

## H RTP: WIOA 3.0

### Exhibit A – Project Narrative

**Organization:** Building Skills Partnership

**Project Name:** A Just Recovery for Airport Workers: Expanding Aviation Industry Certification Opportunities towards Good Jobs.

#### Section I. Project Framework

##### 1. Describe how this additional funding will improve, expand, and/or scale your existing or previously funded High Road project?

Through its High Road Training Partnership (H RTP) model, Building Skills Partnership (BSP) seeks to advance job quality and equity by convening key industry stakeholders to link sector-based workforce training with economic mobility for property service workers across California. Two of BSP's existing H RTP projects (H RTP CCI Cohort A: Green, Safe, and Healthy Jobs and H RTP CCI Cohort B: Safely Reopening CA through Career Pathway Innovation- Linking the Environmental Movement & COVID 19) continue to develop and strengthen key industry partnerships. Both projects upskill workers through training, while exploring career pathway innovation to ensure a just and equitable recovery from COVID-19 for an often overlooked workforce of frontline janitorial and airport passenger service workers. BSP seeks additional funding to replicate, expand and scale the impact of its successful H RTP strategies within the janitorial industry to a new sector: the airport passenger service industry at LAX. This project will facilitate the growth of an airport labor-management partnership that can collaborate to implement industry driven solutions to explore replication to other airports across California under the same collective bargaining agreement.

Funding will provide BSP the necessary staff capacity to focus on expanding its relationships with employers, key industry stakeholders, and external workforce and adult educational providers to create and bridge career opportunities for airport passenger service workers at LAX. BSP's role as the convener through its Labor-Management Committees (LMC) enabled LAX to determine what type of quality training was needed to safely reopen the airport while protecting workers and the public from COVID-19 and future infectious disease outbreaks. It was through BSP's high-road practice of convening the LMCs that employers, the airport, and SEIU-USWW agreed on training solutions as the path forward to reduce the spread of the virus while prioritizing the creation of career ladders for airport passenger service workers. H RTP WIOA 3.0 funding will support BSP in expanding its industry relationships by giving it more capacity to engage with more union employers at LAX and possibly form new ones with employers in other airports. This H RTP project will enable BSP to drive LMC convenings centered in paving career and educational pathways for airport passenger service workers all with the intent towards quality job creation.

Secondly, after an initial workforce survey conducted in the spring, BSP found that 50% of airport passenger service workers had some college credit, only 10% of those workers successfully completing a 2-year degree, and 40% reporting successful graduation from high school with no college experience. Additional funding will provide BSP the necessary capacity to work with community colleges to leverage existing workforce and credential programs to support career pathway development strategies for airport passenger service workers at LAX. BSP would like to explore continued education training for airport workers in partnership with community colleges with a special focus on college aviation career certification opportunities. BSP will use HRTF WIOA 3.0 to conduct research on how to design a certification track for airport passenger workers with the overarching goal of improving workers' access to continued education and access to better jobs in the airport or aviation industry.

Lastly, continued support for BSP's HRTF projects will help improve its relationship with America's Job Center of California (AJCCs) or local one-stops. This funding will be the opportunity to renew a relationship with AJCCs and discover how they could be integrated into BSP's high-road practice especially when it comes to matching employees with companies that provide good quality jobs, training on specified certifications, and worker assistance.

Additional funding will allow BSP to continue building on the existing successes of both HRTF 3.0 and HRTF CCI. The support will be crucial in preparing airport passenger service workers for good quality jobs and preventing them and their families from being kept at low-wage work. The creation of career pathways will prepare the industry with a strong and able workforce that can sustain during economic changes, prevent disasters, and improve the quality of life of its workers.

## **2. Outline HRTF: WIOA 3.0 project goals and objectives:**

### **a. Outline project goals specific to this funding:**

- 1. Partnership Development:** One of BSP's top priorities and goals is to develop and expand the labor-management partnership at LAX through targeted partnership development and a focus on establishing labor-management committees as a mechanism to raise industry standards and collaborate. BSP will leverage its experience and relationships through previous HRTF projects to increase its outreach and engagement with additional employers at LAX and potential new partners from other airports across California. To this end, BSP will develop, implement, and analyze industry needs assessments with workers and key partners. As BSP increases partnerships and convenes industry stakeholders through LMCs, it is committed to following a worker-centered approach to identify industry needs and develop workforce training solutions that further upward mobility and job quality for airport passenger service workers. Specifically, BSP aims to convene industry stakeholders at least twice throughout the grant term.
- 2. American Job Centers (AJCCs):** Reestablish a relationship with local one-stops or AJCCs. One of BSP's goals is to find out how it can help AJCCs engage productively with the

airport passenger service industry, specifically bridging needs and strategies with high-road employers in the airline or aviation industry. BSP will leverage its database and worker profiles to identify AJCCs that share service areas with workers and establish relationships with business services specialists and case managers. BSP will explore how AJCCs and their workforce services can be integrated in the high-road vision for airport passenger workers.

- 3. Bridging Aviation Career Pathways:** Through this project, BSP will begin the stages of researching and developing an introductory course centered on career aviation certification opportunities to expose workers to careers and educational opportunities within the broader airport and airline industry. BSP's goal is to establish a formalized high-road pathway opportunity that onramps airport passenger service workers into career or certification tracks offered by the community college system. BSP sees an opportunity with existing workers who already have some college credit to onramp them back to earn college credit through a joint career aviation pathway curriculum. BSP will work with industry and adult education experts to bridge existing BSP training, recognize existing skills of airport passenger service workers through micro-credentialing, and develop curriculum for an introductory course customized for incumbent service workers at LAX. The research and development of this pilot will provide BSP an analysis of existing certificate programs and opportunities to develop its current Emergency Preparedness Training (EPT) as a potential certification track for airport workers. Through this pilot, BSP will seek to evaluate the effectiveness of exposing workers to aviation career opportunities through this model and potential outcomes such as earning additional certifications, pursuing an associate degree or transferring to a 4-year university.

As part of this project component, BSP will include a case management component to support workers in their process of returning to college. This will include making sure the courses offered will match worker schedules as well as providing stipends that will support training participants on educational supplies (text books, tech tools, etc), transportation, and childcare.

- 4. Industry Needs Assessments:** BSP will partner with an organization to create an industry-wide needs assessment and evaluation tool. In order to know the needs of trainees and keep worker voice at the foundation of every training, BSP needs to utilize needs assessments on a more consistent basis and make updates when necessary. Because the industry is constantly changing, BSP will always need a deep understanding of the workforce in order to prepare for the changes happening. BSP will work collaboratively with either a community college or an organization who specializes in creating evaluation tools for workforce development training when creating the needs assessment.
- 5. Labor-Management Collaboration on Emergency Preparedness Training (EPT):** Through its H RTP approach, BSP will continue to support employers' training needs through its existing Emergency Preparedness Training (EPT) designed for airport passenger service

workers at LAX. Airport passenger service workers provide assistance with baggage, check tickets, direct guests to gates, provide assistance to disabled guests, and provide cart transport between terminals. Additionally, they support airport security by manning doors to ensure that access is only granted to those with appropriate badge clearance, and they are often the first airport workers to identify and report suspicious activity.

BSP's EPT program trains airport passenger workers to respond to emergencies and incidents that occur at airports. Curriculum and training modules include: (1) understanding airport agencies and layout, (2) incident management system overview, (2) active shooter protocols, and (4) evacuation and repopulation control. The EPT program includes a digital literacy component: with guidance, trainees create a unique computer account, and after watching six training videos, they complete short exams using their new accounts. This exercise improves the computer and technology skills of workers, the majority of whom have no previous computer experience. BSP's goal is to continue this important training especially if the airport industry anticipates hiring new workers.

**b. How does this align with, expand, scale, and/or replicate past or existing H RTP work:**

LAX service workers support the third busiest airport in the world, but without career advancement opportunities, most PSW struggle to make ends meet. PSW at LAX are 47% African American and 40% Latinx, and these two racial/ethnic groups have been the most disproportionately affected by COVID-19. In addition to being at increased risk of infection, PSW have been economically devastated by the pandemic, with nearly 70% of airport workers losing their jobs through the COVID-19 pandemic. Furthermore, from a workforce survey conducted in the spring, 50% of workers held some college credit, and a total of 90% held at least a high school diploma, demonstrating the notable opportunity to bridge training and educational opportunities for this workforce through community college collaboration. This project seeks to leverage BSP's successful H RTP model to build the infrastructure that can support a collaborative labor-management partner to address industry needs and increase economic opportunity for airport passenger service workers.

This project will build off BSP's Workforce Accelerator 9.0 project and H RTP CCI Cohort B project to replicate and expand BSP's successful H RTP model to the airport passenger service industry within LAX. Given BSP's early-stage partnership and emerging training presence at LAX, this project will provide the necessary investments to develop key partnerships and establish industry buy-in for a multi-employer labor-management partnership that can collaborate on improving job quality, creating income security, and supporting upward mobility for a primarily African American and Latinx airport service worker population. With its proven ability to advance job equity through sector-based workforce training, BSP will work with LAX Project Team members to survey industry needs and identify strategies to support re-employment, worker retention, and career pathway development. Through a worker-centered, labor-management approach, industry and workforce analysis surveys will be used to develop

and implement industry standards around training while creating career pathways and supportive services to help low-wage workers achieve income security and economic mobility. BSP will work with employer and labor partners to identify and work with American Job Centers and traditional adult education workforce partners such as community colleges to map and leverage existing workforce and credential programs to support employment career pathway development strategies.

**c. What will be accomplished by the end of the grant term (3/31/2024):**

By the end of the grant term, BSP will engage new partners to join its high-road network of stakeholders in the industry. Specifically, BSP will outreach to 5 employers and invite them to join at least the two LMC convenings that will happen during the grant term. BSP will accomplish this by creating a marketing plan targeted at the union companies operating at LAX by telling the story of workforce development training successes born out of the LMCs and high-road partnerships. BSP’s partnership expansion will be spearheaded by its industry-recognized Emergency Preparedness Training where BSP will collaborate with employers to meet their training needs, impacting at least 600 workers at LAX through training. Furthermore, BSP will partner with employers to provide continued training for airport badged workers to meet LAWA: Los Angeles World Airports (LAWA) compliance requirements and site regulations which is a high priority for employers to retain a workforce that knows the operations and strict systems of the airport.

At the end of this grant term, BSP will:

<p>Conducted convenings with key stakeholders .</p>	<p>Convene at least two labor-management committee meetings with industry stakeholders. BSP will also convene an additional four meetings with union partners in the airport industry within California.</p>
<p>Utilized needs assessment to structure programming within LAX.</p>	<p>Worked with a data analyst to create a needs assessment and conduct needs assessment at least once a year to reflect the changing needs within the industry and its workers.</p>
<p>Created a career pathway map to upscale the industry and provide career advancement opportunities for PSW.</p>	<p>Create a career pathway map and present during an LMC to initiate conversations on how the industry can be more competitive and provide opportunities for workers wanting to grow within the industry.</p>
<p>Piloted an aviation certification program in partnership with a community college.</p>	<p>2 cohorts of workers (at least 25 workers total) will participate in an aviation certification pilot program designed specifically for LAX’s PSW in</p>

	hopes of providing career advancement opportunities for workers.
Expanded worker leadership development programs.	Leadership opportunities for workers will be created through the Workers’ Advisory Committee where 5-10 worker leaders representing the diverse demographics of LAX PSW will be given the opportunity to voice the opinions regarding work and any potential opportunities they currently see.

**3. Describe how COVID has impacted the industry and how this funding will support industry and employer needs.**

Passenger volume and air traffic at LAX plummeted 95% because of the coronavirus pandemic by the summer of 2020 according to an article by L.A. Biz, leading to major hits to revenue and subsequent budget cuts. Many airports such as LAX squeezed airport service contractors for cost savings, including through layoffs. LAX was particularly hit hard by the COVID-19 outbreak. In May of 2020, an article by Forbes reported “700 workers at the bottom rungs of the airline industry lost jobs at Los Angeles International Airport and San Francisco International Airport within four days.” As airport employers rehire furloughed and laid off workers during the reopening, BSP is working closely with them to retain workers by offering essential training and certifications to workers. By embedding the IDC program to BSP’s current H RTP on Safely Reopening CA through Career Pathway Innovation, trust and confidence amongst employers, intermediaries, and partners at LAX has increased. As a result, BSP has been able to train more workers at LAX. If capacity is increased and employer collaboration for training continues, BSP will be in a strong position to expand its H RTP model by developing partnerships with new employers and other key industry stakeholders at the airport to support workers at LAX and potentially other airports throughout the state.

Given the seasonal yet high demanding EPT training needs at LAX, BSP does not currently have the year-round capacity to effectively build out key components of the H RTP model that BSP has identified as outlined in this project proposal. Funding will secure BSP’s ability to not only maintain its current level of operational capacity at LAX to meet employer and industry needs but also provide the necessary increase in staff capacity to further partnership development and convene key industry stakeholders through the LMC model. Partnership development with employers, labor, airport entities, workforce providers, and other airport stakeholders will set the foundation for increased collaboration to identify industry needs and support the implementation of industry-led solutions. BSP has leveraged its H RTP model to rapidly develop an Infectious Disease Certification program to upskill workers and protect their health as they support commercial facilities, businesses, and the airport during COVID-19. Additionally, BSP has leveraged COVID-19 relief funding (including a grant from United Way Greater Los Angeles)

to encourage workers who are in need of COVID-19 related assistance to maximize their benefits through further participation in BSP programs.

This grant will also enable BSP to develop and implement an online version of EPT to support employers' training needs in the ongoing COVID-19 recovery, impacting at least 600 workers. Furthermore, BSP will develop a peer-to-peer (P2P) training module to enable PSWs to provide ETP to their coworkers. In addition to ETP training, the P2P module will advance workers' leadership skills and will enhance BSP's culturally competent service model. This cultural competence factors cultural variables including linguistic background, national origin, religion, sexual orientation, gender, gender identity, age, and socioeconomic status. Overall, this funding will support BSP and its employers partners to have a prepared workforce to face future disasters and meet compliance with airport requirements.

## Section II. Subrecipient & Partnerships

**1. Subrecipient (organization applying for funding): H RTP: WIOA 3.0 is a Workforce Innovation Opportunity Act (WIOA) funded grant program and all awarded organizations must meet and comply with WIOA Title 1 and the Code of Federal Regulations, Title 2 (Uniform Guidance) to responsibly manage the grant program. Describe your experience and capacity in managing WIOA funds:**

**a. Describe direct experience and success in managing WIOA funded grant programs:**

BSP has had success in WIOA funded grants through H RTP 1.0, H RTP 2.0, and the Workforce Accelerator Fund 9.0. All of such grants were dedicated to training immigrant service workers living in disadvantaged communities in California. Through these past projects, BSP has invested in its infrastructure and internal operating procedures for contract management and project implementation. BSP is well positioned in being awarded with WIOA funds because of its staff being experienced in reporting and complying with WIOA regulations.

**b. If no experience managing WIOA funded grant programs, describe how organization will operate this grant program and become familiar with WIOA requirements to responsibly manage funds and comply:**

### Open Narrative Response

**2. Identify organizations (continuing and new) who will convene the partnership, including their role and contribution to this continuation/expansion of high road work:**

**a. Continuing partnerships**

G2	BSP will continue to engage employers at LAX airport, specifically G2's secure staff, the company with the largest share of workers at the
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	airport. BSP has an ongoing collaborative relationship with G2 and will continue to work with them to explore new workforce development opportunities to support the industry's COVID-19 recovery.
SEIU-USWW	BSP was 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.
LAWA Emergency Management Department	BSP will continue to partner with LAWA on overseeing emergency preparedness and advocate for changes and improvements when needed.
Los Angeles Labor Federation / Other Unions at LAX	(Emerging) BSP will leverage existing partnerships with the LA Labor Federation and other labor unions representing workers at LAX to discuss career pathways, industry needs, and potential collaborations across unions and training funds.

**b. New partnerships**

New partnerships that BSP will explore on engaging to include in the labor-management committee convenings in the industry will include:

Cypress College & Other Accredited Community Colleges	BSP will strategically engage Cypress College and other accredited colleges to explore the possibility of creating an introductory aviation certification program that could lead to career advancement within the industry in the long term. Additionally, BSP would expand that partnership and determine how those working within the industry can transfer to a university to pursue other career options.
America's Job Center of California	Focus on rebuilding the relationship with AJCC's, most specifically, in areas where there is a predominant LAX worker population. Job Centers include: The Lancaster American Job Center, South Los Angeles Worksource Center, South Bay One Stop Business and Career



	Center, and Watts/Los Angeles Worksource Center.
Airline and Federal Agencies	Key partners when determining any vacant positions available for airport passenger service workers that qualify based on their skills.
LA City Council, Board of Airport Commissioners	Work with the city to make training developed a mandate.

### Section III. Outcomes & Deliverables

#### 1. Identify area(s) of focus for your project and provide details on what will be prioritized and implemented with grant funding:

##### a. Developing apprenticeship and pre-apprenticeship programs

By centering partnership development with the key industry stakeholders outlined in this project, BSP hopes to set the groundwork for conversations and collaboration down the line to map career pathways across the aviation industry and potential to develop and implement innovative apprenticeship and pre-apprenticeship opportunities within the industry.

##### b. Research and development

Aviation Certification Introductory Course: BSP will partner with accredited colleges (Cypress College) to create an introductory course for an airport passenger workers certification course. BSP will research how to formalize the onramp of airport workers into the community college system for an opportunity to further continue earning college credit with the intent to obtain a certificate that leads to a higher paying job in the aviation industry. BSP will work with accredited colleges to create career tracks that are short term with appropriate scheduling for those already working in the industry.

Industry Analysis & Evaluation: BSP would like to partner with a data and evaluation expert to learn how to develop and standardize an evaluation tool for yearly needs assessments. To expand the number of trainees, BSP needs the capacity to conduct recurring needs assessments to keep workers voice central in pandemic recovery.

H RTP Marketing & Outreach: BSP will also focus on developing marketing materials to promote the successes of high-road partnerships, allowing for more employers in the industry to take note of the work being done and creating more engagement from them in workforce development training.

##### c. Continued partnership building

BSP's primary focus for this project will be on partnership development and convening industry stakeholders through the labor-management committees and targeted outreach. BSP will also establish new partnerships with the AJCC for worker's career advancement in the airline or aviation industry. Furthermore, BSP will continue its high-road relationships with existing partners namely - G2, SEIU-USWW, LAWA, and LAX to understand the ongoing long term pandemic recovery needs of the industry understanding the needs and challenges related to LAX resuming its capacity of serving 88 million travelers annually.

**d. Targeting new target populations**

BSP will conduct a survey to assess worker voice on populations that need to be represented. BSP will explore partnering with AAPI and African American organizations that provide community and supportive services to offer a variety of resources to the diverse population within LAX.

**e. Expanding to new region/area**

Included in its needs assessment package is the need to survey the needs of workers and employers at San Jose, San Diego, San Jose, SFO, and Burbank airports. BSP's goal is to share and expand the impacts of its high-road practices and labor-management committees statewide and implement a similar training program in other airports. These airports employ workers represented by SEIU-USWW.

**f. Organizational capacity building**

Funding will allow BSP to maintain current staff capacity through its Director of Airport Training and Airport Workforce Development Coordinator as well as hire one additional staff (EPT Coordinator & Worker Engagement Coordinator). Collectively, they will lead employer collaboration on training needs such as EPT and build worker capacity through its peer-to-peer leadership program. In order to adequately build out an H RTP model at LAX, BSP needs additional capacity for partnership development. This increased capacity will allow for EPT work to continue and simultaneously provide the Director of Airport Training and Airport Workforce Development Coordinator the support to leverage existing partnership and understanding of the industry to strengthen BSP's network of industry partners across the airport as well as external partners to support industry analysis and career pathway creation through an H RTP model.

**1. Identify your project goals, performance measures, and outcomes to be accomplished with grant funding and by the end of the grant term:**

<p><b>What will project do?</b></p> <p>List specific project outcomes and deliverables (quantitative and/or qualitative).</p>	<p><b>How will this be measured/achieved?</b></p> <p>Describe how you will know if project is successful (quantitative and/or qualitative).</p>	<p><b>When will this be achieved?</b></p> <p>Provide specific point in time within the grant term.</p>
<p>Explore the creation of an affiliate organization for airport passenger service workers by convening BSP's board and industry stakeholders to build the infrastructure that can strengthen its HRTP model</p>	<ol style="list-style-type: none"> <li>1. Create and make presentation to BSP board on needs assessment conducted with PSW's</li> <li>2. Identify interested parties to serve as an airport recommendation committee to BSP board</li> <li>3. Research the requirements for affiliate organizations</li> <li>4. Create and present recommendations to BSP board for affiliate committee relationship.</li> </ol>	<ol style="list-style-type: none"> <li>1. Year 1 results: Q2 Year 2 results: Q6</li> <li>2. Q4</li> <li>3. Q3</li> <li>4. Q6</li> </ol>

<p>Create a data and evaluation partnership that allows us to conduct and analyze annual surveys and assessments that are done with both workers and employers to compare and track needs during long term pandemic recovery of the industry.</p>	<ol style="list-style-type: none"> <li>1. Develop a year 2 assessment.</li> <li>2. Develop year 3 assessment.</li> <li>3. Conduct survey/assessment collecting 200 per year.</li> <li>4. Analyze year 1 surveys to create a baseline.</li> <li>5. Create and disseminate findings on an annual basis to all related parties and partnerships.</li> </ol>	<ol style="list-style-type: none"> <li>1. Q1</li> <li>2. Q3</li> <li>3. Year 2: Q2; Year 3: Q4</li> <li>4. Q1</li> <li>5. Q4 &amp; Q8</li> </ol>
<p>Expand and train worker advisory committee to conduct annual needs assessments and prepare them to present on findings along with advocating and recruiting for BSP programs and career pathways.</p>	<ol style="list-style-type: none"> <li>1. Convene 6 quarterly meetings.</li> <li>2. Implement committee roles and positions through voting and term limits.</li> <li>3. Develop committee rules and responsibilities.</li> <li>4. Recruit additional members representing all demographics and companies at the airport.</li> <li>5. Work with committee members to identify challenges and identify solutions to be presented to the BSP Board.</li> </ol>	<ol style="list-style-type: none"> <li>1. Quarterly beginning in Q3</li> <li>2. Q4</li> <li>3. Q2</li> <li>4. Ongoing starting Q2</li> <li>5. Q8</li> </ol>

<p>Expand the peer trainer program to include mentorship opportunities and case management.</p>	<ol style="list-style-type: none"> <li>1. Implement peer trainer levels with rubrics guiding the responsibilities and expectations at each level.</li> <li>2. Create ambassadors peer trainers for supportive services such as FinCap, Health, Civic Engagement.</li> <li>3. Develop individualized mentorship plans for peer trainers (active peer trainers being mentored).</li> <li>4. Develop and train peer trainers to coach peers in the program and within the career pathways track (peer trainers mentoring non-peer trainers or entry level peer trainers).</li> </ol>	<ol style="list-style-type: none"> <li>1. Q1</li> <li>2. Q2</li> <li>3. Q4</li> <li>4. Q4</li> </ol>
<p>Work with accredited colleges to bridge the workforce with certification programs that recognize industry experience leading to upward mobility within the aviation industry.</p>	<ol style="list-style-type: none"> <li>1. Establish partnership and explore options for a certification program designed for active badged employees to pursue certifications through these institutions.</li> <li>2. Research types of positions in the aviation industry and explore alternative position specific career pathways.</li> <li>3. Conduct an introductory pilot course for workers interested in certification programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Q1</li> <li>2. Q1</li> <li>3. Q4</li> <li>4. Q8</li> </ol>

	<ol style="list-style-type: none"> <li>4. Work with accredited colleges to create fast track certification programs.</li> </ol>	
<p>Engage 3-4 companies and WAC representatives to participate in a Labor Management Committee.</p>	<ol style="list-style-type: none"> <li>1. Convene 2 meetings with Labor-Management-Workers.</li> <li>2. Present career pathways plan.</li> <li>3. Present findings from annual surveys.</li> <li>4. Work in collaboration to address industry training needs and challenges to retention of workers (topic/goal of meeting 1).</li> <li>5. Work in collaboration to identify upward mobility of the workforce (topic/goal of meeting 2).</li> </ol>	<ol style="list-style-type: none"> <li>1. Q4 &amp; Q8</li> <li>2. Q8</li> <li>3. Q4 &amp; Q8</li> <li>4. Q4</li> <li>5. Q8</li> </ol>
<p>To develop strategy and portfolio of airport specific marketing, communications and branding materials and campaigns.</p>	<ol style="list-style-type: none"> <li>1. Create employer specific materials and messaging.</li> <li>2. Create worker centered promotional materials.</li> <li>3. Create presentations and messaging specific to educational institutions around career pathway needs for industry employees.</li> </ol>	<ol style="list-style-type: none"> <li>1. Q1</li> <li>2. Q2</li> <li>3. Q2</li> <li>4. Q5, Q6, Q7, Q8</li> </ol>

	<ol style="list-style-type: none"> <li>4. Create an employee of the quarter highlight program.</li> </ol>	
<p>Convene and collaborate with other union represented agencies and organizations also doing business on the LAX campus.</p>	<ol style="list-style-type: none"> <li>1. Convene 3 meetings</li> <li>2. Explore areas of collaboration with regards to training, career pathways and upward mobility of airport workers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Q2; Q4; Q6; Q8</li> <li>2. Q2; Q4; Q6; Q8</li> </ol>
<p>Improve workplace training and expand supportive services workshops/trainings.</p>	<ol style="list-style-type: none"> <li>1. Create position specific modules for EPT.</li> <li>2. Facilitate 2 workshops per area under Fincap, Health &amp; Wellness, Digital Literacy for airport workers.</li> <li>3. Work with G2 to retrain a workforce of more than 600 workers in Emergency Preparedness Training.</li> </ol>	<ol style="list-style-type: none"> <li>1. Q1</li> <li>2. Q1; Q2; Q5; Q6</li> <li>3. Q2; Q3; Q6; Q7</li> </ol>