



21

COMMUNITY
MITIGATION
FUND

___ check if a joint application

Appendix E – Workforce Development Program Application

BD21-1068-1068C-1068L-56499

Please complete the entire Application.

1. PROJECT INFORMATION

a) NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT

Holyoke Community College (HCC) is applying for a regional collaborative that includes Springfield Technical Community College (STCC) and the Springfield Public Schools (SPS).

b) PROJECT NAME (LIMIT 10 WORDS)

Work Ready 2021

c) BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS)

Work Ready 2021 is an enhancement of the collaborative effort of HCC, STCC, and SPS to provide a continuum of adult education, career readiness, and occupational training to connect un- and underemployed residents to education, training, and employment opportunities to meet the workforce needs of MGM Springfield and the region.

d) CONTACT PERSON(S)/TITLE (Persons with responsibility for this grant)

Kermit Dunkelberg, Assistant Vice President for Adult Education and Workforce Development, HCC

e) PHONE # AND EMAIL ADDRESS OF CONTACT PERSON(S)

Phone #: (413) 552-2506

Email Address: kdunkelberg@hcc.edu

f) MAILING ADDRESS OF CONTACT PERSON(S)

Holyoke Community College, 303 Homestead Avenue, Holyoke, MA 01040-1099

2. IMPACT DESCRIPTION/CONNECTION TO GAMING FACILITY

a) Please describe in detail the impact that is attributed to the operation of a gaming facility.

The conditions that led to the *Work Ready* collaboration among HCC, STCC, SPS, and MGM Springfield persist and have been made worse by the ongoing pandemic.

Massachusetts Labor Market Data (<https://lmi.dua.eol.mass.gov/LMI/MapForData>) shows a drastic change in labor force participation and unemployment in one year in the Hampden County Workforce Development Area. In December 2019, the labor force was 231,489 people with a 3.4% unemployment rate; in December 2020, over 12,000 individuals had left the labor force (218,816) and the unemployment rate had risen dramatically to **8.9%**.

In the MGM host city of Springfield, these numbers are more drastic. From December 2019 to December 2020, the labor force decreased by about 1,800 individuals (from 65,208 to 63,360) and the unemployment rate rose to **12.2%** from 4.3%.

The 2019: *American Community Survey 1-Year Estimates* tables from the U.S. Census for the City of Springfield show the great number of residents who have been held back from attaining education, especially for Latinx residents over age 25:

Population 25+	94,018	
Less than 9th grade education	8,260	8.8%
9th to 12th grade, no diploma	10,392	11.1%
High School Graduate or equivalent	34,094	36.3%
Some college, no degree	18,087	19.2%
Associate Degree	7,409	7.9%
Bachelor's degree	9,364	10.0%
Graduate degree+	6,402	6.8%
Educational Attainment Age 25+ by Race/Ethnicity		
White alone	60,616	
High school graduate or higher	47,954	79.1%
Bachelor's degree or higher	9,491	15.7%
White alone, not Hispanic or Latino origin	32,303	
High school graduate or higher	29,251	90.6%
Bachelor's degree or higher	7,898	24.4%
Black alone	18,968	
High school graduate or higher	17,176	90.6%
Bachelor's degree or higher	3,931	20.7%
Hispanic or Latino origin	39,253	
High school graduate or higher	26,419	67.3%
Bachelor's degree or higher	2,710	6.9%

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://prolitteracy.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://mbic.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. High unemployment and poverty rates make the need for permanent employment critical for Springfield and Hampden County 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 require a minimum of a high school diploma or equivalent, but unfortunately over 18,000 people of the population of adults over age 25 in Springfield (as seen in the above table) do 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.

These factors have only been exacerbated by the pandemic. As the MassHire Workforce Board updated Pioneer Valley Blueprint for 2020 noted:

*"Due to the COVID-19 pandemic, the unemployed labor pool has increased exponentially in the region with a **total number of unemployed at 50,723** at the end of April 2020 (Burning Glass/Labor Insights Local Workforce Demographics - Hampden, MA, Hampshire, MA, Franklin, MA). This is a total number, and a percentage may only be furloughed and may return to work. The distribution of these individuals shows **approximately 32% being in the 16 to 24 age group. Of this group, the highest concentration of unemployed (57%) have an educational attainment of less than a high school diploma. The second highest, at 16.9%, is the 25 to 34 age group. Of this group, the highest concentration of unemployed (41%) have the educational attainment of less than a high school diploma.** These two age groups are a significant point of emphasis for labor pool and talent pipeline considerations (10)."*

In addition, the updated 2020 Pioneer Valley Blueprint identifies a Supply Gap of 325 (.43 ratio) for Restaurant Cooks.

The pandemic has only exacerbated the opportunity gap that exists for adults who lack a *high school credential, job readiness skills, digital literacy skills, and technical skills*. Too often, an adult who lacks a high school credential almost by default lacks the other skills as well, and the means to attain them. The majority of those without a high school credential are Latinx.

Prior to the pandemic, the presence of MGM Springfield in the region has had a *positive* impact on the workforce opportunities for underrepresented groups in the affected area. MGM has done well on meeting its commitments to the diversity hiring requirements of their Community Agreement. According to data from the MGM's Q3 2020 presentation to the Mass Gaming Commission, diversity and local hiring outcomes are: Springfield Residents: 39.6%; Minority: 55.7%; Women: 41.6%; and Veteran: 7.0%.

Through extensive outreach into the community, partnership with HCC, STCC, SPS, community-based organizations, MassHire partners and strategic regional pipeline initiative, MGM Resorts Springfield has helped define Work Readiness for the region with greater clarity.

MGM Human Resources and Talent Acquisition staff have been generous in contributing their expertise to the design and delivery of the Work Readiness components of previously funded HCC-STCC-SPS Work Ready projects, as well as many other workforce development initiatives in the region, including the HCC-STCC Department of Higher Education-funded TRAIN (Training and Internship Networks), Job Readiness FY2019 and 2020 projects, HCC ESOL Culinary training programs, Springfield Works Cross-Sector initiatives, and more.

MGM HR and Talent Acquisition staff have participated in recruitment sessions, provided information sessions on career opportunities at MGM, and led workshops on online interviewing, giving trainees access to their online HireVue system for mock interview sessions, with individual job seeker feedback. MGM has been in regular contact with the project partners throughout the pandemic, constantly updating us as curfews, gathering restrictions, vacancies, furloughs, and layoffs occurred.

MGM's presence in the region has reinforced and clarified many of the major barriers to employment in the region, while also providing new opportunities for those who can overcome these barriers:

- Lack of a high school credential (a requirement for all positions at MGM Resorts Springfield)
- Career Awareness
- "Soft Skills" (21st Century Skills)
- Digital Literacy skills (due to the pandemic, MGM went to a remote hiring and interview process for the initial stages of all positions – they have informed us that these changes will be permanent).
- Knife Skills – cook positions remain the greatest need at MGM Springfield. The number of applicants with adequate basic Knife Skills has been a perennial gap.

Partners have been innovative in adapting their programming to online or hybrid formats during the pandemic and will continue to do so as needed. However, according to the American Community Survey 2020, 11.2% of households in Springfield do not own a computer, and 22.2% lack broadband access. In addition, those households with computers and internet access may rely on shared devices (some lent through the public schools), and adults' digital literacy skills are often a barrier, in addition to access. The pandemic has deepened the digital divide in our region between those with access and ability to use technology, and those (often people of color) who do not. No matter how slow or rapid the emergence from the pandemic – and attendant reopening of jobs at MGM – is, un- and underemployed residents of Hampden County will have both the need and the opportunity to position themselves for careers by completing their High School Equivalency, gaining Career Readiness and digital literacy skills, and gaining technical skill mastery to meet the needs in the primary occupational gap in MGM's workforce – lack of qualified cooks.

b) Please provide specific documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact. (i.e.: surveys, data, reports)

The potential impact of the proposed project is to mitigate existing education and training gaps that existed prior to MGM Resorts coming into the region, and which the hiring practices and community outreach of MGM, and the collaborative work of the partners, has had significant impact. These efforts have been set back by the pandemic, and the region is now positioning itself to recover as the Commonwealth reopens. As noted in question 2. a), MGM has largely met its local and diversity hiring requirements.

c) Please demonstrate the significance of the workforce need faced by the region, related to the operation of a gaming establishment.

The **Work Ready** partnership's emphasis on High School Equivalency, job readiness, digital literacy skills, and culinary skills are substantiated by the MassHire Workforce Board Pioneer Valley Blueprint of 2018 and subsequent 2020 updates.

Work Readiness gaps and talent shortages have been so endemic that the 2018 Blueprint identified the *"the top 3 challenges facing the region's business and industry over the next five years"* as:

1. Attracting and retaining a sufficient number of skilled and/or educable employees at all levels;
2. Talent shortages....and development and implementation of creative workforce development strategies; and,
3. Sustaining/expanding business growth will require more investment in systems critical to supporting the needs of workers, including transportation, housing, childcare, education, employment services, and job training."

As noted in 2a above, in a post-COVID update, the Blueprint emphasized the high correlation between unemployment and lack of a high school credential.

We fully recognize that the need for Line Cook training will be dependent upon COVID conditions. As the Pioneer Valley Blueprint states regarding Accommodation and Food Services: *"Demand will rebound from current COVID-19 high unemployment levels, however, should social distancing become a long-term institutionalized practice, employment needs will not return to BC levels"* (37).

At the time of writing this proposal, COVID conditions look likely to improve, with vaccinations rolling out across the state, and the potential for businesses to re-open to full volume by summer or fall 2021. MGM anticipates at least 150 openings overall in the coming year, with at least 50 openings for cooks, with over 300 additional openings for restaurant cooks projected for the region overall by the MassHire Workforce Board.

The updated Pioneer Valley Blueprint (October 2020) shows the following vacancies in the Culinary industry (42), which in part shows that there are more openings for cooks than qualified applicants:

Food Preparation and Serving

Food Preparation and Serving	Cooks, Restaurant	352014	2	139	325	-186	0.43	0.71	No formal educational credential	\$	More Openings Than 29,587 Qualified
Food Preparation and Serving	Combined Food Preparation and Serving Workers, Including Fast Food	353021	1	148	1088	-940	0.14	0.49	No formal educational credential	\$	25,207

Burning Glass data obtained from the MassHire Hampden County Workforce Board on January 29 shows a similar gap to October, with 342 postings for Cooks, and 794 postings for Combined Food Preparation and Serving Workers in the workforce region:

Hampden, MA, Hampshire, MA, Franklin, MA, Cooks, Short Order						
Occupation	Similarity	Median Salary	Job Postings Last 12 Months	Projected Growth 10 Years	Time to Fill Days	Location Quotient
Cooks, Short Order		\$26k	57	N/A	27	1.2
Cooks, Restaurant	<div><div></div></div>	\$26k	342	+12.3	37	0.8
Food Preparation Workers	<div><div></div></div>	\$24k	108	+7.5	42	0.9
Combined Food Preparation and Serving Workers, Including Fast Food	<div><div></div></div>	\$23k	794	+17.9	31	0.9

At the present time, MGM does not plan to reopen the Gaming School (a focus of prior year requests to the Gaming Commission) and anticipates that even if the Resort can return to full capacity, they will have a sufficient workforce in this area through rehires.

On Friday, January 29, shortly before this proposal was due, MGM Resorts Springfield was permitted to return to 24-hour operations. On a call with partners to finalize this grant, they emphasized their urgent need for, and for work-ready individuals at entry level. While capacity is currently (as of February 1) limited to 25%, it is anticipated that capacity for MGM, as well as for other restaurant operations in the Commonwealth, will be expanded this spring, and seems likely that operations will be at or near full capacity by fall 2021.

d) How do you anticipate your proposed remedy will address impact?

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 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.

The proposed workforce development project will address this impact by providing a combination of high school equivalency, work readiness preparation, and occupational skills training to help the unemployed and underemployed take advantage of the employment opportunities available in the marketplace and at MGM Springfield now and in the future. **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.

The **Work Ready 2021** partners will work collaboratively, with each partner addressing one of the four key gaps:

- Springfield Public Schools - Ahead of the Game: High School Equivalency
- Springfield Technical Community College - Hampden Prep: Career Awareness/"Soft Skills" (21st Century Skills)/Digital Literacy skills
- Holyoke Community College: Line Cook training

3. SCOPE/ PROPOSED USE OF WORKFORCE DEVELOPMENT MITIGATION FUNDS

a) Please provide a brief summary of the scope/proposal, including the amount requested.

The core partners in the **Work Ready** collaborative will develop and enhance our pipeline of High School Equivalency, Job Readiness/Digital Literacy, and Line Cook training, 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 150 job vacancies in FY22, as well as the vacancies at other 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/culinary/food service industry in the region.

Springfield Public Schools – Ahead of the Game Program

Target Population	Low-skilled adults without high school credentials
Work Ready Pipeline Entry Point	Springfield Public Schools Ahead of the Game Program
Output	Approx. 100 adults
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

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 has allowed SPS to launch of the Ahead of the Game program in January 2018. An expected outcome of 100 adults remains the goal for the third year of funding. The continuation of the 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 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. Programs participants will also receive bus tokens for transportation and participate in a series of workshops. Upon completion of the Ahead of the Game program, adult students will have made progress in our program and have completed their required ABE courses, taken the GED/Hi-Set 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 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. As part of our classes SPS will invite HCC, STCC, and MGM to come in and present to student's 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 our partners pathways. In addition, funds will also be used as scholarships to pay HiSET and GED testing fees.

Timetable: The Ahead of the Game proposed schedule of classes can be seen on the next page:

Springfield Public Schools
Adult Education Center Calendar
Academic Year 2021-2022



204 Boston Road
Springfield, MA 01109

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

September 2021				
M	T	W	Th	F
			1	2
3	4	5	6	7
8	9	10	11	12
13	14	15	16	17
18	19	20	21	22
23	24	25	26	27
28	29	30		

October 2021				
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November 2021				
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December 2021				
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28	29	30	31	

January 2022				
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31				

February 2022				
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29	30			

March 2022				
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April 2022				
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May 2022				
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June 2022				
M	T	W	Th	F
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18	19	20	21	22
23	24	25	26	27
28	29	30		

Calendar Legend	
★	HISET 1st day of classes
✕	Holiday - AEC Closed (No Classes)
—	Students No Classes
+	Student Testing (Subject to Change)
◆	HISET/ESOL Last Day of Classes
●	ESOL 1st day of classes

Springfield Technical Community College – Hampden Prep

The Springfield Adult Learning Center (SALC)'s Hampden Prep, under the auspices of the Springfield Technical Community College (STCC) Workforce Development Center, will offer high-impact training to low-literacy adults in Hampden County to assist them in increasing their opportunities to and understanding of employment and education.

The SALC Hampden Prep program provides adults with computer use skills, practice, and digital literacy skills to develop basic to intermediate level computer use/digital skills. The program focuses on job readiness skill, which includes support and practice in online job searches, online job applications, online interviewing and practice, resume and cover letter creation and practice, and email and social media etiquette. Computer access to career goal development, career exploration, virtual job shadowing, and financial literacy exploration support students' development of personal career goals and a career path toward employment or additional education.

Students without a High School Equivalency (HSE) often have low-level reading, math and writing skills, which limit their employability. This intervention will give students the opportunity to begin working on their reading, math, and writing skills while improving their computer use. Increasing critical thinking skills, reading skills, math skills, and assisting students in their pursuit of their High School Equivalence certificate greatly improve a student's ability to obtain higher wage jobs.

Often adults without a HSE have lived in poverty and without opportunities to acquire knowledge of conflict resolution, relationships with supervisors and co-workers, professionalism in the workplace or learning environment, time management, self-advocacy, workplace language, and other essential skills. Advisors will conduct workshops and provide practice using these skills in workplace scenarios or projects. These discussions will give students opportunities to problem solve and use critical thinking to create and explore situations and solutions.

To support students in developing skills in their career pathway, we offer a variety of training opportunities with nationally recognized certificates. Both Northstar Digital Literacy and Microsoft Office Suite Specialist offer certificates for computer skill development. Northstar Digital Literacy is a basic to advanced skills tool for all students as they develop skills in using a computer and understanding the use of the computer. The Microsoft Office Suite Specialist certificate is available to students who want to pursue a career pathway that recognizes the importance of this certificate. Both ServSafe Food Handlers and ServSafe for Managers are certificates for the hospitality industry and will be available to students with interests in these careers. Students working in the food industry will be encouraged to take ServSafe for Managers to add to their resume and skill set. Additional certificates available for students include Guest Service Gold, OSHA 10, CPR and First Aid. HiSET/GED vouchers will be available to support students in their next steps to education and employment.

Recruitment will focus on students in the Springfield area from low-income families, students without a High School Equivalency, under-employed and unemployed adults from SALC waitlist, former students, and community members. The Program Coordinator will work with MassHire Springfield and Holyoke to advertise the program as well as advertising through other agencies in the area. The demand for Adult Basic Education classes and the need for digital literacy/computer use is high.

Classes will be scheduled September to June with day and evening cohorts. The goal is to reach 80 to 100 students. The project will offer 8-10 cohorts of 10-12 students throughout the year. Sessions will last six to ten weeks, depending on the calendar and the needs of the cohort.

Class hours of direct instruction per week:

11 am - 2 pm Monday through Thursday

6 pm - 9 pm Monday through Thursday

Outcomes:

- Completion of a minimum of 6 Modules of Northstar Digital Literacy resulting in 6 Certificates per student
- Certificates as chosen by students with Guest Service Gold offered to all students
- Increased understanding of employment, career opportunities, job seeking skills, essential skills for employment, online skills for job applications and interviews
- Resume and Career Pathway
- Education and employment support through the pursuit of a high school equivalency or employment goals

Program Completion: 75-80% or more

This training intervention is only a first step for low-literacy adults. Upon completion of the trainings, the Program coordinator will work with STCC's Workforce Development Center to help students find employment or continue to career/education program. Many students will go on to complete their HiSET/GED. 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 and to the HCC Culinary program.

Holyoke Community College Line Cook Training

Target Population	Low-skilled adults with a GED or HiSET who have identified a career interest in Culinary Arts
Work Ready Pipeline Entry Point	Holyoke Community College
Output	4 cohorts of 13-15 students -- Line Cook Training (52)
Outcome	Students will meet the requirements for training completion
Next Step in Career Pathway	Employment at MGM or other regional restaurant, hospitality, or food service operation.

HCC will offer Line Cook Training at the HCC MGM Culinary Arts Institute (CAI) in downtown Holyoke. 90+ hours of training will be delivered to 4 cohorts of 13-15 students, for a total of 52 slots (social distance conditions allowing). 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 pathways from partner community-based organizations, adult education programs, vocational & technical schools, current HCC students and alumnae, as well as from the MassHire Hampden County Workforce Board and MassHire Springfield and Holyoke Career Centers. The course will include a new component of online job interviewing, using MGM's HireVue system or a mock version.

HCC's short-term, non-credit Line Cook training was developed in response to the needs of, and with input from, MGM Resorts Springfield. HCC's workforce development department created the curriculum with HCC Culinary Arts Co-Chairs Professor Warren Leigh (who has served as Lead Instructor since the program's inception in 2018) and Professor Mark Anstel (whose sabbatical leave in 2017 included observation of MGM Resorts culinary training programs in Las Vegas). Professors Leigh and Anstel have worked closely with head chefs at MGM Resorts to align curriculum with MGM's standards and need. (See video of the January 2018 opening of HCC MGM Culinary Arts Institute here: <https://www.hcc.edu/alumni-and-friends/the-hcc-foundation/culinary-arts-institute>).

Line Cook training has continuously improved with student and industry feedback. The HCC Culinary Arts program is currently developing an articulation agreement which will grant successful completers of the program 3-6 college credits for HCC Culinary 100 (Culinary Fundamentals I) and Culinary 101 (Culinary Fundamentals II) (depending on level), in addition to the 2 credits already awarded for ServSafe. The emphasis, however, is on employment.

Training is more than 60% hands-on, with students participating in cooking and plating meals in a high-volume setting through events open to the public. In addition to ServSafe, Product Knowledge, Culinary Math, and Fundamentals of the Culinary Industry, the course emphasizes Knife Skills, *mise-en-place*, and cooking methods for Fish, Meat, Poultry, Vegetables, Stocks and Sauces, and Dessert Basics.

b) Please identify in detail the manner in which the funds are proposed to be used. Include a timetable for the programming described.

\$300,000 is being requested by the **Work Ready 2021** partnership for programming starting July 1, 2021. An attached budget justification gives details, but the following is a summary:

Holyoke Community College – Line Cook Training:

- Personnel (Advising and Instruction) - \$59,181
- Fringe - \$1,148
- Supplies and Materials - \$30,580
- Total Direct Costs = \$90,909
- Indirect (10%) = \$9,091
- TOTAL = \$100,000

Springfield Public Schools – Ahead of the Game:

- Personnel (Teachers) - \$78,704
- Fringe - \$13,497
- Scholarships - \$5,000
- Total Direct Costs = \$97,201
- Indirect (2.88%) = \$2,799
- TOTAL = \$100,000

Springfield Technical Community College – Hampden Prep:

- Personnel (Coordination, Instruction & Advising) - \$75,996
- Fringe - \$5,606
- Supplies and Materials - \$2,015
- Other Costs (fees, etc.) – \$7,292
- Total Direct Costs = \$90,909
- Indirect (10%) = \$9,091
- TOTAL = \$100,000

Timeline: All programs will operate from September 2021 to June 2022, following academic calendars. Preparation, contracting, coordination meetings, and reporting will occur starting July 1, 2022.:

c) Please describe the deliverables, including number of individuals to be served, number of hours, projected outcomes, location of program, cities and towns served.

The following tables show program location and hours, as well as projected outcomes per program component of **Work Ready 2021**:

PROGRAM LOCATION AND HOURS			
Program	Program Location	Cities/Towns served	Program Hours
SPS Ahead of the Game	Springfield Adult Education Center located at 204 Boston Road, Springfield, MA	Springfield, Holyoke, and surrounding communities	Classes will be held Monday, Tuesday, Wednesday, and Thursday, and will be approximately 3 hours in length.
STCC Hampden Prep	Springfield (STCC campus)		Classes will be scheduled September to June with day and evening cohorts. The goal is to reach 80 to 100 students. The project will offer 8-10 cohorts of 10-12 students throughout the year.
HCC Line Cook	Holyoke (HCC MGM Culinary Arts Institute, 268 Race Street)		90

PROJECTED OUTCOMES					
Program	Enrollment	Completion	Certifications Offered	# Students Earning Certificates (including HiSET)	Job Placement
SPS Ahead of the Game	75-100	Approx. 50	HiSET (high school equivalency)	Approx. 30	21 Post-Secondary Enrollment/Job Placement
STCC Hampden Prep	80-100	64-80	North Star Digital Literacy, Guest Service Gold, HiSET, ServSafe Food Handlers, ServSafe for Managers, Microsoft Office Suite Specialist and Managers, OSHA-10, First Aide	60 – 80 students earning certificates	Most students will continue their education for the HiSET. After HiSET, 20 students should enter employment, 10 students should retain their current job.

HCC Line Cook	52 (4 cohorts of 13-15)	42 (80%)	ServSafe, noncredit Line Cook Certificate, CUL 100 CUL 101 Credit for Prior Learning options	39 (75%)	39 (75%)
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d) If applying for either supplemental award funding (regional need or regional collaboration) please state which award, funding amount requested and provide specific justification/support for the request. Include information about how the additional funding will be utilized, if granted.

The **Work Ready** partnership is eager to continue Regional Collaboration activities begun in 2020-2021. We have hired an Assistant Project Coordinator (through lead agency HCC), who will be working with partners to analyze past performance data, set benchmarks for program improvement, work with community partners to diversify and strengthen referral pipelines, and work with MassHire Hampden County Workforce Board (MHHCWB) evaluators to monitor outcomes and suggest continuous improvement strategies. The Assistant Project Coordinator for Regional Collaboration will work closely with MHHCWB staff to monitor progress reported on Quarterly Reports, and work toward process improvement, with MHWCWB providing a Summary Evaluation.

Collaboration funds will also 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).

Through Collaboration funding, we aim to tighten data collection and reporting, and determine the feasibility and efficacy of tracking additional process measures, which may include Certifications earned, demographic information to document success in meeting diversity goals, yield from various outreach strategies, and referrals from career centers. In addition, we plan to define continuous improvement strategies to increase program effectiveness, and connections between programs. Please see attached Job Description and Collaboration budget narrative.

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

As described above, HCC, STCC, and SPS are in regular contact with MGM Resorts Springfield, both directly as it relates to program implementation and planning, and through collaborative regional initiatives including Springfield WORKS, an initiative of the Pioneer Valley Economic Development Council.

In preparation for this proposal, the partners met with Jason Randall, Director of Human Resources, MGM Resorts Springfield, on December 16 to discuss MGM's overall hiring needs. In this conversation, Mr. Randall confirmed MGM's requirement of a high school credential, and re-emphasized that MGM's primary needs, when COVID conditions allow a return to business at full volume, are Job Readiness and Customer Service skills, and for Cooks. In addition, Mr. Randall emphasized cash handling skills, and that MGM will continue, post-pandemic to hire primarily through online, asynchronous hiring platforms (including the interview platform HireVue). As he stated, *"the first time most employees will come to MGM will be when they are validating their identification as new hires."* He also emphasized that routine processes of HR, communication with supervisors, completing timesheets, etc. require a baseline of digital literacy skills.

We met again with five members of MGM's leadership team on January 29, to finalize this proposal. The needs of MGM – candidates with high school credentials, Job Readiness skills, digital literacy skills (including online interview skills), cash handling, and customer service, with an exclusive occupational focus on Line Cook training, are reflected in the design of Work Ready 2021.

f) Please provide detailed budget(s). (If applying for supplemental award funding for regional need or regional collaboration, a separate budget should be provided to demonstrate how the additional funding will be allocated.)

Please see the attached Budget Justification for a full line-item description. As the lead agency, Holyoke Community College will administer the Regional Collaboration award. As a summary:

Regional Collaboration Request:

- Personnel (Part-Time Regional Coordinator) - \$31,080
- Fringe - \$603
- Contractual (MassHire Hampden County Workforce Board – Evaluation) - \$3,000
- Marketing/Promotion - \$4,000
- Total Direct Costs = \$38,683
- Indirect (10%) = \$3,868
- TOTAL = \$42,551

g) 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.

As an example, please see an attached MOU between Holyoke Community College and Springfield Public Schools that includes Scope of Services, Responsibilities, Conditions of Compensation, invoicing, and amendment procedures. Please see a copy of FY19-20 invoice as sample.

4. COLLABORATIVE PARTNERS**a) Please list any collaborative partners and subgrantees. Define the roles of each entity.**

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 9,000 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.

As the lead organization, HCC will act as the fiscal agent of Mitigation Funds from the Gaming Commission, including monitoring subawards to STCC and SPS, and will support the coordination, tracking, and reporting of all funded activities. HCC will hire/supervise the Assistant Program Coordinator who will be supported by Collaboration funds.

Springfield Technical Community College (STCC): founded in 1967, STCC 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. As a federally recognized Hispanic Serving Institution, STCC understands the diversity of the region and how to engage underserved and minority populations.

For more than 50 years, STCC has been a leader in the workforce development system of Hampden County. This leadership is evidenced by the number of strong collaborations that have resulted in grants and initiatives previously or currently playing a role in the region's economic development. Two current examples include the recently awarded Working Cities Initiative funded by the Federal Reserve and the ABE/ESOL grant managed by STCC/SALC.

STCC will provide digital literacy and Job Readiness skill training through its Hampden Prep program.

Springfield Public Schools (SPS): Mission: The Springfield Promise - The Springfield Public Schools are world class learning environments that produce 21st century leaders. Our students will graduate from high school College and Career ready. The school district attracts knowledgeable, highly effective, and diverse teachers and principals who want to work in a high performing district. Parents and community members are moving into Springfield for the privilege of sending their students to schools that are thriving in **A Culture of Equity and Proficiency**. Our school system is large and diverse, with approximately 26,000 students, about 4,500 employees, and more than 60 schools. Along with strong basic skills programs, enrichment and extracurricular activities also add depth and scope to the overall educational program. Our curriculum is designed to meet the needs of all—not just some—of our students.

SPS will provide HiSET instruction to 100 adults through its Ahead of the Game program.

MassHire Hampden County Workforce Board: the MassHire Hampden County Workforce Board will provide evaluation and interim feedback for this collaborative to ensure that the partner organizations are meeting program benchmarks. The Assistant Project Coordinator for Regional Cooperation will work closely with MHWBHC staff to monitor progress reported on Quarterly Reports, and work toward process improvement, with MHWBHC providing a Summary Evaluation.

Please see attached letters of support:

- HCC – Christina Royal, President
- STCC – John Cook, President
- Springfield Public Schools – Daniel Warwick, Superintendent
- MGM Springfield – Jason Randall, Director of Human Resources
- MassHire – David Cruise, CEO

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

HCC will leverage \$60,646 in grant funds from the Massachusetts Department of Elementary and Secondary Education (MA DESE) for ESOL Culinary classes, focusing on introductory culinary skills combined with English for Speakers of Other Languages. In addition, we will leverage ca. \$28,000 in MA DESE funding for two cohorts of Culinary training in partnership with the Hampden County Sheriff's Department. Students from these programs have gone directly into employment or continued into Line Cook or HCC credit culinary training and education to further their careers.

In addition, HCC plans to pilot Hotel Training (Front Desk Attendant, Room Attendant, and Supervisor/Manager) in a hybrid format in spring 2021, COVID conditions allowing, through carryover Mitigation funds from FY20. If successful, these programs will be sustained through HCC's Jump Start, SNAP Path to Work, and Access to Recovery programs, which serve un- and underemployed individuals in need of short-term training to re-enter the workforce. The Hospitality modules offered through carryover funds will also include the MGM-approved AHLEI Guest Service Gold customer service credentials, and cash handling, another skill recently identified by MGM. HCC is also considering offering additional noncredit culinary training through our Jump Start, SNAP Path to Work, and Access to Recovery program in the fall and spring of 2021-2022, depending on regional need. All HCC students benefit from HCC's 24/7 WellConnect referral service for a variety of health and wellness needs, HCC THRIVE Center for financial literacy, HCC Food Pantry, and HCC President's Student Emergency Fund.

STCC: Springfield Technical Community College provides HiSET for 155 seats through MA DESE funding, through its Springfield Adult Learning Center.

SPS:

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.
- We have provided textbooks, classroom supplies and testing materials.
- The Springfield Public Schools funds the locations and office staff for this program.
- The district provides TABE CLAS-E testing for our ESOL students that we use for placement, as well as formative and summative assessments.

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

The colleges and Springfield Public Schools have developed recruitment networks, including community-based organizations (CBOs), adult education programs, and Career Centers, to reach the target population of the **Work Ready 2021** program. Strategies include regular information sessions at Career Centers and CBOs, tabling at community events (if public health conditions allow), website advertising, flyers, and on-line forums (Craigslist) and social media. Together, in FY20, we held over 125 information sessions, promotional events, and media spots, reaching over 4,500 interested individuals (and enrolling 728). In fall 2020, we partnered with MGM to hold our first *collaborative* recruitment event, at STCC, with ca. 100 attendees. The success of that event led to our first Collaboration proposal. A second event planned for April 2020 was cancelled due to COVID. If funded for Collaboration, we intend to continue to deepen our outreach into underserved communities.

We meet candidates where they are, and work with them along a continuum of services to prepare them for successful entry or re- entry into the workforce, on a career pathway in a high-growth industry. The MassHire Career Centers of Holyoke and Springfield are primary recruitment partners with the MassHire Hampden County Workforce Board. The Springfield and Holyoke Career Centers host regular information sessions on workforce training programs (twice monthly at MassHire Holyoke and weekly at MassHire Springfield), and career counselors refer customers to Work Ready 2021 programs.

5. MEASUREMENT OF IMPACT

a) How will you measure the effectiveness of the proposed project in mitigation impacts?
How will you provide the data for reporting? Include indicators proposed to measure results.

We will measure the effectiveness of the proposed project according to the outcome goals of this proposal, as reflected in Quarterly Report data: Enrollment, Completions, Placement, and average wage. In addition, we will track the number of outreach events and attendees. Through Collaboration funding, we aim to tighten data collection and reporting, and determine the feasibility and efficacy of tracking additional process measures, which may include Certifications earned, demographic information to document success in meeting diversity goals, yield from various outreach strategies, and referrals from career centers. In addition, we plan to define continuous improvement strategies to increase program effectiveness, and connections between programs.

Cumulative FY20 Outcomes (from combined Quarterly Reports):

<i>Enrollment</i>	<i>Completion</i>	<i>Placement (note that most programming is not direct occupational training)</i>
728	418	129

6. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

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

Holyoke Community College, as the lead agency, has the financial capacity, internal controls, and commitment to support the proposed collaborative project. Our primary partner agencies and past Mitigation Fund awardees – Springfield Technical Community College and the Springfield Public Schools - also have the financial capacity, internal controls, 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. 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, 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 the National Science Foundation 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 Assistant Comptroller 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 Assistant Vice President of Adult Education and Workforce Development (Kermit Dunkelberg) 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 Assistant 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 Assistant 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 Assistant Vice President for Adult Education and Workforce Development 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 2021 mitigation funds are awarded.

b) 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.

All partners (two community colleges, 1 public school system) are state agencies. See above for controls.

7. 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.



Date: 02-01-2021

Signature of Responsible Municipal
Official/Governmental Entity

Kermit Dunkelberg
(print name)

Assistant Vice President for Adult Education and
Workforce Development - HCC

Title

Attachments
Community Mitigation Fund – 2021 Workforce Development Grant
Work Ready 2021

1. Budget Narratives
 - a. Total
 - b. Component Breakdown

2. Letters of Support
 - a. MGM Springfield
 - b. Holyoke Community College
 - c. Springfield Technical Community College
 - d. Springfield Public Schools
 - e. MassHire Hampden County Workforce Board

3. Job Description – Assistant Program Coordinator (Regional Collaboration Request)

4. Example – MOU, Holyoke Community College and Springfield Public Schools

**2021 Workforce Development Program Application
Work Ready - Proposed Budget - HCC Lead Agency**

Line 1: Personnel

Position	Description	Total Hours	Rate	Total
<i>Collaboration Funding : Part-time Coordinator (HCC hire - 18.5 hrs./week x 48 weeks)</i>	<i>Works with partner agencies to coordinate recruitment and cross-referrals, track and document outcomes, analyzes data, and makes recommendations for continuous project improvement. Convenes quarterly partnership meetings.</i>	888	\$35	\$31,080
HCC: Line Cook Training: 120 Hours - 4 Cohorts				
Educational and Career Advisor (13hrs/week x 52 weeks)	Recruitment, advising, job placement services	676	\$ 30.03	\$ 20,300
Math & Reading Instructors	8 hours teaching, 4 hours prep	48	\$ 30.03	\$ 1,441
Culinary Instructors	Line Cook Training	392	\$70.00	\$ 27,440
ServSafe Instructor	Line Cook Training	40	\$70.00	\$ 2,800
Lab Technician	Lab Technician support for Line Cook Instructor	480	\$ 15	\$ 7,200
Total Personnel				\$ 90,262

Line 2: Fringe Benefits

Position	Basis for Cost Estimate	Amount
	FY21 Full-time Rate (negotiated by State of Massachusetts) 38.32%	\$ 0
	FY21 Part-Time Rate (negotiated by State of Massachusetts) 1.94%	\$ 1751
Total Fringe		\$ 1751
Total Salary and Fringe		\$ 92,013

Line 3: Supplies and Materials

ServSafe Books, exam fees	15 students x 4 cohorts (60 students) x \$70 per student	\$ 4,200
Culinary Supplies (food)	4 cohorts x \$5,175 per cohort	\$ 20,700
Instructional Supplies	15 students x 4 cohorts (60 students) x \$41.66/student	\$ 2,500
Culinary Uniforms	15 students x 4 cohorts (60 students) x \$53/student	\$ 3,180
Total Supplies and Materials		\$ 30,580

Line 4: Contractual

Subcontract - Springfield Public Schools (SPS)- Ahead of the Game

Position	Description			Total
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Teacher	Adult Basic education, ESOL, GED/HISET, and the Ahead of the Game courses			\$ 78,704
Fringe Benefits				
Teacher	Unemployment, Medicare, Health Insurance, Retirement, W/C			\$ 13,497
Scholarships for students				\$ 5000
			Subtotal	\$ 97,201
		2.88%	Indirect	\$ 2,799
TOTAL - SPS				\$ 100,000
<u>Subcontract - Springfield Technical Community College (STCC) - Hampden Prep</u>				
Personnel:				
Project Coordinator: 390 hrs. @ \$30.76 per hour				\$ 11,996
Day and Evening Instructors: 2 @ 720 hours x \$25 per hour				\$ 36,000
Advisors: 2 part-time @ 560 hrs. x \$25 per hour				\$ 28,000
Fringe: 36.38% - Full Time Rate; 1.94% part-time rate				\$ 5,606
Supplies and Materials: Instructional & student supplies, textbooks & software (\$20.15 x 100 students)				\$ 2,015
Other Costs:				
Food Handler exam and online training - \$25 x 33 students				\$ 825
ServSafe text and/or exam - \$30 x 15 students				\$ 450
MOS Specialist Training, practice and exam - \$220 x 2 students				\$ 440
HiSet/GED vouchers - \$136 x 7 students				\$ 952
CPR and First Aid training - \$80 x 8 students				\$ 640
OSHA 10 training materials, OSHA 10 Card - \$40 x 21 students				\$ 840
Guest Services Gold - \$85 x 37				\$ 3,145
			Subtotal	\$ 90,909
		10%	Indirect	\$ 9,091
TOTAL - STCC				\$ 100,000
<u>Subcontract - MassHire Hampden County Workforce Board (MHHCWB)</u>				
<u>Collaboration Funding</u> : Evaluation services			TOTAL - MHHCWB	\$3,000
TOTAL - ALL SUBCONTRACTS				\$ 203,000
Line 6: Other				
<u>Collaboration Funding</u> : Marketing				\$ 4,000
Total Other				\$ 4,000

Line 7: Total Direct Costs (HCC, SPS, STCC, MHHCWB + Collaboration)		\$ 329,592
Line 8: Indirect Costs (HCC + Collaboration)		
Holyoke Community College 10%		\$ 12,959
Total Indirect		\$ 12,959
Line 9: Total Funds Requested		\$ 342,551

Budget Breakdown by Component (See Next Page)		
HCC - Line Cook Training		\$100,000
Springfield Public Schools - Ahead of the Game		\$100,000
STCC - Hampden Prep		\$100,000
TOTAL BASE REQUEST		\$300,000
<i>Collaboration Award</i>		<i>\$42,551</i>
TOTAL REQUEST		\$342,551

2021 Workforce Development Program Application
Work Ready - Proposed Budget - Component Breakdown

Holyoke Community College - Line Cook Training Program

Personnel	\$59,181
Fringe	\$1,148
Supplies and Materials	\$30,580
Total Direct Costs	\$90,909
Indirect (10%)	\$9,091
TOTAL	\$100,000

Springfield Public Schools - Ahead of the Game Program

Personnel	\$78,704
Fringe	\$13,497
Scholarships	\$5,000
Total Direct Costs	\$97,201
Indirect (2.88%)	\$2,799
TOTAL	\$100,000

Springfield Technical Community College - Hampden Prep Program

Personnel	\$75,996
Fringe	\$5,606
Supplies and Materials	\$2,015
Other Costs	\$7,292
Total Direct Costs	\$90,909
Indirect (10%)	\$9,091
TOTAL	\$100,000

TOTAL BASE REQUEST	\$300,000
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Collaboration Funding Request

Personnel (Coordinator)	\$31,080
Fringe (1.94%)	\$603
Contractual (MHHCWB-Evaluation)	\$3,000
Marketing	\$4,000
Total Direct Costs	\$38,683
Indirect (10% - HCC as lead agency)	\$3,868
TOTAL	\$42,551

TOTAL BASE + COLLABORATION FUNDING REQUEST	\$ 342,551
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MGM SPRINGFIELD
ONE MGM WAY
SPRINGFIELD, MA 01103

413.273.5000
MGMSPRINGFIELD.COM

February 1, 2021

Cathy Judd-Stein, Chair
Massachusetts Gaming Commission
101 Federal Street
12th Floor
Boston, MA 02110

Dear Ms. Judd-Stein:

MGM Springfield is pleased to submit this Letter of Support for **Work Ready 22**, a program supported by the Workforce Development Program, Community Mitigation Fund of the Massachusetts Gaming Commission. The partnership of Holyoke Community College, Springfield Public Schools, and Springfield Technical Community College has been an effective means of creating and providing career pathway training for MGM Springfield.

The **Work Ready 22** application is designed to provide specific workplace skills training and stackable credentials to the unemployed, underemployed, and those with limited educational attainment to improve their ability to gain employment. Direct skills training will include Line-Cook and Hotel/Hospitality training as well as the development of a pipeline from the Springfield Public Schools "Ahead of the Game" adult education program and the various programs at Community Colleges.

MGM Springfield has worked closely with the community colleges, public schools, community based organizations, the Massachusetts Casino Careers Training Institute (MCCTI) and its many partners to provide available training and educational opportunities that would deliver significant training to qualify individuals for employment in the industry, in accordance with our Workforce Development Plan. MGM Springfield welcomes the benefit these programs will provide to create opportunities for job seekers in which English is not their first language to gain industry skills needed to successfully compete for jobs.

MGM Springfield commits to support the program by working with the **Work Ready 22** team on future opportunities that might arise.

Sincerely,

Marikate Murren
Vice President, Human Resource

January 25, 2021

Cathy Judd-Stein, Massachusetts Gaming Chair
Massachusetts Gaming Commission
101 Federal Street
12th Floor
Boston, MA 02110

Dear Ms. Judd-Stein:

As the lead institution of the **Work Ready** partnership, Holyoke Community College is pleased to submit a letter in support to the Massachusetts Gaming Commission's 2021 Community Mitigation Fund for funding under the Workforce Development Program Grant. Acting as the fiduciary agent, Holyoke Community College will administer programs in Hampden County to ensure access to training provided by Holyoke Community College, Springfield Technical Community College, and the Springfield Public Schools that will strengthen and expand pathway programs to careers from Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs.

The Goal of **Work Ready 22** is to provide education and career pathways for individuals interested in hospitality, including opportunities in gaming, lodging, restaurant, and banquet operations and various business services. We recognize that many of the persons to be enrolled in **Work Ready 22** will enter at different levels of educational attainment, work history, skills ability, and of course with unique goals and objectives. At the same time, it is important to note that occupations in hospitality, lodging, and food service is the second highest number of persons employed in the region.

Although this sector has been significantly impacted by the COVID-19 pandemic, we are expecting to see a return to activity in FY22 (July 2021 through June 2022). Given national and state plans for COVID vaccination, we anticipate the ramp-up of education and training throughout the summer of 2021, with a return to hybrid and/or fully face-to-face education and training sometime in the fall of 2021.

To meet the variety of needs of individuals and to have the appropriate training/support capacity, the **Work Ready 22** partnership will offer a pathway approach that builds on the existing model. Continuing programs include:

- HiSet and GED instruction to facilitate the earning of a High School Credential, led by the Ahead of the Game program of the Springfield Public Schools.
- Post-secondary instruction focused on digital literacy skills, career exploration, and job/career readiness, led by the Hampden Prep program of Springfield Technical Community College.
- Occupational Skills Training in hospitality or other priority areas identified by MGM (Springfield), led by Holyoke Community College.
- Collaboration funding through the support of an Assistant Project Coordinator for the partnership.

Enhancements to the program will include:

- Enhancing the program with career advising, career assessments, pathway mapping and coaching.
- Adding a "Survey of Hospitality Careers" course in collaboration with MGM and the Greater Springfield Convention and Visitors Bureau.
- Increasing digital literacy training, including ensuring that participants have access to Chromebooks, Hot Spots/internet access, and instruction on how to access hybrid/online learning.

Cathy Judd-Stein, Massachusetts Gaming Chair
Massachusetts Gaming Commission
January 25, 2021
Page 2

- Adding Guest Service Gold Customer Service and other American Educational Hotel and Lodging Educational Institute credentials and/or college credit Customer Service training

Together, we can make certain that Hampden County residents have access to the exciting opportunities of a career at MGM Springfield and other area businesses.

Sincerely,

A handwritten signature in cursive script that reads "Christina Royal".

Christina Royal, Ph.D.
President

January 26, 2021

Cathy Judd-Stein, Massachusetts Gaming Chair
Massachusetts Gaming Commission
101 Federal Street
12th Floor
Boston, MA 02110

Re: Massachusetts Gaming Commission Community Mitigation Fund Application

Dear Ms. Judd-Stein:

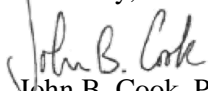
Springfield Technical Community College (STCC) is pleased to submit a letter in support of this application to the Massachusetts Gaming Commission for funding to continue the **Work Ready** partnership. As the only public higher education option in Springfield, STCC is committed to raising the city's 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. Over the last five years, more than 100 STCC students completed the HiSET, more than any other program in the state. This proposed funding will enable STCC to expand the Commonwealth's most successful adult basic education program. Springfield residents will be highly prepared for customer service, hospitality, and gaming positions at the MGM Springfield resort casino. Furthermore, these skills will open doors to gainful employment in other local industries.

To meet the variety of needs of individuals and to have the appropriate training/support capacity, the **Work Ready 22** partnership will offer a pathway approach that builds on the existing model. As part of the partnership, STCC will continue to offer instruction focused on digital literacy skills, career exploration, and job/career readiness, led by our Hampden Prep program. STCC will also continue to work with the Assistant Project Coordinator (supported through Collaboration funding) and consortium lead Holyoke Community College, as well as ensure a pathway of services from the Springfield Public Schools "Ahead of the Game" program.

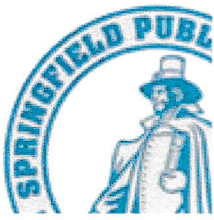
Together, we can make certain that Hampden County residents have access to the job readiness and occupational skill training resources that can prepare them for a career at MGM Springfield or other area business.

Sincerely,



John B. Cook, Ph.D.

President, Springfield Technical Community College (STCC)



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 27, 2021

Cathy Judd- Stein
Chair
Massachusetts Gaming Commission
101 Federal Street, 12th Floor,
Boston, MA 02110.

Dear Ms. Judd-Stein,

On behalf of the Springfield Public Schools (SPS), I am writing to express my support of the joint 2021 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 four 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 several years creating certification programs specific to casino related positions. Now more than ever 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 2021 Community Mitigation Fund, Workforce Development 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



January 26, 2021

Cathy Judd-Stein, Massachusetts Gaming Chair
Massachusetts Gaming Commission
101 Federal Street
12th Floor
Boston, MA 02110

Dear Ms. Judd-Stein:

MassHire Hampden County Workforce Board strongly supports the regional application led by Holyoke Community College to the Workforce Development Program of the Massachusetts Gaming Commission, including the request for additional funding for Collaboration.

Work Ready is the continuation of a regional collaboration designed to scale up the size of the region's workforce through high school equivalency preparation and job-specific skills training. We understand that for 2021-2022 programming, the collaborative will intensify its efforts to recruit more participants, increase training in digital literacy, and meet specific workforce needs of MGM Springfield.

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.

We support the plan in the application to allocate some Community Mitigation Fund resources to marketing, community outreach and creative recruitment strategies. We agree with the collaborative that all training should be free for the job seeker and the incumbent worker seeking advancement. Free occupational-based classes will stimulate more interest in various jobs (addressing these occupational shortages) 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,

David M. Cruise
President & CEO

Attachment: Collaboration Fund Request
Job Description
Assistant Project Coordinator – MGC Community Mitigation Fund Collaboration Grant

Non-Benefited, Non-Credit position

Proposed Hours (2020-2021): 15hours/week for 35 paid weeks

Current Funding: Grant funded through June 30, 2020 (Community Mitigation Fund)

Holyoke Community College, in partnership with Springfield Technical Community College and Springfield Public Schools, have received a grant from the Massachusetts Gaming Commission Community Mitigation Fund to increase Collaboration on the Work Ready 2021 adult education/workforce development initiative. Work Ready 2021 provides 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 the needs of MGM Springfield

The Assistant Project Coordinator will report to the HCC Assistant Vice President for Adult Education and Workforce Development, and work closely with program staff, and project partners Springfield Public Schools and Springfield Technical Community College to coordinate recruitment and cross-referrals, track and document outcomes (employment, progress from Ahead of the Game and Hampden Prep to training programs, including but not limited to Culinary/Hospitality and Gaming), HiSET completion, industry certifications, etc. The Coordinator will analyze data and make recommendations to partners for continuous program improvement.

Duties:

1. Works effectively as part of a team involving multiple agencies.
2. Works with partners to analyze performance data, set milestones and goals for continuous improvement, and measure success.
3. Assists partners with planning and executing virtual, hybrid, and /or face-to-face recruitment strategies, tracks participation and yield.
4. Works with the MassHire Career Centers, Springfield Works, and other community partners on referrals into the program.
5. Works with partners to develop effective strategies for cross-referrals and developing and tracking success metrics to document participant advancement along career and educational pathways. Such measures may include program enrollment and completion, HiSET/GED attainment, industry credentials, documented skill gain, enrollment in training or education, employment, advancement in career, etc.
6. Communicates in a timely and effective way with program partners regarding program logistics, by email, telephone, or text.
7. Maintains program data (participation, attendance, completion, placement, referrals to support services, etc.) and reports to Assistant Vice President in a timely manner.
8. Schedules and convenes quarterly partnership meetings to review progress toward benchmarks identified by partners, records and distributes minutes.

9. Works with partners to create and review a monthly outcomes report.
10. Prepares drafts of partnership Quarterly Reports to the Massachusetts Gaming Commission, for review by the AVP and partners.

Qualifications

REQUIRED:

- Bachelor's Degree
- Documented experience in project coordination and assessment
- Demonstrated excellent oral and written communication skills and excellent organizational and time management skills
- Experience working with culturally diverse groups.

PREFERRED:

- Master's Degree
- Prior experience in or understanding of Hampden County workforce development system
- Prior demonstrable experience in outcomes-based education and or training
- Bi-lingual, bi-cultural skills.

Memorandum of Understanding

by & between

Springfield Public Schools and Holyoke Community College

This Memorandum of Understanding (MOU) is between Holyoke Community College (HCC) and Springfield Public Schools (SPS) for administration of the 2018 Community Mitigation Fund Workforce Development Grant (Grant). HCC is serving as the Contract Manager for this grant; therefore, required accounting, grant reporting, and related administration will be facilitated through HCC for all three collaborating organizations.

I. BACKGROUND

On June 7, 2018, The Massachusetts Gaming Commission (MGC) awarded “HCC workforce development funds in the amount of Three Hundred Thousand Dollars (\$300,000) for a Work Ready collaborative curriculum to help elevate the skillsets of unemployed and underemployed.” The award included funding for the following programs:

Gaming School Scholarship Funds	\$60,000 – administered by MCCTI / TWO
HCC / STCC Line Cook Training	\$57,306 – administered by HCC / TWO
Year 2 Ahead of the Game	\$100,000 – administered by SPS
Year 2 STCC / HCC Hampden Prep	\$82,693 – administered by STCC

II. SCOPE OF SERVICES

SPS will continue to coordinate the Ahead of the Game Program. The program is “designed for adult students to develop transferable academic, technical and employability skills resulting in an increase of employable residents in the region.” The details are included in Appendix A.

303 Homestead Avenue
Holyoke, MA 01040
413.538.7000

III. RESPONSIBILITIES

SPS responsibilities:

1. Administer the Ahead of the Game Program as outlined in the Grant and approved by the MGC.
2. Maintain accurate and timely program related data to be submitted to MGC, through HCC as the Contract Administrator.
3. Submit process reports to HCC in the format and schedule as required by the conditions of the Grant award.
4. Provide ad hoc information when requested by MGC.
5. Submit detailed invoices that reconcile to the approved Grant budget.
6. Provide HCC updates for any changes sought to the program as outlined in the Grant Application.

HCC responsibilities:

1. Comply with reporting requirements as outlined in the Grant approval.
2. Reimburse SPS based on invoices submitted.
3. Communicate ad hoc requests and reporting requirement in a timely manner.

IV. SUBCONTRACTOR OUTCOMES

1. See Appendix A

V. CONDITIONS OF COMPENSATION

SPS will be reimbursed a maximum of \$100,000 as outlined in the grant application and summarized in Appendix A "Overview of Ahead of the Game Budget and Goals". Invoice should include budget level detail and should be sent to HCC, ATTN: Accounts Payable, 303 Homestead Avenue, Holyoke MA 01040, and emailed to mcabral@twoworks.org (Michele Cabral) as Contract Manager.

Payment to SPS is contingent upon HCC receiving funds and any necessary approvals from MGC.

VI. PROCEDURES FOR RESOLVING DISPUTES

In the event of a dispute, difference of interpretation, or appeal of a decision regarding the terms and/or conditions of this agreement, settlement shall be sought in informal discussion with lead personnel from SPS and HCC.

303 Homestead Avenue
Holyoke, MA 01040
413.538.7000

VII. MOU AMENDMENTS

This Memorandum of Understanding might be amended on the initiative of either party by submitting a proposed amendment in writing to the other party. Agreement to the proposed amendment will also be done in writing with the notice of both parties. Said agreement will not be unreasonably be withheld.

VIII. TERMS OF AGREEMENT

It is understood that neither party to this Agreement is the agent of the other and neither is liable for wrongful acts or negligence of the other. Each party shall be responsible for its negligent acts or omissions and those of its officers, employees, agents or students (if applicable), howsoever caused, to the extent allowed by Massachusetts General Law. This document encompasses the entire agreement of the parties in regard to the 2018 MGC Community Mitigation Fund.

In witness whereof, the parties hereto have executed this agreement:

Springfield Public Schools
Lydia E. Martinez-Alvarez
Assistant Superintendent

Date

Holyoke Community College
Marcia Mitchell
Comptroller

Date