



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

**2017 COMMUNITY MITIGATION FUND
Specific Impact Grant Application
BD-17-1068-1068C-1068L-11234**

Please complete entire Application

1.	City of Springfield NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT
2.	City of Springfield Office of Management & Budget DEPARTMENT RECEIVING FUNDS
3.	Timothy Plante, Chief Administrative & Financial Officer, City of Springfield NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS
4.	Office of Management & Budget, Springfield City Hall, 36 Court Street, Springfield, MA 01103 for the City, the applicant; ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS
5.	City of Springfield: Timothy J. Plante, Chief Administrative & Financial Officer, 413 736-3111; tplante@springfieldcityhall.com PHONE # AND EMAIL ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS
6.	Timothy J. Plante, Chief Administrative & Financial Officer, City of Springfield for the applicant NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
7.	The Honorable Domenic J. Sarno, Mayor, City Hall, 36 Court Street, Springfield, MA 01103 Timothy J. Plante, Chief Administrative & Financial Officer, City of Springfield, City Hall, 36 Court Street, Springfield, MA 01103 ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

2017 SPECIFIC IMPACT GRANT APPLICATION

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**Timothy J. Plante, Chief Administrative & Financial Officer, City of Springfield,
tplante@springfieldcityhall.com, 413 736-3111**

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

Blue Tarp ReDevelopment, LLC

- 9. 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.

See Attachment A.

2. PROPOSED MITIGATION

Please identify below the manner in which the funds are proposed to be used. 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 describe how the mitigation request will address the specific impact indicated. Please attach additional sheets/supplemental materials if necessary.

See Attachment A.

3. 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.

See Attachment A.

4. 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.

See Attachment A.

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

1/31/17
Date

APPROVAL OF THE MASSACHUSETTS GAMING COMMISSION

On behalf of the Massachusetts Gaming Commission, the Commission hereby authorizes the payment from the Community Mitigation Fund in accordance with M.G.L. c. 29K as outlined in this Application.

Executive Director

Date

Ombudsman

Date

2017 Exhibit A

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

Caring Health Center's Richard E. Neal Community Health Center complex at 1049 Main Street in Springfield is across the street from MGM Springfield's casino construction. (See Figure 1 for the location map of Caring Health Center and the MGM Springfield Casino site.) Caring Health serves over 400 patients daily providing health care, dental services, behavioral health and WIC and wellness services at its Richard E. Neal complex. Caring Health Center experiences daily the impacts of casino construction, be it traffic congestion, loss of parking due to its reallocation to construction workers parking, noise, increased dust, unplanned utility outages, reduction/removal of handicap parking spaces, to name some of the ongoing impacts of casino construction.

This request for mitigation funding addresses the present challenges to patients trying to access the health center with blocked sidewalks, detours, relocated bus stops, blocked and eliminated handicapped parking spaces, and congestion delays. Because of the casino-induced congestion, patients arrive late which in turn has a ripple effect on all Caring Health patrons and staff. There are high levels of frustration amongst patients attributable to traffic and parking challenges at the Richard E. Neal complex.

Here is a sample of patient comments in their own words when asked how Caring Health Center could serve them better?

- *More parking spots. I keep getting tickets in some areas that I park due to no parking elsewhere.*
- *Need to improve parking, the way it is don't even want to bother coming.*
- *Parking is a horrible thing to find when coming in.*
- *I have problem to park my car. Sometimes streets are packed and busy and I am late to the appointment. Thanks.*
- *parking is a big concern. I drove around for 25 minutes trying to find parking.*
- *Parking made it difficult to use wheel chair with my grandmother and transport her to & from taxi to clinic. more space is needed for wheel chair accessibility. Thank you for asking.*

- *Parking sucks. Fix the parking problem - very bad!*
- *Please we need more parking. The only problem is the parking. Other services excellent.*
- *Parking is horrible had to park at subway. My kids almost got nailed by car leaving the parking lot.*
- *The parking area is always full and the side streets. I had to park 3 blocks away.*
- *better parking for mothers with children.*
- *more parking space needed. separate parking available for new moms and pregnant woman*

It is important to note these patient comments were not in response to a question about parking at 1049 Main Street, but rather a question on how CHC could serve them better. Clearly, parking and the challenges related to construction-induced congestion and delays are a major challenge encountered by Caring Health Center's patients accessing health services. Hence, this application for mitigation.

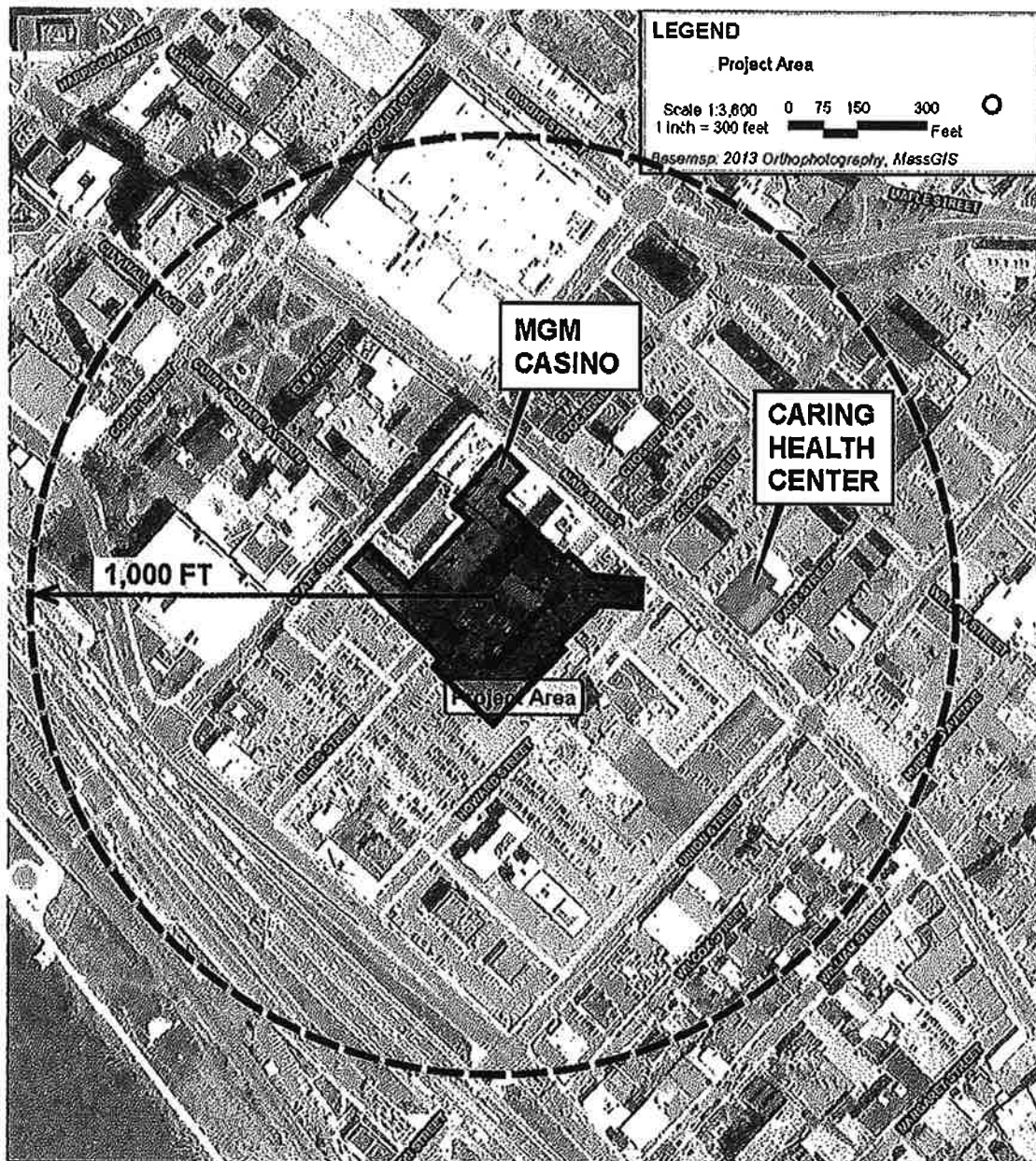
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When Caring Health Center rehabilitated the buildings at 1049-1055 Main Street in 2010 just after the tornado hit, there was ample on-street parking on Main Street, and the side streets, such as Park and Howard. At the time, there was no mention of possible casino development. Caring Health was heralded for its commitment to Springfield's South End as the first major South End employer to rebuild and re-commit to Springfield after the extensive tornado damage (which also took off the roof of Caring Health). Caring Health's Richard E. Neal Community Health Center's complex on Main Street received a waiver for parking requirements by the City of Springfield due to its central location, noting at the time that the majority of CHC patients either walked or took a bus to the Main Street facilities. On-street parking combined with the off-street lots Caring Health leased adequately served both patient and staff parking needs.

The state legislature's passage of authorizing legislation for resort casinos in 2011 and MGM Springfield obtaining a casino operating license for western Massachusetts catapulted Springfield's South End's into a construction zone, displacing residents and businesses over the past several years. Vacant land and buildings have become parking lots for construction workers. This has adversely impacted Caring Health Center's Richard E. Neal Community Health Center complex where nearby neighborhood residents were once able to easily and safely walk to get health care and patients living farther away often parked on the street in sight of the health center or in nearby parking lots. Today, on-street parking is significantly reduced with the creation of a super block for construction of the new MGM Springfield casino. Sidewalks have

been blocked with construction fencing and vehicles, often forcing people to walk in the street, which is unsafe for elders, persons in wheel chairs, and parents with children. Utility and temporary construction patches make easy, safe egress for persons with disabilities and strollers a challenge.

Figure 1. The location of Caring Health Center's Richard E. Neal Community Health Complex at 1049 Main Street in relationship to MGM Springfield.

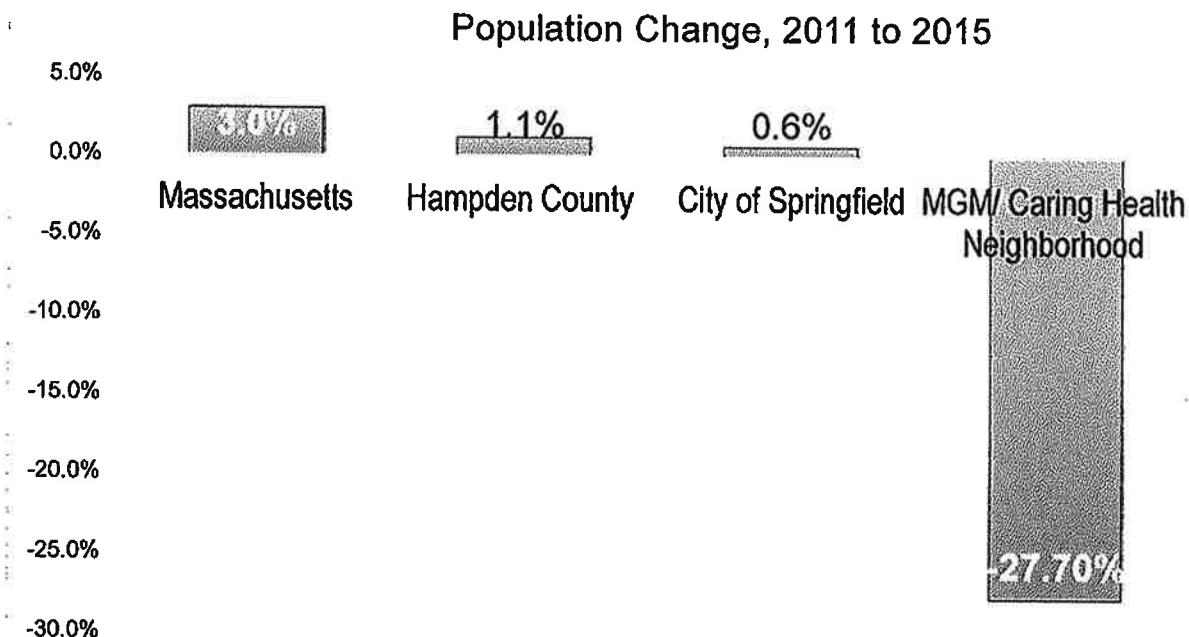


Since 2011, the number of persons living in the immediate neighborhood of Caring Health Center (as measured by Census Tract 8011.02) has declined 27.7%, that is over

1 in 4 people no longer live in the immediate neighborhood of Caring Health Center and MGM Springfield. The number of housing units has declined 10.7%. This is directly attributable to the development off MGM Springfield. Casino development and related speculation is displacing people and businesses in the immediate neighborhood. No other census tract in Springfield has experienced this percentage of population and housing unit loss from 2011 to 2015 as reported by the US Census in the American Community Survey data.

The population changes have triggered a change in the transportation mode of patients to Caring Health Center since some of our patients moved because of the new casino development which has eliminated housing and prompted others to seek a different environment. When the Richard E. Neal Community Health Center facilities at 1049 Main Street opened, most patients walked or took the bus. Today, 56.1% of the patients using the Richard E. Neal Community Health Center Complex drive. Of those driving, almost two-thirds (63%) encounter problems with parking and access, much of which is related to casino construction.

Figure 2. Population Change, Pre-Casino (2011) and Today (2015).



Data Sources: US Census Bureau, ACS 5 yr. est. 2011; and ACS 5 yr. est. 2015.

Concurrent with this change in transport mode is the loss of available public parking in the South End in the neighborhood of MGM Springfield and Caring Health. Public on-

street parking spaces have been significantly reduced due to construction activities and the resurfacing of lots for construction workers.

In addition, MGM Springfield has acquired most of the parking lots and available land that can be easily used for parking in the neighborhood. MGM Springfield's land acquisition (whether by MGM Springfield or its agents, such as Davenport or DF Main Street) has virtually eliminated potential parking areas within a walking distance of Caring Health Center and have furthermore driven up the cost of off-street parking. MGM Springfield and DF Main Street own over 92,000 SF of land beyond the designated project area, which further contributes to the parking squeeze. In addition, MGM and its agents have leased or optioned most of the other available off-street spaces. All of this off-street parking is being used by construction workers who are working on the casino. The loss of parking is directly attributable to casino construction.

The City as well as the Springfield Parking Authority own no public off-street parking facilities in Springfield's South End, except at the Central Library which is dedicated for library employees and patrons. Moreover, this lot is eight blocks (0.3 mile) away, requiring crossing several busy, heavily travelled streets, making it too far away for patient parking. Transportation planners typically use a one-quarter mile radius for the distance people may be willing to walk for commuting. The City's lot is 0.3 mile exceeding this standard. Moreover, Caring Health patients may be sick, have young children or be a frail elder. Walking eight blocks is not a realistic expectation as a parking alternative.

MGM Springfield did initially provide off-street parking area for patients on Union Street. Caring Health patient access to this lot was eliminated in mid-2016 by MGM. This eliminated 12 parking spaces within walking distance to Caring Health Center. Caring Health since 2010 has lost access to three other off-street parking lots. Even with a written agreement for parking, Caring Health suffers unannounced loss of parking that it is paying in advance for, as noted in an email to Caring Health's Chief of Operations, Jacqueline Johnson on July 27, 2016, from Joy Martin for Davenport:

"I apologize again for the inconvenience caused by the loss of the 7 parking spaces as a result of the fencing. Construction crew is in the process of demolishing the garage and underground foundations on the site and the fencing is required for safety. I was unable to provide you prior notice because, as we discussed, Davenport was not provided notice. I have spoken with the construction

manager for Tishman about the necessity for information affecting your parking situation.”

This loss was not only unannounced, it has become semi-permanent. Caring Health Center, in essence, summarily lost another 7 off-street parking spaces due to casino construction.

Providing a consistent and reliable source of off-street parking for patients has become increasing difficult for Caring Health, because of the casino construction. Caring Health last year (2016) requested renewal in August 2016 of its existing one-year off-street parking lease with Davenport (an agent of MGM Springfield), which was due to expire in November 2016. Caring Health was unable to secure lease renewal in a timely manner, even though it began negotiations 120 days prior to expiration (a reasonable time period). Moreover, when Caring Health did receive the new agreement it was only for six months. See photos in Figures 4 through 9.

Caring Health has approached other property owners and businesses in the area to explore potential shared-use parking strategies. However, existing owners and businesses are extremely protective of off-street parking resources given the new casino development and construction. This effort has not been fruitful.

Lack of patient parking is just one of the adverse impacts Caring Health Center is enduring. Blocked sidewalks impede patients' ability to safely walk to Caring Health, whether from a parked car, their home, or from the bus stop. The blocked sidewalks are the result of jersey barriers and MGM Casino-construction fencing. Safe ADA-accessible sidewalks have been scarred with utility cuts and temporary repairs making smooth access challenging for both people walking to Caring Health as well as people traveling from their parked cars with children, strollers, walkers and wheelchairs. In addition, the construction barriers often force pedestrians to walk in the street amongst moving cars.

Figure 3. Hubbard Avenue Parking Lot leased by Caring Health from Davenport. Caring Health's agreement for this lot expires June 2017, and is slated for construction worker parking.



Figure 4. MGM Zorzi Parking Lot for construction worker parking.



Figure 5. MGM Lester One Parking Lot for construction workers' parking.

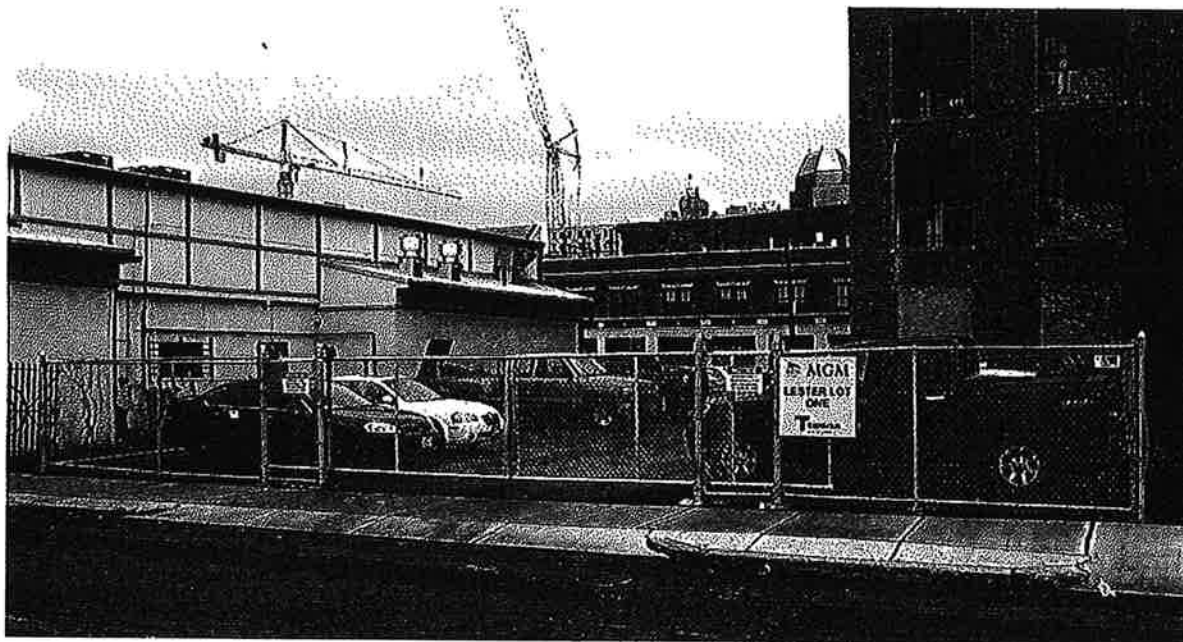


Figure 6. MGM Lester Lot Two for construction workers' parking.

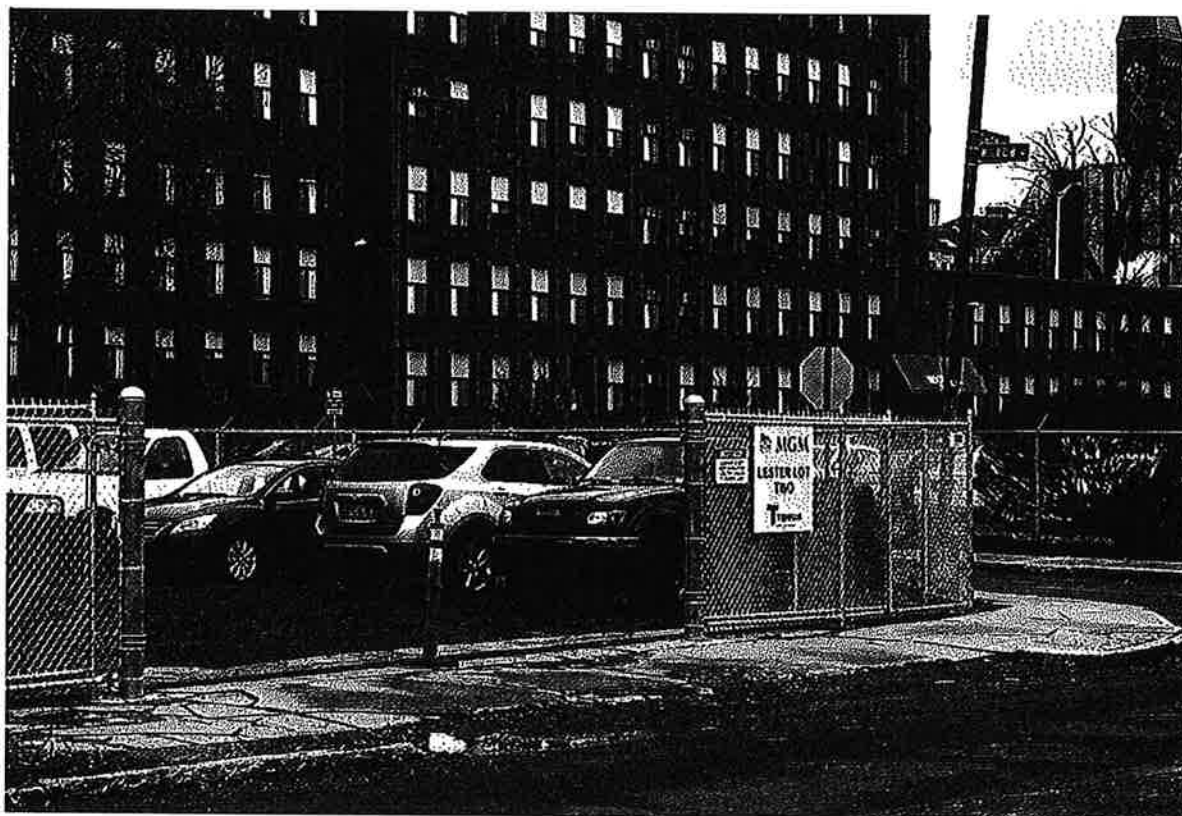


Figure 7. MGM Fred Lot One for construction workers' parking.

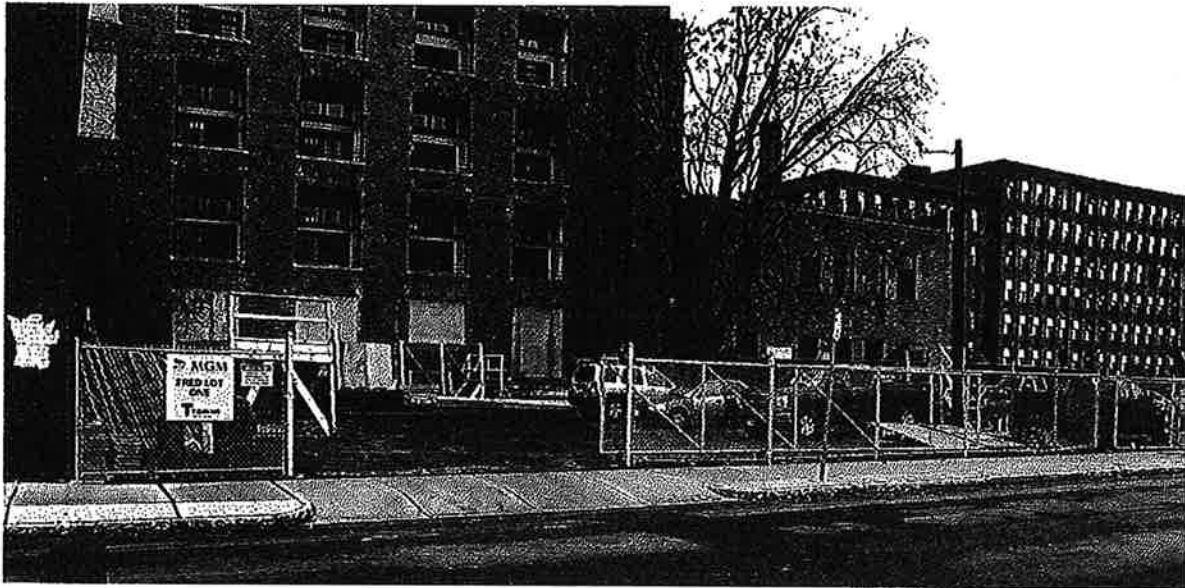


Figure 8. MGM 145 Union Parking Lot for construction workers' parking.

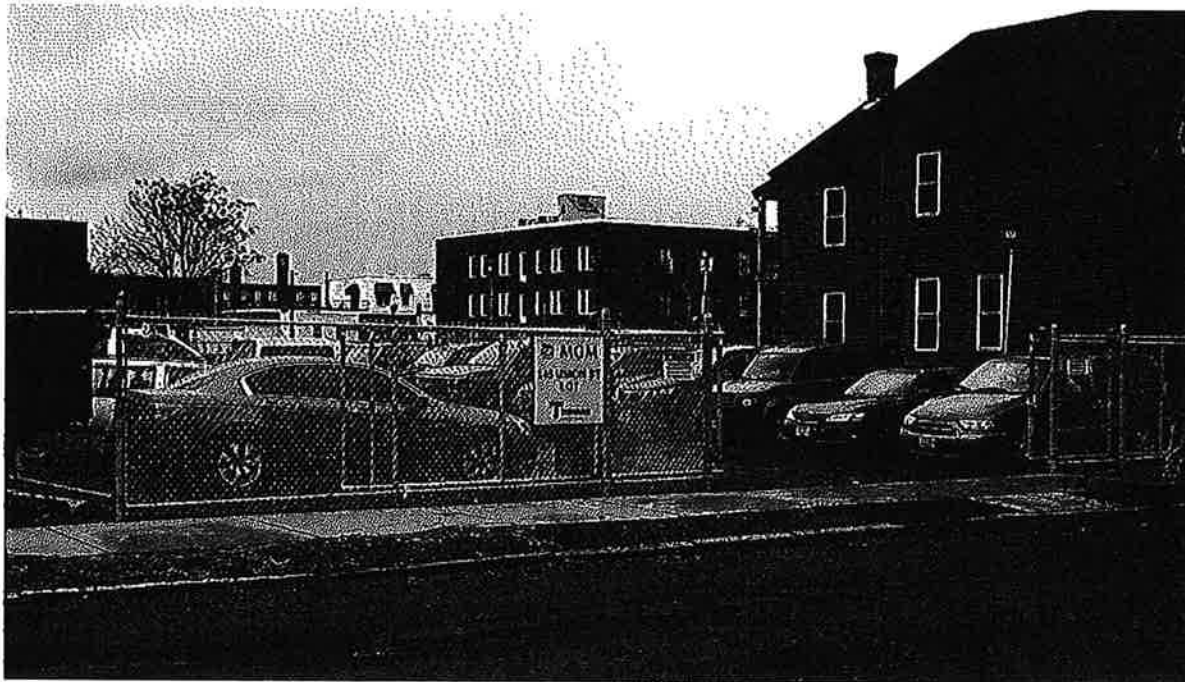


Figure 9. Blocked sidewalk impedes pedestrian access, including easy, safe pedestrian access from parking areas to Caring Health Center.



The overall negative publicity about construction and traffic problems combined with the actual on-the-ground adverse impacts of construction have caused reduced patient patronage. As one Caring Health patient puts it, "Need to improve parking; the way it is don't even want to bother coming." The anticipated as well as the real parking problems and construction impacts are creating disincentives for patients to come to Caring Health. Caring Health has observed that some of its patients are postponing or not scheduling regular monitoring, wellness and preventative health visits, due to the challenges of getting to the Caring Health Center Richard E. Neal Community Health Center complex's 1049 Main Street clinic. The hassle factor attributable to construction-related traffic and the lack of parking due to its reallocation for construction worker parking is suppressing impeding patient access to health care, suppressing patient visits, and client growth which typically occurs following an opening of a new community health care facility, like Caring Health Center's Richard E. Neal Community Health Care complex.

2. PROPOSED MITIGATION

Please identify below the manner in which the funds are proposed to be used. 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 describe how the mitigation request will address the specific impact indicated.

The City of Springfield on behalf of Caring Health Center and other businesses located on Main Street between State Street and Union Street is requesting mitigation funds for:

- Full funding and continuation of the successful valet parking pilot project service for patients to the Richard E. Neal Caring Health Community Health Center complex at 1049 Main Street, Springfield for another year and for Main Street businesses between State and Union Streets.
- Administrative costs related to the good management of mitigation funds (an in-kind costs and matching funds)

The specific costs and impacts are detailed in the table below.

MITIGATION FUND REQUEST	PURPOSE	IMPACTS ADDRESSED
\$ 157,803.	Valet Parking Initiative for patient parking at Caring Health Center's Richard E. Neal Community Health Center Complex at 1049 Main Street and for businesses along Main Street between State and Union Streets.	<ul style="list-style-type: none"> • Loss of on-street parking. • Loss of off-street parking lots. • Loss of parking to construction workers. • Blocked sidewalks, and the resulting lack of ADA accessibility and pedestrian safety. • Counteract real and perceptual image problems regarding lack of parking and traffic congestion.

Valet Parking Initiative Continuation

The City of Springfield contracted with the Springfield Parking Authority, and the Springfield Parking Authority selected Valet Park of America, following a public procurement process in accordance with Mass. Gen. Laws Ch. 30B, which governs

procurement by governmental agencies. Valet Park of America is a Springfield-based company with local employees which specializes in valet and transport services for medical and health care facilities throughout New England.

Providing visible, safe and easy parking for patients and others is currently not possible during MGM Springfield's casino construction without the pilot valet service which began two weeks before submittal of this Mitigation Fund application on January 17, 2017. Parking availability is getting scarcer, now that construction workers are on-site and there are delivery trucks routinely traveling to the construction site. The availability and sidewalk-access to off-street parking is variable. The additional off-street parking lots that Caring Health has leased are at least two-blocks away, and not directly visible from the clinic's Main Street entrance. Davenport's (MGM's agent) has leased a parking lot to Caring Health which is consistently full, and the continued availability of this lot beyond June 2017 is uncertain. Caring Health's patients need a consistent, reliable parking solution is needed for patient parking. 400+ patients daily visit Caring Health Center's Richard E. Neal Complex at 1049 Main Street. Nearly sixty percent (56.1%) of patients today are driving to Caring Health.

Leading parking consultants recommend that valet parking operations are best used in situations when an enhanced level of service is required, such as with medical patients who are ill or often unable to walk any distance, or in situations where a limited amount of less-than-desirable parking must be optimized. This is the situation facing Caring Health Center patients and patrons of other area businesses during the casino construction activities. Hence, the continued need for valet parking pilot initiative to mitigate construction impacts.

The cost of valet parking initiative is based on a proposal received by Caring Health Center from Valet Parking of America (VPA), a Springfield-based firm specializing in valet parking with over 25 years of experience in the industry. They have projected the cost of valet parking to be \$151,280 for two valet on-site valet personnel, for five-days a week, year-round with a contingency for potential need for occasional three personnel based on demand and the location of off-street parking. The VPA proposal follows this narrative (Exhibit A) as Appendix A.

The continued availability of pilot valet service at Caring Health will need to be publicized to Caring Health patients, to counteract the current confusion about parking and negative information being generated about traffic congestion and parking hassles in the project area. Thus, this proposal includes the cost of mailing an informational

post card about the valet service and how to get to Caring Health during the casino construction (\$2,098 for printing services (inclusive of shipping) based on a quote from 48 Hour Print and \$4,425 for US Postal Service business mailing of 25,000 pieces at 17.7 cents per piece. The printing estimate follows as Appendix B.

Caring Health Center will be providing an in-kind match of staff time dedicated to writing and undertaking graphic design services, and the coordination of production and mailing of materials to advise patients of parking and transport options including the valet service. Staff time expended by Caring Health includes the Chief Operating Officer (16 hours), Communications Manager (28 hours), Outreach Coordinator (50 hours), and translation staff (40 hours). In-kind staff time will be billed (accounted for) as to hourly rates plus 32.8% fringe benefit rate with back-up time records. The total cost of patient communication regarding parking, transportation and valet services to Caring Health is \$5,284 with Caring Health providing translation, writing, and graphic services to design the post card mailer, as well as coordination of production and distribution.

Caring Health Center's match contribution also includes payments towards the lease of parking spaces used by the valet service. This is being budgeted as fifteen spaces at \$60 per space monthly parking cost for a period of twelve months. The in-kind contribution by Caring Health for these parking spaces is valued at \$9,000. The parking spaces currently used for valet services provided by Caring Health are leased from DF Main Street. It is Caring Health's intention to provide twelve months of parking spaces for valet services. However, this is contingent upon the continued availability and renewed leasing of the Hubbard Avenue spaces to Caring Health by DF Main Street (Davenport).

The City of Springfield and the Springfield Parking Authority will incur administrative costs relative the administration and management of the Gaming Commissions 2017 Community Mitigation funds. These costs include procurement, legal, audit, processing of procurement requests and reporting. The administrative cost line is 6.5% of the overall request. The value of 6.5% administrative costs is \$11,490. In addition, the City of Springfield is providing an additional contribution of the use of two on-street parking spaces for use for the valet service, 5 days a week, 52 weeks per year, at a value of \$4,680. The total in-kind contribution by the City of Springfield is valued at \$16,170.

Overall, the City of Springfield and Caring Health Center will provide \$30,454 of match to the Community Mitigation Fund request to the MA Gaming Commission, which is an 19.3% overall match.

The breakout of the budget for the Valet Parking Initiative and leveraged in-kind contributions from Caring Health Center and the City of Springfield is shown in the table below.

	Purpose	Amount	Gaming Commission Mitigation Request	Matching Funds
VALET	Valet Parking Service for 15 months	\$ 151,280	\$ 151,280	
	Informational Materials Printing	\$ 2,098	\$ 2,098	
	Postage	\$ 4,425	\$ 4,425	
	Design, Writing, Coordination of Production & Distribution	\$ 5,284		\$ 5,284
	On-street parking spaces (2) for valet	\$ 4,680		\$ 4,680
	CHC parking lot lease to be used by valet	\$ 9,000		\$ 9,000
	Sub-total	\$ 176,767	\$ 157,803	\$ 18,964
ADMIN	City of Springfield's Admin Costs	\$ 11,490		\$ 11,490
TOTAL	OVERALL TOTAL	\$ 188,257	\$ 157,803	\$ 30,454

3. 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.

So as to conform with the Massachusetts Gaming Commission's requirements, upon award of community mitigation funds, the City of Springfield will enter into an Amendment to the Memorandum of Agreement with Springfield Parking Authority, so that the City can ensure that funding will be made only to remedy impacts and that the all applicable state and municipal laws including but not limited to Article 46, Section 2,

as amended by Article 103 of the Amendments to the Massachusetts Constitution. Community Mitigation Funds received by the City of Springfield will be managed in accordance with all applicable state and local statutes and regulations, and in accordance with the City's financial and grant management practices.

The Springfield Parking Authority is currently managing the trial valet program funded by the MA Gaming Commission with Community Mitigation Funds. The Springfield Parking Authority has similar fiscal controls to the City to assure proper accounting and reporting of all funds.

The fundamental purpose of Springfield's financial management plan is to ensure the appropriate, effective, timely and honest use of funds. Specifically, Springfield ensures that:

- Internal controls for monitoring, reporting and management are in place and adequate. Documentation is available to support accounting record entries;
- Financial reports and statements are complete, current, reviewed periodically; and
- Audits are conducted in a timely manner and in accordance with applicable standards.

The City of Springfield has policies and administrative procedures to prevent fraud and abuse of funds, and duplication of benefits. In addition, the City of Springfield's Office of Internal Audit has established a 24-hour fraud hotline. The City of Springfield and the Springfield Parking Authority include contract provisions for reimbursement of funds in the case of fraud or misuse in their agreements.

Caring Health Center, Inc. is a nonprofit organization incorporated under the laws of the Commonwealth of Massachusetts. Caring Health Center operates in accordance with Section 990 and is considered by the federal government a community health center which is supported by the US Health Resources and Services Administration. Furthermore, Caring Health Center receives funding from the City of Springfield and the Commonwealth of Massachusetts for health care and wellness activities. See letter from the General Counsel of the Massachusetts Department of Public Health in Appendix C. The Springfield City Solicitor has previously communicated to the Massachusetts Gaming Commission that Caring Health Center is eligible to receive funds and benefits from the Commonwealth. Moreover, the purpose of this request is to address traffic congestion and the safe movement of people to access health care, which is a public purpose activity.

4. 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.

There is no explicit mention in either the Host Community or the Surrounding Community Agreements that address construction impact and the loss of patient parking pertaining to Caring Health and the other affected businesses. The Host Agreement does form a Springfield Casino Liaison Office to facilitate communication. While this is an overall positive improvement, it does not directly address the impacts borne by Caring Health Center and others since construction has begun.

The FEIR discusses construction mitigation, and outlines parking alternatives for the displaced on-street and off-street parking in the project area. However, all alternatives enumerated in the FEIR are for north and/or west of the project area. This does not help Caring Health Center Richard E. Neal Community Health Center complex at 1049 Main Street directly across the street from the southeast corner of the project area. This would require patients to walk at least a quarter-mile or more to park when they may be ill, with children, or possess mobility issues. Although MGM intends to operate a shuttle as part of its replacement parking strategy during construction, this has not been operational during the site-preparation and early construction phases of the construction period (which are currently underway). Moreover, the shuttle is a more appropriate strategy for employee, and long-term parking. The most acute impacts of construction experienced by Caring Health is the impact of construction upon patients, particularly patient access to CHC – trying circumvent the blocked sidewalks and finding nearby parking.

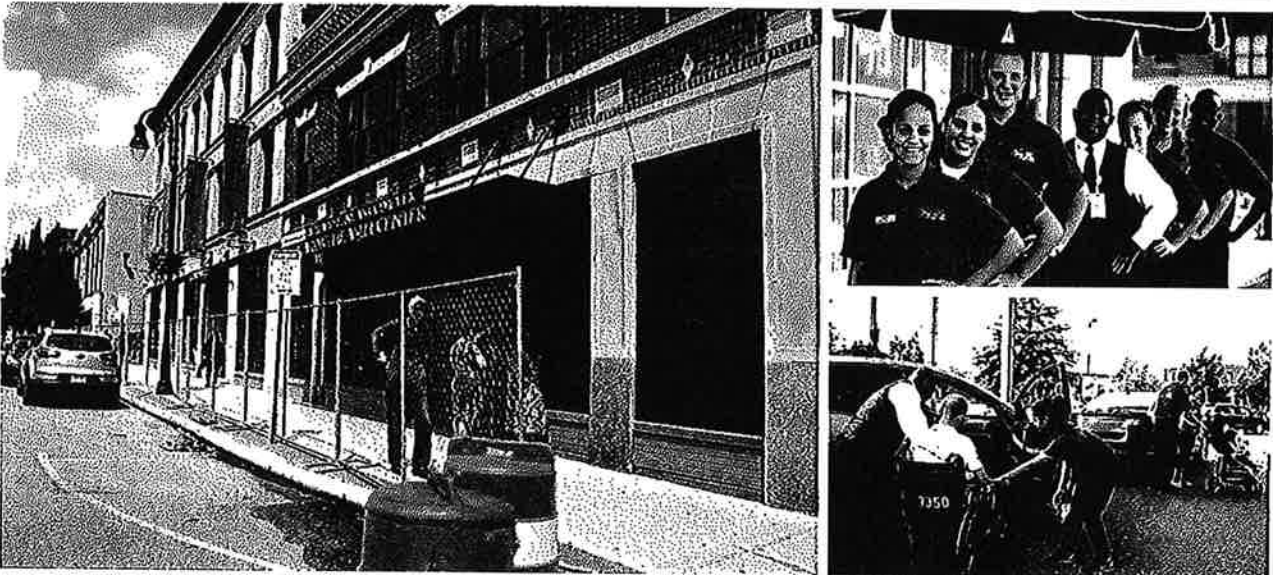
In addition, MGM Springfield and its agents (DF Main Street and Davenport) have acquired over 100,000 SF of land in various parcels beyond the project area for construction worker parking. (The FEIR identifies the project area is depicted in Figure 1.) The FEIR did not anticipate the impacts of this extensive acquisition of off-street properties and land area by MGM beyond the project area on the South End. MGM Springfield's land acquisition policies beyond the project area further constrain scarce off-street parking resources for long-time South End residents, businesses and services, such as Caring Health Center. In addition, these localized parking areas for construction workers add to the traffic congestion around the project area and adversely

impact Caring Health. Hence, the need for valet parking services to enable patients to access health care services.

The City is committed to working with Caring Health Center and other affected area businesses to address the construction-related impacts of casino development and is supportive of this 2017 request for community mitigation specific impacts.

Proposal to Provide Valet Parking Services for the Springfield Parking Authority at Caring Health Center

January 30, 2017



Prepared by:
Timothy P. Graney, Vice President of Operations
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Driving You Forward™

January 30, 2017

Thomas D. Moore, Esq.
Interim Executive Director
Springfield Parking Authority
150 Bridge Street
Springfield, MA 01103

Re: Valet Parking Services at Caring Health Center

Dear Mr. Moore,

I would like to thank you for giving us the opportunity to offer you this proposal to continue providing valet parking services for the Springfield Parking Authority at Caring Health Center. Our goal continues to be to provide you with the most convenient, professional, customer service-oriented system of parking possible.

We are submitting this proposal to extend the valet service we offer to businesses impacted by the casino construction in the South end of Springfield. After only two weeks of offering this service we've received encouraging feedback from both businesses in the area as well as their patrons. We've made an immediate positive impact on the parking situation and we believe the volume will continue to rise as more people become aware of the service.

I'm always available to answer any questions or concerns you might have relating to this proposal. I can be reached anytime at (800) 599-8916.

Sincerely,

A handwritten signature in black ink that reads 'Timothy P. Graney'. The signature is written in a fluid, cursive style.

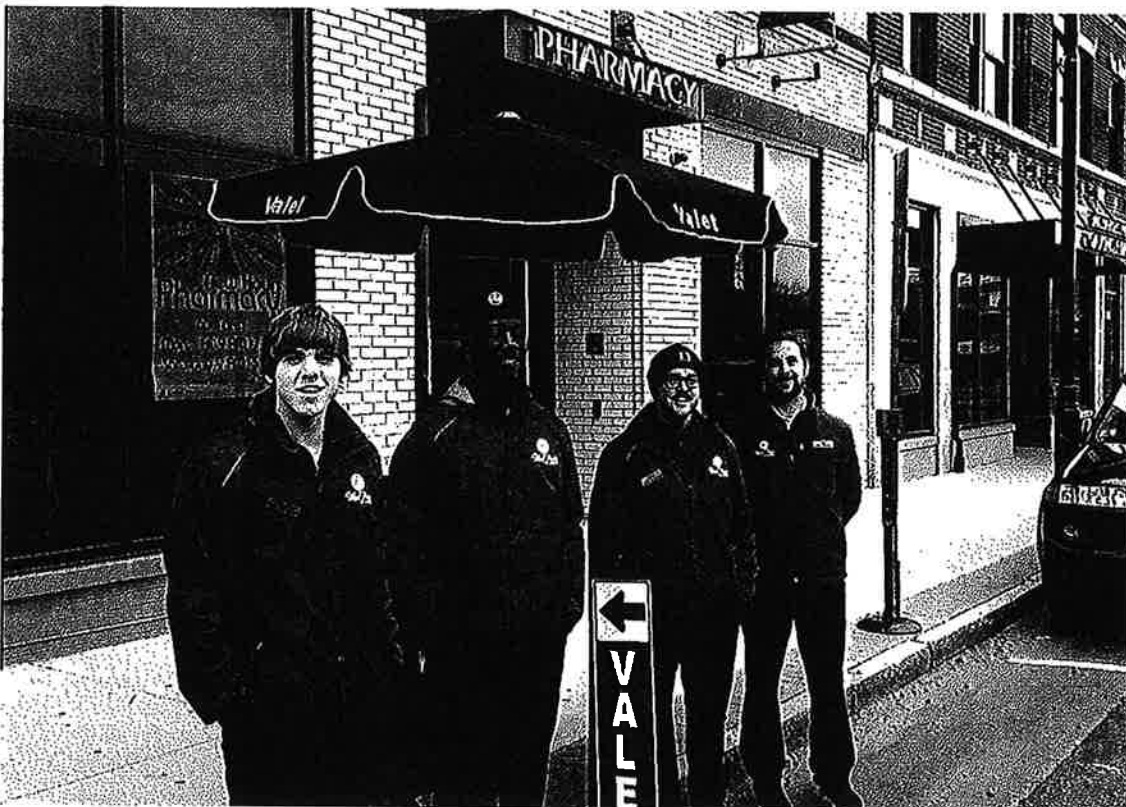
Timothy P. Graney
Vice President of Operations

Executive Summary

We understand how valuable your time is and would like to highlight a few areas that we feel will differentiate us from the competition enabling us to exceed your expectations:

- ◊ **Current Impact** — We've seen a steady increase in car volume since the first day of service. We expect this volume to continue to increase as more people become aware of this service. Along with increased awareness we've had a lot of positive feedback from local businesses and their patrons.
- ◊ **Local Management** — VPA's corporate headquarters is located on Spring Street in downtown Springfield. VPA has an exceptional, hands-on, local management team; which means you can concentrate on managing the facility while we take care of managing the valet operation. Our regional manager, Nick Schloesser, will be able to meet with the management of the Caring Health Center regularly and respond quickly to its needs in person. An on-site manager will be selected to work Caring Health Center to ensure we are delivering the highest level of service on a daily basis. We will always provide you with a fully trained staff who are experienced in how to handle a variety of vehicles and our system of parking management.
- ◊ **Customer Feedback**—We will solicit customer feedback and create a best practices program at your location. We do this through customer comment cards, surveys, and a QR code on our tickets that customer can give feedback through our website. On average, VPA receives at least one letter per week from various customers and clients complimenting our services.
- ◊ **Employees** — Because our employees represent both Caring Health Center and Valet Park of America, it is critical that we are careful in who we hire and how well trained they are. We consider our employees to be our greatest assets, which is a direct result of our exceptional hiring procedures, training, pay rates and benefits. VPA is currently involved in a variety of high quality programs which encourage the development of our employees and of the entire company. These programs include a combination of our own developed courses as well as the Franklin Covey Four Disciplines System. We also have one of the highest retention rates in the parking industry overall which is the result of providing our employees some of the most generous wages, incentive bonuses, and benefits the industry has to offer. This means Caring Health Center will receive well trained and highly effective attendants.
- ◊ **Superior Customer Service** — VPA will invest heavily and be accountable to Caring Health Center with regards to improving the delivery of outstanding customer service through recruitment, hiring, training, and retention of the type of people necessary to provide this service. We also offer employees a multitude of financial incentives and rewards for delivering excellent service.

- ◉ **Experience** — Valet Park of America has over 26 years of valet parking, transportation, and parking management experience. We have a proven track record of success with a variety of health care facilities, entertainment destinations, resorts, casinos, restaurants, banquet facilities and other local businesses. Our years of experience will allow us to efficiently and effectively implement the parking and valet services for Caring Health Center.
- ◉ **Similar and Local References** — Valet Park of America currently provides services for a number of medical facilities and other local businesses in Massachusetts and throughout in the Northeast. Having an experienced employee pool to draw from will help us to quickly adapt to any changes that need to be made during the startup of the operation. We have the management and infrastructure in place in Springfield to support this operation.
- ◉ **Safety & Convenience**— Offering valet service at Caring Health Center will provide a sense of safety and security for those coming to Springfield knowing they won't have to look for a parking spot in an unfamiliar area. The service is also very convenient for anyone looking to avoid a lengthy walk from an available parking space.
- ◉ **Quality** — VPA conducts anonymous shop audits in addition to enacting driving safety surveillance, monitoring camera systems, and a bonus coupon program for employee performance. These measures are just a few examples of our highly effective quality control programs. This will ensure the consistency of service for Caring Health Center while providing performance incentives for our employees for providing excellent service.
- ◉ **Insurance** — VPA provides among the highest levels of insurance in the industry. Please refer to our protection from liability section and note our coverage limits in our garage keepers and umbrella policy.



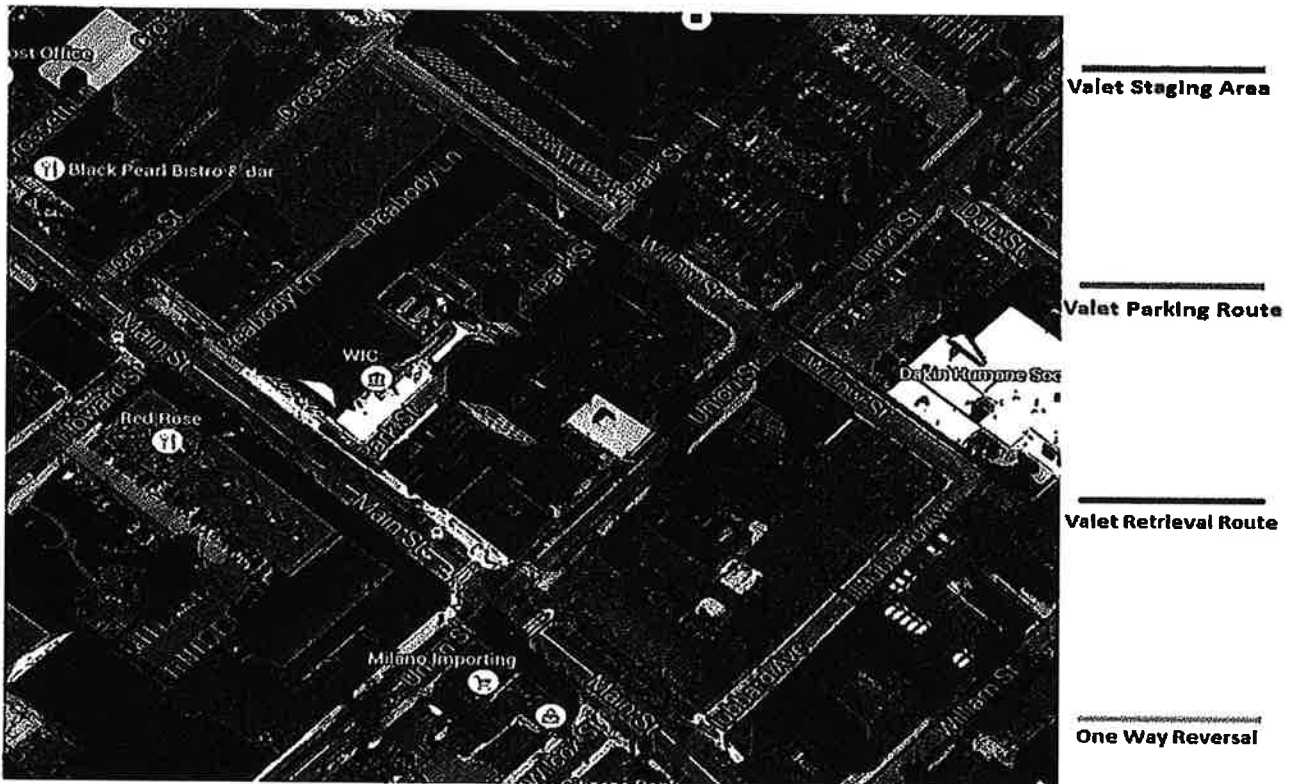
Background and Project Summary

The procedures developed by Valet Park of America will result in an efficient and convenient system of valet parking, which will greatly enhance the professional atmosphere and environment of Caring Health Center.

- Valet Park of America (VPA) was organized in June of 1990 and is based in Springfield, MA. VPA is a family-owned and operated business providing Valet Parking, Parking Management, and Shuttle Transportation Services. Our company goal is, and always has been, to provide the best possible service to our customers and clients.
- A valet station will be established beside the building in a convenient location for customers. This station will be equipped with a podium, umbrella, tickets, and signs as needed.
- Employees, customers, and patients are greeted professionally by valets who will open doors, offer assistance, and hand the customer a ticket for retrieving their vehicle.
- Attendants are instructed to lock all doors, roll up windows, label the keys, and store them in a secured box at the valet area.
- Valets will serve as ambassadors to your customers. All attendants will offer additional services, such as: helping with directions, loading and unloading strollers, way finding, and any other assistance that they can provide. Our employees are thoroughly trained to be proactive in this area.
- There will be no charge to the customers of Caring Health Center for the valet service. Valets will be allowed to accept gratuities, however they will not solicit for tips, and gratuities are expected to be minimal.
- Valets will be fully uniformed with a clean, crisp appearance. Uniforms will consist of red VPA polo shirt, black dress shorts or pants, black sneakers and a name badge.

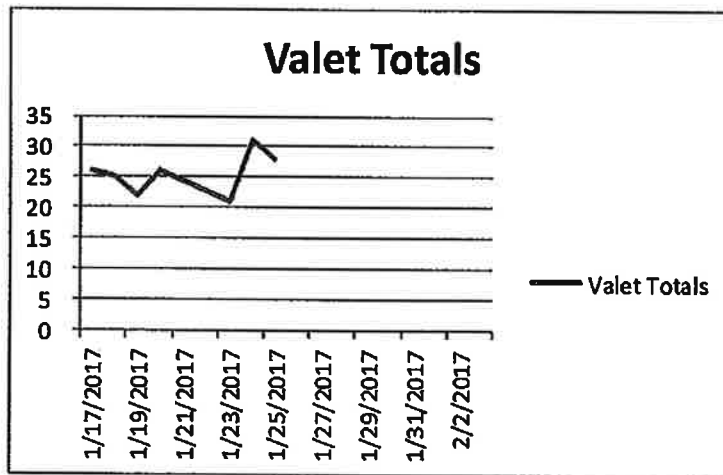


- VPA will secure access to an off-site surface lot for the purpose of parking approximately 10-15 non-Caring Health Center patron valet vehicles daily. We have an agreement to use the lot located at the Dakin Humane Society. Additionally, we have two other possible lot locations pending approval. The valets will also utilize the parking area Caring Health Center currently rents on Hubbard Street. A lot attendant is not currently proposed but may be needed if there are issues with vandalism or theft.
- Scheduled hours and number of valet attendants are tentative, and are subject to change based upon the demand trends of Caring Health Center. Once VPA has had the opportunity to realize volume trends, we will make further recommendation as to scheduling needs.
- The all-inclusive cost for valet service will be \$24.40 per hour, per attendant. The total anticipated cost for one (1) year of this service is \$151,280.00. This is an all-inclusive cost; there are no hidden management, start-up or any other fees. Permanent specialty equipment requested by Caring Health Center is not included. Any additional costs associated with this service will be discussed and agreed upon by Caring Health Center and Valet Park of America.



Springfield South End Valet/ Caring Health Center

	Day	Valet Totals
January	1/17/2017	26
	1/18/2017	25
	1/19/2017	22
	1/20/2017	26
	1/23/2017	21
	1/24/2017	31
	1/25/2017	28
	1/26/2017	
	1/27/2017	
	1/30/2017	



The South End Valet service took off Day 1 with us parking our first car immediately at 8:30am. The numbers are climbing in week 2 and we anticipate they will continue to climb. We have received a lot of positive feedback from the people walking by and asking questions about the program. The Springfield Parking Authority and Valet Park of America also did a walk around the community and passed out flyers about the program to local business. They all responded positively about the Gaming Commission authorizing this money to help with the parking in that area.

Positive Media Coverage:

in addition to the positive impact for businesses in the area; the story of this program has also spurred much positive feedback and attention in the media. This project has been the topic of several news pieces including The Springfield Republican newspaper, Mass Live, and 22 News. Below is one of the recent articles about the program that made the front page of the Springfield Republican newspaper on January 26, 2017.



SPRINGFIELD

Free valet service

Cain Larkham, of Valet Park of America, checks in a car yesterday at the Caring Health Center on Main Street in the South End. The Springfield Parking Authority is providing the free service to ease parking hardships felt by patrons and businesses impacted by the construction of the MGM Springfield casino. Story on Page A8. Photo gallery at masslive.com/photos. Photo courtesy of the newspaper.

SPRINGFIELD

Free valet parking shows early returns

Demand increases in its 2nd week

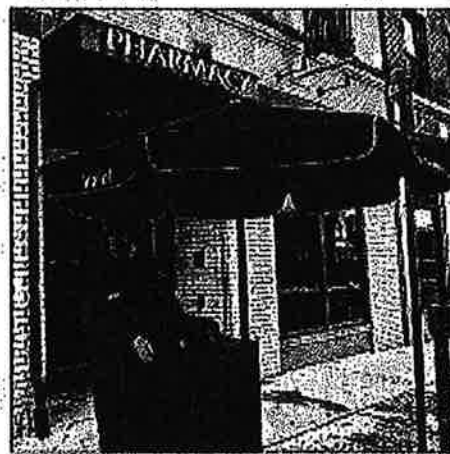
By Peter Coonan
pcoonan@spc.com

A free valet parking program, now in its second week in the South End, is showing expanded use as it works to ease parking hardships felt by patrons of the Caring Health Center and surrounding businesses impacted by the construction of the MGM Springfield casino.

Employees of Valet Park of America of Springfield, hired by the Springfield Parking Authority, provided the valet service to 31 patrons on Tuesday, the one-week anniversary of the program, as compared with 23 to 26 cars a day last week, officials said.

"We are pretty happy with that demand," said Thomas Moore, interim executive director of the Parking Authority. "Hopefully we will see the numbers rise. The number for mid-January, the first week of the program, it's a healthy number."

The three-month pilot program was approved and funded by the Massachusetts Gaming Commission,



Cain Larkham, of Valet Park of America, awaits clients at the valet parking stand at the Caring Health Center in Springfield's South End near the MGM construction site.

Valet Park of America, said the company is pleased with the initial results and expects volume will continue to increase as the word spreads and people see the results.

"I want to encourage other businesses to have their patrons utilize the service," Graney said. "A lot of people are walking by, asking questions of staff on what's going on. There is a lot of positive feedback when they hear (of the service). They say that's great."

Moore said the service could attract 35 to 45 cars a day. Some patients are dropped off and then learn of the service, he said.

The Gaming Commission has authorized up to \$200,000 a year for the program, if expanded, and Graney said his firm is interested and knows the need is there. Cars are brought to designated parking areas by the valet employees, and then returned when the patrons are ready to leave, he said.

MGM Springfield is constructing a \$950 million casino in the South End, slated to open in September of 2018.

using casino revenues from the Community Mitigation Fund. The cost for the 90-day program, including administrative and marketing costs, is approximately \$48,275.

The free valet parking is provided directly outside

the Caring Health Center at 1049 Main St., siding patients and customers by between State Street and Union Street. The service is offered Monday through Friday from 8:30 a.m. to 5 p.m.

Timothy P. Graney, vice president of operations for

Attachments

2017 Community Mitigation Fund Application

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Methodology

Implementation Plan

- Experienced Team Already in Place
- Off-Site Training (Baystate Medical Center)
- On-Site Training
- Weekly Meetings with the Caring Health Center

Satisfaction Requirements

Valet Park of America will secure an off-site surface lot for use by our valets to park Caring Health Center's customer's vehicle. VPA agrees to satisfy all the requirements of the "Scope of Work" section of the RFP.



Schedule

- VPA will provide 1 (one) valet attendant and 1 (one) manager for this service. As volume continues to increase, additional valet hours may need to be added to keep up with the demand.
- Monday - Friday: 8:30am—5:00pm
- VPA will remain flexible with respect to the end date to accommodate for unexpected changes to the construction project

Operational Effort

Valet Park of America has a customer service approach to our valet operations. Navigating the traffic and parking problems associated with the construction which your customer's have to face can be very stressful, and we will strive to make their visit to your facility easier and less of a burden on them. Our attendants will be helpful and friendly, and they will go out of their way to provide excellent customer service for your guests.

Staffing

VPA will take the lead and be the point of contact for Caring Health Center. Our plan is to assign one full-time dedicated employee as On-site Manager overseeing the parking program.

REGIONAL MANAGER

- Oversees all operations of all parking facility
- Oversees all audits, billing, and payroll
- Actively observes parking trends and demands by working on-site with parking staff
- Works with Caring Health Center staff to ensure proper maintenance of parking areas
- Acts as a single point of contact to Caring Health Center administration
- Explores new technologies and mechanisms to ensure the best practices are used at the facility
- Meets weekly with clients to advise them on trends, changes to the operation, and status report

ACCOUNT MANAGER

- Ensures all operations are running according to standard operation procedures
- Meets with client on a regular basis to ensure we are accomplishing the client's goals
- Makes recommendations to improve service and accessibility to sites
- Ensures all reports and paperwork are complete and accurate
- Handling all claims of damage, complaints, and concerns from patients, visitors, and guests and reporting them to regional manager
- Ensures Caring Health Center policies are followed by VPA staff
- Trains & schedules new staff
- Addresses disciplinary needs

VALET PARKING ATTENDANT

- Front-line greeter for all guests
- Deliver only the best service to both valet and self-park customers
- Safely and efficiently park and retrieve customers' vehicles
- Assist guests with directions, wheelchairs, strollers, gifts, etc.
- Assist Security, providing eyes and ears; report concerns
- Ensure proper policies & procedure are being followed
- Responsible for maintaining accurate shift summaries
- Ensure that proper staff is available to handle demand trends
- Assist with traffic flow and keeping non-valet customers from parking inappropriately
- Assist in training new staff

Demonstrated Capability

City of Springfield, Massachusetts—Business Improvement District

Contact: Chris Russell, Executive Director (413) 781-1591

E-mail: chris.russell@springfielddowntown.com

VPA provides parking services for the City of Springfield's Business Improvement District. Downtown Springfield has limited parking options for people coming in from out of town for events at the Mass Mutual Center or concerts at Symphony Hall. Couple this with construction of a new casino by MGM while the state reconstructs Interstate 91 and the parking facilities located underneath, a major parking shortage created a need for alternative solutions.

Therefore, VPA partnered with the City's Business Improvement District to help solve this problem. We set-up two parking kiosks strategically placed to provide valet services for patrons of downtown restaurants and entertainment facilities. This service has provided a convenient and stress-free parking experience as well as offering customers a sense of safety and security in what may be an unfamiliar area for them. We have also partnered with local restaurants to provide special parking validations for the customers of their business. The downtown valet service started out as a trial program and has grown into a successful and popular parking alternative for the City's citizens, visitors, and guests.



Baystate Medical Center (BMC) — Springfield, MA

Contact: Monica Wynne, Security Director (413) 794-4463

Email: Monica.Wynne@baystatehealth.org

We began offering services at BMC in 1992. BMC was our first hospital client. We are proud to have been providing BMC with more than 24 years of consecutive service. Here we deliver valet parking, parking management, transportation services, and handle student parking registration. We have worked through many construction projects including their most current project.

Valet Parking — currently, we provide services at 3 entrances on campus: Wesson Women's, The Daly Building, and the D'Amour Cancer Center. This is a high volume hospital location.

Parking Management — we also provide parking management services at 6 parking lots, both on and off campus. BMC is currently in the midst of a major construction project which will nearly double the size of their facility.

Transportation Services — VPA routinely assists BMC with a multitude of transportation projects for their patients and employees. In addition, we have successfully transported 280 of their top administrators on a daily basis during a large construction project.

Parking Assignment and Registration — we are responsible for managing the parking of all students at Baystate Medical Center. Upon their arrival, we register them for designated parking lots and issue permits as needed.



“Just a short note to say thanks you to you and your staff. I have been getting more positive feedback about the valet parking services at Baystate Medical Center. While I realize that we are paying for a service, which you and your folks provide, it is apparent that you and your employees are ‘going the extra mile.’ Thanks again and keep up the good work.”

Gary Goodreau—Baystate Medical Center, Parking Administration

References

Baystate Medical Center

Contact/Title	Monica Wynne, Security Director
Street Address	759 Chestnut Street, Springfield, MA 01199
Telephone Number/E-mail	(413) 794-4463 / monica.wynne@baystatehealth.com
Type of Business	Hospital
Summary of Work Performed	We provide parking management and valet parking services at Baystate Medical Center.
Dates of Service	June 1992 — Present

Holyoke Medical Center

Contact/Title	Carl Cameron, VP of Operations and CIO
Street Address	575 Beech Street, Holyoke, MA 01040
Telephone Number/E-mail	(413) 534-2745 / cameron_carl@holyokehealth.com
Type of Business	Hospital
Summary of Work Performed	We provide parking management, valet parking, and shuttle services at Holyoke Medical Center
Dates of Service	January 2014 — Present

City of Springfield, MA—Business Improvement District

Contact/Title	Chris Russell, Executive Director
Street Address	254 Worthington Street, Springfield, MA 01103
Telephone Number/E-mail	(413) 781-1591 / chris.russell@springfielddowntown.com
Type of Business	Municipality
Summary of Work Performed	We provide parking management and valet parking services for the Business Improvement District in downtown Springfield, MA
Dates of Service	December 2014 — Present

City of Holyoke, MA

Contact/Title	Debbie Reardon, DPW Office Manager
Street Address	63 Canal Street, Holyoke, MA 01040
Telephone Number/E-mail	(413) 322-5645 / reardond@holyoke.org
Type of Business	Municipality
Summary of Work Performed	We provide parking management services for the public parking garages, monthly parking lots, and the on-street metered parking.
Dates of Service	July 2014 — Present

UMass Memorial Health Care

Contact/Title	Kathleen M. Hylka, Director of Strategic Space Planning
Street Address	55 North Lake Avenue, Worcester, MA 01605
Telephone Number/E-mail	(508) 793-5723 / KathleenM.Hylka@umassmemorial.edu
Type of Business	Hospital
Summary of Work Performed	We provide parking management, valet parking, and shuttle services at UMass Memorial.
Dates of Service	February 1994 — Present

Attachments 2017 Community Milligallon Fund Application
City of Springfield on behalf of Caring Health Center

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2017 Community Mitigation Funds Request
 Printing Cost Estimate is \$2,098.30.



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 City of Springfield on behalf of Caring Health Center

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January 27, 2017

Mr. Edward R. Bedrosian, Jr.
Executive Director
Massachusetts Gaming Commission
101 Federal Street, 12th floor
Boston, MA 02110

Re: Caring Health Center

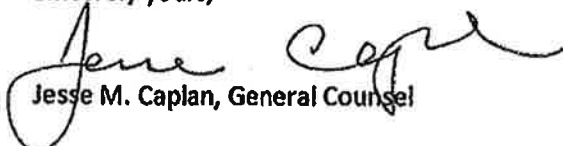
Dear Mr. Bedrosian:

I write as General Counsel for the Executive Office of Health and Human Services, which oversees both the Department of Public Health (DPH) and the MassHealth program. This letter is in connection with the City of Springfield's 2017 Community Mitigation Fund application which, we understand, is seeking to address specific impacts to the services and clients served by the Caring Health Center in Springfield, Massachusetts.

Caring Health Center is a community health center licensed and in good standing with DPH. Caring Health Center also contracts with DPH to provide Women, Infants and Children Nutrition Program (WIC), family planning, and refugee health assessment benefits and services to needy individuals in the community. Caring Health Center is a MassHealth provider of medical and behavioral health services to MassHealth members, who are predominantly low-income individuals without other options for healthcare coverage. And Caring Health Center is a local intake center for MassHealth. As such, we believe that the funding that DPH and MassHealth provides to the Caring Health Center is in fulfillment of a "public purpose" and "public purpose" programs. To the extent that the funds being requested pursuant to the City of Springfield's application are used to address physical access barriers to the patients and others being served by the Caring Health Center, those too would appear to be "public purposes" that would better enable members of the community to receive these important services.

I hope you find this information helpful. If you have any questions, please contact me at 617-573-1660.

Sincerely yours,



Jesse M. Caplan, General Counsel

cc: Tania Barber, CEO, Caring Health
Commissioner Helen R. Caulton-Harris, Springfield Public Health
Dean Martilli

Attachments



2017 Community Mitigation Fund Application
City of Springfield on behalf of Caring Health Center

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