

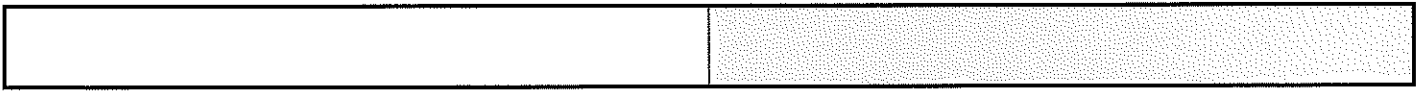
Request for Proposals for New FY19 – TRAIN Grant Projects



MASSACHUSETTS
Department of
Higher Education

COVER PAGE

Applicant Information			
Lead Applicant (Campus): <u>Roxbury Community College</u> Name of Project/Project Title: <u>Hotel Housekeeping Training Program</u> Program Partners (list all): <u>Boston Education, Skills & Training (BEST) Corp.; Boston Career Link; UNITE HERE Local 26 (Boston's Hotel and Food Service Union); Roxbury Center for Financial Empowerment (RCFE); 17 Employer Agreements (Aloft & Element Seaport Hotels; Battery Wharf Hotel; Boston Park Plaza; Colonnade Hotel; Fairmont Copley Plaza; Harvard Club of Boston; Hilton Boston Downtown; Hilton Boston Logan; Hotel Commonwealth; Intercontinental Hotel; Loews Boston Hotel; Nine Zero Hotel; Omni Parker House; Sheraton Boston Hotel; Taj Boston; W Boston; Weston Boston Waterfront)</u>		Grant Focus (check): <input checked="" type="checkbox"/> Long-term unemployed, underemployed and new entrant adult workers Type of Grant (check): <input checked="" type="checkbox"/> Workforce Development	
Grant Administrator: Name: <u>Salvador Pina</u> Title: <u>Executive Director, Center for Workforce Development</u> Telephone: <u>(857) 701-1604</u> E-mail: <u>Spina@rcc.mass.edu</u>		Institution: <u>Roxbury Community College (RCC)</u> Mailing Address: <u>1234 Columbus Avenue</u> <u>Roxbury, MA 02120</u>	
Program Information			
Total Number of Students Served Upon Implementation:	12-15	Target Population:	Long-term unemployed; underemployed
Brief Summary of Project Outcomes: A total of 12-15 individuals will be accepted into the program. RCC anticipates that 75% will be underemployed and 25% will be unemployed. RCC also anticipates an 83% retention rate for participants. A majority of participants will be persons of color: African-American, Hispanic, Haitian, and Asian. Many will reside in low-income communities of Roxbury, Dorchester, Mattapan and Hyde Park. The number of hotel employers offering Apprenticeships to program participants is 17. The cost per participant is \$6,422.			
Budget			
Total Funds Requested: \$108,327.10	Total Matching Funds (0%): \$5,000.00	Total Project Cost: \$113,327.10	
Authorizing/Fiscal Agent: Name: <u>Lorita Williams</u> Title: <u>Vice-President, Institutional Advancement and Community Engagement</u> Phone: <u>(857) 701-1233</u> Email: <u>LWilliams@rcc.mass.edu</u>		For DHE Office Use:	



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

Authorized Agent Signature: Leitz B Williams Date: 9/19/18

Roxbury Community College (RCC)
Hotel Housekeeping Training Program
Project Abstract

Lead Applicant Information

Roxbury Community College (RCC)

Contact Person: Salvador Pina, Executive Director, Center for Workforce Development

Phone: (857) 701-1604

Email: Spina@rcc.mass.edu

Partner Organizations (4)

- Boston Education, Skills & Training (BEST) Corp. -Roxbury Center for Financial Empowerment
- Boston Career Link c/o Morgan Memorial Goodwill Industries
- UNITE HERE Local 26 – Boston’s Hotel and Food Service Union

Summary

The Hospitality Industry is the third largest industry in the United States (Sanon, 2014). Hotel housekeepers constitute the single largest occupational group within the hotel sector, employing 1.3 million workers. The United States Bureau of Labor Statistics indicates that the national annual median earnings of hotel housekeepers (\$9.41 per hour or \$19,570 annually) falls well below the earnings of housekeepers in other industries, such as hospitals (\$23,122). Hotel housekeepers working in major metropolitan areas tend to make a higher wage. In Boston, the average salary for a hotel housekeeper is \$17.98 (or \$37,398 annually) which is 91% above the national wage for this occupation. The growth of Boston’s businesses and a vibrant local tourism industry has contributed to new hotel development, causing a rising demand for housekeeping staff. For September 2018, the daily average number of hotel housekeeping vacancies in Boston approximated 416. The Massachusetts Executive Office of Labor and Workforce Development estimates an increase of 140 hotel housekeeping jobs for the period 2016-2026. However, these figures do not account for new hotels that are currently under development. The Encore Boston Harbor Hotel will be opening in June 2019 and will be hiring 300 housekeepers, and the Omni Boston Hotel at the Seaport is scheduled to open in 2021 and will also be hiring 300 housekeepers. Thus, more than 1,000 jobs are anticipated in the next few years due to new hotels opening and housekeepers retiring.

By working closely with Boston Career Link, a total of 12-15 individuals (75% underemployed; 25% unemployed) will be accepted into the Program. Participants will be trained by the Boston Education, Skills & Training (BEST) Corp., using a curriculum developed with hotel employer partners. BEST has a platform of successful experience helping the working poor--particularly people of color and immigrants--to develop skills and find jobs in Boston’s hospitality industry. BEST works closely and has an excellent relationship with both Local 26 (the hospitality workers’ union) and 35 hotel employer partners. BEST has a program retention rate of 83%, and an 85% job placement rate for program graduates whose wages always increase after placement. In 2016, BEST’s Hotel Housekeeping Program became the nation’s first Department of Labor-registered Housekeeping Pre-Apprenticeship Program.

The training program has two main components. The pre-apprenticeship component which is 150 hours for six weeks that includes internship/job shadowing. After 1,000 hours of employment at hotel employer sites, employees complete their apprenticeship and earn a total of 12 college credits. In addition, participants receive a suite of academic and wrap-around support services for student success: *case management, tutoring/mentoring, computer skills training, student financial support (e.g. grocery purchase cards, emergency clothing, SORI/CORI checks, drug testing, financial literacy, life skills training, job and career advising, job search assistance, and U.S. citizenship preparation.* The program will be evaluated using formative and summative evaluation protocols.

The total amount requested is \$108,327.10.

Roxbury Community College (RCC)
Hotel Housekeeping Training Program
Project Narrative

I. Introduction

Leisure, Hospitality and Tourism (LHT) is a robust growing industry in Massachusetts, outperforming national trends. It is the third largest industry in the Commonwealth, employing 376,000 workers and generates more than \$28 billion in economic output (The Boston Foundation, 2018). Employment in the LHT industry is heavily concentrated in the Greater Boston Area. One key sector of the LHT industry is Hotel Accommodations which is heavily concentrated with people working as hotel housekeepers. The pace of new hotel developments in this region, combined with people retiring and shrinking labor availability, places a great deal of pressure on hotel employers to find and retain their workforce. Adding to this pressure is that more than 1,000 jobs in hotel housekeeping are anticipated in the next few years due to Boston's vibrant tourism industry, new hotels opening and housekeepers retiring.

These labor market conditions, combined with lower educational barriers to entry, do make the hotel housekeeping occupation an area of opportunity for long-term unemployed workers, underemployed workers (based on family sustainable wages or constrained career progression opportunities), and prospective adult workers. The proposed project, *Hotel Housekeeping Training Program*, helps to address challenges that the hotel housekeeping workforce oftentimes faces, such as cost-of-living and limited career mobility. "Bench strengths" of the Program are extensive job training (pre-apprenticeship and apprenticeship), career navigation support, and job matching where program graduates retain employment as hotel housekeepers at higher wages. Notably, both RCC and Boston Career Link have a long-standing history of workforce development training for low-income, underemployed, unemployed individuals and displaced adult workers—the target population. Both have a platform of successful experience working with non-traditional adult learners: those receiving assistance benefits, those returning to school after a long absence or after a career change, those who care for dependent children or parent, and veterans.

II. Outreach and Recruitment

Roxbury Community College (RCC) will take the lead on recruiting 12-15 participants for the Hotel Housekeeping Training Program. RCC will work closely with the Boston Career Link, the One-Stop Career Center (OSCC) operated by Morgan Memorial Goodwill Industries, Inc. Boston Career Link offers access to a broad range of career counseling services, career resources, workshops, job fairs, and special programs to connect job seekers looking to advance or change careers with employers. At any given time, Boston Career Link has an applicant pool of 5,000 job seekers.

Job seekers will learn about the Housekeeping Pre-Apprenticeship Training Program through Aneesa Nichols, RCC's Assessment and Screening Coordinator, who reports directly to the Executive Director of

the Center for Workforce Development (Salvador Pina). Ms. Nichols will conduct onsite information sessions at Boston Career Link and will recruit unemployed and underemployed residents. In addition, marketing and outreach information will be shared with local community-based organizations, specifically, *Asian American Civic Association* (provides job training and employment services); *Boston Chinatown Neighborhood Center* (provides job training for adult immigrant learners to acquire family-sustaining wages); *Career Solutions* (provides the tools, expertise and resources to find a job and build a career); *Career Collaborative, Inc.* (teaches underemployed and unemployed adults with low-income jobs how to build careers); *Dimock Community Health Center's Women in Recovery Program*; *Dudley Street Neighborhood Initiative* (a resident-led, non-profit organizing and planning organization in Roxbury); *La Alianza Hispana, Inc.* (a social service agency founded in 1969 by Roxbury-Dorchester residents to support Boston's Hispanic population); *Notre Dame Education Center-Boston* (a comprehensive adult education center located in South Boston); *(Project HOPE-Boston* (a multi-service agency that empowers families by providing career exploration and job development programs); *Project Place* (provides comprehensive work skills and employment education); *STRIVE Boston* (helps chronically unemployed men and women to find employment); *Women's Health Services at the Whittier Street Community Health Center*; and the *YMCA of Greater Boston* (workforce development programs enable people in poverty to move into thriving self-sufficiency). Upon request, information sessions will be held offsite at these CBOs. Additionally, Boston Career Link will conduct Job Fairs as well as market and host information sessions—specifically for this project.

The Information Sessions will provide an overview of the Housekeeping Pre-Apprenticeship Training Program and its important connection to the hotel industry, eligibility requirements, challenges and benefits of working in a hotel, and a clear explanation of the application process from Information Session to acceptance. Candidates will complete a program application that resembles an application for employment (e.g., applicant's personal information, educational background, skills, and employment history) as well as complete an initial reading and writing assessment. Those who are eligible and interested will proceed to the next step through a series of one-on-one interviews with RCC's Assessment and Screening Coordinator and BEST's Coaching Team. In each interview, the applicant will be asked questions to determine his/her fit for the program. After successfully completing the interview process, the candidate's references will be checked, residency and legal status verified, and the individual drug-tested by BEST Corp. Once selected, participants are mandated to participate in an Orientation Session where they will be given an overview of the program and how to navigate through it successfully. Those who are not accepted into the Housekeeping Pre-Apprenticeship Training Program will meet with RCC's Assessment and Career Coordinator to be referred to appropriate services and/or to another non-credit/credit program at RCC that could best meet their academic-employment needs and interests.

Target Population: A total of 12-15 individuals will be accepted into the program. RCC anticipates that 75% will be underemployed and 25% will be unemployed. RCC also anticipates an 83% retention rate for participants. A majority of participants will be persons of color: African-American, Hispanic, Haitian, and Asian. About two-thirds will not have a high school diploma or GED, requiring remedial support from both BEST and RCC. Many will reside in low-income communities of Roxbury, Dorchester, Mattapan and Hyde Park.

III. Academic, Work Place Readiness and Hospitality Industry Skills Training

The overarching goal of the program is for participants to acquire demonstrably superior skills in hotel housekeeping to help them perform at optimal levels during training (pre-apprenticeship and apprenticeship) and while employed. Achieving this goal will help put the unemployed back to work as quickly as possible while also investing the time and resources to increase the number of skilled hotel housekeeping workers to support the Hospitality industry.

A. Academic and Work Place Readiness

ACT's *WorkKeys*¹ will be utilized both as a computer-based assessment tool to identify an applicant's skill level and "fit" into the hotel housekeeping aspects of the Hospitality Industry as well as a tool to identify skill deficits and requisite skill gap trainings. To assess participant learning gains, each participant will receive pre- and post-assessment tests for both technical knowledge and non-technical skills and behaviors. *WorkKeys* is administered by RCC as part of the Career Readiness Initiative which is sponsored by the Massachusetts Executive Office of Labor and Workforce Development (EOLWD). RCC is the only institution of higher education in Boston that uses this national assessment tool. Participants will receive the ACT National Career Readiness Certificate (NCRC) upon successful completion of the *WorkKeys* Assessment tests in four areas: Graphic Literacy, Reading for Information, Applied Math and Work Readiness. The latter ranks the participant's attributes in areas of work discipline, team work, customer service orientation, and managerial potential.

In order to eliminate barriers, RCC takes appropriate measures to assess each student's ability to participate and benefit through placement testing and advising. The results of the *WorkKeys* tests will be reviewed with the candidate/participant during face-to-face meetings with RCC's Assessment.

B. Hospitality Industry Skills Training

Hotel housekeepers occupy the lowest quality jobs within the hotel sector having a national annual income of \$19,570 (Bureau of Labor Statistics, 2012). It is exacting work that requires employees to speak serviceable English and complete safety courses to comply with Public Health regulations. Many hotel housekeepers are women of color and immigrants. More often than not, housekeepers' socioeconomic

¹ *WorkKeys* is a system of job analysis, assessments and skills gap analysis developed by ACT Inc. (formerly American College Testing) in the early 1990s for workplace skill assessment.

backgrounds, immigration status, lack of English proficiency, language barriers, and limited access to health care services exacerbate their occupational stress and place them at increased risk for a number of psychological and physical health problems (Hsieh, Apostolopoulos, and Sonmez, 2015).

To offset these wage and work-related inequities, since 2004, the Boston Education, Skills & Training (BEST) Corp. has been a successful training intervention for hotel housekeepers. Typically, BEST program participants leave minimum wage jobs securing jobs that pay \$21.43 in the first year with an additional \$9.41 an hour paid into benefits. Ergonomics is covered in BEST’s curriculum given that the workload of hotel housekeepers involves constant repositioning, changing body postures including bending, kneeling, lifting, stooping, squatting, twisting, and pushing, all of which can lead to sprains and back injuries. Anchored in a productive labor-management partnership, the BEST curriculum was developed with hotel employer partners. The components are as follows:

Pre-Apprenticeship: Six week program [150 hours; five days a week; five hours per day]

This component provides participants with hands-on experience in several areas: blood borne pathogens, career coaching, computerization, ergonomics, financial literacy, green initiative, housekeeping skills, safety, and soft skills. The 150 hours for the pre-apprenticeship includes 46.9 hours for internship and job shadowing, and 30 hours for career coaching. Career Coaches will assist students in achieving employment goals, honing employability skills and creating and executing a job search strategy (see Appendix for Job Description).

Work Readiness is incorporated into the program (26.5 hours) that addresses professionalism, specifically, work ethics, work habits, and proper work attire. Participants will gain non-technical or soft skills--ability to work in a team, leadership, communication [verbal and written], problem-solving, and customer service.

The instructional formats are classroom guided instruction, practice in mock settings, mock interviews, and written materials. Table 1 provides a breakdown of the 150 hours for each topic:

Table 1: Hotel Housekeeping Training Pre-Apprenticeship Component (150 hours)	
Topic	In-Class Instruction Hours
Orientation	2.5
<u>Housekeeping Skills in Hotel Room</u> -Entering the guest room -Vocabulary and terminology -Changing the bed (sheets, pillow cases, duvet) -Stocking the cart -Room assignment sheet -Cleaning the bathroom (toilet, tub, mirror, sink, amenities) -Chemical usage and safety -Time management -Dusting, vacuuming, emptying trash	10.0
<u>Computers</u> -Hardware -Internet searches -File management -Software: Microsoft Word, Intro to Excel, Power Point	10.0

-Email (sending and receiving attachments) -MapQuest/Google maps -Online job applications	
<u>Soft Skills</u>	26.5
Hospitality Industry Overview <u>Professionalism</u> -Appearance/body language -Non harassment -Professional language and voicemail -Professional behaviors -Diversity in the workplace <u>Customer Service</u> -Above and beyond service -Conflict resolution <u>Final Projects</u> -Hotel Design -Concierge/giving directions	
<u>Career Coaching</u>	30.0
-Personal qualities - Interview body language -STAR behavioral questions -Phone interviews -Questions to ask in an interview -Mock interviews -Resumes and cover letters	
Ergonomics, safety, and blood borne pathogens	4.0
Green initiatives	.5
Hotel Tour	2.5
Introduction to union membership and union benefits plan	2.5
Financial literacy	2.5
<u>Internship/Job Shadowing</u>	46.9
-Eight days at partner hotels -Preparation and processing upon return (thank you letters; resignation letters)	
Alumni guest speakers	2.5
Class wrap-up and post-assessments	5.0
Graduation preparation and ceremony	5.0
Total	150.4

Apprenticeship and Academic Credits

The Apprenticeship is a paid position at a hotel employer site. After 1,000 hours of employment at hotel employer sites, employees complete their apprenticeship and earn a total of 12 college credits from Bunker Hill Community College. Participants who comply with all requirements of the prior learning assessment portfolio will receive 12 credits in the Hotel/Restaurant Management Option Associates in Science Degree (64 credits) and/or the Hotel and Restaurant Management Certificate. Table 2 below provides a summary of the courses to be articulated and number of credits to be awarded:

Course Number	Title	Number of Credits	BEST Course Title
HRT 121	Principles of Management and Service in Hospitality	3	Principles of Professionalism and Customer Service in Hospitality
HRT 231	Advanced Lodging Operations	3	Housekeeping Practicum
HRT 105	Hospitality Seminar	3	Introduction to the Hospitality Industry Seminar

HRT 210	Hospitality Internship	3	
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The Prior Learning Assessment Coordinator reviews the student’s portfolio to ensure the validity of all documentation submitted by the student. An award letter is sent to the student detailing the status of the credit award.

IV. Ongoing Retention Support Services

A key characteristic of those participating in the program is the high likelihood that they are juggling other life roles while attending the program, including those of spouse, partner, parent, caregiver, and community member. These roles may be assets, but oftentimes they may present multiple challenges in the participant’s allocation of time to study for the training courses that they are taking. Thus, support services for participants is paramount to their completing the program. Described below are the various categories of wraparound support services and how they will promote adult student success in the proposed project.

Case Management (CM) and Support Services Coordination: CM is an integral program component that is considered vital to a participant’s ability to persist and graduate. Many participants will be “non-traditional” in the sense that they have to adjust to a new academic and social environment, while many are returning to school after a long absence or making a career change. As such, each participant will receive personal and career counseling, emotional support, advocacy, and other support services needed during the entire length of the training. The Case Manager will be an excellent sounding board, compassionate listener, and skilled in helping participants with challenging life experiences that may interfere with their pursuit of completing the program and/or personal growth. Confidentiality will be guaranteed within legal and ethical guidelines.

An Individual Action Plan (IAP), determined jointly by the participant and BEST program staff, will be prepared after careful review of each person’s career goals and the challenges they face to reach these goals. Such challenges could be scheduling conflicts, transportation problems, childcare issues, financial, and motivation. Removal of barriers may include assistance with navigating benefits and accessing resources for legal issues, immigration, family concerns, financial planning, etc. Dependent upon the type of need, the participant may be referred to other services within Roxbury Community College and outside community-based organizations. Follow-up will be done by RCC’s Assessment and Career Coordinator to ensure that support needs are being met.

Academic Preparation/Tutoring: The goal is to assess skills early and remediate when necessary. Program participants will have full access to all academic student resources at RCC, namely, the Advising Center, Computer Center, Learning Center, Writing Center and the Online Writing Lab, Math Clinic, Language Lab, Health Services, and Library Services. If deemed eligible, participants can receive services from the College’s Office of Disability Services.

Financial Literacy: All participants will be given the option of enrolling in the Financial Literacy Workshop of the Bridge to Hospitality Programs, offered at the Roxbury Center for Financial Empowerment. Participants will learn how to establish and follow a budget, how to build one's credit and manage debt, and how to request a free credit report, review it for errors, and how to file a dispute if necessary.

Career Advising and Counseling: Each participant will be assigned a Career Coach from BEST who will provide individual career counseling and employment preparation counseling. The Career Coach will also assist in identifying and overcoming barriers to program completion, job placement, and retention. They will maintain an appropriate level of contact based on the participant's needs, goals, and employment status. After participants complete the program, the Career Coaches will assist them in finding employment and perform regular check-ins with participants to determine job retention for placements. Career Coaches will also request a copy of each placed graduate's first pay stub to confirm the hourly wages earned. BEST will also confirm the job status of all program participants using data from the Greater Boston Hospitality Employers (GBHE) Fund, who manages the Local 26 Benefit Plan. BEST will cross-check whether a graduate is still working at a partner hotel.

Subsidies: Support services help address the life circumstances of the participant. Research indicates that female head of household, juggling increased family responsibilities and limited income, need additional supports to train for a job and keep the job. Subsidies for transportation (weekly \$25 MBTA Charlie Card), groceries (weekly \$25 purchase card), and emergencies (clothing and shoes) will be provided by the program. Participants receiving Department of Transitional Assistance (DCF) are eligible for childcare assistance.

Certifications: Program participants will receive certifications in First Aid, CPR and Food Safety. This will be an additional three hours beyond the 150 hours. Participants may also receive the ACT National Career Readiness Certificate through its job readiness program, *WorkKeys*.

Job Placement: BEST has an excellent job placement rate of 85% due to its productive labor-management partnership with Local 26 (the hospitality workers' union) and the 35 local hotel employers (see Appendix for List of Hotel Employers). These 35 employers pay a starting hourly wage as high as \$21.43 to BEST graduates and provide a generous benefits package, which includes career advancement training through BEST.

V. Partners

One of the strengths of the proposed program is the integrated partnership anchored in *shared* career navigation resources and accountability for *shared* goals and outcomes. The partners are:

Boston Education, Skills & Training (BEST) Corp. is the lead partner. The mission of BEST is to provide individuals with education, skills and training to exceed in the Hospitality Industry and in their personal lives. It has been offering the Hotel Housekeeping Program since 2008 with about 424 graduates. In 2016, BEST's Hotel Housekeeping Program became the nation's first Department of Labor-registered Housekeeping Pre-Apprenticeship Program.

Employers (35 hotels) who are part of the Greater Boston Hospitality Employers (GBHE) network hire BEST graduate. These employers are signatories to a collective bargaining agreement with the **UNITE HERE Local 26 Union**. Jobs at these hotels pay well and job expectations are clarified in a labor-management contract. On top of an hourly wage, employers pay an additional cost of approximately 50% of the hourly wage for a comprehensive benefits package that includes ongoing training at BEST for the Local 26 worker and his/her adult dependents.

Since its founding in 1895, Morgan Memorial Goodwill Industries, Inc. has successfully pursued its mission of providing exemplary job training and related services. Goodwill's employment programs provide a broad range of *assessment, case management, work readiness training, skills training, on-the-job training, placement and post-placement job coaching*. Goodwill Industries operates **Boston Career Link**, a one-stop Career Center, that provides a comprehensive array of career development services for area residents, and workforce development services for employers.

The Bridge to Hospitality Career Program of the **Roxbury Center for Financial Empowerment (RCFE)** prepares candidates to enter the rigorous job training of BEST. Participants receive certifications in CPR, Food and Safety, and First Aid.

VI. Program Measures and Outcomes

The integrity of the program is based on the key components operating as a cohesive, efficient mechanism for deploying technical and non-technical knowledge to a diverse group of adult learners. The components are intended to work with each other to yield the following outcomes.

- Number of individuals recruited and enrolled [12-15]
- Number of program completers including certifications acquired [10-12 based on retention rate of 83%]
- Number of program participants placed in apprenticeships [12]
- Number of hotel employers offering apprenticeships to program participants [projected is 17]
- Number of program participants who received full-time employment within six months of completing the program [10-12 based on 85% placement rate]
- Cost per participant is \$6,422 [BEST Corp.]

VII. Evaluation and Reporting

Data management will be taken quite seriously given the need to monitor the progress of each individual participant as well as for evaluation purposes. Data on each participant's record will be maintained electronically and password protected. It is program management's expectation that the Evaluator will be involved during the planning and implementation stages of the grant to track progress in meeting benchmarks,

and to make suggestions to ensure that the grant is implemented with excellence and supported with data integrity.

Both process (formative) and outcome (impact) evaluations will be performed. The independent evaluation will answer the following questions:

- *To what extent, were the outcomes met? How were they tracked and monitored?*
- *Based on the pre- and post-assessment tests scores from WorkKeys, what numerical learner gains were achieved by program participants? Any learner losses?*
- *What proportion of the participants received the ACT National Career Readiness Certificate?*
- *What aspects of the program were effective in preparing the participants for housekeeping? What aspects were not effective?*
- *Did the BEST training curriculum align with workforce needs? How?*
- *How successful were marketing and outreach efforts in recruiting participants?*
- *What factors affected (positively or negatively) participant retention?*
- *Were there any features of the original program design that were dropped or added in the implementation of the program? If so, why?*
- *What methods of job placement and career counseling were most/least effective?*
- *How satisfied were participants about the program? Would they recommend the program to a friend?*
- *What were the lessons learned and effective promising practices ascertained through this program?*

A final status report will be submitted to the funder by September 28, 2019. It will include: a narrative on project implementation (successes, unanticipated challenges and how they were addressed); evaluation report on the program's effectiveness and quantifiable outcomes; partner involvement and activities executed; and an Expense Report (budget vs. actual).

VIII. Budget Narrative

The following describes how each budget item is calculated for the grant period of November 1, 2018 through June 30, 2019 (35 weeks):

Administrative

Salvador Pina, Executive Director of RCC's Center for Workforce Development, will serve as Program Manager. He will have ultimate responsibility for both the programmatic and fiscal aspects of the grant, devoting a total of 175 hours (5 hours/week x 35 weeks) during the grant period. Salary cost is \$7,875 (175 hours x \$45/hour).

Support Staff

Aneesa Nichols, RCC's Assessment and Screening Coordinator, will be responsible for recruitment and outreach efforts. She will work closely with Boston Career Link and other community-based organizations to ensure that enrollment goals are met. Ms. Nichols will devote 176 hours on the project (8 hours/week x 22 weeks). Salary cost is \$5,280 (176 hours x \$30/hour).

Evaluation

Dr. Yvonne Anthony, RCC's Grants and Research Specialist, will serve as the Evaluator of the project. She has a platform of experience in program evaluation and research methods, and has taught Statistics at

RCC, Bentley College and Brandeis University. Dr. Anthony will devote 60 hours on the project (5 hours/week x 12 weeks). Salary cost is \$2,520 (60 hours x \$42/hour).

Fringe Benefits (Rate Applied is 34.89%)

Total salary amount requested is \$15,675. The Commonwealth of Massachusetts' fringe benefit rate is 34.89%. Thus, the total amount for fringe benefits is \$5,469.01.

Payroll Tax (Rate Applied is 1.73%)

Total salary amount requested is \$15,675. The FY 2019 Payroll Tax rate is 1.73%. Thus, the total amount for payroll taxes is \$271.18.

Instructional Support

BEST Corp. will provide program participants with the content knowledge and access to high quality instructional materials and professional learning in hotel housekeeping. Cost is \$3,263 per student x 12 students, totaling \$39,156.

Student Services and Program Support

Program participants will receive specific student support services from BEST Corp: recruitment and assessment; testing; technology support; student support (ergonomics, uniforms, interview dress wear, supplies, etc.); case management; career coaching; and mentoring. Program administration and administrative overhead is also included. Cost is \$2,759 per student x 12 students, totaling \$33,108.

Student Financial Support

Given that program participants will have limited funds and to help ensure program completion, participants will have access to a MBTA Charlie Card (\$25) and a grocery purchase card (\$25). Cost is \$4,800 [(\$25/week x 10 weeks x 12 students = \$3,000) + (\$25/week x 6 weeks x 12 students = \$1,500)]

Direct Cost: Total direct cost is \$98,479.19.

Indirect Cost: The indirect cost rate of 10% is applied totaling \$9,847.92 (\$98,479.19 x .10).

Total Grant Funds Requested: \$108,327.10

The total amount requested from the TRAIN Program is \$108,327.10 (\$98,479.19 + \$9,847.92).

Matching Funds: \$5,000.00

Program participants will receive student service support at RCC which includes assessment and testing (*WorkKeys*), advising, computer laboratory support, library access, Learning Center (Math and Writing Clinics), and recreational activities. Matching funds total \$5,000.

**TOTAL AMOUNT REQUESTED AND MATCHING FUNDS:
\$113,327.10 (\$108,327.10 + \$5,000.00)**

References

Hsieh, YC, Apostolopoulos, Y, Sonmez, S (2015). Work Conditions and Health and Well-Being of Latina Hotel Housekeepers. *Journal of Immigrant Minority Health*, May 2015.

The Boston Foundation (2018). *The Work of Leisure: Behind the Scenes of the Massachusetts Leisure, Hospitality and Tourism Industry*. Prepared by The University of Massachusetts Donahue Institute, Economic & Public Policy Research Group.

United States Bureau of Labor Statistics (2012). Current Population Survey: Employed Persons by Detailed Occupation, Sex, Race, and Ethnicity. Retrieved from <https://www.bls.gov/oes/current/oes372012.htm>

TRAIN Grant
Roxbury Community College: Hotel Housekeeper Training Program

Expense	Requested Funds	Matching Funds	Total Requested & Matching Funds	Budget Narrative
Salaries	\$ 15,675.00		\$ 15,675.00	Salvador Pina, Program Manager, RCC [5 hrs. x 35 weeks = 175 hrs.]
Administrative	\$ 7,875.00		\$ 7,875.00	Anessa Nichols, Assessment and Screening Coordinator, RCC [8 hrs. x 22 weeks = 176 hrs.] Dr. Yvonne Anthony, Evaluator [5 hrs. x 12 weeks = 60 hrs.]
Support Staff	\$ 5,280.00		\$ 5,280.00	
Evaluator	\$ 2,520.00		\$ 2,520.00	
Sub-Total	\$ 15,675.00		\$ 15,675.00	
Payroll Tax	\$ 271.18		\$ 271.18	Payroll Tax Rate Applied = 1.73%
Fringe Benefits	\$ 5,469.01		\$ 5,469.01	Fringe Benefit Rate Applied = 34.89%
Total Salaries	\$ 21,415.19		\$ 21,415.19	
Instructional Support	\$ 39,156.00		\$ 39,156.00	\$3,263 per student x 12 students [BEST Corp.]
Student Services & Program Support	\$ 33,108.00	\$ 5,000.00	\$ 33,108.00	\$2,759 per student x 12 students [BEST Corp.]
Student Financial Support	\$ 4,800.00		\$ 4,800.00	MBTA Charlie Cards (\$25), Grocery Purchase Cards (\$25) [Best Corp.]
Sub-Total	\$ 77,064.00		\$ 77,064.00	
Total Direct Cost	\$ 98,479.19		\$ 98,479.19	
Plus: Indirect Cost (10%)	\$ 9,847.92		\$ 9,847.92	Rate Applied = 10%
TOTALS:	\$ 108,327.10	\$ 5,000.00	\$ 113,327.10	

* 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%.

OMNI HOTELS & RESORTS

September 17, 2018

Valerie R. Roberson, PhD
President
Roxbury Community College (RCC)
1234 Columbus Avenue
Roxbury, MA 02120

Dear Dr. Roberson:

On behalf of the Omni Parker House in Boston, I submit this letter of commitment to participate in Roxbury Community College's *Hotel Housekeeping Training Program* for grant funding from the Massachusetts Department of Higher Education's TRAIN Program. For this grant-funded project, we are committed to serving as an Apprenticeship Site for program graduates.

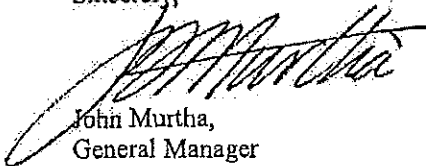
We are excited to work with Roxbury Community College, along with your lead partner, the Boston Education Skills & Training (BEST) Corp. We know that from direct experience, BEST is a model workforce training organization that provides upscale hotels, like the Omni, with skilled talent. One of the great aspects of the BEST curriculum is job shadowing where students come into our hotel, observe for a week, and participate to a limited extent. This gives students real life exposure to what it is like in the Housekeeping Department, and it gives us an opportunity to evaluate them. BEST also runs a Job Fair with each class, and we participate so that we get to know the graduates.

Omni Hotels & Resorts is a chain of 53 hotels that includes Boston's Parker House. In 2021, the Omni will open its second Boston hotel, a 1,054-room property in the Seaport District. One reason for winning the city's competitive bidding process was a first-of-its kind proposal for an onsite BEST Training Center where current and prospective employees will develop exceptional hospitality skills.

We view your grant application as critical to ensuring that underemployed workers (based on family sustainable wages or constrained career progression) and unemployed workers receive industry skills preparation in hotel housekeeping.

We enthusiastically support the College's Hotel Housekeeping Training Initiative.

Sincerely,



John Murtha,
General Manager

Cc: Marie Downey, Executive Director, BEST Corp.
Salvador Pina, Executive Director, Center for Workforce Development, RCC

Omni Parker House
60 School Street • Boston, Massachusetts • 02108
617-227-8600 • 617-742-5729 fax
omnihotels.com

UNITE HERE!

LOCAL 26

September 20, 2018 101 Station Landing, 4th Floor • Medford, MA 02155 • Tel (617) 832-6699 • Fax (617) 426-7684
172 Longfellow St. • Providence, RI 02907 • Tel (401) 528-1103 • Fax (401) 528-1177



Dr. Valerie Roberson,
President
Roxbury Community College (RCC)
1234 Columbus Avenue
Roxbury, MA 02120

Dear President Roberson:

On behalf of UNITE HERE Local 26, I enthusiastically commit to participating in Roxbury Community College's grant application entitled, *Hotel Housekeeping Training Program*, submitted to the Massachusetts Department of Higher Education's TRAIN Program.

UNITE HERE Local 26 is the hospitality workers' union that works diligently to keep up the quality of jobs in spite of continued pressure to reduce labor costs. We have an excellent relationship with your lead partner, Boston Education, Skills & Training (BEST) Corp, and very much look forward to working with them in the proposed project. Specifically, UNITE HERE Local 26 will work collaboratively with BEST to identify appropriate candidates for both Pre-Apprenticeships and Apprenticeships. BEST is a national model of what a successful labor-management partnership can achieve when we find common ground.

Since good jobs lead to better lives, communities and neighborhoods will benefit as well from your program. I wish you the very best with this new endeavor!

Sincerely,

A handwritten signature in black ink, appearing to read 'Carlos Aramayo'.

Carlos Aramayo, Financial Secretary, Treasurer

Cc: Marie Downey, Executive Director, BEST Corp.
Salvador Pina, Executive Director, Center for Workforce Development, RCC