

Links to other H RTP Proposals:

[H RTP GJEP 3.0](#)

[H RTP GGRF \(IDC\)](#)

[WAF 10.0](#)

[H RTP Resilient Proposal](#)

Question 1: Provide a comprehensive introduction of your high road strategy and how it prioritizes job quality, worker voice, equity, career pathways and advancement, and economic and climate resilience. (3000 characters) (2960 characters)

Building Skills Partnership (BSP) employs a sector-based workforce development strategy that (1) targets workers in traditionally low-wage property services industries who come from low-income communities and often lack opportunities for skill development, (2) improve workers' employment-related skills through on-the-job paid training, and (3) meets the skills needs of industry through labor-management collaboration while creating lasting change in the labor market. Workforce development strategies have traditionally focused on creating pathways to existing "high quality" and "high paying" jobs, rather than addressing system level barriers to advance job quality in historically "low-wage" industries. Through its H RTP model, BSP focuses on advancing job quality and equity within the property services industries by leveraging effective labor-management collaboration to link sector-based workforce training with economic mobility and climate resilience to improve the economic well being of a workforce that is primarily Latinx and African American.

Anchored by direct industry investment through collective bargaining agreements (CBAs) between the Service Employees International Union - United Service Workers West (SEIU-USWW) and property services contractors across CA, BSP has leveraged its ability to bring together multiple stakeholders to engage in strategic and innovative workforce development collaboration to improve incumbent workers' job quality while providing workers the confidence and skills needed for advancement. Through H RTP investment, BSP developed a successful labor-management committee (LMC) model that has spearheaded program design, implementation, and industry analysis by engaging employers, labor representatives and worker leaders equitably. BSP's labor-management framework and its longstanding partnerships are key in pushing the industry forward to define career pathways for a low-wage industry that has historically offered little mobility for workers. This effort is necessary and opportune to meet the industry and workforce needs of an emerging low-carbon, energy-efficient, healthy commercial building sector. In the process, labor and management partners will work to explore and develop higher skilled jobs by recognizing the contribution of property service workers in building a high-efficient, high-performing, green economy. BSP is uniquely positioned to advocate for worker mobility within the labor-management partnership, and supports its closest partner, SEIU-USWW, to advocate for training and new job classifications in collective bargaining negotiations.

Lastly, BSP's worker-centered model includes worker voice on the strategy, adoption, pilot, evaluation, and scaling of its already existing programs through its statewide worker advisory committee. Through this project BSP will expand its peer to peer trainer model and develop worker advocacy opportunities for increased worker leadership.

Question 2: For existing CWDB H RTP grantees only (new applicants should enter "Not Applicable" to this question)

As a result of your past/existing H RTP work: Describe outcomes achieved and opportunities that now exist due to partnerships developed under the original H RTP project. (3000 characters) (2975 characters)

Through its H RTP 1.0 project, BSP elevated the role of janitors in addressing climate change by partnering with employers, commercial building owners, and the union to expand BSP's innovative Green Janitor Education Program (GJEP) across CA. Due to the success of the program, key industry stakeholders have looked to BSP's leadership to design and offer ongoing green training through GJEP 2.0, the recertification iteration of the original program. It will further elevate GJEP as a core H RTP program strategy. BSP's success has resulted in SEIU International and other union locals consulting BSP to replicate the program in other regions including Washington D.C., Minneapolis, Chicago, Portland, Seattle, and Denver. As a result, BSP's capacity to support growth and expansion is both a challenge and an opportunity it will seek to address through this project.

Similarly, through its first H RTP project, BSP was able to have its LMC framework adopted in the LA CBA in 2016 with the goal of furthering labor-management collaboration around sustainability and workforce training. Through the LMC model, BSP developed the Floor Care Technician program that employed an innovative peer-to-peer training model with multiple employers per cohort, marking the first labor-management collaborative design through the LMC model. As a result, partners began sharing a common trust and vision for the workforce which facilitated the expansion of its LMC model as BSP successfully convened LMCs in other regions.

Through the LMC infrastructure, BSP led the industry in its response to COVID-19 by convening statewide LMCs to hear industry concerns. BSP engaged industry experts to develop the Infectious Disease Certification (IDC) program. To date, BSP has trained nearly 2K workers in IDC training across the janitorial and airport divisions. Due to the success of BSP's LMC mechanism to respond to industry needs, BSP was able to collaborate with employers, workers, and labor reps on career pathway planning to produce a career lattice as a template for further collaborative design. While new job classifications were not adopted in the 2021 CBA, language for the convening of ongoing statewide LMCs was successfully included in the CBA contracts to continue collaboration on career pathways and the workforce training needs. However, regional and targeted employer collaboration remains a notable opportunity.

BSP's current H RTP project has been critical in adopting digital equity strategies, specifically building technology infrastructure and developing a virtual delivery model for training. As a result, BSP entered a partnership with Evergreen Community College (EVC) to pilot its first asynchronous IDC training through a learning management system (LMS). This partnership has built the foundation for further community college collaboration that BSP will tackle in this project to explore a pre-/apprenticeship pipeline as a framework that can be replicated to BSP's other service regions.

Question 2.1: For existing CWDB H RTP grantees only (new applicants should enter "Not Applicable" to this question)

As a result of your past/existing H RTP work: Describe how this funding will improve, expand, and/or scale your existing or previously funded High Road project? (3000 characters) (2996 characters)

While BSP has outlined a bold and comprehensive vision for its H RTP project across multiple core strategies, there is a critical need for increased capacity to further BSP's work through a multi-faceted H RTP strategy.

BSP will deepen its LMC model through this project, specifically its regional and targeted employer collaboration. From lessons learned, in order to be most responsive to employer needs, BSP needs the capacity for 1:1 employer collaboration in addition to regional and LMC strategies. This project will provide BSP the capacity to further this component of its H RTP work across its service regions in CA. Similarly, as BSP successfully engaged partners on career pathway development to produce the career lattice, BSP has identified the need to work with partners to design, develop, pilot, and evaluate these trainings to get the support from key partner stakeholders to inform a concrete collective bargaining strategy to integrate new job classifications with wage differentials the upcoming CBA cycles. This project will give BSP the capacity to work with employers on designing and piloting career advancement training in addition to its other core H RTP strategies.

While BSP's H RTP work has primarily focused on strengthening labor-management partnership, it has learned the urgency to expand to market-level strategies, specifically dedicated capacity to engage industry clients (property owners/managers) to develop a strategic and action plan for client engagement and accountability. While BSP's labor-management partners may be invested in the H RTP work, as a contracted industry, industry clients hold the ultimate power and need to play a key role in advancing H RTP goals. To advance market-level strategies and impact, BSP needs to develop internal capacity for research and industry analysis as a core component of the work and as a consistent process to build expertise and remain responsive to the needs of the industry. This project will afford BSP the opportunity to build internal staff capacity as the industry embarks on a multi-year recovery with lingering uncertainty of permanent impacts of COVID-19.

External partners are an emerging opportunity for BSP to further system-level strategies and impact. This project will provide the necessary staff capacity to focus on external partnership development, specifically exploring a pre-/apprenticeship pipeline for property service workers as well as a model for community college partnership to onramp workers to educational and career pathways that can be replicated to other BSP service regions. BSP will also connect with other workforce agencies, CBO's and key collaborative groups to further system-level strategies.

Lastly, workers' voice is crucial if there is to be positive changes within the industry. BSP will continue investing in workers through leadership opportunities including Peer Trainers, Digital Navigators, and the Worker Advisory Committee launched during BSP's current H RTP project.

Question 2.2: For existing CWDB H RTP grantees only (new applicants should enter "Not Applicable" to this question)

As a result of your past/existing H RTP work: What did you learn from past investments that impacts your new, proposed project? (3000 characters) (2803 characters)

A key lesson BSP learned from its H RTP projects is that convening and preserving the relationships that exist within regional labor-management committees (LMCs) is crucial in identifying different regional market needs and maintaining worker voice as the center of industry expansion. Through this project, BSP will look to increase its capacity to support targeted employer outreach and collaboration per region to support its broader LMC strategy.

Past H RTP investments enabled BSP to expand its LMC network into new regions like Orange County and Silicon Valley through its Floor Care Technician Program that provided an opportunity for employer representatives, workers, and labor representatives in those respective regions to be involved in the process of developing worker training for their workforce. This collaborative approach set the foundation

for career pathway planning that resulted in the production of an innovative career lattice for the industry. Through this project, BSP will embark on the next phase of collaborative design with key industry partners to develop, implement, and pilot career advancement training that can inform a collective bargaining strategy to adopt new job classifications reflecting career advancement opportunities tied to training.

Another learning from BSP's most recent H RTP work is that while labor-management partners are invested and willing to collaborate on long-term strategies such as career pathways, industry-level factors may inhibit progress as well as immediate crisis management resulting from the lingering impacts of the COVID-19 pandemic. BSP has identified that in order to be the best asset for the industry as a labor-management convener and advocate, it will require (1) a broader and more thorough research capacity to address current and upcoming industry demands, (2) market-level strategies targeting and industry clients (building owners/ managers) for accountability, and (3) remaining responsive to industry needs through ongoing labor-management collaboration and offering BSP's breadth of workforce development programming.

Lastly, as BSP continues to grow into a recognized model with a multi-regional footprint, there is a growing need to determine a strategic vision and plan to support regional and multi-sector growth, expansion, and systems-change work rooted in external partnership development. Through this project, BSP will have the necessary capacity to focus on external partnership development, specifically building on its community college partnerships as well as mapping out system partners and efforts to further system-level impact strategies. Similarly, BSP will increase capacity to support cross-sector and regional growth of its H RTP model while generating a sustainability plan to ensure long-term success.

Question 3: For existing CWDB H RTP grantees only (new applicants should enter "Not Applicable" to this question)

Summarize your project goals, activities, outputs, and outcomes and how it will expand/evolve your previous work. Response should focus on what project will do with direct funding and what will be achieved within the grant term. Response should align with your high road vision and sector-based strategy response from Question #1. (3000 characters) (2999 Characters)

- Should mention explicitly all of our deliverable goals/outcomes (i.e. the key focus areas) and ideally the outputs/metrics.

This project will continue addressing industry needs by 1) conducting consistent research 2) furthering labor management collaboration and 3) leverage external partnerships to further system-level impact. COVID-19 has continued to cause uncertainty within the industry. With the support of a Research Specialist, BSP will be better positioned to grasp the needs of the workers, employers, and SEIU. The LMCs have been instrumental in driving conversations about industry and expanding programming. BSP will host more LMCs throughout the year at both the state and regional levels. Additionally, BSP will focus on expanding its reach at the regional level through individual conversations that will inform BSP of specific employer needs and specifically tailor programs to those needs. Finally, BSP will also collaborate with external partners such as BOMA-LA and EVC to support the growing needs of the industry including regional outreach and training programs beyond BSP capacity.

Workers' voices will continue to be elevated with this project through 1) increased investment in digital skills 2) continued training on various workforce development training, including new training 3) increased focus on external partnerships. The pandemic highlighted the need to bridge the digital divide and BSP will continue to invest in this through its Digital Navigators Program. Digital Navigators are given the opportunity to develop their leadership skills. BSP will continue training workers through its various programming, training 2,930 workers by the end of the term, incorporating digital skills within the already created training to further its blended learning approach. Additionally, informed by research and industry needs, BSP will create new training opportunities including supervisory training, correlating with BSP's vision of career advancement. BSP will continue to work with community colleges, to explore and develop a concept for a pre/apprenticeship pipeline for property service workers.

BSP will also focus on expanding its H RTP model by 1) hiring new positions to help towards meeting the outcome of building capacity and training 2) increased Partner Collaboration 3) conducting continuous research focused on industry changes. The new positions throughout the state will lead the growth and expansion strategies of BSP's H RTP model within the industry and across other sectors, including airport and security. Partner collaboration will include LMCs at both the state and regional level, individual outreach to employers to focus on specific needs, gaining the interest and support of CBOs such as regional BOMAs, and continued partnership with community colleges. By having more partners involved in the H RTP project, BSP can leverage support and position itself to advocate for higher wages during the CBAs. COVID-19 made evident that the industry will constantly be changing and in order for BSP to keep up, it will need to have constant conversations with industry partners.

Informed by an industry survey conducted in early 2022 to understand industry needs for a successful multi-year recovery, this project will allow BSP to (1) deepen current investment to further amplify current H RTP strategies such as centering digital skills advancement, regional LMC collaboration, external partnership development, and broader industry program development and implementation such as Floorcare, VESL, and supervisory training, while (2) providing the necessary support to sustain and build upon BSP's H RTP strategies beyond its current H RTP projects.

This project will allow BSP in the short term to deepen investment and capacity to work with LMC partners, specifically a focus on regional partnership development to develop and implement programs identified such as ADVANCE, Floor Care, supervisory, digital skills, and other career pathway training. Similarly, this project will allow BSP the necessary capacity to further expand external partnerships including with community colleges, beginning with EVC to develop a partnership model that can be replicated to other community colleges across BSP's service regions. Through this partnership, BSP will explore pre-/ apprenticeship opportunities.

BSP will also focus on expanding its H RTP model. The need to expand training programming in regional areas will be addressed through the hiring of additional staff within the regions. The additional staff will be focusing on expanding its reach through individual conversations that will inform BSP staff of specific employer needs and specifically tailor programs to those needs. Additionally, BSP will hire a new Industries Workforce Development Coordinator to lead growth and expansion strategies of BSP's H RTP model, identifying how the model can be replicated in other regions/sectors.

The project will continue to highlight workers' voices by continuing to provide leadership opportunities. Based on the success of the Worker Advisory Committee (WAC), BSP will continue creating WAC, allowing multiple workers the opportunity in developing leadership skills. The newly implemented Peer Trainer program in LAX will continue to expand, especially among the janitorial industry. BSP will continue to bridge the digital divide by continuing its digital investment including the Digital Navigators. The Digital Navigators are part of BSP's goal of continuing to elevate workers' voices as they will be crucial in leading the trainings that focus on digital skills.

Lastly, this project will focus on researching the industry needs and the constant changes incurred due to COVID-19. The research will inform BSP of specific needs, especially regarding the employer's needs on training and where they stand in regards to BSP's career lattice. The research will also allow for BSP to establish a sustainability plan to allow for BSP to be in a strong position for the next two collective bargaining agreements.

Question 4: For existing CWDB H RTP grantees only (new applicants should enter "Not Applicable" to this question)

How will the project connect workers to high-quality jobs and/or entry-level work with clearly defined routes to advancement? (3000 characters) (2270 characters)

Because of recent H RTP investments and years of designing worker training, BSP has designed a career lattice framework that details how career advancement can be achieved by janitorial service workers. Since the pandemic, the most pressing needs expressed by partner employers include: (a) upskill worker training, (b) digital skills learning, (c) supervisory skills, (d) english language competency, (e) on-ramping to community college and/or adult education, (f) advanced customer service training, and (g) technology literacy.

In order to advance to a higher classification, a high-road job that pays family sustaining wages while acquiring the skills listed above, workers must get additional education and training. BSP developed a career lattice framework that the industry can rely on to use as a guide to achieve certification pathways that lead to higher wages and provide career advancement opportunities even to a service oriented type work like janitorial.

BSP created a working group to help define the credentialing system of career advancement for janitorial workers. With the participation of existing LMC partners, BSP created the career lattice framework to highlight a total of ten job classifications that show the skills and competencies required for each high-road job position. This included the type of worker training program, certifications, and compensation standards for each classification. The career lattice framework created by BSP serves as an industry tool on how California can achieve job quality and career advancement for immigrant workers during post-pandemic economic recovery while at the same time addressing climate, racial, and income inequality.

Additionally, BSP recently partnered with Evergreen Valley College (EVC), to implement an LMS version of its IDC curriculum and is currently supporting EVC in their own H RTP project that is working on providing an apprenticeship for workers in low-skilled jobs. BSP's successful partnership with EVC has paved the way to develop similar partnerships throughout the state. By building a partnership with a community college like EVC, BSP is setting the foundation for career and educational pathways for workers who have often lacked access to opportunities at community colleges.

Question 5: How will the project benefit underserved and/or under resourced communities? (3000 characters) (2739 characters)

Commercial janitors clean the buildings of the wealthiest companies across the state, but due to low-wages, lack of professional development opportunities, and systemic barriers, janitors struggle to make ends meet. According to USWW's member residence data, high concentrations of immigrant janitorial workers and their families live in communities that are most affected by climate change. Moreover, U.S. Department of Labor statistics show that of all types of labor, janitors are fifth most likely to be injured on the job. BSP has worked with partners like: the Community Occupational Health Project (COHP), University of California San Francisco (UCSF), Street Level Health Project in Oakland, Occupational Health Internship Program (OHIP), UCLA Labor Occupational Safety & Health (LOSH), UCLA Labor Center, and UC Berkeley Labor Occupational Health Project (LOHP), to develop and implement safety training for janitors at their worksites. Worker health and safety is a core BSP priority as demonstrated by the organization's core workforce development programs which include GJEP, the Floor Care Technician Program, and Infectious Disease Certification (IDC).

Among the janitor population BSP serves, 97% are immigrants from Latin America, 70% lack basic English proficiency, less than 30% finished high school, and with an average annual salary of \$34,000, workers and their families struggle to climb out of poverty. Moreover, 65% of the janitors BSP serves are women (many are single mothers), and 63% of these are heads of household. The majority of BSP's program participants have been working the same job for 10 years or more, and 50% are over the age of 50. Janitors clean the buildings of some of America's wealthiest companies, including those in the high tech industry. Yet, due to low wages, lack of professional development opportunities, and systemic barriers, janitors often struggle to make ends meet. One of the reasons why workers get trapped in low wage jobs is because there are no visible pathways for career ladders in their industry. In the big business of commercial property buildings, job retention and advancement for janitorial workers are overlooked or nonexistent. Janitors who have deep commitment to their professions and gained decades of experience do not have formalized pathways to skill development, certification, and career advancement. As a result, employers are challenged when hiring qualified individuals for high-skilled positions and incentivizing top-performing janitors to stay. Because the industry is without training standards, certifications, and career pathways, the industry and the public risks themselves when occupying buildings that are maintained by an untrained workforce.

Question 6: How will this project advance skills, opportunities, and career pathways for specific populations your project will be serving? (3000 characters) (2998 characters)

In the last year, BSP has organized a statewide Workforce Advisory Committee; a committee focused on leadership development so workers have a visible leadership role in the decision making process of the organization. BSP creates opportunities for workers to put their new learnings into practice by providing them platforms to give critical feedback through public speaking, written, or online participation. The advisory committees elevate worker voice and strengthen BSP's worker-centered programming. BSP relies on the workers' feedback to provide input on BSP's services while learning their needs. Additionally, leadership opportunities for workers enable them to step up and advocate for quality jobs, equity, and environmental sustainability at convenings that involve developments and changes occurring in their industry.

LAX piloted a Peer training program where workers received training including public speaking and digital skills. As Peer Trainers, workers are able to take on a leadership role within their job and provide their feedback to help shape improvements and further program development. To several of them, it is the first time they are asked for their input in their current position and are hoping for more leadership opportunities within the industry.

To expand BSP's intention on investing in bridging the digital divide, BSP has created a digital navigator training, outlining specific capacity needs for navigators such as advanced digital skills, soft skills, and problem solving. A digital navigators model will have the potential to lead to the professional development of workers and through the micro-badging model, may lead to career advancement opportunities. The exploration of implementing micro-badging to attain digital skills in the context of BSP's target population, many of whom have not completed high school, can potentially lead to career advancement opportunities by upskilling them and having those skills formally recognized within their industry.

Moreover, the career lattice framework mentioned earlier defines the training and certification pathways that will advance skills, opportunities, and career pathways for janitorial service workers. While BSP's previous HRTF projects allowed BSP to conduct the first phase of research and industry analysis to produce the initial concept of a career lattice, the intention was for it always to be a tool for collaborative design. In this project, BSP will embark on the next phase of collaborative design with employer partners. To augment these efforts, BSP will also be relying on developing a partnership model with community colleges to advance on ramping opportunities to educational and career pathways as well as exploring a pre/apprenticeship pipeline for property service workers. By partnering with community colleges, BSP is able to demonstrate how investing in the workforce and their education, training, and earning college credits can translate to career advancement opportunities.

Question 7: How will the project support both labor and management in order to increase the health, safety, and professionalization of jobs in your sector? (3000 characters) (2993 characters)

COVID-19 presents an opportunity to further define and advocate for healthy and safe workplaces and increased support for janitors. As the commercial building industry takes broader responsibility for workplace health and safety in the context of the pandemic, janitors will need skills training to meet new industry standards. While the green building movement is focused on sustainability, BSP understands that environmental standards cannot be achieved if workers' health and safety needs are not being met. Through its labor-management partnership, and in collaboration with safety compliance experts, BSP will prioritize worker health and safety as a core component of its worker training programs while advocating for worker voice and career advancement opportunities.

Within the infectious disease conversations taking place among stakeholders, including workers themselves, the concept of what it means to be a healthy building has shifted. It is not enough to include sustainability efforts. With continued investment in training courses centered around workforce development, BSP has shifted the conversation to include workers directly putting themselves at risk. When the pandemic began, janitorial workers did not have the option of working from home. When things were so uncertain, it was these workers risking their health everyday. Two years after the pandemic, the conversation has shifted to include the health and wellness of the individuals when discussing the overall goals of sustainability within buildings.

As BSP continues its career pathway development, one component of this project that it will prioritize is market research and client engagement. It's not sufficient to engage labor and management in property service industries given that employers are usually contracted. BSP will prioritize a client engagement strategy to create accountability and further H RTP goals at the market level.

BSP facilitates collaboration between employers, labor and workers to provide effective worksite training to help workers overcome barriers to traditional forms of adult education and workforce development training. In order 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. Most recently, it was made apparent that digital skill will be vital in progressing the work. BSP has begun drafting the notion of micro-badging within the industry. The exploration of implementing micro-badging to attain digital skills in the context of BSP's target population, many of whom have not completed high school, can potentially lead to career advancement opportunities by upskilling them and having those skills formally recognized within their industry.

Furthermore BSP is exploring how pre-apprenticeship programs can become professional pathways for janitorial workers to transition to become facilities management or building engineer positions.

Question 8: How will this project prioritize worker voice? (3000 characters) (2916 characters)

Although janitors are frontline, essential workers, their voices have historically not been included in discussions about industry related components. This project will mark the next evolution of BSP's efforts to elevate worker voice through the 1) Worker Advisory Committees 2) Peer Trainers and 3) Digital Navigators.

BSP successfully launched a WAC consisting of 21 workers throughout the state. The committee gave workers the opportunity to give input on current programming and their vision for future programming. Additionally, these committees focused on improving their leadership skills by providing civic engagement training, public speaking opportunities, and areas on how they can advocate for themselves. BSP will continue expanding on the success of the WAC by recruiting an additional 30-40 workers in the course of three years. More workers participating in programs advancing their leadership skills will allow for them to be strong advocates for their work and its future.

BSP will continue on building digital equity capacity through digital navigators to support digital skills attainment. The Curriculum Design and Digital Equity Coordinator will work on identifying janitorial workers to train as digital navigators. These workers will then have respective hours where through a heavily marketed campaign, workers needing digital assistance will learn about and use the services of the digital navigators. The objective is not only to provide support to the janitorial population, but to create opportunities for a career in IT support for the janitors interested in being Digital Navigators.

Lastly, BSP will continue investing in the Peer Trainer program. Since its pilot in LAX, BSP has successfully trained 11 passenger service workers, providing both leadership and digital skills. Peer Trainers will assist instructors in onboarding workers in the LMS version of the Emergency Preparedness Training (EPT) course. Additionally, they will offer their input as to the best practices on presenting the curriculum to the workers. The Peer Trainer program will continue to expand within LAX and will inform the janitorial industry on best practices to implement for that specific population.

BSP has 15 years of experience developing and implementing worker-centered programs that prioritize worker voice. In the planning phases of GJEP and the IDC program, BSP worked with partners and stakeholders through regional LMCs to determine industry needs. Through this project, BSP will continue including workers' voices at all key phases of program development. In the implementation and evaluation phases of the project, BSP will use pre/post surveys and participant satisfaction surveys to collect student feedback. Using participant guidance and feedback, BSP will adjust programming to capitalize on successes, address challenges, and create new opportunities to help its service population.

Question 9: How will this partnership address worker, employer, and industry needs as they respond and adapt to climate change and environmental sustainability, including building community and economic resilience? (3000 characters) (2966 characters)

As BSP responds and adapts to climate change and environmental sustainability, it will encourage its LMC partners to address worker, employer, and industry needs by keeping worker training and career advancement into high-road jobs as a priority. For example, through GJEP 2.0, low-income workers will be upskilled for a green economy while supporting commercial buildings to decrease energy costs, water consumption, waste reduction, and overall greenhouse gas emissions. Through its proven labor-management collaboration, BSP's program development and recertification strategy through GJEP 2.0 will engage partners around its goal to create career pathways for workers in a new green economy. BSP believes that a just and equitable economic recovery requires investments and programs that are worker centered, and that the professionalization of the cleaning industry will benefit all Californians.

During COVID-19, people of color were disproportionately affected by the disease. BSP acted quickly, creating a 12-hour course teaching workers about infectious diseases and workers' safety. As the pandemics progressed, and janitors remained working in the buildings, it was made apparent that it was not enough to discuss buildings when discussing sustainability standards; the health and safety of the workers need to also be included. As COVID-19 and other infectious diseases such as Monkeypox remain relevant, buildings need to take into consideration the overall safety of the building, including those that clean it. BSP can leverage its position as the main convener by giving workers the space to advocate for their needs, including working in an environment where they feel healthy and safe.

In April, BSP's Workforce Development Director was a guest speaker in SEIU's second annual Climate, Jobs, and Justice Summit. Additionally, workers that had previously participated in GJEP were also invited to attend. By having BSP's participants attend, industry experts were able to interact firsthand with workers that have benefited from the program. Additionally, workers were able to network and advocate for the program by giving first hand experience about the program and how they have benefitted from sustainability practices not only at work, but at home.

BSP has long argued that "green" construction and technology is not sufficient by itself to achieve energy, water, waste, and other environmental performance objectives for commercial buildings. Instead, a trained workforce is required to realize the full benefits of these capital investments. Furthermore, conventional buildings can significantly improve environmental performance without the latest equipment and digital controls if workers are trained to implement better O&M practices. Through this HRTF project, BSP will develop a second iteration of GJEP that will align new green and healthy building initiatives with O&M practices to increase the environmental performance of buildings.

Question 10: 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.)? (3000 characters) (2859 characters)

LMCs are an integral part of a high-road strategy as they allow partners to build trust and approach worker-industry needs through a collaborative approach that provide workers with access to worker-centered education, training programs, and career pathways. Through LMCs, BSP has continuously demonstrated the benefits of labor, employers, property management companies, building owners, and workers collaborating to address the operations and maintenance (O&M) of large commercial buildings while meeting future workforce needs. Through LMCs, a low-wage industry can be transformed into a high-road economy that provides upward mobility for low-wage working families.

U.S. Department of Labor statistics show that of all types of labor, janitors are fifth most likely to be injured on the job. BSP has worked with the Community Occupational Health Project (COHP) at the University of California San Francisco (UCSF) and Street Level Health Project in Oakland, Occupational Health Internship Program (OHIP), the Steve Askin Group, UCLA Labor Occupational Safety & Health (LOSH), UCLA Labor Center, and UC Berkeley Labor Occupational Health Project (LOHP), to develop and implement safety training to janitors at their worksites. Worker health and safety is a core BSP priority, as demonstrated through its core workforce development programs including GJEP, the Floor Care Technician Program, and IDC. BSP continues to work with these organizations when creating or updating its core training programs.

BSP continues to expand its training offerings by establishing new partnerships with adult education and public workforce development agencies. Most recently, BSP partnered with Evergreen Community College, to deliver workforce training through a learning management system (LMS) for workers in San Jose and San Diego, providing the opportunity for workers to complete certification training at their own pace through a digital platform. BSP will continue to develop relationships with community colleges in Southern California and collaboratively work on standardizing certifications within the janitorial industry.

Industry surveys conducted in January 2022 identified a need (1) for workers to stay in the industry, (2) grow into higher-skilled/specialized positions and (3) for an improvement in digital, English, customer service, and supervisory skills. Some of the most pressing needs for upskilling include digital skills, floor technician skills, English language competency, and supervisory skills. BSP conducted the survey to best understand the needs of a post-pandemic industry. The H RTP Resilience project will allow BSP to have more capacity in conducting research on industry and workers needs so that a refreshed vision for worker training for a post-pandemic economy will be created and operationalized to impact 2930 workers in 3-years.

Question 11: 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. (3000 characters) (2697 characters)

With the help of H RTP Resilient investments, BSP will continue to build on existing relationships with SEIU-USSW, employers, commercial building owners, property management companies, and community partners that have been established through BSP's long labor-management work. 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 the LTEF relationship, BSP engages its partners through formal training agreements to invest in BSP's workforce development programs and its comprehensive service model. BSP's successful LA LMC was formally included into the 2016 Collective Bargaining Agreement (CBA) for LA-OC. BSP has since expanded the LMC model to other regions with great success. The LMC framework enables employers to provide real-time feedback on industry and worker needs, and helps BSP to align programs to those needs. BSP will leverage this success to institutionalize LMC language in additional CBAs.

SEIU-USWW: SEIU-USWW President David Huerta 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 California's janitorial industry, will serve as a principal collaborator to obtain critical information to tailor and pilot materials. Additionally, BSP works closely with the following employers: Servicon, Medallion, Flagship, Paragon, C&W Services, etc.

BOMA-GLA: BOMA-GLA representatives have sat on BSP's BOD since its inception and were key collaborators of GJEP 1.0. Will be instrumental in identifying methods BSP can connect to other BOMAs in the state.

USGBC: BSP partnered with USGBC for the creation of GJEP 1.0, crucial to BSP's first H RTP project. Will continue working with USGBC to address health equity within commercial service buildings.

Evergreen Valley College (EVC): Currently working collaboratively with the Learning Management System (LMS) of the Infectious Disease Certification (IDC) program. Will explore utilizing current BSP programming and possibility of converting it into a certification program or alternative career tracks leveraging the micro-badging model.

EDTech Center: Oversight of staff supporting BSP through guidance and support in researching micro-badging credentials as well as a digital navigators model.

Question 12: 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. (658 characters)

Community Colleges: EVC has been instrumental this quarter in the launching of the LMS pilot, allowing BSP to explore the full capabilities of an LMS program. This additional knowledge and insight is going to further the development of LMS-based programs within the organization. It is expected that EVC administrators will introduce BSP to community colleges in Southern California to replicate some of the efforts piloted here. By establishing partnerships with community colleges throughout the state, BSP can begin outlining concepts of how it can work with colleges for career advancement opportunities for property service workers within the industry.

Question 13: 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. (3000 characters) (2652 characters)

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. Due to the unique position of BSP as the union's training fund that is partially financially supported by janitorial employers, BSP will be the core partnership convener. BSP has 15 years of experience as a labor-management partnership convener and continues to convene SEIU-USWW, property services contractors, worker leaders, and broaden owner/management engagement in various service regions. 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 and will continue its efforts to build consensus among industry leaders to further a high road vision.

BSP is currently working on replicating the successful janitorial LMC model to LAX through targeted partnership development. The focus is to establish labor-management committees as a mechanism to raise industry standards and collaboration. BSP will leverage its experience and relationships through previous H RTP projects to increase its outreach and engagement with additional employers at LAX with the goal of addressing career advancement opportunities across sectors including airport and security. These industries are similar in traditionally being low-waged industries with little opportunities for advancement.

Interim Executive Director Luis Sandoval, Chief Operating Officer Laura Medina, and Workforce Development Coordinator will lead statewide efforts to further BSP's high road vision and its partnership development and program implementation goals. Additionally, BSP relies on Northern and Southern CA Workforce Development Coordinators to implement the training and develop the relationships with employers within their respective regions. BSP's Airport Director, Sara Caughey, will play a key role in replicating the successful LMC janitorial model within the airport division. Additionally, she will assist in implementing the successful Peer Trainer program currently only implemented in LAX, in the janitorial division.

BSP staff will work with SEIU-USWW leadership, including President David Huerta 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.

Question 14: Outline how the partnership will convene, prioritize, and engage throughout the grant period. How will data and reporting be streamlined and reported back to the state with buy-in from core partners? (3000 characters) (2825 characters)

Through this project, BSP will continue on utilizing LMCs as the main method of convening. Since the onset of the pandemic, when people were not meeting in person but the need to discuss the safety of essential workers was a priority, BSP began convening their LMCs virtually. This proved successful as stakeholders across the state were able to come together to solve the most pressing needs. As the industry has stabilized, BSP has realized that not all regions have the same needs. This project will focus

more on regions, convening not only statewide LMCs but also prioritize on convening regional LMCs to grasp the needs of those specific regions.

LMCs will serve their traditional purpose of implementing industry-wide initiatives. BSP will also continue its partner engagement through relationships held in respective regions. In the research and program development phase, BSP will engage subject matter experts and include them in LMC convenings as needed. As a convener, BSP will coordinate meetings, record progress, and facilitate follow up among partners to move projects 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. Any pilot will undergo a rigorous program evaluation and re-modification process, and all progress will be reported back to the stakeholders through the LMCs.

Additionally, through its current H RTP project, BSP has found that individual conversations with employers have been successful in grasping specific needs. Although all employers operate under the same contract and adhere to similar protocols, not all have the same needs. Needs are usually informed by the buildings they are contracted under. BSP staff has relied on individual conversations to not only familiarize employers (especially smaller ones) of BSP and its programming. Additionally, it has worked with employers in providing tailored training for the workers. With added capacity in smaller regions such as Orange County, San Diego, and Sacramento, BSP staff will be able to keep on building and strengthening relationships within those regions. By having those direct conversations with individual employers, BSP has realized that it can work more effectively in implementing programming and identifying individual employer needs. Individual regional relationships will also play a role in allowing for BSP to implement pilot programs that can lead to the advancement of its career lattice framework.

Additionally, BSP staff have weekly check-ins to update on progress of the project. It is through these check-ins that BSP is able to take the information and include it in the quarterly reports informing the state through detailed reports of the status of the project.

Question 15: Describe capacity and strategy to target, engage, and support the populations identified by your project. (3000 characters) (2988 characters)

Through this project, BSP will leverage its successful labor-management partnership and holistic service model to create equitable pathways to good, stable jobs that are safe, pay livable wages, welcome worker voices, and provide opportunities for career advancement. Through the CBA, janitors have access to employer-sponsored family health insurance and additional benefits. Through additional programs including Financial Capabilities, Health & Wellness, and Civic Participation/Citizenship, BSP supports families to become integrated and build economic and health stability. Furthermore, BSP will work to increase workers' digital literacy skills to meet growing technology skills demands both at work and in their communities. Through this project, BSP will explore a first-ever micro-badging model for property service workers including what it would look like among BSP's programming and how it verifies workers' digital and industry-specific skills. BSP's success will rely on its ability to convene partners to anticipate and plan for a changing economic landscape.

This project's workforce strategy will address the urgent needs of California's most vulnerable, frontline immigrant workers by removing systemic barriers that prevent them from benefiting from an economic recovery. BSP will focus on growing its key economic regions such as Los Angeles and San Francisco Bay Area while expanding its impacts and labor-management infrastructures onto satellite regions such as

Orange County, Sacramento, and San Diego. With funding, BSP will add additional staff in regions throughout the state, to continue the expansion of the workforce development work. Additionally, by onboarding new staff members, BSP can fully focus on building and strengthening the relations with employers and other stakeholders within the regions.

With COVID-19, the industry has remained unpredictable, with employers' needs changing constantly. The Resilient Fund will allow for an Industry and Job Quality Research Specialist to be onboarded. The Research Specialist will allow for BSP to continue its goal of being a data driven organization and utilizing data to inform effective market-level strategies that can further BSP's core H RTP goals and objectives, specifically leveraging building owner and building management collaboration to advance job quality and economic mobility for property service workers.

BSP will use H RTP Resilient Fund investments to advance its high-road partnerships by conducting research to understand the changes happening in the industry while meeting workers' needs. As a result, BSP will create a new strategic bold vision for worker training and reach 2930 workers in over 3-years. The completion of this grant term will result in BSP having grown and advanced the impacts of the industry's comprehensive partnership composed of industry and worker leaders to transform low-wage service jobs into careers that experience income mobility and career advancement.

Question 16: Describe the systems in place within your project design that mitigate substantial burdens on affected (or impacted) populations (e.g. displacement of low income, disadvantaged community residents and businesses or increased exposure to toxins or other health risks). (3000 characters) (2740 characters)

Although it's been over two years since COVID-19, the janitorial industry is still reeling from the consequences. With more infectious diseases surfacing, the future of the workforce remains uncertain. BSP understands that for the foreseeable future, training will be affected. For this project, BSP will hire an Industry and Job Quality Research Specialist to focus on better understanding industry needs and forecast any changes. These last two years have proven the industry will not resume to the same operations pre pandemic and BSP has adjusted to this, especially if it wants to continue scaling its programming. The Research Specialist will be key in informing BSP of the constant changes and building owners' visions for sustainable practices, including the health of its workers. Through recurring research, BSP will be better informed and better prepared for CBAs by having researched based data as proof.

The pandemic highlighted the importance of digital skills and employer surveys in January 2022 noted that digital skills training was much needed among its workforce. BSP has prioritized investing in digital skills because it knows that if California wants a thriving economy, investment in advancing the digital skills of workers is essential. However, investing in digital skills is just the first step for workers in low-wage industries; there is an opportunity to explore innovative sector-based approaches to tie digital skills attainment to career growth and "future of work" labor market needs. By conducting research and exploring a micro-badging infrastructure to support BSP's labor-management programming model, BSP can explore how skill attainment can lead to tangible career advancements in a profession often considered stagnant.

In its current H RTP project, informed by a focus group consisting of prior GJEP participants, BSP proved its commitment to elevate worker voice in an industry they are knowledgeable about, but have often been overlooked. The focus groups were successful in informing BSP what to include in GJEP 2.0,

including lengthening the curriculum from the originally thought four hours to now twelve hours and including a module focusing on infectious diseases. Workers are the eyes and ears of buildings and need to be taken into account when discussing toxins and other health risks, most specifically, infectious diseases. Worker voice has been instrumental in key decisions being made regarding training and will continue to play a vital role in addressing the future of the work including addressing the industry's change to sustainable practices, but also the health risks that have been at the forefront with COVID-19 and other infectious diseases that have become more prevalent.

Question 17: Explain how community and/or worker input was considered in your project design. (3000 characters) (2204 characters)

In the last year, BSP has organized a statewide Worker Advisory Committee; a committee focused on leadership development so workers have a visible leadership role in the decision making process of the organization. BSP creates opportunities for workers to put their new learnings into practice by providing them platforms to give critical feedback through public speaking, written, or online participation. The advisory committees elevate worker voice and strengthen BSP's worker-centered programming. BSP relies on the workers' feedback to provide input on BSP's services while learning their needs. Additionally, leadership opportunities for workers enable them to step up and advocate for quality jobs, equity, and environmental sustainability at convenings that involve developments and changes occurring in their industry.

Through labor-management partners that included the Building Owners and Managers Association of Greater Los Angeles (BOMA-GLA) and the U.S. Green Building Council (USGBC), BSP developed GJEP as a worker-centered program that brought the voices of immigrant workers into direct conversation with labor-management about their important role in the green building movement. Since the beginning of GJEP, BSP has deepened its commitment to the inclusion of worker voice in the LMC framework in order to advance worker centered programs. In the recent development of the Floor Care Technician Program and Infectious Disease Certification, workers' voices were integral to the program design process. BSP is continuing the strategy of engaging workers' voices by selecting previous GJEP 1.0 participants to participate in a focus group in the development of GJEP 2.0.

Peer trainers will continue being integral in the delivery of training programs. BSP Peer Trainers will help train program participants in a comprehensive certification program that recognizes the need for continuous training and upskilling of workers in the property service industry. Simultaneously, they will also develop leadership skills to teach their peers, and also to be advocates for their own industry. BSP is aware that positive changes can happen when those at the forefront advocate for those changes.

Question 18: Provide a detailed explanation justifying your funding request. Include relevant information justifying any high costs allocated in your Budget Narrative and Budget Narrative, including high staff salaries, travel, support services, contractor expenses, etc. (3000 characters)

BSP's budget request reflects both the continuation of personnel of its current H RTP project as well as the increase in staff capacity that BSP feels is necessary to further its H RTP goals as outlined in this project. Specifically, BSP will add 8 new positions to the workforce development team in order to dedicate the needed capacity to both program design, implementation, regional employer outreach across BSP's service regions, as well as external partnership development and market level strategies, specifically property owner/manager engagement.

Notably, BSP will be adding two new specialized positions, an (1) Industry and Job Quality Researcher and (2) New Industries Workforce Development Coordinator, which reflect areas in need of additional capacity to further BSP's H RTP goals while responding to increasing demand for BSP's leadership in supporting the growth and replication of its model.

For the 18 personnel positions included in BSP's project proposal, BSP is requesting H RTP funding to cover healthcare costs at the respective FTE percentage and BSP will use leveraged funds to cover the remaining benefit costs of the staff listed (total of \$703,010).

BSP will be allocating \$927K for admin costs which includes insurance, utilities, legal services, accounting services, rent, and admin staff including Executive Director, Finance & HR Manager, Development Director, Grants Accountant, Development Coordinator, and Admin Assistant across the 3 year project.

Lastly, BSP will be leveraging funds to cover all non-personnel expenditures for the grant term (total - \$5,314,595).