

**Request for Proposals for New FY19 – TRAIN Grant Projects**



MASSACHUSETTS  
Department of  
Higher Education

**COVER PAGE**

Applicant Information			
<b>Lead Applicant (Campus):</b> <b>Holyoke Community College</b> <b>Name of Project/Project Title:</b> TRAIN Pioneer Valley Consortium  <b>Program Partners (list all):</b> <b>Springfield Technical Community College; Greenfield Community College; MassHire Hampden County and Franklin Hampshire Workforce Boards; MassHire Career Centers of Holyoke, Springfield, and Franklin Hampshire Counties, Employers: University of Massachusetts Auxiliary Dining Services, Bete-Fogg Nozzle, Peerless Manufacturing.</b>		<b>Grant Focus (check):</b> <input checked="" type="checkbox"/> Long-term unemployed, underemployed and new entrant adult workers  <b>Type of Grant (check):</b> <input checked="" type="checkbox"/> Workforce Development	
<b>Grant Administrator:</b>  <b>Name:</b> <u>Kermit Dunkelberg</u> <b>Title:</b> <u>Asst. VP of ABE and Workforce Development</u> <b>Telephone:</b> <u>(413) 552-2506</u> <b>E-mail:</b> <u>kdunkelberg@hcc.edu</u>		<b>Institution:</b>  <u>Holyoke Community College</u> <b>Mailing Address:</b> <u>303 Homestead Avenue</u> <u>Holyoke, MA 01040</u>	
Program Information			
<b>Total Number of Students Served Upon Implementation:</b>	60	<b>Target Population:</b>	Un- and underemployed adults and new entrants lacking Essential Skills and Career Awareness
<b>Brief Summary of Project Outcomes:</b> 60 enrolled in Essential Skills/Job Readiness, 48 completers; 32 enrolled in occupational training (Mfg, Hosp); 15 enrolled in Work Experience opportunity; at least 29 placed in fulltime employment within 6 months of grant period.			
Budget			
<b>Total Funds Requested:</b>	<b>Total Matching Funds (XX%):</b>	<b>Total Project Cost</b>	
\$250,000	(Not Required)	: \$250,000 plus in-kind	
<b>Authorizing/Fiscal Agent:</b>  <b>Name:</b> <u>Christina Royal</u> <b>Title:</b> <u>President</u> <b>Phone:</b> <u>413-552-2700</u> <b>Email:</b> <u>croyal@hcc.edu</u>		<b>For DHE Office Use:</b>	

I certify that the information reported herein is accurate and complete.

Authorized Agent Signature:  Date: 9/21/18

## **A. Project Abstract**

**Lead Applicant:** Holyoke Community College; **Contact Person:** Kermit Dunkelberg; **Title:** Assistant Vice President for Adult Education and Workforce Development; **Tel. Number:** 413-552-2506; **Email Address:** kdunkelberg@hcc.edu **Names and Roles of Partners:** **Community Colleges:** Greenfield Community College, Springfield Technical Community College; **OSCC's:** MassHire Franklin Hampshire, Holyoke, and Springfield; **Workforce Boards:** MassHire Hampden County and Franklin Hampshire; **Employers:** UMass Amherst Auxiliary Dining Services, Log Cabin, BETE Fog Nozzle, Peerless Precision Manufacturing **Project Summary:** **Projected Number of Participants:** Enrolled = 60; Retained, completed and interviewed for job, registered or enrolled in a training program, apprenticeship, internship, and/or work experience - 48 (80%); 1 cohort (12) Culinary & Hospitality and 1 cohort (20) Manufacturing training. **Academic & Work Place Readiness Training Description:** 4, 60-hour cross-sector Essential Skills/Job Readiness trainings (16 hours-Academic Skills, 24 hours-Essential Skills, 20 hours-Career Exploration) will branch into existing and grant-funded training opportunities and internship, apprenticeship, or work experience opportunities, with an emphasis on Manufacturing and Hospitality. Standard education and workforce assessment instruments will be used to determine gaps to be addressed (Career Ready 101 or TABE). **Internship, Apprenticeship, or Other Experiential Learning:** Culinary/Hospitality: Up to 12 internships through Work Experience Agreements with UMass Auxiliary Dining Services and other employers. Manufacturing: Up to 10 internships through Work Experience Agreements. **Target Outcomes:** Academic and workplace readiness training: 51 participants in 60-hour (3-wk) Job Readiness/Career Exploration/Basic Skills trainings in Franklin/Hampshire and Hampden Counties. At least 41 (80%) complete program and then either interview for a job or register for a training program (TRAIN)/enter internship, or enter employment within 6 months after TRAIN. At least 12 (3 unduplicated) will participate in grant-funded 120 hour (6-week) Culinary-Hospitality training at the HCC MGM Culinary Arts Institute. At least 20 (6 unduplicated) will participate in grant-funded Manufacturing training programs (STCC). **Project Timeline:** Nov-Jan = recruitment; Feb-June = training; July-Sept = data tracking and evaluation. **Key Project Personnel:** **HCC:** Kermit Dunkelberg, Asst. VP for Adult Education and Workforce Development – over 25 years in Adult Ed. and Workforce Development leading high-outcome programs; **GCC:** Alyce Stiles, Dean of Workforce Development & Community Education - over five years workforce development leadership and over twelve years in the manufacturing industry; **STCC:** Gerardo Zayas, Assistant Vice President for the Workforce Development Center- Acting VP for Academic Affairs at STCC (2017-2018) and is the founder of the New England Center for Professional Development. **Proposed Matching Funds:** The project leverages and braids significant resources. **Grant Request:** \$250,000

## **B. Project Narrative**

### **Recruiting**

The **TRAIN Pioneer Valley Consortium** recognizes that many adult workers have not been able to participate in the improved economy of the past several years due to: lack of basic skills, lack of work readiness/"essential" skills, and lack of awareness of career opportunities in high-demand sectors.<sup>1</sup> Our recruitment strategies will target un- and underemployed workers, as well as workers new to the workforce (including adult immigrants) who meet at least one of the following criteria:

1. Extended unemployment, as determined by the Unemployment Insurance (UI) system or otherwise by a partner One Stop Career Center (OSCC) (MassHire Springfield, Holyoke, or Franklin Hampshire);
2. Unemployed, as determined by a partner OSCC;
3. Insufficient basic skills preparation (English literacy, numeracy), based on standard workforce development assessment instruments, such as Career Ready 101, TABE, or other assessment administered by a community college partner (Holyoke, Springfield Technical, and Greenfield Community Colleges), or OSCC;
4. Limited work experience in the United States (immigrants or young adults); and/or
5. Underemployed, as determined by family income (150% of Federal poverty guidelines), or dependence on public benefits (including DTA Cash Assistance, TANF, SNAP, Mass Health, Fuel Assistance, etc.).

Holyoke Community College (HCC), Greenfield Community College (GCC), and Springfield Technical Community College (STCC) have extensive experience working with OSCCs and other partners to recruit low-skilled and un-/underemployed adults, through previous partnerships on Advanced Call Center, Manufacturing Production Technician, CNC Operator, Home Health Aide, and Medical Assistant trainings (supported through TRAIN, Learn to Earn, Workforce Board funding, and/or GPSTEM). The colleges have developed recruitment networks including community based organizations (CBOs), Adult Education programs, and OSCCs, to reach the target population of the TRAIN program. Strategies include regular information sessions at OSCCs and CBOs, tabling at community events, website advertising, flyers, and on-line forums (Craigslist) and social media (Facebook). We recognize that for every 20 participants, we will need to screen and pre-assess at least 60 individuals. We utilize a variety of screening tools and interview strategies to balance objective and subjective indicators of readiness, to screen *in* motivated

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<sup>1</sup> *As of July 2018, Hampden County had the highest unemployment rate of any county in MA (5.9%), with Franklin at 3.4% and Hampshire at the state-wide average of 3.9% (<https://data.bls.gov/map/MapToolServlet>).*

candidates while not screening *out* candidates whose barriers can be overcome with program support. Minimum basic skills levels according to assessments (for instance, CR 101 Level 3 or GLE 8 TABE in Reading and Math) will be established by the colleges, referring disqualified candidates to CR 101 or community-based programs for skills remediation. Bennett Mechanical Comprehension Test for Manufacturing and CORI/SORI background checks will be utilized contextually for career planning and placement in the target industries, rather than as a disqualifier. In short, we will 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, as identified by the Pioneer Valley Labor Market Regional Blueprint.

### **Academic, Work Place Readiness and Industry Skills Training**

The ***TRAIN Pioneer Valley Consortium*** proposal addresses *“the top 3 challenges facing the region’s business and industry over the next five years”* as identified in the Pioneer Valley Labor Market Blueprint:

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.”*

These challenges were also reflected in a survey of Pioneer Valley employers conducted by GCC, modeled after a national study conducted by Hart Research Associates on behalf of the Association of American Colleges & Universities (AAC&U). At least four out of five employer respondents said they want new hires to have:

1. The ability to effectively communicate orally;
2. Ethical judgment and decision-making;
3. The ability to work effectively with others in teams;
4. The ability to apply knowledge and skills to real-world settings; and,
5. Critical thinking and analytical reasoning skills.

Advanced Manufacturing is identified in the Blueprint as one of the top three industries most important to the region’s success (8). In addition, findings from the June 2018 Workforce Development and Technology Adoption Report show that *“the demand for production employees in Manufacturing will exceed 1,400 during the three-year period while the number of graduates from our traditional programs will remain constant at 302”* (Mass Hire Hampden County). The Blueprint also identifies Accommodation

and Food Services as experiencing a 7% job growth from 2011 to 2017. Cooks, restaurant managers, and servers top the list of “Top 10 Jobs Across Top 5 Industries in Hampden County,” as identified in the Regional Employment Board HC’s Local Plan Package, with Food Service Worker and Line Cook at #7 and #8 (72). The opening of MGM Springfield, with their impressive commitment to hiring a diverse and local workforce (90% from the region) presents a unique opportunity for individuals to enter a thriving industry with opportunity for rapid advancement.

HCC, GCC, and STCC will offer four 60-hour Essential Skills/Job Readiness **Pre-Training** sessions (one in Franklin-Hampshire County and three in Hampden County). Each session will include 18 hours of Basic Skills, 26 hours of Essential Skills/Job Readiness, and 16 hours of Career Awareness for 51 students (see **Appendix A, Table 1**). This hands-on, classroom-based program will provide exposure to career pathway opportunities in high-growth sectors, connect participants to support services, build basic academic and essential skills, and provide experiential learning opportunities in the two target sectors of Manufacturing and Hospitality. The training meets the deficit most frequently cited by regional employers: lack of job readiness skills.

This proposed training aligns with MassHire Hampden County’s WIOA Umbrella Partnership Workplace Readiness Subcommittee’s goals as defined in MHHCB’s regional Umbrella MOU:

1. *Establish common indicators of workplace readiness across industry sectors;*
2. *Expand utilization of existing and new assessment tools to better match worker skill sets to viable career plans; and,*
3. *Expand utilization of existing and new curricula to improve workplace readiness skills in job seekers.*

The **Pre-Training** program will branch into **existing and TRAIN-funded skills training programs** in **Manufacturing** and **Culinary/Hospitality**: TRAIN-funded programs include:

- 120-hour, four-week Culinary-Hospitality Training at the HCC MGM Culinary Arts Institute (12 students, at least 3 unduplicated)
- 44-hour Manufacturing Training at STCC (20 students, at least 3 unduplicated).

The HCC Culinary/Hospitality Training will provide hands-on contextual instruction related to front-of-house and back-of-house restaurant and hotel occupations (Food Server, Cook, Prep Cook, Front Desk Receptionist, etc.). See **Appendix A**. The training will include industry certifications in ServSafe, TIPS, and OSHA-10, as well as job shadowing and internship (work experience) opportunities, and/or job placement. The STCC Manufacturing training will include 20 hours of Intro to Manufacturing, 10 hours of Metrology, and 14 hours of Metrology Lab (the two Lab sections, 10 each, will take place in STCC’s

Mechanical Engineering Technology Center, during Spring Break. Existing training opportunities in the industry sectors are presented in **Appendix D**, such as manufacturing training at GCC.

### **Wrap-around Support Services**

Building on our successful collaboration on previous Workforce Board-, TRAIN-, and Commonwealth Corporation-funded training initiatives in Manufacturing, Healthcare, and Culinary-Hospitality, the colleges will work with partners to provide a comprehensive suite of support services - grant-funded as well as leveraged. We have incorporated orientation to OSCCs, DTA, Wayfinders, and the colleges into the Pre-Training curriculum, as well as modules on Housing, Financial Literacy, and Managing Cliff Effects. Individual Advisors/Case Managers will work with each participant to connect them to support services throughout the program, from intake to placement. We will leverage the expertise of OSCCs as trainers for job search and job readiness (**Appendix A**).

TRAIN funds will support Advisor/Case Managers to provide the “wrap-around” services of recruitment, assessment, enrollment, advising, and post-training job coaching and placement. Having the same program staff work with participants through the continuum of the project allows for a close relationship to develop. This in turn allows for participant issues (academic and/or personal) to be identified and addressed in a timely manner. This “Recruitment-Case Management-Placement” continuum has proven effective in previous programs. The partnership has budgeted for support for transportation, childcare, and ESOL tutoring (see **Budget Narrative**). *If allowable, STCC and HCC also propose providing lunch for program participants during the Pre-training and industry training sessions.* Industry exam fees for participants enrolled in training programs will be covered. In-kind supports include: HCC and STCC’s THRIVE Centers for Financial Literacy support; HCC’s WellConnect program (24/7 mental health counseling, legal assistance, budget, debt and financial counseling, new parent coaching, and other support); the Colleges’ Offices for Student with Disabilities, and college and community-based ESOL programs.

### **Internships, Apprenticeships, and Experiential Learning**

In order to reflect the diversity of skill levels and prior work experience of participants, the **TRAIN Pioneer Valley Consortium** will utilize a range of strategies to provide participants with work experiences and experiential learning opportunities to reinforce the program’s workforce readiness and skills training programs. All participants in the Essential Skills/Job Readiness Pre-Training curriculum will have a two-hour experiential learning opportunity in each of the target sectors (Manufacturing and Hospitality) in order to raise awareness of career opportunities, and allow adult learners the important opportunity of discovering aptitude and affinity through hands-on experience. Participants going on to occupational

training in Manufacturing or Hospitality will be engaged in experiential, contextualized learning leading to employment, or the possibility of participation in an internship or apprenticeship program. These opportunities allow adult workers to discover their niche in the labor market, and secure their footing on a career ladder. As they advance in their careers, they may pursue additional, credit-bearing study through one of the colleges. Employers benefit by having a chance to work on a trial basis with newly trained and highly motivated workers.

Trainees in HCC's Culinary-Hospitality program will have an opportunity to begin employment through Work Experience Agreements with the University of Massachusetts Auxiliary Dining Services, Log Cabin, or other employers. Trainees in STCC's Manufacturing program will have an opportunity to begin employment through Work Experience Agreements with Peerless Manufacturing and other employers. Under the Agreements, employers will offer a work experience to the newly placed hires, and receive up to \$600 per participant (on average) in reimbursed salary and fringe for the initial period of employment (ca. 2-4 weeks), since the Colleges cannot directly pay stipends to students. UMass Auxiliary Dining Services has hired numerous graduates of HCC's non-credit culinary training programs. They offer fulltime employment with benefits, and flexible schedules, including parent-friendly hours. *A recent graduate of HCC's DESE-funded ESOL-Culinary program went from being homeless to a fulltime job with benefits, and a schedule created to accommodate his fulltime academic schedule as he returned to higher education and pursues his educational goals.* Employers will be provided with a simple evaluative tool to give feedback on employee performance. The Log Cabin Group/Delaney House has been a mainstay of HCC/TWO's Hospitality Roundtable, as well acting as an industry leader in regional planning for the impact of the opening of MGM Springfield. They participated in HCC's DHE-funded Rapid Response culinary training for incumbent workers 2014-2016. Employers will be provided with a simple evaluative tool to give feedback on employee performance.

GCC's Internship Coordinator, Bob Barba, will provide TRAIN participants of the Readiness Training with information about internship opportunities through GCC (<http://www.gcc.mass.edu/internships/>). Franklin-Hampshire participants will likely participate in post-training programs within and after the TRAIN grant period (Foundational Manufacturing). GCC will report any completion and obtainment of industry credentials awarded. Other connections to apprenticeships post-TRAIN include alignment with MassHire Hampden County Workforce Board's statewide Registered Apprenticeship initiative. MHHCWB is developing apprenticeship models in both Manufacturing and Culinary. However, this activity will likely fall outside the timeline of the grant, as an individual must first be hired by a participating

company before being eligible for a Registered Apprenticeship. We will track this activity in the period between the close of training activity on June 30, 2019 and the Final Report on September 28, 2019.

**Program Measures and Outcomes**

<b>Measure</b>	<b>Outcome as Number</b>	<b>Outcome as percentage</b>
<b>Number who will begin the program</b>	60	
<b>Number of program completers</b>	48	80% of enrolled
<b>Number enrolling in occupational training</b>	32 (12 HCC, 20 STCC) (at least 6 unduplicated)	
<b>Number completing occupational training</b>	26	80% of occupational training enrolled
<b>Number receiving industry credential</b>	26	80% of occupational training enrolled
<b>Number placed in experiential learning opportunities</b>	15 (budgeted for up to 22)	60% of completers of occupational training
<b>Number of businesses providing experiential learning opportunities to participants</b>	2-5	
<b>Number receiving fulltime employment by 6 months after training program</b>	29	60% of completers of all training
<b>Cost per participant</b>	<b>\$4,167</b>	<b>(\$250,000/60)</b>

**Evaluation & Reporting**

As the Lead Agency, HCC will subcontract with two MassHire Workforce Boards – Hampden County and Franklin Hampshire County - to provide external evaluation of the project. The Workforce Boards will collaborate to regularly monitor all phases of the program, and produce a Final Report, due to the Lead Agency by September 14, 2019, and to the Massachusetts Department of Higher Education by September 28, 2019. The Final Report will include:

1. Narrative of project implementation - successes as well as unanticipated challenges and how the partnership addressed those challenges.
2. Evaluation report of the program/project’s effectiveness and quantifiable outcomes, including best practices and highlights.
3. Partner involvement and activities executed

As Lead Agency, HCC will provide a final Expense Report.

**TRAIN Grant - State  
Budget Worksheet**

<b>Expense</b>	<b>Requested Funds</b>	<b>Matching Funds</b>	<b>Total Requested &amp; Matching Funds</b>	<b>Budget Narrative</b>
<b>Salaries</b>	<b>49,204</b>	<b>0</b>	<b>\$49,204</b>	
Administrative	20,720		\$20,720	Robert Griffin, Project Coordinator (18.5 hrs/wk x \$35 x 32 wks)
Support Staff			\$0	In-Kind
Instructional/Professional	28,484		\$28,484	Sheila Kelly, Recruiter/Case Mgr/Job Placement Assistant (18.5 hrs/wk x 32 wks = \$16,748; Pre-Training Basic Skills Instructors (18 hrs teaching, 9 hrs prep = 27 hrs/cohort x 3 cohorts, 81 hrs x \$28.29 = \$2,291;; Hosp Basic Skills Instructor (16 hours teaching, 8 prep, 8 tutoring = 32 hrs x \$28.29 = \$905; Pre-Training Job Readiness Instructors: \$70/hr x 32 hrs = \$2,240); Occupational Instructors (Hosp), 90 hrs x \$70 = \$6,300
Other (Describe)			\$0	
<b>Payroll Tax*</b>	<b>851</b>		<b>\$851</b>	1.73% of Salaries
<b>Indirect**</b>	<b>22,727</b>		<b>\$22,727</b>	
Travel	545		\$545	Recruitment: \$1,000 miles @ .545/mile
<b>Supplies and Materials</b>	<b>1,500</b>	<b>0</b>	<b>\$1,500</b>	
Curriculum Books	1,140		\$1,140	
Class Supplements	360		\$360	(Culinary Uniforms: \$360 (\$30 x 12)
Other (Describe)			\$0	
<b>Subcontracts</b>	<b>161,039</b>	<b>0</b>	<b>\$161,039</b>	
	57,468			STCC -- Subcontract Budget Narrative in Appendix E
	16,009			GCC -- Subcontractor Budget Narrative in Appendix E
	61,162			MassHire FHCC
	8,400			Gap Childcare Services (HCC Pre-Training and Hosp Training), \$200/wk x 7 weeks x6 participants

**TRAIN Grant - State  
Budget Worksheet**

Expense	Requested Funds	Matching Funds	Total Requested & Matching Funds	Budget Narrative
	5,400			MassHire Holyoke CC -- Job Readiness Trainers, \$150/hr x 12 hrs x 3 cohorts
	5,400			MassHire Springfield CC - Job Readiness Trainers, \$150/hr x 12 hrs x 3 cohorts
				Work Experience Agreements (HCC)
				\$600 per participant x est 6 participants, reimbursement of wages and fringe benefits to employer, UMass Auxiliary Services and other). 12 participants.
	7,200			MassHire Hampden County and MassHire FH Workforce Boards, External Evaluation
<b>Consultants</b>	<b>3,000</b>			<b>\$3,000</b> (\$1500 each)
<b>Tuition and Fees</b>				<b>\$0</b>
<b>Equipment</b>	<b>800</b>	<b>0</b>		<b>\$800</b>
Tablets, Computers	800			Laptop for Recruiter/Case Mgr \$800
Trade Tools				\$0
				Lunch for participants (if allowable)
				\$8,112 (\$13/day x 5 days/wk x 13 wks x 48 students) + Instructional Materials
<b>Food</b>	<b>9,878</b>			<b>\$9,878</b> (Food) for Culinary Classes (\$1,766)
				Student bus passes (\$14 x 24 students - 50%)
<b>Transportation</b>	<b>336</b>			<b>\$336</b> (50%)
<b>Other</b>	<b>120</b>	<b>0</b>		<b>\$120</b>
(Specify)	120			Exam Fees (OSHA-10)
<b>TOTALS:</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$250,000</b>	

\* Any state entity applying for these grants is expected to submit payroll tax costs in alignment with the rates set by the Massachusetts State Comptroller. The FY19 payroll tax rate is 1.73%.

\*\* This program is funded by state appropriation. Indirect costs are allowed up to 10%. If funds are transferred to awardees via a child account in MMARS, applicants should plan to charge overhead expenses to this funding source up to the dollar value that is equivalent to the cost calculated by applying the indirect rate.

TRAIN Grant - State  
Budget Worksheet

Expense	Requested Funds	Matching Funds	Total Requested & Matching Funds	Budget Narrative
Authorizing Signature:			Date:	9/21/18

# APPENDIX A

## Appendix A: Training Schedules and Timelines

**Table 1: Essential Skills/Job Readiness Training Modules**

Module	Hrs	Units
<i>Contextualized Basic Skills (classroom, on campus)</i>	18	Basic Math (6), Intro to Mfg Math (2), Intro to Culinary Math (2), Reading Strategies including Exam Prep (utilize contextual examples from Mfg and Hospitality) (8).
<i>Essential/Job Readiness Skills (including intro to support services) (classroom, on campus or at OSCC)</i>	26	Financial Literacy (2) (THRIVE/FHCC), Housing/Childcare Supports (2), Managing Cliff Effects (2) (FHCC), Communication and Teamwork (2) (TWO), Conflict Resolution (2) (TWO), Customer Service (2) (TWO), Career Center Orientation/Welcome Meeting (2) (OSCCs), Basic Resume (2) (OSCCs), Job Search (2) (OSCCs), Online Job Application (2) (OSCCs), Interview Skills (2) (OSCCs), Mock Interviews (2) (OSCCs)
<i>Career Exploration (classroom, on campus, supplemented by individual advising and career exploration tools (MassCIS)</i>	16	Program Orientation (1), Classroom-based and proctored MassCIS/Career Cruising, etc. (5 + self-guided) (Community Colleges), Mfg Hands-on Career Exploration, (2) (GCC/STCC), Culinary Hands-On Career Exploration (2) (HCC), What Work Do I Want to Do?/Values and Skills (2) (OSCCs), Orientation to Non-Credit Training Opportunities, including WIOA Eligibility (2) (OSCCs/CCs), College Pathways (Admissions, Fin Aid, Transition to College)(2) (CCs)

**Table 2: Example Essential Skills/Job Readiness Pre-Training Schedule**

		Monday	Tuesday	Wednesday	Thursday	Friday
<b>WK 1</b>						
9 am -11 am	<i>Program Orientation/ Support Services (WellConnect, DTA) – 1 hour; Guided Career Exploration (1 hour) CC</i>	<i>Career Center Orientation (at OSCC)</i>	<i>Housing/Childcare Supports (Wayfinders/DTA)</i>	<i>Financial Literacy (THRIVE/FHCC)</i>	<i>Managing Cliff Effects (FHCC)</i>	
11:15 am – 1:15 pm	<i>What Work Do you Want to Do?/Values and Skills (OSCC)</i>	<i>Guided Career Exploration (CC)</i>	<i>Reading</i>	<i>Reading</i>	<i>Basic Resume (OSCC)</i>	
<b>WK 2</b>						
9 am -11 am	<i>Basic Math</i>	<i>Guided Career Exploration (CC)</i>	<i>Basic Math</i>	<i>Communication and Teamwork (staff, supervisors)</i>	<i>Conflict Resolution (cont)</i>	
11:15 am – 1:15 pm	<i>Reading</i>	<i>Job Search (OSCC)</i>	<i>Reading</i>	<i>Conflict Resolution</i>	<i>Customer Service</i>	
<b>WK 3</b>						
9 am -11 am	<i>Basic Math</i>	<i>Culinary Math</i>	<i>Mfg Math</i>	<i>Online Job Application (OSCC)</i>	<i>College Pathways (Admissions, Fin Aid, Transition n to College) (CCs)</i>	
11:15 am – 1:15 pm	<i>Orientation to non-credit and credit training programs and WIOA eligibility (CC and OSCCs)</i>	<i>Hands-On Culinary Career Exploration (HCC)</i>	<i>Hands-On Manufacturing Career Exploration (GCC/STCC)</i>	<i>Interview Skills (OSCC)</i>	<i>Mock Interviews (OSCC) Completion Ceremony</i>	

## APPENDIX B

## Appendix B: Occupation Training Modules and Example Schedules

### TRAIN Pioneer Valley

Culinary-Hospitality Training (120 hours, 4 weeks x 30 hours)

HCC MGM Culinary Arts Institute

April-May 2019

### Modules

Module	Hours
<i>Hospitality (Hotel)</i>	
Fundamentals of Hospitality Operations	4
Customer First Service for Hospitality	8
Communication Skills, Teamwork and Conflict Management for Hospitality	4
<i>Restaurant (All)</i>	
Fundamentals of Restaurant Operations	8
Product Knowledge for Food Preparers and Servers	8
<i>Restaurant (Front of House)</i>	
Etiquette and Proper Service	6
Food Pairing and Sales Techniques	4
TIPS	4
<i>Restaurant: Back of House</i>	
ServSafe	8
Fundamentals of Math for Chefs	4
Knife Skills	16
OSHA-10	10
<b>TOTAL CULINARY/HOSPITALITY</b>	<b>84</b>
Group Advising	14
ServSafe Exam Prep (Reading)	10
Culinary Math	8
<b>TOTAL Foundational Skills</b>	<b>32</b>
<b>TOTAL HOURS</b>	<b>120</b>

## Appendix B: Occupation Training Modules and Example Schedules

### Example Schedule

<b>Week 1</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
8:30-12:30	Fundamentals of Hospitality Operations	Communication, Teamwork and Conflict Resolution for Hospitality	Group Advising (field trip to Hotel)	Fundamentals of Restaurant Operations	Fundamentals of Restaurant Operations
1-3 pm	Customer First Service for Hospitality Industry	Customer First Service for Hospitality Industry	Customer First Service for Hospitality Industry	Customer First Service for Hospitality Industry (Restaurant)	Reading for ServSafe
<b>Week 2</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
8:30-12:30	Product Knowledge for Food Servers and Preparers	Product Knowledge for Food Servers and Preparers	Group Advising: Resume	Fundamentals of Math for Chefs	Fundamentals of Math for Chefs
1-3 pm	Reading for ServSafe	Math for Culinary	Reading for ServSafe	Math for Culinary	Reading for ServSafe
<b>Week 3</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
8:30-12:30	OSHA-10 (5 hrs)	OSHA-10 (5 hrs)	Group Advising: Interview Skills	Knife Skills	Knife Skills
1-3 pm	Group Advising (1 hour)	Group Advising (1 hour)	ServSafe	Reading for ServSafe	ServSafe
<b>Week 4</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
8:30-12:30	Knife Skills	Knife Skills	TIPS	Food Pairing and Sales Technique	Knife Skills
1-3 pm	ServSafe (Exam)	Group Advising: Employer Interviews	Etiquette and Proper Service	Etiquette and Proper Service	Etiquette and Proper Service

## Appendix B: Occupation Training Modules and Example Schedules

### Advanced Manufacturing and Metrology

STCC

February-March 2019

#### Modules

<b>Module</b>	<b>Hours</b>
<b><i>Introduction to Advanced Manufacturing (all classroom instruction)</i></b>	20
Fundamentals of Manufacturing/What is Manufacturing?/Safety	3
Manufacturing in the Pioneer Valley	3
Career Exploration	3
Fundamentals of Manufacturing Math	8
Teamwork and Conflict resolution	3
<b><i>Metrology (classroom instruction)</i></b>	10
Introduction to Metrology	4
Tools of measurement	2
Measurement problems	2
Set up of CMM machines	2
<b><i>Metrology Lab in STCC Advanced Manufacturing Center</i></b>	14
Hands on lab safety and intro to the machinery	1
Set up of CMM machines	2
Measuring on a CMM machine	2
Operating CMM machine and measurement	5
Problem solving and machine operation	4
TOTAL METROLOGY	24
TOTAL MANUFACTURING	20
TOTAL HOURS	48

## APPENDIX C

## Appendix C: Program Timeline

Month	Activity	Region	Participants	Unduplicated Participants (60)	Project Milestones
<b>Nov - Jan</b>	Initial Marketing and Program Recruitment (ongoing after)	All	---	---	
<b>Feb</b>	Essential Skills/Job Readiness	Holyoke	12	12	80% completion (10)
	Essential Skills/Job Readiness	Springfield	12	12	80% completion (10)
<b>March</b>	Essential Skills/Job Readiness	Holyoke	12	12	80% completion (10)
	Mfg Training	Springfield	20	3	80% completion, earn industry credential (8)
<b>April-May</b>	Hospitality/Culinary Training	Holyoke	12	3	80% completion, earn industry credential (3)
	Essential Skills/Job Readiness	Greenfield	15	15	80% completion (120)
<b>June</b>	Internships/Work Experience	Any	16	3	16 enter Internships/Work Experience
<b>July-August (post-program)</b>	Ongoing Evaluation and Data Tracking	All	60	60	
<b>September (post-program)</b>	Enrollment in Credit Training programs	All			Unknown
	Ongoing Evaluation and Data Tracking	All	36	36	60% enter fulltime employment
	<b>Final Report September 28</b>	<b>All</b>			

## APPENDIX D

Appendix D:  
Additional Training and Internship Opportunities that TRAIN Pre-Training Program  
Feeds Into

**Culinary-Hospitality (HCC)**

Program	Credit or Non-Credit	Funder	Location	Dates	Hours, Weeks	Comments
ESOL-Culinary	Non-Credit	DESE (ACLS)	Putnam Voc-Tech, Springfield	July-August	180 hours, 6 weeks	<i>For adult ESOL learners. This could be a good next step for non-native English speakers who complete TRAIN Essential Skills, but need English support for Hospitality training.</i>
Line Cook	Non-Credit	Mass Gaming Commission	HCC MGM Culinary Arts Institute	July-August	120 hours, 4 weeks	Only open to participants who have completed an entry level culinary training (such as TRAIN), or have 2 years professional experience in kitchen.
Culinary Arts Certificate	Credit	Financial Aid, WIOA available	HCC MGM Culinary Arts Institute HCC MGM Culinary Arts Institute	Sept-June	2 semesters	The Culinary Certificate Program prepares students for various types of cooking positions, in the diverse field of foodservice. The Program is accredited by the American Culinary Federation and HCC is the only Massachusetts community college with this certification. The Certificate serves as the first year to HCC's A.S. in Foodservice Management, as well as preparing students to go on to culinary degree-granting institutions such as Johnson & Wales University, the Culinary Institute of America, and New England Culinary Institute.

Appendix D:  
Additional Training and Internship Opportunities that TRAIN Pre-Training Program  
Feeds Into

**Manufacturing (STCC) (Sample programs)**

Program	Credit or Non-Credit	Funder	Location	Dates	Hours, Weeks	Comments
CNC and Metrology Program (with the REB)	Non-Credit		STCC Mechanical Engineering Technology Program	July-August	160 hours	8 weeks, Monday-Thursday, 20 hours per week, 4 days per week, 5 hours per day. OSHA 10 .Classroom based with a heavy emphasis on shop floor and lab practicum. Targeted trainees are 12 dislocated workers (TOP/Section 30 approval required. Upon successful completion, graduates will transition to an On-the Job Training (OJT) assignment. MassHire Springfield will help participants find full-time employment
CNC Certificate	Credit	Financial Aid, WIOA available	STCC MET program	Sept.- June	2 semesters	The CNC Operations certificate is designed to provide students with basic operation and control of modern computer numerical control machinery. The CNC certificate prepares the student for an entry-level position in manufacturing companies in the greater Springfield—Hartford area. Students can enroll in the program either Fall or Spring, however, if the student wishes to complete the certificate in one year, it must be started in the fall.

Appendix D:  
Additional Training and Internship Opportunities that TRAIN Pre-Training Program  
Feeds Into

Program	Credit or Non-Credit	Funder	Location	Dates	Hours, Weeks	Comments
Internships and part-time jobs	Paid	Manufacturing Companies	Various companies	July-June 2020	varied	STCC Workforce Development Center has partnered with local employers to provide interns for employers who may then go on to be employees. Students in the MET program have been able to get paid internships and part-time jobs in manufacturing. These same opportunities are available to people who complete the non-credit Manufacturing programs at STCC as well as those who are working toward earning a certificate.

Appendix D:  
Additional Training and Internship Opportunities that TRAIN Pre-Training Program  
Feeds Into

**Manufacturing (GCC)**

Program	Credit or Non-Credit	Funder	Location	Dates	Hours, Weeks	Comments
Foundational Manufacturing	Non-credit	MassHire funding (WIOA, Trade, EOHEd), Manufacturing Training Fund (private)	GCC Downtown Center, Greenfield	June 2019	80 hrs, 4 weeks	Manufacturing Math, Safety, Blueprint Reading, Metrology, Intro to Lean manufacturing, industry-specific Career Readiness
CNC Operator	Non-credit	MassHire funding (WIOA, Trade, EOHEd), Manufacturing Training Fund (private)	Franklin County Technical School, Turners Falls	Oct-Dec 2019	160 hrs, 8 weeks	Manual Machining, CNC Mill & Lathe, Blueprint Reading, CAD-CAM, CNC Programming with G-Code;
Engineering Technology Certificate	Credit	Financial aid/WIOA eligible, or employer sponsorship	GCC, Greenfield	May-Aug summer, Sept-Dec Fall classes	24-27 credits	Individual classes can be taken for credit or non-credit: Digital Logic & Applications, Robotics Controls, Technical Graphics, Fundamentals of Electricity, Print Reading, Dimensional Metrology, Intro to Material Science: Metal, Technical Math I & II, CNC Programming with G Code
Internships						TRAIN will not fund internships at GCC but GCC's Internship Coordinator, Bob Barba, will provide TRAIN participants of the Readiness Training with information about internship opportunities and how to get involved. <a href="http://www.gcc.mass.edu/internship">http://www.gcc.mass.edu/internship</a>

# APPENDIX E

Total Salaries					Rate	Hours	TOTAL	
	Administrator (Robert Griffin, Project Coordinator, 18.5 hrs/wk x 32 wks)				\$ 35.00	592	\$ 20,720	
	Support Staff (In-kind)						\$ -	
	Recruiter/Case Manager/Job Placement Assistant (Sheila Kelly) (18.5 hrs/wk x 32 weeks)				\$ 28.29	592	\$ 16,748	
	Pre-Training Basic Skills Instructors (Math, English) (18 hours, 9 hours prep* 3 cohorts)				\$ 28.29	81	\$ 2,291	
	Pre-Training Job Readiness Instructors (TWO). 8 hrs per cohort x 4 cohorts				\$ 70.00	32	\$ 2,240	
	Hospitality Training Basic Skills Instructors (\$28.29/hr (16 hours teaching, 8 hours prep, 8 hours available tutoring)				\$ 28.29	32	\$ 905	
	Hospitality Training Occupational Instructors				\$ 70.00	90	\$ 6,300	
								\$ 49,204
Fringe Benefits								
	FT Fringe (37%)				37.00%	\$ -	\$ -	
	Payroll tax (2.11 %)				1.73%	\$ 49,204	\$ 851	
								\$ 851
Travel					Rate	Miles	TOTAL	
	Recruitment				0.545	1000	\$ 545	
								\$ 545
Total Supplies and Materials								\$ 1,500
	Instructional Materials (books, binders, etc.)				\$ 95.00	12	\$ 1,140	
	Culinary Uniforms				\$ 30.00	12	\$ 360	
Subcontracts					Rate	Students	TOTAL	\$ 161,038
	Subcontract (STCC)							\$ 57,468
	Subcontract (GCC)							\$ 16,009
	Subcontract (MHFHCC)							\$ 61,162
	Childcare Services -- gap funding for participants on wait lists (\$200/week for 7 weeks) (HCC)				1400	6	\$ 8,400	
	Mass Hire Holyoke -- Pre-training job readiness instruction				150	12	3	\$ 5,400
	Mass Hire Springfield -- Pre-training job readiness instruction				150	12	3	\$ 5,400
	Work Experience Agreements (Culinary-Hospitality)				600	12		\$ 7,200
								\$ 3,000
Consultants (Evaluation)								\$ 3,000
	Evaluation							
	Mass Hire Hampden County							\$ 1,500
	Mass Hire Franklin Hampshire							\$ 1,500
Equipment								\$ 800
	Laptop for Recruiter/Case Mgr/Job Placement Assistant							\$ 800
Food								\$ 9,878
	Instructional Materials (food) for Culinary Classes (Lunch for participants, \$13/day x 5 days/week x 13 weeksx 48 students): if allowable				\$ 13.00	624	\$ 8,112	
Transportation					Rate	# Passes/Trips	TOTAL	
	Student Bus Passes				\$ 14.00	24	\$ 336	
								\$ 336
Training					Rate	Hours	TOTAL	
						0	\$ -	
							\$ -	
Tuition and Stipends								
					Rate	Hours	# Students	\$ - \$ -
Other								
	Examination Fees							
	TIPS (included with book)							
	ServSafe (included with book)							
	OSHA-10				\$ 10.00	12	\$ 120	
							\$ -	\$ 120
SUBTOTAL								\$ 227,273
Indirect Costs (10%)								\$ 22,727
					Rate	Subtotal		\$ 22,727
	TOTAL				10.0%	\$ 227,273		\$ 250,000
								\$ -
Plus Private Matching Funds								\$ -
GRAND TOTAL								\$ 250,000

STCC SUBCONTRACT

Total Salaries						Rate	Hours	TOTAL	
	Recruiter/Case Manager/Job Placement Assistant 18.5 hours/week, 32 weeks					\$ 28.29	592	\$ 16,748	
	Supplemental Lab Mfg Instructor (14 x 2 Metrology Lab)					\$ 65.00	28	\$ 1,820	
	Lead Mfg Instructor (24 hrs Intro to Mfg, 10 hrs Metrology, 14 x 2 hrs (28) Metrology Lab)					\$ 75.00	62	\$ 4,650	
									\$ 23,218
Fringe Benefits									
	FT Fringe (37%)					37.0%			
	Payroll tax (1.73 %)					1.73%			
									\$ 402
Travel						Rate	Miles	TOTAL	
	Recruitment (300 miles per cohort)					0.54	600		
									\$ 324
Contractual Services						Rate	Students		
	Work Expreience Agreements (Mfg)					600	10		\$ 6,000
Total Supplies and Materials									
	Curriculum								
	Equipment								
	Other	(Lunch for participants)				13	20	15	\$ 3,900
									\$ -
	Lab Use Fee (\$100/hour)						28	100	\$ 2,800
	Instructional Supplies) Notebooks, etc.						20	100	\$ 2,000
						Per person			
	Childcare, \$200 week for 6 weeks for 8 participants					8	200		\$ 9,600
	Metrology Kit						\$ 20	\$ 100	\$ 2,000
									\$ 20,300
Transportation						Rate	# Passes/Trips		
	Van (Field Trip)					\$ 500.00	1	\$ 500	
	Bus Passes (for 6 weeks, \$45/month/student + \$30 for 2					\$ 75.00	20	\$ 1,500	
									\$ 2,000
Training						Rate	Hours		
Tuition and Stipends						Hours	# Students		
								\$ -	
									\$ -
Other									

<b>Evaluation</b>									
<b>Indirect Costs (10%)</b>							<b>Rate</b>	<b>Subtotal</b>	
							10%	\$ 52,243	\$ 5,224
<b>TOTAL</b>									
									<b>\$ 57,468</b>
<b>Plus Private Matching Funds</b>									
<b>GRAND TOTAL</b>									



FHCC SUBCONTRACT

Contractual Services					Rate	Hours		
<i>FHCC Sub-contract for Coordination, case mgmt selected workshops</i>					<b>\$ 61,162</b>			
<i>Career Services Counselor</i>	<i>Case Management</i>				\$ 35.22	1200	\$ 42,262	
<i>Career Services Director (LL)</i>	<i>Point Person/Program Coordination</i>				\$ 40.93	56	\$ 2,292	
<i>Career Services Director (LL)</i>	<i>Managing Cliff Effects Workshop</i>				\$ 32.50	8	\$ 260	
<i>Workshop Coordinator</i>	<i>Financial Literacy Workshops</i>				\$ 35.00	22.5	\$ 788	
<i>FHCC - Supportive Services for students (child care vouchers,</i>					\$ 500.00	20	\$ 10,000	
FHCC Administration					10%	\$ 55,602	\$ 5,560	
								<b>\$ 61,162</b>

## APPENDIX F

### Letters of Support

1. Springfield Technical Community College, John B. Cook, President
2. Greenfield Community College, Yves Salomon-Fernandez, President
3. MassHire Workforce Board – Hampden County, David Cruise, President & CEO
4. MassHire Workforce Board – Franklin Hampshire Counties, Patricia Crosby, Executive Director
5. MassHire Career Center – Springfield, Kevin Lynn, Executive Director
6. MassHire Career Center – Holyoke, Bud Delphin, Vice President, Programs & Services
7. Franklin Hampshire Employment & Training Consortium, for the MassHire Career Center – Franklin Hampshire, Teri Anderson, Executive Director
8. University of Massachusetts Amherst Auxiliary Dining Services, Cyndee Shiveley, Manager, Human Resources
9. Log Cabin (Holyoke), Peter Rosskothien, President
10. Peerless Precision, Inc. (Westfield), Kristin Carlson, President
11. BETE Fog Nozzle (Greenfield), Thomas R. Fitch, President

September 19, 2018

David Cedrone  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

Dear Mr. Cedrone:

Springfield Technical Community College (STCC) supports the proposal of Holyoke Community College (HCC) as lead agency for the TRAIN Pioneer Valley Consortium application to the Training Resources and Internship Networks (TRAIN) Grant Program. STCC believes the proposed activities present a unique opportunity to work collaboratively across systems.

This collaboration will build on the strong relationships that exist in Western Massachusetts in order to create new models to serve the needs of low-skilled, un- and underemployed adults in attaining essential skills and overcoming educational and technical deficits in entering a career pathway. STCC agrees to participate, as outlined in the proposal narrative, by assisting in the delivery of Essential Skills/Job Readiness training and Advanced Manufacturing training leading to Internship opportunities and employment.

Sincerely,



John B. Cook, Ph.D.  
President



# GREENFIELD

## Community College

Office of the President

September 19, 2018

Mr. David Cedrone  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

Dear Mr. Cedrone:

Greenfield Community College supports the proposal of Holyoke Community College as lead agency for the TRAIN Pioneer Valley Consortium application to the Training Resources and Internship Networks (TRAIN) Grant Program. We believe the proposed activities present a unique opportunity to work collaboratively across systems, and to build on the strong relationships that exist in Western Massachusetts, in order to create new models to serve the needs of low-skilled, un- and underemployed adults in attaining essential skills and overcoming educational and technical deficits in entering a career pathway.

Greenfield Community College agrees to participate, as outlined in the proposal narrative, by participating in the delivery of Essential Skills/Job Readiness training and Advanced Manufacturing training leading to Internship opportunities and employment.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Yves Salomon-Fernandez', with a long horizontal flourish extending to the right.

Yves Salomon-Fernandez, Ph.D.  
President



## HAMPDEN COUNTY WORKFORCE BOARD

September 19, 2018

Mr. David Cedrone  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

Dear Mr. Cedrone:

MassHire Hampden County Workforce Board supports the proposal being submitted by Holyoke Community College as lead agency for the TRAIN Pioneer Valley Consortium application to the Training Resources and Internship Networks (TRAIN) Grant Program. We believe the proposed activities present a unique opportunity to work collaboratively across systems, and to build on the strong relationships that exist in Western Massachusetts, in order to create new models to serve the needs of low-skilled, un- and underemployed adults in attaining essential skills and overcoming educational and technical deficits in entering a career pathway.

MassHire Hampden County Workforce Board agrees to participate, as outlined in the proposal narrative, by collaborating with MassHire Franklin Hampshire Workforce Board on external evaluation of the project. The Workforce Boards will collaborate to regularly monitor all phases of the program, and produce a Final Report, due to Lead Agency September 14, 2019, and to funder September 28, 2019. The Final Report will include:

- Narrative of project implementation - successes as well as unanticipated challenges and how the partnership addressed those challenges.
- Evaluation report of the program/project's effectiveness and quantifiable outcomes, including best practices and highlights.
- Partner involvement and activities executed

MassHire Hampden County Workforce Board strongly supports this proposal and appreciates the opportunity to partner in this exciting initiative.

Sincerely yours,

David M. Cruise  
President & CEO



20 September 2018

Mr. David Cedrone  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

Dear David:

The Franklin Hampshire Regional Employment Board (FHREB) supports the proposal of Holyoke Community College as lead agency for the TRAIN Pioneer Valley Consortium application to the Training Resources and Internship Networks (TRAIN) Grant Program. We believe the proposed activities present a unique opportunity to work collaboratively across systems, and to build on the strong relationships that exist in Western Massachusetts, in order to create new models to serve the needs of low-skilled, un- and underemployed adults in attaining essential skills and overcoming educational and technical deficits in entering a career pathway.

The FHREB agrees to participate, as outlined in the proposal narrative, by collaborating with Mass Hire Hampden County Workforce Board on external evaluation of the project. The Workforce Boards will collaborate to regularly monitor all phases of the program, and produce a Final Report, due to Lead Agency September 14, 2019, and to funder September 28, 2019. The Final Report will include:

- Narrative of project implementation - successes as well as unanticipated challenges and how the partnership addressed those challenges.
- Evaluation report of the program/project's effectiveness and quantifiable outcomes, including best practices and highlights.
- Partner involvement and activities executed.

Thank you for the opportunity to work collaboratively in the Pioneer Valley region on this project. We hope you will give it your strongest consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Patricia H. Crosby". The signature is fluid and cursive, written over a light blue rectangular background.

Patricia H. Crosby, Executive Director



One Federal Street, Building 103-3 • Springfield, MA 01105 • 413.858.2800

September 19, 2018

Mr. David Cedrone  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

Dear Mr. Cedrone:

MassHire Springfield Career Center supports the proposal of Holyoke Community College as lead agency for the TRAIN Pioneer Valley Consortium application to the Training Resources and Internship Networks (TRAIN) Grant Program. We believe the proposed activities present a unique opportunity to work collaboratively across systems, and to build on the strong relationships that exist in Western Massachusetts, in order to create new models to serve the needs of low-skilled, un- and underemployed adults in attaining essential skills and overcoming educational and technical deficits in entering a career pathway.

Mass Hire Springfield agrees to participate, as outlined in the proposal narrative, as a referral/recruitment source, and by participating in the delivery of Essential Skills/Job Readiness training modules.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin E. Lynn", written over a light gray rectangular background.

Kevin E. Lynn  
Executive Director



**MASSHIRE**  
**HOLYOKE CAREER CENTER**

850 High Street • Holyoke, MA 01040 • 413.532.4900

Mr. David Cedrone  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

Dear Mr. Cedrone:

Mass Hire Holyoke Career Center, formerly CareerPoint, supports the proposal of Holyoke Community College as lead agency for the TRAIN Pioneer Valley Consortium application to the Training Resources and Internship Networks (TRAIN) Grant Program. We believe the proposed activities present a unique opportunity to work collaboratively across systems, and to build on the strong relationships that exist in Western Massachusetts, in order to create new models to serve the needs of low-skilled, un- and underemployed adults in attaining essential skills and overcoming educational and technical deficits in entering a career pathway.

Mass Hire Holyoke Career Center agrees to participate, as outlined in the proposal narrative, as a referral/recruitment source, and by participating in the delivery of Essential Skills/Job Readiness training modules.

If you have questions or need additional information, please let me know. Thank you,

Sincerely,

Bud Delphin

Vice President, Programs and Services  
MassHire Holyoke Career Center  
850 High Street  
Holyoke, MA 01040  
Direct Line: 413 -322-7145  
413-532-4900. x 104

Please note our new name – MassHire Holyoke Career Center, formerly CareerPoint, part of the Massachusetts One Stop Career Centers.



## Employment & Training Consortium

A Subsidiary Entity of the City/Town of Greenfield, MA and the City of Northampton, MA

One Arch Place, 2<sup>nd</sup> Floor, Greenfield, MA 01301  
(use 6 Arch Street for GPS mapping)  
413-774-4361/800-457-2603

September 19, 2018

Mr. David Cedrone  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

Dear Mr. Cedrone:

Franklin Hampshire Employment and Training Consortium, as the operator of MassHire Franklin Hampshire Career Center, enthusiastically supports the proposal of Holyoke Community College as lead agency for the TRAIN Pioneer Valley Consortium under the Training Resources and Internship Networks (TRAIN) Grant Program. We believe the proposed activities present a unique opportunity to work collaboratively across systems, and to build on the strong relationships that exist in Western Massachusetts, in order to create new models to serve the needs of low-skilled, un- and underemployed adults in attaining essential skills and overcoming educational and technical barriers to entering a career pathway.

MassHire Franklin Hampshire Career Center agrees to participate, as outlined in the proposal narrative, as a referral/recruitment source, providing Case Management for the Franklin-Hampshire cohort, and by participating in the delivery of Essential Skills/Job Readiness training, including the Managing Cliff Effects training module in all Hampden and Franklin-Hampshire County cohorts.

We look forward to collaborating with our workforce partners on this important project to provide foundational skills to high priority populations while working with employers to fill in-demand jobs in our region.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink that reads "Teri Anderson".

Teri Anderson  
Executive Director



UNIVERSITY OF MASSACHUSETTS  
AMHERST

918 Campus Center  
One Campus Center Way  
Amherst, MA 01003-9243

Auxiliary Services Human Resources  
and Organizational Development

voice: 413.577.8070  
fax: 413.577.1409  
<http://www.aux.umass.edu/humanresources>

September 20, 2018

Mr. David Cedrone  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

Dear Mr. Cedrone:

The University of Massachusetts Auxiliary Dining Services supports the proposal of Holyoke Community College as lead agency for the TRAIN Pioneer Valley Consortium application to the Training Resources and Internship Networks (TRAIN) Grant Program. We believe the proposed activities present a unique opportunity to work collaboratively across systems, and to build on the strong relationships that exist in Western Massachusetts, in order to create new models to serve the needs of low-skilled, un- and underemployed adults in attaining essential skills and overcoming educational and technical deficits in entering a career pathway.

The University of Massachusetts Auxiliary Dining Services agrees to participate, as outlined in the proposal narrative, by offering a Work Experience opportunity for members of the Culinary-Hospitality training program. HCC will reimburse the Employer for the actual wages of each participant plus a billing and documentation fee of 10%. The Employer can be reimbursed for up to \$500 (including wages, payroll taxes, and fees) per individual for the Work Experience, on average, and will provide evaluative feedback on the employee's performance.

Best,

A handwritten signature in black ink, appearing to read "Cyndee Shiveley", with a long horizontal line extending to the right.

Cyndee Shiveley  
Manager, Human Resources



EVENTS • DINING • HOTEL

500 Easthampton Road • Holyoke, MA 01040 • 413.535.5077 • [www.logcabin-delaney.com](http://www.logcabin-delaney.com)

9/20/18

Mr. David Cedrone  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

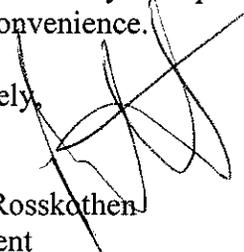
Dear Mr. Cedrone:

The Log Cabin Group supports the proposal of Holyoke Community College as lead agency for the TRAIN Pioneer Valley Consortium application to the Training Resources and Internship Networks (TRAIN) Grant Program. We believe the proposed activities present a unique opportunity to work collaboratively across systems, and to build on the strong relationships that exist in Western Massachusetts, in order to create new models to serve the needs of low-skilled, un- and underemployed adults in attaining essential skills and overcoming educational and technical deficits in entering a career pathway. We are pleased to be part of this innovative and unique partnership of three community colleges, two workforce boards, 3 career centers and many businesses in hospitality and manufacturing. Entry level, job readiness skills, are essential for individuals to get a job and build a career.

The Log Cabin Group agrees to participate, as outlined in the proposal narrative, by offering a Work Experience opportunity for up to six completers of the Culinary-Hospitality training program. HCC will reimburse the Employer for the actual wages of each participant plus a billing and documentation fee of 10%. The Employer can be reimbursed for up to \$500 (including wages, payroll taxes, and fees) per individual for the Work Experience, on average, and will provide evaluative feedback on the employee's performance.

We look forward to this opportunity to hire trained individuals and provide them with a hands-on work experience as their introduction to employment. If you have any questions or if you require any additional information please feel free to contact me at your convenience.

Sincerely,



Peter Rosskoth  
President



## Peerless Precision, Inc.

\*AS9100 Registered \*ISO9001 Registered \*SAM Registered \*ITAR Registered \*Certified Woman Owned Small Business

September 20, 2018

Mr. Gerardo Zayas Jr.  
Vice President of the Workforce Development Center  
Springfield Technical Community College  
1 Armory Square, Suite 1, PO Box 9000  
Springfield, MA 01102

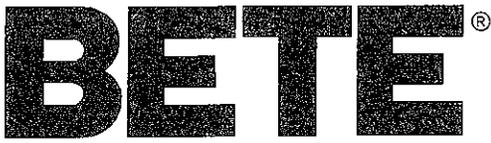
Dear Mr. Zayas:

Peerless Precision, Inc. would be glad to give support to Springfield Technical Community College's (STCC) Manufacturing training as described in the proposal being submitted by Holyoke Community College to the Training Resources and Internships Networks (TRAIN) grant program which will enhance workforce opportunities for the under and unemployed in the Springfield Community. As you know, Peerless Precision, Inc., is looking for well-trained, and teachable employees. We would be happy to give your students a tour of our facility, participate in networking interviews, and possibly offer a short-term internship to one of your students.

Peerless Precision, Inc. and STCC have a long and productive relationship with hiring students from the STCC Mechanical Engineering Technology program or from Workforce Training Center programs. We are enthusiastic about our partnership with STCC and hope that this project will be a success for all concerned.

Sincerely,

Kristin Carlson  
President  
Peerless Precision, Inc.



**BETE FOG NOZZLE, INC.**  
50 GREENFIELD STREET  
GREENFIELD, MA 01301

PHONE: 413 772-0846  
FAX: 413 772-6729  
INTERNATIONAL FAX: 413 772-6345

September 20, 2018

David Cedrone, Associate Commissioner – Workforce Development  
Massachusetts Department of Higher Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

RE: FY19 Training Resources and Internship Networks (TRAIN) Grant Program

Dear Associate Commissioner Cedrone,

I am pleased to write this letter of support for the TRAIN Pioneer Valley Consortium application to the Massachusetts Department of Higher Education to support and expand career technical education and training high-quality career pathway programs that are aligned to our region's demands.

BETE Fog Nozzle, Inc. is a precision industrial spray engineering, design, and manufacturing company located in Greenfield, Massachusetts. Operating since 1950, our spray solutions are found globally and have gone into deep sea, deep space, and everywhere in between. As a locally owned regional employer, we know the value of having a pipeline of ready-to-perform employees who can contribute to our mission right from the start.

BETE Fog Nozzle, Inc. has an ongoing relationship with Greenfield Community College's industry training efforts, particularly through recent grant-funded programs such as the GPSTEM program and the AMP it up! Program from the Mass Development Corporation. We are proud and pleased to give our continued support on behalf of this TRAIN application, through which we will continue providing such efforts as:

- Identifying professional staff who may present their fields and jobs to students;
- Hosting students on site-visits, or job-shadowing;
- Making the college and its students aware of internship opportunities that exist at our company.

We look forward to working with the TRAIN Pioneer Valley Consortium in close collaboration with Greenfield Community College to provide the best educational experience for its students and our potential workforce.

Sincerely,

Thomas R Fitch  
President  
BETE Fog Nozzle, Inc.