



# 19

**COMMUNITY  
MITIGATION  
FUND**

## APPENDIX E

### ***Workforce Development Pilot Program Grant Application*** **BD-19-1068-1068C-1068L- 33629**

***Please complete the entire Application.***

	Holyoke Community College
1.	<b>NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT</b>
	Christina Royal, President
2.	<b>NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
	303 Homestead Avenue, Holyoke, MA 01040-1091
3.	<b>ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
	Phone: (413) 552-2700; Email: croyal@hcc.edu
4.	<b>PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
	Jeffrey Hayden, Vice President of Business and Community Services
5.	<b>NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
	303 Homestead Avenue, Holyoke, MA 01040-1091
6.	<b>ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
	Phone: (413) 552-2587; Email: jhayden@hcc.edu
7.	<b>PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
	Blue Tarp Redevelopment, LLC (MGM Springfield) & MCCTI – Gaming School Certification
8.	<b>NAME OF GAMING LICENSEE</b>

**1. IMPACT DESCRIPTION**

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

Please see attached narrative description.

**2. PROPOSED MITIGATION (Please attach additional sheets/supplemental materials if necessary.)**

**a. Please identify the amount of funding requested**

Please see attached narrative description.

**b. Please identify below the manner in which the funds are proposed to be used.**

Please see attached narrative description.

**c. 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 see attached narrative description.

**d. Please describe how the mitigation request will address the specific impact indicated.**

Please see attached narrative description.

**3. CONNECTION TO GAMING FACILITY**

Please provide specificity/evidence that the requested funds will be used to address issues or impacts directly related to the gaming facility.

Please see attached narrative description.

**4. 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, cities and towns served, and deliverables.

Please see attached narrative description.

**5. COLLABORATIVE PARTNERS**

**a. Please define the roles of the applicant and any collaborative partners.**

Please see attached narrative description.

**b. Please list any matched funds or other leveraged resources and program supports provided by partners**

Please see attached narrative description.

**6. MEASUREMENT OF IMPACT**

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

Please see attached narrative description.

**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.

Please see attached narrative description.

**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.

*Maria J. Mitchell*

*2/1/19*

Signature of Responsible Municipal  
Official/Governmental Entity

Date

**2019 COMMUNITY MITIGATION FUND**  
**WORKFORCE DEVELOPMENT PILOT PROGRAM NARRATIVE RESPONSES**  
***Work Ready: A Collaborative Project of Holyoke Community College, Springfield Technical***  
***Community College, and Springfield Public Schools***

**IMPACT DESCRIPTION**

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

In Massachusetts, there are 1.1 million workers who lack basic skills. 667,000 workers in Massachusetts have a high school credential but still lack basic math, literacy, language and analytic skills to perform in the typical workplace. According to the 2003 Massachusetts State Assessment of Adult Literacy, in Hampden County there were 360,651 individuals in households who were sixteen years or older. Ten percent (10%) of this population were considered Basic or Below Basic readers (for functional purposes). The American Fact Finder for 2017 states that the population for 16 years and older in Hampden County is 377,991. Extrapolating from the 2003 Literacy Assessment data, 10% of the 377,991 are reading at a Basic or Below Basic literacy-level which equates to 37,799 people in Hampden County.

Low literacy has devastating effects for the economy:

- Low literacy costs the U.S. 225 billion dollars or more each year in non-productivity in the workforce, crime and the loss of tax revenue due to unemployment. (<https://proliteracy.org/Resources/Adult-Literacy-Facts>)
- Children whose parents have low literacy levels have a 72% chance of being at the lowest reading levels themselves. (Ibid.)
- More than 1 million workers (1/3rd of the working population) in Massachusetts lack basic skills. (<https://mbllc.state.ma.us/programs-and-support/adult-literacy/problem-in-mass.php>)
- Of those adults, in Massachusetts, with below basic skills, 52% are unemployed. (Ibid.)

People with low literacy rates tend to live in poverty, be unemployed and unemployable. The effect of this on the economy of the Commonwealth could be dire. The Massachusetts economy has been and is becoming more technology-based. Jobs in Manufacturing, STEM Technician fields, Information Technology and all levels of Health careers are going unfilled. "...a third of Massachusetts workers are ill equipped to meet the demands of the state's rapidly changing economy. This threatens the state's ability to sustain the current economic boom and traps the workers themselves in jobs with little opportunity to advance". (<https://massinc.org/research/new-skills-for-a-new-economy>)Recent roundtables with area businesses have identified the lack of skilled entry level individuals as one of the major obstacles to their growth.

This grant will focus on providing a career focus for low/unskilled adults ages 16 and up. The training will aim to develop reading, listening, speaking, and writing skills for adults in entry-level jobs in the hospitality industry, customer service, the MGM Casino or in other similar hospitality establishments in Springfield, to meet the needs of employers who have lost employees. The most pressing employment issue currently facing MGM and other hospitality establishments surrounds vacancies due to poor attendance/termination, especially in the culinary field. Poor attendance has been attributed to child care issues, varying shifts, and the lack of public transportation during late shifts, making transportation an issue for workers commuting to/from work via public transportation.

High unemployment and poverty rates make the need for permanent employment critical for local residents. The region's workforce faces education, social, cultural, and support system barriers that prevent them from meeting job requirements. All jobs available on the MGM Career Launch Website appear to require a minimum of a high school diploma or equivalent but unfortunately, 22.8% of Springfield's population does not have a high school diploma. The need for employment is high, but the lack of workforce readiness poses a real issue for these individuals. Several barriers identified by MGM Springfield include a lack of interview/personal presentation skills, incomplete applications, little to no previous work experience, lack of high school credentials, and limited English proficiency. Barriers relating to employee retention also present as an issue. Individuals in entry-level positions were found to lack dependability, reliability, and proper workplace etiquette.

**Work Ready** is a collaborative effort of Holyoke Community College (HCC), Springfield Technical Community College (STCC), Springfield Public Schools (SPS), MGM Springfield, and the region's workforce development partners to provide a combination of work readiness preparation and occupational skills training to help the unemployed and underemployed take advantage of the employment opportunities currently available in the marketplace and MGM Springfield's need for line cooks, dealers and hospitality workers. Through this partnership, **Work Ready** provides a complete career pathway for low-skilled individuals:

- **Basic skills** = Springfield Public Schools/Ahead of the Game: individuals participate in Adult Basic Education; earn high school credentials/HiSET; be referred to job training, post-secondary education or employment
- **Language & skills training** = Springfield Technical Community College/Hampden Prep: individual participate in English in the Workplace; Career Readiness; or certificate trainings such as Computer/Digital Literacy or ServSafe
- **Gaming Skills** = MCCTI/TWO: students can receive scholarships and become trained in blackjack, poker, carnival games, or roulette
- **Industry Skills** = Holyoke Community College: individuals participate in line cook or hospitality certificate trainings

## **PROPOSED MITIGATION**

### **2.a. Please identify the amount of funding requested**

The **Work Ready** partnership is applying for \$300,000 to support Region B.

### **2.b. Please identify below the manner in which the funds are proposed to be used.**

Estimated expenses are presented below and the final project budget will be developed as part of the program award. Please see the attached proposed budget for additional information.

#### Holyoke Community College

Holyoke Community College proposes to use \$75,000 of grant funds in the following manner:

- \$3,000 -- for contractual services for MassHire to conduct program evaluation
- \$10,942 -- Hotel Training (including training materials and supplies), 2 cohorts (1 Front Desk, 1 Housekeeping)
- \$5,190 -- Hotel Supervisor to Manager training (1 cohort)
- \$34,230 -- Line Cook Training (including training materials and supplies), 2 cohorts
- \$18,971 -- indirect (49.8% of salaries and fringe)
- \$2,667 -- Other Costs

#### MCCTI/TWO

MCCTI proposes to use \$50,000 of grant funds in the following manner:

- \$50,000 will be used for ongoing scholarships to be spent for underemployed and unemployed Massachusetts residents for training to become table games or poker dealers. Scholarships may be used for Blackjack, Carnival Games, Roulette, Craps or Poker.

The Foundations at HCC and STCC are funding the development of the ESOL Blackjack curriculum, including a pilot program planned for fall 2019. The curriculum will be developed by HCC's ESOL program, in partnership with bilingual, experienced table game dealers. MCCTI will work with partner organizations to attract and evaluate eligible students.

#### Springfield Technical Community College – Hampden Prep

STCC proposes to utilize \$75,000 of the grant funds in the following manner:

- \$38,076 will be dedicated towards two part-time instructors/advisors will be hired to teach the English in the Workplace: Hotel curriculum and career readiness skills. Each PT instructor will be paid \$28.50/hour for 668 hours, including prep time.
- \$7,045 will support fringe benefits: 25% of the Coordinator's salary is assessed at 35.55%, and payroll tax for all employees is 2.44%
- \$5,883 will be used for materials and supplies: the Workplace English for Hotels book is \$21.95/student for 22 students, and the book for ServSafe training and test voucher is \$75/student for 72 students
- \$1,080 will be used to hire a ServSafe Instructor to teach three 8-hour sessions at \$45/hr.
- Indirect Costs are assessed at 10%, or \$6,818

#### Springfield Public Schools – Ahead of the Game

Springfield Public Schools proposes to utilize \$100,000 of grant funds to support the Case Manager and Teaching staff for the Ahead of the Game program.

#### Personnel & Fringe Benefits:

- Teacher - Costs associated with teacher(s) salary and fringe benefits. The teachers will instruct Adult Basic education, ESOL, GED/HISET, and the Ahead of the Game courses. In addition to teaching, the teacher will also be responsible for planning lessons based on the learning needs of culturally diverse and multi-skilled students. The teacher will administer assessments regularly to continually track progress of each student enrolled.
- Case Manager - Costs associated with the Case Manager are salary and fringe benefits. The Case Manager will lead the intake and enrollment process for each student, assess the individual needs to verify the learners' level of entry, and provide ongoing support and guidance during courses to ensure students are making appropriate progress.

#### Indirect Costs:

- Indirect costs- Administrative fees to be charged at a rate of 3.11%.

**2.c. 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.**

Supplemental materials attached to this proposal include:

- SPS class schedule
- Proposed **Work Ready** budget

- Letters of Support

**2.d. Please describe how the mitigation request will address the specific impact indicated.**

MGM Springfield, along with other hospitality-based employers in the area, have had a difficult time attracting work-ready individuals for entry-level positions. Additionally, there is a high turnover rate in this industry, with ongoing job vacancies due to poor attendance/termination (especially in the culinary field). Poor attendance has been attributed to child care issues, varying shifts, and the lack of public transportation during late shifts, making transportation an issue for workers commuting to/from work via public transportation.

The proposed workforce development project will address this impact by providing a combination of work readiness preparation and occupational skills training to help the unemployed and underemployed take advantage of the employment opportunities currently available in the marketplace. Work Ready addresses the needs of individuals and guides them through a career pathway to help them become valuable candidates for employment, advance to better jobs, and enhance their quality of life. This program will provide low-skilled, low-income adult students with a wide variety of resources depending on their individualized needs.

**Work Ready** will enroll up to 200 individuals in the gaming school through scholarships, up to 70 individuals in certificate training at HCC, 180 in Hampden Prep, and 100 individuals in Ahead of the Game in order to get them into the pipeline for skills training and job placement. Given the current occupational vacancies in the hospitality sector and the ongoing workforce demand of MGM Springfield, **Work Ready's** outcome of 435 trained job seekers will significantly impact and complement the current workforce development efforts of the industry and MGM. The intent is to operate these programs as soon as possible to assist with the ongoing hiring needs of MGM, as well as assist existing companies in the backfill needs of other businesses within the local hospitality industry.

**CONNECTION TO GAMING FACILITY**

**3. Please provide specificity/evidence that the requested funds will be used to address issues or impacts directly related to the gaming facility.**

MGM Springfield has existing MOU's with the Springfield Public Schools, MCCTI (HCC/STCC), and the region's workforce development system to work collaboratively to meet the workforce needs of MGM and the region. MGM Springfield has submitted a letter of support for this application. MGM Springfield has identified dealers and line cooks as their most immediate need due to the significant number of employees needed for these occupations and the central nature of these departments to the business plan of the company. The proposed project expands on a successful model, as evidenced by **Work Ready's** most recent reported outcomes:

- During the 2018 fall semester, the Ahead of the Game program successfully enrolled 90 HiSET and 94 ESOL students. Of those students, 33 increased two grade levels, 24 are approaching a college and career readiness level, and 17 tested in all five HiSET exams and successfully obtained their high school equivalency. SPS had 10 students that enrolled in postsecondary/workforce training, obtained employment interviews, or successfully obtained gainful employment. Additionally, 166 of their students established a SkillsSmart profile and 144 received Case Management services.
- At Hampden Prep, of the 18 students enrolled in the 3rd cohort, 9 students took the HiSET exam. Two of the nine students passed all 5 subjects and earned their HiSET credential. Six students have partially completed the requirements for earning their HiSET credential, meaning they passed some subjects, but either have not taken all 5 subjects, or have taken and need to retest in some



subjects. Instructors and the coordinator are working closely with the students that have partially completed the HiSET tests with scheduling dates for retesting.

- HCC conducted two line cook trainings. In the first cohort, 8 out of 15 students completed, and all 8 were hired. In the second cohort, 15 out of 16 students finished, and all 15 students were hired. (The stringent attendance requirements were communicated more clearly up-front to the second cohort).
- MCCTI had 200 graduates. Of these 80% were hired, and 60% received scholarships.

#### **SCOPE OF PROJECT**

**4. Please describe the scope of the Project including description of training/education program, topics, number of hours, number of individuals to be served, location, cities and towns served, and deliverables.**

In FY20, the core partners in the Work Ready Collaborative will expand upon existing services, including adding courses such as contextualized ESOL, several essential certifications, and additional support services to create a stronger pathway across the partnering organizations. The goal of this work will be to fill MGM Springfield's anticipated 750 job vacancies in FY20, as well as the vacancies at other hospitality establishments across the region impacted by the 2018 opening of the casino.

What follows is this collaborative's vision of how various populations of low-skilled adults living in the region will enter our career training pathway, receive the education, support services and career training needed to move along the pathway, and eventually gain self-sustaining employment at MGM Springfield or elsewhere in the hospitality industry in the region.

Target Population	Low-skilled adults without high school credentials
Work Ready Pipeline Entry Point	<b>Springfield Public Schools Ahead of the Game Program</b>
Output	100 adults in FY20
Outcome	Students will have completed their ABE courses and taken their GED/HiSET test
Next Step in Career Pathway	Employment and/or enrollment in postsecondary program at HCC or STCC

#### **Description:**

The Ahead of the Game program was developed and designed for adult students to develop transferable academic, technical, and employability skills resulting in an increase of employable residents in the region. Funding from the previous Community Mitigation Fund allowed SPS to publicly launch the Ahead of the Game program in January 2018, and actively enroll approximately 160 adults. An expected outcome of **100 adults** remains the goal for the second year of funding. ***The continuation of the program will allow for approximately another 100 low-skilled low-income adult students to gain valuable skills*** and move towards Casino related careers in year 3 of the Community Mitigation Funding.

Through the Springfield Adult Education Center, students receive education, career, and technical support in order to maximize their potential, and establish long-term employment goals. A wide variety of

resources will be available to participants including: basic literacy, basic mathematics, high school equivalency test preparation and testing (GED), adult diploma program, English for Speakers of Other Languages (ESOL), job skills (interview and resume writing), work readiness training, and computer literacy. Program participants will also receive bus tokens for transportation and participate in a series of workshops. Upon completion of the Ahead of the Game program, adult students will have made progress in our program and have completed their required ABE courses, taken the GED/HiSET test, enrolled and been accepted into a postsecondary training course, and/or have successfully secured long-term employment. All adults are placed into the program based on their specific needs and meet weekly throughout the year. To better meet the needs and schedules of our adult population, courses are offered both during the day and at night. The Ahead of Game program plans to serve approximately 100 adult students in the coming year.

The Ahead of the Game program will be held at the Springfield Adult Education Center located at 204 Boston Road, Springfield, MA, in addition to satellite locations located at New England Farm Workers Council, and Commerce High School. Classes will be held Monday, Tuesday, Wednesday, and Thursday, and will be approximately 3 hours in length. The series of soft skill workshops will be held throughout the year, based on needs of currently enrolled adult students.

Target Population	Low-skilled adults with a GED or HiSET
Work Ready Pipeline Entry Point	<b>MCCTI</b>
Output	200 graduates
Outcome	Students will complete the necessary training to become a dealer at MGM
Next Step in Career Pathway	Employment at MGM

**Description:**

MCCTI will deliver three sessions of each class (except Poker). These sessions will run in the fall, spring and summer semesters. The three classes are scheduled to run at different times to accommodate the needs of various students. Start times include 7:30 AM, 1:00 PM and 7:15 PM. Employment opportunities help drive the class schedule. Poker is scheduled for one class each semester based on enrollment and employment opportunities. In order to support the ongoing development of current dealers, MCCTI and MGM have agreed to run off-schedule classes whenever there are twelve existing dealers ready for training in a new game.

Target Population	Low-skilled adults with a GED or HiSET
Work Ready Pipeline Entry Point	<b>Holyoke Community College</b>
Output	2 cohorts of 15 students -- Line Cook Training 1 cohort of 10 students - Supervisor Training 2 cohorts of 15 students - Hotel Training

Outcome	Students will meet the requirements for training completion
Next Step in Career Pathway	Employment

Description:

HCC/TWO will offer the following trainings as part of the **Work Ready** program:

Line Cook Training will be offered at the HCC MGM Culinary Arts Institute (CAI) in downtown Holyoke. One Hundred and Eighty (180) hours of training will be delivered to 3 cohorts of 15 students, for a total of 45 slots. This hands-on training simulates the pace and standards of a professional setting, including attendance and punctuality, practical skills demonstration, and preparing and plating meals for real customers. Recruitment will be through a pathway with Putnam to HCC, current HCC students and alumni, as well as assistance from the MassHire Workforce Board Hampden County and MassHire Springfield and Holyoke Career Centers. Additionally, HCC will offer one cohort of a 32-hour Supervisor to Manager training for 10 students, and two cohorts of a 50-hour Front Desk Receptionist training for 15 students in each cohort.

Target Population	Students on the SALC waiting list
Work Ready Pipeline Entry Point	<b>Springfield Technical Community College -- Hampden Prep</b>
Output	12 cohorts of 15 students
Outcome	Students will complete an 80-hour English in the Workplace course
Next Step in Career Pathway	Employment; referral to Ahead of the Game program

Description:

Springfield Technical Community College (STCC) will offer an eighty (80)-hour class in English in the Workplace focused on hotels, which includes twenty hours of Career Readiness, and twenty hours of computer literacy. The Springfield Adult Learning Center (SALC), under the auspices of the STCC Workforce Development Center, will offer high-impact training to low-literacy adults in Hampden County to assist them in increasing their chances of employment. The project will run **12 cohorts of 15 students** throughout the year. Students will learn Workplace English for Hotels, interviewing skills, filling out online job applications, financial literacy, email etiquette, and social media. Additionally, students will learn computer skills to certify they know the basics of Microsoft Word, for a total of eighty (80) hours of training. Since the students may not have been in a hotel, the grant will provide a tour of one hotel each session in the Springfield area if funding is available.

Students will first be recruited from the SALC waiting list and then from the waiting lists of other programs. The Program Coordinator will also work with MassHire Springfield and Holyoke to advertise the program. The demand for Adult Basic Education classes for level 1 (grade 2 - 3.9) and level 2 (grade 4 - 5.9) students is high. The proposed intervention will give students the opportunity to begin working on their reading,

listening, and speaking skills. Classes will run in the daytime and the evening with the day sessions lasting four weeks and the evening sessions lasting five weeks. (The evening program is four hours shorter than the day program.)

16 - 20 hours of direct instruction per week

10 am - 2 pm Monday through Friday

5 pm - 9 pm Monday through Thursday

Students will focus on English in the Workplace for Hotels, learning only as much as they need to know to work in a hotel, or a kitchen. After students have finished this class (40 hours), they will participate in 20 hours of Career Readiness activities.

4 hours Interviewing Skills

4 hours filling-out online job application

4 hours financial literacy

4 hours creating a resume and uploading it to job sites

2 hours how to write emails and email etiquette

2 hours the importance of social media

In order for students to progress to the Computer Literacy class, they must pass the English in the Workplace class. Computer Literacy will last one week. The goal of this class is to impart *some* basic computer skills to students and let them see how Microsoft Word functions.

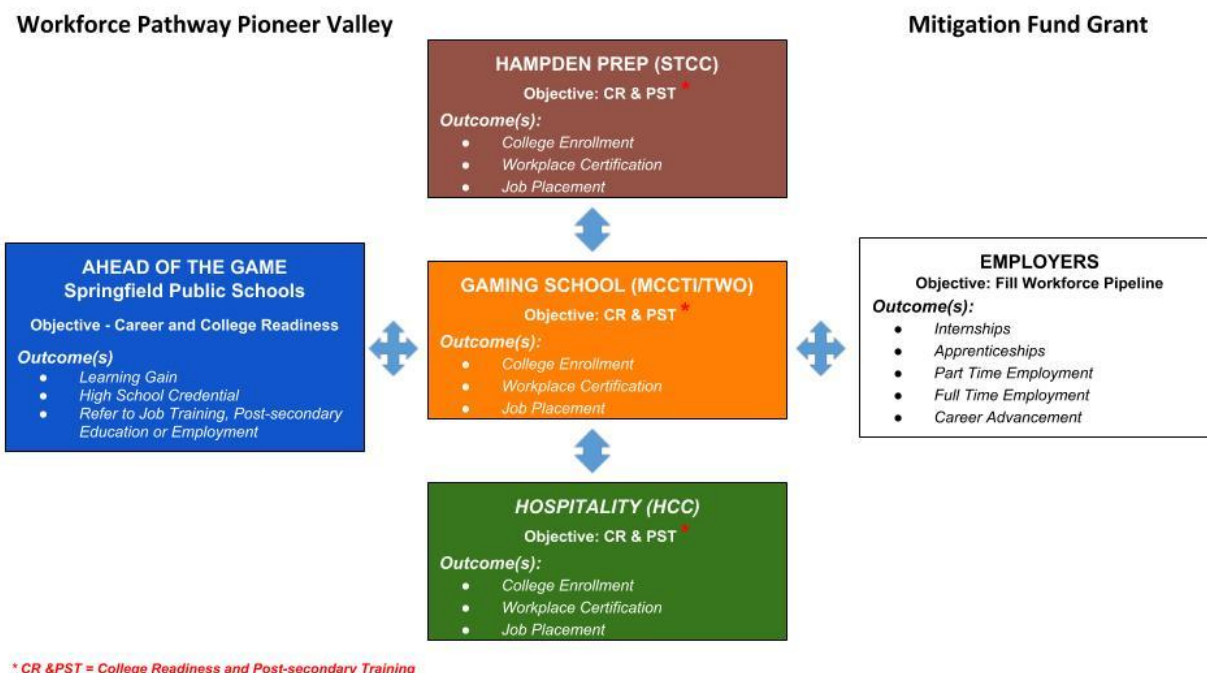
Upon completion of the trainings, STCC's Workforce Development Center and the Program Coordinator will work with students to find employment. Students will also use the resources of MassHire Springfield and Holyoke for job searches.

The program will additionally offer ServSafe training to those students who are interested and who can read well enough to pass the test. The ServSafe certificate is required for all businesses where food is served. In fact, there must be at least one employee per shift who is ServSafe certified. This certificate class will also be offered to other students in SALC who work in the industry and to referrals from other programs. The training is eight hours and the certification will be offered three times during the program year.

This training intervention is only a first step for low-literacy adults. Students will be encouraged to continue with SALC, they will also be referred to Springfield Public School's Ahead of the Game program for career exploration, and to the HCC Culinary program.

## COLLABORATIVE PARTNERS

### 5. a. Please define the roles of the applicant and any collaborative partners.



**Holyoke Community College (HCC):** HCC, the lead agency on this project, began in 1946 as the city-sponsored Holyoke Junior College, a fledgling institution that flourished thanks to the perseverance of its small but dedicated staff. Dr. George Frost, the school's founder, scavenged chalk, erasers, and pencils for the part-time faculty (many of whom were professors at the area's prestigious four-year college and universities), who taught classes in the borrowed quarters of the Holyoke High School building. Innovation was, and continues to be, a cornerstone of the college's pursuit of excellence.

Today, HCC's 135-acre campus is surrounded by forests and protected watershed land in the heart of western Massachusetts' Pioneer Valley. HCC serves over 10,000 students annually, and provides a variety of recreational and cultural activities, from sports programs to music festivals, for students and community members alike. HCC is widely recognized as a leader in high-quality, affordable pathways to transfer, or immediate entry into the workforce. A federally-designated Hispanic Serving Institution (HSI), HCC serves a diverse community with nearly 100 degree and certificate programs, and online, blended, evening, and Saturday classes that accommodate the busy lives of our student population.

**MCCTI:** The MCCTI was formed as a collaborating workforce development organization by the state's fifteen community colleges. The MCCTI has developed a Memorandum of Understanding with the Massachusetts Gaming Commission to work collaboratively regarding workforce certifications, training, licensure and other requirements. The Institute is collaborating with MassHire Workforce Boards and Career Centers, the Massachusetts community colleges, resort casino and slot facility developers and operators, educators, training providers, unions, and community based organizations to provide recruitment, screening, career counseling, training, and job placement strategies and solutions.

***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.

STCC has been a leader in the workforce development system of Hampden County 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.

***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.

***MassHire Workforce Board Hampden County:*** The staff at MassHire Workforce Board Hampden County will provide the formative and summative evaluation for this collaborative to ensure that the partner organizations are meeting program benchmarks.

Please see attached letters of support:

1. HCC – Christina Royal, President
2. STCC – John Cook, President
3. Springfield Public Schools – Daniel Warwick, Superintendent
4. MGM Springfield – Jason Randall, Director of Human Resources
5. MassHire – David Cruise, CEO

**5. b. Please list any matched funds or other leveraged resources and program supports provided by partners**

Holyoke Community College: The Foundations at HCC and STCC will fund the development of a contextualized ESOL curriculum, including a pilot program planned for fall 2019. This curriculum will be developed by HCC’s ESOL program, in partnership with bilingual table game dealers.

MCCTI: Ongoing marketing is needed to promote the classes at MCCTI. MCCTI will support the marketing costs associated with promoting the courses involved in this collaborative in FY20.

Springfield Technical Community College – Hampden Prep: The coordinator of this program will dedicate 25% time and effort to this program. The Coordinator is responsible for recruiting students, hiring instructors, securing rooms for teaching, and other administrative duties for the program.

Springfield Public Schools: SPS’s matched and leveraged funds on the Ahead of the Game program will consist of the following:

- The Springfield Public Schools funds part time teachers for this program. One daytime HISET teacher and one evening HISET teacher.
- The WIDA screener for the Ahead of the Game ESOL students. The WIDA Screener is an English language proficiency assessment that helps educators evaluate a student's English language ability.
- The Springfield Adult Basic Education team's time preparing and presenting information sessions across Region B.
- The district has a dedicated Information Technology analyst overseeing the creation and collection of all data relevant to the adult learners participating in the Ahead of the Game program.
- The district has an assigned a project manager to oversee the Ahead of the Game program. The project manager has dedicated many hours that involves planning and overseeing the grant objectives. Working many hours with the dedicated staff at the Springfield Adult Education Center ensuring knowledge is transferred to all parties involved with the program.
- District funds will be used to support the cost of TABE CLAS-E and Achieve3000.

### **MEASUREMENT OF IMPACT**

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

Program partners will work with the staff at MassHire to determine the best methods for measuring the impact of each organization's programs; however, we predict that some metrics might include:

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

The Ahead of the Game program measures impact, achievement, growth, and college preparedness by using a variety of tools. Students enrolled in the ABE program are pre-and post-tested by completing the TABE exam. TABE testing provides a solid foundation for effectively assessing the skills and knowledge of our adult learners. In addition, Adult Basic Education (ABE) students are provided the HiSET pretests to determine the readiness of students to pass the HiSET exam. Our students enrolled in the ESOL classes take the TABE CLAS-E for both pre-and post-test measurements. This exam provides reliable evaluations of English language proficiency including reading, listening, writing, and speaking skills.

All students enrolled participate in the Achieve3000 platform which provides daily differentiated instruction for non-fiction reading/writing that is tailored to each student's lexical reading level. This form

of instruction engages all learners at their individual reading level and consistently challenges them to improve their literacy skills. Together all these measurements allow the Ahead of the Game program to confidently move students through the program and ensure they are college and career ready.

#### **IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

**7. 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.**

Holyoke Community College, as the lead agency, has the financial capacity and commitment to support the collaborative project proposed. Our primary partner agencies and past Mitigation Fund awardees – Springfield Technical Community College and the Springfield Public Schools - also have the financial capacity and commitment to implement and oversee the project.

HCC successfully oversees over \$7 million in grant funds each year, including multiple awards from the MA Department of Elementary and Secondary Education and MA Department of Higher Education. The college has overseen several collaborative grant projects through the cycle of proposal development, submission, awarding, implementation, reporting, compliance, and closeout (example: a three-year \$808,615 National Science Foundation grant with the University of Massachusetts, Hampshire College, and numerous local farms and businesses serving the clean energy sector). In addition, HCC has many years of experience in successful financial management and implementation of new initiatives, especially within workforce development. This includes the creation of TWO with our sister institution, STCC, in order to decrease competition and repetition between the two colleges and to better meet the needs of employers and job seekers in Hampden County. HCC also has had extensive experience and a record of accountability for federal programs including awards from NSF and from the Departments of Justice, Education, and Housing and Urban Development.

Under the supervision of the Vice President of Administration and Finance, the HCC Comptroller directs the Grants Manager and grant accountants in the careful and responsible management of state, federal, and private funds. The Comptroller, Assistant Comptroller and/or grant accountant from this office will work directly with the Vice President of Business and Community Services (Jeff Hayden) to ensure mitigation funds are expended on a timely basis and follow all procurement procedures of the College, as well as for subcontractors.

Upon notification of the award, the HCC Comptroller will establish a separate account in the general ledger for mitigation funds, showing funds budgeted in each category. Quarterly, the Vice President will be provided with a financial status report reflecting by line item, the amount budgeted, expenditures to date, and encumbered and uncommitted funds. The Vice President, auditors, and administrators will be able to clearly see the relationship between what has been spent and what has been accomplished.

The HCC Vice President of Business and Community Services will oversee and monitor program and fiscal compliance, including tracking of outcome data of participants in the proposed programs. Each partner agency/subcontractor will have a designated staff member to oversee fiscal and data management. A full Memorandum of Understanding will be developed with fiscal and programmatic partners if 2018 mitigation funds are awarded.





MGM SPRINGFIELD  
ONE MGM WAY  
SPRINGFIELD, MA 01103

413.273.5000  
MGMSPRINGFIELD.COM

January 28, 2019

Gayle Cameron, Interim Chair  
Massachusetts Gaming Commission  
101 Federal Street, 12th Floor  
Boston, MA 02110

Dear Ms. Cameron:

On behalf of MGM Springfield, I am pleased to submit this Letter of Support for **Work Ready**, a collaborative workforce training effort between the Massachusetts Casino Career Training Institute (MCCTI), Holyoke Community College, the Springfield Public Schools, and Springfield Technical Community College for the **Community Mitigation Fund - Workforce Development Pilot**.

The **Work Ready** program – an expansion of a current partnership between the above organizations – will continue to provide specific workplace skills training and stackable credentials to the unemployed, underemployed and those with limited educational attainment in order to improve their ability to gain employment. Direct skills training will include Gaming School training, Line-Cook training, and the expansion of a pathways pipeline from the Springfield Public Schools to the Community Colleges to MGM's human resources office.

Since coming to western Massachusetts, MGM Springfield has worked closely with the MCCTI and its many partners to make training and educational opportunities available to the community that would prepare individuals for employment in the industry, in accordance with our Workforce Development Plan. MGM Resorts International welcomes the opportunity to partner with programs that create opportunities for job seekers whose first language is not English to gain the language and industry skills they will need to successfully compete for jobs.

MGM Springfield is committed to the continued support of the program, and I look forward to continuing to work with the MCCTI staff, including Assistant Vice President for ABE & Workforce Development Kermit Dunkelberg, to keep them informed about the workforce priorities at MGM Springfield.

Sincerely,

Jason Randall  
Director of Human Resources





# HAMPDEN COUNTY WORKFORCE BOARD

January 31, 2019

**Massachusetts Gaming Commission**

101 Federal Street, 12th Floor  
Boston, Massachusetts 02110

Dear Commissioners:

Please accept this letter as MassHire Hampden County Workforce Board's (MHHCWB) support of the Western Mass Consortium's application to the MGC's Community Mitigation fund. There continues to be a critical need to scale up and enhance the skills of our region's workforce. We need more individuals who are job ready to meet the needs of area employers especially in the hospitality, healthcare, advanced manufacturing and educational sectors. Access to training and education for unemployed and underemployed individuals is a fundamental step to breaking the multigenerational poverty that exists in our region.

The partnership between Holyoke Community College, Springfield Public Schools and Springfield Technical Community College is committed to helping individuals gain a high school credential, learn job readiness skills, and learn occupation specific skills. We believe that continued efforts in this regard will benefit both job seekers and regional employers. Increasing the size of the region's labor pool through this initiative will benefit all business sectors, but especially those in the hospitality and tourism business. The future success of MGM Springfield is directly contingent upon our ability to continually meet their workforce needs.

The Pioneer Valley Labor Market Blueprint demonstrates that our regional partners are committed to implementing coordinated, sustainable, and bold actions that will drive regional economic expansion, increase job opportunities, and strengthen businesses, communities, and families.

If you have any questions or if you require any additional information please feel free to contact me at your convenience.

Sincerely yours,

David M. Cruise, President & Chief Executive Officer





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

**SPRINGFIELD PUBLIC SCHOOLS - SPRINGFIELD, MASSACHUSETTS**

**Daniel J. Warwick**  
**Superintendent of Schools**  
warwickd@springfieldpublicschools.com  
Tel. 413-787-7100  
Fax 413-787-7171

January 29, 2019

John Ziemba  
Commission's Ombudsman  
Massachusetts Gaming Commission  
101 Federal Street, 12th Floor,  
Boston, MA 02110.

Dear Mr. Ziemba,

On behalf of the Springfield Public Schools (SPS), I am writing to express my support of the joint 2019 Community Mitigation Fund, Workforce Development Pilot Program Grant Application for Springfield Technical Community College (STCC), Holyoke Community College (HCC), and SPS.

Community research shows that many residents in the community lack the necessary skills to support successful employment, and that Adult Basic Education (ABE) contributes towards a sustainable society and community. According to the U.S. Department of Education, "Both literacy and numeracy skills pay off for workers, with a strong positive correlation between proficiency and income."

Over the past two years, the Springfield Adult Education Center has developed and launched the Ahead of the Game program which provides ABE, English for Speakers of Other Languages (ESOL), and GED/Hi-SET preparation to low-skilled, low-income adults. Both STCC and HCC offer similar course work and have worked diligently over the last year creating certification programs specific to casino related positions. We believe that working together toward one common goal will provide a good foundation for us all to build upon and expand to areas of mutual benefit. We recognize that further cooperative efforts between all three organizations can only enhance the work that is already in place. It is particularly important that we actively seek out opportunities to work together rather than separately. It is with mutual respect that we enter into collaboration with both STCC and HCC.

The Springfield Public Schools is committed to working alongside STCC and HCC to provide successful workforce development training across the region. We urge you to support our 2019 Community Mitigation Fund, Workforce Development Pilot Program Grant Application to support the adults in our region. We are excited about the opportunity to continue our current programming, and believe this funding will promote economic vitality and produce a greater skilled workforce.

Sincerely,

Daniel J. Warwick  
Superintendent

February 1, 2019

Jeffrey Hayden, Vice President, Business & Community Services  
Holyoke Community College  
303 Homestead Ave.  
Holyoke, MA 01040

Re: Massachusetts Gaming Commission Community Mitigation Fund Application

Dear Mr. Hayden:

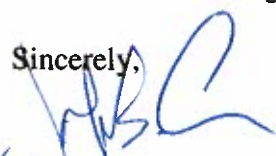
Springfield Technical Community College (STCC) is pleased to submit a letter in support of this application for funding to provide adult learners the opportunity to participate in workforce training for low literacy adults and for others to attend the Massachusetts Casino Career Training Institute. As the only public higher education option in Springfield, STCC is committed to raising the city's educational attainment and workforce preparedness.

STCC is one of the largest state-funded adult basic education providers in the Commonwealth and has a history of successfully helping low-skill students transform their lives. This proposed funding will enable STCC to expand the Commonwealth's most successful adult basic education program to low literacy adults who would like to work in the Hospitality industry. Springfield residents will be highly prepared for hospitality, and gaming positions at the MGM Springfield casino. Furthermore, these skills will open doors to gainful employment in other local industries.

In addition, STCC, along with Training and Workforce Options (TWO) partner Holyoke Community College (HCC), has been at the forefront of casino curriculum development since gaming was first legalized in the state. Providing scholarships to community residents interested in becoming dealers at the casino will ensure that all potential employees have ready access to the training they need to be hired.

This combination is a winning one: continuing a pathway to success in a region plagued by high dropout rates and ensuring that poor finances are not a barrier. STCC enthusiastically supports HCC's leadership through this application and looks forward to working with the Massachusetts Gaming Commission and MGM Springfield. Together, we will prepare Western Massachusetts residents for exciting opportunities at MGM Springfield and other local businesses.

Sincerely,



John B. Cook, Ph.D.  
President

303 Homestead Avenue  
Holyoke, MA 01040  
413.538.7000

Christina Royal, Ph.D.,  
President  
P: 413.552.2700  
F: 413.534.8975  
[croyal@hcc.edu](mailto:croyal@hcc.edu)

January 25, 2019

Gayle Cameron, Interim Chair  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Ms. Cameron:

Holyoke Community College is pleased to submit a letter in support of this regional application to the Massachusetts Gaming Commission's 2019 Community Mitigation Fund for funding under the Workforce Development Pilot Program Grant. Acting as the fiduciary agent, Holyoke Community College will administer programs in Hampden County to ensure access to training provided by the Massachusetts Casino Career Training Institute (MCCTI), Holyoke Community College and Springfield Technical Community College. Training programs at these institutions will strengthen and expand pathways from Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs to casino careers.

The Training and Workforce Options (TWO) – a collaboration between Holyoke Community College and Springfield Technical Community College -- has been a statewide leader in the development of casino training programming. Through the support of the 2019 Community Mitigation Fund, scholarships to low-income residents interested in a casino gaming career will ensure that all potential and skilled employees have access to the required training.

Our proposed regional partnership is strong and focused on mitigating the effects of high dropout rates, the need for basic education and mastery of English, and multi-generational poverty in our communities.

Together, we can make certain that our local residents have access to the exciting opportunities of a career at MGM Springfield.

Sincerely,



Christina Royal, PhD  
President

/gf

2019 Workforce Development Pilot Program Application				
Work Ready - HCC/STCC/SPS - Proposed Budget				
<b>Line 1: Personnel</b>				
Position	Description	Total Hours	Rate	Total
Educational and Career Advisor (11hrs/week x 7 weeks)	Recruitment, case management, job placement services	231	\$ 28.31	\$ 6,540
Math, reading instructors (12 hrs teaching, 6 hrs prep)	18 hours per cohort x 3 cohorts	54	\$ 28.31	\$ 1,529
Culinary instructors	98 hours per cohort x 3 cohorts	294	\$ 70.00	\$ 20,580
TIPS Instructor	4 hours per cohort x 3 cohorts	12	\$ 67.50	\$ 810
ServSafe Instructor	12 hours per cohort x 3 cohorts	36	\$ 60.00	\$ 2,160
Lab Technician	120 hours per cohort x 3 cohorts	360	\$ 12.00	\$ 4,320
<b>Total</b>				<b>\$ 35,938</b>
<b>Line 2: Fringe Benefits</b>				
Position	Basis for Cost Estimate			Amount
	FY18 Full-time Rate (negotiated by State of Massachusetts) 36.5%			
	FY 18 Part-Time Rate (negotiated by State of Massachusetts) 1.64%			\$ 725
<b>Total</b>				<b>\$ 725</b>
<b>Line 3: Stipends/Scholarships</b>				
Title				Total
Scholarships for MCCTI students	Estimated at \$800 per student for 75 students			\$ 50,000
<b>Total</b>				<b>\$ 50,000</b>
<b>Line 4: Supplies</b>				
Description of Supply				Total
Supplies (culinary, instructional)				\$ 14,085
<b>Total</b>				<b>\$ 14,085</b>
<b>Line 5: Contractual</b>				
Evaluation (MassHire)				\$3,000
<b>Total</b>				<b>\$3,000</b>
<b>Subcontract - Springfield Public Schools - Ahead of the Game</b>				
Position	Description	%FTE	Base Salary	Total
Case Manager	Guidance/Support Staff	100%	\$ 46,359	\$ 46,359
Teacher	Instruction	100%	\$ 42,841	\$ 42,841
<b>Fringe Benefits</b>				
Case Manager	Unemployment, Medicare, Health Insurance, Retirement, W/C			\$ 7,162
TeachersMedicare	Medicare			621.20

			<b>Subtotal</b>	<b>\$ 96,984</b>
			<b>Indirect 3.11%</b>	<b>\$ 3,016</b>
			<b>TOTAL - SPS</b>	<b>\$ 100,000</b>
<b>Subcontract - Springfield Technical Community College</b>				
<b>Positions</b>				
PT Instructor/Advisor - Day				\$ 19,038
PT Instructor/Advisor - Night				\$ 19,038
<b>Fringe: @35.55%</b>				\$ 5723
<b>Payroll Tax: 2.44%</b>				\$ 1322
<b>Student Materials:</b> English in the Workplace Books				\$ 483
ServSafe book and exam voucher				\$ 5,400
<b>Contract Services:</b> ServSafe Teacher				\$ 1,080
			<b>Subtotal</b>	<b>\$ 68,182</b>
			<b>Indirect - 8%</b>	<b>\$ 6,818</b>
			<b>TOTAL - STCC</b>	<b>\$ 75,000</b>
		<b>TOTAL - ALL SUBCONTRACTS</b>		<b>\$ 175,000</b>
<b>Line 6: Other</b>				
<b>Major Type or Category</b>				<b>Total</b>
Miscellaneous expenses: meeting/office supplies, postage, printing				\$ 2000
				\$ -
<b>Total</b>				<b>\$ 2000</b>
<b>Line 7: Total Direct Costs</b>				<b>\$ 270,914</b>
<b>Line 8: Indirect Costs</b>				<b>\$ 28,092</b>
	<b>Approved Indirect Cost Rate</b>			<b>Total</b>
Holyoke Community College	<b>Federal Rate: 49.8% of salaries and fringe (49.8% x \$36,663) costs</b>			\$ 18,258
<b>Total</b>				
<b>Line 9: Total Funds Requested.</b>				<b>\$ 299,006</b>



204 Boston Road  
Springfield, MA 01109

## Academic Year 2019-2020 Fall Semester Calendar

### Important Phone Numbers

#### Adult Ed Center Main Office

(413) 787-7210

**Carmen DeJesus, Case Manager**

(413) 750-2480

**Mayra Esquilin, Case Manager**

(413) 787-7713

September							
Week	S	M	T	W	Th	F	Sat
	1	✕ 2	3	4	4	6	7
1	8	★ 9	▲ 10	▲ 11	▲ 12	13	14
2	15	16	17	18	19	20	21
3	22	23	24	25	26	27	28
4	29	30					
October							
Week	S	M	T	W	Th	F	Sat
			1	2	3	4	5
5	6	+	7	+	8	+	9
6	13	✕ 14	15	16	17	18	19
7	20	21	22	23	24	25	26
8	27	28	29	30	31		
November							
Week	S	M	T	W	Th	F	Sat
						1	2
8	3	4	— 5	6	7	8	9
9	10	✕ 11	12	13	14	15	16
10	17	18	19	— 20	✕ 21	✕ 22	23
11	24	25	26	27	28	29	30
December							
Week	S	M	T	W	Th	F	Sat
12	1	2	3	4	5	6	7
13	8	+	9	+	10	+	11
14	15	16	17	18	19	20	21
15	22	— 23	— 24	✕ 25	— 26	— 27	28
16	29	— 30	— 31				
January							
Week	S	M	T	W	Th	F	Sat
				✕ 1	2	3	4
17	5	— 6	— 7	— 8	— 9	10	11
18	12	13	14	15	◆ 16	17	18
	19	✕ 20	21	22	23	24	25
	26	27	28	29	30	31	

### Calendar Legend

- ★ First Day of Classes
- ✕ Holiday - AEC Closed (No Classes)
- Students No Classes
- ▲ Student Orientation
- +- Student Testing
- Final Exams
- ◆ Last Day of Classes

01.24.19



204 Boston Road  
Springfield, MA 01109

## Academic Year 2019-2020 Fall Semester Calendar

### Important Phone Numbers

**Adult Ed Center Main Office**

(413) 787-7210

**Carmen DeJesus, Case Manager**

(413) 750-2480

**Mayra Esquilin, Case Manager**

(413) 787-7713

February							
Week	S	M	T	W	Th	F	Sat
1							1
	2	★	3	▲	4	▲	5
2	9	10	11	12	13	14	15
3	16	✕	17	—	18	—	19
4	23	24	25	26	27	28	29
March							
Week	S	M	T	W	Th	F	Sat
5							
	1	2	3	4	5	6	7
6	8	+	9	+	10	+	11
7	15	16	17	18	19	20	21
8	22	23	24	25	26	27	28
	29	30	31				
April							
Week	S	M	T	W	Th	F	Sat
9				1	2	3	4
10	5	—	6	—	7	—	8
11	12	13	14	15	16	17	18
12	19	+	20	+	21	+	22
13	26	27	28	29	30		
May							
Week	S	M	T	W	Th	F	Sat
14						1	2
	3	4	5	6	7	8	9
15	10	11	12	13	14	15	16
16	17	—	18	—	19	—	20
17	24	✕	25	26	27	28	29
	31						
June							
Week	S	M	T	W	Th	F	Sat
18		1	2	3	◆	4	5
19	7	8	9	10	11	12	13
20	21	22	23	24	25	26	27
21	28	29	30				

### Calendar Legend

★	First Day of Classes
✕	Holiday - AEC Closed (No Classes)
—	Students No Classes
▲	Student Orientation
+	Student Testing
—	Final Exams
◆	Last Day of Classes