



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

APPENDIX E

**2018 COMMUNITY MITIGATION FUND**  
***Workforce Development Pilot Program Grant Application***  
**BD-18-1068-1068C-1068L-22137**

*Please complete the entire Application.*

METRO NORTH REGIONAL EMPLOYMENT BOARD

1. **NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT**

SUNNY SCHWARTZ, PRESIDENT AND CEO

2. **NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

186 ALEWIFE BROOK PARKWAY, SUITE 216, CAMBRIDGE, MA 02138

3. **ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

617-864-1570; SSCHWARTZ@MNREB.ORG

4. **PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

CHRIS ALBRIZIO-LEE, DIRECTOR OF STRATEGIC PROGRAM INNOVATION

5. **NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

186 ALEWIFE BROOK PARKWAY, SUITE 216, CAMBRIDGE, MA 02138

6. **ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

617-864-1524; CLEE@MNREB.ORG

7. **PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

WYNN BOSTON HARBOR

8. **NAME OF GAMING LICENSEE**

## **1. IMPACT DESCRIPTION**

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

The construction of the Wynn Boston Harbor gaming facility in Everett is creating, and will create, an impact on the region's labor market and workforce development system. The facility will bring over 4,000 new jobs to the region, covering a wide range of occupations in gaming and non-gaming, including, but not limited to, hospitality, culinary, building maintenance, IT, accounting, and cash handling. This influx of thousands of new jobs will put additional strain on a region that is already struggling to fill many open positions. For example, over 1,600 of the new jobs are expected to be in hospitality and culinary positions, in a region that is already experiencing a shortage of workers in these industries. This situation necessitates a regional, comprehensive approach to addressing the workforce impact created by this new gaming facility. The region will need to prepare and train local residents for jobs directly at the gaming facility as well as address the needs of existing employers who will be impacted by the project.

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

Many hospitality and restaurant employers in the region, in addition to Wynn Boston Harbor, have reported that they anticipate hundreds of job openings in the next two to three years and currently have many openings that they are unable to fill. For example, additional property will be developed in Somerville's Assembly Row, including a Marriott Hotel and several restaurants, which will bring an additional 1,000 new jobs by the end of 2018 just across the river from the Wynn gaming facility. In addition, many of the surrounding communities, including Chelsea, Revere, Somerville, and Cambridge, have new hotels that are in various stages of development, which will put an additional strain on the labor market.

To illustrate the current labor market conditions in the Greater Boston region, a quick search on Indeed.com on January 29, 2018 using the keyword "cook" within a 15 miles radius of the city of Boston resulted in 419 job openings posted in just the previous 15 days. A similar search using the key word "hotel" produced 762 postings. These searches are relevant to the impact of the Wynn gaming facility on the region's labor market and are consistent with both labor market data and first hand data from the region's employers.

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

## 2. PROPOSED MITIGATION

### a. Please identify the amount of funding requested.

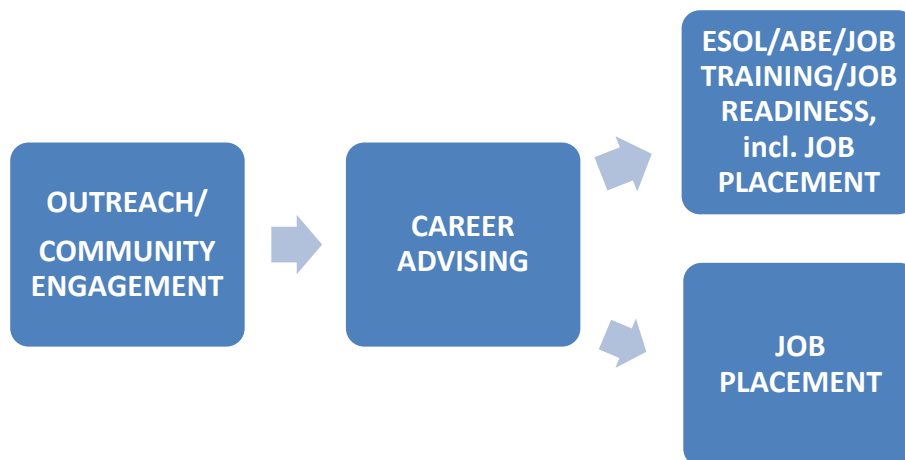
The Metro Boston Regional Casino Career Consortium (MBRCCC) requests \$300,000 in funding to support this project. In addition, partner municipalities have committed \$229,743 in *cash match* and another \$107,215 of in-kind resources have been committed from project partners.

Please see Attachment C for support letters from the cities of Everett, Malden, Chelsea, Revere, Somerville, Cambridge, Medford, and the North Shore Workforce Investment Board (for Lynn) outlining the cash and in-kind commitments. *Note: cash commitments from Malden and Chelsea subject to city council approval and appropriations.*

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

Funding from the Community Mitigation Fund and additional matching contributions from project partners will be used for the following project activities:

1. 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 MBRCCC proposes to implement an integrated, comprehensive sequence of services. 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 Wynn or another impacted employer. The services provided through this system could lead to any casino-related career, including, but not limited to, hospitality, culinary, banking, IT, or some other career related to the Wynn gaming facility.

2. Job training: MBRCCC proposes to continue the culinary arts training program operated by New England Center for Arts and Technology (NECAT) in Everett that was started during the first year of this project. Two cycles of 18 participants each would be implemented as part of this FY2019 project.

3. English for Employment (EFE): Recognizing that a large proportion of residents in our partner cities are English Language Learners and need English education to access good jobs, the MBRCCC proposes to implement English for Employment (EFE) courses, an English for Speakers of Other Languages (ESOL) program specifically contextualized to the hospitality industry and focused on employment outcomes. Most ESOL programs in the region have wait lists and are not necessarily contextualized to employment. MBRCCC proposes to implement four EFE courses in four of its partner cities. Providers will be selected through a competitive procurement process managed by the REB. The provision of courses will include responsibilities for student recruitment and selection, instruction, case management, and job placement. Four cycles of 18 students each will be implemented.
4. Job readiness: Many potential candidates for employment at Wynn and other impacted employers may not need English or skills training, but need job readiness preparation, such as a resume, job interviewing skills, workplace communication skills, and other “soft skills” that make an employee successful in obtaining and retaining employment. MBRCCC proposes to implement five of these job readiness courses in five of its partner cities. Providers for four of the five courses will be selected through a competitive procurement process managed by the REB, with the fifth managed and operated by the City of Cambridge. The provision of courses will include responsibilities for student recruitment and selection, instruction, career coaching, and job placement. Five cycles of 18 students each will be implemented.

The Metro North Regional Employment Board (MNREB), as the lead consortium partner, will oversee all project activities, manage the various partnerships, and directly be responsible for some of the services provided under the sequence of services. Local non-profit and city partners in each of the consortium’s communities will be responsible for different aspects of the activities described above. Please see question 4 and Attachment A for more detailed information on roles/responsibilities of each partner.

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

Please refer to Attachment B for the project’s detailed budget.

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

The specific impacts this project proposes to mitigate are the additional stresses that an influx of 4,000 new jobs will have on the regional labor market, and the workforce development needs of the region’s residents and employers impacted by these new jobs in the regional economy. This mitigation request directly addresses these impacts by ensuring that local residents are aware of and prepared for these employment opportunities and that Wynn and other impacted employers have access to the talent to meet their workforce needs.

- e. **Please attach additional sheets/supplemental materials if necessary.**

Please refer to Attachment A for a chart detailing the specific organizations responsible for the different steps in the sequence of services in each of our partner cities and Attachment C for support letters.

### **3. CONNECTION TO GAMING FACILITY**

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

All of the proposed project's activities are meant to address the labor market and workforce impacts that the Wynn gaming facility will have on the region. Project activities will address the 4,000-plus job opportunities directly at Wynn as well as an untold number of "backfill" opportunities at employers impacted by the Wynn facility. The MBRCCC will address the impacts on a regional level, partnering with host and surrounding communities and organizations within those communities to ensure that local residents are aware of, and prepared for, all of the employment opportunities that will be available.

### **4. SCOPE OF PROJECT**

**Please describe the scope of the Project including description of training/education program, topics, number of hours, number of individuals to be served, location and deliverables. Please describe the roles of the Applicant and any collaborative partners.**

The MBRCCC will address the workforce issues described in this proposal utilizing a regional approach. Project partners include:

- Metro North Regional Employment Board (MNREB) - lead partner
- The cities of Everett, Malden, Chelsea, Revere, Somerville, Cambridge, Medford, and Lynn
- One Stop Career Centers in the North Shore (operated by City of Salem) and Metro North (operated by The WorkPlace)
- Municipal/school departments including the Cambridge Office of Workforce Development, Cambridge Rindge and Latin High School's Rindge School for Technical Arts (RSTA), and Medford Technical Vocational High School
- Local community organizations in partner cities including La Comunidad, Everett Haitian Community Center, Chelsea Collaborative, CONNECT, Somerville Community Corporation, Cambridge Community Learning Center

As the lead partner, the MNREB's responsibilities under this project include:

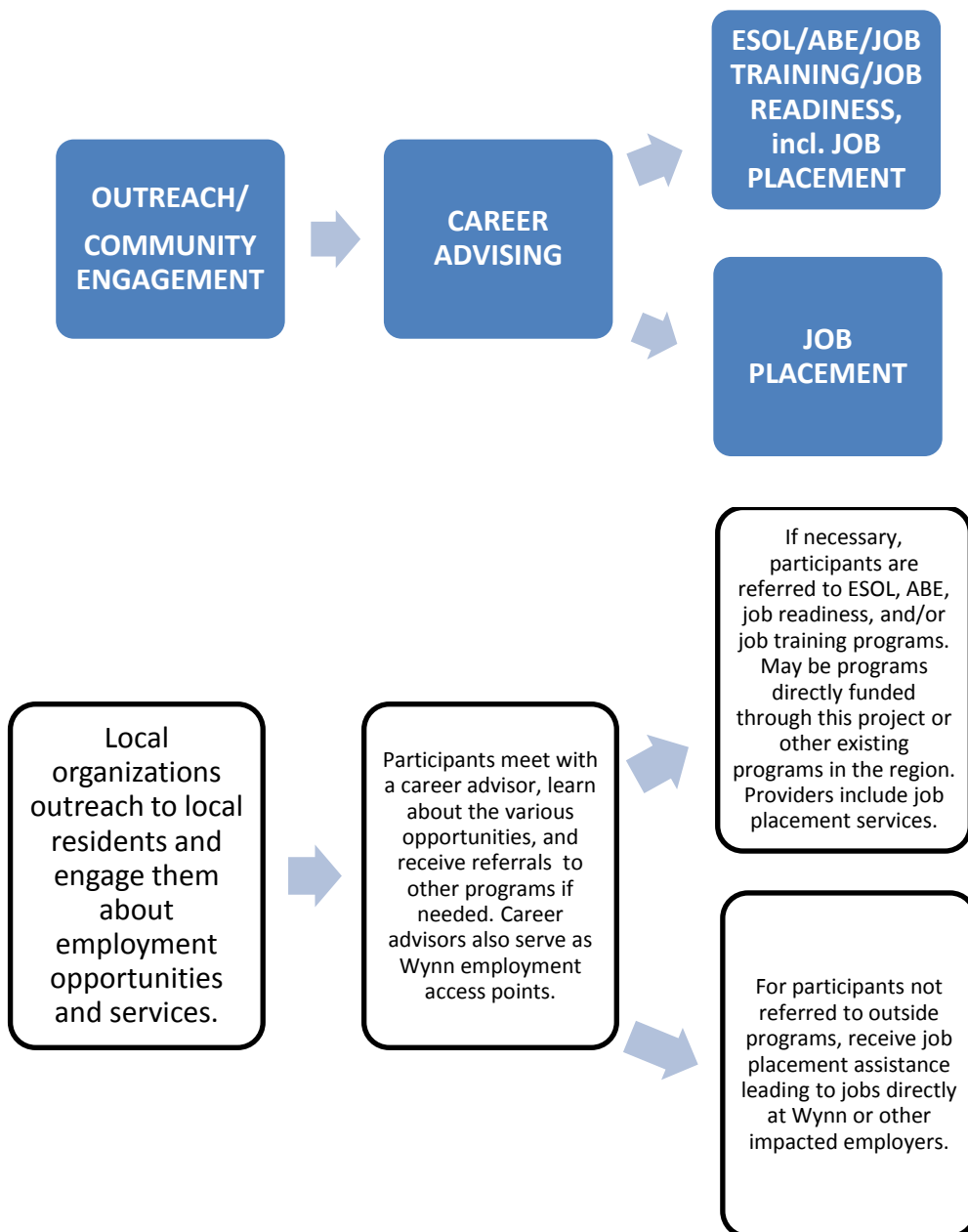
- Overall management and oversight of project activities
- Management of partnerships with all project partners
- Delivery of sequence of services in Everett and Malden
- Leveraging of resources available through the Metro North One-Stop Career Centers
- Management of competitive procurement process for providers of EFE and Job Readiness
- Data collection and reporting
- Fiscal administration, including contracting, invoicing, and payments
- Facilitation of career advisor meetings with Wynn, subcommittee meetings with Bunker Hill Community College, other project meetings, and curriculum development meetings among the chosen providers of the EFE and Job Readiness courses
- Training of career advisors to understand the careers at Wynn, affected industries, and education and training pathways to those opportunities.

In addition, the MNREB has had conversations with the City of Boston's workforce board, the Private

Industry Council (PIC), regarding collaboration related to this initiative. While the PIC is submitting its own separate proposal to this Fund, there is mutual agreement that the two workforce regions want to work together in order to address these workforce issues at the necessary scale. Regardless of the outcome of the grant applications, the MNREB and PIC have agreed to work together to ensure the needs of local residents and local employers impacted by the Wynn gaming facility are sufficiently addressed.

Each component of the project is described as follows:

- 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 Wynn gaming facility, and recruiting participants for the programs and services funded through this project. This will be the first step in creating a pipeline of talent for employment opportunities directly at Wynn as well as other impacted employers. Outreach partners include:
- Everett- La Comunidad, Everett Haitian Community Center
  - Malden- MNREB/The WorkPlace and local organizations
  - Chelsea- CONNECT, Chelsea Collaborative
  - Revere- CONNECT
  - Somerville- Somerville Community Corporation
  - Cambridge- Office of Workforce Development, Community Learning Center, RSTA
  - Lynn- North Shore Career Center Lynn
  - Medford- Medford Technical Vocational High School

While the above organizations will be the primary partners responsible for outreach in their communities, it is expected that these partners will work with other local organizations in their communities to ensure maximum reach and scope.

- 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 casino career advisor. Services provided by the casino career advisor will include:
- Provide information on the compendium of employment opportunities available.
  - 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, and job readiness programs.
  - Once Wynn's employment website is operational, the casino career advisor will also assist interested residents with how to use the website and apply for open positions, serving as Wynn employment access points.

The MNREB, as lead project partner, will be responsible for convening the regional career advisors on a quarterly basis to discuss roles, responsibilities, and best practices. These meetings will include Wynn representatives so that the advisors will be updated in regards to the development's progress and the timeline of hiring. Wynn representatives will train the advisors on their forthcoming "SkillSmart" website and employment application process. The MNREB will also compile a list of training programs and resources that will be included on the SkillSmart website that the advisors will be able to access in order make referrals. In many cases, the casino career advisor(s) will be the same as the outreach partner, and include:

- Everett- MNREB/The WorkPlace
- Malden- MNREB/The WorkPlace
- Chelsea- CONNECT, Chelsea Collaborative
- Revere- CONNECT
- Somerville- Somerville Community Corporation
- Cambridge- Office of Workforce Development, Community Learning Center, RSTA
- Lynn- North Shore Career Center Lynn
- Medford- Medford Technical Vocational High School

- c. ESOL/ABE/Job Training/Job Readiness: If needed, individuals who are interested in pursuing casino-related careers will be referred to additional services and programs. Some of these programs will be directly supported through this project, while others are existing programs operating throughout the Metro Boston region. The MNREB will compile a list of programs throughout the region, which will eventually be available on Wynn's SkillsSmart website. The casino career advisors will make the appropriate referrals depending on the individual's situation. For the ESOL/job training/job readiness programs directly supported through this project, providers will be providing a full spectrum of services, including recruitment, instruction, case management, and job placement.
- d. Job placement: There may be some individuals who are interested in pursuing casino-related careers that will not need additional programs and services. In this case, the casino career advisor will provide job search and placement assistance, if needed.

Please refer to Attachment A for a chart describing partners' roles in each of the partner communities.

- 2) Job training: The New England Center for Arts and Technology (NECAT) will continue to deliver its successful culinary arts job training program in Everett building off of the year one Everett program. For the FY19 program, NECAT will utilize the Albert N. Parlin School, a K-8 school in Everett that is equipped with a new kitchen facility. The City of Everett has agreed to pay for the equipment needed for the NECAT training, such as dishes, pots, and utensils. 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 36 local residents across two cycles in FY19.

- 3) English for Employment (EFE): The Consortium will deliver four English for Employment (EFE) courses, contextualized to the hospitality industry, in four of the partner cities: Everett, Malden, Chelsea, and Revere. The courses will be paid for with a combination of MGC grant funds and matching funds from each of the four cities. Each course will be approximately 126 hours (9 hours per week for 14 weeks). The end goal of the EFE courses will be employment at Wynn or other impacted employers. The Consortium will train 72 students across the four cycles (18 per cycle). Providers of the EFE courses will be selected via a competitive procurement process that the REB will manage during the spring of 2018, with final selections contingent on the Consortium's successful award of this grant application. Providers will have the opportunity to apply to deliver one or multiple of the EFE courses. The provision of courses will include responsibilities for student recruitment and selection, instruction, case management, and job placement.



- 4) **Job readiness:** The Consortium will deliver five job readiness courses in five of the partner cities: Everett, Malden, Chelsea, Revere, and Cambridge. Each course will be approximately 40 hours. The job readiness courses will target individuals who do not need English or skills training but need other non-technical job readiness preparation, i.e. resumes, job interviewing skills, workplace communication skills, to be successful in the labor market. The end goal of the job readiness courses will be employment at Wynn or other impacted employers. The Consortium will train 90 students across the five cycles (18 per cycle). Providers of the job readiness courses will be selected via a competitive procurement process that the REB will manage during the spring of 2018, with final selections contingent on the Consortium's successful award of this grant application. Providers will have the opportunity to apply to deliver one or multiple of the job readiness courses. The provision of courses will include responsibilities for student recruitment and selection, instruction, career coaching, and job placement.

## **5. MEASUREMENT OF IMPACT**

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

The MBRCCC will train and serve 198 participants through the job training, English for Employment, and job readiness components of the project. In addition, dozens more will be served through the casino career advisors in each city. The MBRCCC 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- NECAT culinary arts:

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

### English for Employment (EFE):

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

Job readiness:

- 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

**6. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

The Metro North Regional Employment Board (MNREB) has managed and administered federal, state, local, and private funds since its inception in 1995. MNREB 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 MNREB. 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 MNREB that directly coincides with the agreed-upon line-by-line budget. Sub-recipients will also be required to submit quarterly performance reports so that the MNREB 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, MNREB monitoring of such funds and grant activities, and remedies for any misuse of funds. These Terms and Conditions are standard operating procedure.

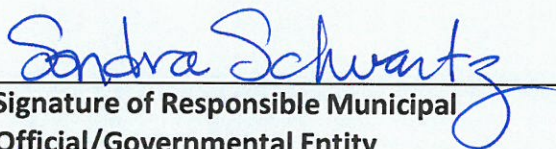
**7. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS**

**Please describe and include excerpts from any relevant sections of any Host or Surrounding Community Agreement. Please explain how this impact was either anticipated or not anticipated in that Agreement.**

Each of the Consortium's member cities' host/surrounding community agreements with Wynn Boston Harbor contain a workforce development/jobs program provision. These provisions stipulate that Wynn Boston Harbor and the host/surrounding community with which they have entered into an agreement will work together in good faith to recruit local residents for positions at the new gaming facility. The training and other activities proposed in this project application are designed to position local residents to be ready and qualified for those positions once the gaming facility opens in summer 2019. The active involvement and commitment of the member cities and Wynn Boston Harbor shows that all parties are committed to ensuring that local residents are prepared with the skills, knowledge, and credentials necessary to obtain employment at the new gaming facility.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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

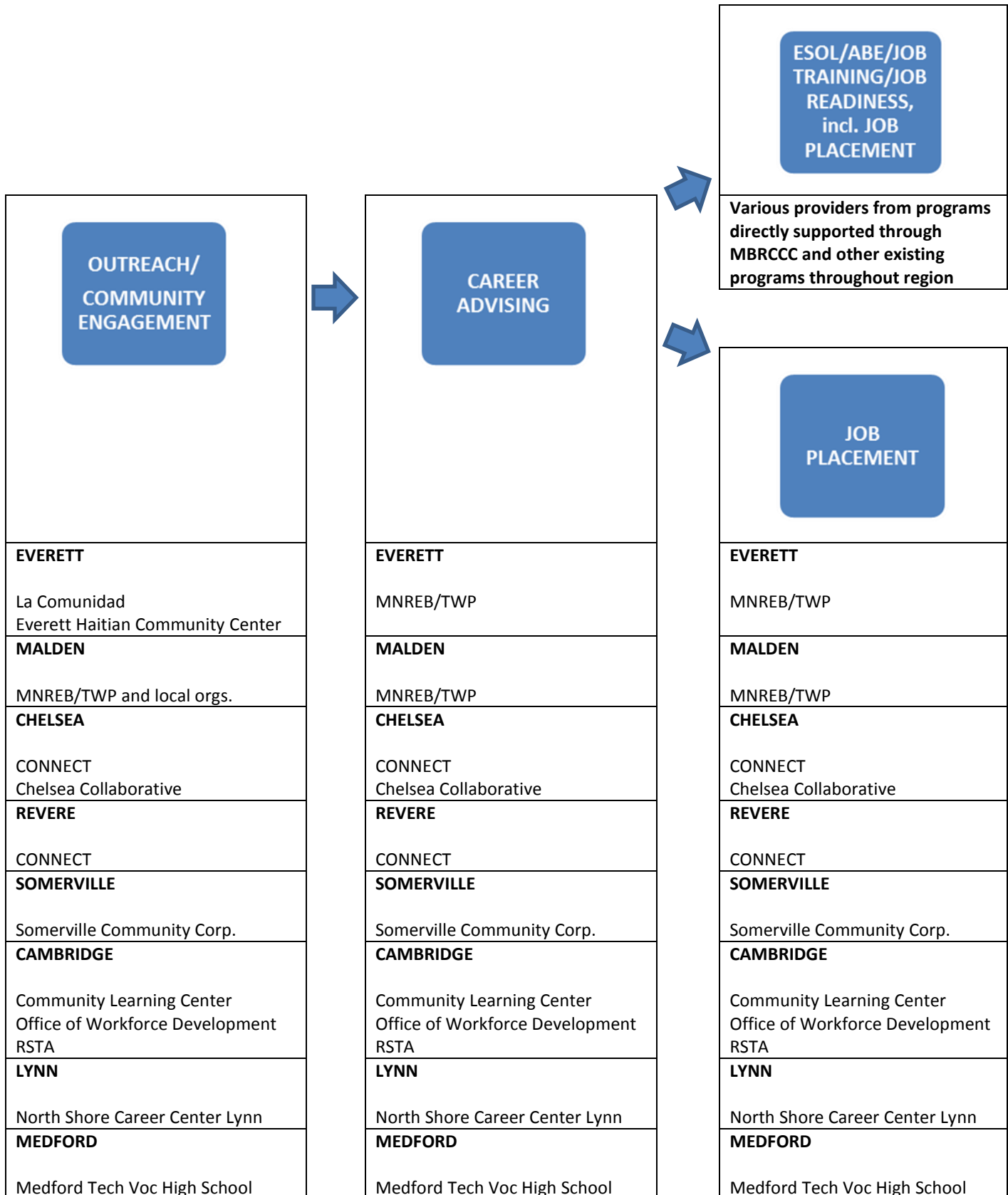


Signature of Responsible Municipal  
Official/Governmental Entity



Date

**Attachment A**  
**Metro Boston Regional Casino Careers Consortium (MBRCCC)**  
**Partner Roles and Descriptions**



## **Attachment A**

### **Metro Boston Regional Casino Careers Consortium (MBRCCC)**

#### **Partner Roles and Descriptions**

- **Metro North Regional Employment Board (MNREB)**- local workforce development board for Metro North workforce development area since 1998. Oversee numerous workforce development programs and initiatives, including sector projects in advanced manufacturing, retail, healthcare, and youth. Charters and oversees the Metro North One Stop Career Centers. The current operator of the Career Centers is The WorkPlace (TWP).
- **La Comunidad**- a non-profit organization based in Everett that has been working to improve the lives of Everett residents for almost 20 years. Services include community organizing, immigration services, ESOL, citizenship, and social services.
- **Everett Haitian Community Center**- a non-profit organization based in Everett in operation since 1999, EHCC promotes and strengthens the social and emotional well-being of the community, providing resources and services leading to self-sufficiency.
- **CONNECT**- a partnership of five organizations based in Chelsea, CONNECT helps people achieve sustainable living wage jobs and financial health and well-being by partnering to provide essential skills, knowledge and social capital in one central and supportive location. The CONNECT partnership has served 650 individuals and families between 2012-2016.
- **Chelsea Collaborative**- a non-profit organization based in Chelsea, the Collaborative has served 4,000 local residents since its inception 30 years ago. The collaborative provides a range of services including community organizing, youth and family service programs, citizenship and immigration programs, and employment services.
- **Somerville Community Corporation**- 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 and leadership. Since 2014, SCC has run the First Source Jobs Program, a program to connect residents who face barriers to employment to training and job opportunities to promote career and wage growth. The First Source Jobs Program serves approximately 140 people per year, on average.
- **Cambridge CLC, OWD, and RSTA**- the Community Learning Center is the City of Cambridge's adult learning center, providing ESOL and ABE programs. The Office of Workforce Development is the city-supported agency providing a range of workforce development services to local residents. RSTA is the career and technical education arm of the local Rindge and Latin High School. Together, these three agencies will serve as the point organizations for Cambridge residents for this project.
- **North Shore Career Center Lynn**- the Lynn office of the North Shore Career Centers will be providing the outreach, career advising, and job placement services for Lynn residents. The Career Center is part of the publicly funded workforce development system and chartered and overseen by the North Shore Workforce Investment Board.
- **Medford Technical Vocational High School**- Medford Tech is part of the Medford Public Schools system. The Medford Public Schools is a caring educational partnership of school, family and community designed to ensure that all students are afforded a safe and healthy learning environment in which they develop the knowledge, skills and attitudes to reach their full academic and personal potential. This partnership is dedicated to providing all students with a 21st century education that will enable them to be life-long learners and contributors to a diverse and rapidly changing world.

**METRO BOSTON REGIONAL CASINO CAREERS CONSORTIUM  
FY2019 BUDGET**

<b>REVENUE</b>	
<b>Grant</b>	
MGC Workforce Development Program Grant	\$300,000
<b>Cities Cash Match</b>	
City of Chelsea cash contribution*	\$50,000
City of Malden cash contribution*	\$50,000
City of Everett cash contribution	\$50,000
City of Revere cash contribution	\$50,000
City of Somerville cash contribution	\$25,000
City of Cambridge cash contribution	\$4,743
<i>Total Grant/Cash</i>	\$529,743
<b>In-Kind Matching Contributions</b>	
Metro North REB	\$34,295
The WorkPlace/Metro North REB	\$15,000
City of Cambridge	\$22,920
City of Everett/Everett Public Schools	\$20,000
City of Medford	\$15,000
<i>Total In-kind Match</i>	\$107,215
<b>TOTAL REVENUE CASH AND IN-KIND</b>	<b>\$636,958</b>

<b>EXPENSES</b>	<b>GRANT</b>	<b>CASH MATCH</b>	<b>IN-KIND MATCH</b>	<b>SOURCE OF MATCH</b>
<b>Community Engagement/Casino Career Advisors</b>				
City of Cambridge Office of Workforce Development/Community Learning Center (CLC)/RSTA			\$22,920	City of Cambridge in-kind
City of Medford- Medford Public Schools			\$15,000	City of Medford in-kind
La Comunidad (Community Outreach and Engagement)	\$5,000			
Everett Haitian Community Center (Community Outreach and Engagement)	\$5,000			
The Neighborhood Developers/CONNECT Chelsea		\$15,000		City of Chelsea cash match
Chelsea Collaborative		\$15,000		City of Chelsea cash match
The Neighborhood Developers/CONNECT Revere		\$15,000		City of Revere cash match
Somerville Community Corporation		\$15,000		City of Somerville cash match
Metro North REB/The WorkPlace - Malden Access Point		\$15,000		City of Malden cash match
Metro North REB/The WorkPlace - Everett Access Point			\$15,000	Metro North REB/The WorkPlace
<b>Job Training- NECAT</b>				
NECAT culinary arts training- staff, instruction, supplies, materials, recruitment, case management, job placement	\$95,000	\$45,000		Cash match: \$15,000 each from cities of Malden, Everett, Revere
Kitchen equipment for Parlin School		\$15,000		
Space/facilities at Parlin School for NECAT training			\$20,000	Everett City/Public Schools in-kind
<b>English for Employment - cost includes staff, instruction, supplies, materials, recruitment, case management, job placement</b>				
English for Employment course Everett	\$15,000	\$20,000		City of Everett cash match
English for Employment course Malden	\$15,000	\$20,000		City of Malden cash match
English for Employment course Revere	\$15,000	\$20,000		City of Revere cash match
English for Employment course Chelsea	\$15,000	\$20,000		City of Chelsea cash match
<b>Job Readiness Training - cost includes staff, instruction, supplies, materials, recruitment, case management, job placement</b>				
Job Readiness course Everett	\$12,500			
Job Readiness course Malden	\$12,500			
Job Readiness course Revere	\$12,500			
Job Readiness course Chelsea	\$12,500			
Job Readiness course Cambridge		\$4,743		City of Cambridge cash match
Job Readiness services Somerville		\$10,000		City of Somerville cash match
<b>Program Management and Fiscal Administration- MNREB</b>				
Project Management- Management of all program elements, coordination among all partners and cities, technical assistance to partners, tracking outcomes, grant reporting	\$42,000		\$17,150	Metro North REB
Fiscal Management- contracts, invoices, payments, grant administration	\$14,750			
Staff Fringe	\$17,025		\$5,145	Metro North REB
Premises	\$1,725			
Indirect	\$9,500		\$12,000	Metro North REB
<b>TOTAL EXPENSES</b>	<b>\$300,000</b>	<b>\$229,743</b>	<b>\$107,215</b>	<b>\$636,958</b>

\* Note: The commitments of cash match by the cities of Chelsea and Malden are subject to appropriation.

# City of Everett

## Office of the Mayor

**Carlo DeMaria, Jr.**  
MAYOR



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

January 31, 2018

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

Dear Commissioners:

On behalf of the City of Everett, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

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

- A \$50,000 cash contribution to support the following activities:
  - o \$15,000 for upgrades to the Parlin School kitchen for NECAT's use for its culinary arts training program.
  - o \$15,000 to support the costs of NECAT's culinary arts training program at the Parlin School.
  - o \$20,000 to support an English for Employment ESOL course to be held in Everett.
- An in-kind contribution of space, valued at over \$20,000, at the Parlin School for NECAT to operate its culinary arts training program year-round.

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

Sincerely,

A handwritten signature in blue ink that reads "Carlo DeMaria".

Carlo DeMaria  
Mayor  
City of Everett





**Everett Public Schools**  
**Administration Building**

**Frederick F. Foresteire**  
*Superintendent*

**Kevin J. Shaw**  
*Assistant Superintendent*

**Charles F. Obremski**  
*Assistant Superintendent of  
Business Affairs*

**Janice M. Gauthier**  
*Director of Curriculum*

January 29, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the Everett Public Schools, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

Everett Public Schools will provide space at the Parlin School for NECAT to operate its culinary arts training program in Everett. The Parlin School will be available to NECAT at no cost for the entire period covered by this project, including the summer period when school is not in session. The value of this in-kind contribution for heat, light and custodial fees will be in excess of \$20,000.00

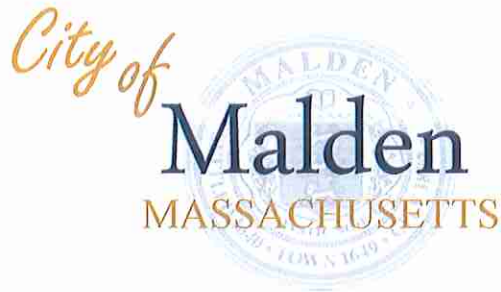
Everett Public Schools will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely yours,

Frederick F. Foresteire  
Superintendent of Schools

FFF:gg





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

**Gary Christenson, Mayor**

Thursday, February 1, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the City of Malden, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

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

- A \$50,000 cash contribution to support the following activities:
  - \$15,000 to support the outreach, career advising, and job placement services to local residents.
  - \$20,000 to support an English for Employment ESOL course to be held in Malden.
  - \$15,000 to support the costs of the NECAT culinary arts training program in Everett.

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,

**GARY CHRISTENSON**  
Mayor, City of Malden

110 Pleasant Street, Malden, MA 02148 | Phone: 781-397-7000 Ext. 2001 | [info@cityofmalden.org](mailto:info@cityofmalden.org)

*Strong Past... Proud Future*



## CITY OF REVERE

Brian M. Arrigo  
Mayor

January 30, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the City of Revere, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

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

- A \$50,000 cash contribution to support the following activities:
  - \$15,000 to support outreach, career advising, and job placement services to local residents.
  - \$20,000 to support an English for Employment ESOL course.
  - \$15,000 to support the NECAT culinary arts training program.

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

/ld



**Thomas G. Ambrosino**  
City Manager

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

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

January 29, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, Massachusetts 02110

Re: *Letter of Support*

Dear Commissioners:

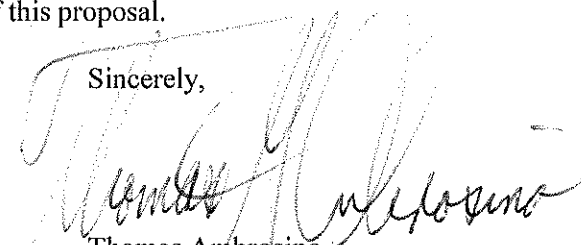
On behalf of the City of Chelsea, I am writing in support of the grant application from the consortium led by the Metro North Regional Employment Board for the 2018 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's residents and employers impacted by the new Wynn Boston Harbor gaming facility and resort.

As part of its support for this effort, and to ensure that the project has maximum impact and benefit, the City of Chelsea will seek from the City Council a \$50,000 appropriation to the consortium budget to be used for the following activities:

- \$30,000 to support outreach, career advising, and job placement services to local residents; and
- \$20,000 to support an English for Employment ESOL course to be held in Chelsea.

The City is committed to working closely with all consortium partners to ensure the success of this project. I respectfully ask for your support of this proposal.

Sincerely,



Thomas Ambrosino  
City Manager



CITY OF SOMERVILLE, MASSACHUSETTS  
JOSEPH A. CURTATONE  
MAYOR

February 1, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

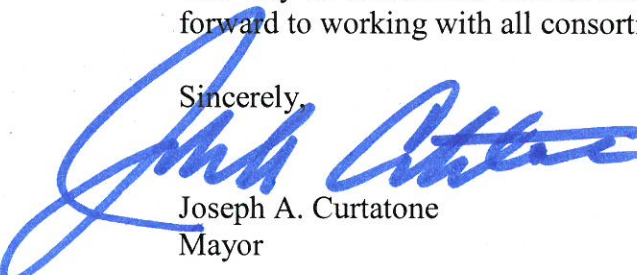
On behalf of the City of Somerville, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important 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 Wynn Boston Harbor gaming facility and resort.

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

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

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

Sincerely,

  
Joseph A. Curtatone  
Mayor

CITY HALL • 93 HIGHLAND AVENUE • SOMERVILLE, MASSACHUSETTS 02143  
(617) 625-6600, EXT. 2100 • TTY: (866) 808-4851 • FAX: (617) 625- 3434 • [www.somervillema.gov](http://www.somervillema.gov)  
E-MAIL: [mayor@somervillema.gov](mailto:mayor@somervillema.gov)







# City of Cambridge

## Executive Department

**LOUIS A. DePASQUALE**  
City Manager

**LISA C. PETERSON**  
Deputy City Manager

January 31, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the City of Cambridge, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn 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 \$27,663 which consists of:

- \$22,920 match contribution of staff salaries and benefits for two city staff members, one at Cambridge's Office of Workforce Development and one at Community Learning Center, to serve as "casino career advisors" and additional dedicated time from guidance staff at the Rindge School of Technical Arts within Cambridge Rindge and Latin School.
- \$4,743 match contribution of City staff time to co-develop and deliver a job readiness program to prepare residents to apply for positions at the casino and additional time of a career counselor to assist with job placement.

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.

Very truly yours,

Louis A. DePasquale  
City Manager  
City of Cambridge





# City of Medford

OFFICE OF THE MAYOR

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

FAX: (781) 393-2514  
TDD: (781) 393-2516

STEPHANIE MUCCINI BURKE  
MAYOR

January 31, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the City of Medford, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor casino and resort.

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

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

Sincerely,

Stephanie M. Burke  
Mayor

January 30, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the North Shore Workforce Investment Board (NSWIB) and North Shore Career Centers (NSCCs), I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

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

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

The NSWIB/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  
North Shore Workforce Investment Board

January 30, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the New England Center for Arts and Technology (NECAT), I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

NECAT is a non-profit culinary arts training organization based on Roxbury and now, thanks to the Gaming Commission, in Everett. NECAT-Boston trains approximately 150 unemployed and underemployed local residents per year for careers in the culinary arts and NECAT-Everett will train 40 additional students from January through August 2018. Since its inception in 2013, NECAT has graduated a total of 238 individuals and placed 76% of them in culinary positions at an average starting wage of \$14.64 per hr.

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

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

Sincerely,



Josephine Cuzzi  
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](http://www.lacomunidadinc.org)

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January 30, 2018

MA Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

To Whom It May Concern:


La Comunidad Inc. has been working to improve the lives of Everett residents for almost 20 years. We are deeply committed to ensuring that Everett residents get new opportunities for good jobs and employment at the Wynn casino. For the last fifteen years La Comunidad, Inc. has served more that 1,200 Everett residents each year.

We are supporting Metro North Regional Employment Board's proposal because all efforts to help our residents matter to us.

- Our residents need information about what will be available at the casino and in all the other backfill and new development opportunities. They need time to improve their English, improve their readiness for work with resumes and interview practice, and opportunities for some skills training.
- Our residents are under-employed—working at many part-time jobs or at low wage full time jobs. They are generally not eligible for training resources since they are not unemployed. This proposal creates resources targeted to under-employed residents.
- We want Everett residents to be in all employment levels—front of house, marketing, IT and gaming as well as the service and culinary jobs.

We want to ensure that our residents have the information and support to prepare so they are eligible for the hiring preference by becoming qualified. As the town most impacted by the coming casino, we believe we need a significant number of training opportunities targeted to Everett that will lead to hiring and jobs. We are committed to joining with others to ensure the success of this effort.

Sincerely,



Antonio Amaya  
La Comunidad Inc.



Everett Haitian Community Center  
427A Suite #6 Broadway  
Everett, MA 02149

857-251-9866  
[Everett Community Center@gmail.com](mailto:EverettCommunityCenter@gmail.com)  
Follow Us on FaceBook

January 30, 2017

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the Everett Haitian Community Center, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

In operation since 1999, EHCC promotes and strengthens the social and emotional well-being of the community, providing resources and services leading to self-sufficiency. Under this proposed project, EHCC is committed to providing the following services:

- Outreach and community engagement- EHCC will engage in a range of activities to educate and engage Everett residents about casino-related careers and the services offered through this project.

EHCC 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,  
*Myrlande G. Desrosiers*

Rev. Myrlande G. Desrosiers  
Executive Director



# Chelsea Collaborative

Empowering people, building our community

January 31, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the Chelsea Collaborative, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

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

- Outreach and community engagement- the Collaborative will engage in a range of activities to educate and engage Chelsea residents about casino-related 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 casino-related career.
- Job placement- the Collaborative will provide job placement services to residents interested in pursuing employment opportunities at Wynn or other casino-impacted employers.

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

Sincerely,

Gladys Vega  
Executive Director



January 30, 2017

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

Dear Commissioners:

On behalf of the CONNECT partnership, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Wynn Boston Harbor gaming facility and resort.

Launched in 2012 by The Neighborhood Developers (TND), CONNECT offers the services of five agencies working to improve the financial mobility of low-income families. This innovative collaboration capitalizes on greater utilization of existing services that are colocated, integrated and managed collectively to achieve greater impact for clients and greater efficiencies for service providers. Since CONNECT opened its doors, 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 casino-related 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 casino-related career.
- › Job placement- CONNECT will provide job placement services to residents interested in pursuing employment opportunities at Wynn or other casino-impacted employers.

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

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

Sincerely,

Ann Houston  
Executive Director  
The Neighborhood Developers/CONNECT







SOMERVILLE COMMUNITY CORPORATION

337 Somerville Avenue, 2<sup>nd</sup> Floor  
Somerville, MA 02143  
Phone 617. 776.5931  
[www.somervillecdc.org](http://www.somervillecdc.org)

January 31, 2018

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the Somerville Community Corporation (SCC), I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

Founded in 1969, SCC is a membership organization that provides leadership for sustaining the City of Somerville as a vibrant, diverse and tolerant community. SCC offers services and leads community organizing that supports low- and moderate-income Somerville residents in their efforts to achieve economic sustainability and increase civic participation and leadership. Since 2014, SCC has run the First Source Jobs Program, a program to connect residents who face barriers to employment to training and job opportunities that promote career and wage growth. Under this proposed project, SCC is committed to providing the following services through its First Source Jobs Program:

- Outreach and community engagement- SCC will engage in a range of activities to educate and engage Somerville residents about casino-related 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 a casino-related career.
- Job placement- SCC will provide job placement services to residents interested in pursuing employment opportunities at Wynn or other casino-impacted employers.
- Job readiness- SCC will provide non-technical job readiness services, which may include resume writing, job interviewing skills, and workplace communication skills.

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

Sincerely,

Daniel LeBlanc  
Chief Executive Officer

# CASINO ACTION NETWORK

Black Economic Justice  
Institute  
Chelsea Collaborative  
Dorchester Roxbury  
Labor Committee  
Greater Four Corners  
Action Coalition

La Comunidad Inc.  
Massachusetts  
Community Action  
Network  
One Everett  
Somerville Community  
Corporation

January 31, 2018

MA Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

To Whom It May Concern:

The Casino Action Network has been working since 2013 to ensure that the new Region A casino provide good jobs and fair access to those jobs. Now, as we see the opportunity for many thousands of permanent jobs in the future, we are in support of all efforts to ensure that residents of color, local residents, those who have not had access to good jobs, and those with CORIs get all possible assistance.

We are supporting Metro North Regional Employment Board's proposal because all efforts to help these residents in our region matter to us.

- Our residents need information about what will be available at the casino and in all the other backfill and new development opportunities. They need time to improve their English, improve their readiness for work with resumes and interview practice, and opportunities for some skills training.
- Our residents are under-employed—working at many part-time jobs or at low wage full time jobs. They are generally not eligible for training resources since they are not unemployed.
- We want currently low-income residents, immigrants, and residents of color to be in all employment levels—front of house, marketing, IT and gaming as well as the service and culinary jobs.

Our member organizations, One Everett/La Comunidad, Chelsea Collaborative, and Somerville Community Corporation, are in towns most impacted by the coming casino. We want to ensure that our residents have the information and support to become qualified so they are eligible for the hiring preference in the host and surrounding agreements. We are committed to joining with others to ensure the success of this effort.

Sincerely,



Marvin Martin  
Casino Action Network Chair



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

Black Economic Justice Institute  
Boston Tenant Coalition  
City Life/Vida Urbana  
Conservation Law Foundation  
Fair Housing Center of Greater Boston  
Greater Four Corners Action Coalition

Jamaica Plain Racial Justice and Equity Collaborative  
One Everett  
SEIU 32BJ District 615  
Somerville Community Corporation  
United for a Fair Economy



2018 FEB -5 PM 2:14

January 31, 2018

Mr. John Ziemba  
Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear John,

On behalf of Wynn Boston Harbor, I submit this letter of support in regards to the application for grant funding from the consortium led by the Metro North Regional Employment Board for the 2018 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 Wynn Boston Harbor gaming facility and resort.

As a partner in the project, Wynn Boston Harbor will:

- Contribute knowledge and expertise regarding curriculum, student assessment, and program design to ensure graduates of the training programs supported through this consortium meet our hiring needs.
- Participate in mock interviews, info sessions, career panels, and other career development activities for the participants of the training programs supported through this consortium.
- Interview qualified candidates of the training programs supported through this consortium for employment opportunities at Wynn Boston Harbor.
- Meet with and train the network of "casino career advisors" to ensure they are knowledgeable about the various job openings, career pathways, and hiring requirements for the permanent jobs once the facility opens in summer 2019.

Wynn Boston Harbor 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 "Robert DeSalvio", followed by a long horizontal line.

Robert DeSalvio  
President, Wynn Boston Harbor

cc: Chris Albrizio-Lee  
Director of Strategic Program Innovation  
Metro North Regional Employment Commission  
186 Alewife Brook Parkway, Suite 216  
Cambridge, MA 02138

Jacqui Krum, SVP & General Counsel – Wynn Boston Harbor  
John Tocco, Exec. Dir. of Community Relations & Government Affairs – Wynn Boston Harbor

WYNN BOSTON HARBOR  
DEVELOPMENT OFFICE  
101 STATION LANDING, SUITE 2200/MEDFORD, MA 02155  
#857-770-7000  
WWW.WYNNBOSTONHARBOR.COM

**Metro North Regional Employment Board**  
**2018 Community Mitigation Fund Workforce Development Program**  
**Application Summary**

Total Funding Available:

<b><i>Grant</i></b>	
MGC Workforce Development Program Grant	\$300,000
<b><i>Cities Cash Match</i></b>	
City of Chelsea cash contribution	\$50,000
City of Malden cash contribution	\$50,000
City of Everett cash contribution	\$50,000
City of Revere cash contribution	\$50,000
City of Somerville cash contribution	\$20,000
<i>Total Grant/Cash</i>	\$520,000

The project includes the following components:

1. **Casino Career Advisors/Wynn Employment Access Points**- this was started in the first year of the project under the 2017 grant. Organization(s) in each partner city engage and recruit local residents, provide career advising and assessment, make referrals to education and training programs, and provide job placement services. Organizations meet with Wynn on a quarterly basis and get trained on Wynn's Skillsmart website and employment application system.
2. **NECAT Everett Program**- Continue to fund the NECAT Everett program. Two more cycles of 20 students each.
3. **English for Employment**- an ESOL course specifically contextualized to the hospitality industry and focused on placing students in jobs at Wynn or other employers in the region. 4 classes total, one each in Everett, Malden, Chelsea, and Revere.
4. **Job Readiness**- a short course for individuals needing resumes, job interviewing skills, and other non-technical job readiness preparation with the end goal of job placement at Wynn or other employers in the region. 5 classes total, one each in Everett, Malden, Chelsea, Revere, and Cambridge.

Partners:

- **Cities:** Everett, Malden, Revere, Chelsea, Somerville, Cambridge, Lynn
- **Non-profit organizations:** MNREB (lead partner) and Metro North Career Centers, La Comunidad, Haitian Everett Community Center, The Neighborhood Developers/CONNECT, Chelsea Collaborative, Somerville Community Corporation, North Shore Career Centers Lynn
- **Training providers:** NECAT
- **To be determined via competitive procurement process:** English and Job Readiness providers





January 13, 2017

Commonwealth Corporation  
2 Oliver St, 5<sup>th</sup> Floor  
Boston, MA 02109

To Whom It May Concern:

On behalf of Wynn Boston Harbor, I submit this letter of commitment in regards to the partnership led by the Metro North Regional Employment Board (MNREB) in response to the Workforce Competitiveness Trust Fund FY '17 Appropriation Request for Qualifications (RFQ).

Wynn Boston Harbor will serve as an employer partner in this partnership, which focuses on culinary arts job training provided by the New England Center for Arts and Technology (NECAT). Our roles and responsibilities will be as follows:

- Contribute to curriculum, student assessment, and program design to ensure the program prepares graduates to meet our hiring needs, including the technical, soft skills, and work readiness requirements for entry level positions in our company.
- Communicate all culinary hiring needs to the partnership in a timely manner to enable the partnership to select and prepare potential applicants for interviews.
- Provide participant level data to the partnership for all program participants working at our company.
- Host students for culinary *stages* as Prep Cooks and complete a brief online assessment for each student.
- Interview and hire successful students from the partnership's training for all open culinary positions including First Cooks and Restaurant Chefs. While our facility is currently under construction and will not be opening until summer of 2019, Wynn commits to serving as a long-term hiring partner of this program. Our anticipated hiring needs for our opening include approximately 250 positions with excellent salary and benefits. Post-opening, we anticipate hiring an average of 30 of these employees annually. Hourly rates of pay for these positions are yet to be established for Wynn Boston Harbor, but it is estimated they will not be less than the current average rate of pay in the Greater Boston area of \$14-\$16.00 per hour for the positions designated above.

Wynn Boston Harbor is delighted to serve as an employer partner in this partnership and is committed to working with all partners to ensure the success of this program.

Sincerely,

A handwritten signature in dark ink, appearing to read "Robert DeSalvio", with a long, sweeping horizontal line extending to the right.

Robert DeSalvio  
President, Wynn Boston Harbor

WYNN BOSTON HARBOR  
101 STATION LANDING, SUITE 2200/MEDFORD, MA 02155  
#857-770-7000

Cambridge Chamber of Commerce  
485 Massachusetts Avenue  
Cambridge, MA 02139  
www.cambridgechamber.org  
ccinfo@cambridgechamber.org  
(617) 876-4100



January 17, 2017

Commonwealth Corporation  
2 Oliver St, 5<sup>th</sup> Floor  
Boston, MA 02109

To Whom It May Concern:

On behalf of the Cambridge Chamber of Commerce, I submit this letter of support in regards to the partnership led by the Metro North Regional Employment Board (MNREB) in response to the Workforce Competitiveness Trust Fund FY '17 Appropriation Request for Qualifications (RFQ).

The Cambridge Chamber supports the training program proposed by this partnership, which will focus on culinary arts careers with training provided by the New England Center for Arts and Technology (NECAT). There is a need for more trained culinary workers in our area. The Cambridge Chamber has about 750 members, with 75 of these businesses being restaurants or other businesses that employ culinary workers. The Cambridge Chamber will assist the partnership by facilitating connections with the Chamber's member businesses and distributing information regarding the partnership's training program.

The Cambridge Chamber is delighted to support this partnership and assisting with its success.

Sincerely,

A handwritten signature in blue ink that reads 'David P. Maher'. The signature is stylized with a large, looping 'D' and a trailing flourish.

David Maher  
President & CEO  
Cambridge Chamber of Commerce



January 17, 2017

Commonwealth Corporation  
2 Oliver St, 5<sup>th</sup> Floor  
Boston, MA 02109

To Whom It May Concern:

On behalf of the Malden Chamber of Commerce, I submit this letter of support in regards to the partnership led by the Metro North Regional Employment Board (MNREB) in response to the Workforce Competitiveness Trust Fund FY '17 Appropriation Request for Qualifications (RFQ).

The Malden Chamber supports the training program proposed by this partnership, which will focus on culinary arts careers with training provided by the New England Center for Arts and Technology (NECAT). There is a need for more trained culinary workers in our area. The Malden Chamber has 276 members, with 35 of these businesses being restaurants or other businesses that employ culinary workers. The Malden Chamber will assist the partnership by facilitating connections with the Chamber's member businesses and distributing information regarding the partnership's training program.

The Malden Chamber is delighted to support this partnership and assisting with its success.

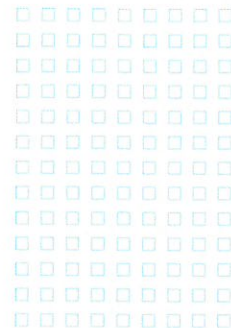
Sincerely,

A handwritten signature in black ink, appearing to read 'Jenna Coccimiglio', is written over the printed name and title.

Jenna Coccimiglio  
Executive Director  
Malden Chamber of Commerce



FOUNDATIONS OF OPPORTUNITY



450 Artisan Way  
Suite 320  
Somerville, MA 02145  
PH 617.684.1500  
FX 617.623.3601

January 17, 2017

Commonwealth Corporation  
2 Oliver St, 5<sup>th</sup> Floor  
Boston, MA 02109

To Whom It May Concern:

On behalf of Federal Realty, I submit this letter of support in regards to the partnership led by the Metro North Regional Employment Board (MNREB) in response to the Workforce Competitiveness Trust Fund FY '17 Appropriation Request for Qualifications (RFQ).

Federal Realty supports the training program proposed by this partnership, which will focus on culinary arts careers with training provided by the New England Center for Arts and Technology (NECAT). Federal Realty is the owner of Assembly Row in Somerville, which has 1,700 employees currently and an additional 1,000 openings anticipated by early 2018 across all the businesses in the development. Over twenty of these businesses are restaurants or other businesses that employ culinary workers. Federal Realty will assist the partnership by facilitating connections with Assembly Row's businesses and distributing information regarding the partnership's training program.

Federal Realty is delighted to support this partnership and assisting with its success.

Sincerely,

A handwritten signature in blue ink, appearing to read "Matt Ehrie".

Matt Ehrie  
Vice President/General Manager  
Assembly Row



January 12, 2017

Commonwealth Corporation  
2 Oliver St, 5<sup>th</sup> Floor  
Boston, MA 02109

To Whom It May Concern:

On behalf of Boston University Dining Services, I submit this letter of commitment in regards to the partnership led by the Metro North Regional Employment Board (MNREB) in response to the Workforce Competitiveness Trust Fund FY '17 Appropriation Request for Qualifications (RFQ).

Boston University Dining Services will serve as an employer partner in this partnership, which focuses on culinary arts training provided by the New England Center for Arts and Technology (NECAT). Our roles and responsibilities will be as follows:

- Contribute to curriculum, student assessment, and program design to ensure the program prepares graduates to meet our hiring needs, including the technical, soft skills, and work readiness requirements for entry level positions in our company.
- Communicate all culinary hiring needs to the partnership in a timely manner to enable the partnership to select and prepare potential applicants for interviews.
- Provide participant level data to the partnership for all program participants working at our company.
- Host students for culinary *stages* and complete a brief online assessment for each student.
- Interview and hire successful students from the partnership's training program for all open Prep Cook and Second Cook positions.
  - We have 4 current openings with an average starting wage of \$15.54, plus benefits.
  - We anticipate a total of 30 openings in these positions over the course of the program period (7/1/2017 – 6/30/2019) with an average starting wage of 16.71.

Boston University Dining Services is delighted to serve as an employer partner in this partnership and is committed to working with all partners to ensure the success of this program.

Sincerely,

A handwritten signature in black ink, appearing to read "John Zalis".

John Zalis

Sr. Human Resources Manager



# HARVARD

## CAMPUS SERVICES



January 11, 2017

Commonwealth Corporation  
2 Oliver St, 5<sup>th</sup> Floor  
Boston, MA 02109

To Whom It May Concern:

On behalf of Harvard University Dining Services, I submit this letter of commitment in regards to the partnership led by the Metro North Regional Employment Board (MNREB) in response to the Workforce Competitiveness Trust Fund FY '17 Appropriation Request for Qualifications (RFQ).

Harvard University Dining Services will serve as an employer partner in this partnership, which focuses on culinary arts training provided by the New England Center for Arts and Technology (NECAT). Our roles and responsibilities will be as follows:

- Contribute to curriculum, student assessment, and program design to ensure the program prepares graduates to meet our hiring needs, including the technical, soft skills, and work readiness requirements for entry level positions in our company.
- Communicate all culinary hiring needs to the partnership in a timely manner to enable the partnership to select and prepare potential applicants for interviews.
- Provide participant level data to the partnership for all program participants working at our company.
- Interview and hire successful graduates from the partnership's training program for all open Grill Cook, Salad Pantry, Assistant Cook, General Cook and 2<sup>nd</sup> Cook positions.
  - We have multiple current openings with an average starting wage of \$19.47 - \$22.98 per hour, plus benefits.
  - We anticipate a total of 60 openings in these positions over the course of the program period (7/1/2017 – 6/30/2019), with an average starting salary of \$19.47 - \$22.98 per hour, plus benefits.

Harvard University Dining Services is delighted to serve as an employer partner in this partnership and is committed to working with all partners to ensure the success of this program.

Sincerely,

David P. Davidson  
Managing Director

Frank Demmerly, Employment Specialist  
 Phone: (617) 530-9126  
 Fax: (617) 530-9626  
 Email: [fdemmerly@legalseafoods.com](mailto:fdemmerly@legalseafoods.com)



*If it isn't fresh, it isn't Legal!®*

January 12, 2017

Commonwealth Corporation  
 2 Oliver St, 5<sup>th</sup> Floor  
 Boston, MA 02109

To Whom It May Concern:

On behalf of Legal Sea Foods, I submit this letter of commitment in regards to the partnership led by the Metro North Regional Employment Board (MNREB) in response to the Workforce Competitiveness Trust Fund FY '17 Appropriation Request for Qualifications (RFQ).

Legal Sea Foods will serve as an employer partner in this partnership, which focuses on culinary arts training provided by the New England Center for Arts and Technology (NECAT). Our roles and responsibilities will be as follows:

- Communicate all culinary hiring needs to the partnership in a timely manner to enable the partnership to select and prepare potential applicants for interviews.
- Provide participant level data to the partnership for all program participants working at our company.
- Interview and hire successful students from the partnership's training program for all open Line Cook and Prep Cook positions.
  - We have 30 current openings with an average starting estimated wage of \$13.50, plus benefits. \*wages vary per location and are subject to change
  - We anticipate a total of 60+ openings in these positions over the course of the program period (7/1/2017 – 6/30/2019).

Legal Sea Foods is delighted to serve as an employer partner in this partnership and is committed to working with all partners to ensure the success of this program.

Sincerely,

Frank Demmerly  
 Employment Specialist



1-17-17

Commonwealth Corporation  
2 Oliver St, 5<sup>th</sup> Floor  
Boston, MA 02109

To Whom It May Concern:

On behalf of Bfresh Market, I submit this letter of commitment in regards to the partnership led by the Metro North Regional Employment Board (MNREB) in response to the Workforce Competitiveness Trust Fund FY '17 Appropriation Request for Qualifications (RFQ).

Bfresh Market will serve as an employer partner in this partnership, which focuses on culinary arts training provided by the New England Center for Arts and Technology (NECAT). Our roles and responsibilities will be as follows:

- Contribute to curriculum, student assessment, and program design to ensure the program prepares graduates to meet our hiring needs, including the technical, soft skills, and work readiness requirements for entry level positions in our company.
- Communicate culinary hiring needs to the partnership in a timely manner to enable the partnership to select and prepare potential applicants for interviews.
- Provide participant level data to the partnership for all program participants working at our company.



- Interview and hire successful students from the partnership's training for open Prep and Service positions.
  - We have 50 current openings for these positions.
  - We anticipate 100 openings over the course of the program period (7/1/2017 – 6/30/2019) for these positions.
  - These positions have an average starting wage of \$12.

Bfresh Market is delighted to serve as an employer partner in this partnership and is committed to working with all partners to ensure the success of this program.

Sincerely,



SIGNATURE

Kathi Preziosi  
Human Resource Manager

JASPER WHITE'S  
**SUMMER SHACK**

January 11, 2017

Commonwealth Corporation  
2 Oliver St, 5<sup>th</sup> Floor  
Boston, MA 02109

To Whom It May Concern:

On behalf of Summer Shack, I submit this letter of support in regards to the application led by the Metro North Regional Employment Board (MNREB) in response to the Workforce Competitiveness Trust Fund FY '17 Appropriation Request for Qualifications (RFQ).

Summer Shack supports the training that will be offered through this program, which focuses on culinary arts training provided by the New England Center for Arts and Technology (NECAT). Summer Shack is willing to provide input on training curriculum and interview/hire graduates from the program depending on skills, qualifications, and availability of job openings. We do not have any culinary openings right now, but anticipate 3-6 openings over the next year. Culinary positions include prep cook, line cook, pantry cook, and shucker. Starting wage for these positions are between \$11 - \$20 per hour depending on experience.

Sincerely,



Jasper White  
Chef/Partner  
Summer Shack

Jasper White, Inc. // Brilliant Foods, LLC  
32 Chestnut Street, Belmont, MA 02478