



## **FY 2027 Regional Agency Mitigation Fund Grant Application**

### **Application Instructions:**

- I. All applications must be received by the Massachusetts Gaming Commission by January 31<sup>st</sup>, 2026, at 11:59 p.m. to be considered for funding for the FY 2027 grant round.
- II. Each Agency may only submit ONE application as a Word Document.
- III. Each project must have its own form within the appropriate category. All attachments should directly follow the relevant project form.
- IV. Be sure to fill in all the information requested on the application. Applications that are left incomplete will not be accepted.
- V. All applications must submit a detailed scope of work and timeline for implementation of the project identified in the application.
- VI. All applications must contain appropriate backup materials that support the application.
- VII. The Grant Manager will be responsible for compiling the information for the quarterly reports and the submittal of the quarterly reports.
- VIII. The application must be signed by the agency’s CEO or an individual with signatory authority.
- IX. The Regional Agency Grant is broken into three segments. Please only fill out the section relevant to your application.
  - a. Part A – Regional Planning
  - b. Part B – Regional Public Safety
  - c. Part C – Regional Workforce Development
- X. Submit this completed form as well as any relevant attachments to

[MGCCMF@Massgaming.gov](mailto:MGCCMF@Massgaming.gov) or as a response to the COMMBUYS **BD-26-1068-1068C-1068L-121911**.

**For more detailed instructions as well as the full FY 2027 Application Guidelines visit**

<https://massgaming.com/about/community-mitigation-fund/>

| <b>Grant Manager Information (Person responsible for Quarterly Reports, etc.):</b>   |
|--|
| <b>Applicant: Holyoke Community College</b>  |
| <b>Vendor Code: 04-2719849</b>   |
| <b>Name: Kermit Dunkelberg/Lesley Lamarche</b>   |
| <b>Title: Assistant Vice President for Adult Education and Workforce Development/Program Mgr</b>   |
| <b>Email Address: <a href="mailto:kdunkelberg@hcc.edu">kdunkelberg@hcc.edu</a>, <a href="mailto:llamarche@hcc.edu">llamarche@hcc.edu</a></b> |
| <b>Telephone: 413-552-2506</b>   |
| <b>Address: 303 Homestead Avenue Holyoke MA 01040</b>  |

### Budget Summary

Use the space below to provide an overview of all projects to be covered by this funding. You may add as many items as is pertinent to your application (you can add rows by right clicking on the row and selecting "add row"). Please provide a category, name, brief description, and amount for each item. Please use the appropriate category below for your agency.

| Category                         | Project Name  | Description   | Amount    |
|----------------------------------|---------------|---|-----------|
| <b>A. Regional Planning</b>      |               |   |           |
| <b>B. Regional Public Safety</b> |               |   |           |
| <b>C. Workforce Development</b>  | Work Ready 26 | The potential impact of the proposed project is to mitigate existing education and training gaps that existed prior to MGM Resorts coming into the region, and present challenges to MGM's ability to source talent. The Work Ready 2026 proposal is designed to address these factors with a comprehensive array of programming including HiSET/GED and ESOL (Springfield Public Schools Ahead of the Game), digital literacy (STCC Hampden Prep), and culinary/(HCC Line Cook) and Hotel/Hospitality delivered by our consortia partners. | \$300,000 |
| <b>Total Request</b>             |               |   | \$300,000 |

Are you requesting a waiver for any program requirement?  Yes  No

I. **Applicant** If yes, you must fill out a CMF Regional Agency Waiver Form. The waiver form can be found as Appendix F to the RFR on COMMBUYS or online at <https://massgaming.com/about/community-mitigation-fund/forms/> . Applications without a completed waiver form will not be considered for a waiver.

On behalf of the aforementioned applicant, I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this application.

DocuSigned by:  
  
8EF4F37AEB2F447...

1/27/2026

Signature:

Date:

Narayan Sampath CFO/VP Admin & Finance

Name and Title of Signatory:

**Part C - Workforce Development-** The application should include sufficient backup information for the review team to fully understand the project(s). This information could include other relevant workforce statistics and economic models.

|   |   |
|---|---|
| <b>Project Name:</b> <u>Work Ready 26</u>   |   |
| Please provide below the contact information for the individual managing this aspect of the grant.  |   |
| <b>Project Contact</b>  | <b>Additional Project Contact (if applicable)</b>     |
| Name: Kermit Dunkelberg   | Name: Olesya Cherkashin                               |
| Title: AVP for Adult Ed and Workforce Dev, HCC  | Title: Grants Accountant                              |
| Department: Business and Community Services   | Department: HCC Business Office                       |
| Email Address: kdunkelberg@hcc.edu  | Email Address: ocherkashin@hcc.edu                    |
| Telephone: 413-552-2506   | Telephone: 413-552-2290                               |
| Address: 303 Homestead Avenue, Holyoke MA 01040   | Address: 303 Homestead Avenue, Holyoke MA 01040       |
| <b>Additional Project Contact (if applicable)</b>   | <b>Additional Project Contact (if applicable)</b>     |
| Name: Gladys Franco   | Name: Amelia Ramos                                    |
| Title: Asst. Vice President of Workforce Development  | Title: Assistant Director, Springfield Public Schools |
| Department: Workforce Development   | Department: Adult Education Center                    |
| Email Address: gnfranco@stcc.edu  | Email Address: ramosa@springfieldpublicschools.com    |
| Telephone: 413-755-4522   | Telephone: 413-787-7100 x68831                        |
| Address: One Armory Square<br>Springfield, MA 01105   | Address: 204 Boston Road<br>Springfield, MA 01109     |
| <p>I. Please use the space below to identify the impact of the gaming establishment on your region. Please demonstrate the significance of the workforce need faced by the region, related to the operation of a gaming establishment. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. Please provide documentation or evidence that supports the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.).</p>                     |   |
| <p>The establishment and continued operation of the gaming facility in Springfield, Massachusetts has significantly impacted the local workforce and labor market, particularly among low-skilled and low-income residents. According to the Demographics Statistical Atlas of the United States (2018), Springfield has approximately 21,300 adults over the age of 25 without a high school credential, representing 22.8% of the population group. While the exact number fluctuates, approximately one in five adults is without a high</p> |   |

school credential. Additionally, a substantial portion of the adult population has limited English proficiency. This is evidenced by persistent and growing wait lists for English for Speakers of Other Languages (ESOL) information within the Springfield Adult Education Center.

Jobs created directly by the Casino, as well as indirect jobs supporting casino operations (e.g., hospitality, food service, maintenance, security and administrative roles), typically require a minimum of a high school credential, English language proficiency, or both. ***While workforce training programs exist to prepare individuals for these employment opportunities, many residents are unable to access them due to educational and language barriers.*** As a result, a significant segment of the local population is effectively excluded from casino-related employment and related economic benefits.

Community members are not able to move forward with employment without computer skills, and this impacts the number of adults who are prepared to enter the workforce. Most employment opportunities are only accessible through the internet. In order to benefit from employment opportunities with MGM or other businesses, potential employees must apply, interview, and fill out paperwork online. Power skills (job readiness) such as communication with a supervisor, showing up to work on time, and other topics are additional core skills potential employees need. All employment requires employees to have at least basic computer skills. Whether it's to fill out timesheets, send or receive email, create documents, or research information online, computer skills are necessary to enhance work performance. ***Computer and digital literacy skills are an integral part of the skills employers are looking for and are no longer optional for anyone entering the workforce.***

Furthermore, many local businesses experienced workforce displacement as employees transitioned to casino employment, creating additional labor shortages in other sectors. These businesses now face an acute need for skilled and work-read employees, a demand that cannot be met by the current labor pool due to gaps in education, English proficiency, and job readiness skills.

This data demonstrates a clear workforce mismatch: while the gaming establishment has expanded employment opportunities in the region, the educational attainment, digital literacy, and language skills of the large portion of Springfield's adult population prevent them from accessing these jobs. Consequently, many residents remain entrenched in poverty and underemployment, limiting their ability to contribute to the local economy. These are related to workforce displacement, increased demand for skilled labor, and the need for targeted education and training interventions resulting from gaming operations.

The gaps in educational attainment and digital literacy of adult job seekers in Hampden County impact all industries, but are a particular barrier for MGM Resorts Springfield in meeting its overall hiring goals. Their "number one" workforce needs continue to be: "Cooks, cooks, and cooks!" HCC, STCC, SPS and MGM communicate and collaborate regularly to address this workforce need, and to design and implement strategies for outreach, training, and talent acquisition, as well as its diversity goals, since MGM requires a high school credential for all positions.

Digital literacy deficits also negatively affect MGM's hiring capacity. All job applications are accepted only online, and all initial interviews are conducted remotely, using the HireVue system. Routine functions such as accessing and understanding company policies, and submitting timesheets are also completed digitally. MGM has identified lack of interview/personal presentation skills, incomplete applications, lack of sufficient digital literacy skills to apply and interview online, little to no previous work experience, lack of high school credentials, and limited English proficiency as barriers to and retention.

According to the Bureau of Labor and Statistics, over 26,990 individuals are currently employed in the Springfield Metropolitan Statistical Area (including parts of Northern Connecticut) in Food Preparation and Service-Related occupations. In addition, approximately 10,000 individuals in hotel and lodging management, housekeeping, building and grounds and related hospitality occupations. **Food preparation and lodging is the third largest industry employment sector in the region after Healthcare and Education.** Hospitality, food preparation, and related services are a significant component of the region's workforce and economic activity.

Tourism related employment, alone, in the Springfield MSA totals nearly 5,000, with a payroll of more than \$120 million annually. Direct spending of travelers in the region is nearly \$525 million, resulting in local tax receipts of nearly \$11.5 million. The need for culinary hospitality and tourism workers stems from the vital role they play in attracting visitors to destinations, providing a positive guest experience through food and service, and supporting the local economy by managing restaurants, hotels, and attractions, ultimately driving tourism growth and creating a vibrant culinary scene within a community; this demand is further fueled by the rising popularity of "food tourism" where people travel specifically to experience unique local cuisine.

The Massachusetts Department of Economic Research notes that cooks/line-cooks is the 17<sup>th</sup> fastest growing occupation in the region. Between 2024 and 2026, the demand for cooks/line cooks grew by 3%. Annually, there are an average of 241 openings for this position in Hampden County. According to various job posting sites the current number of cook/line-cook postings are robust: there are over 200 cook/line cook positions currently posted on Indeed, and 132 on Zip Recruiter. MGM Springfield has current openings for a baker, chef, and cook.

The **Work Ready 26** proposal is designed to address these factors with a comprehensive array of programming including HiSET/GED and ESOL (Springfield Public Schools Ahead of the Game), digital literacy (STCC Workforce Readiness Academy), and culinary/hotel training (HCC Line Cook) delivered by our consortia partners.

MGM Resorts Springfield Human Resources and Talent Acquisition staff have been generous in contributing their expertise to the design and delivery of the Work Readiness components of previously funded HCC-STCC-SPS Work Ready projects, as well as our current proposal. They have also participated in recruitment sessions, provided information sessions on career opportunities at MGM, and led workshops on online interviewing, giving trainees access to their online HireVue system for mock interview sessions, with individual job seeker feedback.

The potential impact of the proposed project is to mitigate existing education and training gaps that existed prior to MGM Resorts coming into the region, and present challenges to MGM's ability to source talent. The hiring practices and community outreach of MGM, along with the collaborative work of the partners, have had significant impact.

II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion. Please describe the deliverables, including the number of individuals to be served, number of hours, projected outcomes, location of program, cities and towns served.

## Holyoke Community College (Line Cook/Hotel & Hospitality)

HCC will provide training in two needed areas: line cook and hotel & hospitality. HCC's programs serve the Host and surrounding communities, with an emphasis on job seekers seeking immediate employment in the industry. In addition to MGM Resorts Springfield, HCC has a wide and active network of employer partners, including area restaurants and hotels, college dining services, and Baystate Health food services.

**Line cook training**, which will provide approximately **120 hours** of training to two daytime fall cohorts of students. Each cohort will enroll up to 13 students, for a total of up to **26 trainees**. Successful completers can earn credentials including a Line Cook Certificate, ServSafe Manager Certification, ServSafe Food Handler, and Allergen and/or Alcohol certification.

**Hotel & hospitality training**, which will be offered for **25 hours**, will be provided for two daytime cohorts of students. Each cohort will have up to 8 students, for a total of **16 trainees**. Available credentials include a Certificate of Completion and Guest Service Gold Customer Service (recommended to us by MGM).

Both trainings (Line Cook and Hotel/Hospitality) typically include a tour of MGM Resorts Springfield and an interview workshop with MGM staff, which often results in an actual interview with MGM Resorts Springfield.

## Springfield Technical Community College (STCC) Workforce Readiness Academy

### II. Instructional Program

The Hampden Prep Program has been rebranded as the **Workforce Readiness Academy**, under the auspices of the Springfield Technical Community College (STCC) Division of Workforce Development, to provide community members with the literacy skills necessary to succeed in college and careers and will emphasize a bridge to local employment training including:

- Career exploration
- Job readiness skills
- Computer & digital literacy certifications

The Workforce Readiness Academy is dedicated to providing various pathways and options for participants to develop their individual skills in alignment with their own personal, professional, and educational goals. To best serve our diverse population of learners, STCC offers training opportunities and certifications through a variety of nationally recognized programs and organizations aimed at meeting students' diverse needs. Moreover, participants are provided with the opportunity to develop transferable skills for success in post-secondary education and prepare them for workplace success.

Classes will be scheduled in various formats, day and evening cohorts, in person (on the STCC campus) and virtually.

#### Computer & Digital Literacy:

Participants will engage in **160 hours (8 week sessions, three times per year)** of various levels of computer, technology, and digital literacy programming. Students may participate in more than one session throughout the year, therefore, their duration in the program is based on their individual goals and needs. Programs and opportunities to earn industry-related certifications include but are not limited to:

- Aztec Digital Literacy

- Microsoft Digital Literacy
- Northstar Applied Digital Literacy (Essential Computer Skills, Essential Software Skills, Using Technology in Daily Life)
- Career Exploration Virtual interactive job shadowing experiences
- AI Foundations

Students will be referred to other programs provided at STCC such as Adult Education and English for Speakers of Other Languages based on needs and goals.

Depending on individual goals and needs, students will be encouraged to continue with Springfield Adult Learning Center, STCC non-credit certificate, transition to college through degree programs in areas of regional priority, other opportunities such as the HCC Culinary and Hospitality program, or be assisted with direct employment.

### III. **Projected Outcomes:**

Number of individuals to be served: **75-110**

80% of participants will complete one or more of the following:

- Complete a minimum of one module, completion, or certificate in Aztec Digital Literacy, Microsoft Digital Literacy, Northstar Digital Literacy, and/or AI Fundamentals.
- Engage in supported transition planning to post-program education or training, including exploration of STCC credit or noncredit programs, other workforce training opportunities, and/or continued Adult Basic Education (ABE) or English for Speakers of Other Languages (ESOL), based on individual goals and readiness.
- Receive individualized workforce transition support, such as career advising, job readiness preparation, referrals to employment or training resources, and guidance related to next-step skill development.
- Explore career pathways and develop a Career Plan aligned to participant interests, skills, and local labor market opportunities.
- Complete one or more career readiness deliverables, including revising or creating a resume or cover letter, completing a job application, participating in a mock interview, and/or preparing for employer engagement.
- Participate in career exploration and assessment activities, which may include MassCIS tools and/or STCC-led career research and evaluation, to support informed decision-making regarding employment, education, and training pathways.

## **Springfield Public Schools/Ahead of the Game**

Springfield Public Schools proposes to continue the “Ahead of the Game” program, now entering its seventh year, to directly address the workforce impacts created by the gaming establishment. The program is designed to support low-skilled, low-income adults in gaining the education, language proficiency, and job readiness skills necessary to access casino-related employment and post-secondary training pathways.

### **Project Goals**

The primary goal for the upcoming program year is to serve 100 adult learners, equipping them with the foundational skills required to obtain employment or enroll in post-secondary education leading to long-term,

gainful employment.

### **Target Population**

- Adults without a high school credential
- Individuals with limited English proficiency
- Residents of Springfield and surrounding communities
- Low-income individuals seeking access to workforce pathways connected to casino-related industries.

### **Program Location and Schedule**

**Location:** Springfield Public Schools Adult Education Center, 204 Boston Road, Springfield, MA

**Schedule:** Monday through Thursday

**Session Length:** Approximately 3 hours per class

**Class Offerings:** Daytime and evening options to accommodate working adults

### **Scope of Work and Services Provided**

Participants are placed based on individual educational and workforce readiness needs and receive a comprehensive set of services, including:

1. Adult Basic Education (ABE) – literacy and mathematics instruction
2. High School Equivalency Preparation – GED, HiSET, and TABE testing
3. English for Speakers of Other Languages (ESOL)
4. Work Readiness Training – soft skills, workplace expectations
5. Job Skills Training – resume writing, interview preparation
6. Financial Literacy
7. Computer Literacy
8. Career and Postsecondary Transition Workshops, delivered throughout the year

Students meet weekly throughout the year and receive individualized case management to support persistence, goal completion, and transitions.

### **Deliverables and Projected Outcomes**

- **100 Adults** enrolled and served
- Completion of ABE, ESOL, or/and HiSET/GED preparation
- Successful passage of GED/HiSET exams
- Enrollment in post-secondary training programs at Holyoke Community College (HCC) or Springfield Technical Community College (STCC) or
- Placement into long-term employment, including casino-related or supporting industries

### **Partnerships and Resources**

Springfield Public Schools commits matched and leveraged funding to support program implementation, including:

- Part-time certified ABE and ESOL instructors

- Case manager for “Ahead of the Game” participants
- Curriculum materials, testing supplies, and classroom resources
- Facility and administrative support

Key collaborative partners include Holyoke Community College and Springfield Technical Community College, ensuring strong education-to-career pathways and alignment with regional workforce needs.

**Program Impact**

Through ongoing monitoring, assessment, and collaboration, the “Ahead of the Game” program will help mitigate workforce shortages exacerbated by casino operations, expand access to employment opportunities, strengthen the local economy, and provide meaningful pathways out of poverty for Springfield residents most impacted by educational and economic barriers.

**Proposed MGC Grant Budget**

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

| Description of Purchase/Work  | Timeline               | QTY  | Budget    |
|---|------------------------|--|-----------|
| HCC Line Cook and Hotel & Hospitality                                   | August 2026 – Jan 2027 | 4 cohorts (2 Hotel, 2 Line Cook) = 42 adults | \$100,000 |
| Springfield Public Schools Ahead of the Game – see subcontractor budget |                        | 100 adults                                   | \$100,000 |
| STCC Workforce Readiness Academy  |                        | 75 – 110 adults                              | \$100,000 |
|   | <b>TOTAL:</b>          | 217 – 252 adults                             | \$300,000 |

| 2026 Workforce Development Program Application  |   |                        |                 |                     |
|---|---|------------------------|-----------------|---------------------|
| Work Ready - HCC/STCC/SPS - Combined New Proposed Budget                                |   |                        |                 |                     |
| Line 1: Personnel   |   |                        |                 |                     |
| Position  | Description   | Total Hours            | Rate            | Total               |
| <b>Assistant Project Coordinator</b>  | <i>Coordinates data and outcome tracking, and</i>   | 425.5                  | \$37.80         | \$16,180.90         |
| <b>Line Cook Training: 120 Hours - 2 Cohorts</b>  |   |                        |                 |                     |
| Line Cook Coordinator   | Paul Sheehan, 16 hrs/week x 22 weeks, Line Cook and Hotel coordination, including scheduling and logistics and field trips. | 352                    | \$37.80         | \$13,306            |
| Educational and Career Advisor, Part-Time (Day), 18.5 hrs/week x 50 weeks Day Line Cook | Jungsun Hyun, Advising, job placement daytime, 18.5 hrs/wk x 23 weeks services  | 426                    | \$ 32.00        | \$ 13,616           |
| Intake Specialist (Candace Griffith)  | Intake, screening, referrals, 18.5 hrs/wk, 22 weeks   | 407                    | \$ 32.00        | \$ 13,024           |
| Bilingual Outreach Specialist (Gloria Penagos)  | 5 hrs/week x 22 weeks   | 110                    | \$ 32.00        | \$ 3,520            |
| Culinary Instructors  | Line Cook Training - 90 hrs/ cohort x 2 cohorts (includes ServSafe)   | 181                    | \$75.00         | \$ 13,575           |
| Lab Technician  |   | 160                    | \$ 17.28        | \$ 2,765            |
| Hotel Instructors   | Room Attendant and Front Desk Attendant - 2 cohorts, 30 hours per cohort  | 60                     | \$ 75           | \$ 4,500            |
| <b>Total Personnel</b>  |   |                        |                 | <b>\$ 80,486</b>    |
| <b>Line 2: Fringe Benefits</b>  |   |                        |                 |                     |
|   |   |                        | <b>Position</b> | <b>Amount</b>       |
|   | FY25 Part-Time Rate (negotiated by State of Massachusetts) 2.21%  |                        |                 | \$1,779             |
| <b>Total Fringe</b>   |   |                        |                 | <b>\$ 1,779</b>     |
| <b>Total Salary and Fringe</b>  |   |                        |                 | <b>\$ 82,265</b>    |
| <b>Line 3: Supplies and Materials</b>   |   |                        |                 |                     |
|   | ServSafe Books, exam fees included in book price  |                        |                 | \$ 1,680            |
| Culinary Supplies (food)  | 2 cohorts x \$3150 per cohort   |                        |                 | \$ 6,300            |
| Instructional Supplies  | 13 students x 2 cohorts (26 students) x \$31.94/student   |                        |                 | \$ 767              |
| Culinary Uniforms   | 13 students x 2 cohorts (26 students) x \$73/student  |                        |                 | \$ 2,016            |
| <b>Total Supplies and Materials</b>   |   |                        |                 | <b>\$ 10,763</b>    |
| <b>Line 4: Contractual</b>  |   |                        |                 |                     |
| <b>Subcontract - Springfield Public Schools - Ahead of the Game</b>                     |   |                        |                 |                     |
| <b>Position</b>   |   |                        |                 |                     |
| Instructional salaries  |   |                        |                 | 91819.86            |
| Retirement  |   |                        |                 | \$2,640.00          |
| Unemployment  |   |                        |                 | \$918.20            |
| Workers Comp  |   |                        |                 | \$918.20            |
| Medicare Tax  |   |                        |                 | \$ 1,331.39         |
|   |   |                        | <b>Subtotal</b> | <b>\$ 97,627.65</b> |
| Indirect Costs 2.45%  |   |                        |                 | \$2,372.35          |
| <b>TOTAL - SPS</b>  |   |                        |                 | <b>\$ 100,000</b>   |
| <b>Subcontract - Springfield Technical Community College - Hampden Prep</b>             |   |                        |                 |                     |
| <b>Positions</b>  |   |                        |                 |                     |
| Project Coordinator - Director of Recruitment, Retention, & Transition                  |   | 325 hours x \$48.67/hr |                 | \$ 15,816.94        |
| Project Coordinator - Director of Instruction & Assessment                              |   | 325 hours x \$48.67/hr |                 | \$ 15,816.94        |
| Morning instructor  |   | 480 hours x \$50/hr    |                 | \$ 24,000           |
| Evening instructor  |   | 480 hours x \$50/hr    |                 | \$ 24,000           |
| <b>Fringe: - 35.6% - benefited staff (\$11261.66); 1.62% part-time rate (\$1759.91)</b> |   |                        |                 | <b>\$ 13,021.57</b> |
| <b>Supplies and materials</b>   | paper printing, pens, pencils, binders, notepads  |                        |                 | \$ 367.81           |
|   |   |                        | <b>Subtotal</b> | <b>\$ 93,023.26</b> |

|                                       |                             |  |             |
|---------------------------------------|-----------------------------|--|-------------|
| 7.5% indirect costs                   |                             |  | \$ 6,976.74 |
| TOTAL - STCC                          |                             |  | \$ 100,000  |
|                                       |                             |  |             |
| TOTAL - ALL SUBCONTRACTS              |                             |  | \$ 200,000  |
| Line 6: Other                         |                             |  |             |
|                                       |                             |  | Total       |
|                                       |                             |  |             |
|                                       |                             |  |             |
|                                       |                             |  | Total Other |
|                                       |                             |  | \$ 0        |
| Line 7: Total Direct Costs            |                             |  | \$ 93,028   |
| Line 8: Indirect Costs (Lead Agency): |                             |  |             |
|                                       | Approved Indirect Cost Rate |  | Total       |
| Holyoke Community College             |                             |  |             |
|                                       | Total                       |  | \$ 6,977    |
| Line 9: Total Funds Requested.        |                             |  | \$ 300,005  |



MGM SPRINGFIELD  
ONE MGM WAY  
SPRINGFIELD, MA 01103

413.273.5000  
MGMSPRINGFIELD.COM

January 28, 2026

Mr. Joseph Delaney  
Chief of the Division of Community Affairs  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor Boston, MA 02110

Dear Mr. Delaney:

MGM Springfield is pleased to submit this letter of support for **Work Ready 27**, a program supported by the Massachusetts Gaming Commission's Regional Agency Mitigation Fund. Our existing partnership with Holyoke Community College (HCC), Springfield Technical Community College (STCC), and Springfield Public Schools (SPS) has proven to be highly effective in creating and providing career pathway training to support our workforce needs at MGM Springfield.

The **Work Ready 27** application is designed to provide specific workplace skills training and stackable credentials to the unemployed, underemployed, and those with limited educational attainment to improve their ability to gain employment. Direct skills training will include line cook, hotel/hospitality training, and the continued expansion of a pipeline from the Springfield Public Schools' *Ahead of the Game* adult education program to the workforce training programs at HCC and STCC.

In accordance with our Workforce Development Plan, MGM Springfield has worked closely with area colleges, public school districts, community-based organizations, and other partners to provide training and educational opportunities to qualify individuals for employment in the industry. These programs continue to create opportunities for job seekers in which English is not their first language, enabling these individuals to gain the industry skills needed to successfully compete for jobs.

**MGM** Springfield commits to a continued partnership with HCC, STCC, and SPS to ensure that all job seekers in our region have access to high-quality training and in-demand careers.

Sincerely,

Jason Randall  
Executive Director, Human Resources



**Springfield Public Schools  
Adult Education Center Calendar  
Academic Year 2026-2027**



204 Boston Road  
Springfield, MA 01109

**Adult Ed Center Main Office**  
(413) 787-7210  
**Carmen DeJesus, Case Manager**  
(413) 750-2480

| July 2026 |    |    |      |     |
|-----------|----|----|------|-----|
| M         | T  | W  | Th   | F   |
|           |    | 1  | 2    | X 3 |
| 6         | 7  | 8  | 9    | 10  |
| 13        | 14 | 15 | 16   | 17  |
| 20        | 21 | 22 | 23   | 24  |
| 27        | 28 | 29 | ◆ 30 | 31  |

| September 2026 |     |     |    |    |
|----------------|-----|-----|----|----|
| M              | T   | W   | Th | F  |
|                | 1   | 2   | 3  | 4  |
| 7              | ★ 8 | ● 9 | 10 | 11 |
| 14             | 15  | 16  | 17 | 18 |
| 21             | 22  | 23  | 24 | 25 |
| 28             | 29  | 30  |    |    |

| October 2026 |    |    |    |    |
|--------------|----|----|----|----|
| M            | T  | W  | Th | F  |
|              |    |    | 1  | 2  |
| 5            | 6  | 7  | 8  | 9  |
| X 12         | 13 | 14 | 15 | 16 |
| 19           | 20 | 21 | 22 | 23 |
| 26           | 27 | 28 | 29 | 30 |

| November 2026 |    |      |      |      |
|---------------|----|------|------|------|
| M             | T  | W    | Th   | F    |
| 2             | 3  | 4    | 5    | 6    |
| 9             | 10 | X 11 | 12   | 13   |
| 16            | 17 | 18   | 19   | 20   |
| 23            | 24 | — 25 | X 26 | X 27 |
| 30            |    |      |      |      |

| December 2026 |    |    |      |    |
|---------------|----|----|------|----|
| M             | T  | W  | Th   | F  |
|               | 1  | 2  | 3    | 4  |
| 7             | 8  | 9  | ◆ 10 | 11 |
| 14            | 15 | 16 | 17   | 18 |
| 21            | 22 | 23 | 24   | 25 |
| 28            | 29 | 30 | 31   |    |

| January 2027 |     |    |    |     |
|--------------|-----|----|----|-----|
| M            | T   | W  | Th | F   |
|              |     |    |    | X 1 |
| ★ 4          | ● 5 | 6  | 7  | 8   |
| 11           | 12  | 13 | 14 | 15  |
| X 18         | 19  | 20 | 21 | 22  |
| 25           | 26  | 27 | 28 | 29  |

| February 2027 |      |      |      |      |
|---------------|------|------|------|------|
| M             | T    | W    | Th   | F    |
| 1             | 2    | 3    | 4    | 5    |
| 8             | 9    | 10   | 11   | 12   |
| X 15          | — 16 | — 17 | — 18 | — 19 |
| 22            | 23   | 24   | 25   | 26   |

| March 2027 |    |    |    |      |
|------------|----|----|----|------|
| M          | T  | W  | Th | F    |
| 1          | 2  | 3  | 4  | 5    |
| 8          | 9  | 10 | 11 | 12   |
| 15         | 16 | 17 | 18 | 19   |
| 22         | 23 | 24 | 25 | X 26 |
| 29         | 30 | 31 |    |      |

| April 2027 |      |      |      |      |
|------------|------|------|------|------|
| M          | T    | W    | Th   | F    |
|            |      |      | 1    | 2    |
| 5          | 6    | 7    | 8    | 9    |
| 12         | 13   | 14   | ◆ 15 | 16   |
| X 19       | — 20 | — 21 | — 22 | — 23 |
| + 26       | + 27 | + 28 | + 29 | + 30 |

| May 2027 |     |    |    |    |
|----------|-----|----|----|----|
| M        | T   | W  | Th | F  |
| ★ 3      | ● 4 | 5  | 6  | 7  |
| 10       | 11  | 12 | 13 | 14 |
| 17       | 18  | 19 | 20 | 21 |
| 24       | 25  | 26 | 27 | 28 |
| X 31     |     |    |    |    |

| June 2027 |    |    |      |    |
|-----------|----|----|------|----|
| M         | T  | W  | Th   | F  |
|           | 1  | 2  | 3    | 4  |
| 7         | 8  | 9  | 10   | 11 |
| 14        | 15 | 16 | ◆ 17 | 18 |
| 21        | 22 | 23 | 24   | 25 |
| ★ 28      | 29 | 30 |      |    |

| July 2027 |   |   |    |   |
|-----------|---|---|----|---|
| M         | T | W | Th | F |
|           |   |   |    |   |
|           |   |   |    |   |
|           |   |   |    |   |
|           |   |   |    |   |

| Calendar Legend |                                      |
|-----------------|--------------------------------------|
| ★               | HISSET 1st Day of Classes            |
| ●               | ESOL 1st Day of Classes              |
| ◆               | HISSET/ESOL Last Day of Classes      |
| +               | Students Testing (Subject to Change) |
| —               | Students No Classes                  |
| X               | Holiday - AEC Closed (No Classes)    |