

**Fiscal Agent:** Building Skills Partnership (BSP)  
**Project Name:** Green, Safe, & Healthy Jobs

## High Road & Project Framework

- 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) employs a sector-based workforce development strategy that (1) targets low-income and low-skilled workers in the commercial janitorial service industry, (2) improves workers' employment-related skills, and (3) meets the skills needs of the janitorial industry while creating lasting change in the labor market. Sectoral strategies have traditionally focused only on creating pathways (employment ladder building) to "high quality" jobs, rather than on improving "low-wage" jobs. BSP is ready to capitalize on its proven ability to advance job quality and equity by linking sector-based workforce training with economic mobility and climate resilience to improve the economic stability of immigrant workers across California. BSP sees job quality advancement as a key component to an inclusive economic recovery from COVID-19 that addresses climate, racial and income inequality.

BSP is well positioned to address the commercial real estate industry's movement towards greener and healthier workplaces, while working to open doors for janitors to access professional mobility opportunities through specialized training. Under CWDB's Low Carbon Economy Workforce Program initiative, this "Green, Safe, & Healthy Jobs" project will continue the expansion of BSP's labor-management partnership and will develop the next iteration of the successful Green Janitor Training Program (GJEP). BSP will build on the innovative and strategic work of prior HRTF funded projects to strengthen its labor-management partnership and promote quality jobs, equity, and climate resilience. Specifically, BSP will strengthen existing regional labor-management committees (LMCs) as well as expand the effective LMC model to new regions. LMCs are an integral part of a high-road training partnership as they allow labor-management partners to build trust and approach worker-industry needs through a win-win lens. BSP's HRTF success demonstrates a proven need within the industry for labor, employers, property management companies, and building owners to collaboratively address the operations and maintenance (O&M) of large commercial buildings to meet current and future workforce needs as well as new green standards. Furthermore, by defining the skills, standards, and training requirement for building service workers, this model of convening regional LMCs can transform low-skill, low-paying jobs into good jobs that contribute to an equitable, high-efficiency, and high-performance economy of the future. This LMC network will accelerate the process of addressing the changing needs within the industry in a post-COVID recovery.

BSP was founded with the vision of creating an equitable playing field for California's working families to achieve their career and educational goals. Originally established as a contract victory resulting from California's "Justice for Janitors" campaign, the Leadership Training &

Education Fund (LTEF) was created in 2007 through collective bargaining agreements between SEIU-USWW and janitorial employers under the provisions of the Taft-Hartley Act. BSP was founded to expand services to immigrant workers through a holistic approach that incorporates workforce development with immigrant integration efforts. Through its labor-management partnership model, BSP has been able to re-define the janitorial profession (which is often perceived as stagnant) by raising the industry floor and by creating career pathways to further economic stability and upward mobility.

BSP represents a unique partnership between over 75 building service companies, 40 building owners, and SEIU-USWW to train close to 5,000 low-wage janitors a 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.

BSP has also been an innovator in terms of putting immigrant janitors at the center of the conversation about climate resilience and mitigation within the industry. Developed in collaboration with its labor-management partners, the Building Owners and Managers Association of Greater Los Angeles (BOMA-GLA), and the U.S. Green Building Council (USGBC), BSP's Green Janitor Education Program (GJEP) has certified over 1,100 janitors across the state. In 2016, BSP was able to achieve written language in the collective bargaining agreement for Los Angeles-Orange County to develop the first Labor-Management Committee (LMC) to bring together employers, labor representatives and workers to identify industry needs and develop industry-driven, worker-centered programs around sustainability. This model has proved effective in convening key industry partners, despite the often contentious labor-management relationship, to collaborate on workforce training. Through previous H RTP projects, BSP expanded the LMC model to other regions across the state. The successful LMC approach is a mechanism for building industry resilience through research, communication, and analysis of industry needs and best practices to implement innovative workforce development training in a rapidly changing sector.

As the state addresses COVID-19, economic inclusivity, racial equity, and climate change through quality job creation, BSP will continue to implement a high road and sector-based strategy through industry-driven and worker-centered programming. BSP will capitalize on the success of GJEP 1.0 by placing workforce development at the forefront of the green economy and COVID-19 recovery efforts. Through this project, BSP will develop a broader GJEP 2.0 to address current and upcoming demand for new green, safe, and healthy buildings. BSP will leverage its labor-management partnership to identify industry needs, skills gaps, and latest O&M practices to build upon GJEP 1.0 and re-engage previously certified janitorial worksites through a recertification strategy. BSP's high road partnership will lead the way in supporting workers to create and maintain green, safe, and healthy buildings for California.

**2. Describe the following outcomes as a result of your past/existing H RTP work:**

**a. Outcomes achieved furthering the goals of the H RTP framework and opportunities that now exist due to partnerships developed under original H RTP project.**

BSP was successful in achieving the following outcomes for its previous H RTP project: (1) increased professionalization and economic opportunity through Labor-Management Committee, (2) trained high-killed green janitors to participate in green building movement, and (3) served as a best practice national model for replication.

BSP's previous H RTP work used an innovative LMC approach to define skills, standards, training, and upward career ladder opportunities for janitors. The development of a foundational partnership structure enabled industry leaders to address sustainability issues and workforce needs through industry-driven training solutions. As the industry shifted O&M practices to meet green standards, BSP included workers' voices in the conversation around raising the industry floor, defining industry standards, creating healthier working conditions, and strengthening employers' ability to comply with sustainability practices. This innovative approach has brought immigrant workers out of the shadows and into direct conversation with labor-management about their important role in the green economy.

H RTP also enabled BSP to develop a mechanism to convene a formal Labor Management Committee (LMC) to discuss changes in the industry, worker training, and career pathways at the regional level. The LMC facilitated trust and a shared vision amongst the various partners that provided a foundation on which the Green Janitor Education Program (GJEP) 1.0 curriculum was developed. H RTP allowed BSP to strategically engage with its industry partners to develop a standardized program for janitors, as well as to identify opportunities to train and upskill janitors for new quality jobs. Additionally, the successful implementation of the GJEP pilot led to an industry wide effort to scale the program across California. To date, BSP has certified 1,161 janitors (669 through H RTP) across the state at key sites including Google, Facebook, Oracle, CalSTRS, WellsFargo, Cal Edison, among others. BSP's success allowed SEIU International and other union locals to begin replicating the program in other states. BSP developed a "train the trainer" model and supported Local 1 from Chicago and Local 6 from Seattle to replicate the program in their respective markets. Similarly, BSP was invited by SEIU Local 26 to present its successful labor-management training model to employers, labor representatives, and workers in Minneapolis, and to advocate for the creation of a similar training fund during their collective bargaining negotiations.

BSP has built on the success of H RTP 1.0 to further advance the critical role of janitors in addressing climate change through green cleaning practices, and to continue to define and improve skills, standards, training, and career ladder opportunities for janitors. BSP has worked closely with SEIU-USWW and employers in its LMCs to determine industry needs and to negotiate the terms of training programs. Janitorial industry employers and labor leaders strongly voiced a need for uniquely qualified workers to fill higher skilled floor care utility positions, which led to the recent development of BSP's Floor Care Technician program (35

workers have been trained to date). At the same time, H RTP 1.0 enabled BSP to explore professional mobility pathways for janitors. Recognizing the need to define career pathways beyond linear promotion, BSP created a working group to expand its credentialing system across commercial buildings to increase upward career mobility for janitors. This effort has been well received by BSP partners who are encouraged by CWDB's support and are motivated to support this exploratory initiative based on a prospective return on investment.

BSP's LMC model proved to be an effective mechanism for convening stakeholders and for advancing industry-driven, worker-centered, training programs. BSP leveraged the success of the LMC in Los Angeles to convene 2 LMCs in Orange County to address specific needs among employers and labor partners in the region. Furthermore, BSP successfully convened 3 Industry Advisory Committees (informal LMCs) in the Silicon Valley that mirrored the framework of the LMCs in Southern California. In response to COVID-19, BSP mobilized those LMCs to address the impact of COVID-19 on workers and the industry. BSP rapidly convened the regional LMCs over 5 statewide, virtual meetings. The ability to convene statewide partners enabled BSP to quickly address industry and workers' COVID-19 related needs. In collaboration with industry experts, BSP developed a 12-hour Infectious Disease Certification (IDC) program to respond to the impact of COVID-19 on the janitorial industry. IDC adapts cleaning and maintenance practices to the rapidly evolving health and safety measures surrounding COVID-19 mitigation to protect janitors' health as they support commercial facilities and businesses to reopen. The success of the pilot has increased trust and confidence among partners, and as a result, BSP's partnership model has been further recommended as an effective mechanism to address workforce development needs in the industry. This recent effort also highlights the importance of H RTP's support for BSP's partnership framework.

**b. What did you learn from the first investment that impacts your new, proposed project?**

The most notable lesson that BSP learned from its first H RTP investment is that regional labor-management committees (LMCs) are the most effective strategy for furthering BSP's high road vision goals. With numerous statewide employer partners that have different regional market needs, the expansion of LMCs to Orange County and Silicon Valley have proved to be an effective mechanism for scaling and customizing programs to local market needs. The expansion of BSP's Floor Care Training Program in Silicon Valley and Orange County through the LMC model provided an opportunity for employer representatives, workers, and labor representatives in those respective regions to be involved in the process of program development and implementation. Similarly, the development and implementation of the Infectious Disease Certification (IDC) program could not have been possible without existing LMCs. Within this partnership framework, stakeholders can come together and agree that raising the industry floor is a win-win. This mutually beneficial collaborative approach will provide the foundation to build new job classifications and career pathways through the collective bargaining process.

BSP will build upon the progress it made through its H RTPs and will expand partnership engagement to include property managers and building tenants to increase the impact of BSP’s programs. Engagement of these partners is important given their broad oversight of buildings/facilities and their understanding of green and healthy building initiatives across entire portfolios. Developing a shared vision among all partners is critical, and BSP will leverage its success in finding common ground between labor and management partners to broaden and strengthen its partnerships. As a partnership facilitator, BSP works to meet the industry wide needs of labor, management, and workers, to move initiatives forward, and over time, BSP has fostered trust among its partners through a win-win framework. Through its partner building strategies, BSP meets industry needs while moving janitors toward better jobs, increased wages, higher self actualization, and an overall improved quality of life. BSP will leverage the success of its past two H RTP projects to help California on its road to recovery in its next chapter of H RTP.

**3. 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.**

Through this grant, BSP will continue to advance a high road training partnership that will increase upward mobility among immigrant workers and simultaneously meet the industry demand for a skilled workforce that can meet green sustainability standards in an emerging low-carbon, energy-efficient, health-oriented, and safety-focused commercial building sector. The proposed activities in the table below provide an outline of the anticipated H RTP 3.0 outcomes and performance measure.

**Anticipated H RTP 3.0 outcomes and performance measures over the duration of the grant:**

<b>Outcome 1: Address the Career and Economic Mobility of Janitors through Labor-Management Committees (LMCs)</b>	<b>Measuring Impact</b>
<p><b>Activity 1: Expansion of Labor-Management Committees (LMCs)</b></p> <ol style="list-style-type: none"> <li>1. Strengthen statewide LMC convenings, LMCs in LA as developed under H RTP 1.0, and newly formed LMCs in OC and Silicon Valley.</li> <li>2. Expand LMCs to new regions (SD/Sacramento/East Bay).</li> <li>3. Work with LMC partners to advocate for LMC integration into 2021 Collective Bargaining Agreements under SEIU-USWW (CBA) beyond LA-OC.</li> </ol> <p><b>Activity 2: Career Pathways Development</b></p> <ol style="list-style-type: none"> <li>1. Work through LMC to identify and define career pathways vision and outline potential training connected to industry demand.</li> </ol>	<p><b>Activity 1 Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Convene statewide LMC 1-2 times a year.</li> <li>2. Convene LA LMC 3 times per year and 3 LMCs in OC/SV respectively.</li> <li>3. Develop 2 new LMCs in East Bay, Sacramento or San Diego.</li> <li>4. Integrate LMC clause into 1 new Collective Bargaining Agreement (CBA).</li> </ol> <p><b>Activity 2 Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Hold 2-3 focus groups with LMC.</li> <li>2. Produce an industry career framework document.</li> </ol>

<p><b>Outcome 2: Engage Commercial Building Owners/Property Management through Labor-Management to define Industry Standards and Impact Measures for a High-skilled Janitorial Workforce in Green Buildings</b></p>	<p><b>Measuring Impact</b></p>
<p><b>Activity 3: Engage Building Owners/Property Managers</b></p> <ol style="list-style-type: none"> <li>1. Work through LMC to engage clients in thinking through current and upcoming industry needs as well as opportunities for the increased role for O&amp;M, specifically a trained janitorial workforce, in green building performance goals &amp; initiatives.</li> </ol> <p><b>Activity 4: Impact Evaluation</b></p> <ol style="list-style-type: none"> <li>1. Engage LMC partners and clients in tying O&amp;M/Janitorial and BSP’s workforce development programs to impact measures of lessening the environmental footprint of commercial buildings.</li> </ol>	<p><b>Activity 3 Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Engage 2-3 building owners/property managers from each region via a focus group/survey/ or conversation on industry needs.</li> <li>2. Produce set of recommendations for training opportunities in the context of upskilling/career pathways in new green building initiatives and COVID-19 environment.</li> </ol> <p><b>Activity 4 Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Produce an initial draft of outcomes and metrics as well as data collection plan to evaluate impact of workforce development programs to green building performance measures.</li> </ol>
<p><b>Outcome 3: Upskill Property Service Workers in Green &amp; Healthy Building Movement</b></p>	<p><b>Measuring Impact</b></p>
<p><b>Activity 5: Green Janitor Education Program (GJEP) 2.0/ Recertification &amp; New Certification</b></p> <ol style="list-style-type: none"> <li>1. Leverage opportunity to redefine janitor’s key role in green and safe buildings in the context of COVID-19 recovery and green economy.</li> <li>2. Work through LMCs and clients on short-term and long-term re-skilling/up-skilling/certification needs to meet the shifting of the industry.</li> <li>3. Develop new green program iteration towards a Green Janitor Education Program (2.0). This will include new modules for maintaining green, safe, and healthy buildings.</li> <li>4. Pilot and expand GJEP 2.0 as a recertification strategy. <ol style="list-style-type: none"> <li>a. Recertification modules under GJEP 2.0 = 4 additional hours for existing green janitors.</li> <li>b. Certification for new green janitors: 30 GJEP hours, including new modules to address new green, safe, and healthy buildings.</li> </ol> </li> </ol> <p><b>Activity 6: Industry Recognized Training, New Delivery Models</b></p> <ol style="list-style-type: none"> <li>1. Implement new models for worker training leading to industry recognized certification in post COVID-19 recovery</li> <li>2. Explore and tailor curriculum for new distance learning models for existing industry recognized certifications such as</li> </ol>	<p><b>Activity 5 Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Hold 4 discussions/focus groups through LMC partners to research and identify low-carbon, health &amp; safety workforce needs</li> <li>2. Develop new green, safe, and healthy buildings modules.</li> <li>3. Implement a distance learning model for GJEP 2.0</li> <li>4. Pilot GJEP 2.0 and serve 150 workers in year 1.</li> <li>5. Expand GJEP 2.0 across six regions to recertify/certify 600 workers over the duration of the grant.</li> </ol> <p><b>Activity 6 Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Implement 3 training delivery models: <ol style="list-style-type: none"> <li>a. In-classroom: under new CDC guidelines.</li> <li>b. Hybrid/Synchronous: in-real through online platform.</li> <li>c. Asynchronous: anytime, anywhere.</li> </ol> </li> <li>2. Hire an E-learning and Digital Equity Coordinator.</li> <li>3. Train 400 workers in existing industry recognized certification such as but not limited to GJEP 1.0, Floor Care Technician, and Hybrid GJEP.</li> </ol>



<p>but not limited to GJEP 1.0, Floor Care Technician, and Hybrid GJEP.</p> <p>3. Address tech-equity for workers with limited tech infrastructure for on-ramping to training.</p> <p><b>Activity 7: Worker Voice</b></p> <ol style="list-style-type: none"> <li>1. Develop strategy to continue to elevate worker voice through LMCs, advisory committees, and program implementation through peer-to-peer models.</li> <li>2. Integrate the voice of workers in addressing new standards within the industry for new green, safe, and healthy buildings.</li> </ol>	<p><b>Activity 7 Performance Measures</b></p> <ol style="list-style-type: none"> <li>1. Engage at least 20 janitors across the state through various engagement and leadership opportunities to advocate for quality jobs, equity and climate resilience.</li> <li>2. Train 12 workers to become GJEP peer-to-peer certified trainers.</li> </ol>
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**Outcome 1: Address the Career and Economic Mobility of Janitors through Labor-Management**

**Activity 1: Expansion of Labor Management Committees (LMCs)** - The project will further support industry leaders in continuing to address operations and maintenance (O&M) of large commercial office buildings. Building on the success of its previous projects, the proposed H RTP 3.0 project will sustain the current expansion of LMCs in Los Angeles, Orange County and Silicon Valley, and will explore new LMC opportunities in the East Bay, Sacramento and San Diego. BSP has a record of success in convening labor, management, *and workers* to identify industry needs and to implement quality industry-driven, worker-centered workforce development solutions. BSP’s strategy is centered on identifying win-win approaches that are scalable, as demonstrated by the development of the H RTP supported Floor Care Technician program. BSP’s success serves as a catalyst for partners to continue to explore additional career opportunities (such as janitorial leads, supervisors and health porters) as well as forming LMCs in new regions.

**Activity 2: Career pathways** - As the industry works to create workplaces that are green, safe, and healthy, the role of janitors must also evolve. BSP will work with LMCs to produce an industry career framework that outlines occupations, skills sets, and available training programs to meet the current and future labor demand. BSP will conduct focus groups with employers, labor partners, and workers to understand industry needs and ways for BSP to meet those needs. Where there are no available training programs within the industry, BSP will engage industry to create training opportunities. This includes exploring pre-/apprenticeships opportunities that align with the career ladder vision.

**Outcome 2: Engage Commercial Building Owners/Property Management through Labor-Management to define Industry Standards and Impact Measures for a High-skilled Janitorial Workforce in Green Buildings**

**Activity 3: Owner/Property Management Engagement** - Leveraging its labor-management partnership, BSP will further engage building owners and property managers to measure the impact of trained janitors in reaching green performance goals. BSP currently holds

partnerships with building owners and property management companies around the state. Through this project, BSP will deepen those relationships as well as broaden its network of such partners to further establish industry-wide standards. BSP understands that advanced “green” technology is not sufficient in itself to achieve California’s energy and environmental (GHG reductions) performance objectives for commercial buildings. Instead, green technologies must be properly operated and maintained by a trained workforce to realize the full benefits of those investments. BSP will engage owners/management to align green building initiatives with common sense practices and measures, and to map and develop the training necessary for a workforce to meet performance standards. BSP will work with 2-3 building owners/property managers per region and an external evaluation partner to build a preliminary evaluation framework for the impact of GJEP. BSP will work with LMCs to review the framework and identify opportunities to align with existing operations.

**Activity 4: Impact Evaluation** - Green building initiatives employ strategies to minimize overall energy consumption, water use, and waste generation, and a well-trained janitorial workforce can be one of the most effective, low-cost solutions to reach those goals. BSP partnered with USGBC to advocate for the importance of a trained janitorial workforce to maximize green building performance. However, despite initial research efforts to quantify water and energy use reductions of GJEP buildings, there is a need to further develop evaluation and impact metrics for the role of O&M in GHG reduction. Through this project, BSP will work through its labor-management partnership to develop an evaluation framework that will tie GJEP to return on investment (ROI) metrics, and these in turn will be used to further a value proposition for future industry investment.

### **Outcome 3: Upskill Property Service Workers in Green & Healthy Building Movement**

**Activity 5: Green Janitor Education Program (GJEP) 2.0** - BSP will pilot the new GJEP 2.0 modules with 150 workers in year 1, and subsequently, BSP will scale the program across all six regions to train 600 workers over the duration of the grant. BSP anticipates recertifying 600 janitors who previously received certification. BSP will capitalize on the success of GJEP by placing workforce development at the forefront of the green economy and COVID-19 recovery efforts. As we work to address climate change, COVID-19, an inclusive recovery, quality job creation, and racial equity, BSP’s high-road partnership and sector-based approach provides an effective strategy to achieve positive outcomes. As the industry responds to the need for safe and clean workplaces, sustainability workplace health and safety have become more interconnected. Through this project, BSP will further strengthen GJEP to address the current demand for new green, safe, and healthy buildings. BSP will leverage its labor-management partnership to build upon GJEP and re-engage previously certified janitorial worksites for a 4-hour recertification training that addresses new training requirements for creating green, safe, and healthy buildings. BSP will also conduct outreach to untrained janitors to provide the enhanced GJEP 2.0 certification. Through a new E-learning & Digital Equity Coordinator position, BSP will develop a distance learning infrastructure to expand access for workers statewide. BSP will leverage H RTP funds for the development of this program and initial rollout, with the goal of attaining ETP funds for broader expansion.



**Activity 6: Industry Recognized Training, New Delivery Models-** Through its labor-management partnership, BSP will continue to meet the demand for industry-driven training. Given new public health restrictions, BSP will develop and offer training through (1) traditional, in-classroom training that will follow CDC guidelines, (2) synchronous, virtual training, and (3) asynchronous learning supported by a learning management system. BSP will work with its partners to meet training needs as well as to address training delivery challenges. BSP will impact 400 workers through its suite of industry certification programs. Critical to this work, BSP will hire an E-learning & Digital Equity Coordinator to build the organization's capacity to effectively make this transition.

**Activity 7: Worker Voice** - BSP will enlist 20 workers statewide through various engagement and leadership opportunities to advocate for quality jobs, equity, and climate resilience. BSP will also train 12 certified janitors to become peer-to-peer GJEP instructors; BSP will provide stipends and on-the-job training while they serve as teaching assistants before becoming full instructors. BSP will prioritize the engagement of workers and communities who are often disenfranchised in climate/sustainability planning conversations. Additionally, BSP will continue to support SEIU-USWW's environmental justice efforts and will also work with labor-management partners on key industry and worker issues.

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

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 HTRP, BSP has developed the labor-management committee (LMC) framework to continue its career ladder building efforts. This model has been successful in creating multiple industry-driven programs including GJEP, Infectious Disease Certification, and the Floor Care Technician Program which provide upskilling opportunities for career advancement. 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 project will be intentional in its support of industry leadership and workers with the objective of defining the skills, standards, and training for upward career ladder and potential apprenticeship opportunities within property services. 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 and training within the labor-management partnership, BSP and supports its closest partner, SEIU-USWW, to advocate for training and new job classifications in collective bargaining negotiations.

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

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. 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) and are most affected by climate change. BSP facilitates 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. In 2014, BSP leveraged this effective high road model to develop and pilot its GJEP in Los Angeles. The program has been expanded across the state, resulting in the certification of over 1,100 janitors. GJEP is an innovative worksite based program that trains janitors to improve energy and water efficiency and to reduce solid waste. Through GJEP, workers increase their credentials and career advancement opportunities, as well their knowledge, confidence, and leadership skills.

For this project, BSP will continue to scale and build on GJEP through its LMC model while providing specialized training to janitors and connecting them to apprenticeships in adjacent industries. As the janitorial industry moves towards automation, it will be crucial to incorporate technology into training programs to prepare janitors for the future of work. Many of the technologies that are being implemented not only improve cleaning efficiency, but help buildings meet sustainability goals. Technology skills development will improve janitors' job security as well as their efficacy as front-line sustainability workers. As the industry evolves, BSP will incorporate additional technology skills training components into GJEP.

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

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), 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 Infectious Disease Certification (IDC).

Through GJEP and its recently developed IDC program, BSP advocates for a high-road partnership model that brings together labor and employers in order to upskill workers to meet rapidly evolving industry standards. COVID-19 has revealed that all Californians benefit from the professionalization of the cleaning industry. Rebuilding the economy and creating prosperous

and sustainable communities requires robust investment and innovative policies and programs that are based on principles of equity. This includes securing and enforcing basic worker protections, ensuring just compensation, and implementing adequate training standards for frontline janitors.

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 program development strategy for this project.

To increase professionalization of jobs in the janitorial sector, 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 attain and prove industry-defined skills for advancement. This industry-wide, worker-centered credentialing system will pave the way for the creation of new job classifications through the collective bargaining agreement. BSP is also working with partners to develop bridge and/or pre-apprenticeship programs to open professional pathways to facilities management or building engineer positions.

## **6. How will project and partnership prioritize worker voice?**

Born out of California's "Justice for Janitors" campaign, BSP has 13 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. In addition, BSP required worker leaders from across the state to share their concerns/needs and to provide input on program design at those convenings. Through this project, BSP will continue to include 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. In addition, BSP is working to establish a participant advisory committee focused on leadership development of workers. Using participant guidance and feedback, BSP will adjust programming to capitalize on successes, address challenges, and create new opportunities to help its service population.

## **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 consume a vast amount of energy and generate more greenhouse gas pollution than most business sectors. The environmental costs of underperforming buildings has a tremendous negative effect on the economy, and the building industry has responded by

advancing ambitious environmental performance goals. For buildings, any effective carbon emissions reduction plan depends on the contribution of building workers who are ultimately responsible for making buildings run “green.” In turn, the success of property service workers to maintain green buildings depends on the availability of high-quality training opportunities. Through H RTP, BSP will continue to develop and implement robust workforce development programs that address environmental standards, meet worker needs, and build statewide economic resilience.

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 H RTP 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.

As it responds and adapts to climate change and environmental sustainability, BSP’s partnership model addresses worker, employer, and industry needs through a win-win collaborative approach. 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. The success of GJEP 1.0 has enabled BSP to advance the idea that “green” O&M should be treated as a core strategy for reducing carbon emissions. Additionally, competencies, curricula and training standards should be established for building service workers in all job classifications—including janitors, maintenance staff, and engineers—in order to accomplish California’s sustainability goals. 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.

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

BSP represents a unique partnership across California between over 90 janitorial employers, over 60 commercial building owners, SEIU-USWW, as well as the broader community. Originally founded as the Leadership Training & Education Fund (LTEF) through the collective bargaining agreements between SEIU-USWW and janitorial employers under the provisions of the Taft-Hartley Act, BSP has been included in all 5 collective bargaining agreements across California and 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. Adaptability across different regions is key given a market like Downtown LA, which consists of multi-tenant high rise buildings, may differs

in significant ways from Silicon Valley, which features prominent single-tenant facility campuses. Often these two markets differ in management structures and incentives that directly impact BSP's engagement strategy. BSP's decentralized model allows regional teams to convene labor-management in different regions to address the specific needs of each respective market.

Furthermore, BSP partners such as property service contractors often operate statewide and exist in multiple markets across that state. Through its statewide initiatives and regional LMCs, this project will work with employers to build and integrate workforce development programs into their skill-development practices across the state and beyond. Similarly BSP will further engage the building owner and property management community who understand the diverse needs across the state and can play a pivotal role in BSP's high road partnership local initiatives. BSP's model is able to have the flexibility to develop its programming based on local labor market assessments and employer's workforce needs.

BSP will continue to strengthen and expand its regional labor-management committees across the state to meet the needs of the industry and workers in each respective region. BSP expects that its successful work through H RTP thus far will enable the institutionalization of LMC structures within collective bargaining agreements across new regions in 2021 collective bargaining negotiations.

## Partnerships

*Responses in this section 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.)?**

BSP has a long history of developing training programs and curricula in an effort to meet the demands of a hard-to-reach workforce, convening unlikely partners with distinct and often conflicting perspectives to agree that investing in the skills of immigrant workers is a mutually beneficial endeavor. BSP met the initial need for ESL training in the industry with resounding success, and this enabled BSP to expand training offerings and deepen its labor-management partnership. Through its ongoing H RTP work and LMC convening model, industry leaders and workers have experienced firsthand how BSP can be an effective mechanism for creating opportunities to uplift the importance of property service work in the California economy. As a convener, BSP has gained valuable experience in managing labor-management relationships while positioning itself as a key driver for industry and worker advancement initiatives. Through a deep understanding of how to negotiate effective training approaches within the context of collective bargaining, BSP is well on track to continue building consensus among industry leaders to further a high road vision.

Core to its program development and implementation, BSP also has a long track record of successful partnerships with community based organizations and higher educational

institutions. In the creation of GJEP, BSP partnered with the Building Owners and Managers Association of Greater Los Angeles (BOMA-GLA) and the U.S. Green Building Council (USGBC) and will continue to engage these two partners in addition to others in the evolution of GJEP 2.0. Similarly, for BSP’s recent Infectious Disease Certification, BSP engaged subject matter experts UCLA LOSH, UC Berkeley LOHP and The Ashkin Group.

BSP continues to expand its footprint in regional networks across the state and demonstrated successful partnerships and engagement with local WIBs, worker advocacy, and other workforce development agencies. For example, BSP is currently involved with ReWork the Bay, Santa Clara County COVID-19 Bridge to Recovery Initiative, and Skills for CA Leadership Council, and often collaborates with organizations such as UnidosUs, National Skills Coalition, and California Edge. BSP believes that it can bring further value to the industry by increasing its presence across the state and its networks to continue advocating for workers through its high road vision.

**10. Existing partners: Outline relationship, history of working together, commitments, and formal and informal agreements. Describe how these partnerships align with the HRTF 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-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.

Table below provides a summary of the BSP’s current 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 California’s janitorial industry, will serve as a principal collaborator to obtain



	critical information to tailor and pilot materials. Similarly BSP has received a letter of support from DMS, a long time partner and active participant in BSP recent high road partnership work. BSP holds relationships with and will engage many other employers through this work.
BOMA-GLA	BOMA-GLA representatives sit on BSP's BOD since its inception and were key collaborators of GJEP 1.0. BOMA-GLA has provided a letter of support for this project and is well positioned to collaborate and mobilize its organization to advance BSP programs and projects.
USGBC	The U.S. Green Building Council has issued a letter of support for our proposed project and has agreed to lend their expertise in the development of GJEP 2.0. BSP partnered with USGBC for the creation of GJEP 1.0 and participates in monthly calls with USGBC and SEIU leaders.

**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.**

BSP will engage new employer partners to support program expansion. More specifically BSP is proposing increased engagement with building owners, property management companies, and facilities management teams to define outcomes and improve evaluation processes in order to demonstrate the impact and value of worksite instruction in achieving low-carbon, energy-efficient, and healthy workplace initiatives. The further inclusion of owners/property managers in this project will provide comprehensive insight into O&M practices and opportunities for training alignment. This expansion will increase the value to the partnership model, and will help high road janitorial contractors become more competitive in a green economy while facilitating the creation of career pathways for workers. BSP will prioritize the deepening of relationships with past partners while also working with labor and employer partners to broaden its owner/property management network in alignment with SEIU-USWW's regional and statewide strategies.

In the development of new training programs such as GJEP 2.0, BSP will leverage past partnerships to support the new activities proposed in this project. BSP will work with USGBC and BOMA-GLA who both have committed to support BSP's work through letters of support. Similarly, BSP will engage subject matter experts such as UCLA LOSH and UC Berkeley LOHP, both of whom supported BSP's recent Infectious Disease Certification with curriculum development.

Lastly, as BSP transitions to a distance learning model and hires an E-learning & Digital Equity Coordinator, it will look to develop partnerships with field-expert organizations such as the

EdTech Center at World Education, Digital Promise, and others. BSP currently holds no formal partnership agreements but has had exploratory conversations with these organizations.

**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. BSP has 13 years of experience as a labor-management partnership convener and will continue to convene SEIU-USWW, janitorial contractors, worker leaders, and broaden owner/management engagement in various service regions.

Interim 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. Through previous H RTP support, BSP established regional workforce development teams led by Northern CA Vocational & Sustainability Coordinator Mariel Estrada and Southern CA Vocational & Sustainability Coordinator Jocelyn Jimenez.

BSP staff will work with SEIU-USWW leadership, including 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. 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?**

Through this project, BSP will prioritize strengthening and expanding its labor-management committees (LMCs) to raise the industry floor by identifying industry needs and developing industry-driven programming such as GJEP 2.0. BSP will strengthen its regional LMCs to meet local labor market needs while bringing together statewide LMCs to implement 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 such as USGBC, UCLA LOSH, and UC Berkeley LOHP, and will include subject matter experts 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 remedification process, and all progress will be reported back to the stakeholders through the LMCs.

BSP will build upon the LMC model by strengthening its existing building owner/property manager partnerships as well as developing new relationships across the state. BSP will have an intentional approach to bridge communication and align strategies between LMCs and its efforts around building owners/property management engagement. BSP is currently a strategy to engage building owner/property management and will conduct outreach by the second quarter of the project.

BSP has a cohesive and efficient internal protocol to manage statewide compliance efforts that 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 California.

## 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).*

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

In California, greenhouse gas (GHG) emissions from buildings are second only to transportation, when accounting for energy and water use and wastewater treatment. Buildings provide spaces for work, housing, recreation and have an affect on our environment and health in many ways. Consequently, there are many opportunities to reduce GHG emissions associated with buildings. Green buildings have adopted cross-sector strategies to reduce GHG emissions, with broad sustainability goals that overlap with social equity and occupant health issues. More specifically, green buildings are designed, constructed, operated, and maintained to maximize energy efficiency, conserve water, reduce waste, and provide good indoor environmental quality. California has been a leader in efforts to improve the performance of buildings through new construction as well as building renovation and equipment replacement. In partnership with USGBC, whose LEED rating system is an industry standard, BSP created the Green Janitor Education Program (GJEP) to enable building service workers to obtain skills that improve green building performance as well as increase their building's LEED certification level.

However, the installation of advanced "green" technology is not sufficient in itself to achieve the state's energy and environmental performance objectives for commercial buildings. Instead, green technology must be properly operated and maintained by a trained workforce to reap the benefits of those expensive capital investments. Through this project, BSP will prioritize building climate and economic resilience by leveraging its high road training partnership model to further the role of O&M and a trained janitorial workforce in supporting green commercial buildings to reduce GHG emissions.

Commercial buildings have cross-sector influence on health and wellbeing of occupants and the communities that surround them. The future of the building industry is not only about increasing energy-efficiency and achieving zero carbon performance, but is about creating healthy environments for workers and community members. Through GJEP 2.0, workers will learn key occupational skills such as principles around green cleaning, energy efficiency, recycling, and water efficiency to maximize GHG reductions in commercial buildings for immediate impact.

BSP will leverage its experience in convening industry leaders in order to identify new workforce development opportunities that help commercial buildings achieve sustainability goals and enable janitors to advance in their careers. BSP has outlined a clear strategy for deepening its LMC approach. BSP will (1) build on GJEP through stakeholder feedback on low-carbon industry needs pertaining to healthy and sustainable buildings, and (2) employ a research and data driven approach to engage LMCs with the development/alignment of GJEP performance metrics with broader green building performance objectives, and (3) certify/certify janitors across CA through GJEP 2.0. Using the success and lessons learned from GJEP and previous H RTP projects, BSP will establish impact measures for (1) decreased energy and water usage in GJEP buildings, (2) increased confidence to implement green practices both at work and at home among GJEP janitors, and (3) additional credential or career advancement opportunities within green and healthy buildings. This LMC effort will be critical to achieve health and economic equity for low-wage workers. LMC efforts will also be needed to implement O&M practices in the context of third-party rating systems such as LEED, as well as to establish measurement systems to track GHG reduction.

**15. 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?**

Green commercial buildings are designed, constructed, operated, and maintained to maximize energy efficiency, conserve water, reduce waste, and provide healthy indoor environments. These objectives are necessary to support California's climate change goals that protect the environment and promote public health and safety. While the green building movement initially focused on green construction techniques and retrofitting existing buildings, green building leaders now recognize that energy and environmental performance goals cannot be achieved without updated O&M. For instance, a well-trained O&M staff can reduce energy use in commercial buildings by up to 30% (see "Assessing the Potential for a FEMP Operations and Maintenance (O&M) Program to Improve Energy Efficiency" US Department of Energy, October 2002). Janitors should be trained to report problems such as leaking hot water fixtures, damaged mechanical insulation, broken windows, and blocked air ducts to prevent energy waste. Additionally, janitors can be trained to use non-toxic, high-impact cleaning methods to ensure that offices are healthy places to work. GJEP provides janitors the training to play a critical role in minimizing the environmental footprint of commercial buildings by addressing water, waste, and energy inefficiencies in the buildings

As the demand for green janitors grows, BSP will mobilize its labor-management partners to develop the certifications and training programs necessary to achieve California's GHG emissions goals. Additionally, as technology becomes increasingly integrated into the O&M of commercial buildings, digital skills will be critical for janitors to report and track issues, and through its distance learning transition, BSP will focus on a significant effort to improve workers' digital literacy. As green cleaning processes evolve and as green technology advances, BSP and its partners will be ready to mobilize a highly skilled workforce to achieve a high-efficiency and high-performance California economy.

**16. 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?**

BSP's partners have a vested interest in upskilling the workforce to meet industry demands around green and healthy building initiatives. Remaining competitive in a carbon constrained economy requires higher-performing and higher skilled workers in higher-efficiency buildings. As green building strategies evolve, BSP will leverage the success of GJEP 1.0 partnerships to integrate the latest green O&M practices in GJEP 2.0. The energy, environmental, and health costs of underperforming buildings are detrimental to the economy, and the building industry is motivated to adopt new green energy and environmental performance goals to improve their bottom line. Through this project, BSP will continue to improve efforts around water conservation, energy efficiency, and waste diversion, while advancing health and safety principles that meet green building performance standards and healthy workplace requirements. Additionally, BSP will develop impact metrics to help industry partners evaluate the impact of GJEP in the context of a carbon-constrained economy, and the organization will continue to expand its LMC partnerships to identify additional industry and workforce needs and opportunities associated with the transition to a carbon-neutral economy. BSP's worker-centered, industry-driven workforce development solution will help firms to be more competitive in a carbon-constrained economy while creating bridges and career pathways for low-wage workers into good, healthy, green jobs.

### 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.*

**17. 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 janitors across California who primarily live in regions considered (1) SB 535 disadvantaged communities (DAC's) as well as (2) AB 1550 low-income communities (LICs) as defined for California Climate Investments. Given its long partnership history with SEIU-USWW, BSP has access to member data through the union that can be used for program outreach. According to both SEIU-USWW member data and BSP participant data, a significant majority of this project's target participants live in DACs (considered LICs as well). 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. 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.

Janitors clean some of the wealthiest and leading commercial buildings in the state but have been left out of the broader green building movement. Creating healthy and sustainable commercial buildings is important for low-income Latino immigrant janitors who tend to have poorer health outcomes and who often bear the brunt of the effects of climate change. Despite working in an industry with substantial investments in reducing GHG emissions, janitors come from communities that lack such investments despite the disproportionate impact of GHG emissions on them. GJEP invests in underserved workers who can access, learn, and take sustainability principles back to their homes and their communities. BSP's service population primarily consists of low-income Latino immigrants who have multiple barriers to accessing traditional education, workforce development programs, and career pathways. 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.

Through its innovative labor-management model, BSP brings together unlikely partners to invest in the skills and opportunities for low-wage immigrant janitors. BSP's effective workforce development programs are offered at the worksites on paid time. Through its LMCs, BSP directly engages worker leaders for their input on program design. Through this project, BSP will leverage its LMCs to provide industry-driven, worker-centered programming for janitors who live in disadvantaged communities. Specifically, BSP will further develop current job training opportunities and pilot alternative distance learning delivery models to provide industry-recognized credentials to workers. This skills development approach will support job retention and improve job quality while meeting industry needs around sustainability and health.

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



BSP serves over 5,000 janitors annually through education and training programs that include Infectious Disease Certification (IDC), 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 immigrants 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 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. To address the specific needs of its service population, BSP has adopted policies to support learner outcomes and success, including an intensive case-management system, a "no-fail" program structure to ensure worker achievement for certifications, the development of Spanish language teaching materials as well as audio materials to address literacy challenges, and the targeted hiring of experienced bilingual adult educators to deliver effective training.

Working with SEIU-USWW, janitorial employers and building owners, BSP offers worksite training on paid-time to overcome education access barriers. BSP implements a comprehensive case management model that includes regular check-ins with program participants to monitor student progress. This best practice has become a critical component of BSP's programs to ensure retention and achieve the highest learner outcomes for workers who often have limited to no recent classroom exposure. Fostering long-term relationships with program participants also provides an opportunity to further engage workers around additional training programs and new services. Furthermore, BSP hires former program participants to work as "Program Ambassadors" to facilitate word-of-mouth outreach and peer-to-peer support. Furthermore, BSP leverages worksite based training to further engage workers in its comprehensive programs.

**19. 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).**

Frontline janitors have inadequate healthcare and lack of worker protections, affordable housing, and childcare. As a population that is composed primarily of Latino immigrants, janitors are three times more likely to become infected and twice as likely to die from COVID-19. Additionally, frontline janitors are provided few opportunities for workforce training, career advancement and upward economic mobility, and can be barred from safety net and relief programs because of their immigration status. 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 family-supporting wages, welcome worker voice, and provide opportunities for career advancement. Through the CBA, janitors have access to employer-sponsored family health insurance and additional benefits. Through additional programs that include 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 so that they can meet growing technology skills demands both at work and in their communities. 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.

- 20. 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.**

44% Workforce Development Team: Spearhead this project through regional LMC convenings, worker engagement, external partner management, as well as program development and implementation to provide workers effective certification and career advancement opportunities.

22% E-Learning & Digital Literacy Equity Coordinator: Lead the organization's transition to distance learning and set up the systems to adequately support BSP's target population access effective distance learning, digital literacy skills development opportunities, and career pathways.

9% Strategy & Partnership Leadership Staff: Coordinate statewide strategy and leadership engagement among key stakeholders to best advocate for workers and support successful partnership management, program development, implementation, and evaluation.

25% Training Costs: Support workers through a worker-centered approach to program development, implementation, and support system to ensure successful learner and upskilling outcomes.

- 21. Explain how community input was **considered** in your project design.**

Janitorial workers, the majority of whom are Latino immigrants, are essential workers who have carried the burden of the economic and health impact of COVID-19. In an industry that has historically lacked career pathways, BSP will continue to advocate for opportunities for janitors and embed its programming with essential economic development efforts across California. Comprehensive efforts to address climate change and equitable/inclusive economic recovery must address immigrants in low-wage/low-skilled jobs who make up California's largest share of workers. BSP's service model is an example of how to create pathways that address climate, equity, jobs and economic development goals for California's immigrant worker population.

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. Additionally, a learner-centered approach has been necessary to address the barriers to online education that have emerged in the recent nationwide shift to distance learning. Through this project, BSP will continue to expand its delivery model, placing workers at the center of all planning activities while creating a process for ongoing evaluation through learner 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](#).*

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

**Community Investment & Job Retention:** Janitors across California come from disadvantaged and low income communities that have not seen green investment and are often left out of discussions around environmental sustainability. This project will target an underserved population through effective and accessible workplace training that upskills janitors in a growing green economy. A worker-centered investment is needed to raise the floor of an historically flat industry to provide janitors with needed opportunities for career advancement. This project will help janitors understand the health benefits of green maintenance for their building tenants, for themselves, and for their families and communities at home. Additionally, in the context of the recent furloughs and layoffs that have occurred in the janitorial industry, the certification opportunities provided through this project will help janitors to retain their jobs.

**Water & Energy Savings:** In 2017, BSP partnered with the environmental consulting group SeedLA to conduct an evaluation of GJEP. The SeedLA report demonstrated that 76% of GJEP buildings saw a decrease in energy and water usage between 2013-16, with GJEP buildings using 5.6% less energy on average in 2016 than non-GJEP buildings.

**Occupational Safety & Health Improvement:** Efforts to advance sustainable and healthy buildings must address worker health and safety, and this is especially important in the context of COVID-19. Through this project, BSP will prioritize worker health and safety through its successful GJEP and Floor Care Technician programs.

**Transportation:** Due to the skyrocketing cost of living in California, many janitors commute long hours on public transportation from affordable neighborhoods. BSP will offer programs virtually

so that participants can access training opportunities from their homes. This will result in less time spent on the road and will further reduce carbon emissions.

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

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. An investment in low-wage jobs through skills development will support job retention while improving job quality.

Water & Energy Savings: GJEP educates janitors on a broad range of O&M sustainability principles. The GJEP curriculum includes modules on energy and water conservation to help workers increase the energy and water efficiency of buildings. As a result of GJEP, workers are empowered to report a leak, or turn off lights, building owners lower their energy costs, and communities benefit from a reduced carbon footprint. Furthermore, janitors take the knowledge they have gained through GJEP and apply sustainability practices at home for the benefit for their families and communities.

Occupational Safety & Health Improvement: GJEP devotes an entire module to the principles of green cleaning. Through GJEP, workers learn about the health benefits of green cleaning products, they are educated on the health and environmental impacts of using certain chemicals, and they are trained to report chemical safety issues. Additionally through a health & safety module, GJEP provides training on ergonomics, injury prevention, and chemical and electrical hazard protection. Furthermore, BSP will continue to advocate and prioritize worker health and safety in the context of COVID-19. Moreover, BSP will establish metrics and data collection processes to evaluate the impact of this project on occupational health and safety.

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

Community Investment & Job Retention: Direct investment will be immediately realized through the implementation of 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.

Water & Energy Savings: These co-benefits will be realized immediately through project training implementation. They will be sustained in the long-term through the implementation of energy and water conservation and green cleaning practices by workers in their workplaces, homes, and communities.

Occupational Safety & Health Improvement: These co-benefits will be realized immediately. BSP will continue to prioritize occupational health & safety, which is an integral part of sustainability efforts as well as the organization’s mission to improve the quality of life of low-wage workers.

## Award Request Justification

*Only respond to question below if your requested award amount exceeds \$1 million.*

**25. Provide 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.**