



22

COMMUNITY  
MITIGATION  
FUND

check if a joint application

**Appendix E – Workforce Development Application  
BD22-1068-1068C-1068L-68403**

*Please complete the entire Application.*

**1. PROJECT INFORMATION**

<b>a) NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT AND VENDOR CODE</b>	
MassHire Metro North Workforce Board and the City of Boston’s Office of Workforce Development	<b>Vendor Code:</b> VC6000181727

<b>b) PROJECT NAME (LIMIT 10 WORDS)</b>
Metro Boston Regional Gaming and Hospitality Consortium (MBRGHC)

<b>c) BRIEF PROJECT DESCRIPTION (LIMIT 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>d) CONTACT PERSON(S)/TITLE (Persons with responsibility for this grant)</b>
Hillary Bradburn, Senior Director of Workforce Initiatives, MassHire Metro North Workforce Board

<b>e) PHONE # AND EMAIL ADDRESS OF CONTACT PERSON(S)</b>
Phone: 508-658-3847 Email: <a href="mailto:hbradburn@masshiremetronorth.org">hbradburn@masshiremetronorth.org</a>

<b>f) MAILING ADDRESS OF CONTACT PERSON(S)</b>
186 Alewife Brook Parkway, Suite 216, Cambridge, MA 02138



## 2. IMPACT DESCRIPTION/CONNECTION TO GAMING FACILITY

**a) Please describe in detail the impact that is attributed to the operation of a gaming facility.**

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. Last year, the effort to assist these laid-off workers through the Community Mitigation Fund grant focused on community outreach and career counseling 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 state data shows that in 2021, 53,900 (+20.4%) jobs were added in the hospitality industry. In November 2021, the hospitality industry gained 5,400 (+1.7%) jobs over the month; the largest gain among the industries tracked by the Bureau of Labor Statistics. In addition, the Boston Planning and Development Agency currently has 13 hotel properties approved for development, five under review for approval, and six under construction. This steady recovery and growth projection phase is expected to continue into 2024. While leisure travel since summer 2021 has kept up at a good pace, for the Greater Boston region, the final determining index of recovery will be an increase in corporate travel.

Although hiring in the last quarter of 2021 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. The UNITE HERE Local 26 Union representing workers in Massachusetts's hospitality industry reports that 80% of their members have returned to work, with two thirds of those working full time. The remaining one third working reduced hours are projected to return to full time schedules by June 2023.

Confoundingly, the hospitality industry is experiencing a labor shortage. The Boston Business Journal reports that 6.3% of hospitality workers nationally quit their jobs in November 2021, the highest of any industry. Sebastian Colella, a vice president at the Pinnacle Advisory Group, has referred to the shortage as a "labor crisis" and "the number one concern going into 2022" for hotel employers in the Greater Boston area. The hospitality industry's response to this labor crisis has been wage growth. A 2021 study on wage and labor market trends conducted by PayScale indicates that the industries with the highest wage growth are those experiencing the brunt of a labor shortage, where competition for labor has been exacerbated by a higher quits rate in combination with lower unemployment and labor force



participation. Nationally, the industry demonstrating the highest wage growth is the Accommodation and Food Services industry with a 4.4% year to year wage growth.

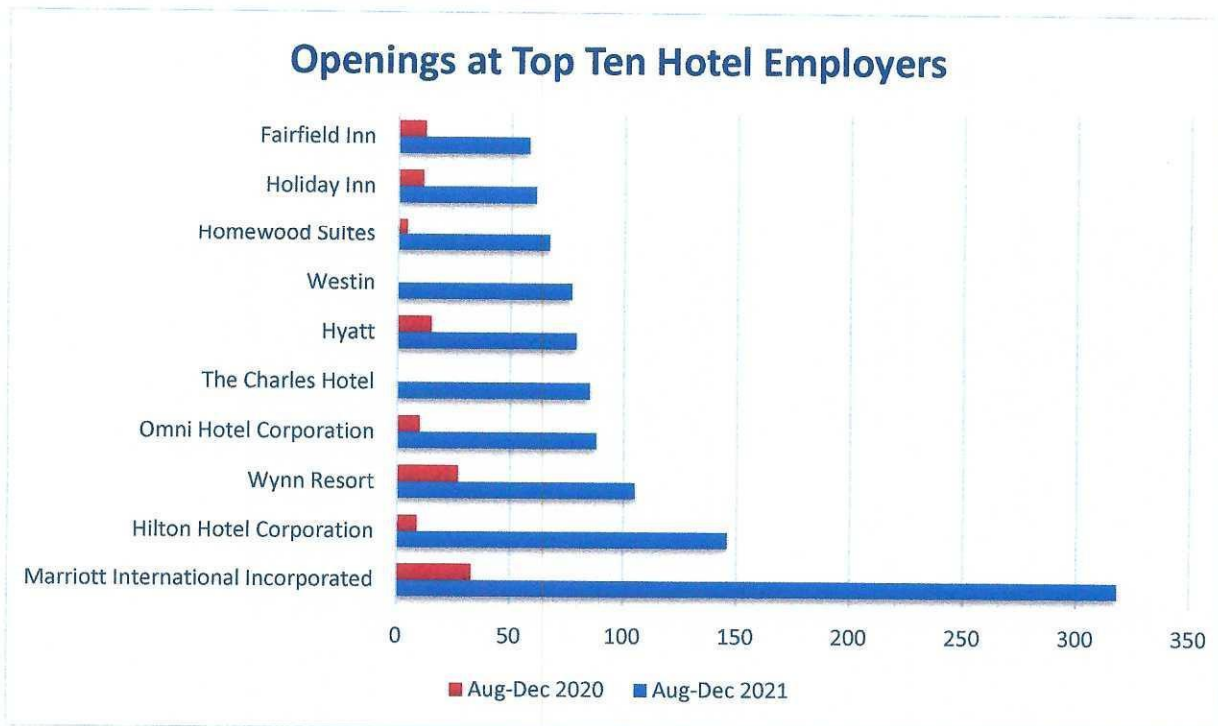
The apparent quandary between job openings, laid-off workers, and the labor shortage is tied to the conservative measures hospitality employers have undertaken to keep their businesses open, the changing impact of COVID restrictions on tourism and travel, and for workers, the ongoing challenges of life amidst 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.

**b) Please provide specific 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)**

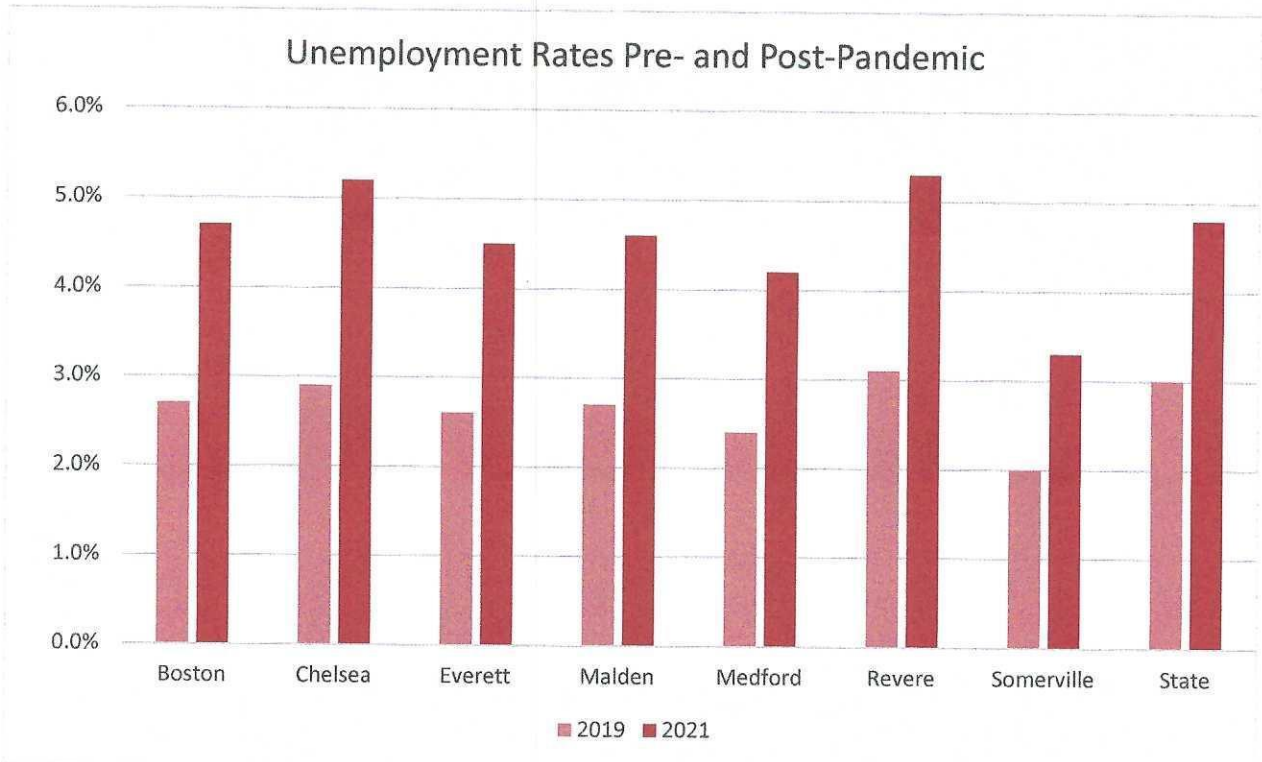
In November 2021, the overall state unemployment rate increased to 5.4% after the recorded yearly low of 4.9% in July 2021. As mentioned above, the last quarter of 2021 shows the number of vacancies in the hospitality industry rising at a steady level.

From August to December 2020, Encore posted 27 open positions. For the same period in 2021, that increased 288% to 105 open positions. 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.



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

Unemployment claims from laid-off workers in the hospitality industry has declined sharply. Data from the Massachusetts DUA shows the Boston and Metro North Workforce Development Areas (WDAs) have seen a decrease in monthly claimants by 40% from 2020 to 2021.



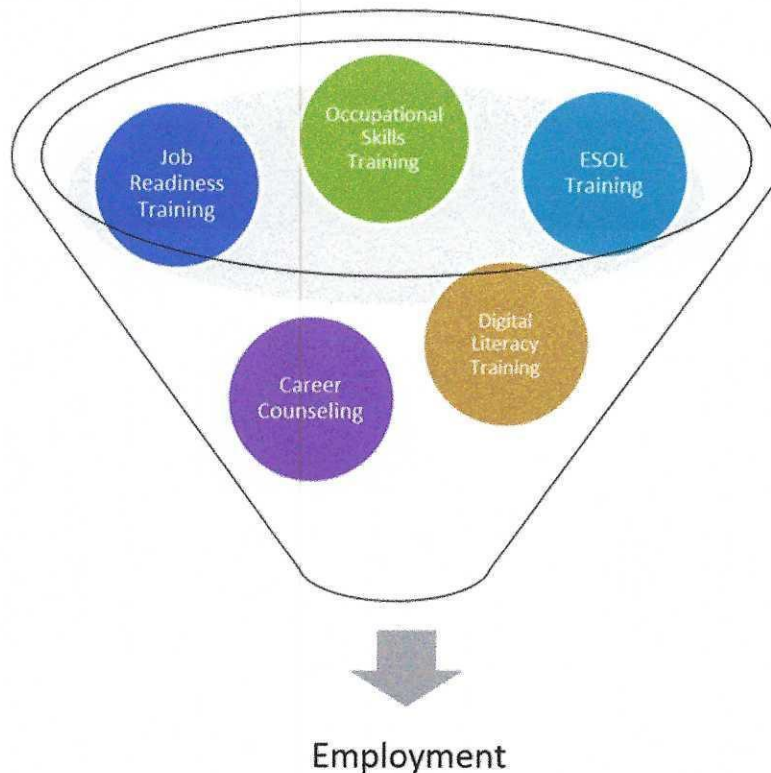
However, unemployment rates for hospitality workers from communities such as Chelsea and Revere doubled their 2019 unemployment rates. Cities such as Boston, Everett, Malden, Medford, and Somerville continue to experience a higher unemployment rate for Accommodation and Food Service workers than in 2019.

Analyzing both 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.



**d) How do you anticipate your proposed remedy will address impact?**

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.

**3. SCOPE/ PROPOSED USE OF WORKFORCE DEVELOPMENT FUNDS**

**a) Please provide a brief summary of the scope/proposal, including the amount requested. In determining the funding request, please round up to the nearest hundred dollars.**

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.

In addition, Consortium partners have committed an estimated \$1,817,990 in leveraged funding contributions.

Please see Attachment B for support letters from partners.



b) Please identify in detail the manner in which the funds are proposed to be used. Include a timetable for the programming described.

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 manner 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 2023 (July 1, 2022, through June 30, 2023).

**c) 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 English or 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. These proposed goals may change if restrictions on businesses are re-instated due to an increase in COVID-19 cases. 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.

**d) Please provide information regarding any meetings (include dates) and communications with licensees and related industries regarding specific workforce needs and what feedback they provided.**

11/2/21: Hillary Bradburn, the MassHire Metro North Workforce Board's Senior Director of Workforce Initiatives, met with Marilyn Crespo-Perry and Kara Henson, Recruitment Managers at Encore. This served as an introductory meeting between the Senior Director, who began working at the WB in October, and Encore staff. Topics discussed included current hiring needs in customer service, qualifications for in-demand positions, and 2021 CMF grant partner activities.

12/16/21: Hillary Bradburn had a conversation with Marilyn Crespo-Perry regarding hiring forecasts. Marilyn shared information on departments that will have the greatest hiring needs in 2022: culinary, hospitality, security, customer service, and cashiers. In addition, she shared the most sought-after skills for roles in those departments: math skills, customer service skills, and cooking skills. Partners delivering training in these fields were chosen for the 2022 CMF proposal.

**e) Please provide detailed budget(s).**

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

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

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

#### 4. COLLABORATIVE PARTNERS

a) Please list any collaborative partners and subgrantees. Define the roles of each entity.

**Project Personnel:**

1. MassHire Metro North Workforce Board (MNWB) – lead partner. As the lead partner, the MNWB's responsibilities under this project include:
  - Overall management and oversight of project activities
  - Data collection and reporting
  - Fiscal administration, including contracting, invoicing, and payments
  - Training and technical assistance
  - Management of project partners
  - Organizing and facilitating project meetings
  - Dissemination of labor market data, employment opportunities, and facilitating connections with employer partners
2. 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. 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.
  
2. Boston Education, Skills, and Training (BEST) Corporation – located in Medford and Boston. BEST will deliver their *Education, Training and Coaching Reemployment Program* throughout the grant year.
  - Funding would provide slots in BEST's 1) reemployment career coaching services, 2) technology classes, 3) English Language Training classes (contextualized for the hospitality industry), and 4) their *Introduction to Hospitality/Housekeeping Pre-Apprenticeship Program*. CMF-funded students would enroll in as many of these BEST program components as needed to reach employment goals.
  - 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).
  
3. La Colaborativa – located in Chelsea. La Colaborativa provide 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.

4. 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.

5. 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.



6. 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.
  
7. YMCA of Greater Boston (YGB) – located in Boston. YGB will deliver one-two cycles of a 12-week pilot program called *Training Inc. – Culinary Specialization* 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) 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.

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

The MBRGHC has been intentionally structured such that community-based organizations and training providers with deep knowledge and expertise in the communities of Boston and Metro North are key partners that conduct outreach to residents. The organizations identified in the response to question 5a were chosen specifically for their knowledge, skills, and abilities engaging residents of Boston and Metro North. Target demographics for training and career services include members of the Black, Indigenous, and People of Color (BIPOC) Community, unemployed and underemployed individuals, English language learners, immigrants, and women. In addition, the municipal governments in each of our host communities are also key partners who will work with project partners to ensure local and diverse residents are connected to project services.

**5. MEASUREMENT OF IMPACT**

**a) How will you measure the effectiveness of the proposed project in mitigation impacts? How will you provide the data for reporting? Include indicators proposed to measure results.**

The MBRGHC proposes to engage and serve at least 1,500 residents across the region through training and/or career advising services. An estimated 100 of these residents will be enrolled in an English or 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 those graduates will be placed into employment with 30-day retention. These proposed goals may change if restrictions on businesses are re-instated due to an increase in COVID-19 cases. The MBRGHC proposes to track and report the following performance indicators for each component of the project:

- Total number of individuals served
- Total number of individuals enrolled in a training program
- Percentage of students who achieved a measurable learning gain (higher score on post-test than pre-test), when applicable
- Percentage of students who graduated from a training program
- Total number of students receiving an industry-recognized credential
- Total number of individuals placed in employment with 30-day retention
- Average wage at placement



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

**a) Please provide detail regarding the internal controls that will be used to ensure that funds will only be used to address the impact**

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

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

**b) 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.**

All sub-recipients receiving funds from this CMF Workforce development Program will be required to enter in a subcontract with the MNWB. This subcontract will stipulate the specific responsibilities and uses of funds (“Scope of Work”), include a line-by-line budget, and delineate the process for invoicing and receiving grant disbursements. Sub-recipients will be required to submit regular invoices to the MNWB that directly coincides with the agreed-upon line-by-line budget. Sub-recipients will also be required to submit quarterly narrative reports and data sheets so that the MNWB may track and document progress towards grant outcomes and deliverables.

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

**7. 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.



Date: January 28, 2022

Signature of Responsible Municipal  
Official/Governmental Entity

Richard Dalton  
(Print name)

Chief Financial Officer  
Title:



<b><i>Project Personnel</i></b>
Metro North Project Manager
Boston Project Manager
<b><i>Local Partners</i></b>
Boston Chinatown Neighborhood Center (BCNC)
Boston Education, Skills, and Training (BEST) Corp.
Cambridge- Office of Workforce Development/Community Learning Center (CLC)
City of Somerville
La Colaborativa
Community Work Services (CWS)
International Institute of New England (IINE)
Somerville Community Corporation (SCC)
YMCA of Greater Boston (YGB)
<b><i>Project Administration</i></b>
7.5% of grant
<b><i>Totals</i></b>

**Metro Boston Regional Gaming and Hospitality  
2022 Community Mitigation Fund Buc**

Service(s) Provided	Funding
<i>ESOL for Customer Service Training</i> - contextualized ESOL training, digital literacy training, and career counseling	\$30,000.00
<i>Education, Training and Coaching Reemployment Program</i> - contextualized ESOL training, digital literacy training, occupational skills training (hospitality and housekeeping pre-apprenticeship), career counseling	\$100,000.00
The City of Cambridge commits to match contribution of staff salaries and benefits for two city staff members, one at the Office of Workforce Development, and one at the Community Learning Center, to serve as "gaming and hospitality career advisors."	
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.	
<i>Economic Stability Program</i> - contextualized ESOL training, digital literacy training, job readiness training, career counseling	\$64,000.00
<i>Workers Achieving Success (WACS)</i> - job readiness training, occupational skills training (green cleaning/maintenance, hospitality, and/or culinary), career counseling	\$75,000.00
<i>Ready, Set, Serve! Training Program</i> - contextualized ESOL training, occupational skills training (hospitality), career counseling	\$75,000.00
<i>First Source Jobs Program</i> - job readiness training, career counseling	\$43,500.00
<i>Training, Inc. Culinary Specialization Program</i> - contextualized ESOL training, job readiness training, occupational skills (culinary) training, and career counseling	\$75,000.00
	\$37,500.00
	Funding
	<b>\$500,000.00</b>
Grant and Match Funding:	\$2,317,900.00



**/ Consortium  
Budget**

Match Funding	Source of Match
\$20,000	MassHire Metro North Workforce Board in-kind
\$20,000	City of Boston in-kind
Match Funding	Source of Match
\$197,740	Public funding to support program
\$225,000	\$25,000 from public funding to support programming; \$200,000-300,000 from the Greater Boston Hospitality Employers Trust Fund (number will vary depending on hours worked by Local 26 union members) to support training
\$23,850	City of Cambridge in kind
\$25,000	\$15,000 cash contribution to support outreach, job placement, and career advising; \$10,000 in-kind contribution to support City staff
\$235,000	\$150,000 from public funding to support programming; \$85,000 from private funding to support programming
\$841,400	\$709,400 from public funding to support training; \$132,000 from private funding to support training
\$0	
\$200,000	\$50,000 from City of Somerville to support program; \$50,000 from City of Malden to support program; \$100,000 from public funding to support program
\$30,000	Public funding to support launch of program
Match Funding	
\$1,817,990.00	
90.00	



*City of Boston, Massachusetts*

*Office of the Mayor*

**MICHELLE WU**

January 5, 2022

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

Dear Ms. Judd-Stein:

I am writing to express my support for this application from MassHire Metro North.

Our Office of Workforce Development has collaborated with MetroNorth to develop a proposal that takes a regional approach to mitigating the impact of the Encore Casino on our workforce. Its goal is to provide residents of Boston and MetroNorth 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.

Our 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 MetroNorth proposal reflects that commitment.

Thank you in advance for your consideration.

Sincerely,

Michelle Wu  
Mayor of Boston





# City of Cambridge

## Executive Department

**LOUIS A. DePASQUALE**  
City Manager

January 28, 2021

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 regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in partnership with the City of Boston, for the 2021 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 needs of the region's hospitality industry workforce impacted by the COVID-19 global pandemic.

In addition to its support for this application for grant funding, the City of Cambridge will commit a total match contribution of \$23,850 which consists of:

- Match contribution of staff salaries and benefits for two city staff members, one at Cambridge's Office of Workforce Development and one at Community Learning Center, to serve as "gaming and hospitality career advisors".

As one of the surrounding communities of Encore Boston Harbor, the City of Cambridge is committed to ensuring that Cambridge residents have access to training, workforce development services, and career opportunities, particularly those most impacted by the Covid-19 pandemic and the resulting downturn in the economy generally and the hospitality/gaming industry specifically. The City of Cambridge will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

  
Louis DePasquale, City Manager  
City of Cambridge





CITY OF CHELSEA, MA  
Office of the City Manager

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

Thomas G. Ambrosino  
City Manager

January 12, 2022

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 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 Program. This proposed project will be an important investment designed to provide residents of Metro North and Boston area communities, including Chelsea, with access to career training and adult education, including the development of English language and digital literacy skills, that are necessary to thrive at the casino as well as at other businesses 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. The City of Chelsea is committed to supporting local nonprofit organizations that can help this regional workforce by delivering high-quality, timely job training and job search opportunities. The Metro North/Boston proposal advances that goal.

For these reasons, the City asks for your favorable consideration of the Metro North/Boston grant application.

Sincerely,

Thomas G. Ambrosino  
City Manager





CARLO DEMARIA  
MAYOR

**OFFICE OF THE MAYOR**

484 Broadway Everett, Massachusetts 02149

**Carlo DeMaria • Mayor**

☎ 617-394-2270

✉ [mayor@ci.everett.ma.us](mailto:mayor@ci.everett.ma.us)

---

January 18, 2022

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 regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in partnership with the City of Boston, for the 2022 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.

Sincerely,

Carlo DeMaria  
Mayor



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

**Gary Christenson, Mayor**

January 28, 2022

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 in support of 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 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 with 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 Malden 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,

**GARY CHRISTENSON**  
Mayor, City of Malden





**MEDFORD, MASSACHUSETTS  
MAYOR BREANNA LUNGO-KOEHN**

January 19, 2022

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 regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board, in partnership with the City of Boston, for the 2022 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 Medford 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,

A handwritten signature in blue ink, appearing to read "Breanna Lungo-Koehn".

Mayor Breanna Lungo-Koehn



## CITY OF REVERE

Brian M. Arrigo  
Mayor

January 24, 2022

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

Dear Commissioners:

On behalf of the City of **Revere**, I write in support of the application to provide much-needed workforce development services through the consortium led by the MassHire Metro North Workforce Board, in partnership with the City of Boston, through the 2022 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.

Revere's hospitality workforce was among the populations hardest hit by the COVID-19 pandemic and related shutdowns of restaurants, hotels, and gaming facilities. Although the more recent decline in the region's unemployment might suggest otherwise, these valued employers continue to struggle to operate - and my administration recognizes that the need to collaborate and invest in the recovery of the region's hospitality sector is higher than ever. Revere is also committed to supporting nonprofit organizations with long-standing relationships in their communities, as we believe these partners have the relationships and on-the-ground knowledge needed 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





CITY OF SOMERVILLE, MASSACHUSETTS  
KATJANA BALLANTYNE  
MAYOR

January 26, 2022

Massachusetts Gaming Commission  
101 Federal Street, 12 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 2022 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 placementservices to local residents.
  - \$10,000 in-kind contribution for City staff to support project activities and engagementwith 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

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)



January 25, 2022



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 Boston Chinatown Neighborhood Center (BCNC), 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 mission of BCNC is to ensure that the children, youth, and families we serve have the resources and supports they need to achieve greater economic success and social well-being. Under this proposed project, BCNC will enroll 4-8 Malden residents in its ESOL for Customer Service job 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.

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Ben Hires', with a long horizontal line extending to the right.

Ben Hires  
Chief Executive Officer



January 20, 2022

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

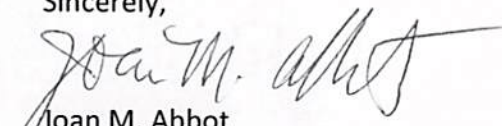
Dear Ms. Judd-Stein:

On behalf of Boston Education, Skills, and Training (BEST), 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 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 impacted by the Encore Boston Harbor gaming facility and the COVID-19 global pandemic.

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 this proposed project, BEST anticipates enrolling 40 unemployed and under-employed individuals in its Education, Training and Coaching Reemployment Program to help them gain the specific skills, certifications, and coaching they need to gain economic stability. This program includes career coaching for re-employment, technology training, English language training, and an Introduction to Hospitality/Housekeeping Pre-Apprenticeship program.

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,

  
Joan M. Abbot  
Interim 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 21, 2022

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 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.

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 written in a cursive, flowing style with a large, decorative flourish at the end.

---

Gladys Vega  
Executive Director



January 20, 2022

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 Community Work Services (CWS), 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.

Founded in 1877, Community Work Services (CWS) helps people who face barriers to work obtain employment and achieve self-sufficiency through innovative job training, placement, and support services. Under this proposed project, CWS will deliver its Environmental Commercial Cleaning/Building & Grounds Maintenance training program and its Hospitality Services training program. After an initial assessment of their aptitude, ability, and interest both academically and occupationally, participants will go through a job readiness course, and select a training. Case management will be available throughout program enrollment, job placement planning begins as soon as a training track is chosen, and job search services start when a trainee is ready for employment.

Community Work Services 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,

Craig S. Stenning  
Executive Director





International  
Institute of  
New England

January 24, 2022

Cathy Judd-Stein, Chair  
Massachusetts Gaming Commission  
101 Federal St, 12th 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 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 family 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 30 participants in its Ready, Set, Serve! 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.

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  
Senior Vice President, Advancement

**BOSTON**

2 Boylston Street, 3rd Floor

Boston, MA 02116

617-695-9990

**LOWELL**

15 Warren Street, 2nd Floor

Lowell, MA 01852

978-459-9031

**MANCHESTER**

470 Pine Street, Lower Level

Manchester, NH 03104

603-647-1500

**ONLINE** [iine.org](http://iine.org)

**EMAIL** [info@iine.org](mailto:info@iine.org)







SOMERVILLE COMMUNITY CORPORATION

337 Somerville Avenue, 2<sup>nd</sup> Floor  
Somerville, MA 02143  
Phone (617) 410-9904  
Fax (617) 776-0724

January 27, 2022

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 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.

Founded in 1969, the Somerville Community Corporation (SCC) is a membership organization that offers services and leads community organizing that supports low- and moderate-income Somerville residents in their efforts to achieve economic sustainability and increase civic participation. SCC operates the First Source Jobs Program, which connects local residents looking for jobs with local employers – providing residents with increased economic stability and employers with qualified, highly-motivated job candidates. We work closely with a network of local employers from across industries to support our job seekers, and we have recently launched our online job board to facilitate connections between job seekers and employers. We also refer job seekers to ABE, ESL, and hard skill training programs with other partner organizations. Funding from this proposed project would allow the First Source programs to provide these services to residents of the Greater Boston region, in particular Somerville, Malden, Medford, and Everett.

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,

Gonzalo Puigbo, Chief Executive Officer  
Somerville Community Corporation







FOR YOUTH DEVELOPMENT™  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

January 21, 2022

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 YMCA of Greater Boston (YGB), 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.

Founded as America's first YMCA in 1851, the YMCA of Greater Boston is dedicated to improving the health of mind, body, and spirit of individuals and families in our communities. We welcome men and women, boys and girls of all incomes, faiths, and cultures. Under this proposed project, the YGB will deliver its YMCA Training, Inc. Culinary Specialization program in partnership with New England Culinary Arts Training (NECAT). This partnership will provide ESOL classes contextualized for the food and customer service industries provided by our International Learning Center and soft/power skills, digital literacy, and job placement services provided by Training, Inc. Culinary training and ServSafe certification will be provided by NECAT. We anticipate enrolling 16-20 students from East Boston, Chelsea, and Revere.

The YMCA of Greater Boston 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,

Paul F Falvey  
CFO, signing on behalf  
of James O'S. Morton,  
President & CEO  
YMCA of Greater Boston