston, Ma 02110

Dear Commissioners:

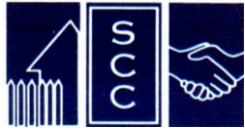
On behalf of the City of Cambridge I submit this letter of support for the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in partnership with the City of Boston, for the 2024 Community Mitigation Fund Workforce Development Program. This proposed project will be an important investment designed to provide residents of Metro North and Boston communities with access to career training and adult education - including the development of English language and digital literacy skills - needed to thrive at the casino as well as other employers in our region.

The region's hospitality workforce has been particularly hard-hit by the ongoing impacts of the COVID-19 pandemic and related shutdowns of restaurants, hotels, and gaming facilities. We are committed to supporting nonprofit organizations with long-standing relationships in their communities, as we believe these are the institutions with the relationships necessary to deliver high-quality, timely job training and job search opportunities to our region. The Metro North-Boston proposal reflects that commitment.

As one of the surrounding communities of Encore Boston Harbor, the City of Cambridge is committed to ensuring that our residents have access to training, workforce development services, and career opportunities, particularly those most impacted by the COVID-19 pandemic. Thank you in advance for your consideration.

Sincerely,

Yi-An Huang  
City Manager



SOMERVILLE COMMUNITY CORPORATION

337 Somerville Avenue, 2<sup>nd</sup> Floor

Somerville, MA 02143

Phone (617) 410-9905

[www.somervillecdc.org](http://www.somervillecdc.org)

To Whom it May Concern,

On behalf of the Somerville Community Corporation (SCC), I submit this letter of support regarding 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 2022 Community Mitigation Fund Workforce Development Pilot Program. As a community-based organization working with residents in this region, this proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's casino, hotel, and restaurant industries impacted by the Encore Boston Harbor gaming facility and the COVID-19 global pandemic.

The Somerville Community Corporation (SCC) is dedicated to creating equity through affordable housing and economic opportunity. We help our neighbors find local jobs with living wages, and secure a sustainable place to live, either as residents of our affordable housing or by realizing their dream of owning a home. A job and a home - these are the foundation upon which all else can be built. Under this proposed project, SCC will expand our job readiness training and workshops, as well as our employer engagements.

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 black ink, appearing to read 'Gonzalo Puigbo', is written over a light gray circular stamp.

Gonzalo Puigbo  
CEO  
Somerville Community Corporation







*City of Boston, Massachusetts*

*Office of the Mayor*

**MICHELLE WU**

December 21, 2022

Cathy Judd-Stein  
Chair, Massachusetts Gaming Commission  
101 Federal Street, 12th Floor  
Boston, MA 02110

Re: 2023 Community Mitigation Fund

Dear Chair Judd-Stein:

I am happy to support this application from MassHire Metro North, which seeks to engage 100 residents of Region A in training to advance their careers and earn higher wages.

Boston's Office of Workforce Development has worked closely with MassHire Metro North staff to identify needs related to the hospitality industry, select grant partners and convene the consortium that will address workforce needs. We are committed to bringing employers, advocates and training programs to the table to create real opportunities for our residents.

MassHire Metro North has a demonstrated track record of bringing together partners to advance the goals of the Community Mitigation Fund. Our longstanding collaboration builds career pathways for Boston residents who want to advance their skills and obtain employment at high-road employers such as the Encore Boston Harbor Casino. We hope the Massachusetts Gaming Commission will continue to support this partnership effort, which has changed the trajectory of many lives in this region, for the better.

Sincerely,

Michelle Wu  
Mayor of Boston

**ONE CITY HALL SQUARE** | BOSTON, MA 02201  
BOSTON.GOV 617-635-4500



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: nkeefe@chelseama.gov

Ned Keefe  
Acting City Manager

January 26, 2023

Massachusetts Gaming Commission  
101 Federal Street, 12th FL  
Boston, Ma 02110

Dear Commissioners:

On behalf of the City of Chelsea, 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 2024 Community Mitigation Fund Workforce Development Program. This proposed project will be an important investment designed to provide residents of Metro North and Boston communities with access to career training and adult education - including the development of English language - needed to thrive at the casino as well as other employers in our region.

The region's hospitality workforce has been particularly hard-hit by the ongoing impacts of the COVID-19 pandemic and related shutdowns of restaurants, hotels, and gaming facilities. We are committed to supporting nonprofit organizations with long-standing relationships in their communities, as we believe these are the institutions with the relationships necessary to deliver high-quality, timely job training and job search opportunities to our region. The Metro North-Boston proposal reflects that commitment.

As one of the surrounding communities of Encore Boston Harbor, the City of Chelsea is committed to ensuring that our residents have access to training, workforce development services, and career opportunities, particularly those most impacted by the COVID-19 pandemic. Thank you in advance for your consideration.

Sincerely,

Ned Keefe  
Acting City Manager

January 23, 2023

Cyndy Chapin-Levesque  
Director of Employer Partnerships  
MassHire Metro North Workforce Board  
SPACES David Square  
240 Elm Street  
Somerville, MA 02144

Dear Ms. Chapin-Levesque,

On behalf of New England Culinary Arts Training (NECAT), I submit this letter to support the application for grant funding from the consortium led by the Metro North Workforce Board in partnership with the City of Boston for the 2024 Community Mitigation Fund Workforce Development Program.

NECAT's free, holistic training program emphasizes social-emotional learning and case management, technical culinary arts expertise, and career readiness equally, so that students graduate with the skills and confidence to gain employment, but more importantly, stabilize their lives. Since 2013 NECAT has provided comprehensive culinary skills training and job placement services to more than 1,200 adults.

As a member of this consortium, NECAT will provide our culinary arts training program at our Boston center or another location in the Metro North area. NECAT's curriculum includes contextualized adult education and literacy activities concurrently with culinary arts training, employment support and the industry recognized ServSafe credential.

ENCORE currently employs numerous NECAT graduates because NECAT's training lends itself to a fast-paced, customer-centered environment of the gaming industry. Our graduates are competent and adaptable because in addition to culinary training, they learn the importance of interpersonal skills and professionalism.

NECAT is pleased to partner with MassHire MetroNorth and the members of the consortium to ensure that local residents have the training and skills to successfully obtain employment in the gaming and hospitality industry.

Sincerely,



Joey Cuzzi  
Executive Director  
NECAT  
23 Bradston Street  
Boston, MA 02118



## CITY OF REVERE

Brian M. Arrigo  
Mayor

January 25, 2023

Massachusetts Gaming Commission  
101 Federal Street, 12th FL  
Boston, Ma 02110

Dear Commissioners:

On behalf of the City of Revere, 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 2024 Community Mitigation Fund Workforce Development Program. This proposed project will be an important investment designed to provide residents of Metro North and Boston communities with access to career training and adult education - including the development of English language - needed to thrive at the casino as well as other employers in our region.

The region's hospitality workforce has been particularly hard-hit by the ongoing impacts of the COVID-19 pandemic and related shutdowns of restaurants, hotels, and gaming facilities. We are committed to supporting nonprofit organizations with long-standing relationships in their communities, as we believe these are the institutions with the relationships necessary to deliver high-quality, timely job training and job search opportunities to our region. The Metro North-Boston proposal reflects that commitment.

As one of the surrounding communities of Encore Boston Harbor, the City of Revere is committed to ensuring that our residents have access to training, workforce development services, and career opportunities, particularly those most impacted by the COVID-19 pandemic. Thank you in advance for your consideration.

Regards,

Brian M. Arrigo  
Mayor



CITY OF SOMERVILLE, MASSACHUSETTS  
KATJANA BALLANTYNE  
MAYOR

January 18, 2023

Massachusetts Gaming Commission  
101 Federal Street, 12th FL  
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 2024 Community Mitigation Fund Workforce Development Program. This proposed project will be an important investment designed to provide residents of Metro North and Boston communities with access to career training and adult education - including the development of English language and digital literacy skills - needed to thrive at the casino as well as other employers in our region.

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.

As one of the surrounding communities of Encore Boston Harbor, the City of Somerville is committed to ensuring that our residents have access to training, workforce development services, and career opportunities, particularly those most impacted by the COVID-19 pandemic. Thank you in advance for your consideration.

Sincerely,

  
Katjana Ballantyne  
Mayor





**FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY**

January 6, 2023

Cyndy Chapin-Levesque, Director of Employer Partnerships  
MassHire Metro North Workforce Board  
SPACES David Square  
240 Elm Street  
Somerville, MA 02144

Dear Ms. Chapin-Levesque,

On behalf of the YMCA Education and Training Branch, I submit this letter to support the application for grant funding from the consortium led by the Metro North Workforce Board in partnership with the City of Boston for the 2024 Community Mitigation Fund Workforce Development Program. The YMCA Education and Training Branch works directly with underserved populations in this region including newcomers to America, the unemployed and underemployed. This project will meet the workforce needs of the populations we serve by connecting the region's casino, hotel and restaurant industries with a trained and skilled workforce.

Under the proposed project, the YMCA Education and Training Branch will continue its partnership with New England Culinary Arts Training (NECAT) and deliver three 8-person cohorts of its signature Artes Culinarias in the East Boston and Woburn communities. This program provides contextualized adult education and literacy activities concurrently with culinary arts training, employment supports and the industry recognized ServSafe credential.

The YMCA Education and Training Branch looks forward to being an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure this projects success.

Sincerely,

Jon Sproul  
Executive Director, Workforce Development & Adult Education