



H RTP CCI: Low Carbon Economy Workforce

Project Type: Developing a New H RTP

Form 1: Project Narrative

Fiscal Agent: Building Skills Partnership

Project Name: Safely Reopening CA through Career Pathway Innovation: Linking the Environmental Movement & COVID 19

High Road & Project Framework

Please read all questions and thoroughly review all corresponding exhibits before providing an answer. Doing so will allow you to provide strategic responses that are not duplicative and provide enough information to thoroughly and concisely address each prompt at hand.

- 1. Provide a comprehensive introduction of your high road vision and sector-based strategy that prioritizes job quality, equity, career pathways and advancement, and economic and climate resilience.**

Building Skills Partnership (BSP) is a statewide nonprofit that works to improve the quality of life of low-wage property service workers and their families by increasing their skills, access to education, and opportunities for career and community advancement. BSP represents a unique partnership between over 75 building service companies, 40 building owners, and SEIU-USWW to train approximately 5,000 property service workers each year. Although stakeholders often have distinct and conflicting perspectives, these partners have come to agree that investing in the skills of workers is an all-around win-win initiative. Through its innovative partnership strategy, BSP serves as a model for delivering workforce development training to help low-wage and low-skilled immigrant workers retain employment and prepare for 21st century jobs. Originally established as a contract victory resulting from the "Justice for Janitors" campaign, BSP was created in 2007 through collective bargaining agreements between SEIU-USWW and janitorial employers under the provisions of the Taft-Hartley Act. Since its founding, BSP has expanded services to immigrant workers through a holistic approach that incorporates workforce development with immigrant integration efforts. More recently, BSP has expanded to serve passenger service workers at LAX.

BSP employs a sector-based workforce development strategy that targets low-skilled workers in the commercial janitorial and airport service industries to address skills gaps and promote upward career mobility. Additionally, COVID-19 has had a devastating impact on CA's economy, and as the state moves towards a just and equitable recovery, BSP will advance job quality and job equity by linking sector-based workforce training with the climate change movement to improve the economic stability of Latinx and African American workers. BSP sees career training

around infectious disease mitigation and environmental sustainability as key, overlapping components to an inclusive economic recovery.

The safe reopening of CA businesses depends on a qualified workforce to keep office spaces clean and sanitized. Property service workers have been recognized as essential workers on the front lines of controlling the spread of COVID-19, yet little has been done to support this workforce. Through a high road partnership model that includes janitorial employers, property owners, workers, SEIU-USWW representatives, and subject matter experts UCLA LOSH, UC Berkeley LOHP, and The Ashkin Group, BSP developed an Infectious Disease Certification (IDC) program to respond to COVID-19. The 12-hour certification equips workers with skills and knowledge to protect themselves and the public. Beyond COVID-19, IDC's comprehensive curriculum enables the property service industry to mitigate future infectious disease outbreaks and meet environmental standards.

BSP is well positioned to address the need among property and airport passenger service workers for quality training around infectious disease mitigation and environmental sustainability. The COVID-19 crisis presents an opportunity for both the janitorial and airport industries to create career mobility opportunities for janitors and airport workers through specialized training and professionalization. Under its CWDB Low Carbon Economy Workforce "Safely Reopening CA through Career Pathway Innovation: Linking the Environmental Movement & COVID 19" initiative, BSP will continue to leverage its labor-management partnership to scale IDC and identify other workforce development opportunities to bolster a just and equitable recovery. BSP will also build on the innovative and strategic work of its prior H RTP funded projects to strengthen its current labor-management partnerships in the janitorial industry while working to create a similar partnership infrastructure for LAX airport partners.

A key component of BSP's high road strategy has been to strengthen and leverage its existing labor-management committees (LMC) in order to respond to rapidly evolving workforce needs around COVID-19. BSP is capitalizing on the success of its pilot IDC program to advance industry-driven, worker-centered training programs for airport workers. The success of IDC has increased trust and confidence among partners and has provided an opportunity to expand the program to LAX airport workers. By defining the skills, standards, and training requirements for property/airport service workers, BSP's model of convening regional LMCs can transform low-skill, low-paying jobs into good jobs that contribute to an equitable, efficient, and high-performing economy of the future. This LMC network bolsters industry efforts to address changing needs around infectious disease mitigation and sustainability and provides the foundation for scalable workforce solutions.

- 2. Summarize your project goals, activities, and outcomes that will be achieved with grant funding and within the grant term. Response should align with your high road vision and sector-based strategy response from Question #1.**

Through this grant, BSP will continue to advance its high road training partnership to increase upward mobility among workers while simultaneously meeting the industry demand for a skilled workforce to sustainably mitigate COVID-19. Additionally, grant funds will support BSP’s efforts to adopt a Learning Management System (LMS) to scale IDC and other programs for SEIU-USWW workers. Furthermore, this HTRP opportunity will allow BSP to support a stakeholder council consisting of government officials, property owners, service contractors, labor representatives, and workers. The stakeholder council will collaborate to ensure that businesses will be safe for reopening through recommendations on training, standards, and incentives for employers and property service workers. BSP will support the stakeholder council through its expertise and its experience in implementing IDC.

Anticipated HTRP 3.0 goals and outcomes over the duration of the grant:

<p>Goal 1: Address the urgent need to safely reopen CA while addressing an equitable recovery through career pathway innovation.</p>	<p>Outcomes</p>
<p>Activity 1: Advise stakeholder council on issues related to workforce development, training, and career pathway innovation.</p> <ol style="list-style-type: none"> 1. Facilitate meetings focused on industry training needs and provide recommendations. 2. Develop training strategies based on recommendations from industry council. 3. Work with partners to understand how a shifting industry will impact workers and align career opportunities with training. <p>Activity 2: Convene janitorial and airport LMCs for program implementation and development strategies generated from stakeholder council.</p> <ol style="list-style-type: none"> 1. Engage airport partners through an LMC. 2. Convene 4-6 statewide airport and janitorial LMCs around IDC and council strategies for reopening CA. 3. Conduct focus groups and create subcommittee of stakeholders to advise on LMS adoption and implementation. 4. Engage 4-6 employers for program and LMS evaluation and generate industry best practices. 	<p>Activity 1 Outcome</p> <ol style="list-style-type: none"> 1. Establish consensus and adopt industry-wide standards around infectious disease certification and future of work opportunities for janitorial and airport workers across CA. <p>Activity 2 Outcomes</p> <ol style="list-style-type: none"> 1. Increase labor-management collaboration between janitorial and airport partners to implement workforce training solutions around reopening CA and economic recovery. 2. New and strengthened LMC infrastructure for airport partnership.
<p>Goal 2: Identify and implement workforce development training pivotal to safely reopen CA while addressing quality job creation and economic recovery.</p>	<p>Outcomes</p>

<p>Activity 3: Leverage existing labor-management partnership to implement IDC while exploring opportunities to align training with commercial buildings' green and healthy building strategies.</p> <ol style="list-style-type: none"> 1. Through LMC and individual partner engagement, expand IDC across 6 major markets (San Diego, Orange County, Los Angeles, Silicon Valley, East Bay, and Sacramento). 2. Collaborate with two similar, but distinctly different sectors: airport and commercial real estate. 3 Work with labor and management partners as well as with building owners to align IDC with further workforce development opportunities to further sustainability goals and help CA recover. 4. Develop augmentation and re-certification strategy for IDC. <p>Activity 4: Impact Evaluation. Assess the effectiveness of training in protecting workers at work AND at home, while also increasing consumers (tenants) confidence to re-enter buildings, while creating new career pathways.</p> <ol style="list-style-type: none"> 1. Engage LMC partners to evaluate impact of IDC on reopening CA for commercial buildings as well as impact on janitors beyond the workplace. 2. Conduct project evaluation for stakeholders and to advance IDC as a national model. 	<p>Activity 3 Outcome</p> <ol style="list-style-type: none"> 1. Raise industry standards through IDC training expansion across 6 major markets (San Diego, Orange County, Los Angeles, Silicon Valley, East Bay, and Sacramento). 2. Adoption of IDC into healthy and sustainable building practices for commercial and airports across CA. <p>Activity 4 Outcomes</p> <ol style="list-style-type: none"> 1. Increase understanding of impact of workforce development strategies on just and equitable recovery through a formal evaluation of IDC. 2. Increase consumer confidence while protecting workers and their communities.
<p>Goal 3: Scale infectious disease certification through an equitable technology training solution that will help upskill workers by linking the environmental movement and COVID 19 mitigation efforts.</p>	<p>Measuring Impact</p>
<p>Activity 5: Research and adopt technology solution for scale Learning Management System (LMS)</p> <ol style="list-style-type: none"> 1. Partner with PC Ed Tech and Google to develop LMS. 2. Work with contractors for content creation and finalizing course on LMS platform. <p>Activity 6: Worker Centered Support to ensure learner outcomes</p> <ol style="list-style-type: none"> 1. Identify and create the necessary on-boarding training to support workers' access and success on LMS. 	<p>Activity 5 Outcome</p> <ol style="list-style-type: none"> 1. Adopt a worker-centered LMS to achieve successful learner outcomes and IDC certification. 2. Onramp curriculum into an online self-study curriculum with a learner centered approach. <p>Activity 6 Outcome</p> <ol style="list-style-type: none"> 1. Increase learner confidence and 90% successful on-boarding as measured through course enrollment and self-reported surveys. 2. Develop systems to ensure workers are supported through enrollment, retention and graduation.

<p>2. Develop a worker support strategy to provide assistance with worker access system and sustain learning.</p> <p>Activity 7: Pilot LMS system with first cohort</p> <ol style="list-style-type: none"> 1. Identify pilot cohort and implement on-boarding and course. 2. Evaluate analytics on LMS for evaluation of course performance. 3. Conduct surveys. <p>Activity 8: Include worker voice through adoption, pilot, evaluation and scaling strategies</p> <ol style="list-style-type: none"> 1. Identify a cohort of advisory workers to provide feedback on user experience for LMS considering digital equity components. 2. Include worker advisory group in evaluation of pilot and provide recommendations for learner support systems to ensure learner outcomes. <p>Activity 9: Provide training to workers</p> <ol style="list-style-type: none"> 1. Collaborate with labor-management to provide IDC training at scale. 2. Work with industry leaders to promote IDC and increase public health confidence. 	<p>Activity 7 Outcomes</p> <ol style="list-style-type: none"> 1. Ninety percent completion rate for pilot cohort of IDC LMS course. 2. Increased confidence in LMS learning through self-reported surveys. 3. Opportunity for evaluation and improvement for scaling. <p>Activity 8 Outcomes</p> <ol style="list-style-type: none"> 1. Increase opportunity for worker feedback in shaping an effective LMS training solution. 2. Include worker voice in developing online instructional strategies to best support their learning. <p>Activity 9 Outcomes</p> <ol style="list-style-type: none"> 1. Train approximately 4,000 workers through the duration of the grant using a combination of hybrid learning and self-study using LMS. 2. Increase public health confidence by promoting IDC through direct marketing/PR campaigns.
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Goal 1: Address the urgent need to safely reopen CA while identifying strategies for an equitable recovery through career pathway innovation

Activity 1: Advise stakeholder council (labor, management, and buildings owners) on issues related to workforce development, training, and career pathway innovation. BSP will advise the stakeholder council to develop effective strategies for maintaining public health and safety in CA’s commercial properties during COVID-19 and beyond. BSP will provide the necessary expertise and guidance for effective development and implementation of workforce training around infectious disease mitigation and green cleaning. BSP will work with industry partners to forecast industry changes and identify needs around workforce training to align programming and career advancement opportunities with stakeholder council recommendations. Through this effort, BSP will leverage industry-wide consensus to elevate training opportunities for janitors and airport workers.

Activity 2: Convene sector based Labor-Management Committees (LMCs) with janitorial and airport for program implementation and development strategies generated from stakeholder

council. Building on the success of past H RTP projects and current partnerships, this project will allow BSP to formally engage airport labor and management partners through an LMC. BSP will convene janitorial and airport partners separately around IDC expansion and other strategies for reopening CA. Beyond LMC convenings, BSP will engage partners individually and through subcommittees to expand IDC, to adopt an LMS, and to improve data evaluation.

Goal 2: Identify and implement workforce development training opportunities to help CA safely reopen while addressing quality job creation and economic recovery.

Activity 3: Leverage existing labor-management partnership to implement IDC while exploring opportunities to align training with commercial buildings' environmental sustainability strategies. BSP will work with LMCs to expand IDC across all major markets in CA while developing a collaborative model for airport partners to explore expansion at LAX. Furthermore, BSP will work with labor, management, and building owner partners to (1) align IDC with career advancement opportunities, (2) further sustainability goals, and (3) support a just and equitable recovery. BSP will work through its network of partnerships and stakeholders to meet urgent industry needs through an IDC a recertification strategy that aligns with a career ladder vision.

Activity 4: Assess the effectiveness of training in protecting workers at work AND at home, while increasing tenants' confidence to re-enter buildings and create new career pathways. IDC provides worker-centered training on (1) meeting/exceeding CDC and EPA guidelines, (2) maintaining worker health & safety, (3) effective cleaning and disinfection protocols, and (4) green cleaning strategies aligned with the U.S. Green Building Council (USGBC) "Safety First: Cleaning and Disinfecting Your Space" pilot credit. BSP will work with an evaluation consultant and engage LMC partners to measure the impact of IDC on reopening CA's commercial buildings and airports. BSP will create a theory of change, collect and compile data, and produce findings to report to industry partners and the public. Additionally, BSP will highlight digital equity indicators and outcomes as well as develop data collection tools to measure the effectiveness of the new LMS.

Goal 3: IDC through an equitable technology training solution that integrates environmental efforts with COVID19 mitigation efforts.

Activity 5: Research and adopt technology solution for scaling BSP has partnered with the EdTech Center @ World Education to meet the needs of adult and immigrant learners through an LMS. EdTech Center @ World Education leverages digital technology to increase the reach and impact of adult education. EdTech Center @ World Education will provide training to increase the capacity of BSP's staff and instructors. Additionally, through collaboration with various partners, BSP will implement an off-the-shelf LMS to quickly scale its training programs. Most notably, Google has agreed to provide technical support to adopt and pilot an LMS platform by Q1 2021. Google will provide in-kind support through three consultants with experience in developing skill-building platforms.

Activity 6: Develop worker-centered support systems. As BSP moves to a virtual learning environment, it will work to maintain a culturally competent and worker-centered approach. An E-Learning & Digital Equity Coordinator will address the issues related to digital access (digital literacy, device access, and internet connectivity) while leading BSP’s strategic shift to eLearning. COVID-19 has revealed additional inequities for immigrant workers in terms of access to digital learning, and addressing this digital divide will be a significant challenge for BSP. To overcome these barriers, BSP will need to scale its digital device lending infrastructure and digital literacy support systems to effectively on-ramp workers for eLearning. BSP will also need to increase staff capacity to coordinate digital access with employers and provide case management support to workers.

Activity 7: Pilot LMS course. To facilitate scaling, BSP will develop an LMS platform that aligns with its workers’ learning needs as well as the technical requirements of its programs. Additionally, BSP will develop a strategy for successful program implementation. This includes addressing staff and instructor training, program administration, worker outreach, and user engagement. During the implementation phase, BSP expects to train workers with the minimum tech skills required for program completion. Furthermore, employers will provide the necessary infrastructure to provide worksite training.

Activity 8: Include worker voice through adoption, pilot, evaluation, and scaling strategies. BSP will enlist workers statewide through various engagement and leadership opportunities to advocate for quality jobs, equity, and environmental sustainability. Workers will play a central role in BSP’s process to adopt and roll out an LMS. Additionally, BSP will support SEIU-USWW’s efforts to establish cleaning standards, and it will work with labor-management partners on key industry and worker issues.

Activity 9: Provide training to workers. Upon successful completion of programs, BSP will provide each graduate with a certificate of completion through its LMS platform. Electronic certification demonstrates a higher degree of professionalization and allows for certificate stacking. The 12-hour IDC program will be used to set the industry standard for training workers, while also creating career pathways through digital badging. Through its high road training partnership model, BSP will convene stakeholders to develop and implement program scaling strategies and align and update training curricula along evolving public health needs.

3. How will the project connect workers to high-quality jobs and/or entry-level work with clearly defined routes to advancement?

In the context of reopening CA’s economy, there is an urgent need for industry stakeholders to develop initiatives that support infection mitigation training, implement safety standards, and create incentives for employers and workers to meet these standards. Through this HRTF investment, BSP will work with a new stakeholder council and LMCs to expand IDC. At the same time, BSP will advance career ladder building efforts through other industry-driven programs

including its Green Janitor Education Program (GJEP) and Floor Care Technician Program. Through its longstanding partnerships, BSP will advance efforts to define career pathways for low-wage workers who have few career mobility opportunities. In this context, COVID-19 presents a unique opportunity to elevate workers who have been traditionally left behind.

This project will support workers and industry stakeholders to develop and implement workforce training opportunities around infectious disease mitigation and environmental sustainability. This effort is both necessary and opportune given the need to protect public health, promote consumer confidence, and improve worker health and safety. Additionally, COVID-19 has created the need for long-term solutions to meet emissions, energy efficiency, and health and safety standards.

4. How will project increase skills, opportunities, and career pathways for the disadvantaged populations your project is targeting?

BSP is uniquely positioned to advocate for worker mobility and training through its labor-management partnership. In collaboration with SEIU-USWW, BSP advocates for workforce development training and new job classifications through collective bargaining negotiations. BSP's IDC program will set the industry standard for workforce training, and in conjunction with other programs, it will create career pathways as a stackable certificate. Additionally, BSP will leverage its partnerships to develop and implement an LMS (with a focus on digital equity) to ensure meaningful access and learner outcomes for all property service workers. The opportunity for investing in this HTRP is timely and urgent, and all partners are at the table and ready to collaborate to reopen CA.

Janitors clean the buildings of the wealthiest companies across the state and LAX service workers support the third busiest airport in the world. However, both of these worker populations struggle to make ends meet as a result of low pay, and both lack development opportunities to advance in their careers. Furthermore, per USWW's member residence data, high concentrations of these workers and their families live in disadvantaged communities (DACs) or Low Income Communities (LICs) that are most affected by climate change (this is even more true for LAX workers who tend to reside in the communities that are most impacted by GHG emissions and air pollution from the airport). BSP will facilitate collaboration between employers, labor, and workers to provide effective worksite training (on paid time) to help workers overcome barriers to traditional forms of adult education and workforce development training. Furthermore, to meet the needs of a service population that has little formal education and low-levels of digital literacy, BSP implements a learner-centered and culturally competent service approach.

This project will fill an urgent need for adequately trained property/airport service workers around infectious disease mitigation through online education. In addition to worksite based

classes, BSP will implement an LMS to scale programs to a wider population. BSP has identified Canvas as a possible LMS solution given its use by CA community colleges and CA adult schools; this will give workers a practical understanding of how other adult education opportunities are being implemented and will encourage first-time eLearners to continue with their education. Furthermore, as the property service industry and airports move towards automation, it will be crucial to incorporate digital literacy and technology skills training into workforce education programs. As commercial buildings and airports increasingly adopt green building technology, technology skills development will improve workers' job security and provide an additional opportunity for professionalization.

5. How will a partnership between industry leadership – both labor and management – increase the health, safety, and professionalization of jobs in your sector?

According to the Bureau of Labor Statistics, the “Janitors and Cleaners” occupation ranked third in terms of the highest number of nonfatal injuries and illnesses. Property service workers are exposed to high physical demands that increase risk of musculoskeletal and cardiovascular conditions, and in the context of COVID-19, property service workers shoulder the responsibility of keeping facilities safe at personal risk to their own health. As the commercial building industry and airports address workplace health and safety in the context of the pandemic, workers will need to be trained to meet new industry standards. Similarly, COVID-19 has revealed that environmental standards cannot be achieved without addressing workers' health and safety needs.

Reopening CA's economy will require a workforce that is trained in cleaning and disinfection to prevent infectious disease transmission and restore employee and consumer confidence. Furthermore, a workforce trained in infectious disease mitigation will address COVID-19 and future pandemics. BSP will continue to leverage the common interest that exists between government agencies, property owners, service contractors, janitors, and labor representatives to increase the health, safety, and professionalization of jobs in the property service industry. BSP has partnered with industry stakeholders and subject-matter experts to develop and implement IDC and has certified over 270 workers statewide to date. Through this project, BSP will support a stakeholder council that will work statewide to establish an industry-standard of training around IDC and ensure just compensation for workers. Additionally, BSP will leverage its partnership convening experience to establish an LMC at LAX to address the health, safety, and career advancement needs of airport workers. BSP will engage labor and management to map industry occupations, skill sets, and training needs that can be translated into a stackable certificate system to help workers advance in their careers. This industry-wide, worker-centered credentialing system will pave the way for the creation of new job classifications through collective bargaining agreements.

6. How will project and partnership prioritize worker voice?

BSP has 13 years of experience developing and implementing worker-centered programs that prioritize worker voice. In the planning phase of the IDC program, BSP worked with partners and stakeholders through regional LMCs to determine industry needs around infectious disease training for janitors. Workers from across the state were included at those convenings to provide input on program design. BSP is currently establishing an infrastructure to develop worker advisory committees to support the adoption, piloting, and scaling of an LMS system. Additionally, BSP will need worker input to overcome existing digital literacy and technology access barriers. Similarly, BSP will engage pilot LMS participants for additional feedback. The engagement of worker voice will enable BSP to understand the requirements and best practices for implementing effective, worker-centered online education.

7. How will partnership address worker, employer, and industry needs as they respond and adapt to climate change and environmental sustainability, including building community and economic resilience?

Commercial buildings account for 39% of total U.S. energy consumption, 39% of total carbon dioxide emissions, and 13% of the total water consumed. Moreover, the EPA estimates that commercial facilities generated 35-45% of the nearly 250 million tons of municipal solid waste in 2010. Additionally, the EPA reports that aircraft contribute 12% of U.S. transportation emissions and account for 3% of the nation's total greenhouse gas production. The increase in greenhouse gases will increase the likelihood of pandemics such as COVID-19 in the future. As the planet heats up, animals and humans will increasingly migrate to the poles, and this will increase the opportunity for pathogens such as COVID-19 to infect new host species.

Additionally, people who live in places with poor air quality are more likely to die from COVID-19, which is a rising concern for CA as wildfires increase. As a result, BSP understands that infectious disease mitigation goes hand in hand with sustainability efforts.

Through this H RTP project, BSP will support a new stakeholder council and lead LMC efforts to scale IDC, elevate environmental sustainability standards, and build community and economic resilience across CA. As noted, IDC provides worker-centered training on (1) meeting/exceeding CDC and EPA guidelines relative to COVID-19, (2) maintaining worker health & safety, (3) effective cleaning and disinfection protocols, (4) and green cleaning strategies aligned with USGBC's "Safety First: Cleaning and Disinfecting Your Space" pilot credit. Through this project, BSP will leverage its partnerships to enhance the capacity of janitors and airport workers to meet sustainability standards of commercial buildings and airports. BSP will continue to integrate IDC and other industry-driven programs to increase worker specialization opportunities to enhance sustainability efforts, mitigate COVID-19, and build statewide economic resilience.

8. How has the project and partnership worked as a regional entity? Describe geographic, demographic, industry sector, or any other factors that make it regional.

BSP represents a unique partnership of over 90 janitorial employers, over 60 commercial building owners, SEIU-USWW, as well as the broader community. BSP has 6 regional training centers housed at SEIU-USWW offices located in Los Angeles, Sacramento, Oakland, Orange County, San Diego and San Jose, with an additional center located on Google campus in Mountain View. BSP's ability to convene labor-management partners in each region enables the organization to address the specific needs of each regional market. Given the priority of this H RTP project to implement statewide standards around training, BSP will leverage its statewide capacity to advance statewide initiatives while leveraging its regional labor-management partnerships to facilitate local program implementation and coordination. Property service contractors often operate statewide and exist in multiple markets across that state. Similarly, building owners and property management companies have an understanding of the industry's varying needs across the state and will play a pivotal role in supporting BSP's H RTP project initiatives. Through a new statewide stakeholder council, BSP will have the opportunity to further engage the building owner and property management community who have a vested interest in identifying workforce training solutions for reopening and building an equitable and sustainable recovery.

Partnerships & Fiscal Agent Responsibilities

Responses in this section pertaining to project team/partners should align with responses in Form 6: Partner Roles & Responsibilities.

9. Outline experience and success working and convening employer and worker representatives to improve jobs and training. If applicable, include experience working with other pertinent stakeholders (community based organizations/non-profits, social services agencies, subject matter experts, local workforce development boards, etc.)?

Since its founding in 2007, BSP has convened unlikely partners with distinct and often conflicting perspectives to agree that investing in the skills of workers is a mutually beneficial endeavor. Through its ongoing H RTP work, industry leaders and workers have experienced firsthand how BSP can be an effective mechanism for creating opportunities that uplift property service work. As a partnership convener, BSP has positioned itself as a key driver for industry and worker advancement initiatives. Through its experience with negotiating effective training approaches in the context of collective bargaining, BSP will continue its efforts to build consensus among industry leaders to further a high road vision. Through this project, BSP will leverage its experience to create an H RTP between airport partners at LAX.

Additionally, BSP also has a long track record of creating and maintaining successful partnerships with community based organizations and higher educational institutions. BSP

developed its Green Janitor Education Program (GJEP) in collaboration with the Building Owners and Managers Association of Greater Los Angeles (BOMA-GLA) and the U.S. Green Building Council (USGBC). In response to the COVID-19 pandemic, BSP developed IDC through a partnership with industry leaders and through contributions from subject matter experts UCLA LOSH, UC Berkeley LOHP and The Ashkin Group. BSP will build on these partnerships and collaborate with a new stakeholder council to expand IDC and elevate essential workers upholding industry standards. BSP's partners, including EdTech Center @ World Education and Google, will also play a key role in the adoption, implementation, and scaling of IDC through an LMS solution.

Furthermore, BSP continues to expand its regional network footprint through successful partnerships with local WIBs, worker advocacy organizations, and other workforce development agencies. These include ReWork the Bay, Santa Clara County COVID-19 Bridge to Recovery Initiative, Skills for CA Leadership Council, UnidosUS, National Skills Coalition, and California EDGE, among others.

10. Existing partners: Outline relationship, history of working together, commitments, and formal and informal agreements. Describe how these partnerships align with the H RTP framework. This should include partnerships you have experience and history already working with. This should mirror the information captured on Form 6: Partner Roles & Responsibilities.

Through this project, BSP will continue to build on existing relationships with SEIU-USWW, employers, commercial building owners, property management companies, airport management entities and community partners. BSP's Leadership Training Education Fund (LTEF) is an employer fund that is overseen by a board of trustees with equal representation from industry and labor. Through LTEF, BSP engages partners through formal training agreements for both janitorial and LAX workers. BSP will leverage its LMC experience to build a similar partnership structure for LAX labor-management partners.

The following table summarizes key partners for this project:

Partners	Description
SEIU-USWW	SEIU-USWW President David Huerta, Vice President Denise Solis, and Regional Vice President Andrew Gross-Gaitan have sat on BSP's Board of Directors (BOD) since its inception and have consistent communication and collaboration with BSP leadership. Local labor representatives have strong working relationships with BSP staff in their respective regions.
Employers	American Building Maintenance (ABM), which represents more than 50% of CA's janitorial industry, will serve as a principal collaborator. BSP has also

	received a letter of support from DMS, a long-time partner and active participant in BSP's high road partnership work. BSP will also engage employers at LAX airport, and specifically G2, which has the largest share of workers at the airport.
BOMA-GLA	BOMA-GLA representatives have sat on BSP's BOD since its inception and are well positioned to collaborate and mobilize their members to advance BSP programs and projects.
EdTech Center @ World Education	BSP has begun a partnership with the EdTech Center @ World Education to meet the needs of adult and immigrant learners through eLearning. EdTech Center @ World Education uses technology to increase the education, career, and life outcomes of lower-skilled adults. EdTech Center @ World Education will also provide training to increase the capacity of BSP staff and instructors.
Google	Google will provide technical and in-kind support to BSP for the implementation of a Learning Management System (LMS).

- 11. New partners: Outline status of relationship, priorities, and strategy to engage and work together throughout the grant term and beyond. Describe the role they will play within your proposed work and how it aligns with the H RTP framework. This should include planned and secured partnerships that will be new to working with your organization. This should mirror information captured on Form 6: Partner Roles & Responsibilities.**

New Employers: BSP will engage new janitorial and LAX employer partners to scale IDC. BSP coordinates training schedules with employers who provide meeting spaces and technology for synchronous online education.

Stakeholder Council: A new stakeholder council will provide recommendations on regulatory, legislative, and executive initiatives to support infection control training, standards and incentives for employers, building owners, and property service workers. Consisting of state agencies, academics, service contractors, USWW, and commercial building owners, the stakeholder council will further develop and expand IDC across the state.

- 12. Who will be the core conveners of the partnership? Core conveners are organizations/individuals within the partnership that will be involved in making major partnership decisions, communicating to and on behalf of other partners, and ensuring coordination throughout the region. Include both organizations and individuals along with their role and commitment to engage and act on behalf of the partnership.**

BSP will be the core partnership convener for this project and its objectives. BSP will assist USWW and other stakeholder council partners as they collaboratively move forward with workforce development strategies. BSP has 13 years of experience as a labor-management partnership convener and will continue to convene SEIU-USWW, janitorial contractors, airport contractors at LAX, worker leaders, and broaden owner/management engagement in various service regions.

Executive Director Luis Sandoval and Chief Operating Officer Laura Medina will lead statewide efforts to further BSP's high road vision and its partnership development and program implementation goals. LAX Program Director Sara Caughey has over 3 years of experience working directly with LAX labor-management partners and will lead efforts to convene and coordinate the LAX LMC. BSP's robust regional workforce development teams are led by Northern CA Vocational & Sustainability Coordinator Mariel Estrada and Southern CA Vocational & Sustainability Coordinator Jocelyn Jimenez. Furthermore, Digital Equity Coordinator Beatriz Vera and Technology Specialist Adriana Garzon will work with technical experts to adopt, implement, and scale an LMS solution.

BSP will work with SEIU-USWW President David Huerta and Vice President Denise Solis, as well as regional labor representatives and employer partners. Additionally BSP will continue to serve as the facilitator for all program development efforts and for external network, partnership, and content-expert engagement.

13. Fiscal Agent: Highlight your experience in managing state and/or federally funded grants and organizing/coordinating across systems and organizations.

BSP has over 10 years of experience in managing state funded grants, including 2 previous H RTP projects and numerous CA Employment Training Panel contracts. As previously mentioned, BSP has 13 years of experience as a labor-management partnership convener and will continue to coordinate collaborative efforts between SEIU-USWW, janitorial and LAX contractors, worker leaders, and building owners at the regional and statewide level. BSP's internal protocol to manage grant compliance efforts includes weekly statewide staff meetings to monitor H RTP progress and data collection (BSP uses a Salesforce data management system). BSP will be responsible for reports to the State of CA.

14. How will the fiscal agent convene, prioritize, and engage with partners throughout the grant period to deliver project goals and ensure all relevant information is reported back to the CWDB in a timely manner with buy-in from core partners?

Through this project, BSP will advise and support a stakeholder council to formulate and implement statewide strategies around training. BSP will strengthen its regional LMCs in

janitorial while building an LMC with LAX partners to implement IDC and other programs at the airport. As the principal convener for this project, BSP will maintain close communication with partners in the stakeholder council and will coordinate meetings, record progress, and facilitate follow-up with LMC partners to move the project forward. In the program implementation phase, BSP will rely on its traditional model of direct collaboration with employer contacts, labor representatives, and workers to ensure program success. Similarly, in terms of adopting and scaling an LMS, BSP will lead efforts to report on progress and project objectives. The LMS pilot will undergo a rigorous program evaluation and modification process, and all progress will be reported back to the stakeholders through the LMCs. BSP will lead efforts to bridge communication between partners and align strategies between the stakeholder council, LMCs, and individual partners to effectively implement the project and to report to CWDB in a timely manner.

Greenhouse Gas Reduction Fund Requirements

Facilitating GHG Emission Reductions

When responding to these questions, applicants should focus on providing detailed qualitative information, but may choose to include quantitative data as well. Responses should address issues of time throughout, in terms of the project's immediate or eventual impact on climate change as well as duration of impact (short-term or long-term).

Responses in this section should align with responses in Form 3: GHG Deliverables.

15. Describe the project and partnership's goals, strategies, activities, and intended outcomes in facilitating greenhouse gas emission reductions.

Commercial buildings account for 39% of total U.S. energy consumption, 39% of total carbon dioxide emissions, and 13% of the total water consumed. Moreover, the EPA estimates that commercial facilities generated 35-45% of the nearly 250 million tons of municipal solid waste in 2010. Additionally, the EPA reports that aircraft contribute 12% of U.S. transportation emissions and account for 3% of the nation's total greenhouse gas production. The increase in greenhouse gases will increase the likelihood of pandemics such as COVID-19 in the future. As the planet heats up, animals and humans will increasingly migrate to the poles, and this will increase the opportunity for pathogens such as COVID-19 to infect new host species. Additionally, people who live in places with poor air quality are more likely to die from COVID-19, and this is a rising concern for CA as wildfires increase. At the same time, COVID-19 mitigation efforts have resulted in increased municipal waste, haphazard disposal of PPE, and decreased recycling.

BSP understands that infectious disease mitigation goes hand in hand with sustainability efforts. Commercial buildings that implement IDC for their workers can become eligible for

additional LEED certification points through USGBC’s “Safety First: Cleaning and Disinfecting Your Space” pilot credit. BSP will leverage its recent success with IDC to scale the program and help workers obtain skills that improve green building performance as well as mitigate infectious diseases. Through this H RTP project, BSP will work with industry stakeholders to further integrate green cleaning principles around energy efficiency, recycling, and water efficiency to maximize GHG reductions in commercial buildings.

16. What critical skills issues will the partnership address in order to help the project’s industry sector face the challenges of climate change and environmental sustainability?

Against the threat of COVID-19 and future pandemics, this project will advance health, safety, and upward career opportunities for property service workers and will help airports and commercial buildings increase environmental sustainability efforts. This H RTP opportunity will enable BSP to further integrate IDC with GJEP to address the overlapping challenges of climate change and infectious disease pandemics. BSP’s IDC curriculum addresses the industry’s need for critical skills to tackle these issues. The program includes modules on (1) the use of green and sustainable disinfecting products, (2) trash and recycling protocols and (3) water and energy conservation. IDC will be critical for commercial buildings and airports to maintain public/worker health as well as to maximize energy and water efficiency and reduce waste. Furthermore, the adoption of a learning management system solution will address the need for workers to increase their critical digital literacy skills. As the property service and airport industries move toward green technology and automation, this project will address the technology and digital literacy skills gap that exists among property service and airport workers.

17. How will the partnership help to increase or improve the capacity of firms and workers involved in the project to be able to adapt and compete in a carbon-constrained economy?

Remaining competitive in a carbon constrained economy requires a skilled workforce to meet efficiency standards. Through this project, BSP will further integrate components of its GJEP curriculum into IDC to increase the capacity of firms and workers to meet sustainability standards and increase public and worker health and safety. Additionally, this project will enable BSP to develop impact metrics to evaluate the impact of IDC in the context of a carbon-constrained economy. Furthermore, BSP will continue to expand its LMC partnerships to identify additional needs and opportunities associated with the transition to a carbon-neutral economy.

Benefitting Priority Populations

Participants of H RTP CCI must reside within a census tract identified as a disadvantaged community or low-income community, or be a member of a low-income household. The following link provides an interactive map to aid in determining geographic and income eligibility for disadvantaged and low-income communities and households: [Priority Population](#)

Investments.

Responses in this section should align with responses in Form 4: Benefitting Priority Populations.

18. Identify the Priority Population being targeted by your project. Describe how your proposed work will benefit individuals directly eligible for services as well as the community they reside in.

This project targets workers across CA who primarily live in regions considered SB-535 disadvantaged communities (DACs) as well as AB-1550 low-income communities (LICs) as defined for California Climate Investments. According to SEIU-USWW member data and BSP participant data, a significant majority of this project's target participants live in DACs and LICs. These areas include East San Jose along the 101 and 280 freeways and East Palo Alto, North Fair Oaks, and Redwood City. In the East Bay, a high concentration of janitors live along highway 101 from San Leandro to Fruitvale and Richmond, and along highway 4 from Bay Point to Antioch. In Sacramento, janitors live in Rancho Cordova, Natomas, North Sacramento, West Sacramento, and South Sacramento. In Los Angeles, the highest concentration of janitors live in Hawthorne, Inglewood, Westmont, Florence, Huntington Park, South LA, and Compton. LAX workers primarily live in Hawthorne and Inglewood near the 405 freeway. Orange County janitors primarily live in Santa Ana, and in San Diego they live in City Heights, Logan Heights, Barrio Logan Mountain View, Lincoln Park, Skyline, Mount Hope, and Oak Park.

The safe reopening of CA's economy depends on having a qualified workforce to keep public spaces clean, sanitized, and safely distanced. COVID-19 has highlighted the essential work of property service workers, yet little has been done to support this workforce. Additionally, COVID-19 has resulted in furloughs and layoffs of janitors and airport workers who have been disproportionately impacted by global warming and COVID-19. This project will upskill underserved workers during a time of economic crisis, and through the implementation of janitorial standards, protocols, and control measures, it will enable commercial buildings and airports to operate safely. In the short term, the scaling of IDC will support job retention, and improve worker health and safety during COVID-19. In the long term, this project will mitigate the spread of new infectious diseases and improve the environment for DACs and LICs.

19. Describe capacity and strategy to target, engage, and support the Priority Populations identified by your project.

BSP serves over 7,000 janitorial and airport service workers annually through education and training programs that include Infectious Disease Certification (IDC), Emergency Preparedness Training (EPT) for LAX airport workers, ADVANCE Vocational ESL, the Green Janitor Education Program (GJEP), Digital Literacy, Health & Wellness, Financial Capabilities, Civic Engagement/Citizenship, and Parent University. BSP's comprehensive approach addresses multiple quality of life indicators to support low-wage immigrant workers, their families and their communities. BSP will continue to leverage its close partnerships with SEIU-USWW,

janitorial contractors, and its network of community service providers to conduct outreach and provide comprehensive services to janitorial workers. BSP has a long and proven track record with partner engagement and with worker-centered training program development. Among BSP's janitorial population, 70% lack basic English proficiency, less than 30% finished high school. Moreover, 65% are women, 63% of women are heads of household and 50% are over the age of 50. Both janitorial and airport workers face similar challenges in accessing training and professional development opportunities. To support learner success, BSP implements a case-management system and a "no-fail" outcome strategy. BSP also provides learning materials in Spanish and in audio format (to help those with literacy challenges), and programs are delivered by experienced bilingual adult educators.

Working with SEIU-USWW, janitorial employers, airport contractors and building owners, BSP offers worksite training on paid-time to overcome barriers to access. BSP also maintains long-term relationships with program participants to further engage workers around additional training programs and services, and the organization will leverage worksite based training to further engage workers in its comprehensive programs. Furthermore, BSP hires former program participants to work as "Program Ambassadors" to facilitate word-of-mouth outreach and peer-to-peer support. Through this project, BSP will adopt an LMS to increase access to training while providing digital literacy skills development to ensure positive learner engagement and outcomes. BSP will identify, develop, and establish the necessary support systems to help workers overcome the digital divide. This effort will be necessary to raise the industry floor and prepare workers for 21st century jobs.

20. Describe the systems set in place within your project design that mitigate substantial burdens on priority populations (e.g. displacement of low income, disadvantaged community residents and businesses or increased exposure to toxins or other health risks).

Latino-immigrant janitors and African American airport service workers lack adequate healthcare, worker protections, affordable housing, and childcare. These essential, frontline workers are three times more likely to become infected and twice as likely to die from COVID-19. Additionally, these workers have few opportunities for career advancement and upward economic mobility. To mitigate barriers to access, this project will be implemented at worksites on paid-time. Additionally, BSP will work to increase workers' digital literacy skills to meet growing technology skills demands and ensure LMS success. Furthermore, through increased safety standards, IDC will mitigate workers' exposure to COVID-19, and through green cleaning components, it will decrease the usage of toxic cleaning agents that have been increasingly used to disinfect worksites.

21. Each individual project must allocate at least 50% of their expenditures to benefitting Priority Populations. Provide an outline of your proposed strategy to meet this requirement. If your project plans to exceed the 50% expenditure requirement, provide

details on how this will be achieved. Note: bonus points will be available for those projects exceeding the 50% threshold.

Project Director and Data & Evaluation Specialist (24%): Spearhead statewide LMC, stakeholder council, and worker engagement collaboration and lead project development, implementation, and evaluation efforts to provide workers effective certification and career advancement opportunities.

Data System Administrator (14%): Lead LMS administration efforts and work with BSP staff to ensure successful eLearning outcomes.

Learning Management Solution Training Costs (46%): Direct costs for licenses, design and content development, asset creation, and staff and instructor development.

Other Training Costs (16%): Instructor wages and Program Ambassador stipends, tablets and other hardware needed for training, mileage, and instructional materials and supplies.

22. Explain how community input was considered in your project design.

In the planning phase of the IDC program, BSP worked with partners and stakeholders through regional LMCs to determine industry needs around infectious disease training for janitors. Workers from across the state were included at those convenings to share their concerns/needs and to provide input on program design. In the operating and evaluation phases of the program, BSP implemented pre/post surveys and participant satisfaction surveys to collect student feedback. BSP will use these worker surveys to capitalize on successes, address challenges, and create new opportunities to help its service population. As BSP works to expand IDC through an LMS, it will solicit worker input to ensure equity and achieve successful outcomes. Furthermore, BSP will continue to engage worker input through an evaluation strategy that prioritizes participant feedback.

Maximizing Co-Benefits

For assistance responding to these questions, refer to the “Maximizing Co-Benefits” section of the RFA and CARB’s [CCI Co-benefit Methodologies Assessment webpage](#).

23. What economic, environmental, and/or public health co-benefits will the project deliver? Explain the reason(s) for addressing each co-benefit identified.

Occupational Safety & Health Improvement: This project prioritizes worker health and safety through skills training and the implementation of safety standards around infectious disease mitigation.

Community Investment & Job Retention: This project's targeted service population has been disproportionately affected by COVID-19. In the context of the recent furloughs and layoffs that have occurred in the janitorial and airport industries, this project will provide training and certification opportunities to help workers retain jobs. In the long-term, this project will provide low-skilled workers with training that is necessary for professionalization and upward economic mobility.

Transportation & Miles Traveled Reduction: An LMS will reduce access barriers to educational and professional development opportunities, especially for low-income workers with limited transportation access and competing family responsibilities. Additionally, an LMS will result in less time spent on the road and consequently, will further reduce carbon emissions.

Technology Adoption: An LMS will require supplementary digital literacy skills training. Meeting this need will also prepare workers for a rapidly changing industry that is moving towards green technology and automation.

24. How will the project and partnership address and deliver the expected co-benefits identified above?

Occupational Safety & Health Improvement: A new stakeholder council will make recommendations on regulatory, legislative, and executive initiatives that support infection control training, standards and incentives for employers, building owners, and property service workers. BSP will implement those strategies and will establish metrics and data collection processes to evaluate the impact of this project on occupational health and safety.

Community Investment & Job Retention: BSP will continue to leverage its successful high road partnership to develop and deliver industry-driven, worker-centered programming to upskill low-wage janitors, improve job quality, and create opportunities for career advancement.

Transportation & Miles Traveled: BSP will adopt and implement an LMS to reach a significantly higher number of workers through remote learning. This will reduce the need for transportation and time for travel.

Technology Adoption: BSP will develop the necessary infrastructure to enable workers to access programs through an LMS. This effort will reduce barriers to education during COVID-19 and will mitigate future crises that can result in disruption of in-person services.

25. When will the co-benefits(s) identified above be achieved and realized by the project? How long will the co-benefits be sustained?

Occupational Safety & Health Improvement: These co-benefits will be realized immediately. In the long-term, greenhouse gas reduction will lead to cleaner air quality and will reduce the impact of future pandemics.

Community Investment & Job Retention: Direct investment will be immediately realized through the implementation of IDC and other workforce development programs. Job retention will be realized as soon as janitors achieve certification. Both co-benefits will be sustained in the long-term through continued project support.

Transportation and miles traveled: Decreased transportation and travel will be realized in the short-term. As BSP implements an LMS, it will achieve a further decrease in transportation and travel.

Budget: Award Request Justification

Only respond to question below if your requested award amount is at or above \$500,000.

Provide detailed explanation justifying your funding request. Include relevant information justifying any high costs allocated in your Budget Summary and Budget Narrative, including high staff salaries, travel, support services, contractor expenses, etc.

To meet the current and urgent demand for infectious disease training, BSP will work with industry leaders to expand the IDC program for 10,000+ workers across CA. BSP understands its request surpasses the award amount threshold but it believes the investment is necessary to meet the proposed activities outlined in this proposal. This project will support efforts to develop and implement an effective, worker-centered Learning Management System (LMS) to scale IDC and other future industry-driven training programs. Additionally, BSP will make notable technology investments to overcome digital access barriers for the workers, and it will develop and implement support systems to ensure successful learner outcomes. Grants funds will support direct training through an investment in online instructional design and content development that includes LMS licenses, instruction costs, LMS asset creation, and professional development for staff and instructors (to support a successful transition to online and hybrid learning). This investment will enable BSP to impact thousands of workers across CA and will establish a foundational infrastructure through which BSP can develop future innovative training solutions at scale.