



20

COMMUNITY MITIGATION FUND

APPENDIX E

2020 Workforce Development Program Grant Application

BD-20-1068-1068C-1068L- 46130

☐ Check if a joint application

Please complete the entire Application.

Holyoke Community College

1. **NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT**

Work Ready 2021

2. **PROJECT NAME (limit 10 words)**

Work Ready 2021 - an effort of Holyoke Community College, Springfield Technical Community College, Springfield Public Schools, MGM Springfield, and workforce development system, which provides Adult Education, work readiness, and occupational skills training to connect the un-/underemployed to opportunities, including MGM's need for line cooks, dealers and hospitality workers.

3. **BRIEF PROJECT DESCRIPTION (limit 50 words)**

Christina Royal, President

4. **NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

303 Homestead Avenue, Holyoke, MA 01040

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

Phone: (413) 552-2700; Email: croyal@hcc.edu

6. **PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

Jeffrey Hayden, Vice President for Business and Community Services

7. **NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

303 Homestead Avenue, Holyoke, MA 01040

8. **ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

Phone: (413) 552-2587; Email: jhayden@hcc.edu

9. **PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

MGM Springfield

10. **NAME OF GAMING LICENSEE**

1. IMPACT DESCRIPTION

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

Please see attached narrative.

- b) Please demonstrate the significance of the workforce need faced by the region related to the operation of a gaming establishment**

Please see attached narrative.

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

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

Please see attached narrative.

- b. Please identify below the manner in which the funds are proposed to be used. Please provide detailed scope, budget and timetable for the use of funds.**

Please see attached narrative.

- 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 operation of a proposed gaming establishment.**

Please see attached narrative.

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

Please see attached narrative.

3. CONNECTION TO GAMING FACILITY

- a. 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.

- b. Please provide information regarding any meetings (include dates) and communications with licensees regarding specific workforce needs and what feedback they provided**

Please see attached narrative.

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.

5. COLLABORATIVE PARTNERS

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

Please see attached narrative.

- b. Please list any matched funds or other leveraged resources and program supports provided by local communities, state or private funders or other partners**

Please see attached narrative.

- c. Please describe your plans to ensure outreach to local and diverse communities.**

Please see attached narrative.

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.

7. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

Please provide detail regarding the internal controls that will be used to ensure that funds will only be used to address the 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.

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

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

Signature of Responsible Municipal
Official/Governmental Entity

Date

**2020 COMMUNITY MITIGATION FUND
WORKFORCE DEVELOPMENT PROGRAM NARRATIVE RESPONSES
Region B - Work Ready 2021**

INTRODUCTION

Work Ready 2021 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. The project will provide a combination of Adult Education (AE), work readiness preparation, and occupational skills training to connect the un-/underemployed to employment opportunities currently available in the marketplace, including MGM Springfield's urgent need for line cooks, dealers and hospitality workers. MGM Springfield identified their two most urgent needs for workers – in culinary and gaming occupations – at a Workforce Development summit on January 24, 2020 at MGM Springfield.

Through this partnership, **Work Ready 2021** 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;
- ABE, Digital Literacy, Career Readiness and Essential Skills training = Springfield Technical Community College/"Hampden Prep:" digital literacy/computer use, interviewing skills, filling out online job applications, financial literacy, email etiquette, and social media etiquette for current ABE students, waitlisted ABE students, and HiSET/GED completers.
- Gaming Skills = MCCTI/TWO: students receive scholarships and become trained in blackjack, poker, carnival games, or roulette. In FY21, MCCTI proposes that all students receive full scholarship support (i.e., free classes for all).
- Culinary & Hospitality Skills = Holyoke Community College: individuals participate in Line Cook training, responding to one of the industry's most significant regional needs. Additional Culinary and Hospitality training will be offered through leveraged funding and, if awarded, Significant Regional Impact funding.

1. IMPACT DESCRIPTION

- a) 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.**
- b) Please demonstrate the significance of the workforce need faced by the region related to the operation of a gaming establishment.**

The City of Springfield, home to approximately 155,000 residents, is the largest city in Western Massachusetts and is considered a regional destination for business, recreation, and tourism. Springfield's unemployment rate for 2019 was 5.4% compared to statewide average of 2.8% and national average of 3.6%. The majority of Springfield residents live in areas with low household incomes; the median income in Springfield is \$36,730, while the national median is \$60,293. According to the 2014-2018 U.S. Census, the Springfield workforce (age 25 and over) consists of only 77.4% with high school or equivalent diplomas and 18.6% with a bachelor's degree or higher. Common skills and prerequisites for Casino jobs include, professional appearance,

Massachusetts Gaming License, flexible schedules, high school diploma, GED, or high school equivalency (HiSET or GED).

According to the 2003 Massachusetts State Assessment of Adult Literacy, in Hampden County there were 360,651¹ 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 377,991.² Extrapolating from the 2003 Literacy Assessment data, *10% of the 377,991 are reading at a Basic or Below Basic literacy-level (n = 37,799).*

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.³
- Children whose parents have low literacy levels have a 72% chance of being at the lowest reading levels themselves.⁴
- More than 1 million workers (1/3 of the working population) in Massachusetts lack basic skills.⁵
- Of those adults, in Massachusetts, with below basic skills, 52% are unemployed.⁶

While the casino is open and operational, the largest impact that has occurred is the influx of vacant job opportunities available within Springfield, due to the thousands of positions created by the opening of the MGM Casino. However, since opening in August, the casino has seen large amounts of turnover (around 60%), specifically due to the lack of skill-ready employees, poor attendance/termination (especially in the culinary field), and in part due to the lack of PVTa 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 Springfield residents. However, the 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, 22.6% of the city's adult population does not hold a high school diploma.

The need for employment is high, but the lack of workforce readiness poses a real issue for these individuals. A few barriers identified by employer partners across all sectors include: lack of interview/personal presentation skills; incomplete applications; little to no previous work experience; lack of diplomas and/or high school equivalency credentials; and limited English language proficiency. Barriers relating to employee retention also present as an issue; individuals in entry-level positions are found to lack dependability, reliability, and proper workplace etiquette. This feedback from employer partners is consistent across such

¹ <http://www.mcae.net/documents/NAALHighlights.pdf>

² <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

³ <https://prolitteracy.org/Resources/Adult-Literacy-Facts>

⁴ Ibid.

⁵ <https://mbic.state.ma.us/programs-and-support/adult-literacy/problem-in-mass.php>

⁶ Ibid.

regional initiatives as TRAIN Job Readiness, Learn to Earn, and Workforce Competitiveness Trust Fund training programs, and was voiced at the MGM Workforce Development summit on January 24.

The Pioneer Valley Labor Market Blueprint identified the top three (3) labor supply issues facing the region as:

1. *Regional workforce participation rate of 62.0%* being impacted by flat population growth, aging population, and too many adults who feel disconnected from job opportunities. Additionally, labor supply increases being driven by new immigrants, which may be negatively impacted by federal policies and limited public resources and supports for education and training.
2. Parts of the region have a relatively *low share of the population with a bachelor's degree* contributing to a 10% difference region-wide as compared to the State (30.7% vs. 40.5%).
3. Increased *workplace emphasis on employability readiness skills* and flexibility to adapt to changing business conditions and work requirements necessitating re-alignment and expansion of education and workforce preparation programs, and health and social services to support workforce development and retention (page 18).

2. PROPOSED MITIGATION

a. Please identify the amount of funding requested

The **Work Ready 2021** partnership is applying for \$300,000 to support Region B, plus \$100,000 in Significant Regional Need funds, and the \$50,000 in collaboration funds.

b. Please identify below the manner in which the funds are proposed to be used. Please provide detailed scope, budget and timetable for the use of funds.

Estimated expenses for FY21 (July 1, 2020 – June 30, 2021) are presented below and the final project budget will be developed as part of the program award. Please see the attached proposed budget for detailed information.

Holyoke Community College (Lead Applicant)

In response to MGM's urgent need for cooks, as expressed in the January 24, 2020 Workforce Development summit at MGM, Holyoke Community College proposes to devote \$75,000 exclusively to Line Cook training (3 cohorts). In addition, HCC will leverage other resources (DESE Integrated English Language and Civics Education funding for two cohorts of ESOL Culinary, one cohort at Roger L. Putnam Vocational-Technical Academy in Springfield, the other at the HCC MGM Culinary Arts Institute in Holyoke), and WIOA, Access to Recovery, and CIES funding for entry-level culinary training in Holyoke and Springfield. If the Work Ready 2021 Partnership is awarded an additional \$100,000 for Significant Regional Need, HCC would explore, as part of the implementation of that additional award, expanded short-term Culinary training options regionally, including partnering with Voc Tech schools in communities such as Westfield, Palmer, or Northampton; as well as working with our Work Ready 2021 partners – STCC, SPS, the MassHire system, and other regional partners such as Springfield Works (an initiative of the Pioneer Valley Economic Development Council) - to recruit and build a work-ready workforce.

Massachusetts Casino Careers Training Institute (MCCTI)

MCCTI proposes to use \$50,000 of grant funds to offer table games classes to underemployed and unemployed residents of Massachusetts, including incumbent workers. The funds will be used to cover the cost of instruction, enrollment and marketing for all table games classes, including, the newly developed ESOL Gaming pathway, which is being piloted in FY2020. The curriculum is currently being 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 Public Schools – Ahead of the Game

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

Springfield Technical Community College – Hampden Prep

Springfield Technical Community College (STCC) will utilize \$75,000 of grant funds to offer classes to develop computer use/digital skills, improve reading, math and writing skills, explore career fields in the Pioneer Valley, create career plans, and earn certificates related to the student's interest. Classes will be scheduled September to June with cohorts for day and evening classes. The goal is to reach 80 to 100 students with improved computer skills and increased reading, math, and writing skills in order to improve employability as well as increase educational functioning levels. 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 8-10 cohorts of 10-12 students throughout the year. Students will learn digital literacy/computer use, interviewing skills, filling out online job applications, financial literacy, email etiquette, and social media etiquette.

The total amount requested is \$450,000:

- a. The **\$300,000** regional award is budgeted for the following partners/activities:
 - HCC - \$75,000 line cook training
 - MCCTI - \$50,000 gaming classes
 - SPS - \$100,000 – Ahead of the Game
 - STCC - \$75,000 – Hampden Prep
- b. The **\$50,000** regional incentive award for collaboration will be utilized for enrollment management, marketing, outreach and recruitment to strengthen the partnership's strategies and structures with our internal partners, particularly the ABE to training pipeline (helping students identify career goals earlier in their educational process, mitigate barriers such as transportation and housing through support services and referrals; and develop essential skills to be truly training- and job-ready); as well as with our external partners (other Hampden County ABE and Community-Based Organizations).
- c. The **\$100,000** significant regional need award will expand capacity for ABE, Essential Skills, and Culinary and Gaming training across the partnership, focusing on increased intake, enrollment and placement of job seekers in the two highest-priority occupations in the regional casino industry.

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 operation of a proposed gaming establishment.

Supplemental materials attached to this proposal include:

- SPS class schedule
- Proposed Work Ready 2021 budget
- Letters of Support

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

MGM Springfield, along with other hospitality-based employers in the area, has 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 childcare 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. *At the recent Workforce Development summit convened on January 24 2020, MGM shared that they had had a 60% turnover in the past year, particularly concentrated in the Culinary and Gaming areas.*

The proposed workforce development project will address this impact by providing a continuum of adult education, 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 2021 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 provides low-skilled, low-income adult students with a wide variety of resources depending on their individualized needs.

Work Ready 2021 is part of a larger nexus of collaborative workforce development initiatives in the Pioneer Valley, in which the MassHire system, the community colleges, community-based organizations, and public school systems are key contributors, making our region a strong contender for the additional **\$50,000 Collaboration** award. Other regional initiatives include:

- **MA Department of Elementary and Secondary Education (DESE) Adult Education** grants include:
 - The STCC-led ABE/ESOL partnership for Adult Education in Springfield (through which STCC provides ABE classes and HCC ESOL classes).
 - The HCC-led Juntos Collaborative AE partnership in Holyoke and Ludlow. MassHire Holyoke (a part of the Collaborative), was recently nominated by the MassHire Workforce Board of Hampden County for a statewide MassHire Collaboration award.
 - Integrated English Language and Civics Education (IELCE) ESOL Culinary classes in Holyoke and Springfield (at Roger L. Putnam Vocational-Technical Academy).
- **Training and Workforce Options (TWO)** employer-driven contract training partnership between HCC and STCC.
- **Pioneer Valley-wide Workforce Development initiatives** created in response to the Pioneer Valley Labor Market Blueprint, and involving the Pioneer Valley MassHire Workforce Boards and Career Centers, the

Community Colleges, and Community-Based Organizations:

- **TRAIN Job Readiness** (funded by Massachusetts Dept of Higher Education) provides career awareness, career exploration, and essential skills training to jobseekers, with the goal of enrolling them in further training or education and/or placing them in employment. Partners include: HCC/STCC/Greenfield Community College (GCC); MassHire Workforce Boards of Hampden and Franklin-Hampshire counties; MassHire Career Centers of Springfield, Holyoke, and Franklin-Hampshire Counties, Springfield Works, and multiple employer partners.
- **Learn to Earn Medical Assistant** training for un- and underemployed individuals provides basic education leading to an externship, industry credential, employment, and Registered Apprenticeship. Partners include: HCC, GCC, MassHire Workforce Boards of Hampden and Franklin-Hampshire counties; MassHire Career Centers of Springfield, Holyoke, and Franklin-Hampshire Counties, Springfield Works, and multiple employer partners.
- **Workforce Competitiveness Trust Fund Training Programs (Commonwealth Corporation)**
 - Surgical Technician (STCC; Employer Partners)
 - Computer User Support Technician (HCC and Tech Foundry; employer partners)
- **Springfield Works** is an initiative of the Pioneer Valley Economic Development Council (originally funded by the Boston Fed) which takes a collaborative, whole-family approach to meeting the goal of increasing the percentage of working Hampden County residents from 58% to 75% over a 10-year period. Springfield Works partners with over 20 employers (including MGM Springfield), as well as community-based organizations, the MassHire system, HCC, and STCC.

To meet the need for “work ready” individuals to fill the open positions created by the casino impact:

- Holyoke Community College will focus exclusively on Line Cook training, training up to 45 new Line Cooks.
- MCCTI will cover the cost for three sessions of each Table Games classes (blackjack, poker, carnival games, and roulette training), with a goal of training 200 additional individuals.
- The Springfield Public Schools Ahead of the Game program will support 100 low-skilled adults without high school credentials to complete ABE courses and take/pass high school equivalency exams (GED/HISET)
- Springfield Technical Community College’s Hampden Prep program will focus on providing intervention for 100 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.

Given the current occupational vacancies in the hospitality sector and the ongoing workforce demand of MGM Springfield, **Work Ready 2021’s** outcome of **over 400** 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.

3. CONNECTION TO GAMING FACILITY

a. 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. The proposed project expands on a successful model, as evidenced by *Work Ready's* most recent reported outcomes (Community Mitigation Fund Quarter 2 Report submitted January 31 2020):

OUTCOMES – Participants/Individuals Served						
Total # Enrolled	Total # Completed	Total # Placed or Employed	# From Host/ Surrounding Community		Wage for Placement or Employment (Average Rate or Range)	Other #s & Data
(TOTAL)	33, plus 55 classes	35	Enrolled	197		(Note: Placement data only for Line Cook and Gaming – many Gaming students still enrolled)
			Completed	142		
			Placed	26		
HCC Line Cook - 11	7	8	Enrolled	11	\$13.50-\$15.74	6 ServSafe, 5 TIPS (We are discontinuing TIPS for Line Cook, and putting more time into Knife Skills)
			Completed	7		
			Placed	8		
STCC	24	2	Enrolled	28		<ul style="list-style-type: none">14 moved into HiSET classes, 3 signed up for additional training towards employment, 5 post-secondary enrollments
			Completed	24		
			Placed	2		
SPS 70 (this includes both ABE and ESOL students)	2	2	Enrolled: 70 Completed : 2 Placed: 2		Unknown	<ul style="list-style-type: none">Students who took one or more HISET Exam- 57Students who tested in all five HISET exams and passes successfully obtained High School Equivalency-4Students who tested in HISET Math Exam-31Students who passed the HISET Math Exam-18Students who tested in HISET Science Exam-31Students who passed the HISET Science Exam-22Students who tested in HISET Social Studies Exam-20Students who passed the HISET Social Studies Exam-16Students who tested in HISET Reading Exam-27Students who passed the HISET Reading Exam-11Students who tested in HISET Writing Exam-18Students who passed the HISET Writing Exam-14

OUTCOMES – Participants/Individuals Served						
Total # Enrolled	Total # Completed	Total # Placed or Employed	# From Host/ Surrounding Community		Wage for Placement or Employment (Average Rate or Range)	Other #s & Data
MCCTI/ TWO since July 1, 2019	55 classes competed	23 people employed	Enrolled	68	\$5/hr. + tips	<ul style="list-style-type: none">88 total classes completed or in process since July 1st (some individuals take more than one class)Employment data as of December 2019Scholarship recipients are completing classes and will be eligible for employment in Feb / Mar 2020

b. Please provide information regarding any meetings (include dates) and communications with Licensees regarding specific workforce needs and what feedback they provided.

At a Workforce Development summit on January 24, 2020, MGM Springfield 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.

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.

In FY21, the core partners of the **Work Ready 2021** 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 200+ job openings in FY21, as well as the vacancies at other hospitality establishments across the region impacted by the 2018 opening of the casino.

What follows is the collaborative vision of how various populations of low-skilled adults living in the region will enter a 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.

Springfield Public Schools - Ahead of the Game: The funds requested by SPS will be used for classroom teachers working with residents enrolled in adult education to pursue MGM related careers and local employment. SPS's Case Manager leads the intake and enrollment process with all Ahead of the Game students. The Case Manager completes a screener, which includes creating a job resume, review of job postings, identification of career and educational goals, barriers to employment success, and identification of needed wraparound services. The Case Manager also completes an assessment with each student to help them identify obstacles that may keep them from completing the adult education centers programs, finding sustainable employment, and/or from getting ahead in their current career. Finally, students receive a case management service plan to continue on-going support for students to ensure successful transitions to career pathways with MGM and other local businesses.

The SPS Adult Education Center believes it is important to form strong relationships with each student. This process helps to strengthen the students' drive to succeed. This type of case management provides ongoing support and guidance during courses to ensure students are making appropriate progress. Each session begins with the students reviewing career goals and opportunities, discussing next steps to achieve those goals, in addition to addressing barriers to success.

As part of classes, SPS will invite HCC, STCC, and MGM to visit and present information on the various programs and job opportunities available at their campuses. To enhance our collaboration, SPS will continue to work towards preparing a cohort to be ready to move through the pathways offered at the other Work Ready partners.

Target Population	Low-skilled adults without high school credentials
Work Ready 2021 Pipeline Entry Point	Springfield Public Schools Ahead of the Game Program
Output	100 adults in FY21
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. In FY 21, we intend to place even greater emphasis on these intentional connections and placements.

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. Since the beginning, the program has seen great success and have helped many people in the community not only obtain employment skills, but also become educated and gainfully employed. The program goals remain the same, with hopes of continuing service to the Springfield community's adults for the third year of funding. The continuation of this program will allow for approximately 100 low-skilled low-income adult students to gain valuable skills and move towards casino related careers, local careers throughout the community, and post-secondary programs that will eventually lead to gainful employment.

Through the Springfield Adult Education Center, students receive education, career, and technical support in order to maximize their potential, and long-term employment goals. A wide variety of resources will be available to participants including; basic literacy, basic mathematics, high school equivalency test preparation and testing (GED), adult diploma program, English for Speakers of Other Languages (ESOL), job skills (interview and resume writing), 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 and have completed their required ABE courses, taken the GED/HiSET test, enrolled and been accepted into a post-secondary 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 within the City of Springfield. 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

Massachusetts Casino Career Training Institute (MCCTI):

Target Population	Low-skilled adults with a GED or HiSET
Work Ready 2021 Pipeline Entry Point	MCCTI
Output	200 graduates
Outcome	Students will complete the necessary training to become a dealer at MGM
Next Step in Career Pathway	Employment at MGM

MCCTI delivers Table Games and Poker courses necessary to become employed by MGM and other area casinos. The Table Games courses currently offered include Blackjack (BJ), Carnival Games (CG), Roulette, Mini Bac/PGP, and Craps. Post opening, two key decisions were made:

1. The entry into the field is through Blackjack and Carnival Games.
2. The funding available from the MGC Scholarships is currently targeted towards new entrants into the workforce:
 - a. Un- and Underemployed MA residents who want to take a BJ/CG course
 - b. Selective Low-enrolled BJ/CG courses
 - c. MA Veterans who want the job training.

MGM has reported that they currently have too many Blackjack and Carnival Games dealers and too few who can be scheduled to work the other table games. As a result, many dealers continue to be offered part-time schedules. Recruitment into the programs is manually intensive and hasn't always resulted in the necessary enrollment. The cost of classes has been reported as one key reason for the low enrollment. As a result, funding to MCCTI is requested to offer a full complement of Table Games Classes, covering new and incumbent workers. MCCTI will deliver three sessions of each Table Games class and construct a schedule to support different start times throughout the year. The funding will cover the cost of instruction, enrollment management and marketing for the programs for all students.

Holyoke Community College (HCC) – Line-Cook Training:

Target Population	Low-skilled adults with a GED or HiSET
Work Ready 2021 Pipeline Entry Point	Holyoke Community College
Output	3 cohorts of 15 students -- Line Cook Training (Additional cohorts if awarded Regional Need funding)
Outcome	Students will meet the requirements for training completion
Next Step in Career Pathway	Employment at MGM Springfield or other regional employer. Other placements have included Max's Tavern, Amherst College Dining Services, Log Cabin Group, Master Chef, Head Start Dining Services, Red Rose Pizzeria, Aramark Dining Services, Springfield College Dining Services, and many others. MGM, Amherst College and others have also referred incumbent workers for up-skilling and promotion. Some have also enrolled in HCC Culinary Arts Certificate program while working at MGM or other employer.

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 is through our partner referral network with SPS and STCC ABE/ESOL programs, the Juntos-Ludlow Adult Education Collaborative in Holyoke and Ludlow, current HCC students and alumni, as well as assistance from the MassHire Workforce Board Hampden County and MassHire Springfield and Holyoke Career Centers. In addition, aggressive outreach and recruitment is performed to over 200 organizations a year, reaching over 8,000 individuals. In FY21, HCC is partnering with Springfield Works on the TRAIN Job Readiness program. One of the goals of Springfield Works is to build a strong referral network of community-based organizations in Hampden County and the wider region, by creating more awareness among referral partners of training opportunities and what it means for an individual to be "training ready." Since one of the outcomes of the TRAIN Job Readiness program is placement in training or employment, this 5-week Job Readiness program will be another feeder into culinary, hospitality, and other training.

Springfield Technical Community College – Hampden Prep:

Target Population	Current ABE students, waitlist student, HiSET/GED completers
Work Ready 2021 Pipeline Entry Point	Springfield Technical Community College -- Hampden Prep
Output	100 students
Outcome	HiSET/GED attainment, industry credentials, essential skills training, employment
Next Step in Career Pathway	Referral to training programs; College Enrollment; Employment

Springfield Technical Community College (STCC) will offer classes to develop computer use/digital skills, improve reading, math and writing skills, explore career fields in the Pioneer Valley, create career plans, and earn certificates related to the student's interest. Classes will be scheduled September to June with cohorts for day and evening classes. The goal is to reach 80 to 100 students with improved computer skills and increased reading, math, and writing skills in order to improve employability as well as increase educational functioning levels. 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 8-10 cohorts of 10-12 students throughout the year. Students will learn digital literacy/computer use, interviewing skills, filling out online job applications, financial literacy, email etiquette, and social media etiquette.

Students will be recruited from the SALC waiting list, former students, and the greater community. The Program Coordinator will also work with MassHire Springfield and Holyoke to advertise the program, as well as advertise through other agencies. The demand for Adult Basic Education classes and the need for digital literacy/computer use is high. This intervention will give students the opportunity to begin working on their reading, listening, and speaking skills while improving their computer use. Classes will run in the daytime and the evening with the sessions lasting six to ten weeks depending on the calendar and the needs of the cohort.

Class hours of direct instruction per week:

10 am - 2 pm Monday through Thursday

5 pm - 9 pm Monday through Thursday

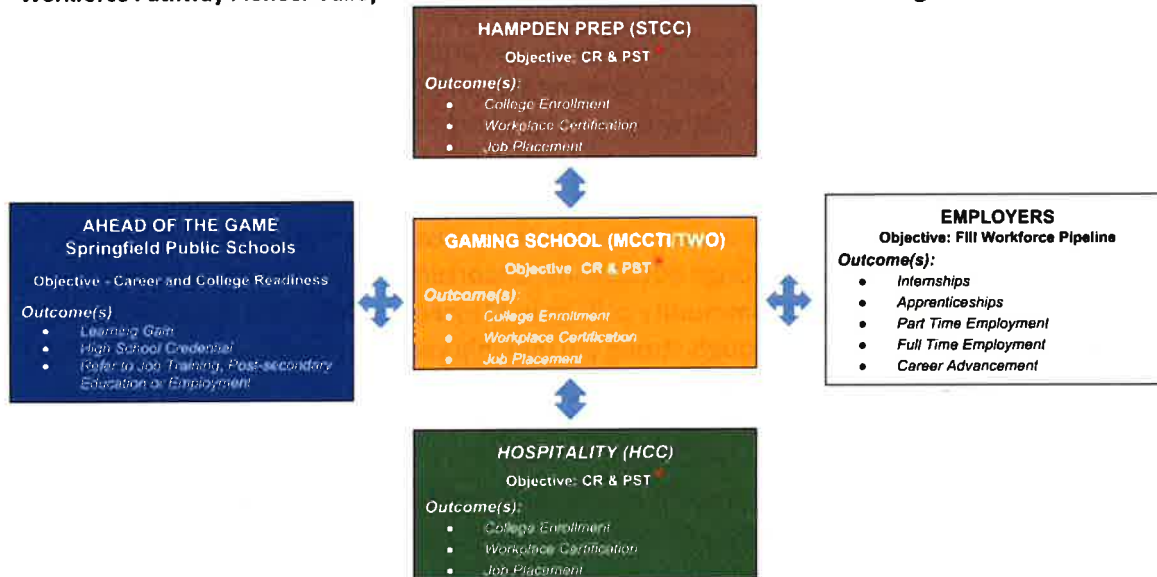
Students will focus on skills for computer use to support job readiness activities, reading, math, writing, educational and career activities. The goal of this class is to impart basic to intermediate computer skills to students and let them see how Microsoft Word functions. The program will additionally offer certificate training to those students who are interested and in a career plan where a certificate will benefit the student. Certificates that will be offered include but are not limited to: Northstar Digital Literacy, ServSafe, OSHA 10, Microsoft Office Specialist, CPR/First Aide.

This training intervention is only a first step for low-literacy adults. Upon completion of the trainings, STCC's Workforce Development Center and the Program Coordinator will work with students to find employment or continue on an educational journey to a career training/program. Students will also use the resources of MassHire Springfield and Holyoke for job searches. Students will be encouraged to continue with Springfield Adult Learning Center, Workforce Development training, and Springfield Technical Community College programs, MCCTI Gaming School training, and to the HCC Culinary program.

5. COLLABORATIVE PARTNERS

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

Workforce Pathway Pioneer Valley



* CR & PST = College Readiness and Post-secondary Training

Holyoke Community College (HCC): HCC, the lead agency on this project, serves over 9,000 students annually in credit and non-credit programming under the new mission of *Educate. Inspire. Connect.* HCC also 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. As lead applicant, HCC's role is to act as the fiscal and programmatic manager of the Work Ready collaborative, as well as offer the line cook training component and partner in the implementation of gaming training through the MCCTI, and adult education with STCC and SPS.

MCCTI: The MCCTI was formed as a 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. MCCTI is directly training individuals for employment at the MGM Springfield resort casino.

Springfield Public Schools (SPS) – Springfield Adult Education Center: The Springfield Adult Education Center is a department that falls under the Springfield Public Schools and reports to SPS administration. The Adult Education Center offers English for Speakers of Other Languages (ESOL) classes for all levels of instruction, as well as Adult Basic Education (ABE) needed to prepare students in all content areas to achieve their HI-SET/GED. The Springfield Public School's Adult Education Center's Ahead of the Game program works to address the need for workforce readiness skills among Hampden County residents. The Ahead of the Game program prepares students from across the region with the knowledge and skills so that students will move on from this program "College and Career" ready. Students leaving the program are qualified to apply to the Massachusetts Casino Career Training Institute (MCCTI-Gaming School), or to gain local careers throughout the community, and post-secondary programs that will eventually lead to gainful employment.

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.

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.

b. Please list any matched funds or other leveraged resources and program supports provided by local communities, state or private funders, or other partners

Holyoke Community College: In addition to Line Cook training, HCC Workforce Development has leveraged other resources to offer two cohorts of ESOL Culinary instruction (basic culinary skills combined with English language instruction) annually, one at Roger L. Putnam Vocational-Technical Academy in Springfield, and the other at the HCC MGM Culinary Arts Institute in Holyoke. Under our FY20 Community Mitigation Fund award, HCC is developing and piloting three trainings for the Hotel sector (Room Attendant, Front Desk Attendant, and Supervisor/Manager) at the HCC MGM Culinary Arts Institute. Once piloted (April-June 2020), these offerings will be sustained through WIOA, CIES, Access to Recovery, and other funding, and offered through HCC's Jump Start program.

In response to the urgency of MGM Springfield's need for cooks (a need shared by the regional culinary industry), HCC will revive our Jump Start culinary training in the spring of 2020, converting it to short-term training with a Back of House focus (Knife Skills), while also providing wrap-around essential skills, coaching, and case management, to preemptively address the professionalism issues which have led to high turnover in the regional entry-level culinary workforce (as described vividly by MGM Resorts Springfield at the January 24 Workforce Development summit).

HCC is also the lead agency on a current (FY2020) Pioneer Valley-wide Job Readiness program (TRAIN), which addresses work readiness and essential skills in a comprehensive way. TRAIN includes all three Pioneer Valley Community Colleges, all three MassHire Career Centers, both Workforce Boards, Springfield Works, and employer partners. If awarded additional funding for Regional Need, HCC would dedicate its allocation to "outside the box" partnerships with vocational technical schools, CBO's, and our current partners, to create a more stable pipeline of trained and truly job ready culinary professionals.

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 FY21. If awarded additional funding for Collaboration or Regional Need, a portion will be devoted to much-needed marketing and enrollment management support for MCCTI and workforce development training programs, as well as strengthening the referral capacity of our Work Ready 2021 partners, including regional community based organizations and career centers.

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: Springfield Public School'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 both programs (Adult Basic Education classes and ESOL classes).
- The district funds a case manager dedicated to Ahead of the Game students.
- 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 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.
- Springfield Public Schools provides bus tokens to students as needed.
- 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.

c. Please describe your plans to ensure outreach to local and diverse communities.

Through our collective outreach efforts, HCC, STCC, SPS, and MCCTI conduct over 150 outreach events a year, reaching over 8,000 individuals, as documented in detail in our Quarterly Reports to the Massachusetts Gaming Commission. These outreach events include regular (weekly or bi-weekly) information sessions at the MassHire Career Centers, monthly information sessions at Springfield Public Library, and outreach to ABE/ESOL programs, community-based organizations such as New England Farmworkers, Wayfinders, the Western Massachusetts Employment Collaborative (disability service providers), the Holyoke Safe Neighborhood Association, Springfield North End Neighborhood Association, the Center for Human Development, the Department of Transitional Assistance, veterans' organizations, and many others.

In November 2019, we partnered on our first joint recruitment event for workforce training programs and careers as a next step from the Hampden Prep and Ahead of the Game programs to careers. The goal of the event was to strengthen the relationship between our joint efforts to enable adult members of the regional workforce to earn their high school equivalency and move on to training programs, college or careers, with an emphasis on opportunities in Gaming and Culinary-Hospitality. MGM's Talent Acquisition Team gave a lead-off presentation. MCCTI/TWO had an information table to give information on the Gaming School, Springfield Public Schools on paraprofessional and other career pathways in the school system, STCC on workforce training and Adult Education opportunities, and HCC on a variety of workforce training programs, with an emphasis on Line Cook, ESOL Culinary, and Hotel trainings. The event was held at STCC, and was attended by 71 Springfield Public Schools and STCC ABE Hampden Prep and Ahead of the Game students, as well as some HCC ESOL students (HCC provides ESOL classes in partnership with STCC, on STCC campus, as a subcontractor to DESE grant). We are planning the next joint Recruitment event for March 2020, at MGM Springfield.

In addition, through the TRAIN Job Readiness program, HCC and STCC are partnering with Springfield Works to broaden our outreach and recruitment base, and to further refine an agency to agency referral model, in which agencies who already have a track record with a candidate can vouch for their track record of commitment and, in some cases, could partner with us on case management. These agencies often can provide additional wrap-around services such as transportation to and from the program, or housing support, which can be critical in enabling a trainee to remain in a program, or an employee to remain on a job. (HCC has had several Line Cook trainees who were homeless during Line Cook training, who have subsequently found fulltime employment, and secure housing; employment is often a precondition of secure housing). Such referral sources include Wayfinders, a housing agency; and Viability, a disability services agency.

6. MEASUREMENT OF IMPACT

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 metrics will 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, WIDA, and HiSET pretests and tests

The Work Ready program components measure 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 adult learners. In addition, Adult Basic Education (ABE) students are provided the HiSET pre-tests to determine the readiness of students to pass the HiSET exam. 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. Together all these measurements allow the program to confidently move students through the program and ensure they are college and career ready.

7. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

Please provide detail regarding the internal controls that will be used to ensure that funds will only be used to address the 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 Work Ready project. 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, as well as the creation of the MCCTI across all 15 community colleges. 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 2020 mitigation funds are awarded.

The **Springfield Public Schools** Chief Financial and Operations Officer will ensure that funds are only provided in direct reimbursement for actual expenses incurred as evidenced by invoices, purchase orders, payroll records, and other relevant documentation. Only expenses on the approved budget by Mass Gaming Commission will be considered eligible expenses for payment.

The grants management and finance office at **Springfield Technical Community College** will also ensure that funds are only provided in direct reimbursement for actual expenses incurred as evidenced by invoices, purchase orders, payroll records, and other relevant documentation. Only expenses on the approved budget by Mass Gaming Commission will be considered eligible expenses for payment.

2020 Workforce Development Program Grant Application

Supplemental Information

Springfield Public Schools

Adult Basic Education Sample Schedule:

HISSET MORNING CLASSES											
MATH/SCIENCE TRACK					LANGUAGE ARTS/SOCIAL STUDIES TRACK						
	Monday	Tuesday	Wednesday	Thursday		Monday	Tuesday	Wednesday	Thursday		
9:00	Math -	Math -	Math -	Math -	9:00	Social Studies	Social Studies	Social Studies	Social Studies		
9:05					9:05						
9:10					9:10						
9:15					9:15						
9:20					9:20						
9:25					9:25						
9:30					9:30						
9:35					9:35						
9:40					9:40						
9:45					9:45	LA (Writing)	LA (Writing)	LA (Writing)	LA (Writing)		
9:50					9:50						
9:55					9:55						
10:00					10:00						
10:05					10:05						
10:10					10:10						
10:15					10:15						
10:20					10:20						
10:25					10:25						
10:30	Break	Break	Break	Break	10:30	Break	Break	Break	Break		
10:35					10:35						
10:40					10:40						
10:45	Science -	Science -	Science -	Science -	10:45	LA (Reading)	LA (Reading)	LA (Reading)	LA (Reading)		
10:50					10:50						
10:55					10:55						
11:00					11:00						
11:05					11:05						
11:10					11:10						
11:15					11:15						
11:20					11:20						
11:25					11:25						
11:30					11:30						
11:35					11:35						
11:40					11:40						
11:45					11:45						
11:50					11:50						
11:55					11:55						
12:00					12:00						

2020 Workforce Development Program Application Work Ready - HCC/STCC/SPS - Proposed Budget					
Line 1: Personnel					
Position	Description	Total Hours	Rate	Total	
Educational and Career Advisor (13hrs/week x 10 weeks)	Recruitment, advising, job placement services	390	\$ 29.44	\$	11,482
Math & Reading Instructors	8 hours teaching, 4 hours prep	36	\$ 29.44	\$	1,060
Culinary Instructors	Line Cook Training	294	\$70.00	\$	20,580
ServSafe Instructor	Line Cook Training	30	\$70.00	\$	2,100
Lab Technician	Lab Technician support for Line Cook Instructor	360	\$ 15	\$	5,400
Total Personnel				\$	40,621
Line 2: Fringe Benefits					
Position	Basis for Cost Estimate			Amount	
	FY20 Full-time Rate (negotiated by State of Massachusetts) 37.9%			\$ 821	
	FY20 Part-Time Rate (negotiated by State of Massachusetts) 2.43%				
Total Fringe				\$	821
Line 3: MCCTI Courses					
Blackjack Courses	29 classes - 3 cohorts - instructor + benefits cost			\$	9,375
Carnival Games	19 classes - 3 cohorts - instructor + benefits cost			\$	6,135
Roulette	20 classes - 3 cohorts - instructor + benefits cost			\$	6,465
Craps	40 classes - 3 cohorts - instructor + benefits cost			\$	12,975
Mini Baccarat	20 classes - 3 cohorts - instructor + benefits cost			\$	6,465
Total MCCTI Courses				\$	41,415
Line 4: Supplies					
				Total	
Line Cook Training - Supplies (ServSafe Books, exam fees, culinary uniforms, other instructional supplies)				\$	15,071
Total Supplies				\$	15,071
Line 5: Contractual					
Subcontract - Springfield Public Schools - Ahead of the Game					
Position	Description	FTE	Base Salary	Total	
Teachers	Instruction	1.50	\$ 69,671	\$	69,671
Fringe Benefits					
Teacher	Unemployment, Medicare, Health Insurance, Retirement, W/C			\$	27,029
Medicare				\$	350
			Subtotal	\$	97,050
			Indirect 3.04%	\$	2,950
			TOTAL - SPS	\$	100,000

Subcontract - Springfield Technical Community College - Hampden Prep			
Positions			
Project Coordinator			\$ 16,089
Day and Evening Instructors 2 @ 832 hours x \$25/hr.			\$ 41,600
Instructors for Certifications and Training Sessions			\$ 700
Fringe: 36% - Full Time Rate; 2.5% part-time rate			\$ 7,253
Certifications and Training - non-personnel costs			\$ 2,540
	Subtotal		\$ 68,182
	Indirect - 10%		\$ 6,818.20
	TOTAL - STCC		\$ 75,000
	TOTAL - ALL SUBCONTRACTS		\$ 175,000
Line 6: Other			
		Total	
Marketing/Publication Costs (MCCTI)			\$ 8,585
			\$ -
	Total Other		\$ 8,585
Line 7: Total Direct Costs			
Line 8: Indirect Costs:			
	Approved Indirect Cost Rate	Total	
Holyoke Community College	Federal Rate: 44.61% on HCC Salary and Fringe Costs		\$ 18,487
		Total	\$ 18,487
Line 9: Total Funds Requested.			
			\$ 300,000

Budget Breakdown by Component	
HCC Line Cook Training	\$75,000
Springfield Public Schools - Ahead of the Game	\$100,000
STCC - Hampden Prep	\$75,000
MCCTI - gaming courses & marketing	\$50,000
TOTAL BASE REQUEST	\$300,000
Collaboration Award*	\$50,000
**Significant Need Award	\$100,000
TOTAL	\$450,000

*If awarded, will support increased capacity for enrollment management, marketing, outreach and recruitment

**If awarded, will expand capacity for ABE, Essential Skills, and Culinary and Gaming training across the partnership in the identified needed occupations



HAMPDEN COUNTY WORKFORCE BOARD

January 31, 2020

Mr. John Ziemba, Ombudsperson
Massachusetts Gaming Commission
101 Federal Street – 12th Floor
Boston, Massachusetts 02110

Dear Mr. Ziemba:

The MassHire Workforce Board Hampden County strongly supports the regional **Work Ready 2021** application (led by Holyoke Community College) to the Community Mitigation Fund of the Massachusetts Gaming Commission, including the requests for additional funding for Significant Regional Need, and Collaboration.

Work Ready 2021 is a regional collaboration designed to scale up the size of the region's workforce through high school equivalency preparation and job-specific skills training. The regional coalition of Springfield Public Schools, Springfield Technical Community College and Holyoke Community College partners with MGM Springfield, the MassHire Workforce Boards, the three regional career centers, the Cities of Springfield and Holyoke and the area's vocational high schools. We understand that for FY 21, the collaborative will intensify its efforts to recruit more participants, train more individuals and increase job placement, specifically in terms of table games dealers and cooks. While table games dealers are an urgent yet specific need of the casino, the need for culinary workers is Pioneer Valley-wide.

Hampden County and the Pioneer Valley have earned a reputation for effective Collaboration. Examples include:

- The **Work Ready** collaboration
- The MassHire Hampden County Career Centers' collaboration on Business Services
- HCC and STCC's collaboration, TWO (Training and Workforce Options) to meet the needs of regional employers for incumbent worker training
- Collaborative workforce training initiatives such as TRAIN Job Readiness (which includes all 3 Pioneer Valley Community Colleges, all three Pioneer Valley MassHire Career Centers, both Pioneer Valley Workforce Boards, and employer partners), which can feed into Culinary and Gaming training.

In addition, the MassHire Workforce Board Hampden County supports the Collaboration's request to address the Significant Regional Need in the Culinary-Hospitality industry in Hampden County.

In order to address job vacancies in the Hospitality-Culinary-Gaming industries, and to increase employee retention, the region's qualified labor pool must increase. At present there are over 30 cook positions open at MGM Springfield alone. The region's hospitality and restaurant sector has been robust with many new restaurants and entertainment venues being opened in the area, thus compounding the unmet demand for hospitality workers. At the same time, with the opening of the Encore facility in Boston and the challenge from out-of-state casinos in the Northeast, competition for table games dealers has increased and intensified. Competition in our region from out-of-state casinos threatens to reverse the flow of tax dollars across state borders.

We support the plan in the application to allocate some Community Mitigation Fund resources to marketing, community outreach and creative recruitment strategies. The Collaborative's ability to offer training in Chicopee, Westfield, Holyoke, other municipalities and within the neighborhoods of Springfield will be an important strategy (if awarded Significant Regional Need funding) in scaling up the number of persons entering training and gaining access to employment. We agree with the collaborative that all training should be free for the job seeker and the incumbent worker seeking advancement. Free dealer classes will stimulate more interest in the job (addressing this occupational shortage) while allowing interested parties to enroll now.

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

Sincerely, yours,

A handwritten signature in blue ink, appearing to read "David M. Cruise". The signature is fluid and cursive, with the first name "David" being more prominent.

David M. Cruise
President & CEO



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

SPRINGFIELD PUBLIC SCHOOLS - SPRINGFIELD, MASSACHUSETTS

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

January 29, 2020

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 2020 Community Mitigation Fund, Workforce Development Program Grant Application for Springfield Technical Community College (STCC), Holyoke Community College (HCC), and SPS.

The Springfield Adult Education Center developed and launched the Ahead of the Game program three years ago to provide ABE, English for Speakers of Other Languages (ESOL), and GED/Hi-SET preparation to low-skilled, low-income adults. Community research shows that many residents in the area 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." 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.

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 2020 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

Daniel J. Warwick
Superintendent