



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 Technical Community College

1. NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT

Same (Springfield Technical Community College)

2. DEPARTMENT RECEIVING FUNDS

Joseph DaSilva, VP of Administration/CFO 413 755 4889
jdasilva@stcc.edu

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

1 Armory Square P.O. Box 9000 Springfield, MA 01102 - 9000

4. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS

Joseph DaSilva, VP of Administration/CFO 413 755 4889
jdasilva@stcc.edu

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

1 Armory Square P.O. Box 9000 Springfield, MA 01102 - 9000

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

Training Workforce Options (non-fiduciary)

7. NAME OF OTHER COLLABORATIVE PARTNERS

PHONE #, EMAIL AND ADDRESS OF COLLABORATIVE PARTNERS

MGM Springfield

9. NAME OF GAMING LICENSEE

1. IMPACT DESCRIPTION

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

See application narrative submitted February 1, 2017

2. PROPOSED MITIGATION

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

See application narrative submitted February 1, 2017

3. 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.

See application narrative submitted February 1, 2017

4. MEASUREMENT OF IMPACT

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

See application narrative submitted February 1, 2017

5. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS

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

See application narrative submitted February 1, 2017

6. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS

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

See application narrative submitted February 1, 2017

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.



2.7.2017

**Signature of Responsible Municipal
Official/Governmental Entity**

Date

**Dr. John Cook
President
Springfield Technical Community College**

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



Springfield Technical Community College

Exceptional Education. Proven Results.

Office of the President
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Suite 1 • PO Box 9000
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(413) 755-4906 • Fax (413) 755-6308
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February 1, 2017

Massachusetts Gaming Commission
101 Federal Street, 23rd Floor
Boston, MA 02110

Reference: 2017 Community Mitigation Fund Application
Workforce Development Pilot Program Grant

Dear Commissioners:

Attached is Springfield Technical Community College's application to provide innovative Workforce Development services in FY2018 in response to the Application Guidelines as described in BD-17-1068-1068C-10688L-11234.

We acknowledge and commend the Springfield Public Schools, through the City of Springfield, for also submitting a proposal under the same Workforce Development Pilot Program category. To be sure, we share the very same goal of a well-educated and fully-employed citizenry. We underscore that due to our past, present and future education and training initiatives with MGM Springfield and other businesses in Hampden County, we are well positioned to produce the quality outcomes anticipated by the Gaming Commission.

Springfield Technical and Holyoke Community Colleges, through our collaborative efforts known as Training and Workforce Options (TWO), are the region's leaders in designing effective workforce development programs. This is evidenced, in part, by TWO's partnership with MGM Springfield and the Gaming Commission to establish the Massachusetts Casino and Career Training Institute (MCCTI) sited here in Springfield.

We appreciate your strategic foresight in identifying funds for this training initiative and look forward to continuing our partnership with the Massachusetts Gaming Commission.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Cook", is written over the word "Sincerely,".

Dr. John Cook, President
Springfield Technical Community College

Attachment

1. IMPACT DESCRIPTION

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

Impact of the MGM Casino to Hampden County Businesses

In response to the current and growing demand in Hampden County for entry-level staff for all industry sectors, 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 current, constrained talent pool for local businesses will be stressed even more when the MGM casino opens its doors in the fall of 2018. The 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. This concern crosses all industries, not just culinary and hospitality. Multiple sectors will be affected including: bank and financial institutions, healthcare (direct caregivers), IT, trades, custodial, and service industries.

The Workforce Readiness Need

The most recent available data from the U.S Census 2014 indicates that 25.7 % of adults (39,500 residents) over the age of 24 in the host city of Springfield do not have a high school degree versus the average of 10.2% for the similar age group statewide. In addition, 31.7% of Springfield residents live at or below the poverty rate. a number that has continued to increase as indicated in the chart below. Demographic data from current ABE programs in Hampden County reflect a diverse student body composed of 58% Latino, 17% African American and 25% White and other races. We assume that *Hampden Prep* will reflect a similar make-up. The current wait list in Hampden County for funded Adult Basic Education classes is 1,652; 52% are individuals waiting for HiSET/GED prep classes and 48% for ESOL classes.

Springfield Census Data (9.01.16)				
Demographic Variable	2000	2010	2013	2014
ABE NEED				
Less than high school diploma	26.6%	24.3%	23.4%	25.7%
Dropout rate	N/A	24.4%	22.9%	16.4%
Poverty rate	23.1%	26.8%	30.3%	31.7%
Children in poverty rate	33.9%	40.0%	47.9%	46.7%

2017 Workforce Development Pilot Program Application
Hampden Prep, an Accelerated HSE Program

Median household income	30,417	35,236	34,734	33,425
ESOL NEED				
English less than proficient	14.1%	15.2%	14.6%	14%
Foreign born	8%	12.0%	12.1%	8.7%
School age ELL	10.8%	13.1%	16.9%	17%

Although economic development 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. *Hampden Prep* will alleviate some of this manpower deficit by preparing Springfield residents with the training and credentials to access these jobs. Similar need is also found in the region’s urban cores in Holyoke, Chicopee and Westfield. By scaling up the available workforce, businesses’ demand for more qualified workers will be met.

Hampden Prep is positioned to assist this transition to work in the most in-demand occupations related to industry sectors of Springfield with Training Workforce Options (TWO). STCC and Holyoke Community College’s (HCC) TWO partnership has effectively developed a wide array of training programs with a focus on occupations that will be impacted negatively due to the high employment demand from the MGM casino. These credit and non-credit certificate programs include: hospitality, culinary, customer service and cash handling. STCC and TWO have also established the Massachusetts Casino Career Training Institute (MCCTI) in collaboration with the MA Gaming Commission and MGM Springfield in 2015. MCCTI was founded to provide information, assistance, training and education to Massachusetts residents seeking jobs in the casino industry. *Hampden Prep’s* focus on preparing residents to meet the academic and professional entrance criteria for these postsecondary trainings will complement MCCTI recruitment efforts and outcomes. Our partnership is uniquely qualified to accelerate potential workers’ pathway from high school equivalency to employment, due to our long-term and innovative approaches to ABE, Adult Career Pathways, Integrated Education and Training, and train-to-work programs in multiple high-demand sectors in the region. We are not only education providers but also trainers and job placement specialists.

Together, HCC and STCC have over 100 years of experience providing quality educational and workforce services to the Pioneer Valley. The experts at TWO, in collaboration with HCC and STCC faculty and independent consultants, create a custom-designed program, including workshops and seminars that fit the needs of local employers. From healthcare to precision machining, from hospitality to technology, TWO has worked with over 300 organizations to assess and develop training solutions that have made a measurable difference to organizations bottom line. *Hampden Prep’s* goal of moving previously unemployed or under-employed adults to these high demand jobs in Springfield will be made that much easier due to these training courses developed and managed by TWO and MCCTI.

2. PROPOSED MITIGATION

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

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. Preparing this target population burdened by poor employment records and job skill deficits to succeed in career and technical courses will be *Hampden Prep's* focus. This initiative will serve as a pipeline to the many credit and non-credit training programs designed over the past five years by STCC, HCC and the TWO partnership.

STCC has been funded by the Department of Elementary and Secondary Education (DESE) to provide ABE/HiSET prep programming since 2002. From 2002 until 2012, STCC provided classes on an evening schedule to approximately 100 students each year. Additional DESE funding in 2014 to the present has increased the capacity of the program, Springfield Adult Learning Center (SALC). The STCC/SALC currently serves 450 students per year in a range of day and evening classes both on and off-campus. On an annual basis, STCC provides DESE with proposed direct and match budgets that are vetted both by the College's Business Office and the DESE Grants administration in order to meet rigorous auditing standards. The College is reimbursed on a quarterly basis for the HiSET prep services after providing documentation related to personnel and non-personnel costs.

(Attached in Appendix A is a sample set of the FY16 budgets related to our current DESE-funded, HiSET prep services that demonstrates experience in managing grant funds).

In planning for this delivery of services to 90 additional adults in FY18, we have developed a direct budget of \$200,000 that is attached in Appendix A. Our fiscal experience over the past 15 years with similar ABE programming has provided us with the tools for accurate budget projections in terms of personnel, supplies and administrative expenses. The primary cost for an initiative of this size will be for salaries and fringe. The proposed budget projects 3.07 FTE staff at a cost of \$155,056 and an accompanying Fringe Benefit cost of \$11,593. The total personnel cost is approximately 83% of the total budget. Non-personnel (e.g., supplies, transportation, rent, administration, etc.) totals \$15,169 or 7.5% of the total budget and a low 10.5% of direct costs for an administrative overhead of \$18,182.

Recognizing the importance of this project for Hampden County's economic development, STCC will contribute a cash match of 10.5 % of the anticipated award of \$200,000. (See Match Budget in Appendix A). This match will include a portion of the ABE/ESOL Director's salary for supervision of the *Hampden Prep* Coordinator, budget oversight and liaison role with the College's administration. The cash match will also include regular use of one of STCC's state of the art computer labs at a cost of \$150 per 3-hour sessions for a total of \$6,750. In addition, the College will contribute in-kind services that include administrative space, classrooms and IT resources for staff (helpdesk support, Internet connectivity, computers, printers and VOIP telephone costs).

3. 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.

1. Overview

The 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. There will be two cohorts of 15 students each in the three 12-week sessions. Each student will participate 12 hours per week for a total of 180 hours of instruction. The project will focus on assisting residents to achieve the High School Credential by passing the five components of the HiSET or GED examination. Included in the 12-week session will be 60 hours of Workforce Essential skills as organized through the College and Career Ready curriculum. This Workforce Essential skills component will culminate in each student attaining the National Career Ready Certificate (NCRC). Students equipped w/these two certificates (High School Equivalency and NCRC), will be positioned to succeed in postsecondary education or entry-level positions in many of Springfield’s industry sectors. An additional component of the *Hampden Prep* experience will be to provide students with greater understanding of their next steps in becoming career ready through the certificate programs available through the two community colleges. These short-term programs include attaining certificates recognized by the local hospitality, customer service and culinary employers. To accommodate the schedules of a variety of students (e.g., working individuals, young parents, etc.), we will provide instruction on both a day and evening schedule according to this chart below.

Cohort 1	<i>Mon</i>	<i>Tues</i>	<i>Wed</i>	<i>Thurs</i>	<i>Fri</i>	<i>Sat</i>
9 - 11:30		ELA Social Studies	ELA Social Studies	WfE Skills		
11:30 - 12						
12 - 2:30		Math Science	Math Science	WfE Skills		
class hours		5	5	5		
Cohort 2	<i>Mon</i>	<i>Tues</i>	<i>Weds</i>	<i>Thurs</i>	<i>Fri</i>	<i>Sat</i>
5:30 - 7:00		ELA Social Studies	ELA Social Studies	ELA Social Studies		WfE skills 8:30 - 11:30
7:00 - 8:30		Math Science	Math Science	Math Science		WfE skills 12- 3:00
class hours		3	3	3		6

2. Recruitment and Assessment

- A. **Recruitment** will begin with Information Sessions hosted at regional ABE programs, One-Stop Career Centers, Houses of Correction, public housing units, and other community locations. An overview of the program eligibility and participation requirements will be given, along with all information about schedule, location, duration, support services, etc. Interested candidates will make a follow-up appointment for an Assessment and Interview Session. We estimate that for each session of 30 enrolled participants, we will see 70 - 100 candidates at Information Sessions.
- B. **Assessment:** *Hampden Prep* staff will administer one or more assessment batteries (Career Ready 101, TABE) to all applicants to assess their academic/technical readiness and career interests. The assessment results will guide the program manager and advisors to “screen-in” participants based on their strengths and career interests, maximize the number of program completers, and result in positive program outcomes including completion of the 12-week session and HSE achievement. To ensure that these resources have the most impact on Springfield, students will need to meet minimum academic standards for admission; a reading level of at least grade level 9.0 and a Math level of 8.0 as measured by the TABE. Applicants not meeting these academic standards will be referred to the local ABE/HiSET prep network of programs and encouraged to return for admission to a future *Hampden Prep* cohort.
- C. **Interview:** All candidates meeting the academic eligibility requirements will go through an interview process to determine the candidate’s readiness to commit to an intensive 15-20 hours/week schedule, additional homework, and software-based self-study. The interview will also work to help students identify long-term goals (employment, a better job, entry into transition to college or college study) ahead of short-term goals (“any job that comes up”).
- D. **Contract:** Before enrolling, candidates will sign a contract agreeing to maintain attendance standards; to persist until program completion and placement in a career-building job or postsecondary education; to attain behavioral standards consistent with workplace readiness; and to commit to at least 5 hours/week of homework outside of class, including software-based self-study (e.g., Career Ready 101, KET Fast Forward).
- E. **Enrollment Acceptance Guidelines:** The demand for HSE prep services in Springfield is extremely high as evidenced by STCC/SALC’s average of 75 applicants per month for ABE classes over the past twelve months. To address this applicant flow, criteria for placement on the *Hampden Prep* wait list will be developed and will include prioritizing applicants with various economic or academic characteristics. The proposed priority criteria include:
- Assessment scores at or above grades 10.5 for reading and 9.5 for math
 - Currently residing in transitional housing
 - Currently receiving Department of Transitional Assistance (DTA) benefits
 - Employed for 6 concurrent months within the past 24 months
 - Some level of financial stability (e.g., bank account, record of loan payments, etc.)
 - Currently holds or is eligible for a childcare voucher

3. Class Design and Components

Once applicants have been accepted to the program and have agreed to the Student Contract detailing their responsibilities, they will be scheduled for the next cohort of students depending upon their scheduling needs. To ensure that the participants of the program achieve the foundational academic skills needed to succeed in future trainings and careers, we have incorporated these essential components listed below:

- A. Core ABE/HiSET prep instruction:** *Hampden Prep* will provide 120 hours of instructor-led, group instruction in math, reading and writing contextualized to the employment opportunities referenced above (culinary, customer service and hospitality). The curriculum for the core academic areas is based on the College and Career Readiness Standards vetted by the federal Department of Education in 2012. These standards and curriculum principles were adopted from the K-12 Common Core and adapted to specifically meet the learning needs of adult students. It is anticipated that *Hampden Prep* staff will meet regularly with their peers of the STCC/SALC program to exchange instructor resources, share promising instructional strategies and continue to develop curriculum contextualized to employment and training.

- B. Supplementary ABE instruction:** The *Hampden Prep* instructors and coordinator/advisor will encourage certain students also to enroll in supplementary classes (computer literacy, math review, study skills) that reinforce basic academic skills. These courses, offered through the STCC SALC program, are meant to strengthen core skills that might be the difference in having a successful outcome with the *Hampden Prep* core course. This supplementary instruction will be available to students before and after class through STCC/SALC's Distance Learning Lab (D2L) on campus. The D2L utilizes current computer-based applications to reinforce math, reading and writing lessons on an individualized student basis under the guidance of Learning Coaches.

- C. Proactive advising:** STCC and the SALC's ABE/ESOL component have developed a proactive approach to delivering support for students to create realistic educational and career plans and participate in mandatory advising sessions during the length of STCC/SALC's classes. Our experience with HiSET Prep students over the past 14 years is that these advising sessions are a crucial ingredient for student persistence in the courses. The *Hampden Prep* coordinator/advisor will be the lead for these sessions and will also assist students with off-campus referrals for certain life-issues as needed. A weekly staff meeting that includes both the instructors and coordinator/advisor will review each student in the 12-week cohort in order to identify individuals in need of extra supports by staff. As STCC non-credit students are eligible for a variety of support services including academic tutoring, the Office of Students with Disabilities, financial literacy and benefits counseling through the THRIVE center, Student Activities clubs and field trips, campus cultural events and other services.

- D. Student assessment:** Each instructor will provide classroom assessments to participants on a regular basis. These formative assessments will serve to monitor student learning while also providing ongoing feedback that can be used by instructors to improve their teaching. More specifically, formative assessments will provide the *Hampden Prep* staff information on the

progress of each student in terms of their grasp of the instructional material. The assessment/quiz results will also inform the Instructors of lessons, activities or resources that need revising in order to be sufficiently understood by the students. The course will also include other, formal assessment tools, including Career Ready 101, TABE and WorkKeys to gauge students' progress and, in the case of the WorkKeys, award them the National Career Ready Certificate.

- E. Trained instructors:** Supporting students' mastery of the five academic components of the HiSET and/or GED test depends largely on the experience and effectiveness of the instructors. STCC/SALC's track record in recruiting, training and retaining a diverse pool of qualified HiSET Prep instructors is a testament to the emphasis STCC places on this component. Instructors have been recruited and evaluated for characteristics that align well with the target student population. These characteristics include: flexibility, good communication skills, a willingness to embrace new ways of approaching instruction, and experience with learning communities or other team teaching strategies. Key attributes of the Workforce Essential Skills instructors include: knowledge of industry operational practices, technical terminology, employability requirements, as well as workplace environment and expectations. In the same vein, STCC places an emphasis on the instructor's ability to incorporate multiple delivery methods into their instructional styles, as well as how to effectively teach students who are on average more educationally and economically disadvantaged than traditional high school and community college classes.
- F. Program coordination:** Because coordination of a complex program with both an evening and day schedule can be time consuming and arduous, *Hampden Prep* will utilize a Coordinator to help manage the programs. Responsibilities will include: organizing recruitment; liaising with financial aid officers; managing the collection and reporting of data on students to the College and the funding agency; handling registrations, supervising part-time staff, and managing budgets. The Coordinator will also serve as the primary liaison with community partners, the funding agency and will report directly to the Director of ABE/ESOL Services at the College.
- G. Workforce essential skills:** This component of the 12-week session will incorporate a variety of both classroom and experiential activities in order to prepare students for the realities and appropriate behaviors of the workplace. The curriculum includes:
- **Career exploration:** assisting students in identifying job clusters applicable to their interests, experiences and academic levels. A combination of instructor-led discussions, readings and use of web-based tools (Career Ready 101, O*Net online, MassCIS) in combination with individual advisor meetings. The occupations most impacted by the start-up of the MGM Casino will include hospitality, culinary and customer service.
 - **Communication & workplace behavioral skills:** promoting and modeling behaviors that are expected in the workplace which include: modules on customer service and communication, team work, conflict resolution and time management.
 - **Job search skills:** supporting resume writing, interview skills and job-search strategies.
 - **Workplace experiences:** providing students with experiential activities by touring Springfield workplaces, STCC labs and the HCC culinary training facilities. SALC also has been funded by

DESE for a Career Pathways grant over the past three years. Each year, a cohort of 15 students participated in an intensive 15-week session focused on HiSET instruction with specific curriculum contextualized to allied health fields and manufacturing. Outcomes from this Career Pathways program included: HiSET achievements, admissions to postsecondary training, and employment in non-subsidized jobs. A key component to the retention and success of these students was the hands-on experiential, “career encounters” on the community college campuses.

H. Transition to employment or postsecondary education

In accordance with the Workforce Innovation and Opportunity Act (WIOA), STCC, HCC and TWO are committed to building workforce training models which enable un- or under-employed workers to enter the workforce while advancing along a Career Pathway. For many, this will involve postsecondary education now or at a later date. Many area employers support this career pathway approach; for example at MGM Springfield, full-time employees will be eligible for tuition reimbursement benefits after one year. *Hampden Prep* will connect prospective students to both STCC and HCC’s Admissions staff and faculty in order to explore programs of college matriculation. STCC/SALC’s track record of transitioning HiSET achievers to postsecondary training has been exemplary. Over the past two years, 127 STCC/SALC students have transitioned to STCC credit and non-credit programs and 85 have entered non-subsidized employment.

- I. **Certifications:** each student will have the opportunity within the 12-week session to earn two industry-recognized credentials including:
- A 10-hour OSHA-10 certificate
 - The NCRC (National Career Readiness Certificate) which is the culmination of Career Ready 101 computer-based instruction supported by Learning Coaches.

4. Qualifications and prior experience of lead agency

Springfield Technical Community College (STCC), founded in 1967, is a major resource for the economic vitality of Western Massachusetts. The College is committed to their mission as “a leader in technology and instructional innovation, transforming lives through educational opportunities that promote personal and professional success.” As the only *technical* community college in Massachusetts, STCC has a special responsibility for workforce development. Through strong partnerships with business and industry, STCC provides degree, certificate, certification training, retraining, and skills improvement programs for individuals who seek to succeed in the workforce or to pursue four-year college-level study.

The STCC Springfield Adult Learning Center (SALC) is a unique partnership among Hampden County organizations including Holyoke Community College (HCC), STCC and the Springfield Housing Authority that focuses on providing adult basic education and workforce readiness services for the region. A majority of services are funded through an annual grant of \$700,000 by the Department of Elementary and Secondary Education (DESE). STCC offers free classes for adults for the High School Equivalency Test (HiSET) and preparation for English for Speakers of Other Languages (ESOL). These classes take place on and off campus during the daytime and

evening. The classes focus on preparing students for careers in addition to entering community college and vocational certificate programs. STCC/SALC will serve as the primary lead for the *Hampden Prep* project.

5. Collaborating organizations and roles in the project

STCC has been a leader in Hampden County’s workforce development system for the past 35 years. This leadership is evidenced by the number of strong collaborations that have resulted in grants and initiatives previously or currently playing a role in the region’s economic development. Two current examples include the recently awarded Working Cities Initiative funded by the Federal Reserve and the ABE/ESOL grant managed by STCC/SALC.

STCC will rely on the following collaborative partners to support the implementation of the *Hampden Prep* program.

TWO (Training and Workforce Options)	A joint workforce development initiative of HCC and STCC that provides custom contract training for businesses and leads sector initiatives which scale up the workforce and improve workplace readiness.
Regional Employment Board of Hampden County, Inc. (REB)	Provides research on hiring trends (LMI) within local industry sectors and assists <i>Hampden Prep</i> staff with entree to workforce development meetings and strategic planning activities.
One Stop Career Centers (FutureWorks of Springfield and Career Point of Holyoke)	Assists in applicant outreach, recruitment and placement. They will also provide workshops and counseling related to job search strategies as needed for <i>Hampden Prep</i> graduates.
Hampden County ABE/ESOL programs (Valley Opportunity Center, Read/Write/Now, JUNTOS Collaborative, NEFWC)	Collaboration will provide referrals to <i>Hampden Prep</i> of qualified applicants and also serve as an external source of academic preparation for adults needing more work to meet the entrance requirements of <i>Hampden Prep</i> .
Hampden County housing organizations (HAP, SHA, Community Homes)	Provide referrals to <i>Hampden Prep</i> , host informational sessions and assist with advising functions for shared clients.
Hampden County Sheriff’s Department (AISS, Ludlow Jail, Chicopee Women’s Facility)	Provide referrals to <i>Hampden Prep</i> and also supplement advising services for shared clients.
Springfield Partners for Community Action (SPCA)	SPCA is the federally designated community action agency (CAA) for the greater Springfield Area. SPCA will provide referrals to <i>Hampden Prep</i> and also supplement advising services for shared clients.

6. MEASUREMENT OF IMPACT

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

A. Program Outcomes

In Year One, *Hampden Prep* will enroll 90 individuals in 6 cohorts across three 12-week sessions. Students will receive instructional services during a day, evening and weekend schedule. The 15 hours per week intensive model of instruction (180 total hours per cohort) will result in significant outcomes. We have listed these anticipated outcomes in terms similar to the Massachusetts state measures as stated in the federal WIOA legislation effective July 1, 2017.

	FY2018 (7/1/2017 – 6/30/2018)	
TOTAL students/year	90	
1. Measurable Skills Gain		
A. Completion of Educational Functioning Levels <i>(measured by Work Keys and practice HiSET tests)</i>	60	66%
B. High School Equivalency <i>(measured by GED or HiSET achievement)</i>	50	55%
C. Postsecondary Education/Training Enrollment	30	33%
2. Entered employment		
A. Employment in the 2 nd Qtr after exit	36	40%
B. Employment in the 4th Qtr after exit	32	35%
C. Median Income in the 2 nd Qtr after exit	\$14	

Other non-WIOA outcomes related to community engagement include the following:

Measure	Year 1 Outcome
# of candidates participating in informational sessions	235
# of candidates completing skills assessment	175
# of candidates enrolling in the program	90
# of OSHA 10 Certificates awarded	75
# of NCRC Certificates awarded	75
# of Students completing the Work Readiness Component	80
# of enrolled students completing the 13-week session	65
# of Certificates of Completion awarded	65

Provided with continued, increased funding, we anticipate that, in Year Two, *Hampden Prep* would expand to enroll 270 individuals in 18 cohorts (15 students per cohort) who would participate in three 12-week sessions. *Hampden Prep* would also provide ESOL instruction to at least two cohorts each session in Year Two. To provide greater access to *Hampden Prep*, the project’s partners would extend its geographic reach to include other neighboring communities of Holyoke, Chicopee and Westfield. Recruitment efforts will be expanded to these cities and at least two satellite facilities will be developed to offer *Hampden Prep’s* instructional services.

B. Data collection experience and process

STCC and the staff of SALC have a strong record of using data to track student performance, demographics and also for program evaluation purposes. Student participation in both STCC’s credit and non-credit programs is gathered via the Colleague (Datatel) system. Business Objects is the complimentary reporting tool that is used widely to develop data reports that are built within a user-friendly, query format. The College’s institutional research staff are knowledgeable and available to assist with more complex data entry and reporting needs.

In addition to the Datatel collection system, staff of the STCC/SALC program have used the DESE student database (SMARTT) for over 15 years and are quite comfortable with its interface and operating rules. A variety of both canned and impromptu reports can be generated from the SMARTT data via COGNOS, another user-friendly system utilized by SALC staff. STCC/SALC maintains a web based dashboard of program metrics for easy access by students, staff, our funder and other stakeholders. This dashboard is located at <http://www.stcc.edu/explore/communityed/adult-basic-education/program-data-and-performance-outcomes/>

(See Appendix D for a sample of other reports used to evaluate current ABE/HiSET student data)

This experience with both the STCC’s and DESE’s data requirements and systems has positioned *Hampden Prep* staff to gather student data that informs the program’s activities and continuous

improvement process. In addition to Datatel, we will utilize Salesforce, a comprehensive web-based data system, to capture student demographics, goals and outcome data. We will make this data available to the funder on a quarterly basis and provide an end-of-year summary analysis of the program including challenges and successes. The FY18 *Hampden Prep* budget includes sufficient funding of staff to provide regular data entry related to the program metrics and also follow-up activities with exited students to determine academic and employment outcomes.

7. 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.

Over the past five years, Springfield Technical Community College, has managed over \$21 million dollars in federal and state grant funds, encompassing 42 grants. STCC's plan for fiscal management is headed by the Senior Director of Finance and Budgets. Fiscal and programmatic matters for each grant are handled by the Grants Accountant who is in the Business office and STCC's Grants Manager within the Grants Office. The Grants Manager and Grants Accountant meet monthly with Project Directors to ensure that programmatic and fiscal progress is being made. The Grant Manager cannot make grant purchases, but must approve all purchases. The Grants Accountant is responsible for all grants accounts and purchases, and verifies expenditures with the Grant Manager. The Grant Accountant and Grants Manager are present at each program meeting. STCC has been able to manage millions of dollars, without incident, and all procedures are codified in the STCC Grants Management manual.

8. 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.

The City of Springfield negotiated and signed a Host Community Agreement with Blue Tarp Redevelopment LLC (dba MGM Casinos) in May of 2014. A review of that agreement and subsequent status reports produced by MGM Springfield reveals that many of the education and workforce readiness deficits of the Springfield workforce have been anticipated by MGM Springfield. The issues related to employment, workforce development collaborations and hiring expectations of Springfield residents are detailed in the Agreement within these two documents:

- A. EXHIBIT B: DIVERSITY AND AFFIRMATIVE MARKETING PROGRAM
- B. EXHIBIT C: EMPLOYMENT, WORKFORCE DEVELOPMENT AND OPPORTUNITIES FOR LOCAL BUSINESS OWNERS

MGM Springfield has also provided a STATUS REPORT on EXHIBIT B AND EXHIBIT C activities in order to assist Springfield in its evaluation of progress towards stated goals in the areas of employment targets, training activities and hiring practices.

Specific to this application for additional funds to provide ABE/HiSET classes and Workforce Essential Skills training, the STATUS REPORT confirms the impact on Springfield thusly:

Page 4; "MGM, in partnership with Holyoke Community College and Springfield Technical Community College, is designing strategic plans and implementation models to increase the capacity of training and educational programs to prepare the workforce for the opening of the Project in Fall 2017."

Page 4; "Additionally, through the partnerships with the Massachusetts Casino Careers Training Institute, UMass Amherst and other four-year college partners in Western Massachusetts, MGM is collaborating on curriculum development to prepare individuals for potential job opportunities through job readiness classes, English as a Second Language courses, and increasing the availability of adult basic education courses."

These citations in the STATUS REPORT confirm that the parties to the Agreement anticipated that additional funding and collaborative activities would be needed to develop and increase training programs in many business areas anticipated for the opening of the casino in 2017. *Hampden Prep* would fill a crucial need in preparing Springfield residents for employment opportunities through HiSET attainment and job readiness classes.

In addition, this excerpt below from EXHIBIT B: DIVERSITY AND AFFIRMATIVE MARKETING PROGRAM (Article 6 A.2, pages 8 and 9) demonstrates the anticipated impact on employee recruitment efforts due to the academic and work readiness abilities of many Springfield residents:

"Basic Skills Training (Job Readiness). MGM Springfield acknowledges that a significant number of potential employees in the City and surrounding area will need to attain a high school equivalency in order to qualify to apply for jobs at the Project. Thus, MGM Springfield will use its best efforts to ensure that potential employees are able to participate in programming offered by local outreach organizations... such as Holyoke Community College, Springfield Technical Community College and the Massachusetts Casino Careers Training Institute. MGM Springfield will make best efforts to collaborate with and support the above listed organizations (as well as others) to form educational partnerships with the stated goal of significantly reducing the number of unemployed persons with less than a high school education prior to the time when jobs become available at MGM Springfield. Each of the educational partnerships to be formed by MGM Springfield will focus on providing basic core skills to City residents as well as residents of the surrounding area, including: (i) basic math and literacy skills; (ii) vocational training for hospitality and non-hospitality related careers; and (iii) job preparation skills such as interviewing, resume writing, and effective work habits."

The above language from EXHIBIT B of the Host City Agreement demonstrates that MGM Springfield and the City should support additional funding and capacity for HiSET prep and

Workforce Essential Skills programming. Specifically, they have identified the community colleges and TWO as prime vendors for this educational effort.

In the same document, this excerpt below acknowledges that City residents will need career awareness activities and Job-Readiness Training to expose them to the variety of occupations available in both the casino and local businesses that will become prevalent upon the start-up of the MGM casino. *Hampden Prep's* Workforce readiness skill component will incorporate these career awareness activities as well as assisting residents to access training programs through STCC, HCC and TWO that are available in those occupational areas.

Hospitality Career Information Workshops (Job-Readiness Training): Job-Readiness Training will be designed to introduce local residents to the hospitality industry and foster interest in these types of jobs. Career information workshops will be conducted prior to and during the mass recruiting phase of MGM Springfield. The goal will be to introduce local residents to the wide range of occupations that are available in the hospitality industry, including hotel front desk representatives, computer operators, facilities engineers, financial analysts, culinary arts positions, guest service ambassadors, marketing professionals, human resource representatives, table games dealers, slot technicians and representatives, cage clerks and many more.

And finally, on page 9 of EXHIBIT C, this section below identifies the One-Stop Career Centers, partners in *Hampden Prep's* collaborative project, as integral pieces of the anticipated process to increase their skills needed to gain employment both at MGM Springfield and other small and mid-size businesses in the city.

“Coordination with Career Centers. MGM Springfield will work with local career centers to promote job opportunities at the Project and coordinate resources for Springfield area residents to improve workforce skills.”

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**

2.1.2017

Date

Dr. John Cook
President
Springfield Technical Community College

APPENDIX A

FY16 Budget for DESE funded ABE Program

- STCC Direct Budget \$616,791

FY18 Budgets for *Hampden Prep*

- STCC Direct Budget \$200,000
- STCC Match budget \$ 20,805

FY 2016

PART II-B PROJECT EXPENDITURES - DETAIL INFORMATION					A.	FUND CODE:	345
B. APPLICANT AGENCY					District four-digit code:		1297
Applicant Agency: Springfield Technical Community College					Address: One Armory Square, Springfield MA		
Contact Person: George Kohout					Zip Code: 01109		
Telephone: (413) 744 4473					E-mail address: ggkohout@stcc.edu		
PLEASE PROVIDE THE INFORMATION REQUESTED ABOVE AND SUBMIT BOTH PAGES OF THE BUDGET DETAIL EVEN THOUGH THERE MAY BE NO LINE ITEM ENTRIES ON THE FIRST PAGE.							
C. ASSIGNMENT THROUGH SCHEDULE A							<input type="checkbox"/>
Check this box ONLY if this project will be using funds assigned by more than one agency. A completed Schedule A, with signatures and the amount of funds assigned by each participating agency, must be attached to this Budget Narrative.							
D. STAFFING CATEGORIES		E.	F.	G.	H.	I.	
		# of Staff	FTE	MTRS*	AMOUNT	TOTAL	
1. ADMINISTRATORS:							
SUPERVISOR/DIRECTOR (G. Kohout)		1	0.37		28,915		
PROJECT COORDINATOR (E. McCarthy)		1	0.39		27,882		
STIPENDS							
SUB-TOTAL							56,797
2. INSTRUCTIONAL / PROFESSIONAL STAFF:							
Instructors (Greenblatt, Gomez, Savery, Marques, Paige & more)		10	3.6		178,236		
Advisors (S. Campagna, TBA, TBA)		3	1.13		49,858		
Intake Specialist (TBA)		1	0.47		15,640		
Substitutes							
SUB-TOTAL							243,734
3. SUPPORT STAFF:							
AIDES/PARAPROFESSIONALS							
SECRETARY/BOOKKEEPER							
OTHER							
SUB-TOTAL							0
* Check the MTRS box if the identified employee(s) is/are a member of the MA Teachers' Retirement System. This requirement applies only to federally-funded grant programs.							
4. FRINGE BENEFITS:					AMOUNT	LINE-ITEM SUB-TOTAL	
4-a MA TEACHERS' RETIREMENT SYSTEM (Federally-funded grants only)							
4-b OTHER FRINGE BENEFITS (retirement systems, health insurance, FICA, payroll tax) 30.83%					51,510		
Payroll tax for non-benefited staff @ 1.65% (UI, Workman's Comp, Medicare)					2,202		
Health & Welfare (\$728 per NUP and \$793 for MCP FTEs)					2,492		
SUB-TOTAL							56,204

APPLICANT AGENCY: Springfield Technical Community College			FUND CODE:	345	
5. CONTRACTUAL SERVICES: Indicate the services to be provided and the rate to be paid per hour or per day.			AMOUNT	LINE ITEM SUB-TOTAL	
	RATE	Hour/Day			
CONSULTANTS	\$				
SPECIALISTS	\$				
INSTRUCTORS	\$				
OTHER (Sub contract w/ Holyoke Community College)	\$		154,400		
OTHER (Sub contract with Springfield Housing Authority)	\$		43,500		
SUBSTITUTES	\$				
SUB-TOTAL				197,900	
6. SUPPLIES AND MATERIALS: Items costing less than \$5,000 per unit or having a useful life of less than one year.					
TEXTBOOKS AND INSTRUCTIONAL MATERIALS (150 slots x \$60)			9,000		
INSTRUCTIONAL TECHNOLOGY INCLUDING SOFTWARE					
NON-INSTRUCTIONAL SUPPLIES			767		
SUB-TOTAL				9,767	
7. TRAVEL: Mileage, conference registration, hotel, and meals					
SUPERVISORY STAFF (mileage at Federal rate of .56/mile)			811		
INSTRUCTIONAL STAFF (mileage at Federal rate of .56/mile)			3,410		
OTHER (conferences, professional development)			2,000		
OTHER (van rentals for Student Trips)			480		
SUB-TOTAL				6,701	
8. OTHER COSTS: Please indicate the amount requested in each category.					
Advertising			\$		
Maintenance/Repairs			\$		
Memberships/Subscriptions			\$		
Printing/Reproduction			\$		
Transportation of Students			\$		
Telephone/Utilities			\$		
Rental of Space			\$		
Rental of Equipment			\$		
SUB-TOTAL				0	
9. INDIRECT COSTS		Approved Rate:	0.0800	571,103	45,688
10. EQUIPMENT: Attach a list with a statement of need and cost of each item. Items costing \$5,000 or more per unit and having a useful life of more than one year.					
INSTRUCTIONAL EQUIPMENT					
NON-INSTRUCTIONAL EQUIPMENT					
SUB-TOTAL				0	
TOTAL FUNDS REQUESTED				616,791	

2017 Workforce Development Pilot Program Application
Hampden Prep, an Accelerated HSE Program

FY18 Budget

July 1, 2017- June 30, 2018 = 36 weeks / 3 12-week sessions / 2 cohorts of 15 students each session / 90 students

Instructional Schedule	Start Date	End Date	Slots	Hrs/wk	Total wks	Total hrs
Session 1	9/4/2017	12/1/2017	30	15	12	5,400
Session 2	1/8/2018	3/30/2018	30	15	12	5,400
Session 3	4/9/2018	6/29/2017	30	15	12	5,400

Budget Detail (90 students / 6 cohorts)	Hrs/wk	Total wks	Total hrs	Rate	Total
(1) Project Coordinator PT (.50 FTE)	18.5	52	962	\$28.00	\$26,936
(2) HSE Instructor PT (.95 FTE)	22	42	1848	\$25.00	\$46,200
(2) Educ & Career Advr PT (.95 FTE)	22	42	1848	\$25.00	\$46,200
(1) Intake / Data Specialist (.45 FTE)	18	48	864	\$20.00	\$17,280
Substitute / Learning Coaches (.22 FTE)	12	36	432	\$20.00	\$8,640
Consultants (OSHA 10, WFE Skills, etc)					\$9,800
SUBTOTAL					\$155,056
Payroll benefits (35%) FT					\$9,428
Payroll benefits (1.69%) PT					\$2,165
SUBTOTAL					\$11,593
TOTAL PERSONNEL					\$166,649
Student Materials (90 slots x \$40)					\$3,600
Office Supplies					\$1,585
Staff Mileage / student transport					\$1,384
Technology					\$2,000
Space rental					\$2,000
Professional Development					\$1,000
NCRC Exams (\$45/ea 80)					\$3,600
TOTAL NON-PERSONNEL					\$15,169
TOTAL DIRECT COSTS					\$181,818
Administrative (10% of Direct Costs)					\$18,182
TOTAL GRANT REQUEST					\$200,000
Cost per Student					\$2,222

Institutional Match and other Community Support

STCC will provide in-kind support that includes admin office space, IT support and equipment. In addition the college will provide a hard match that includes a portion of the ABE/ESOL Directors salary for overall coordination of services in addition to the use of the college’s state-of-the-art computer labs at the prevailing cost.

In-kind support to Hampden Prep will be generated from two sources;

1. Recruitment activities, use of space for information and orientation sessions and overlapping advising of shared customers will be provided from our community partners including the One-Stop Career Centers, GPSTEM Navigators, Hampden County REB, local DTA offices, Springfield Partners for Community Action, TWO and regional ABE/ESOL partners.
2. STCC will provide additional in-kind supports that will include administrative space, classrooms and IT resources for staff (helpdesk support, internet connectivity, computers, printers and VOIP telephone costs).

Match Budget Detail	Hrs/wk	Total wks	Total hrs	Rate	Total
ABE/ESOL Director (13.3 FTE)	5	52	260.00	\$40.00	\$10,400
SUBTOTAL					\$10,400
Payroll benefits (35.17%) FT					\$3,655
TOTAL PERSONNEL					\$14,055
Campus computer lab usage @ \$150/hr x 3 hr sessions x 15 days					\$6,750
TOTAL NON-PERSONNEL					\$6,750
TOTAL STCC Match Contribution (10.5%)					\$20,805

APPENDIX B

Job Descriptions

- Staff Assistant / Data Clerk
 - HiSET Prep Instructor
- Educational and Career Advisor
- Hampden Prep Coordinator

JOB DESCRIPTION

POSITION: **Staff Assistant / Data Clerk**
(AFSCME Clerk IV)

RESPONSIBILITIES: The Staff Assistant will provide front line, clerical and receptionist services for the *Hampden Prep* program located at the Adult Education Center. This is a part-time, 18.5 hrs./wk. benefitted position within the AFSCME bargaining unit. The *Hampden Prep* programs are funded primarily by the MA. Gaming Commission and focused on providing HiSET prep classes within the context of college and career readiness.

DUTIES:

1. Perform general receptionist functions such as answering telephones, responding to walk-in inquiries and managing office mail.
2. Maintain system of initial applications for both incoming ABE/ASE / HiSET prep students
3. Provide clerical support for the Hampden Prep Coordinator, Advisors and other staff as needed.
4. Coordinate scheduling of A.E.C. conference room and computer lab.
5. Assist supervisor and staff with fiscal procedures and requisitions related to office and educational supplies.
6. Perform data entry to S.M.A.R.T. T. student database and STCC's Datael system as required by funder's guidelines for ABE providers.
7. Assist TAFDC / DTA and Section 30 eligible students with attendance verification and maintain records as assigned by supervisor.
8. Participate in regular department meetings including ABE/ASE staff meetings and STCC's Great Ideas.

JOB DESCRIPTION

POSITION: **Educational and Career Advisor**
Springfield Adult Education Center (SALC)

RESPONSIBILITIES: The Educational and Career Advisor will provide support to adult basic education students with a career and college readiness focus. The Advisor will provide supportive, proactive advisement with individual students and perform other duties including student assessment, work readiness skill development and student record keeping. This is a part-time 22 hours per week, non-benefitted position that includes both a morning and afternoon schedule. Position is based at the STCC campus although travel to and from Hampden county program sites will be expected. Information on the SALC can be found at <http://www.stcc.edu/adulteducationcenter>

DUTIES:

1. Provides high quality advising related to the identification of short and long term goals and the documentation needed for the completion and monitoring of individual education and career plans (IECPs).
2. Works closely with the Program Coordinator and ABE/HiSET Instructors to provide a positive educational environment while utilizing a variety of counseling methods and techniques. Provides support and referral services for students as needed.
3. Develops and maintains student assessment schedules in order to meet program goals and fulfill funding requirements. Assesses ABE students in reading, writing, Math and other content areas using the MAPT, CR 101, TABE or other assessment tools.
4. Meets twice per month with each student to review and update progress towards goals, performance of class work, and overall progress of student. Maintains accurate, complete, and up-to-date student records.
5. Conducts orientation sessions on program policies for new students. Coordinates career exploration activities and linkage to career centers, training facilities, and area colleges. Conducts workshops on career exploration, goal setting, job search, and other career-related topics as needed.
6. Uses computerized and print resources for exploring careers, identifying relevant training programs, preparing program applications, and seeking financial assistance for students' post-secondary training options.
7. Works with the Program Coordinator and other staff to plan extracurricular student activities including the Student Advisory Council, student assemblies and field trips
8. Participates in SALC program planning, curriculum development and program continuous improvement meetings.

JOB DESCRIPTION

POSITION: **ABE/HiSET Instructor**

RESPONSIBILITIES: The ABE/HiSET Instructor will provide student-centered ABE/HiSET instruction with career and college readiness focus. Teach approximately 15 hours per week with an additional six (6) hours of classroom prep and other duties that will include student assessment, curriculum development and student record keeping. This is a part-time 22 hrs./wk. non-benefitted position and based on the STCC campus

DUTIES:

1. Provides high quality ABE instruction related to preparation for the HiSET, computer literacy and college/career readiness. The program seeks to guide learners in identifying career goals and developing work readiness skills in relation to that goal, leading to employment or placement in a job training or educational program leading to employment.
2. Works closely with Program Coordinator, Career Advisor and Technology Instructor to provide a conducive classroom environment while utilizing a variety of instructional methods and techniques
3. Works closely with Program Coordinator to develop and maintain student assessment schedule in order to meet program goals and fulfill funding requirements. Assesses HiSET prepe students in reading, writing, Math and other content areas using the MAPT, CR 101 or other assessment tools.
4. Prepares lesson plans and class instruction in alignment with the MA. College and Career Readiness Standards that integrates social studies, science, and career related activities into the basic skills curriculum
5. Participates in program planning, curriculum development, and program continuous improvement.

JOB DESCRIPTION

POSITION: ***Hampden Prep Coordinator***

RESPONSIBILITIES The Hampden Prep Coordinator will develop and coordinate programs of the Springfield Adult Learning Center (SALC) that guide ABE (Adult Basic Education) learners in identifying career goals and improving their basic education and work readiness skills. Other duties will include oversight of program planning, student assessment, recruitment, delivery of orientations, and student record keeping. This is a part time, 18.5 hrs/wk benefitted position that may include both an evening and daytime schedule and will require travel to and coordination of, off-site program activities.

DUTIES

- Coordinates recruitment and assessment of prospective students for ABE and workforce readiness programs in reading, writing, math and other content areas using the MAPT, TABE, Accuplacer, ACT Career Ready 101 or other assessment tools.
- Collaborates with STCC departments on information and referrals for prospective students including Workforce Training certificate programs, non-credit offerings and for credit, degree programs.
- Coordinates and evaluates informational sessions for new and current students on program policies, career exploration, goal setting, job search, and other career-related topics as needed.
- Develops relationships with greater Springfield businesses and creates opportunities for their participation in STCC's ABE/ESOL and workforce readiness programs. These activities may include tours of local businesses, guest speakers, mock interviews and advice on curriculum resources.
- Collaborates with college and partner-agency staff on program evaluation, grant development and new workforce readiness initiatives.
- Coordinates delivery of services with partnering agencies at off-site locations.
- Supervises Instructors, Educational and Career Advisors and departmental support staff.
- Assists Director with budget oversight, analysis of program data metrics and program planning activities.

APPENDIX C

Letters of Support

- FutureWorks Career Center
- Hampden County Regional Employment Board
 - Holyoke Community College
- Massachusetts Casino Career Training Institute
 - MGM Springfield
 - Pioneer Valley Planning Commission
- Read / Write / Now Adult Learning Center
- Springfield Partners for Community Action



January 31, 2017

Mr. Jeremiah Riordon
Vice President of Workforce Training
Springfield Technical Community College
1 Armory Square
Springfield, MA 01109

Reference: Massachusetts Gaming Commission; Workforce Development Mitigation Fund Application
Hampden Prep: An accelerated HSE program

Dear Mr. Riordon,

FutureWorks Career Center is pleased to submit this letter of support on behalf of Springfield Technical Community College's application for the Workforce Development Pilot Program offered through the 2017 Gaming Mitigation Fund. The proposed *Hampden Prep* program would fill a large gap in our region's workforce development system as we look to meet the hiring demands of local businesses impacted by the start-up of the MGM casino.

We have supported many of the workforce projects and training initiatives of our region's community colleges, Holyoke Community College and Springfield Technical Community College (STCC), including several Rapid Response grants for healthcare, customer service and culinary training and the statewide DOL TAACCT projects. We fully support this application to increase the capacity of HiSET classes taught in the context of careers and workforce essential skills. Currently, free classes for adults lacking basic literacy and the high school credential are offered through STCC, but funding limits class attendance to 230 students per month. Applications for these classes by Hampden County resident's average 75 per month resulting in a frustratingly long wait list for people denied access to employment and training programs due to the lack of the High School credential.

As part of the proposed project, FutureWorks Career Center is prepared to support the identification and recruitment of eligible individuals who are interested in taking HiSET prep classes. Working with STCC staff, marketing information about *Hampden Prep* will be shared with career center customers and interested individuals referred to college staff for the assessment and placement process.

FutureWorks Career Center
One Federal Street Bldg.103-3, STCC Technology Park, Springfield, MA 01105
413-858-2800
futureworksjobs.org



REGIONAL EMPLOYMENT BOARD
OF HAMPDEN COUNTY, INC.

Your Connection to Workforce Development

February 1, 2017

Jeremiah Riordon, Vice President of Workforce Training
Springfield Technical Community College
1 Armory Square
Springfield, MA 01109

Reference: Massachusetts Gaming Commission; Community Mitigation Fund Application

Dear Mr. Riordon:

The Regional Employment Board of Hampden County, Inc. (REB) is pleased to submit this letter of support on behalf of Training and Workforce Option's (a joint effort of Springfield Technical Community College and Holyoke Community College) application for the Workforce Development Pilot Program offered through the 2017 MGC Community Mitigation Fund. It is clear from the REB's work in Hampden County that there is a significant need in the region to help the unemployed, underemployed and those with limited educational attainment to have access to education and training.

The proposed *Hampden Prep* program would fill a large gap in our region's workforce development system by assisting individuals to get their high school equivalency and to be job ready. It is clear that there is a demand for entry-level workers in hospitality and culinary positions as well as a number of entry-level positions in other industries. All industry sectors have a common need, i.e. someone ready for work, an aptitude to learn, a desire and ability to be trained, and excellent customer service. With the opening of a number of new businesses in the region as well as the expansion of others and the currently low unemployment rate, the demand for a larger labor pool is obvious.

TWO has designed and implemented several workforce development initiatives in the last few years knowing the critical need for a high quality workforce. The REB fully supports this application to increase the capacity of HiSET classes taught in the context of careers and workforce essential skills. Currently, free classes for adults lacking basic literacy and the high school credential are offered through STCC and HCC but funding limits class attendance to about 500 students per month. Applications for these classes by Hampden County residents average over 100 per month resulting in a frustratingly long wait list for people who are denied access to employment and training programs due to the lack of the high school credential.

HOLYOKE COMMUNITY COLLEGE

303 Homestead Avenue
Holyoke, MA 01040
413.538.7000

www.hcc.edu

Christina Royal, Ph.D.,
President
P: 413.552.2700
F: 413.534.8975
croyal@hcc.edu

February 1, 2017

Mr. Jeremiah Riordon, Vice President of Workforce Training
Springfield Technical Community College
1 Armory Square
Springfield, MA 01109

Reference: **Massachusetts Gaming Commission; Community Mitigation Fund Application**
Hampden Prep: An accelerated HSE program

Dear Mr. Riordon:

Holyoke Community College is pleased to submit this letter of support on behalf of Training and Workforce Option's (a joint effort of Springfield Technical Community College and Holyoke Community College) application for the Workforce Development Pilot Program offered through the 2017 MGC Community Mitigation Fund. The proposed *Hampden Prep* program would fill a large gap in our region's workforce development system by assisting individuals to get there high school equivalency and to be job ready. It is clear that there is a significant need for entry-level workers in hospitality and culinary positions as well as a number of entry-level positions in other industries. All industry sectors have a common need, i.e. someone ready for work, a desire and ability to be trained, and excellent customer service. With the opening of a number of new businesses in the region as well as the expansion of others the demand for a larger labor pool is obvious.

TWO and the colleges have focused on over a dozen workforce development initiatives in the last few years knowing how critical it is to grow the labor pool; the region needs a high quality workforce. We fully support this application to increase the capacity of HiSET classes taught in the context of careers and workforce essential skills. Currently, free classes for adults lacking basic literacy and the high school credential are offered through STCC and HCC but funding limits class attendance to about 500 students per month. Applications for these classes by Hampden County residents average over 100 per month resulting in a frustratingly long wait list for people who are denied access to employment and training programs due to the lack of the High School credential.

As part of the proposed project, Holyoke Community College is prepared to work with STCC for adult basic education and high school equivalency, skills training and case management for the program. Collaborations of this type have stressed strong student support, a high level of business engagement,



Massachusetts Casino Careers
Training Institute

February 1, 2017

Dr. Jeremiah Riordon, VP of Workforce Development
Springfield Technical Community College
One Armory Square
Springfield, Massachusetts 01109

Dear Dr. Riordon:

Please accept this letter as the Massachusetts Casino Careers Training Institute's (MCCTI) strong support of Training and Workforce Options (TWO) application to the Massachusetts Gaming Commission's Community Mitigation Fund Program for workforce development, which is designed to help more job seekers in Hampden County obtain a high school credential and to receive work place readiness skills.

From its inception in 2011, MCCTI has clearly stated the need for the Commonwealth and the region to scale up the size of the area's entry-level labor pool. The growth in key service sectors in the Pioneer Valley, the decline in the number of persons who are unemployed, the aging of the workforce and the limited population growth in the region clearly indicates that more workers are needed. At the same time a clear paradox exists; the urban core of the region has a significant part of the jobseeker population, which is unemployed, underemployed and those with limited educational attainment who can meet the requirements of employers. This skills mismatch must be addressed in order to expand the workforce and help jobseekers meet their employment and career goals.

No matter what the occupation in the resort casinos – cook, dealer, surveillance specialist, guest services, facilities management and more – meeting the requirements of employment is essential. Most positions will require a high school credential, stackable workplace certifications and customer/guest service excellence. Enlarging the region's labor pool with those who have these foundational tools is imperative. Not only will this effort help this new-to-Massachusetts industry grow and prosper, it will have a dramatic impact on existing businesses who have labor shortages and those who fear that the area's labor market will become more strained.

We look forward to working with TWO and the many grant partners to scale up the qualified workforce of Western Massachusetts. If you require any additional information or if you have any questions please feel free to contact me at your convenience.

Sincerely,

Jeffrey P. Hayden, VP

303 Homestead Avenue, Holyoke, Massachusetts, 01040



An MGM Resorts
Luxury Destination

January 31, 2017

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

Dear Gaming Commission,

Please accept this letter of MGM Springfield's support of Training and Workforce Option's application to the MGC's Community Mitigation Fund Program to establish *Hampden Prep* a unique workplace readiness initiative.

To meet the current and growing demand in Hampden County for entry-level staff for all industry sectors, Springfield Technical Community College and Holyoke Community College doing business Training Workforce Options (TWO) proposes to develop and implement an innovative High School Equivalency (HSE) and workforce readiness program; *Hampden Prep*. The current, constrained talent pool for local businesses will impact MGM Springfield's \$900+ million entertainment and casino project. We know that a shrinking labor pool in Hampden County will be stressed even more as we open in the fall of 2018. This labor shortage concern crosses all industries, not just culinary and hospitality: multiple sectors will be affected, including bank and financial institutions, health care (direct care givers), IT, trades, custodial, and service industries. It is imperative that the region deploys initiatives like *Hampden Prep* to scale up the workforce.

The most recent available data from the U.S Census 2014 indicates that 25.7 % of adults (39,500 residents) over the age of 24 in the host city of Springfield do not have a high school degree versus the average of 10.2% for the similar age group statewide. In addition 31.7% of Springfield residents live at or below the poverty rate. This population is in need of quality education and training in order to successfully enter the workforce and grow in career pathways at businesses like MGM.

We look forward to all the efforts to grow the workforce in the region and being part of the team that makes this happen through *Hampden Prep*. If you have any questions or if you require any additional information please do not hesitate to contact me at your convenience.

Sincerely,

Marilate Murren
Director of Human Resources
MGM Springfield

MGM Springfield
One Monarch Place, Suite 910
Springfield, MA 01144
413-273-5000



Catalyst for Regional Progress

PVPC

January 31, 2017

Dr. Jeremiah Riordon
Vice President of Workforce Training
Springfield Technical Community College
1 Armory Square
Springfield, Massachusetts 01109

Reference: Workforce Development Grant Application Being Submitted by Springfield Technical Community College to the Massachusetts Gaming Commission (MGC) to Launch the *Hampden Prep* Program for Hampden County Residents Seeking a HiSET/GED Certificate and Essential Workforce Skills

Dear Dr. Riordon

The Pioneer Valley Planning Commission (PVPC) is pleased to submit this letter of support for Springfield Technical Community College's application to establish a Workforce Development Pilot Program with funding offered through the MGC's 2017 Gaming Mitigation Fund. We believe STCC's proposed *Hampden Prep* program would fill a significant gap in our region's workforce development system as we strive to meet the intensifying hiring demands of local businesses impacted by the planned start-up of the MGM Springfield casino facility which is scheduled to be opened in the Fall of 2018.

The PVPC has routinely supported many of the workforce projects and training initiatives lead by our region's two community colleges, namely, Holyoke Community College (HCC) and Springfield Technical Community College (STCC). Correspondingly, we now want to express our full support for this specific STCC grant application which we are confident will increase the capacity of HiSET classes that are taught in the context of relevant career paths and essential workforce skills. Currently, free classes for adults lacking basic literacy and high school credentials are offered through STCC but constrained funding prevents class attendance from exceeding 230 students per month. Applications to access these classes on the part of needy Hampden County residents averages 75 additional adults per month which translates to a long and frustrating wait for people who are unable to gain access to employment opportunities and/or training programs due to a lack of high school credentials and essential workforce skills.

As part of this proposed STCC's workforce project, the Pioneer Valley Planning Commission is prepared to offer its support in the identification and recruitment of individuals who are eligible and keenly interested in taking HiSET prep classes. Working with STCC staff, marketing information about the proposed *Hampden Prep* program will be shared with the Pioneer Valley Planning Commission's professional staff and broadly distributed using the Planning Commission's informational and promotional resources. Interested individuals can, in turn, be referred to applicable STCC staff in order that these individuals can ideally be enrolled in the *Hampden Prep's* comprehensive assessment and placement process.

Based on the strong merits of the subject STCC's funding application, we respectfully urge that it be given serious and favorable consideration in the MGC's current funding round. Moreover, we look forward to the prospect of working in collaboration with STCC to address the pressing workforce needs of our planning region, its business community and its residents.

Sincerely,

Timothy Brennan
Executive Director

Read/Write/Now Adult Learning Center

Springfield City Library at Pine Point

413-263-6839

Sponsored by the Springfield City Library and funded in part by grants from the Massachusetts Department of Elementary & Secondary Education, Adult & Community Learning Services

January 31, 2017

Mr. Jeremiah Riordon
Vice President of Workforce Training
Springfield Technical Community College
1 Armory Square
Springfield, MA 01109

Reference: Massachusetts Gaming Commission; Workforce Development Mitigation Fund Application
Hampden Prep: An accelerated HSE program

Dear Mr. Riordon,

The Read/Write/Now Adult Learning Center is pleased to submit this letter of support on behalf of Springfield Technical Community College's application for the Workforce Development Pilot Program offered through the 2017 Gaming Mitigation Fund. The proposed *Hampden Prep* program would fill a large gap in our region's workforce development system as we look to meet the hiring demands of local businesses impacted by the start-up of the MGM Springfield casino.

We have supported many of the workforce projects and training initiatives of our region's community colleges, Holyoke Community College and Springfield Technical Community College (STCC). We fully support this application to increase the capacity of HiSET classes taught in the context of careers and workforce essential skills. Currently, free classes for adults lacking basic literacy and the high school credential are offered through STCC but funding limits class attendance to 230 students per month. Applications for these classes by Hampden County residents average 75 per month resulting in a frustratingly long wait list for people who are denied access to employment and training programs due to the lack of the High School credential.

As part of the proposed project, Read/Write/Now is prepared to support the identification and recruitment of eligible individuals who are interested in taking HiSET prep classes. Read/Write/Now students who complete their Pre-HiSET work are currently referred to STCC for HiSET prep classes and testing. Increasing those services will greatly improve the pathway to training and employment for Springfield adults. Working with STCC staff, marketing information about *Hampden Prep* will be shared with Read/Write/Now students and interested individuals will be referred to college staff for the assessment and placement process.

Please consider funding this application to the maximum award amount so Read/Write/Now and Springfield Technical Community College may continue to work together to support residents on their path to educational and employment goals.

Sincerely,

Janet Kelly

Janet Kelly
Director
Read/Write/Now Adult Learning Center

HELPING PEOPLE. CHANGING LIVES.

SPRINGFIELD PARTNERS

for Community Action



Dr. Jeremiah Riordon
Vice President of Workforce Training
Springfield Technical Community College
1 Armory Square
Springfield, MA 01109

Reference: Massachusetts Gaming Commission; Workforce Development Mitigation Fund Application
Hampden Prep: An accelerated HSE program

Dear Dr. Riordon

Springfield Partners for Community Action, greater Springfield's federally authorized community action agency (CAA), is pleased to submit this letter of support on behalf of Springfield Technical Community College's application for the Workforce Development Pilot Program offered through the 2017 Gaming Mitigation Fund. The proposed *Hampden Prep* program would fill a large gap in our region's workforce development system as we look to meet the hiring demands of local businesses impacted by the start-up of the MGM Springfield casino.

We have supported many of the workforce projects and training initiatives of our region's community colleges, Holyoke Community College and Springfield Technical Community College (STCC). We fully support this application to increase the capacity of HiSET classes taught in the context of careers and workforce essential skills. Currently, free classes for adults lacking basic literacy and the high school credential are offered through STCC but funding limits class attendance to 230 students per month. Applications for these classes by Hampden County residents average 75 per month resulting in a frustratingly long wait list for people who are denied access to employment and training programs due to the lack of the High School credential.

As part of the proposed project, Springfield Partners for Community Action is prepared to support the identification and recruitment of eligible individuals who are interested in taking HiSET prep classes. Working with STCC staff, marketing information about *Hampden Prep* will be shared with Springfield Partners for Community Action. Students and interested individuals will be referred to college staff for *Hampden Prep's* assessment and placement process.

Please consider funding this application to the maximum award amount so Springfield Partners for Community Action and Springfield Technical Community College may continue to work together to support residents on their path to educational and employment goals.

Sincerely,

Paul F. Bailey
Executive Director

AS THE DESIGNATED COMMUNITY ACTION AGENCY FOR SPRINGFIELD, OUR MISSION IS TO UTILIZE AND PROVIDE RESOURCES THAT ASSIST PEOPLE IN NEED TO OBTAIN ECONOMIC STABILITY, ULTIMATELY CREATING A BETTER WAY OF LIFE.

721 STATE STREET, 2ND FLOOR, SPRINGFIELD, MA 01109 · 413.263.6500 · FAX 413.263.6511 · WWW.SPRINGFIELDPARTNERSINC.COM

APPENDIX D

STCC / SALC Data

- FY14 - FY16 Student demographics
- FY14 – FY16 Program Outcomes

STCC / Springfield Adult Learning Center

Program Data and Performance Outcomes

SALC's report card or dashboard provides our students, staff and the community with an overview of data related to SALC's participants and performance outcomes. SALC's primary funder, the Department of Elementary and Secondary Education (DESE), provides the program with the tools to track student progress through the System of Management and Accountability Through Technology (SMARTT) and also COGNOS which is used to report on the data in various profiles and measures. <https://www.stcc.edu/explore/communityed/adult-basic-education/program-data-and-performance-outcomes/>

FY 2016 Dashboard July 1, 2015 — June 30, 2016

[2016 ABE Enrollment and Applications](#)

[2016 ABE Program Demographics](#)

[2016 ABE Performance Indicator Goals](#)

[2016 ABE Performance Indicator Attendance](#)

[2016 ABE Funding](#)

FY 2015 Dashboard July 1, 2014 — June 30, 2015

[2015 ABE Enrollment and Applications](#)

[2015 ABE Program Demographics](#)

[2015 ABE Performance Indicator Goals](#)

[2015 ABE Performance Indicator Attendance](#)

[2015 ABE Funding](#)

FY 2014 Dashboard July 1, 2013 — June 30, 2014

[2014 ABE Enrollment and Applications](#)

[2014 ABE Program Demographics](#)

[2014 ABE Performance Indicator Goals](#)

[2014 ABE Performance Indicators - Attendance](#)

[2014 ABE Funding](#)