



MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #219

June 14, 2017
1:00 p.m.

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



Massachusetts Gaming Commission



NOTICE OF MEETING and AGENDA
June 14, 2017

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Gaming Commission. The meeting will take place:

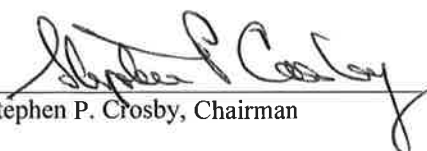
Wednesday, June 14, 2017
1:00 p.m.
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA

PUBLIC MEETING - #219

1. Call to order
2. Administrative Update – Ed Bedrosian, Executive Director
 - a. General Update
 - b. SER Legislative and Regulatory Options – Todd Grossman, Deputy General Counsel; Karen Wells, Director – Investigations and Enforcement Bureau; Loretta Lillios, Deputy Director - Investigations and Enforcement Bureau - **VOTE**
3. Research and Responsible Gaming – Mark Vander Linden, Director
 - a. Play My Way First Year Report
4. Finance Division – Derek Lennon, Chief Financial and Accounting Officer
 - a. 2016 Plainridge Park Casino Audit Results – Ed Bedrosian, Executive Director
5. Workforce, Supplier and Diversity Development – Jill Griffin, Director
 - a. Community Mitigation Fund - Workforce Development Pilot Program Review – John Ziemba, Ombudsman
6. Commissioner's Updates
7. Other business – reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that on this date, this Notice was posted as "Massachusetts Gaming Commission Meeting" at www.massgaming.com and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us.

6/12/17
DATE


Stephen P. Crosby, Chairman

Date Posted to Website: June 12, 2017 at 1:00 p.m.



Massachusetts Gaming Commission

No Documents

OPTION A

Description:

Under this proposal the Commission could exclude some categories of gaming service employees (“GSE”) from the registration requirement. Accordingly, these individuals would not be subject to any background check or the automatic disqualifications in section 16. The process and standards would remain as they presently are for the remaining GSEs.

Redline:

SECTION 1. 2 "Gaming service employee", an employee of a gaming establishment who is not classified as a gaming employee or a key gaming employee, ~~but is required to register with the commission.~~

SECTION 2. 16(b) The commission shall deny an application for a license or registration, other than a gaming license or a license for a key gaming employee, under this chapter if the applicant: (i) has been convicted of a felony or other crime involving embezzlement, theft, fraud or perjury; provided, however, that for convictions which occurred before the 10-year period immediately preceding application for licensure, an applicant may demonstrate, and the commission shall consider, the applicant's rehabilitation and whether such conviction should not be an automatic disqualification under this section; (ii) submitted an application for a license under this chapter that contains false or misleading information; (iii) committed prior acts which have not been prosecuted or in which the applicant was not convicted but form a pattern of misconduct that makes the applicant unsuitable for a license under this chapter; or (iv) has affiliates or close associates that would not qualify for a license or whose relationship with the applicant may pose an injurious threat to the interests of the commonwealth in awarding a gaming license to the applicant.

SECTION 3. 30(a) No person shall be employed by a gaming licensee unless such person has been licensed by or registered with the commission **subject to paragraph (c).**

SECTION 4. 30(c) ~~All other employees in a gaming establishment who are not considered to be gaming employees, key gaming employees or who have restricted access to an area of the gaming establishment or knowledge of security procedures, shall be required to register with the bureau as a gaming service employee and shall produce such information as the bureau may require to become registered under this chapter.~~

All gaming service employees shall be required to register with the commission. Provided, however, the commission may exempt certain gaming service employees by job position from the registration requirement at its discretion. It may require any gaming service employee to produce any information it deems necessary.

SECTION 5. 30(f) The commission ~~may~~ **shall** deny an application for a key gaming employee or gaming employee license or the registration of ~~any other employee of a gaming establishment~~ **a gaming service employee who is required to register by the commission** if the commission finds that an applicant or registrant is disqualified under section 16 or may be unsuitable for licensure

under any of the criteria set forth in section 12; provided, however, that the commission, in its discretion, may issue a license to an applicant for a gaming employee license or register a gaming service employee who has a prior conviction if the applicant or registrant can affirmatively demonstrate the applicant's rehabilitation. In considering the rehabilitation of an applicant for a license under this section, the commission shall consider the following: (i) the nature and duties of the position of the applicant; (ii) the nature and seriousness of the offense or conduct; (iii) the circumstances under which the offense or conduct occurred; (iv) the date of the offense or conduct; (v) the age of the applicant when the offense or conduct was committed; (vi) whether the offense or conduct was an isolated or repeated incident; (vii) any social conditions which may have contributed to the offense or conduct; and (viii) any evidence of rehabilitation, including recommendations and references of persons supervising the applicant since the offense or conduct was committed.

OPTION B

Description:

Under this proposal GSEs would still have to register, but the Commission would be given complete discretion to construct different categories of GSEs and set out any suitability standards it deems appropriate. This would render the automatic disqualifier language from section 16 inapplicable, though the Commission could make it, or the section 12 standards, applicable via regulation for all or some GSEs at its election.

Redline:

SECTION 1. 2 "Gaming service employee", an employee of a gaming establishment who is not classified as a gaming employee or a key gaming employee, but is required to register with the commission.

SECTION 2. 16(b) The commission shall deny an application for a license ~~or registration~~, other than a gaming license or a license for a key gaming employee, under this chapter if the applicant: (i) has been convicted of a felony or other crime involving embezzlement, theft, fraud or perjury; provided, however, that for convictions which occurred before the 10-year period immediately preceding application for licensure, an applicant may demonstrate, and the commission shall consider, the applicant's rehabilitation and whether such conviction should not be an automatic disqualification under this section; (ii) submitted an application for a license under this chapter that contains false or misleading information; (iii) committed prior acts which have not been prosecuted or in which the applicant was not convicted but form a pattern of misconduct that makes the applicant unsuitable for a license under this chapter; or (iv) has affiliates or close associates that would not qualify for a license or whose relationship with the applicant may pose an injurious threat to the interests of the commonwealth in awarding a gaming license to the applicant.

SECTION 3. 30(c) ~~All other employees in a gaming establishment who are not considered to be gaming employees, key gaming employees or who have restricted access to an area of the gaming establishment or knowledge of security procedures, shall be required to register with the bureau as a gaming service employee and shall produce such information as the bureau may require to become registered under this chapter.~~

All gaming service employees shall be required to register with the commission. The commission shall establish suitability standards for gaming service employees, and may require the production of any information it deems necessary. The Commission may assign different suitability and registration standards to different gaming service employees based on the job description.

SECTION 4. 30(f) The commission ~~may~~ **shall** deny an application for a key gaming employee or gaming employee license ~~or the registration of any other employee of a gaming establishment~~ if the commission finds that an applicant ~~or registrant~~ is disqualified under section 16 or may be unsuitable for licensure under any of the criteria set forth in section 12; provided, however, that the commission, in its discretion, may issue a license to an applicant for a gaming employee

license or register a gaming service employee who has a prior conviction if the applicant or registrant can affirmatively demonstrate the applicant's rehabilitation. In considering the rehabilitation of an applicant for a license under this section, the commission shall consider the following: (i) the nature and duties of the position of the applicant; (ii) the nature and seriousness of the offense or conduct; (iii) the circumstances under which the offense or conduct occurred; (iv) the date of the offense or conduct; (v) the age of the applicant when the offense or conduct was committed; (vi) whether the offense or conduct was an isolated or repeated incident; (vii) any social conditions which may have contributed to the offense or conduct; and (viii) any evidence of rehabilitation, including recommendations and references of persons supervising the applicant since the offense or conduct was committed.

OPTION C

Description:

Under this proposal all GSEs would have to register with the Commission, but there would not be any mandatory background check, suitability standards, or automatic disqualifications directed by statute. The Commission could draft regulations governing the registration process which would still be required under 30(c), and create applicable suitability standards. This approach lacks the specificity of Option B, but may ultimately achieve the same result.

Redline:

SECTION 1. 2 "Gaming service employee", an employee of a gaming establishment who is not classified as a gaming employee or a key gaming employee, but is required to register with the commission.

SECTION 2. 16(b) The commission shall deny an application for a license ~~or registration~~, other than a gaming license or a license for a key gaming employee, under this chapter if the applicant: (i) has been convicted of a felony or other crime involving embezzlement, theft, fraud or perjury; provided, however, that for convictions which occurred before the 10-year period immediately preceding application for licensure, an applicant may demonstrate, and the commission shall consider, the applicant's rehabilitation and whether such conviction should not be an automatic disqualification under this section; (ii) submitted an application for a license under this chapter that contains false or misleading information; (iii) committed prior acts which have not been prosecuted or in which the applicant was not convicted but form a pattern of misconduct that makes the applicant unsuitable for a license under this chapter; or (iv) has affiliates or close associates that would not qualify for a license or whose relationship with the applicant may pose an injurious threat to the interests of the commonwealth in awarding a gaming license to the applicant.

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SECTION 4. 30(f) The commission ~~may~~ **shall** deny an application for a key gaming employee or gaming employee license ~~or the registration of any other employee of a gaming establishment~~ if the commission finds that an applicant ~~or registrant~~ is disqualified under section 16 or may be unsuitable for licensure under any of the criteria set forth in section 12; provided, however, that the commission, in its discretion, may issue a license to an applicant for a gaming employee license ~~or register a gaming service employee~~ who has a prior conviction if the applicant ~~or registrant~~ can affirmatively demonstrate the applicant's rehabilitation. In considering the rehabilitation of an applicant for a license under this section, the commission shall consider the following: (i) the nature and duties of the position of the applicant; (ii) the nature and seriousness of the offense or conduct; (iii) the circumstances under which the offense or conduct occurred;

(iv) the date of the offense or conduct; (v) the age of the applicant when the offense or conduct was committed; (vi) whether the offense or conduct was an isolated or repeated incident; (vii) any social conditions which may have contributed to the offense or conduct; and (viii) any evidence of rehabilitation, including recommendations and references of persons supervising the applicant since the offense or conduct was committed.

OPTION D

Description:

Under this option, the look back period for automatic disqualifiers under section 16 would be adjusted. It could either be shortened or removed altogether such that anyone with a disqualifying conviction could immediately attempt to demonstrate rehabilitation. GSEs would still have to get registered and there would still be automatic disqualifiers, but this option would either lessen the severity of the disqualifiers or grant the Commission discretion to review applicants on a case by case basis. This approach would certainly require an increase in administrative resources.

Redline:

SECTION 1. 2 "Gaming service employee", an employee of a gaming establishment who is not classified as a gaming employee or a key gaming employee, but is required to register with the commission.

SECTION 2. 16(b) The commission shall deny an application for a license-or registration, other than a gaming license or a license for a key gaming employee, under this chapter if the applicant: (i) has been convicted of a felony or other crime involving embezzlement, theft, fraud or perjury; provided, however, that ~~for convictions which occurred before the 10-7 year period immediately preceding application for licensure,~~ an applicant may demonstrate, and the commission shall consider, the applicant's rehabilitation and whether such conviction should not be an automatic disqualification under this section; (ii) submitted an application for a license under this chapter that contains false or misleading information; (iii) committed prior acts which have not been prosecuted or in which the applicant was not convicted but form a pattern of misconduct that makes the applicant unsuitable for a license under this chapter; or (iv) has affiliates or close associates that would not qualify for a license or whose relationship with the applicant may pose an injurious threat to the interests of the commonwealth in awarding a gaming license to the applicant.

SECTION 3. 30(c) All other employees in a gaming establishment who are not considered to be gaming employees, key gaming employees or who have restricted access to an area of the gaming establishment or knowledge of security procedures, shall be required to register with the bureau as a gaming service employee and shall produce such information as the bureau may require to become registered under this chapter.

SECTION 4. 30(f) The commission ~~may~~ **shall** deny an application for a key gaming employee or gaming employee license or the registration of any other employee of a gaming establishment if the commission finds that an applicant or registrant is disqualified under section 16 or may be unsuitable for licensure under any of the criteria set forth in section 12; provided, however, that the commission, in its discretion, may issue a license to an applicant for a gaming employee license or register a gaming service employee who has a prior conviction if the applicant or registrant can affirmatively demonstrate the applicant's rehabilitation. In considering the rehabilitation of an applicant for a license under this section, the commission shall consider the

following: (i) the nature and duties of the position of the applicant; (ii) the nature and seriousness of the offense or conduct; (iii) the circumstances under which the offense or conduct occurred; (iv) the date of the offense or conduct; (v) the age of the applicant when the offense or conduct was committed; (vi) whether the offense or conduct was an isolated or repeated incident; (vii) any social conditions which may have contributed to the offense or conduct; and (viii) any evidence of rehabilitation, including recommendations and references of persons supervising the applicant since the offense or conduct was committed.

WHAT EFFECT WOULD EACH OPTION HAVE ON GSEs?

STATUTORY REQUIREMENTS →	REGISTRATION FOR ALL	SECTION 16 AUTOMATIC DISQUALIFIERS APPLY	SECTION 12 SUITABILITY STANDARDS APPLY	REHABILITATION AFTER 10 YEARS
OPTION A	No. The MGC may establish categories of GSE and exempt some from registration requirement.	The automatic disqualifiers would not apply to any GSE job descriptions that the MGC exempts from registration requirement. They would continue to apply to the others as they presently do.	There would not be any background check for individuals in the exempted GSE positions so the section 12 suitability standards would not apply.	Individuals in a GSE job position that is required to register would only be eligible to demonstrate rehabilitation after 10 years as is presently the case.
OPTION B	Yes. All GSE would still be required to register.	No. The MGC could create its own background check process for GSEs including making distinctions among certain job positions. Section 16 could be made applicable to certain positions.	No. The MGC could create its own suitability standards for GSEs including dividing them up by job position and applying different levels of scrutiny to each. Section 12 could be made applicable to certain positions.	Since section 16 would no longer apply to GSEs this limitation would not be mandated. It could be assigned to certain GSE job positions at the MGC election.
OPTION C	Yes. The existing registration requirements would remain in place.	Section 16 would no longer apply. There would not be any mandatory background check for GSEs required by statute.	Section 12 would no longer apply. There would not be any mandatory background check for GSEs required by statute.	Section 16 would no longer apply. There would not be any mandatory background check for GSEs required by statute.
OPTION D	Yes. The existing registration requirements would remain in place.	Yes. The automatic disqualifiers themselves would remain in place, but one's ability to demonstrate rehabilitation would be adjusted.	Yes. These standards would remain in place.	Though the AD would remain an individual would be allowed to demonstrate rehabilitation immediately on a case-by-case basis or after some period of time shorter than 10 years; or other variation.



PlayMyWay

ONE YEAR LOOKBACK

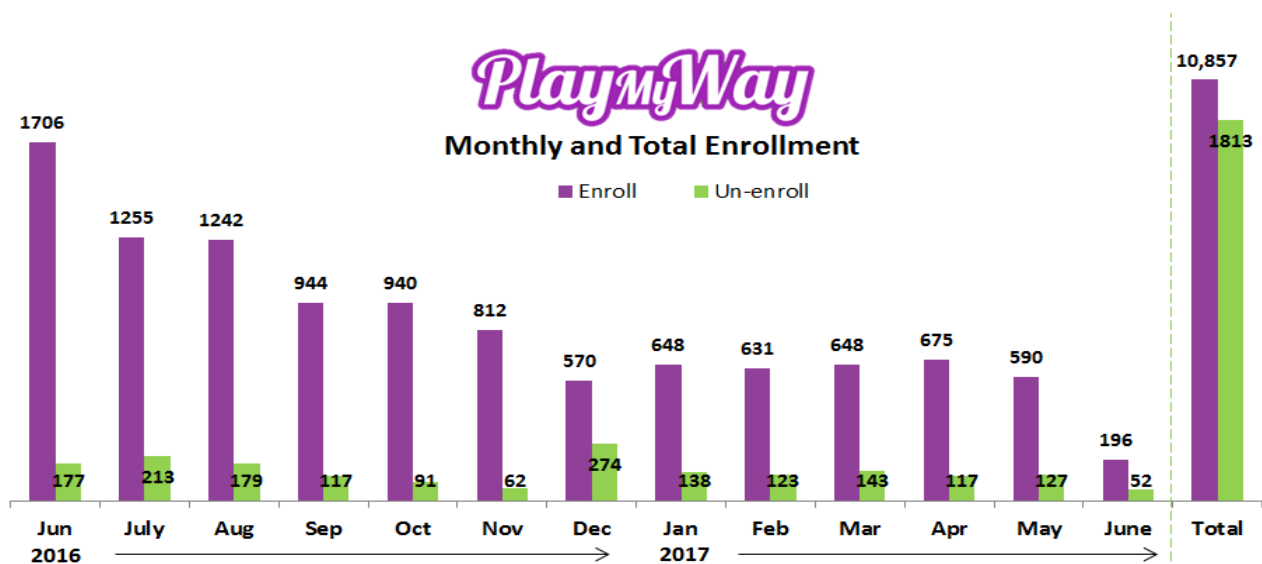
BACKGROUND

PlayMyWay is a play management program launched by the Massachusetts Gaming Commission in close collaboration with Plainridge Park Casino on June 9, 2016. The program allows players to monitor their play behavior in real time and to support their gambling-related decisions. As a first-of-its-kind initiative in the United States, PlayMyWay is a key strategy based on the model of informed player choice as outlined in the MGC's Responsible Gaming Framework.

PlayMyWay is available to Plainridge Park Casino's Marquee Reward Cardholders. Enrollment is free and voluntary and does not limit play in any way. Players who enroll are able to set a daily/weekly/monthly play budget and receive automatic notifications as they approach 50%, 75% and 100% of their set budget. PlayMyWay does not stop play which exceeds 100% of the set budget, rather it continues to notify the player in 25% increments until they decide to stop play or change their budget.

ENROLLMENT

As of June 12, 2017 a total of 12,670 players have ever enrolled in PlayMyWay which is 10.35% of all eligible players. There are 10,857 players actively enrolled in the program, with total un-enrollment rate around 16%.



As incentive, a \$5 food voucher is offered to first time enrollees. Approximately 25% of patrons who were eligible to receive a voucher actually redeemed one, which totals \$13,105.00. Although difficult to measure, we attribute much of the program's early success not to the incentive but rather to Plainridge Park Casino staff and GameSense Advisors who actively promote, enroll and answer any questions which casino guests may have about the program.

EVALUATION

Evaluation is a key component of any responsible gambling program to ensure that it is safe and effective. Harvard Medical School, Cambridge Health Alliance, Division on Addiction has been selected by the MGC to evaluate PlayMyWay. The initial report is anticipated in August 2017 and will use player card data to report basic epidemiological information of player use. This evaluation will provide information about the distributions of gambling metrics of player card gamblers who do and do not chose to participate in the program.

No Documents



TO: Stephen Crosby, Gayle Cameron, Lloyd Macdonald*, Bruce Stebbins and Enrique Zuniga

FROM: Catherine Blue, John Ziemba, Derek Lennon, Jill Griffin, Joe Delaney, and Mary Thurlow
(2017 Community Mitigation Fund Review Team)

CC: Edward R. Bedrosian, Jr.

DATE: June 12, 2017

RE: 2017 Workforce Development Application Review

This memorandum provides an analysis of the applications for funding under the Workforce Development Pilot Program (“Workforce Program”) component of the 2017 Community Mitigation Fund (“CMF”). The Community Mitigation Review Team (“review team”) reviewed the applications to determine the suitability of the applications and to ensure the applications are in compliance with the 2017 Guidelines. As part of this review process, copies of the applications were sent to the licensees for their review and comment. An in-person meeting was held with each applicant and the review team. Supplemental information requests were sent to the applicants after these meetings (attached as Exhibit A). Responses to these supplemental requests were received (attached as Exhibit B) and numerous in-house application analysis meetings were held by the review team. We note that there were no comments submitted on behalf of any of the Workforce Development applicants in the Request for Comments that was issued after the applications were received by the February 1, 2017 due date.

This year the Commission made available funding for certain career pathways workforce development pilot programs in Regions A and B for services to residents of communities of these Regions. The total funding available for such grants was determined to likely not exceed \$400,000. No application for a grant in each Region could exceed \$200,000. As with all community mitigation funding requests, the Commission reserved the ability to determine a funding limit beyond what is detailed in the Guidelines.

The Workforce Program was developed to provide interested residents in gaming regions the ability to attain academic and occupational credentials needed to work in the most in-demand occupations related to the gaming industry. Additionally it was established to assist the unemployed or underemployed to either get their GED or Adult Basic Education (“ABE”) which would position them to get future jobs in the casino industry or training in advance by the backfilling of jobs.

In evaluating the Workforce Program applications, the review team analyzed the applications to the general criteria for review of all Community Mitigation Fund applications and more specific criteria developed specifically for the Workforce Development Pilot Program. A list of the **general criteria (in blue)** and **specific (in red)** is attached to the memorandum. The titles below reflect these general and specific criteria. In some cases, the general criteria and the specific criteria address the

* Commissioner Macdonald participated as a member of the review team.

same issue. In such instances, both have been included in a particular title (e.g. **Regional Consortium Approach (Specific/Demonstration of Regional Benefit).**)

Entity	Program	Requested Amount	Review Team Proposal
REGION A			
MetroNorth Regional Employment Board	Metro North Casino Careers Consortium (MNCCC)	\$200,000.00	Full funding
REGION B			
Springfield Public	Ahead of the Game Program	\$192,531.03	\$171,833.03
Springfield Tech	Hampden Prep	\$200,000.00	Full funding

Region A

MetroNorth Regional Employment Board (“REB”)

Requested: \$200,000 - Recommendation: Full Funding

Summary. The REB proposes the creation of a regional consortium called the Metro North Casino Careers Consortium (“MNCCC”). The purpose of the MNCCC is to prepare and train local residents for jobs related to the construction of the Wynn Boston Harbor gaming facility” and to “create a system in which local residents are able to start a career pathway leading to any number of casino-related careers, which may not be in the culinary arts.”

REB - Background: “The Metro North Regional Employment Board (REB) is a public-private partnership whose mission is to enable area residents to gain skills that will maximize their economic self-sufficiency and to provide employers with the workforce they need to effectively compete in the changing world economy.

The REB serves the following 20 Massachusetts cities and towns: Arlington, Belmont, Burlington, Cambridge, Chelsea, Everett, Malden, Medford, Melrose, North Reading, Reading, Revere, Somerville, Stoneham, Wakefield, Watertown, Wilmington, Winchester, Winthrop, and Woburn.”

1. The Significance of the Impact to be Remedied

The REB noted that the “Wynn Boston Harbor gaming facility in Everett is creating, and will create, an impact on the region's labor market and workforce development system. The facility will bring nearly 4,400 new jobs to the region, including an estimated 1,627 new jobs in the ‘non-gaming’ hospitality and culinary related fields. ... This influx of thousands of new jobs will put additional strain on a region that is already struggling to fill many open positions in the hospitality, culinary, and related fields. This situation necessitates a regional, comprehensive approach to addressing the workforce impact created by this new gaming facility.”

In the Response to Additional Information Requested by the review team, REB explained, “the first round of trainees will be graduating at least a year before Wynn’s opening. However, it is



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important to begin addressing the regional needs of employers and job seekers now. There is already a large unfilled need for culinary workers in the region, a need that will only be exacerbated by Wynn’s influx of hundreds of new culinary jobs... The applicant describes the overarching mission of the project is to address the needs of employers and job seekers across the region and minimize the stress placed on the regional labor market as a result of the influx of nearly 4,400 of new jobs at Wynn.”

2. Proposed Mitigation Measure to Address the Impact

The REB proposes the creation of a regional consortium called the Metro North Casino Careers Consortium (“MNCCC”). The purpose of the MNCCC is to prepare and train local residents for jobs related to Wynn Boston Harbor and, as noted by REB, “create a system in which local residents are able to start a career pathway leading to any number of casino-related careers, which may not be in the culinary arts.”

The two main components of the project, a region-wide network of “casino career advisors” and culinary arts training programs, are designed to increase capacity and fill gaps in the regional workforce development system. These project components are new partnerships that will address the current and future needs of employers in the region, needs that are not being sufficiently addressed by the existing system. As a regional consortium, the project will work closely with existing programs in the region to maximize impact. For example, the existing network of ABE/GED programs in the region will serve as “access points” to casino career advisors, basic skills remediation to prepare people for the training programs, and referral sources.

The programs and services offered through this project will be targeted at unemployed and underemployed residents of communities impacted by the Wynn gaming facility. There will be focused efforts on outreaching to and recruiting local residents, individuals with barriers to employment, and under-represented populations as well as populations specifically mentioned in the Expanded Gaming Act: minorities, women, and veterans.

3. In-Kind Contribution/Matching Funds/Leveraged Funds

REB indicated that “...the Consortium is actively pursuing other leveraged funds to support Consortium activities.” REB plans to utilize existing systems and to expand upon them to assist in tracking of outcomes and future development of programs.

Wynn Boston Harbor has supported this proposal with \$20,000 in grant funding to La Comunidad / Everett Haitian Community Center for the New England Center for Arts and Technology (“NECAT”) culinary arts training program and other casino related careers. The job training provided by NECAT will take place at Everett High School. Bunker Hill Community College and Somerville Community Corporation will provide training in culinary arts at Somerville High School and Somerville Hospital. Other direct grant contributions to the MNCCC include \$15,000 each from the Cities of Malden and Chelsea to be directed to benefit their cities residents. The proposals to the City of Everett for CDBG funds to La Comunidad and the Everett Haitian Community Center are not directly tied to this project but could provide additional capacity for this project’s efforts. The grant proposal to Commonwealth Corporation’s Workforce Competitiveness Trust Fund mentioned in the CMF application was ultimately not successful. PELL grants mentioned in the application would be subject to each individual participant’s eligibility when they apply to the program.



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MNCCC partners indicate contributing in-kind services for the operation, management and administration of the two training programs including:

- \$160,425 in kind match from the City of Everett for facilities and space for the culinary training program, space to house a casino careers resource center, contribution of staff salaries and benefits for a city employee to serve as a “casino career advisor”.
- \$40,529 in-kind match from the City of Cambridge for staff salaries and benefits for two staff to serve as “casino career advisors” and development of additional programming.
- \$27,832 in kind match from the City of Somerville for staff salary and benefits for a project manager of the BHCC culinary arts program; facilities cost at Somerville High School for the program; (Somerville Community Corporation) recruitment, case management, job placement, and post placement support service to Somerville residents for the culinary arts training program.
- \$21,650 in kind match from the City of Malden for three Malden High School staff to serve as “casino careers advisors” and through partnership with ABCD and YWCA additional “casino career advisors” and facilities.

4. [Regional Consortium / Demonstration of Regional Benefits](#)

REB also indicated through its application that “[t]he cities that are part of the Consortium include Everett, Chelsea, Malden, Somerville, and Cambridge.”

The REB indicated in the Response to Additional Information Requested by the review team that they and consortium partners will continue to outreach to additional potential partners from communities impacted by the Wynn gaming facility. This includes municipalities that have surrounding/neighborhood community agreements with Wynn (Boston, Lynn, Medford, and Melrose) as well as community-based organizations and public agencies serving residents of these and other communities impacted by the new facility.”

Other major hospitality/culinary employers in the region have submitted letters demonstrating need and support for the program including: Boston University Dining Services, Harvard University Dining Services, Legal Seafoods, Jasper White’s Summer Shack, bfresh market. As described in its application, REB plans to hold classes in Everett and Somerville.

5. [Demonstration that the Impact is being caused by the Proposed Gaming Facility](#)

As described in the REB application, “Labor market information and direct conversations with the region's employers demonstrate that the Wynn Boston Harbor gaming facility will have a major impact on the region's labor market and workforce development system.”

6. [Accomplishment of Goals of Workforce Development Pilot Program Goals¹](#)

¹ See Workforce Development Pilot Program goals on Page 11 of the 2017 CMF Guidelines, such as e.g. help low skilled adults “[t]o align and accelerate ABE, GED, and developmental programs and provide nontraditional students the supports they need to complete postsecondary credentials of value in the regional labor market. To mitigate a strain in existing resources and a potential impact to the regional labor market”



The REB proposed Workforce Development program details how it will accomplish the goal of assisting low-skilled adults to obtain education and career training in casino related careers to enable them to join the regional labor market and does address the anticipated goals of the program.

For the regional network of casino career advisors, the consortium expects to serve hundreds of local residents and make dozens of referrals. For the job training programs, the consortium expects to train approximately 100 participants, place 75% of them in culinary-related jobs, with 85% 90-day job retention. The first round of graduates will be placed at other employers in the region, addressing existing need, and some may choose to pursue opportunities directly at Wynn once they become available. In the meantime, those initial graduates will be able to attain a year-plus worth of job experience, which will increase their marketability for jobs directly at Wynn or career advancement opportunities at their existing employer. Overall, the project is designed to address both immediate needs of businesses in the region as well as build a pipeline of talent for future opportunities at Wynn and other employers.

The pilot program addresses the claimed impacts by providing training to the targeted demographic, that being a population in need such as the under employed and unemployed. The program is also investigating and seeks to remedy issues pertaining to barriers of employment. The applicant states that the program partners all have existing data tracking and reporting systems and anticipate utilizing these existing systems to track the project's outcomes, with the REB compiling one consortium-wide report. The REB will meet with each partner and evaluate their current data systems to ensure current systems meet the needs of this project.

7. [The Feasibility and Reasonableness of the Proposed Mitigation Measure](#)

We believe that REB's application meets the purposes of the 2017 Community Mitigation Fund Guidelines. The two main components of the project, a region-wide network of "casino career advisors" and culinary arts training programs, are designed to increase capacity and fill gaps in the regional workforce development system. These project components are new partnerships that will address the current and future needs of employers in the region, needs that are not being sufficiently addressed by the existing system as noted in REB's application.

This effort will also include additional development of public programs with the 20 communities served by REB and key stakeholders. In this regard we believe that the project is an innovative collaborative solution to meeting the regional workforce needs in casino related occupations.

As the REB application meets the purposes and requirements set out in the 2017 Community Mitigation Fund Guidelines, the review team recommends that the Commission approve \$200,000 for the Metro North Casino Careers Consortium.

Region B

The review team proposes expanding the funding for two Region B Workforce Development Programs. The review team believes that the two programs, by working together, can more effectively help participants move forward in their career pathways. Those participants having more barriers to obtaining sustainable skills required in a career could advance through the Springfield Public School proposal. Participants with more advanced academic levels could be eligible for the STCC program.



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These programs fill a dire need in Region B and are not duplicative in their educational focus. Both programs are worthy of the funding currently available. The review team notes that funding both programs would not cause the 2017 Community Mitigation Fund to exceed its current projected budget if the review team’s overall recommendation for funding is accepted by the Commission. In the event the Commission decides that one program in Region B is sufficient, the review team feels that the stronger application is the STCC program, as explained later in this memorandum.

Springfield Public Schools (“SPS”)

Requested: \$192,531.03 – Recommendation: \$171,833.03

Summary. The Springfield Public Schools would like to establish an initiative called “Ahead of the Game” program which will target low-skill, low-income adults, interested in pursuing long term careers with MGM Springfield. The Ahead of the Game program will focus on individuals looking to obtain their adult basic education (ABE) or GED, in order to pursue higher education. The goal of this program will be to prepare low-income adults for enrollment into post-secondary workforce training programs relevant to the needs of MGM Springfield.”

“The Ahead of Game program will serve approximately 100 adult students annually. Participants will receive a wide variety of resources including; basic literacy, basic mathematics, high school equivalency test preparation and testing, adult diploma program, English for Speakers of Other Languages (ESOL), job skills and work readiness training, computer literacy, and family literacy.”

“Upon completion of this program, eligible students will be encouraged to apply and enroll into local post-secondary MGM workforce training programs.”

Review Team Recommendation. This program is recommended for support for one year by the review team. During this year it is recommended by this review team that the SPS explore funding for future years. For example, pursuant to Springfield’s Host Community Agreement, Springfield will receive \$2.5 million in annual funding for Community Development Grants once the casino is operational. These funds are paid by MGM Springfield and established as a fund “recognizing that workforce development requires a healthy and educated workforce.” In addition, should the Commission authorize funding for workforce development in future years, both STCC and SPS indicated interest in a closer partnership. In its reply to the review team, STCC said that “[i]n Year Two and future years, Hampden Prep and SPS might expand the collaboration by responding jointly to grant proposals from both private and public funding sources. The expansion of the adult education system to become a more stable and robust pipeline to college, training and careers would depend on such new, hard-dollar resources. There are many strategic areas in Springfield related to adults and their workforce readiness, education and training needs that overlap our two large institutions. STCC/Hampden Prep would encourage and support a collaborative relationship with SPS that results in a positive impact on these identified areas of Springfield and Hampden County adults.”

The review team discussed the \$20,000 submitted for the Evidence Based Assessment Tool. The review team felt that the assessment tool which could be a part of the Working Cities Initiatives in the region (described below), is an exciting and meritorious undertaking. However, its purpose is not sufficiently related to the specific purposes of the 2017 Workforce Program which is “the ability to attain academic and occupational credentials needed to work in the most in-demand occupations related to the gaming industry.” As a result of decreasing the amount of the award by \$20,000, the indirect costs would be lowered by \$698.00.



Massachusetts Gaming Commission

1. The Significance of the Impact to be Remedied

SPS stated in its application that “[p]er the Western Massachusetts Casino Health Impact Assessment Report (WMCHIA) ‘there are over 1,000 people estimated to be on waitlists for both Adult Basic Education and/or English as a Second Language courses.’” Additionally the Applicant noted that “[t]he Federal Reserve Bank of Boston’s survey of employers in the Greater Springfield area, also discussed in the WMCHIA, reported that the Greater Springfield area reported ‘good availability of entry level applicants, but a high prevalence of workforce readiness issues.’”

The review team noted that unemployment is high in Springfield but positions remain unfilled due to a skills and preparedness gap. It further noted the unemployed are primary targeted participants of the Workforce Program.

2. Proposed Mitigation Measure to Address the Impact

The SPS is proposing establishing an initiative called “Ahead of the Game”. As mentioned in their application, “[t]his program will target low-skill, low-income adults, interested in pursuing long term careers with MGM Springfield.” The focus of this program will be to develop transferable academic, technical and employability skills resulting in an increase of employable Springfield residents. “The Ahead of the Game program will focus on individuals looking to obtain their adult basic education (ABE) or GED, in order to pursue higher education. The goal of this program will be to prepare low-income adults for enrollment into post-secondary workforce training programs relevant to the needs of MGM Springfield.”

According to SPS’s application, “The Ahead of Game’s goal is to assist 100 low-skilled adults in joining the regional labor market by offering education and career training to assist them including a variety of resources such as; basic literacy and mathematics, high school equivalency test preparation and testing, adult diploma program, English for Speakers of Other Languages (ESOL), job skills and work readiness training, computer literacy, and family literacy.” “The focus of the program will be to develop transferable academic, technical, and employability skills resulting in an increase of employable Springfield residents.”

In SPS’s answer to the review team letter requesting supplemental information it states that “[t]he program will target low skilled, low-income individuals, at all proficiency levels...Courses are offered at various levels based on the students’ academic need. All courses will ...encompass specific job force development skills”.

3. In-Kind Contribution/Matching Funds/Leveraged Funds

The review team notes that this application does not provide any specific detail concerning additional workforce development funding. However, the SPS is planning on using facilities within the City such as the Adult Education center for its programs and will work in collaboration with the Economic Development Council of Western Massachusetts (“EDC”). As noted by the EDC, “the EDC’s leading the region's economic development by helping businesses to expand, relocate and succeed in Western Massachusetts.”

Springfield recently received \$457,000 in a 3 year Working Cities grant for the creation of pilot programs to assist in developing economic stability in the region. It was indicated that the same core of people are involved this process as will be involved with Ahead of the Game. Economic Development Council of Western Massachusetts (“EDC”) indicated that its initiative will assist the



Massachusetts Gaming Commission

same population of residents and will develop workforce portals and piloting systems to direct pathways to employment. The development of a community platform available to many employment and educational facilities will provide regional information and act as a referral source and community pipeline to further this program.

4. Regional Consortium /Demonstration of Regional Benefits

In the grant application it appeared to the review team that the focus for the first year was solely Springfield. However, the Applicant clarified in its May 17, 2017 letter that this program proposes to cover Greater Springfield area, noting that, “during Year 1 and all future years of the program, our goal will be to serve all Region B adults looking to gain academic credentials and employability skills needed in order to fill demand industry jobs.” SPS also noted in its letter that “[t]he Ahead of the Game Program will assist anyone and everyone in filling vacant positions within the greater Springfield area”.

In evaluating regional benefits, the review team notes that the applicant proposes utilizing established partnerships in the Working Cities Challenge Initiative in order to assist Region B residents obtain basic and essential skills needed to be competitive in the labor market.

5. Demonstration that the Impact is being caused by the Proposed Gaming Facility

The review team notes that more than 80% of MGM Springfield’s positions require a high school diploma or equivalency.

The applicant states that over 24% of City residents do not hold a high school diploma or equivalent and that “there are 1,000 people estimated to be on waitlists for both Adult Basic Education and or English as a Second Language Courses.”

6. Accomplishment of Goals of Workforce Development Pilot Program Goals

This Program would include case management, coaching and mentoring and would require new personnel with a ratio of two staff (teacher and case manager) per student. Plans include tracking students from point of entry through one year of successful employment. The Skillsmart workforce development platform would be utilized to better provide individualized assessment of a student’s career interests, skills gaps and identify job matches.

The Program will provide approximately 100 adult students annually with access to a wide variety of resources. To enable them to become employed in either the casino industry or backfill jobs that result from the casino industry.

To combat “chronic absenteeism” in their adult education programs the applicant proposes offering bus tokens to make transportation more accessible and affordable to participants.



7. The Feasibility and Reasonableness of the Proposed Mitigation Measure

The Ahead of the Game program proposes leveraging the established partnerships under the Working Cities Challenge Initiative to improve the skills knowledge and credentials of the regions residents.

Strengths of the proposed program include the strong case management, coaching and mentoring component as well as the low ratio of students to teachers. SPS also plans on utilizing the Skillsmart workforce development platform (the same platform launched by MGM) to better provide individualized assessment of a student's career interests, skills gaps and identify job matches.

SPS says "Upon completion of this program, eligible students will be encouraged to apply and enroll into local post-secondary MGM workforce training programs." A collaboration with the community colleges is encouraged prior to the development of the curriculum as contextualizing information regarding pipelines to future workforce programs could be helpful.

This program will target low skilled, low income individuals at all proficiency levels; placing students into appropriate courses based on individual needs, skills and levels.

Springfield Technical Community College ("STCC")

Requested: \$200,000 - Recommendation: Full Funding

Summary. "Springfield Technical Community College (STCC), in collaboration with Holyoke Community College (HCC) ...proposes to develop and implement an innovative High School Equivalency (HSE) and workforce readiness program, Hampden Prep."

"The overarching goal of Hampden Prep is to accelerate ABE, HiSET prep and developmental programs for Hampden County residents and to provide non-traditional students the supports needed to complete postsecondary credentials in areas recognized by employers in the Springfield labor market."²

STCC's outline of their *Hampden Prep* program's regional approach (with specific goals for surrounding community residents) and outreach strategy was more clearly defined. STCC described their partnership with MGM Springfield as well as their current network of employment and training partners was strong including: DESE-funded ABE programs, the two Career Centers of Hampden County, the Regional Employment Board (LWIB), and Holyoke Community College (HCC). The Career Centers in Springfield and Holyoke would host both information and recruitment sessions for Hampden Prep in addition to other information sessions at public housing units, house of corrections and throughout the community.

Review Team Recommendation. The review team was interested in Hampden Prep's proposed strategy to maximize the number of program completers and positive program outcomes including completion of the 12 week program and HSE achievement in order to strongly meet the Guidelines' proposed goals. Additional MGC funding will enable Hampden Prep to focus academic prep work on those Level 3 students who are nearly ready for the multitude of new and emerging jobs, but lack the HiSET credential to make them eligible for vocational training and minimum employment credentials. Additionally, prior to enrollment

² Please note that the Guidelines specified that "communities" or "governmental entities" could apply for the Workforce Development Pilot Project. Inclusion of a summary for the applications here is not indicative of whether each applicant is a community or a governmental entity.



candidates would sign a contract agreeing to maintain attendance and standards. Another strength of the STCC program appears to be their experience in both Adult Basic Education and, in workforce training. STCC's Training Workforce Options (TWO) collaboration of STCC and HCC will be providing specific certificates and licensure courses for prospective employees of MGM's gaming, security and IT functions through the MCCTI. TWO will be developing pathways to their training programs that will be accessed by Hampden Prep graduates interested in MGM employment. TWO also develops and implements short-term certificate courses to meet the employment needs of local industries including manufacturing, customer service, culinary and cash handling. Hampden Prep proposes working closely with TWO staff and instructors to introduce these industry-based curriculum resources into the HiSET prep classes through contextualized instruction.

The review team noted that both applicants described the great need for ABE services in Western MA demonstrated through the growing wait lists and new applicants. If resources permit funding both programs, the review team believes they would complement each other and fill a need in Western MA. In order to reach a greater number of students, the review team recommends that the grant recipient certify that the funding will expand capacity by funding new services rather than provide a reimbursement for current or currently planned programs. Additionally, if the Commission funds both programs, the review team recommends that both applicants be required to work with Commission staff to determine how the programs will be coordinated.

1. The Significance of the Impact to be Remedied

As noted in STCC's application, "...upticks related to the MGM Casino, CRRC rail-car company and other manufacturing growth is promising, a great majority of Springfield's residents cannot access jobs with these employers due to their lack of academic credentials and/or skills. As incumbent workers gravitate to these new, better paying jobs, there will be a deficit of capable workers to backfill those positions in the local economy."

It is estimated that multiple sectors will be affected with MGM's estimated hiring of 3,000 new employees including banking, healthcare, IT, trades and service industries. As noted in the application letter, "[t]he current constrained talent pool for local businesses will be stressed even more when MGM opens its doors in the fall of 2018." As noted in Section 1 of the application, "...existing local employers are increasingly concerned that their staff will migrate to the MGM casino, thereby creating a serious backfill need on the part of these small and mid-size businesses". It was additionally noted that "[s]imilar need is also found in the region's urban cores in Holyoke, Chicopee and Westfield."

2. Proposed Mitigation Measure to Address the Impact

In Section 1 of its application, STCC notes that "Springfield Technical Community College (STCC), in collaboration with Holyoke Community College (HCC) -- our partner in Training Workforce Options (TWO), proposes to develop and implement an innovative High School Equivalency (HSE) and workforce readiness program, *Hampden Prep*."

The review team agrees that the Hampden Prep program is being developed with a goal of moving unemployed or underemployed adults into high demand jobs.

STCC further detailed that "[t]he overarching goal of Hampden Prep is to accelerate ABE, HiSET prep and developmental programs for Hampden County residents and to provide non-traditional students the supports needed to complete postsecondary credentials in areas recognized by employers in the Springfield labor market."

As further described in Section 3 of the application, the following is a summary of the services anticipated through this grant. This grant would allow the delivery of services to 90 additional students. In addition to covering the 5 components of the HiSet/GED over the 12 week session, 60 hours of Workforce Essential skills will be introduced. Hampden Prep will work to introduce contextualized instruction that will help prepare students to access other resources such as short-term certificate courses related to local industries such as manufacturing, customer service, culinary and cash handling into the HiSET prep classes by developing pathways to their training programs. Career Centers in Springfield and Holyoke will host both information and recruitment sessions for Hampden Prep allowing them to access supplementary workforce readiness workshops such as interview skills, resumes development, and other job search topics and job matching services.

3. In-Kind Contribution/Matching Funds/Leverage Funds

STCC noted that it does collaborate with Springfield adult education through the testing center, planning and cross-referrals that helps with career access. Additionally, STCC will contribute 10.5% in matching funds; \$6,750 in computer labs; and in-kind service including administrative space, classrooms and its resources for staff as detailed on Appendix A, page 5.

4. Regional Consortium / Demonstration of Regional Benefits

In response to the review team's request for further information, STCC responded that "*Hampden Prep's* initial application stated that our main focus was to mitigate the staffing shortages expected by many businesses in Hampden County as MGM Casino's full-time jobs and higher wages siphon incumbent workers from area businesses. MGM's attractive wage and benefit package and 24/7 schedule will attract those residents of Springfield and Hampden County with extensive job experience and marketable skills."

Based on their application, STCC in the first year of the program is focused predominantly on Springfield residents to assist citizens nearby who may be impacted by transportation issues and who are already at an educational level sufficient to participate in the program. The second year is a more regional approach opening it to Hampden County residents including those in Chicopee, West Springfield and Holyoke. In addition to backfilling jobs left vacant by employees potentially moving to MGM, the STCC proposes to focus on the need for entry level employees within the casino.

5. Demonstration that the Impact is being caused by the Proposed Gaming Facility

In STCC's application it stated that "[t]he estimated hiring of 3,000 new casino employees will be difficult to achieve given the current low unemployment rate in Hampden County and the lack of education and training programs for prospective workers. In addition, existing local employers are increasingly concerned that their staff will migrate to the MGM casino, thereby creating a serious backfill need on the part of these small and mid-size businesses."

6. Accomplishment of Workforce Development Pilot Program Goals

Based on their application and subsequent informational letter, the review team believes that this program achieves the goals set out in the 2017 Guidelines.

Hampden Prep proposes to administer assessments (Career Ready 101, TABE) to all applicants to assess their academic technical readiness and career interests. In order to maximize the impact, and



result in more positive program outcomes such as high school equivalency achievement, applicants will be screened in based on career interests, strengths, and a minimum academic standard of reading and math skills. Applicants not meeting the academic standards will be referred to local ABE/HiSET prep network of programs. HCC will help develop a resource list of community programs and learning resources to assist applicants whose limited English speaking and listening skills do not meet the entrance criteria for Hampden Prep’s HiSET classes. Before enrolling, applicants will sign a contract with agreements regarding attendance standards, program completion, etc. The goal is to get the participants to the National Career Ready Certificate level. The projected achievement of participants is 50% will complete; 25% almost passes and 25% are at the close but needs more work level to achieve the certificate.

STCC notes that the additional funding for Hampden Prep in FY18 will allow staff from Springfield Public Schools and STCC planning time to explore and pilot new options for adult learners. Some examples might be shared use of training facilities at Springfield’s vocational high school, Putnam Tech, structured career encounters on the STCC campus and training of adult learners on access and efficient use of the new Skillsmart web-based career tool.

This program anticipates the hiring of 3 personnel that may be new personnel or teachers may want to become advisors. They anticipate the expenditure of approximately \$2000 per pupil to get a GED. The STCC indicated that it would be a quick hiring process.

STCC indicated that when looking at the two Springfield applications the programs are complimentary to each other.

7. [The Feasibility and Reasonableness of the Proposed Mitigation Measure](#)

The review team noted that one of the strengths of STCC’s application is the synergy that will exist between the current STCC Springfield Adult Learning Center (SALC) and Hampden Prep. SALC currently serves 250 students each week and approximately 350 adults each year. Their ABE/ESOL program had been funded since FY14 by the Department of Elementary and Secondary Education (DESE).

STCC’s proposal to administer career and academic assessments prior to admission may help to ensure that individuals are interested and able to complete the Hampden Prep program. Additionally, in order to maximize the number of high school equivalency achievers and program completers Hampden Prep proposes focusing on students who are close to achieve their HSE; requiring a minimum reading level of grade 9 and math level of 8 (TABE). This strategy may have a more immediate impact on increasing the number of credentials in Western Massachusetts.

The review team found that the STCC application meets the purposes of the Guidelines more closely than SPS due to its regional approach; the availability of in-kind and leveraged funding; and its strong connection with regional workforce partners and MGM Springfield. Additionally, the Hampden Prep’s level of focus on students at a higher curriculum level and employment readiness met the Guidelines’ proposed goals “... to improve the skills, knowledge, and credential attainment of ... residents interested in a casino career, focusing on increasing industry-recognized and academic credentials needed to work in the most in-demand occupations related to the expanded gaming industry or a focus on occupations that could be in high demand from the casino”.

GUIDELINES USED TO EVALUATE EVERY APPLICATION

1. A demonstration that the impact is being caused by the proposed gaming facility;
2. The significance of the impact to be remedied;
3. The potential for the proposed mitigation measure to address the impact;
4. The feasibility and reasonableness of the proposed mitigation measure;
5. The demonstration that any program to assist non-governmental entities is for a demonstrated public purpose and not for the benefit or maintenance of a private party;
6. The significance of any matching funds for planning efforts or workforce development pilot program activities;
7. Any demonstration of regional benefits from a mitigation award;
8. A demonstration that other funds from host or surrounding community agreements are not available to fund the proposed mitigation measure; or
9. A demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.

GUIDELINES USED TO EVALUATE WORKFORCE DEVELOPMENT APPLICATIONS

1. Governmental entity applying for workforce development funds will also need to provide detail on what it will contribute to the workforce development project such as in-kind services or workforce development funds
2. Does the application include a regional consortium approach?
3. Industry-recognized and academic credentials needed to work in the most in-demand occupations related to the expanded gaming industry or a focus on occupations that could be in high demand from the casino, potentially negatively impacting the regional business community
4. Does it accomplish the goal of assisting low-skilled adults to obtain education and career training to enable them to join the regional labor market?
5. Does the application address the anticipated goals of the program (see page 11 of the Guidelines)?
6. Does it contain eligible activities that structure adult basic education, occupational training and post second education for adult learners?
7. A program in Region A or Region B that structures intentional connections among adult basic education, occupational training, and post-secondary education programs
8. Does it develop a pilot program that will address any claimed impacts?

Exhibit A



May 3, 2017

Sondra Schwartz, Executive Director
Metro North Regional Employment Board
186 Alewife Brook Parkway, Suite 216
Cambridge, MA 02138

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

Re: 2017 Community Mitigation Fund – Workforce Development Application

Dear Ms. Schwartz and Ms. Albrizio-Lee:

Thank you for meeting with the community mitigation review team recently. It was a pleasure discussing Metro North Regional Employment Board's application for community mitigation funds. The community mitigation review team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. Could you please provide further detail regarding the regional scope of the program such as who you would envision as future partners in this program?
2. What is the targeted demographic of your program participants?
3. How will this program fit into existing programs?
4. Does your proposed program focus predominantly on preparing area residents for Wynn Boston Harbor job opportunities, does it instead focus on the impacts of Wynn Boston Harbor's hiring on other employers in the region, or both? Can you please explain the reason(s) for this focus?
5. Can you please describe how the program takes the Wynn Boston Harbor opening date into account?
6. Based on your application's impact measures, what does your program hope to achieve in year one?
7. How do you anticipate tracking the outcome of this program in terms of job placement, retention, and transition to working for Wynn Boston Harbor?
8. Other sources of money including potential CDBG funding, an application to Commonwealth Corporation and other municipal funds were mentioned in the application as



Massachusetts Gaming Commission

Sondra Schwartz, Executive Director
Chris Albrizio-Lee, Director of Strategic
May 3, 2017
Page 2

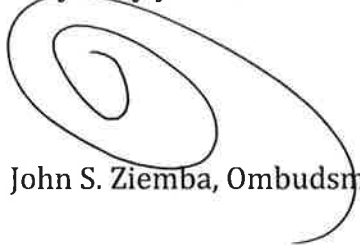
potential leverage for the proposed \$200K program. Do you have any further updates on these possible commitments and how they impact the overall program?

9. The Expanded Gaming statute focuses on job opportunities for minority, women and veteran populations as well as a focus on the underemployed and unemployed. The application does not mention these groups directly. However, are they a focus of the planned recruitment efforts?
10. The application includes a comprehensive list of education and job training programs. Is the program anticipated to look beyond our local partner - the community colleges - for other programs? Is this part of the post program review?
11. Do you anticipate future outreach to other communities with significant workforce development resources to assist with this program?

The community mitigation review team would like to present to the Commission its recommendation in June or earlier. In order to meet this timetable, the community mitigation review team would greatly appreciate receiving your response by May 17, 2017.

We look forward to reviewing this application with the Commission. Please do not hesitate to contact us with any questions or concerns. We thank you for applying to the 2017 Community Mitigation Fund Program.

Very truly yours,


John S. Ziemba, Ombudsman
msj



Jill Griffin, Director of Workforce Development

cc: Lloyd Macdonald, Commissioner
Catherine Blue, General Counsel
Derek Lennon, C.F.O.
Joseph E. Delaney, Construction Project Oversight Manager
Mary S. Thurlow, Program Manager



Massachusetts Gaming Commission



May 3, 2017

Daniel J. Warwick, Superintendent of
Springfield Public Schools
1550 Main Street
Springfield, MA 01103

Patrick Roach, Chief Financial and
Operations Officer
1550 Main Street
Springfield MA, 01103

Re: 2017 Community Mitigation Fund – Workforce Development Application

Dear Messrs. Warwick and Roach:

Thank you for attending the meeting with the community mitigation review team on April 12th. The community mitigation review team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions, we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. What is the potential for other funding to scale up the program or continue the program in future years?
2. Does your proposed program focus predominantly on preparing area residents for MGM Springfield job opportunities, does it instead focus on the impacts of MGM Springfield's hiring on other employers in the region, or both? Can you please explain the reason(s) for this focus?
3. Your application states that "[t]he focus of this program will be to develop transferable academic, technical, and employability skills resulting in an increase of employable Springfield residents." The 2017 Guidelines state "[e]ligible career pathways workforce development proposals must include a regional consortium approach to improve the skills, knowledge, and credential attainment of each Region A and Region B residents interested in a casino career". How does your proposed program accomplish the regional goals articulated in the Guidelines?
4. It is our understanding that Springfield Public Schools can serve those who are not residents of Springfield. Is serving non-Springfield residents part of the planned approach in year (1), or in any future years of the program?



Massachusetts Gaming Commission

5. Could you please provide further detail regarding any future regional scope of the pilot program and who you would envision as future public or private partners (potentially including other grant applicants) and a description of their roles?
6. What is the targeted demographic and academic level of participants? Does your proposed program target specific educational levels, i.e. proficiency level of math/reading level, ABE ESOL?
7. What is SPS's experience in conducting ABE and other training programs?
8. How does your program plan to screen, assess academic/career readiness, and interests of participants to maximize the potential impact on MGM Springfield? How do you plan to recruit program participants?
9. How will the Economic Development Council of Western Massachusetts ("EDC") be a partner in this effort? Is it anticipated that the EDC will have a budget or strategy for this activity.
10. Is the evidence based assessment tool described in the application already being contemplated through the Working cities Challenge Initiative or is it a new initiative as part of this grant application?
11. Is there a budget or break-out of costs for the assessment tool?
12. The pilot program discusses that community mitigation funds will be used for direct reimbursement for actual expenses. Does this mean other funds are being outlaid first? If not, can you clarify the language in the Impact Controls portion of the application?
13. The 2017 Guidelines anticipate that a successful Workforce Development Pilot Program would require a consortium including important area workforce development partners. Would you contemplate further collaboration with the other Region B applicant, STCC, on a program in year one, or future years? *

The review committee would like to present to the Commission their recommendations in June or earlier. In order to meet this timetable, the community mitigation review team would greatly appreciate receiving your response by May 17th.

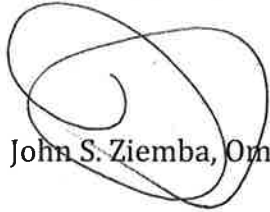
* Please note that this question is being asked of both Workforce Development Pilot Program applicants in Region B.



Messrs. Warwick and Roach
Page 3
May 3, 2017

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns. We thank you for applying to the 2017 Community Mitigation Fund Program.

Very truly yours,



John S. Ziemba, Ombudsman
ms



Jill Griffin, Director of Workforce Development

cc: Mayor Domenic J. Sarno
Commissioner Lloyd Macdonald
Catherine Blue, General Counsel
Derek Lennon, C.F.O.
Joseph Delaney, Construction Oversight Manager
Mary Thurlow, Program Manager



Massachusetts Gaming Commission

101 Federal Street, 12th Floor, Boston, Massachusetts 02110 | TEL 617.979.8400 | FAX 617.725.0258 | www.massgaming.com



May 3, 2017

Cathy Olson, Senior Director of Finance
Springfield Technical Community College
One Armory Square, Suite 1
PO Box 9000
Springfield, MA 01102-9000

George Kohout, Director of ABE/ESOL Services
Springfield Technical Community College
One Armory Square, Suite 1
PO Box 9000
Springfield, MA 01102-9000

Re: 2017 Community Mitigation Fund – Workforce Development Application

Dear Ms. Olson and Mr. Kohout:

Thank you for attending the meeting with the community mitigation review team on April 12th. The community mitigation review team found the meeting to be very informative. As we discussed during the meeting, we are writing to ask you to please provide us with answers to the below questions. In asking these questions we are mindful of the details of your application and are requesting any further information that is not included in your application.

1. What is the potential for other funding to scale up or continue this program in future years? Could you please identify other sources that could potentially be leveraged for this program?
2. Does the proposed program focus predominantly on preparing area residents for MGM Springfield job opportunities, does it instead focus on the impacts of MGM Springfield's hiring on other employers in the region, or both? Can you please explain the reason(s) for this focus?
3. The 2017 Guidelines state that "[e]ligible career pathways workforce development proposals must include a regional consortium approach to improve the skills, knowledge, and credential attainment of each Region A and Region B residents interested in a casino career". How does the proposed program accomplish the regional goals articulated in the Guidelines? Please provide further detail regarding the regional scope of the pilot program (Year 1) and who is envisioned as potential future partners (including other grant applicants). Please describe the roles of any future partners.



Massachusetts Gaming Commission

4. How does this program fit into or work with existing job readiness programs involving MGM Springfield?
5. How do Springfield Technical Community College's ("STCC") current Adult Learning Center activities align with this program? Are those programs continuing under separate funding?
6. The application states that "[t]he program will serve 90 students from the City of Springfield in Year One, and will be scaled to the additional cities of Chicopee, West Springfield and Holyoke in Year Two as funding allows." Does STCC plan to also provide access to Springfield residents in Year 2 (in addition to Chicopee, West Springfield, and Holyoke residents)?
7. Where does STCC intend to conduct the training (i.e. entirely on-campus, both on-campus and off-campus)? Will such training location or locations be accessible to most students/residents?
8. The 2017 Guidelines anticipate that a successful Workforce Development Pilot Program would require a consortium including important area workforce development partners. Would you contemplate further collaboration with the other Region B applicant, Springfield Public Schools, on a program in year one, or future years? Do you anticipate working with Springfield Public Schools collaboratively in the future to further enhance your program?¹

The review committee would like to present to the Commission their recommendation in June. In order to meet this timetable, the community mitigation review team would greatly appreciate receiving your response by May 17th.

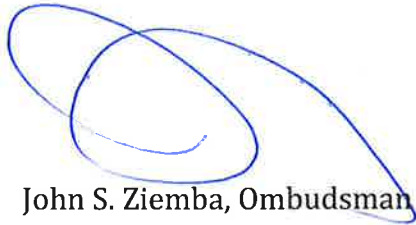
¹ Please note that this question is being asked of both Workforce Development Pilot Program applicants in Region B.



Cathy Olson, Senior Director of Finance
George Kohout, Director of ABE/ESOL Services
Page 3
May 3, 2017

We look forward to working with you on this grant process. Please do not hesitate to contact us with any questions or concerns.

Very truly yours,



John S. Ziemba, Ombudsman



Jill Griffin, Director of Workforce Development

cc: Mayor Domenic J. Sarno
President John Cook, STCC
Joseph DaSilva, VP of Administration/CFO
Commissioner Lloyd Macdonald
Catherine Blue, General Counsel
Derek Lennon, CFO
Joseph Delaney, Construction Oversight Manager
Mary Thurlow, Program Manager



Exhibit B

Metro North Regional Employment Board
Responses to Additional Information Requested by Massachusetts Gaming Commission
Re: 2017 Community Mitigation Fund- Workforce Development Application

1. *Could you please provide further detail regarding the regional scope of the program such as who you would envision as future partners in this program?*

In addition to the partners outlined in the application, the Metro North Regional Employment Board (REB) and consortium partners will continue to outreach to additional potential partners from communities impacted by the Wynn gaming facility. This includes municipalities that have surrounding/neighborhood community agreements with Wynn (Boston, Lynn, Medford, and Melrose) as well as community-based organizations and public agencies serving residents of these and other communities impacted by the new facility. Additional partners could be involved with the consortium in a number of ways, including, but not limited to, expanding capacity of the “casino career advisors” network, additional training support, sources of referrals for the training programs, and/or participating on a potential region-wide “community partner network” vis-à-vis the CPN currently operating in Springfield.

2. *What is the targeted demographic of your program participants?*

The programs and services offered through this project will be targeted at unemployed and underemployed residents of communities impacted by the Wynn gaming facility. There will be focused efforts on outreaching to and recruiting local residents, individuals with barriers to employment, and under-represented populations as well as populations specifically mentioned in the Expanded Gaming Act: minorities, women, and veterans.

3. *How will this program fit into existing programs?*

The two main components of the project, a region-wide network of “casino career advisors” and culinary arts training programs, are designed to increase capacity and fill gaps in the regional workforce development system. These project components are new partnerships that will address the current and future needs of employers in the region, needs that are not being sufficiently addressed by the existing system. As a regional consortium, the project will work closely with existing programs in the region to maximize impact. For example, the existing network of ABE/GED programs in the region will serve as “access points” to casino career advisors, basic skills remediation to prepare people for the training programs, and referral sources.

4. *Does your proposed program focus predominantly on preparing area residents for Wynn Boston Harbor job opportunities, does it instead focus on the impacts of Wynn Boston Harbor’s hiring on other employers in the region, or both? Can you please explain the reason(s) for this focus?*

Both. Given the fact that Wynn Boston Harbor will not open for another two-plus years, the project will not be able to place initial program graduates directly at Wynn in the first “pilot” year. The first round of graduates are expected to complete training at least a year before Wynn’s opening, so the initial focus will be on preparing area residents for job opportunities at other employers in the region who will be impacted by Wynn’s hiring needs. While initial program graduates will not be able to be placed directly at Wynn, the experience gained during the year-plus prior to Wynn’s

opening can better prepare them for opportunities directly at Wynn when they become available. As the project continues, trainees could be placed directly at Wynn. The overarching mission of the project is to address the needs of employers and job seekers across the region and minimize the stress placed on the regional labor market as a result of the influx of thousands of new jobs at Wynn.

5. *Can you please describe how the program takes the Wynn Boston Harbor opening date into account?*

As described in #4, the first round of trainees will be graduating at least a year before Wynn's opening. However, it is important to begin addressing the regional needs of employers and job seekers now. There is already a large unfilled need for culinary workers in the region, a need that will only be exacerbated by Wynn's influx of hundreds of new culinary jobs, plus those of other new developments in the area, such as Assembly Row in Somerville. The first round of graduates will be placed at other employers in the region, addressing existing need, and some may choose to pursue opportunities directly at Wynn once they become available. In the meantime, those initial graduates will be able to attain a year-plus worth of job experience, which will increase their marketability for jobs directly at Wynn or career advancement opportunities at their existing employer. Overall, the project is designed to address both immediate needs of businesses in the region as well as build a pipeline of talent for future opportunities at Wynn and other employers.

6. *Based on your application's impact measures, what does your program hope to achieve in year one?*

For the regional network of casino career advisors, the consortium expects to serve hundreds of local residents and make dozens of referrals. For the job training programs, the consortium expects to train approximately 100 participants, place 75% of them in culinary-related jobs, with 85% 90-day job retention.

7. *How do you anticipate tracking the outcome of this program in terms of job placement, retention, and transition to working for Wynn Boston Harbor?*

The training program partners all have existing data tracking and reporting systems that they use for internal and external purposes. This project anticipates that these existing systems can be used to track this project's outcomes, with each partner reporting their outcomes to the REB and the REB compiling into one consortium-wide report. The REB will meet with each partner and evaluate their current data systems to ensure current systems meet the needs of this project. If necessary, additional data tools, i.e. Google docs, can be utilized to fill any gaps.

8. *Other sources of money including potential CDBG funding, an application to Commonwealth Corporation and other municipal funds were mentioned in the application as potential leverage for the proposed \$200K program. Do you have any further updates on these commitments and how they impact the overall program?*

All sources of match/leverage outlined in the project proposal were secured and submitted as of the submission of the application, with the exception of Commonwealth Corporation grant application and PELL grants to participants of the Bunker Hill/Somerville training program. The potential CDBG funds are not directly tied to this project (would be awarded directly from City of Everett to Evertt-based community organizations), but could provide additional capacity for this project's efforts. The grant application to Commonwealth Corporation's Workforce Competitiveness Trust Fund was not

successful and PELL grants would be subject to each individual participant's eligibility when they apply to the program. Consortium partners are currently undertaking discussions to evaluate if and how the unsuccessful Commonwealth Corporation grant application will affect the overall project. All other leveraged resources, both cash and in-kind, outlined in the project budget, are secured.

9. *The Expanded Gaming statute focuses on job opportunities for minority, women, and veteran populations as well as a focus on the underemployed and unemployed. The application does not mention these groups directly. However, are they a focus of the planned recruitment efforts?*

Yes, these groups are, and will be, a focus of recruitment efforts.

10. *The application includes a comprehensive list of education and job training programs. Is the program anticipated to look beyond our local partner- the community colleges- for other programs? Is this part of the post program review?*

As described in the application, this project includes many partners beyond the local community college, including municipalities, public schools, and community-based organizations. While the focus of the first year of the project is on culinary careers, the consortium does anticipate looking at other needs beyond culinary arts, such as hospitality, financial services, and management. As part of ongoing evaluation of the project, the consortium will assess additional needs, reach out to potential partners to address those needs, and formulate an action plan. The consortium will continue to engage and outreach to any and all partners with relevant expertise and experience to address the needs of businesses and job seekers in our region impacted by the Wynn facility.

11. *Do you anticipate future outreach to other communities with significant workforce development resources to assist with this program?*

Yes, the consortium anticipates continued outreach to other communities impacted by the Wynn gaming facility to engage them in the project. All five current municipal partners have committed significant cash and in-kind resources to maximize the impact of the project. The consortium would like to have as broad an impact as possible across the region by engaging as many communities as possible.



Central Office
1550 Main Street, 2nd Floor
P.O. Box 1410
Springfield, MA
01103-1410

SPRINGFIELD PUBLIC SCHOOLS - SPRINGFIELD, MASSACHUSETTS

Daniel J. Warwick
Superintendent of Schools
warwickd@sps.springfield.ma.us
Tel. 413-787-7087
Fax 413-787-7171

May 17, 2017

Mr. John Ziembra
Ombudsman
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Ms. Jill Griffin
Director of Workforce Development
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: 2017 Community Mitigation Fund- Workforce Development Application

Dear Mr. Ziembra and Ms. Griffin:

Below please find our responses to the follow-up questions sent with regards to our FY 2017 Community Mitigation Fund – Workforce Development application.

1. What is the potential for other funding to scale up the program or continue the program in future year?

The Springfield Public Schools (SPS) currently has secured the following funding streams that could be utilized to scale up or continue the Ahead of the Game program;

- Annual Adult Education budget (including revenue generated from Adult Education program)
- Economic Development Council of Western Mass. 3 Yr. Working Cities Challenge Initiative
- High School Equivalency Test Center Grant

Continuation of the program or program sustainability, will be achieved through the work completed over the next three years, including building the curriculum that will be used to assist students with the pre-requisites, and the growth and development of partner relationships. In addition, the district will continue to research and pursue additional revenue streams to continue this program long-term.

2. Does your proposed program focus predominantly on preparing area residents for MGM Springfield job opportunities, does it instead focus on the impacts of MGM Springfield's hiring on other employers in the region, or both? Can you please explain the reason(s) for this focus?

Our proposed program focuses on both preparing area residents for jobs within MGM Springfield, and also preparing them to backfill jobs made available at local companies by area residents obtaining positions with MGM Springfield. Our goal is to decrease the unemployment rate in the area overall, and prepare Region B residents to be competitive applicants for all positions and help them rise within companies.

- 3. Your application states that “the focus of this program will be to develop transferable academic, technical, and employability skills resulting in an increase of employable Springfield residents.” The 2017 Guidelines state “eligible career pathways workforce development proposals must include a regional consortium approach to improve the skills, knowledge, and credential attainment of each Region A and Region B residents interested in a casino career.” How does your proposal program accomplish the regional goals articulated in the Guidelines?**

The Ahead of Game program will assist anyone and everyone in filling vacant positions within the greater Springfield area. Our regional consortium approach will utilize all established partnerships under the Working Cities Challenge Initiative and beyond, in order to assist Region B residents in obtaining basic and essential skills needed to be considered competitive candidates for employment. Our approach to improve the skills, knowledge, and credentials of residents includes assessment and placement into appropriate courses based on individualized needs, skills, and levels.

- 4. It is our understanding that the Springfield Public Schools can serve those who are not residents of Springfield. Is serving non-Springfield residents part of the planned approach in year (1), or in any future years of the program?**

Yes, during Year 1 and all future years of the program, our goal will be to serve all Region B adults looking to gain academic credentials and employability skills needed in order to fill demand industry jobs.

- 5. Could you please provide further detail regarding any future regional scope of the pilot program and who you would envision as future public or private partners (potentially including other grant applicants) and a description of their roles?**

We envision future partners in this program to be Springfield Technical Community College (STCC) and Holyoke Community College (HCC). The district will work directly with these higher education partners to build curriculum that aligns with general education standards, including the MGM workforce training program.

SPS’s role will be to provide the students with the pre-skills needed to be successful at STCC and HCC. We will assist students through the enrollment process, ensure their retention in the program, and help them get jobs upon completion. SPS will continue our case management with student’s post-graduation from the Ahead of the Game program.

- 6. What is the targeted demographic and academic level of participants? Does your proposed program target specific educational levels, i.e. proficiency level of math/reading level, ABE ESOL?**

The program will target low-skilled, low-income individuals, at all proficiency levels. The program will offer Adult Basic Education (ABE) in English for Speakers of Other Languages (ESOL), Mathematics

and Numeracy, and English Language Arts (ELA). Courses are offered at various levels based on the students' academic need. All courses will align with the Massachusetts ABE Curriculum Frameworks and will encompass specific job force development skills.

7. What is SPS's experience in conducting ABE and other training programs?

The district has been successfully providing ABE training programs for over 30 years. We have been a local leader in the industry working along side the Massachusetts Department of Elementary and Secondary Education (DESE), and regional partners.

8. How does your program plan to screen, assess academic/career readiness, and interests of participants to maximize the potential impact on MGM Springfield? How do you plan to recruit program participants?

Candidates will be screened via the SkillSmart platform, assessment and placement based on DESE requirements, measurable pre-exams and post-exams, and identified goals and data points throughout the program. If awarded, SPS will launch a traditional media campaign for recruitment that will include; collateral material, social media, radio, television, and word-of-mouth. In addition, we will collaborate with workforce partners to assist in recruiting candidates.

9. How will the Economic Development Council of Western Massachusetts ("EDC") be a partner in this effort? Is it anticipated that the EDC will have a budget or strategy for this activity?

The Economic Development Council (EDC) will support the district through community outreach, coaching and mentoring, and public awareness campaigns. The EDC does not have a separate budget or strategy for this effort. They are the lead Partner in the Working Cities Challenge Initiative which includes 14 core partners. All strategies and budget items will be developed through Working Cities partnerships.

10. Is the evidence based assessment tool described in the application already being contemplated through the Working Cities Challenge Initiative or is it a new initiative as part of this grant application?

The evidence-based assessment tool is already being contemplated through the working cities initiative; however, SPS will be the first Working Cities partner to pilot an evidence-based tool to address and measure the economic success over a longer period of time. i.e., the measure will extend beyond obtaining a credential to drive outcomes tied to economic success (not merely getting a job): "Did you get a job?", "Are you able to retain the job?", "Are you obtaining earnings growth?" Currently, these measures end once an individual receives their credential.

11. Is there a budget or break-out costs for the assessment tool?

At this time, the EDC does not have the break-out costs/budget for the assessment tool. They will be evaluating Efforts to Outcomes (ETO) and Sales Force, which have a wide price range, depending on

such things as how many users there will be, the complexity of the organization and source data, whether we will be able to integrate data from existing programs. If awarded funding a budget will be developed for specifically for the work involved with the Ahead of the Game program. Current overall costs for this tool, are estimated up to \$80,000.00.


12. The pilot program discusses that community mitigation funds will be used for direct reimbursement for actual expenses. Does this mean other funds are being outlaid first? If not, can you clarify the language in the Impact Controls portion of the application?

Yes, the city will first outlay the costs of running the program and then will request reimbursement from The Massachusetts Gaming Commission for the actual costs incurred.

13. The 2017 Guidelines anticipate that a successful Workforce Development Pilot Program would require a consortium including important area workforce development partners. Would you contemplate further collaboration with the other Region B applicant, STCC, on a program in year one, or future years?

The Springfield Public Schools and the EDC would absolutely welcome, and be excited to collaborate with STCC on this program. The collaboration would allow both entities to deliver a strong program to support our region in Year 1 and in future years of the program. The collaboration will also allow us to assist STCC with obtaining qualified applicants that will have access to additional resources as they enroll and complete the gaming certification programs.

Sincerely,



Daniel J. Warwick
Superintendent of Schools

cc: Mayor Domenic J. Sarno
Commissioner Lloyd Macdonald
Catherine Blue, General Counsel
Derek Lennon, C.F.O.
Joseph Delaney, Construction Oversight Manager
Mary Thurlow, Program Manager

1. *What is the potential for other funding to scale up or continue this program in future years? Could you please identify other sources that could potentially be leveraged for this program?*

We anticipate that at the conclusion of Year One (August 2018), *Hampden Prep* will have established effective recruitment, instructional and advising components leading to positive outcomes for students as well as stable systems of program delivery. During Year One, we would rely on these promising practices to encourage other funding sources to assist in scaling up the services to include more students and other cities in Hampden County. These other funding sources for Year Two and beyond could include the following:

- Private foundations including the Community Foundation of Western Mass, the Davis Foundation, the United Way of Pioneer Valley, Mass Mutual Foundation, Liberty Mutual Foundation, and the George I. Alden Trust.
- AmeriCorps VISTA and / or Commonwealth Corps of Massachusetts could provide *Hampden Prep* with two to three member positions to expand the capacity of the program. STCC has a track record of supervising AmeriCorps VISTA members in areas of digital literacy, data analysis and work readiness curriculum development.

2. *Does the proposed program focus predominantly on preparing area residents for MGM Springfield job opportunities, does it instead focus on the impacts of MGM Springfield's hiring on other employers in the region, or both? Can you please explain the reason(s) for this focus?*

Hampden Prep's initial application stated that our main focus was to mitigate the staffing shortages expected by many businesses in Hampden County as MGM Casino's full-time jobs and higher wages siphon incumbent workers from area businesses. MGM's attractive wage and benefit package and 24/7 schedule will attract those residents of Springfield and Hampden County with extensive job experience and marketable skills. In turn, local businesses will have many job vacancies needed to be filled if they are to remain competitive. We anticipate that the vacancies for new employees with customer service, hospitality, cash handling, and maintenance and security skills will grow tremendously.

In addition to back-filling positions left vacant by those employees moving on to MGM, there will be a large need for entry-level employees within the casino itself. *Hampden Prep's* classroom combination of HiSET prep academics and workforce readiness skills curriculum will prepare many adults with the right attitudes, and work habits to be employed directly by the MGM Casino in areas such as culinary and maintenance.

3. *The 2017 Guidelines state that "eligible career pathways workforce development proposals must include a regional consortium approach to improve the skills, knowledge, and credential attainment of each Region A and Region B residents interested in a casino career". How does the proposed program accomplish the regional goals articulated in the Guidelines? Please provide further detail regarding the regional scope of the pilot program (Year One) and who is envisioned as potential future partners (including other grant applicants). Please describe the roles of any future partners.*

STCC / Springfield Adult Learning Center's (SALC) current HiSET programs are enhanced through its collaboration with a network of employment and training partners including: DESE-funded ABE programs, the two Career Centers of Hampden County, the Regional Employment Board (LWIB), and Holyoke Community College (HCC). In addition, the majority of current students are "shared customers" with other supportive partners including: the regional Department of Transitional Assistance (DTA) office, Massachusetts Rehabilitation Commission, Springfield Partners for Community Action, Hampden County's CAP agency and many large non-profits including: New England Farm Workers Council, Springfield Housing Authority and the Gandara Health Center. The staff of STCC/SALC have cultivated quality reciprocal relationships with these collaboration partners, and the new *Hampden Prep* will promote and maintain a similar network of supportive partners.

Year One As *Hampden Prep* establishes itself in Year One, the core partners and their primary roles will include the following:

- Holyoke Community College (HCC) currently provides guidance, instruction and curriculum support related to SALC's free ESOL classes. HCC will help develop a resource list of community programs and learning resources to assist applicants whose limited English speaking and listening skills do not meet the entrance criteria for *Hampden Prep*'s HiSET classes. As the lead agency for Holyoke's ABE collaborative JUNTOS, HCC will also assist in the recruitment and intake process of *Hampden Prep* applicants residing in that city. In Year Two, HCC's experience with providing ESOL instruction will be crucial as those classes are rolled out in conjunction with additional HiSET prep classes.
- Training Workforce Options (TWO) serves as the Hampden County lead organization for the MCCTI initiative. In that role, TWO will be developing pathways to their training programs that will be accessed by *Hampden Prep* graduates interested in MGM employment. TWO also develops and implements short-term certificate courses to meet the employment needs of local industries including manufacturing, customer service, culinary and cash handling. *Hampden Prep* will work closely with TWO staff and instructors to introduce these industry-based curriculum resources into the HiSET prep classes (contextualized instruction).
- Career Centers (FutureWorks in Springfield and CareerPoint in Holyoke) will host both information and recruitment sessions for *Hampden Prep*. Every student of *Hampden Prep* will become a registered customer of one of the career centers allowing

them to access supplementary workforce readiness workshops such as Interview Skills, Resumes Development, and other job search topics. The career centers' staff will also assist in job matching services for *Hampden Prep* graduates entering directly into the workforce.

- Springfield Public Schools and STCC currently partner on a variety of educational initiatives including the Gateway to College program, 100 Males to College and a dual-enrollment option for high school students. The additional funding for *Hampden Prep* in FY18 will allow staff from both organizations' planning time to explore and pilot new options for adult learners. Some examples might be shared use of training facilities at Springfield's vocational high school, Putnam Tech, structured career encounters on the STCC campus and training of adult learners on access and efficient use of the new SkillsSmart web-based career tool.

4. *How does this program fit into or work with existing job readiness programs involving MGM Springfield?*

STCC, through its collaborative partnership with HCC and TWO, has been closely working with MGM since their Springfield casino project became official in 2013. As the lead organization for the Massachusetts Casino Careers Training Institute (MCCTI) in Hampden County, the TWO staff and MGM have worked closely to plan and develop the framework for preparing residents of Hampden County for careers at MGM.

In addition to this formal partnership, STCC staff have also been actively engaged in other Springfield workforce readiness projects including the following:

- The Springfield Works Initiative, a grantee of the Federal Reserve Bank's Working Cities Grant, is a collaboration of Springfield's educational, non-profit and workforce development organizations whose focus is to provide proactive support services that link hard-to-employ residents to the in-demand training needed for jobs that often go unfilled. *Hampden Prep* will work closely with the Springfield Works Initiative to promote and market the HiSET prep classes and streamline the referral process.
- STCC staff are also actively engaged with the Community Partner Network (CPN) of Springfield. CPN is a relatively new collaborative of non-profits that has focused on providing referrals to construction unions' apprenticeship programs. These unions are committed to working with MGM to meet hiring targets for minorities and Springfield residents. As the MGM construction phase winds down in 2018, CPN will turn its efforts to assisting residents with information and workforce readiness seminars related to employment at MGM. *Hampden Prep* staff will be represented at the monthly CON meetings in order to facilitate the communication and referrals to our educational and career exploration classes.
- In addition, the Training Workforce Options (TWO) collaboration of STCC and HCC will be providing specific certificates and licensure courses for prospective employees of MGM's gaming, security and IT functions through the MCCTI. Due to its strategic location on the STCC campus, *Hampden Prep*

will play a crucial role as a pipeline of academically prepared participants of these new, casino training programs.

- *Hampden Prep* staff will also be active members of the ABE Community Planning Partnership that meets bi-monthly to share information related to ABE programming in Springfield and building more efficient referral systems across partnering organizations. Workforce readiness programs (such as Job Corps, YWCA's YouthBuild, and the local career center) are all represented in this partnership.

5. *How do Springfield Technical Community College's ("STCC") current Adult Learning Center activities align with this program? Are those programs continuing under separate funding?*

One of the main strengths of STCC's application is the synergy that will exist between the current STCC Springfield Adult Learning Center (SALC) and *Hampden Prep*. SALC currently serves 250 students each week and approximately 350 adults each year. This ABE/ESOL program had been funded since FY14 by the Department of Elementary and Secondary Education (DESE). Regardless of the outcome of this MGC application, SALC is positioned to continue to receive DESE funding by way of the new 5-year cycle of ABE funding through 2023. On an annual basis, the grant award for these services is approximately \$700,000. On top of that direct support from DESE, STCC provides a match amount of \$140,000. Although this current grant provides services for approximately 350 adults per year, the wait list for SALC classes continues to grow. More than 75 new applicants walk in to the SALC offices each month requesting HiSET prep and ESOL services. Additional MGC funding will enable *Hampden Prep* to focus our academic prep work on those Level 3 students who are nearly ready for the multitude of new and emerging jobs, but lack the HiSET credential to make them eligible for vocational training and minimum employment credentials.

The linkage between these two programs will be evident through the following shared and complimentary activities, including:

- SALC's curriculum expertise in providing instruction to adult learners for the past four years will strengthen the design and implementation of the *Hampden Prep* classes. Our current curriculum instructional strategies that are aligned with the College and Career Readiness Standards will serve as the basis for the design of the new Level 3 HiSET prep and career readiness classes.
- We anticipate that a portion of the adults applying to *Hampden Prep* will not meet the academic benchmarks needed to participate in classes. These prospective students will be referred to the current SALC Level 1 and Level 2 classes at STCC or English language learner classes in order to serve them and help them move toward their career goals.

- The SALC has developed a calendar of activities and processes for integrating our adult learners into the college campus. Each student is currently provided with the STCC ID (RamCard) that provides them with access to supplementary campus services and resources. *Hampden Prep* students will also receive the RamCard and participate in similar activities that exposes them to training opportunities, college success skills and the positive images attributed to the community college experience.

6. *The application states that the "Hampden Prep program will serve 90 students from the City of Springfield in Year One, and will be scaled to the additional cities of Chicopee, West Springfield and Holyoke in Year Two as funding allows." Does STCC plan to also provide access to Springfield residents in Year Two (in addition to Chicopee, West Springfield, and Holyoke residents)?*

Given the focus of these MGC workforce development funds on serving not just Springfield but the adjoining cities of Hampden County, we anticipate that *Hampden Prep*'s census will change from Year One to Year Two. Year One will see a predominant participation of Springfield residents similar to SALC's current demographics, noted in the chart below. As *Hampden Prep* establishes additional program sites in either Holyoke, Chicopee or West Springfield in Year Two, we anticipate that the number of students from those communities would reflect the approximate increase as noted below:

FY18 (Year One)		FY19 (Year Two)	
	# of Students		# of Students
Chicopee	4 5 %	Chicopee	36 20 %
East Longmeadow	4 5 %	East Longmeadow	10 5 %
Springfield	68 75 %	Springfield	90 50 %
West Springfield	9 10 %	West Springfield	36 20 %
5 other communities	5 5 %	6 Other communities	8 5 %
Total students	90	Total students	180

7. *Where does STCC intend to conduct the training (i.e. entirely on-campus, both on-campus and off-campus)? Will such training location or locations be accessible to most students/residents?*

In Year One, while *Hampden Prep* is developing stable recruitment, placement and instructional systems, the classes will be held on the STCC campus. In Year Two, we anticipate that some of the academic pipeline classes would be held at a variety of

Hampden County locations including: the STCC campus, the MGM training institute on Main Street, Springfield, and also in two yet to be determined neighboring communities.

A priority for all of the program locations will be access to public transportation and low-cost -- if not free -- parking arrangements for students and staff.

8. *The 2017 Guidelines anticipate that a successful Workforce Development Pilot Program would require a consortium including important area workforce development partners. Would you contemplate further collaboration with the other Region B applicant, Springfield Public Schools, on a program in Year One, or future years? Do you anticipate working with Springfield Public Schools collaboratively in the future to further enhance your program?*

Clearly, the workforce development needs of Springfield residents cannot adequately be addressed by just one organization. *Hampden Prep* will learn and grow from its primary partners' (STCC and TWO) experiences that collaboration is key to a scalable effort and positive outcomes.

In Year One, *Hampden Prep* will explore a number of joint ventures with the Springfield Public Schools (SPS) in an effort to maximize the delivery of services to the target population of underserved and under-employed residents of Hampden County. These efforts would include:

- Assist staff, students and prospective students to become familiar with and enroll when appropriate in SkillSmart. This web-based hiring platform helps job-seekers identify possible job types that match their work experiences and skills. It also plots possible training opportunities for individuals who lack certain skills or certificates needed for employment at the MGM Casino or other local industries. The SkillSmart platform will be used widely in the coming years by MGM, Springfield Public Schools, the Springfield Works Initiative and many of the region's non-profits as we try and match information on the training needs of the local talent pool with the anticipated hiring needs of MGM and other industries.
- Coordinate exploratory sessions and tours of the STCC campus for SPS staff, instructors and adult students who are currently engaged in ABE efforts at the OWL Center. As career exploration is crucial to the adults' HiSET prep experience and next steps, these "career encounters" would provide a good hands-on learning experience for both staff and students.
- Explore, with SPS staff, methods to streamline the referral process for ABE and English language learners seeking access to low-cost or free classes in the City. This could include a data sharing process with a unified application at its source so prospective students on the wait list would not need to shuttle between programs.

In Year Two and future years, *Hampden Prep* and SPS might expand the collaboration by responding jointly to grant proposals from both private and public funding sources. The expansion of the adult education system to become a more stable and robust pipeline to college, training and careers would depend on such new, hard-dollar resources. There are many strategic areas in Springfield related to adults and their workforce readiness, education and training needs that overlap our two large institutions. *STCC/Hampden Prep* would encourage and support a collaborative relationship with SPS that results in a positive impact on these identified areas of Springfield and Hampden County adults.

Topic	Springfield Public School	Springfield Technical
What do they want to achieve the first year	Support launch of new Ahead of Game initiative targeting low-skill, low-income adults interested in pursuing long term careers with MGM	High school Equivalency and workforce readiness program
Program	Ahead of the Game - ABE or GED to pursue high education; prepare for enrollment in MGM programs	Hampden Prep - assisting residents to pass the HiSET or GED
Regional/Non-Regional	Not regional	Not regional in Year 1 - 90 students from Springfield
	Skillsmart workforce development platform – same application required by MGM	Year 2: Chicopee, West Springfield and Holyoke included; expanded to 270 individuals in 18 cohorts with 15 students per cohort;
	Training in interview skills, dress for success and work place etiquette, customer service	Career exploration, communication and workplace behavioral skills; job search skills
Target Group	Low-skill, low income adults looking for GED or ABE to enable them to enroll in MGM programs	Minimum of reading level 9.0 and math 8.0; unemployed or under-employed;
How many initially	100 annually with dedicated case manager and teacher	90 students in 6 cohorts across three 12-week sessions
Evaluation of students	Funds also used to administer GED or Hi-Set testing	NCRC Exams
Benefits for MGM	A portion of funds used to purchase curriculum materials related to casino industry thereby prepare students for training program and employment with MGM; Will track placement in permanent employment with MGM	Career exploration in occupations most impacted by MGM such as hospitality, culinary ad customer service; students can obtain a 10-OSHA -10 certificate or NCRC National Career Readiness Certificate (are these related to casino?)
Collaborations	Economic Development Council of Western Massachusetts (EDC): community outreach, coaching and mentoring program and public awareness campaigns.	TWO (Training and Workforce Options); Regional Employment Board of Hampden County, Inc. (REB); Working Cities Initiative; Hampden County ABE/SOL programs;
Transportation for Clients	Provide bus tokens to participants	Funds used for staff mileage/student transport
Supplemental Funding		Cash Match of 10.5 % (\$20,805); computer labs @ \$6,750; in-kind services of administrative space, classrooms and IT resources for staff;
Program Data and Performance Outcomes	Evidence Based Assessment tool by EDC	Through SALC Data provided by Dept. of Elementary and Secondary Education (DESE)
Completion of Program		

Balance Sheet Comparison		
	Springfield Public School	Springfield Technical
Personnel - case manager, teacher	\$117,317.67	\$166,649.00
Student materials	799.60	3,600.00
Curriculum materials	30,000.00	1,585.00
Testing Fees	6,500.00	3,600.00
Technology		2,000.00
Stipends-MGM Workforce training/Resume Writing Interviewing Etiquette	2,222.76	
Space rental		2,000.00
Professional Development		1,000.00
Data Collection	20,000.00	
Transportation	9,200.00	1,384.00
Indirect costs	6,491.00	
Direct administrative costs		18,182.00
Evidenced Base Assessment Tool (EDC)	20,000.00	