OUR MISSION

To improve the quality of life of property service workers in low-wage industries, as well as their families and communities, by increasing their access to education, leadership, and career advancement.
In the midst of BSP experiencing a period of organizational change, 2020 brought an incredibly challenging year due to the global COVID-19 pandemic. As an organization, BSP excelled at pivoting to meet the demand created by the pandemic. As a leadership team, we recognize that 2020 was an exceptional year. Above all, we thank staff for drawing on your skills, capacity, dedication, and passion to serve our members during this difficult time. Our aim in creating this document is not to overwhelm or create confusion, but to move our work forward in a targeted way.

In an effort to provide direction and focus during 2021, a time of heightened demand for BSP’s services and programs, we have identified several core areas that require our collective attention. By identifying these topics and discussing them together, decisions about how to support BSP’s strategic direction can be made as an organization. Although we cannot forecast the future, this document outlines strategic categories and questions that we think are necessary to consider to confront the many unknowns that lie ahead. This will serve as a blueprint to help us advance our mission and continue to place BSP at the forefront of cutting edge programming for property service workers.

In sharing this document, we want to emphasize that these questions will not be answered by any one staff member. This document will drive conversations, serving as a starting point for how BSP will help define programming and decision making moving forward. We share these core areas and questions to work towards a common understanding among all staff. We welcome your thoughts and feedback so that together we can expand on these ideas to meet upcoming challenges. We encourage you to read through this document. We hope that it inspires you to explore the connections between your work and how we can continue to collectively innovate at BSP.

**Introduction**

**ROAD MAP AHEAD**
2021 Strategic Priorities

Areas of Focus

1. Understand the Pandemic’s Impact on Industry and Worker
2. Identify Career Pathways for Janitors and Airport Workers
4. Prioritize Quality Programming while Meeting Industry and Worker Needs
5. Advocate for a Just Recovery for Workers, Inclusive of Digital Equity

6. Support and Provide Leadership Opportunities for BSP staff
7. Build a Strong Infrastructure for Long-Term Viability
8. Measuring our Impact through Data and Evaluation
9. Develop a Culture of Fundraising & Financial Management for Long-Term Sustainability
10. Ensure Sustainability & Expansion of Programming for Airport Workers

Our vision: All workers, including immigrants, can access good jobs, socio-economic mobility and a healthy quality of life.
## 2021 Strategic Priorities

### Understand the Pandemic’s Impact on Industry and Workers

The pandemic will have a lasting impact on the future of the industry and workers. It is imperative that BSP evaluates the impact of changing trends. A recent Gartner poll showed that 48% of employees will likely work remotely, at least part of the time, after COVID-19, and this will have a lasting impact in the commercial real estate industry.

As an organization, we need to have a greater understanding of this changing landscape and the impact it will have on workers.

### Identify Career Pathways for Janitors and Airport Workers

The role of janitors and airport workers is evolving towards maintaining green, safe and healthy buildings. How do we place workers’ voices in the middle of this transformation – what does the change mean for the skills and jobs of workers? Over the next year, we will develop a career pathway framework for janitorial workers that aligns with workforce, labor, and industry needs; the finished product will be a career pathway roadmap for janitors.

### Food for Thought:
- Will office occupancy levels change post-COVID-19 / vaccines? If so, how? How will this impact the industry?
- How can we be proactive in developing a Rapid Response plan in the event that we experience a similar situation in the future?
- How can we best support SEIU-USWW and employers in implementing workshare taking into account BSP’s limited staff capacity?

### Food for Thought:
- How do we envision the future for workforce development training as we return to a “new normal”? (traditional in-person vs. new distance learning offerings)
- How can we create career pathways through skills training, innovation, and partnerships?
- How can we facilitate the recognition of the professionalization of workers through training? How does advocating for wage-differentials and job classifications support this work?
## 2021 Strategic Priorities

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<tr>
<th>Position BSP in the 2021-2025 Collective Bargaining Agreement</th>
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<td>Due to the COVID-19 pandemic, SEIU-USWW’s collective bargaining agreement was postponed from 2020 to 2021. This new timeline provides BSP an opportunity to strategically communicate with SEIU-USWW, building owners and managers, employers, and workers about the value and importance of CBA contributions. These contributions are the cornerstone of BSP’s financial viability. Every four years, USWW and employers have an opportunity to further recognize this professionalization by agreeing on wage differentials and job classifications. This particular bargaining cycle will include additional challenges as labor-management will need to address issues of a changing industry as a result of the COVID-19 pandemic and compliance to the Ya Basta requirements.</td>
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<td>The pandemic has fundamentally changed the way in which BSP delivers, now and in the future, its programming to USWW members. In 2021, BSP will lay a foundation for a hybrid learning model that includes distance and in-person learning. Additionally, BSP staff will prioritize and develop the foundation for the career pathway roadmap. BSP will explore the career pathways framework that will be presented during bargaining with the intent to increase employer engagement and with smaller employers/worksites. Lastly, BSP will continue to initiate partnerships and capitalize on opportunities for growth for its Community Advancement programs including Parent University, Financial Capabilities, Immigration support services, and Health and Wellness.</td>
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### Food for Thought:

- How will bargaining impact our ability to deliver worksite classes?
- How can we best communicate with industry leaders about the impact, value, and need to invest in Building Skills Partnership?
- Who will be BSP’s champions at the bargaining table and how do they advocate for our proposals?

### Food for Thought:

- How do we continue to add value to the Labor Management Committees to respond to industry and worker needs?
- How can we add worker voice in programming and training through advisory committees?
- How can we fully integrate BSP’s learning management system in our programmatic approach?

### Notes:

- Prioritize Quality Programming while Meeting Industry and Worker Needs
2021 Strategic Priorities

Advocate for a Just Recovery for Workers, inclusive of Digital Equity

BSP is adding its voice to many urgent demands that policymakers and funders act boldly to pave a path toward an equitable, just, and inclusive recovery. These include 1) Securing and enforcing basic worker protections, and ensuring adequate training standards for frontline janitors; 2) Ensuring a safety net for all Californians; 3) Strengthening support services for low-wage workers; and 4) Making robust investments in workforce strategies that create equitable pathways to good, stable jobs.

Understanding that digital equity intersects with all areas of a worker’s wellbeing, BSP will embark upon a series of initiatives that aim to close the digital divide. This programming will center equity to ensure that workers who are most vulnerable are not left behind in our transition to online work and learning environments.

Food for Thought:
• How can we expand our influence with policymakers and think tanks?
• How do we engage labor-management to insert the voice of workers and industry in policy agendas?
• How can we address digital equity and digital learning, while also collaborating with partners to increase digital access, hardware and skills?

Support and Provide Leadership Opportunities for BSP staff

BSP’s staff are paramount to our success and supporting their professional development is equally important. However, nonprofits often overlook professional development due to limited funding. As we continue to evolve and mature as an organization, we look forward to developing effective professional development opportunities and supporting career progression internally and/or externally. We strongly believe that by creating, supporting and encouraging opportunities for staff to expand their skills, leadership, and influence, we not only support staff development and career goals - but also assist in retaining top talent.

Food for Thought:
• How do we support staff through professional development and leadership opportunities?
• How are we strategic about creating professional development opportunities for staff to expand their skills, leadership, and influence?
• How does professional development intersect with our culture of learning?
## 2021 Strategic Priorities

### Build a Strong Infrastructure for Long-Term Viability

As we mature as an organization we must continue to build a strong infrastructure for long-term viability. BSP’s growth is in large part due to our staff and our ability to be nimble to respond to the needs of the industry and workers, while also capitalizing on new opportunities for growth. As we move forward, we need to be intentional about building a strong internal infrastructure for long-term viability. Our vision is for BSP to be sustainable for generations, to do this, we must work towards building a robust infrastructure that includes strong IT, data tracking, financial systems, fundraising processes, and other essential overhead such as space. As we approach this journey, we must ask ourselves how can we invest to lay the building blocks for long-term viability? How can we become good stewards and create a better organization to handoff to the next generation of leaders?

### Measuring our Impact through Data and Evaluation

Establishing a strong “Learning Culture” or infrastructure, practices, norms and values that support continuous learning and improvement is important for an organization to continue to grow and innovate. In order for BSP to continue to advance our mission as effectively as possible, it is important for us to grow our learning culture and cultivate our data and evaluation practices. This work includes implementing an evaluation framework that will allow BSP to understand and demonstrate its impact across programs and operations. In addition, BSP will work to grow our internal evaluation and learning capacity which will allow BSP to

1. implement processes to improve program delivery
2. create a system to demonstrate the impact of invested resources
3. understand how BSP programs impact participants at an individual and household level.

### Food for Thought:

- How do establish and move forward with a process to evaluate personnel investments and support structures across the organization (programming, development, data & evaluation, finance & HR)?

- How and when should we end or pause programs?

### Notes:

- Measuring our Impact through Data and Evaluation

- How do we ensure an ongoing investment in the tools and capacity needed for data / evaluation work?

- How do we continue to include worker voice and stakeholder input as we establish a stronger learning culture?

- How do we consistently create space to reflect, discuss and analyze data?
2021 Strategic Priorities

Develop a Strong Culture of Fundraising & Financial Management for Long-Term Sustainability

As BSP enters a landscape of economic uncertainty due to the pandemic-induced recession, it will be necessary to generate a fundraising strategy that is ambitious, feasible, measurable, and adaptable. In addition, it is important to build a strong culture of philanthropy and ensure long-term sustainability. In tandem with finance, we will seek to evaluate BSP’s financial health and gain in-depth understanding of its revenue streams and progress on spending while forecasting the next 6-18 months to best understand fundraising needs for FY 20-21 and more notably, FY 21-22. Through these efforts, Development and Finance will create a process for consistent and ongoing financial analysis and reporting to share back with the leadership team in order to achieve two-way communication and engagement around BSP fundraising and financial aspects.

Food for Thought:

- How can we create a 1-2 year fundraising plan that is aligned with and outlines clear organizational goals and strategies?

- How do we set up benchmarks and milestones to evaluate progress towards goals?

- How do we identify and develop skills development areas to equip staff with a foundation of fundraising?

Ensure Sustainability and Expansion of Programming and Services for Airport Workers

In 2021, BSP will need to create sustainable funding opportunities for the Emergency Preparedness Training along with new programming targeted for Airport Workers. The expansion of programming in 2021 will focus on the areas of Health, Financial Capabilities, and Civic Engagement.

In addition, the program development will be created in conjunction with Union goals for the industry to begin setting the tone for Collective Bargaining (slated for 2022). Through program expansion, we will begin identifying leaders within the industry to create an advisory committee consisting of multicultural members to bring more diverse voices into BSP and more accurately represent the demographics among airport workers.

Food for Thought:

- What are the needs of airport workers and do they vary across cultures?

- Where is the overlap in programming needs between workers of various cultures/races but within the same socioeconomic status?

- How do the needs of airport workers vary based on age? Where do they overlap?