



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

2017 COMMUNITY MITIGATION FUND
Workforce Development Pilot Program Grant Application
BD-17-1068-1068C-1068L-11234

APPLICATIONS DUE NO LATER THAN FEBRUARY 1, 2017.

Please complete the entire Application.

Springfield Public Schools

1. NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT

Bureau of Adult Education/OWL Center

2. DEPARTMENT RECEIVING FUNDS

Patrick Roach, Chief Financial and Operations Officer, 413-787-7136 roachp@springfieldpublicschools.com

3. NAME, TITLE, PHONE #, AND EMAIL OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS

1550 Main St, Springfield MA, 01103

4. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS

Daniel J. Warwick, Superintendent of Springfield Public Schools, 413-787-7100
Warwickd@springfieldpublicschools.com

5. NAME, TITLE, PHONE # AND EMAIL OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

1550 Main St, Springfield MA, 01103

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

Economic Development Council of Western Massachusetts/Working Cities Initiative

7. NAME OF OTHER COLLABORATIVE PARTNERS

413-755-1365, R.Sullivan@westernmassedc.com, 1441 Main St, Springfield MA, 01103

8. PHONE #, EMAIL AND ADDRESS OF COLLABORATIVE PARTNERS

Blue Tarp Redevelopment, LLC.

9. NAME OF GAMING LICENSEE

- **IMPACT DESCRIPTION**

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

Springfield, Massachusetts, the fourth largest city in New England, is situated mid-way between Boston and New York City. Approximately 30% of the City's population is living at or below the poverty line, and 37.4% of its households subsist on less than \$24,999 per year. Our child poverty rate continues to be among the highest in the country with 44.6% of children under 18 living below the poverty line as compared to 12.4% for Massachusetts and 3% nationwide. The Springfield Public Schools (SPS) is the second largest school district in Massachusetts with approximately 26,000 students, a free and reduced rate of 73.2%, and 67.1% of our students are economically disadvantaged. The populations impacted most heavily by unemployment are youth, adults living below the poverty line, and adults without a GED or high school diploma.

The construction of MGM Springfield has provided 2,000 temporary construction jobs, and will provide 3,000 permanent jobs upon completion. The largest impact that has occurred, or will be occurring, is the influx of vacant job opportunities available within City. MGM Springfield has established a target to hire 35% of the workforce from Springfield and 90% from Springfield and the surrounding communities. This local workforce will be comprised of a diversified population reflective of the population of which it will serve. The MGM Additional Commitments Report states that "MGM Springfield is committed to hiring and maintaining a diverse, multi-racial and multi-cultural workforce which is reflective of its host community and customer base."

The new jobs resulting from MGM Springfield provide the opportunity to revitalize the City. High unemployment and poverty rates make the need for permanent employment critical for our residents. Our workforce faces education, social, cultural, and support system barriers that prevent them from meeting job requirements. MGM SkillSmart, is an online application where interested individuals can identify job opportunities which align with their skill sets. All jobs available on [MGM Career Launch Website](#) appear to require a minimum of a high school diploma or

equivalent. Unfortunately, 24.1% of the City's population do not hold a high school diploma and only 19.1% hold a degree higher than a high school diploma.

To bridge the gap between local employers, educational institutions, and our unemployed residents, the Springfield Public Schools plans to initiate the Ahead of the Game program. The focus of this program will be to develop transferable academic, technical, and employability skills resulting in an increase of employable Springfield residents.

Per 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". The 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 need for employment is high, but the lack of workforce readiness poses a real issue for these individuals. A few barriers identified included lack of interview/personal presentation skills, incomplete applications, little to no previous work experience. Barriers relating to employee retention also present as an issue. These individuals in entry-level positions were found to lack dependability, reliability, and proper workplace etiquette.

According to the [2011-2015 U.S. Census](#) our workforce consists of 76.4% of persons' age 25 plus in Springfield are high school graduates, and 17.5% of persons' ages 25 years plus have a Bachelor's degree or higher. Common skills and prerequisites for Casino jobs include, professional appearance, Massachusetts Gaming License, flexible schedules, high school diploma, GED, or high school equivalency test (Hi-Set).

- **PROPOSED MITIGATION**

Please identify below the manner in which the funds are proposed to be used. Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact from the construction of a proposed gaming establishment. Please describe how the mitigation request will address the specific impact indicated. Please attach additional sheets/supplemental materials if necessary.

Funds from the Community Mitigation Fund will support the launch of our new Ahead of the Game initiative. This program 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.

Adult students enrolled in this program will have a dedicated Case Manager and Teacher to work with them on their individual needs. The Case Manager will lead the intake and enrollment process for each student, assess the individual needs to verify entry level and appropriate support, conduct ongoing reviews of students, provide individual support/guidance, track students from point of entry through one year of successful employment, and focus on retention with students. While enrolled in the program, the Case Manager will work closely with our community based organizations and workforce development champions to secure internships and apprenticeships in the City, as well as paid, full and part time employment to build their resumes and help them become employable.

The Ahead of the Game Teacher will be responsible for teaching Adult Basic Education, Pre-GED and GED courses, and planning lessons and curriculum based on the learning needs of culturally diverse and

multi-skill level students. The Community Mitigation Funds will also be used to cover the cost of test administration for the GED or Hi-Set, testing materials, and technology.

Upon completion of this program, eligible students will be encouraged to apply and enroll into local post-secondary MGM workforce training programs. A portion of the funds will be used to develop and purchase supplemental curriculum materials specifically designed for adult students looking to pursue jobs in the Casino industry. This curriculum will enable our program to better prepare these students with the tools needed for training programs and employment opportunities with MGM Springfield.

To enhance and strengthen Region B's Ahead of the Game career pathways program, SPS is collaborating with community organizations, including the Economic Development Council of Western Massachusetts (EDC). As the lead organization for the Working Cities Challenge Initiative, the EDC is committed to helping low-income low-skilled adults of Springfield connect to education and career training programs. Together SPS and EDC/Working Cities will utilize Community Mitigation Funds to develop, an evidence-based assessment tool that measures a family's ability to access social resources, economic assets, and strong family bonds that align with their work and/or training/education schedules. The purpose is to improve the quality and alignment of services provided to Springfield residents by enabling the regular sharing of student data between the Springfield Public Schools and community organizations serving Springfield students. This tool will be designed to measure and track how a student's well-being changes as services are provided to them.

Among our low-income residents, transportation is one of the largest barriers preventing educational and career advancement. Data shows chronic absenteeism remains high within our adult education programs. To reduce this barrier, the Ahead of the Game program will offer bus tokens to participants, creating affordable means of travel to and from the program.

Provided in the chart below is a breakdown of costs for the Ahead of the Game Program. Costs include, salary and fringe benefits for the Case Manager and Teacher, transportation, curriculum, testing, supplies, and stipends.

2017 Workforce Development Pilot Program Application

Page 6 of 12

| AHEAD OF THE GAME BUDGET | | | | |
|--------------------------------|---|--------------------|----------------------|---------------|
| Line 1: Personnel | | | | |
| Position | Description | % FTE | Base Salary | Total |
| Case Manager | Guidance/Support Staff | 100% | \$ 36,000 | \$ 36,000.00 |
| Teacher | Instruction | 100% | \$ 59,665 | \$ 59,665.00 |
| Total | | | \$ 95,665 | \$ 95,665.00 |
| Line 2: Fringe Benefits | | | | |
| Position | Basis for Cost Estimate | | Amount | |
| Case Manager | Unemployment, Medicare, Health Insurance, Retirement , Workers Comp | | \$ 12,562.00 | |
| Teacher | Unemployment, Medicare, Health Insurance, Retirement, Workers Comp | | \$ 9,058.44 | |
| Medicare on Stipends | | | \$ 32.23 | |
| Total | | | \$ 21,652.67 | |
| Line 3: Stipends | | | | |
| Title | Purpose | Rate per Hour | Number of Hours | Total |
| Curriculum Development | MGM Workforce Training Programs | \$ 29.10 | 25 | \$ 727.50 |
| Soft Skills Workshops | Resume Writing, Interviewing, Etiquette | \$ 55.38 | 27 | \$ 1,495.26 |
| Total | | | | \$ 2,222.76 |
| Line 4: Supplies | | | | |
| Description of Supply | Quantity to be Purchased | Cost per Item | | Total |
| Curriculum Materials | 100 | \$ 300.00 | | \$ 30,000.00 |
| Calculators for testing | 40 | \$ 19.99 | | \$ 799.60 |
| GED/Hi-Set Testing Fee's | 100 | \$ 65.00 | | \$ 6,500.00 |
| Total | | | | \$ 37,299.60 |
| Line 5: Contractual | | | | |
| Product or Service | Purpose and Relation to the Project | Agency Responsible | Cost per Procurement | Total |
| Evidence Based Assessment Tool | Data Collection | EDC | \$ 20,000 | \$ 20,000.00 |
| Total | | | | \$ 20,000.00 |
| Line 6: Other | | | | |
| Major Type or Category | Quantity to be Purchased | | | Total |
| Bus Tokens | 8000 | \$ 1.15 | | \$ 9,200.00 |
| Total | | | | \$ 9,200.00 |
| \$ 186,040.03 | | | | |
| Line 8: Indirect Costs (IDCR): | | | | |
| | Approved Indirect Cost Rate | | | Total |
| Indirect Cost | 3.49% | | | \$ 6,491.00 |
| Total | | | | \$ 6,491.00 |
| Line 9: Total Funds Requested. | | | | \$ 192,531.03 |

The goal of the Ahead of the Game program is to maximize the potential of each adult student. We want our residents to be valuable candidates for employment, advance to better jobs, and enhance the quality of life in Springfield. This program will provide low-skilled low-income adult students with a wide variety of resources depending on their individualized needs. This will be achieved through SPS's SkillSmart workforce development platform. This assessment will provide students and instructors with individualized career interests, skill gaps, and identify jobs that

2017 Workforce Development Pilot Program Application

Page 6 of 12

fit their skill set. SkillSmart is the same application residents will be required to use when applying for jobs at MGM Springfield.

To address our populations lack of interview and personal presentation skills, incomplete resumes, little to no work experience, and work place etiquette, adult students enrolled in the Ahead of the Game Program will participate in a series of soft skills workshops (interviewing, dress for success, and customer service). The Interview workshop will teach students interview skills. Students will practice with current employers in a mock style interview environment. This workshop will tie into the career ready standards helping them write resumes, CV's, and letters of intent. The Dress for Success workshop will provide students with support, professional attire, and the development tools needed for a successful interview experience. SPS will work alongside an outside organization to help provide students with proper interview attire when needed. The Customer Service workshop will teach students techniques that will help them with the soft skills needed in the workforce. In this series, adult students will gain valuable techniques that will help them throughout the application, interview, and career process.

- **SCOPE OF PROJECT**

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

The Ahead of the Game program will allow a minimum of 100 low-skilled low-income adult students gain valuable skills, and move towards a Casino related careers. Students will receive education, career, technical support in order to maximize their potential, and long-term employment goals. A wide variety of resources will be available to participants including; basic literacy, basic mathematics, high school equivalency test preparation and testing (GED), adult diploma program, English for Speakers of Other Languages (ESOL), job skills (interview and resume writing) and work readiness training, computer literacy, and family literacy. Programs participants will also receive bus tokens for transportation, and participate in a series of workshops. Upon completion of the Ahead of the Game program, adult students will have completed their required ABE courses, taken the GED/Hi-Set test, enrolled and been accepted into a post-secondary training course, or have successfully secured long-term employment.

The Ahead of the Game program, will be held at the Bureau of Adult Education/OWL Center located at 204 Boston Road, Springfield, MA. Classes will be held Monday, Tuesday, Wednesday, and Thursday, and will be approximately 3 hours in length. The series of soft skill workshops will be held throughout the year, based on needs of currently enrolled adult students.

SPS will be the lead for this project, and our collaborative partner will be, Economic Development Council of Western Massachusetts (EDC). As the lead organization for the Working Cities Challenge Initiative, the EDC has established partnerships with Springfield Planning and Economic Development, Regional Employment Board of Hampden County, Partners for Community Action, HAP Housing, Springfield Technical Community College, Western MA National Machine and Tooling Association, Western MA Community Foundation, Tech Foundry, United Personnel Services, United Way of Pioneer, and Develop Springfield. Collaboratively SPS and the EDC can help low-income, under skilled residents reach their potential through bold and innovative strategies. The EDC will support the Ahead of the Game program through community outreach, coaching and mentoring programs, and public awareness campaigns.

• **MEASUREMENT OF IMPACT**

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

SPS in conjunction with the EDC will utilize data collection tools along with the development of the evidence-based assessment tool to collect, analyze, and track data on our adult students. The metrics used to measure the impact of the Ahead of the Game program are as follows:

- The number of adult students enrolled into the Ahead of the Game program
- Demonstrated improvements in literacy skill levels
- Demonstrated improvements in math skill levels
- Receipt of a secondary school diploma or its recognized equivalent
- Placement in permanent employment
- Placement in permanent employment with MGM Springfield
- Placement in, retention in, or completion of postsecondary education or training
- The number of adult students who enter the program receiving public assistance and number who meet goal of giving up assistance due to employment or increased income
- Number of unemployed
- Number on public assistance
- Number needing English For Speakers of other Language (ESOL) services
- Other relevant data, such as individuals with disabilities, individuals with multiple barriers, and corrections populations

- **IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

Our Chief Financial and Operations Officer will ensure that funds are only provided in direct reimbursement for actual expenses incurred as evidenced by invoices, purchase orders, payroll records, and other relevant documentation.

- **RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS**

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

Below are relevant sections identified in the Host Community Agreement by and Between City of Springfield Massachusetts and Blue Tarp Redevelopment. The impacts below are all anticipated which is why SPS identified the need for additional Adult Basic Education which will bridge the gap between local employers, educational institutions, and our unemployed residents.

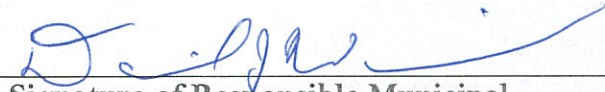
"(c) "Additional Commitments" means collectively, those obligations of Developer to the City and others including those obligations with respect to:..... (vi) hiring, training and employment" - Host Community Agreement by and Between City of Springfield, Massachusetts and Blue Tarp Redevelopment, Page 2-3 Definitions

"The City hereby finds that the development, construction and operation of the Project will (i) be in the best interest of the City, Western Massachusetts and the Commonwealth; (ii) contribute to the objectives of providing and preserving gainful employment opportunities for residents of the City..." - Host Community Agreement by and Between City of Springfield, Massachusetts and Blue Tarp Redevelopment, Page 12, 2. General Provisions, 2.1 Findings

"...(b) In addition, recognizing the fact that: (i) workforce development requires a healthy and an educated workforce; and (ii) the Act requires that the Developer demonstrate how Developer proposes to address community development, the City Treasurer shall establish a separate fund (the "Community Development Fund") for the purpose of accepting and administering (pursuant to municipal finance appropriation laws and policies) annual grants from the Developer in the amount of Two Million Five Hundred Thousand Dollars (\$2,500,000), subject to adjustment as provided in Exhibit F (the "Community Development Grant(s)")...." - Host Community Agreement by and Between City of Springfield, Massachusetts and Blue Tarp Redevelopment, Page 19, 4.2 Community Development Grants

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

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



Signature of Responsible Municipal
Official/Governmental Entity

11/31/17
Date

APPROVAL OF THE MASSACHUSETTS GAMING COMMISSION

On behalf of the Massachusetts Gaming Commission, the Commission hereby authorizes the payment from the Community Mitigation Fund in accordance with M.G.L. c. 23K as outlined in this Application.

Executive Director

Date

Ombudsman

Date



January 23, 2017

2017 Community Mitigation Fund

Dear Massachusetts Gaming Commission:

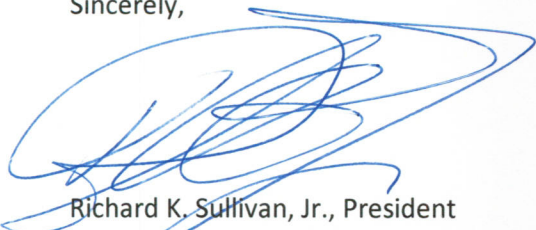
On behalf of the Economic Development Council of Western Mass (EDC), the lead organization for the Working Cities Challenge (WCC) Federal Reserve Bank of Boston Grant Initiative, we commit that the EDC and Working Cities Challenge Initiative will work in collaboration with the partners of the Community Mitigation Fund grant to enhance and strengthen Region B's career pathways workforce development pilot program for low-skilled, low-income adult residents of Springfield.

We are excited to be part of the Federal Reserve Bank of Boston's three-year Working Cities Challenge with fourteen Core partners, including Springfield Public Schools, that are committed to helping low-income residents of Springfield connect to education and career training programs that lead to obtaining well-paying and meaningful employment.

The Community Mitigation Fund and WCC initiative target the same population of residents. The Working Cities Initiative will include the development of a workforce portal, and piloting systems changing workforce strategies that may serve as a resource to other communities in the region to support residents in successful pathways to employment. Through community outreach, coaching and mentoring programs, and public awareness campaigns, we will commit to working collaboratively with Community Mitigation Fund partners to ensure that Springfield residents have access to meaningful employment and employers have the qualified workers they need to succeed.

EDC/Working Cities Initiative partners look forward to our collaboration, and encourage your support of this Community Mitigation Fund request.

Sincerely,



Richard K. Sullivan, Jr., President
Economic Development Council of Western Mass